

WFSGI

OFFICIAL PUBLICATION OF
THE WORLD FEDERATION OF
THE SPORTING GOODS INDUSTRY

COMMITTEE REPORTS



ENABLING BUSINESS GROWTH



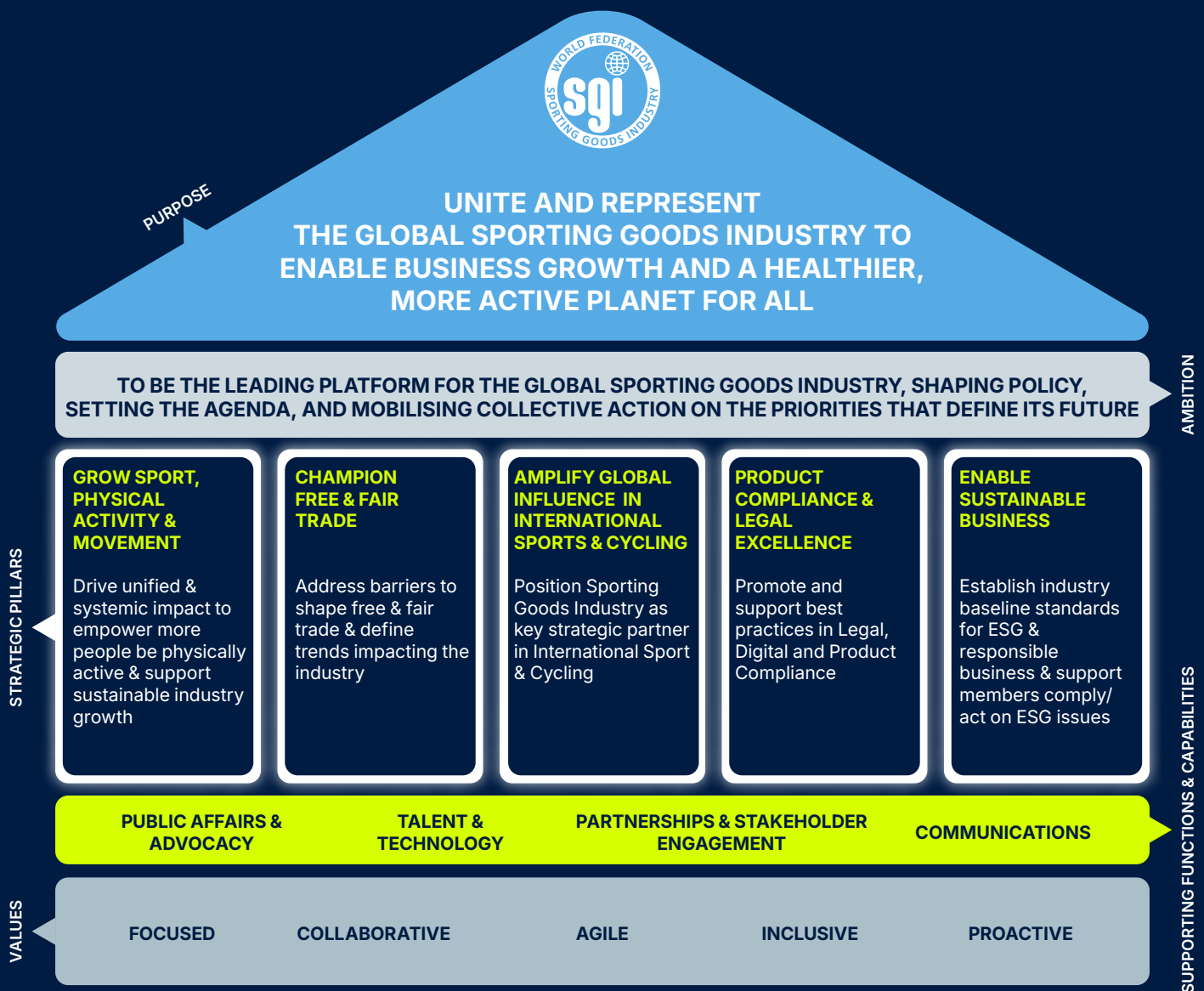
WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY

2025

WFSGI

STRATEGIC PLAN 2026/2029

2025 saw the development of a new WFSGI Strategic Plan with an updated Purpose, new Ambition, and expanded strategic pillars as a sustainable framework to continue growing and delivering for our members. The strategic plan is supported by the WFSGI values, with new cross functional support of Global Public Affairs and Advocacy and the continued development of internal and external Communications to articulate the board spectrum of work we do with and for members.



**WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY**

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MESSAGE

ANDY



As I reflect upon nearly four years as Chair of the WFSGI, I am struck by both the progress we have made and the way our business environment and broader world has changed in that time. It has been an extraordinary journey, and it is with deep gratitude and pride that I share this introduction to our 2025 WFSGI Annual Committee Report – a summary of the incredible work that our member-led committees are doing to move our industry forward.

2025 saw the conclusion of activities and reporting against our first Strategic Plan – a landmark in WFSGI's history. When the plan was created in 2023, it was more than a document; it represented a new era for the federation, crafted collaboratively by our Board, members, and secretariat. It provided clarity and direction, guiding our efforts to support members and deliver on our purpose to unite and support the global sporting goods industry to ensure a healthier more active planet for all.

Among the year's highlights was our first General Assembly to be held outside of Europe. With the support of CSGF and hosts Anta, we brought members to the heart of the China sporting goods industry in Xiamen while Victory Group showed us firsthand the innovation taking place across Guangzhou. We continue this global outlook in 2026 bringing our General Assembly to Boston, another hotbed of sporting goods' innovation, thanks to our member hosts New Balance.

