



**OY FISKARS AB**

**Annual Report for 1979**





## OY FISKARS AB

# Annual Report for 1979

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## SUPERVISORY BOARD OF DIRECTORS

		to serve until the AGM in
Jacob von Julin	chairman of the Board	1980
Jarl Gripenberg	deputy chairman	1980
T. Gunnar Nyström	member	1981
Klaus Ahola	member	1980
Robert G. Ehrnrooth	member	1981
Thomas Tallberg	member	1982
Johan L. von Julin	member	1982
Lauri Kalima	member	1981
Göran J. Ehrnrooth	member	1982

## AUDITORS

ordinary:	alternate:
Jarl Engberg	Otto Ekberg
Henrik Brummer	Brita Hisinger-Jägerskiöld
Eric Haglund, APA	Henry Lind, APA

## CORPORATE DIRECTORS

Göran J. Ehrnrooth	Managing Director Chairman of the Corporate Directors
Olof Bruncrona	Director
Väinö Korpeinen	Director
Mauno Rautiainen	Director
Kaj Åberg	Director
Jorma H. Karo	Director

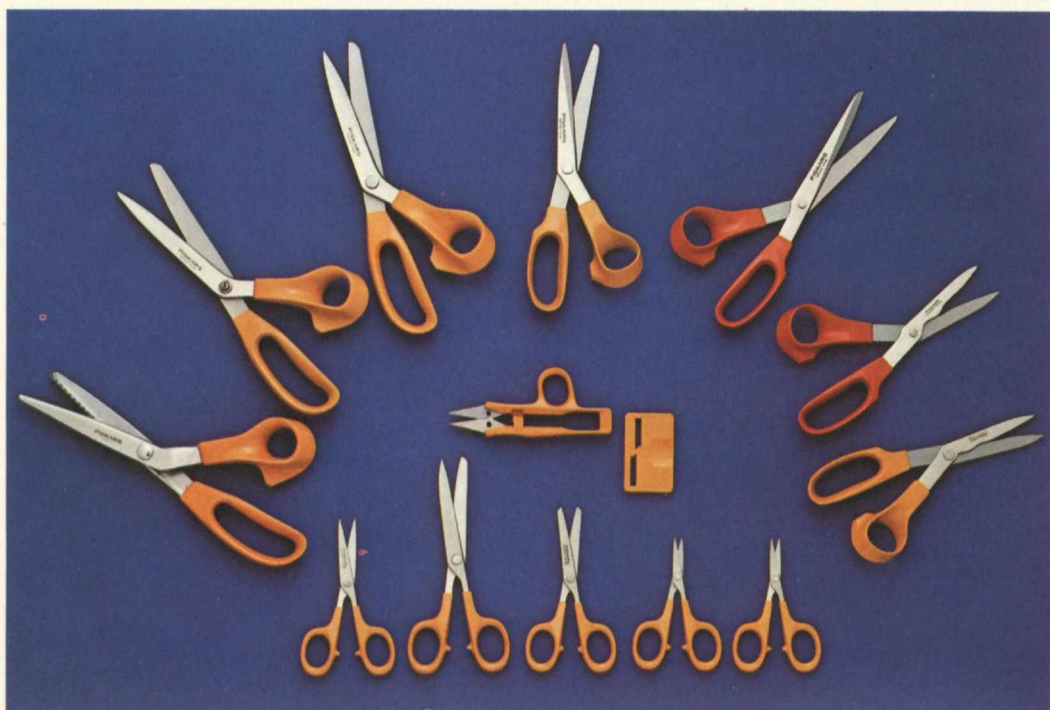
## DEPARTMENT HEADS, CORPORATE FUNCTIONS

Nils Eklund	Manager	Purchasing Department
Osmo Huttunen	Manager	Personnel Administration
Helmer Grandell	Manager	Marketing Service
Juha Toivola	Manager	Finance
Göran Helling	Manager	Legal Department

## NON-EXECUTIVE DIRECTORS

Nils Höglund	Assistant Director	Consumer Products
Fred Blomquist	Director, Marketing	Consumer Products
Raimo Hiekkanen	Director, Marketing	Hydraulic Cranes





The world famous Fiskars range of scissors products now comprises 14 products, four of them newcomers from 1979: pinking shears, 7 in. general purpose scissors, nail scissors and a tuner to keep scissors sharp.

#### 1970—79 IN FIGURES (million Finnish marks)

Year	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979
Turnover	154	143	166	214	314	328	345	361	369	373
Exports/%	23	27	31	32	30	29	32	38	36	40
Current assets	99	94	96	122	148	155	167	180	230	209
Fixed assets	66	75	75	99	115	119	117	165	169	183
Current liabilities	56	66	64	98	118	123	120	150	117	105
Long-term liabilities	83	77	79	79	94	101	110	122	172	122
Reserves					2	3	3	3	40	83 <sup>1)</sup>
Share capital	11	11	11	11	21	21	21	21	21	21
Other shareholders' equity	15	15	17	33	28	26	30	49	48	60
Wages & salaries <sup>2)</sup>	50	51	60	78	97	115	123	139	127	122
Capital expenditure	8	14	15	24	32	24	18	37	15	41
Booked depreciations	8	8	6	10	15	19	13	8	10	3
Interest and financing costs	8	9	7	10	12	14	13	16	19	15
Paid taxes	0,6	0,8	0,9	1,5	1,6	2,9	2,1	2,7	2,8	2,3
Net profit for the year	0,8	0,7	2,5	1,1	2,0	1,7	1,5	0,2	0,4	3,4
Dividend	0,4	0,4	0,6	0,8	1,1	1,4	1,4	1,4	1,4	1,9 <sup>3)</sup>

<sup>1)</sup> incl. inventory reserve from 1978

<sup>2)</sup> incl. social security, etc.

<sup>3)</sup> proposal as per annual report



Information on company economy is being given the representatives of personnel at the Moulding Factory. Plant Manager Lars Palmgren explains the development in recent years.

#### REVIEW OF THE FINNISH ECONOMY

The economic trend in the western industrialized world declined slightly in 1979. Total production in the OECD area as a whole increased by 3 %, compared with a 4 % increase in the previous year. Inflation accelerated and resulted in consumer prices in 1979 10 % higher than those in 1978.

International money markets were very tight and rates of interest high. Interest on dollar credits periodically exceeded 15 %.

Turbulence in the money market continued throughout the year. Gold prices climbed dramatically. The Finnish mark strengthened on average by 3 %. Against the Finnish mark, the US dollar declined by 5 %, the Swedish crown by 2 %, the ruble by 3 %, whereas the pound sterling increased in value by 3 %.

Economic development in Finland was favourable during the year. The volume of total production increased by 6.5 %, and the employment situation improved. On average 141,000 people were unemployed, representing a 6 % unemployment rate (7.5 % in 1978).

Prices increased less in Finland than in the OECD countries; consumer prices were 7.5 % higher than in 1978. The level of nominal earnings rose by 11 %.

At the beginning of 1979 the money market was slack, but tightened towards the end of the year. Capital expenditure that had been down for several years increased considerably.

The Finnish foreign trade deficit was 615 million marks, in spite of a 23 % increase in the value of exports. This situation was largely due to increased energy prices.

Imports of raw materials, capital investment goods and consumer products increased as a consequence of the generally revived economic climate.

The expected business results of Finnish industries for 1979 were clearly surpassed, as demand became keener. Produce prices in the forestry and metal industries increased across the board and the volume of orders on hand at the end of 1979 was relatively good. Much the same could be said for the shipbuilding and engineering industries. Due to the instability of international business it is difficult to predict the future, but it is generally estimated that business will slow down during the autumn of 1980.



## SUPERVISORY BOARD'S REPORT ON COMPANY OPERATIONS 1979

### Steel products industry sold to Ovako

The sale of the company's steel products industry to Ovako Oy Ab in accordance with the Board's resolution of March 1, 1979, was of unique importance in the annals of the company. The transaction was carried out on May 1, 1979, by transferring to Ovako the ownership of all buildings, machinery, inventories and equipment of the works at Jokioinen and Loimaa, the Boltmaking Works, the Screw Manufacturing Works, the machinery, equipment and inventories of the Spring Manufacturing Works, as well as the functions and operations of the Distribution Warehouse. All personnel at these factories, including the corresponding staff involved at Head Office, in the Marketing Departments and the Materials Technology Laboratory, joined Ovako retaining their employment benefits.

The sold industry represented one third of the company's entire operations, and altogether 900 personnel changed employers. The transaction was carried out so that Ovako took over debts from Fiskars, totalling the established value of the sold property, and Fiskars subscribed shares in Ovako. Today Fiskars owns 33.5 % of Ovako's share capital.

The Supervisory Board notes with satisfaction that the transaction was carried out in good understanding with all employees concerned. Its outstanding influence on the financial statements of the company is reviewed separately in this report.

### Kellokoski Works closed down

After selling its oil drum production facilities at Kellokoski on June 1, 1979, Fiskars ceased its industrial activities at the factory which had been in its possession since 1962. Most of the factory's real estate has since been sold off.

### Sales and financial result

The economic boom and enlivened activity in Finland manifested itself as generally improved demand that continued at the turn of the year. The official turnover figures include those of the steel products industry for the period January—April, and the sales of the inventories to Ovako. Thus, turnover for 1979 amounted to 373 million Finnmarks (368).

The industries remaining after the Ovako sale had a net turnover of 294 million Finnmarks. In 1978 these industries reached a turnover of 233 million marks. The increase over this in 1979 was 26 %. Domestic sales and exports increased, the latter accounted for 46 % of total turnover.

The development of sales was favourable, mainly in the Engineering Division which moreover showed an upward trend in orders received at the end of the year. The Plastics Products Division and the Boatyard also increased their sales considerably.

When the figures of the sold companies are removed, the inflow of orders during the latter half of the year is seen to be considerably better than in the previous year and the backlog of orders 40 % greater.

The remaining factories of the Metal Products Division maintained their operating margin at the previous year's level, without reaching, however, full profitability.

The Engineering Division developed vigorously and gained a remarkably improved result after two lean years.

