

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 face is partially visible at the top, smiling. 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.

# 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 eight 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

8,000

EMPLOYEES IN OVER

30

COUNTRIES



PRODUCTS IN MORE THAN 100 COUNTRIES

NET SALES IN 2016

1,205

EUR MILLION

BY REGION

Americas

Europe

Asia-Pacific

40%

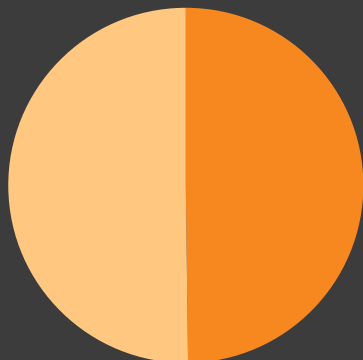
46%

13%

FISKARS

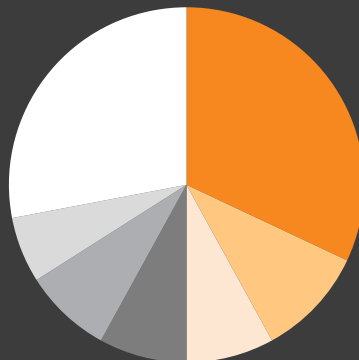
# Fiskars in 2016

NET SALES BY STRATEGIC BUSINESS UNIT



Living 50%  
Functional 50%

NET SALES BY BRAND



Fiskars  
Wedgwood  
Royal Copenhagen  
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®

