

REMUNERATION AND OTHER FINANCIAL BENEFITS OF THE BOARD OF DIRECTORS

Remuneration and other financial benefits of the board directors Pursuant to the Finnish Companies Act, Amer Sports' shareholders determine the amount of compensation to be paid to members of its Board of Directors at the Annual General Meeting of shareholders. The Annual General Meeting of shareholders of Amer Sports, held on March 5, 2009, resolved that the Chairman of the Board of Directors shall be paid an annual remuneration of EUR 80,000, the Vice Chairman an annual remuneration of EUR 50,000 and other members of the Board of Directors an annual remuneration of EUR 40,000.

According to the resolution of the Annual General Meeting of shareholders of Amer Sports, 40 percent of the annual remuneration budgeted for the members of the Board of Directors, including with respect to the Chairman of the Board of Directors and the Vice Chairman, will be used to acquire Amer Sports shares for the account of each member of the Board of Directors. A member of the Board of Directors is not permitted to sell or transfer any of these shares to any third party during the term of his or her Board membership. However, this limitation is valid for a maximum of five years after the acquisition of the shares.

THE NUMBER OF SHARES AND SHARE-RELATED RIGHTS GRANTED TO A BOARD OF DIRECTOR AS REMUNERATION

On June 17, 2009, the members of the Board of Directors together received annual remuneration totaling EUR 330,000, of which EUR 198,022.60 was paid in cash. Simultaneously, the members of the Board of Directors received the following numbers of shares: Hannu Ryöppönen, 2,025 shares; Ilkka Brotherus, 2,531 shares; Martin Burkhalter, 2,025 shares; Christian Fischer, 2,025 shares; Bruno Sälzer, 2,025 shares; Anssi Vanjoki, 4,050 shares; and Pirjo Väliäho, 2,025 shares.

On June 17, 2008, the members of the Board of Directors together received annual remuneration totaling EUR 320,040, of which EUR 192,651.61 was paid in cash. Simultaneously, the members of the Board of Directors received the following numbers of shares: Felix Björklund, 1,372 shares; Ilkka Brotherus, 1,715 shares; Martin Burkhalter, 1,030 shares; Christian Fischer, 1,030 Shares; Bruno Sälzer, 1,030 shares; Anssi Vanjoki, 2,744 shares; and Pirjo Väliäho, 1,372 shares. In addition, Timo Maasilta and Tuomo Lähdesmäki each received 342 shares. They were members of the Board of Directors until June 4, 2008.

REMUNERATION OF THE PRESIDENT AND CEO AND OTHER EXECUTIVES AND TOTAL REWARDING PRINCIPLES

The Board of Directors determines the salaries and compensation which is paid to the President and CEO and his immediate subordinates. The Compensation Committee is responsible for preparing the proposals for CEO and his immediate subordinates' salaries and the executive's incentive system. No separate compensation is paid to the members of the Executive Board for their participation in any management bodies.

The salaries, benefits and other compensation paid to the President and CEO and the members of the Executive Board amounted to EUR 4.1 million in 2009. In 2009, total compensation paid to the President and CEO amounted to EUR 0.9 million, of which incentives tied to profits and other objectives accounted for EUR 0.1 million. Salaries, benefits and other compensation paid to the other members of the Executive Board totaled EUR 3.2 million, of which incentives amounted to EUR 0.5 million.

The Amer Sports total rewarding principles are closely linked to financial and personal performance. The total rewarding aim is to drive business success through total reward programs that attract, motivate, reward and retain good and high performers. Emphasis is also placed on team and individual accountability. The principles of total rewarding apply to all Amer Sports employees. The individual performance is evaluated in an annual performance discussion and is mutually agreed between the employee and the direct manager, and in case of the President and CEO, the performance is evaluated by the Board of Directors.

At Amer Sports the total rewarding components are base pay, benefits, annual incentives and long-term incentives. Base pay forms the basic element of compensation and takes into account particularly the role content and demand of the role. Benefits are part of Amer Sports total rewarding and the principles follow local practices. Local practices consist of taxable and non-taxable benefits.

The purpose of Amer Sports annual incentive programs is to drive the company's growth and profitability and to support the realization of company's business strategy. Annual incentives reward employees for achieving business success through company's financial targets as well as personal accomplishment through individual targets. The weighting of the financial targets of the overall target setting is higher in the executive roles. The participation in an annual incentive program is role dependant and is the most extensive incentive system in terms of personnel covered.

