

# Making the everyday extraordinary



FISKARS  
◆  
GROUP

# Fiskars in 2017

## Net sales by segment

### Living

Key categories:  
Tabletop  
Interior décor  
Gifting

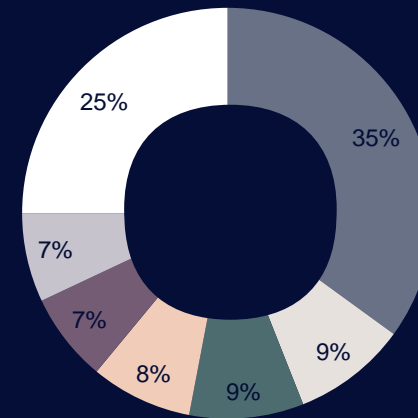
€ **573.9**<sub>m</sub>  
**49** %

### Functional

Key categories:  
Gardening  
School, office and craft  
Kitchen  
Watering  
Outdoor

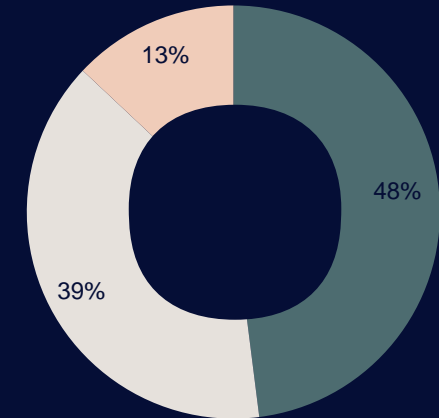
€ **607.8**<sub>m</sub>  
**51** %

## Net sales by brand



- Fiskars
- Waterford
- Royal Copenhagen
- litala
- Wedgwood
- Gerber
- Other brands

## Net sales by geographic area



- Europe
- Americas
- Asia-Pacific



Building a family of iconic lifestyle brands

FISKARS® ♦ GERBER® ♦ Gilmour

iittala® ♦ ROYAL COPENHAGEN ♦ ARABIA 1873 ♦ Rörstrand

PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

WATERFORD ♦ WEDGWOOD ♦ ROYAL ALBERT ♦ ROYAL DOULTON

ENGLAND 1759 ENGLAND 1904 LONDON



# Making the **everyday** **extraordinary**

FISKARS®



iittala



WATERFORD

WEDGWOOD  
ENGLAND 1759

Empowers  
everyday  
creativity to  
shape your world

The leading  
outdoor gear  
brand that  
empowers people  
to be unstoppable

A design brand  
that provides a  
progressive  
Nordic living

A Danish luxury  
porcelain brand  
that elevates  
memorable  
moments

Enables people  
to celebrate Irish  
conviviality

Continuously  
provides new  
perspectives of  
British lifestyle



# Building a family of iconic lifestyle brands

**1649**

Fiskars ironworks founded

**1883**

Fiskars becomes a limited company

**1967**

Fiskars manufactures the world's first plastic handled scissors

**1986**

Gerber acquired

**2008**

Integrated consumer goods company strategy launched

**2014**

Watering brands acquired in the U.S.

