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Living segment update

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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.

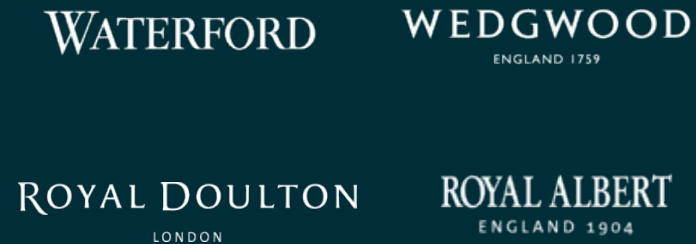


Living in brief

Scandinavian Living

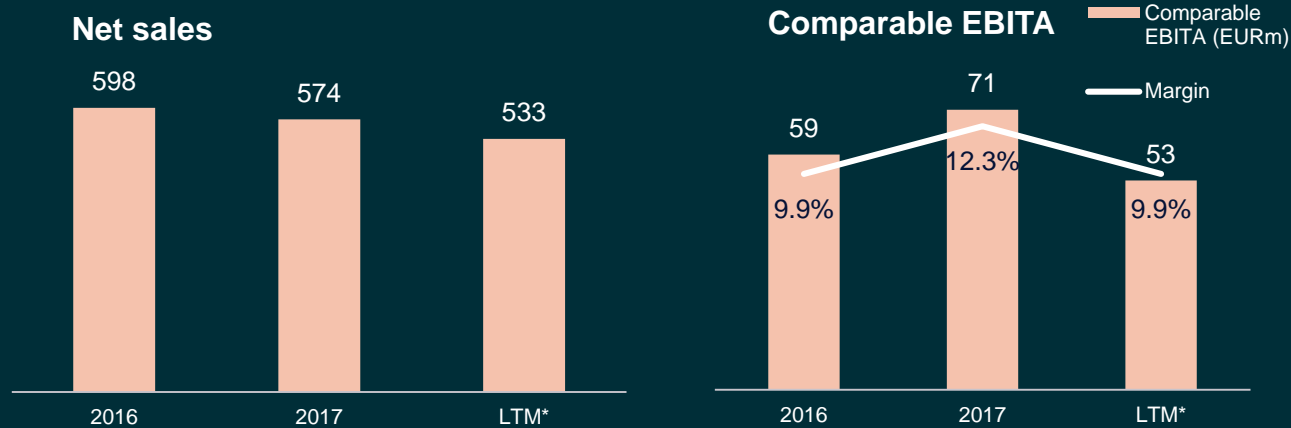


English & Crystal Living



Our categories

- Dinnerware
- Drinkware
- Small interior / home accessories
- Flatware
- Home textiles
- Lighting



*LTM refers to the period Q4/17-Q3/18



Living aspiration



We are passionate about brands, design, quality and craftsmanship inspiring extraordinary moments across generations

