
Fiskars Group

Q4/2013

1.1. – 31.12.2013 Helsinki, February 7, 2014



FISKARS

Fiskars at a glance

- Office
- Production
- Distribution center

Key figures 2013

- Net sales **798.6** MEUR
- EBIT excl. NRI **73.8** MEUR
- 4,100** employees in over 20 countries
- Market Cap **1,601** MEUR



Net sales by sales region

- North 38 %
- Central 22 %
- Asia-Pacific 8 %
- Americas 33 %

Fiskars is a leading global supplier of branded consumer goods for the home, garden, and outdoors. The group has a strong portfolio of respected international brands, including Fiskars, Iittala, and Gerber. Founded in 1649 and listed on NASDAQ OMX Helsinki, Fiskars is Finland's oldest company.

Q4 and FY 2013:

Q4 Net sales 212.6
MEUR, +12%
Q4 EBIT excl. NRI
14.0 MEUR, +7%

FY Net sales
798.6, MEUR +7 %

FY EBIT excl. NRI
73.8 MEUR, +17 %

Board of Directors
proposes a dividend
of EUR 0.67

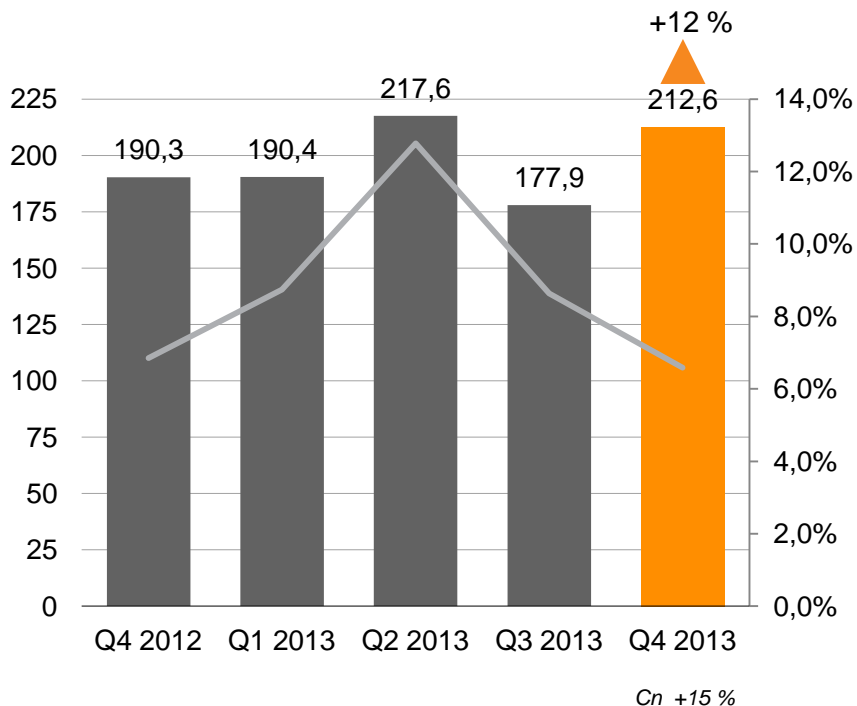
Extra spending
planned on initiatives
to accelerate growth

Outlook for 2014:
FY sales at 2013
levels, EBIT excl. NRI
at 2013 levels or
slightly below

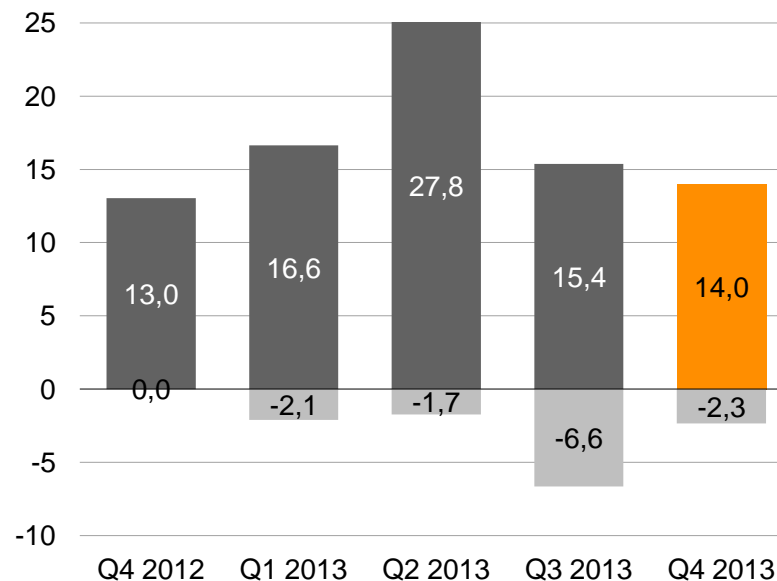
Net Sales and EBIT in Q4 2013

Fiskars Group

Net sales by quarter, MEUR



EBIT by quarter, MEUR



■ EBIT excluding non-recurring items
■ Non-recurring items

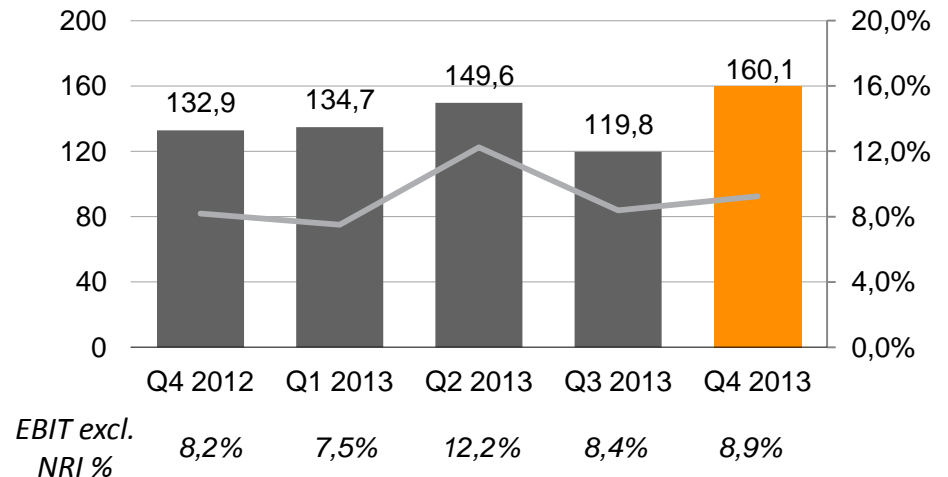
FISKARS

EMEA and Americas in Q4 2013

EMEA

- Net sales in Q4 160.1 MEUR, +20 %
- Comparable net sales, cn, excl. Royal Copenhagen, +3 %
- Strong Garden sales
- EBIT excl. NRI 14.2 MEUR, +30%

