

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



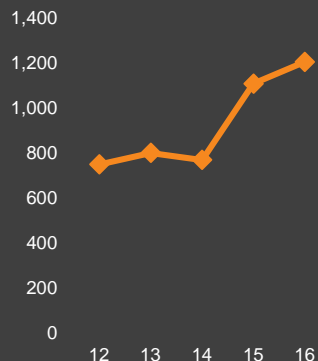
PRODUCTS IN MORE THAN **100** COUNTRIES

FISKARS

Fiskars in 2016

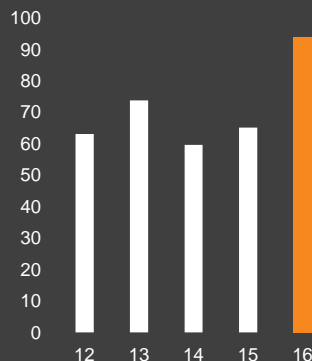
Net sales
EUR million

1,204.6

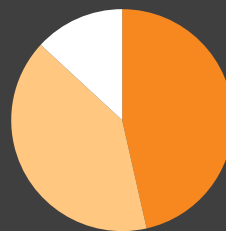


Comparable operating
profit EUR million

93.8

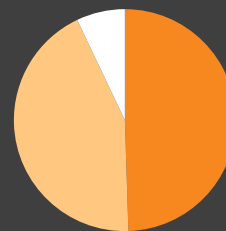


Net sales
by region



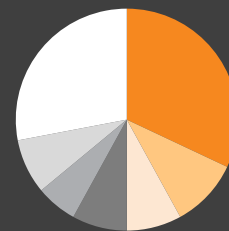
Europe 46%
Americas 40%
Asia-Pacific 13%

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

FISKARS

Building a family of iconic lifestyle brands...

