

The BWF logo is displayed in white, bold, italicized capital letters within a red, rounded triangular shape pointing to the right.

1934 - 2015

The title 'ANNUAL REPORT 2015' is centered in a large, white, sans-serif font. The word 'ANNUAL REPORT' is smaller and spaced out, while '2015' is significantly larger and more prominent.

REPORT & FINANCIAL STATEMENTS
FOR YEAR ENDED 31 DECEMBER 2015
NOTICE & AGENDA - 2016
ANNUAL GENERAL MEETING

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Mme Lu Shengrong
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Carolina Marin (ESP)
- BWF World Champion (Women's Singles) – 2015 & 2014
- BWF Female Player of the Year – 2015

PRESIDENT'S REVIEW

POUL-ERIK HOYER – PRESIDENT

INTRODUCTION



As we prepare to come full circle of another Olympic Games cycle, the BWF's work intensified in 2015. This resulted in a number of important achievements which have positioned the BWF for an even more successful future as we look beyond 2016 towards 2020.

Each four-year interval between Summer Olympiads is underpinned by long term planning that guides our work and in keeping with this, in 2015 we finalised our revised Strategic Plan 2016-2020.

As an international sports federation, the BWF has matured over the last 80 years together with the changing demands of our sport as it developed into a global sport for all. As we look towards 2020, we have again determined key goals for the next four years, with various targets and outcomes for the growth and development of badminton globally.

On the eve of the Rio 2016 Olympic Games, there is a lot for which BWF can be proud of. The past year has been marked by the following highlights.

STRATEGIC PLAN 2016-2020

The latest edition of the BWF Strategic Plan is our new road map with updated objectives and targets to track BWF's progress in strategic priority areas during the 2016-2020 cycle.

Approved by the BWF Council in October 2015, the Strategic Plan places athletes at the centre of BWF's work as we aim to develop our capacity – BWF's, the Continental Confederations' and our Members capacity to promote and develop badminton globally.

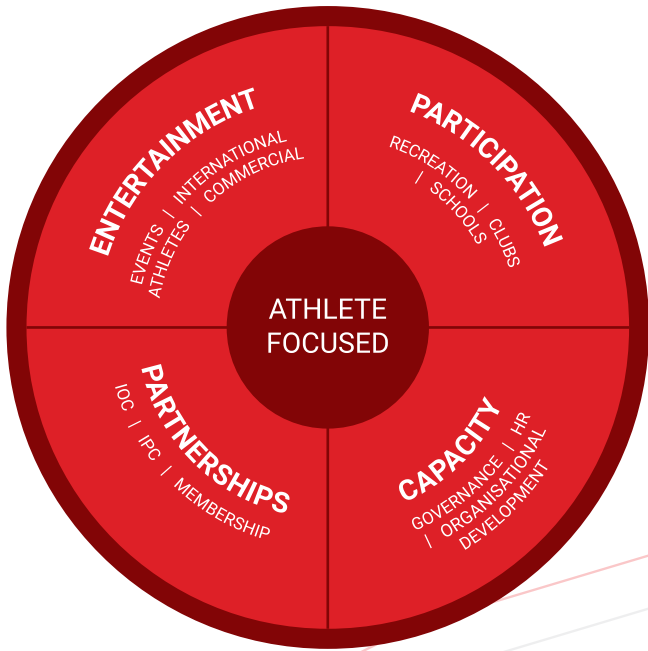
Our vision of – *'making badminton a leading global sport accessible to all - giving every child a chance to play for life'* – underlines BWF's commitment to the principle of universality. Our goal is to provide as many people as possible with the opportunity to experience badminton, at whatever age and at whatever level of play. Overall our mission is 'to lead and inspire all stakeholders, deliver entertainment through exciting events to drive fan experience, and create innovative and impactful development initiatives'.

These fundamental elements inspired our thinking in putting together the new plan and these elements are reflected throughout the plan.

Two key strategic focuses are '**Entertainment**' and '**Participation**' and these are supported by two enablers - '**Partnerships**' and '**Capacity**'.

These four strategic focuses feature significantly in the plan and include the following areas:

- delivery of world class events and the continued evolution of our events structure;
- expanding our global fan base;
- delivery of world-class Olympic badminton events (in 2016 and 2020) and a Paralympic badminton event (2020);
- further global expansion of our development programmes to support our membership;
- commitment to partnerships to enhance badminton as a 'sport for all';
- continued focus on strong and good governance of our sport and our federation and building our capacity to develop and manage the sport regionally and globally.



KEY PARTNERSHIPS AND SHUTTLE TIME



BWF's determination to cater for all sectors of badminton's global community received a welcome boost with the formation of partnerships with Special Olympics International and the United Nations Office on Sport for Development and Peace (UNOSDP). Signing ceremonies took place between BWF and both organisations in Paris in October.

Through these partnerships, we now have opportunities to share our expertise and resources in supporting already well established programmes which will see more people playing badminton. In both instances, our grassroots development initiative, Shuttle Time, will be the primary tool.

On the wider development front, we celebrated the 100th Member implementation of Shuttle Time Schools Badminton programmes with Panama initiating its courses in February 2016.

Fittingly the 100th implementation came from the Pan Am region where badminton has grown significantly in recent years particularly around Shuttle Time, coach education and an increasing number of international tournaments.

The recent unveilings of the BWF Shuttle Time website and Shuttle Time App have added another dimension to our global development thrust which has already seen Shuttle Time translated into 17 languages.

It is exciting how far we have come since 2011 when Shuttle Time was piloted in Tonga.

Finally, BWF was very pleased to learn in July that its application to become a Compulsory Sport for the FISU Summer Universiade was successful. Badminton is required to be hosted at each Summer Universiade from 2021.

IOC SESSION - KUALA LUMPUR



The 128th IOC Session was held in Kuala Lumpur in late July / early August and the BWF had the pleasure of introducing IOC President Thomas Bach to some of the most talented youth players in Malaysia.

The visit to a training session followed meetings with the IOC President which was an opportunity to discuss BWF's development and integrity programmes. The visit to youth badminton training was an opportunity for the IOC President to talk to players about their goals and aspirations and to try out the sport with talented youth.



TOURNAMENTS

The world's best players demonstrated their class in 2015. Four of the five World Champions from 2014 defended their crowns in Jakarta last August. China's Chen Long and Spain's Carolina Marin again proved too strong for their rivals in men's singles and women's singles respectively.



China's Zhao Yunlei achieved the rare feat of retaining her women's doubles (with Tian Qing) and mixed doubles (with Zhang Nan) titles. In men's doubles, Indonesia's Mohammad Ahsan/Hendra Setiawan were the only winners who had not captured the title in the previous year and were a favourite with the Indonesian fans.



We welcomed global energy giant, Total Oil, to the international badminton family as Major Events Title Sponsor for four years, with the TOTAL BWF World Championships 2015 in Jakarta being their first outing on badminton's big stage.

China won both the Sudirman Cup and junior World Mixed Team Championships for a record tenth time. Their young guns followed their senior compatriots' example to win the Suhandinata Cup in Lima, Peru in November. The likes of Lin Dan, Chen Long and Li Xuerui featured in China's defence of the Sudirman Cup in May on home turf in Dongguan.



The hosting of the BWF World Junior Championships in South America for the first time (Lima, Peru) was another milestone which will no doubt positively impact badminton's growth in that region.

The second instalment of our four-year partnership with Dubai again reached impressive heights as players, sponsors and guests were treated to an exceptional Dubai World Superseries Finals and wonderful hospitality. It was once more an enjoyable ending to an absorbing season and we look forward to the third year in 2016.



We would very much like to acknowledge and thank our Major Events hosts – Badminton China and Dongguan City (VIVO BWF Sudirman Cup 2015) and Badminton Indonesia and Jakarta (TOTAL BWF World Championships 2015) – and the hosts of the BWF World Junior Championships and the BWF World Senior Championships held in Helsingborg, Sweden in September.

Our sincere thanks to the 12 MetLife BWF World Superseries hosts for their enthusiastic support and collaboration in building our sport and appreciation also goes to Grand Prix Gold, Grand Prix and hosts at every other tournament levels. A robust international circuit of events is crucial for providing our players with pathways for their elite performance development.



The final event in the Metlife BWF World Superseries is the finals. We would like to sincerely thank our hosts Dubai who delivered a spectacular event for players and spectators.

Additionally, we need to thank our corporate partners, without whom BWF – or hosts – would not be able to present the high standard of events which fans enjoy globally.

Working together with sponsors, hosts, and our media partner IMG Media proved even more fruitful financially and commercially for BWF in 2015, with badminton now boasting a broadcast household reach of more than 600 million.

Inspired by their wholehearted backing, we look forward to progressing even further in the coming year.

RIO 2016

We are preparing for our seventh outing as an Olympic sport and, like the rest of the sporting world, are eager to experience the Rio 2016 Olympic Games, the first in South America.



While our players focus on qualifying, our team at the BWF is working hard, in conjunction with the IOC and our host partners in Rio, to ensure an excellent badminton tournament.

In November 2015, we completed our Olympic Games Test Event at Rio Centro 4 and, in these remaining months, will be fine-tuning preparations for the badminton competition for the Summer Olympic Games.

Additionally, with an eye to badminton’s debut in the Tokyo 2020 Paralympic Games, we will also be observing at the Rio 2016 Paralympic Games as our athletes with impairments gear up for their introduction to the highest level of world competition.

PARA-BADMINTON AND IPC MEMBERSHIP

Following badminton’s inclusion on the sports programme for the Tokyo 2020 Paralympic Games in October 2014, the BWF significantly increased its calendar of tournaments for athletes with an impairment. International events were held in China, Indonesia, Ireland, Peru and Spain in 2015, giving para-badminton players greater exposure to top level competition as they journey towards their dream debut on the Paralympic stage.

Undoubtedly the most anticipated tournament of 2015 was the BWF Para-Badminton World Championships, fittingly hosted in Stoke Mandeville, England – the symbolic birthplace of para-sport. A total of 223 para-badminton athletes from 37 nations showcased the dynamic

and spectacular appeal of the sport, with Korea’s Lee Sam Seop (WH 1) and England’s Rachel Choong (SS 6) the stand-out performers with three gold medals each.

In keeping with the theme ‘One Sport – One Team’ – badminton and para-badminton together, BWF announced the inaugural winners of the Para-Badminton Players of the Year awards in December at a gala



awards night as part of the Dubai Superseries Finals. Lee took home the Male Para-Badminton Player of the Year accolade while Helle Sofie Sagoy of Norway (SL 4) won the Female Para-Badminton Player of the Year award.



Off the court, the biggest news was the BWF becoming a member of the International Paralympic Committee in November at the IPC’s 17th General Assembly in Mexico City. At that forum, the IPC Governing Board also approved Yoyogi National Stadium as the venue for para-badminton (and wheelchair rugby) for the Tokyo 2020 Paralympic Games.



INTEGRITY OF BADMINTON

Athletes are at the centre of our work and they have the right to compete in competitions that are clean, fair and free from manipulation.

In late 2014, BWF established an Integrity Unit, an operational unit of the BWF office. The unit focuses on the integrity of badminton and manages the anti-doping and anti-match fixing programmes on a day-to-day basis.

BWF demonstrated its commitment to protecting the rights of athletes to compete in 'clean sport' when we introduced on 1 January 2015 our new Anti-Doping Regulations in line with the World Anti-Doping Code 2015. In early 2016, BWF enhanced its code of conduct covering illegal betting, manipulation of matches and anti-corruption code.



We have adopted a tougher and more comprehensive approach to combatting the possibility of doping in badminton, with first-time violators now facing a possible four-year ineligibility period for an anti-doping rule violation – double the previous sanction period.

We are also being proactive against match-fixing, toughening regulations to be able to protect the integrity of badminton. After

these ongoing revisions of regulations, BWF will have greater powers to investigate match-fixing allegations in the sport.

INTEGRITY AWARENESS - 'I AM BADMINTON'

In 2015, BWF rolled-out the 'i am badminton' integrity campaign to our athletes, both elite and juniors. This awareness raising programme champions badminton as a clean, fair and honourable sport and addresses various threats such as doping, match fixing, illegal betting and corruption.



It is crucial we help our athletes understand, from an early age, how they should conduct themselves as professionals and the reasons they should avoid any misconduct which would compromise their integrity and that of our sport.

Of course, BWF needs the strong support of its membership, at continental and national levels, to ensure this messaging is reaching athletes at every stage of their careers.

ACKNOWLEDGEMENTS

BWF's ongoing success has been due to the diligent work and commitment of many people and related organisations.

I wish to thank the BWF Deputy President, Gustavo Salazar Delgado, my BWF Council colleagues, the chairs of all our committees and commissions, and the BWF Secretary General, Thomas Lund, and the BWF staff in Kuala Lumpur.

The significant strides we have made in promoting and growing our sport, from grassroots to the elite level, also owe much to the hard work of our continental confederations and 183 member associations.

To our partners in every sphere of endeavour, may I extend my deepest appreciation of your collaboration and contribution to our success of the past year.

Please accept my sincere appreciation for another year of excellence on behalf of the BWF and badminton.

Finally, I very much look forward to continuing this wonderful spirit of collaboration with each of you as we chart new and exciting horizons for badminton.

Thank you all.

POUL-ERIK HØYER
BWF PRESIDENT



Chen Long (CHN)
- BWF World Champion (Men's Singles) – 2015 & 2014
- BWF Male Player of the Year – 2015 & 2014

SECRETARY GENERAL'S REPORT

THOMAS LUND –
SECRETARY GENERAL

INTRODUCTION

In recent years, BWF and badminton have reaped the rewards of a strategic approach to development and the consistent quality of work by the BWF Council, staff, member associations and related stakeholders. This has been particularly evident in the events area with significant enhancements in the quality of event delivery and branding across the BWF World Superseries events and the introduction of the Grand Prix Gold series in 2015.

The wonderful irony of this success is that as we have grown and developed – rapidly in some regards, the BWF team in the office has also had to grow to meet the increasing demands on its day-to-day work. This has especially been important in the areas of events servicing to ensure our obligations are met with our commercial and media rights partnerships.

The year 2015 saw the office operating at near optimal levels following recruitment in 2014. This allowed more specialisation in some departments particularly in the areas of events, marketing and communications.

The increased staffing levels gave us an opportunity to put new programmes in place in 2015, and at the same time, continuing the ongoing servicing around the meetings of our membership (the Forum and AGM), Council, committees, commissions, working groups as well as the day to day servicing of the membership.



Among the most important steps taken in the past season was the launch of new digital platforms to better represent and service the increasingly diverse demands of our global badminton community.

Another key area has seen an investment to protect the integrity of badminton. We have assigned dedicated resources to further address this vital aspect of sport with the Integrity Unit completing its first year as an operational unit within the BWF office structure.

As we look towards August and the Rio 2016 Olympic Games, our preparation for the first Olympiad in South America has assumed a more concentrated focus. A whole range of staff are engaged in these plans and we are confident of delivering another world-class Olympic badminton programme in partnership with the Rio hosts and the IOC.

2015 HIGHLIGHTS

PERSONNEL AND STAFF STRUCTURE

As BWF continues to grow and meet the requirements of an increasing number of stakeholders, we have sought the relevant staff to fulfil our mandate.

This year, we strengthened our Development Department with two new staff joining the team. Dr. Sharon Springer has assumed the position of Educational Resources Manager while Agita Pasaribu is the new Development Officer.



Springer's role focuses on formulating tools and education programmes to help our membership enhance their skills in key areas such as administration, event management, player development and coach education. The administrative capacity of our membership is critical and some of the training programmes to be piloted in 2016 aim to enhance the capacity of our members to plan and deliver more and better development programmes.

Meanwhile, Pasaribu has been instrumental in implementing the Development Department's social-media and online initiatives which have included launches of a new Shuttle Time website and a Shuttle Time Facebook page.

The Events Department was also bolstered by the addition of Yuan Liu as Events Officer.

In the area of executive services and support, Rachel Jayaratnam joined the BWF team as Personal Assistant to the Secretary General, replacing Jessy Sung who is now BWF Marketing Manager.

INTEGRITY UNIT

During 2015 another priority area was the protection of our sport from threats such as doping, match fixing, illegal betting and corruption.

Having established an Integrity Unit in late 2014, our aim is to spearhead our commitment to 'clean and fair sport' and to help our athletes understand how they should conduct themselves as budding professionals and to deal with any potential risks around integrity. They need to understand the consequences they face if they engage in misconduct.

Andy Hines-Randle is the Integrity Unit Manager and has Syahmi Sabron as the Integrity Unit Officer to assist him.



DIGITAL PLATFORMS

Perhaps the most important strides BWF made in the past year were in the evolution of our website network, with the launch of innovative, audience-specific platforms.

After much testing, two new sites came online in January 2016:

The Fan Site (www.bwfbadminton.com) is the hub of activity for all things badminton - the latest news on players and events, player profiles, results, rankings and statistics. In essence, it is the portal to

the world of badminton for fans, players, media and sponsors. The Chinese language version of the Fan Site (www.bwfbadminton.cn) provides the same content for Chinese language readers globally.



The corporate website (www.bwfcoporate.com) services BWF's 183 members and its five continental confederations as well as badminton administrators, business partners and technical officials. This website is orientated more internally on the day to day running of the business of badminton.



These two websites joined the BWF World Superseries site (www.bwfworldsuperseries.com), launched in October 2014, which provides extensive coverage of the annual MetLife BWF World Superseries circuit.



One other website was launched in 2015 - the TOTAL BWF World Championships site (www.bwfworldchampionships.com)



A new Shuttle Time Facebook page was also launched late in 2015 (www.facebook.com/bwfshuttletime).



We will be extending our online outreach in the coming year with the following additions planned for March to May 2016:

1. Education Site: This provides information on education and training courses in badminton and is targeted at players, the entourage including coaches, coach educators/tutors, managers and technical officials and classifiers in the sport.
2. Shuttle Time Site: This is the home of Shuttle Time Schools Badminton and it will provide extensive material for schools, teachers, tutors, trainers, and members implementing Shuttle Time programmes.
3. BWF Badminton Museum Site: A collaboration between Russian Badminton Federation and the Russian Academy of Science, Lomonosov Moscow State University. This website will capture the heritage and history of badminton and the BWF.



MEETINGS

The BWF Secretariat again provided day-to-day servicing of the BWF Council and the committees, commissions and working groups. BWF staff also planned and prepared for the 2015 Annual General Meeting and Members Forum. Last year, those key meetings were held in Dongguan, China, in conjunction with the VIVO BWF Sudirman Cup.

The BWF Council met on three occasions during 2015:

- 15-19 May 2015 - Dongguan, China
- 12-13 August 2015- Jakarta, Indonesia
- 21-26 October 2015 - Paris, France



MEMBERS FORUM



The BWF hosted the Member's Forum the day before the AGM in Dongguan in May 2015. The Forum has become an important opportunity to hear the latest initiatives from the BWF. It is also an opportunity for Members to network with colleagues from around the world. In 2015 there were a range of plenary speakers including Canadian Paralympic Swimming Champion, Stephanie Dixon who gave an athletes perspective on being at the Paralympic Games.

ACKNOWLEDGEMENTS

As we continue the exciting growth trajectory which badminton is experiencing, it requires a committed and united team, working diligently to manage various aspects of our mandate.

Thank you to our President Poul-Erik Høyer, ably supported by Deputy President Gustavo Salazar Delgado and the BWF Council, for leading our federation through another successful year. My sincere appreciation to you all for this leadership and supporting our team to complete our part in achieving success..

The achievements we have enjoyed in 2015 are in part a testament to the hard work and dedication of the BWF management group and staff in Kuala Lumpur. Their professionalism and efficiency in fulfilling our numerous duties has yet again been outstanding, to the benefit of our membership, players, and of course badminton overall.

Thank you to all staff for your tireless pursuit of excellence and for continuing to show great passion in your daily work. Your efforts have been a decisive factor in how well our organisation has done and how well our sport is doing in a competitive global sports market.

THOMAS LUND
SECRETARY GENERAL



Nozomi Okuhara (JPN)
- Dubai Superseries Finals Champions (Women's Singles)

ENTERTAINMENT - EXCELLENCE THROUGH EVENTS

IN 2009 the BWF engaged marketing consultants to undertake a wide ranging review of top tier badminton events. The recommendations from the review were implemented in 2010 and 2011 and had a major impact on the quality and consistency of the brand of BWF major events and BWF World Superseries.

These changes considerably enhanced the commercial value of events and this has resulted in more robust commercial and media rights arrangements over the last five years.

'*Badminton as Entertainment*' is a strategic focus in the BWF Strategic Plan 2016-2020 approved by Council in October 2015. This strategic focus is about capturing inspirational performances through events, communicating this through high end television production and global broadcast, showcasing athletes as stars and engaging a global fan base through a range of digital platforms.

Strategies include continuing the close working relationship with BWF's key broadcast partner, creating innovative sports presentation, using new technology and animations to offer replay sequences for television audiences, statistics packages for broadcast, enhancing the 'look and feel' of the competition venue, systematically implementing brand guidelines and providing in-venue activations for fans at events.

