

Statement of Non-Financial Information

Amer Sports is a sporting goods company with internationally recognized brands including Salomon, Arc'teryx, Peak Performance, Atomic, Mavic, Wilson, Suunto and Precor. The company's technically advanced sports equipment, footwear and apparel improve performance and increase the enjoyment of sports and outdoor activities. The Group's business is balanced by its broad portfolio of sports and products and a presence in all major markets.

Amer Sports' strategy is based on five strategic cornerstones which will enable the company to achieve its ambitions and financial targets. The strategic cornerstones are: Clear portfolio roles and business synergies, Faster growth in softgoods, Winning with consumers, Winning in go-to-market, and Operational excellence.

Amer Sports' strategy emphasizes excellence in consumer-centric product creation. Through continuous research and development, Amer Sports seeks to develop new and better sporting goods, services and experiences that appeal to both consumers and trade customers. Amer Sports aims to ensure the quality and safety of products, make products durable while improving efficiency, and, with actions related to these areas, meet the expectations of its stakeholders and strive for continuous improvement.

Amer Sports' global operations encompass business functions from product development to product sourcing, manufacturing and outbound logistics. Reliable, efficient and timely supply chain management and operations are important elements of the Group's strategy.

Amer Sports sources a significant proportion of its products from suppliers located throughout Asia, and the company is committed to socially responsible sourcing practices. Amer Sports manufactures approximately 24% of its products itself, approximately 12% is produced by partially outsourced vendors, and approximately 64% of the production value is outsourced.

The Amer Sports Sourcing Office in Hong Kong is responsible for monitoring and improving social compliance of its global suppliers, vendor qualification, product industrialization, contract management, price negotiations, procurement process, optimization and export administration for Amer Sports Group.

The Amer Sports Code of Conduct (available in 14 languages) defines the major principles of the company's business conduct, and Amer Sports expects its business partners to adhere to a code of conduct that is consistent with its own. The content of the Code of Conduct focuses on the promises to consumers, shareholders and business partners and refers to International Labour Organization (ILO) standards and the United Nations' Universal Declaration on Human Rights. Code of Conduct aspects include product safety, responsible marketing, accurate and transparent information, safe, fair and healthy workplace for employees, environment, antitrust and competition law, conflicts of interest, anti-corruption and bribery, privacy, financial reporting, protection of confidential information, and compliance with all laws and regulations.

PRODUCT COMPLIANCE

Amer Sports is fully committed to international, regional or country-specific laws and regulations that limit the chemical contents of the materials used in the Amer Sports products. To protect the environment and consumers' health, Amer Sports' Restricted Substance List (RSL) goes beyond law and regulations. Additionally, Amer Sports has included ethical sourcing guidelines (related to e.g. animal welfare and country of origin of conflict minerals) in its RSL Policy. Amer Sports categories have developed further their category-based RSLs.

Existing and new suppliers of Amer Sports brands, as well as Amer Sports' own manufacturing facilities, are required to adhere to the RSL Policy. Amer Sports requires the adherence to this policy to be documented through written confirmation and chemical test certificates from accredited third-party test laboratories (e.g. SGS, Intertek). In case test reports reveal non-compliance, production of affected materials will be stopped, non-compliant materials will be destroyed, and replacement products with compliant alternative materials will be produced at suppliers' expense. Amer Sports reserves the right to conduct random audits to ensure compliance with its RSL Policy at any time. These audits will be executed either by Amer Sports staff or authorized representatives.

The Apparel & Gear category has published its RSL as a part of the Amer Sports bluesign membership, and the Footwear category's RSL has been published as part of its annual review process. Amer Sports plans to complete the RSL policy for all other categories in the near future.

HUMAN RIGHTS AND ANTI-CORRUPTION AND BRIBERY

The Amer Sports Ethical Policy sets out the core values of the sourcing operations. The company expects its suppliers to operate according to the principles in its Ethical Policy, which is embedded into the supplier agreement and signed by suppliers confirming their compliance with the Policy. The Ethical Policy requires that suppliers do not engage in the giving or receiving, directly or indirectly, of bribes, kickbacks, or other illicit payments or improper benefits intended to achieve business advantage or financial gain. Amer Sports expects its sourcing partners to respect human rights in the spirit of internationally recognized social and ethical standards, including the International Labour Organization (ILO) Standards and the United Nations' Universal Declaration on Human Rights, and to prohibit corruption and bribery. The Amer Sports Ethical Policy is aligned with the Fair Labor Association's Code of Conduct, and it is available in 24 languages.