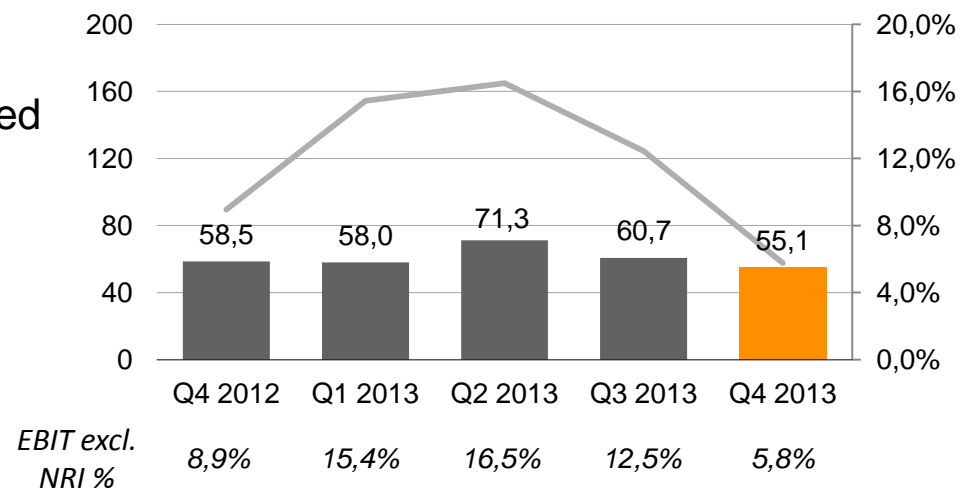
EMEA Net sales and EBIT % by quarter, MEUR



Americas

- Net sales 55.1 MEUR, -6%, cn -1%
- Garden and Outdoor sales down, balanced by increase in SOC sales
- EBIT 3.2 MEUR, -39%

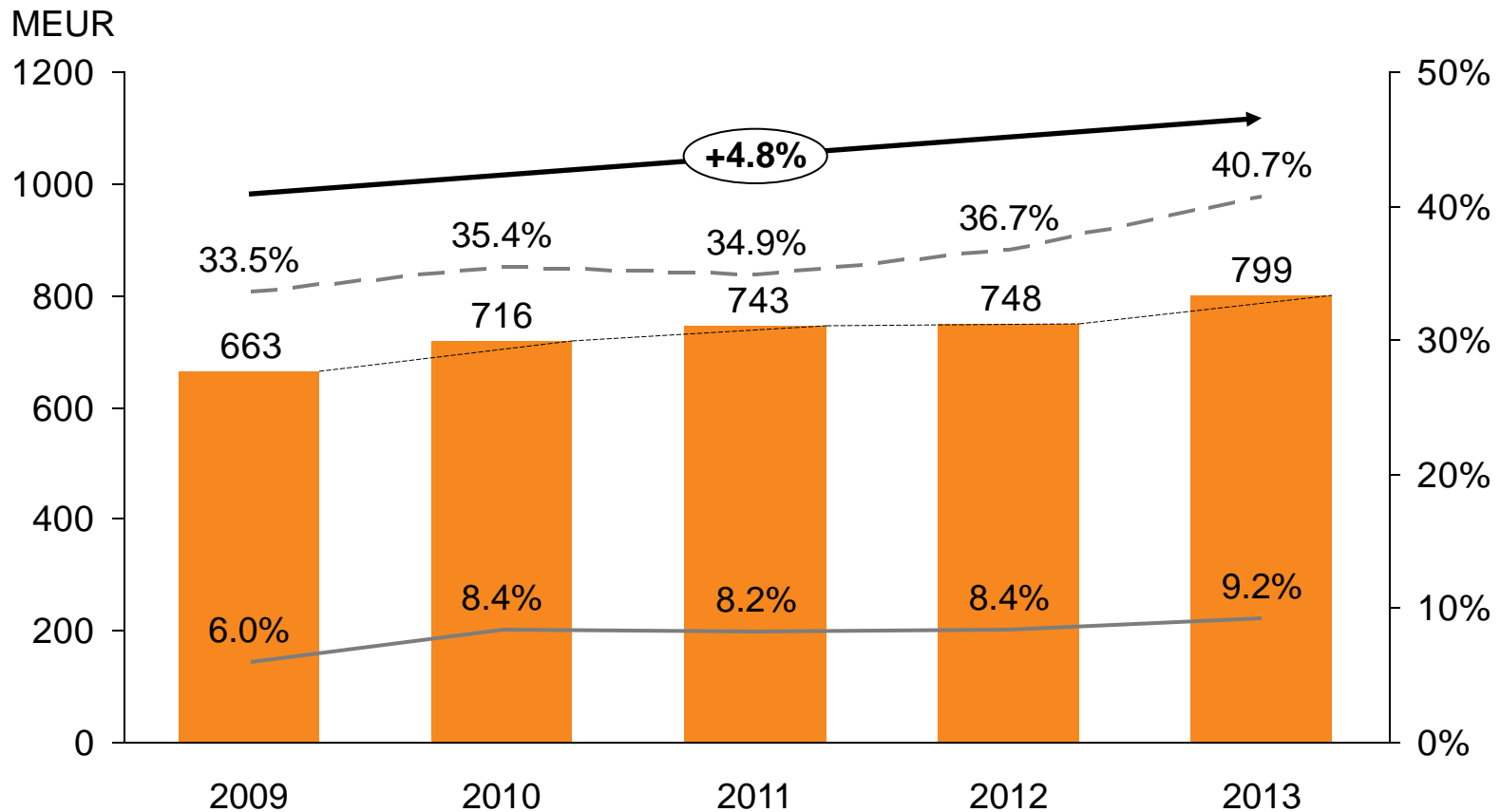
Americas Net sales and EBIT % by quarter, MEUR