These strategies are complimented by effectively communicating with fans through a variety of digital platforms including BWF's fan sites (which include a portal of events specific sites and a Chinese language site), social media platforms, BWF's weekly magazine show Badminton Unlimited, and through positive and effective relations with media organisations.

BWF's Star Creation Programme including media training of players aims to maximise accessibility and exposure of badminton stars and personalities.

In 2015, the BWF continued to see enhancements in many areas of event production and delivery including increasing broadcast figures to a global audience. Examples of the kinds of enhancements now common place in events are detailed below.

These not only enhance the broadcast appeal for a global fan base but better engage spectator and ticket holders in and around the competition venue.

- **Television Production** – the quality of television production in the last few years has continued to be high and enhancements like filming and being available to broadcasters in 16:9 HD has become common place for major events and most of the World Superseries events. Badminton as a sport broadcast product needs to be able to meet broadcaster's expectations as badminton competes in a global sports entertainment market.
- **Slow motion cameras and new and different camera angles** – ultra slow motion cameras have been used at BWF major events for some time, however the production team at the Li Ning BWF World Championships in Copenhagen in 2014 set the bar high with some of the best and innovative use of ultra-slo-motion camera footage to date. Both major events in 2015 – Vivo BWF Sudirman Cup and TOTAL BWF World Championships used similar technology to enhance viewing experience.
- **Hawk-eye technology** – in January 2014 the BWF formally introduced Hawk-eye technology as part of the instant review system of line calls for all the main television courts for major events and BWF World Superseries events. This adds entertainment value both for television audiences and spectators in-venue with big screens showing replays of line calls that were challenged by players.
- **Statistics packages** – these have been enhanced with the development and introduction of the Hawk-eye tracking system in recent years to make available better match statistics for television spectators and commentators. The new tracking technology now makes it possible to provide statistics displaying various tactical shuttle placement plots and numeric statistics to enhance the understanding by viewers of the match being played.
- **Speed gun technology** – The Hawk-eye technology finally provide BWF broadcasters with statistics of shuttle speed which adds the dimension for audiences on how fast the game of badminton really is.
- **Big screen in-venue** – a feature of in-venue entertainment is the use of large screens that are used for replays, display of statistics including shuttle speeds following smashes. These provide spectators with a television audience feel to engage further in-venue spectators at events.
- **On-court projections and animations** – a feature of recent events has included projections elements of lights and features

such as large shuttles mapping the player and technical officials pathway from the player entrance tunnel to the court. The Dubai World Superseires Finals in December 2015 lifted the bar with the introduction of 3D projections, which provided a sensational sports presentation quality for spectators and TV viewers.

- **Standardization of court set up / A-Board Presentation** – since 2011 when the brand guidelines were established for the BWF World Superseries, each event has followed standards for court set up and A-board presentation. This has provided a unified presentation of the brand “Badminton” and is a recognizable part of the badminton entertainment product.
- **Music** – the use of music has been an instrumental part of building excitement around the brand, and the BWF signature hymn has been actively used to build the badminton brand. Music has however been used actively in all parts of sports presentation and prize ceremonies to support the drama’s happening on court and provide an engaging and entertaining transition between programme elements.
- **Professional commentators** – for quite a number of years BWF has contracted a few commentators to be apart of the commentating team at BWF World Superseries level events for the international broadcast and for major events. This has provided a high level of professionalism and consistency across events.
- **Professional in-venue announcers** – many hosts of events now use professional announcers to be emcees at events. Again this ensure the programme has a level of professionalism of a show with announcers being of television announcer quality. Player interviews and a slick introduction of prize presentations helps to ensure a smooth running of this element of the show.

- **In-venue activations** – hosts of events have focused on creating professional and entertaining pre-match shows to engage spectators. These show elements is also increasing being used in the transition to the next match, especially on final days.
- **Review of the Games** - The game of badminton is obviously the key entertainment factor and BWF has also started a process to experiment with new formats of the game. This include enhancing the excitement when watching a badminton match and potentially introducing shorter games and new setting systems to keep the dramatic effect. Such introduction of new scoring systems will be done with thorough testing and using experience from various alternative scoring systems already being used in different national tournaments and leagues.

For badminton to compete in a competitive global sports entertainment market, it needs to continue to raise the standards in terms of quality, consistency of brand and provide innovative sports presentation and best practice television production to complement and enhance the entertainment value athletes bring with their on-court performances. The next four years to 2020 will be important for BWF and the sport to ensure we increase our share of the sports entertainment market and enhance our global fan base.



PARTICIPATION

Elsewhere in the annual report, we have provided details of our main participation strategy - Shuttle Time Schools Badminton programme.

Since 2011, BWF's Shuttle Time Schools Badminton programme has had remarkable success and in early 2016, we celebrated with Panama as the 100th BWF member who has started implementing Shuttle Time as a national project.

Participation in badminton is central to BWF's vision 2016 -2020 - *'Making badminton a leading global sport accessible to all - giving every child a chance to play for life'*.

'Participation' is a key strategic focus in BWF's Strategic Plan 2016 – 2020. This is about increasing participation in badminton as an accessible sport for all. This includes recreational badminton - both indoor and outdoor, schools based programmes, participation programmes for seniors and the elderly, participation programmes for players with an intellectual disability and players with a physical impairment.

This strategic focus also includes the development of competitions and pathways. This could be from a schools environment through to club structures and talent identification for talent development programmes. The key objective here is to provide competitions and pathways for those who discover badminton – and discover that they are quite good at badminton, and who want to seek coaching and competition experience.

SHUTTLE TIME – A CORE PARTICIPATION PROGRAMME

Continuing the global implementation of Shuttle Time as core strategy for participation in badminton for the next four year cycle is important, however this is complemented by other strategies that engage other target groups in our sport to increase the diversity and the number of participants regularly engaging in badminton globally.

Partnerships are central to engaging some of these target groups and these are highlighted below.

- **Schools Badminton** – targeting teachers through Shuttle Time, this schools based programme aims to develop teachers skills, knowledge and confidence to plan and deliver safe and fun badminton lessons for their children.

Schools competitions are part of this strategy.

BWF's partnership with the International Schools Sports Federation (ISF) is important for badminton participation. The ISF competition structure includes schools competitions at the national, regional and world levels.

Links to clubs for after schools coaching and competition for talented children who want to continue on with badminton as a sport is a key strategy.

- **University badminton** – in 2015, the International University Sports Federation announced that badminton will be included as a Compulsory Sport from the 2021 Summer Universiade. This is an important step in having badminton as a required sport for future hosts for this biennial world event.

The aim for the next few years is for BWF to provide guidance to members on engaging university badminton and making linkages from universities to clubs. Badminton is a popular recreational sport at the university level and is another important opportunity for members to see new population of badminton players and to provide pathways beyond the university environment.

- **Outdoor badminton** – the reality is that in many development contexts in the world, badminton is often played outdoor due to a lack of facilities or lack of court spaces. Many schools programmes in less developed nations rely on outdoor multi-sport courts for sports like badminton.

In 2015, BWF continued its partnerships with researchers to come up with a shuttlecock that can be used outdoor without the impact of wind affecting the flight of the shuttle.

The aim here is to complete research on outdoor shuttlecock development and define rules to introduce an outdoor form of the game which targets new markets for participation by 2020.

- **Para-badminton** – badminton is an accessible sport for all and now that there is a complete competition pathway for para-badminton players from club to national to world and the Paralympic Games, there is now an incentive for para-athletes to see badminton as an option.

Increasing the participation of athletes with a physical impairment in para-badminton is a major objective in the next four year cycle.

- **Special Olympics** – in 2015, BWF signed an MOU with Special Olympics International with a view to BWF's Shuttle Time being used in participation programmes for people with an intellectual disability. Badminton is already a core sport in the Special Olympics programme. It is widely played and promoted by organisations who support sport for people with an intellectual disability.

BWF's partnership with Special Olympics brings an opportunity to enhance the participation of our sport in these communities where BWF and our members have not been very active historically.

- **Seniors and the elderly** – whilst not much has been done to date on programmes for the elderly, badminton is an option for keeping elderly physically active through advancing years. The BWF aims in the next four cycle to look at a project that can be piloted to increase the participation of badminton in communities and organisations that coordinate sporting and physical activities for the elderly.



SHUTTLE TIME

IN 100 COUNTRIES

GIVING EVERY CHILD A CHANCE TO PLAY



COUNTRIES

CHANCE TO PLAY FOR LIFE



TONGA
1ST
IN 2011



I AM BADMINTON

There was a great deal of media coverage on the integrity of sport in 2015 and the first quarter of 2016.

BWF's position on integrity of sport is clear. Athletes have the right to compete in clean and fair sport. It is the responsibility of BWF and all its members to ensure strong systems are in place around anti-doping and anti-match fixing.

In late 2014, the BWF formed a sports integrity unit, an operational unit in the BWF office to manage the day to day anti-doping and anti-match fixing programmes.

The key focuses of the unit are:

- **Education** - planning and implementing awareness, information and education programmes. BWF's 'i am badminton' campaign is an example of an awareness raising programme. Prevention is the main goal of education.
- **Deterrence** - monitoring betting in the sport and implementing a comprehensive anti-doping testing programme to detect cheats who are using prohibited substances are part of BWF's on-going monitoring programmes.
- **Investigations** - The BWF has a range of powers to investigate allegations of doping, match-fixing and other forms of corrupt behaviour. The Integrity Unit may enlist external organisations and individuals including the police, customs officials and anti-corruption agencies in other countries to assist in investigations where the BWF does not have jurisdiction.
- **Case Management** - the unit is also responsible for managing any cases where it is determined there is sufficient evidence to refer the matter for a judicial process.

INTEGRITY AWARENESS CAMPAIGN

'i am badminton' is BWF's global integrity campaign which was unveiled at the 2015 BWF World Junior Championships in Lima, Peru.

Clean and fair sport is a right. Doping, match fixing, illegal betting and corruption are threats to the integrity of sport. These threats risk the future of sport.

The decisions made by our players, coaches and technical officials today will affect badminton's future. Their actions need to protect the integrity of badminton.

BWF's "i am badminton" integrity campaign is about players, coaches, technical officials and administrators working together to protect our sport from threats like doping, match fixing, illegal betting and corruption.



SPIRIT OF SPORT

The BWF Integrity Programme is about promoting a healthy and fair approach to badminton competition.

The spirit of sport is the celebration of the human spirit, body and mind, and this is reflected in the values we find in, and through sport. These values include:

- Ethics, fair play and honesty
- Health
- Excellence in performance
- Fun and joy

- Teamwork
- Dedication and commitment
- Respect for rules and laws
- Respect for self and other participants
- Courage
- Community and solidarity

CLEAN • HONEST • BADMINTON

This campaign is about players, coaches, technical officials and administrators working together to protect our sport from threats like doping, match fixing, illegal betting and corruption.

The campaign focuses on the overwhelming majority of players who are proud to compete clean and true.

The 'i am badminton' campaign is an opportunity for players to proudly state:

- i am clean
- i am honest
- i am badminton

AMBASSADOR PROGRAMME

As part of the communication strategy the BWF is appointing ten "i am badminton" campaign ambassadors.

Ambassadors include the BWF President, players (para-badminton and badminton), technical officials and the chairs of BWF's Athletes' Commission and Para-Badminton Athletes' Commissions.

These people will be the public face of the campaign and will act as role models, whilst assisting the BWF in the communication of key messages.

BWF members, coaches, team managers, technical officials and of course players will hear a lot more about the campaign in the next 12 months.



EVENTS

PETER TARCALA - CHAIR

EVENTS COMMITTEE

HIGHLIGHTS 2015

- The successful hosting of five BWF major events in 2015 in Dongguan, Jakarta, Helsingborg, Lima and Dubai.
- A remarkable year of growth for BWF sanctioned tournaments with the successful hosting of 13 Grand Prix Gold series tournaments (up from ten in 2014), with nine Grand Prix tournaments and 87 Level 4 tournaments.
- High entry levels in international tournaments with players competing for world ranking points during the 12 month Olympic qualifying period starting 4 May 2015.
- Successful testing of technical elements at the YONEX Brazil Grand Prix in November hosted at Riocentro 4 in the Barra Olympic Park precinct.
- Continuous training, assessment and development of the technical officials workforce.

COMMITTEE SCOPE OF WORK

The Events Committee has a key role to play in regulating and promoting the sport at an international level and the oversight of the following areas:

- Sanctioning international competitions and effective calendar management.
- On-going review of the Laws of Badminton and competition regulations to make sure they are fit for purpose in a fast changing and commercially growing sport.
- Oversight of major event delivery – BWF World Championships, Thomas & Uber Cups, Sudirman Cup, BWF World Superseries Finals, BWF World Junior Championships and BWF World Senior Championships.
- Working with BWF's partners - hosts, sponsors, commercial and media - to deliver world class tournaments, helping to grow the fan base.
- Partnering in multi-sport environments – the Olympic Games and other multi-sport events where badminton is a core sport.

- Coordinating appointments of technical officials to international competition and providing training and education to ensure quality and consistency.

2015 IN REVIEW

The year before the Olympic Games is always a busy one for the Events Committee and 2015 was no exception with five major events being hosted and a record number of tournaments on the calendar for the 12 month Olympic Games Qualifying Period. The qualification period has meant that there were more players on the international circuit vying for world ranking points. It has been a competitive year for athletes trying to qualify for Rio 2016.

RIO 2016 OLYMPIC GAMES

A focused effort was made to support Rio 2016 this year which is operating within a challenging economic environment. BWF supported CBBd (Badminton Brazil) to promote badminton particularly in Rio to enhance media coverage of badminton with a view to promoting badminton tickets sales for Rio 2016.

- The Olympic qualifying period started on 4 May 2015 and ends on 1 May 2016.
- BWF initiated a 'Race to Rio' rankings on the BWF website to enable fans to follow progress as players compete to qualify for Rio 2016. The 'Race to Rio' ranking is based on an accumulation of the ranking points gained during the qualifying period. A second ranking, the 'Olympic Notional Ranking' provided fans with a weekly update on who would qualify - if that particular week was used for qualification.
- BWF supported CBBd programmes to upgrade the skills and knowledge of the local badminton workforce.
- The Yonex Brazil Grand Prix, 24-29 November 2015 was used for testing the group play format and results and information systems.
- BWF technical officials and Games time workforce gained valuable experience as did the sports presentation and anti-doping teams.
- Testing the airflow in the building was a key focus with valuable information and wind flow data being gathered.

VIVO BWF SUDIRMAN CUP 2015 10 - 17 MAY 2015 - DONGGUAN, CHINA

The VIVO BWF Sudirman Cup 2015 was a truly memorable event, not least for being held in the wonderful Dongfeng Nissan Sports Centre, one of the largest and most modern venues to ever to stage a BWF major event.

The championships fulfilled the BWF strategic objectives of showcasing and promoting badminton to an ever increasing worldwide television audience.

- Fantastic arena screens, excellent wooden floor and 16,000 spectator seats provided a compelling backdrop for some world class badminton.
- Successful commercial implementation for BWF's partner's and sponsors - Li-Ning, Red Bull, TOTAL and Chery Car.
- The Television production was of a high standard from the start of the tournament on two courts and included the use of an Ultra Slo Motion camera. In addition Hawk-eye technology delivered a speed measurement system (speed gun) and smash speed statistics for television graphics.
- The matches were filmed and available to broadcasters in 16:9 HD.
- Court specific lighting rig with show lighting.
- Effective use of event concept to create a unique identity.
- Fantastic, numerous, friendly and helpful volunteers.
- 8,000 strong finals day audience.

China's 10th victory of the Sudirman Cup was well deserved despite challenges from Thailand, Indonesia and Japan.

BWF would like to thank China Badminton Association and the City of Dongguan for delivering a wonderful edition of the Sudirman Cup enabling the world's greatest badminton athletes to perform to the best of their ability.

TOTAL BWF WORLD CHAMPIONSHIPS 10 - 16 AUGUST 2015 - JAKARTA, INDONESIA

The TOTAL BWF World Championships 2015 was a first for new title sponsor TOTAL. The championships showcased some fantastic badminton in front of a passionate, noisy and knowledgeable crowd.

- Strong presence for BWF's commercial partners - title sponsors TOTAL, court equipment sponsors Li-Ning, new partner Xiamen Airlines, Red Bull and Chery Car.
- Filmed and available to broadcasters in 16:9 HD.
- Good quality television production including use of Ultra Slo Motion cameras building on the first implemented at the BWF World Championships in 2014.
- Effective sports presentation utilizing theatrical lighting, arena screens and music.
- Good player services including an excellent player's lounge.
- Successful implementation of complex commercial partnerships.



- Smooth presentation of matches onto court in multi court stages together with integrated with television production.

The home fan's had great delight in seeing Mohammad Ahsan & Hendra Setiawan reclaimed the world title they had won in 2013 in Guangzhou. Remarkably all the 2014 title holders - Chen Long, Carolina Marin, Tian Qing & Zhao Yunlei and Zhang Nan and Zhao Yunlei - all successfully defended their respective titles.

BWF would like to thank PBSI for delivering a truly memorable World Championships in one of the most famous and historic venues for the sport.

WORLD SENIOR CHAMPIONSHIPS 20 – 26 SEPTEMBER 2015 - HELSINGBORG, SWEDEN

A very successful championships hosted in this picturesque Swedish city with a record 1302 players from 49 countries participating.

- Eight age groups; over 35, over 40, over 45, over 50, over 55, over 60, over 65 and over 70 years.
- The players enjoyed a very competitive and well run championships.
- 1400 matches were played on 14 courts in two halls.
- From the quarter finals onwards all the matches were played in the main hall.
- The event was well supported by BWF and Badminton Europe technical officials.

A special thanks to the Badminton Sweden, all the volunteers and a word of appreciation for all those who made the effort to take part in this very successful event.

BWF WORLD JUNIOR CHAMPIONSHIPS 4 – 15 NOVEMBER 2015 – LIMA, PERU

Two competitions were hosted - the Suhandinata Cup 2015 (team event) and the Eye Level Cups (individual events). BWF supported the championships by making available travel grants totaling USD \$133,000 to the following teams - Australia, Canada, Chile, Costa Rica, Cuba, Columbia, Dominican Republic, England, El Salvador, Guatemala, Guyana, Hungary, Iceland, Italy, Macau, Mexico, Netherlands, New Zealand, Peru, South Africa, Slovenia, Spain, Sweden, Turkey, USA and Venezuela.

- 40 teams took part in the Suhandinata Cup 2015 - a significant increase on the 32 teams who participated in 2014.
- 49 member associations were represented in the individual championships.
- A two day development coaching clinic was organized by BWF for players who were available after the second round onwards in the individual events.
- Malaysian coach Kwan Yoke Meng and former China doubles World Champion Zhou Lei, who is currently coaching with USA, assisted in running coaching clinic with 52 players from 12 member associations taking part.
- A cultural and educational programme was organised for the players and officials on 9 November 2015. The cultural tour covered a visit to the Museo de Arte Contemporaneo de Barranco, (National City Museum) and included gastronomic experiences as well as interactive music and dance activities.
- China the Suhandinata Cup beating Indonesia in the finals by 3-0.
- In the individual events, the medals were shared by China winning three gold medals, (men's doubles, women's doubles and mixed

doubles), Chinese Taipei who won the men's singles and Malaysia who won the women's singles.

- Each winner of the Eye Level Cups received a scholarship award. The prize fund of USD\$36,000 is an annual contributed from the President's Fund set up by past BWF president Dr. Kang Young Joong during the eight years of his presidency.
- The event was well represented by the BWF President, Deputy President and a number of Council members.

BWF is very grateful to the hosts, Badminton Association of Peru and the support extended by Badminton Pan Am for the delivery of this very memorable championships in South America.

METLIFE BWF WORLD SUPERSERIES 2015

The second year of the MetLife BWF World Superseries 2014-2017 cycle saw a strong consolidation of the delivery of the commercial obligations for MetLife and a very strongly contested 12 tournament series benefiting from the players quest for Olympic qualification points.

- A total of USD \$5,975,000 in prize money was distributed for the 12 Superseries tournaments.
- The Series culminated again in the Dubai World Superseries Finals hosted for the second time in Dubai and offered the highest prize money of the season at USD \$1,000,000.
- The hosts had two new sponsors at this years event - Emirates Airlines and Audi Cars underscoring the increasing value of the event for commercial partners.
- Audience numbers improved from the 2014 Finals.
- The hosts provided a great athlete experience and very good sports presentation.
- A very high standard television production from court one.
- The coverage also included Hawk-eye SMART television production from the second court, the first time that this new technology had been used for badminton and this enabled even more coverage of the Finals to be broadcast.

GRAND PRIX GOLD / GRAND PRIX EVENTS

- The second season of the BWF Grand Prix Gold series saw the circuit grow from 10 tournaments to 13 in 2015.
- The Korean Masters, New Zealand Masters and Thailand Open were new events in 2015.
- The BWF Grand Prix Gold series provided a total prize fund of USD \$1,690,000.
- As in 2014, nine Grand Prix tournaments were held with a new event, the Mexico Open replacing the New Zealand Open which stepped up to Grand Prix Gold level.
- The BWF Grand Prix tournaments provided players with the opportunity to win a combined total prize pool of USD \$450,000.