FISKARS®



iittala®



WATERFORD

WEDGWOOD
ENGLAND 1759

ARABIA
1873

Gilmour

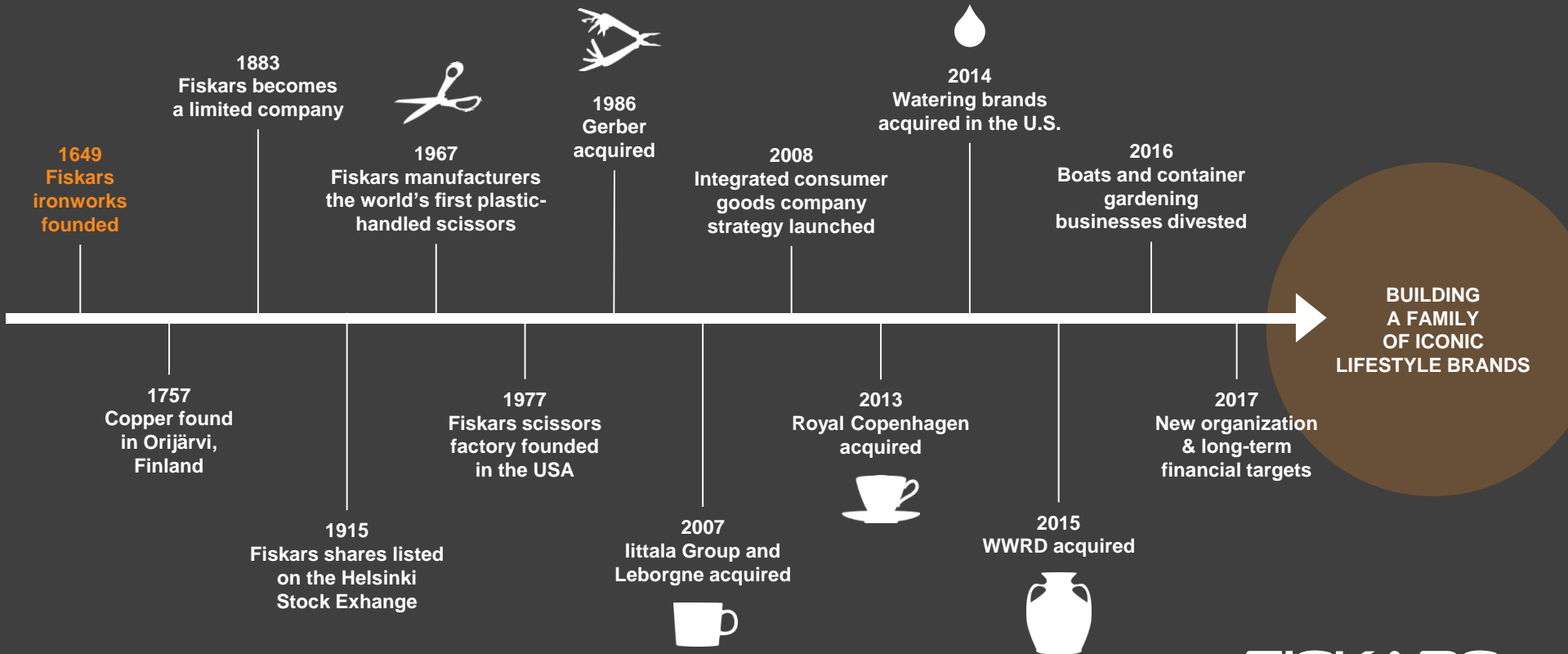
ROYAL ALBERT
ENGLAND 1904

ROYAL DOULTON
LONDON

Å
Rörstrand

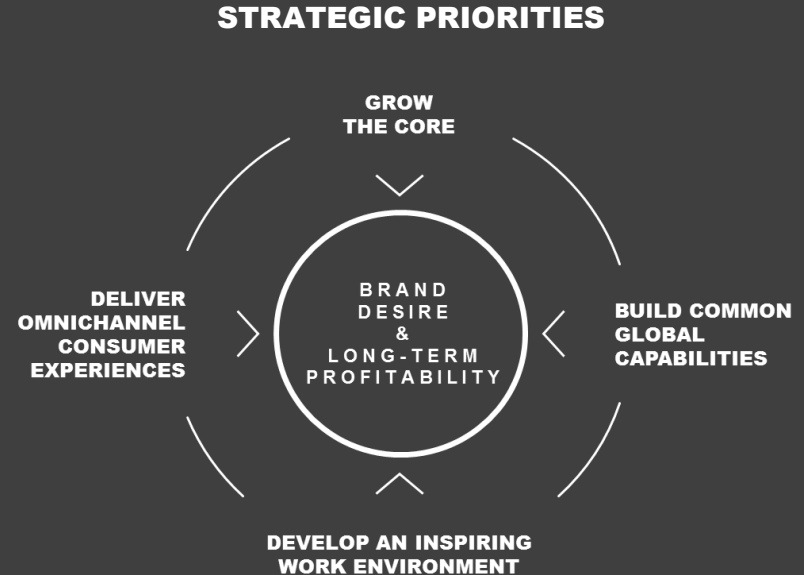
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...through consistent development measures...



FISKARS

...in line with our strategic priorities



FISKARS



Scandinavian Living

iittala

ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

ARABIA
1873

Rörstrand

English & Crystal Living

WATERFORD

WEDGWOOD
ENGLAND 1759

ROYAL ALBERT
ENGLAND 1904

ROYAL DOULTON
LONDON

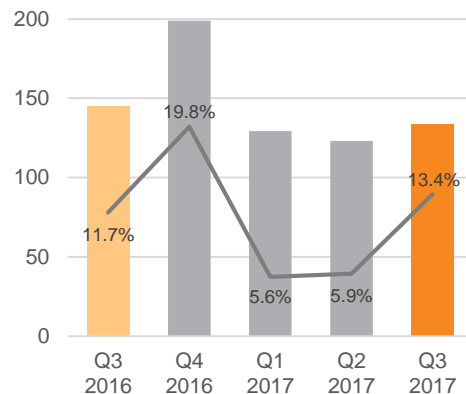
SBU Living

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



Net sales, EURm

— Comparable EBITA, %



SBU Functional

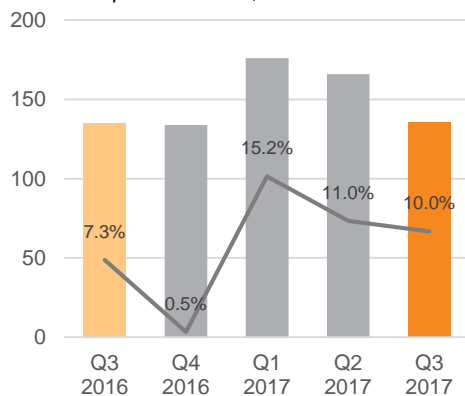
provides tools for use in and around the house as well as outdoors

