



WFSGI & THE LEGAL COMMITTEE 2.0

INTRODUCTION





WFSGI IN BRIEF

WHO WE ARE

THE WORLD FEDERATION OF THE SPORTING GOODS INDUSTRY IS A MEMBER-LED, NOT FOR PROFIT TRADE ORGANISATION MADE UP OF THE WORLD'S MOST INFLUENTIAL SPORTS BRANDS, MANUFACTURERS, SUPPLIERS, RETAILERS AND NATIONAL AND REGIONAL SPORTS FEDERATIONS.

We provide members a platform to discuss issues of common interest, to foster collaborative relationships with international sporting and governmental organisations and facilitate open dialogue among stakeholders on non-competitive topics.

We are committed to making positive contributions to global economic growth and social development through the sporting goods industry.

70%

Global Sporting
Goods Industry
Represented

25%

Cycling
Companies

150

Sporting Goods
Companies

‘Unite and Represent The Global Sporting Goods Industry to Enable Business Growth, and a Healthier, More Active Planet for All’



‘To Be the Leading Platform for the Global Sporting Goods Industry, Shaping Policy, Setting the Agenda, and Mobilising Collective Action on the Priorities that Define its Future.’



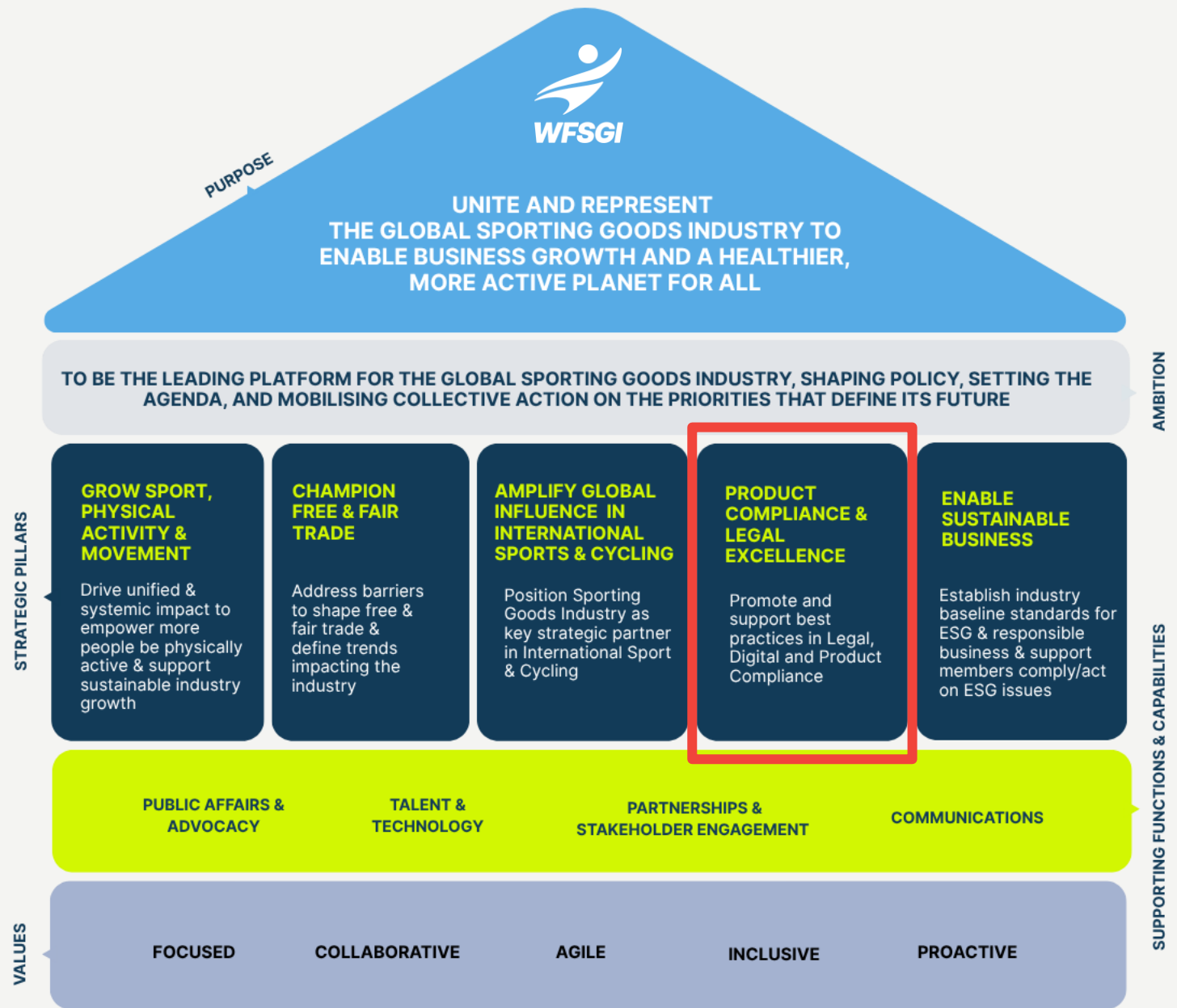
We are the recognised organisation
of the Olympic Movement for
sporting goods



We are the only sport-related organization in Official Relations with WHO and work closely with global bodies to benefit our industry



WFSGI'S STRATEGY HOUSE



BRINGING OUR STRATEGIC PILLARS TO LIFE

GROW SPORT PHYSICAL ACTIVITY, SPORT & MOVEMENT

- Drive unified & systemic impact to empower more people be physically active & support sustainable industry growth

CHAMPION FREE AND FAIR TRADE

- Address barriers to shape free & fair trade & define trends impacting the industry

AMPLIFY GLOBAL INFLUENCE IN INTERNATIONAL SPORTS & CYCLING

- Position Sporting Goods Industry as key strategic partner in International Sport & Cycling

PRODUCT COMPLIANCE AND LEGAL EXCELLENCE

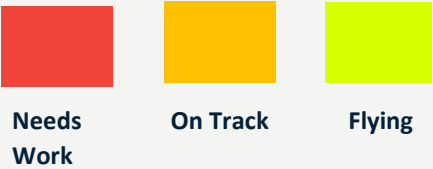
- Promote and support best practices in Legal, Digital and Product Compliance

ENABLE SUSTAINABLE BUSINESS

- Establish industry baseline standards for ESG & responsible business & support members comply/act on ESG issues