To ensure that Amer Sports' business partners and its own manufacturing facilities are in compliance with the Amer Sports standards, the company has implemented a Vendor social and labor monitoring program. Under the program, existing and new suppliers of Amer Sports brands as well as Amer Sports' own manufacturing facilities are audited by a third-party audit company. The main features of the Amer Sports Social Compliance approach are:

- Amer Sports Vendor Sustainability team, located in Hong Kong, provides training on the Amer Sports standards defined in the Amer Sports Ethical Policy and the audit procedures. This is part of the vendor onboarding process.
- Amer Sports has commissioned third-party auditors from Bureau Veritas or UL Responsible Sourcing Inc. to conduct regular social and labor compliance audits in helping

sourcing partners comply with labor regulations, industry standards, and health and safety practices in workplaces.

- If improvement opportunities are identified in an audit, corrective action plan has to be developed by vendors with a re-audit before the next order will be placed. In case of systemic issues, Amer Sports also collaborates with industry peers in developing joint corrective action plans for improvements, e.g. the Better Factory Cambodia initiative.
- Amer Sports follows regularly the Vendors' social labor performance and their sourcing scores. The scores are part of both strategic vendor development plans and the regular monthly performance review cycles. The audit findings are categorized into different risk levels indicating the priorities of the corrective actions to be taken. Facilities have to perform a root cause analysis of the audit findings and develop corrective action plans to improve their performance.

To develop its monitoring programs and improve its suppliers' performance, Amer Sports is a member in several non-governmental organizations. Amer Sports has been a full member of the Sustainable Apparel Coalition (SAC) since 2018 and a signatory of Social Labor Convergence Project (SLCP), which is a multi-stakeholder project aiming to improve labor conditions in the apparel and footwear industry.

Wilson Sporting Goods Company is a Category B licensee of Fair Labor Association (FLA). As a parent company of Wilson, Amer Sports engages in the FLA's due diligence process including the third-party assessment by FLA for facilities and review of Amer Sports' social compliance program.

Amer Sports collaborates with Better Work, an International Labour Organization (ILO) program, in different capacity building activities for our vendors. The collaboration includes the Better Factory Cambodia initiative. Additionally, it provides access to Better Work's working conditions assessment reports and coaching and training plans and facilitates monitoring the improvement progress done by Better Work at facilities.

Arc'teryx collaborated with SMART Myanmar to support our vendors in the country in sustainable production of social responsibility projects. Arc'teryx also collaborated

Production (%)	2018*	2017	2016
Sourcing	64	64	64
By partially outsourced vendors	12	13	13
Own production	24	23	23

Suppliers' employees in audited factories	2018*	2017	2016
Suppliers' employees in audited factories	161,458	116,457	123,016
Number of countries where suppliers' employees in audited factories are located	22	20	17

Suppliers covered by Supplier Code of Conduct (%)*	2018*	2017	2016
Purchase value from suppliers with signed supplier CoC	96	94	93

*1 Including Peak Performance vendors

Audits	2018*	2017	2016
Factories audited ¹⁾	153	129	133
Audit visits by external third party	127	121	110
Remediation visits by Amer Sports' CR team	52	64	56

Breakdown of audit findings (%)	2018*	2017	2016
Monitoring & documentation	5	5	5
Human rights	3	2	2
Compensation & benefits	11	10	11
Working hours	14	14	12
Fire safety	17	23	27
Operation & machine safety	38	31	30
Environmental & chemical safety	12	15	13

Audited purchasing volume (%)	2018*	2017	2016
Audited purchasing volume of purchase turnover forecast ²⁾	97.5	98.4	96.3

Breakdown of supplier turnover by country risk ³⁾ (%)	2018*	2017	2016
High risk countries (of total supplier turnover)	96	93	93
Low risk countries (of total supplier turnover)	4	7	7

*1 2018 figures include Peak Performance

¹⁾ Some factories were visited more than once in 2018

²⁾ Peak Performance does not perform audits on low-risk countries_

³⁾ Country risk level referring to BSCI (Business Social Compliance Initiative) definition 2018

with Business for Social Responsibility (BSR) and kicked off a HERproject in Myanmar to support vendors in educating female workers on health, financial inclusion and gender equality topics. This initiative helps unlock the full potential of women working in the country. Both projects are expected to complete in 2019/2020.

Peak Performance is a member of amfori BSCI (Business Social Compliance Initiative) program. Amfori is a global business association for open and sustainable trade. Its vendors are monitored under the BSCI audit program and their working conditions performance is tracked over time. Peak Performance is also committed to improving building safety in Bangladesh. It is a signatory brand of the Accord on Fire and Building Safety in Bangladesh. In 2019, Amer Sports will explore how Peak Performance's audit programs can be integrated into existing Amer Sports processes.