Considerably increased sales volume in the Plastics Products Division resulted in a wider gross operating margin, which was, however, partly eliminated by the initial costs of a new factory at Inkoo, outside Helsinki. The operating margin can be considered satisfactory.

The income statement includes net income from the sale of assets, 59 million Finnmarks, which is the difference between the sales and book values.

The previously related sale of assets, together with some similar minor transactions and the result from operations, yielded 13 million Finnmarks as net earnings for the accounting year after transfer to inventory reserve and before transfers to funds.

The book value of machinery and equipment, 32.8 million Finnmarks represents the value of the remaining industry's assets. By transferring the corresponding sum 32.8 million Finnmarks to additional depreciation reserve the net book value was brought into line with the regulations of the Business Taxation Act.

The income statement further includes 3.4 million Finnmarks customary depreciations of fixed assets.

The inventory reserve was increased by 10.0 million Finnmarks.

10.0 million Finnmarks were transferred to supplementary reserve fund representing part of the income from sold real estate, buildings and securities.

Net profit for the year amounts to 3.4 million Finnmarks after these appropriations.



### Employment and personnel

As a result of the improving demand, the company's factories returned to full employment and gradually increasing utilization of capacity.

When the number of personnel transferred to Ovako is deducted, the total number of employees increased by 117 to 2 038. The total number in 1978 including the steel products industry was 2 844.

The company management has endeavoured to develop natural cooperation within the company in a positive and constructive way, in the spirit of the Industrial Democracy Act. It has been gratifying to observe the growing objectivity in the attitudes of personnel in these contexts.

The Supervisory Board of Directors seizes this opportunity to express once more their thanks to all personnel who on May 1, 1979, went over to Ovako, and to wish them good luck and success.

The Board sends their special greetings to the 139 people who were decorated for specific years of service and for their faithful contribution for the best of the company.

At the same time the Board thanks all Fiskars employees for work well done during a year of rapidly increasing activity and a period of fundamental changes and new challenges.

### Organization

The big change in the company structure resulted in a need to revise the existing organization. The Supervisory Board approved a new basic organization, effective from January 1, 1980. The organization stresses the responsibility of each product line for its entire business, and encourages closer ties between the factories and the markets.

### Capital expenditure and finance

Capital expenditure was concentrated on the development of the company's plastics products industry and on the streamlining of the metal products industry's production equipment. The major part of the heading "shares" in the balance sheet was attributed to the increase in the share capital of Ovako.

The company established together with Valmet Oy a company, Procons Ltd, which specializes in production control, related systems and know-how.

The shares in Tietotyö Oy were sold.

Total capital expenditure amounted to 41 million Finnmarks, of which 18 million marks were share acquisitions.

Exposure to currency risks diminished considerably. Profits and losses on currency exchange rates amounted to a net loss of 0.7 million Finnmarks.

The value of assets tied up in working capital diminished by 21 million Finnmarks, whereas short-term debt diminished by more than 12 million Finnmarks.

### Restructuring of the company

The company intends to remain a diversified enterprise. Restructuring of operations will continue in 1980 by allocating the major part of available resources to those product lines which possess the best development potential.

Restructuring of the organization complements the development plans.

The company is committed to diversifying its markets and increasing its sales abroad.

The financial structure of the company is considered adequate to allow for increased investments in step with continued sales growth.

Acquisition of new businesses may also be included in restructuring within the next few years.

### Outlook

Although the economic trend reflects great uncertainty, Fiskars is expected to achieve a sales increase in 1980 similar to that of the remaining industries in 1979 after the Ovako sale, and the result is expected to improve. This would largely compensate for the loss of sales and income related to the sold industries. Turnover is expected to total 375 million Finnmarks and the number of personnel is projected at 2 150.



## COMMENTS ON THE FINANCIAL STATEMENTS

The final accounts for 1979 are exceptional in many respects. The sold industries affect the figures for part of the year, the steel products industry for four months and Kellokoski for five months. When analyzing the cost structure it should be noted that the effect of the new structure does not yet fully show in the figures for 1979.

### Income Statement

Turnover reached the previous year's level. The amount includes the sales figures of the sold industries and the sell-out of their inventories.

Wages and salaries fell by 5 million Finnmarks from the previous year's level and their share of turnover from 34 % to 32 %. Other variable and fixed expenses diminished by 2 million Finnmarks.

Operating margin decreased by more than 10 million Finnmarks from 1978 as a consequence of the loss of income from the sold industries and from certain steel contracts. The operating margin of the remaining industries improved remarkably.

Depreciations are equal to the maximum amount allowed by the Business Taxation Act.

The net income from the sale of fixed assets (which is for taxation purposes considered as a reduction in the residual value of machinery and equipment) has been transferred to a reserve for additional depreciations.

Interest costs have diminished by 4.0 million Finnmarks.

Recorded net losses on exchange rates amount to 0.7 million Finnmarks.

The sum of 10.0 million Finnmarks has been transferred to the inventory reserve.

Of the sales income from real estate, buildings and securities, 10.0 million Finnmarks has been transferred to the supplementary reserve fund.

(NOTE: The transfers of profit to different reserves reflect the specific taxation procedures in accordance with the Finnish Business Taxation Law.)

### Balance sheet

#### Assets

Accounts receivable decreased by only 4 million Finnmarks, due to the fact that the sales figures at the end of 1979 remained almost at the previous year's level.

Accounts receivable from subsidiaries amounted to 29 million Finnmarks (29).

Capital tied up in inventories diminished by 16 million Finnmarks. Inventories were booked at cost.

The changes in fixed assets are:

Fixed assets 1979		(million Finnmarks)
Book value January 1, 1979	169.2	
Investments and additions	+ 41.1	
Sales and deductions	- 24.2	
Depreciations	- 3.4	
Book value December 31, 1979	<u>182.7</u>	

The value of machinery and equipment, 32.8 million Finnmarks, represents the book value of assets of the industries remaining after the Ovako sale.

#### Liabilities

Total indebtedness decreased considerably. Short-term debts diminished by 12 million Finnmarks, and long-term loans by 51 million Finnmarks. Other short-term debt includes amortization of long-term loans payable in 1980.

All payables and receivables in foreign currencies are recorded at the official rate on the date of closing of the accounts.

Total debts amounted to 227 million Finnmarks (289).

Reserves, totalling 83 million Finnmarks (43), include, besides the credit losses reserve, a reserve for additional depreciations, accrued in the manner described earlier. The company's inventory reserve equals 47 % of cost and amounts to 48 million Finnmarks.

Changes in the shareholders' equity are stated in the additional notes on the financial statements, page 14.

## INCOME STATEMENT (Finnish marks)

	December 31, 1978	December 31, 1979
<b>Turnover</b>	+368 742 479.94	+373 486 334.17
Variable and fixed expenses		
Materials and supplies	164 868 138.36	172 895 591.57
Wages and salaries	85 675 814.05	79 054 443.27
Statutory and contractual social services costs	41 758 901.68	42 827 421.36
Rents and leases	6 558 133.11	6 211 308.00
Other variable and fixed expenses	43 524 120.30	41 848 431.79
Goods for own use	- 1 778 050.81	- 1 599 411.33
Change in inventories	+ 778 158.00	+ 15 608 660.00
	-341 385 214.69	-356 846 444.66
<b>Operating margin</b>	+ 27 357 265.25	+ 16 639 889.51
<b>Depreciations</b>		
Buildings and structures	5 827 730.12	2 820 635.00
Machinery and equipment	3 888 345.00	—
Other fixed assets	276 750.50	88 528.00
Intangible assets	122 636.00	455 016.00
Other long-term investments	45 085.00	35 718.00
	- 10 160 546.62	- 3 399 897.00
<b>Earnings from operations</b>	+ 17 196 718.63	+ 13 239 992.51
<b>Other income and expenses</b>		
Net income from sold assets		+ 58 779 555.76
Additional depreciation reserve		- 32 750 682.73
		+ 26 028 873.03
Interest income	2 804 469.44	2 659 084.46
Dividend income	21 742.00	22 246.00
Other income	194 366.20	1 774 993.85
Other expenses	- 2 288 796.03	+ 731 781.61
	+ 17 928 500.24	+ 4 386 269.35
		+ 43 655 134.89
Change in inventory reserve	+ 6 945 208.00	- 10 022 000.00
Interest expenses	- 21 760 084.46	- 17 728 547.84
Direct taxes		
For the accounting year	2 522 533.00	2 450 013.00
For previous years	240 827.53	63 157.83
	- 2 763 360.53	- 2 513 170.83
Profit before transfer to fund	+ 350 263.25	+ 13 391 416.22
Transfer to supplementary reserve fund	—	- 10 000 000.00
<b>Net profit for the year</b>	FIM + 350 263.25	FIM + 3 391 416.22



## BALANCE SHEET (Finnish marks)

	December 31, 1978		December 31, 1979	
<b>ASSETS</b>				
<b>Current assets</b>				
Cash on hand and in banks	7 223 717.64		5 115 721.55	
Trade receivables	60 872 459.95		56 492 524.04	
Loans receivable	1 292 710.34		3 044 778.01	
Advances paid	3 090 915.44		4 823 475.39	
Prepaid expenses	6 707 631.01		6 387 649.49	
Receivables from subsidiaries customer credits	2 121 767.57		488 661.73	
Receivables from subsidiaries others	27 026 162.86		28 321 727.01	
Customer credit, receivables	<u>3 150 376.81</u>	111 485 741.62	<u>1 584 037.90</u>	106 258 575.12
<b>Inventories</b>				
Materials and supplies	27 396 640.00		25 010 911.00	
Finished and semi-finished goods	<u>91 162 551.00</u>	118 559 191.00	<u>77 939 620.00</u>	102 950 531.00
<b>Fixed assets</b>				
Construction in progress	3 358 673.85		10 880 607.02	
Land and water areas	63 474 190.24		64 236 496.73	
Buildings and structures	39 473 234.40		29 480 647.82	
Machinery and equipment	36 202 141.25		32 750 682.73	
Other tangible assets	2 371 554.56		1 036 517.84	
Shares and holdings	23 652 868.23		41 803 087.18	
Intangible assets	574 083.05		2 365 713.85	
Other long-term investments	<u>91 687.68</u>	<u>169 198 433.26</u>	<u>99 764.17</u>	<u>182 653 517.34</u>
		FIM 399 243 365.88		FIM 391 862 623.46