POWER MEMBER SUCCESS THROUGH COMPLIANCE & LEGAL EXCELLENCE

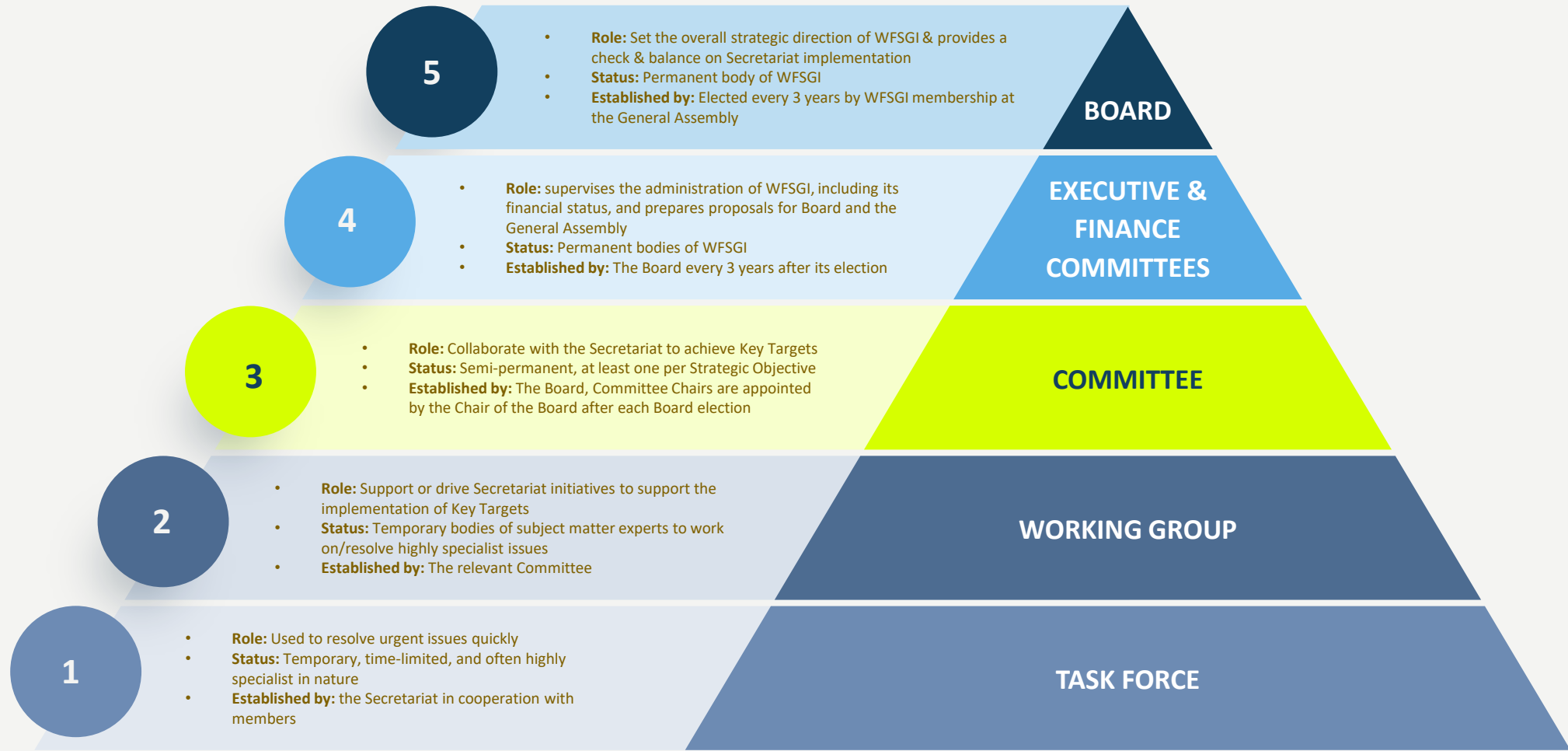


Priority	Strategic Objective	Key Targets	Timeline	KPI	Progress
Empowering Product Success in a Shifting Regulatory Compliance Landscape	Support members in confidently ensuring their products meet all laws, regulations, and standards across global markets.	Maintain Momentum & Delivery Continue regular member engagement + ensure compliance initiatives deliver clear product value. Streamline Global Compliance Digitally Promote integrated digital tools + support e-labelling Strengthen Knowledge & Learning Offer expert-led webinars + accessible onboarding resources to build member expertise. Promote Autonomy, Specialization & Inclusion Empower diverse member participation through specialized sub sessions + cross-functional coordination.	2026-2029 Launch -> Q42025/Q1 2026 & then ongoing Annually Annually	2+ in-person PC meetings 12 virtual check-ins/annum 80% member awareness of WFSGI/Intertek solution and e-labeling stance Shared service model shaped by member feedback finalized by Q1 3 targeted workshops: Hardlines, Softlines, Electronics Host 2+ spotlight compliance webinars/year Coordinate at least one joint WFSGI session involving both member groups and brands by Q4.	
Positioning Legal as a Catalyst for Strategic Governance	Guiding Members Through Legal Shifts & Emerging Trends	Reframe Legal Value & Lead with Foresight Position the committee as a hub for practical legal collaboration that anticipates and responds to emerging risks. Advance Legal Leadership & Collaboration: Share cutting-edge legal insights and grow strategic networks to position the committee as an industry resource Integrate AI into Legal Strategy Track AI regulation, share governance practices Strengthen Engagement & Delivery Improve meeting rhythm with strategic updates, actionable outputs	2026 and then annually Annually with start 2027 Annually 2026 and then ongoing	By Q3, refresh Legal Committee membership, clarify roles, ensure meeting continuity, and relaunch its strategic focus on emerging legal trends. By Q4, host timely discussions, highlight legal trends, and initiate outreach to at least one strategic partner. By Q4, regularly address AI-related legal developments, share governance practices, and facilitate member dialogue on implications. At least 2 mid-cycle virtual check-ins annually A minimum of 2 in-person Legal meetings per year	



FIVE LEVELS OF MEMBER ENGAGEMENT

HOW MEMBER ENGAGEMENT SUPPORTS WFSGI DELIVERY



COMMITTEE STRUCTURE 2026-2029



Our targets will be achieved via collaboration between our WFSGI Committees and a focused Secretariat.

Members of the Secretariat team will be focused against specific areas of the Strategy plan – leading on projects under the Committee’s direction to ensure the plan is delivered.