LEVEL 4 EVENTS

- The number of Level 4 tournaments held once again increased in 2015 to 87 sanctioned tournaments (up from 78 in 2014).
- This ever increasing programme provided a packed competition pathway for emerging international players prior to tackling the higher levels of international competition.
- The Level 4 tournaments had an overall prize fund of USD \$780,000.

- The BWF tournament grant distributed through the Continental Confederations was a useful driver in increasing the number of Level 4 tournaments along with the Olympic qualification period.

RELAY TEAM SCORING SYSTEM TRIAL

A trial of the relay team scoring system was held with the help of BWF technical officials including both the 55 point and 105 point versions on 9 November 2015. About 60 players from six countries (India, England, Indonesia, Chinese Taipei, Korea and Malaysia) and officials took part in the trial. A small prize fund was paid to the winners and valuable feedback on this exciting new system.

LAWS OF BADMINTON / COMPETITION REGULATIONS

BWF Council at its meetings on 18 & 19 May in Dongguan, China and 26 October 2015 in Paris, France agreed to recommend a number of changes to the Laws of Badminton to the BWF AGM 2016.

A number of decisions relating to RTTO's, General Competition Regulations, and specific competition regulations were also made by the Council.

One of the most significant was the increase of reviews (two per game instead of two per match) available to players during matches supported by the Instant Review System.

TECHNICAL OFFICIALS

The Strategic Development Plan for Technical Officials was formally adopted by BWF Council on recommendation of the Technical Officials Commission and Events Committee. Good progress was made in 2015 with the plan to increase the training, development and assessment opportunities for Technical Officials and an increase in the number and quality of the workforce (see the Technical Officials section of this annual report).

COMMITTEE MEMBERS

Peter Tarcala - Chair
Li Lingwei - Deputy Chair
Geraldine Brown
Lawrence Chew
Raj Gaya
Akhilesh das Gupta
Ng Yoke Weng
Nora Perry
Anton Subowo
Yuhan Tan



TECHNICAL OFFICIALS

The BWF Strategic Plan (2016 - 2020) was approved by the Council in October 2015 and included in the plan is a priority area related to Technical Officials - to improve the Technical Officials workforce both in terms of quality and quantity.

A key goal is to develop the technical officials training and education system and ensure there are quality technical officials from all continental regions officiating at world level events.

1. Improve recruitment of BWF Umpire and Referees by providing materials to support recruitment in and from Member Associations.
2. Improve the quality and enhance uniformity in performance of referees and umpires.
3. Examine the feasibility of introducing a semi-professional technical official workforce for.

A Technical Officials Strategic Development Plan has been developed using the above as a guide. This is being used to implement training and development programmes for Technical Officials.

With an increasing calendar of international events annually, there is significant pressure on ensuring more and better technical officials developing in the system.

The plan for Technical Officials includes additional resources aimed at improving both the quantity and quality of the workforce available for future international badminton competition.

There were two training activities centrally organised by the BWF Technical Officials Commission in 2015:

1. In April in Kuala Lumpur, Malaysia, BWF hosted workshops for Continental Confederation Certificated Referees. This was the theoretical stage of training which was followed up by practice and assessment.
2. In October just before the YONEX Denmark Open, BWF organised workshops for Referee Assessors and Certificated Referees.

Good progress was made in 2015 with the following key outcomes:

REFEREES UPGRADED TO THE BWF CERTIFICATED LEVEL

Assessment made at the BWF World Senior Championship

- Pencho Stoynov (BUL)

REFEREES UPGRADED TO THE BWF ACCREDITED LEVEL

- Barbara Fryer (SUI)

UMPIRE ASSESSMENT

Umpire Assessors completed appraisals at the following events:

- YONEX All England Open Championships
- Maybank Malaysia Open
- YONEX US Open
- YONEX Japan Open
- YONEX Denmark Open
- YONEX-SUNRISE Hong Kong Open
- Dubai World Superseries Finals

UMPIRES UPGRADED TO THE BWF CERTIFICATED LEVEL

Assessment made at the TOTAL BWF World Championships 2015

- Andrea Chiappini (ITA)
- Kristill Tan (MAS)

UMPIRES UPGRADED TO THE BWF ACCREDITED LEVEL

Assessments were completed at the VIVO BWF Sudirman Cup and Bitburger Open 2015

VIVO BWF SUDIRMAN CUP 2015

- Gunars Lusveris (LAT)
- Andre Van Der Merwe (RSA)
- Daniel Law Chi Kwong (HKG)
- V. Pethaperumal (MAS)
- Benjamin Kuo Pan Hsien (TPE)
- Qomarul Lailiah (INA)
- Bertha Garcia (PER)

BITBURGER OPEN 2015

- Jan Andersson (SWE)
- Hermin Arminmehr (IRI)
- Iris Metsapalu (EST)
- Remi Bealieu (CAN)
- Victor Wong Wai Nap (HKG)
- Kamasha Robertson (TRI)
- Yassan Sairally (MRI)
- Ezzad Salman (MAS)
- Artur Zaluznoi (EST)
- David von Schwerin (AUT)

REFEREE ASSESSORS

- Nahathai Sornprachum (THA) and Ernest Robinson (FRA) were appointed as new BWF Referee Assessors to start in 2016.

UMPIRE ASSESSORS

- Gilles Cavert (FRA) and (Sandie) Zheng Sanliang (CHN) were appointed as BWF Umpire Assessors to start in 2016.

TECHNICAL OFFICIALS COMMISSION

The BWF Technical Officials Commission, chaired by Torsten Berg, met on 14 August 2015 in Jakarta alongside the TOTAL BWF World Championships 2015.



ATHLETES' COMMISSION

YUHAN TAN - CHAIR

HIGHLIGHTS 2015

- Athletes' Commission elections were held in May at the 2015 Vivo Sudirman Cup, Dongguan, China with three new members being elected.
- A successful Athletes Commission meeting was held in Jakarta during the World Championships.
- Commission members participated in the Media Education Program for athletes.
- BWF was represented at the IOC Athletes Forum in Laussane, Switzerland in October 2015.

COMMISSION SCOPE OF WORK

- To establish a method of seeking players' opinions on issues of major importance in badminton that aims to reach as wide a player demographic as possible.
- To work constructively with the BWF to provide player feedback on areas of player interest as entrusted to the Athletes Commission by the BWF.
- To act in good faith towards the players and the Athletes' Commission and at all times, conduct themselves in a manner that upholds the good reputation of those bodies.
- To promote clean sport and fair play by all players.

2015 IN REVIEW

2015 was a very busy year for the Commission and one which saw elections in May and a new Chair, Yuhan Tan. Highlights of the year were:

- Three new members were elected in May: Koen Ridder (NED), Shintaro Ikeda (JPN) and Tang Yuanting (CHN). They joined Yuhan Tan (BEL), Hans-Kristian Vittinghus (DEN), Greysia Polii (INA) and ex-officio Pedro Yang (GUA).
- Soon after the elections the Athletes' Commission appointed Yuhan Tan as the Chair and Koen Ridder as the Vice Chair.
- The first Athletes' Commission meeting for the new team took place in Jakarta during the TOTAL BWF World Championships.
- The commission supported the first Media Education Programme held alongside the BWF TOTAL World Championships.
- The Chair of the Commission represented the BWF at the IOC Athletes Forum in Laussane, Switzerland in October 2015.

LOOKING AHEAD

As we look towards the Olympic year 2016, the key tasks are to:

- Hold an athletes' meeting before the start of the TOTAL BWF Thomas & Uber Cup Finals in Kunshan in May.
- Formulate and present recommendations to the athletes at the athletes' meeting.

- Continue to work closely with the Events Committee and Technical Officials' Commission to keep improving conditions for athletes at tournaments.
- Continue to invest in connecting with our athletes through increased presence at tournaments as well as through social media channels.
- Work closely with the Badminton Europe's Athletes' Commission and promote Athletes' Commission bodies to other continental confederations
- Work closely with the BWF towards a successful event at the Rio 2016 Olympic Games.

COMMISSION MEMBERS

Yuhan Tan - Chair
Koen Ridder - Vice-Chair
Shintaro Ikeda
Graysia Polii
Hans-Kristian Vittinghus
Pedro Yang, Ex-officio
Tang Yuanting



DEVELOPMENT & SPORT FOR ALL

DAVID CABELLO - CHAIR

DEVELOPMENT & SPORT FOR ALL COMMITTEE

HIGHLIGHTS 2015

- The continued growth and popularity of the Shuttle Time Schools Badminton programme amongst Members.
- The development of new resources to assist the growth and development of Member associations.
- The development and ratification of key international partnerships.
- An increase in Olympic Solidarity funded activities for our Members.
- A proliferation of BWF Coach Education courses with 82 members now having qualified BWF Coach Education tutors.

COMMITTEE SCOPE OF WORK

The key focus of the committee is to:

- Ensure plans for the development of badminton are in line with the BWF Strategic Plan.
- Work closely with the Continental Confederations and oversee the development grants programme – its structure, focus and investment - and to ensure accountability.
- Develop training and education materials and models for Continental Confederations and Members, which support grassroots development and the education of the badminton workforce.
- Build effective partnerships with key international bodies to maximise opportunities for badminton.

2015 IN REVIEW

2015 saw many positive developments for the Development Department, commencing with the enhancement of our team with the recruitment of two new people, Educational Resources Manager and Development Officer. These new positions have enabled us to increase our capacity and offer an improved service to both Members and the Continental Confederations.

During the year our focus remained on the delivery of the objectives identified in the BWF Strategic Plan 2012-2016 and this report has been designed to give an insight into our progress and key achievements.

PARTNERSHIPS - CONTINENTAL CONFEDERATIONS

The Continental Confederations (CCs) are central to our work in development and through funding provided by the BWF, the CCs plan and deliver development programmes in their continental region. The annual Continental Confederation Forum took place 14-16 September 2015 in Kuala Lumpur and again was a great success. After three days of positive exchanges of ideas which reinforced the strong working relationship between the CCs and the BWF development department, the key outcomes were:

- BWF/CC working group created to assist the development of a Member categorization tool, with the objective of being better able to target our resources and measure return on investment.
- New standardised financial reporting template was agreed.
- BWF/CC working group formed to draft a proposal concerning the development of a BWF Training Centre strategy.
- Agreement on areas of focus and KPIs for Development section of the BWF Strategic Plan 2016-2020.

NEW EDUCATIONAL RESOURCES

In partnership with World Academy of Sport the development of resources designed to support our Member associations continued throughout the year. These resources include both online and face to face practical courses:

- **Player Pathway Programme** – a practical course which assists members to develop a comprehensive strategic plan suitable to present to national stakeholders, particularly funding bodies. The programme is designed to plot the path of players from beginner to elite level taking into account local resources and logistics. This course has now been delivered in three CC regions.
- **National Administrators Course** – both the online resources and the practical face to face course were developed in 2015 and will be launched in the first half of 2016.
- **Event Managers Course** - both the online resources and the practical face to face course were developed in 2015 and will be launched in the first half of 2016.

SHUTTLE TIME

The BWF Shuttle Time Schools Badminton Programme continues to expand with 100 members now having commenced national implementation programmes. Other key developments include:

- 17 language versions completed with further language versions to become available.
- Translation of the supporting video clip commentary into Spanish and French.
- Total number of views on BadmintonWorld.TV passing 800,000.
- Shuttle Time University Course – resources to support teacher training in universities completed and trials commenced in the Continental Confederations.
- Shuttle Time Facebook page launched.
- Shuttle Time App will be launched in the first half of 2016. The App will service all 17 language versions of the resources.



- Shuttle Time Youth Leaders Award – targets 15-18 year old students and has a goal for the course to be included into international curriculums. The resources will be piloted early in 2016 and negotiations have commenced with international education organisations.
- Shuttle Time Equipment Donation Project – 11 of our Superseries and major event hosts participated in this programme, with over 1400 pieces of equipment being donated to less developed badminton nations to support schools badminton. BWF has also supported the distribution of 40 stringing machines to support national schools badminton projects.

COACH EDUCATION

The number of BWF Level 1 and Level 2 courses continues to grow. These are being delivered using the five language versions available. Key developments in 2015 include:

- The coach education video clips have received more than 1,600,000 views on BadmintonWorld.TV.
- More than 5,000 coach education resource packages have been downloaded.
- BWF Level 3 resources are being developed and will be ready to pilot in 2016.
- A para-badminton coaching module is being developed for inclusion in BWF Coach Level 1 resources.

PLAYER DEVELOPMENT

All five CCs have delivered player development activities, and meet the funding criteria for this project. Although this is a relatively new project, initial indications are positive with nine singles players from the various CC projects having qualified directly for the BWF World Championships 2015. These players have received increased training and competition opportunities through the CC activities. The funding has also had a positive impact on CC championship participation from less developed badminton nations.

SPORTS SCIENCE

The main focus is on providing research grants for badminton research projects.

- Reports were received from all 2014/15 funded projects.
- Six research projects were selected by the panel for 2015/16 financial support.
- Two projects from 2014/15 will receive additional funding to broaden their research projects.
- Reports from all BWF funded project will be published on the new BWF education website in 2016.

OLYMPIC SOLIDARITY

The following are the Olympic Solidarity funded activities for 2015

- Eight National Technical courses for coaches.
- Two National Structures activities.
- Five Sports Science Scholarships.
- 30 Olympic scholarships for Rio.

UNOSDP (UNITED NATIONS OFFICE ON SPORT FOR DEVELOPMENT AND PEACE)

A letter of intent was signed between BWF and UNOSDP in Paris in October. This confirms that badminton is a nominated sport for UNOSDP's youth leader programme. Badminton has already contributed to three courses with more planned for 2016.

SPECIAL OLYMPICS

A proclamation was signed between BWF and Special Olympics in Paris in October. This proclamation means that BWF will work with Special Olympics to support coach education using Shuttle Time material. This partnership recognises the inclusive nature of the Shuttle Time resources and the accessibility of badminton as a sport for all. BWF will assist in the training of the Special Olympics coaching workforce. An adapted Shuttle Time course was piloted in 2015 and this will be rolled out in 2016

TAFISA (THE ASSOCIATION FOR INTERNATIONAL SPORT FOR ALL)

The BWF received recognition for its Shuttle Time Schools Badminton project with a TAFISA Best Practice Sustainability Award. A formal recognition of Shuttle Time in the form of practical Memorandum of Understanding is being negotiated and prepared for signing in 2016.

KEY DECISIONS OF THE BWF COUNCIL 2015

- Council approved the request for an additional US\$20,000 for the Outdoor Shuttlecock Project.
- Council approved the formation of a \$150,000 Capacity Building Fund for CCs. The aim is to build capacity of the CCs who meet criteria on long term plans, an analysis on spending patterns and an analysis on the human resource needs in the medium to long term.
- Council adopted the Development and Sport for All section of the BWF Strategic Plan 2016 – 2020.
- Council endorsed the Development and Sport for All budget which has more than \$2.8 million for CC managed development programmes in 2016.

COMMITTEE MEMBERS

David Cabello - Chair
 Jassem Kansa - Deputy Chair
 Dagmawit Girmay Berhane
 Akhilesh Das Gupta
 Paul Kurzo
 Sergey Shakhray
 Nigel Skelt
 Anton Subowo
 Yuhan Tan
 Vishu Tolan
 Chipu Zumburani



PARA-BADMINTON

PAUL KURZO - CHAIR

PARA-BADMINTON COMMITTEE

HIGHLIGHTS 2015

- The most successful BWF Para-Badminton World Championships to date.
- First BWF sanctioned international events held in China, Peru and Ireland.
- Phase 1 of the classification research project completed.
- Membership of the IPC confirmed in Mexico City in November 2015.

COMMITTEE SCOPE OF WORK

The key focus of the Committee is to:

- Promote para-badminton and provide advice on the integration of para-badminton at all levels.
- Review and recommend changes to regulations and laws.
- Monitor planning and delivery of para-badminton competitions and the calendar of events.
- Oversee the development of para-badminton including education programmes – classifiers, technical officials, coaches, event organisers.

2015 IN REVIEW

2015 was the first full year since the IPC announcement that badminton is in the Paralympic Games. The Committee has focused on 1) increasing participation in para-badminton, 2) improving the quality and the number of international competitions, 3) development of para-badminton at the regional and national levels and 4) training and education of the para-badminton workforce - classifiers, technical delegates, technical officials and tournament organisers.

SUCCESSFUL EVENTS 2015

2015 saw a range of successful international sanctioned competitions including the first:

- China Para-Badminton International in Beijing;
- Irish Para-Badminton International in Dublin;
- BWF Para-Badminton World Championships in Stoke Mandeville, England;
- Peru Para-Badminton International in Lima.

PARA-BADMINTON WORLD CHAMPIONSHIPS

A highly successful event hosted to a very high level by Badminton England at the birthplace of the Paralympic Movement – Stoke Mandeville, England.

- 223 players from 37 countries.
- 21 medal events
- A very good medal spread – England, India and Korea - four gold medals, Malaysia went home with three gold medals and Thailand and Norway two gold medals each (one of the wins was shared with Germany in a Women's Doubles match), Denmark and China each took home one gold medal.

RESEARCH

A three year research project has been initiated to support an evidence-based classification system in para-badminton.

- Phase 1 of a research project into the classification system in para-badminton was completed and the results presented at the IPC Vista Conference in Spain in October.
- The research is managed by Professor Dr Hanno Felder, Olympic Training Centre Saarbruecken.
- Phase 2 of the research focuses on wheelchair users and this will take place in Paris in early March 2016.

DEVELOPMENT

The emphasis in 2015 was on more and better international events and more international level players in the system. In 2015, there were a range of focuses for development including classifier courses, coach education, regional activation workshops, in new countries / regions, national event support, national classifier courses, women's participation and support, the classification research project and general technical support for international events.

- Player and coach development projects were completed in Malaysia, Canada and Peru.
- A coach education training module is being developed.
- In 2016, plans are in place to continue to conduct integrated training activities around events.
- Classifier training continued throughout with one new Senior Classifier and one new International Classifier qualifying.
- In 2016, coach development and administrator workshops will be held in each Continental Confederation with specific projects planned for the USA, Australia and Egypt so far.

PROMOTION

Promoting players as stars and identifying new talent who are likely to be podium finishes at world events were priorities in 2015. Players continue to be at the centre of the promotion of para-badminton.

- Developed a highlights package of the World Championships for the BadmintonWorld.TV channel.
- Substantially increased the stock footage of players, and action photos for promotional material and website presence of players.

STRATEGIC PLAN – 2016 -2020

As BWF looks toward the Tokyo 2020 Paralympic Games and badminton's debut, the task was to define the most important strategies to increase participation in the sport and improve the quality of the play on court. Event development at national as well as international level are important to ensure competition pathways for athletes.

- Developed the para-badminton section of the strategic plan to guide the Committee towards 2020 and the sports first Paralympic Games.

COMMITTEE MEMBERS

Paul Kurzo - Chair
Wayne Somers - Deputy Chair
Ranjit de Silva
Nora Perry



PARA-BADMINTON ATHLETES' COMMISSION

RICHARD PEROT - CHAIR

HIGHLIGHTS OF 2015

- The Para-Badminton Player of the Year Awards were integrated with the annual BWF Player Awards for badminton in Dubai in December.
- Chair of the Athletes' Commission was a guest speaker at the 2015 Member's Forum in Dongguan, China in May 2015.
- Para-Badminton Athletes' Commission met twice during the year.
- Two Athletes' Commission representatives attended the Para-Badminton Commission meetings in Geneva in March and November 2015.
- Commission members attended a range of tournaments and met athletes to seek input from them and discuss issues in para-badminton.

COMMISSION SCOPE OF WORK

The role of the Para-Badminton Athletes' Commission is:

- To liaise with players, organise players meetings at tournaments and canvas their views and opinions on rules and regulations, development and direction of para-badminton.
- To represent the views of para-badminton athletes at Para-Badminton Commission meetings through its representatives.
- To report back to the players on outcomes of meetings and representations made at the Para-Badminton Commission meetings.

2015 IN REVIEW

2015 was the second year of activity for the Commission which was established at the Para-Badminton World Championships in November 2013. Overall, the Commission focused on improving communication with the para-badminton athlete population.

Highlights of the year were:

- The Para-badminton Player Awards were presented for the first time in December 2015. This was a very visible example of "One Sport – One Team" as the awards were integrated with the badminton Player of the Year Awards.
- The awards were hosted at a gala dinner in Dubai. The awards were recognition of the stellar performances of two players in 2015 – Lee Sam Seop (KOR) and Helle Sofie Sagoy (SWE).
- The Chair of the Para-Badminton Athletes' Commission was one of the speakers at the BWF Member's Forum in May – a session on the Paralympic Games. Canadian Paralympic Champion Stephanie Dixon gave the keynote address.
- Increased visibility of para-badminton as part of badminton – the BWF Members Forum 2015 is a good example with the main plenary session devoted to the Paralympic Games. Badminton Europe at their ADM did a similar focus earlier in 2015. And Members are being active around the increasing visibility - the French Badminton Federation and Badminton England for example integrate para-badminton players in activities and showcase para-badminton at some badminton events.
- All Commission members attended the BWF Para-Badminton World Championships in Stoke Mandeville – to network with players and to meet as a Commission

- Hosted a players meeting at the BWF Para-Badminton World Championships.
- Increased engagement of athletes through the Athletes' Commission Facebook page. 50% of international players are connected through the Facebook page.
- An online survey for players was conducted to gather information and opinions on issues facing para-badminton players.
- The Chair of the Commission attended the Badminton Europe ADM and Forum and made a presentation to delegates.
- Badminton Europe created a Para-Badminton Commission which was very active in 2015. The workshops for Badminton Europe members was highly successful and involved athletes.
- The Commission has promoted key anti-doping messages to the athlete population – in particular around athletes applying for Therapeutic Use Exemptions for medications athletes may need to take.
- The Chair of the Commission was in regular contact with the IPC Athletes Commission Chair throughout the year.

