

**BWF**

# ANNUAL REPORT 2012



REPORT & FINANCIAL STATEMENTS  
FOR YEAR ENDING 31 DECEMBER 2012  
NOTICE & AGENDA - 2013 ANNUAL GENERAL MEETING

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## OFFICERS

### **PRESIDENT & CHAIR OF COUNCIL**

Dr Kang Young Joong

### **DEPUTY PRESIDENT & DEPUTY CHAIR OF COUNCIL**

Paisan Rangsitpho

### **VICE PRESIDENTS**

Raj Gaya (elected 6 May 2011)  
Liu Fengyan (elected 24 September 2011)  
Torsten Berg  
Nigel Skelt  
Paul Kurzo (elected 28 May 2011)  
Gustavo Salazar  
Gregory Verpoorten

### **MEMBERS**

David Cabello  
Lawrence Chew  
Ranjit de Silva  
Peter Gacheru  
Mehdi Karbasian  
Li Lingwei  
Lim Teong Kiat  
Kaveh Mehrabi  
Nora Perry

Sergey Shakhray  
Surasak Songvarakulpan  
Wayne Somers  
Justian Suhandinata  
Peter Tarcala  
Etienne Thobois  
Wu Jun Yan  
Junichiro Yamada

### **HONORARY LIFE VICE-PRESIDENTS**

Tom Bacher  
Stellan Mohlin  
Craig C. Reedie

Jeffrey Robson  
Mme Lu Shengrong  
Charoen Wattanasin

## PRESIDENT'S REVIEW

2012 was a very important year for the BWF and badminton. This was the last year in the four year cycle for our Council and I am very pleased to report that there were again, very important achievements for the BWF and our beloved sport. The Council and staff worked tirelessly throughout 2012 and the BWF, supported by its Members and partners, delivered important outcomes for badminton.

Key outcomes for 2012 included:

- approval of significant changes to the BWF constitution;
- successfully hosting of the second Members Forum in Wuhan, China;
- the successful delivery of all BWF major events – Dongfeng Citroen Thomas and Uber Cups in Wuhan, China; the YONEX BWF World Junior Championships in Chiba Japan; CR Land BWF World Superseries Finals in Shenzhen China;
- an outstanding year for the OSIM BWF World Superseries and Superseries Finals;
- extremely successful London 2012 Badminton Competition and record broadcast statistics for badminton at the Olympic Games;
- excellent progress on developing para-badminton in all regions;
- a very successful first year implementation of Shuttle Time Schools Badminton with a much larger engagement from Members than we had expected;
- a very strong financial result for the year 2012 which positions the BWF well for the next four years towards Rio 2016.



In the IOC's post-London review of Olympic sports and International Federations, badminton and the BWF scored very well on all measures including badminton broadcast coverage across all territories at the Olympic Games, ticket sales, and the popularity of the sport and engagement with youth.

The Council completed a major review of the Constitution and at the AGM in Wuhan, China in May 2012, this was approved by the membership. The BWF Council and office have implemented the changes in the constitution which included:

- The removal of proxy voting;
- Financial support through a travel grant for one delegate per Member to attend the AGM;
- A different election cycle for the Vice Presidents elected by the five Continental Confederations;
- The voting strength of Members assessed over a four year period and fixed for the subsequent four year period. The assessment criteria links to international participation and representation.



The second BWF Member’s Forum again provided us with an opportunity to present some of the BWF programmes, to hear from best practice projects from our Members and initiatives and to get feedback from our membership. The Members Forum the day before the AGM in May 2012 again provided a good networking opportunities for Members.

2012 was the second year of the new season of the OSIM BWF World Superseries 2011 –2013. The BWF and the Superseries hosts continued to be rewarded from the significantly enhanced media and commercial agreements underpinning this and the profit sharing of the positive financial outcomes for the 2012 season.

As we look towards 2016 and the Rio 2016 Olympic Games, these achievements position the BWF and our sport well for the quadrennial. The new Council and its leadership will be able to further consolidate the continuing growth of the sport, its global coverage and the solid commercial arrangement underpinning the development of the sport and the operations of the BWF.

### LONDON OLYMPIC GAMES

London 2012 was the highlight of 2012 and London delivered a truly inspirational Games with exceptionally high standards of delivery of the Olympic Sports Programme - a great showcase for the Olympic Movement

This was our opportunity to showcase to the world our wonderful game of badminton and to demonstrate to the Olympic Family the value we add as a sport on the Olympic Programme – and this we did.

The BWF is particularly pleased with the outcomes of the Badminton Competition and in the end we felt very happy at Wembley Arena. The venue worked well for badminton and the strong working relationship with LOCOG meant that we had a very professional Badminton Team at Wembley which focused on delivering the highest levels of sports presentation and quality broadcast of badminton globally.



The YONEX BWF World Championships, hosted at the same venue in 2011, really assisted in identifying operational problems in the venue in testing out some of the systems in readiness for London.

The venue was full to capacity for each session with passionate and educated fans and we were very pleased with the innovative sports presentation at these Games. The Olympic broadcast team captured Badminton at its best for the hundreds of millions of fans watching around the globe.

Our team in London faced some challenges however regarding the disqualification of four women’s doubles pairs and whilst this was not what we expected, the BWF dealt with these issues efficiently and effectively. In the post-London period the BWF put into action the process to look at all the contributing factors and to ensure strong and positive outcomes for badminton in Rio.

Badminton – and the BWF, scored extremely well in the post London IOC Evaluation Commission report. On all the measures we compared very favourably to other Olympic Sports. The IOC Executive Board decision in early 2013 to include badminton as a core sport underscored the outcomes of this evaluation process.

## OTHER EVENTS

The BWF had another very successful year of events including BWF Major Events and the OSIM BWF World Superseries.



The OSIM BWF World Superseries and our Major Events continued to be a major focus for the BWF, delivering world class badminton to broadcasters and fans globally. The overall quality of events continued to improve and sports presentation and broadcast of the events continued to be of a very high standard.

The BWF Major Events and the commercial structure of the Superseries continued to provide the BWF with a solid financial model with income from our events from both the media and commercial rights enhancing the sustainability and development of both the BWF and the sport.

2012 was the second year of the new Superseries season (2011 – 2013) and hosts continued to focus on the quality and consistency of the Superseries events across all 12 editions in 2012.

Media coverage of the sport globally through our events continued to increase in 2012 and our global reach is now way ahead of where we were in the first four years of the Superseries (2007 – 2010). This together with new media initiatives, has helped to build and connect the significant fan base for the sport.



The OSIM BWF World Superseries is the backbone of our competition structure and here I pay tribute to our Superseries hosts for the 2012 Superseries. There is a solid partnership with the BWF on the Series and we together continue to reap the rewards of a collective approach to providing our top players with world class venues and competitions throughout the year.



I wish to also acknowledge the hosts of our Major Events for 2012 – in Wuhan, China for the Dongfeng Citroen Thomas and Uber Cup Finals, in Chiba Japan for the YONEX BWF World Junior Championships and the CR Land BWF World Superseries Finals in Shenzhen China at the end of 2012.

Finally, I would also like to acknowledge here the work of the Marketing & Communications Committee, Events Committee and Secretary General in implementing for the second year, our new commercial structure for the OSIM BWF World Superseries 2011-2013.

## DEVELOPMENT

Badminton development is a major focus of our work and we continue to invest heavily in development and to work in partnership with our Continental Confederations to drive development initiatives.

2012 was the first year of implementation of the *Shuttle Time* Schools Badminton Programme and the Level 1 Coach Education resources. Both products have received significant support from Members in their efforts to implement badminton in schools and deliver coach education courses.

In November the BWF launched *Shuttle Time* – BWF's Schools Badminton Programme. This project focuses on youth and badminton. *Shuttle Time* provides the means and training resources for schools badminton worldwide, and we have a four year strategic plan which identifies schools badminton as a priority. Our vision is to make badminton one of the most popular school sports.

Coach education is a priority focus for the next four years for the BWF. With the launch of the Coach Level 1 resources, our Members can now receive free of charge a comprehensive training package for new coaches into our coaching system. This first stage of learning resources is being followed up by Level 2 in 2012.



Development of the sport is a shared responsibility between the BWF, our Continental Confederations and our Members. The Continental Confederations are the BWF's links with development regionally through the annual development grants and our Members are responsible for developing badminton on a national level.

The BWF also plays an important role in providing some of the tools - the educational resources such as coaching resources, schools badminton education materials to support Members' efforts in developing badminton nationally.

## PEACE AND SPORT

As part of our “social responsibility programme”, the BWF worked closely with Peace and Sport in 2012 on badminton projects in Timor Leste, Columbia and Haiti. These were designed to support vulnerable youth by using badminton as a tool for change in economically disadvantaged communities.

Peace and Sport works with International Federations and Non-Governmental Organisations to provide sports programmes that can make a difference to the lives of vulnerable youth in regions that have undergone conflict or disasters.



We are very proud of the outcomes and of the relationship with Peace and Sport. This is an opportunity for the BWF and badminton to give something back to communities. It is also a model whereby our sport is used to make change in these communities. BWF will again work with Peace and Sport and Badminton Asia / Badminton Pan Am in 2013 on projects in Timor Leste, Columbia and Haiti.

## CONTINENTAL CONFEDERATIONS

The BWF continues to have a very strong working relationship with the Continental Confederations and we have a shared vision for the development of the sport. The five Continental Confederations are central to our development strategy in the sport and much of our development work is delivered through the Confederations.

There is strong alignment of goals between the BWF development priorities and those of the Continental Confederations. BWF contributes towards these shared goals through its annual development grants to the Continental Confederations.



In 2012 the BWF invested US\$1,345,000 in development grants to the Confederations. This supports Continental Confederations initiate regional development activities. The grants programme is managed by the Development Department staff using guidelines approved by the Council.

Reporting and accountability for the spending is important so that we report to our membership on key development outcomes for the sport and progress towards the achievement of long term objectives in our Strategic Plan.

Apart from the grants, the BWF invested more than US\$400,000 in development initiatives which directly support the work of the Continental Confederations and our members. These included special *Shuttle Time* projects, developing resources for grass roots development, including supplementary materials for coach education and schools badminton, equipment for schools badminton and human resource support for regional development officers.

We look forward to 2013 and the continuing work in the area of development.

## PARA-BADMINTON

The Para-badminton Committee and Commission continued to work hard to integrate para-badminton into our governance and management structures. Significant progress was made in 2012 in the implementation of the new Classification regulations and the development of the Para-badminton Competition Regulations.

Our vision is to be a part of the Paralympic Games in 2020, and the work we are doing is to better position ourselves to achieve this goal.

The BWF continued to invest more in the development of para-badminton with the goal of eventually seeing para-badminton part of the Paralympic Family. In 2014, the BWF will submit its application to be a part of the Paralympic Games 2020.



## ACKNOWLEDGEMENT

I would like to thank here our membership for putting its trust in the Council and I.



Collectively we made significant progress in all areas of work in the last 12 months, and this is because we have a strong team working on Council and staff. I would like to thank Pisan Rangsitpho, our Deputy President, not only for his work as Deputy, but his work on the Events Committee throughout 2012.

To all my colleagues on Council, I thank you, and in particular a sincere vote of thanks to the Chairs of the Committees who are central to guiding the Council on all the core areas of our work.

To the Membership, I wish to thank you again for your support and the support of Council and to thank you as our partners in the areas of event hosting and the development of badminton. Strengthening badminton globally is so important for the progress of our sport and you are central to this objective.

Finally, my sincere thanks to the team in the KL office under the leadership of Secretary General Thomas Lund. The day to day work in implementing Council's strategic directions, policies and programmes to a high standard is so important, as is your role in servicing the needs of Council and the Membership. The whole staff team has worked extremely well on all these areas.

On a personal note, this is my last annual report for the BWF for my second four year term. It has been an extraordinary eight years since I was elected and I am very proud of the legacy from those eight years. The last four years have been particularly important for the BWF and we have had a Council that has been united and has delivered important outcomes for BWF, for badminton and for our membership.

In reflecting on the last four years, I have to thank our Council colleagues. We have achieved a significant number of key priorities. These include:

1. Developing strong brands and commercially successful events - Superseries and BWF Major Events.
2. Significantly increasing the exposure of badminton through global television coverage and new media initiatives.
3. Building BWF's financial position with strong income generation through media and commercial rights of our events and in partnering with Superseries hosts.

4. Delivering best practice development resources for our Members - for *Shuttle Time* schools badminton and coach development resources.
5. Building stronger relationships with our Continental Confederations, particularly through a shared vision of development and the implementation of regional development projects.
6. Reviewing our constitution, which the AGM endorsed in 2012. A constitution which strengthens democratic processes and engages members more in the governance of the BWF.
7. Setting down a strategic plan towards Rio 2016 which takes into account our vision, goals and which identifies our strategic priorities for the next four years.
8. More effective communication with our stakeholders, both internal and external, and building strategic partnerships.

I would like to take this opportunity to wish the new BWF President and Council a very successful four year term as the BWF looks towards Rio 2016 and beyond

**DR KANG YOUNG JOONG**  
**PRESIDENT**

## SECRETARY GENERAL'S REPORT

### PERSONNEL AND STAFF STRUCTURE

2012 was a very special and successful year with the London Olympic Games in August being the peak of the year. The Olympic Games was obviously very much the key focus for the year for both Council members and staff, and the success of the Games was created through a united effort across the entire BWF team. The Olympic Games was also the key focus point for many Member Associations and obviously the players and everyone else who supported the organisational efforts to make the London Olympic Games a historical and memorable event. It was indeed a very inspiring experience to be part of the team delivering the badminton event during London 2012.