COMMITTEES

Committees are semi-permanent structures within WFSGI. There is at least one per strategic pillar.

Committees operate as a check and balance to ensure that the Secretariat is delivering the initiatives necessary to deliver the strategic plan. They are engaged across our strategic objectives, providing deep expertise and focused engagement.



AGILE WORKING GROUPS & TASK FORCES*



The Secretariat will collaborate with subject matter experts in the technical working groups and may play a coordinator or facilitator role.





WFSGI LEGAL COMMITTEE

HERITAGE

FROM IPR TO ADDRESSING THE INDUSTRY'S MOST PRESSING LEGAL CHALLENGES

- **1980s – Foundation of the IPR Committee**

Established under the leadership of Bernard Lacoste, with a primary focus on intellectual property rights advocacy, engaging with governments and regulators to strengthen IP protection and promote favorable enforcement frameworks for the sporting goods industry.

- **2014 – Transformation into the Legal Committee**

Revitalized and expanded beyond intellectual property to address a broader legal agenda, with the committee reconstituted around senior in-house legal counsel from member companies.

- **2026 – A New Chapter**

With Product Compliance now operating as an independent working group, the Legal Committee enters a new phase focused on corporate governance, strategic legal priorities, and industry leadership, supported by a renewed leadership team and the implementation of the 2026–2029 strategy.



WHERE WE HAVE FOCUSED

THE CORE AREAS OF COLLABORATION & IMPACT OVER THE YEARS.

1. REGULATORY COMPLIANCE

Navigating global regulations together: from product compliance (PC WG & Intertek partnership) to broader corporate legal challenges

2. INTELLECTUAL PROPERTY

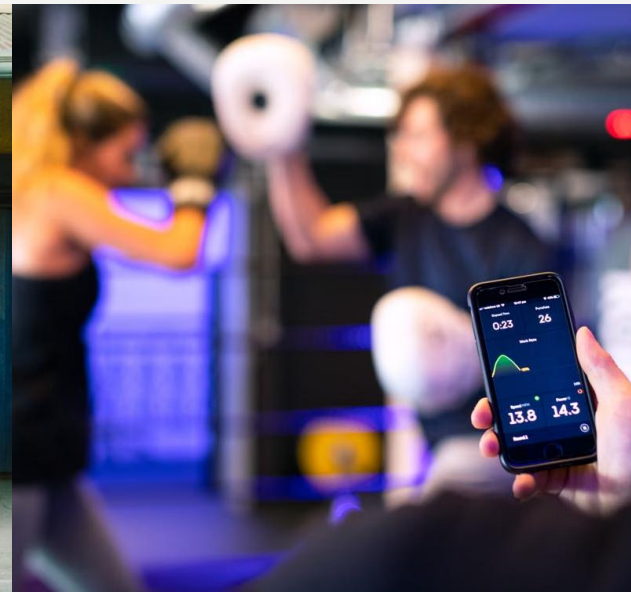
Protecting brands & innovation through collective anti-counterfeiting efforts (on & off-line) & the sharing of best practices

3. EMERGING TECHNOLOGIES

Addressing legal opportunities challenges related to AI, digital products, e-labeling, Web3, NFTs, & future technologies

4. AD-HOC PRESSING ISSUES

Sharing insights & practical experience on urgent legal, regulatory, geopolitical, & business issues as they arise (e.g., GDPR, ABC, Brexit, Sponsorships)

