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EMEA TMC client
conference

Transformational
outsourcing - How Amer
Sports leveraged
outsourcing to achieve
change

The Crystal, London
9-10 June 2015



Amer Sports in a nutshell

Amer Sports (www.amersports.com) is a sporting goods company with internationally recognized brands including Salomon, Wilson, Atomic, Arc'teryx, Mavic, 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 shares are listed on the NASDAQ Helsinki stock exchange (AMEAS).

CEO: Heikki Takala

CFO: Jussi Siitonen

VP Group Taxes: Richard Grotendorst

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The journey of Amer Sports

1. Initial investigation of compliance outsourcing options,
2. The critical elements for the business case
3. Transformational objectives for the Amer Sports tax department
4. How to partner with the service provider smoothly in day-to-day operations with Finance and Tax
5. The approach to implementation (resource requirements, timelines, costs, risks)
6. Management reporting, monitoring and its opportunities from a broader tax planning perspective; and
7. Potential pitfalls



Understanding Amer Sports' vision on tax compliance outsourcing



Transformational objectives for the Amer Sports tax function



The coordinated compliance operating model of Amer Sports



Change achieved from April 2013



- A **fully compliant and globally efficient service** with a clearly agreed governance model, embedded quality assurance and single points of contact for all services on a global and regional level;
- **Less effort** for tax resources to be allocated to compliance, facilitating more time and opportunities to focus on added value tax work that will help Amer Sports;
- **Efficient co-ordination** of the local services on a global and regional level;
- Control and **savings** in both the internal as external **cost of compliance** of the actual services through a focus on increased centralisation and automation;
- **A smooth transition**, carefully planned and managed by a team with substantial previous experience with a minimum of required effort on both Amer Sports' local as central tax/finance teams;
- **Central insight in tax data**, filing positions, risks, opportunities & recommendations through completed **Uniform Tax Memos** by the local Deloitte teams for selected entities and jurisdictions



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