

Fiskars Group – Building a family of iconic lifestyle brands

Fiskars, Gerber, Iittala, Royal Copenhagen,
Waterford, Wedgwood, Arabia, Gilmour,
Royal Albert, Royal Doulton, Rörstrand

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.
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**Making the everyday
extraordinary**

FISKARS

Why invest in Fiskars

Global consumer goods company with a unique family of lifestyle brands

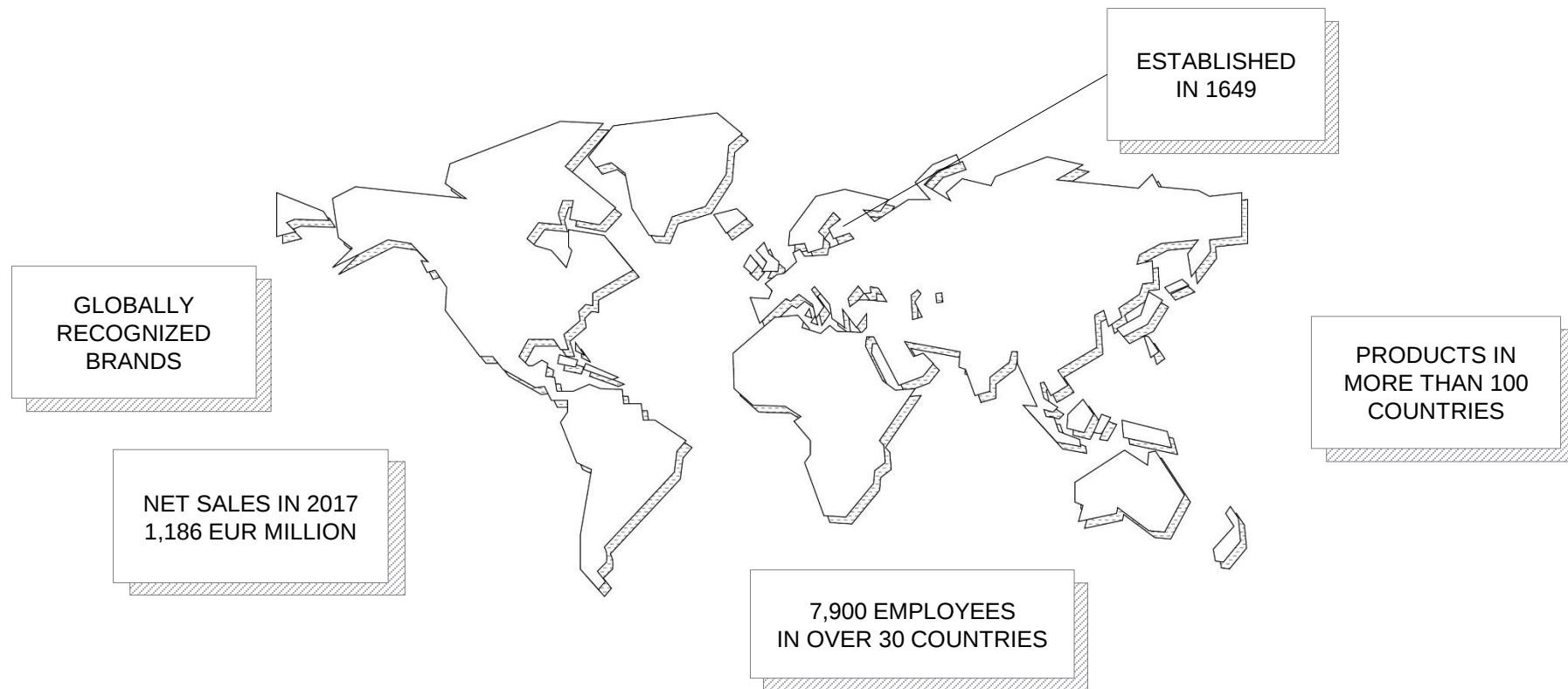
Key competitive advantages include strong brands and innovation, consumer contact through own retail network, deep understanding of consumer trends, solid trade relationships, and common global platforms

Targeting to grow organically and through acquisitions, with the potential to further improve financial performance