There have been standout moments that elevate our work to tackle the physical activity crisis throughout 2025 starting with WFSGI's first appearance at Davos, moving through to the Sporting Goods Report with McKinsey and Company, and then launching our own industry-first WFSGI Physical Activity Impact Report at the World Health Assembly in Geneva. We have successfully positioned WFSGI at the intersection of sport, health, and policy at UNGA80 in New York and are now the first sports organisation to be admitted into Official Relations with the World Health Organization, the highest level for private sector representatives joining those entities representing F&B, pharmaceuticals and agriculture.

Doubling down on our physical activity and international sports work created an exciting environment to meet with the new President of the International Olympic Committee, Kirsty Coventry and explore working closer together on increasing participation, particularly youth. This engagement underscored the critical role WFSGI plays in the global sporting ecosystem, reinforcing our commitment to partnership and collaboration with leading organisations.

MESSAGE

ANDY

2025 also saw us navigate the complex landscape of trade and tariffs which demanded considerable attention and agility across the federation and led to a unique joint statement on access to sport with our colleagues at SFIA. There were clear trade wins in Indonesia and Mexico, thanks to government engagement, but we recognised that building robust global public affairs and advocacy capabilities were needed to serve the federation in the years ahead. Therefore, we have invested in talent and resources to ensure our unique industry messages are heard in key policymaking organisations.

None of these milestones would have been possible without the steadfast support of our members. Your passion, expertise, and commitment have animated every discussion, shaped every decision, and inspired every success. It has been a privilege to serve as your Chair, and I am deeply grateful for the trust you have placed in me during this incredible term.

As I pass the baton to the incoming Chair and Board, I do so with immense confidence in their leadership and vision. The work ahead is both exciting and vital. I wish Emma and the team every success as they guide WFSGI into its next chapter – building on these foundational years.

My commitment to WFSGI and the broader sporting goods industry remains unwavering. I will continue to advocate for our shared interests and celebrate the achievements of this remarkable federation. Together, we have demonstrated that unity and purpose can overcome challenges, and I look forward to seeing WFSGI flourish in the years to come.

Andy Rubin
WFSGI Chair

MESSAGE

EMMA



As we look back on 2025, I am proud to share with you the year's Committee Reports closing of our federation's first Strategic Plan and to thank all of you for your continued support and confidence in the WFSGI team.

A portion of the second half of the year was dedicated to reviewing priorities and consulting with members on the challenges, opportunities and changing needs of our industry. As part of this work, we have refreshed our purpose to place business growth firmly at its centre. This evolution reflects what you have consistently told us: that WFSGI must continue to be a catalyst for industry success while strengthening our collective voice across global institutions and reinforcing our unique value proposition that we are the industry that moves the world.

Our 2026 to 2029 Strategic Plan focuses on sharpening our impact, deepening collaboration, and ensuring that our work continues to create meaningful value for you.

Our impact in International Sports reached new highs last year thanks to a deepening relationship with World Athletics and our MOU implementation as we actively supported innovation in footwear in line with federation regulations. Meanwhile the Road to the Games athlete storytelling project extension with the IOC for Milano Cortina and LA28 continues to ensure that participating member brands can celebrate their athletes when it matters most. The success of Paris showed us the importance of reaching new audiences with Olympic and Paralympic sports and we are focused on ensuring that we do not return to the time where brands are required to go silent exactly when their athletes need them and their storytelling the most.

Another area where our momentum has been especially visible is under our Physical Activity pillar. In 2025, we accelerated our efforts launching the Physical Activity Impact Report at our first World Health Assembly side event, elevating both the role of physical activity in global health conversations and showcasing the amazing work member brands are already doing to drive an active future. We must continue to engage and mobilise other stakeholders in the broader sport ecosystem if we are to halt or reverse the rising physical inactivity tide. That work continued as we supported efforts to ensure that physical activity was embedded into the final wording of the UN General Assembly's Political Declaration on Non-Communicable Diseases.

Even in the challenging business environment that exists today, the importance of our Physical Activity work now is critical to the future growth of our industry. \$168B of industry growth is at risk by 2050 as a direct result of inactivity and climate change. WFSGI will continue leading global efforts to build a more active world. From 2026 onward, strengthened by new leadership in Global Public Affairs and Advocacy, we will position our industry as a force for good, advocating for the wider economic and social benefits of increased participation, including stronger communities, and championing trade policies that keep sport accessible and affordable for all.

MESSAGE

EMMA

This year saw significant development of our ESG strategy, ensuring that we are well positioned to support members with compliance, as expectations rise across markets and supply chains. We progressed our Code of Conduct review with excellent guidance from the ESG Committee and member input, strengthening our alignment on responsible business practices. While new strategic partnerships, developed by our ESG and Legal and Compliance Committees, with Intertek, Worldly and XU Group now provide members with robust expertise and practical tools.

As our Board leadership rotates to North America in 2026, we look towards an incredible decade of sport getting underway in one of our biggest markets, the United States. With the FIFA Men's World Cup taking place there this year, men's and women's Rugby World Cups and the Summer and Winter Olympics and Paralympics, there is much to look forward to. We also welcome the opportunity to work with members and stakeholders in the wider ecosystem to highlight the opportunity that major sporting events bring to sustainably increase participation in host cities and markets that will drive our industry forward and deliver a healthier, more active planet for all.

On a personal note, I am especially grateful for the ongoing development and dedication of the WFSGI team. Their professionalism and commitment ensured continuity and progress during my maternity leave in 2025. A huge thank you to our COO, Marc Magnus, for serving as Interim-CEO and to all the team who supported one another throughout the year.

Finally, I extend my sincere thanks to Andy Rubin for his trust and support since becoming WFSGI Board Chair. Our progress as a federation reflects his vision and belief in WFSGI's potential to do more for the industry. We are deeply grateful for his guidance and leadership, and certain his impact will endure well beyond his term.