**2016**

Boats and container gardening businesses divested

**1915**

Fiskars shares listed on the Helsinki Stock Exchange

**1977**

Fiskars scissors factory founded in the USA

**2007**

Iittala Group acquired

**2013**

Royal Copenhagen acquired

**2015**

WWRD acquired

**2017**

New organization and long-term financial targets

**Building a family of iconic lifestyle brands**



**Fundamentals**

**Vision**

Creating a positive,  
lasting impact on  
our quality of life

**Strategy**

Building a  
family of iconic  
lifestyle brands

**Values**

Innovation  
Integrity  
Accountability  
Teamwork

**Sustainability**

Promoting creativity  
Challenging disposability  
Empowering people

**Purpose**

**Making the everyday extraordinary**

**Strategic priorities**

Inspiring  
people

Exciting  
consumers

Growing  
business

Increasing  
returns



# SBU Living

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



# Strategic business unit Living in brief

## English and Crystal Living

**WEDGWOOD**  
ENGLAND 1759

**ROYAL DOULTON**  
LONDON

**WATERFORD**

**ROYAL ALBERT**  
ENGLAND 1904

## Scandinavian Living

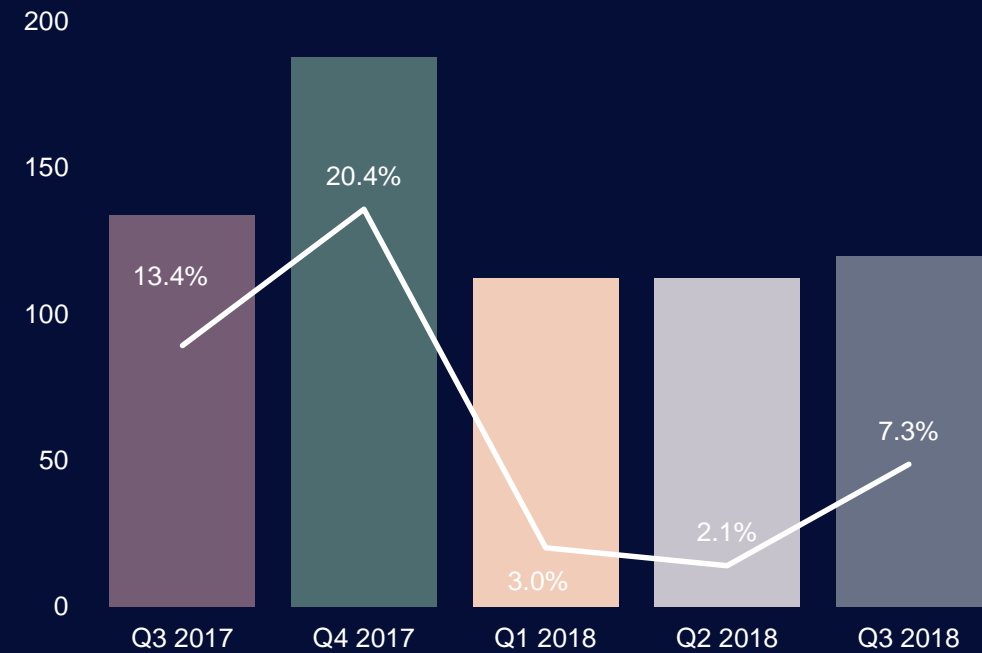
**iittala**

**ARABIA**  
1873

**ROYAL COPENHAGEN**  
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

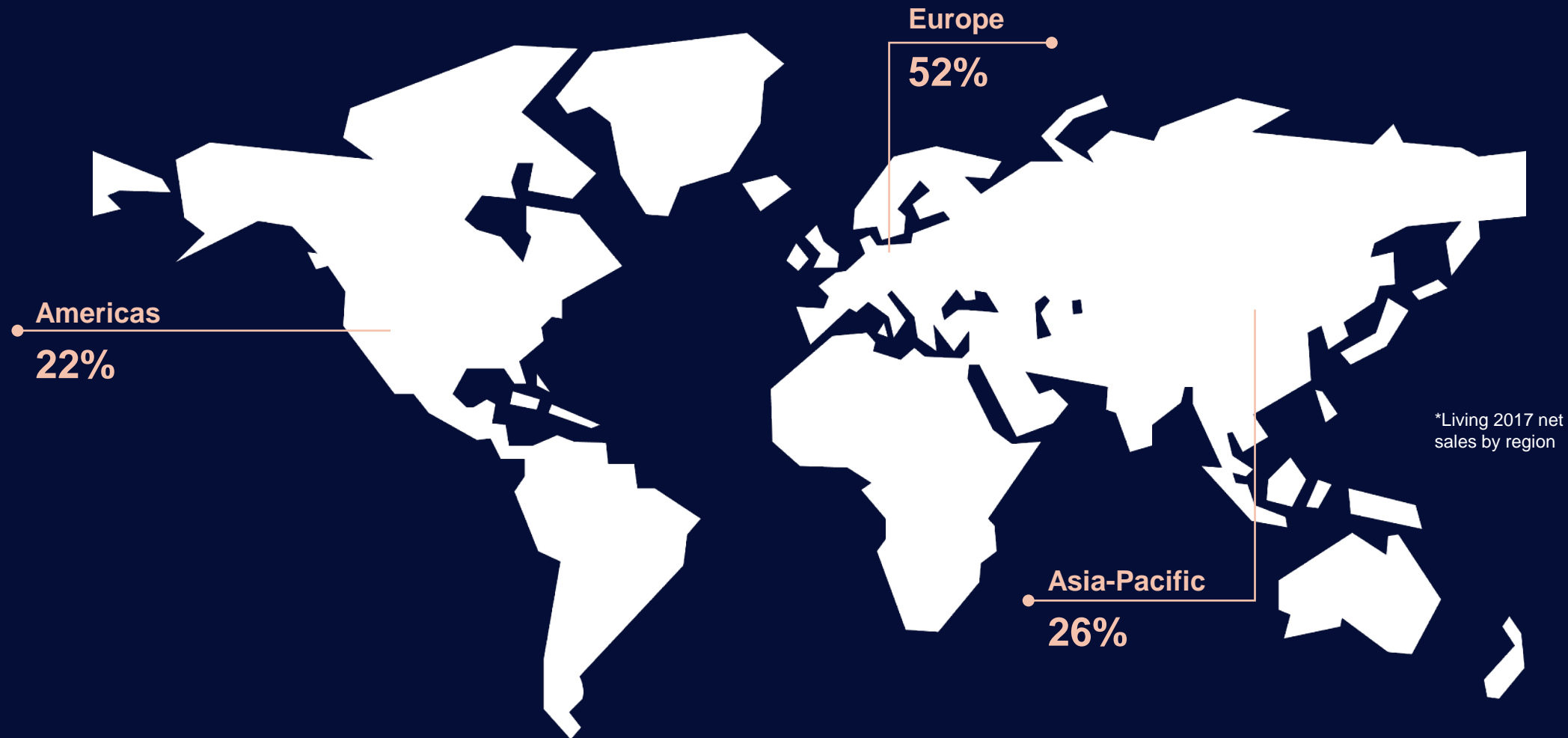
**Rörstrand**

Net sales, EUR million – Comparable EBITA, %













## SBU Living – Well balanced footprint



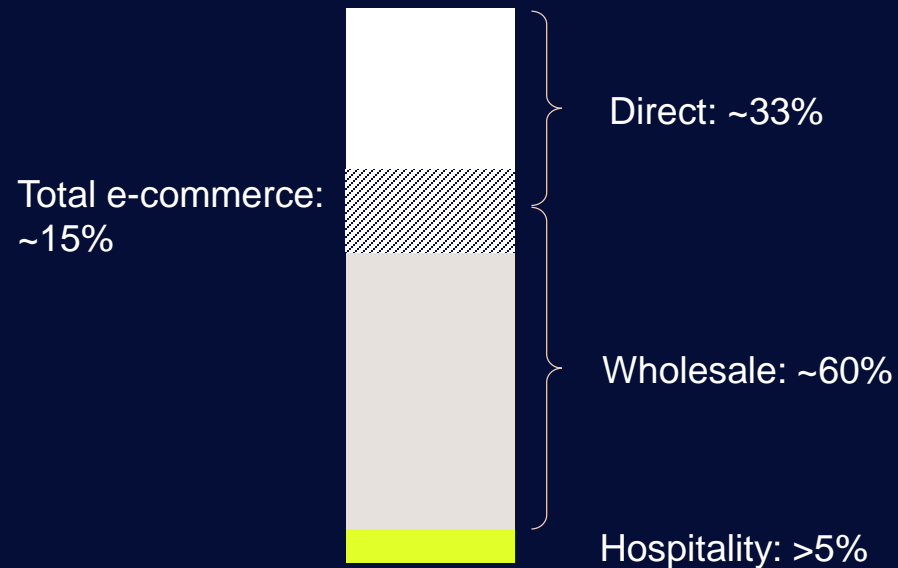
# SBU Living – Category split

Key categories by brand (% of Living net sales 2017)

		Dinnerware 45%	Drinkware 17%	Interior 23%	Other 15%
Key international brands		✓	✓	✓	✓
		✓		✓	✓
		✓		✓	✓
			✓	✓	
Regional brands		✓			✓
		✓			✓
		✓	✓	✓	✓
		✓			



## Share of 2017 net sales



## Direct channel includes our own:

- Stores (currently 8% of total number of locations)
- Shop-in-shops (64%)
- Outlets (28%)
- E-commerce

Indirect e-commerce represents those customers who are operating on online basis only or sell a significant value of our business through e-commerce platforms

