



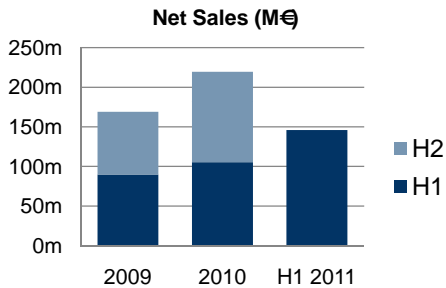
FURTHER ACCELERATING GROWTH IN FOOTWEAR

September 1, 2011 // Jean-Marc Pambet, President of Footwear

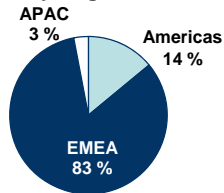
Contents

1. Footwear today
2. Where do we play
3. Group strategic priorities in Footwear
4. Summary

Footwear today



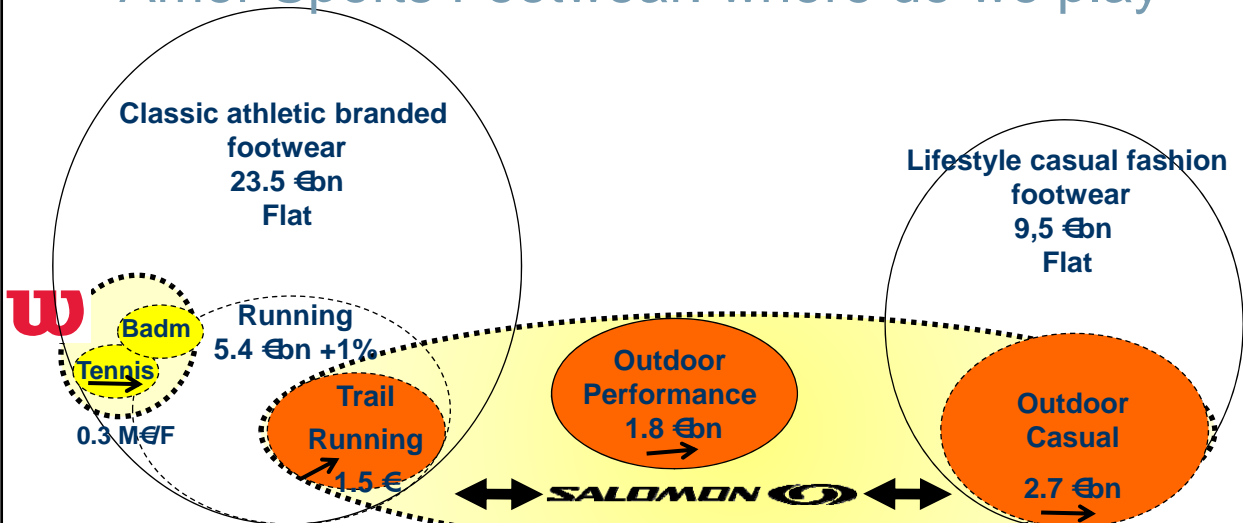
Sales by Region in 2010



- A strong Salomon Footwear:
 - CAGR 21% 2005-2009
 - Growth accelerated:
 - +26% in 2010
 - +33% in H1/2011
 - driven by Trail Running & Hiking
- Leveraging our Footwear capabilities and our strong product creation / R&D / innovation center



Amer Sports Footwear: where do we play



Source: NPD 2010 & 2011 / LTD 2010 / SGI FY2010 reports / € 1.3/ mkg Salomon assumpt'



Footwear role: further accelerate growth

Business area	Objective	Actions
Footwear	Further accelerate growth	Expand commercial footprint, enter new segments and categories, category-based operation

From:

- Salomon Footwear
 - No scale and synergies with other brands
- ~80% EMEA
- Annecy Design Center
- Sourcing → China only

To:

- Product portfolio to be extended: brands & sports
 - Shared capabilities with other brands and segments bringing scale and synergies
- Commercial footprint in Asia and Americas
- Annecy + closer connection to US and Asian consumers
- Sourcing Asia and Americas
 - Towards > 500 MEUR