I hope you enjoy reading the updates and committee reflections that follow – each one capturing the daily work we do together to deliver for our members. Thank you once again for your partnership, your openness, and the willingness to collaborate that defines this federation. I am excited for what lies ahead and for all that we will continue to achieve together over the coming strategic cycle.

Emma Zwiebler
WFSGI CEO



PHYSICAL ACTIVITY COMMITTEE

2025 ACTIVITY REPORT

Mandate

The WFSGI Physical Activity Committee unites senior leaders in the global sporting goods industry to tackle one of the most urgent threats to global health and the long-term future of our industry: rising physical inactivity.

Summary

2025 marked a step-change in how the Physical Activity Committee (PAC) positioned the sporting goods industry within the global physical activity agenda. Guided by PAC's new Co-Chairs, extended Leadership Team and the Physical Activity Strategic Framework, the committee sharpened its focus on where industry leadership can have the greatest impact across advocacy, partnerships and policy engagement.

Physical activity continued to be the WFSGI Board's number one strategic priority, reflected by commitments made to invest in key assets such as the Physical Activity Impact Report and ensuring that the voice of our industry is heard on new platforms to new audiences.

Addressing the challenge of rising physical inactivity levels, one of the most urgent threats to global health and the long-term future of our industry, has dominated WFSGI's communication channels in 2025. Most importantly, through the increasing support from PAC members, the committee has driven the success of many of WFSGI's most significant advocacy moments across the year.

Update on key activities:

1. Physical Activity Strategic Framework

In January, PAC approved and started delivering its new **Physical Activity Strategic Framework**. The Framework provided PAC with a clear mandate: to focus on actions where the sporting goods industry has unique credibility, capability and reach, and to move away from fragmented activity towards coordinated impact. In 2025, the framework has effectively guided and driven activities under **three strategic pillars: align for impact, promote physical activity and fuel change**.

Align for Impact focuses on aligning the whole industry to deliver safe and inclusive access and experience to all, but particularly youth, which in turn will empower more sport, physical activity and movement.

Promoting Physical Activity has been a core and consistent message driven by PAC as a collective group but also very powerfully by several of our PAC members individually, including by some CEOs, who have delivered the message in their own words on their own channels.

Fuel Change is a strategic pillar which has driven activities to influence Government policy change and try to ensure physical activity is a key priority across the whole of society but particularly as an intervention for preventing ill-health.



MOVING THE WORLD TOWARDS AN ACTIVE FUTURE

2025

AN IMPACT REPORT BY
The World Federation of the
Sporting Goods Industry



2. Physical Activity Impact Report

The sporting goods industry's very first impact report on physical activity: *'Moving the world towards an active future'*, demonstrated the reach, influence and unique credibility of our industry members to enable more physical activity. 35 best practice case examples across 26 brands were featured, including product innovations, campaigns and activation programmes in communities and in the workplace. This report established, for the first time, a credible, evidence-based narrative that positions our industry as an enabler of physical activity at scale, and as a trusted contributor to public health outcomes. The report has had over 500 downloads and has generated over 1.2m press coverage views.

3. Visibility at Global Events

Presentations and panel discussions were delivered at high-profile conferences, including:

- **World Health Assembly.** WFSGI delivered the very first side event focused on the physical inactivity crisis and it became one of the key moments of the year. With the support of the PAC, WFSGI ensured that the industry's voice was present and influential, reinforcing physical activity as a credible, preventative intervention within global health and education discussions, including support in person from Sir Gareth Southgate.
- **OECD.** WFSGI and PAC have communicated and influenced Governments via Business at OECD and through the role of WFSGI's CEO as Vice Chair of the Business at OECD Health Committee. Notably, this led to the opportunity in Q1 to jointly publish a Physical Activity Position Paper with Business at OECD presenting the broad range of benefits of physical activity and how our PAC members and the wider industry can play a pivotal role.

- **UNICEF & UN General Assembly.** WFSGI was invited to represent the sporting goods industry at UNICEF's side event at the UN General Assembly. WFSGI and PAC members also influenced and observed the adoption of the new UN political declaration on the prevention and control of noncommunicable diseases (NCDs) through which Governments have made commitments to better promote physical activity in the fight against NCDs, obesity and childhood inactivity levels connected to excessive screen time.

4. Operationalising the strategy

In the last quarter of 2025, following a productive PAC meeting in New York in September, three **PAC Taskforces** were created and assigned to accelerate the implementation of the three strategic pillars:

- To produce a Physical Activity Messaging Framework to ensure consistency and impact of our advocacy work,
- Plan the delivery of a key advocacy moment at the FIFA World Cup in 2026, and
- Identify priority policy asks that PAC members can call for in their own communications and engagements with Governments.

These changes mark a deliberate shift to outcome-led working for the committee and its members.

A new **'Ways of Working' plan** was prepared to enable more efficient and effective working across PAC which will support both the activities delivered and the recruitment of new members onto the committee. This plan is also being used as a blueprint for other WFSGI committees to improve their own ways of working.

5. New Partnerships

PAC has also been forging **new partnerships** and collaborations which have supported the implementation PAC's Strategic Framework. In 2025, exciting new partnerships with the Active Children Coalition, the IOC, the IPC, C40 Cities, Mass Participation World, International Sports Federations and the World Economic Forum have been forged to promote physical activity and the unique contribution of our industry. These partnerships reflect PAC's strategy of working alongside organisations that can amplify industry leadership and extend impact beyond traditional sport and trade audiences.

Conclusion

2025 was a pivotal year for the Physical Activity Committee, marked by stronger industry alignment greater global visibility and moving beyond advocacy by presence to advocacy with purpose and influence.

