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

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
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

WATERFORD

WEDGWOOD
ENGLAND 1759
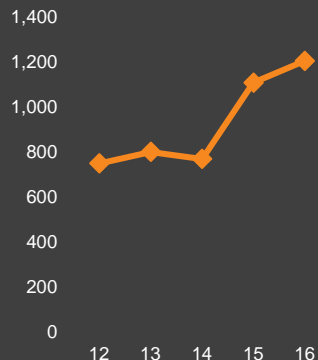
8,000 EMPLOYEES IN OVER

30 COUNTRIES

PRODUCTS IN MORE THAN **100** COUNTRIES

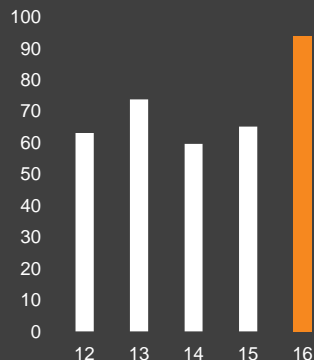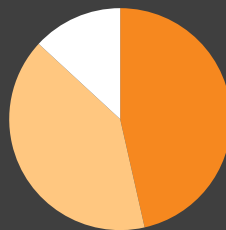**FISKARS**

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
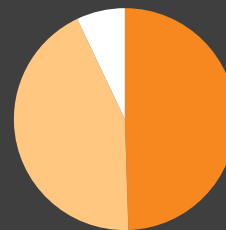
- Living 49%
- Functional 43%
- Outdoor 7%

Net sales by brand
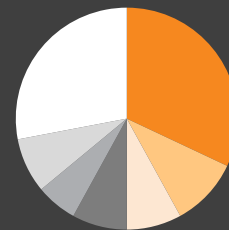
- Fiskars
- Wedgwood
- Gerber
- Others
- Waterford
- Iittala
- Royal Copenhagen

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

…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 Exhange

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**

FISKARS

…in line with our strategic priorities

VISION
CREATING A POSITIVE,
LASTING IMPACT
ON OUR QUALITY OF LIFE

CONSUMER VALUE

CORE BELIEF
WELL-CRAFTED
IS SIMPLY
THE BEST

MAKING THE
EVERYDAY
EXTRAORDINARY

VALUES
INNOVATION
INTEGRITY
ACCOUNTABILITY
TEAMWORK

PROPOSITION

MISSION
BUILDING A FAMILY OF
ICONIC LIFESTYLE
BRANDS

STRATEGIC PRIORITIES

GROW
THE CORE

DELIVER
OMNICHANNEL
CONSUMER
EXPERIENCES

BRAND
DESIRE
&
LONG-TERM
PROFITABILITY

BUILD COMMON
GLOBAL
CAPABILITIES

DEVELOP AN INSPIRING
WORK ENVIRONMENT

FISKARS

SBU Living

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

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
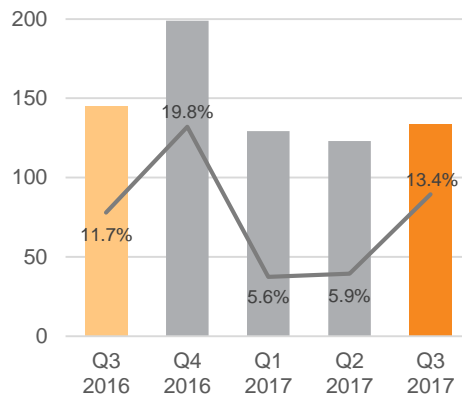ENGLAND 1904

ROYAL DOULTON
LONDON

Net sales, EURm
— Comparable EBITA,%

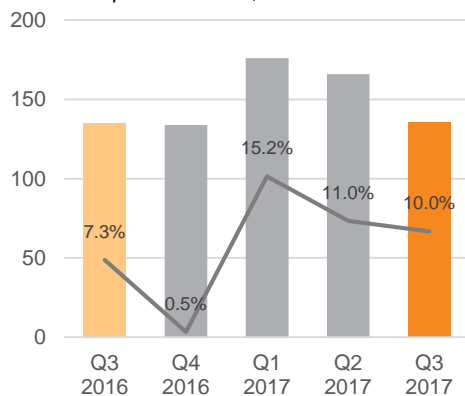|	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017
EBITA %	11.7%	19.8%	5.6%	5.9%	13.4%