 GERBER®

 iittala®

  
ROYAL COPENHAGEN  
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

WATERFORD

WEDGWOOD  
ENGLAND 1759

ARABIA  
1873

Gilmour®

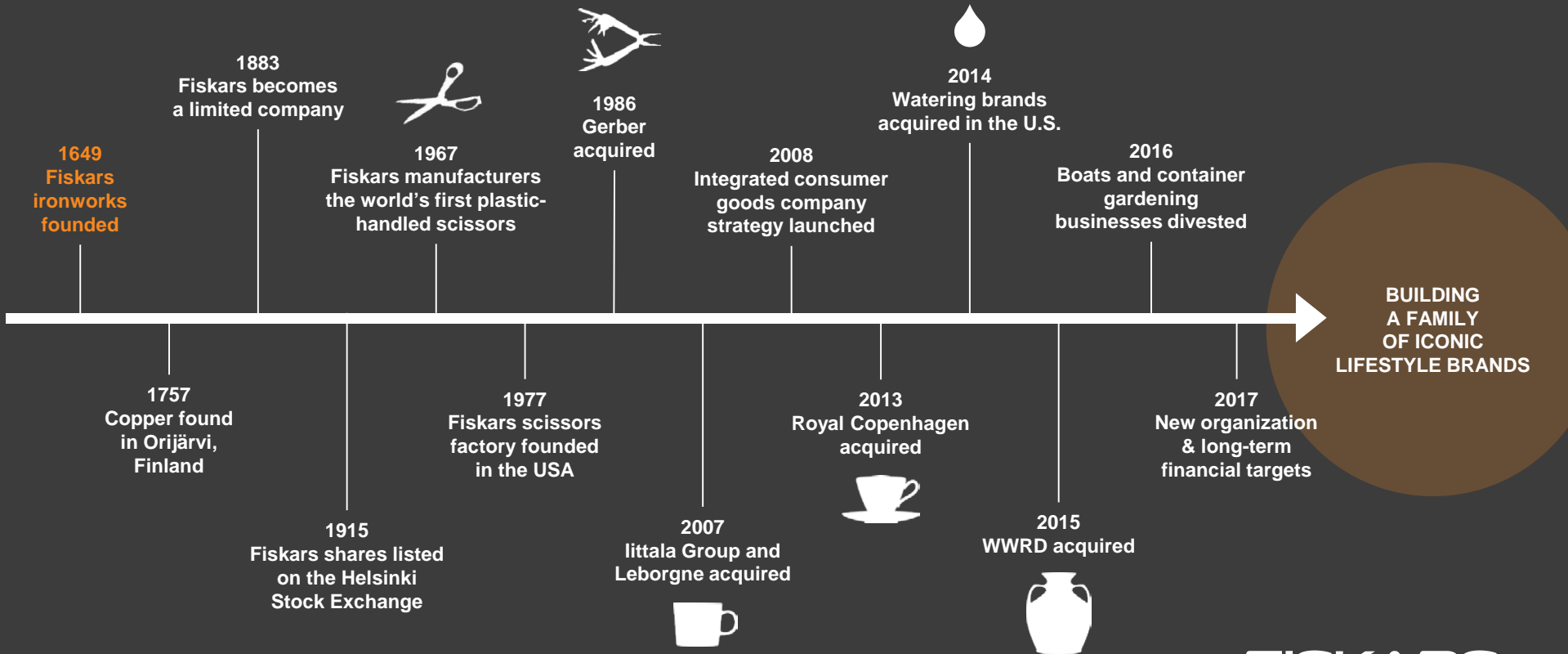
ROYAL ALBERT  
ENGLAND 1904

ROYAL DOULTON  
LONDON

  
Rörstrand

FISKARS

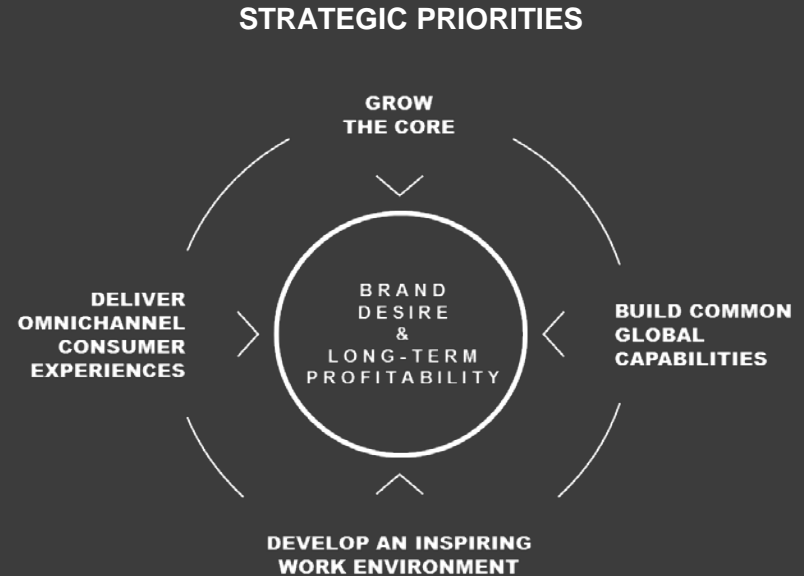
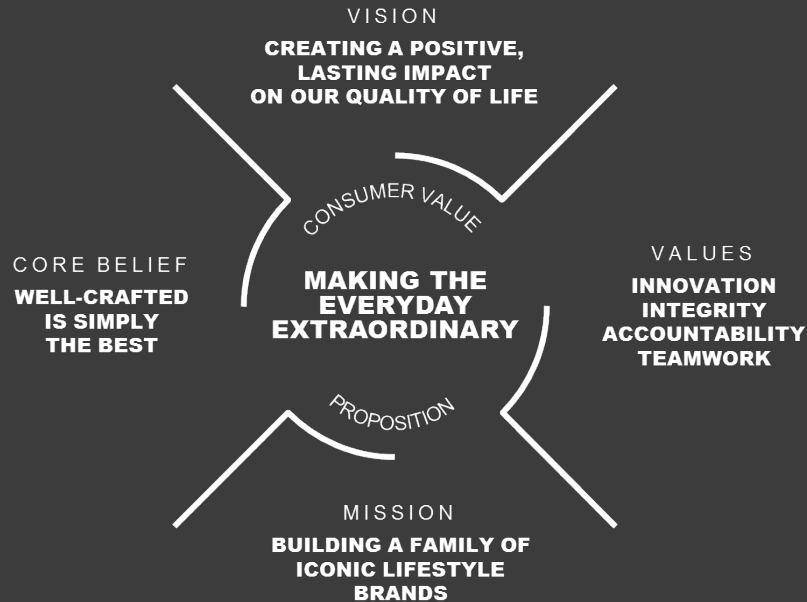
# ...through consistent development measures...