Guided by the new Strategic Framework, PAC advanced its work across all three pillars—aligning the industry around a clear agenda, promoting physical activity, and influencing policy—while deepening partnerships with leading global organisations. We ensured that our collective voice was heard in the rooms that matter most.

2025 demonstrated that when industry leadership is coordinated and confident, it can shape global conversations. From the publication of the first industry-wide Physical Activity Impact Report to sustained engagement with WHO, UNICEF, OECD and the United Nations, PAC helped position our industry as a trusted partner in delivering solutions to physical inactivity.

Looking ahead to 2026, the challenge remains urgent and expectations on our industry are rising. Driven by our new taskforces, PAC enters the next phase with clarity on where it can have the greatest impact: driving consistency in how physical activity is communicated, translating advocacy into policy momentum, and activating moments that cut through with governments, communities and partners.



Physical inactivity is one of the defining public health challenges of our time. The sporting goods industry has both the responsibility and the capability to be part of the answer. With continued and, we hope, extended member engagement and a clear strategic direction, PAC is well equipped to champion physical activity and drive coordinated action toward a more active future. number one priority to help drive unified and systemic impact to empower more people to be physically active.

Co-Chair



Simon Rowe
SVP Mitre and
Global Sports
Marketing
Pentland Brands

Co-Chair



Elena Korf
Director, Social
and Community
Impact, NIKE

Vice-Chair



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Caroline Fisher
Global Brand
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Director, ASICS

Vice-Chair



Ties van Dijk
Strategy &
Advocacy
Specialist –
Shimano Europe
Group

Ex Officio



Caroline Brooks
Head of Physical
Activity



INTERNATIONAL SPORTS COMMITTEE

2025 ACTIVITY REPORT

Mandate

The WFSGI International Sports Committee is responsible for ensuring that the industry is positioned as a key stakeholder in international sport. It achieves this through its own work and the work of sport specific working groups. The Athletics, Aquatics and Football Working Groups are the industry representative bodies towards World Athletics, World Aquatics & FIFA; organisers of major events, international standards institutions and Non-Governmental Organisations with the intention of fostering the general development and growth of sport.

Summary

2025 represented a transitional period between Summer and Winter Olympic cycles. The Committee prioritised constructive collaboration between the IOC, IPC, International Federations, WFSGI, and member brands. Key areas of focus included the preparation for the Tokyo 2025 World Athletics Championships, the evolution of World Athletics' shoe regulations, preparation of the WFSGI and IOC/IPC initiatives in connection with the Milano-Cortina 2026 Winter Olympic and Paralympic Games, and operational support for member brands.



Update on key activities:

In 2025, the International Sports Committee focussed on the following activities:

Aquatics Working Group

The Aquatics Working Group concentrated on developing an appropriate test methodology and RFU for surface wetsuits. Working jointly with our European counterpart, FESI, and an external laboratory, efforts were directed at establishing a standard better suited to member products than existing diving-based methodologies. This multi-year project will continue into 2026, with the goal of creating a dedicated surface wetsuit class. The year also included late announcements from World Aquatics regarding future homologation processes, creating unfortunate regulatory uncertainty for brands. Nevertheless, the Group looks forward to expanding cooperation with World Aquatics, particularly regarding swim safety and sustainability, supporting wider WFSGI Physical Activity and ESG initiatives.

Athletics Working Group

Under the WFSGI and World Athletics Memorandum of Understanding, collaboration between the industry and World Athletics remained strong across equipment, marketing regulations, and sport development. The fourth annual industry meeting was held in November in New York, chaired by World Athletics CEO Jon Ridgeon. The two-day meeting provided an opportunity to address issues such as the shoe approval process and shoe identification. Due to significant growth in approval volumes over the past three years, World Athletics will outsource the approval process from January 2026 following an extensive RFP in which WFSGI participated. Priorities for 2026 include improving process efficiency and supporting officials with identification measures during shoe control. We hope to be able to build out the work areas for the Athletics WG beyond shoe regulations and share opportunities where the industry can collectively support World Athletics' initiatives to grow the sport.

Olympic Games – Rule 40

In the lead up to the Winter Games, the WFSGI and the IOC worked closely together to review and discuss any potential Rule 40 advertising infractions. Due to the high level of engagement and working relationship with the IOC, Rule 40 cases from WFSGI member brands were limited however more education still needs to be done with the IOC to better support companies outside of our membership to understand the rules and their practical application.

Olympic Games - Rule 50

Over the last 12 months WFSGI and member brands worked closely with the IOC on a range of Rule 50 queries relating to the Milano Cortina 2026 Olympic Games to ensure that all product provided to athletes was compliant for the field of play.



Road to the Games Working Group

2025 saw a significant moment in athlete storytelling as the Paris 2024 Pilot Project was extended until the LA 2028 Olympic and Paralympic Games. The extension was secured on the basis of the positive results from the Paris Pilot (see report here). The report showcased that the project successfully heroes athletes from across the globe participating in a diverse range of Olympic and Paralympic sports, unlocks industry investment into the Olympic Movement, and helps engage new audiences- particularly the next generation. The aim in 2025 was to prepare and on-board member brands with a winter sports focus ahead of the second edition of the Road to the Games at the Milano Cortina 2026 Winter Olympic and Paralympic Games. Supported by the WFSGI, the pioneering marketing framework for athlete-first storytelling, saw 26 brands submit their campaigns to the IOC and IPC. The campaigns celebrate the athletes they sponsor using human-centred, non-commercial stories that uphold the integrity of the Olympic and Paralympic Games.