## LIABILITIES

<b>Current liabilities</b>					
Trade payables	32 590 272.21		33 197 356.55		
Advances from customers	3 407 756.98		6 525 238.98		
Accrued liabilities	20 628 599.46		17 432 016.41		
Notes payable	30 145 058.00		24 748 180.00		
Customer credit loans, short-term	2 576 128.00		1 105 029.00		
Other short-term liabilities	<u>27 666 257.51</u>	117 014 072.16	<u>22 486 404.13</u>		105 494 225.07
<b>Long-term liabilities</b>					
Bank loans	90 663 128.82		51 804 768.06		
Loans from pension institutions	52 033 724.11		42 574 057.42		
Bond loan	22 000 000.00		22 000 000.00		
Customer credit loans	1 175 841.00		729 499.00		
Other long-term liabilities	<u>6 580 655.29</u>	172 453 349.22	<u>4 807 362.46</u>		121 915 686.94
<b>Reserves</b>					
Inventory reserve	37 852 032.00		47 874 032.00		
Additional depreciation reserve	—		32 750 682.73		
Credit losses reserve	<u>2 564 000.00</u>	40 416 032.00	<u>2 564 000.00</u>		83 188 714.73
<b>Shareholders' equity</b>					
Restricted equity					
Share capital	21 250 000.00		21 250 000.00		
Reserve fund	3 518 273.81		3 518 273.81		
Revaluation fund	<u>36 222 995.28</u>		<u>36 157 372.28</u>		
	<u>60 991 269.09</u>		<u>60 925 646.09</u>		
Non-restricted equity					
Supplementary reserve fund	6 276 131.00		16 341 922.00		
Other funds	63 731.00		63 731.00		
Retained earnings	1 678 518.16		541 281.41		
Profit for the year	<u>350 263.25</u>		<u>3 391 416.22</u>		
	<u>8 368 643.41</u>	69 359 912.50	<u>20 338 350.63</u>		81 263 996.72
		FIM 399 243 365.88			FIM 391 862 623.46



# ADDITIONAL NOTES ON THE BALANCE SHEET (Finnish marks)

<b>Wages and salaries</b>	<u>49 658 702.29</u>	<b>Pension obligations</b>	
<b>Change in shareholders' equity</b>		Company's own obligations	3 864 000.00
Share capital		Deficit of pension foundation	<u>4 906 632.88</u>
January 1, 1979	21 250 000.00		<u>8 770 632.88</u>
Reserve fund		<b>Pledged assets and other obligations</b>	
January 1, 1979	3 518 273.81	Mortgages (in circulation)	85 095 000.00
Revaluation fund		Obligations upon bonds	27 718 090.00
January 1, 1979	36 222 995.28	Discounted Bills of Exchange	<u>15 128 012.00</u>
Transfer to supplementary reserve fund	- 65 623.00		<u>127 941 102.00</u>
December 31, 1979	<u>36 157 372.28</u>		
Supplementary reserve fund		<b>Bond loan</b>	
January 1, 1979	6 276 131.00	Bond loan, interest 9.75 %, issued on December 1, 1978, final amortization on December 1, 1988	<u>22 000 000.00</u>
Transfer from revaluation fund	+ 65 623.00		
Transfer of profit	+10 000 000.00		
Sundries	+ 168.00		
December 31, 1979	<u>16 341 922.00</u>		
Fund for social activities			
January 1, 1979 and December 31, 1979	63 731.00		
Profits brought forward			
January 1, 1979	2 028 781.41		
Dividends paid	- 1 487 500.00		
	<u>541 281.41</u>		
Net profit for the year	<u>3 391 416.22</u>		
Shareholders' equity, total			
December 31, 1979	<u>81 263 996.72</u>		

## SUPERVISORY BOARD'S PROPOSAL TO THE AGM

In accordance with the Board's resolution, 10.0 million Finnmarks have been transferred to the supplementary reserve fund.

The Board proposes that the transfer be authorized.

## SUPERVISORY BOARD'S PROPOSAL FOR DIVIDENDS AND RETAINED EARNINGS

The earnings for the period are recorded at 3 391 416.22 Finnmarks, from which the 4 % interest to the shareholders according to the company statutes will be paid, and 10 % transferred to the disposal fund.

The Board proposes that the earnings be disposed of as follows:

Net profit for the year	3 391 416.22
Profits from previous years	<u>541 281.41</u>
Totalling	FIM 3 932 697.63

4 % interest to the shareholders 850 000.00  
Dividend to the shareholders, which together with the interest amounts to 9 marks per share or 9 % of the nominal value. 1 062 500.00

Transfer to the disposal fund according to the company statutes 339 141.62

The remainder to be retained on the Profit and Loss Account. FIM 1 681 056.01

Helsinki, March 12, 1980

Jacob von Julin

Jarl Gripenberg	T. Gunnar Nyström
Klaus Ahola	Robert G. Ehrnrooth
Thomas Tallberg	Johan L. von Julin
Lauri Kalima	Göran J. Ehrnrooth



## AUDITORS' REPORT

We have examined the annual accounts, the accounting records and the administration by the Board of Directors and the Managing Director of Oy Fiskars Ab for the financial year 1979. Our examination was made in accordance with generally accepted auditing standards.

The income statement and the balance sheet and supplementary information have been prepared in accordance with the regulations in force at the balance sheet day. The income statement includes the entire profit, 58.8 million Finnmarks, on fixed assets sold. Of this amount 32.8 million Finnmarks were credited to reserves, considering existing tax regulations, 10.0 million Finnmarks were transferred to inventory reserve and 10.0 million Finnmarks to supplementary reserve fund. The remaining 6.0 million Finnmarks are included in the result for the year. The income statement, the balance sheet and the annual report of the Board of Directors give a true and fair view of the factors affecting the result and of appropriations made.

We recommend

that the income statement and the balance sheet be adopted and that the transfer to supplementary reserve fund be approved;  
that the unappropriated earnings be dealt with in accordance with the Board of Directors' proposal;  
that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year 1979.

Helsinki April 9, 1980

**Jarl Engberg**

**Henrik Brummer**

**Eric Haglund**  
Authorized  
Public Accountant

## TURNOVER OF SHARES ON THE STOCK EXCHANGE; SHAREHOLDERS

The turnover of the company's shares on the Helsinki Stock Exchange amounted to 1 195 570 Finnmarks. 10 159 shares (7 279) were sold, corresponding to 4.8 % of total share capital.

The price per share at the beginning of the year was 110 Finnmarks and at the end of the year 120 Finnmarks, the high during the year was 132 Finnmarks and the low 103 Finnmarks.

The taxation value on December 31, 1979 was 120 Finnmarks (105) per share.

The share capital remained unchanged and is composed of 212 500 shares with a nominal value of 100 Finnmarks each. At the end of the year the registered shareholders numbered 1 014 (1 003).

The shares are distributed as follows:

	% of the share capital
Private persons	82.1
Foundations and other public interest organizations	7.9
Business enterprises	8.0
Banks and insurance companies	2.0
	<hr/> 100.0

The largest shareholder owns 5.2 % of the share capital.

## SUBSIDIARIES AND OWNERSHIP IN OTHER COMPANIES

Sales companies abroad (wholly owned by Fiskars)  
Fiskars Ges.m.b.H., Austria, established 1972  
Fiskars Svenska AB, Sweden, established 1974  
Fiskars GmbH, West Germany, established 1975  
Ballena Ltd., Great Britain, established 1970 (purchased 1975)  
Fiskars A/S, Norway, established 1978  
Fiskars Sales Corporation, USA, established 1979 and  
Fiskars A/S, Denmark, established 1969 (99.7 %)

Manufacturing companies (wholly owned by Fiskars)  
Fiskars Manufacturing Corporation, USA, established 1977.

Ownership in other companies of importance to the company's operations:

Oy Predium Ab	100 %
Oy Metsä-Skogby Ab	50 %
Procons Ltd.	50 %
Ovako Oy Ab	33.5 %
Oy Telko Ab	18.7 %

The list does not include housing companies or similar.





Steel is cast at the Salo Foundry. Aimo Heinonen, Martti Junttila and Matti Nieminen pour molten steel from furnace to foundry ladle. This picture, taken by Arto Koivukangas, Salo Engineering works, was awarded a prize in the company photo competition.

## CASH FLOW ANALYSIS (OY FISKARS AB) (million Finnish marks)

	1978 million FIM		1979 million FIM	
<b>Source of funds</b>				
Operating margin	27.3		16.6	
Other income/costs	- 2.1		1.7	
From operations, total	25.2		18.3	
Sales of fixed assets	1.0	26.2	83.0	101.3
New long-term credit		73.9		40.4
		100.1		141.7
<b>Disposition of funds</b>				
Net interest	19.0		15.1	
Taxes	2.8		2.5	
Dividends	1.4	23.2	1.5	19.1
Investments in buildings and structures	9.5		22.6	
Shares	5.6	15.1	18.5	41.1
Decrease in long-term credit		24.1		101.7
Increase +/-decrease - in liquid assets	11.9		- 5.2	
inventories	- 0.8	11.1	-15.6	-20.8
Increase -/decrease + in short-term liabilities		26.6		0.6
		100.1		141.7



Sulo Haanpää drills the lower pillar part of a F 9000 Z crane. This picture was taken by Matti A. Sjöberg, Salo Engineering Works, and awarded a prize in the company photo competition.

