

Making the everyday extraordinary



FISKARS
◆
GROUP

Fiskars in 2017

Net sales by segment

Living

Key categories:
Tabletop
Interior décor
Gifting

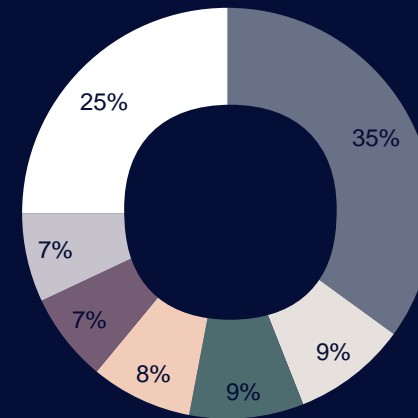
€ **573.9**_m
49 %

Functional

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

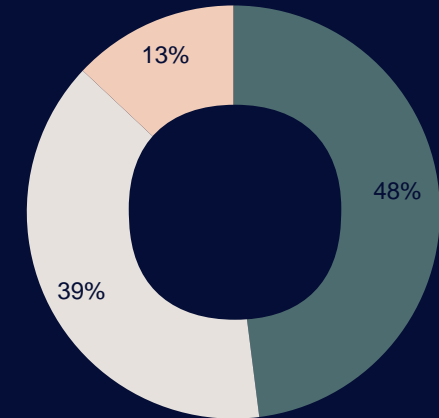
