

FISKARS  
◆  
GROUP

# Delivering shareholder returns

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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: (u) 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.



# Trends impacting our market environment

**Changing  
demographics**

**Sustainability**

**Technological  
advancements**

**Structural  
industry shifts**

**New  
consumption  
habits**



# Case Gilmour



**#1**

ranked result for 'Hydrangea'  
on Google

**28,000**

Average organic monthly  
visitors brought in by  
Hydrangea related  
searches

# From product categories to consumer markets to find growth

Leverage



Master



**A family of iconic  
lifestyle brands**

**Brand building  
excellence is at the  
heart of Fiskars Group**



# Consumer Insight

Understanding rapidly changing consumer preferences on a global scale is crucial

Scale gives us an advantage



# Retail landscape evolving





# M&A track

## Target

## Key properties

**Royal  
Copenhagen  
2013**

- Iconic brand with a strong foothold in Asia
- Net sales and profitability have improved significantly

**Watering  
business  
2014**

- Included Nelson and Gilmour brands, operating in the U.S.
- Loss-making at the time of acquisition, turned around earlier than initially expected
- Synergies extracted, watering products introduced in the Nordics under the Fiskars brand in 2017

**English &  
Crystal Living  
2015**

- Wedgwood, Waterford, Royal Doulton and Royal Albert brands
- Significant acquisition with good complementary fit to our existing portfolio and expanded our geographical presence (incl. hospitality channel)
- Work on-going to improve performance and revitalize brands



# M&A – a tool to drive value creation

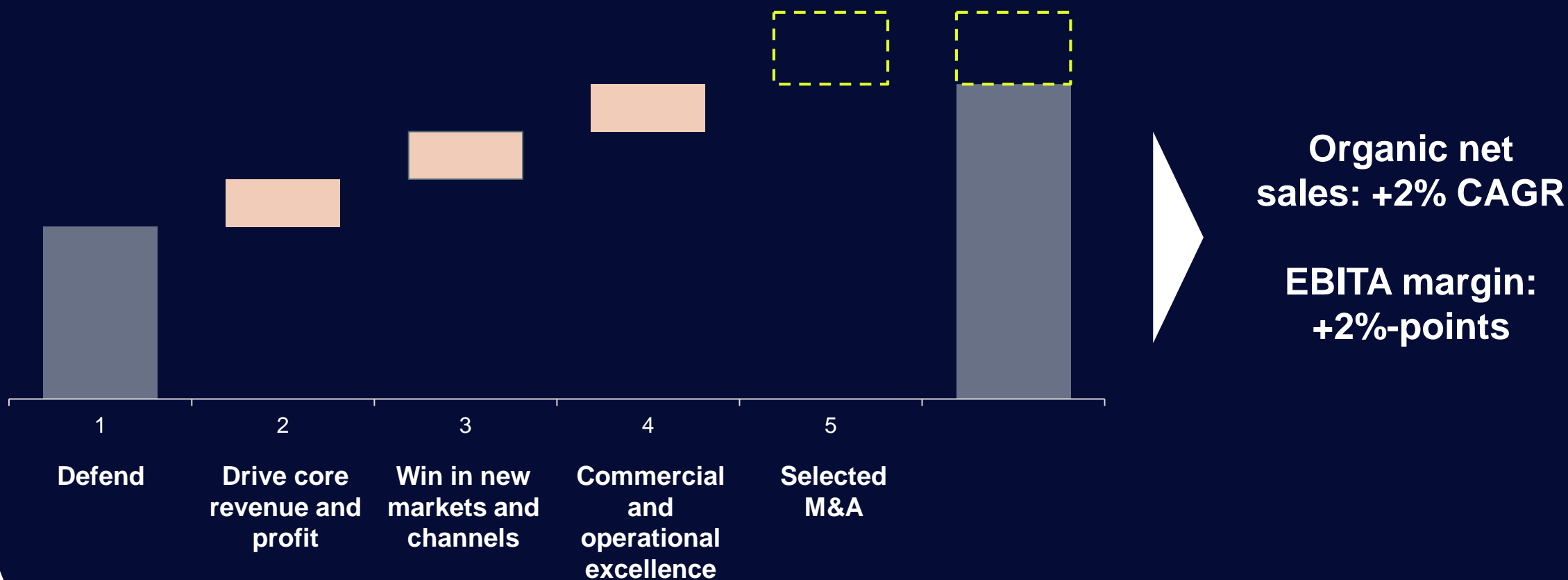
**Capabilities and  
competencies**

**Products to win  
wider consumer  
markets**

**New domains to  
leverage Fiskars'  
strengths**



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Illustrative, not exact figures



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