The long-term incentives at Amer Sports have strategic focus at Group level and concentrate on share-price development. The long-term incentives programs are governed by the Board of Directors. There are a limited number of executives participating in long-term incentive programs, and all participants are nominated by the President and CEO and approved by the Board of Directors. At the end of the year 2009, there were three long-term incentive programs in place:

HidX deidc egdgVb h YZhcZY id hjeedgi iZ achievement of long-term strategic objectives and to build shareholder value. The number of people in management within Amer Sports who came within the scope of stock options at the end of 2009 was 8 under the 2007 program.

6 hVgZWVhZY cXZcikZ eaVcdg Zn ZmZXjikZh lVh established in 2007. The Amer Sports' share-based incentive plan is targeted for the company's key personnel. The plan's reward was paid in 2008 in part as Amer Sports' shares and partially in cash. The cash payment covers taxes and tax-related costs arising from the reward. During 2009, there were two new participants in the plan who received the reward and the cash payment. Of the shares, 25% will be transferable as of April 2010, 25% as of April 2011, and 50% as of April 2012. The rewards paid based on this plan corresponded to a maximum value of approximately 400,000 Amer Sports

Corporation shares. At the end of the financial year the plan covered 22 people.

6 YZZggZY XVh adciZgb cXZcikZ egdgVb iVi seeks to elicit commitment from key executives. The program encourages the achievement of the annual plan. Its result is tied to the three-year trend in shareholder value. At the end of 2009, 92 members in management tasks at subsidiaries came within the scope of the program.

LONG-TERM REMUNERATION PROGRAMS

2007 Warrant Program

The 2007 warrant program comprises 1,500,000 warrants which entitle Amer Sports' key employees to subscribe for a maximum of 1,500,000 shares. Of such warrants, 500,000 are marked with the symbol 2007A, 500,000 are marked with the symbol 2007B and 500,000 are marked with the symbol 2007C. Initially, all warrants were issued to the company's fully-owned subsidiary for allocation to key employees in the future. The 2007A, 2007B and 2007C warrants were not allocated to key employees since Amer Sports' financial targets set by the Board of Directors of the company were not reached in 2007, 2008 and 2009, respectively.

Share-Based Incentive Plan

On January 14, 2007, the Board of Directors resolved to establish a share-based incentive plan for Amer Sports' key employees. In order to participate in the plan, each key employee was required to purchase shares up to the amount corresponding to one-half of the reward that was allocated to him/her. The plan's rewards were paid in 2008 partially as shares and partially in cash. The cash payment covered taxes and tax-related costs arising from the reward. Of the shares rewarded to employees under the plan, 25 percent will be transferable as of April 2010, 25 percent as of April 2011, and 50 percent as of April 2012. The rewards from the share-based incentive plan correspond to a maximum value of approximately 400,000 shares. At the end of 2009, 22 key employees were covered by the share-

based incentive plan and they have received in total 102,800 shares before the recent rights offering.

On March 3, 2009, the Board of Directors decided to transfer the shares used for the Group's key personnel's share-based incentive plan to its fully-owned subsidiary, Amer Sports International Oy for allocation to key employees in the future. As at financial year end, Amer Sports International Oy owned 334,900 shares including the shares that have been returned to Amer Sports International Oy during 2009, by persons who no longer participate in the plan, are taken into account. Of the shares owned by Amer Sports International Oy, 89,900 shares are available for allocation to key employees.

The terms and conditions of the share-based incentive plan do not contain any provisions regarding the impact of the offering on the plan. On September 17, 2009, the Board of Directors of the company resolved to supplement the terms and conditions of the share-based incentive plan to the effect that the subscription rights that will be allocated for the shares rewarded under the plan will be released from the transfer restriction. In addition, the Board of Directors of the company resolved that such released subscription rights shall be used to subscribe for offer shares by the participants of the plan and that the company will pay to the participants of the plan, as a salary, an amount corresponding to the subscription price for such offer shares together with any tax obligations arising as a result of the payment. The offer shares subscribed for in the offering are subject to the transfer restrictions on the same terms as shares that have already been re-awarded under the plan. To the extent the subscription of offer shares is not possible due to legal restrictions, subscription rights received on the basis of shares that have been re-awarded under the plan are released from the transfer restriction on sale by participants of the plan. Those participants of the plan who were not able to subscribe for offer shares in connection with the offering due to legal restrictions, were re-awarded such additional amounts of shares

as is necessary to keep them in an equal position with the other participants of the plan. Such amounts have been determined by the Board of Directors of the company and Amer Sports International Oy has transferred the shares to such participants of the plan. There were 60,236 additional shares subscribed to the plan participants in connection to the recent rights offering and 7,300 shares were transferred to those participants who were not able to subscribe to shares due to legal restrictions.