## FISKARS GROUP OF COMPANIES

### Consolidated Income Statement (1 000 FIM)

	1979
Turnover	400 577
Variable and fixed expenses	
Materials and supplies	-183 749
Wages and salaries	-130 271
Others	- 65 634
Operating margin	20 923
Depreciations	- 4 605
Earnings from operations	16 318
Other income and expenses	+ 64 540
Changes in reserves	- 42 852
Interest expenses	- 20 976
Direct taxes	- 2 657
Exchange rate differences	+ 587
Minority ownership	+ 6
Result for the year	14 966
	- 10 000
	4 966

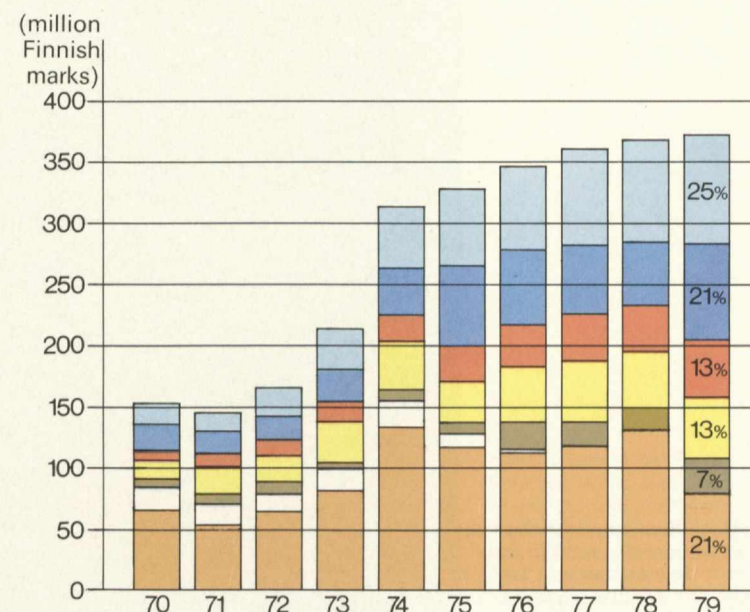
### Consolidated Balance Sheet (1 000 FIM)

	1979
<b>Assets</b>	
Liquid assets	98 667
Inventories	113 964
Fixed assets	202 577
Assets, total	415 208
	415 208
<b>Liabilities</b>	
Borrowed capital	
Short-term	113 191
Long-term	150 655
Reserves	184
Minority ownership	83 272
Shareholders' equity	
Restricted equity	
Share capital	21 250
Funds	39 689
Non-restricted equity	
Funds	16 406
Profits from previous years	- 14 405
Result for the year	4 966
Liabilities and equity, total	415 208



# DEVELOPMENT OF SALES 1970—1979 (including branches merged in 1973)

Metal Products Division  
 Engineering Division  
 Plastic Products Division  
 Non-metal Industries  
 Real Estate Division  
 Branches discontinued or sold 1970—1976  
 Other items incl. branches  
 discontinued or sold 1979



## SALES AND INFLOW OF ORDERS

Sales targets were achieved and the sales volume rose by 26 %.

Relatively, the growth was fastest in the Engineering Division.

The sales of the Metal Products Division remained on the level of the previous year.

Exports accounted for 40 % of total sales. When the effect of sold industries is eliminated, the share of exports is 46 % and the increase on previous year's figures 40 %.

The inflow of orders increased steadily and was at the end of the year 40 % higher than the year before. The backlog of orders corresponds to roughly three months' sales.

### Breakdown of turnover

	1978 million FIM	1979 million FIM	Change million FIM	Change %
Domestic	237	224	-13	- 5
Export	132	150	+18	+14
	369	374	+ 5	+ 1

TURNOVER (1 000 FIM)		1978		1979	
Sales excl. turnover tax		Total	Exports %	Total	Exports %
Metal Products Division	210 866		40	167 096	41
Engineering Division	57 387		32	82 598	36
Plastics Products Division	38 038		30	46 857	44
Non-metal Industries	45 127		36	50 764	52
Real Estate Division	19 176		—	26 774	16
Total sales	370 594		36	374 089	40
Adjustments ./.	-1 852			-603	
Turnover	368 742			373 486	
Sales of sold industries	135 830			-79 180	
Adjusted turnover	232 912			294 306	
Change on previous year				+26 %	

## BREAKDOWN OF EXPORTS

Exports increased from 132 million Finnmarks in 1978 to 150 million Finnmarks in 1979.

Most of the increase was concentrated on the EFTA and EEC markets, which have been a target for intensive marketing efforts. Total sales to these markets amounted to 116 million Finnmarks compared with 90 million Finnmarks the year before — a 29 % increase.

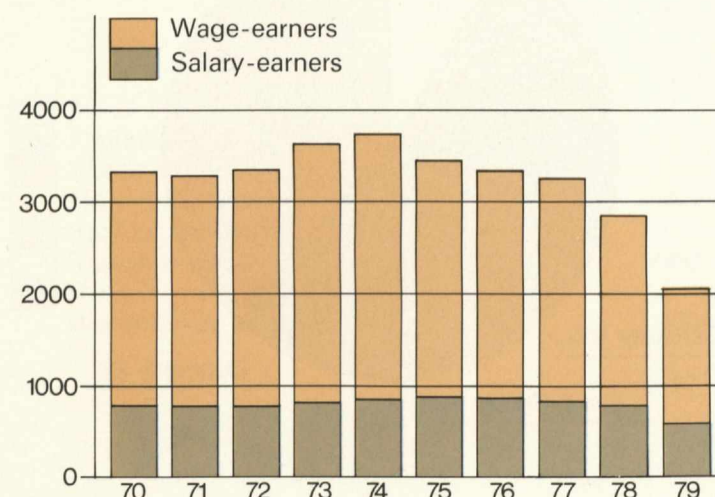
Since most of the scissors sold on the American market are today delivered directly from the scissors factory in Wausau, USA, and since the deliveries of chains to the USSR were taken over by Ovako, Fiskars' exports to the USA and CMEA countries have declined.

### Breakdown of exports (million Finnish marks)

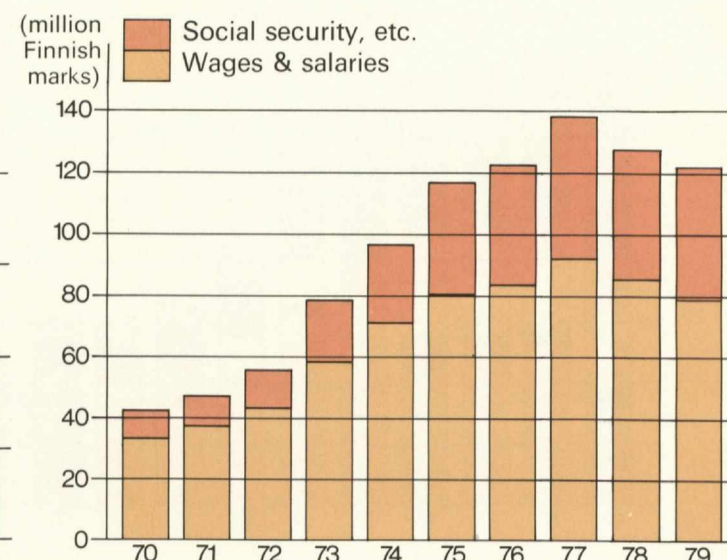
	1978 million FIM	%	1979 million FIM	%
EFTA (Sweden)	46.8 (32.2)	36 (24)	57.6 (40.4)	38 (27)
EEC (Denmark) (Great Britain) (West Germany)	43.3 (12.3) (10.8) ( 6.7)	33 ( 9) ( 8) ( 5)	58.7 (12.1) (17.0) (13.8)	39 ( 8) (11) ( 9)
USA	16.1	12	9.8	7
CMEA (USSR)	17.5 (12.7)	13 (10)	11.9 ( 7.1)	8 ( 5)
Others	8.3	6	(11.7)	8
	132		149.7	



## PERSONNEL DEVELOPMENT 1970—1979



## TOTAL PAYROLL COSTS 1970—79



## PERSONNEL ADMINISTRATION

At the beginning of the year, there were still 295 people affected by some sort of work reduction. Lay-offs were withdrawn in the whole company by the end of April, and all personnel were able to return to a full working week by May. The employment situation transformed itself into a slight shortage of skilled labour towards the end of the year.

During the year 28 employees retired on pension. Altogether 139 employees were decorated for specific years of service; three of them with 50 years and 15 with 40 to 45 years in the Company's service.

All personnel in the steel products industry were transferred to the service of Ovako Oy Ab in connection with the sale of this entire sector. The number of personnel concerned was 892. Of these 678 were workers and 214 management, technicians and clerks.

The three companies participating in the merger of the steel branch, Fiskars, Ovako and Wärtsilä, drew up a uniform personnel service policy to safeguard the rightful interests of employees.

The Industrial Democracy Act came into force on July 1, 1979. In order to impart the contents, goals and spirit of this Act, the company carried out a training programme aimed at all levels of the organization.

Altogether 586 people participated in this training programme, including management, the company's own training personnel, all personnel in supervisory positions at the factories and representatives of all personnel categories.

Further information was given at meetings, in the company information magazine, in circular letters and in standing orders.