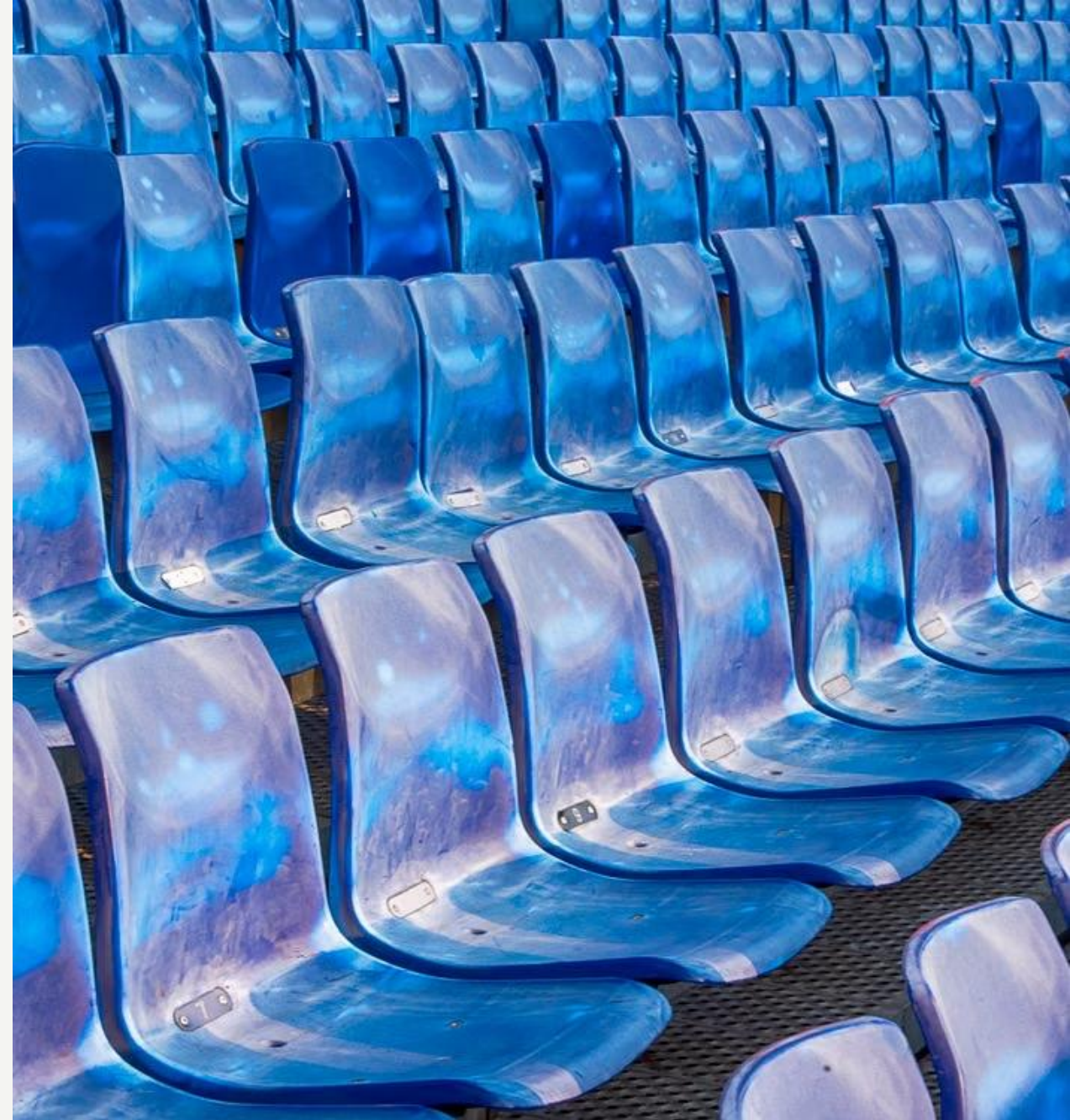


THE AUDIENCE

THE COMMUNITY OF LEGAL LEADERS

- General Counsels
- Chief Legal Officers
- Legal Directors
- Senior Counsels
- Regulatory & Governance Experts
- or similar profiles

[WFSGI Members List](#) | [WFSGI - World Federation of the Sporting Goods Industry](#)



LEGAL LEADERSHIP TEAM (1)

LEGAL COMMITTEE

JAQUELYN KNAPP (Chair)

Associate General Counsel
ASICS America Corporation

RICHELLE LUTHER (Vice-Chair)

EVP Chief Administrative Officer & General
Counsel
Columbia Sportswear Company, USA

PETER MASTROSTEFANO (Vice-Chair)

SVP, General Counsel, Director, Corp
Secretary
PUMA North America



LEGAL LEADERSHIP TEAM (2)

LEGAL COMMITTEE

JOCHEN M. SCHAEFER (Chair)

Legal Counsel

WFSGI

REBECCA PARKIN (Vice-Chair)

Assistant General Counsel, Sports Marketing

NIKE Retail BV

ALISTAIR KILGOUR (Vice-Chair)

General Counsel

Pentland Brands Limited





WHAT THE COMMITTEE ASPIRE TO BE?

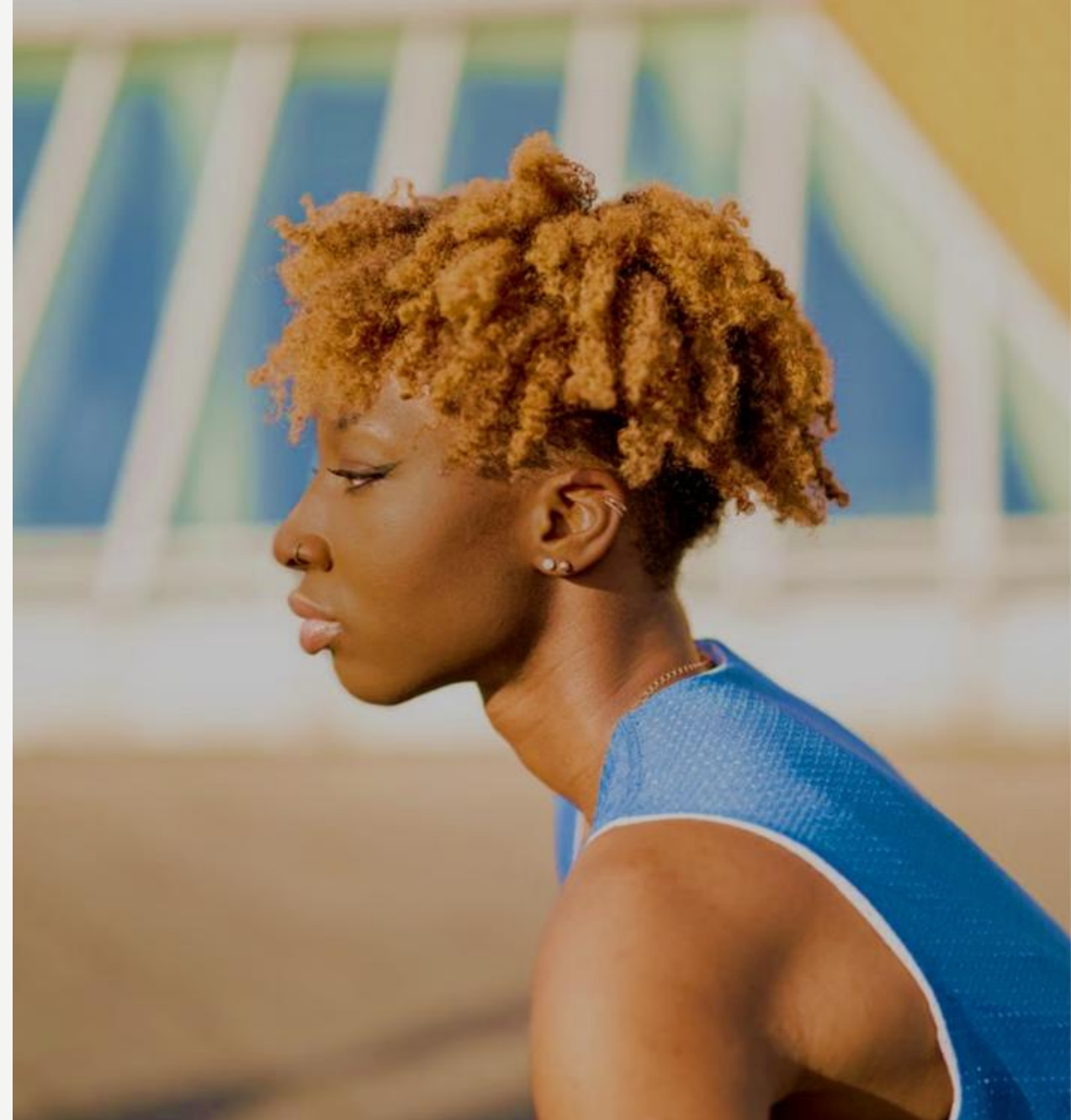


VISION

COMMITTEE AMBTIONS

- **A Trusted global network** of senior legal leaders in the sporting goods industry
- **A Respected voice** on legal issues shaping the future of sport.
- **A Confidential forum** for discussing emerging legal, regulatory, and business risks
- **A Hub for legal intelligence and best-practice** sharing across brands and jurisdictions.
- **A Proactive community** that anticipates risks and trends.
- **A Pre-competitive collaboration platform** that strengthens the legal function's impact on the business of sport.