Even though the Olympic Games attracted a lot of attention in 2012, many other things happened in the world of badminton. We had a successful second year of the repositioned Superseries 2011-2013 and BWF continued to develop a professional commercial proposition with the commercial partners. Our new tournament concepts together with the newly implemented commercial structures have proven very effective and the forecast for BWF's commercial revenue generation looks very promising.

In 2012 we also implemented the *Shuttle Time* Schools Badminton Programme across all five continents and the coach education structure has been further developed to include more levels. A very exciting player development project is ready to be rolled out to create an even wider player base in developing countries and thereby having more countries competing for the medals at the highest level, including the 2016 Rio Olympic Games. So indeed it was also a very busy year in development.

We have also seen a further integration of para-badminton throughout 2012 and much has been achieved towards the full integration of the para-badminton activities into the day to day activities of BWF.

At the time of writing this report badminton has again been confirmed as a core sport on the 2020 Olympic Programme, so badminton has a stable future in the world of sport and can focus on its long term development in the years to come.

Many of the above mentioned activities are reflected in more detail in the Committee reports and this report will therefore not go into further detail on these areas. But in summary the year can be described as a very successful, exciting, inspiring and busy year – and also a year where I am sure we all learned a lot.

### BWF OFFICE AND STAFF

BWF is essentially a service organisation where the main focus is to deliver quality services efficiently and to the satisfaction of our many stakeholders.

Our BWF Members (National Associations) are obviously a key stakeholder and through the many international events and the various development projects a range of services are delivered every day. It is extremely positive that the increasing interaction between BWF and the Members lead to a closer day to day collaboration, and where I am sure both Members and BWF learn a lot through this closer day to day dialogue.

The activity portfolio is also slowly but steadily growing. Following a very successful growth of commercial revenues a range of new activities follows on delivering both events organisational services, but also implementing a range of commercial products in collaboration with our commercial partners and event hosts.

BWF has therefore also had to develop the staff organisation further to ensure a high quality level in the delivery process and essentially thereby ensuring that the commercial revenues are realized. Only through a high level of delivery is it possible to maintain and further develop our commercial platform and generate funds to further develop our sports across the different continents.

The staff work based on the key BWF values being “excellence” and “quality”, and a key strategic aim in the staff development is continuity. Through the hard work being done and ensuring continuity in the staff development, BWF as an organisation is building a very important corporate knowledge, which is essential for growth in any service organisation. Together, with a close and fruitful interaction with Council and Committee Chairs the BWF organisation has developed a lot and is much better placed to create tangible, intangible and financial value for Members, players, hosts, sponsors, fans, Olympic partners and the many other stakeholders interacting with the BWF.

Three new staff members joined the BWF since the last AGM. In the Development Department (Joanne Quay, Development Officer), Communications (Gayle Alleyne, Communications Manager) and Para-badminton/events (Andy-Hines Randle, Events Officer).

Unfortunately we also lost a dear member of our staff, Ronald Jeyanathan – Uncle Jeya – who passed away in early December. Uncle Jeya was responsible for the organisation of the BWF archives and he will be missed by all of us.

## IT SOLUTIONS

IT becomes an increasingly important part of the day to day servicing of the many stakeholders in the organisation. Communication between the many different stakeholders in badminton is fully dependent on IT, and with the increasing demand to be able to communicate efficiently and instantly the IT-systems being used needs constant improvement.

The IT systems are the basis to deliver the instant and comprehensive information from our many international tournaments and on top international star players to the badminton fans around the world. In today’s world of sport such requirements are a basic necessity and expected to be considered a top sport.

Throughout 2012 further developments were made on the IT systems related to the events area. The online entry system has been fully implemented as a regular part of the day to day workflows for Member Associations, Continental Confederations and the BWF secretariat. All International tournaments from Level 1 - 4 are now using the online entry system.

Together with Tournament Planner a fully integrated system is now offered, so efficient work flows are secured for Member Associations, tournament organisers and the BWF secretariat.

Generally the events systems work well, but further integration between different systems are needed. Especially the integration between the events generated data and the existing BWF website is not fully optimized, so the BWF Council has therefore approved to conduct a review of the present IT setup. This will then show where further improvements are needed and how to secure a long term and solid development of the BWF IT solutions.

The work within the IT-area will continue to benefit Member Associations, Continental Confederations, the BWF and the sport generally.

### MEETING SUPPORT – AGM, COUNCIL, EXECUTIVE BOARD, COMMITTEES

One of the key functions of the BWF Secretariat is to undertake the day to day servicing of the BWF Council, Executive Board and the Committees and Commissions – and then obviously the preparation of the AGM / Forum. Workflows are constantly being reviewed to make the best possible preparation for the various meeting, and furthermore thereby constantly to ensure good and efficient governance of the organisation.



2012 saw meetings held in London (Executive Board – 5 March), Wuhan, China (AGM - 26 May, Committees – 28 - 31 May and Council 1 and 2 – 25 May and 1 June respectively), London (Council Meeting – 27 July), London (Executive Board – 4 August) and the final meeting of the year in Bangkok (Committees 26 - 29 November and Council 30 November 2012).

The meeting procedures are being improved and optimized with both Council Members and Staff becoming increasingly familiar with workflows. So a good and solid foundation has been built to continue the development in this area after the elections at the 2013 BWF AGM.

### ANTI-DOPING

The BWF continued its Anti-doping Programme for 2012 consisted of a testing programme (in-competition and out of competition) and an education programme - technical officials, coaches, players and administrators. A number of elements from the 2012 programme are worth noting here:



- The maintenance of a Registered Testing Pool of approximately 90 players;
- Targeted out of competition testing;
- No Adverse Analytical Findings from the BWF “out-of-competition” testing programme;
- An increase in “in-competition” testing at BWF sanctioned events;
- A number of “Filing Failures” and “Missed Tests” recorded against players who had not complied with the “Whereabouts” requirements.
- A focus on education and youth.

One of the most important elements of the Anti-doping Programme is education. The BWF has an obligation under the WADA Code to have an anti-doping education programme and in 2012 this focused particularly on youth and their entourage at events.

BWF in 2012 launched the *Fair Play – Rally Against Doping* campaign at the BWF YONEX World Junior Championships, Chiba Japan - 25 October – 3 November 2012.

The BWF worked in partnership with the Japan Anti-doping Agency (JADA) and the hosts of the event, Nippon Badminton Association.



A number of anti-doping education and awareness raising activities were conducted at the championships and these included:

- **conducting a survey** - of players, coaches and team managers (573 participants - 355 players, 155 coaches and 64 managers) who were registered for the Championships to gather data to better inform future activities. A total of 351 completed the survey (60% of the total participants). The survey was translated into 16 languages – French, Spanish, Chinese, Russian, Finnish, Korean, Czech, Bulgarian, Danish, German, Indonesian, Japanese, Sri Lankan, Swedish, Thai, and Dutch.
- **conducting awareness raising activities** – a presentation at the managers meeting, networking with managers and coaches and providing opportunities for learning which targeted players, coaches and managers;
- **establishing an online self access area (a Fair Play Station)** at the competition venue for players, managers and coaches to use and to complete online awareness raising activities – WADA online activities. More than 150 players, coaches and managers visited the Fair Play Station.

More information on the Anti-doping Programme is contained in the Administration and Medical Commission reports.

## **ACKNOWLEDGEMENT**

On behalf of the BWF office and the staff, I would like to sincerely thank Dr Kang Young Joong, President, our Deputy President Paisan Rangsikitpho, Chairs of Committees, and Council for their continued support in the day to day management of the BWF operations.

I would like to thank the management group and all the staff for their professionalism and continuous support in developing the BWF organisation and ensuring the many projects and tasks are completed with a high quality.

All the BWF staff have worked tirelessly throughout the whole year and made sure that BWF continuously improved as an organisation. The BWF staff clearly have a huge commitment to BWF and a passion for badminton – thank you to Stuart Borrie, Darren Parks, Venugopal Mahalingam, Sharon Chan, Ian Wright, Patricia Wong, Noridah Jamil, Michelle Nyam, Gayle Alleyne, Esther Lim, R. Shanmugam, Jessy Sung, S. Selvam, Joanne Quay and Andrew H-Randle.

**THOMAS LUND**  
**SECRETARY GENERAL**

## ADMINISTRATION

2012 was yet another productive year for the Administration Committee which oversaw the finalisation of the review of the BWF Constitution, the hosting of the second Members Forum and the first AGM with simultaneous interpretation into Spanish, French, Russian and Arabic, the establishment of the Ethics Working Group to review and evaluate the existing rules and regulations covering this complex area and the successful conclusion of two long standing legal matters.

### BWF OFFICE AND STAFFING

#### STAFFING

Following the Olympic Games, BWF was joined by a Communications Manager and a Development Officer, and in late 2012, an Events Officer joined the Events Department to support the Anti-Doping Programme and day to day work of Para-badminton. The BWF continues to monitor the staffing levels against new activities and demands for services and new product delivery and to see where there are additional human resources needs for the various areas of work.

#### KUALA LUMPUR OFFICE

The location agreement with the Malaysian Government continued to be a focus for the Administration Committee and Council in 2012 with a view to extending the arrangement and the benefits of staying in Malaysia. A meeting with the Prime Minister of Malaysia by representatives of the Council and staff in late December 2012 firmed up the framework for the continuation of the location agreement with the Prime Minister of Malaysia, Dato' Seri Mohd Najib bin Tun Abdul Razak, giving commitments on the key areas including tax exemption status. The BWF and the Malaysian Government are investigating a more appropriate way to register the BWF in Malaysia – one which recognises the international nature of the BWF as the world governing body for sport.

#### MEMBERSHIP

Five new Members joined the BWF in 2012. The BWF welcomed the following into its membership:

- Federaci3n Paraguayan de Badminton – 25 May 2012
- F3d3ration Haitienne de Badminton – 25 May 2012
- Badminton Federation of the Republic of Tajikistan – 25 May 2012
- Guam National Badminton Federation – 18 July 2012
- F3d3ration B3ninoise de Badminton (Benin) – 30 November 2012

With these five additional Members, the BWF has now 179 Members, of which five are Associate Members:

- Africa – 37 Members
- Asia – 41 Members (plus two Associate Members)
- Europe – 51 Members
- Oceania – 12 Members (plus three Associate Members)
- Pan America – 33 Members

Pakistan Badminton Federation was suspended by the Council in December 2010 and this decision was confirmed by the AGM in Qingdao in May 2011 and May 2012. At the time of publication, the Federation remained suspended, despite meetings between the relevant parties in early 2013 to try and seek a pathway forward towards a resolution and reinstatement.

## MEMBERS FORUM 2012

On Friday 25 May, the BWF hosted the second Members Forum and this was very successful. The Forum was again an opportunity for the BWF to inform the membership on key initiatives and activities and to provide the membership with an opportunity to provide feedback. It was also an important networking opportunity for Members and delegates to the AGM.

The key note speaker, Chris Guinness, Senior Vice President, Head of IMG Media, Asia Pacific provided an interesting perspective on commercial and media platforms to help shape / drive strategic directions in sport. The other plenary speaker, Hilary Atkinson, Sport Manager, LOCOG, provided an update on the preparations for badminton at the London 2012 Olympic Games.

Apart from a perspective on how commercial and media platforms help to shape strategic directions and the update on the London 2012 Olympic Games, the BWF presented a number of sessions that focused on BWFs strategic direction towards Rio 2016 and beyond. Sessions included the following:

1. BWF Strategic Directions Towards 2016
2. Events Strategy
3. Olympic Strategy
4. Development Strategy
5. Para-badminton Strategy

Key Members and practitioners presented a wide range of sessions including:

- BWF Sponsorship - Going Beyond A-Boards
- Player - Talent ID / Talent Development
- New Media and Social Media - Facebook – Twitter - Weibo
- Membership : Gaining - Servicing - Developing

A number of representatives from BWF Members were part of these parallel sessions and there were some important case studies presented from a range of regions across the globe.

One of the highlights of the Forum was the launch of the new corporate branding and BWF logo – reported elsewhere in this annual report.

## CONSTITUTION REVIEW

Work on reviewing the BWF constitution continued late into 2011, and in November 2011, the Council approved the proposed amendments ready to go forward as a Council proposal to the AGM in 2012.

The objective of the review was simplification and to make the document more accessible to the reader.

The BWF purposes and objectives were also refined (reduced from 17 more detailed goals to nine broader goals) and a set of principles were included in the document covering *sport for all, fair play, harassment free sport, equal opportunity and environmental responsibility*.

The Council proposal was approved at the AGM and the amended constitution took effect after the meeting.

The BWF Council and office have implemented the changes in the constitution which included:

- The removal of proxy voting – Members must now be present to cast their own vote;
- Financial support through a travel grant for one delegate per Member to attend the AGM;
- A different election cycle for the Vice Presidents elected by the five Continental Confederations which provides another layer of continuity between successive election for Council the year after the Summer Olympic Games;

- The voting strength of Members assessed over a four year period and fixed for the subsequent four year period. The various assessment criteria link to international representation and engagement by Members at the international level.

## BWF HANDBOOKS

The BWF office produced an updated version of Handbook I, after the amended constitution was approved by the membership in Wuhan, China.



## BWF STRATEGIC PLAN 2012 - 2016

2012 was year one of the implementation of the BWF Strategic Plan 2012 – 2016. The Strategic Plan is structured around BWF's core activity areas and the functional areas which overlay and interact with the core activity areas.