Product compliance and environmental sustainability have been added to the responsibilities of the Vendor Sustainability department within Amer Sports Operations in order to provide holistic support to sustainability.

Amer Sports has several key performance indicators to track how the social and labor compliance audits have improved the suppliers' performance related to human rights, working conditions, and prohibition of corruption and bribery.

Improvement is tracked by providing examples of the progress within 5 plus years out of the KPIs.

ENVIRONMENT

Amer Sports is committed to reducing the environmental impact of its products and operations through the use of methods which are responsible and economically sound. Amer Sports strives to continuously improve its performance and assess the environmental impacts of its decisions. To guide its Group-wide actions, Amer Sports has created its Environmental Guidelines to outline the commitment to reduce the environmental impacts of its operations.

Amer Sports brands and categories have many approaches on how they work to reduce their environmental impact, based on their environmental policies defined in the ISO certifications. Salomon and Mavic have ISO 14001 environmental certification and ISO 50001 certification for the energy management system in their Design Center in Annecy,

France. The ISO 50001 standard supports organizations in all sectors to use energy more efficiently.

Suunto has ISO 14001 environmental certification for its headquarter and manufacturing facility in Vantaa, Finland. The ISO 14001 standard provides a practical tool to manage environmental performance and it is based on the principle of continuous improvement of environmental performance by monitoring and controlling the impacts linked to the company's activities. In 2018, Suunto joined in Mission2020.org, a dive industry initiative, to take care of oceans.

Precor has an Environmental Management Policy statement that has established objectives to identify the environmental aspects and significant impacts of its business, expanding its recycling program, leveraging

innovative programs and achieving a zero landfill status, as well as reusing steel and aluminum in the production of machined components.

Amer Sports has also defined its Circular economy principles. Circular economy is about closing the loop in business, for instance, using resources in a way that they are kept in circulation. This will reduce waste, increase resource productivity and help reduce environmental impacts, in line with Amer Sports environmental guidelines. The Amer Sports Circular Economy Principles include Product Lifecycle, Resource Efficiency, Durability & Repair, Business Models, and End of Use.

In 2018, Salomon, Arc'teryx and Peak Performance signed the United Nations' Charter for Fashion industry. The

Energy consumption (kWh)	2018	2017	2016
Total energy consumption within the organization ^{*)}	110,784,889	106,403,196	101,127,451
Total non-renewable energy ^{*)}	94,563,896	90,958,641	85,837,783
Total renewable energy ^{*)}	16,220,993	15,444,555	15,289,668
Reduction of energy consumption, % ^{*)}	4.1%	5.2%	1.6%

^{*)} Minor corrections were made as new and more accurate data became available.

Emissions intensity (tCO ₂ /mEur)	2018	2017	2016
Emissions intensity ratio	16.62	16.73	16.81

Waste (t)	2018	2017	2016
Recycling & reuse	5,980	5,309	5,727
Composting ^{*)}	64	62	64
Incineration (mass burn)	1,093	1,024	1,094
Landfill ^{*)}	3,873	2,508	2,012
Hazardous waste	n/a	n/a	n/a
Total amount of waste	11,010	8,903	8,897
Waste recycled or reused (%)	54%	60%	64%

^{*)} Minor corrections were made as new and more accurate data became available.

2018 data was collected for the Q1-Q3 period and extrapolated to calculate the full-year dataset. Peak Performance data is integrated in the environmental figures for half year only.

Charter addresses several climate change issues ranging from decarbonization of the production phase, selection of climate-friendly and sustainable materials, low-carbon transport, improved consumer dialogue and awareness, working with the financing community and policymakers to catalyze scalable solutions, and exploring circular business models. Signatories are committed to the Charter's target and provide their support by participating as active members in the Charter's working groups.

As a full member of Sustainable Apparel Coalition (SAC), Arc'teryx continued working closely with the organization in driving environmental sustainability, e.g. cooperation in developing the Higg Facility Environmental programs (FEM). FEM is a tool to measure the environmental performance of vendors including Environmental Management System, energy, water use, wastewater, air emissions, waste, and chemical management. The company uses the Higg score to benchmark and drive improvements at its vendors. To initiate the improvement process in terms of environmental sustainability, Arc'teryx provided training workshops for its vendors in assisting them to adopt Higg FEM. More than half of the Apparel and Footwear finished goods vendors have registered to the Higg FEM in 2018, and the program has been implemented by some of its raw materials vendors.