Success factors: sustained participation, active engagement from senior leaders, and strong alignment with specialist legal working groups.





WHY MEMBERS PARTICIPATE?



VALUE

BENEFITS & OUTCOMES

- **Expand professional network** through trusted relationships with senior legal peers
- **Gain practical insights** on legal, regulatory, and industry developments across markets
- **Learn from peers** through shared experiences, perspectives, and leadership discussions
- **Access useful resources** including legal updates, best practices, and practical tools
- **Stay ahead of emerging risks** through global perspectives and early awareness
- **Increase your influence** through engagement with industry stakeholders and collective leadership

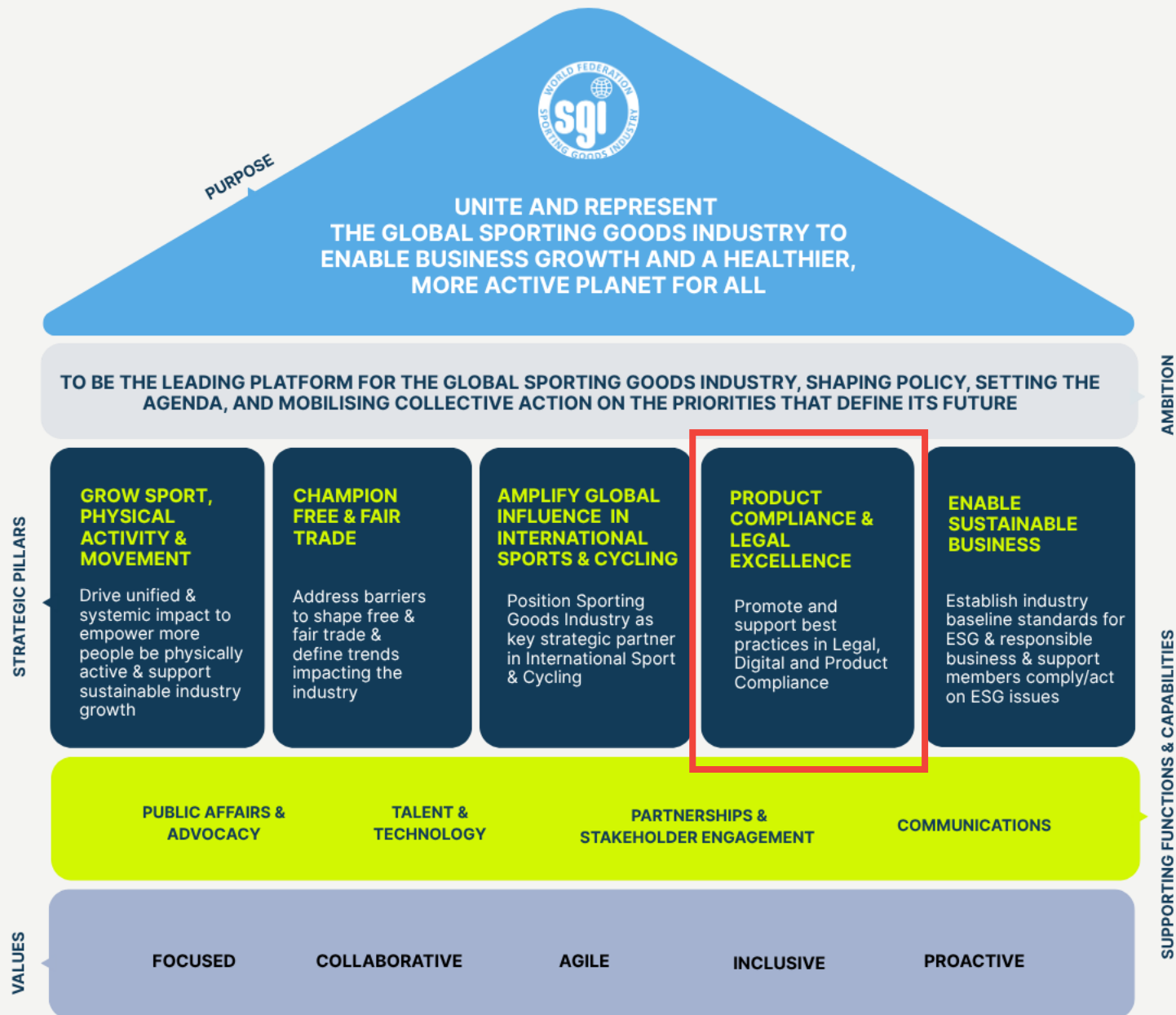




WHAT LEGAL COMMITTEE MEMBERS WORK ON?



WFSGI STRATEGY HOUSE



AREAS OF FOCUS

WHAT TOPICS THE COMMITTEE FOCUSES ON?

- **Regulatory Complexity & Compliance:** evolving regulations, transparency, and enforcement
- **Legal Governance:** strategic role of Legal and cross-functional alignment
- **AI & Digital Transformation:** AI governance, digital compliance, and legal tech adoption
- **IP & Brand Protection:** Trademarks, licensing, counterfeiting, and brand protection
- **Sports Industry-Specific Legal Challenges:** E.g., Sponsorships, contracts and other sector-specific legal developments
- **Product Compliance, Trade & Supply Chain Risk:** Tariffs, geopolitical developments, supply chain resilience, and monitoring key product compliance trends alongside dedicated WFSGI workstreams.