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,%

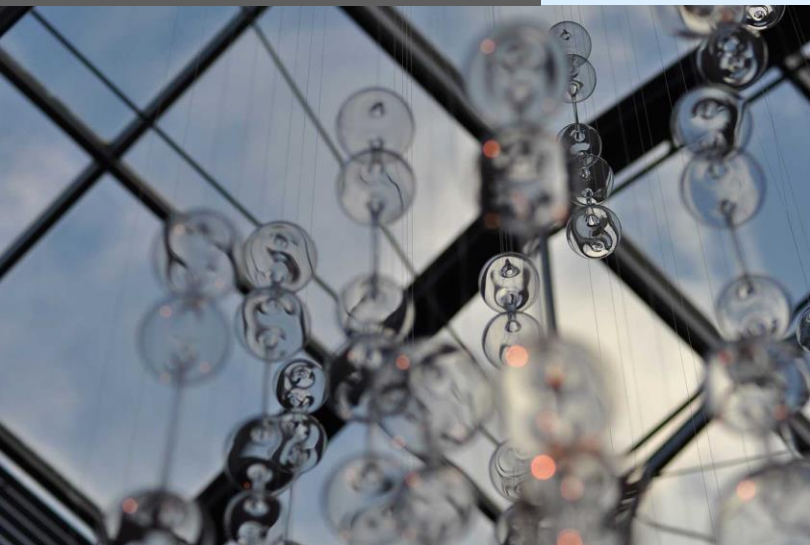|	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017
EBITA %	7.3%	0.5%	15.2%	11.0%	10.0%

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%
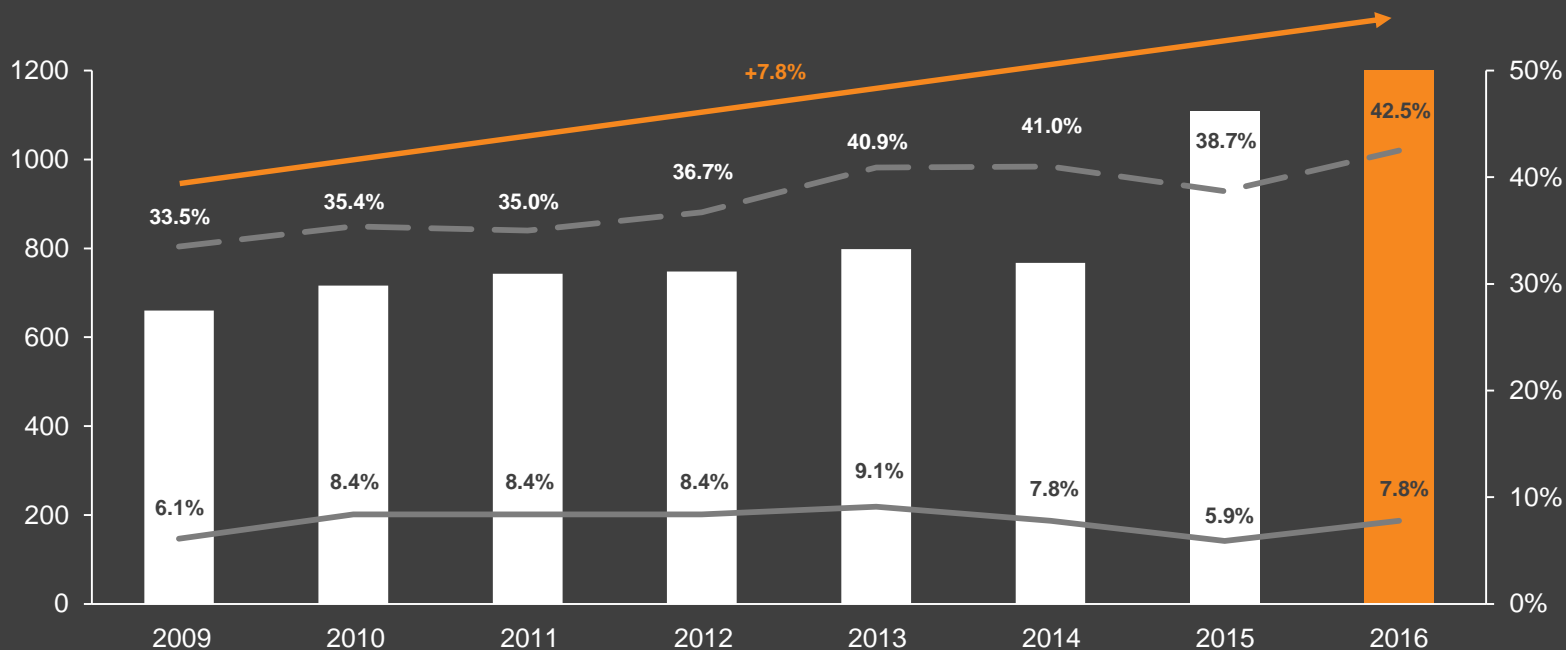
Capital structure
Net gearing* below 100%

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.