Past five 5 years: Improving profitability, 5 % topline growth

Sales and profitability development

MEUR, %



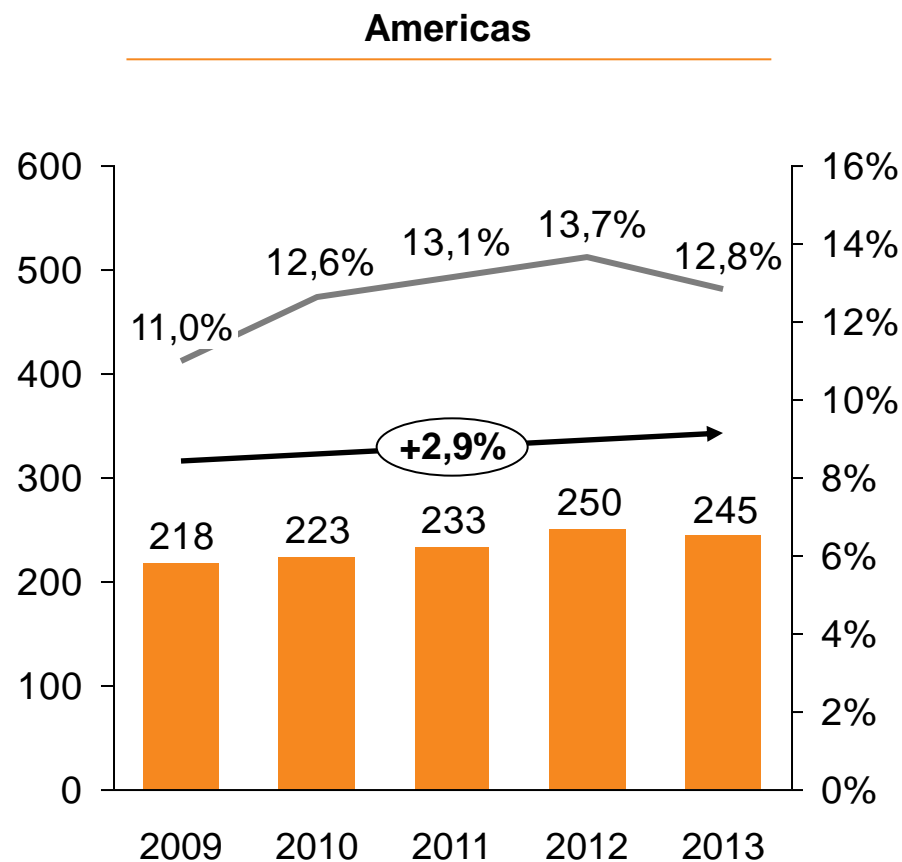
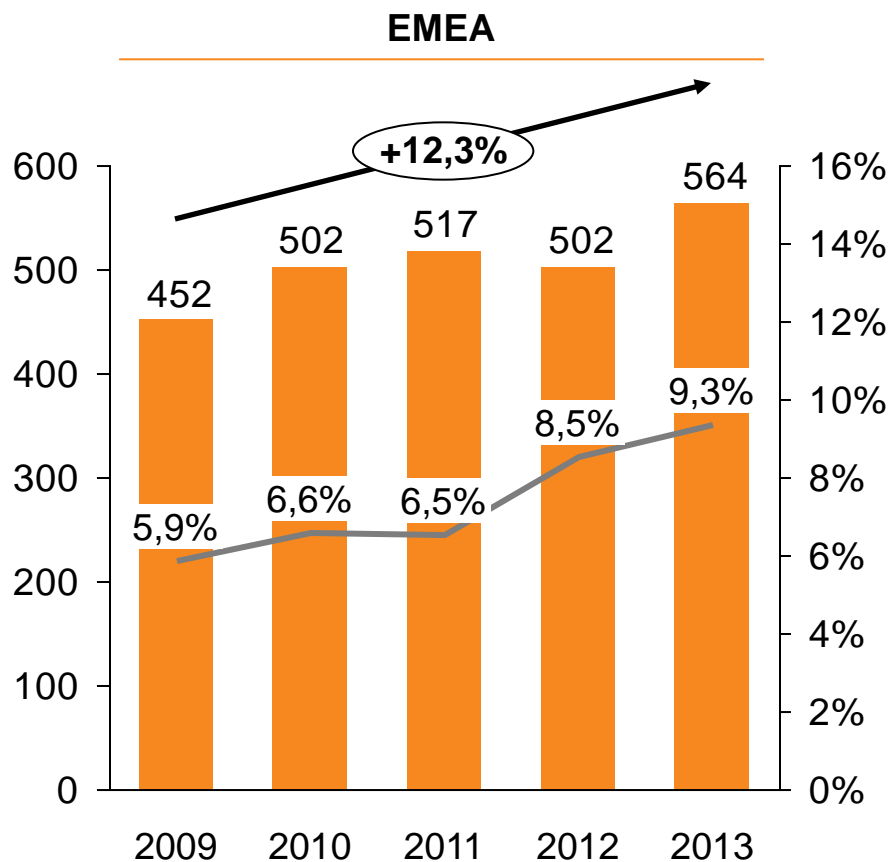
-- Gross profit — EBIT ■ Sales