### CORE ACTIVITIES

1. Events
2. Olympic Games / IOC
3. Development
4. Para-Badminton

### FUNCTIONAL AREAS

1. Governance / Administration
2. Operations
3. Communications
4. Marketing
5. Finance

The Strategic Plan can be downloaded from the BWF website.

## LEGAL CASES 2012

There were two legal matters the BWF was involved in, in 2012 and both of these were resolved in early March 2013.

## ANTI-DOPING COMPLIANCE

BWF is a signatory to the World Anti-Doping Agency (WADA) *Code* and the Administration Committee ensures administrative oversight on compliance with the *Code*. The BWF works closely with outside organisations to provide both an 'in-competition' and 'out-of-competition' testing programme. A structured testing programme together with an education programme are fundamental to being compliant with the WADA *Code*.



The WADA code is being reviewed and the BWF together with external expertise are reviewing the implications of the amended WADA Code on the BWF Anti-doping Programme from 1 January 2015 when the new Code comes into effect. The BWF will continue to ensure it remains compliant with all obligations under the *Code*.

## MUSEUM WORKING GROUP

The BWF established a Museum Working Group to look at the possibility of acquiring a collection of memorabilia for the sport and to look at innovative ways to make items accessible through an interactive online museum.

Key elements of the terms of reference for the working group include:

- Evaluate the cost / benefit of purchasing, archiving and displaying historical material;
- Develop ways to systematically archive historical material from the sport;
- Develop proposals on how to make memorabilia and items of significant interest accessible to fans and spectators – at major events, in the BWF office and online in a virtual museum.

## AWARDS

In 2012 the Council approved a new award – the President’s Medal. The President’s medal is a prestigious award presented to deserving individuals outside the badminton fraternity who have made a significant contribution to the sport.

It is given at the BWF President’s sole discretion to honour distinguished individuals who have made an exceptional contribution to badminton.



In late November 2012, Dr Kang and the Council visited the Royal Palace in Bangkok and presented His Majesty King Bhumibol Adulyadej of Thailand with the inaugural BWF President’s Medal.

HRH The Crown Prince Maha Vajiralongkorn received the award from Dr Kang on behalf of His Majesty King Bhumibol Adulyadej for his “lifetime contribution” to the sport, spanning more than 50 years.

## Player of the Year Awards

Nominees for *Male Player of the Year 2012* were:

- Lee Chong Wei (MAS)
- Lin Dan (CHN)
- Cai Yun/Fu Haifeng (CHN)
- Lee Yong Dae/Chung Jae Sung (KOR)
- Chen Long (CHN)

Nominees for *Female Player of The Year 2012* were:

- Wang Yihan (CHN)
- Li Xuerui (CHN)
- Saina Nehwal (IND)
- Tian Qing / Zhao Yunlei (CHN)

Nominees for the *Most Promising Player* of the Year award category, the following players were nominated:

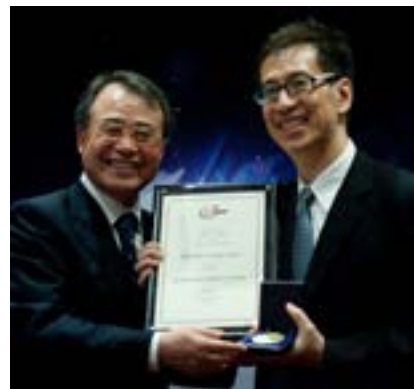
- Viktor Axelsen (DEN)
- Kento Momota (JPN)
- Ratchanok Intanon (THA)
- Tai Tzu Ying (TPE)
- Nozomi Okuhara (JPN)
- Busanan Ongbumrungpan (THA)

**Other Awards**

The BWF wishes to congratulate the following recipients of awards in 2012. These were approved by the Council at its 30 November 2012 meeting.



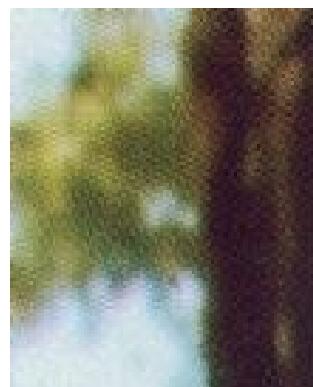
<p><b>Lifetime Achievement Award</b></p> <ul style="list-style-type: none"> <li>○ Heather Robson (NZL)</li> </ul>	<p><b>Hall of Fame</b></p> <ul style="list-style-type: none"> <li>○ Ha Tae Kwon (KOR)</li> <li>○ Gong Zhi Chao (CHN)</li> </ul>
<p><b>Distinguished Service Award</b></p> <ul style="list-style-type: none"> <li>○ Joao Matos (POR)</li> </ul>	<p><b>Meritorious Service Award</b></p> <ul style="list-style-type: none"> <li>○ Luis Manoel da Fonseca Barreto (BRA)</li> <li>○ John C Briggs (ENG)</li> <li>○ Abby Kumar (ENG)</li> <li>○ Anton Gonadi (INA)</li> <li>○ Koesdarto Pramono (INA)</li> <li>○ Iriansyah Busra (INA)</li> <li>○ Hsu Show Hoo (HKB)</li> <li>○ Chau Man Tuan (HKG)</li> <li>○ Mrs Linda Alvarez (GIB)</li> <li>○ Barabash Mykola (UKR)</li> <li>○ Chua Soo Hock (MAS)</li> </ul>
<p><b>Women in Badminton</b></p> <ul style="list-style-type: none"> <li>○ Hiromi Murai (JPN)</li> </ul>	<p><b>Certificate of Commendation</b></p> <ul style="list-style-type: none"> <li>○ Siam Cement Group (SCG)</li> </ul>



## **BWF RESOURCE CENTRE**

The work of the Resource Centre continued to be coordinated by Ronald Jeyanathan who worked on a number of projects. It is with great sadness that Ronald Jeyanathan passed away after a short illness in early December 2012.

We wish to acknowledge here the tremendous work Ronald Jeyanathan undertook in the resource centre including digitising and archiving historical material, researching and preparing background information for award nominees, profiling of players and past officials of the IBF/BWF.



## **ACKNOWLEDGEMENT**

Finally, I wish to acknowledge and thank all the members of the Administration Committee who have worked well together and individually on projects throughout 2012.

## **PETER GACHERU**

### **ADMINISTRATION COMMITTEE**

Peter Gacheru (Chair)  
Gregory Verpoorten (Deputy Chair)  
Torsten Berg  
Ranjit de Silva  
Dato' Lim Teong Kiat

Mehdi Karbasian  
Sergey Shakhray  
Wayne Somers  
Surasak Songvarakulpan

# DEVELOPMENT

## INTRODUCTION

By any measure, 2012 was a significant year for the Development Committee with important outcomes including:

- The first year of implementation of BWF’s *Shuttle Time* Schools Badminton Programme;
- Implementation of the Level 1 Coach Education resource material;
- Piloting of the Level 2 Coach Education resources;
- Close alignment of the priorities for development between the BWF and Continental Confederations;
- A continuing productive collaboration with the Continental Confederations in delivering development initiatives regionally;
- Implementing projects in collaboration with Peace and Sport in Timor Leste, Colombia and Haiti, which focused on using badminton as a tool for change for vulnerable youth.



## STRATEGIC PLAN 2012 - 2016

Development programmes in 2012 were guided by the BWF Strategic Plan 2012 - 2016.

2012 was the first year of implementation of the Strategic Plan 2012 -2016 and in all key areas, the outcomes were exceeded.

The “Strategic Priorities” and “Other Priorities” for development for 2012 - 2016 are:

Strategic Priorities	Other Priorities
<ol style="list-style-type: none"> <li>1. Schools Badminton</li> <li>2. Coach Education</li> <li>3. Player Development – competition structures and talent development in less developed badminton regions.</li> <li>4. Membership and Continental Confederation Development</li> </ol>	<ol style="list-style-type: none"> <li>1. Olympic Solidarity</li> <li>2. Facilities and equipment</li> <li>3. Tournament organiser training in coordination with the Events Committee to support / develop event organisers</li> <li>4. Technical officials training in coordination with the Events Committee to support / develop the pool of TOs</li> <li>5. University Badminton</li> </ol>

The following elements guided the Development Committee and staff in their work:

- **Development** is a long term endeavor.
- **Planning** is essential – short, medium and long term. Shared goals and priorities for development – BWF / Continental Confederations / Members, for maximum affect .
- **A systematic** and a **sustainable** approach to development is required.
- **Partnerships** are critical to help provide all the resources and expertise for development projects – BWF / Continental Confederations / Members / equipment suppliers / governments. This assists with sustainability.
- The **workforce - staff, volunteers** and the ‘**drivers**’ of projects are critical to the success of development activities. The right mix of expertise.



## SHUTTLE TIME SCHOOLS BADMINTON

*Shuttle Time* is BWF's Schools Badminton Programme and 2012 was the first year of working with Continental Confederations and Members to implement the programme in an organised, long term and sustainable way.

*Shuttle Time* aims to equip teachers with fundamental badminton skills, knowledge and confidence to plan and deliver fun and safe badminton lessons for children.

*Shuttle Time* is not about training teachers to be badminton coaches, but rather to introduce them to the sport and to train them in how to 'teach badminton' using the lesson plans and activities in the resources. *Shuttle Time* includes the training resources for teachers and the models for training for schools badminton.

The materials for *Shuttle Time* include:

- Teachers' Manual.
- 22 Lesson Plans for teachers.
- 92 video clips which show what the badminton teaching activities in the lesson plans look like.
- Tutors' Guidelines.
- Trainers' Guidelines.
- Implementation Guidelines.



## SHUTTLE TIME IMPLEMENTATION STRATEGIES

In 2012, the BWF and Continental Confederations followed a number of key implementation strategies:

1. **Assessing Readiness** – for a Member Association to take on a schools badminton project. Not all members are ready or have the human or financial resources for a systematic implementation of schools badminton.
2. **Stakeholder “buy-in”** – making sure that the Board of the Association agree on the strategy, and their clubs and associations want to be involved. Engaging schools sports authorities. Ensuring Education Ministries are part of the discussion so badminton becomes part of the school sports curriculum. Making sure NOCs are aware of the programmes.
3. **Planning** – is critical. This needs to be detailed and long term as it could take up to five years to systematically implement schools badminton nationally in any one territory.
4. **Resources** – funding for the project to pay people to deliver the training and train tutors and to assist with funding equipment for schools at the start of the implementation project.
5. **Equipment** – availability and cost of badminton kits for schools. This is a shared responsibility – Members, equipment suppliers, schools themselves, governments, with some limited support for pilot project equipment from the BWF and Continental Confederations.
6. **Training** – of tutors who are the people who deliver the one day courses for teachers.
7. **Training** - of teachers in how to use the material. This involves delivering courses to groups of current PE/ sports teachers and students who are studying to be PE teachers.

8. **School curriculum** - meeting with Education Ministries to ensure that badminton becomes part of the national school curriculum.
9. **University curriculum** - focusing at the university level to see whether badminton could be included into the curriculum for physical education teachers who are studying / training to become sports teachers.

The three key measures of success in the Strategic Plan for Shuttle Time in the first 24 months are:

1. Each Continental Confederation has schools as a priority activity in their plans.
2. *Shuttle Time* materials are freely available on BWF website.
3. BWF and Continental Confederations support the systematic implementation of Shuttle Time in at least 12 Members by end of 2013.

All three performance measure above were achieved by the end of 2012. In fact the implementation process and up take of *Shuttle Time* by Members was much better than expected.



Outcomes for 2012:

- Implementation commenced in 27 Member Associations.
- 66 Members have trained Shuttle Time staff – either Tutors or Trainers.
- Resources have been downloaded by individuals from 118 Member Associations.
- The resources have been translated into Spanish, French, Slovak and German and with translations underway for Arabic, Portuguese, Italian, Russian, Hungarian, Albanian and Persian.

The BWF is interested in hearing from Members who would like to undertake the translations into their own language to start the implementation nationally.



### Strategy 1 - Outcomes 2012 – Implementation - Trained Personnel

*To work closely with Continental Confederations to support the systematic implementation of Shuttle Time in selected Member Associations – a well planned and sustainable approach.*

CC's	Members with Qualified Shuttle Time Trainers - 2012	Members with qualified Shuttle Time Tutors - 2012	
<b>Oceania</b>	Australia New Zealand Tonga	Australia New Zealand Fiji Tahiti	Tonga Kiribati Cook islands Tokelau
<b>Europe</b>	Austria Croatia Romania Scotland Switzerland Iceland England Germany	Faroe Island Slovak Republic Estonia Finland Greece	Hungary Ireland Israel Italy Norway
<b>Africa</b>	South Africa Morocco	Botswana South Africa Zambia Swaziland	Lesotho Mozambique Morocco Mauritius
<b>Asia</b>	Malaysia Indonesia Maldives Lebanon Jordan Syria Bahrain	Maldives Jordan Bahrain Syria Lebanon Bangladesh Brunei Sri Lanka	Vietnam Philippines Nepal Bhutan Kazakhstan Timor Leste Iraq
<b>Pan Am</b>	Peru Mexico Costa Rico Guatemala Jamaica Brazil	Puerto Rico Colombia Costa Rico Guatemala Argentina Jamaica	Trinidad and Tobago Panama Mexico Peru Brazil
<b>Total Countries</b>	26	52	

### Strategy 2 - Freely Available on the Website

*To make the teaching resources and support material freely available on the BWF website for any Members, school teacher, coaches or administrators to register and receive.*

The Teachers Manual, Lesson Plans and the Implementation Guidelines for members are freely available on the BWF website in English, French and Spanish, with the other languages to follow in 2013.