COMMISSION MEMBERS

Richard Perot - Chair
Yau Tian Ann - Deputy Chair
Antony Forster
Martin Rooke



IOC & INTERNATIONAL RELATIONS

ETIENNE THOBOIS - CHAIR

IOC & INTERNATIONAL RELATIONS COMMITTEE

HIGHLIGHTS 2015

- IPC General Assembly confirmed BWF as a member of the IPC in November 2015.
- Badminton included as compulsory sport for the FISU Summer Universiade from 2021.
- Established partnerships with MOUs being signed with Special Olympics and the United Nations Office in Sport and Development for Peace (UNOSDP).
- The BWF's Shuttle Time Schools Badminton programme was recognised by The Association for International Sport for All when the BWF received its sustainability award in October 2015.

COMMITTEE SCOPE OF WORK

The key focus of the Committee is to:

- Strengthen the position of badminton and the BWF with the IOC, ASOIF, NOCs, IPC and NPCs to support the recognition of our sport and the promotion of excellence in BWF events and development initiatives.
- Build effective relations with the institutional sports world to enhance BWF's representation and image as a Summer Olympic Games IF and a sport on the Paralympic Games Programme.

2015 IN REVIEW

It was a rewarding year for the IOC & International Relations Committee as BWF continued to engage with various stakeholder groups in international sport.

OLYMPIC/PARALYMPIC STATUS

- BWF was confirmed as member of the IPC at the IPC General Assembly in Mexico City on 15 November 2015. The IPC had announced in October 2014 that badminton is a sport for the Tokyo 2020 Paralympic Games.

- BWF continues to be well-represented within the Olympic family:
 - BWF President, Poul-Erik Høyer sits on the Entourage Commission.
 - Council member Li Ling Wei sits on the Entourage Commission, Olympic Programme Commission, Olympic Solidarity Programme and the Coordination Commission for the 3rd Summer Youth Olympic Games in 2018 in Buenos Aires.
 - Council member Dagmawit Girmay Berhane sits on the Women and Sport Commission and the Nominations Commission.
 - Sir Craig Reedie is an Honorary Life Vice President of the BWF and is IOC Vice President and Executive Board Member, and is the President of WADA.
- BWF remains active at major IOC and international sports meetings. The President, Secretary General and Chair of this Committee attended the SportAccord Convention in Sochi in April 2015 and the 128th IOC Session in Kuala Lumpur in July 2015.
- As part of the initiative to enhance communication with the IOC Sports Department and to hear first hand the directions of the IOC Agenda 20-20, Kit McConnell, IOC Sports Director, was guest speaker at the BWF Council Meeting in October in Paris.

RIO LEGACY PROJECT

BWF is working closely with the IOC and Rio 2016 Organising Committee to ensure the successful hosting of the Olympic Games in Rio de Janeiro. The BWF continued to invest in its Rio legacy project which started in 2013 and this aims to increase the awareness of badminton as an Olympic sport through a range of strategies in Rio and across Brazil.

- The Rio Project Manager Maria van Grichen continued to plan and deliver a strong grassroots development programme collaborating with the Rio Badminton Association and Badminton Brazil. These on-ground activations will leave a significant legacy in Brazil.
- Consistent on-going efforts across the four pillars of development, tournaments, experiences and Rio Legacy have yielded good results:
 - 214 positive news reports across all media
 - Steady growth of Facebook fans over 12 months resulting in 21,916 fans – significant growth overall. Fan numbers and activity increased in months where there were local successes – for example the success of the Brazilian players in July at the Pan Am Badminton Championships and the Rio Test Event in November gained significant traffic and media coverage for badminton.
 - 63% of Facebook fans are aged 13-24 years old offering exciting opportunities to increase awareness and participation in badminton amongst youth.

ESTABLISHED PARTNERSHIPS 2015

BWF's 2016 -2020 vision of "Making badminton a leading global sport accessible to all – giving every child a chance to play for life" was strengthened as follows:

- BWF signed a proclamation with Special Olympics International in October 2015 in Paris.
- Letter of Intent with United Nations Office on Sport and Development for Peace signed by both parties in October 2015 in Paris.
- The Association for International Sport for All (TAFISA) presented the BWF with a Sustainability Award in Budapest, Hungary in October 2015. This was given in recognition of the sustainable approach to the systematic implementation of Shuttle Time globally.
- Francophone League - successful first training and development activity in Cameroon.

WOMEN IN BADMINTON

- Various activities were carried out with success and continued emphasis on increasing women's participation in the sport including areas of administration and volunteer engagement.
- A significant highlight during the Members Forum in May, in Dongguan China, was the integration of women presenters who spoke about "Women in Sport":
 - Stephanie Dixon, a Paralympic champion was a keynote speaker and spoke about her Paralympic Games journey
 - Janice Crosswhite spoke on "Equal opportunity on and off the field of play" and presented several strategies to engage and sustain women in sport.

MULTI-SPORT EVENTS

Badminton continues to be well represented in multi-sport games as BWF seeks to ensure badminton is on the programme of these events – highlights for 2015 were:

- FISU Summer Universiade - 223 players from 35 countries - Gwangju, Korea.
- European Games in Baku - 160 athletes from 34 countries.
- Southeast Asian Games 2015 - 110 athletes from 9 countries.
- Pan Am Games in Toronto - 84 athletes from 18 countries.
- A key achievement of such collaborations is the inclusion of badminton as a Compulsory Sport for the FISU Summer Universiade from 2021 where it is anticipated that there will be an increase in the participation from the university community.

COMMITTEE MEMBERS

Etienne Thobois - Chair
 Dagmawit Girmay Berhane - Deputy Chair
 David Cabello
 Paul Kurzo
 Li LingWei
 Nora Perry
 Geraldine Brown
 Gregory Verpoorten
 Mehdi Karbasian
 Nigel Skelt



MARKETING

NIGEL SKELT - CHAIR

MARKETING COMMITTEE

HIGHLIGHTS 2015

- A forward moving year with our commercial agency partners in the form of IMG Media, ESG and Repucom.
- The first TOTAL title sponsored major event took place successfully in Jakarta, Indonesia in August 2015 – the TOTAL BWF World Championships 2015.
- The second DUBAI sponsored BWF World Superseries Finals took place successfully in Dubai, United Arab Emirates, in December 2015.

COMMITTEE SCOPE OF WORK

The key focus of the Committee is to:

- Ensure that the strategic direction of the management of the external agencies working with the BWF is maintained at all times in order to continually enter into new commercial partnerships to grow the properties, maintain and grow existing partnerships and maximise revenue opportunities with the highest levels of profitability.
- Develop incremental revenue models for the BWF to grow the sport commercially.
- Manage and further develop “Brand Badminton” in clearly defined partnerships with our Continental Confederations, Member Associations and Host Cities.

2015 IN REVIEW

2015 was the first full year where marketing sat within the newly established Marketing and Communications department within the BWF structure where marketing has a clear focus on all commercial matters relating to the growth of the BWF and consequently the sport.

IMG MEDIA & PRODUCTION

- The end of 2015 was the midway point in the current cycle of the relationship with IMG Media, who deliver all of our television broadcast relationships and manage our television production capabilities.
- During 2015 IMG Media delivered an additional 130 million household reach for badminton events by adding broadcasters world-wide making the overall universe of potential household reach now over 600 million across all badminton televised content.
- In 2015 IMG produced 591 hours of live coverage of BWF badminton events.
- By the end of the year the 104th episode of the weekly Badminton Unlimited magazine show was produced and delivered with tournament hosts, and aired to its diverse international audiences.
- IMG and BWF are constantly working on creating more and wider exposure for badminton which will create new commercial opportunities and enhance the image of badminton.

ESG

- In August 2015 Total Oil made its debut as the title sponsor of the BWF Major Events at the TOTAL BWF World Championships 2015 in Jakarta, Indonesia.
- This was an excellent delivery through ESG and is a significant relationship between BWF and Total Oil for years to come.
- Xiamen Airlines also partnered with the TOTAL BWF World Championships 2015 as part of the launch of the airline's new Jakarta route.
- The commercial relationships that BWF enjoys through its relationship with ESG now include Metlife, Total Oil, Li Ning, RedBull China and Chery Cars.

REPUCOM

- 2015 was the third consecutive full year relationship with Repucom who provide all of the post event media reach and brand analysis for BWF.
- The global valuation of our television broadcast coverage and exposure delivered to our partners has been critical to our understanding of the value that BWF delivers sponsors and our Host City partners.
- In addition, these valuations provide strategic data to both IMG and ESG in terms of growing both the television and sponsorship portfolios.

CONTINENTAL CONFEDERATION MARKETING GRANTS

- During 2015 the Marketing Grants were issued on the basis of satisfying the agreed criteria where the focus is on player promotion and star creation.
- This is a strategy that works well with the BWF's overall Star Creation strategies and one where there needs to be a continued and long term direction.

STRATEGIC PLAN 2016 TO 2020

- In October 2015, the BWF Council signed off the strategic plan for marketing for 2016 to 2020 as presented by the Marketing Committee.

COMMITTEE MEMBERS

Nigel Skelt - Chair
 Etienne Thobois - Deputy Chair
 Akhilesh Das Gupta
 Jassem Kanso
 Yuhan Tan
 Gregory Verpoorten
 Chipso Zumburani



COMMUNICATIONS & MEDIA

NG YOKE WENG - CHAIR

COMMUNICATIONS & MEDIA COMMITTEE

HIGHLIGHTS 2015

- Successful Player Media Training/Star Creation Programme conducted at the TOTAL BWF World Championships in Jakarta, Indonesia.
- A social media milestone was reached with the BWF Facebook page breaking through the 200,000 followers mark and growing steadily at 30% per annum.
- Successful introduction of short-form video content on the BWF YouTube channel, BadmintonWorld.TV, with regular views of more than 1,000,000 reached for short clips.
- Successful launch of the China communications project with the appointment of Shankai Sports to manage all BWF social media in China.
- Regular attendance at all events with accurate and timely reporting on all aspects of the sport from the communications team.

COMMITTEE SCOPE OF WORK

The key focus of the Committee is to:

- Ensure regular and accurate communication of all matters in the sport of badminton through the development of communications tools to - badminton fans, member associations, badminton players, the sports institutional world and media.
- Educate two key groups on all communications matters - BWF Council members and staff, member associations.
- Oversee the development of the BWF websites as a key communications tool.
- Develop strong media and public relations to increase exposure for the BWF and the sport in the print media.
- Incorporate new media and streaming strategies of BWF activities and events.

2015 IN REVIEW

2015 was the first full year where communications sat within the newly established Marketing and Communications department within the BWF structure with a deeper focus on all matters relating to the communications disciplines for the sport from within the BWF.

PLAYER MEDIA TRAINING / STAR CREATION PROJECT

- The first successful Player Media Training/Star Creation day took place during the TOTAL BWF World Championships in Jakarta, Indonesia in August 2015.
- 125 players attended and underwent the training day.
- Training was conducted in English with interpretation into the language of each group with educational materials delivered to the players in Bahasa, Japanese, Korean, Mandarin, and Thai.
- BWF President Poul-Erik Høyer and BWF Athletes' Commission Chair, Yuhan Tan, played an active role in the day.

COMMUNICATIONS INITIATIVES TO THE SPORTS INSTITUTIONAL WORLD

- The Shuttle World newsletter was produced every quarter in 2015 and delivered to its audience.
- BWF had a year-long relationship with online publication Around The Rings, delivering news and BWF brand messages via the most influential internet presence on the Olympic Movement.
- BWF ran two campaigns with online publication Inside The Games in 2015. One coincided with the 128th IOC Session in Kuala Lumpur in late July 2015 and the second was in the build up to the Dubai BWF World Superseries Finals (October - December 2015).

BWF DIGITAL PLATFORM

- In 2015, there was a significant drive towards the launch of the new BWF website platforms.
- The new platforms launched include a BWF Corporate site, a Fan site and the same Fan Site in Mandarin. In time there will be a Major Events site for each event, a Shuttle Time website and an Education site. All these combined will help our fans and member associations access information faster from state-of-the-art, contemporary platforms.

SOCIAL MEDIA

- Facebook, Twitter and YouTube (BadmintonWorld.TV) were the focus of BWF's social media thrust in 2015.
- Towards the end of 2015, the BWF reached a significant milestone of more than 200,000 regular followers on its Facebook page.
- All social media platforms are growing steadily at 30% per annum.
- The introduction of new, daily short clips delivered straight from our events into the YouTube channel delivered some exciting results with clips attracting in excess of 1,000,000 views for the first time.

CHINA COMMUNICATIONS PROJECT

- BWF appointed a dedicated agency in China to manage all social media in China.
- The BWF is now active across We Chat, Weibo and Yuoku on a daily basis delivering specific China focused content, differentiated from the content of Western social media platforms.

STRATEGIC PLAN 2016 TO 2020

- In October 2015, The BWF Council approved the Strategic Plan for 2016 to 2020 as presented by the Communications and Media Committee.

COMMITTEE MEMBERS

Ng Yoke Weng - Chair
 Ranjit de Silva - Deputy Chair
 David Cabello
 Lawrence Chew
 Yuhan Tan



ADMINISTRATION

VISHU TOLAN - CHAIR

ADMINISTRATION COMMITTEE

HIGHLIGHTS 2015

- The BWF welcomed one new Member (Libya) and four Associate Members (French Guiana, Reunion Island, Martinique and Saudi Arabia).
- The Constitution Working Group met twice in 2015 and has drafted 1) Guidelines for Good Governance including a checklist and 2) Guidelines for Constitutions including a model constitution for the membership.
- Year one of the implementation of the WADA Code 2015 and the new BWF Anti-doping Regulations. 2015 was the first year for the implementation of the World Anti-Doping Code with systems in place to ensure BWF is in compliance with the Code.
- Successful launch of BWF's integrity awareness campaign "i am badminton" at the BWF World Junior Championships in November 2015.

COMMITTEE SCOPE OF WORK

The key objective of the Committee is to:

- Regularly review the BWF Statutes, Guidelines for Council, Code of Ethics, Judicial Procedures and Anti-Doping Regulations.
- Ensure that the framework, structures and process for good governance are in place to ensure efficient compliance with the Constitution.
- Oversee and guide on Membership issues and to protect the autonomy of the sport at a national level in line with the Olympic Charter.
- Ensure effective and clear governance and collaboration structures between the BWF and CCs including ensuring transparency and accountability in BWF and CC framework.

2015 IN REVIEW

Integrity and good governance are two areas that the Committee has looked at in detail in 2015. The Constitution Working Group has developed a resource that not only will help BWF assess itself against indicators of 'good governance', but the guidelines are also target our membership. BWF will encourage its Members to look at governance processes within their own organisations and complete a self-assessment survey.

MEMBERS FORUM AND AGM

- The 2015 AGM was hosted on 16 May at the Kande International Hotel in Dongguan, China and attended by 107 Members.
- The Forum held the day before was again interpreted into four languages – Spanish, French, Russian and Arabic.
- A range of interesting speakers on diverse themes such as the Paralympic Games, Integrity of Sport, the Rio Olympic Games and Legacy Project and Women in Sport.
- Speakers included Paralympic Champion Stephanie Dixon from Canada, the Chair of our Para-Badminton Athletes Commission Richard Perot and Janice Crosswhite from Australia who touched on the theme of equal opportunity for women and men off the field of play.

MEMBERSHIP

- The BWF family continues to expand with the admission of a new Member (Libya) and four Associate Members (French Guiana, Reunion Island, Martinique and Saudi Arabia).
- The most common membership issue relates to the autonomy of sport and potential interference from third parties in the affairs of the Member. BWF monitors this as required to ensure that governments and other third parties are not infringing on the autonomy of our Members to govern and manage the sport day to day.
- Following months of discussions through 2015, the governance issues involving the Sri Lanka Badminton Association were resolved and the suspension of the Member was lifted on 10 December 2015.

CONSTITUTION AND ETHICS WORKING GROUP

- The Working Group is working on the restructure of the BWF Handbook and revising the Code of Ethic.
- Guidelines for Good Governance has been developed and this will be available for Members in March 2016. This includes a check list of good governance indicators for Members.
- Guidelines for constitutions have also been developed and this will be available for Members in March 2016.

INTEGRITY UNIT

- This is an operational unit set up in late 2014 which monitors and administers anti-doping and anti-match fixing programmes.
- The three areas of activity are 1) awareness / education, 2) monitoring and deterrence and 3) investigations.
- In line with the BWF commitment the integrity of badminton, a global awareness campaign was unveiled at the BWF World Junior Championships in Lima.
- This campaign is about players, coaches, technical officials and administrators working together to protect our sport from threats like doping, match fixing, illegal betting and corruption.

PARALYMPIC FAMILY

BWF became a member of the International Paralympic Committee (IPC) on 15 November at its 17th General Assembly in Mexico City. This latest achievement further cements ties between BWF and the global governing body of the Paralympic Movement and follows last year's historic inclusion of Para-badminton on the Tokyo 2020 Paralympic Games sports programme.

AWARDS

The Council approved a range of awards proposed by the Awards Commission and Administration Committee. The list of awards and recipients are detailed in other parts of this annual report.

COMMITTEE MEMBERS

Vishu Tolan - Chair
 Gregory Verpoorten - Deputy Chair
 Geraldine Brown
 Lawrence Chew
 Mehdi Karbasian
 Lim Teong Kiat
 Nora Perry
 Sergey Shakhray
 Ranjit de Silva



FINANCE

DATO' WIRA LIM TEONG KIAT - CHAIR

FINANCE COMMITTEE

HIGHLIGHTS 2015

- The Committee continued its oversight role of the financial control systems, accounting and reporting functions, audit processes and investments policy.
- Overall a very good year with higher than expected commercial revenues – total income for the year of US\$16,900,000.
- Prudent spending against the budget resulted in a total expenditure for the year of US\$16,891,000.
- Surplus for the year was US\$9,000, against a budget expectation of a deficit of US\$ 4.724 million..
- The above meant a reserve carried forward as at 31 December 2015 of US\$22 million.

COMMITTEE SCOPE OF WORK

- Ensure all statutory and legal obligations related to finance are fulfilled within the time frame stipulated by authorities.
- Ensure that adequate procedures and financial controls are applied to all accounting functions.
- Oversee and ensure that full and accurate financial accounts are maintained to reflect the true and accurate state of affairs of the Federation.
- Present timely and accurate financial information to Council as appropriate to facilitate management decisions.
- Assist and provide financial guidelines in the implementation of any activity of the BWF transferred to the Continental Confederations. Ensure proper accountability of any or all resources provided by the BWF to the Continental Confederations.

2015 IN REVIEW

2015 was the third year in our four year Olympic cycle and there was a very good financial result for the year.

Overall, the actual performance for the year compared favourably against the budget. The BWF in its 2015 budget expected a deficit of US\$4.724 million however the final result was a surplus of US\$9 thousand. The differences between budget and actual was largely due to:

- Higher commercial revenues than expected, for BWF major events.
- Prudent spending in each of the major areas of activity.

The final result at the end of the financial year was that BWF had a positive reserve of US\$22 million carried forward.

EXPENDITURE

The result was good overall with prudent spending. During the past year, BWF continued to support and invest in a number of major areas of its work and these related to:

- Investment in Development – through the development programmes of the Continental Confederations;
- Investment in events – including travel grants for participants to the World Junior Championships, the instant Review System and the player incentive programme;
- The Rio Legacy Project and the Rio 2016 Test Event in November 2015;
- Para-Badminton development and the Para-Badminton World Championships including travel subsidies for participants;
- Support for Members to participate in the annual Members Forum and AGM including a travel subsidy for one delegate from each member association and three nights accommodation for one delegate per member;
- BWF's new digital platforms – seven new websites and an IT administrative system.

Prudent spending ensure the overall expenditure was well within budget. The Council approved additional allocation of budget through the year, in particular:

- The Rio 2016 test event to cover unexpected costs for hosting the event.
- BWF World Junior Championships for additional travel assistance for teams travelling to Lima and some additional support for the local hosts to manage the record number of teams participating in 2015.

AUDITOR

KPMG will not be seeking for re-appointment as auditor of BWF when their present term of office expires at the conclusion of the 2016 Annual General Meeting. BWF Council will therefore make a proposal to the AGM for the appointment of a new auditor.