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



Net sales , EURm

— Comparable EBITA, %



FISKARS®

GERBER®

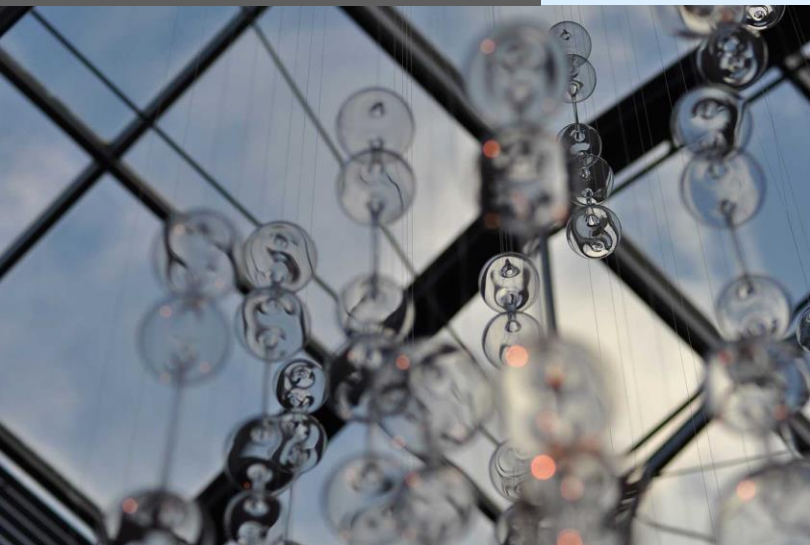
Gilmour

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%

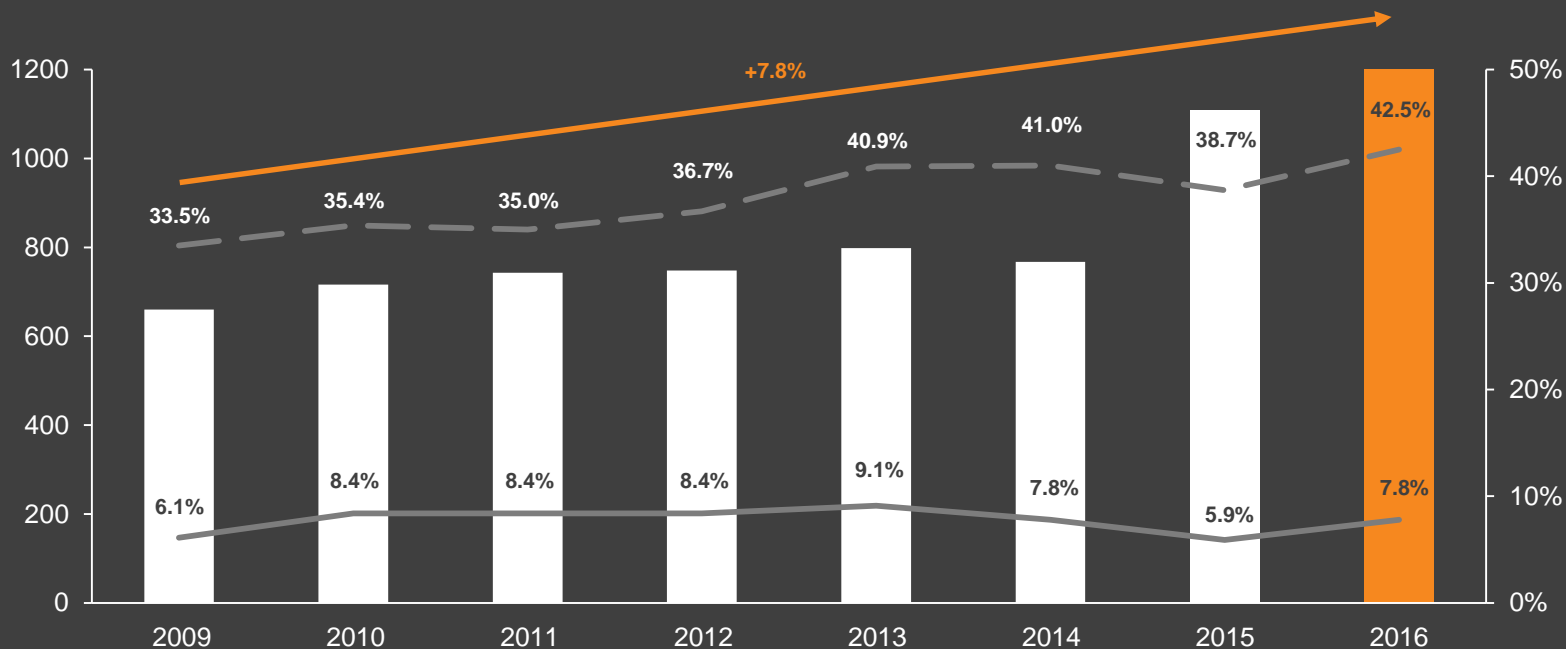


Dividend