€ **607.8**_m
51 %

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  Rörstrand

ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

ARABIA
1873

Rörstrand

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

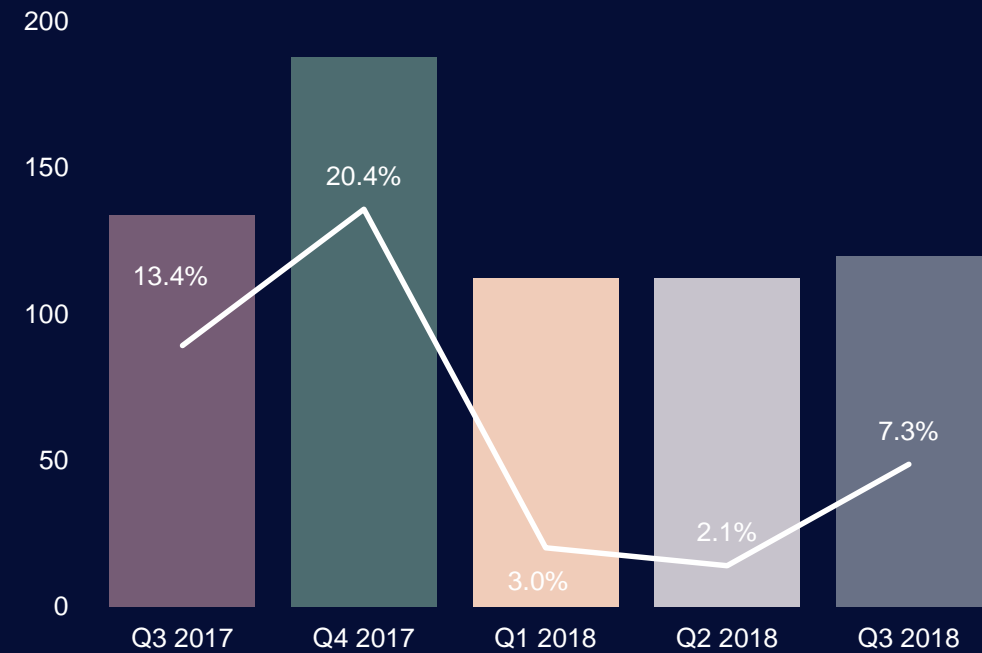
iittala

ARABIA
1873

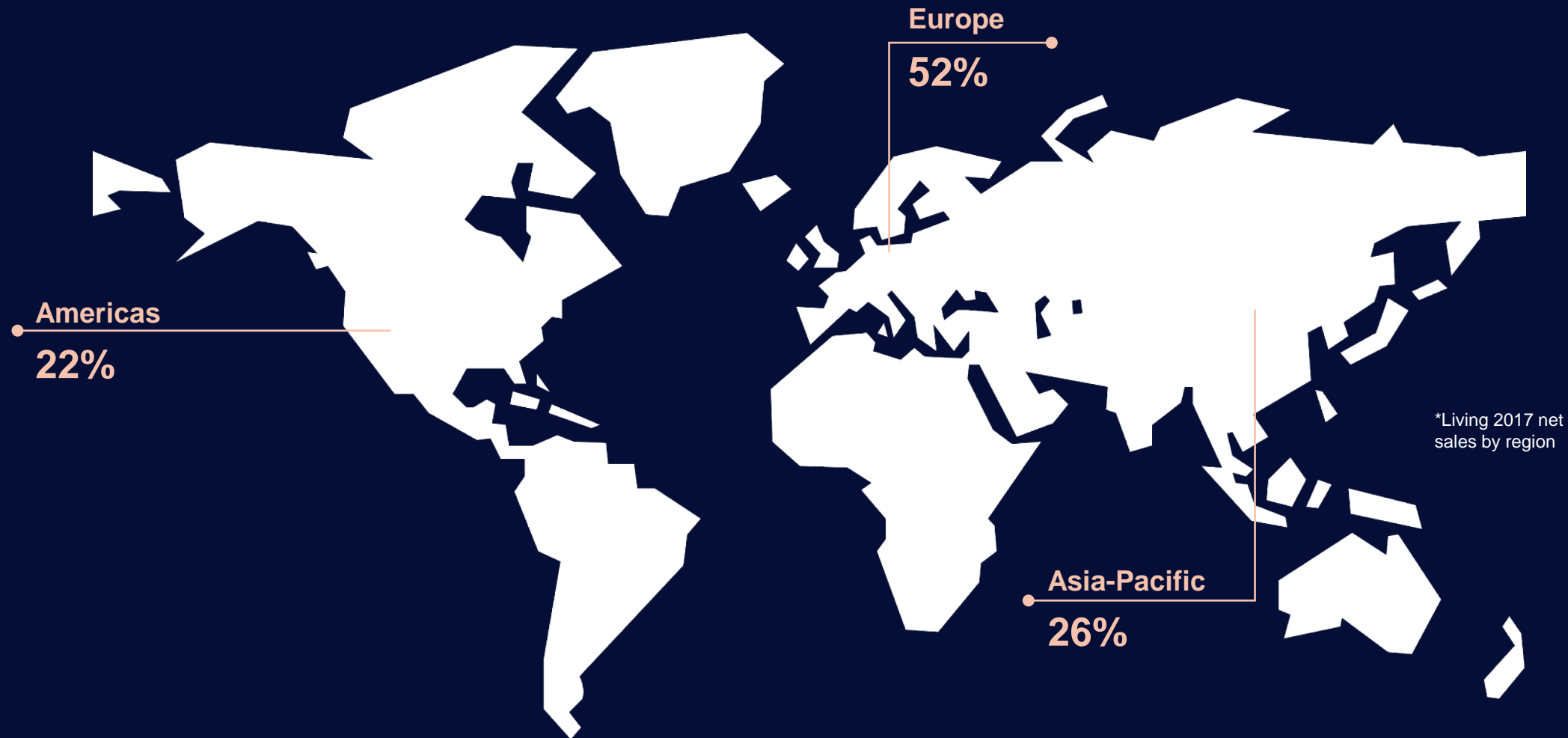

ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK


Rörstrand

Net sales, EUR million – Comparable EBITA, %










SBU Living – Well balanced footprint



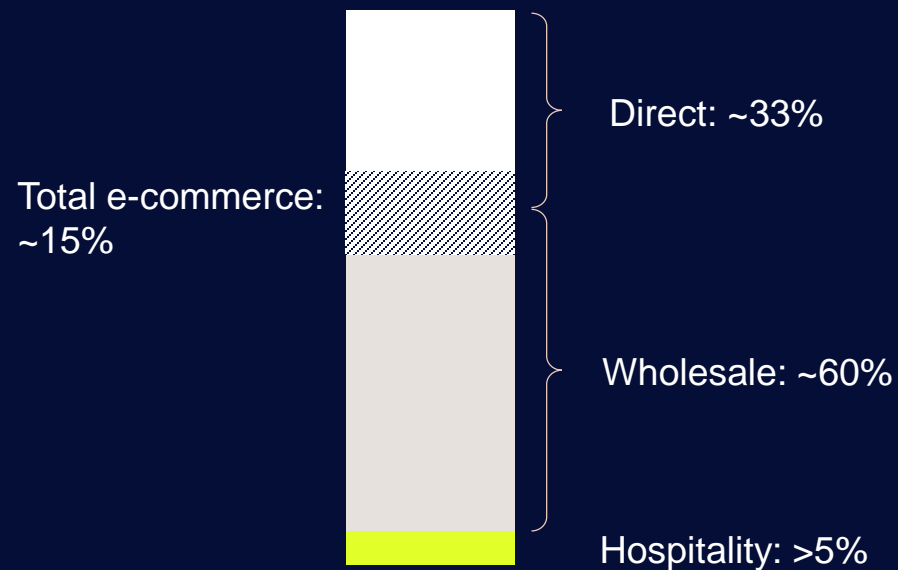
SBU Living – Category split

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

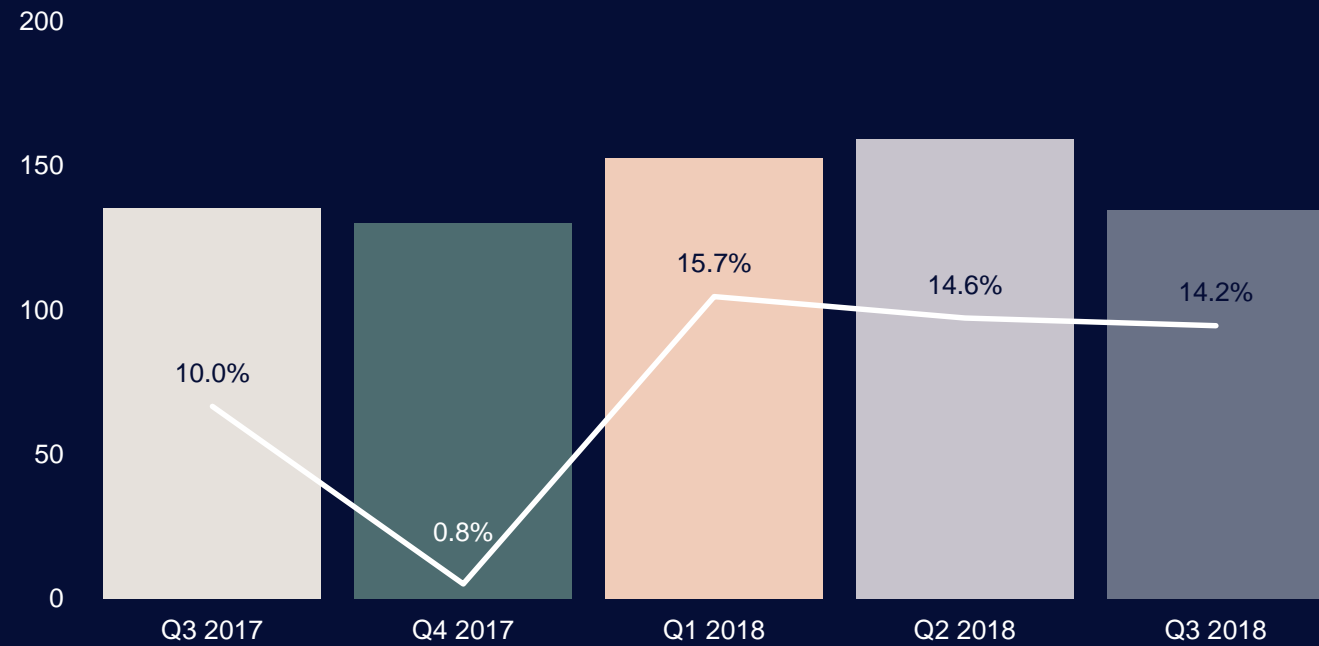
