

Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Fiskars Corporation

Chairman of the Board, Paul Ehrnrooth



FISKARS

The Board of Directors in 2015



Paul
Ehrnrooth



Alexander
Ehrnrooth



Louise
Fromond



Gustaf
Gripenberg



Ingrid
Jonasson Blank



Inka
Mero



Fabian
Månsson



Peter
Sjölander



Karsten
Slotte



Ritva
Sotamaa

Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Fiskars Corporation

President and CEO, Kari Kauniskangas



FISKARS

Fiskars today

Net sales
EUR million

1,105.0

+44%

EBIT excl. NRI
EUR million

65.1

+9%

Employees

9,000

in over 30 countries

Comparable net sales
+3.7%

FIKARS

Moving from complexity towards simplicity

FUNCTIONAL
PRODUCTS

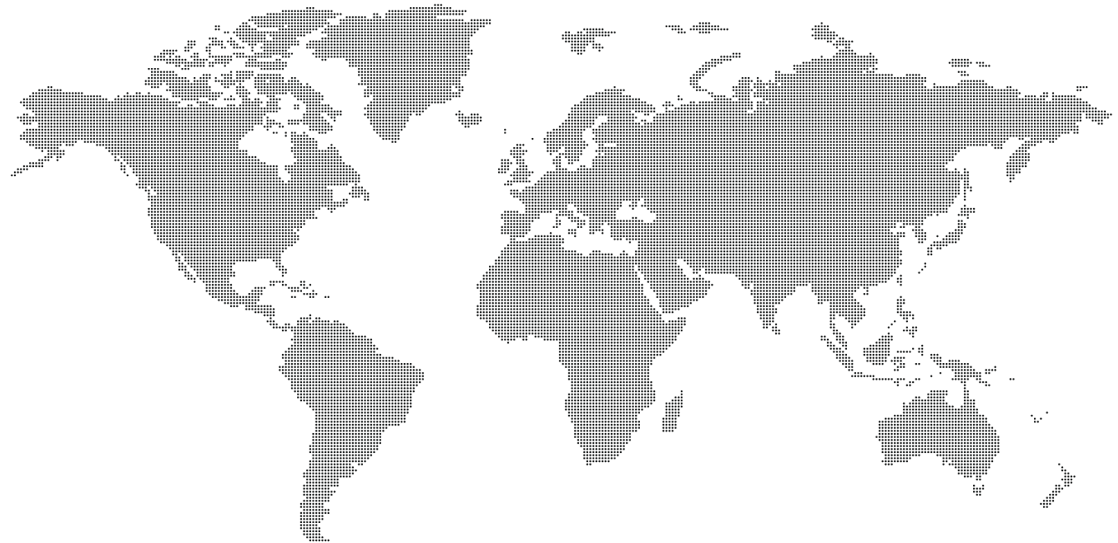
LIVING
PRODUCTS

OUTDOOR
PRODUCTS

SIMPLIFYING
STRUCTURES

BUILDING COMMON
PLATFORMS

FOCUSING ON
CORE BUSINESSES



STRONG
BRANDS

ICONIC
PRODUCTS