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 *

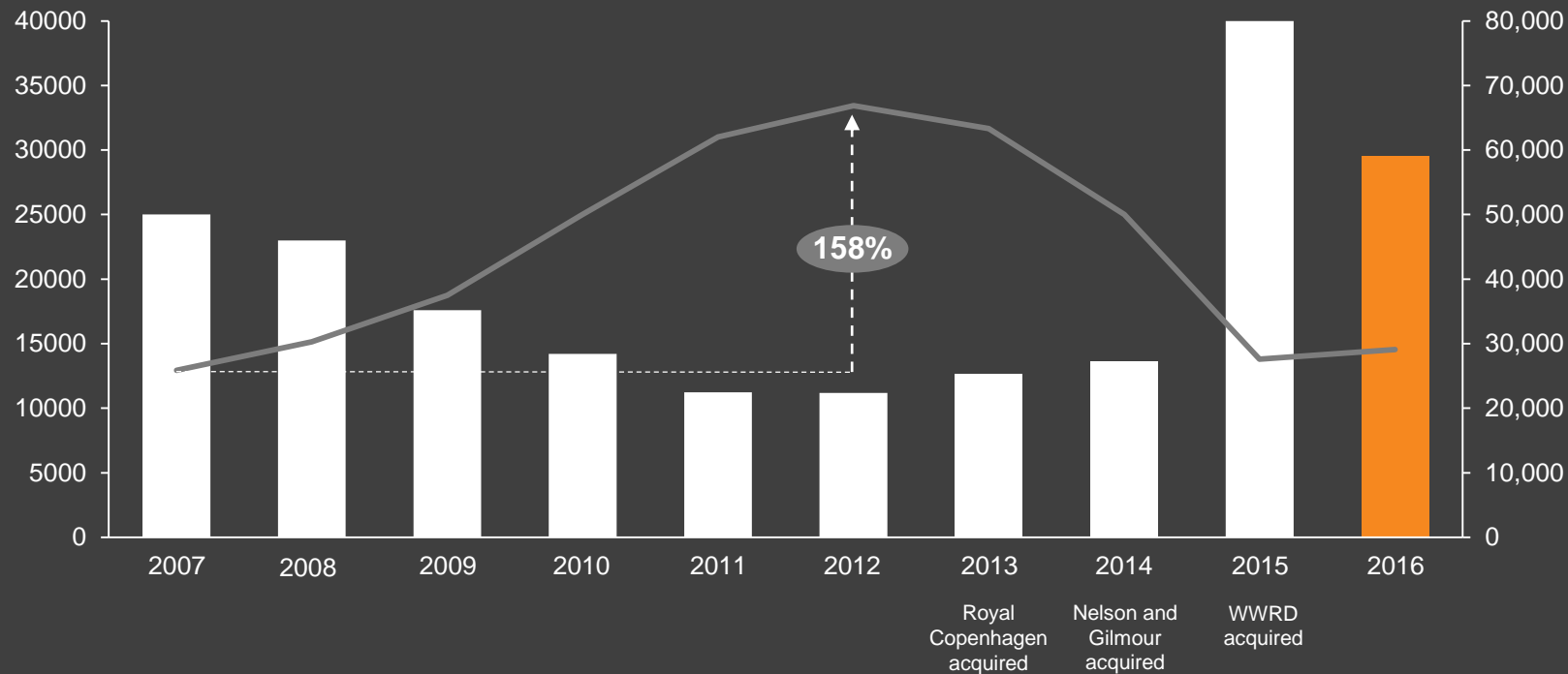
* Items affecting comparability include items such as restructuring costs, impairment or provisions charges and releases, integration related costs, and gain and loss from the sale of businesses