CURRENCY RISK

Currency fluctuations is a continuing factor in our business and taking steps to minimize currency risk requires on-going monitoring. The rising USD against all other currencies and the weakening Malaysian Ringgit are two factors the BWF has had to deal with this past year.

BANKING AND INVESTMENT POLICY

BWF currently manages all its daily transactions out of banks in Malaysia, but with a share of the total funds in deposits in banks in the UK and Switzerland to minimize any financial risk.

BWF is also looking into placing some funds in safe investment instruments that can ensure a slightly higher interest return to be able to invest more in badminton development.

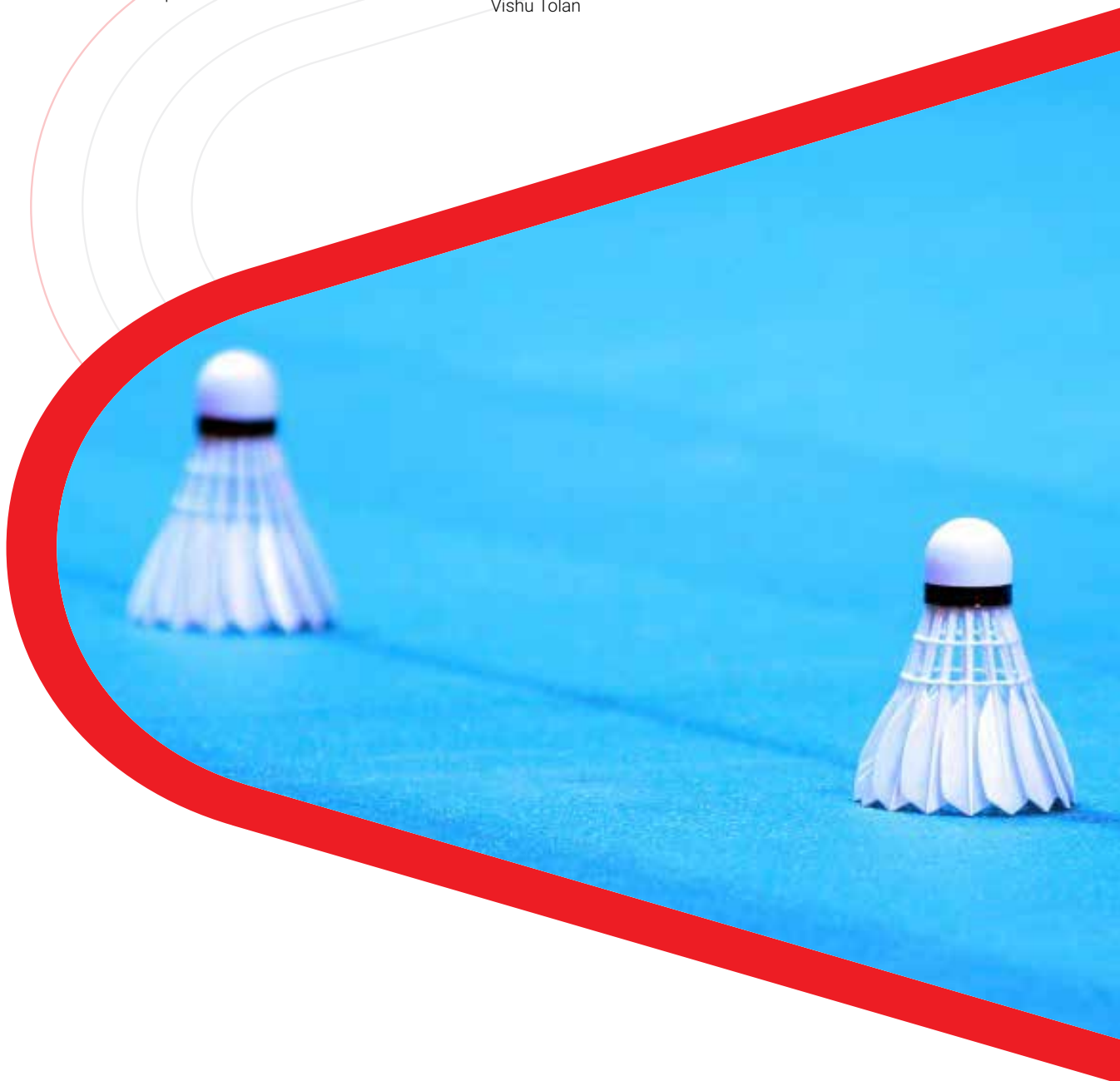
FORECAST

The increased revenues through more robust commercial models and better broadcast rights agreements has positioned the BWF well for the medium term future. This together with prudent spending places the BWF at the end of the financial year in a strong financial situation and with a reserve of at least two years operating expenses. This has been an important goal.

The forecast is that the BWF will end the four year cycle at the end of 2016 in a stronger position financially.

FINANCE COMMITTEE

Dato' Wira Lim Teong Kiat - Chair
Chipo Zumburani - Deputy Chair
David Cabello
Mehdi Karbasian
Paul Kurzo
Ny Yoke Weng
Nigel skelt
Wayne Somers
Peter Tarcala
Etienne Thobois
Vishu Tolan



AWARDS - CELEBRATING EXCELLENCE



The 2015 BWF awards once again recognised excellence, achievement, service to the sport and the international badminton community. Recipients for the 2015 awards came from a diverse range of backgrounds and were honoured in various ceremonies in late 2015 and the first quarter of 2016.

Two President's Medals were presented in 2015. This award, is BWF's highest honour and is presented by the President, to honour distinguished individuals or organisations who have made an exceptional contribution to badminton.



In September, the BWF President presented YONEX founder and Honorary Chairman, Mr Minoru Yoneyama with the President's Medal for his truly exceptional contribution to badminton over a period of 55 years.

In the citation, parts of which were read out in the packed stadium at the start of the YONEX Open Japan 2015 semi-finals in Tokyo, the President paid glowing tribute to Yoneyama's long term and exceptional service to badminton.

In November 2015, His Royal Highness, The Earl of Wessex, was saluted for 25 years of royal patronage to Badminton Scotland as he received the BWF President's Medal to a rousing ovation.

Making the presentation before the start of the finals of the Scottish Open Grand Prix in Glasgow, BWF President Poul-Erik Høyer noted that "His Royal Highness has contributed greatly to the growth of badminton in Scotland over the last 25 years and the President's Medal is in appreciation of all that His Royal Highness has done for our sport."



PLAYER OF THE YEAR AWARDS

Carolina Marin's glorious 2015 season received the ultimate acknowledgement when she received the 'Female Player of the Year' from BWF President Poul-Erik Høyer at a gala dinner in Dubai on 7 December 2015.

China's Chen Long retained the 'Male Player of the Year' award that he won in 2014. His young compatriot Zheng Si Wei was acknowledged as the 'Most Promising Player of the Year'.

Korea's Lee Sam Seop and Norway's Helle Sofie Sagoy won the Para-Badminton Player of the Year awards in the male and female categories respectively.

The BWF Player of the Year awards were given at the Players' Reception and Gala Dinner, held in honour of the assembled players, sponsors, officials and other guests to the Dubai Superseries Finals.

Marin, winner of five World Superseries titles and the BWF World Championships title, held off competition from China's Zhao Yunlei, India's Saina Nehwal and China's Bao Yixin. Chen won the Male Player of the Year over compatriot Zhang Nan and Korea's Lee Yong Dae/ Yoo Yeon Seong.

Young Chinese prospect Zheng Si Wei won the Eddy Choong Award for 'Most Promising Player of the Year' ahead of compatriots He Bingjiao, Chen Qingchen and Huang Kaixiang, and Japan's Saena Kawakami.

For the first time, BWF honoured para-badminton players with the year-end awards. Korea's Lee Sam Seop (WH 1 sport class), three times gold medallist at the BWF Para-Badminton World Championships 2015 was named Male Para-Badminton Player of the Year, holding off competition from Malaysia's Cheah Like Hou (SU 5) and Poland's Bartłomiej Mroz, while Helle Sofie Sagoy (SL 4) was honoured with Female Para-Badminton Player of the Year having won two gold medals at the World Championships. The other contenders in her category were Englishwoman Rachel Choong (SS 6) and Denmark's Julie Thrane (SU 5).

ADMINISTRATION AWARDS

At its meeting in Paris in October, the BWF confirmed the list of the various administrative awards to acknowledge significant contribution, long service and excellence.

- Herbert Scheele Award – Andrew Ryan (ENG)
- Lifetime Achievement Award - Poul Erik Nielsen (DEN)
- Distinguished Service Award - Federico Valdez (PER), Ernest Christopher Robinson (FRA), Vemuri Sudhakar (IND)
- Women in Badminton Award - Dr. Keiko Veronica Ono Fonseca (BRA)
- Certificate of Commendation – Skycity (NZL)
- Meritorious Service Award
 - Mrs. Godin Magali (FRA)
 - Karl-Heinz Kerst (GER)
 - John Milne (NZL)
 - Edgard Verpoorten, Marcel Pierloot (BEL)
 - Jos Esveld (NED)
 - Ms. Wiola Renholm, Eiso Vaisanen (FIN)
 - Mahizan Mustafa, Ahmad Mohd Idris (MAS)
 - Dr. Volodya Zlatev (BUL)
 - Cicero Cesar Paz Das Neves (BRA)



RESULT 2015 PODIUM FINISHES

VIVO SUDIRMAN CUP 2015 DONGGUAN, CHINA - 10 - 17 MAY 2015



The Vivo BWF Sudirman Cup was one of the highlights of a full world events calendar for 2015. The World Mixed Team Championships, hosted in the spectacular Dongfeng Nissan Sports Centre was a great opportunity for lesser-known players to share the stage with stars and showcase their skills in front of an appreciative and well educated badminton audience.



Players like Misha Zilberman (ISR), Ygor Coelho de Oliveira (BRA), Soraya De Visch Eijbergen (NED), Ramazan Ozturk (TUR) and Jacob Maliekal (RSA), among others, battled to impressive victories, showing toughness under pressure and winning the hearts of fans.

One of the most spectacular of these matches was not in Group 1, but Michelle Li (USA) and Carolina Marin's (ESP) Group 2 late-night blockbuster proved the match of the tournament.

The Commonwealth Games Champion versus the World Champion – going right down to the wire in three pulsating games – showed that top-class competition isn't just to be found in the top tier of the World Mixed Team Championships.



Li's upset of World Champion Marin from the brink of defeat in sub-group 2A highlighted the quality of action in the lower groups. Li saved five match points against Marin to win 12-21 27-25 24-22 and helped spark a Canadian resistance from 0-2 down. Despite having Li to lead them, Canada finished bottom of the sub-group and seventh in Group 2 (overall 19th).

With 35 teams participating in four groups, it was in the end down to those who made it to the final stages following group play.



Group 1 action was dominated by China, who defended the title without really being under threat. It meant a decade of dominance from China in this competition. The last time they lost the trophy was in 2003 to Korea.

Of the other teams in Group 1, runners-up Japan were the most impressive, even if they unduly struggled against under-strength Denmark in the quarter-finals. Japan's biggest asset was their resilience, which helped them overcome injury to men's singles star Kento Momota and the fluctuations in form of men's doubles pair Hiroyuki Endo/Kenichi Hayakawa. The scratch mixed doubles combination of Kenta Kazuno and Ayane Kurihara came to life spectacularly in the semi-finals, whipping world No.8 pair Ko Sung Hyun/Kim Ha Na and ensuring Japan's first-ever appearance in a Sudirman Cup final.



Korea made the semi-finals but the capitulation of mixed doubles pair Ko Sung Hyun/Kim Ha Na to Malaysia and Japan signified that the Asian powerhouse have severe problems in this department.

Malaysia was the surprise package of the tournament. With singles spearhead Lee Chong Wei returning to international duty after an eight-month layoff, he was expected to be rusty but he dispelled all doubts, beating the likes of Srikanth Kidambi (IND) and Son Wan Ho (KOR) with surprising ease. Lee's resurgence seemed to inspire the rest of the team, as Goh V Shem/Tan Wee Kiong authored a sensational upset of Lee Yong Dae/Yoo Yeon Seong (KOR) in their opening group match.



Malaysia however could not repeat their sub-group upset of Korea in the quarter-finals. Former champions Indonesia's troubles in singles were too stark, and they were unable to mount a serious threat to China in the semi-finals.

China's tenth Sudirman Cup title came in authoritative fashion over Japan in front of a full-house home crowd in Dongguan. The title, China's sixth in a row, was won when crowd favourite Lin Dan whipped a smash past Takuma Ueda to give the home team an unassailable 3-0 lead. China's victorious campaign was achieved with the loss of only one match in the tournament.



Overall a spectacular event. As the flag was handed over to the Gold Coast, Australia for the 2017 edition of the BWF Sudirman Cup, the fans can now look forward to some spectacular badminton 'down-under' the years after the Olympic Games.



2015 SUDIRMAN CUP RESULTS

GROUP 1	GROUP 2	GROUP 3	GROUP 4
1. China	13. Hong Kong, China (Group 2 Winner)	21. Vietnam (Group 3 Winner)	29. Philippines (Group 4 Winner)
2. Japan	14. Netherlands	22. Czech Republic	30. Sri Lanka
3. Indonesia	15. France	23. Australia	31. Iceland
3. Korea	16. Singapore	24. Austria	32. Israel
5. Germany	17. Spain	25. Turkey	33. Nigeria
5. Chinese Taipei	18. USA	26. Switzerland	34. Kazakhstan
5. Malaysia	19. Canada	27. South Africa	35. Seychelles
5. Denmark	20. Brazil	28. Italy	
9. Thailand			
9. Russia			
9. England			
9. India			



TOTAL BWF WORLD CHAMPIONSHIPS JAKARTA INDONESIA - 10 - 16 AUGUST 2015



After more than 25 years, Jakarta hosted a BWF World Championships and the passionate crowds packed the galleries in the Istora Senayan in Jakarta, a place where many epic battles have been fought and reputations built and shattered. Istora Senayan had of course hosted team championships in the intervening years, but this was the first BWF World Championships for many years there.



The TOTAL BWF World Championships played all week in a festive atmosphere, with spectators turning out in colourful costumes and cheering for all players. Various food stalls, game kiosks and other attractions around the stadium enhanced the carnival atmosphere as only Indonesia can do with their activations for fans in and around the Istora Senayan. Indonesia certainly won the hearts of all players at the championships.

If there was one standout fact of the TOTAL BWF World Championships 2015, it was the diversity of nations that occupied the podium in all five disciplines.

Even in categories that were, until recently, effectively dominated by one nation, the 22nd edition of the BWF World Championships showed the depth of the field has spread – a good sign perhaps for some great and competitive badminton in the Olympic year 2016.

In women's singles, China failed to win a medal for the first time ever. Instead, the medallists were from Spain (Carolina Marin; gold), India (Saina Nehwal; silver), Indonesia (Lindaweni Fanetri; bronze) and Korea (Sung Ji Hyun; bronze). Interestingly, there was only one discipline (Mixed Doubles) in which a country achieved more than one medal.



Nehwal became the first Indian to reach the title round of a World Championships. Similarly, in men's singles, Kento Momota achieved a milestone, becoming the first Japanese player to medal in that category.



With players like Tai Tzu Ying (Chinese Taipei, women's singles), Jacco Arends/Selena Piek (Netherlands, mixed doubles) and Marcus Ellis/Chris Langridge (England, men's doubles) narrowly falling short in the quarter-finals, indications are that more countries will stand a chance of success in future top-tier tournaments.



Here is a recap of the momentous TOTAL BWF World Championships 2015.

SPRINGING SURPRISES

With the exception perhaps of the final day, the rest of the tournament saw several unforeseen results. The combination of drift in the hall, loud-voiced fans and pressure of the occasion led to a number of pre-tournament contenders falling by the wayside. The earliest casualty was men's singles No.6 seed Chou Tien Chen (TPE), who was beaten by rank outsider Zulfadli Zulkiffli (MAS) on the opening day. Women's doubles saw some big upsets, with top seeds Misaki Matsutomo/Ayaka Takahashi (JPN) beaten by young Malaysians Soong Fie Cho/Amelia Alicia Anscelly; No.6 seeds Ma Jin/Tang Yunting (CHN) falling to Korea's Go Ah Ra/Yoo Hae Won and second seeds Luo Ying/Luo Yu (CHN) to Japan's Naoko Fukuman/Kurumi Yonao, all in the third round. Women's singles No.5 seed Ratchanok Intanon also fell in the third round to Indonesia's Lindaweni Fanetri; the Thai's retirement ended their match.

STIRRING COMEBACKS

The most spectacular turnaround was authored by home hope Fanetri in the quarter-finals. Having outlasted Intanon in the third round – the 2013 World champion was stretchered off with cramps – Fanetri was six match points down in her next match against Chinese Taipei's Tai

Tzu Ying. Thanks to her stubborn resistance and Tai's jittery play, the Indonesian ran away with the next eight points and the decider, leaving her coaches teary-eyed and Tai utterly bewildered.

Eventual women's singles champion Carolina Marin too showed nerves of steel as she climbed back from big deficits in her semi-finals and final.



Another big turnaround was the Mixed Doubles semi-final between defending champions Zhang Nan/Zhao Yunlei and local heartthrobs Tontowi Ahmad/Liliyana Natsir. The Indonesians, riding on home support, had played near-perfect badminton and had two match points, but a blunder by Ahmad at the net, with Zhang and Zhao at his mercy, caused a meltdown. The Indonesians lost their stomach for the fight, while the defending champions stepped on the gas and sped to victory.

PROVEN PROFESSIONALS

When it got to the wire, the champions proved their class. Chen Long defended his title without the loss of a game. The closest he got to dropping one was in the quarter-final against Viktor Axelsen, but the Dane couldn't capitalise on six game points.

Carolina Marin had her anxious moments, but the women's singles champion was able to dig deep when it mattered. Similarly, Zhao Yunlei/Tian Qing fell behind in the Women's Doubles final but stubbornly clung on until their opponents began to wilt. Zhang Nan/Zhao Yunlei took advantage of the one moment of luck that went their way in the mixed doubles semi-final and went on to retain the title, while men's doubles golden guys, Mohammad Ahsan/Hendra Setiawan, struggled early on but hit peak form in the nick of time.

THRILL FACTOR

One match that showcased the best of World Championships action was the men's doubles semi-final between Hiroyuki Endo/Kenichi Hayakawa (JPN) and Liu Xiaolong/Qiu Zihan (CHN). The latter had two match points in the second game, but the Japanese forced a decider. Endo and Hayakawa built a commanding 18-14 lead but Liu/Qiu refused to buckle and climbed level. Japan then fought hard to save two match points but it was third time lucky as the Chinese converted to reach the final: 21-16 21-23 22-20.

Another engrossing encounter was the women's singles quarter-final between Wang Yihan (CHN) and Saina Nehwal (IND). Wang has for long been Nehwal's nemesis, and the Indian has never gotten past the last eight at the World Championships. In a duel full of long, exciting rallies, with each pushing the other to the limit, Nehwal displayed sterling qualities under pressure to emerge winner 21-15 19-21 21-19.



EPIC ENDING

Indonesia could not have asked for a better finale to the event. Home favourites Mohammad Ahsan and Hendra Setiawan had displayed indifferent form throughout the week, but the pair sizzled in the semi-finals against top seeds Lee Yong Dae/Yoo Yeon Seong (KOR), grabbing the match in straight games.



They performed even better in the final, decimating Liu and Qiu with an example of nerveless badminton despite the intense pressure. The 21-17 21-14 result against the Chinese was the perfect crescendo for buoyant Indonesian spectators on the eve of the host nation's 70th Independence Day.

EVENT	GOLD	SILVER	BRONZE
Men's Singles	Chen Long (CHN)	Lee Chong Wei (MAS)	Kento Momota (JPN) Jan O Jorgensen (DEN)
Women's Singles	Carolina Marin (ESP)	Saina Nehwal (IND)	Sung Ji Hyun (KOR) Lindaweni Fanetri (INA)
Men's Doubles	Hendra Setiawan / Mohammad Ahsan (INA)	Liu Xiaolong / Qiu Zihan (CHN)	Lee Yong Dae / Yoo Yeon Seong (KOR) Hiroyuki Endo / Kenichi Hayakawa (JPN)
Women's Doubles	Tian Qing / Zhao Yunlei (CHN)	Kamilla Rytter Juhl / Christinna Pedersen (DEN)	Nitya Khrishnda Maheswari / Greysia Polii (INA) Naoko Fukuman / Kurumi Yonao (JPN)
Mixed Doubles	Zhang Nan / Zhao Yun Lei (CHN)	Liu Cheng / Bao Yixin (CHN)	Ahmad Tontowi / Liliyana Natsir (INA) Xu Chen / Ma Jin (CHN)

BWF WORLD SENIOR CHAMPIONSHIPS HELSINGBORG SWEDEN - 20 - 26 SEPTEMBER 2015



A total of 1302 athletes from 48 countries participated in the 2015 BWF World Senior Championships, a record for the event. This was the seventh edition of an event which sees competitors vying for the title of World Champion in seven age-group categories ranging from +35 to +70 in both singles and doubles events.



Former world champion, Peter Rasmussen, seeded No. 1 in men's singles (40+ age category), was among a host of well-known badminton personalities participating in the biennial tournament at the Helsingborg Arena.