FISKARS

Development by geographic segment

Sales and profitability
MEUR, %

— EBIT excl. NRI
■ Sales



Q4 & FY

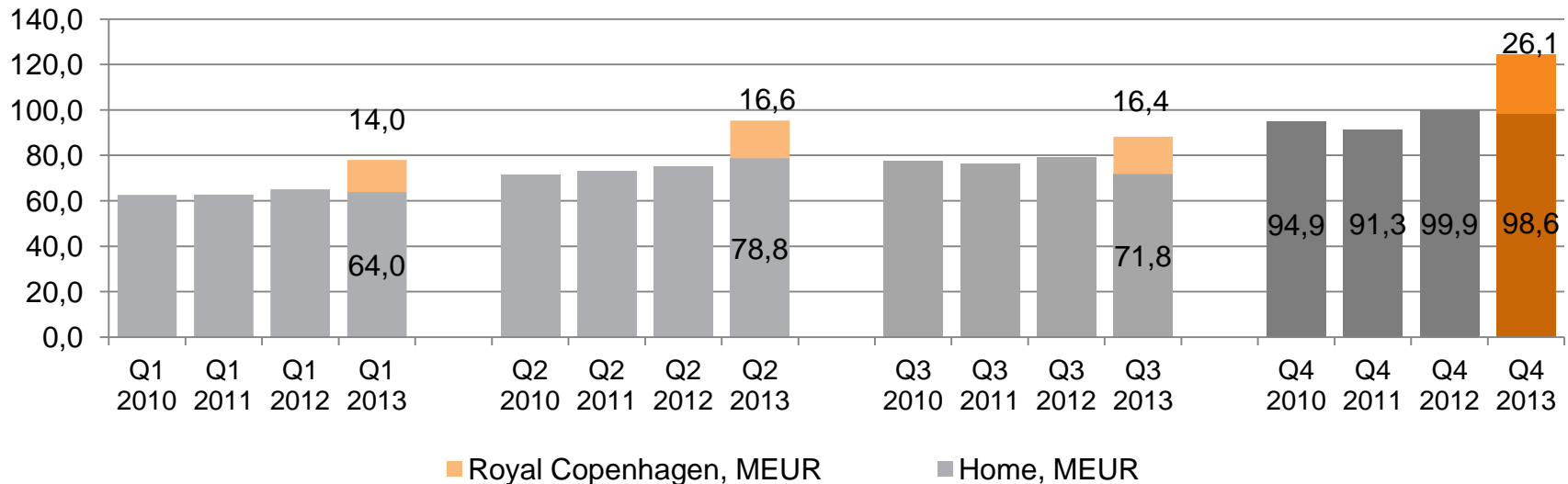
Home



Home, Quarterly View

- FY net sales 386.2 MEUR, + 21 %
- Q4 net sales 124.7 MEUR, +25 %, comparable sales were flat
 - In EMEA, successful addition of Royal Copenhagen boosted net sales
 - Kitchen expanded in sales region Central, sales in Asia increased
 - Weak demand in Finland
 - Affected by streamlining of product offering and system change
 - In Americas, School, Office and Craft sales boosted by increased placement

Net Sales, MEUR



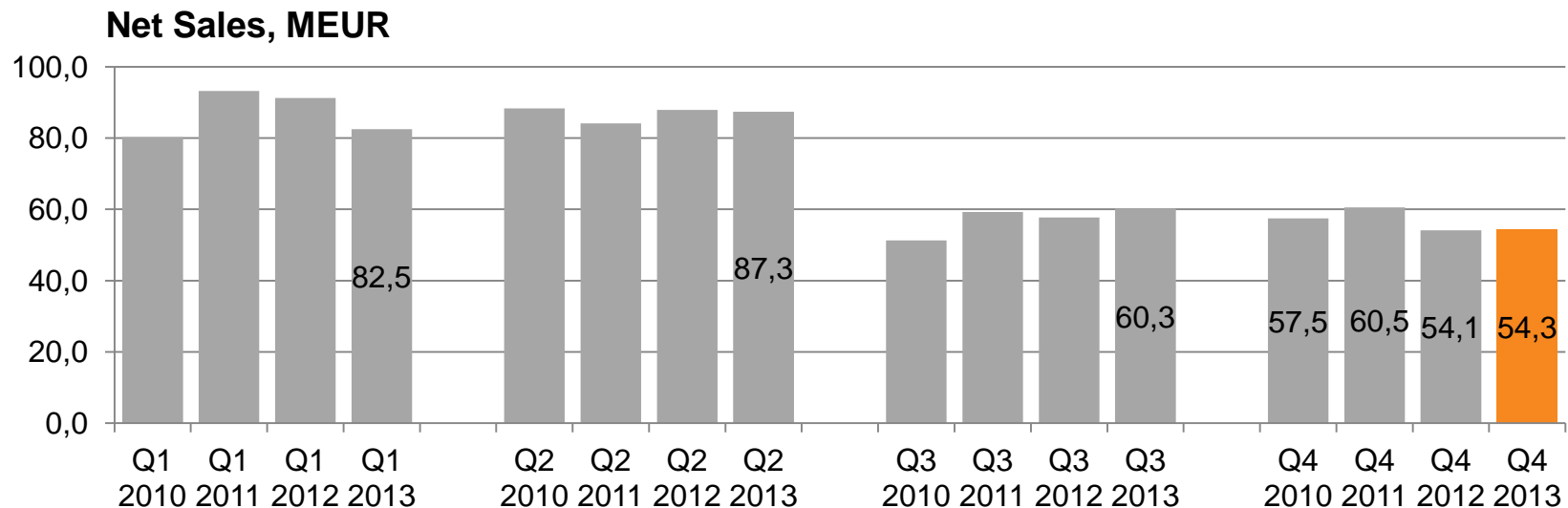
Q4 & FY

Garden



Garden Quarterly View

- FY net sales 284.5, - 2 %, cn. -1 %
- Q4 net sales 54.3 MEUR, +0 %, cn. +4%
 - In EMEA, strong year-end sales driven by B-2-B and campaigns
 - In Americas, sales were behind previous year level due to less promotional activity