5

Amer Sports CMD 2011



GROUP STRATEGIC
PRIORITIES IN FOOTWEAR

Group strategic priorities in Footwear

- 1. Clear portfolio roles and synergies, integrated company**
 - Build an integrated, high-performing category operation
- 2. Grow faster in softgoods**
 - Aggressively grow the core business: drive Salomon to full potential
 - Add new businesses: Wilson Tennis, extend the Salomon offering & drive innovation
 - Learn for the future: extend non-footwear brands and new sports
- 3. Win with consumers**
 - Consumer-centric brand expansion
 - Establish regional product development capability
- 4. Win in go-to-market**
 - Drive distribution and expand geographically
- 5. Operational excellence**
 - Reinforce the Footwear sourcing and service
 - Manage against clear category KPI's and scorecards

7

Amer Sports CMD 2011



1. Clear portfolio roles and synergies; integrated company

Building an integrated, high-performing category operation

- Shared capabilities with other brands bringing scale and synergies
 - R&D + Development + Sourcing + Supply Chain + Commercial programs
- Dedicated → Product Management, Design and Sales & Marketing

8

Amer Sports CMD 2011



2. Grow faster in softgoods

Grow the core, add more

- Grow the core businesses: drive Salomon to full potential
 - Sales growth 2010 +26% followed by +33% on H1 2011
 - Trail Running, Outdoor Performance
- Add significant new businesses:
 - 3rd pillar for Salomon Footwear: Outdoor Casual
 - Wilson Racquet Sports
- Learn for the future:
 - Leverage non-footwear brands: Arc'teryx, Atomic footwear
 - New sports



3. Win with consumers

Consumer-centric brand / category expansion

- Utilize our unique Footwear knowledge to meet and exceed consumers' needs in new categories
 - Establish regional product development capability
 - Make Wilson a significant Footwear player



4. Win in go-to-market

Drive distribution and expand geographically

- Acceleration in the US, Russia and Northern Asia
- Expand our distribution footprint: number and quality of doors
- Win at the point of sale and in service
- B2C development



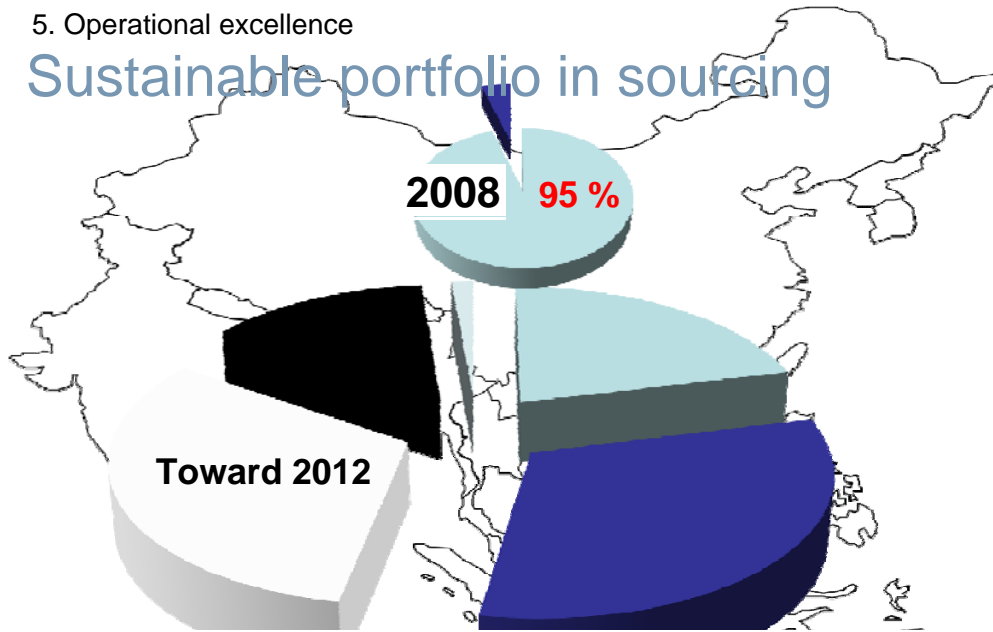
5. Operational excellence

Reinforcing the Footwear sourcing and service

- Capacity: guarantee sustainable growth
- Capability: reinforce our portfolio of key factories
- Speed and agility: manage the cash impact, shorten lead-times, continuously improve customer service