Amer Sports measures its performance in environmental impacts with key performance indicators, and aims to continuously reduce the environmental impacts of its operations.

Improvement is tracked by providing examples of the progress within 5 plus years out of the KPIs.

SOCIAL AND EMPLOYEE MATTERS

Amer Sports' People Strategy aims to ensure sustainable business success, and it is aligned with the Group strategy, business initiatives, and selected focus areas. People Vision defines passion and professionalism as sources for great performance and productive engagement.

Amer Sports is committed to providing opportunities for continuous development and learning for all its employees since passionate and capable people perform and excel. The

company evaluates and develops the company's strategic capability areas systematically in order to drive organizational and personal growth and effectiveness.

Amer Sports has a 'Strategy, Structure and Capability Review' practice in place in all its entities to ensure alignment between company strategy and their structure, people and culture. The main focus currently is to increase the organization's digital capability, and the long-standing aim is to enable resource fluidity through agile resource management actions as well as to increase transparency for future capability and resourcing needs.

High performance culture is enforced through coaching dialogue and motivational pay & performance management processes. Amer Sports cascades its vision and strategy to organizational levels through our performance management process 'Coaching for Success'. This process provides employees with the opportunity to have a one-to-one performance & development discussion with the manager / team lead and encourages an ongoing feedback dialogue.

In 2017, the Coaching for Success process was completed for 74% of total workforce. Amer Sports targets continuously to improve its Coaching for Success quality and completion and have all Amer Sports employees covered in the global Human Resources performance process. The 2018 Performance Review through Coaching for Success is being completed during Q1 2019.

Organizational dialogue and employee engagement is also fostered through a renewed employee engagement assessment executed in 2018 with the 'Pulse Survey' across all Amer Sports entities. 87% of all invited employees provided their feedback. A coordinated follow-up dialogue across the Group aims at further driving employee engagement and at greater business and performance impact and investment pay-out.

Talent engagement and retention is enabled through systematic talent management and succession planning practice. In 2018, Amer Sports maintained a strong focus on building and scaling capabilities to support the strategy of profitable growth.

ETHICS

The Amer Sports Code of Conduct defines the major principles of the company's business conduct. Success in competition requires determination to win, team spirit, fair play and innovation, and these values guide the company's operations around the world. Every Amer Sports employee is responsible for his or her own behavior, acting with integrity, and observing the highest standards of business ethics.

To familiarize and understand the content of the Code of Conduct and also to ensure awareness of anti-corruption and bribery, Amer Sports has established an e-learning test, which is part of the onboarding process, and all new employees are asked to take the Code of Conduct e-learning test. The Code of Conduct e-learning test covers product safety, responsible marketing, accurate and transparent information, safe, fair and healthy workplace for employees, environment, antitrust and competition law, conflicts of interest, anti-corruption and bribery, privacy, financial reporting, protection of confidential information, and compliance with all laws and regulations. The Code of Conduct is available in 14 languages. Company employees are the most important source of insight for revealing a possible misconduct that needs to be corrected. Amer Sports has an ethics and compliance system, an online channel provided for this purpose. Employees may make reports anonymously through the ethics and compliance channel.

Amer Sports will confirm a process to track the annual % of the Code of Conduct completion coverage, out of all of its own employees, and targets to continuous improvement and progress in Code of Conduct completion.

RISKS AND RISK MANAGEMENT

The Board of Directors approves and endorses the company's Risk Management Policy that defines the objectives, principles, processes and responsibilities concerning risk management at Amer Sports. The Board of Directors and the Audit Committee review the Policy annually and ensure that the risk management activities are aligned with the Policy.

The Risk Assessment is performed by Business Units and Group Functions. A risk universe provides a structure to the process that assesses Financial, Operational, Compliance and Strategic risks. Specific risk categories cover Governance, the Code of Conduct, and Regulatory type of risks, such as corporate social responsibility risks,

health, safety and environmental risks. The risk management process includes risk identification, assessment, control, communication, and monitoring.

Risks are reviewed and assessed annually by the Executive Board, which also conducts an annual risk management mapping and assessment at Group level. Risk reporting is integrated into the annual meeting cycle of the Board of Directors and the review is reported annually to the Audit Committee. Risk reporting is also integrated into the monthly operational, strategic and functional reviews.

When assessing relevant risks, both the financial impact and the probability for the risk to occur are assessed to give guidance in the final risk ranking. When deciding on the final prioritization, also possible mitigating actions are considered.

Statement of non-financial information signatures

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