PENSIONS

Executives in Finland participate in the standard statutory Finnish pension system called TyEL. According to the statutory pension system, base pay, taxable benefits and annual incentives form the pensionable earnings. Acting President and CEO, Executive Vice President and CFO, has an early retirement agreement of 60 years. Executives in other countries participate in local pension systems applicable in each country. More in the financial statements on pages 96–97.

PRESIDENT AND CEO

In 2009, total compensation paid to the President and CEO amounted to EUR 0.9 million, of which incentives tied to profits and other objectives accounted for EUR 0.1 million.

The terms and conditions of the President and CEO's employment are defined in a written executive agreement that has been approved by the Board of Directors. Under the agreement, the President and CEO may retire at the age of 60, with a pension payable at a 60 percent salary rate. Both the Company and the President and CEO must provide six months' notice to terminate the President and CEO's employment contract. Should Amer Sports give the President and CEO notice of termination, he must be paid his salary for the duration of the notice period and severance pay.

Roger Talermo served as President and CEO from 1996 until 22 December, 2009 and was also a member of the Board of Directors between 1996 and 2008.

Pekka Paalanne is acting President and CEO of Amer Sports from December 22, 2009 until March 31, 2010. Heikki Takala will be the President and CEO of Amer Sports from April 1, 2010.

**REMUNERATION OF THE BOARD OF DIRECTORS
AT DECEMBER 31, 2009**

	Euros	Shares
Ilkka Brotherus	50,000	2,531
Martin Burkhalter	40,000	2,025
Christian Fischer	40,000	2,025
Hannu Ryöppönen	40,000	2,025
Bruno Sälzer	40,000	2,025
Anssi Vanjoki	80,000	4,050
Pirjo Väliäho	40,000	2,025
TOTAL	330,000	16,706

SALARIES, BENEFITS AND INCENTIVES PAID AT DECEMBER 31, 2009

Euros	Salaries and compensation	Incentives	Total
CEO and President	766,237	112,534	878,771
Members of the Executive Board*)	2,718,654	484,885	3,203,539
TOTAL	3,484,891	597,419	4,082,310

*1 Pekka Paalanne has an early retirement agreement of 60 years. Terhi Heikkinen, Jean-Marc Pambet and Bernaud Millaud were elected as EXB members on June 15, 2009, and Antti Jääskeläinen on December 1, 2009.

SHAREHOLDING AND WARRANTS AT DECEMBER 31, 2009

Pcs	Members of the Board of Directors	President and CEO	Other management	Total
Shares	2,730,545	52,000	123,623	2,906,168

SHARES OF PUBLIC INSIDERS AT DECEMBER 31, 2009

	Shares (direct ownership)	Circle of acquaintances and controlled corporations
Board of Directors		
Ilkka Brotherus	2,681,179	10,250
Martin Burkhalter	5,091	
Christian Fischer	5,091	
Hannu Ryöppönen	3,375	14,175
Bruno Sälzer	5,091	
Anssi Vanjoki	23,416	
Pirjo Väliäho	7,302	
Management		
Paul Byrne	0	
Chris Considine	7,150	
Thomas Ehrnrooth	22,500	
Terhi Heikkinen	0	
Thomas Henkel	12,525	
Tommy Ilmoni	15,000	
Antti Jääskeläinen	0	
Kristiina Kemetter	12,025	
Bernard Millaud	6,875	
Pekka Paalanne	52,000	
Jean-Marc Pambet	6,875	
Juha Pinomaa	5,850	15
Michael Schineis	10,000	
Jussi Siitonen	332	
Vincent Wauters	24,491	
Auditor		
Jouko Malinen	0	
TOTAL	2,906,168	24,440
% of shares	2.39	
Including circle of acquaintances and controlled corporations	2,930,608	
% of shares	2.41	
Roger Talerio	74,500	