NEXT CHAPTERS 2026-2029

KEY ACTIONS & PRIORITIES DEFINED BY LEGAL LEADERSHIP

1. BUILDING LEGAL INTELLIGENCE & HORIZON SCANNING

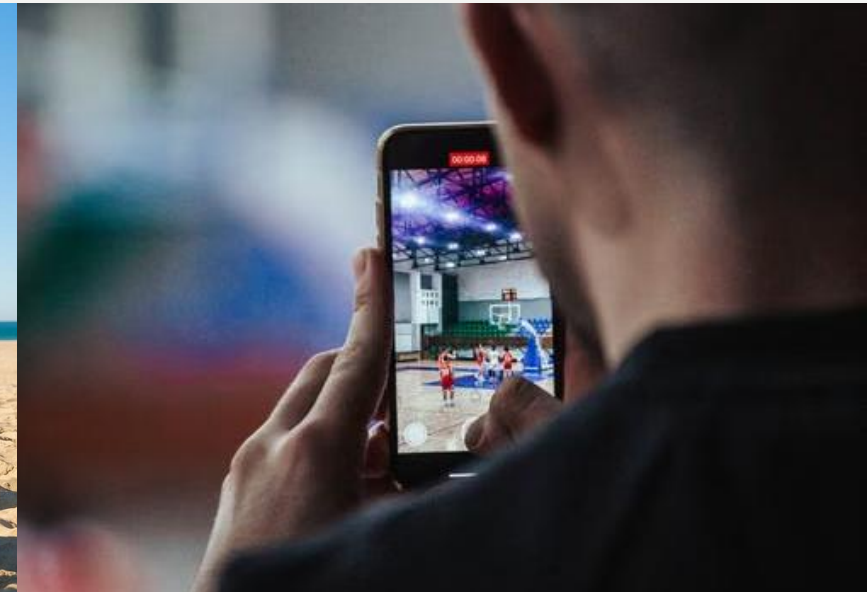
Industry-wide legal radar providing early insights on emerging risks, trends, and regulatory developments

2. FACILITATING INDUSTRY BENCHMARKING & PEER INTELLIGENCE

Compare practices, submit questions, learn from peers, and access shared resources

3. ACTIVATING A DIGITAL LEGAL HUB: ALWAYS-ON COMMUNITY

Enable continuous knowledge sharing, expert insights, and member collaboration



1. INDUSTRY RADAR

IDENTIFY EMERGING LEGAL, REGULATORY, BUSINESS RISKS

LEGAL INTELLIGENCE & HORIZON SCANNING

- Deliver legal intelligence through regulatory alerts, risk outlooks, and regional insights to help members anticipate emerging challenges and opportunities

POTENTIAL IMPLEMENTATION APPROACHES:

- Establish a mechanism for WFSGI members to flag relevant legal and regulatory developments, with WFSGI consolidating & disseminating insights through newsletters, email updates, and/or periodic legal outlook reports
- Create a network of regional ambassadors or regional clusters within the GC community to provide timely local intelligence and identify emerging issues at an early stage
- Develop a structured process for monitoring trends, sharing best practices, and escalating issues with potential industry-wide impact



2. BENCHMARKING

POSITION WFSGI AS THE LEADING BENCHMARKING RESOURCE FOR SPORTS INDUSTRY LEGAL DEPARTMENTS

- Create a trusted platform for real-time exchange, benchmarking, and best-practice sharing on pressing legal issues and emerging challenges.
- Objective: Enable members to rapidly access peer insights, benchmark approaches, and leverage the collective expertise of the GC community when facing urgent legal questions or strategic decisions.

POTENTIAL IMPLEMENTATION

- Establish a Legal Hotline & Peer Intelligence Network where members can submit questions to the community and receive responses within 24/48 hours whenever possible.
- Facilitate the sharing of practical experiences, lessons learned, templates, and relevant resources from peers facing similar challenges.
- Build a searchable repository of previous discussions, benchmarking insights, and best practices. = Leverage Microsoft Teams as a dedicated community channel to enable secure, real-time collaboration and knowledge exchange.