Strong balance sheet and nine years of base dividend growth



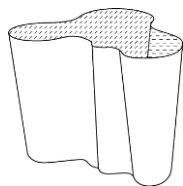
Making the everyday extraordinary



FISKARS

Fiskars in 2017

NET SALES BY REPORTING SEGMENT



Living

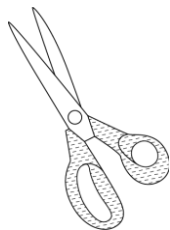
49%

EUR million

573.9

Key categories

TABLETOP
INTERIOR DÉCOR
GIFTING



Functional

51%

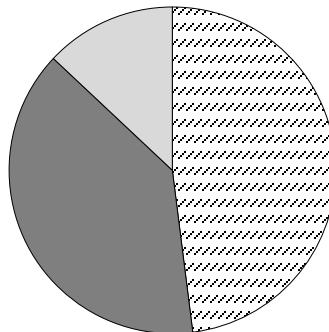
EUR million

607.8

Key categories

GARDENING
SCHOOL, OFFICE AND CRAFT
KITCHEN
WATERING
OUTDOOR

NET SALES BY GEOGRAPHICAL AREA

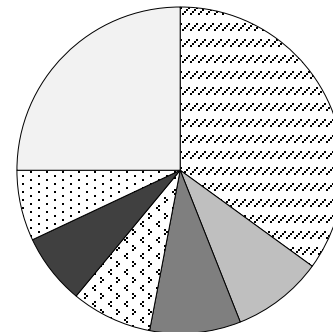


Europe 48%

Americas 39%

Asia-Pacific 13%

SALES BY BRAND



Fiskars

Royal Copenhagen

Waterford

Wedgwood

Iittala

Gerber

Others

FISKARS

Building a family of iconic lifestyle brands

FISKARS®



iittala



WATERFORD

WEDGWOOD
ENGLAND 1759

ARABIA
1873

Gilmour

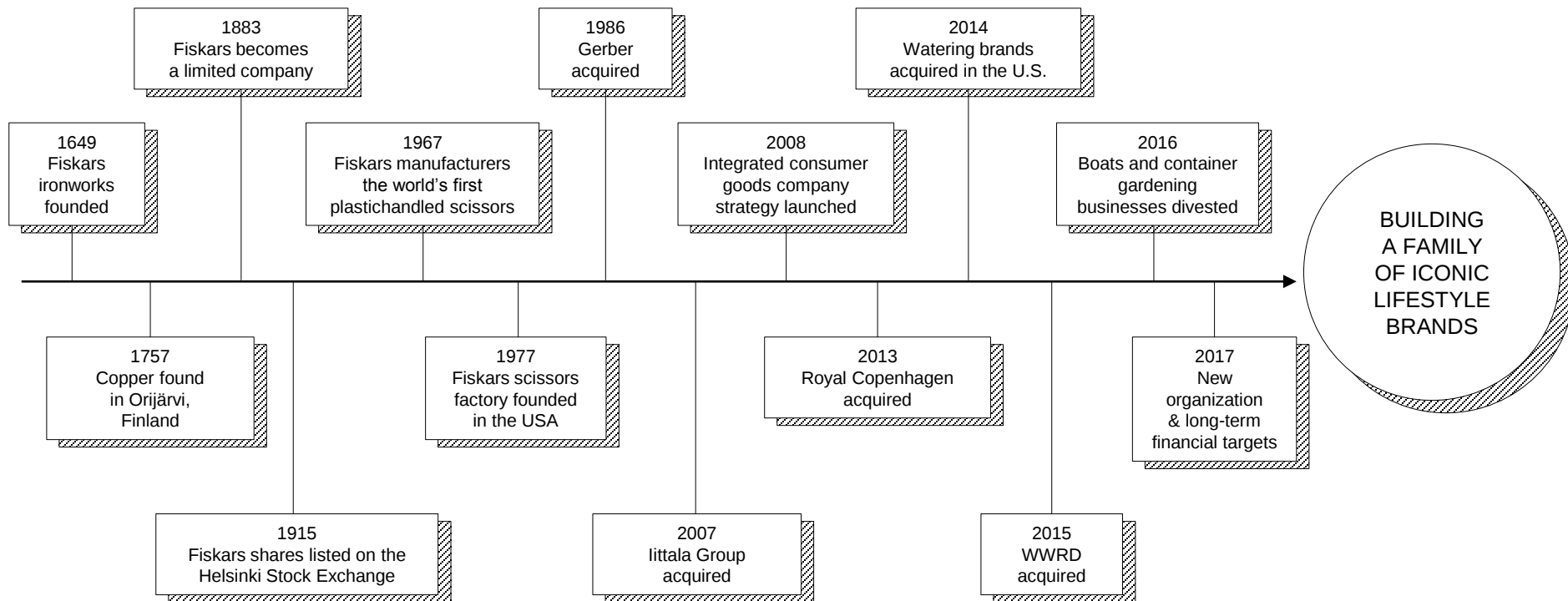
ROYAL ALBERT
ENGLAND 1904

ROYAL DOULTON
LONDON

Å
Rörstrand

FISKARS

Building a family of iconic lifestyle brands



FISKARS

VISION

**CREATING A POSITIVE,
LASTING IMPACT ON
OUR QUALITY OF LIFE**

MISSION

**BUILDING A FAMILY
OF ICONIC
LIFESTYLE BRANDS**

CORE BELIEF

**WELL-CRAFTED
IS SIMPLY
THE BEST**

VALUES

**INNOVATION
INTEGRITY
ACCOUNTABILITY