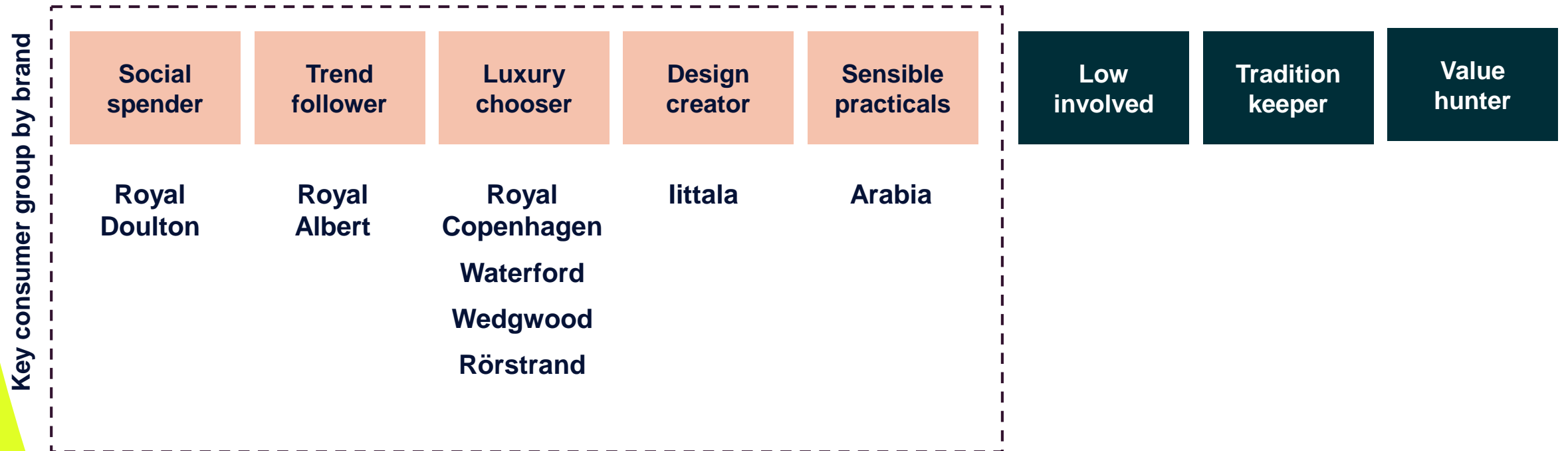


We want to maintain our #1 position in premium tabletop and continue growing in adjacent categories