Our brands

FISKARS®

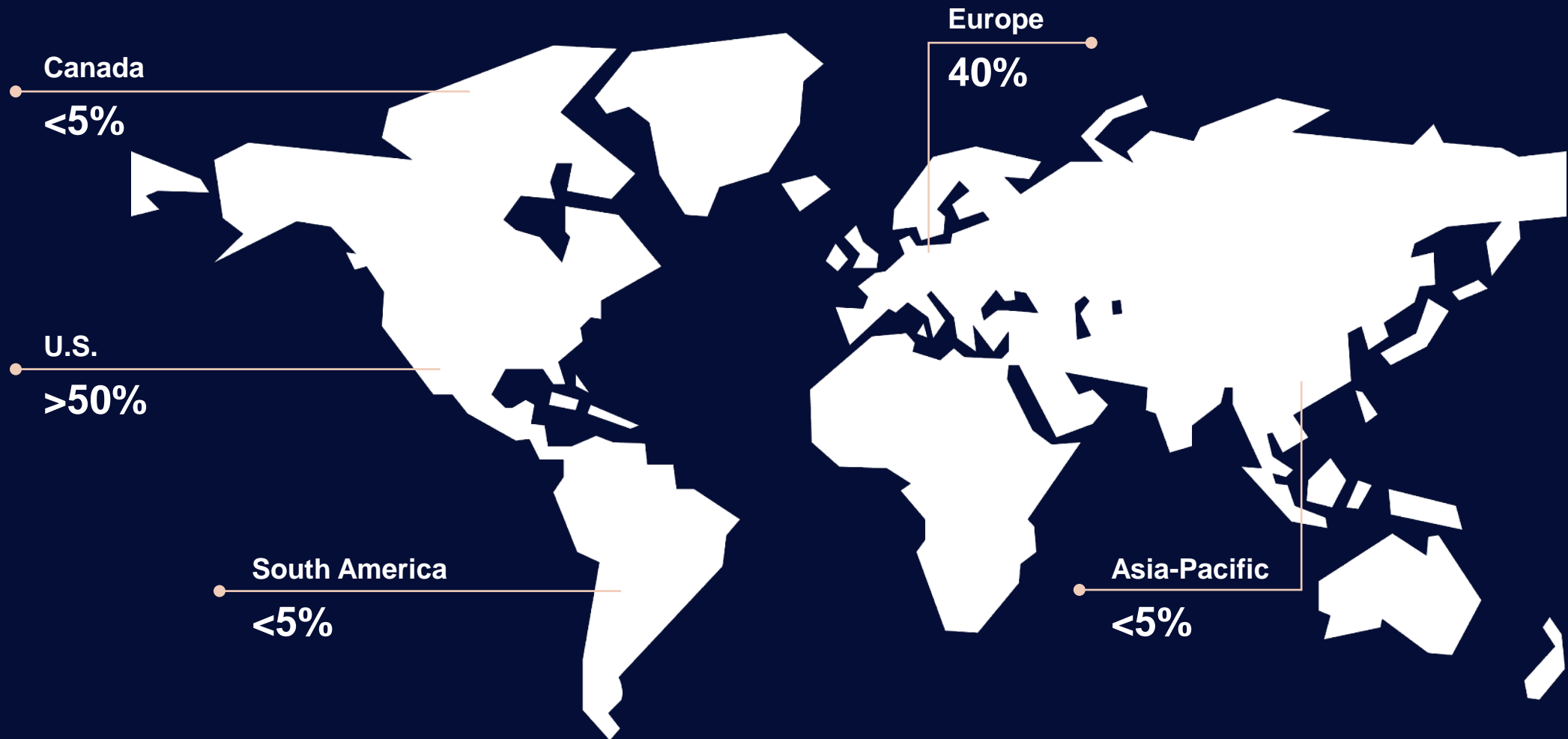


Gilmour

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

E-commerce in Functional

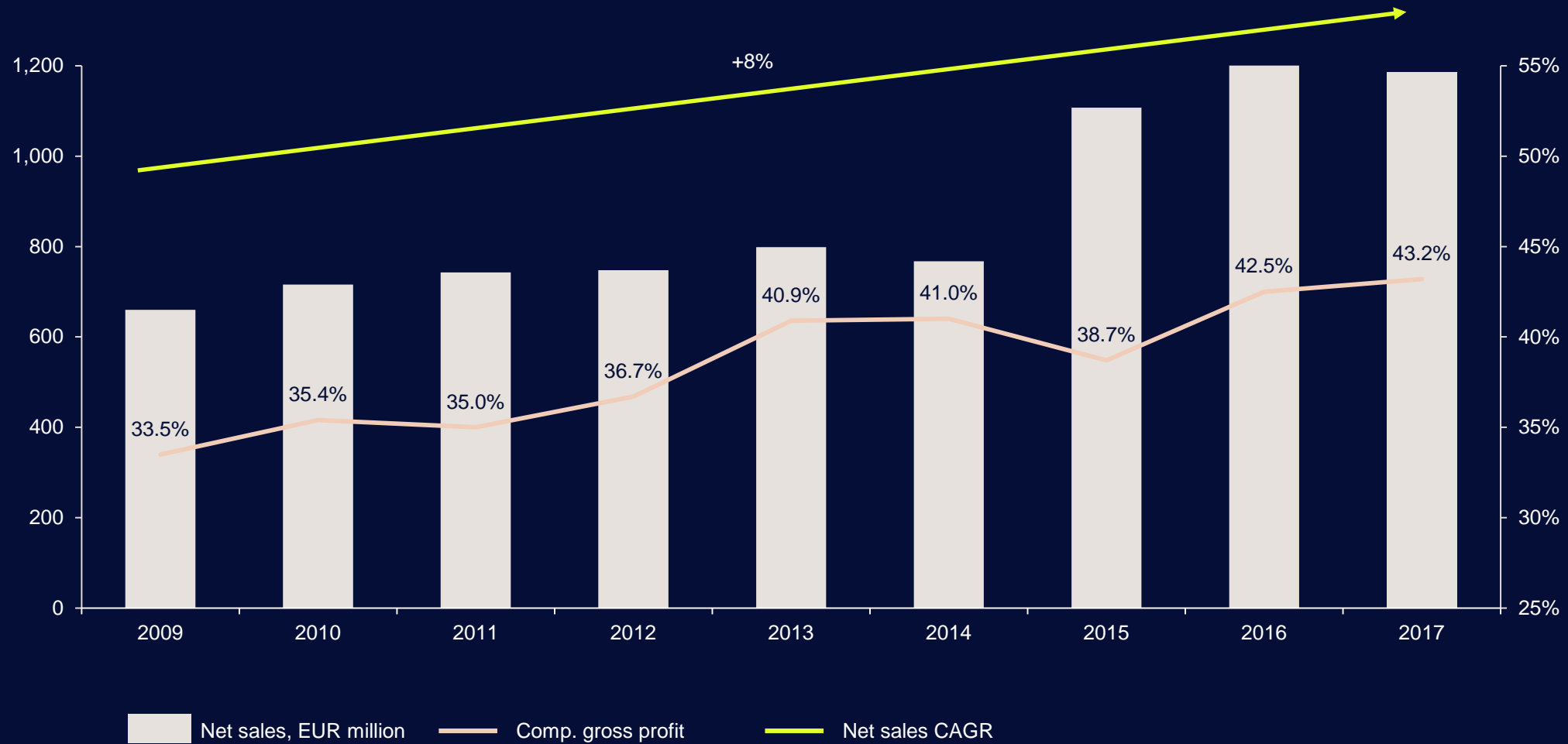
- Total indirect e-commerce: >5% of 2017 net sales
- Share of total e-commerce higher in the Americas than other markets