TEAMWORK**

FUNDAMENTALS



CONSUMER VALUE PROPOSITION

MAKING THE EVERYDAY EXTRAORDINARY



STRATEGIC PRIORITIES

**DELIVER OMNICHANNEL
CONSUMER EXPERIENCES**

**GROW
THE CORE**

**BUILD COMMON
GLOBAL CAPABILITIES**

**DEVELOP AN INSPIRING
WORK ENVIRONMENT**



English & Crystal Living

Scandinavian Living

WEDGWOOD
ENGLAND 1759

iittala

WATERFORD

ROYAL COPENHAGEN
PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK

ROYAL DOULTON
LONDON

ARABIA
1873

ROYAL ALBERT
ENGLAND 1904

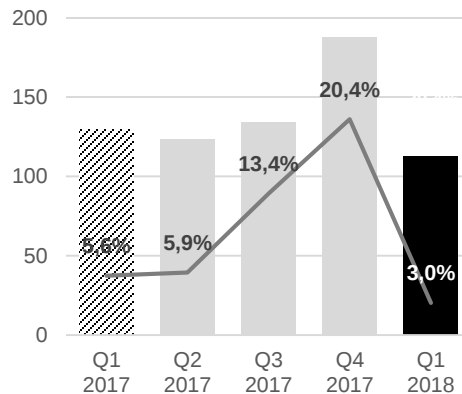
Rörstrand

SBU LIVING

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

Net sales, EUR million

— Comparable EBITA, %



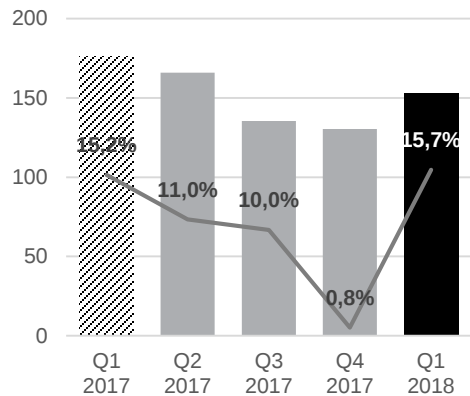
SBU FUNCTIONAL

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



Net sales, EUR million

— Comparable EBITA, %



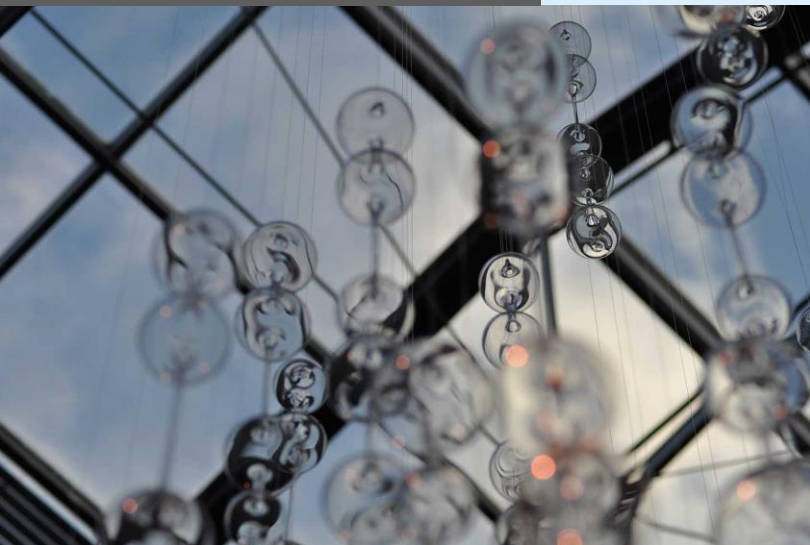
FISKARS®

GERBER®

Gilmour®

OTHER

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



Since the beginning of 2018, Fiskars has adopted the IFRS 9 accounting standard. The shares in Wärtsilä are therefore no longer treated as financial assets at fair value through profit or loss in the Other segment, but included in other comprehensive income.