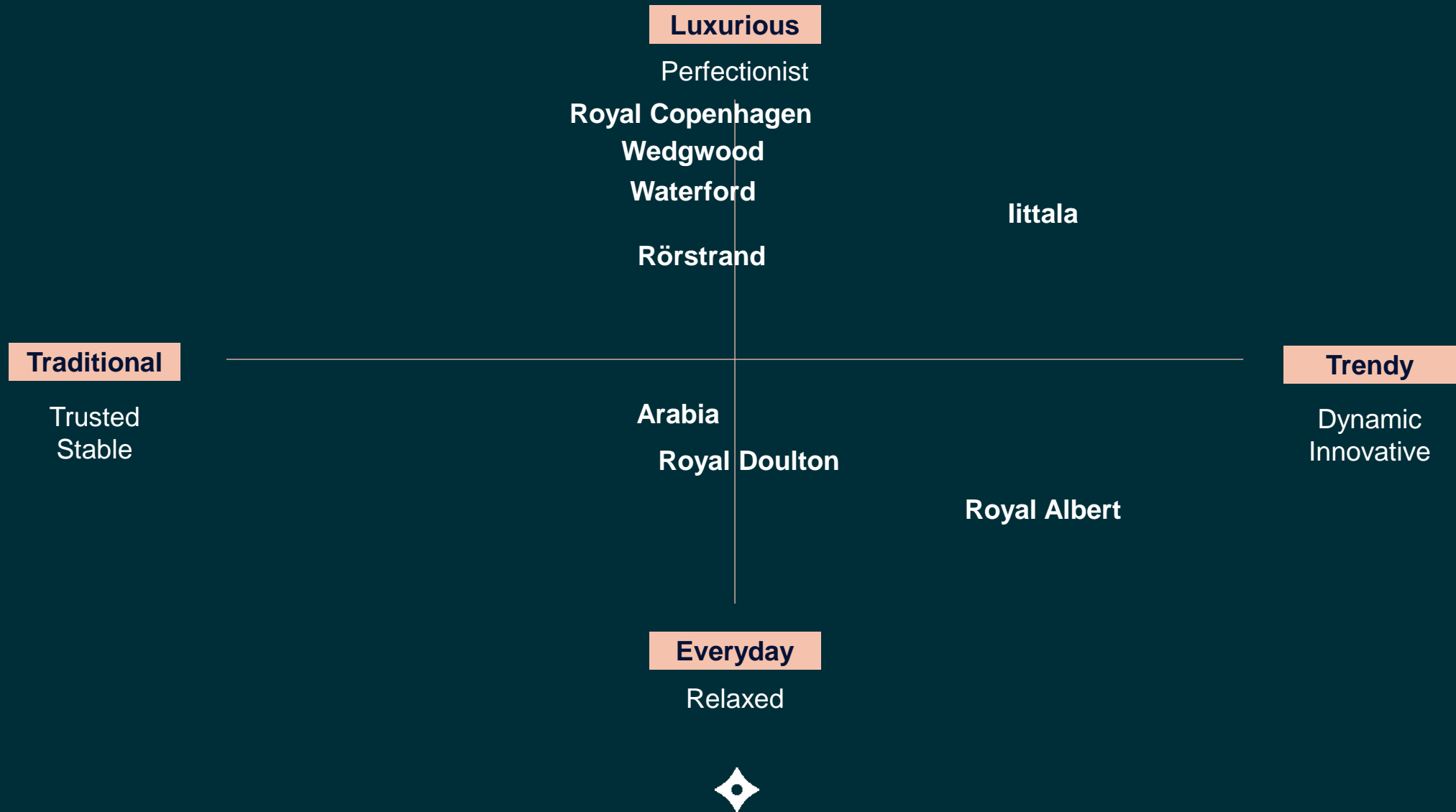


Targeting the right consumers

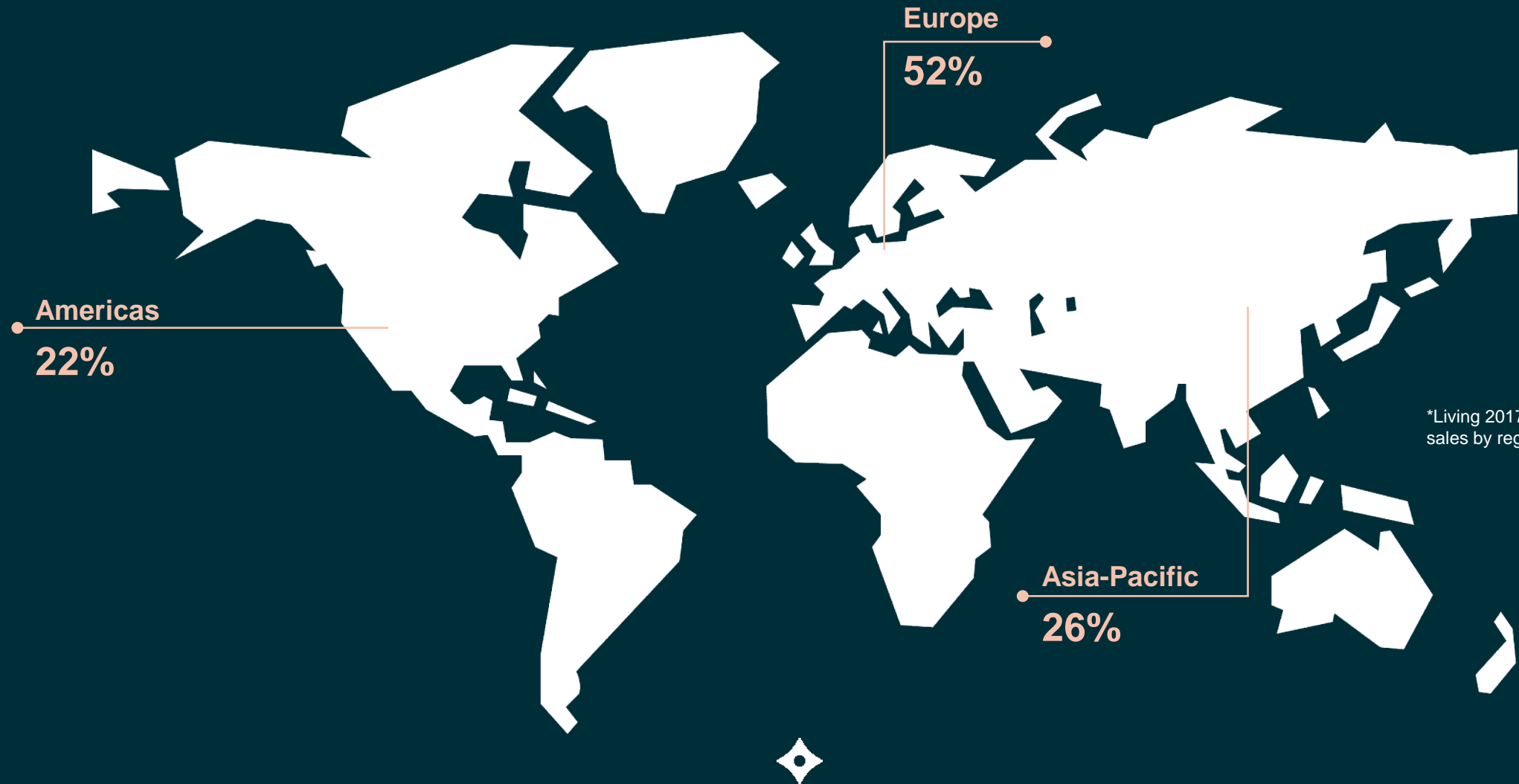
Our target consumer segments account for 64% of the total population and 70% of millennials