BUILDING  
A FAMILY  
OF ICONIC  
LIFESTYLE BRANDS

FISKARS

# ...in line with our strategic priorities



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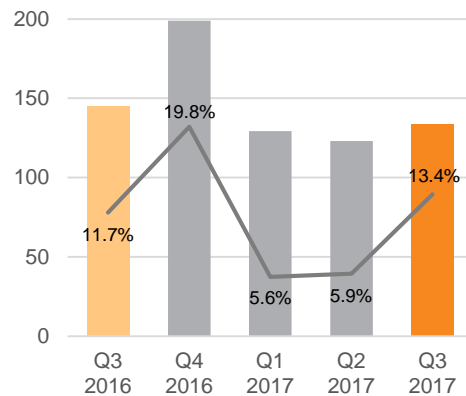
## SBU Living

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



### Net sales, EURm

— Comparable EBITA, %



# SBU Functional

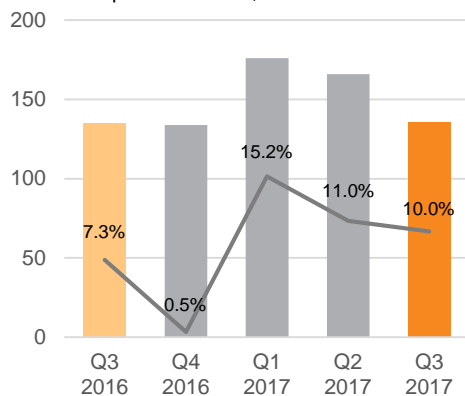
provides tools for use in and around the house as well as outdoors

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



## Net sales, EURm

— Comparable EBITA, %



FISKARS®



Gilmour



## 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 Wärttilä 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.



# 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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# 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%