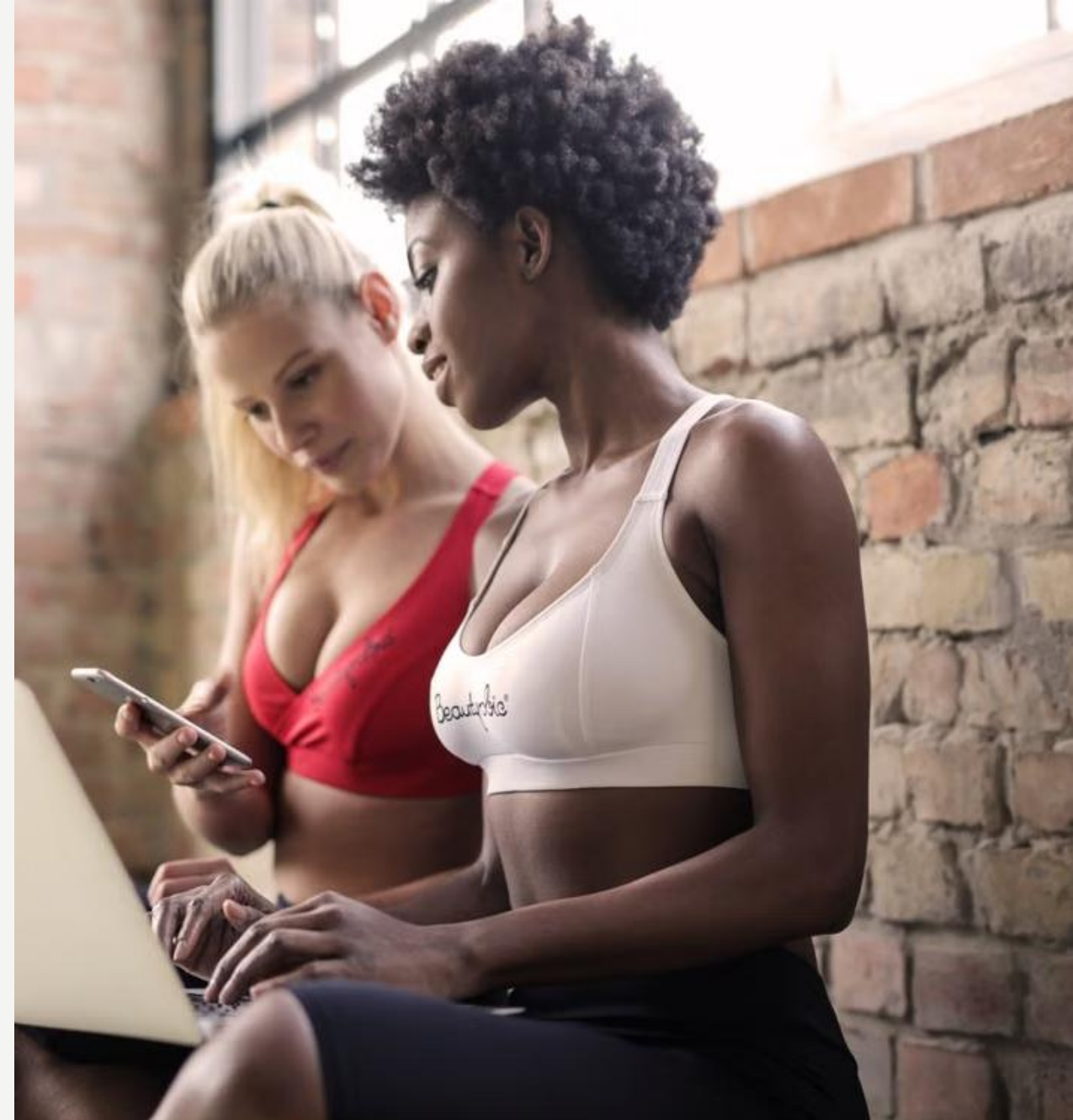


3. DIGITAL HUB

KNOWLEDGE SHARING & CONTINUOUS ENGAGEMENT

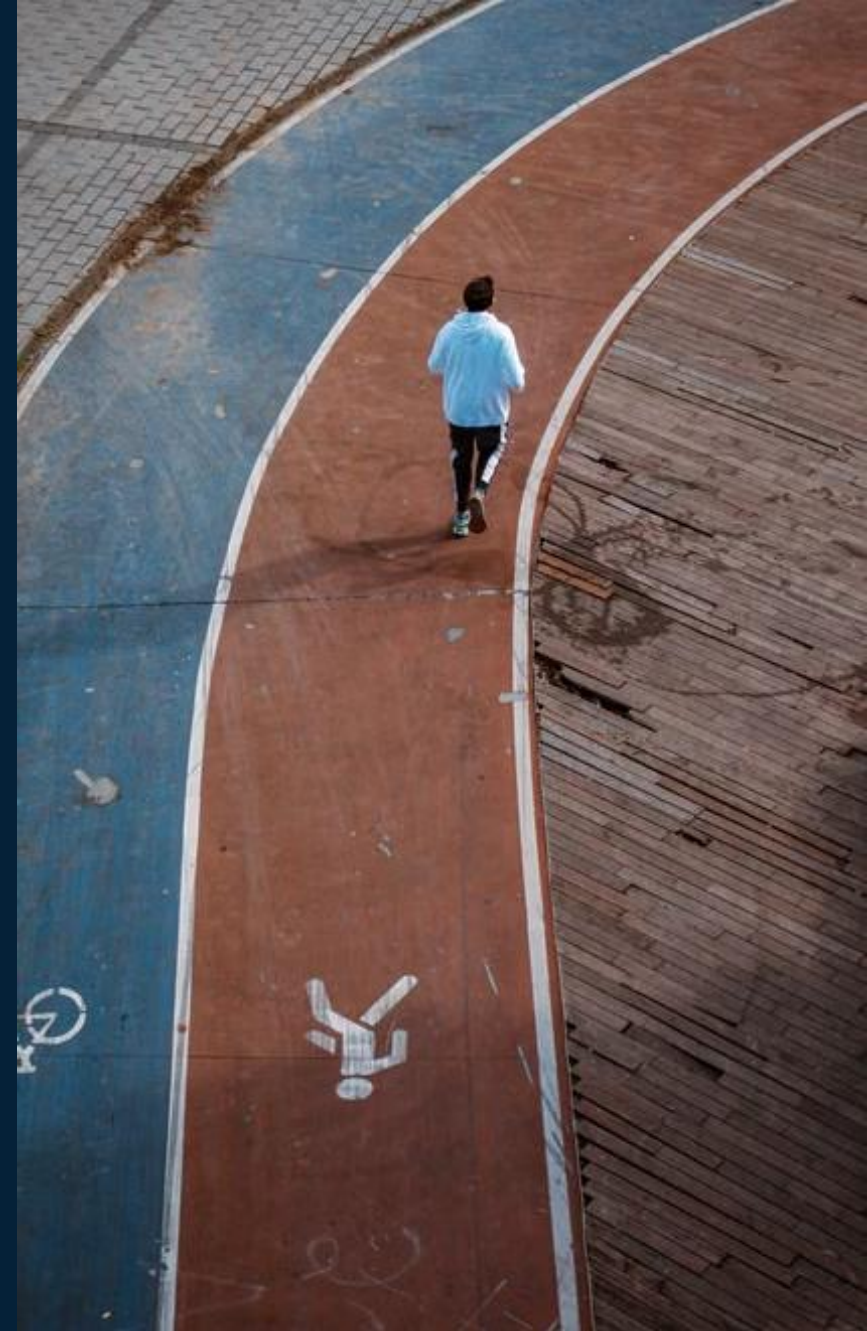
Move from two annual meetings to continuous engagement through a digital Legal Hub that connects members, knowledge, and expertise throughout the year - (SharePoint / Microsoft Teams)

- Centralized repository for legal intelligence, horizon scanning, benchmarking insights, and community resources.
- Expert webinars featuring external specialists and member-led knowledge sharing.
- Access to WFSGI legal tools, partnerships (including IP resources), and industry best practices.
- Dedicated space for peer collaboration, benchmarking, and rapid exchange on emerging legal issues.