Spanish and French were chosen as two key languages because of two key development areas - Africa and Pan America. The Spanish version is useful in Central and South America and the French version supports all French speaking national badminton associations in Africa.

The below provides a breakdown of those who have done this to date by Continental Confederation / Members:

- **Europe** – 42 countries - Germany – highest number of registrations
- **Asia** – 26 countries - India – highest numbers of registrations
- **Oceania** – 10 countries - Australia – highest numbers of registrations
- **Africa** – 19 countries - Morocco – highest number of registrations
- **Pan Am** – 21 countries - USA – highest number of registrations



The 92 video clips and the promotional video for Shuttle Time are freely available on the BWF YouTube BadmintonWorld.TV Channel.

- 92 Shuttle Time video clips available
- 268,216 – total number of views for the 92 video clips
- 24,301 – number of views for the promotional video clip of Shuttle Time

### SHUTTLE TIME IMPLEMENTATION – ISSUES AND CHALLENGES

- **Platform for the Clips** – having a more user friendly platform for the clips where users can download these if they wish.
- **Monitoring** – ensuring a systematic reporting / monitoring system where every course is recorded online to track the progress of implementation in more detail.
- **Equipment** – regular supply at a reasonable cost for schools badminton kits in countries where Shuttle Time is being implemented.
- **Languages** – BWF dealing with the enquiries in other languages.

### COACH EDUCATION PROJECT

The BWF aims to provide a ‘best practice’ coach education framework and coach education training materials to support Members in the planning and delivery of coaching courses. To date BWF has published Level 1 Coaching Resources and will by May 2013, publish Level 2.

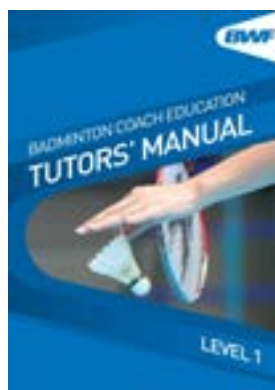
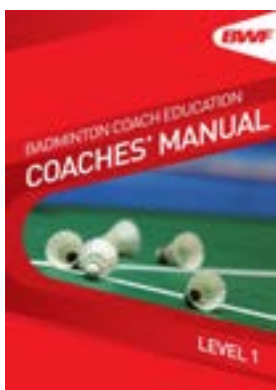
2012 was the first year of implementation of the Coach Level 1 training resources.



## COACH EDUCATION RESOURCES – LEVEL 1

The *BWF Level 1 Coach Education* resources consist of the following:

- *Coaches Manual* (learners' manual) divided into 12 modules – the main learning resources for trainee coaches;
- *Video Clips* – a comprehensive range of video clips demonstrating fundamental physical, technical and tactical elements of badminton. These can be viewed online;
- *Tutors Manual* – for Tutors who train coaches for the Level 1 Coaching Certificate.



The Coach Level 1 resources provide coaches with the fundamental knowledge and skills to coach badminton:

- WHAT to coach (technical / physical / tactical / psychology and lifestyle);
- HOW to coach (coaching principles / coaching styles / coaching methodology / planning / evaluation).

## IMPLEMENTATION 2012

### Strategy 1 - CC Development Plans – Implementation 2012

*To work closely with Continental Confederations to support the implementation of Coach Education courses in selected Member Associations – a well planned, systematic approach.*

Contestable funding for Continental Confederations in 2012 (\$250K) was linked to Schools Badminton and Coach Education Level 1 implementation projects.



## OUTCOMES 2012 - Coach Education - Level 1 Implementation

Continental Confederation	Members with trained Tutors	Number of courses Delivered	Comments
Africa	4	3	Olympic Solidarity courses were utilized to start the implementation process and also to assess readiness for Level 1.
Asia	4	5	The Asian implementation plan was based on a regional plan, which allowed coaches from 17 Members to access the Level 1 courses through structured training – either to train Tutors of the material or to train Coaches of Level 1.
Europe	17	5	Badminton Europe’s strategy in phase 1 was to qualify tutors from all interested Members. Level 1 courses will then be supported in these Members from 2013.
Oceania	2	1	At present <i>Shuttle Time</i> is more relevant to the needs of developing regions in Oceania, therefore the development focus in 2012 was more on schools badminton.
Pan Am	6	6	Demand was high for Level 1 and courses were delivered in both Spanish and English.
<b>Total</b>	<b>33</b>	<b>20</b>	Members demand for Level 1 courses was higher than anticipated for year 1. Key targets were surpassed for 2012.

Level 1 resources have been translated into Spanish, French and Portuguese and are being translated into Slovak.

### Strategy 2 - Olympic Solidarity funded Courses using BWF Coach Level 1 resources.

*To ensure all Olympic Solidarity funded National Technical Courses for coaches at an entry level use the BWF Coach Level 1 resources.*

In 2012, five Olympic Solidarity funded courses used the BWF Level 1 Coach Education resources as the course curriculum.



### Strategy 3 – Material freely available on the website.

*To make the coaching resources and support material freely available on the BWF website for any Members, coaches or administrators.*

#### **Video Clips**

BWF coach education video clips are available on the BWF YouTube Channel – BadmintonWorld.TV and this showed significant activity in 2012. At the time of reporting, the key statistics were.

- 47 video clips are available for viewing - BadmintonWorld.TV
- 451,497 - total number of views of all the instructional video clips
- 10,749 - the average number of views per clip
- 29,484 - the highest number of views for any Coach Level 1 video clip - the most popular video is “Introduction to Movement”.



### Issues and Challenges

- **Platform to Download Clips-** a more accessible platform where users can download the clips for use on their laptops.
- **Standards and quality of delivery**– ensuring standardisation of delivery across courses.
- **Consistent assessment standards** – assessment for the award and applying the same standards for “Pass” / “Not yet competent” and the assessment process.
- **Monitoring** the programme and online tracking of courses, tutors, qualifying coaches and the certification of these.

### CONTINENTAL CONFEDERATIONS

In implementing development programmes, the five Continental Confederations are key partners regionally.

The Development Department continues to have a very strong working relationship with the Continental Confederations office staff and the development plans were well constructed in 2012.

Close communication and day to day liaison with the Continental Confederations is important. Following the successful meetings of 2009 and 2010 in Lausanne, and the 2011 meeting in Kuala Lumpur, the BWF Development Department again hosted three days of workshops for Continental Confederations. Development Managers / Directors and the Secretary Generals attended from each Continental Confederation. The annual workshops provide a platform for the exchange of ideas and to report on case studies in the implementation of key projects.

Key goals of the annual workshops were to:

1. Review progress on strategic priorities in particular, Schools Badminton and Coach Education;
2. Review other programmes where funding is available – player development, human resources, membership and membership servicing, university badminton, Olympic Solidarity, para-badminton and grants for women in badminton projects;
3. Highlight challenges and develop solutions for better practice;
4. Synchronize better planning cycles, priorities and planning / reporting processes;

## CC DEVELOPMENT GRANTS

In 2012, the Council increased the total allocation of development grants to the Continental Confederations. Regional and national development programmes are supported through these annual development grants to the Continental Confederations.

At the December 2011 Council meeting, the Council increased the 'Contestable Funding' by US\$150,000.

CC	2012 Base Level Grant	2012 Contestable Fund*
Asia	US\$280,888	US\$57,000
Africa	US\$214,564	US\$52,750
Europe	US\$309,030	US\$74,500
Oceania	US\$84,728	US\$19,000
Pan America	US\$205,790	US\$46,750
Total	US\$1,095,000	US\$250,000

\* On a project by project basis – by application.

Total funding available for Continental Confederations in 2012 was **US\$1,345,000** - an increase of 13% over the previous year. This does not take into consideration "special projects".

Over US\$500,000 in additional funding was available to support development projects and this was allocated to 1) special projects, 2) equipment for *Shuttle Time*, 3) resource development for coach education and schools badminton and 4) supporting human resources – Regional Development Officers. All of these directly supported Continental Confederations and Member Associations in planning and implementing development projects.

## BWF WORLD JUNIOR CHAMPIONSHIPS GRANT – CHIBA, JAPAN

The BWF provides to the hosts of the BWF World Junior Championships a US\$10,000 grant on the submission of a plan for a cultural and education programme for participants. The aim of this grant is to organise social, cultural and educational activities for the participating teams at the BWF World Junior Championships. The grant was available to the 2012 hosts, Nippon Badminton Association and cultural performances and tours for players around Tokyo were provided.

## IOC IF DEVELOPMENT GRANT

The IOC continued to support BWF with an IF Development Grant of US\$70,000. This was split across two development projects – Coach Education and Technical Officials Training.

The grant assisted the BWF in developing its new coach education system including the resources and the trialing of these.

The other project related to Technical Officials training / education at the Continental level, and this targeted Technical Officials in Africa, Oceania and Pan America. The aim of this was to – 1) increase the number and quality of technical officials training and 2) increase the number of BWF accredited / certificated technical officials from these regions so there is a possibility of selection for World Championships, World Team Championships and a future Olympic Games.

### OLYMPIC SOLIDARITY FUNDED COURSES

Members, through their National Olympic Committees (NOCs), secured more than US\$100,000 for badminton training courses through the Olympic Solidarity Programmes. A total of 13 Olympic Solidarity National Technical courses for coaches were held in 2012 - in Africa (4 courses), Europe (1 course), Pan Am (2 courses) and Asia (6 courses). This was five more than in 2011. One Coach Scholarship was awarded to a coach from Kenya.

Overall the results have been very good for 2012.

NOC	Course Date 2012	Activity Type	Coach Educator
Panama	9 – 14 April	National Technical Course	Jie Meng
RSA	5 - 10 June	National Technical Course	Mike Woodward
Ireland	27 October – 3 November	National Sports Structure	Tom Reidy
Vietnam	14 - 21 July	National Technical Course	Muhtasham Katan
Maldives	21 July – 2 August	National Technical Course	A.Thanabalan
Kenya	June - September	Coach scholarship	n/a
Algeria	8 – 19 October	National Technical Course	Dajee Annirao
Togo	29 November – 9 December	National Technical Course	Dajee Annirao
Iran	2 – 12 September	National Technical Course	Andy Ardiansyah
Cameroon	19 – 27 November	National Technical Course	Dajee Annirao
Barbados	10 – 16 December	National Technical Course	Mike Woodward
Colombia	11 – 17 December	National Technical Course	Jose Solis
Sri Lanka	28 November – 7 December	National Technical Course	Andy Ardiansyah
Bangladesh	15 – 23 December	National Technical Course	Sambenthan Sivaperumal

2012 was the last year in this quadrennial for Members to apply for Olympic Solidarity funded courses through their NOC. Overall Member Associations have accessed more Olympic Solidarity funded courses in the last quadrennial compared to the previous four year cycle.



## Summary - Olympic Solidarity Funded Programmes for Badminton

	2005 - 2008	2009 – 2012
<b>ATHLETE PROGRAMMES</b>		
<b>Scholarships for Olympic Games Preparation</b>	Beijing – 27 badminton players	London – 32 badminton players
<b>Scholarship holders that Competed in Olympics</b>	Beijing – 20 (6 women / 14 men)	London – 22 (10 women / 12 men)
<b>Youth Olympic Games Activities</b>	n/a	10 activities
<b>Coaches - Courses</b>		
<b>Technical Courses for Coaches (National Courses)</b>	28 National Technical Courses	32 National Technical Courses
<b>Coaches Scholarships (individual)</b>	6 Coach Scholarships	4 Coach Scholarships
<b>Development of a National Sports Structure</b>	2 national badminton structure review projects	5 national badminton structure review projects

## PEACE AND SPORT

As part of the BWF/ Peace and Sport MOU, a number of projects took place in Colombia, Haiti and Timor Leste in 2012.

These projects have both a social responsibility element to them, and an opportunity to support national badminton development in three BWF Member Associations.

The key goals of this programme are:

- To work in partnership with Peace and Sport and other partners to run a number of projects in less developed countries and to use badminton as a tool for change for youth in the most vulnerable communities.
- To work closely with the relevant CC and engage the National Badminton Federations in the development activities.
- To use the Peace and Sport initiatives to help build the national badminton structure and support grass roots badminton development in the three Members – Timor Leste, Colombia and Haiti.



### Colombia - "Badminton Por la Paz"

This was a follow up of the "Badminton Por la Paz" started in 2011. This was a training activity in collaboration with Badminton Pan Am which took place in Amenia, Colombia.

YONEX supported this project and provided equipment.

This was an integrated activity that brought together seven of the Peace and Sport Team Leaders who work in NGO funded Youth



Centres and 21 coaches from National Colombian Badminton Association. All participants took part in a *Shuttle Time* Tutors' training course.

There will be a follow up to this course in Guapi, a very remote region of Colombia, whereby the Team Leaders are supported further by the National Association. This would ensure the sustainability of the project. This is due to take place in 2013.

### Timor Leste (East Timor) – “Badminton Ba Dame”

Working closely with Badminton Asia (BAC) and Peace and Sport, a project was established to support the national sports structure for badminton and to work with eight NGOs who run youth centres, Here badminton was used as a tool to bring about change in the lives of vulnerable youth.

BAC trainer and Head of Operations from Peace and Sport were in East Timor from 8 – 19 May to set up the project and training took place in June using a BAC expert coach and utilising Kaveh Mehrabi, a Peace and Sport Ambassador, as the athlete ambassador for the Badminton Ba Dame.



The programme was very successful with more NGOs wanting to take part in the programme than was possible. Nearly 500 children from many different communities around Dili took part in the inauguration day – a significant step towards building social cohesion in those communities. Badminton is not only a tool to develop sport skills but a tool to create change in individuals and communities. This project will continue in 2013. YONEX supported this project and provided equipment.