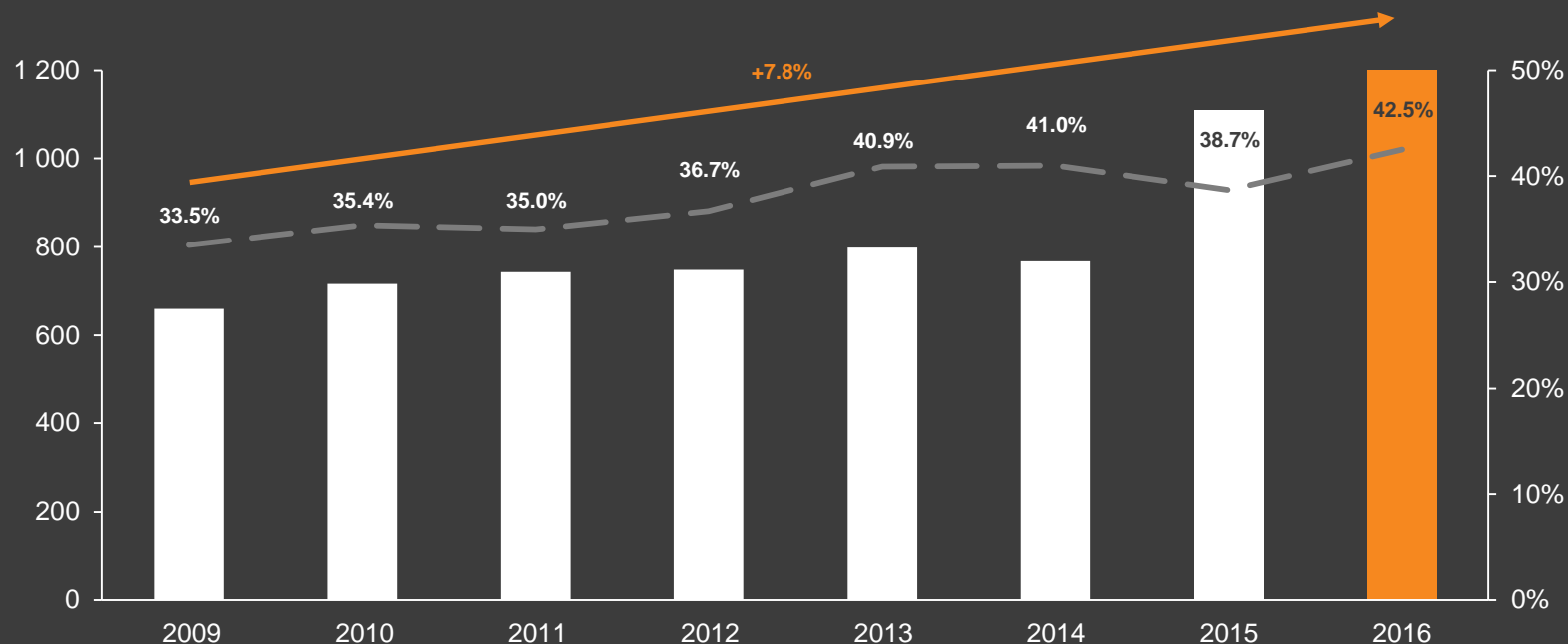


## **Dividend**

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

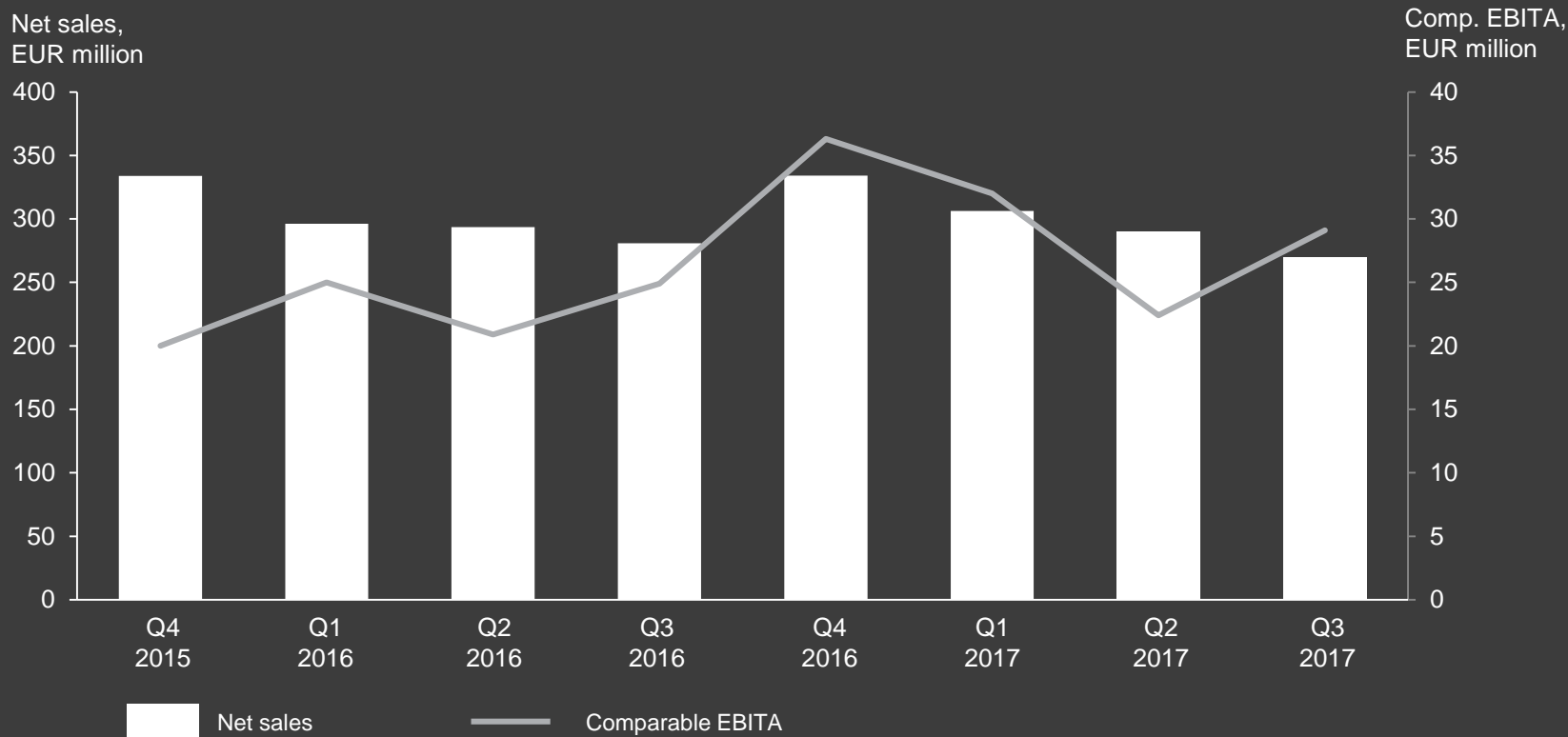


Net sales CAGR

\* 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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# Quarterly figures