GLOBAL
AMBITION

FISKARS

Strategic steps in 2015



**Acquisition
of WWRD**

**Strong
development in
net sales**

**Supply
Chain 2017
program**

**World class
branded
consumer
goods
company**

**Agreed to
sell boats
business**

**Strengthened our
leadership**

**Completed
EMEA 2015
restructuring
program**

FISKARS

Living Products



FISKARS



WATERFORD

WEDGWOOD
ENGLAND 1759



ROYAL DOULTON
LONDON 1815

ROYAL ALBERT
ENGLAND 1904



Functional Products



FISKARS

Outdoor Products

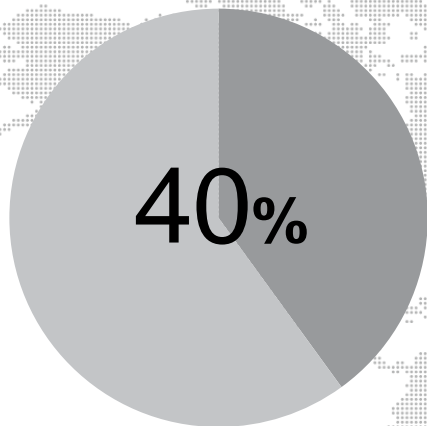


FISKARS

Fiskars geographical distribution in 2015

AMERICAS

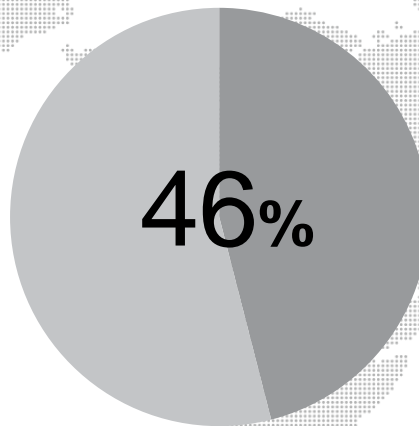
Net sales*



EUR **446** MILLION

EUROPE

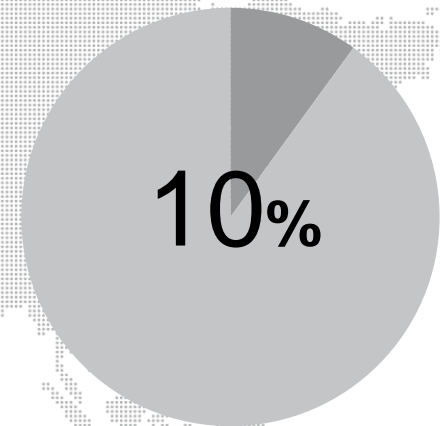
Net sales*



EUR **507** MILLION

ASIA-PACIFIC

Net sales*



EUR **113** MILLION

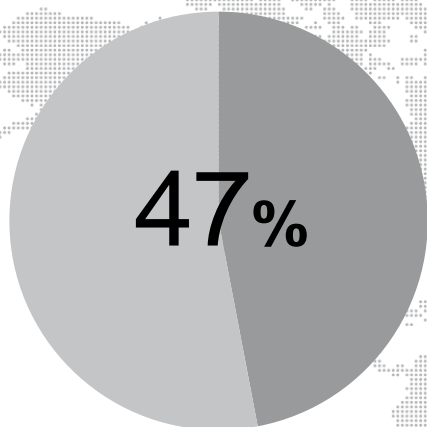
*Including English & Crystal Living from July 1, 2015