5. Operational excellence

Sustainable portfolio in sourcing



13

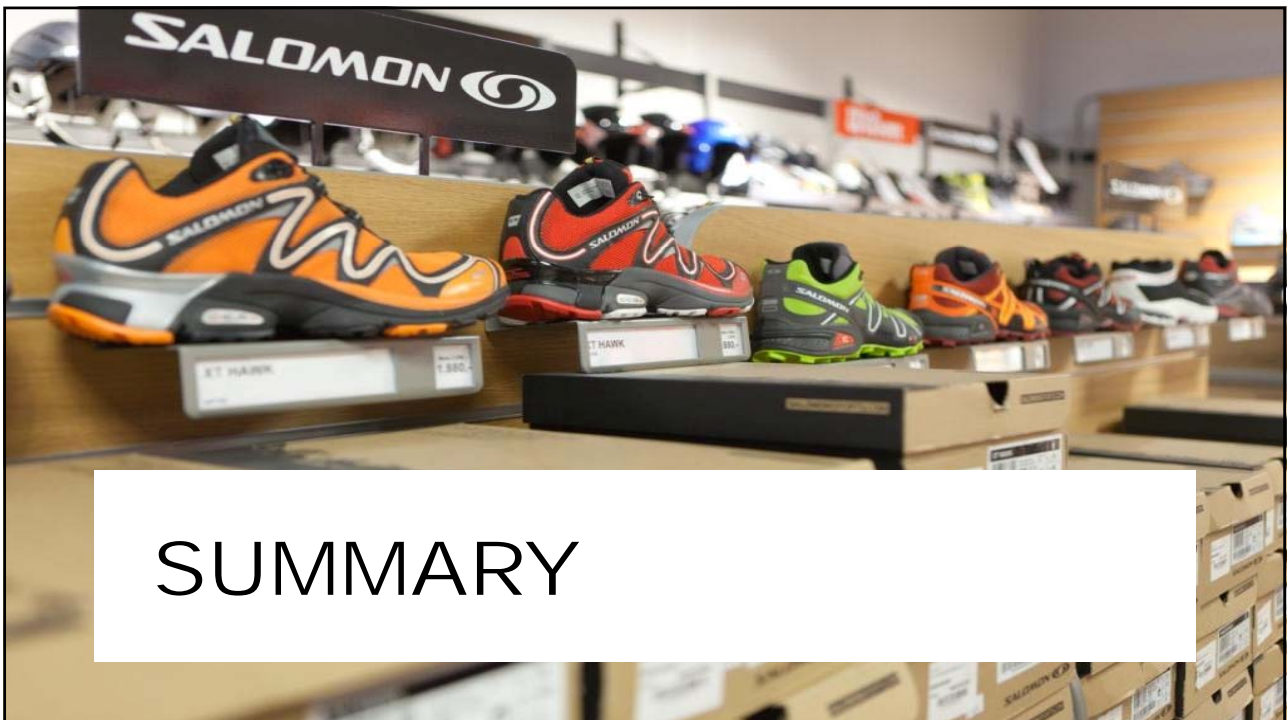
China

Vietnam

Cambodia

India

Other



SUMMARY

Our glidepath to > 500 MEUR

Define the multi-brand directions & deliver 2011

~2011

- Grow the core: Salomon
- Add more: build Wilson tennis
- Initiate future projects
- Extend distribution footprint, including B2C
- Sourcing and service

Prove the benefit of the category

~2012

- Grow the core: continue Salomon growth
- Add more: Wilson tennis
- Continue with future projects: brand/category expansions
- Extend distribution footprint, including B2C
- Sourcing and service

Extended to new opportunities (brands & regions)

~2013 -

- Grow the core: continue Salomon growth
- Add more: new brand/category expansions
- Extend distribution footprint, including B2C
- Sourcing and service

**Amer Sports Footwear
is a
multi-brand
multi-sport
multi-region
> 500 MEUR business**



www.amersports.com

Disclaimer

Statements in this presentation, which are not historical facts, such as expectations, anticipations, beliefs and estimates, are forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995. Such statements involve risks and uncertainties which may cause actual results to materially differ from those expressed in such forward-looking statements.

Amer Sports assumes no responsibility to update any of the forward-looking statements contained herein. No representation or warranty, express or implied, is made or given by or on behalf of Amer Sports or its employees or any other person as to the accuracy, completeness or fairness of the information or opinions contained in this presentation.