Other

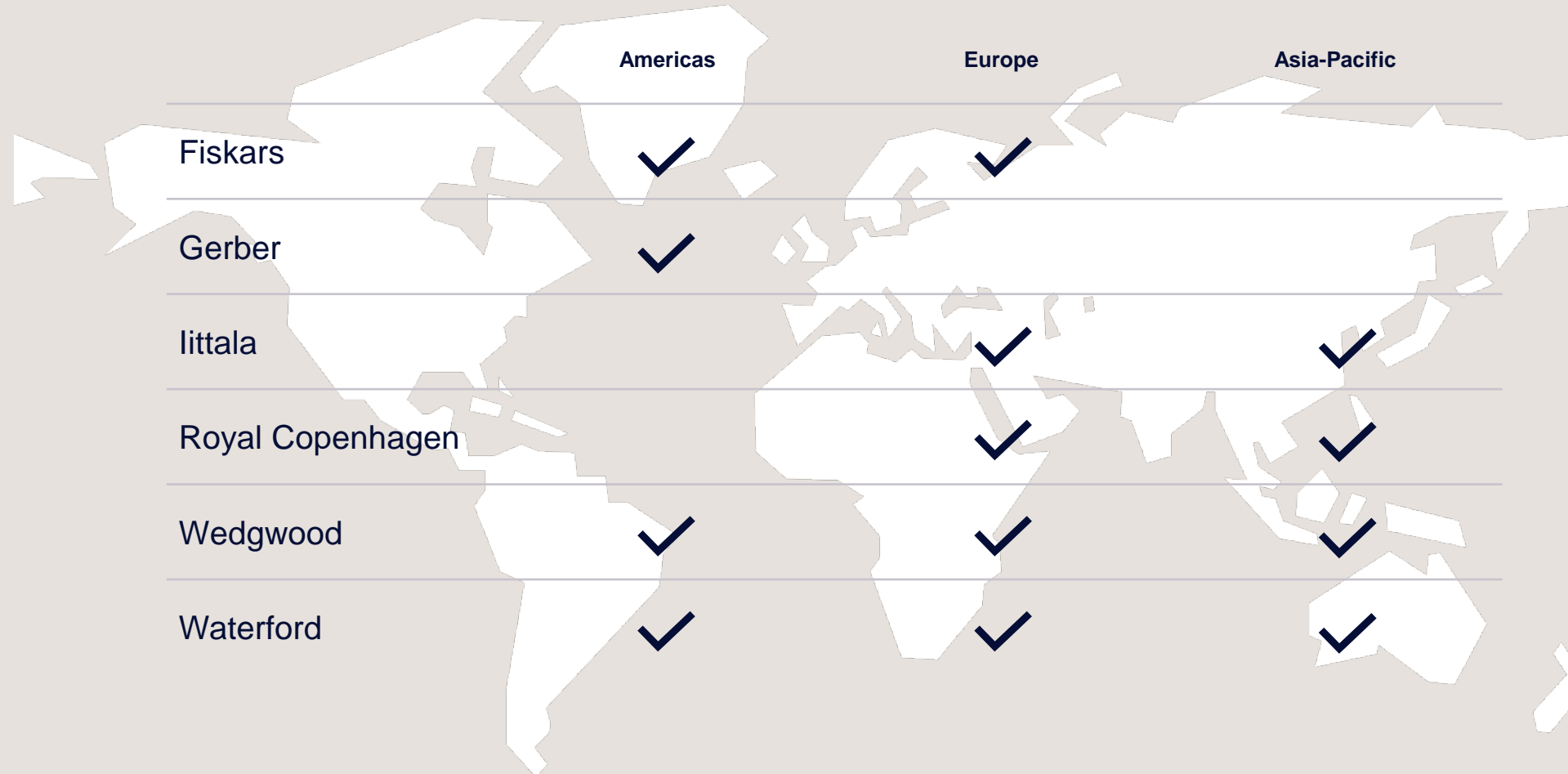
Other segments contains the corporate headquarters, shared services, investment portfolio and real estate unit.



