

**FISKARS GROUP**

# **TRANSFORMATION**

**November 10, 2016**

**FISKARS**

---

# 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.



OUR BUSINESS ENVIRONMENT IS

**CHANGING**

OUR CONSUMERS  
ARE EXPECTING

**MORE** FROM US

**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**



WE PLAN TO ALIGN THE  
STRUCTURE WITH THE

**STRATEGY**

FISKARS

WE PLAN TO SHIFT DIRECTION AND

# **BUILD GLOBAL BUSINESS UNITS**

WITH THE AIM TO

1

Respond  
to  
changes

2

Increase  
speed and  
alignment

3

Build  
company-  
wide  
capabilities

4

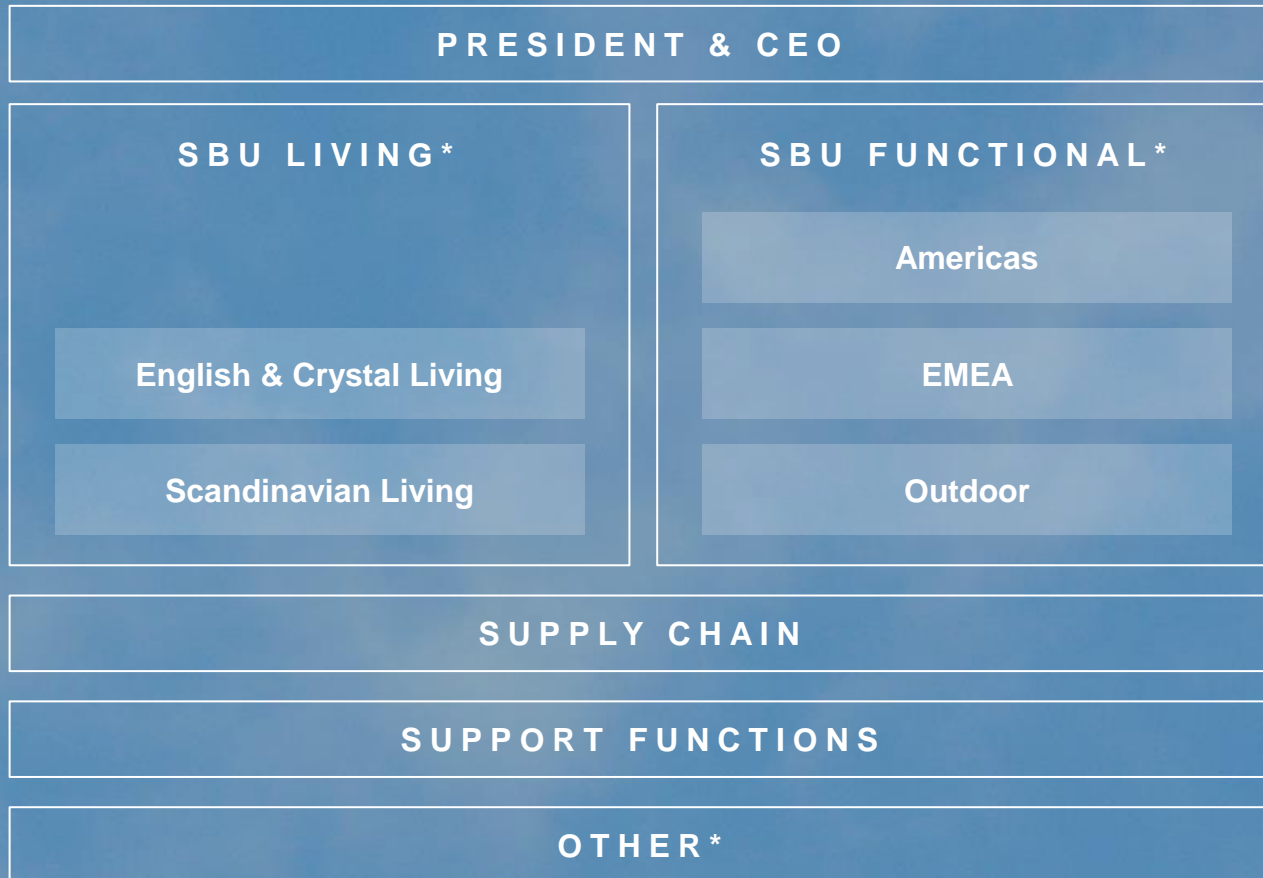
Leverage the  
full potential  
of our strong  
brands