### Haiti

Working with Pan Am and Peace and Sport – this project was designed to strengthen the national badminton structure and support the new Member in Haiti.



A Peace and Sport representative visited Haiti the week beginning 14 May and the BWF project, in collaboration with Peace and Sport got underway in August, with a training course for *Shuttle Time* tutors taking place. This was delivered by an expert from France.

The Tutors are now implementing Shuttle Time in Schools in Haiti. The project will continue through 2013. VICTOR supported this project and provided equipment.



### SPORTS SCIENCE WORKING GROUP

The Commission met in London during the Olympic Games. The Sports Science Commission had a number of focuses for 2012 and these included:

- Maintaining the database of sports science research being published in badminton;

- Developing a strategy to access sports science research in badminton from other languages;
- Building a network of universities which are undertaking research in badminton;
- Putting in place a process to evaluate applications for BWF funded research on badminton and allocate grants.

In 2013, the BWF will offer a number of research grants for individuals or institutions who apply for financial assistance to undertake research in badminton.

## UNIVERSITY BADMINTON PROJECT

In conjunction with the International University Sports Federation (FISU), the BWF is developing a strategy to have a strong badminton presence at the university level worldwide.

The goals for the BWF in engaging the FISU and the university sector are to:

- ensure badminton is included as a Compulsory Sport at Summer Universiades;
- build networks and links with universities so that:
  - a) sports science / sports medicine research in badminton is widely undertaken at the university level;
  - b) badminton is a subject of study – academic and applied – through university courses.
- develop badminton as a participation sport in universities.

Badminton is on the programme of sports for the Kazan (2013) and Gwangju (2015) editions of the *Universiades* (World University Games) following the sport being an optional sport in Bangkok (2007), and Shenzhen (2011).

Having badminton as a *compulsory sport* on the *Universiade* programme is a key goal for the BWF.

The relationship with FISU is positive following initiatives in the last two years with BWFs representation at the annual FISU Forums. In 2012 the forum was held in Taipei City, Chinese Taipei, 26 – 31 March and Ian Wright, BWF Development Manager attended and presented at the forum. There was also a practical demonstration of the sport with delegates getting involved in playing the sport so they could experience badminton.



The most recent engagement was at the 12<sup>th</sup> World University Badminton Championships, 6 – 11 November, in Gwangju, Korea. A total of 175 competitors from 18 countries entered the Championships which lasted six days.

David Cabello was at the Championships and made a presentation on badminton at the forum. This was attended by the team representatives and of the National University Sports Unions.

## OUTLOOK FOR 2013

2013 will be the second year for the implementation of the BWF Strategic Plan 2012 – 2016. The development section of the Strategic Plan complements the BWF Development Plan 2011 – 2016, approved by the Council in 2010.

2013 will see the following:

- The continued implementation of *Shuttle Time* Schools Badminton.
- Year two of implementation of Level 1 Coach Education programmes.
- The roll out of Level 2 Coach Education materials.
- Develop the content for Level 3 Coach Education materials
- IOC Sport for All Conference participation - invitation for BWF to present.
- The implementation of a new Player Development strategy which is about increasing the participation of young talented players from developing badminton nations in international competitions. The goal is to have a greater number of countries represented at multi-sport games and regional and world badminton competitions.

## ACKNOWLEDGEMENT

I wish to express my sincere thanks to:

- All my Council colleagues and members of the Development Committee for the support and excellent work in the meetings;
- Nigel Skelt and his support and work for the Committee as Deputy Chair;
- The Continental Confederations' development chairs and staff for their work in development and the excellent co-operation with BWF;
- The BWF staff for effective administrative and management of the various development activities, in particular to Thomas Lund, Secretary General, Stuart Borrie and Ian Wright for their focus, drive and expertise in development.

## DAVID CABELLO

### DEVELOPMENT COMMITTEE

David Cabello (Chair)  
Nigel Skelt (Deputy Chair)  
Lawrence Chew  
Ranjit de Silva  
Paul Kurzo  
Mehdi Karbasian  
Li Lingwei

Gustavo Salazar  
Justian Suhandinata  
Wu Jun-Yan  
Liu Fengyan  
Kaveh Mehrabi  
Raj Gaya

# PARA-BADMINTON

## OVERVIEW

2012 was a Paralympic year and an important one for the BWF and para-badminton. The BWF's vision is to be part of the 2020 Paralympic Games and 2012 and the London Paralympic Games helped to focus this vision.

Para-badminton is a key results area for the BWF Strategic Plan 2012 – 2016 and getting onto the 2020 Paralympic Games programme, a decision that will be made by the International Paralympic Committee (IPC) in 2014, is an important strategic priority.



The London 2012 Paralympic Games brought home to everyone what it would be like to be included in the Paralympics – to have badminton as a sport included and to have para-badminton in the 2020 Paralympic Games.

In 2012, the Para-badminton Commission and Committee focused on enhancing some of the key technical elements of para-badminton following reviews of regulations in 2011. Tasks in this important technical area included:

1. the implementation of the new Classification Regulations and classification processes;
2. a revised structure for classifiers and a new training programme;
3. the review of the Laws of Badminton and the integration of para-badminton elements;
4. the drafting and implementation of revised Para-badminton Competition Regulations.

This work on the technical side will be on-going in 2013, however 2012 was an important year in which all the major issues around rules and regulations were addressed.

## PARA-BADMINTON CLASSIFICATION



2012 was the first year of implementation of the revised Para-badminton Classification Regulations. The classification regulations and processes around classification are a central component of sport for people with a disability. This is about fairness in competition and making sure that an evidence based system underpins decisions as to which category (Sport Class) a particular player competes in.

The review of the regulations in 2011 made sure that the underpinning technical components and principles were in line with the IPC Classification Code. Under the revised Classification Regulations, para-badminton players entering the system can be classified in one of the six Sport Classes and compete in these classes in men's/women's singles, doubles and mixed doubles.

The six Sport Classes are:

1. WH 1 - Wheelchair Class 1
2. WH 2 - Wheelchair Class 2
3. SL 3 - Standing Lower Class 3
4. SL 4 - Standing Lower Class 4
5. SU 5 - Standing Upper Class 5
6. SS 6 - Short Stature Class 6





The implementation in 2012 meant that all players in the system had to be re-classified under the new regulations and this put a lot of pressure on the classifiers at each of the tournaments. With the Continental Championships being held in 2012, most of the current players in the system at the end of 2011 were re-classified by the end of 2012. A total of 316 players were classified under the new system in the first six tournaments. The number of players needing classification will decrease in 2013 and this will focus on new players entering the system and some who were not active in international competitions in 2012 and who need to be re-classified.

Through 2012, the new regulations were monitored during the first year of the implementation phase and some amendments were agreed by the Council in December 2012. This process will continue and in the first half of 2013 with greater detail being included in the Minimal Impairment Criteria, in line with an evidenced based approach to classification.

Training of classifiers was an important part of 2012, and in late 2012, the Classifier Training and Certification rules were incorporated into the Classification Regulations, in line with the IPC Classification Code. A classifier training course was held at the Asian Para-badminton Championships in Korea in November. In 2013, there will be courses in Glasgow in February, in Bangkok in June and in Dortmund in November.



The curriculum and course structure for the training of classifiers were approved in 2012 and guidelines for the training of classifiers will be developed further in 2013.

As an IPC Recognised International Organisation, the BWF continued to access expertise from the IPC in 2012 to assist in the on-going development of the Classification Regulations and other regulations around para-badminton. The BWF Para-badminton Commission very much appreciated the IPCs expertise and knowledge sharing throughout 2012.



### INTEGRATION – BWF PARA-BADMINTON

Since 2010, progress in integrating para-badminton into the BWF governance and management structure has been good. The main focus now continues to be on how BWF members and Continental Confederations can integrate para-badminton into their structures.

Disability sport is complex and it is acknowledged that full integration into the badminton structures may not be possible – or even desirable. National Paralympic Committees and other disability sports organisations are often responsible nationally for sport for people with a disability, and



this includes funding – so therefore integrating para-badminton into a national badminton structure may not be the best option in some contexts.

Although the ideal situation is that para-badminton is integrated into governance structures at the local, national, regional levels within existing BWF membership structures, it is not always possible for BWF Members currently to be the responsible organisation for para-badminton in many countries.

This was recognised by the Council and the membership in making changes to the constitution in May 2012 which now allows the Associate Membership of disability sports organisations. The implementation of this is complex and BWF is still looking at the balance between para-badminton being fully intergrated into a BWF Member organisation and ensuring disability sports organisations are integrated into a BWF Associate Membership structure.

## INVESTMENT IN PARA-BADMINTON

For 2012 the Council approved a significant increase in the level of investment in para-badminton around the areas of technical support for para-badminton at international tournaments and development of para-badminton.

In May 2012, the Council agreed to a further US\$50,000 to support international tournament hosts. The BWF Council recognises that international tournaments are critical for providing competition pathways for para-badminton players. It was also recognised that competitions at the national and regional level were also critical to provide a balance for different levels of play and competition for players.



Players in para-badminton often have limited resources to travel to tournaments and events, so the international tournament calendar had to be realistic for the stage of development of para-badminton in the various continental regions.

It was agreed however, that more tournaments at the international level were required and the additional investment was agreed to support hosts of tournaments. This support was in addition to the technical support the BWF offers to international level competitions, in the form of referees, technical delegates, classifiers and a limited number of international umpires, depending on the level of tournament.

## 2012 PARA-BADMINTON TOURNAMENTS

2012 was the year of the Continental Championships and most players aimed to compete at this level of event in 2012. In the end two Continental Championships were hosted, Pan Am was delayed to early 2013 due to lower registrations than expected. Cost of travel in Pan America was one limiting factor for players.

### European Para-badminton Championships – Dortmund, Germany



Hosted from 7 to 10 June 2012, this Continental Championships was also a classifier training tournament whereby trainee classifiers took part in training as part of the first part of a classifier training course.

Overall the number of countries represented and the number of players were higher compared to previous editions of the European Championships.

- Host Organisation           The badminton section of the German Wheelchair Sports Federation (Deutscher Rollstuhl-Sportverband) and the North Rhine Westphalian, Federation of Disability Sports (Behinderten Sportverband, Nordrhein-Westfalen) in cooperation with the Reha – und Behindertensport - Gemeinschaft Dortmund 51 e.V.
- Host City                       Dortmund
- Countries                       15
- Number of Players           103 (80 men / 23 women)
- Official Events               19 (7 men / 4 women / 8 mixed\*)  
\* male/female combinations included

**VICTOR 3rd Asian Para-badminton Championships - Yeo Ju-Gun, Korea**

Hosted from 1 to 3 November 2012, this Continental Championships, like the European Championships was also a classifier training tournament whereby trainee classifiers took part in training as part of the first stage of a classifier training course.

Overall the number of countries represented and the number of players were at a very good level. The Championships had a very good representation from across the region with particularly large and strong teams from Japan and the host country, Korea. Overall the standard of play was very competitive.



- Host Organisation           Korea Badminton Association for the Disabled
- Host City                       Yeo Ju-Gun
- Number of countries       13
- Number of Players         102 (84 men + 18 women)
- Official Events             18 (9 men / 5 women / 4 mixed\*)  
\* male/female combinations included

In October 2012, the BWF, Badminton Pan Am and Guatemala Badminton Federation decided to postpone the Pan Am Para-badminton Championships

Other tournaments were hosted in Europe:

- Spanish Para-badminton International - Palma de Mallorca, Spain (11 -13 May 2012) with 53 players from 12 countries;
- 2nd French International Para-badminton Tournament - Rodez, France (7 – 9 April 2012) with 61 players from 10 countries.



The tournaments held in 2012 were of a very good quality with experienced hosts. The number of technical and tournament officials is steadily increasing as is, the quality of the implementation of tournaments.

As in previous years, the focus is always on continuous improvement and with that in mind, the working members of the Committee and Commission have looked at training and development as a key to improving the quality and the quantity of events worldwide.

## WEBSITE INFORMATION

Effort has been made to increase the volume and quantity of information available on the BWF website. In late 2012 all of the content of [www.parabadminton.org](http://www.parabadminton.org) was transferred to the BWF website and with new staff being recruited for para-badminton in the BWF office in late September, the content would be managed from the BWF office.

## LONDON 2012 PARALYMPIC GAMES

While badminton is not a Paralympic sport, BWF was invited as an observer to the London 2012 Paralympic Games. Paul Kurzo and Stuart Borrie represented the BWF at the Games.

This was an excellent opportunity to see top world level para-sport competitions and to see the standard required and the organisational structure of such competitions.

Key activities at London 2012 Paralympic Games included:

- networking with IPC staff and IPC Governing Board representatives;
- meetings with National Paralympic Committee representatives;
- meetings with international sports federations responsible for Paralympic sports
- observing / reviewing sports – operational structure, logistical requirements, competition venue set up, classification structures and regulations – sports specifically reviewed were table tennis, wheelchair tennis, goalball, boccia, sitting volleyball, athletics, powerlifting and wheelchair basketball.



Overall this was a perfect opportunity to talk to key decision makers and to promote para-badminton and our goal to having badminton on the 2020 programme. BWF developed a promotional flyer to distribute which highlighted BWF's goals in para-badminton, achievements since 2010 and information on our goal to be included in the 2020 Paralympic Games.

## IPC BONN

BWF has been an IPC Recognised International Organisation since December 2010 and was a significant advantage for the BWF in 2012.

