



2019 ANTA Investor Day

ANTA Group Opening Speech

James Zheng

Executive Director and President of ANTA Group
Executive Director of Amer Sports

11 December 2019

ANTA and Amer Sports Jointly Establish World Class Sportswear Group



ANTA Group Maintains Rapid Growth this Year



Mission and Vision of ANTA Group



Mission

To bring the transcendent sports spirit into everyone's daily life.

Vision

To become a respected world-class, multi-brand sportswear group.

Strategic Chart of ANTA Group



To become a respected
world-class, multi-brand sportswear group

Performance Sports Brand Group

ANTA



China's top professional sportswear brand

ANTA Kids



To become the top brand of global children's sportswear

AntapluS

AntapluS

The brand-new fashion sportswear brand launched by ANTA Group

Sprandi



The most well-received comfortable athletic footwear

Fashion Sports Brand Group

FILA



International high-end sports fashion brand

Kingkow



Mid-to-high-end kidswear brand

Outdoor Sports Brand Group

DESCENTE



Top brand of High-end cross-training, female sportswear and skiing

KOLON SPORT



To become an international brand with largest market share in China's outdoor sportswear market

Amer Sports



Strategic planning
Organization adjustment
Business integration

Online retail platforms (leading position) + **Offline retail platform** (sales model integration and implementation, integration of new brands)

Supply chain platform (sales model integration and implementation)

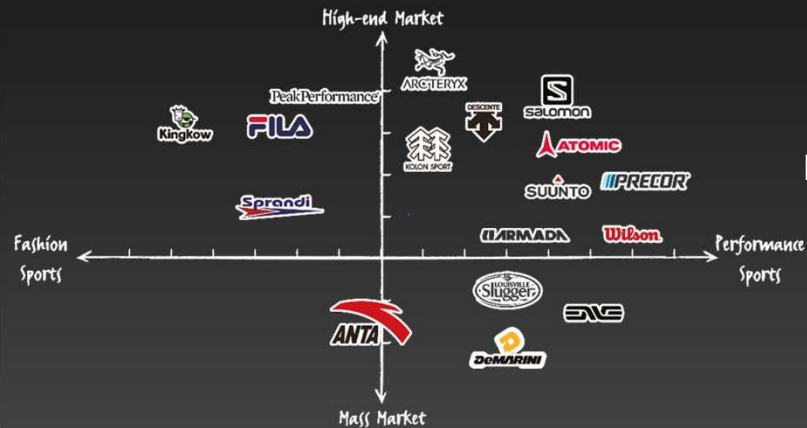
Enhancing the Group's core capacity

Improvement of organization

Enhancing IT and big data capacity

Multi-Brand, Omni-Channel, Full Coverage Strategy

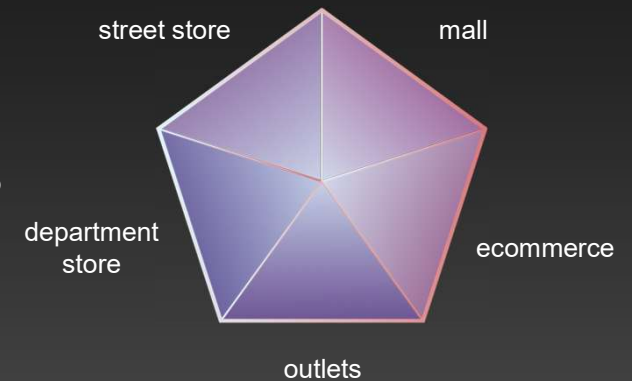
Multi-brand



Full consumer coverage



Covering all sales channels



Four Rationales for ANTA's Acquisition of Amer Sports



“To make ANTA become a global sportswear company”