Net sales and profitability development



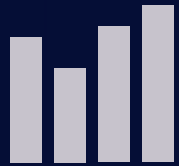
Main markets for the key international brands



Sales split in 2017

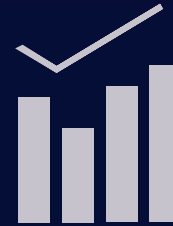


Long-term financial targets



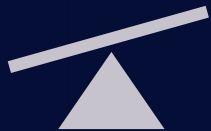
Growth

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



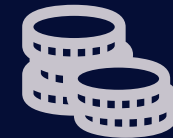
Profitability (updated on 8.11.2018)

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

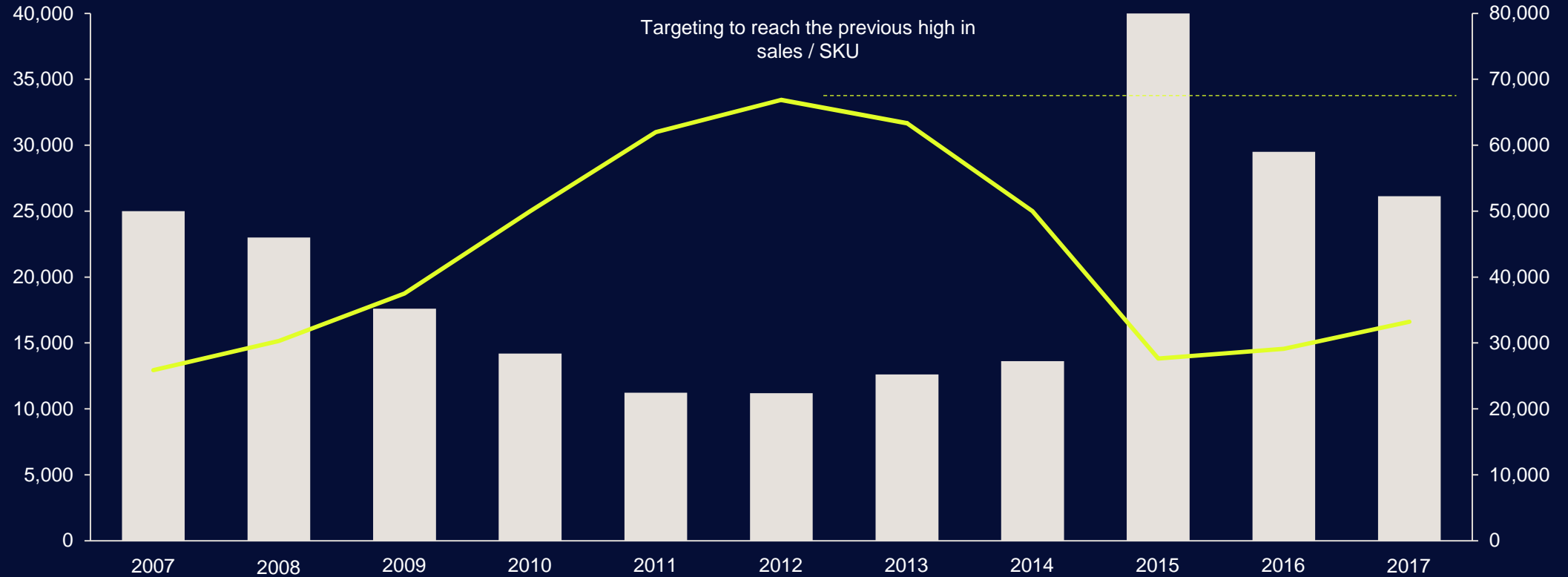
* Net gearing ratio is the ratio of interest-bearing debt, less interest-bearing receivables and cash and bank equivalents, divided by total equity



SKU reduction ongoing

Number of Stock Keeping Units (SKU)