This status allows BWF to access IPC expertise and BWF representatives were invited to a number of meetings in Bonn at IPC headquarters during 2012. Dr Silvia Albrecht, Paul Kurzo, Günter Klütze and Stuart Borrie participated in meetings with key representative of the IPC during 2012.

## OUTLOOK AND PRIORITIES FOR 2013

2013 is already shaping up to be a busy year with tournaments in Asia, Europe and Pan America.

2013 is the year of the Para-badminton World Championships and the championships will be hosted in Dortmund Germany. In December the BWF Council approved a significant budget to be used as a "participation grant". This programme aims to support the travel of some players to the championships. The expectations are high to see a record number of entries for this edition of the Para-badminton World Championships.



Overall in 2013 and 2014 BWF is aiming to:

- increase participation – more players in the system at all levels;
- increase tournaments and provide better competition pathways;
- further enhance the rules system and technical aspects of para-badminton;
- develop more and better para-badminton coaches;
- integrate para-badminton at a Continental / Regional level and the national badminton federations where this is appropriate to do so;
- Strongly encourage national badminton federations to organise national para-badminton championships.

This cannot be done by BWF alone and we will work closely with BWF Members, National Paralympic Committees and other national bodies responsible for disability sports, and regional bodies responsible for sport for people with a disability.

BWF will be represented at the IPC Head of Classifiers Meeting in Bonn in April and the Vista Conference at IPC in Bonn.

## **ACKNOWLEDGEMENT**

The outcomes for 2012 would not have been possible without the significant contribution from the Para-badminton Commission and Para-badminton Committee.

The Para-badminton Commission continued to work hard to review the regulations and systems in para-badminton and provide expert advice to the Para-badminton Committee. The Commission members also supported a significant year for the implementation of many new regulations.

The Commission met twice – in Rodez France in April and in Paris in October 2012. Para-badminton Commission members are:

Paul Kurzo – Chair	Lyndon Williams
Torsten Berg – Deputy Chair	Eyal Bechar
Guenter Kluetzke	Lawrence Chew
Dr Silvia Albrecht	Darren Parks
Dr Shamsul Azhar Shah	Stuart Borrie
Dr Jim Mackay	

I wish to acknowledge and thank all our colleagues in the Commission and the Para-badminton Committee for their significant contribution towards the formulation and implementation of regulations, policies and strategy to ensure para-badminton is in the best possible position as we work towards the 2014 submission to the IPC for inclusion in the 2020 Paralympic Games.

## **PAUL KURZO**

### **PARA-BADMINTON COMMITTEE**

Paul Kurzo (Chair)	Ranjit de Silva
Torsten Berg (Deputy Chair)	Surasak Songvarakulpan

## IOC / INTERNATIONAL RELATIONS

In 2012, following the strategy reviewed late 2011, the Committee focused on the following main priority areas:

- Success for badminton at the London 2012 Olympic Games, on court and off court.
- Identifying and addressing the areas of IOC Programme Commission evaluation criteria where badminton could improve performance and integrate these into the BWF Strategic Plan.
- Maintaining and building the positive relations with IOC and the Olympic family institutions.
- Strengthening the work on Women in Badminton.



The progress in these strategic areas as well as in the work with multi-sport events and other important organisations is reported below in detail.

The first and foremost target of the Committee, as expressed in the Terms of Reference, was successfully achieved when the IOC Executive Board in February 2013 included badminton as a core sport in the Summer Olympic Games in 2020. This demonstrates well the positive overall evaluation the BWF and badminton achieved as part of the post-London review of the sports of the Summer Olympic Programme.

This is an important achievement and our thanks must go to all the team who has worked so hard over the last four years since the last review post the Beijing Olympic Games.

Coming towards the end of the quadrennium, it may also be right here to note the main achievements of the Committee and the BWF, beyond securing our place as a core sport in the Games.

Additionally, the overall targets of the Committee as expressed in the Terms of Reference and reflected in the sections on IOC and other international relations in this report, the Committee in 2009 initiated two major projects:

- The promotion of para-badminton and the integration of para-badminton in the BWF governance and management structure;
- Strengthening the position of women in the game of badminton on and off the field of play.

In both areas important milestones have been reached.



With the acceptance of the amended Constitution in the 2012 by the BWF AGM, Para-badminton became a fully integrated part of the sport, and the unanimous decisions of the 2011 BWF and Para-badminton World Federation General Meetings were implemented.

Within the Council a Para-badminton Committee and a Commission were established and the work towards completing the internal organisational structures, such as membership and regulations, continued throughout 2012. The ultimate target remains the inclusion of para-badminton in the Paralympic Games.

The Women in Badminton initiative progressed well and achieved permanent status as a Commission. In 2012 the Commission successfully presented to the Membership the 2<sup>nd</sup> BWF Women in Badminton Forum in connection with the May 2012 AGM in Wuhan, China. The Forum was again very successful and this time the forum was well attended. A third Forum is being planned for the 2013 AGM. Also in this area the IOC & International Relations Committee 2009 initiative has led to a permanent and positive structure.



### LONDON 2012 OLYMPIC GAMES

Successful presentation of badminton at the London Olympic Games was the first and foremost target of the Committee this year. With careful planning and hard work in good cooperation with the BWF senior staff and the Technical Delegates, Paisan Rangsitkitho and Gregory Verpoorten, we completed both a successful competition on court (which is reported elsewhere) and a well attended and comprehensive hospitality programme, which was very well commented on by both senior IOC members and by our many other guests, including this time our own Member Association Presidents.



On the field of play we experienced some unexpected challenges in London with four Women's Doubles pairs violating regulations by not using their best efforts to win. However, the BWF effectively and efficiently applied its Disciplinary and Appeals Regulations and disqualified the eight players from the competition, demonstrating that badminton is and endeavours to remain a sport which values fairness and compliance with regulations both in general and in Olympic context in particular.

In the post-London period the BWF put into action the processes to investigate all the contributing factors and to ensure positive outcomes for badminton in Rio.

It is well worth noting that a record 51 nations were represented in the London 2012 Olympic Games badminton event, and the medals were also spread among more nations (seven) than ever before.

## IOC RELATIONS



Badminton people are becoming increasingly visible in the Olympic family. In 2012 Li Lingwei was elected member of the IOC, a major achievement. Moreover, also in London, our former President Craig Reedie (1981 – 1984) was elected Vice-President of the IOC. We wholeheartedly congratulate both of our colleagues.



In 2012 the Committee followed up and addressed the updated IOC Programme Commission assessment criteria for the performance of the International Federations in connection with the revision of the overall BWF strategy. This was followed up with specific initiatives from this Committee as well as other BWF Committees. Initiatives include areas such as:

- Good governance/ethics – implementation of the new Constitution and preparation of an Ethics Commission.
- The integrity of sport/betting/match-fixing – education as well as a whistle blower telephone reporting process.
- Athlete's career programme and entourage education – on going development of programmes aimed at athletes and their entourages.
- Sport for All –the Development and Sport for All Committee focus on Shuttle Time Schools Badminton as a superb Sport for All initiative.
- Communication – a general Communications Strategy developed under the leadership of the Marketing and Communications Committee, with emphasis on communication around the Olympic Programme and with institutional stakeholders.

BWF follows an agreed strategy to present badminton and BWF at its best within the Olympic movement. Badminton has over several years improved its situation on some of the few points where the sport in the past, had shortcomings.

Since 2008 BWF has had an Athletes' Commission, and the athletes' representative has a seat in Council with full voting rights. The sport has equal prize money for men and women. And we do our best to actively participate in and contribute to the activities of the Olympic movement.

In ASOIF and in other IOC and related organisation meetings, the contribution from badminton is steadily growing. A target for the future will be to have more badminton people elected or appointed into leadership positions in the Olympic movement. The feedback we received from IOC circles clearly indicated that all these moves as well as the strong leadership and development of BWF are noted and well appreciated.



The BWF successfully negotiated the inclusion of Mixed Doubles in the 2014 Youth Olympic Games; however this was achieved without increasing the quota of players. In 2012 BWF secured the IOC agreement to a revised, simpler and more productive qualification system. The age restrictions, which were a point of contention in the inaugural Youth Olympic Games in Singapore in 2010, are also relaxed for Nanjing 2014.

In 2012, the Committee reinforced the preparation of a strategy to make the most out of the Rio de Janeiro 2016 Summer Olympic Games for badminton. A comprehensive proposal including development initiatives, events in Rio and in South America generally and other initiatives as well as the promotion of badminton in Brazil and in Rio in particular is being planned.

## MULTI-SPORT EVENTS

It is a goal that badminton is presented well in Multi-Sport events where the BWF is not the owner or organiser. The BWF endeavours to establish and nurture good relations with the key people in such organisations in order to promote badminton as a programme sport.



The most important Multi Sport Event owners for badminton are at present the Commonwealth Games Federation (CGF), International University Sports Federation (FISU) for Universiades and World and Continental University Championships, Continental Multi-Sport Games such as the All African Games, Pan American Games, Asian Games, Pacific Games as well as the Regional Multi-Sport Games organisations who own Multi-Sport events such as the Mediterranean Games, SEA Games and Pan Arab Games.

In 2012, European Games were proposed and badminton was invited to join. This step may however also have adverse effects and the possible inclusion of badminton remains under discussion, in close cooperation between the BWF and Badminton Europe Confederation.

In 2012, BWF as the first IF started the process of establishing a formal cooperation with the International School Sports Federation as a priority organisation. With BWF's "Shuttle Time" Schools Badminton Programme, the BWF is very well placed to be a useful partner for school badminton worldwide.

Having been successfully played in the Summer Universiade in Shenzhen, China, badminton is again an optional sport in the 2013 Summer Universiade in Kazan, Russia, in the 2015 Summer Universiade in Gwangju, Korea and in the 2017 Summer Universiade in Taipei. Following this the BWF expects to be accepted by FISU as a core sport of future Universiades.



Since badminton was accepted in the Mediterranean Games 2013, we have with COMEBA, pursued the cooperation with the organisers of the 2013 Games in Mersin, Turkey and will continue to do so to ensure the success of badminton in Mersin. We are already included in the next edition of these Games, in 2017 in Tarragona, Spain.

The Committee follows up these successes by mapping all relevant events and selecting those that merit particular attention for the next years.

## IMPORTANT ORGANISATIONS

The Olympic Family also comprises a number of non-government organisations, some who are influential in the world of sport. In 2012, the Committee reviewed these organisations and decided on priority partners for the future. Since the 1980's, BWF has worked closely with Olympic Solidarity and will continue and reinforce this cooperation.

Moreover, BWF has worked with Peace and Sport since 2010 and will continue to do so. For some time we have also had a formal Memorandum of Understanding with UNICEF, and this cooperation will be sought to be revitalised.

**WOMEN IN BADMINTON**

Under the leadership of Nora Perry and Li Lingwei, the Women in Badminton Commission in 2012 continued successfully networking with influential partners in badminton and in the Olympic family.

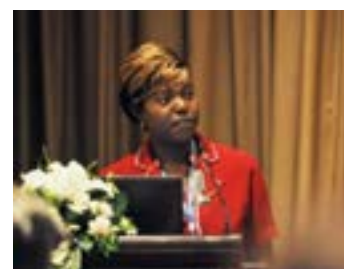


The first BWF Women in Badminton Award was presented in 2012. The distinguished recipient could of course only be Mme Lu Shengrong – former BWF President 1993 – 2001, an icon in international sport – a most well deserved honour. The Award will from time to time go to a person – man or woman – who has given an extraordinary contribution to promote women in badminton.

The Commission will be reformed in 2013 to include representatives of the Continental Confederations in order to ensure that the work for women progresses all over the badminton world.

The Women in Badminton Forum on the Sunday morning following the AGM has cemented its place in the programme around the AGM weekend. The 2<sup>nd</sup> BWF Women in Badminton Forum May 2012 in Wuhan, China was again successful and this time well attended, so a third Forum is planned for Kuala Lumpur in May 2013. It is the hope that both AGM delegates and Council members, in particular those representing the Continental Confederations, will participate.

Out of a presentation to the 2<sup>nd</sup> Forum came an initiative to improve the number and percentage of women technical officials (umpires and referees) in international badminton. A four-year project has been agreed and will be initiated in 2013.



Badminton on court is doing quite well compared to other sports in this area. Women and men play in all events together or in parallel, and participation is similar. Prize money is equal for men and women. However, women are – also in badminton – under-represented in almost all governing bodies, and hence the Commission has encouraged Council to set targets for women representation in future. The target for 2013 is six women in Council. It will take an effort from Members to achieve this. Should the AGM not reach this target in 2013, the Commission will certainly start its preparation for 2017 early!

## FUTURE ACTION

Then detailed priorities for the next four years will of course be for the IOC & International Relations Committee to decide following the AGM 2013.

The first and foremost priority will however be to present badminton as a good and useful member of the Olympic family, translated in our presence as a core sport in the Summer Olympic Games.

Success for badminton in the Rio 2016 Olympic Games will demand a major effort as – following Beijing and London - we are again in a city where badminton is less well established. The effort has started, but will need much attention - and finance - in 2013 and in the years to come.

Presentation of our application to become a Paralympic sport in the 2020 Paralympic Games, in close cooperation with the Para-badminton Committee, shall in 2013 and 2014 be given major attention. The successful communication of the strong and key points of our application to the stakeholders in the IPC leadership and administration taking this decision must be given paramount attention.

The successful presentation of badminton in the Mediterranean Games 2013 in Mersin will require attention and the newly established contact with the International School Sport Federation shall be followed up.

Without any doubt the Women in Badminton Commission activities and priorities will continue to be top of the Committee agenda.