# SBU Functional

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



# Strategic business unit Functional

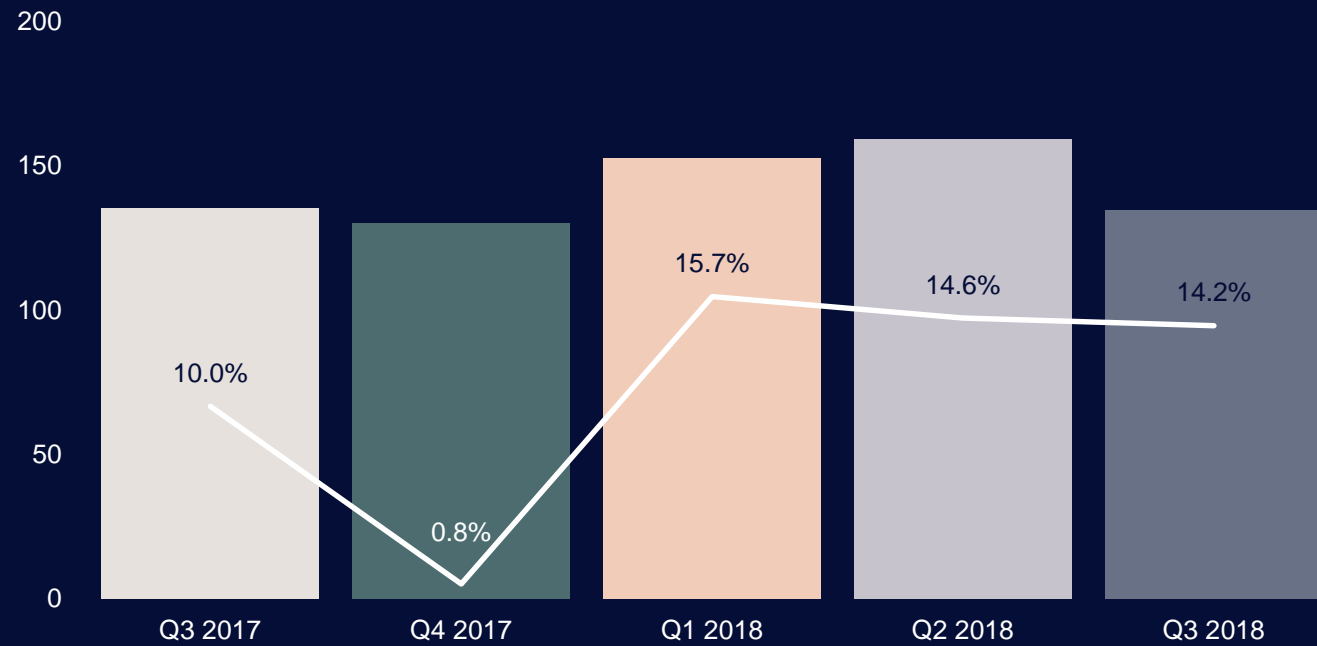
## Our brands

**FISKARS®**

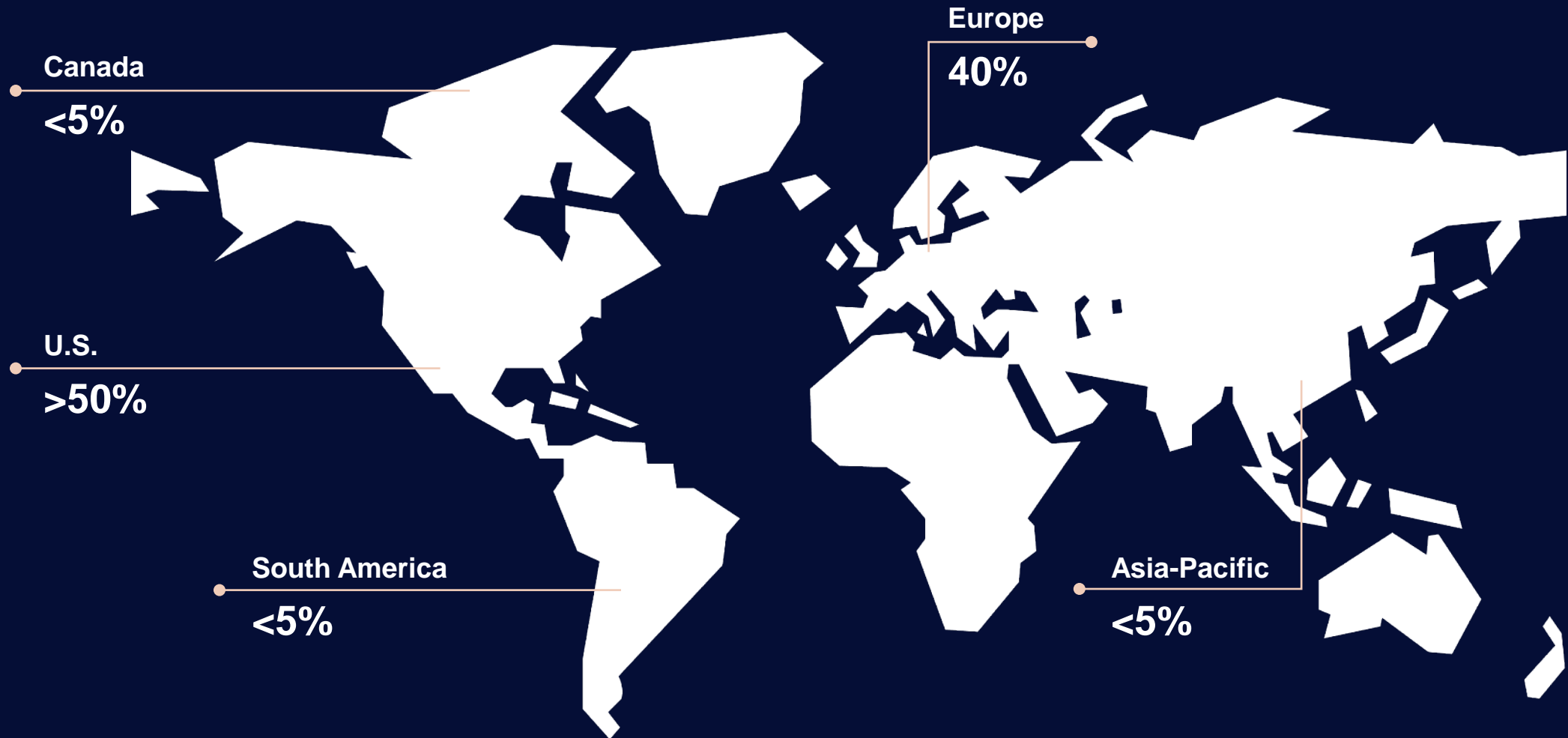
**GERBER**

**Gilmour**

## Net sales, EUR million – Comparable EBITA,%



## SBU Functional – Well balanced footprint



## SBU Functional – Category split



**13%**  
Outdoor



**13%**  
Watering



**45%**  
Gardening



**18%**  
School, office  
& craft (SOC)



**10%**  
Cooking



**2%**  
Fixing



Distribution fully through indirect channels

Work with some of the largest retailers globally

Strong trade partnerships is one of our strengths

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## E-commerce in Functional

- Total indirect e-commerce: >5% of 2017 net sales
- Share of total e-commerce higher in the Americas than other markets