Q4 & FY

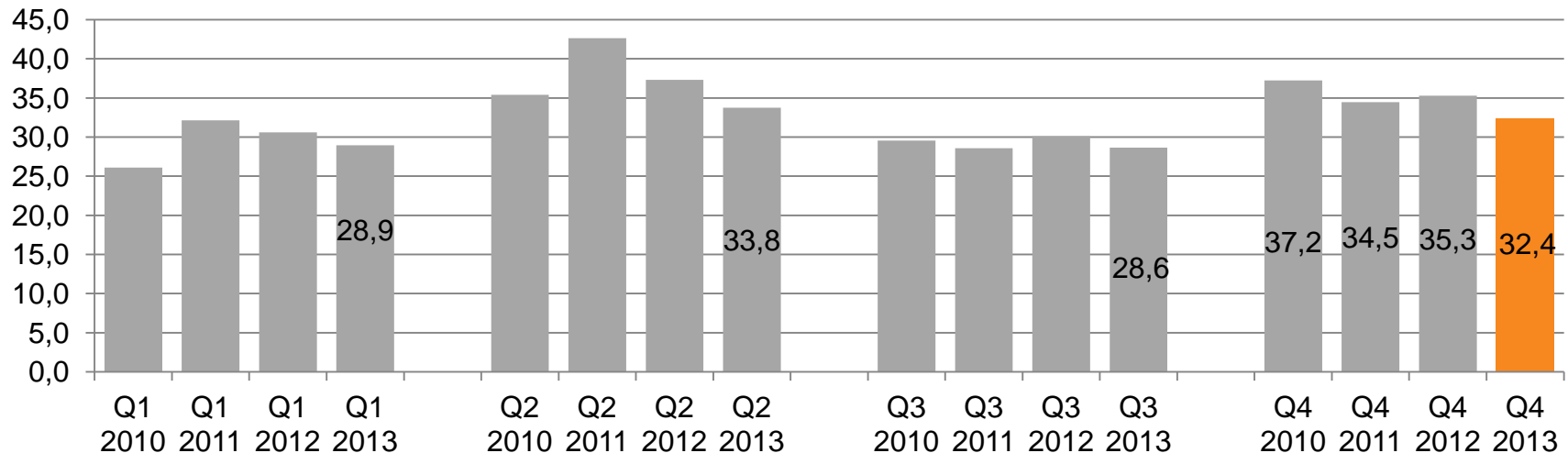
Outdoor



Outdoor Quarterly View

- FY net sales 123.7 MEUR, -7 %, cn. -5 %
- Net sales 32.4 MEUR, -8 %, cn -4 %
 - In EMEA, Gerber sales boosted by market expansion and B-2-B campaigns
 - Boats sales slightly up in declining markets
 - In Americas, Outdoor sales down due to decreases in both commercial and institutional sales

Net Sales, MEUR



Q4 Spotlight:

EMEA transformation programs



FISKARS

Two programs to build a solid platform for growth

5 year platform program

- Implementation now halfway
- Largest single implementation in September
- Some temporary effects on sales and efficiency in Q4
- Benefits starting to show:
 - Central-European distribution center established, Gerber plugged in
- Investments decreased in 2013
- Depreciations on the increase

EMEA 2015 restructuring program

- EUR 8.2 million of total EUR 25-30 million restructuring costs recorded in 2013
 - Re-location of Swedish office
 - Restructuring of ceramics and glass production in Finland
 - Restructuring of Home business area
 - Divestment of local Sankey-business in the UK
 - Reorganization of Danish entities
- Some projects moved to 2015 from 2014

Q4

Strategy Review



A portfolio of clearly defined brands

Key international brands

FISKARS®

Leading global brand for scissors, kitchen utensils and garden tools

iittala

Leading Scandinavian design brand for interior and dining

GERBER

A global leader in personal, outdoor, tactical and industrial gear

Leading regional brands

ARABIA
1873

The best loved tableware in Finland - for memorable moments


ROYAL COPENHAGEN

Hand-painted Danish porcelain made with the highest standards of craftsmanship

Rörstrand

Swedish quality and fine craftsmanship for almost 300 years

HACKMAN®

Nordic expert in cookware & cutlery

 **LEBORGNE**
Just work, we care.

French specialist in construction tools for professionals

ebertsankey 
Home for happy plants

Innovative container gardening solutions

Buster®

Leading aluminum boats brand in Europe

Local and tactical brands

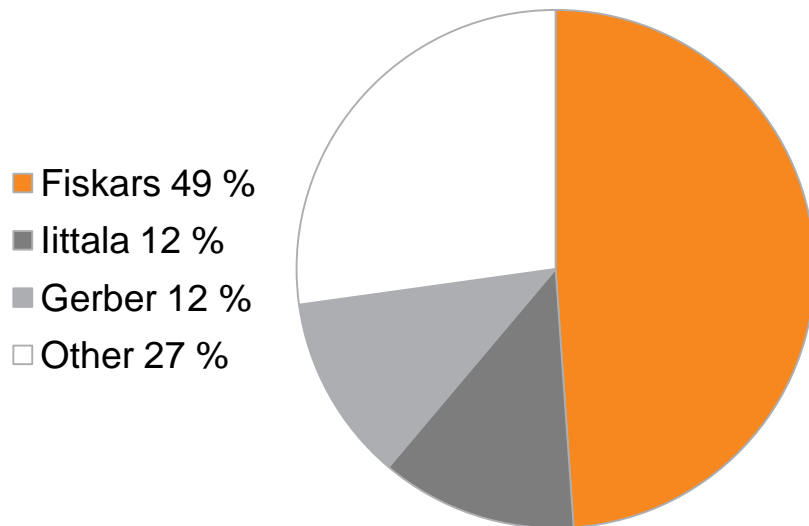
Drive Boats
Gingher
Höganäs Keramik

Høyang-Polaris
Kaimano
Kitchen Devils

Montana
Raadvad

Focusing on key international brands

2013 net sales by brand



- Key international brands account for 73 % of Group sales
- Net sales of Fiskars branded products 381 MEUR in 2013
 - + 50 % since 2008

Strategy for growth

Growth drivers



Priorities



Target






FISKARS

Nordic countries and North America: Potential for category expansion

North America

- Strong position in core categories
- Extensive trade relationships
- Priorities:
 - Deepen assortment and increase market share
 - Develop profitability of product mix









-  No1 scissor brand
-  No1 in garden cutting tools
-  No1 knife brand

Nordic countries

- Strong position in core categories
- High brand awareness and loyalty
- Extensive trade relationships
- Priorities:
 - Maintain and strengthen position
 - Focus on key international brands







-  No1 scissor brand
-  Leading dining brands
-  Leading kitchen tool brands
-  No1 garden hand tool brand
-  No1 aluminum boat brand
-  Entry stage in outdoor products

Central and Eastern Europe: Significant market share gain potential

Central Europe

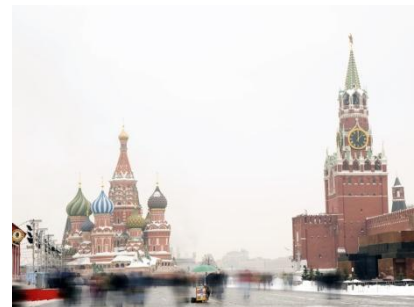
- Established a strong position as leading garden hand tools brand
- Introduced kitchen tools and branded retail
- Priorities:
 - Further strengthen Fiskars in garden
 - Expand Fiskars brand into Kitchen
 - Expand Living through branded retail







-  Leading garden hand tool brand
-  Entry stage in Living
-  Entry stage in Kitchen
-  Entry stage in Outdoor

Eastern Europe

- Established market leader position in garden hand tools
- Introduced kitchen tools to the market
- Priorities:
 - Build Fiskars brand awareness
 - Expand Garden regionally in Russia
 - Penetrate kitchen market



-  No1 garden hand tool brand
-  Entry stage in Kitchen
-  Entry stage in aluminum boats
-  Entry stage in Outdoor