Others who were competing included two-time world champion and Olympic gold medallist, Tony Gunawan (INA; now USA); 1983 world champion Jesper Helledie and his Danish compatriot, Anders Boesen; England's Nick Ponting; and Indonesians, Jeffer Rosobin and Flandy Limpele.

A number of notable victories included the following.

- Former World champion Peter Rasmussen claimed another world crown, winning the men's singles +40 title. Denmark's Rasmussen defeated Austria's Jurgen Koch 21-17 21-11 in the final.
- Women's Singles +70 World champion Renate Gabriel successfully defended her title. The German overcame the loss of the first game to England's Barbara Gibson and pulled through comfortably in the end, 19-21 21-14 21-8. Gabriel had beaten compatriot Elvira Richter in the semi-finals, 21-8 21-9, while Gibson had fought off a strong challenge from Japan's Satoko Nakamura, 25-23 21-18.
- Germany also clinched the Men's Singles +70 title, with Joachim Schimpke outplaying compatriot Gerd Pigola 24-22 21-12.
- England and Malaysia won the other titles in the +70 age group category. Beryl Goodall/Kathleen Jenner (Women's Doubles), Kenneth Tantom/Joanna Elson (Mixed Doubles) and Malaysia's Ching Kon Kong/Loo Ah Hooi (Men's Doubles) emerged triumphant.
- Russia's Stanislav Pukhov beat Germany's Thorsten Hukriede for the Men's Singles +35 title, while the Women's Singles in the same age category was won by England's Rebecca Pantaney over Japan's Mayumi Bando.
- Former Indonesian international Hastomo Arbi emerged champion in the men's singles +55 category, with a 21-11 21-13 result over Canada's Jack Keith Priestman. Arbi's compatriots Harijanto Arbi, men's singles world champion in 1995, combined with Tri Kusharjanto to beat Peter Rasmussen/Thomas Stavngaard 21-19 21-17 for the Men's Doubles +40 title.
- The Netherlands had a successful final day, with Georgy Van Soerland-Trouerbach claiming the Women's Singles +40 title over Denmark's Pernille Strom, 21-10 21-10, and Rob Ridder/Marjan Ridder taking the Mixed Doubles +60 title over England's Graham Holt/Ann Hurst, 21-13 21-10. Marjan Ridder also won the Women's Doubles +60 title with Scotland's Christine Black, beating England's Marguerite Butt/Ann Hurst 21-16 21-8.

The winners in each age category are listed below:

	MEN'S SINGLES	WOMEN'S SINGLES	MEN'S DOUBLES	WOMEN'S DOUBLES	MIXED DOUBLES
35+	Stanislav Pukhov (RUS)	Rebecca Pantaney (ENG)	Tony Gunawan Flandy Limpele (USA/INA)	Kazumi Ichinohe Noriko Sanada (JPN)	Tommy Sorensen/ Lisbeth T Haagensen (DEN)
40+	Peter Rasmussen (DEN)	Geargy Van Soerland Trouerbach (NED)	Harijanto Arbi Tri Kusharjanto (INA)	Natalia Gonchar Olga Kuznetsova (RUS)	Carsten Loesch Dorte Steenberg (DEN)
45+	Chang-Jun Wu (TPE)	Gitte Sommer (DEN)	Liu En-Hong Chang Jun Wu (TPE)	Anne Birgitte Nielsen Gitte Sommer (DEN)	Bo Sorensen Gitte Sommer (DEN)
50+	Chang Wen-Sung (TPE)	Lone Hagelskjaer Knudsen (DEN)	Surachai Makkasasithorn Narong Vanichtsarakui (THA)	Charlotte Dew Hattens Grete Sahlertz Kragekjaer (DEN)	Chang Wen-Sung Zhou Xin (TPE/HKG)
55+	Hastomo Arbie (INA)	Heidi Bender (GER)	Uun Setiawan Santoso Simbarsono Sutanto (INA)	Heidi Bender Maren Schroder (GER)	Stefan Frey Heidi Bender (GER)
60+	Claus B Andersen (DEN)	Christine M Crossley (ENG)	Jiamsak Panitchaikul Surapong Suharitdumrong (THA)	Christine Black Marjan Ridder(SCO/ NED)	Rob Ridder Marjan Ridder (NED)
65+	Johan Croukamp (RSA)	Rose Lei (USA)	Robert J Bell Royston V Lord (ENG)	Yoko Akiyama Yasuko Kataito (JPN)	Royston V Lord Eileen M Carley (ENG)
70+	Joachim Schimpke (GER)	Renate Gabriel (GER)	Kon Kong Ching Ah Hooi Loo (MAS)	Beryl Goodall Kathleen Jenner (ENG)	Kenneth Tantom Joanna Elson (ENG)

BWF PARA-BADMINTON WORLD CHAMPIONSHIPS STOKE MANDEVILLE ENGLAND - 10 - 13 SEPTEMBER 2015



The BWF Para-Badminton World Championships attracted 223 players from 37 countries in the 21 medal events across five sport classes – two wheelchair (WH 1 and WH 2), three standing (SL 3, SL 4 and SU 5) and one short stature class (SS 6).

Hosted in the birth place of the Paralympic movement, Stoke Mandeville, the biennial championships was an early indication of the emerging talent in the various Sport Classes as players look towards the sports Paralympic debut in 2020. China entered players for the first time in the World Championships and took home a gold medal.



Overall there was a really good medal spread. England, India and Korea achieved four gold medals, Malaysia went home with three gold medals and Thailand and Norway two gold medals each (one of the wins was shared with Germany in a Women's Doubles match), Denmark and China each took home one gold medal.



England's Rachel Choong and Korea's Lee Sam Seop were the toasts of the tournament with three golds apiece. Competing in SS 6 sport class, 21 year old Choong had winning performances in women's singles (retaining her singles crown), women's doubles and mixed doubles.

England's fourth gold came in men's doubles SS 6 where Shephard, with the help of Krysten Coombs, turned the tables on Martin and Isaak DalGLISH, wresting the world title, 21-11 21-16.

Malaysia's Didin Taresoh broke the hosts' stranglehold on the short stature class, blitzing Martin 21-13 21-16 in the men's singles finale.

Meanwhile, Lee Sam Seop dominated the wheelchair competition, not only retaining the men's singles WH 1 championship title but adding the men's doubles WH 1-WH 2 (combined classes) and mixed doubles WH 1-WH 2 titles.



The top-seeded Korean overcame Germany's Thomas Wandschneider in the singles final, 21-9 21-12; won men's doubles with Kim Kyung Hoon (21-17 19-21 26-24) versus their team-mates, Kim Jung Jun/ Lee Dong Seop; and took Mixed Doubles honours with Kim Yeon Sim (above). They defeated Thailand's Jakarin Homhaul/Amnouy Wetwithan, 23-21 21-17.

In a repeat of the 2013 Para-Badminton World Championships final, Kim Jung Jun won the all-Korea tussle against compatriot Kim Kyung Hoon, 21-19 21-16, to retain his title and secure his nation's fourth gold medal; two less than the six golds they collected in Dortmund, Germany in 2013.

India enjoyed golden runs in men's singles SL 3 and SL 4, with victories for Pramod Bhagat and Tarun Tarun respectively. The latter retained the title he won in 2013, triumphing France's Lucas Mazur, 18-21 21-10 21-15, in the final. However, his team-mate Bhagat thwarted a similar quest by Pham Duc Trung of Vietnam to continue his reign as king of the SL 3 class. Bhagat dethroned the defending world champion, 16-21 21-3 21-16.



Teaming up for the men's doubles SL 3-SL 4 final, Tarun and Bhagat fell 7-21 21-14 21-6 to their team-mates, Anand Kumar Boregowda and Manoj Sarkar. India also took gold in mixed doubles SL 3-SU 5, with Raj Kumar and Parul Dalsukhbhai Parmar getting the better of another Indian duo, Rakesh Pandey and Manasi Girishchandra Joshi – 21-10 21-19 in the final.

Malaysia was also in winners' row, with three golds. Apart from Taresoh in men's singles SS 6, Cheah Liek Hou contributed two medals with a repeat golden double. The SU 5 athlete retained his men's singles and men's Doubles world championship titles; beating Polish opposition on both occasions.

In the SU 5 singles finals, Cheah prevailed over Bartlomiej Mroz (21-16 21-12) and returned with Hairol Fozi Saaba to defend the doubles gold which he won in 2013 with Suhaili Laiman. The Malaysians rebounded to squeeze past Mroz and Ilker Tuzcu, 18-21 21-13 21-16.

Thailand also got two golds through Amnouy Wetwithan in women's singles WH 2 – upsetting defending champion Lee Sun Ae of Korea (21-14 21-12) – and Wetwithan and Sujirat Pookkhum in women's doubles WH 1-WH 2; 21-8 21-14 over Korea's Kang Jung Kum and Kim Yeon Sim.



Helle Sofie Sagoy of Norway will also return home with two golds; in women's singles SL 4 and women's doubles SL 3-SU 5, partnered by Germany's Katrin Seibert. The two remaining gold medals went to Julie Thrane of Denmark (women's singles SU 5) and China's first-time entrant, Wang Ping in the women's singles WH 1 competition.

The winners in each age category are listed below:

	MEN'S SINGLES	WOMEN'S SINGLES
WHEELCHAIR WH 1	Lee Sam Seop (KOR)	Wang Ping (CHN)
WHEELCHAIR WH 2	Kim Jungjun (KOR)	Amnouy Wetwithan (THA)
STANDING SL 3	Pramod Bhagat (IND)	
STANDING SL 4	Tarun Tarun (IND)	Helle Sofie Sagoy (NOR)
STANDING SU 5	Cheah Liek Hou (MAS)	Julie Thrane (DEN)
SS 6	Didin Taresoh (MAS)	Rachel Choong (ENG)

	MEN'S DOUBLES	WOMEN'S DOUBLES	MIXED DOUBLES
WHEELCHAIR WH 1 & 2	Kim Kyung Hoon (KOR) Lee Sam Seop (KOR)	Sujirat Pookkhum(THA) Amnouy Wetwithan(THA)	Lee Sam Seop (KOR) Kim Yeon Sim (KOR)
STANDING SL 3 – SL 4	Anand Kumar Boregowda(IND) Manoj Sarkar (IND)		
STANDING SL 3 – SU 5	Cheah Liek Hou (MAS) Hairol Fozi Saaba (MAS)	Helle Sofie Sagoy (NOR) Katrin Seibert (GER)	Raj Kumar (IND) Parul Dalsukhbai Parmar (IND)
SS 6	Krysten Coombs (ENG) Jack Shephard (ENG)	Rebecca Bedford (ENG) Rachel Choong(ENG)	Andrew Martin (ENG) Rachel Choong (ENG)



BWF WORLD JUNIOR CHAMPIONSHIPS LIMA PERU - 4 - 15 NOVEMBER 2015



TEAM CHAMPIONSHIPS – FOR THE SUHANDINATA CUP

The next generation of badminton world-beaters descended on Lima in November to battle it out for glory at the YONEX BWF World Junior Championships 2015.

Top seeds, China, were again the ones to beat for the coveted Mixed Team Championships for the Suhandinata Cup seeking a record tenth title, having regained the World Junior Mixed Team Championship in Malaysia a year ago. China's main challenge was expected to come from regional rivals such as Indonesia, Japan, Korea, Malaysia and Thailand.



A total of 40 teams competed in four groups – each consisting of two sub-groups of five teams – for the biggest prize in junior badminton. Each sub-group will have round-robin matches with the two winners of the sub-groups then facing off to determine the group winner and, more critically, which team advanced to the semi-final.

In the end, China reached the final together with Indonesia who were emphatically defeated 3-0 by China. Having received a wake-up call in the semi-final versus Japan, China's men rose to the occasion and – with the help of team captain Chen Qingchen in mixed doubles – ensured there would be no similar hiccups en route to retaining the title at the High Performance Center, Videna.

Indonesia – a team which had looked polished and capable of handling all that came their way in the previous four days of competition – suddenly looked out of their depth and unable to cope with the barrage of heavy hitting and variety coming from across the net.

1. China	15 Netherlands	28 South Africa
2. Indonesia	16 Spain	29 New Zealand
3. Chinese Taipei	17 France	30 Dominican Republic
3 Japan	18 Sweden	31 Chile
5 Malaysia	19 USA	32 El Salvador
6 Thailand	20 Peru	33 Iceland
7 Denmark	21 Turkey	34 Italy
8 Hong Kong China	22 Australia	35 Macau China
9 India	23 Cuba	36 Costa Rica
10 Korea	24 Guatemala	37 Venezuela
11 Singapore	25 Hungary	38 Colombia
12 Germany	26 Slovenia	39 Guyana
13 Canada	27 Mexico	40 Zambia
14 England		

INDIVIDUAL CHAMPIONSHIPS

Two players at opposite ends of the junior spectrum wrote their names into badminton history as the first men's and women's singles World Junior Champions while China swept the doubles categories.

Goh Jin Wei, at just age 15, lifted the women's singles championship in her third outing at this annual tournament - the first Malaysian to win that title.

About an hour later, Lu Chia Hung, joined her in the record books at the YONEX BWF World Junior Championships, taking the men's singles gold medal in this his last campaign at junior level.



The 18-year-old's success was also a landmark for Chinese Taipei which had never before tasted glory in the junior badminton showpiece.

Meanwhile, China's Chen Qingchen – a team captain who had led from the front – earned her fourth and fifth World Junior Championship crowns, winning the mixed doubles title for the third straight year and repeating as women's doubles champion. She teamed up with Zheng Siwei to deny their team-mates, He Jiting and Du Yue (21-19 21-8), in the mixed doubles showdown.

The accomplished 18-year-old later returned with Jia Yifan to oust another Chinese pair, 21-18 13-21 21-11, in women's doubles. Once again, Du Yue was unfortunate to be on the losing end, with Li Yinhui.



Zheng also had the magic touch in the finals, claiming his second gold in men's doubles as he and He Jiting efficiently thwarted the ambitions of Denmark's Joel Eipe and Frederik Søgaard Mortensen in straight games. The Chinese top seeds prevailed 21-14 21-16 to secure triple gold for their nation in the doubles events.

DUBAI WORLD SUPERSERIES FINALS DUBAI U.A.E - 9 - 13 DECEMBER 2015



The finale of the MetLife BWF World Superseries was hosted for the second year in Dubai in spectacular style with players being treated to Dubai's world famous hospitality. The top eight qualifiers of the Destination Dubai Rankings in each discipline were invited to Dubai for the season finale – 62 players from 13 countries.



The Dubai World Superseries Finals were a fitting end to a spectacular series of 12 events 2015. The podium reflected a diverse range of players and countries and in the year before the Olympic Games, this showed the strength coming through. So given this result, 2016 should be an interesting year for world badminton.

Japan achieved an unprecedented sweep of the singles titles with young stars Kento Momota and Nozomi Okuhara making it a grand double.

Okuhara emerged victorious from a difficult battle against China's Wang Yihan. The women's singles finals was a contest between the sharp-shooting Wang and Okuhara's defensive fortress. Okuhara's defensive masterclass broke down Wang, winning the women's singles title without having dropped a game all week.



Momota enjoyed a one-sided final win over Denmark's Viktor Axelsen. Axelsen's precision that he demonstrated so well against Chen Long in the semi-finals was missing in the men's singles final. The Dane was constantly frustrated by his soft errors and never really got going. The match slipped away early and the Dane was not quite able to show the patience to work his way back in. Axelsen conceded that his semi-final win over Chen had taken too much out of him.



England, China and Indonesia split the three doubles titles between themselves, with China's Luo Ying/Luo Yu taking the Women's Doubles and Indonesia's Mohammad Ahsan and Hendra Setiawan clinching the Men's Doubles crown.

Chris and Gabrielle Adcock completed their fairy tale run at the Dubai World Superseries Finals, winning the mixed doubles title with plenty to spare.



Few would have given the England pair much of a chance at the start of the week, but, starting with their upset of Indonesia's Tontowi Ahmad/ Liliyana Natsir, the Adcocks got stronger as the event progressed.

On Sunday in the finals, facing a pair they'd never beaten in three matches – Ko Sung Hyun and Kim Ha Na – Chris and Gabrielle played a tactically astute game that gave the Koreans no breathing space.

The women's doubles final saw Denmark's Christinna Pedersen and Kamilla Rytter Juhl took the early advantage with their relentless attack, but by the second, their game had started to show signs of trouble. The Luo twins were 14-4 ahead in the third when the Danes decided to retire. The 14-21 21-9 14-4 result gave Luo Ying and Luo Yu their second Superseries title after the Malaysia Open earlier this year.



The men's doubles final was fiercely contested, with China's Chai Biao and Hong Wei giving World champions Ahsan and Setiawan a run for their money. With Hong's blistering smashes unreturned, the Chinese established a vice-like grip on the proceedings.

However, the Indonesians worked their way back in, regaining the initiative with their control of the front court, and by the third the Chinese had no answers to Ahsan's quick interceptions and Setiawan's cleverness in opening the court. The 13-21 21-14 21-14 result gave them their first title since winning the World Championships at home.



EVENT	GOLD	SILVER	BRONZE
Men's Singles	Kento Momota (JPN)	Viktor Axelsen (DEN)	Chen Long (CHN) Jan O Jorgensen (DEN)
Women's Singles	Nozomi Okuhara (JPN)	Wang Yihan (CHN)	Carolina Marin (ESP) Ratchanok Intanon (THA)
Men's Doubles	Hendra Setiawan / Mohammad Ahsan (INA)	Chai Biao / Hong Wei (CHN)	Lee Yong Dae/ Yoo Yeon Seong (KOR) Mathias Boe / Carsten Mogensen (DEN)
Women's Doubles	Luo Ying / Luo Yu (CHN)	Christinna Pedersen / Kamilla Rytter Juhl (DEN)	Misaki Matsumoto / Ayaka Takahashi (JPN) Nitya Krishinda Maheswan / Greysia Polii (INA)
Mixed Doubles	Chris Adcock / Gabrielle Adcock (ENG)	Ko Sung Hyun / Kim Ha Na (KOR)	Lee Chun Hei Reginald / Chau Hoi Wah (HKG) Praveen Jordan / Debby Susanto (INA)

BUDGET

INCOME ACCOUNTS IN USD '000	YTD ACTUAL 2015 DEC	BUDGET 2015 CM 0515	FORECAST 2016 CM 1015	FORECAST 2017 CM 1015
OLYMPIC				
OLYMPIC INCOME	-	-	17,500	-
IF Development Fund & Olympic Solidarity	83	50	70	70
OLYMPIC INCOME & DEVELOPMENT GRANT TOTAL	83	50	17,570	70
EVENTS				
BWF Tournaments and Open Badminton Events (include other income)				
EVENTS INCOME TOTAL	16,322	14,958	12,503	16,578
ADMINISTRATION				
Membership Subscriptions	216	216	216	216
Office Location Grant	139	150	-	-
ADMINISTRATION INCOME TOTAL	355	366	216	216
MARKETING				
Licensing Rights	-	-	-	-
Other Marketing Income	-	-	-	-
MARKETING INCOME TOTAL	-	-	-	-
FINANCE				
Investment Income	129	60	60	60
Late Payment Interest	11	-	-	-
FINANCE INCOME TOTAL	140	60	60	60
TOTAL INCOME	16,900	15,434	30,349	16,924

EXPENDITURE ACCOUNTS IN USD'000	YTD ACTUAL 2015 DEC	BUDGET 2015 CM 0515	FORECAST 2016 CM 1015	FORECAST 2017 CM 1015
OLYMPIC EXPENDITURE	-	-	675	-
PARALYMPIC EXPENDITURE	-	-	100	-
EVENTS				
Total Tournament Operation	8,394	9,014	8,735	9,438
Technical Officials Total	145	283	289	289
Technical Equipments, Handbook & Uniforms	15	33	29	29
CC Events Workshop	17	32	28	28
Committee & Working Group Total	23	101	133	134
EVENTS TOTAL	8,594	9,463	9,214	9,918
CC GRANTS				
Base Level Grant (Dev)	1,295	1,320	1,320	1,320
Programme Funds by Application (Dev)	957	600	600	600
CC capacity Building (Dev)	-	0	150	200
Equipment Grant (Dev)	-	100	100	100
Players Development (Dev)	-	350	350	120
Tournaments Grant (Events)	153	180	180	180
TUC Grant (Events)	-	-	298	-
TO Development Grant (Events)	18	-	60	60
Marketing Grant (Marketing)	45	100	100	100
Women Grant (IOC/ IR)	15	75	75	75
Para-Badminton Development Grant (Para)	-	-	100	100
Subscription Grant	191	194	194	194
Continental Confederation Workshops	30	32	34	34
CC GRANTS	2,704	2,951	3,561	3,083
DEVELOPMENT & SPORT FOR ALL				
Education Activities				
Shuttle Time Schools Badminton				
Resource Development	77	98	87	87
Equipment Support	20	34	34	34
University Badminton	4	6	10	10
Coaching				
Coaching Resources Project	19	105	96	76
Coaches Conferences / Master Class	43	96	78	80
Research Projects - Sports Science	54	80	80	80
Expert Tutor Cost / Fees	9	27	27	27
Capacity Building - membership development	146	200	200	200
	372	646	612	594
Player Development				
Players Development - Road to Olympic	-	-	-	-
Training Centre	-	-	-	300
	-	-	-	300
Special Projects				
Special Projects	177	220	171	171
Outdoor Shuttlecock Development Project		120	100	100
	177	340	271	271
Meetings and Travel				
Development Committee	12	25	25	25
Development Staff Travel	25	29	29	29
	37	54	54	54
DEVELOPMENT & SPORT FOR ALL TOTAL	586	1,040	937	1,219