FISKARS

Three strong business units

FUNCTIONAL PRODUCTS

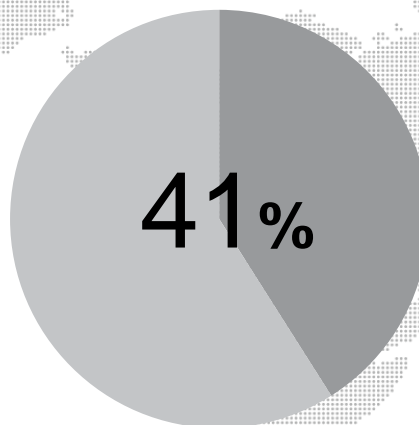
Net sales*



EUR **525** MILLION

LIVING PRODUCTS

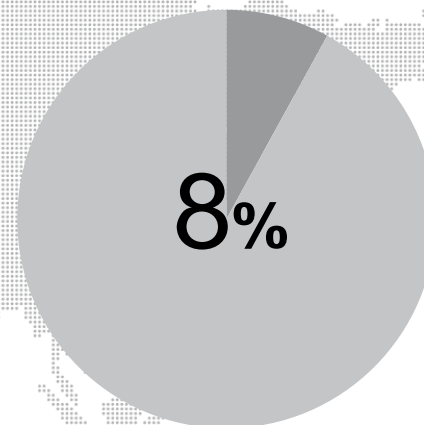
Net sales*



EUR **448** MILLION

OUTDOOR PRODUCTS

Net sales*



EUR **94** MILLION