Main markets for the key international brands

	AMERICAS	EUROPE	ASIA-PACIFIC
FISKARS®			
GERBER			
iittala			
ROYAL COPENHAGEN PURVEYOR TO HER MAJESTY THE QUEEN OF DENMARK			
WEDGWOOD ENGLAND 1759			
WATERFORD			

Sales split in 2017

 SBU Functional

 SBU Living

FISKARS

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

FISKARS

Sustainability focus areas



LASTING
DESIGN



CARING FOR
PEOPLE AND
COMMUNITIES

PROTECTING THE
ENVIRONMENT

FISKARS

Sustainability targets

OUR FOCUS AREAS	LASTING DESIGN	CARING FOR PEOPLE AND COMMUNITIES	PROTECTING THE ENVIRONMENT
2027 TARGETS	• Have 50% of all materials used in products from renewable or recycled sources • Innovate new solutions to replace substances of concern. The use of substances of concern reduced by 30% • Have all wood used in our products FSC™ certified (whole Chain of Custody)	• Prolong the Fiskars career path of young talents by 25% • Women and men are equally enabled and engaged, with women's enablement and engagement improved to the high-performing norm level • 70% of senior leader positions are filled by promoting internal talent • Zero Lost Time Incidents	• Recover or recycle 100% of waste generated within our manufacturing facilities - no waste to landfill • Reduce group-wide energy consumption by 30% • Reduce group-wide CO2 emissions of own production by 50% • Reduce CO2 emissions (scope 3) by 30% • Support our key suppliers in reducing their energy consumption by 30%