## ACKNOWLEDGEMENT

Finally, let me thank:

- partners and colleagues in the IOC, IPC, the Athletes Commission and the Multi-Sport Organisations for pleasant cooperation and support;
- the IOC and International Relations Committee, in particular Deputy Chair Li Lingwei and Women in Badminton Commission Chair Nora Perry, for their ideas and contributions to the work, and
- Thomas Lund, Stuart Borrie and Patricia Wong, as well as the BWF Secretariat in general, for effective secretarial assistance.

## TORSTEN BERG

### IOC / INTERNATIONAL RELATIONS COMMITTEE

Torsten Berg (Chair)  
Li Lingwei (Deputy Chair)  
David Cabello  
Paul Kurzo

Kaveh Mehrabi  
Nora Perry  
Etienne Thobois  
Gregory Verpoorten

## MARKETING & COMMUNICATION

Once again, it was a busy but highly successful year within Marketing & Communication with the Committee formally assuming responsibility for 'communication'. This has clearly had a positive effect across the whole organisation given the importance of this critical component of an International Federation. Communication is part of everything we do and the success of many areas is often dependent on clear, efficient and effective communication.

Communication is also a totally integrated part of our marketing activities, and the two areas are steadily being developed hand in hand. Only through the successful development of both functions is it possible to maintain and further grow our commercial profitability and revenues. Both are essential to building a strong and consistent image of badminton to further enhance the popularity among fans worldwide. This will also lead to growth in participation and enforcing the positive spiral badminton is presently experiencing.

This report highlights the most important initiatives undertaken by the Marketing & Communication Committee in 2012 - an important year with significant outcomes.

### NEW BWF LOGO

At the 2012 AGM a new logo was launched. The purpose of this revamp of the BWF identity was to make the logo clearer and more functional, as the old logo had proven to be difficult to use when trying to promote the sport. The new logo was furthermore part of a new "logo family" with a clear connection and integration between the BWF corporate logo and the different event logos used for both Major Events and Superseries.



Over the past 12 months, the logo has been widely used on all corporate and event materials and generally this has received wide acceptance. People will have different opinions about the logo, which is only natural and in many ways good. But the functionality of the new logo has proven to be very strong and it is highly recognisable, which is its main objective.



The new logo is integrated in all BWF activities and it is expected that in time it will become a very valuable asset for the BWF, both commercially and as a way to clearly positioning BWF and badminton in the world of sports.

## LONDON 2012 OLYMPIC GAMES

One of the focus points of 2012 was obviously the 2012 London Olympic Games. Though BWF was not directly involved in the commercial implementation during the event, the Olympic Games continues to be one of the most important and valuable communication platforms for a sport to promote itself. The Olympic Games is also called the “*greatest show on earth*” and was certainly a window of opportunity to show badminton at its best.

The outcome of the Olympic Games was significant TV exposure of badminton throughout the whole world. Never has badminton had this much exposure, which was very much because of the group-play system where more games than ever were produced and broadcast.

Group play allowed new players to get more exposure. Players not normally reaching the last rounds of a tournament got at least two matches in the group stages, which meant that many new countries / broadcasters showed their national players more than in previous Olympic Games. This created a better “story telling” around the matches and much better and broader promotion for a larger group of players and for badminton in general.

The London 2012 Olympic Games also provided a communication challenge when four Women’s Doubles pairs were disqualified from the Olympic competition. This obviously created the necessity for BWF to explain to the world why this happened and to ensure that the case was reported as objectively and fairly as possible. Everybody learned from this case and also the importance of having a well prepared communication plan.

## OSIM BWF WORLD SUPERSERIES

The second year of the OSIM BWF World Superseries was even more successful than the first year in the new cycle.



The Superseries Premier and Superseries hosts again raised the bar and delivered even better presentations of the players and the game in general. Only through constant improvements is it possible to climb the rankings as a sport and all Superseries hosts certainly did a good job making badminton a higher profile international sport. I wish to congratulate all the hosts – Denmark, England, France, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Singapore and China (which hosted two tournaments) for their efforts to promote badminton at the highest level.



The Superseries is however already looking forward to the 2014-2017 Superseries cycle and towards the end of 2012 a bidding process took place to decide the hosts for those four years. In November 2012, the BWF Council appointed 12 hosts for the next cycle and Australia were invited to join the Series as a Superseries event, while China was awarded a Superseries Premier event (China Open), but was not given a second tournament as is currently the case.

Another change was the upgrading of Malaysia Open to Superseries Premier status while Korea chose to move down to hosting a Superseries event in the next cycle.

All other hosts are the same as in the present cycle with the following included:

- Superseries Premier: Indonesia, England, China, Denmark and Malaysia
- Superseries: Korea, India, Singapore, Australia, France, Japan and Hong Kong

The next Superseries cycle will offer a number of improvements from a marketing perspective, such as:

- Enhanced TV production – more cameras and possibly HD-production;
- More news coverage;
- More focus on star player interviews and new/social media activities;
- Higher prize money.

Expected Prize Money – Super Series

Superseries	2009	2010	2011	2012	2014	2017
Yearly Total	3,400,000	3,700,000	5,050,000	5,250,000	6,825,000	7,675,000

\*Units in USD

\*Above table only includes the hosts where prize money has changed and the "Yearly Total" is for prize money for all Superseries events for that year.



A vital factor for the improvements of the Superseries has been the constant and stable participation of the top players in the tournaments. This has been achieved through the mandatory rules for Top 10 players to participate, but also due to the increased awareness among players that without their participation it is not possible to grow the game and the commercial revenues to the benefit of the players.

It is clear that there needs to be some obligations for players to be able to ensure credibility of badminton among commercial partners, and the rules around mandatory participation have helped create the necessary trust in badminton for sponsors to invest significant amounts in the sport. It is therefore important that these rules are maintained, even if some adjustments are being considered to cater to exceptional circumstances.

Overall it is firmly believed that the present and next Superseries cycle will help achieve these goals of the BWF to create:

- more media exposure (see below about developments in media exposure);
- better sports presentation;
- a strong and consistent brand identity of the Superseries – both in the venue and on screen for millions of TV viewers;
- strong player participation in the tournaments – good promotion of the players as stars;
- more Star Players in badminton.

Achieving these will essentially increase the value and global awareness of badminton.

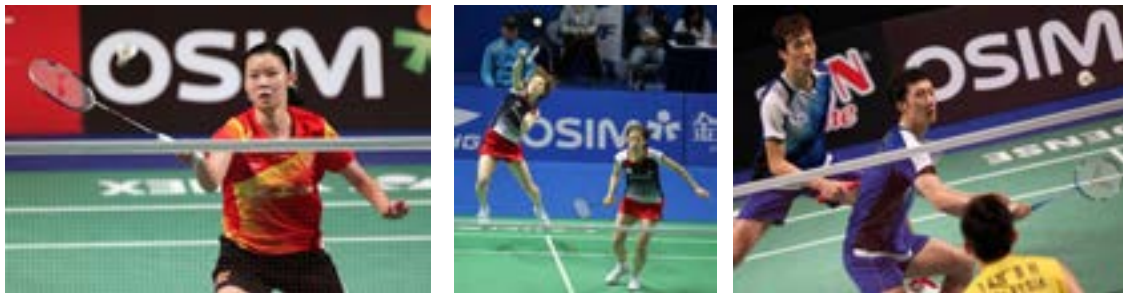
There is still room for improvement, but we are certainly moving in the right direction.

## OSIM BWF WORLD SUPERSERIES – THE OSIM SPONSORSHIP

OSIM, the Singapore-listed company, who is a global leader in branded well-being and healthy lifestyle products, has once again played a major role as the Title Sponsor of the Series.

OSIM has made significant contribution to the Superseries as the Superseries Title Sponsor, with the series being named the OSIM BWF World Superseries.

Through a strong cooperation between OSIM, BWF and all the Superseries hosts it has been possible to deliver strong exposure and brand positioning to OSIM. It has also been possible together to make further enhancements to the Superseries product.



We are now entering the third year of this sponsorship and we will keep optimizing and further enhancing the value proposition for OSIM as an important partner for the Superseries.

The Superseries hosts are material to the success of the sponsorship and all the hosts have generally improved their ability to deliver a professional product to international sponsors. This is extremely important in a world where competition is fierce in the sponsorship market, but it is also a very promising development for badminton's future.

## MAJOR EVENTS

In 2012 BWF only organised one Major Event due to the Olympic Games. We however experienced a very strongly presented Major Event in Wuhan where the Li Ning Thomas/Uber Cup Finals were hosted.



More information can be found about this tournament in the Events report, but it was extremely positive to see China Badminton Association and the Wuhan organisers putting on a very strong sports presentation and also one of the best draw ceremonies/shows badminton has ever seen. These areas can no doubt serve as worthy benchmarks for other organisers to appreciate how these aspects should be presented in order to further enhance the image of badminton.

Economic impact studies have proven that BWF Major Events generate significant economic impact for the cities/countries where the tournaments are hosted. Major Events can no doubt help promote and drive local support for badminton, which in turn will serve the general goal for all parties to grow the sport.

BWF changed the bidding and financial structures of the Major Events to make it easier for smaller countries to also bid for the events. The barrier to bid has very often been the lack of ability for hosts to generate sufficient commercial revenues to cover the bidding fees and event costs. BWF has therefore taken a more active role in generating commercial revenue by not offering as many commercial rights to the hosts. At the same time, however, lower expectations are placed on the bidding fees.

The BWF definitely wants to increase interest in BWF Major Events and to work with both traditional and new hosts around the world to create higher awareness of badminton and to enhance the organisational skills in traditional and new host countries. So this should serve as a call to all Members to consider hosting a BWF Major Event and discuss this option with the national governments and sport-events organisations.

### **BWF TO HANDLE MEDIA RIGHTS FOR GRAND PRIX GOLD SERIES FROM 2014**

The successful development in media revenues and exposure of the Major Events and Superseries has made the BWF Council decide to also centralise the handling of the media rights for the Grand Prix Gold Series.

This also means an increased focus from BWF in assisting Grand Prix Gold hosts to improve the general tournament presentation and BWF will develop a new brand identity for all the Grand Prix Gold tournaments to create a new positioning and increased image value around these tournaments.

Work has begun to integrate the Grand Prix Gold events in the distribution strategy of the international media rights, and BWF hopes to see the value of these tournaments grow over the next few years.

### **DEVELOPMENT IN TV-EXPOSURE**

BWF is constantly focusing on increasing the TV exposure of the different events (Major Events and Superseries) where BWF organises the international distribution. The increase in TV exposure has been one of the most significant results from the restructuring of the commercial area.

The below table shows a summary of the broadcast distribution of badminton tournaments in 2012 compared to 2009 and 2011. 2012 is nearly at the same level of 2011 though it only includes one Major Event (compared to two in 2009 and 2011). The increase in exposure from 2009 to 2011 was very significant, and the development in 2012 must be seen again as very satisfactory. Apart from the figures below, badminton had the best-ever TV exposure from the 2012 London Olympic Games, which overall makes 2012 a very good year for badminton in this regard.

Total Count	2009	2011	2012
No. of Countries	33	164	165
No. of Tournaments	13 Superseries + 2 Major Events	13 Superseries + 2 Major Events	13 Superseries + 1 Major Event
No. of Broadcasters	47	51	48
No. of Hours Broadcasted	1,500	6769	5,749
Production Hour	-	380	260
Household Reach	-	3,267,867,577	3,653,445,500

BWF is constantly looking at improving the TV broadcast distribution in terms of geographical spread, and below map shows an improved coverage compared to 2011 (the green colour showing the areas with badminton TV

broadcast in 2012). We have managed to break into some new markets in different continents, but it still proves difficult to enter into some markets where badminton is not traditionally strong as a TV sport. This is the case in some countries on all continents. It has been challenging to get exposure in countries / locations such as Germany, Japan, Canada and many South American and African nations.

Strong efforts are being made to place content in all the countries where badminton does not have TV exposure, and any assistance from Members to “open doors” would be much appreciated. These efforts are being made to increase the exposure of badminton for the benefit of the Member in those countries, so a close collaboration is needed.



With BWF also including the distribution of the Grand Prix Gold Series from 2014 it is however expected to generate both better revenues and better exposure across all the different properties being handled by the BWF (Major Events, Superseries and Grand Prix Gold Series, a total of more than 26 annual events).

**BWF STREAMING CHANNEL AND NEW MEDIA INITIATIVES**

New Media initiatives is becoming increasingly important. And BWF is constantly trying to improve the visibility of badminton through the BWF broadband channel, BadmintonWorld.TV, which was launched in cooperation with Google/YouTube and BWF Media Agency partners, TSA and IMG.

The chart below shows the distribution of the BWF broadband channel. Boasting more than 22 million views, more than 79 million minutes exposure and with 53 thousand subscribers the channel has clearly been a huge success.



The channel provides the possibility for nearly all countries in the world (except a few countries where live broadcast on YouTube cannot be received) to watch live broadcast from the Superseries and Major Events. And BWF have increased its focus on generating other types of On-Demand content to profile the players, the events, the sponsors and badminton in general. Most countries are able to get access to all the on-demand content on the BWF broadband channel.

We would however like to see the channel getting even more viewers, which can only happen through increased promotion of the channel. So every effort by Members to promote the channel would help even more fans around the world to watch badminton.

BWF has in 2012 increased activities around social media – and with very successful results. More and more followers are subscribing to BWF social media platforms and BWF tries to keep the fans updated with fresh and interesting information about our players, events and various marketing activities. The table below shows a significant increase in followers/fans on the BWF social media platforms on Facebook, Twitter and Weibo.