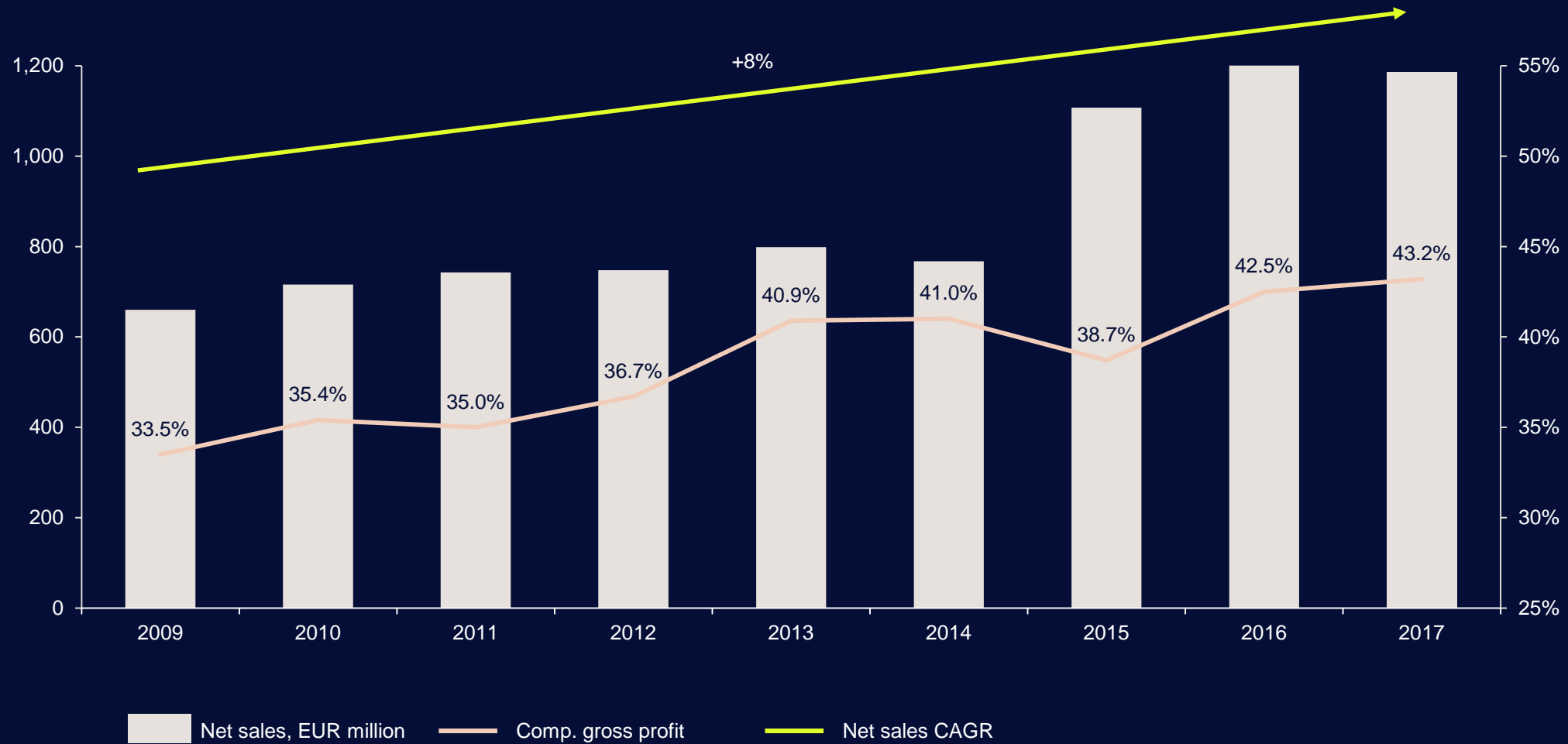


# Other

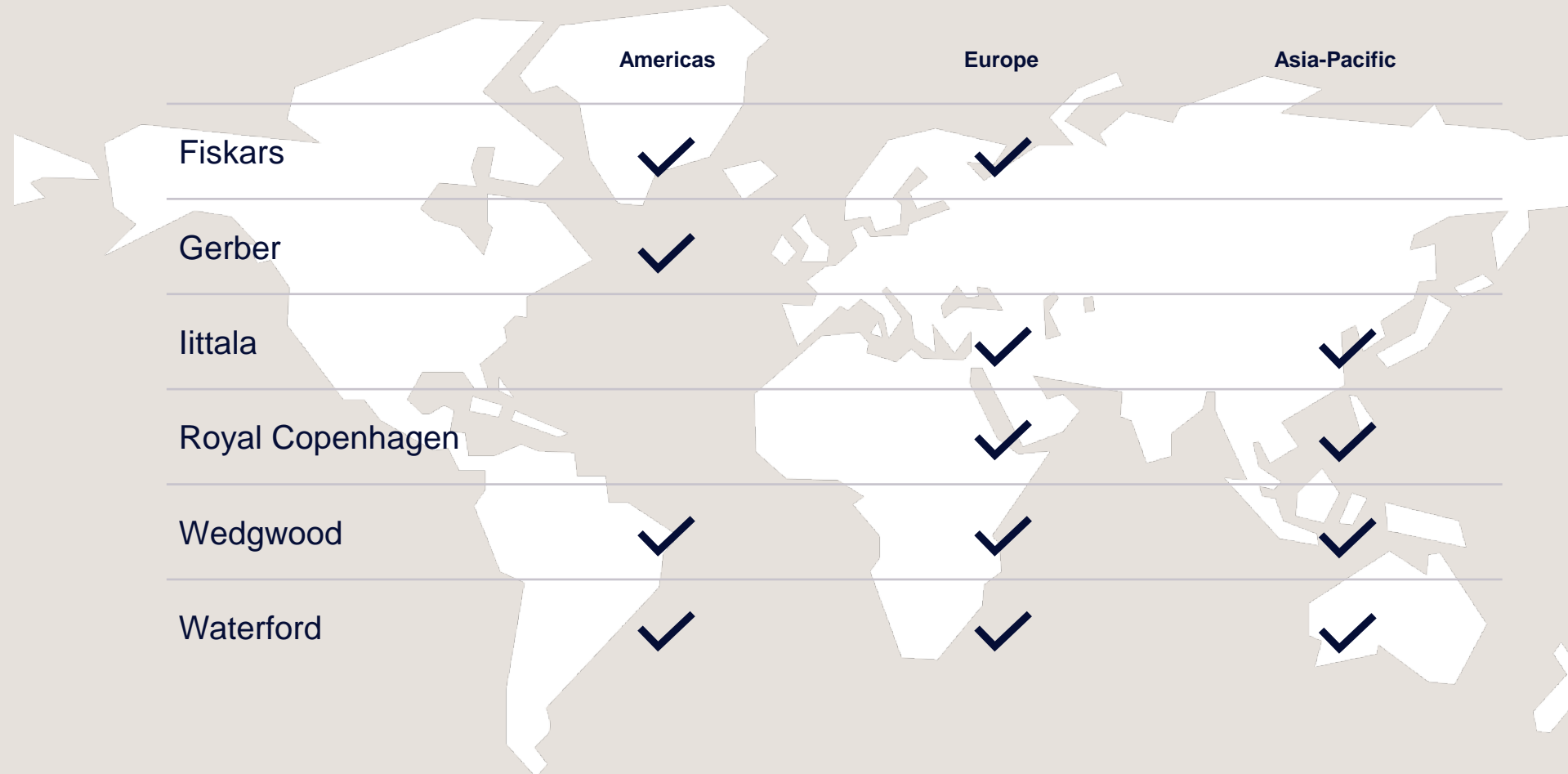
Other segments contains the corporate headquarters, shared services, investment portfolio and real estate unit.