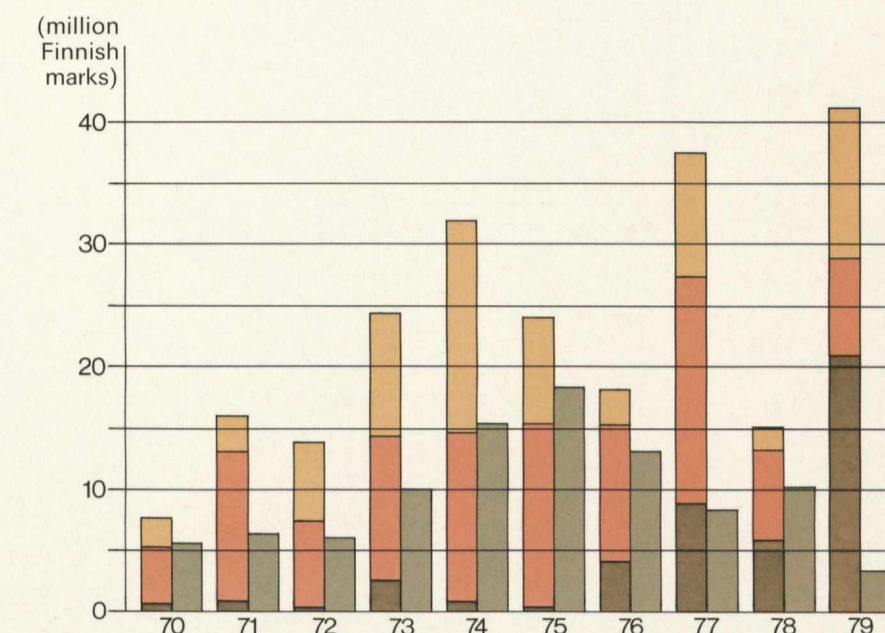
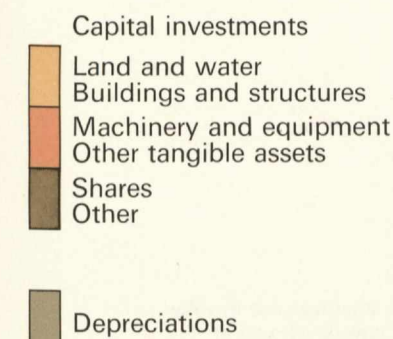
Payroll costs amounted to 122 million Finnmarks (127), of which 79 million Finnmarks (86) represented salaries and wages and 43 million Finnmarks (42) statutory social service costs and voluntary fringe benefits, together representing 54 % of paid salaries and wages.

Personnel numbered 2 038 (2 844) at the end of the year; 580 of these were management, technicians and clerks, and 1 458 blue-collar workers.

## BREAKDOWN OF PERSONNEL ACCORDING TO YEARS OF SERVICE

MANAGEMENT, TECHNICIANS AND CLERKS				LABOUR			
less than 7 years	217	37,4	■■■	less than 7 years	805	55,2	■■■■■■■
7—19 years	246	42,4	■■■	7—19 years	438	30,1	■■■■■
20—29 years	68	11,7	■	20—29 years	127	8,7	■
30—39 years	34	5,9	■	30—39 years	70	4,8	■
40—50 years	15	2,6	■	40—50 years	18	1,2	■
	580	100,0			1458	100,0	

## CAPITAL INVESTMENTS IN DEPRECIABLE FIXED ASSETS AND DEPRECIATIONS 1970—1979



## CAPITAL EXPENDITURE

Investments in 1979 were more than double those of the previous year, 41.1 million Finnmarks (15.1). Increases in the share capitals of Ovako Oy Ab and in the manufacturing subsidiary Fiskars Manufacturing Corporation accounted for almost half of total capital expenditure.

The largest single investment were the extension in the plastics pipe products manufacture and a new factory for the manufacture of polyethylene plastics products. Another new investment was the sawmill in Billnäs. This sawmill will provide the Moulding Factory with raw material and ensure uninterrupted deliveries.

The remaining investments were mainly aimed at improving productivity and opening bottlenecks in production.

Breakdown of capital expenditure (in million Finnmarks):

	1978	1979
Metal Products Division	3.1	2.5
Engineering Division	1.9	1.2
Plastics Products Division	2.7	14.3
Non-metal Industries	0.2	2.8
Others	7.2	20.3
	15.1	41.1

Breakdown according to asset category:

	1978	1979
Land and water areas	0.9	0.9
Buildings and structures	1.0	11.4
Machinery and equipment	7.2	7.8
Other tangible assets	0.1	0.1
Shares	5.6	18.5
Other	0.3	2.4
	15.1	41.1

Work in progress from the above

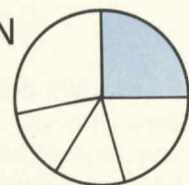
	3.4	10.9
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Agropal, the reversible novelty plough, was developed at Fiskars Works. Up till today, reversible ploughs have not been manufactured in Finland. They make ploughing easy by being able to turn around their own longitudinal axis.

## METAL PRODUCTS DIVISION



As previously described, 5 of the division's 11 factories were sold to Ovako.

Total sales for the year (with the effect of the sold industries deducted) amounted to 92 million Finnmarks (84).

Personnel increased from 619 to 647.

The operating results were modest and did not meet targets. Orders on hand and the outlook at the end of 1979 are, however, promising.

### Farm machinery

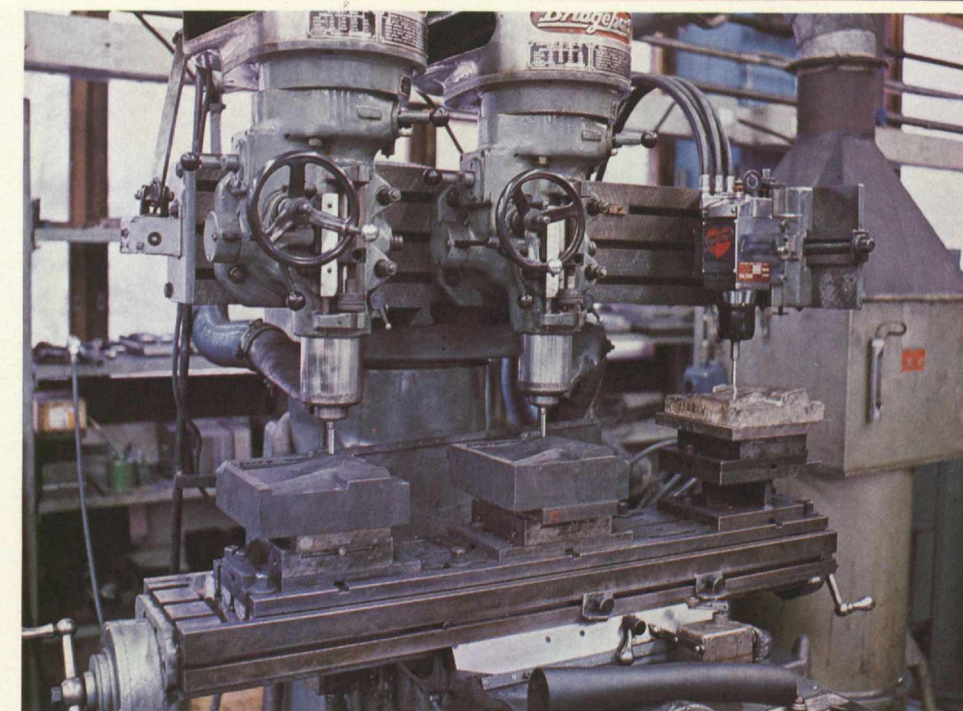
Demand for ploughs and harrows in Finland continued sluggishly, and the production volume at Fiskars Works was a mere half that of 1975—76. Increased exports (47 % of total sales) balanced the situation to some extent.

A new product, the reversible plough, was introduced. Customers at home and abroad have shown great interest, and production capacity was fully utilized.

During the first half of the year the factory had to resort to shorter working weeks and lay-offs to keep inventories at a minimum.

The result improved slightly but not sufficiently.

The Tool Works manufacture most of the machine tools for the company's other factories. Milling of electrodes, used in the manufacture of axe tools.



### Consumer Products

The knife production volume at the Cutlery Works increased by 20 %. Continued marketing efforts are expected to yield considerable results in the near future after the corresponding investments have been carried out. The factory's yield remained at the level of the previous year.

The manufacture of scissors which formed the greater part of the consumer product line, increased its volume so vigorously that the fall-off of large deliveries to North America, today handled directly by the company's scissors plant in Wausau, USA, has been replaced by new markets. This sales increase has taken place in tough competition and with considerable introductory costs for new products. Volume growth at the US factory exceeded all expectations, and the total operating margin of both factories improved.

The Tool Works operated at full capacity as in previous years, and continued to manufacture tools needed for new products made at both scissors factories. The Tool Works — today part of the Fiskars Tooling product line — extended its activities to increase deliveries of moulds and forms to outside firms in the plastics products industry. This technology is based on the experience gained from deliveries to the company's own plastics products industry.

Billnäs Works increased its sales of hand and forestry tools by 20 %. Demand improved remarkably towards the end of the year. Domestic sales continued to be predominant, and accounted for 85 % of total sales.

Sales of forgings developed favourably.

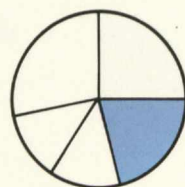
The improved result was not yet satisfactory.





The F 65 S hydraulic log crane was introduced at the beginning of the year. Its success is largely due to its great lifting strength in relation to its weight.

## ENGINEERING DIVISION



### Salo Engineering Works, Porvoo Engineering Works, Salo Foundry

The persistent economic slump still affected the entire division's operations at the beginning of 1979 in the form of underemployment. The division worked shorter weeks at the beginning of the year, but demand changed quickly for the better.

The division's sales figures improved sharply and amounted to 83 million Finnmarks (57), of which 36 % (32) were exports. The financial result of the division improved encouragingly.

Quickly improved demand in the woodworking industry resulted in growing pressure to renew transportation equipment, and had a positive effect on the demand for hydraulic log cranes. Sales of these cranes grew at home and abroad. A new crane type, the F 65, which was launched at the turn of the year, helped strengthen the market position of Fiskars cranes. A folding crane for mounting on lorries, the F 100, has been developed mainly for Central Europe. The range of forestry cranes has been widened with the medium-heavy F 65 L and its long-reach version F 65 P.

Crane sales are expected to continue healthily, thanks to marketing and development efforts, although a slight decline is anticipated towards the end of 1980.

The Foundry's products have been selling well and demand is expected to remain at the present level. A large part of its production consists of components for the division's own log cranes.

The number of personnel at the end of the year was 254 (238) at the Salo factories and 60 (60) at the Porvoo Engineering Works.



The city of Helsinki is expanding its district heating network and uses Fiskars Fiskatherm insulating systems. Laying of pipes at Pasila suburb; the heat comes from Hanasaari power plant.