EXPENDITURE ACCOUNTS IN USD'000	YTD ACTUAL 2015 DEC	BUDGET 2015 CM 0515	FORECAST 2016 CM 1015	FORECAST 2017 CM 1015
PARA-BADMINTON				
Para-Badminton World /Continental Champ.	232	243	131	231
Para- Badminton Development	92	214	245	245
Para-Badminton Commission incl. Para Athlete Commission	60	60	85	85
Para-Badminton Staff Travel	9	10	5	5
PARA-BADMINTON TOTAL	393	527	466	566
IOC AND INTERNATIONAL RELATIONS				
Women In Badminton Project	8	10	-	-
Multi Sports Events Support	9	10	10	10
ASOIF/SportAccord, IPC & other/Olympic representation	-	90	90	90
ASOIF Dinner	-	20	-	-
Peace & Sport	2	19	-	-
Rio Project (incl PM for Brazil GP 50K)	738	670	560	-
Women Commission	-	34	35	35
IOC and International Relations Committee	69	10	15	15
IOC AND INTERNATIONAL RELATIONS TOTAL	826	863	710	150
MARKETING				
Marketing Exp, Brochure & PR gift/Souvenir	-	21	20	20
Marketing Strategy Activation - Brand	4	10	10	10
Reporting / Analysis	63	90	100	100
Global Stars Creation Project	0	-	10	10
Media production / PR support	38	120	120	120
China Marketing Initiative	62	75	65	65
Trademark of BWF logo's/names	13	-	-	-
Digital Media Archive	110	110	20	20
Speedminton	12	20	-	-
Marketing Committee	18	30	20	20
Marketing Staff Travel	43	30	40	40
MARKETING TOTAL	363	506	405	405
COMMUNICATION				
Institutional Communication Plan	49	50	60	50
Institutional Media Subscription	12	10	10	10
Media Relation	0	25	25	25
Media player Education	2	40	40	40
Communication Newsletter	9	10	13	13
Media Equipment	-	8	2	2
Communication Committee	-	10	10	10
Communication Staff travel	4	10	12	12
COMMUNICATION TOTAL	76	163	172	162
ADMINISTRATION				
Awards	20	5	10	10
Resource Centre	-	5	5	5
Digital Museum Project	11	10	-	-
Administration Committee	10	40	25	25
ADMINISTRATION TOTAL	41	60	40	40

EXPENDITURE ACCOUNTS IN USD'000	YTD ACTUAL 2015 DEC	BUDGET 2015 CM 0515	FORECAST 2016 CM 1015	FORECAST 2017 CM 1015
GOVERNANCE				
AGM	53	96	58	65
Subsidies to MA for travel to AGM	130	282	193	273
Hotel for MA delegates to attend AGM	43	79	74	105
BWF Forum ("Congress") (incl hotel subsidy)	22	-	27	27
Gala Dinner	56	110	70	70
Council Meetings	597	922	831	820
BWF Athletes Commission	13	32	33	33
Disciplinary / Appeal / Doping Hearing Panels	8	10	20	20
GOVERNANCE TOTAL	922	1,531	1,306	1,413
INTEGRITY				
Anti-Doping - Testing OOC	62	173	184	199
Match Fixing Monitoring Services	-	15	15	15
Special Projects - Research - Servicing	-	-	25	25
Investigation	-	-	15	15
Legal Advice	-	-	15	15
Education	34	46	11	11
Staff Travel	11	7	16	18
INTEGRITY TOTAL	107	241	281	298
GENERAL OPERATION				
General Administration Inclusive Staff Cost	1,847	2417	2489	2710
Professional and Others	377	346	352	359
GENERAL OPERATIONS TOTAL	2,224	2,763	2,841	3,069
FINANCE				
Bank Charges	26	28	31	34
Finance Committee	-	12	12	12
FINANCE TOTAL	26	40	43	46
TAXATION	29	10	50	50
TOTAL EXPENDITURE	16,891	20,158	20,801	20,419
TOTAL INCOME	16,900	15,434	30,349	16,924
SURPLUS / (DEFICIT)	9	(4,724)	9,548	(3,495)
CAPITAL (RESERVES) AS AT 1ST JANUARY	21,992	21,992	22,001	31,548
CAPITAL (RESERVES) AS AT 31ST DECEMBER	22,001	17,268	31,549	28,053
SURPLUS / (DEFICIT)	9	(4,724)	9,548	(3,495)
CONTINGENCY FUND				
Investment in Property - Office Space	-	(4,000)	(4,000)	-
PROJECTED SURPLUS / (DEFICIT)	9	(8,724)	5,548	(3,495)
CAPITAL (RESERVES) AS AT 1ST JANUARY	21,992	21,992	22,001	27,548
CAPITAL (RESERVES) AS AT 31ST DECEMBER	22,001	13,268	27,549	24,053

BADMINTON WORLD FEDERATION
(Registration No. 1983-05-5)

Financial Statements

For the year ended 31 December 2015

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BADMINTON WORLD FEDERATION

(Registration No. 1983-05-5)

Report on the Financial Statements

We have audited the financial statements of Badminton World Federation, which comprise the statement of financial position as at 31 December 2015, and the statements of profit or loss and other comprehensive income, recognised gains and losses and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 70 to 91.

Council's Responsibility for the Financial Statements

The Council of the Federation is responsible for the preparation of financial statements so as to give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the Constitution of the Federation, and for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with approved standards on auditing in Malaysia. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

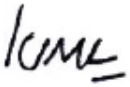
Registration No. 1983-05-5

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the Federation as of 31 December 2015 and of its financial performance and cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the Constitution of the Federation.

Other Matters

This report is made solely to the members of the Federation, as a body, and for no other purpose. We do not assume responsibility to any other person for the content of this report.



KPMG

Firm number: AF0758
Chartered Accountants

Petaling Jaya,

Date: 18 March 2016

Badminton World Federation
Financial Statements
For the year ended 31 December 2015

STATEMENT OF COUNCIL RESPONSIBILITIES

For each financial year, the Constitution of the Federation requires the financial statements which give a true and fair view of the financial position of the Federation and of its financial performance and cash flows for that period to be prepared. In preparing those financial statements, the Council has decided to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Federation will continue in business.

The Council has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the Federation and to prevent and detect fraud and other irregularities.

BADMINTON WORLD FEDERATION

(Registration No. 1983-05-5)

Statement by the Council

In our opinion, the financial statements set out on pages 70 to 91, are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the Constitution of the Federation so as to give a true and fair view of the financial position of the Federation as of 31 December 2015 and of its financial performance and cash flows for the year then ended.



.....
President
Poul-Erik Høyer



.....
Finance Committee Chair
Dato' Wira Lim Teong Kiat

Date: 18 March 2016

Badminton World Federation
Financial Statements
For the year ended 31 December 2015

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2015

	Notes	2015		2014	
		\$	\$	\$	\$
GROSS INCOME					
Olympic development grants	3		83,219		78,866
BWF tournaments and open badminton events			16,150,231		14,742,020
Subscriptions			216,200		215,800
Office location support			138,580		157,750
Other gross income	4		171,523		202,373
TOTAL GROSS INCOME			16,759,753		15,396,809
EXPENDITURE					
Events					
Olympic expenses			-	442	
BWF tournaments expenses		8,695,340		8,226,207	
			8,695,340		8,226,649
Development					
Continental grants	5	2,603,008		2,213,801	
Continental Confederation workshop		30,702		20,715	
Coaching development	6	71,661		115,707	
Other development activities	7	477,912		551,421	
			3,183,283		2,901,644
Para-Badminton	8		393,347		254,777
IOC & International Relations	9		809,416		624,529
Administration					
Awards and archives		30,331		25,163	
Players of the Year Gala Awards Night		55,922		31,047	
			86,253		56,210
Communication and Marketing					
Marketing and media publications		297,414		64,629	
Marketing consultancy and strategy activation		63,300		44,515	
Trademarks		13,605		4,335	
			374,319		113,479
AGM, Council and Committee Meeting					
Annual general meeting		182,916		144,399	
BWF members' forum		65,079		41,425	
Council and committees	10	822,183		753,107	
			1,070,178		938,931
General and Administrative Expenses	11		1,846,719		1,907,418
Sub-total			16,458,855		15,023,637

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME*For the year ended 31 December 2015*

(continued)

	Notes	2015		2014	
		\$	\$	\$	\$
Sub-total			16,458,855		15,023,637
Professional and Others Fees					
Insurance		99,661		92,277	
Legal and professional charges	12	21,234		51,500	
Audit fee		22,000		22,000	
Bad debts written off		70,488		773	
Depreciation		19,814		16,558	
Net unrealised currency exchange loss		130,447		104,918	
Net realised currency exchange loss		13,378		3,489	
			377,022		291,515
Finance costs			25,680		34,137
TOTAL EXPENDITURE			16,861,557		15,349,289
OPERATING (DEFICIT)/SURPLUS			(101,804)		47,520
Interest income	13	129,443		209,838	
Late payment interest		11,059		5,399	
			140,502		215,237
SURPLUS BEFORE TAXATION			38,698		262,757
Taxation	21		29,377		50,455
TOTAL SURPLUS FOR THE YEAR			9,321		212,302

The notes on pages 74 to 91 are integral part of these financial statements.

Badminton World Federation
Financial Statements
For the year ended 31 December 2015

STATEMENT OF FINANCIAL POSITION

As at 31 December 2015

	Note	2015 \$	2014 \$
Assets			
Equipment	14	24,411	17,820
		<u>24,411</u>	<u>17,820</u>
Current assets			
Trade and other receivables		2,392,793	2,582,209
Less: Impairment loss		(755,350)	(755,350)
	15	1,637,443	1,826,859
Prepayments		473,984	87,039
Cash and cash equivalents	16	27,970,265	25,665,646
Total current assets		<u>30,081,692</u>	<u>27,579,544</u>
Total assets		<u>30,106,103</u>	<u>27,597,364</u>
Funds			
F S Coaching Fund	17	10,000	10,000
World Junior Championships Fund	18	317,966	317,966
Dr. Kang Young Joong's Fund	19	304,661	338,293
		<u>632,627</u>	<u>666,259</u>
Capital reserves			
At beginning of year		21,991,674	21,779,372
Surplus for the year		9,321	212,302
At end of year		<u>22,000,995</u>	<u>21,991,674</u>
		<u>22,633,622</u>	<u>22,657,933</u>
Current Liabilities			
Payables and accruals	20	7,443,104	4,891,617
Provision for taxation		29,377	47,814
Total liabilities		<u>7,472,481</u>	<u>4,939,431</u>
Total funds and liabilities		<u>30,106,103</u>	<u>27,597,364</u>

STATEMENT OF RECOGNISED GAINS AND LOSSES

For the year ended 31 December 2015

The Federation has no recognised gains and losses other than the income and expenditure recognised for the year.

The notes on pages 74 to 91 are integral part of these financial statements.

Badminton World Federation
Financial Statements
For the year ended 31 December 2015

STATEMENT OF CASH FLOWS

For the year ended 31 December 2015

	Note	2015 \$	2014 \$
Cash flows from operating activities			
Surplus before taxation		38,698	262,757
Adjustments for:			
Depreciation of equipment		19,814	16,558
Net unrealised losses in currency exchange differences		130,447	104,918
Operating profit before changes in working capital		188,959	384,233
Trade and other receivables and prepayments		(198,621)	2,172,655
Payables and accruals		2,550,864	(1,943,006)
Dr. Kang Young Joong's Fund		(33,632)	(33,496)
Cash generated from operations		2,507,570	580,386
Tax paid		(47,191)	(32,641)
Net cash generated from operating activities		2,460,379	547,745
Cash flows from investing activity			
Addition of equipment		(26,405)	(20,421)
Net cash used in investing activity		(26,405)	(20,421)
Net increase in cash and cash equivalents		2,433,974	527,324
Effect of exchange rate fluctuations on cash held		(129,355)	(66,288)
Cash and cash equivalents at 1 January		25,665,646	25,204,610
Cash and cash equivalents at 31 December		27,970,265	25,665,646
Cash and cash equivalents consist of:			
Cash and bank balances	16	17,155,867	14,743,286
Deposits placed with financial institutions	16	10,814,398	10,922,360
Cash and cash equivalents at 31 December		27,970,265	25,665,646

NOTES TO THE FINANCIAL STATEMENTS

The Badminton World Federation is a Federation incorporated under the Societies Act, 1966 and domiciled in Malaysia. The address of its registered office and principal place of business is as follows:

Registered office and principal place of business

Unit 17.05, Level 17, Amoda Building
 22 Jalan Imbi
 55100 Kuala Lumpur
 Registration No. : 1983-05-5

The Federation is principally involved in administrating, promoting, developing and popularising the sport of Badminton throughout the world.

The financial statements were approved by the Council on 18 March 2016.

1 Basis of preparation

(a) Statement of compliance

The financial statements of the Federation have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs") and the Constitution of the Federation.

The following are accounting standards, amendments and interpretations that have been issued by the Malaysian Accounting Standards Board ("MASB") but have not been adopted by the Federation:

MFRSs, Interpretations and amendments effective for annual periods beginning on or after 1 January 2016

- MFRS 14, Regulatory Deferral Accounts
- Amendments to MFRS 5, Non-current Assets Held for Sale and Discontinued Operations (Annual Improvements 2012-2014 Cycle)
- Amendments to MFRS 7, Financial Instruments: Disclosures (Annual Improvements 2012-2014 Cycle)
- Amendments to MFRS 10, Consolidated Financial Statements, MFRS 12, Disclosure of Interests in Other Entities and MFRS 128, Investments in Associates and Joint Ventures – Investment Entities: Applying the Consolidation Exception
- Amendments to MFRS 11, Joint Arrangements – Accounting for Acquisitions of Interests in Joint Operations
- Amendments to MFRS 101, Presentation of Financial Statements – Disclosure Initiative
- Amendments to MFRS 116, Property, Plant and Equipment and MFRS 138, Intangible Assets – Clarification of Acceptable Methods of Depreciation and Amortisation
- Amendments to MFRS 116, Property, Plant and Equipment and MFRS 141, Agriculture – Agriculture: Bearer Plants
- Amendments to MFRS 119, Employee Benefits (Annual Improvements 2012-2014 Cycle)
- Amendments to MFRS 127, Separate Financial Statements – Equity Method in Separate Financial Statements
- Amendments to MFRS 134, Interim Financial Reporting (Annual Improvements 2012-2014 Cycle)

MFRSs, Interpretations and amendments effective for annual periods beginning on or after 1 January 2018

- MFRS 9, Financial Instruments (2014)
- MFRS 15, Revenue from Contracts with Customers

MFRSs, Interpretations and amendments effective for a date yet to be confirmed

- Amendments to MFRS 10, Consolidated Financial Statements and MFRS 128, Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The Federation plans to apply the abovementioned accounting standards, amendments and interpretations, where applicable:

- from the annual period beginning on 1 January 2016 for those accounting standards, amendments or interpretations that are effective for annual periods beginning on or after 1 January 2016; and,
- from the annual period beginning on 1 January 2018 for those accounting standards, amendments or interpretations that are effective for annual periods beginning on or after 1 January 2018.

The initial application of the above accounting standards, amendments and interpretations are not expected to have any material financial impact to the current period and prior period financial statements of the Federation.

1 Basis of preparation (continued)**(b) Basis of measurement**

The financial statements of the Federation have been prepared on the historical cost basis, unless otherwise stated.

(c) Functional and presentation currency

These financial statements of the Federation are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The Federation's financial statements are presented in US Dollar (\$), which is the Federation's functional currency. All financial information is presented in \$, unless otherwise stated.

(d) Use of estimates and judgments

The preparation of the financial statements in conformity with MFRSs requires the Council to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements.

2 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, unless otherwise stated.

(a) Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency of the Federation at exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are retranslated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies are not retranslated at the end of the reporting date except for those that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Foreign currency differences arising on retranslation are recognised in profit or loss.

2 Significant accounting policies (continued)

(b) Financial instruments

(i) Initial recognition and measurement

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the Federation becomes a party to the contractual provisions of the instrument.

A financial instrument is recognised initially, at its fair value plus, in the case of a financial instrument not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial instrument.

An embedded derivative is recognised separately from the host contract and accounted for as a derivative if, and only if, it is not closely related to the economic characteristics and risks of the host contract and the host contract is not categorised at fair value through profit or loss. The host contract, in the event an embedded derivative is recognised separately, is accounted for in accordance with policy applicable to the nature of the host contract.

(ii) Financial instrument categories and subsequent measurement

The Federation categorises financial instruments as follows:

Financial assets

Loans and receivables

Loans and receivables category comprises debt instruments that are not quoted in an active market.

Financial assets categorised as loans and receivables are subsequently measured at amortised cost using the effective interest method.

All financial assets, are subject to review for impairment (see Note 2(e)(i)).

Financial liabilities

All financial liabilities are subsequently measured at amortised cost.

(iii) Derecognition

A financial asset or part of it is derecognised when, and only when the contractual rights to the cash flows from the financial asset expire or control of the asset is not retained or substantially all of the risks and rewards of ownership of the financial asset are transferred to another party. On derecognition of a financial asset, the difference between the carrying amount and the sum of the consideration received (including any new asset obtained less any new liability assumed) and any cumulative gain or loss that had been recognised in equity is recognised in profit or loss.

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged, cancelled or expires. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

2 Significant accounting policies (continued)**(c) Equipment****(i) Recognition and measurement**

Items of equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset and any other costs directly attributable to bringing the asset to working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When significant parts of an item of equipment have different useful lives, they are accounted for as separate items (major component) of equipment.

(ii) Subsequent costs

The cost of replacing a component of an item of equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Federation and its cost can be measured reliably. The carrying amount of the replaced component is derecognised to profit or loss. The costs of the day-to-day servicing of equipment are recognised in profit or loss as incurred.

(iii) Depreciation

Depreciation is based on the cost of an asset less its residual value. Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of equipment from the date that they are available for use.

The estimated useful lives for the current and comparative periods are as follows:

- Office furniture and office equipment 3 years
- Computer equipment and software 3 years

Depreciation methods, useful lives and residual values are reviewed at end of the reporting period, and adjusted as appropriate.

(d) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, balances and deposits with banks and highly liquid investments which have an insignificant risk of changes in fair value with original maturities of three months or less.

2 Significant accounting policies (continued)**(e) Impairment****(i) Financial assets**

All financial assets are assessed at each reporting date whether there is any objective evidence of impairment as a result of one or more events having an impact on the estimated future cash flows of the asset. Losses expected as a result of future events, no matter how likely, are not recognised.

An impairment loss in respect of loans and receivables is recognised in profit or loss and is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account.

(ii) Other assets

The carrying amounts of other assets are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating unit.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit exceeds its estimated recoverable amount.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated to reduce the carrying amounts of the other assets in the cash-generating unit (groups of cash-generating units) on a pro rata basis.

In respect of other assets, impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. Reversals of impairment losses are credited to profit or loss in the year in which the reversals are recognised.

2 Significant accounting policies (continued)**(f) Employee benefits****(i) Short-term employee benefits**

Short-term employee benefit obligations in respect of salaries, annual bonuses, paid annual leave and sick leave are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Federation has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(ii) State plans

The Federation's contributions to statutory pension funds are charged to profit or loss in the year to which they relate. Once the contributions have been paid, the Federation has no further payment obligations.

(g) Income recognition**Tournament**

Tournament income is recognised when the respective tournaments are held.

Olympic income

Olympic income is recognised on an accrual basis.

Subscription

Subscription income is recognised on an accrual basis.

Interest

Interest income is recognised as it accrues, using the effective interest method.

Dividend

Dividend income is recognised when the right to receive payment is established.

Other gross income

All other gross income is recognised on an accrual basis.

2 Significant accounting policies (continued)**(h) Taxation**

Income tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is recognised using the liability method, providing for temporary differences between the carrying amounts of assets and liabilities in the statement of financial position and their tax bases. Deferred tax is not recognised for the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which temporary difference can be utilised. Deferred tax assets are reviewed at the end of the reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(i) Fair value measurement

Fair value of an asset or a liability, except for share-based payment and lease transactions, is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

For non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When measuring the fair value of an asset or a liability, the Federation uses observable market data as far as possible. Fair value are categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Federation can access at the measurement date.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: unobservable inputs for the asset or liability.

The Federation recognises transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

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3 Olympic development grants

	2015	2014
	\$	\$
Olympic solidarity fund	13,219	8,866
International Federation Development Fund	70,000	70,000
	83,219	78,866

4 Other gross income

Other gross income consists mainly of income earned from the equipment approval scheme.