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%

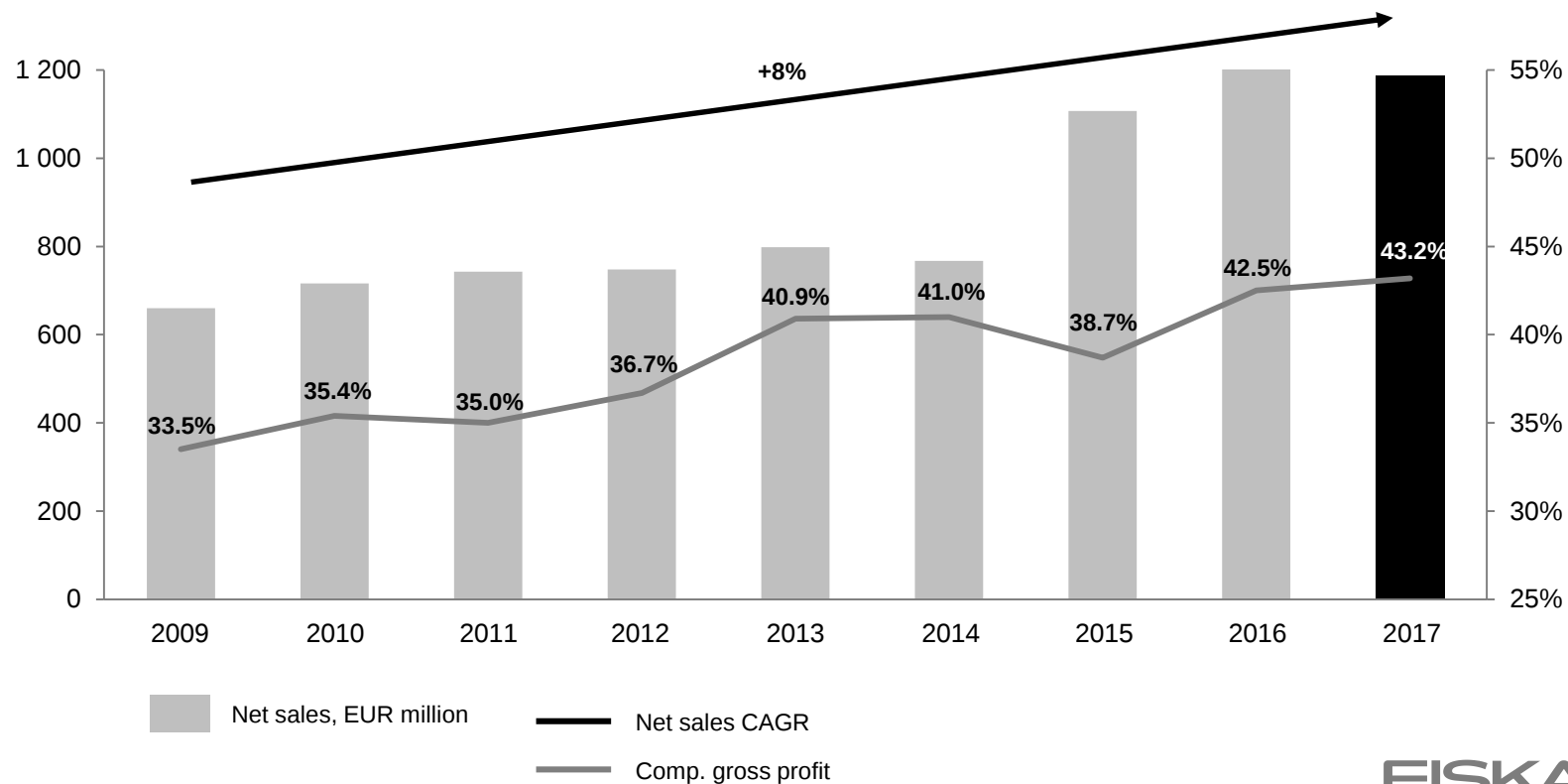


Dividend

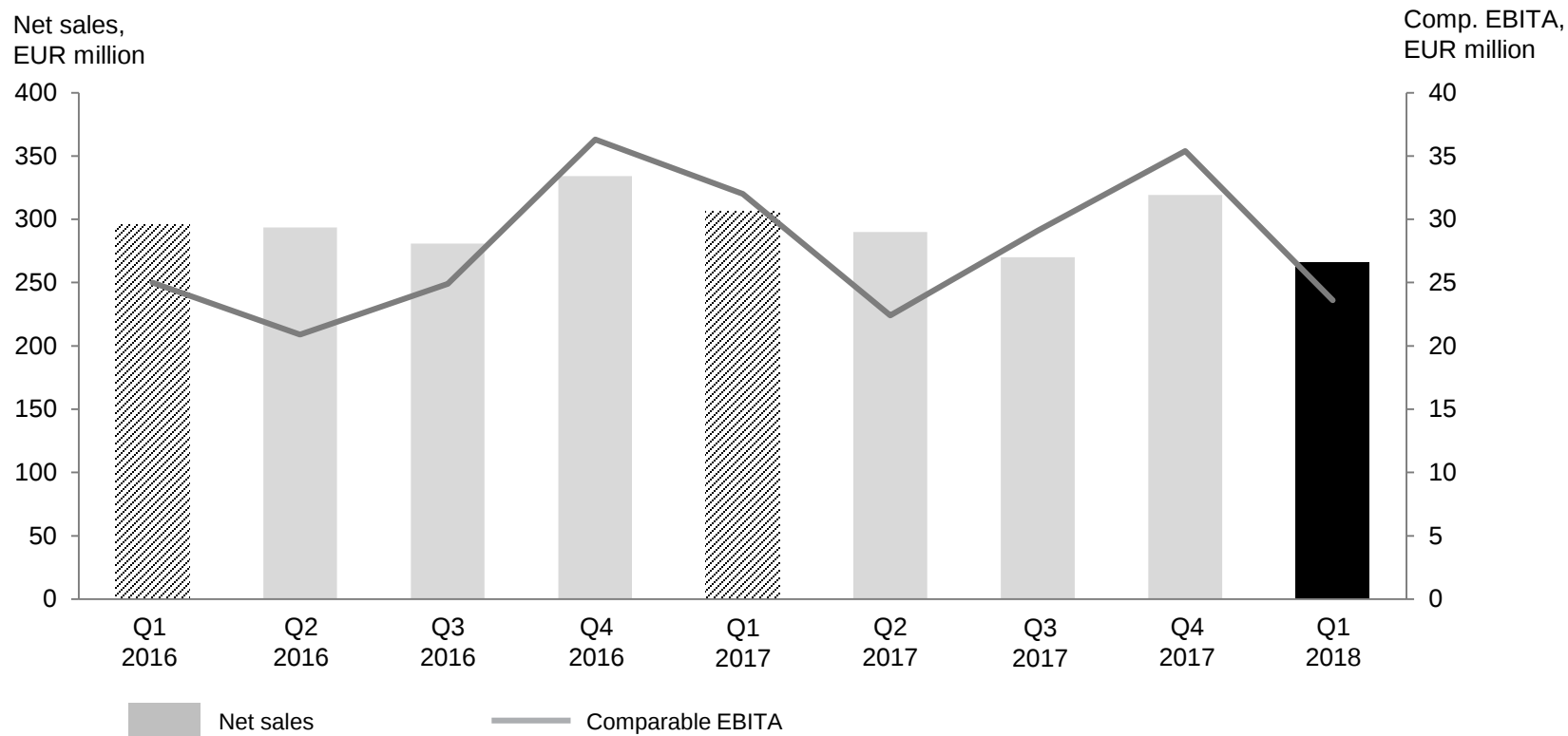
Fiskars aims to distribute a stable, over time increasing dividend, to be paid biannually