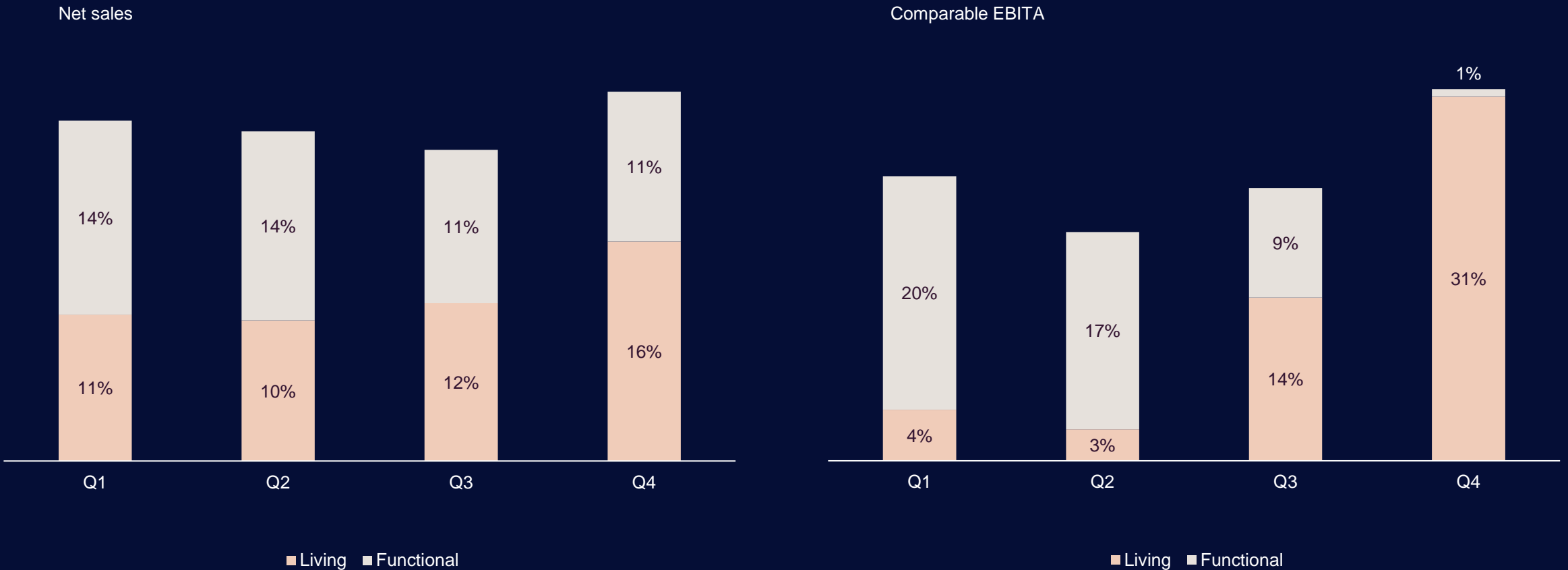
Sales / SKU, EUR



Royal Copenhagen acquired
 Nelson and Gilmour acquired
 WWRD acquired



Seasonalities creating balanced income profile

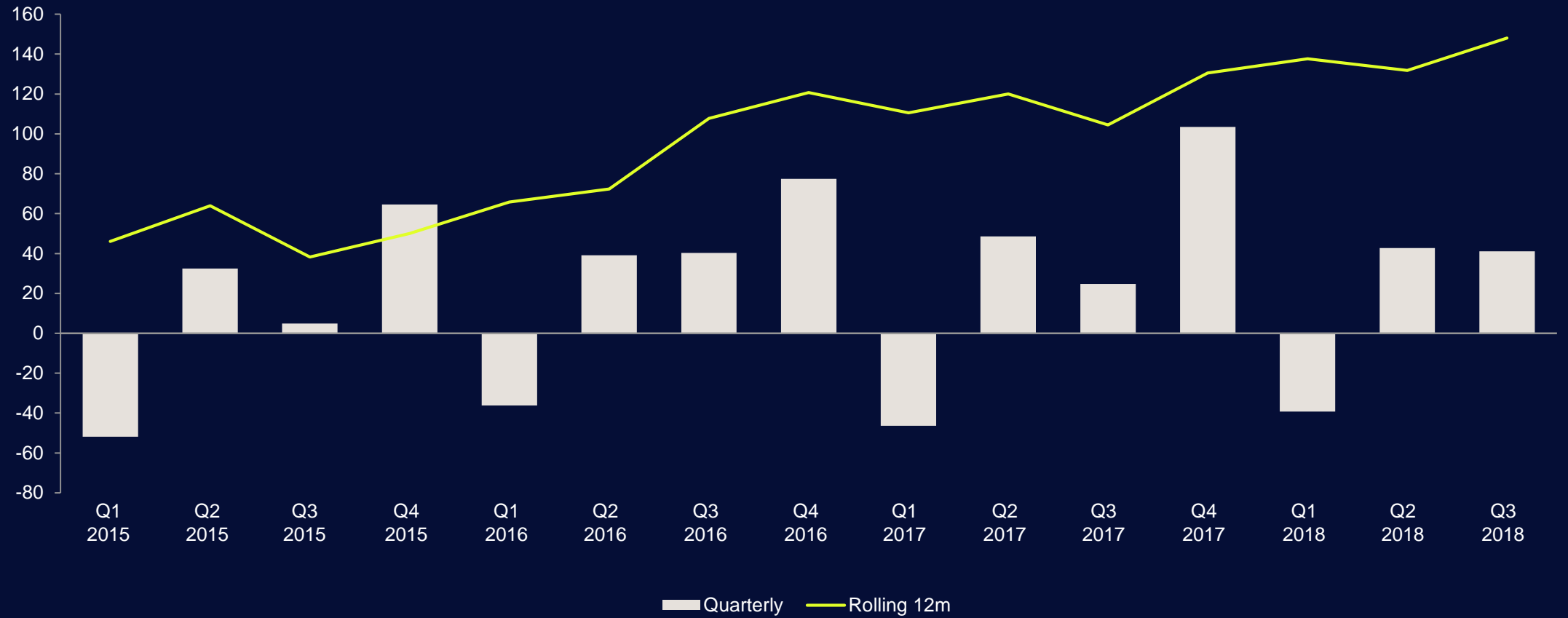


Seasonal distribution by quarter and business (average 2016-17). Percentages as share of total full year group figures



Cash flow has increased