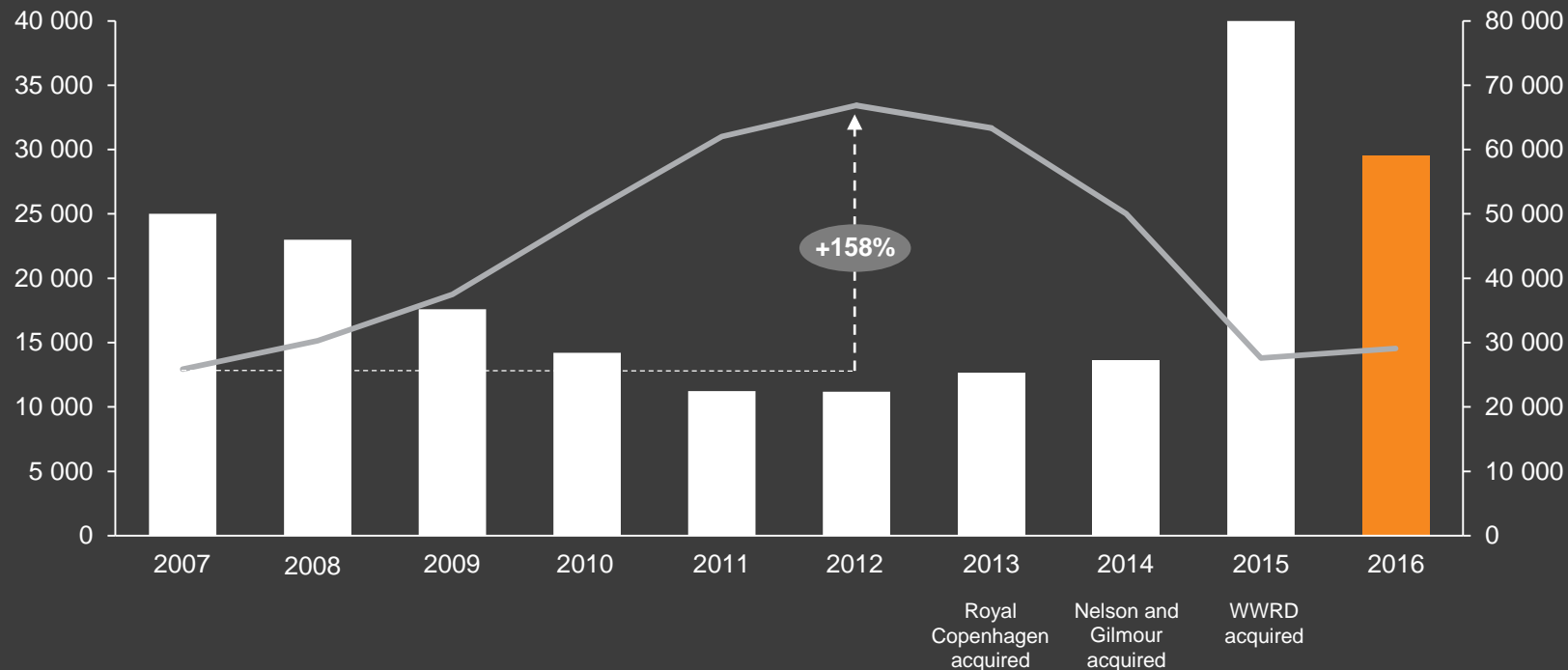




# SKU development

Number of Stock  
Keeping Units (SKU)