WFSGI IOC & IPC Uniform Support Programme

WFSGI worked closely with its counterparts at the IOC and IPC to ensure that preparations were on track for the sixth edition of the Olympic Uniform Support Programme and the second edition of the Paralympic Uniform Support Programme, each taking place across the multiple villages at the Milano Cortina Olympic and Paralympic Games. WFSGI is grateful for the ongoing support of its member companies (adidas, Decathlon, Mizuno, Oakley, Odlo and Under Armour) for this solidarity initiative that sees athletes from nations without sporting goods sponsors being provided with free of charge, state of the art, Rule 50 compliant competition uniforms and village wear. This programme helps ensure that no athlete is sanctioned for Rule 50 violations and that all athletes feel their best and ready to perform when they step out on to the field of play.



Chair



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Michelle Smyth
Head of
International
Sports & Cycling



CYCLING COMMITTEE

2025 ACTIVITY REPORT

Mandate

The WFSGI Cycling Committee is an assembly of WFSGI member brands and the global voice of the cycling industry. It offers member brands global representation across regulatory, standards, sport, social and environmental issues on non-competitive topics with industry wide consultation. The WFSGI creates specialist product category Working Groups to actively monitor, discuss, support and/or propose alternatives (when needed) to regulatory changes to ultimately aid innovation and advance technology. The Working Groups form proposals through negotiation with the respective organisation in question and has had a high degree of success in the past changing regulations to help our members. We do this through clear, transparent and regular communication with sport governing bodies and our members, building relations and reaffirming the cycling industry as a stakeholder with the UCI, World Triathlon and IOC and as an industry liaison to the bicycle safety standard committees of CEN and ISO.

Summary

Throughout 2025, the Cycling Committee and its Working Groups addressed a broad range of regulatory issues spanning handlebars, wheels, e-bikes, helmets, drivetrains, and frames. While progress was achieved in several areas the year presented significant challenges for member brands, particularly due to accelerated implementation timelines.

Update on key activities

Handlebar Working Group

The Handlebar Working Group dedicated substantial effort to the UCI's rapid updates on minimum handlebar widths published in June and revised again in September. The Group worked to ensure regulations remained safe and practical for riders and product, particularly those using flared handlebars or requiring narrower dimensions. The WFSGI engaged intensively with the UCI up to the final hours before the Management Committee decision, and were grateful for their support in passing an amendment which took into consideration smaller riders and flared designs. The Group also developed the 3D-printed measurement tool demonstrating WFSGI's commitment to providing constructive, solutions-oriented contributions to the UCI.

Wheel, Tyre & Rim Working Group

Despite close collaboration with the UCI, outcomes were mixed across road and off-road disciplines. A new maximum rim depth of 65mm for road mass-start events effective as of 1 January 2026 caused a challenge for product nearing market release while industry investment in 32" wheel technology for off-road disciplines was preserved.

EPAC Working Group

The EPAC Working Group collaborated with the UCI to implement a drive-unit homologation process ahead of the e-MTB World Championships. The system aims to ensure all bikes competing must have an approved drive unit to ensure fair competition and protect stakeholders, including athletes, manufacturers, event organisers, and governing bodies.

Drivetrain Working Group

Following the UCI's announcement in July regarding drivetrain-related testing, the WFSGI consulted with all drivetrain manufacturers in membership to propose an industry position paper ahead of the proposed October test event. This approach enabled clear communication of technical considerations and industry requirements to the UCI.

Helmet Working Group

This Working Group focused on both time-trial and mass start helmet dimensions and consulted with members of CEN TC 158 WG4 and WG15 to propose balanced regulatory options and realistic implementation timelines. New UCI helmet regulations introducing stricter limitations were however approved for implementation on 1 January 2026 despite industry concerns given the implications to a PPE product category.

Frames & Forks Working Group

WFSGI worked closely with member brands to ensure revised maximum dimensions for front forks and rear stays did not inadvertently exclude products already on the market as well as future products. The Group submitted proposals incorporating a drop-out zone and advocated for a delayed implementation for track cycling to maintain equipment compliance through the current Track World Championship cycle.

Triathlon Working Group

The growing size and number of triathlon accessories has created a need to assess the regulation and safety of third-party front-mounted components. The Group held productive discussions with World Triathlon to ensure that upcoming bi-annual regulation updates in 2026 remain focused to best ensure the safety of athletes, products and the integrity of the sport.

Standards

WFSGI continued in their role as an External Liaison to ISO TC 149 and CEN TC 333. While we are not a voting member it is important for the industry to have a voice with regards to the upcoming and numerous regulatory changes and discussion topics specifically for wheels and EPAC.

Conclusion

2025 presented significant regulatory challenges for the cycling industry, with numerous changes across multiple product areas and limited transition periods. These developments affected riders, teams, manufacturers, and consumers. Strengthening early and constructive dialogue with the UCI and among all cycling stakeholders will be an essential focus of WFSGI as we move into 2026.



Technical Chair



Bernhard Johanni
Director Product Development Europe
SRAM Corp.

Working Group Chairs

Wheel and Rim



Tim Gerrits
Product Manager
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Handlebar



Mark Kikkert
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EPAC



Christoph Schumacher
Product Manager
Robert Bosch GmbH

Ex Officio



Michelle Smyth
Head of International Sports & Cycling



LEGAL COMMITTEE

2025 ACTIVITY REPORT

Mandate

The WFSGI Legal Committee (LC) serves as a dynamic hub for WFSGI members, fostering vibrant interaction, seamless information exchange, and robust lawful cooperation on the latest international legal developments in the Sporting Goods Industry. This neutral platform empowers members to collaboratively craft practical and innovative solutions to tackle emerging legal challenges.