**FISKARS**

THE PLANNED ORGANIZATIONAL  
**STRUCTURE**

# PLANNED ORGANIZATION STRUCTURE

AS OF JANUARY 1, 2017



\* Primary reporting segments



# SBU FUNCTIONAL

The SBU Functional would consist of:

- Functional EMEA
- Functional Americas
- Outdoor businesses

The SBU Functional to have accountability of:

- brands, product management
- new product development
- marketing and sales; with profit and loss responsibility

The plan to create the SBU **Functional** is the next step in deepening our work across the Functional EMEA, Functional Americas and Outdoor businesses, to drive towards a unified brand and product offering globally



SBU FUNCTIONAL

**Kari Kauniskangas**  
President and CEO

**FISKARS**

# SBU LIVING

The SBU Living would consist of:

- English & Crystal Living business
- Scandinavian Living business

The SBU Living to have accountability of:

- brands, product management
- new product development
- marketing and sales; with profit and loss responsibility



SBU LIVING

**Ulrik Garde Due**  
President,  
Living business

**FISKARS**

# CHANGES IN OUR LEADERSHIP

AS OF JANUARY 1, 2017

PRESIDENT & CEO

EXECUTIVE LEADERSHIP TEAM

EXTENDED LEADERSHIP TEAM

FISKARS

# REPORTING SEGMENTS

AS OF Q1 2017

LIVING  
SEGMENT

FUNCTIONAL  
SEGMENT

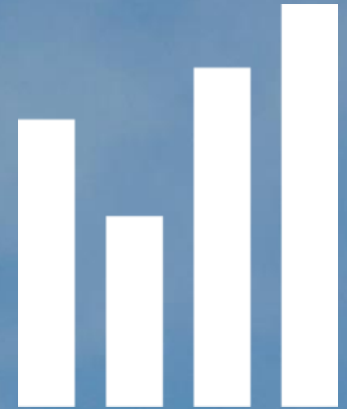
OTHER  
SEGMENT



FISKARS

# LONG-TERM FINANCIAL TARGETS

- Fiskars plans to establish long-term financial targets for the group. These targets would be communicated during the Q1 2017
- To provide a basis for comparison, Fiskars will present restated, unaudited financial quarterly results for 2016 before the Q1 2017 interim report is published



**INCREASING**

**EFFICIENCIES**

Subject to information sharing and consultation with employees and their representatives including any relevant labour unions

# INCREASING EFFICIENCIES

- Fiskars expects the new structure to allow us to increase our efficiencies
- Including the addition of a number of new positions, the net reduction of Fiskars' personnel is estimated to be 130 positions globally
- The proposed reductions are expected to take place during 2017
- To initiate these proposed reductions, we will start personnel consultations in Finland, the UK and Ireland

**Employees in Fiskars manufacturing and distribution center operations are not in scope of the proposed personnel reductions**

# ALIGNMENT PROGRAM

- The program focuses on the planned structural changes, proposed headcount reductions announced today and the full integration of the English & Crystal Living business, acquired last year
- The total costs of the planned program are approximately EUR 15 million in 2016–2017, which are planned to be recorded as adjustments to the operating profit
- The targeted annual cost savings would be approximately EUR 14 million, subject to the full implementation of the program
- The targeted cost savings would be achieved gradually, starting next year and with the full effect in 2018



The image features a blurred background of water reflecting a sunset or sunrise. The colors are warm, with oranges, yellows, and reds at the bottom, transitioning to purples and blues at the top. The water's surface is in motion, creating a shimmering, distorted effect. The word "FISKARS" is centered in a bold, white, sans-serif font.

**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**