As an important step towards globalization

Fitting ANTA's “Multi-brand ”strategy

Complementary to ANTA Group's product categories

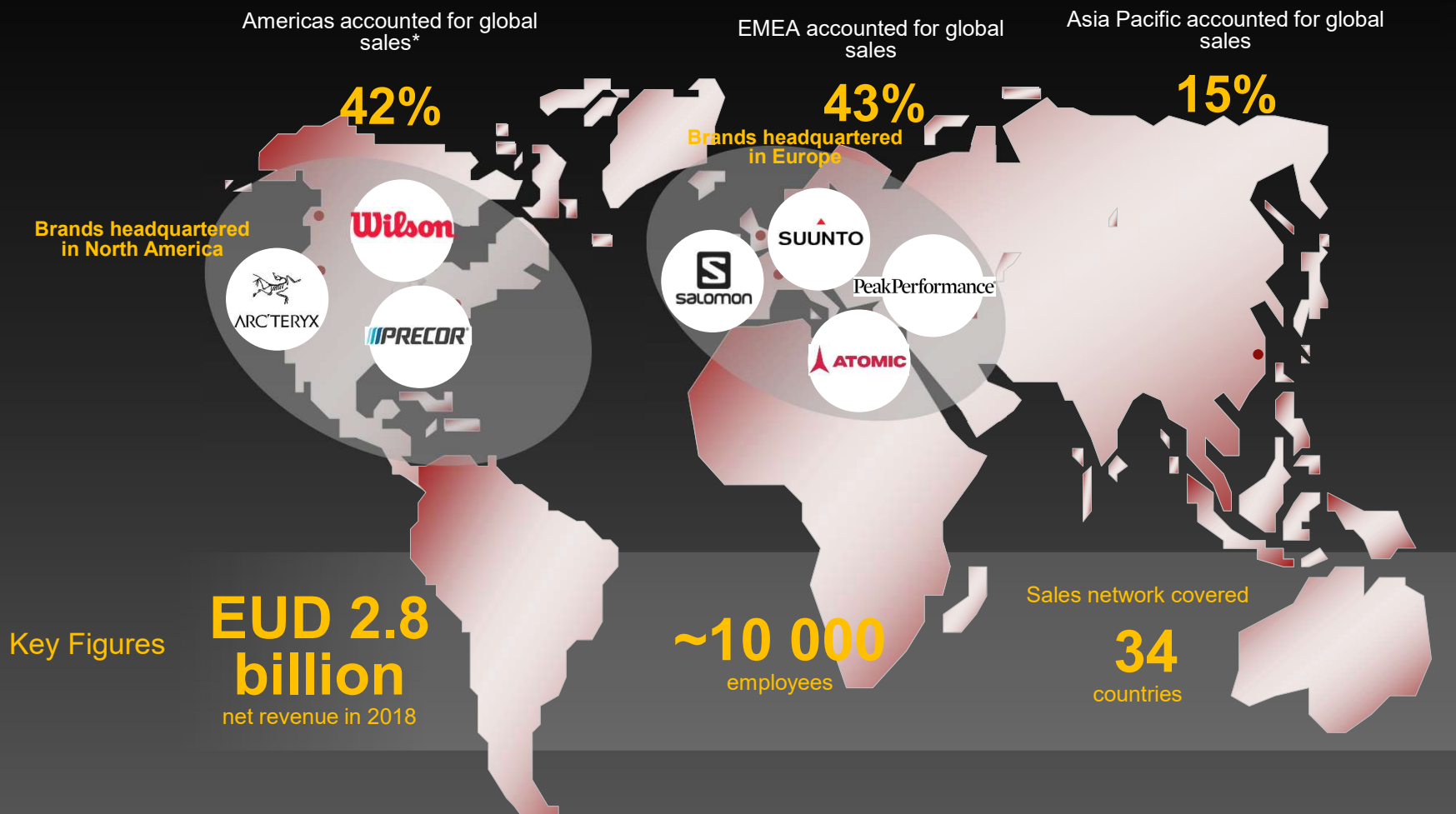
Huge rooms for growth in China

The China business of Amer Sports only contributed 5% of revenue now

Professional sports brand with high quality

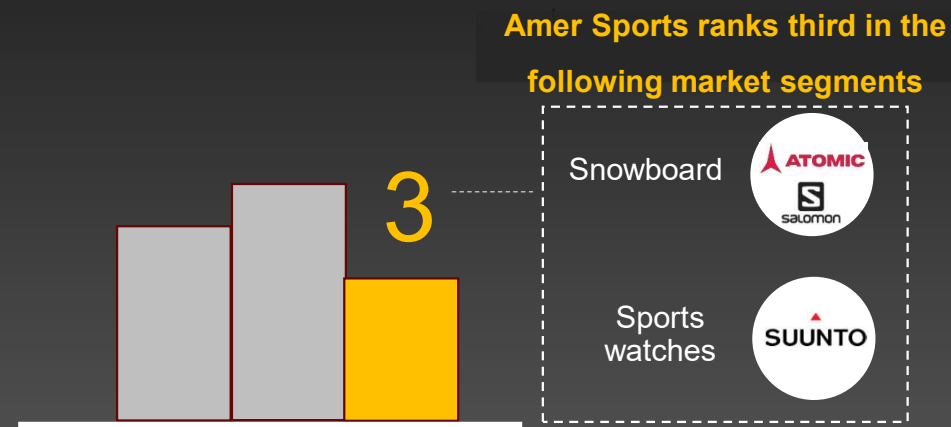
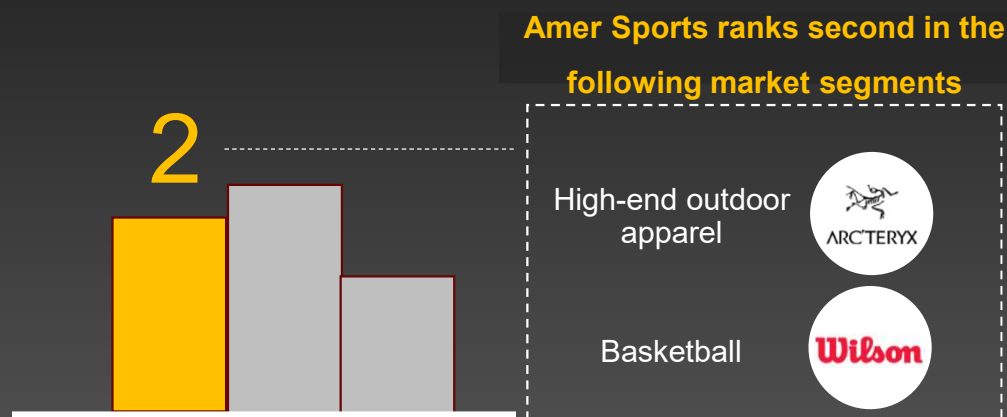
Leading position in the respective market segments