*Including English & Crystal Living from July 1, 2015

FISKARS

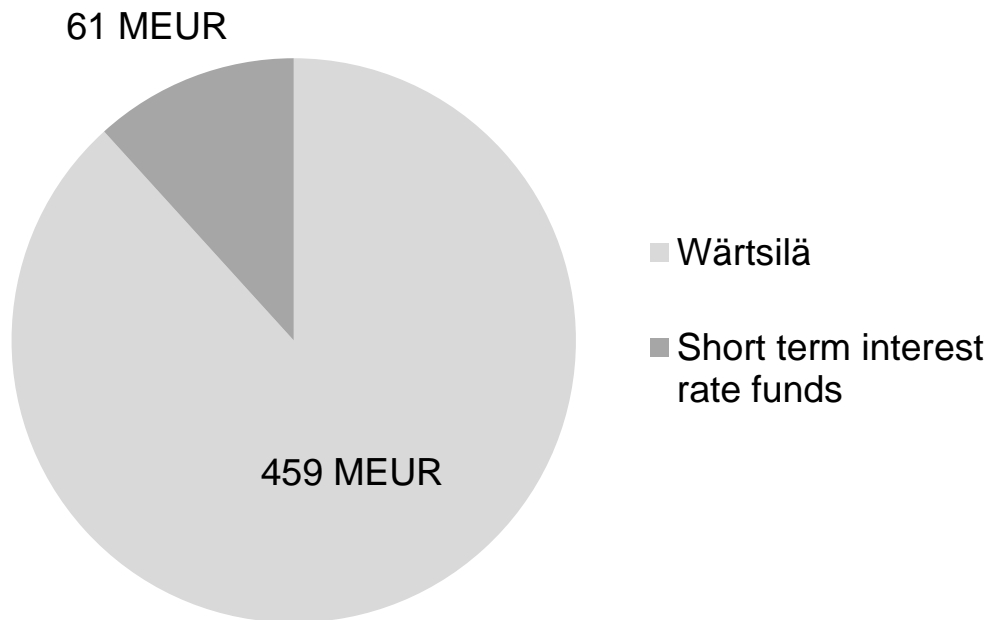
Other



FISKARS

Structure of financial investments as per 31.12.2015

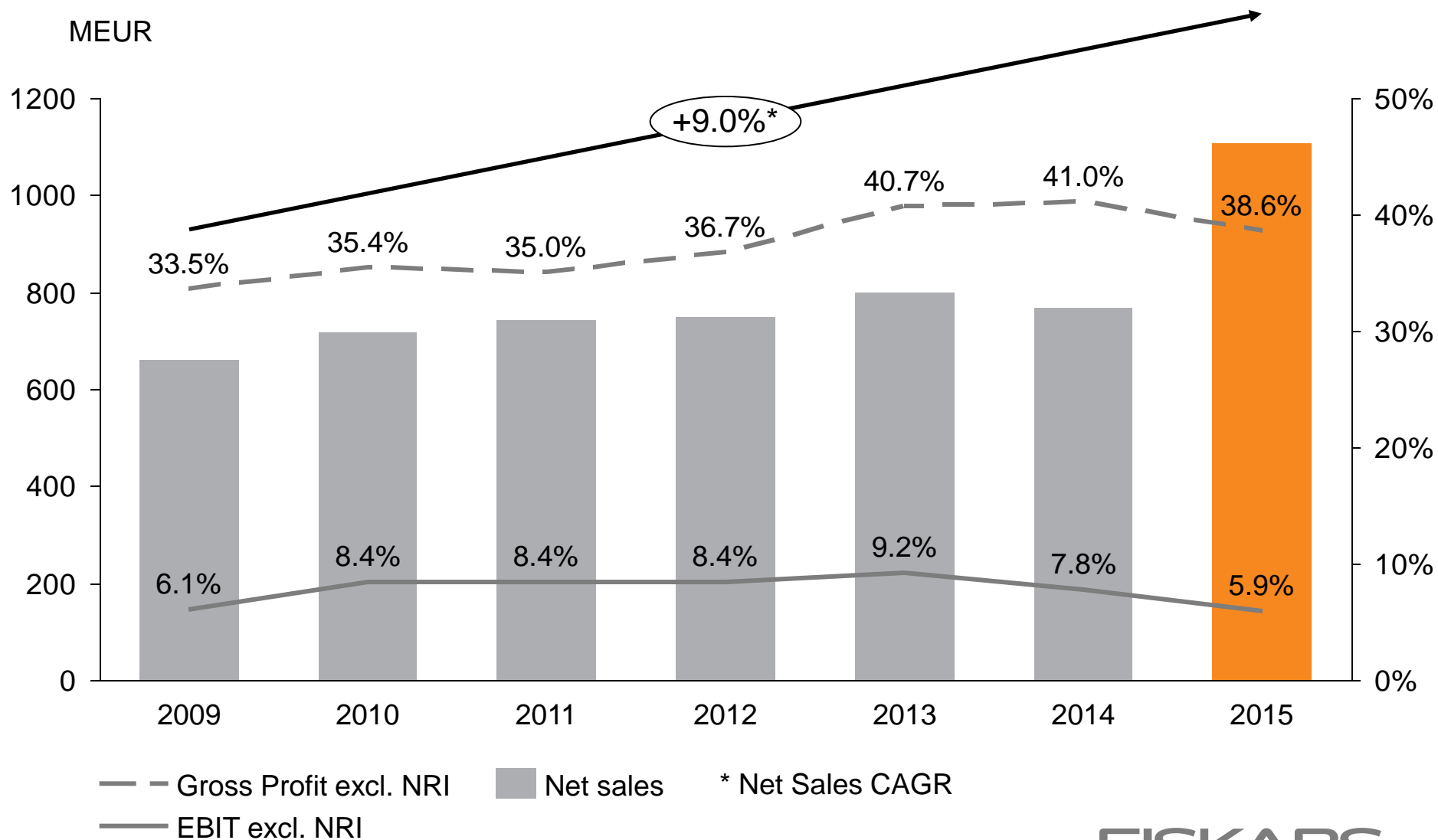
Market value of financial investments EUR 520 million