Summary

2025 marked a turning point for the Legal Committee, with members collaborating to navigate an increasingly complex legal and regulatory environment. Geopolitical changes and new compliance requirements reshaped priorities, driving efforts to develop practical solutions and reinforce the industry's ability to adapt and thrive.



Update on Key Activities

1. Starting Strong: IOC Lausanne Winter Meetings

The year began with two impactful days at the International Olympic Committee (IOC) headquarters in Lausanne, Switzerland, on January 22 and 23. These meetings brought together legal experts and compliance professionals for open and collaborative discussions. The first day focused on legal and digital transformation, with Artificial Intelligence playing an important role in the discussions. Members explored the IOC's AI agenda and gained insights from the World Intellectual Property Organization on intellectual property challenges in the age of AI.

Discussions addressed complex issues such as data mining, opt-out mechanisms, and the growing intricacies of marketing in digital spaces. The second day shifted attention to product compliance. Through interactive breakout sessions, members shared experiences and practical strategies on PFAS phase-out, Extended Producer Responsibility, labelling requirements, and global regulatory trends. These conversations reinforced WFSGI's commitment to helping members stay ahead of fast-changing rules and requirements.

2. Mid-Year Momentum: Chicago SRAM Summer Meetings

In July, the Legal Committee convened again at SRAM Headquarters in Chicago for two days of intensive dialogue on July 9 and 10. This meeting combined legal strategy strategies with product compliance and introduced a major highlight: the interactive workshop "Turning AI Chaos into Clarity®," led by Alex Castrounis, Founder and CEO of Why of AI. The workshop provided members with practical tools for responsible AI adoption, covering governance, risk management, and compliance. Participants explored how to structure AI frameworks, mitigate risks such as hallucinations and intellectual property exposure, and leverage AI to boost efficiency and creativity.

Alongside the AI session, the committee delved deeper into product compliance. The global service provider Intertek presented the Global Market Access Portal and demonstrated how tailored compliance reports can support product launches across multiple markets. While AFIRM shared critical updates on chemical management and PFAS phase-out guidance and introduced AFQA's work on physical testing and durability standards. These conversations underscored the importance of precompetitive alignment to meet evolving regulations without unnecessary cost or duplication.





3. Turning Vision into Action: Building Industry Solutions

The second half of the year focused on turning industry compliance needs into reality. In September, WFSGI announced a major milestone: the official launch of its partnership with Intertek, an ambitious project, which successfully delivered by the Product Compliance Working Group. The Intertek Global Market Access Portal is now live for WFSGI members, offering preferential terms and practical tools to simplify product compliance. This one-stop solution provides access to regulatory intelligence, discounted testing services, quarterly horizon scanning, and a dedicated help desk. To ensure the portal meets real-world needs, three workshops were held between September and December, covering softlines, hardlines, and electronics, including e-bikes and wearables. These sessions helped fine-tune the collaborative solution and prioritize features that matter most to members. Interest in economies of scale has been strong, and WFSGI and Intertek are finalizing pricing and conditions with preferential conditions for WFSGI members for a collective launch in the first quarter of 2026.

4. Peer Engagement and Strategic Dialogue

Peer engagement remained a cornerstone of the Committee's work throughout the year. Monthly product compliance dialogues continued to grow, providing members with a trusted space to share best practices and interpret new product regulations. While product compliance remained a central focus throughout the year, the Committee also began important discussions with legal leadership to redefine its strategic role. The Legal Committee 2.0 initiative aims to open new space for dialogue on governance, risk management, and long-term strategy.

5. Artificial Intelligence as a Horizontal Driver of Change

Artificial Intelligence remained a key theme throughout 2025. Recognizing its impact across nearly every function, WFSGI positioned AI as a horizontal topic feeding all committees, not just Legal. Engagement with global stakeholders, including the IOC and WIPO was deepened over the course of the year. The key takeaway is clear: AI offers incredible opportunities but also real risks. The work initiated in 2025 began to lay the groundwork for responsible adoption, and WFSGI will continue to develop this approach gradually in 2026 and beyond.

Conclusion

WFSGI undertook the development of its new Strategic Plan in July, setting the stage for the next cycle of priorities. To support this vision, a dedicated Legal Bootcamp brought members together to define the Committee's future focus. The discussions confirmed that compliance regulations and global trade will remain at the heart of our work. Members recognized the opportunity to further define roles between the Legal Committee and the Product Compliance Working Group, aiming to enhance collaboration and deliver maximum value for both. Moving forward, WFSGI will translate these priorities into action with a strong emphasis on collaboration, execution, and measurable impact.

Chair



Jochen Schäfer
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Rebecca Parkin
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Charlotte Giudicelli
Head of Legal,
Digital and
Compliance



TRADE COMMITTEE

2025 ACTIVITY REPORT

Mandate

The WFSGI Trade Committee unites companies from across our member base to work together to support free and fair trade; eliminating barriers and removing restrictions that impact companies' supply chains and supporting international trade agreements. The committee acts as a resource to our members and brings universal benefits to the global sporting goods industry.

Summary

2025 was marked by an unprecedentedly challenging global trade landscape. A growing number of trade measures, tariffs, countervailing actions, and – last but not least – numerous armed conflicts have significantly affected what is a truly global industry. Many of these measures have been announced, implemented, or amended on extremely short notice, making it increasingly difficult for companies to adapt to a rapidly changing trade reality for the sporting goods industry.

After several years of geopolitical tensions and supply chain restructuring, the international trade environment is defined more than ever by uncertainty.

Update on key activities:

Trade Cases

Despite the increasingly complex global trade environment, the WFSGI Trade Committee achieved two important successes in 2025.