Amer Sports is an International Sportswear Company



Note: 2018 revenue amount

Amer Sports as Global Leader in the Niche Markets



Amer Sports' Situation Prior to the Acquisition

1 **Good brands**

Professionalism and good reputation

2 **Small scale**

No single brand with revenue over EUR 1 billion

3 **Slow growth**

Consistent single-digit growth in the past decade

4 **Wholesale
focus**

Wholesale-focus business model with a low DTC portion

5 **Scattered
shareholdings**

Diversified shareholdings without major shareholders

Review of ANTA and Amer's Collaboration

Amer Sports received letter of intent from the Chinese consortium led by ANTA



2018.09

2018.12



The consortium made a voluntary recommended cash Tender Offer for all of the issued and outstanding shares in Amer Sports with the offer price at EUR 40 per share; ANTA holds 58% stakes on the acquisition structure

The consortium received the required approval for the completion of the Tender Offer



2019.02



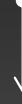
Consortium announced the completion of the acquisition of Amer Sports

2019.03



Amer Sports' new board of directors is established

2019.04



Amer Sports Corporation applied for delisting of its shares from Nasdaq Helsinki, effective on 4 Sep

2019.08



During the acquisition, ANTA Group and other members of the consortium shared the same vision and worked together to successfully complete the acquisition



In April 2019, Amer's new Board was established



The Consortium Led by ANTA Adopted a Series of Proactive New Measures after the Acquisition

- 1 Refresh on Amer's Growth Strategy** 

With the assistance of BCG, consortium and management worked together to develop Amer's 5-year growth strategy
- 2 Revamp GTM Approach** 

Restructured the GTM organizations globally, transforming from GTM for a brand portfolio to GTM with a single focus
- 3 Focus on Softgoods** 

Focus on the development of softgoods, aim to achieve >50% mix of revenue in future
- 4 Retail Transformation** 

Accelerated the transformation from wholesale model to retail model, DTC revenue mix to reach 30% in future


The Consortium Led by ANTA Adopted a Series of Proactive New Measures after the Acquisition (Cont'd)

- 5 Accelerating retail IT system update**
Integrate ANTA Group resources to accelerate global retail SAP & POS system update
- 6 Accelerate the China market**
Revenue from China market will increase from 5% of total in last year to 15% in the future
- 7 New management incentives**
New management incentive scheme with a focus on long-term value creation
- 8 Strategic guidance**
New board of directors appointed by ANTA Holdings' consortium will provide strategic guidance to Amer Sports' management



Amer Sports' Business and Management have Maintained Stable and Good Development After the Acquisition

Experienced management

AMER SPORTS LEADERSHIP TEAM (# of years = tenure at Amer/Brand)	
HEIKKI TAKALA President & CEO 10 Years	
Group functions	Brand Presidents
JUSSI SIITONEN Finance 10 Years	MICHAEL WHITE Salomon 14 Years
DELANEY SCHWEITZER Retail New recruit	SARA MOLNAR Peak Performance 3 Years
SEBASTIAN LUND HR 3 Years	MICHAEL SCHINEIS WSE / Atomic 26 Years
WILHELM KERL Operations 15 Years	HEIKKI NORTA Suunto 4 Years
	JON HOERAUF Arc'teryx 7 Years
	JOE DUDY Wilson 24 Years
	ROB BARKER Precor 24 Years

Maintained stable and good operations after the acquisition

- ✓ CEO and his key management team continue to lead the company
- ✓ Senior executives and core personnel of the brand stay in their positions
- ✓ Suppliers and customers maintain stable partnerships

Great Collaboration between Amer's Board and Management Team

Positive Feedback Mechanism

The Board sets clear aspirations and objectives

Management formulates growth strategy based on the directions, and are supported by the Board

Pre-acquisition evaluation on the business and people validated

Strengthened mutual trust by establishing good communication mechanism



ANTA and Other Members of Consortium Will Help Amer to Achieve Greater Success



Long-term stable track record

Superb operational management capability

All-rounded support from consortium

Strong executional capabilities

Unique and complementary capability combination



Strong brand portfolio

Exceptional craftsmanship and designs

Mature and strong management team

China market will be one of the major growth driver

Proportion of the business
2018

~5%

Proportion of the business
Future

~15%



Keep Moving