# Net sales and profitability development



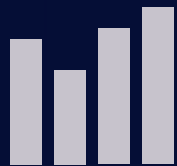
# Main markets for the key international brands



Sales split in 2017

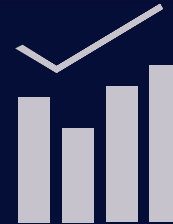


## Long-term financial targets



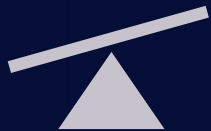
### **Growth**

The average annual net sales growth to exceed 5%, through a combination of organic growth and targeted acquisitions



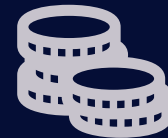
### **Profitability (updated on 8.11.2018)**

EBITA margin to reach 12%  
*Previously: to exceed 10%*



### **Capital structure**

Net gearing\* below 100%



### **Dividend**

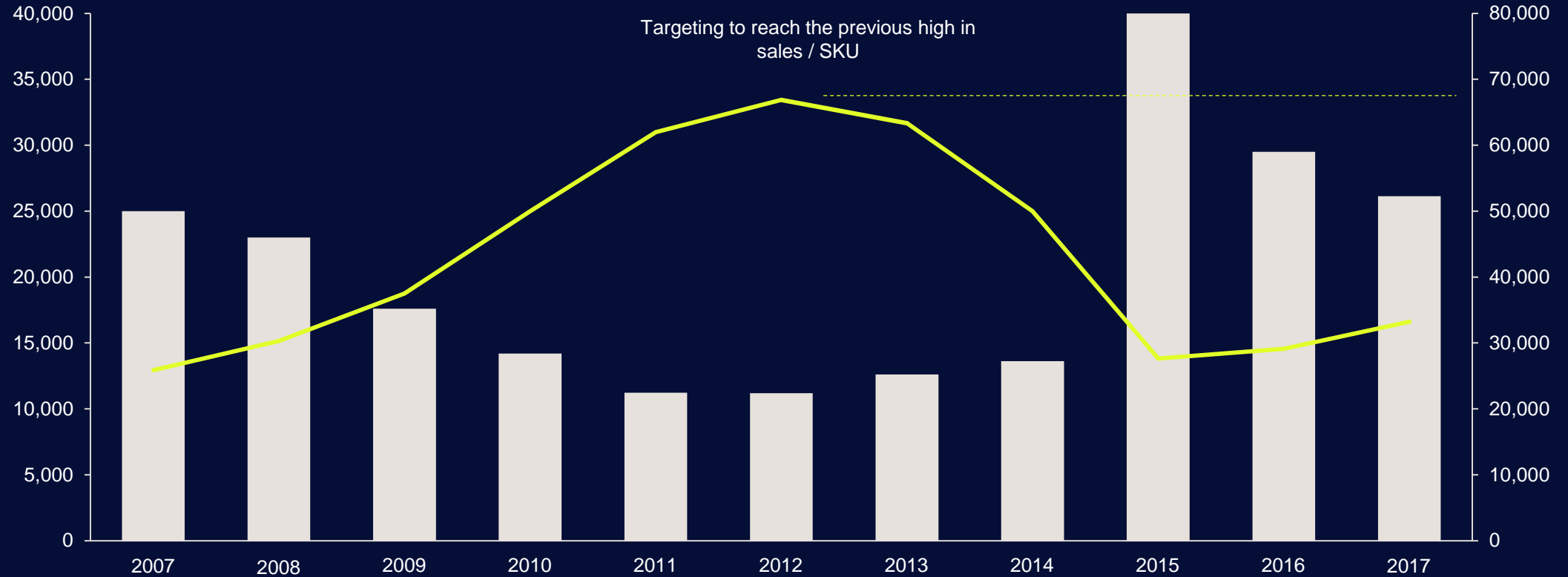
Fiskars aims to distribute a stable, over time increasing dividend, to be paid biannually