* 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



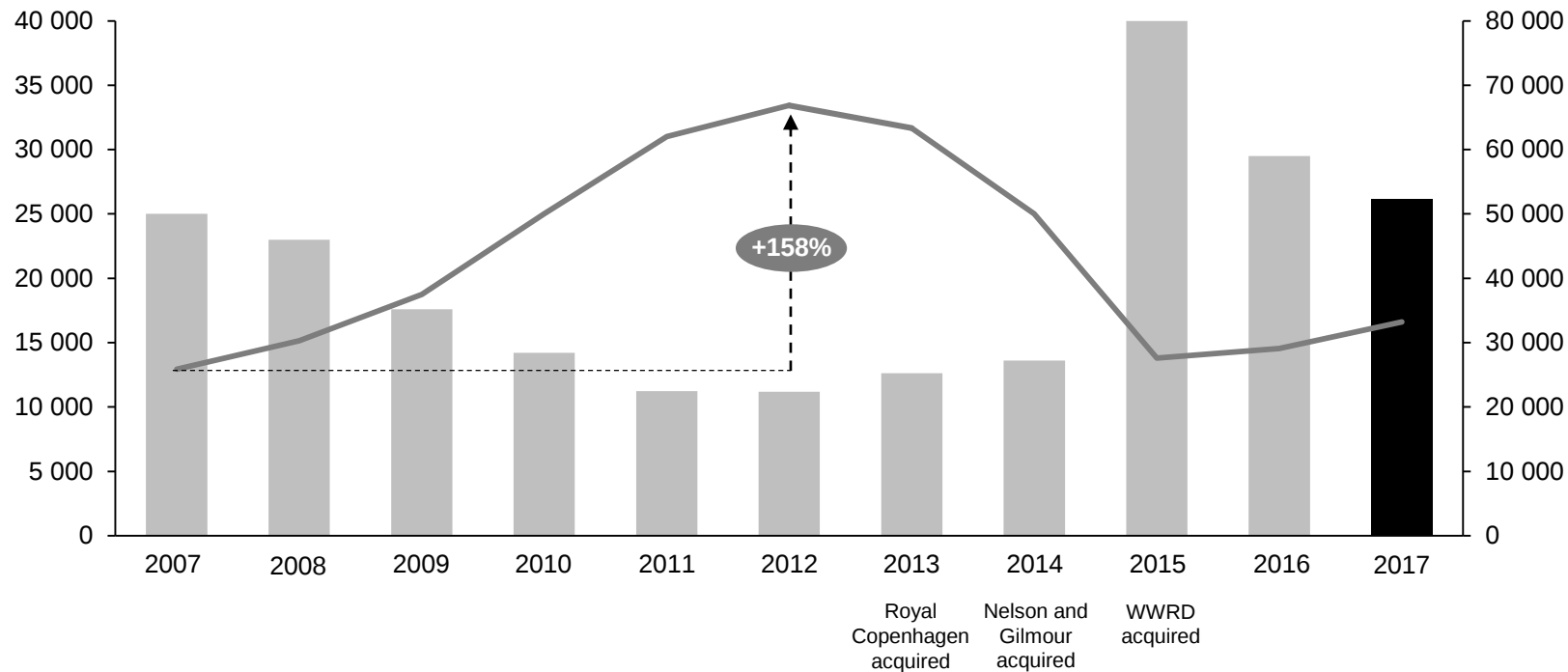
Quarterly figures



SKU development

Number of Stock
Keeping Units (SKU)