5 Continental grants

	2015	2014
	\$	\$
Continental development grant	1,821,321	1,465,590
Returns of subscription	190,551	189,954
Equipment – shuttle time	43,136	99,257
Player development	350,000	226,500
Tournament grants	153,000	175,000
Marketing grants	45,000	57,500
	2,603,008	2,213,801

Continental development grant relates to grants to the five Continental Federations to support the development of badminton in those regions as follows:

	2015	2014
	\$	\$
Badminton Confederation of Africa	429,173	246,874
Badminton Asia Confederation	403,654	328,376
Badminton Europe	481,420	514,097
Oceania Badminton Confederation	166,018	128,031
Badminton Pan American Confederation	341,056	248,212
	1,821,321	1,465,590

6 Coaching development

	2015	2014
	\$	\$
Coaches education	62,655	106,389
Olympic solidarity courses	9,006	9,318
	71,661	115,707

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7 Other development activities

	2015	2014
	\$	\$
Special development for World Junior Championship	10,000	8,280
School project	96,308	76,332
Sports Science	53,977	100,917
Continental Special Project	167,153	143,385
University Badminton	4,753	10,556
Capacity Building – Membership Development	145,721	211,951
	<u>477,912</u>	<u>551,421</u>

8 Para-Badminton

	2015	2014
	\$	\$
Para-badminton Commission	69,608	85,474
Para-badminton Championship	230,968	112,080
Paralympic 2020 Application	464	42,344
Para-badminton Development	92,307	14,879
	<u>393,347</u>	<u>254,777</u>

9 IOC & International Relations

	2015	2014
	\$	\$
Women In Badminton Project	59,479	52,678
Peace in Sports	2,359	23,356
Multi Sports Events Support	9,102	3,529
Rio Project	738,476	544,966
	<u>809,416</u>	<u>624,529</u>

10 Council and committees

	2015	2014
	\$	\$
Council	552,462	573,224
President and Deputy President's expenses	44,615	4,738
Administration Committee	10,365	16,205
Development Committee	36,742	27,978
Events Committee	23,215	44,589
Finance Committee	-	160
Marketing and Communication Committee	65,109	24,078
International Olympic Committee/International Relations Committee	68,535	44,099
Athlete Commission	13,287	18,036
Hearing Panel	7,853	-
	<u>822,183</u>	<u>753,107</u>

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11 General and administrative expenses

The general and administrative expenses can be analysed as follows:

	2015	2014
	\$	\$
Staff costs (see Note 11.1)	1,446,360	1,368,960
Other staff costs including recruitment cost	32,888	47,404
Staff travelling and expenses	7,306	7,602
Office general administrative expenses	77,352	67,364
Other office, property and utilities costs	85,520	81,602
Computer consumables and network maintenance inclusive web project cost	197,293	334,486
	<u>1,846,719</u>	<u>1,907,418</u>

11.1 Staff costs

	Number of employees	
	2015	2014
Full time	28	19

	2015	2014
	\$	\$
Employee costs		
Wages and salaries	1,401,439	1,324,487
Social Security Contribution	2,903	1,914
Employees' Provident Fund	42,018	42,559
	<u>1,446,360</u>	<u>1,368,960</u>

12 Legal and professional charges

	2015	2014
	\$	\$
Legal fees	16,107	43,995
Tax consultant fees	2,334	4,095
Other professional fees - service tax	2,793	3,410
	<u>21,234</u>	<u>51,500</u>

13 Interest income

	2015			2014		
	Dr. Kang Young Joong's Fund	WJC Fund	Other	Dr. Kang Young Joong's Fund	WJC Fund	Other
	\$	\$	\$	\$	\$	\$
Bank interest	-	-	77	-	-	333
Fixed deposit interest	2,368	2,226	129,366	2,504	2,290	209,505
	<u>2,368</u>	<u>2,226</u>	<u>129,443</u>	<u>2,504</u>	<u>2,290</u>	<u>209,838</u>

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14 Equipment

	Office furniture and office equipment \$	Computer equipment and software \$	Total \$
Cost			
At 1 January 2014	47,172	161,200	208,372
Additions	963	19,458	20,421
Write off	(20,445)	(18,708)	(39,153)
At 31 December 2014/1 January 2015	27,690	161,950	189,640
Additions	1,550	24,855	26,405
At 31 December 2015	29,240	186,805	216,045
Accumulated depreciation			
At 1 January 2014	46,447	147,968	194,415
Charge for the year	1,045	15,513	16,558
Write off	(20,445)	(18,708)	(39,153)
At 31 December 2014/1 January 2015	27,047	144,773	171,820
Charge for the year	838	18,976	19,814
At 31 December 2015	27,885	163,749	191,634
Carrying amounts			
At 1 January 2014	725	13,232	13,957
At 31 December 2014/1 January 2015	643	17,177	17,820
At 31 December 2015	1,355	23,056	24,411

15 Trade and other receivables

	2015 \$	2014 \$
Trade		
Trade receivables	1,957,446	2,296,729
Less: Impairment loss	(755,350)	(755,350)
	1,202,096	1,541,379
Non-Trade		
Other receivables	435,347	285,480
	1,637,443	1,826,859

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16 Cash and cash equivalents

	2015	2014
	\$	\$
Cash and bank balances	17,155,867	14,743,286
Deposits placed with financial institutions	10,814,398	10,922,360
	<u>27,970,265</u>	<u>25,665,646</u>

Included in cash and bank balances are cash held for the FS Coaching Fund (Note 17), World Junior Championships Fund (Note 18) and Dr. Kang Young Joong's Fund (Note 19) of US\$632,627 (2014: US\$666,259).

17 F S Coaching Fund

The F S Coaching Fund represents a gift of US\$10,000. Interest generated by this fund is used for coaching.

	2015	2014
	\$	\$
At beginning and end of year	<u>10,000</u>	<u>10,000</u>

18 World Junior Championships Fund

During 1992, the Federation received US\$300,000 from the sponsors of the first World Junior Championships. Income generated by this fund is to be used for the championships.

	2015	2014
	\$	\$
At beginning of year	317,966	317,966
Interest on fund (Note 13)	2,226	2,290
Transfer to tournament income	(2,226)	(2,290)
At end of year	<u>317,966</u>	<u>317,966</u>

19 Dr. Kang Young Joong's Fund

From 2006 to 2013, the Federation received funds from Dr. Kang Young Joong. The Fund and the income generated from this Fund is to be used for:

- 1) assisting Continental Confederations in their development activities;
- 2) assisting in developing badminton for the disabled;
- 3) assisting events development/ activities and prize money; and
- 4) assisting other projects as defined by Dr. Kang Young Joong.

	2015	2014
	\$	\$
At beginning of year	338,293	371,789
Interest on fund (Note 13)	2,368	2,504
Fund distributed during the year	(36,000)	(36,000)
At end of year	<u>304,661</u>	<u>338,293</u>

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19 Dr. Kang Young Joong's Fund (continued)

In 2015, the Council approved the use of US\$36,000 (2014: US\$36,000) from Dr. Kang Young Joong's Fund to provide one-off scholarships to all medallists of the World Junior Individual Championships for Eye-Level Cups 2015.

20 Payables and accruals

	2015	2014
	\$	\$
Current		
Other payables	1,262,627	1,780,887
Accruals and deferred income	6,180,477	3,110,730
	<u>7,443,104</u>	<u>4,891,617</u>

Included in other payables is US\$63,959 (2014: US\$1,060,825) owing to members/players for outstanding prize monies.

21 Taxation

	2015	2014
	\$	\$
Current tax expense		
- Current year provision	30,000	47,814
- Under provision in prior year	(623)	2,641
	<u>29,377</u>	<u>50,455</u>
Reconciliation of tax expense		
Surplus before taxation	<u>38,698</u>	<u>262,757</u>
Tax calculated using Malaysia tax rates	5,778	61,044
Non-deductible expenses	46,323	33,542
Tax exempt income	(21,658)	(45,589)
Change in unrecognised temporary differences	3,972	(1,460)
Other items	(4,415)	277
	<u>30,000</u>	<u>47,814</u>
Under provision in prior year	(623)	2,641
	<u>29,377</u>	<u>50,455</u>

Tax exemption

In 2014, the Federation successfully obtained the tax exemption granted by the Ministry of Finance. The tax exemption is granted for the statutory level on all income of the Federation's official activities (except for income on dividends) for a period of 2 years beginning year of assessment 2014 to 2015. The Federation is currently awaiting approval in obtaining the status as an International Organisation from the Ministry of Foreign Affairs, Malaysia, to enable the Federation to apply for tax exemption beyond year of assessment 2015.

21 Taxation (continued)**Unrecognised deferred tax assets**

Deferred tax assets have not been recognised in respect of the following items:

	2015	2014
	\$	\$
Tax loss and unabsorbed capital allowance carry-forward	2,429,000	2,429,000
Deductible temporary differences	5,058	(10,828)
	<u>2,434,058</u>	<u>2,418,172</u>

Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profits will be available against which the Federation can utilise the benefits there from.

22 Financial instruments**22.1 Categories of financial instruments**

The table below provides an analysis of financial instruments of the Federation categorised as loans and receivables and financial liabilities measured at amortised cost.

	Carrying amounts	
	2015	2014
	\$	\$
Financial assets		
Trade and other receivables	1,637,443	1,826,859
Cash and cash equivalents	27,970,265	25,665,646
	<u>29,607,708</u>	<u>27,492,505</u>
Financial liabilities		
Other payables	<u>(1,262,627)</u>	<u>(1,780,887)</u>

22.2 Net gains and losses arising from financial instruments

	2015	2014
	\$	\$
Net gains/(losses) on:		
Loans and receivables	(77,000)	110,173
Financial liabilities measured at amortised cost	3,191	(3,343)
	<u>(73,809)</u>	<u>106,830</u>

22.3 Financial risk management

The Federation has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

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22 Financial instruments (continued)

22.4 Credit risk

Credit risk is the risk of a financial loss to the Federation if the counterparty to a financial instrument fails to meet its contractual obligations.

Receivables

Risk management objectives, policies and process for managing the risk

The Federation has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from receivables is represented by the carrying amounts in the statement of financial position.

Management has taken reasonable steps to ensure that receivables that are neither past due nor impaired are stated at their realisable values. The Federation uses ageing analysis to monitor the credit quality of the receivables and monitors them individually.

Impairment losses

The ageing of receivables as at the end of the reporting period was:

	Note	Gross \$	Individual Impairment \$	Collective Impairment \$	Net \$
2015					
Not past due		835,429	-	-	835,429
Past due 1 - 60 days		12,583	-	-	12,583
Past due more than 61 days		1,544,781	(755,350)	-	789,431
	15	<u>2,392,793</u>	<u>(755,350)</u>	-	<u>1,637,443</u>
2014					
Not past due		519,538	-	-	519,538
Past due 1 - 60 days		72,781	-	-	72,781
Past due more than 61 days		1,989,890	(755,350)	-	1,234,540
	15	<u>2,582,209</u>	<u>(755,350)</u>	-	<u>1,826,859</u>

For balances which are past due but not impaired, management is monitoring individual balances closely and is confident of repayment based on subsequent collections after year end and past repayment trends of these counterparties.

The movements in the allowance for impairment loss during the year were:

	2015 \$	2014 \$
At 1 January/31 December	<u>755,350</u>	<u>755,350</u>

22 Financial instruments (continued)**22.5 Liquidity risk**

Liquidity risk is the risk that the Federation will not be able to meet its financial obligations as they fall due. The Federation's exposure to liquidity risk arises principally from its various payables.

The Federation maintains a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities as and when they fall due.

Maturity analysis

The table below summarises the maturity profile of the Federation's financial liabilities as at the end of the reporting year based on undiscounted contractual payments:

	Carrying amount \$	Contractual interest rate	Contractual cash flows \$	Under 1 year \$
2015				
Other payables	1,262,627	-	1,262,627	1,262,627
2014				
Other payables	1,780,887	-	1,780,887	1,780,887

22.6 Market risk

Market risk is the risk that changes in market prices, such as interest rates and foreign exchange rates, will affect the Federation's financial position or cash flows.

22.6.1 Interest rate risk

The Federation's cash and bank balances, deposits and short-term receivables and payables are not significantly exposed to interest rate risk.

22.6.2 Currency risk

The Federation is exposed to foreign currency risk on investment in structured investment, deposits and income and expenditure that are denominated in a currency other than US Dollars. The currencies giving rise to this risk are primarily Ringgit Malaysia, Danish Krone, Pounds Sterling and Swiss Franc. Currently, the Federation does not hedge these exposures. However, the Council keeps this policy under review.

Risk management objectives, policies and processes for managing the risk

In respect of other monetary assets and liabilities held in currencies other than US Dollars, the Federation ensures that the net exposure is kept to an acceptable level, by buying or selling foreign currencies at spot rates where necessary to address short-term imbalances.

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22 Financial instruments (continued)

22.6 Market risk (continued)

22.6.2 Currency risk (continued)

Exposure to foreign currency risk

The Federation's exposure to foreign currency (a currency which is other than the functional currency of the Federation) risk, based on carrying amounts as at the end of the reporting period was:

	MYR US \$	DKK US \$	GBP US \$	CHF US \$	Others US \$
2015					
Trade and other receivables	368,392	-	34,351	-	2,095
Cash and cash equivalents	648,094	-	-	7,308	-
Net exposure	1,016,486	-	34,351	7,308	2,095
2014					
Trade and other receivables	285,480	-	70,981	-	-
Cash and cash equivalents	693,732	264,958	1,285	8,720	12,297
Net exposure	979,212	264,958	72,266	8,720	12,297

Currency risk sensitivity analysis

A 10% (2014: 10%) strengthening of the US Dollar against the following currencies at the end of the reporting period would have increased/ (decreased) the total surplus for the year by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remained constant and ignores any impact of forecasted sales and purchases.

	Surplus/(Deficit)	
	2015	2014
	\$	\$
MYR	(101,649)	(97,921)
DKK	-	(26,496)
GBP	(3,435)	(7,227)
CHF	(731)	(872)
Others	(210)	(1,230)

A 10% (2014: 10%) weakening of US Dollar against the above currencies at the end of the reporting period would have had an equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remained constant.

22.7 Fair values of financial instruments

The carrying amounts of cash and cash equivalents, short-term receivables and payables reasonably approximate their fair values due to the relatively short-term nature of these financial instruments.

23. Operating leases**Leases as lessee**

Non-cancellable operating lease rentals are payable as follows:

	2015	2014
	\$	\$
Less than one year	27,892	24,466
Between one and five years	67,739	-
	<u>95,631</u>	<u>24,466</u>

The Federation leases its head quarters under operating leases. The leases typically run for a period of two years, with an option to renew the lease after that date.

MEMBERS

AFRICA - (39)

Algeria, Benin, Botswana, Burundi, Cameroon, Central African Republic, Congo, Congo Kinshasa, Egypt, Equatorial Guinea, Eritrea, Ethiopia, Ghana, Ivory Coast, Kenya, Lesotho, Libya, Madagascar, Malawi, Mauritanian, Mauritius, Morocco, Mozambique, Namibia, Nigeria, Saint Helena, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe.

ASSOCIATE MEMBER

- Ligue de Badminton Réunion.

ASIA - (43)

Afghanistan, Bahrain, Bangladesh, Bhutan, Brunei, Cambodia, China, Chinese Taipei, DPR Korea, East Timor, Hong Kong, India, Indonesia, Iran, Iraq, Japan, Jordan, Kazakhstan, Korea, Kuwait, Kyrgyzstan, Laos, Lebanon, Macau, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Palestine, Philippines, Qatar, Singapore, Sri Lanka, Syria, Tajikistan, Thailand, Turkmenistan, Uzbekistan, Vietnam.

ASSOCIATE MEMBERS

- Saudi Arabia, United Arab Emirates.

EUROPE - (52)

Albania, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia & Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, England, Estonia, Faeroe Islands, Finland, France, Georgia, Germany, Gibraltar, Greece, Greenland, Hungary, Iceland, Ireland, Israel, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Macedonia, Malta, Moldova, Monaco, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Russia, Scotland, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, Wales.

OCEANIA - (15)

Australia, Cook Islands, Fiji, Guam, Kiribati, Nauru, New Zealand, Norfolk Island, Samoa, Tahiti, Tonga, Tuvalu.

ASSOCIATE MEMBERS

- Solomon Islands, Northern Marianas, New Caledonia.

PAN-AMERICA - (34)

Argentina, Aruba, Barbados, Bermuda, Brazil, Canada, Cayman Islands, Chile, Colombia, Costa Rica, Cuba, Curacao, Dominican Republic, Ecuador, El Salvador, Falkland Islands, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Puerto Rico, St. Lucia, Surinam, Trinidad & Tobago, USA, Uruguay, Venezuela

ASSOCIATE MEMBER

- Ligue de Badminton de Martinique



Srikanth Kidambi (IND)

NOTICE OF THE ANNUAL GENERAL MEETING 2016

NOTICE IS HEREBY GIVEN that the Annual General Meeting of the Badminton World Federation will be held at the Jinling Hall, Jinling Grand Hotel, Kunshan, PR of China on Saturday 21 May 2016 at 1000 hours.

1. PRELIMINARY BUSINESS

- 1.1 President's Remarks
- 1.2 Appointment of scrutineers
- 1.3 Roll call

2. MINUTES

- 2.1 To confirm the Minutes of the Annual General Meeting held on Saturday 16 May 2015 (**Annexure A**).

3. COUNCIL REPORT

- 3.1 To receive the Report of Council and its Committees, and other reports for the year ending 31 December 2015.
- 3.2 To adopt the Financial Statements, duly audited, for the year ending 31 December 2015.
- 3.3 To receive the 2016 budget and the provisional budget for 2017.
- 3.4 To receive the Strategic Plan 2016 – 2020 of the Federation.

4. PROPOSALS – BWF COUNCIL

THE Council of the BWF proposes to the membership to approve and adopt the following proposals;

4.1 Council Proposal – Amendments to the Laws of Badminton

To approve and adopt the following proposed amendments to the Laws of Badminton;

4.1.1 Law 13.3

13. FAULTS

It shall be a 'fault'

13.3 If in play, the shuttle;

13.3.2 Fails to pass over the net ~~between the netposts~~.

Rationale

It was pointed out at the 2015 AGM that Law 13.3.3 is not so clear. Between means the "space separating two objects", and for badminton this is where the net is hung. The proposal provides clarity - one element of the Law is talking about "over the net" and the other "through the net" (which is a fault).

In other words, the umpire shall call a fault if the shuttle passes under, or, more likely, through a hole in the net.

4.1.2 Law 16.5.3

In Wheelchair Badminton, a player may be allowed to leave the court for one additional interval during a match in order to catheterize. The player shall be accompanied by ~~a referee~~ any BWF appointed Technical Official.

Rationale

To allow flexibility - a range of Technical Officials to perform this role and not only the referee who may be busy with other duties at the time.

4.1.3 Law 16.7

16.7 Administration of breach

16.7.1 The umpire shall administer any breach of Law 16.4.1, 16.5.2 and 16.6 by

16.7.1.1 issuing a warning to the offending side, or

16.7.1.2 faulting the offending side, if previously warned. ~~One such fault followed by a warning by a side shall be considered to be a persistent offence, or~~

16.7.1.3 ~~faulting the offending side in cases of flagrant offence or breach of Law 16.2.~~

16.7.2 On faulting a side (Law 16.7.1.2 or 16.7.1.3), the umpire shall report the offending side immediately to the Referee, who shall have the power to disqualify the offending side from the match.

4.2 Proposal by Badminton Australia

Badminton Australia proposes that:

'No person shall be eligible for election to the BWF Council if they are a paid employee of a Continental Confederation.'

Rationale

Badminton Australia believes that paid employees of a Continental Confederation could have a conflict of interest if they are a member of the BWF Council and feel that this remit is an appropriate measure to retain the integrity of the BWF Council. This remit should be a new Clause 18.11 of the current constitution with renumbering of the following clauses.

Any person so effected should be given 14 days to decide whether they wish to step off Council or step out of their employed position.

If they are going to resign from employment then it should be in accordance with any contract they have noting that this period should not exceed 3 months – provided that is in line with their contract.

This proposal was seconded by Badminton Oceania.

5. SUBSCRIPTION

To consider Council's proposal that the unit of subscription for the year 2017 should be set at US\$200 per unit (unchanged).

6. AUDITORS

Council proposes that BDO Malaysia is appointed as the BWF auditors for 2016.

7. ANY OTHER BUSINESS

8. NEXT MEETING

The next Annual General Meeting is proposed to be held in May 2017 in conjunction with the 2017 Sudirman Cup

The exact date will be announced to the membership, not later than 30 September 2016.

By order of the Council of the Federation.

Thomas Lund
Secretary General
1 April 2016

ACKNOWLEDGEMENTS

The Badminton World Federation would like to acknowledge and record our appreciation to the following organisations, associations and parties for the assistance rendered to ensure the success of the Annual General Meeting and production of the Annual Report.

They are:

- Member Associations
- Continental Confederations
- BWF Council
- BadmintonPhoto – Official BWF photo agency



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