Indonesia – Termination of Safeguard Extension

WFSGI member companies joined forces to participate in the Indonesian authorities' investigation into extending safeguard duties on imported apparel and clothing accessories. The case was coordinated by the WFSGI and legally advised by WFSGI Trade Counsel Juhi Sud. Member representatives on the ground collaborated closely, supported by a jointly mandated lawyer in Jakarta, to present industry positions and concerns.

These efforts paid off: the Indonesian authorities concluded the investigation and decided to terminate the safeguard duties that had been in place for more than three years and had made sporting apparel more expensive in the country.

Mexico – Anti-Dumping Duties on Footwear

The Trade Committee also coordinated a joint approach to Mexico's proposal to expand anti-dumping duties on footwear imports from China. While the Mexican authorities did not terminate the measure, the final resolution introduced a minimum import price of USD 22. Footwear imported below this customs value is now subject to an anti-dumping duty equal to the difference between the declared import price and the USD 22 reference price. Importantly, the Ministry of Commerce granted differentiated treatment to companies that participated in the investigation. WFSGI member companies involved in the case are now subject to a capped maximum anti-dumping duty of USD 3 per pair. This outcome is considered a positive result for the group of companies that chose to collaborate under the WFSGI umbrella, and it showcases the financial benefits for sporting goods companies to actively engage in trade cases.

New Strategic Plan

Beyond technical trade cases, the WFSGI Trade Committee developed a new three-year strategic plan. This plan extends the Committee's scope to include additional areas of importance to member companies, such as:

- Technical product classification
- Modernization of the Harmonized System (HS)
- ICC Incoterms
- Continued focus on relevant technical trade cases

This expanded workstream offers valuable opportunities for WFSGI member companies to engage more deeply in trade-related initiatives.



Outlook

In 2026 it will be crucial for the sporting goods industry to adapt to the reality of economic fragmentation, unpredictable policies and regulations, and shifting political alliances that increasingly affect crossborder trade. To support this transition, the WFSGI will help its members amplify the industry's voice through the new Global Public Affairs and Advocacy workstream. Understanding and complying with evolving regulations, preparing for new trade restrictions, and planning supply chains amid geopolitical volatility will remain among the most pressing challenges for the sporting goods sector.

The WFSGI Trade Committee will focus on delivering the new strategic plan. This includes building new relationships with key external stakeholders in alignment with the WFSGI's broader advocacy strategy.

Last but not least, the industry is closely following the WTO's 14th Ministerial Conference, whose outcomes will be of critical importance for the future of rulesbased global trade.

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Director International
Trade & Customs EMEA
Nike Government & Public
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Vice-Chair



Manuel Pauser
Head of Global
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ENVIRONMENT SOCIAL GOVERNANCE COMMITTEE

2025 ACTIVITY REPORT

Mandate

The WFSGI ESG Committee addresses global environmental, social and governance developments impacting the sporting goods industry. Its purpose is to support members in understanding regulatory change, strengthening responsible business conduct and identifying opportunities for collaboration across climate, labour rights, chemicals, stewardship and governance topics.

The Committee serves as a platform for alignment, shared learning and practical enablement, helping members navigate an increasingly complex regulatory and stakeholder landscape.

Summary

2025 unfolded against a complex geopolitical backdrop, with diverging regulatory approaches, economic headwinds and heightened scrutiny of global supply chains. While ESG discourse evolved unevenly across regions, regulatory expectations in key markets continued to expand, reinforcing the need for structured industry coordination.

ESG remained a strategic priority for WFSGI in 2025. With dedicated ESG coordination capacity in place, the Committee advanced from discussion toward more structured delivery and implementation.

WFSGI ESG Committee Chair Sigrid Buehrle (adidas) shares, "ESG requirements continued to evolve in 2025, reinforcing that responsible business conduct is closely linked to our industry's licence to operate. The ESG Committee therefore focused on strengthening shared expectations and supporting members with practical solutions.

The revision of the Code of Conduct and the updated strategic framework are key steps in ensuring clarity, compliance and consistent implementation across our sector."

The leadership team, supported by senior sustainability representatives from leading member brands, met regularly to guide priorities and ensure alignment with Board direction.

An in-person ESG Committee meeting in Amsterdam in October 2025 brought together approximately 30 member representatives for strategic exchanges on the Code of Conduct, regulatory developments and the future ESG framework.

Update on key activities:

1. Strategic Framework 2026–2029

Following member consultation throughout the year, a refined ESG Strategic Framework for 2026–2029 was developed.

The updated structure is built around two core pillars, supported by a cross-cutting advocacy strand:

- **Responsible Conduct & Impact**

Establishing shared baseline expectations and guidance across labour, environmental and governance topics.

- **Member Enablement**

Providing tools, shared services, pilots and capability-building initiatives to reduce duplication and support implementation.

- **Advocacy (Cross-Cutting)**

Ensuring coordinated representation of industry interests in evolving regulatory and policy discussions.

This streamlined model strengthens focus, clarifies priorities and supports practical execution.

2. Code of Conduct Revision

A comprehensive revision of the WFSGI Code of Conduct was completed in 2025 and is set to replace the 2016 version following formal endorsement. The updated Code aligns with OECD Guidelines and current human rights due diligence expectations. It strengthens provisions on working hours, freedom of movement and occupational health and safety, and integrates environmental and governance considerations reflecting evolving regulatory trends.

Along with internal member feedback, external expert input was sought from the ILO, the Centre for Sport & Hu-

man Rights and the Fair Labor Association.

The revised Code provides a federation-wide ethical baseline while remaining practical and implementable across diverse company sizes and markets.

3. Responsible Recruitment & Supply Chain Risk

Heightened scrutiny of migrant labour conditions during 2025 required coordinated industry engagement.

The Committee facilitated information sharing among members, engaged relevant external expertise and incorporated strengthened language into the revised Code of Conduct. Work progressed toward establishing a broader Responsible Recruitment Task Force to address systemic recruitment risks across supply chains.