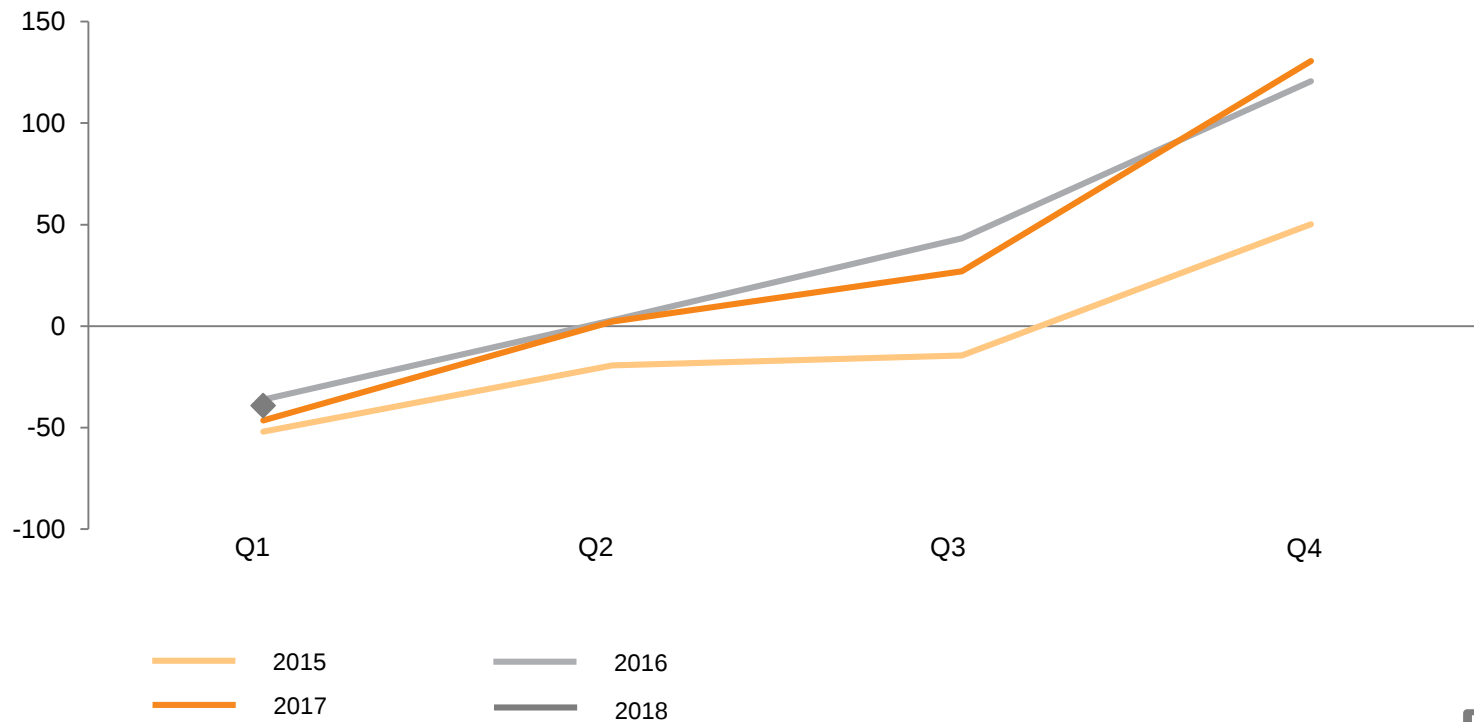
Sales / SKU, EUR



FISKARS

Cash flow seasonality

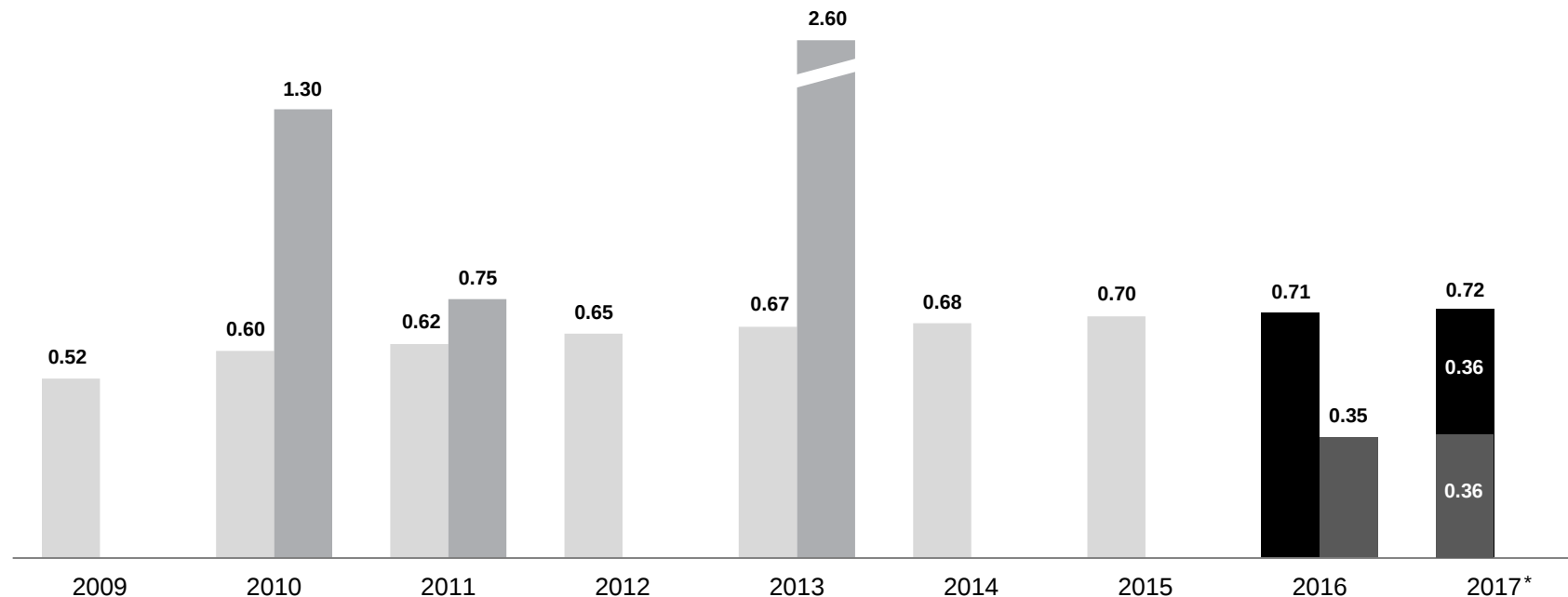
Cumulative cash flow from operating activities before financial items and taxes
EUR million