Complementary brands without major overlaps











Well balanced footprint



*Living 2017 net sales by region

Dinnerware is Living's largest category

Key categories by brand (% of Living net sales 2017)

		Dinnerware 45%	Drinkware 17%	Interior 23%	Other 15%
Key international brands		✓	✓	✓	✓
		✓		✓	✓
		✓		✓	✓
			✓	✓	
Regional brands		✓			✓
		✓			✓
		✓	✓	✓	✓
		✓			



Three-year program to transform the Living business

Costs and target

- Targeting annual savings of approximately EUR 17 million
- A majority of savings will materialize when program is completed at the end of 2021
- Costs of EUR 40 million in 2018–2021

Focus areas

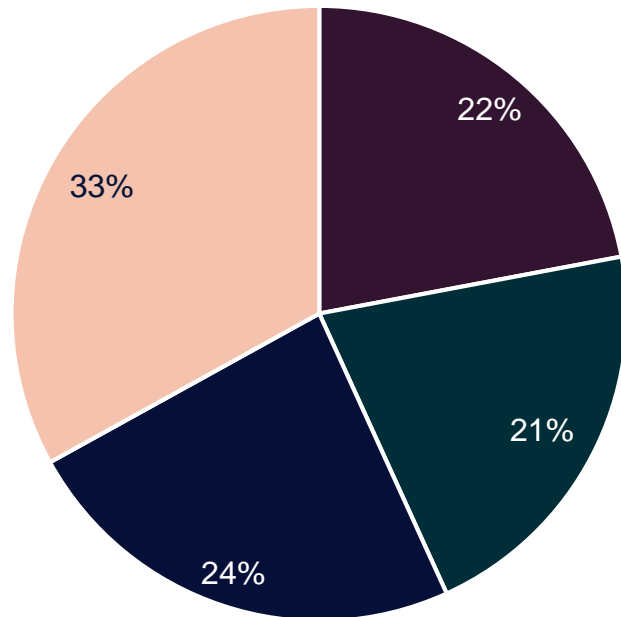
Program focuses primarily on planned actions in:

- retail network
- distribution network
- supply network
- organizational structure