WAYS OF WORKING



KEY PRINCIPLES

LEGAL COMMITTEE

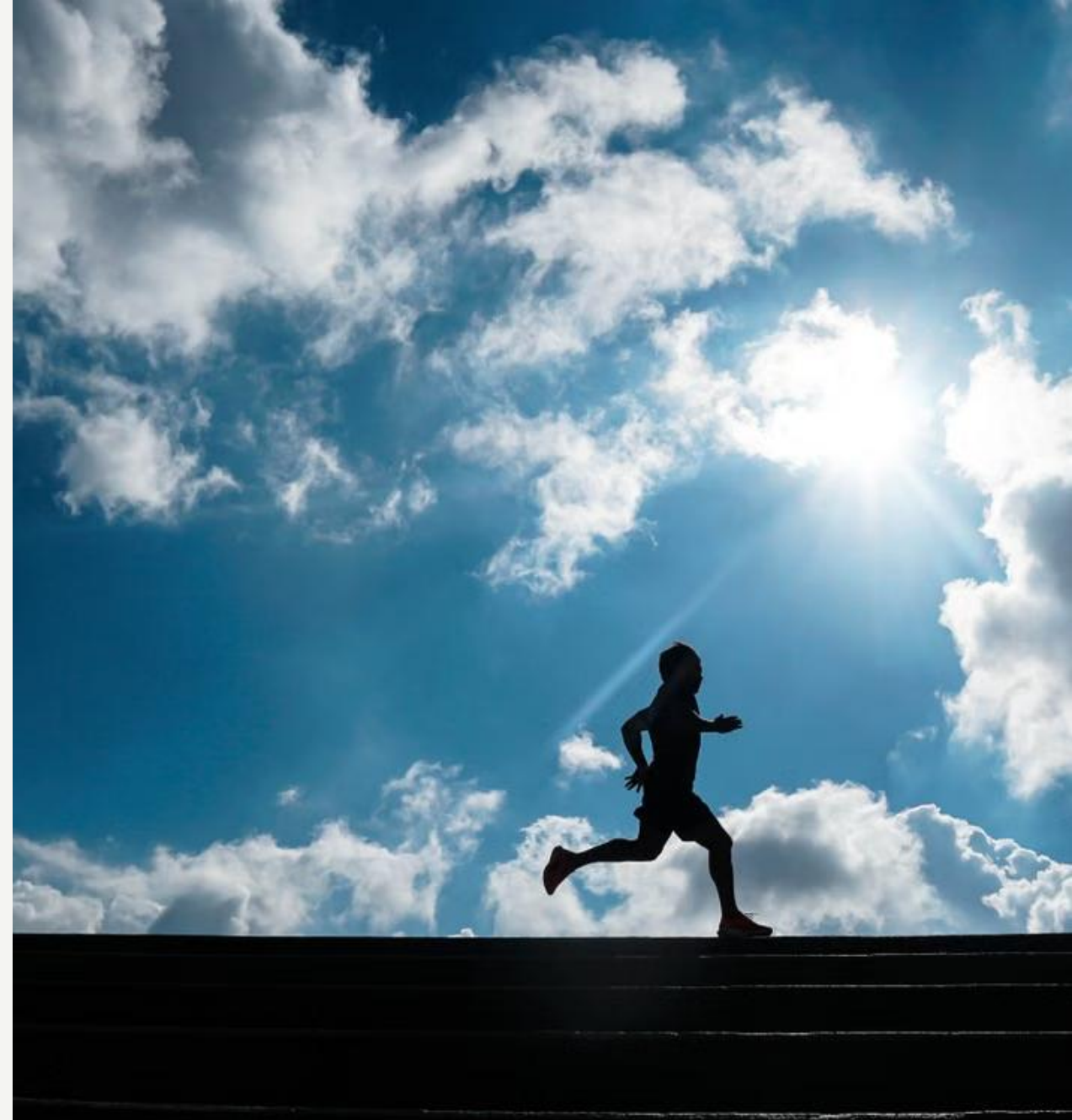
- **Inclusive and global community:** ensure all members can benefit, whether attending in person or remotely, through continuous access to discussions, insights, and resources
- **Modernized engagement model:** complement two annual in-person meetings with virtual roundtables, webinars, and digital collaboration tools to extend value year-round.
- **Increase visibility of existing resources:** promote and leverage WFSGI's existing knowledge, tools, presentations, working groups, and member services.
- **Interactive peer learning and collaboration:** foster networking, benchmarking, knowledge sharing, and practical problem-solving among senior legal leaders.
- **Action-oriented and accountable:** deliver tangible outputs, clear ownership, practical guidance, and measurable impact aligned with members' priorities.



OPERATING MODEL

LEGAL COMMITTEE

- Hold **two in-person meetings per year** (one in spring/summer, and one in autumn/winter)
- Schedule the **two-day format** to enable Product Compliance teams to meet alongside the committee when appropriate
- Ensure broad **global representation** across the committee
- **Rotate meeting locations** between Europe and other regions (Americas, Asia, and other continents)
- Meetings are **hosted generally by committee members**.
- Conduct **virtual meetings** between in-person sessions as needed. Committee members are expected to attend all meetings. If unable to attend, they may appoint a suitably briefed proxy to represent them and ensure continuity of discussions and decision-making



IN PERSON LEGAL MEETINGS YEARLY PLANNING

GLOBAL ENGAGEMENT PRINCIPLE – ROTATE MEETINGS BETWEEN EUROPE AND OTHER REGIONS TO REFLECT THE GLOBAL NATURE OF THE COMMUNITY.

2026		2027	
MARCH	NOVEMBER	APRIL	SEPT/OCT/NOV
03-04	17-18	21-22	21-22
Scott Sports, Givisiez (Switzerland)	TBD, Boston (USA)	ASICS, Tokyo (Japan)	Decathlon, Lille (France) TBC Or WIPO, Geneva (Switzerland) TBC

PROPOSED TIMELINE - STRATEGY 2026-2029

2026: REVITALIZATION & RECONCEPTUALIZATION

	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1. REVITALIZATION OF THE CG COMMUNITY - Scott Sports In person meeting: community revitalization workshop/event: alignment on priorities and engagement model - Communicate the opportunity to all members, launch the call for nominations, and elect the new leadership team.										
2. LEGAL LEADERSHIP KICK-OFF Virtual kick-off meeting, introduction of leadership vision and key objectives										
3. RECONCEPTUALIZATION – LEGAL VALUE PROPOSITION - Take stock of existing services (map current work, increase visibility and identify gaps if any) - Hold a face-to-face meeting of the full group, including all senior legal leaders within the membership (location: USA TBC) - Secure community alignment on the roadmap and adjust priorities as needed.										



PROPOSED TIMELINE - STRATEGY 2026-2029

2027/2029 - BRINGING THE NEW LEGAL VISION TO LIFE

	2027				2028				2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ACTION 1: DEVELOPING AN INDUSTRY WIDE LEGAL RADAR 1. Create a network of regional ambassadors or regional clusters within the GC community to provide timely local intelligence and identify emerging issues at an early stage. 2. Establish reporting mechanism for stakeholders 3. WFSGI consolidating and disseminating insights through newsletters, email updates, and/or periodic legal outlook reports.												
ACTION 2: BENCHMARKING OPPORTUNITIES 1. Develop external and peer benchmarking network 2. Gather best practices												
ACTION 3: BUILDING A DIGITAL LEGAL HUB/RESSOURCES 1. Design and launch Legal Hub 2. Centralize resources, services, and knowledge 3. Sharing support collaboration across the legal community												



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HEAD OF LEGAL, DIGITAL AND
COMPLIANCE
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