Nine years of base dividend growth

Dividend per share (DPS) history 2009-2017

EUR

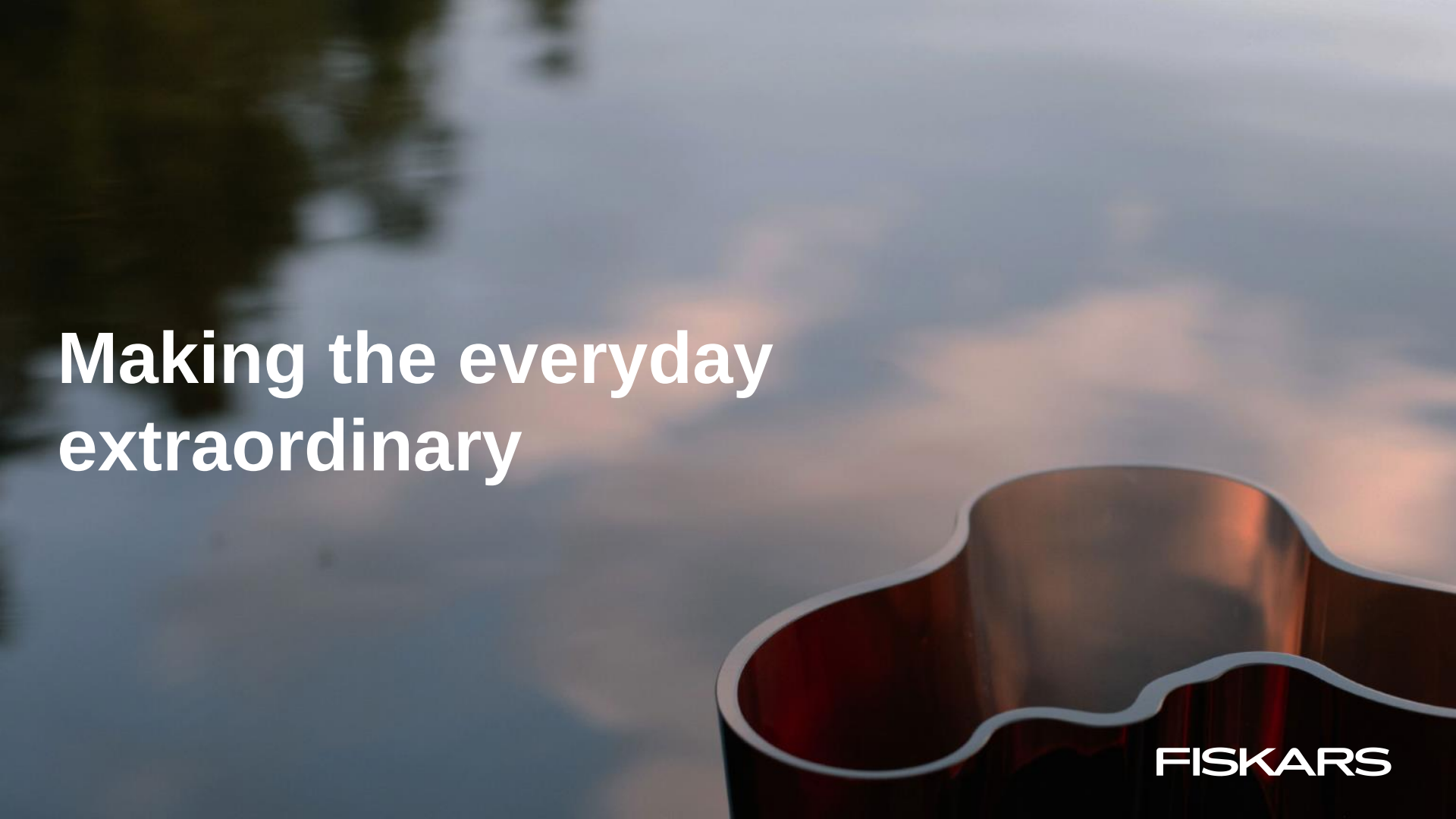


*Proposal

Base Dividend
Extra Dividend

First dividend
Second dividend

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