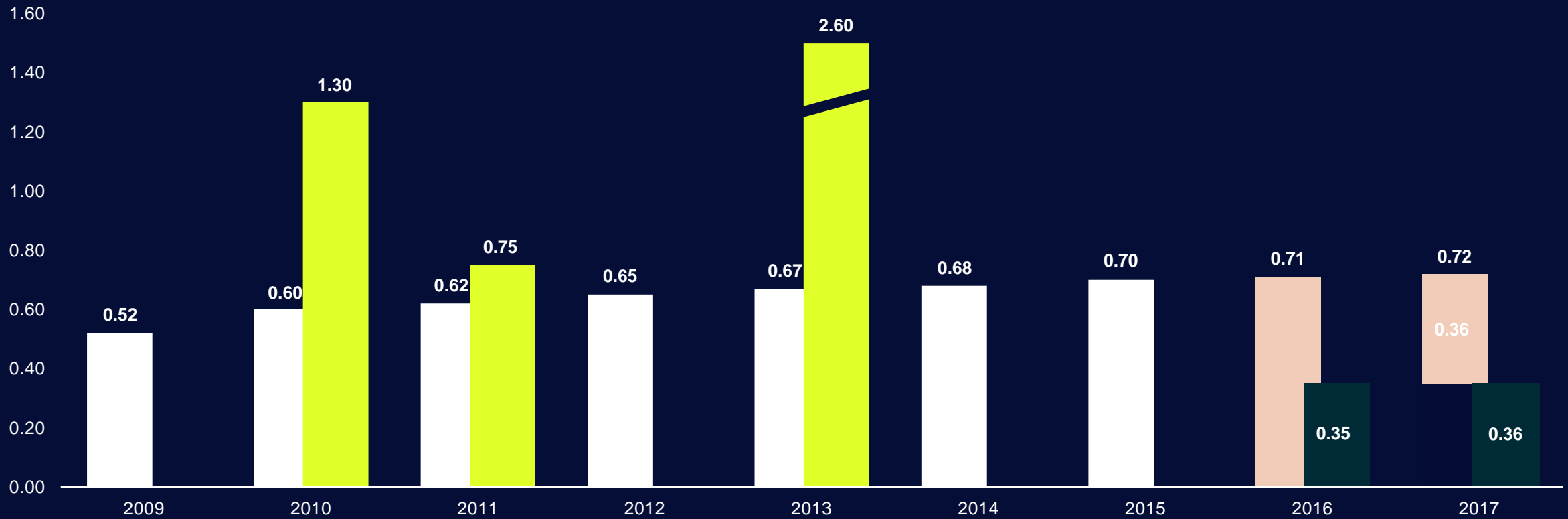
Cash flow from operating activities before financial items and taxes EUR million



Nine years of base dividend growth

Dividend per share (DPS) history 2009–2017

EUR



- Base Dividend
- Extra Dividend
- First dividend
- Second dividend



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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extraordinary