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.

Fiskars net sales and profitability development

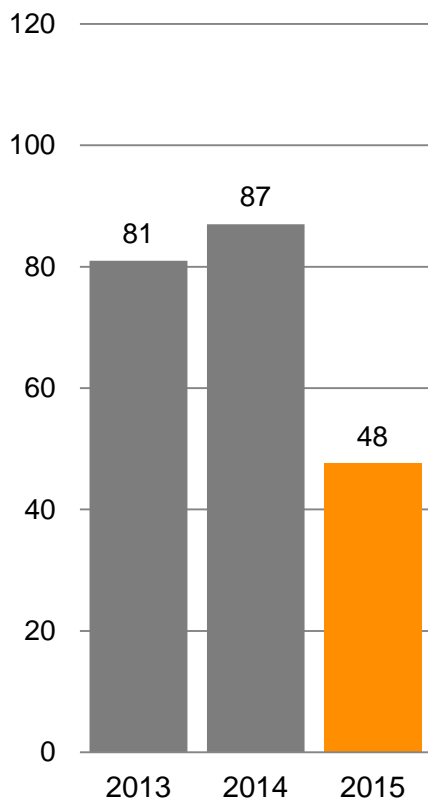


FISKARS

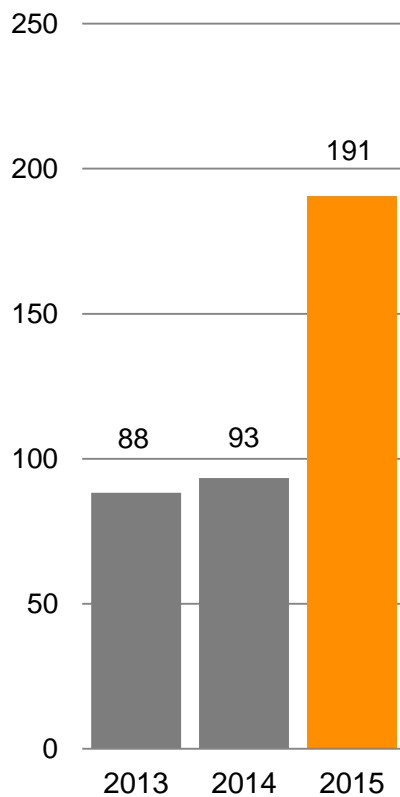
Financials in 2015

EUR million

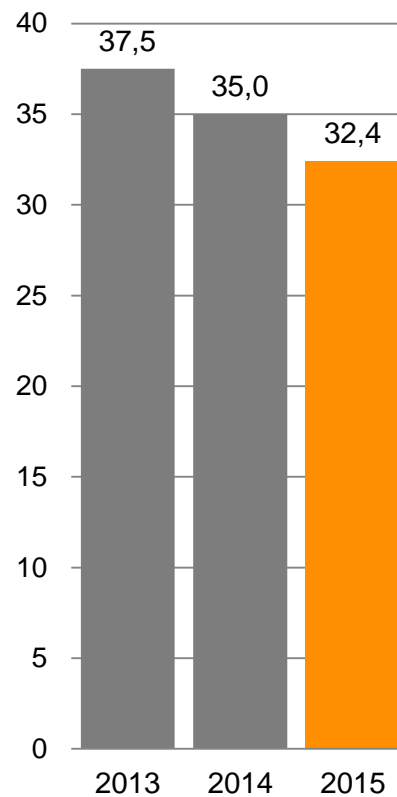
Cash flow from operating activities



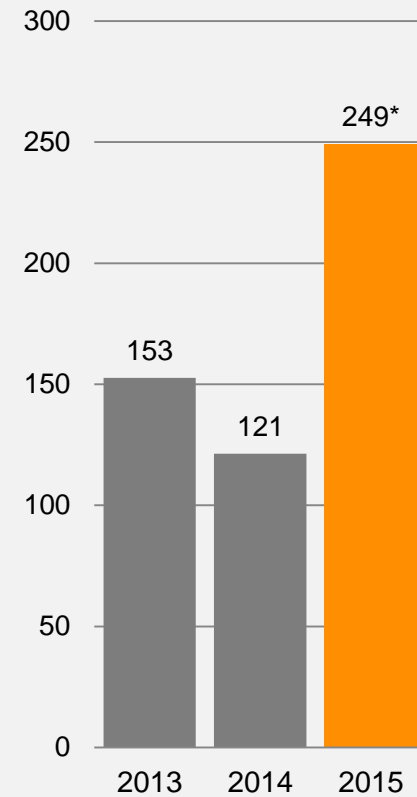
Working capital



Capital expenditure



Net debt

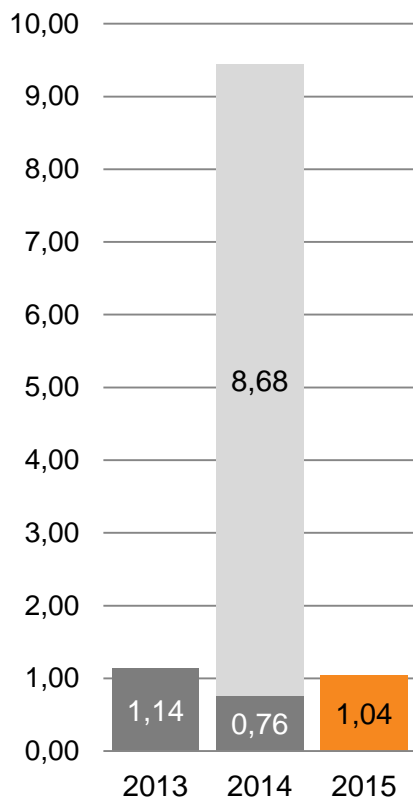


* 61.4 MEUR investments into short term interest rate funds not included in net debt ratio