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Net sales and profitability development

Chart showing net sales (bars) and profitability development from 2009 to 2016.

Net sales CAGR: +7.8%

Year	Comp. gross profit	Comp. operating profit *
2009	33.5%	6.1%
2010	35.4%	8.4%
2011	35.0%	8.4%
2012	36.7%	8.4%
2013	40.9%	9.1%
2014	41.0%	7.8%
2015	38.7%	5.9%
2016	42.5%	7.8%

Legend:
- Net sales
- Net sales CAGR
- Comp. gross profit
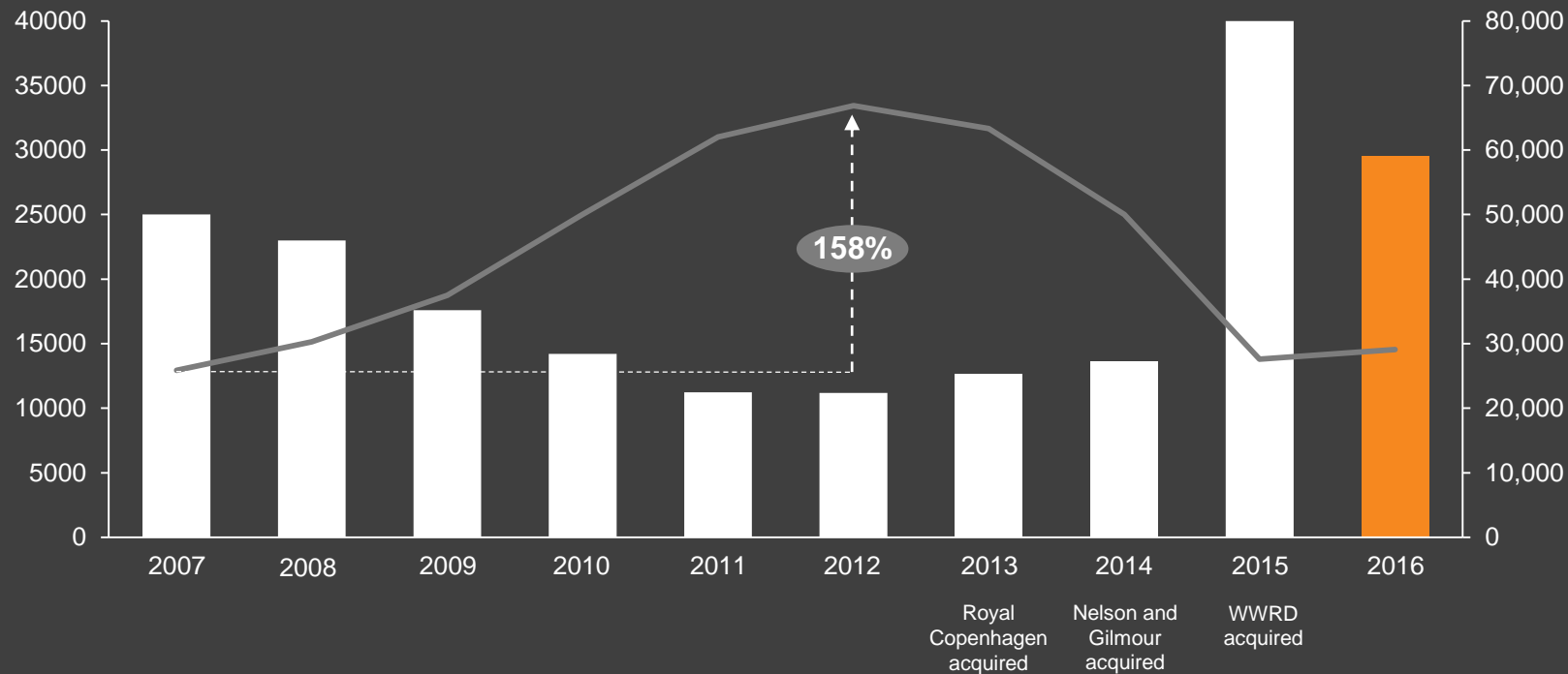- Comp. operating profit *