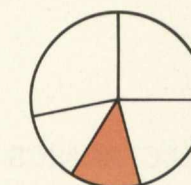
### Metal Products/Inha Works

The main line of Inha Works experienced an upswing after the turn of the year, and the increase in sales of harrow tines, Buster aluminium boats and hinges was greater than forecast. The increase in sales of harrow tines to overseas countries gives cause for optimism. Buster boats made their name convincingly in the home market and in Scandinavia, and this success is expected to prevail. Investments in more rational production will double the manufacturing capacity and improve working methods to ensure sufficient quality and supply capacity.

Development activities in hinges continued intensively and, together with previous investments, contributed to increased market share in the home market. The factory has sufficient capacity to satisfy demand, which is expected to increase.

The number of personnel at Inha Works was 208 (175).

## PLASTICS PRODUCTS DIVISION



The sales of the division amounted to 47 million Finnmarks of which exports accounted for 44 % (38).

Production at the Hanko factory was discontinued and the equipment transferred to the new factory at Inkoo during the autumn. The plant at Tammisaari worked at full capacity.

The number of personnel was 176 (135).

Sales of district heating insulation pipes continued well, although tough competition depressed results. Several new products in this range together with their practical applications were launched.

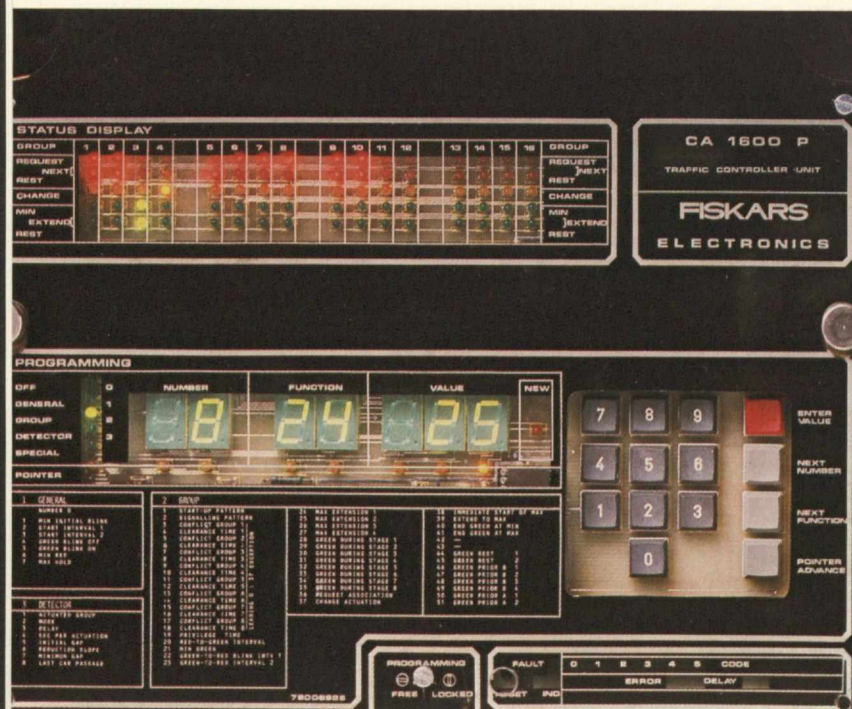
The installation of equipment for a new product group, insulating cell plastics, was started at the turn of the year and the marketing of the product will begin in the summer of 1980.

Competition in the electrical enclosure branch was keen, but thanks to intensified efforts the volume of exports increased considerably.

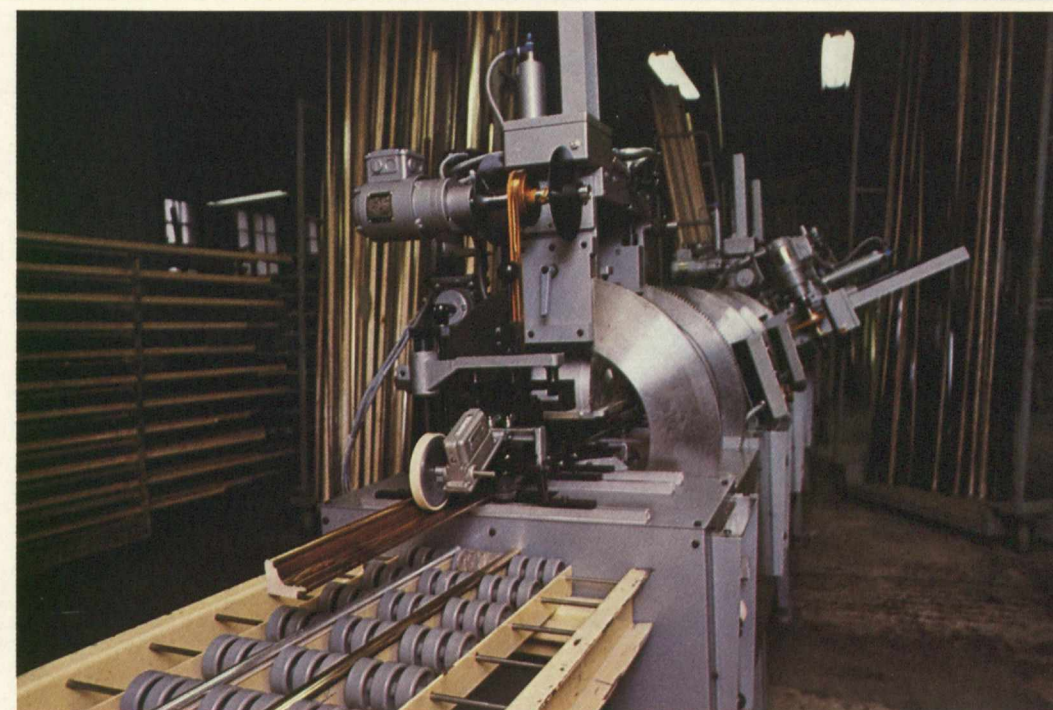
Sales are expected to grow rapidly in the next few years, supported by the concentration of resources on research and development, on marketing and on the opening of the factory at Inkoo, as well as by big investments in machinery and equipment.

Financial results remained at the level of the previous year.



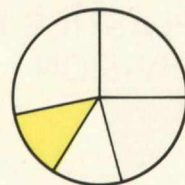


Fiskars Electronics has introduced a new series of traffic control equipment based on microprocessors. Thanks to the modern technology the equipment is flexible and easy to use. The picture shows a Helsinki street crossing and the control unit.



Mouldings are gold painted at the Moulding Factory. The machine paints mouldings from five different angles in one single operation.

## ELECTRONICS



The emphasis of operations was on traffic electronics. Products were developed and adapted to new markets, and most of the goals for technical development were achieved. Deliveries to Sweden and Denmark started later than expected, which resulted in sales below budget.

A computerized traffic control system was delivered to Tallinn, Estonia, in June. The traffic centre delivered earlier to the city of Helsinki was extended to include a considerable number of the city centre's street crossings.

Orders and deliveries of power electronics products remained at an insignificant and unsatisfactory level as in previous years.

Industrial electronics were modernized with adaptations of microprocessor technology. The value of deliveries remained at the level of the previous year.

Capacity was unevenly utilized, which hampered productivity. Sales targets were not reached and the result, which was encumbered with big R & D costs, was unsatisfactory.

10 % of total sales went for export (10).

The number of personnel was 118 (134).

## BOATYARD

After unusually sluggish demand in 1978 personnel was again fully employed in 1979.

Sales of leisure boats improved, but the sales volume was not yet profitable. The existing overcapacity for yachts in the Boatyard's product range resulted in tough price competition which caused several competing boatyards abroad to close down.

A new motor cruiser, the Finnsailer 30 (FS 30) was introduced and it forms, together with the models FS 34, FS 38 and Finnfire 33 Cruising, a competitive high-quality product range.

The outlook in the European leisure boat market continues to be very uncertain at present.

The life boat market was lively, thanks to the boom experienced by the Finnish shipbuilding industry. The inflow of orders was satisfactory although price competition is keen. The backlog of orders at the end of 1979 was good.

Demand for service boats was also relatively lively, and the Boatyard made several deliveries to, and received new orders from, public institutions.

The financial result improved, but remained unsatisfactory.

Exports accounted for 64 % (53) of total sales.

The number of personnel was 154 (132).

## MOULDING FACTORY

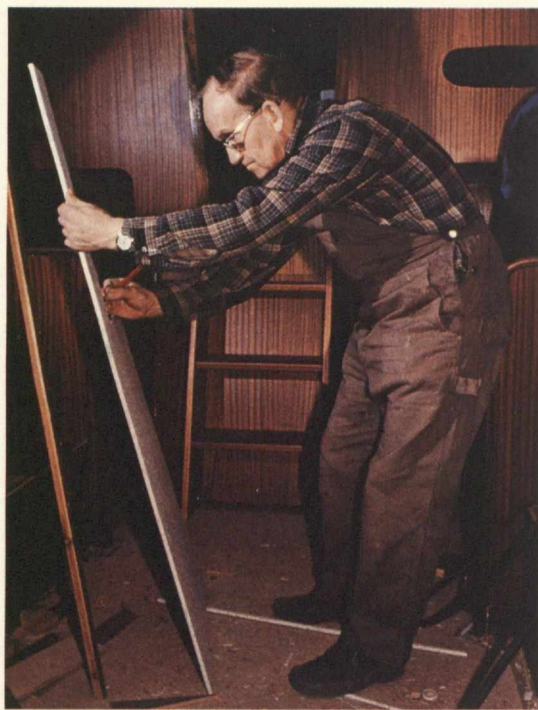
Exports to Europe increased by 66 %, and domestic sales by 27 %. Exports to the USA diminished, and price adjustments did not compensate for the cost increases at home and the weakening of the dollar exchange rate. Profitability improved, however, for the second year in succession, but this development would have to continue to make the factory's operations viable.

Orders on hand exceeded the previous year's volume.

Modernization of the sawmill at Billnäs was begun with a view to providing the Moulding Factory with raw material.

Exports accounted for 62 % (62) of total sales. Personnel numbered 161 (169).





Torsti Karjalainen mounts ceiling panels on a Finnsailer 34 lounge. This picture, taken Olavi Vartiainen, Boatyard, was awarded a prize in the company photo competition.