This reflects the Committee's role in risk monitoring, alignment and responsible industry coordination.

4. ESG Regulation Monitoring

In response to accelerating ESG-related legislation across key jurisdictions, the Committee evaluated regulatory intelligence solutions to support members.

Following benchmarking and consultation, a preferred partner was identified to deliver structured regulatory intelligence across major markets, strengthening members' ability to anticipate compliance risk and plan strategically. The objective is to provide members with accessible, business-relevant regulatory intelligence that supports compliance and long-term planning.





5. Partnerships & Member Enablement

A strategic partnership with Worldly was confirmed in 2025, providing members with discounted access to supply chain due diligence and impact measurement tools. Earlier pilot work supported practical feedback and learning.

A capacity-building offer with XU was launched, giving members access to ESG training modules at preferential rates to strengthen internal capabilities. Together, these initiatives strengthen member readiness and reduce duplication of effort.

6. Emerging Environmental & Regulatory Topics

Throughout the year, the Committee provided briefings and exchanges on rapidly evolving environmental developments, including developments on the Global Plastics Treaty, the French Environmental “Eco-Score”, and digital product passport requirements. This regulatory-scanning function strengthens the industry’s ability to anticipate risk and respond proactively.

7. Advocacy Integration

In 2025, advocacy was further integrated as a cross-cutting workstream supporting ESG and other WFSGI committees. Extended external advisory support was secured through year-end, and preparations were made for on-boarding a dedicated Advocacy Lead in early 2026.

Exploratory engagement with the World Economic Forum continued to assess opportunities for constructive collaboration at the intersection of climate, ESG and physical activity.

Conclusion

2025 was a year of consolidation and structural advancement for the ESG Committee.

Key achievements included the full revision of the Code of Conduct, the development of a refined ESG Strategic Framework, confirmation of strategic partnerships, and the identification of a shared regulatory monitoring solution.

The Committee further established itself as a structured and credible coordination, monitoring and enablement platform for the industry.

In an environment of regulatory expansion and geopolitical uncertainty, continued alignment and practical implementation will remain central to the Committee’s work in 2026.

Chair



Sigrid Buerhle
SVP Sustainability and ESG , adidas AG

Vice-Chair



Felix Jahn
Head of Coporate Social Responsibility, Schwalbe, Ralph Bohle GmbH.

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Afsah Alumia-Khan
WFSGI Head of ESG Strategy and Implementation



GLOBAL PUBLIC AFFAIRS AND ADVOCACY 2025

Summary

In a year marked by unpredictability, global tensions, and increasing pressure on our sector, WFSGI advanced its strategic plan by instigating new advocacy and public affairs efforts.

In 2025, several of the most pressing global debates impacting our sector gained greater prominence, including trade and tariffs, manufacturing, production, and market protection, debates on health and physical activity, discussions on employability, productivity, and community impact diverse ESG developments, often driven by contrasting global perspectives, recalibration of global alliances, political dynamics, and international convening grounds.

With input from our members and Board, our team responded proactively and remained present in these conversations – strengthening the value of our sector and establishing new partnerships and collaborations that pave the way for advocating for policy solutions that benefit all. As a critical part of our Strategic Plan, we remain committed to keep advancing this mission.



Update on key activities

1. World Economic Forum Lunch Davos

WFSGI Chair Andy Rubin and CEO Emma Zwiebler elevated the industry's voice at the World Economic Forum (WEF) in Davos positioning physical activity as a solution for health, productivity, and planetary wellbeing in the Sports for People and Planet lunch. This relationship developed further during the year with the WEF delivering a workshop on the topic at our Board Meeting in China followed by consultation on the final Sports for People and Planet Report launched at Davos 2026 where WFSGI was recognised as a key contributor to the report thanks to support from the Physical Activity and ESG Committees.

2. Global Public Affairs & Advocacy Summit Washington D.C.

We held our first ever two-day strategic summit shaping WFSGI's future operating model, integrating member and external partner insights. Against the backdrop of the April 2 Liberation Day Tariffs in the U.S., we unified members around shared priorities for advocacy, trade, sustainability, and physical activity and strengthened cross-industry alignment, establishing the WFSGI Advisory Council, endorsed by the Board during the General Assembly, to institutionalize strategic guidance for the WFSGI.



3. Joint Industry Statement on Trade and Sporting Goods Affordability and supporting Communications Toolkit

In response to the new Tariff landscape, we issued a high-impact joint WFSGI-SFIA statement, calling on governments to reduce trade and cost barriers to sport and physical activity, positioned physical activity as an economic, health, and social imperative, backed by compelling data on inactivity costs and participation disparities. To deliver further member value we provided a communications toolkit enabling coordinated global amplification of a unified industry message.

4. Introduction of new monthly Public Affairs Bulletin for global policy monitoring and member intelligence

Conclusion

The unpredictability of 2025 required the WFSGI team to pivot in order to activate its Public Affairs muscle with various team members and outside consultants supporting the development of this cross functional workstream. The need for a dedicated Public Affairs and Advocacy lead became clear with the Board supporting this new headcount in 2026.

With our new Head of Global Public Affairs and Advocacy lead in place and a calendar of major global meetings and an exceptional sporting events, WFSGI in 2026 is equipped to double down on advocacy, insights, coordination and communication, ensuring our sector's voice is stronger, more visible, and more influential than ever.



WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY



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DECEMBER 2025

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WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY

WFSGI PURPOSE

UNITE AND REPRESENT
THE GLOBAL SPORTING GOODS
INDUSTRY TO ENABLE
BUSINESS GROWTH AND
A HEALTHIER MORE ACTIVE
PLANET FOR ALL ■