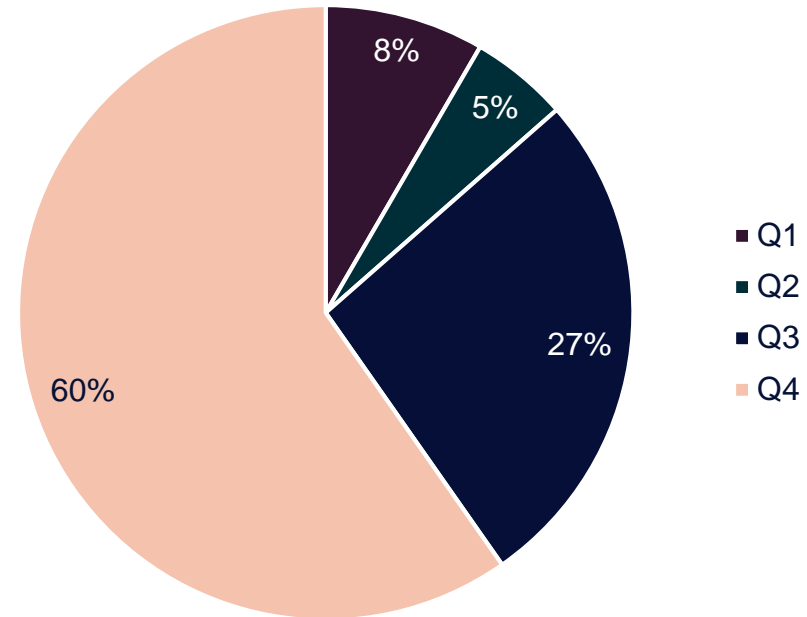


Second half important for the Living business

Net sales
2016-2017



Comparable EBITA
2016-2017

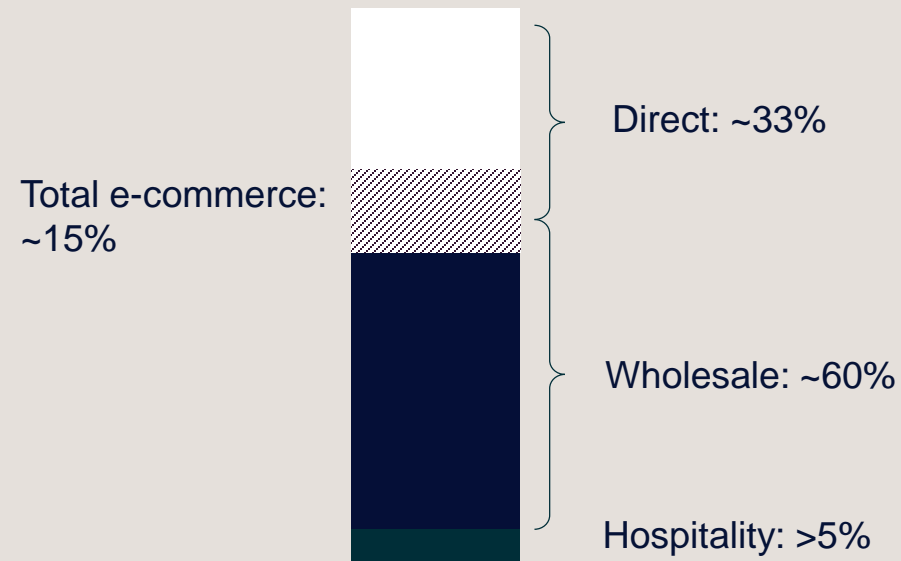


- Q1
- Q2
- Q3
- Q4



We operate in a variety of channels

Share of 2017 net sales



Direct channel includes our own:

- Stores (currently 8% of total 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



Direct channel a high-priority



Physical stores

Focus on stores supporting brands, decreasing share of outlets

Drive new concepts, such as dual brand stores

New business models piloted



E-commerce

Support e-commerce growth

Consolidate all brands to a central online store platform with brand-specific interfaces to drive efficiencies



New business models – 3 models trialed

- 1 Second hand market at physical stores
- 2 Rental & leasing
- 3 Service – picking up tableware from home



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