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SKU development

Number of Stock
Keeping Units (SKU)*

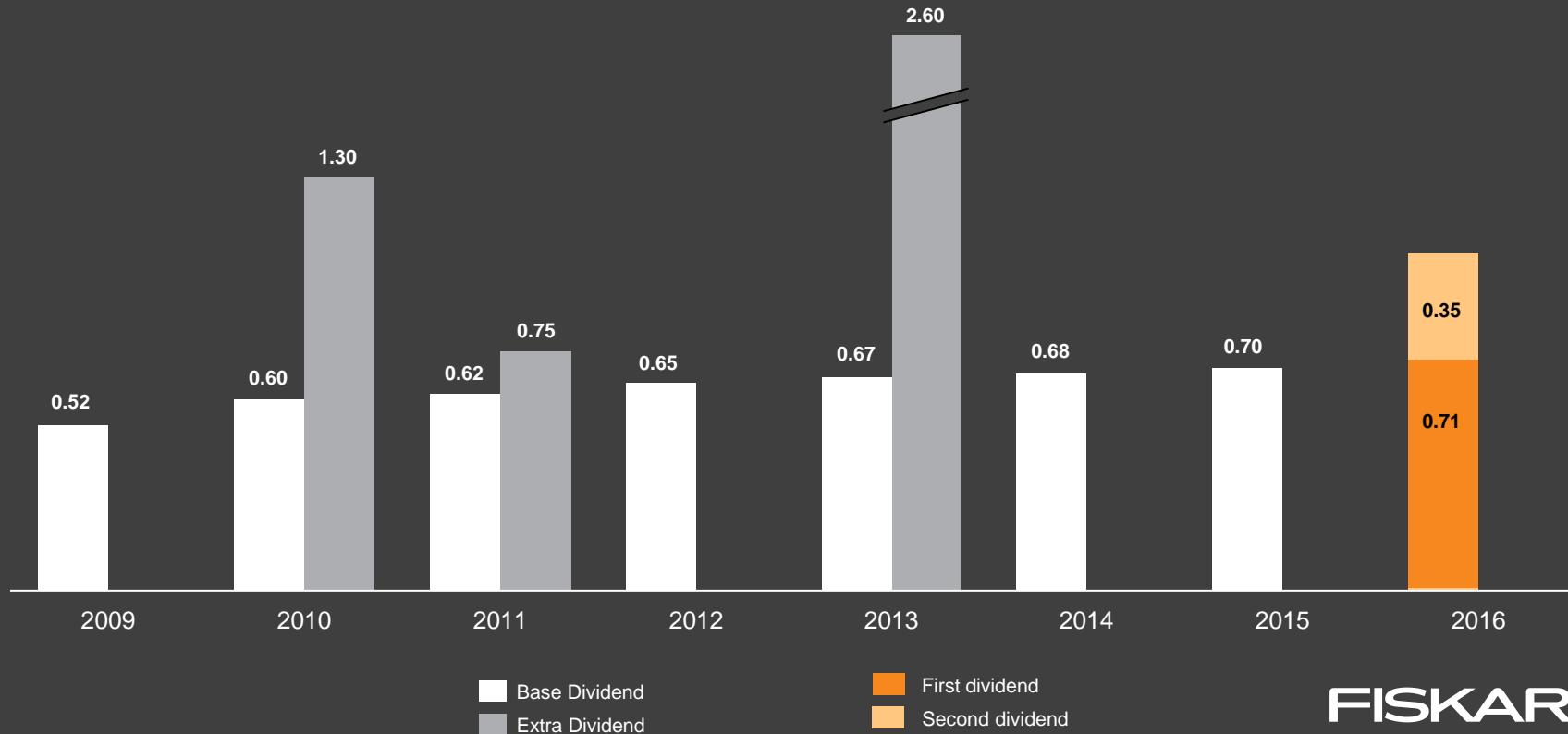
Sales / SKU, EUR



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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

FISKARS