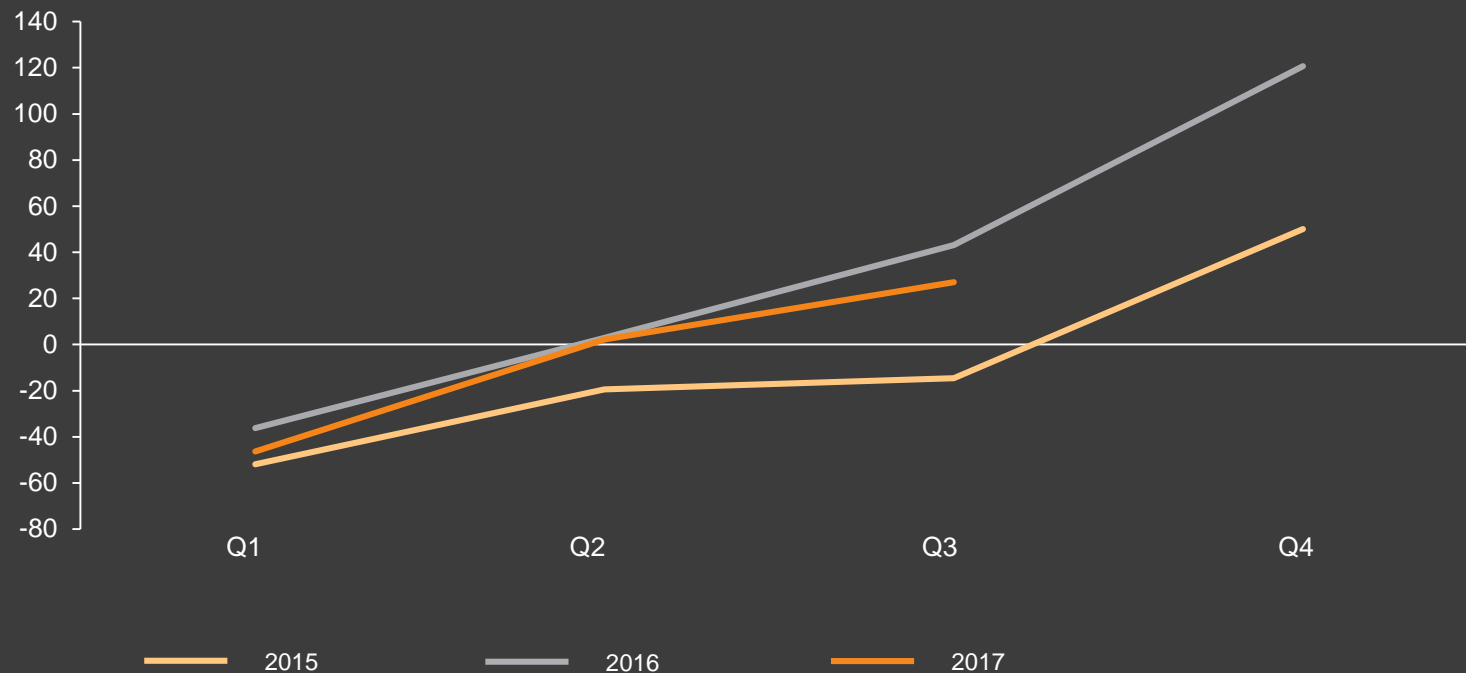
Sales / SKU, EUR



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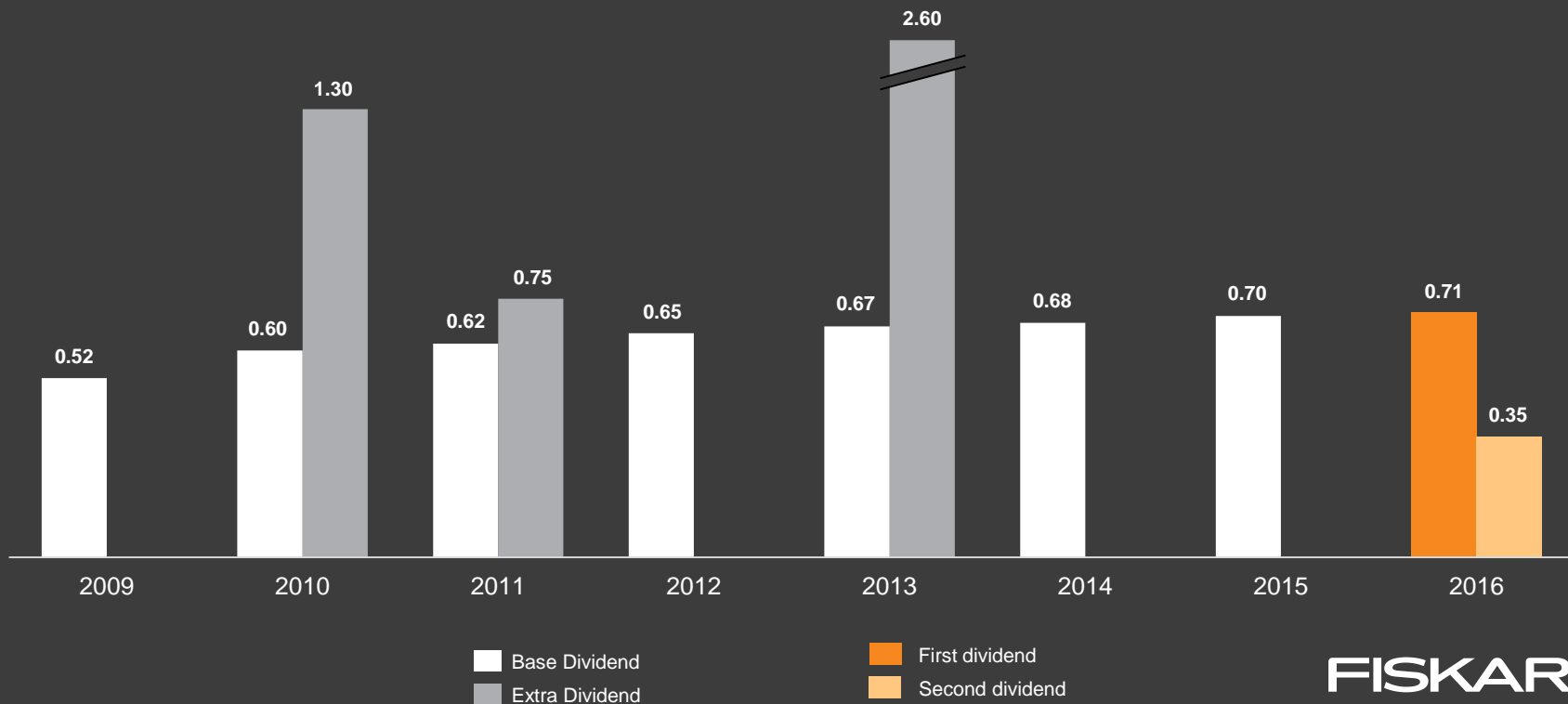
# Cash flow seasonality

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



# 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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A close-up photograph of a person's hands using orange-handled Fiskars pruning shears to cut a green plant stem. The plant has small white flowers and green leaves. The background is a soft-focus outdoor scene with more greenery and a bright light source. The text "Making the everyday extraordinary" is overlaid on the left side of the image.

Making the everyday  
extraordinary

FISKARS