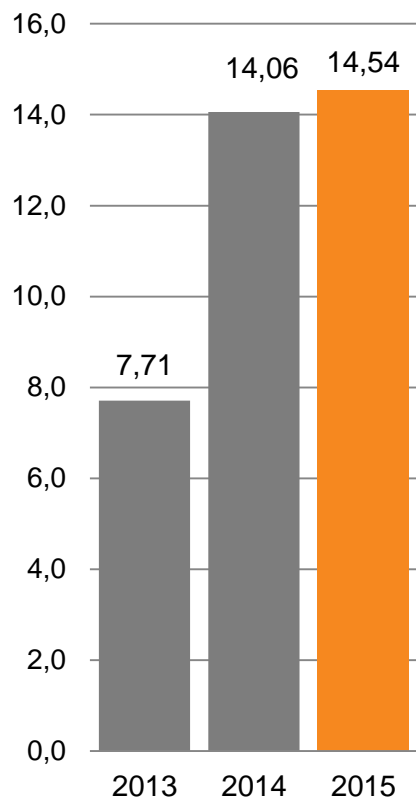
FISKARS

Key ratios in 2015

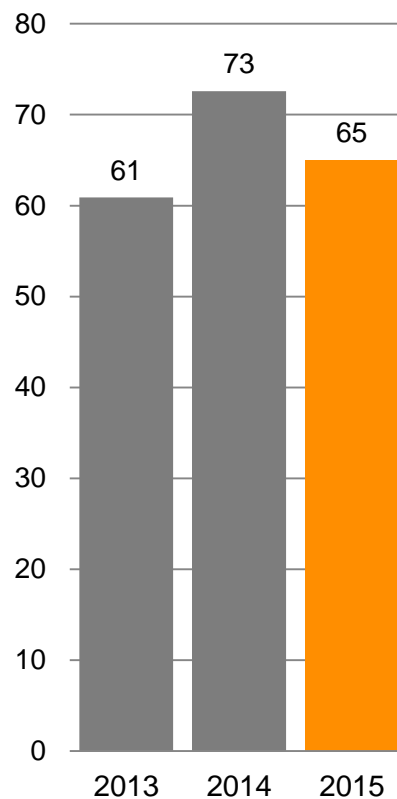
EPS, €



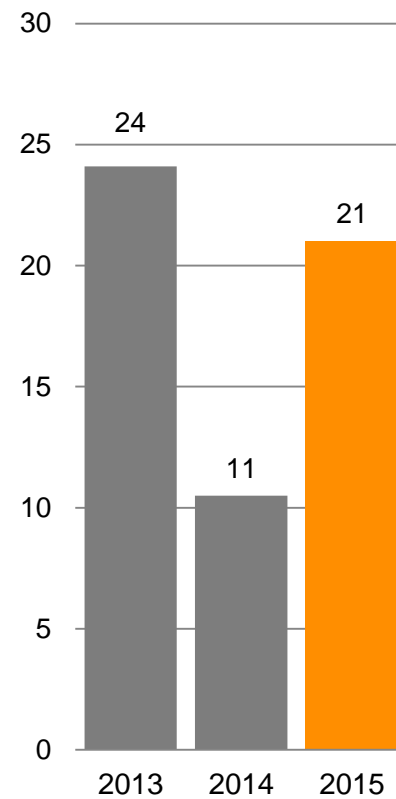
Equity per share, €



Equity ratio, %



Gearing, %



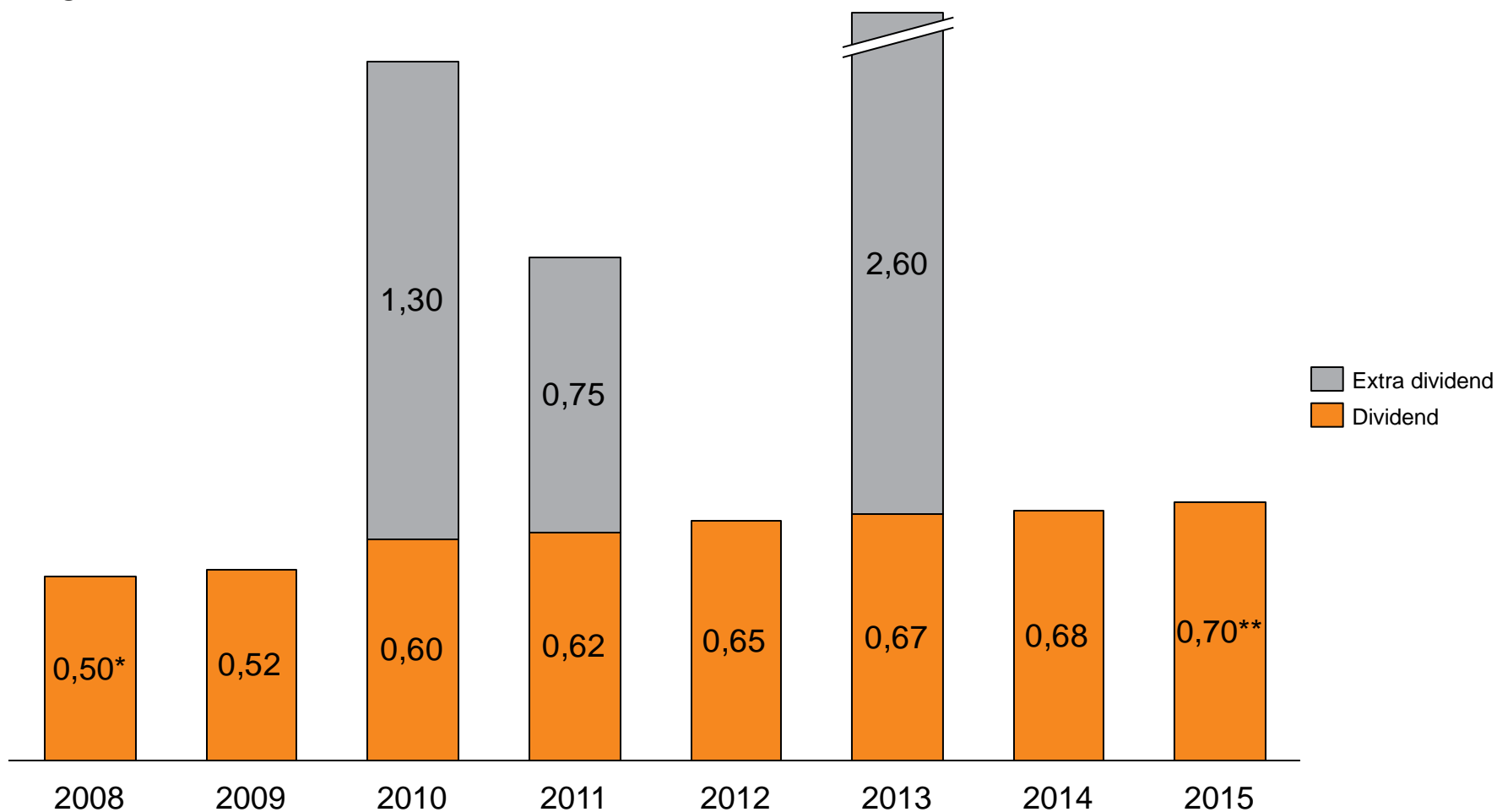
■ The effect of the sale and revaluation of Wärtsilä shares and the change in fair value of the investment portfolio in 2014

Outlook 2016

- Fiskars expects the Group's 2016 net sales and adjusted operating profit to increase from the previous year.
 - Despite the divestment of pottery and boats businesses
 - Continued economic uncertainty in some of our key markets
 - Increased costs due to unfavorable exchange rates
- Majority of increase in net sales and adjusted operating profit expected from addition of English & Crystal Living business,
 - Now a part of Fiskars for the full-year 2016.

Dividend per share development

EUR



* 2008: Dividend per Series A shares 0,50, Dividend per Series K share 0,48

** 2015: Proposed by the Board of Directors



FISKARS



FISKARS

ISSEY
MIYAKE
X
iittala



FISKARS

FISKARS®

iittala

GERBER®


ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

WATERFORD

WEDGWOOD
ENGLAND 1759

ARABIA
1873

ebertsankey 
home for happy plants

Gilmour
NELSON

HACKMAN®

 LeBORGNE®
Just work, we care.

ROYAL ALBERT
ENGLAND 1904

ROYAL DOULTON
LONDON 1815


Rörstrand

gingher
a tradition of quality

HØYANG-POLARIS®

KAIMANG 

Kitchen
Devils 

RAADVAD
LEDERKUNST TIL DET KONGELIGE DANSKE HOF
PURVEYOR TO THE ROYAL DANISH COURT


ROGASKA

Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Resolution on the use of the profit shown on the balance sheet and the payment of dividend

- The Board of Directors proposes that the Annual General Meeting resolves to pay a dividend of EUR 0.70 per share
 - The company's distributable equity totaled 1,030.8 MEUR at the end of the Financial period 2015
 - The number of shares entitled to a dividend totals 91,905,242
 - Dividend payment totals 57.3 MEUR
- Timetable for dividend payment
 - Record date March 11, 2016
 - Date of payment March 18, 2016

Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Resolution on the discharge of the members of the Board of Directors and the CEO from liability

Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Resolution on the remuneration of the members of the Board of Directors

- Proposal by the Nomination and Strategy Committee of the Board of Directors – Board remuneration to stay on same level as 2015:
- Annual fees of the members of the Board:
 - Chairman of the board EUR 90,000
 - Vice Chairman of the board EUR 60,000
 - Members of the Board EUR 45,000
- Meeting fees of the members of the Board
 - EUR 750 per meeting for Board members residing in Finland
 - EUR 2,000 per meeting for Board members residing abroad
 - EUR 1,500 per meeting for the Chairmen of the Board of Directors and the Committees.
- Board members to be reimbursed for their travel and other expenses incurred due to their activities in the interest of the company.

Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Resolution on the number of members of the Board of Directors

- The Nomination and Strategy Committee of the Board of Directors proposes to the Annual General Meeting that the number of members of the Board of Directors shall be ten.

Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Election of the members of the Board of Directors



Paul
Ehrnrooth



Alexander
Ehrnrooth



Louise
Fromond



Gustaf
Gripenberg



Ingrid
Jonasson Blank



Jyri
Luomakoski



Inka
Mero



Fabian
Månsson



Peter
Sjölander



Ritva
Sotamaa

New nominee to the Board:

- **Jyri Luomakoski**

- Born 1967, MBA
Nationality: Finnish
- Uponor Corporation, President and CEO, 2008–

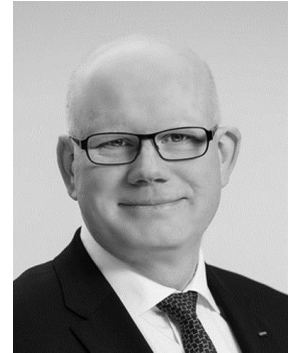
- **Primary working experience:**

- Uponor Corporation, Deputy CEO, 2002–2008
- Uponor Corporation, CFO, member of Executive Committee, 1999–2008
- Asko Oyj and Oy Uponor Ab, CFO, 1999–1999
- Various positions at Oy Uponor Ab, Oy Lars Krogus Ab and Datatrans

- **Positions of trust:**

- Member of the board: Keskinäinen Työeläkevakuutusyhtiö Varma 2015–
- EHI, European Heating Industries 2014–
- The European Plastic Pipes and Fittings Association 2009–
- Procurator-Holding Oy 2006–

- Independent from Fiskars Corporation and its significant shareholders.



Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Resolution on the remuneration of the auditor

- The Nomination and Strategy Committee of the Board of Directors proposes remuneration of the auditor to be paid according to the reasonable invoice approved by the Board of Directors.

Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Election of the auditor

- The Nomination and Strategy Committee of the Board of Directors proposes to the Annual General Meeting that KPMG Oy Ab, Authorized Public Accountants firm, be appointed as the company's auditor.

Auditor Virpi Halonen

- Born 1966
- Masters degree in Economics
- At KPMG Oy Ab since 1990, authorized public accountant since 1995
- Responsible auditor for Fiskars Corporation since 2011
- Also the responsible auditor for:
Wärtsilä, Outokumpu, Sanoma, PKC Group,
Digia and Ahlström Capital



Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Authorizing the Board of Directors to decide on the acquisition of the company's own shares

- Maximum of 4,000,000 own shares, in one or several installments, using the unrestricted shareholders' equity of the company.
- The company's own shares may be acquired in public trading on Nasdaq Helsinki at a price formed in public trading on the date of the acquisition.
- The authorization may be used to acquire shares to be used for the development of the capital structure of the company, as consideration in corporate acquisitions or industrial reorganizations and as part of the company's incentive system and otherwise for further transfer, retention or cancellation.
- The Board of Directors is authorized to decide on all other terms and conditions regarding the acquisition of the company's own shares.
- The authorization is effective until June 30, 2017

Fiskars Corporation

Annual General Meeting, March 9, 2016



FISKARS

Authorizing the Board of Directors to decide on the transfer of the company's own shares

- Transfer of own shares (share issue) held as treasury shares of a maximum of 4,000,000 shares in one or several instalments, either against or without consideration.
- May be transferred for example as consideration in corporate acquisitions or industrial reorganizations or for the development of the capital structure of the company, or as part of its incentive system.
- The Board of Directors is authorized to decide on all other terms and conditions regarding the transfer of own shares held as treasury shares.
- The authorization is effective until June 30, 2017