* 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

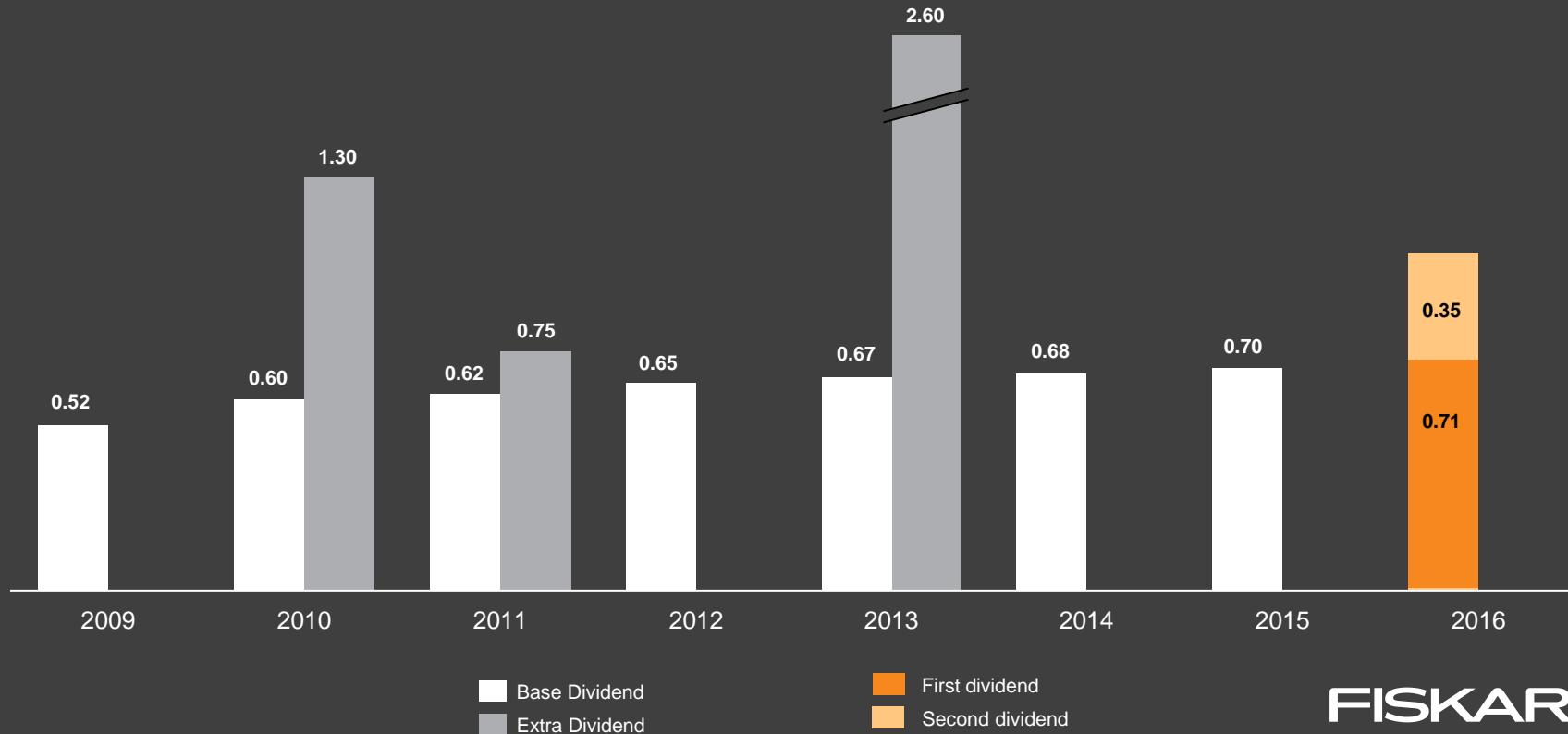Number of Stock
Keeping Units (SKU)*

Sales / SKU, EUR

158%

2007 2008 2009 2010 2011 2012 2013 2014 2015 2016

Royal
Copenhagen
acquired

Nelson and
Gilmour
acquired

WWRD
acquired

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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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