Mauno Leppälä welds the stern on a WorkBuster. This picture, awarded a prize in the company photo competition, was taken by Oiva Järvinen, Inha Works.

## REAL ESTATE DIVISION

Since closing down the Kellokoski Works the company has sold most of its real estate in that area to the municipality and private buyers. In other areas one condominium site, 2 housing plots with buildings and 7 one-family housing sites have been sold, comprising 25.6 hectares of the company's land. The Ovako transaction included one housing corporation in Loimaa, and one housing and one apartment corporation at Tammisaari.

The Electricity Department distributed 67 600 MWh (58 500) electric energy and produced 12 800 MWh (12 500) at its own power plants. Deliveries of energy included those to Ovako's factories at Äminnefors and Jokioinen and spring manufacturing factory at Billnäs.

The harvest collected by the Farm Management was of average quality and quantity. Rapidly climbing prices for oil and fertilizers weakened the result. The cultivation plan included rye, fodder plants, oil plants and wheat.

Timber acquisitions totalled 103 600 cu.m (87 000). Deliveries to Metsä-Skogby amounted to 50 000 cu.m (43 000) and 10 000 cu.m were acquired for the company's own use. A large quantity of pulpwood was towed to Sweden. A new product was wood chip for the Fiskars Works' new central heating furnace.

Timber out-take from the company's own forests amounted to 39 200 cu.m (36 700). The increase is mainly due to the fact that the forestry plan allowed higher out-take of stack timber.

The Real Estate Division, which included the Construction and Transport Departments, employed 149 persons (147).

## OY PREDIUM AB

The company's voluntary offer to sell to the Finnish State an area which had been planned as a national park resulted in an initial sale amounting to 1.8 million Finnmarks. This sale set the national park project in motion, and the provincial administration approved an archipelago charting plan with a view to establishing the park. The plan at present rests with the Administrative High Court due to pending appeals against it.

The coastal charting plan for Hanko peninsula was approved by a resolution of the Administrative High Court on June 5, 1979. A real estate company named Ten-Mar was established to progress with the building of a vacation area on the mainland, and another company Järnö was established for the construction of a vacation village on the island of Järnö. Marketing of sites for vacation houses was started in the autumn. Construction of the small-boat harbour has been slightly delayed, due to appeals pending against the harbour plans.

## FISKARS MANUFACTURING CORPORATION (FMC)

The scissors factory in Wausau, USA, began operations in the autumn of 1978 and was already in 1979 able to satisfy most of the demand for Fiskars scissors in the American marketplace.

Production achieved the volume and quality goals, and the factory has gained a respected position among the customers.

Cooperation between the parent company and FMC has become still closer, long distances notwithstanding, and the input of all personnel in Wausau has been praiseworthy.

Sales of FMC totalled 19 million Finnmarks (14), and the number of personnel was 73 (75).

The financial result was satisfactory.



Five employees received decorations for 45 or 50 years' service: Nils-Erik Fritz 50, Forest Management, Edvard Lehtinen 50 and Artturi Toivonen 50, Jokioinen Works, Kauko Kallio 45, Fiskars Electricity and Lauri Järvinen 45, Tool Works. In the picture Artturi Toivonen (on the left) and Nils-Erik Fritz.

## MARKETING SUBSIDIARIES

The period of changes for the marketing subsidiaries abroad continued in the form of increased activity in the consumer products and mouldings branches, whereas the sales of boats, aluminium boats excluded, declined.

The accumulated result remained at the previous year's level.

Total sales amounted to 22 million Finnmarks (26), the number of personnel was 25 (32).

Fiskars USA Ltd., with domicile in New York, N.Y., was dissolved.

A new company Fiskars Sales Corporation was founded.





The company's forests are managed by the departments of the Real Estate administration. In the picture Leo Fasth delimbs timber in the company's forest on the Hanko peninsula.

## OY METSÄ-SKOGBY AB

Investments in increased sawmill capacity which had been authorized in 1978 were realized during the year. The project comprises a rib saw, four drying channels, a trimming saw and a fuel furnace that uses barking refuse for the heating of drying channels. Renovation of old dwellings was part of the project, the total cost of which was 17 million Finnmarks.

The second shift at the sawmill began work in the spring, thanks to which the yearly production increased to 57 000 cu.m (38.500). 43 600 cu.m or 76 % of this was exported. Total sales amounted to 37.5 million Finnmarks (21.9). Pine timber was purchased assorted and priced according to quality. This eliminated inferior material and raised the average quality of timber.

Plans for 1980 include the increase of production to 90 000 cu.m annually. That level is estimated to yield acceptable profitability.

The number of employees increased to 160 (101).

Oy Fiskars Ab owns 50 % of the company's share capital.

## SOCIAL IMPACT

The company has 15 production plants in 9 localities of the country. In addition the company runs farming and forest management, power plants and distributes electricity.

The company buys two thirds of its materials from domestic suppliers and its exports are triple the volume of its imports.

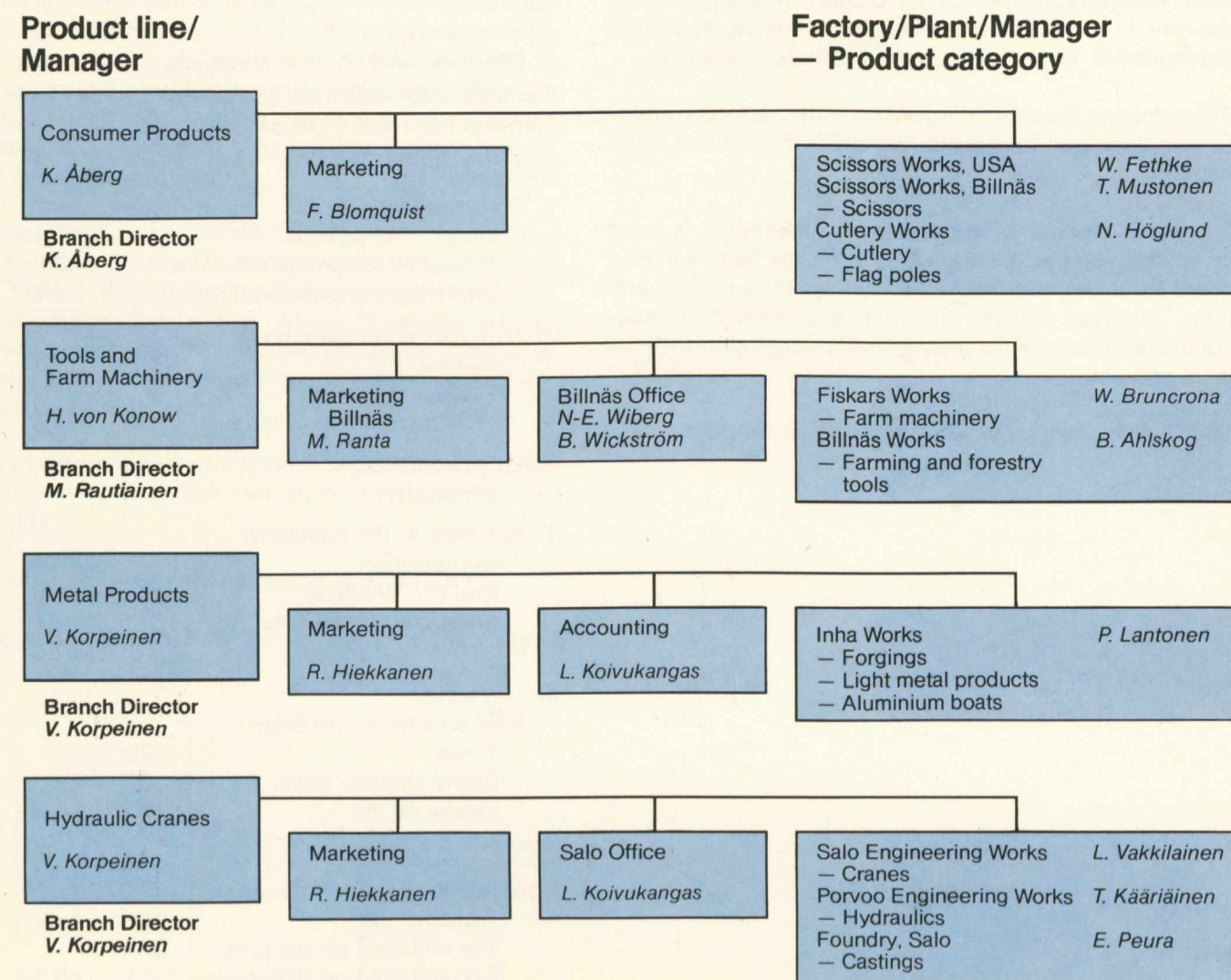
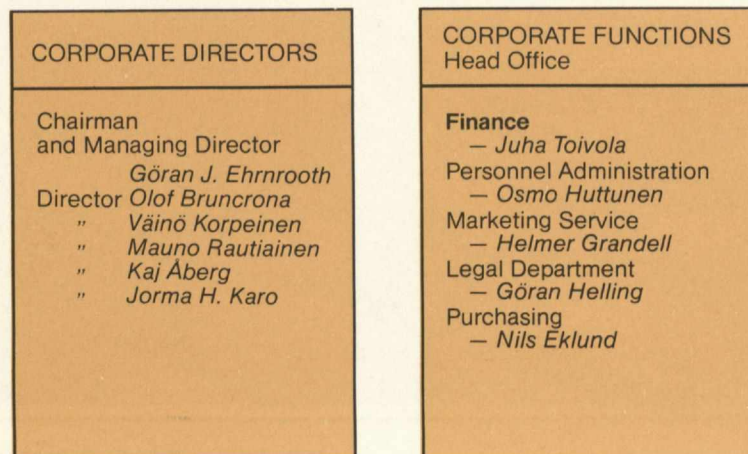
The social impact of the company operations is most clearly manifest in the areas where Fiskars factories are a major employer, such as in the municipalities of Pojo and Inha. In these villages the company conserves many cultural traditions of the area in close cooperation with the local population.