New sales region Asia-Pacific: Building a second growth engine

Investing in growth

- The fastest growing market in many Fiskars categories
- New sales region established to accelerate growth
- Agility and local market insight key for success

Priorities

- Strengthen sales organization
- Expand Living through branded retail
- Expand Outdoor



Well established branded retail network in Japan, South Korea and Taiwan
Branded retail introduced in China



No1 garden hand tool brand in Australia



Entry stage in outdoor products in China



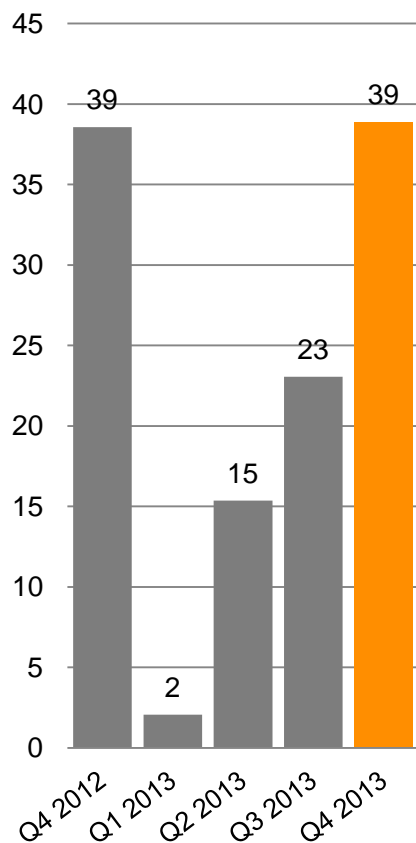
Q4

Financials

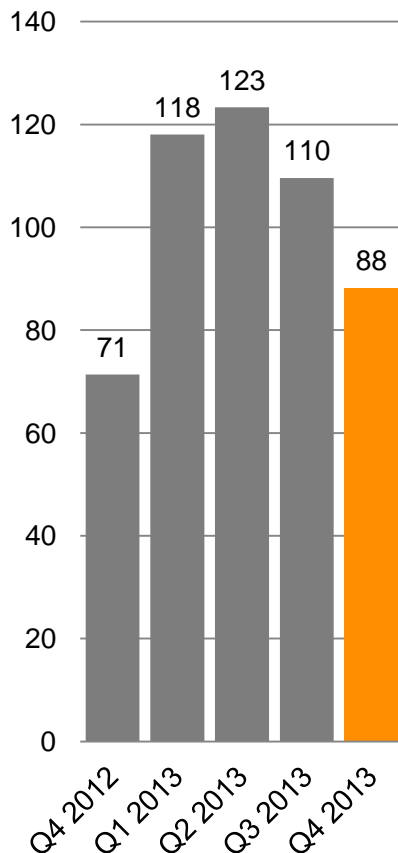


Cash flow and debt Q4 2013, MEUR

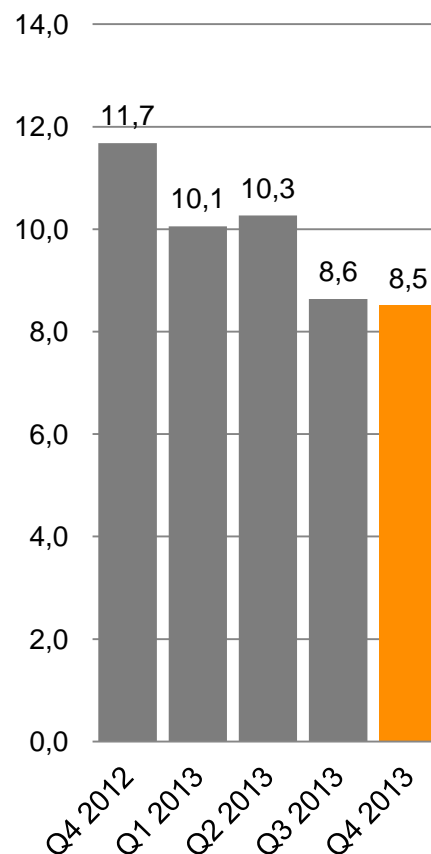