\* Net gearing ratio is the ratio of interest-bearing debt, less interest-bearing receivables and cash and bank equivalents, divided by total equity

# SKU reduction ongoing

Number of Stock Keeping Units (SKU)

Sales / SKU, EUR



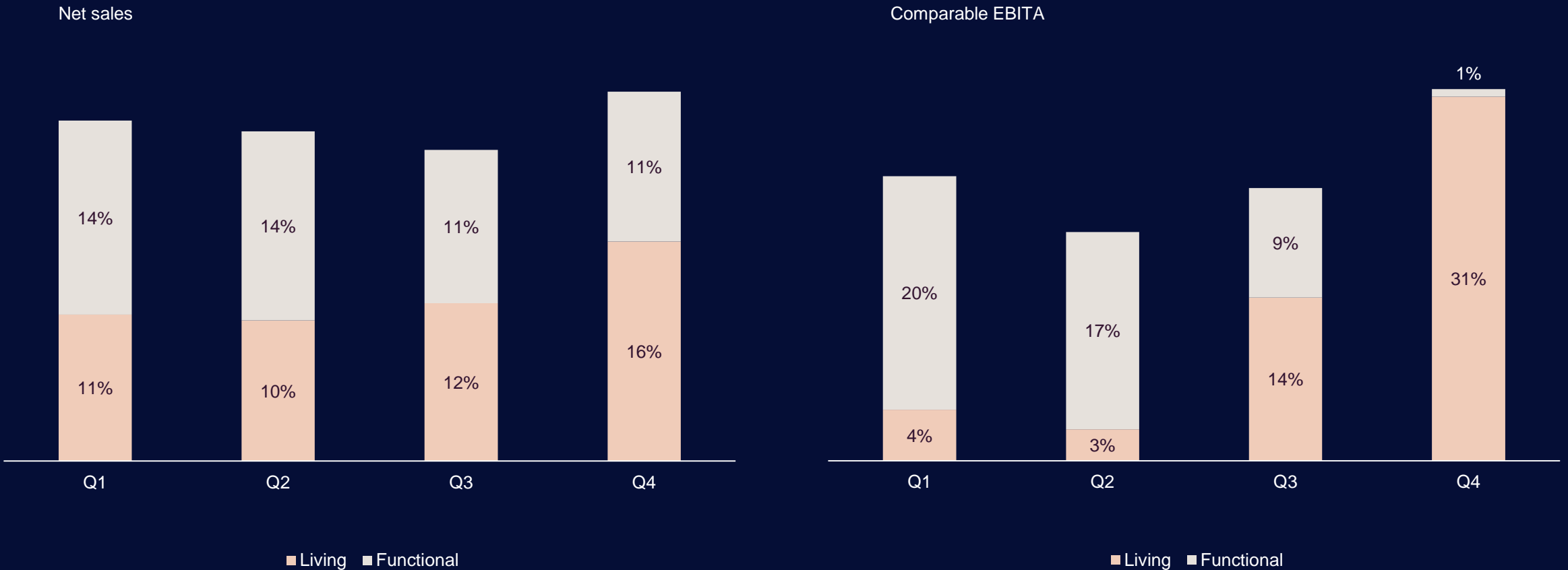
Royal Copenhagen acquired

Nelson and Gilmour acquired

WWRD acquired



## Seasonalities creating balanced income profile

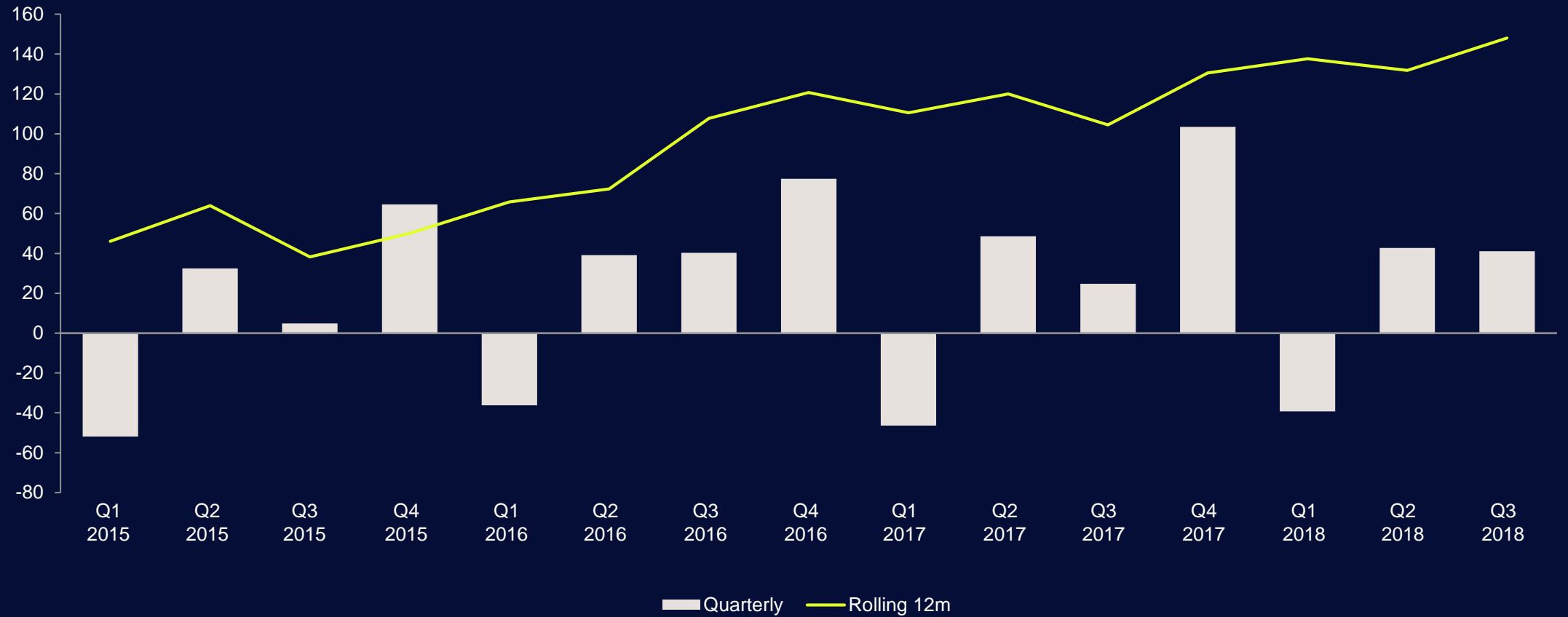