The available resources are distributed as follows:

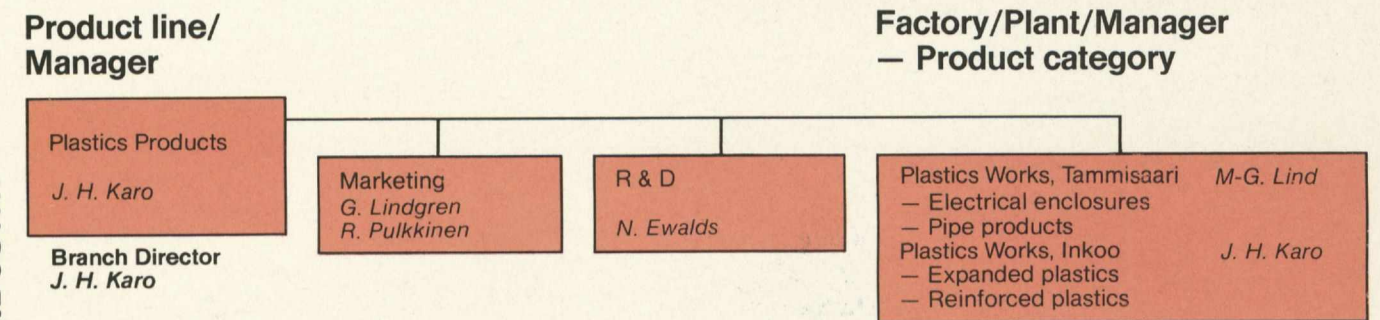
(million Finnish marks)			
Turnover			373.5
./. Raw material costs			172.9
./. Other external costs and services			57.1
Available after industrial operations			143.5
Earnings from sale of fixed assets			58.8
Available funds			<u>202.3</u>
1. To personnel			
Wages and salaries	79.1		
Personnel fringe benefit costs	33.6		
Voluntary social expenditure	2.5	115.2	
2. To banks and financing institutions			
Interest	17.7		
Financing costs	1.9		
Profit on exchange rates	-1.6	18.0	
3. To shareholders			
Dividend			1.5
4. Retained in the company			
Depreciation	3.4		
Profit ./. dividend	1.9		
Surplus from the sale of fixed assets, etc.	52.8	58.1	
5. To society			
Paid directly to the State			
Taxes	2.5		
Social security costs	6.7		
Electricity tax	0.3	9.5	9.5
Distributed funds			<u>202.3</u>
Collected on behalf of the State			
Turnover tax	34.8		
Tax withheld on payrolls	27.4		
Tax withheld on dividends	0.5	62.7	
		72.2	



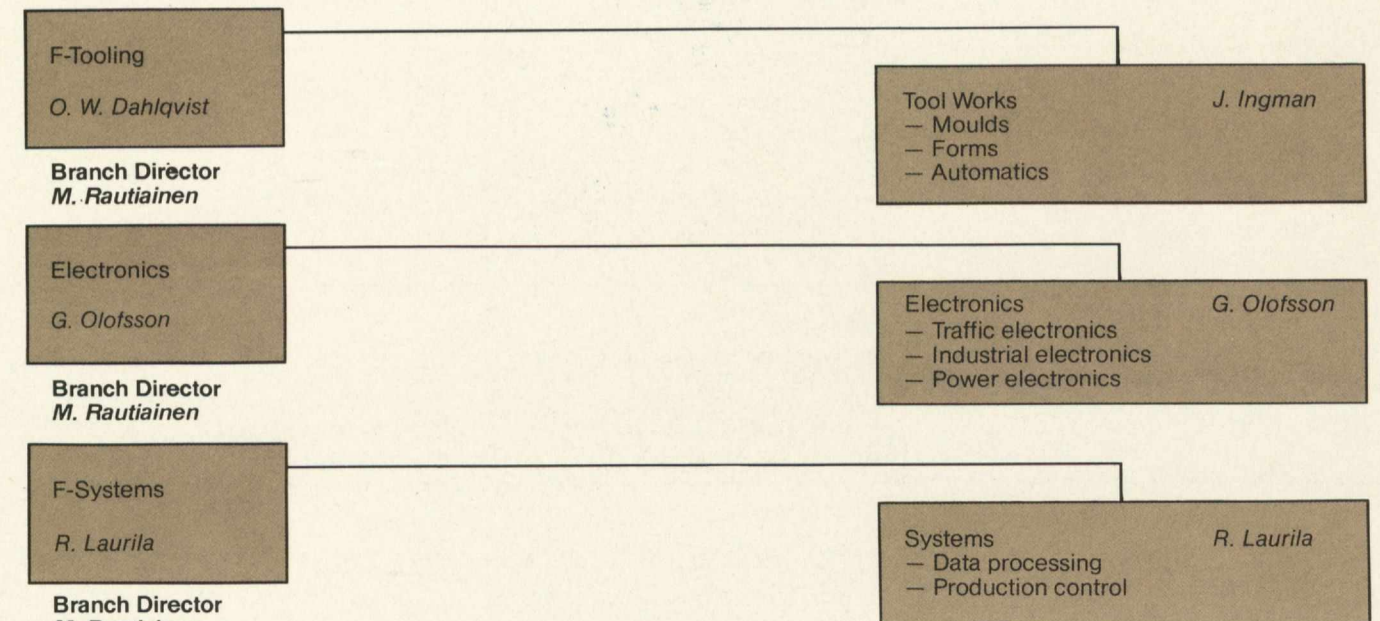
**OY FISKARS AB**  
**Organization**  
**January 1, 1980**



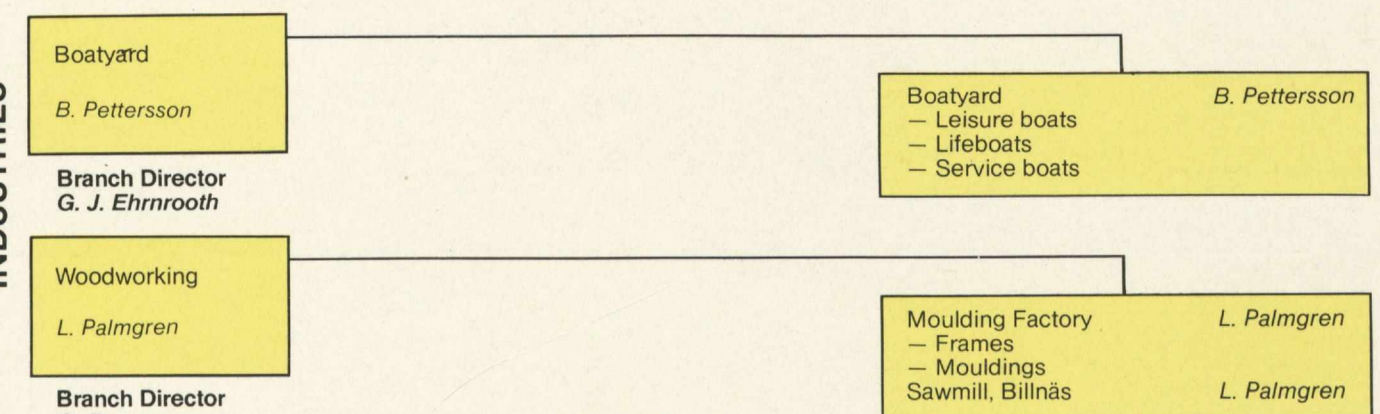
**PLASTICS PRODUCTS  
INDUSTRY**



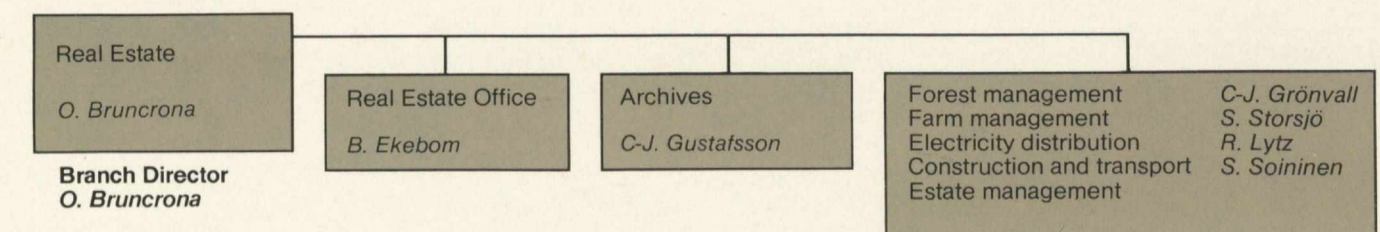
**AUTOMATION INDUSTRY**



**NON-METAL  
INDUSTRIES**



**REAL ESTATE**





## COMPANY STRUCTURE

### PRODUCT LINE

### FACTORIES

### PRODUCTS

Consumer Products	Scissors Works Cutlery Works	Scissors Cutlery Flag poles
Tools and Farm Machinery	Fiskars Works Billnäs Works	Farm Machinery Farming and forestry tools
Metal Products	Inha Works Kellokoski (sold on May 31, 1979)	Forgings Light metal products Castings
Hydraulic Cranes	Salo Engineering Works Porvoo Engineering Works Foundry, Salo	Log cranes Hydraulics Castings

### PLASTICS PRODUCTS INDUSTRY

Plastics Products	Plastics Works, Tammisaari Plastics Works, Inkoo	Electrical enclosures Pipe products Expanded plastics Reinforced plastics
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### AUTOMATION INDUSTRY

F-Tooling	Tool Works	Moulds Forms Automatics
Electronics	Electronics	Traffic electronics Industrial electronics Power electronics
F-Systems	Systems	Data processing Production control

### NON-METAL INDUSTRIES

Boatyard	Boatyard	Leisure boats Lifeboats Service boats
Woodworking	Moulding Factory Billnäs Sawmill	Frames Mouldings Sawn timber

Steel products industry sold to Ovako Oy Ab on May 1, 1979	Jokioinen Works Loimaa Works Boltmaking Works Screw and Fastening Works Spring Manufacturing Works	Wires and nails Chains Bolts and nuts Fasteners Leaf and spiral springs
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