Cash flow from operating activities



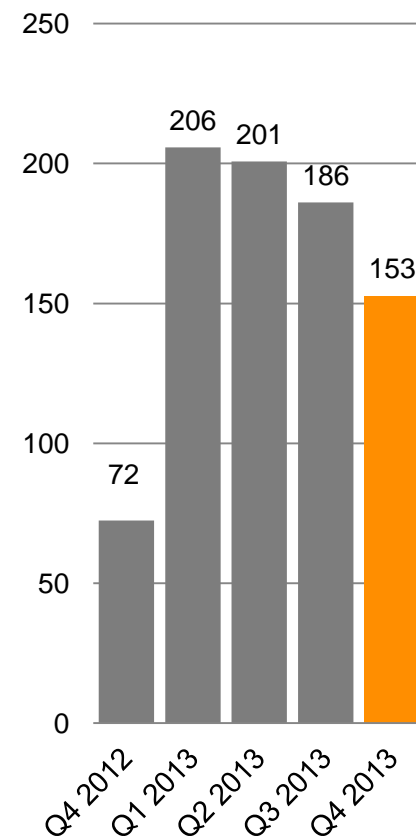
Working Capital



Capital expenditure

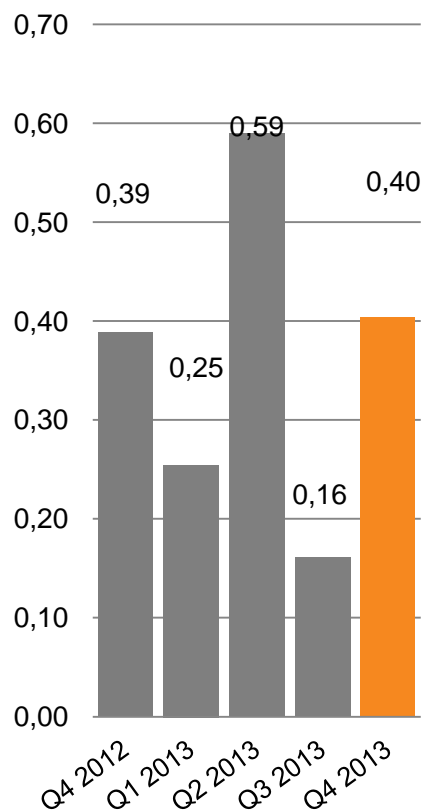


Net debt

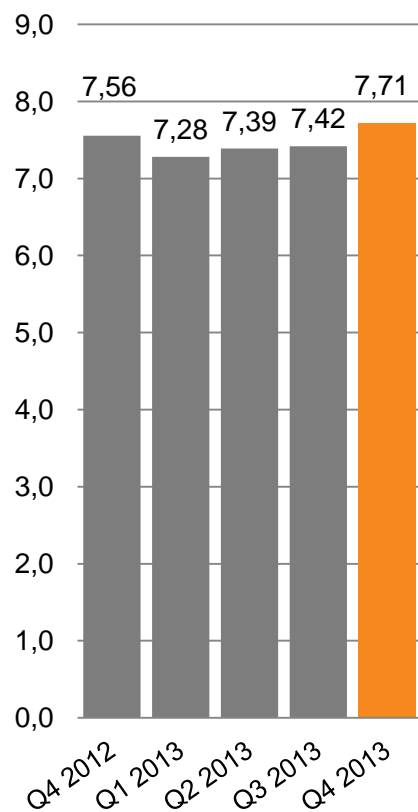


Key ratios Q4 2013

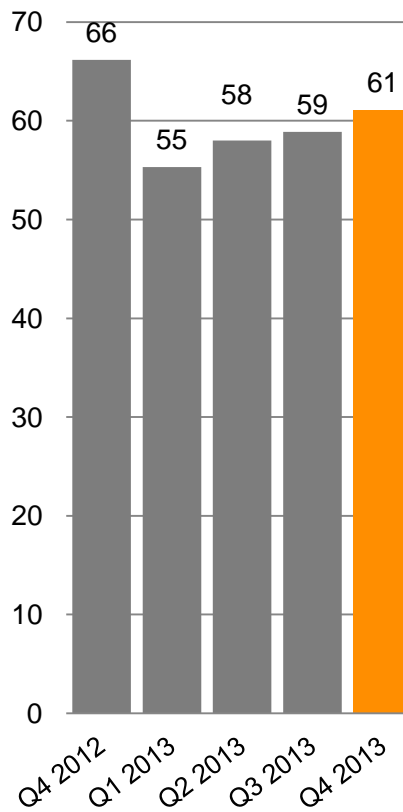
EPS*



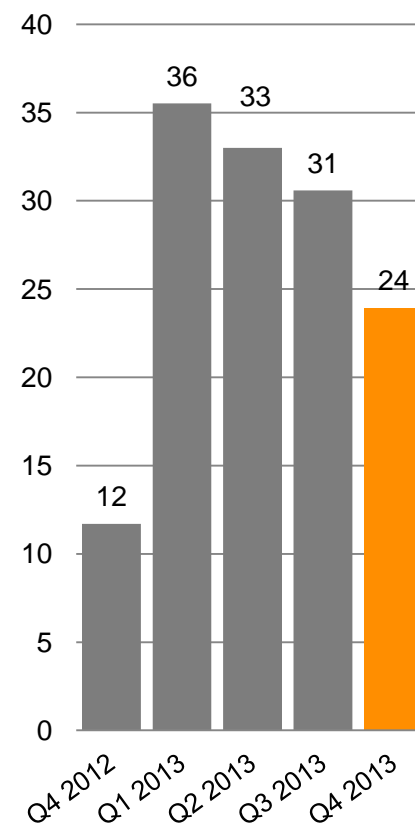
Equity per Share



Equity ratio, %

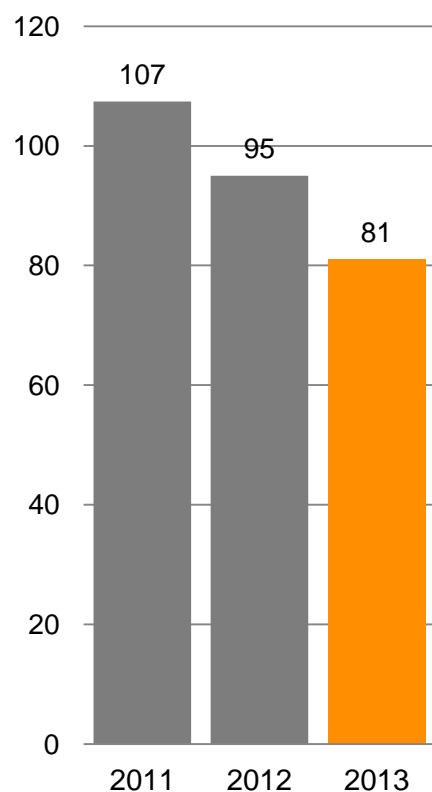


Gearing, %

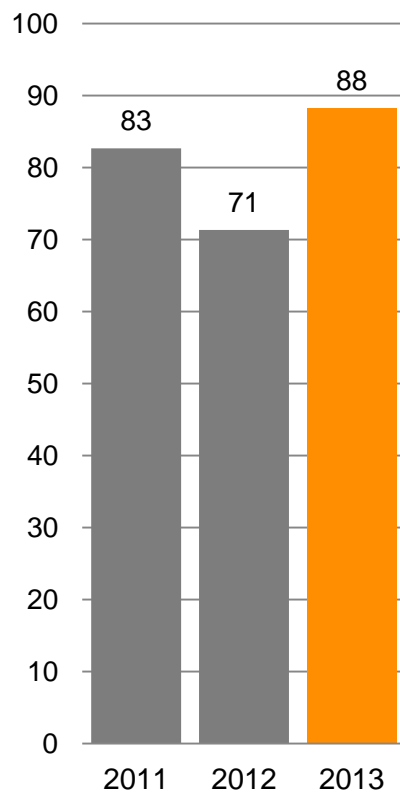


Cash flow and debt full year 2013, MEUR

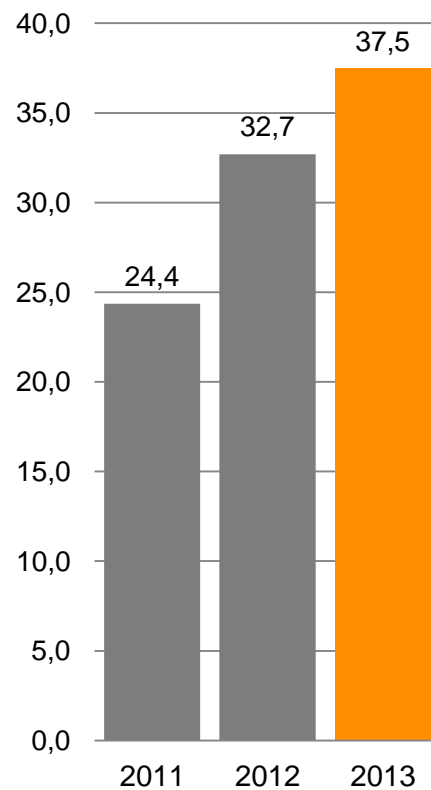
CF from operating activities



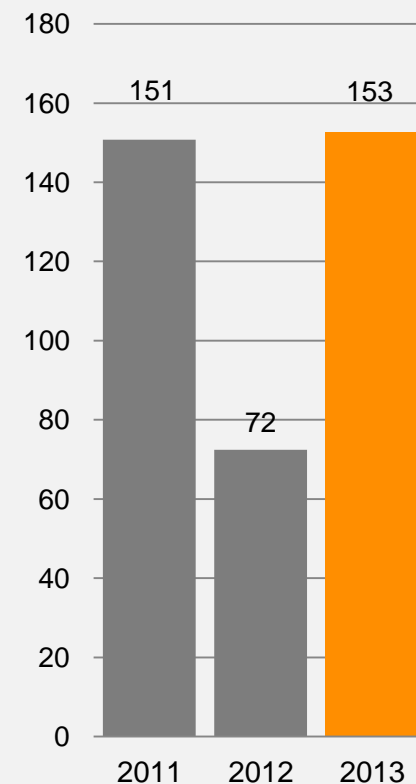
Working Capital



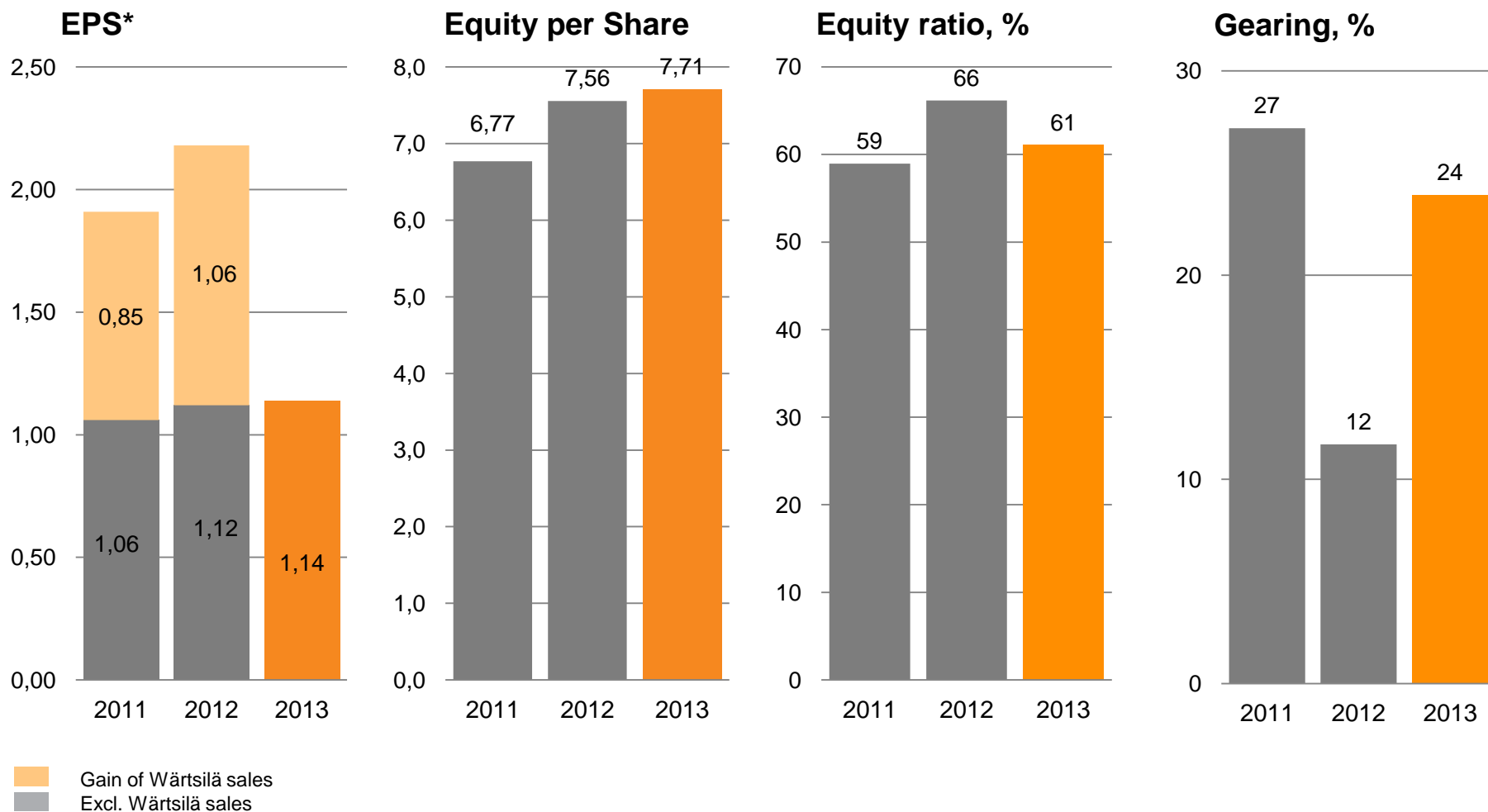
Capital expenditure



Net debt



Key ratios in full year 2013



Outlook for 2014

- Consumer and trade behavior is expected to remain cautious both in Europe and North America
 - The retail environment in Finland is poor
- At the end of 2013 Fiskars divested local pottery business in the UK
- Depreciation and amortization related to the 5 year investment program is starting to increase.
- To accelerate growth, Fiskars plans to increase spending on brand recognition, the newly established Asia-Pacific sales region, and in new category expansion
- We expect the Group's full-year net sales for 2014 to be at 2013 levels and operating profit excluding non-recurring items to at or slightly below 2013



FISKARS
365
EVERYDAY • SINCE 1649



TOMORROW'S FISKARS

World Class Branded Consumer Goods Company