Seasonal distribution by quarter and business (average 2016-17). Percentages as share of total full year group figures



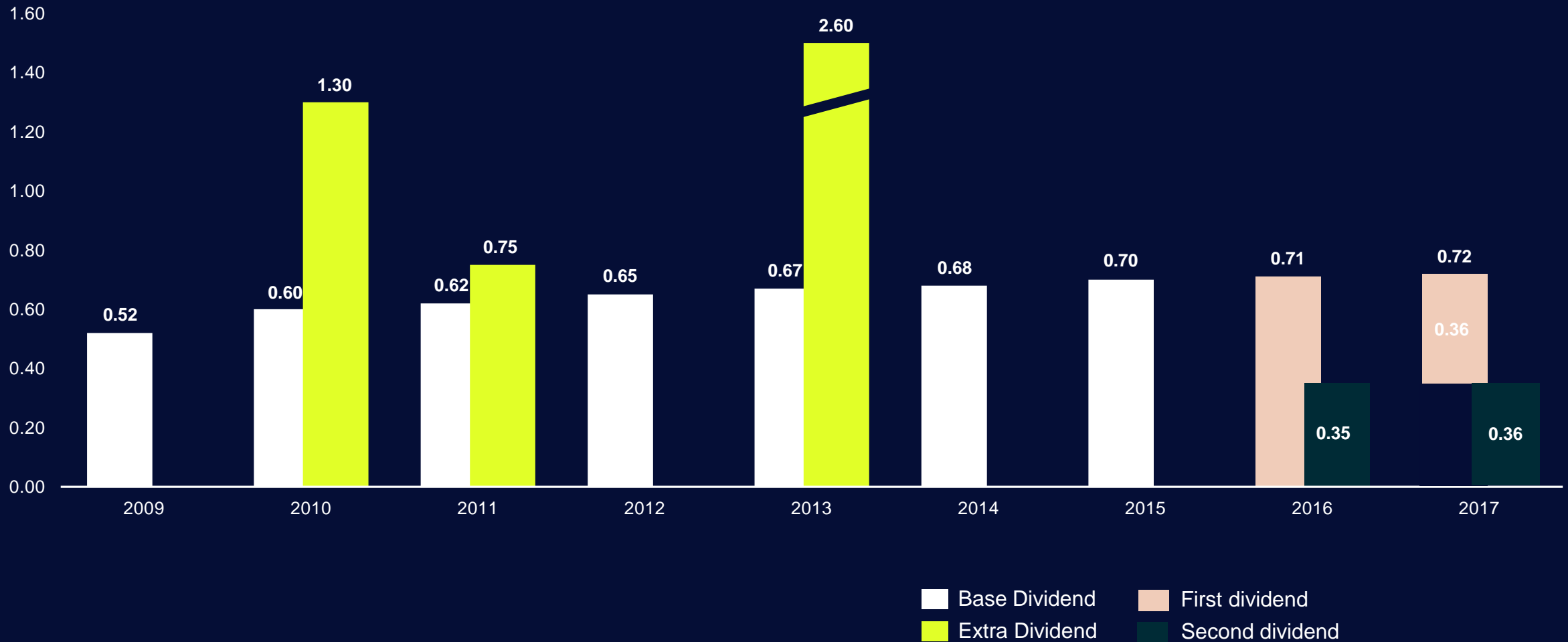
# Cash flow has increased

Cash flow from operating activities before financial items and taxes EUR million



# Nine years of base dividend growth

Dividend per share (DPS) history 2009–2017  
EUR





## 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.**



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