<b>BWF Social Media</b>		
	<b>Dec 2011</b>	<b>Jan 2013</b>
Official Facebook	16,885 Fans	66,965 Fans
Official Twitter	2,540 Followers	13,200 Followers
Official Weibo (Chinese Twitter)	29,955 Followers	56,805 Followers

**BWF WEBSITES**

The focus on the BWF websites has been to provide live and fresh news and results for fans to follow badminton – and get fans to visit the site on a continuous basis. The BWF website has enjoyed huge growth in visitors and BWF will continue to develop the site. One of the barriers for further development is the website CMS and we are presently looking into new possibilities to enhance the website functionality.

<b>BWF Website</b>	<b>URL</b>	<b>2011</b>	<b>2012</b>
<b>Corporate</b>	www.bwfbadminton.org	6,485,800	37,001,827

The dedicated Superseries website that was launched in the middle of 2011 is still generating visitors, who follow the Superseries closely, and this website helps promote the different tournaments and activities happening around the Superseries.





The dedicated Chinese language website launched in cooperation with the media conglomerate Tencent in 2011 is also enjoying many visitors mainly among the Mandarin-speaking badminton enthusiasts around the world.

### BWF AGENCY PARTNERS

BWF is continuing the work within the commercial area with three agency partners with key expertise in managing media rights and sponsorship properties and advising BWF on the best way forward to optimize commercial value and exposure for the sport.

The three agency partners are:

1. Total Sport Asia, TSA – Managing media rights for the OSIM BWF World Superseries
2. IMG Media – Managing media rights for BWF Major Events
3. Enterprise Sports Group, ESG – Managing sponsorship rights for OSIM BWF World Superseries and BWF Major Events



The partnerships have developed very positively during 2012 and significant improvements in both revenues and exposure have been achieved.

BWF has however evaluated its future structure to handle especially the media rights, and have decided to work with only one agency across all the different media rights. This strategy will make it possible to take a more strategic approach across the different media rights, and it has also already proven to be generating much higher revenues to distribute all the different media rights with one agency partner. BWF has therefore entered into a four-year agreement with IMG Media to distribute media rights for the BWF Major Events, the BWF Superseries and the BWF Grand Prix Gold Series.

This not only involves the basic rights being managed by IMG Media, but the partnership also results in the development of new business areas that generate both revenue and exposure of badminton.

I would like to thank all our agency partners for the cooperation throughout 2012 and look forward to further developing the BWF market position in the years to come.

## BWF STRATEGIES GOING FORWARD

BWF's Marketing strategies are guided by the 2012-2016 Strategic Plan approved by Council in 2011.

We have made significant progress the Marketing & Communication sphere, but we must constantly strive for higher goals. We are focused on improving our commercial products, and looking forward to Rio 2016 Olympic Games. BWF will certainly need to work hard to raise badminton's profile and position in South America. It's a great challenge but also an extremely interesting opportunity. The work has already begun with a BWF Rio 2016 Working Group and the work will continue in the coming months and years leading up to the Rio 2016 Olympic Games.

The Communication strategy will continue to focus on the following target groups:

1. Badminton fans - with a special focus on reaching out to youth.
2. Member Associations.
3. The sports institutional world.
4. The media.

The activities in the communication planning include a number of targeted programmes, such as:

- "Players as Star" creation programme – which focuses on creating even more stars in badminton and educating players about the requirements to become a 'real star'.
- Media relations initiatives – creating stronger networks with media stakeholders.
- Institutional stakeholder programme – stronger communication with institutional stakeholders to increase awareness about badminton and the BWF.
- Stronger communication with Member Associations about BWF and general badminton activities.
- Further development of BWF websites the BWF site, Superseries site and BWF broadband channel, badmintonworld.tv. These efforts should service all target groups for the BWF.



## ACKNOWLEDGEMENT

On behalf of the BWF, I would like to express my sincere appreciation to the following commercial and media partners:

- OSIM
- YONEX
- Li Ning
- Google
- Total Sports Asia
- IMG Media
- Enterprise Sports Group (ESG)
- Badminton Photo
- Visual Reality

I have already thanked the Superseries and Major Event hosts in this report, but I would also like to thank all organisers of international events, who are an important part of generating exposure and awareness about this great game that we all love – badminton.

My sincere appreciation to Deputy Chair of the Marketing Committee, Peter Gacheru, for his contribution and support and to my other colleagues on the Marketing & Communication Committee and the Council for their invaluable guidance throughout 2012.

A special thanks to the Events Committee for their cooperation and collaboration, as most of the work in Marketing and Communication is closely connected with the Events portfolio.

Last but not least, I also wish to acknowledge the work of the BWF staff under the leadership of Secretary General, Thomas Lund, and all the efforts being made in the Marketing and Communication area by our Communications Manager, Gayle Alleyne, assisted by our Events Director, Darren Parks; the Events Department; and Jessy Sung who has been handling social media.

The BWF is in a significantly better position due to the work that has been done within the Marketing & Communication portfolio.

## ETIENNE THOBOIS

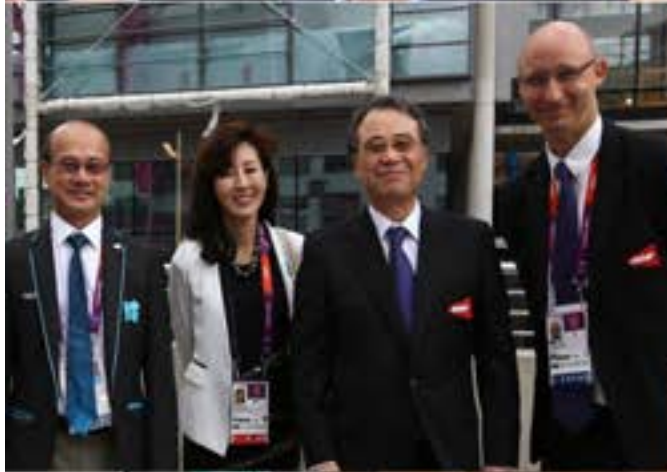
### MARKETING COMMITTEE

Etienne Thobois (Chair)  
Peter Gacheru (Deputy Chair)  
Lawrence Chew

Nigel Skelt  
Junichiro Yamada









## EVENTS

### INTRODUCTION

The London 2012 Olympic Games were the centerpiece of a memorable year for badminton, Lin Dan v Lee Chong Wei, the sequel, surpassed even their momentous 2008 Beijing encounter and displayed conclusively why our sport is such a fantastic sporting spectacle.



London 2012 also experienced some challenges regarding the disqualification of four Women's Doubles pairs as they sought to gain an advantage in the next round by not making best efforts to win their last group match.

Prompt and decisive action by the BWF followed, and was applauded as such by IOC. Group play however, despite the disqualifications, proved to be a tremendous success with 70 additional badminton matches televised worldwide. In addition the badminton competition at London 2012 enjoyed its best ever ticket sales and its biggest ever television audience.



While the London Olympics was of course the biggest event of the year it was preceded in May by a fine showcase of world class badminton with a superb Thomas & Uber Cup Finals in Wuhan, China. Professional sports presentation and wonderful badminton on court were the hallmarks as Wuhan delivered a great event.

The OSIM BWF World Superseries went from strength to strength in 2012 continuously improving tournament presentation, nearly doubling the prize money offered before the re-launch of the Series in 2011 and by the end of 2012 tripling the number of television hours broadcast of badminton.

### LONDON 2012 OLYMPIC GAMES

#### 28 July – 5 August 2012

The London Olympic Games were kicked off by Danny Boyles amazing and moving Opening Ceremony, widely praised as one of the most stunning ever, and this set the tone for an amazing Games and a fantastic badminton competition.

The formal qualification period closed on 3 May 2012 and the immense anticipation around publication of the qualification list reflected the intense race to qualify throughout the period which began in April 2011. This led as you would expect to more players entering tournaments and more tournaments being held throughout the period. The qualifying process was handled without incident or controversy and we filled badminton's 172 places at the Games.



The draw was held on 23 July at the Main Press Conference Centre (MPC) on the Olympic Park, which proved a fine location and the best possible to maximize media coverage of the event. BWF were pleased to welcome guests from the Danish, Japanese, and Indonesian embassies along with Athens 2004 Silver Medalist and 2006

World Champion, Nathan Robertson, and the Director of ASOIF, and old friend of badminton, Andrew Ryan to make the draws.

The sports presentation of the Olympic badminton competition was first class with a strong 'look and feel' in the arena, and excellent integration between television, venue announcers and use of the arena screens.



The Sports Presentation team used the arena screens to display exciting video footage, combined with informative pieces on the sports rules/how it is played, interesting pieces to camera with badminton presenters and a stunning light projection show.



The venue enjoyed record ticket sales for an Olympic badminton competition with over 110,000 tickets purchased and this resulted in an enthusiastic and knowledgeable Wembley Arena crowd. In addition we were informed by IOC that badminton at the London Games received record television audience figures, surely helped by having 70 additional matches broadcast internationally due to group play compared to the knock out format of previous Games.

New Member Associations also won medals for the first time including India and Russia, two countries with big future potential playing (and spectating) populations.

The LOCOG Badminton team were highly professional and knowledgeable and also displayed at all times throughout the pressures of the Games, a great sense of humour and *sang-froid*. They were given superb support from the volunteer workforce, the famous 'Playmakers and Gamesmakers'. These were widely heralded and no-where more so than at the badminton competition where their skills, knowledge and warm welcome shone throughout the event.



In addition, for the first time at an Olympic Games there was a 'Have a Go' area outside the venue for spectators to enjoy and register their interest to play or watch more badminton in future. This realised in a tangible way the stated goal of the London 2012 Organising Committee in staging Games to leave a legacy and get people playing sport, and also matched the BWF aims of getting more people watching, more people playing and more people playing better.

Events	Gold	Silver	Bronze
Men's Singles	Lin Dan (CHN)	Lee Chong Wei (MAS)	Chen Long (CHN)
Women's Singles	Li Xuerui (CHN)	Wang Yihan (CHN)	Saina Nehwal (IND)
Men's Doubles	Cai Yun/Fu Haifeng (CHN)	Mathias Boe /Carsten Mogensen (DEN)	Chung Jae Sung /Lee Yong Dae (KOR)
Women's Doubles	Tian Qing / Zhao Yunlei (CHN (CHN)	Fujii Mizuki/ Reika Kakiwa (JPN)	Valeri Sorokina/Nina Vislova(RUS)
Mixed Doubles	Zhang Nan/Zhao Yunlei (CHN)	Xu Chen / Ma Jin (CHN)	Joachim Fishcher/ Christina Pedersen(DEN)



The badminton competition certainly deserves to be remembered as one of the greatest badminton spectacles ever seen and with an amazing outcome for badminton, where badminton was exposed to the widest worldwide audience ever.

The disqualification of the Women's Doubles pair's for a short time brought intense worldwide attention on the sport. Significantly the process around the disqualifications has led to new and better procedures for the future, both on court in how Technical Officials handle the situation as it first develops and subsequently, if and when

necessary, how the BWF Disciplinary Committee and disciplinary procedures operate in reaction to such incidents.

The BWF Council has also already ensured that new regulations are in place for the group play system, so similar incidents cannot happen again in future badminton competitions.

## BWF MAJOR EVENTS

The Dongfeng Citroen BWF Thomas & Uber Cup Finals were hosted by Wuhan City, The host whose ambition was to use the event to really make a mark shone through, particularly in staging the most spectacular draw ceremony of any BWF event ever and reinforced by a stunning Opening ceremony show.

The Finals witnessed a breathtaking achievement from the Chinese team who regained the Uber Cup and retained the Thomas Cup without losing a single match in either competition.

In particular Wang Yihan's display of fortitude and courage, when under great pressure in leading out the team in the Final, and after losing the first game against Korea's Sung Ji Hyun, she came back to win 14-21, 22-20, 21-13. China never looked in trouble again in the tie and this laid to rest the ghosts that had troubled her from China's defeat in the Uber Cup Final in Kuala Lumpur in 2010.

The Finals were efficiently organised, and hosts delivered a professional sports presentation which really made a marked improvement, including a programmable lighting rig and regular pre and inter-match entertainment. Two television courts were produced for international broadcast in HD to a worldwide television audience for every session throughout the tournament.

There was also a strong end to the year with the CR LAND BWF World Superseries Finals in Shenzhen, China delivering a strong competitive field and television production from each day of the Finals to a large international audience.

## LAWS OF BADMINTON & COMPETITION REGULATIONS

A law allowing trials on a fixed service height was agreed by BWF Council to run in parallel with the existing laws in order to validate future trial events (and consequent changes to RTTO).

**LAW 9.1.5.2** *the whole shuttle at the instant of being hit by the server's racket shall be below 1.10 metres from the surface of the court;*

In addition, a large programme of amendments were proposed and approved by BWF Council both to General and specific Competition Regulations, firstly by email decision in March 2012, then at the BWF Council meeting in Wuhan, China in May and again in Bangkok, Thailand in November.

These included progress on:

- Olympic Games Competition Regulations – email decision by Council in March 2012 to create a better distribution in singles groups.
- New format for Thomas & Uber Cup – which will no longer have a qualifying competition and is expanded to 16 teams from 2014.
- General Competition Regulations - several amendments including adjustments to Clothing Regulations,(which includes advertising rule clarifications for shirts, underclothes' shoes and shorts), adjustments to World Rankings Regulations, a new regulation governing policy on tattoos, transfers and

other such marks, and changes to the Coaches, Team Managers, Technical Officials and Players Codes of Conduct.

- Sanctioning Policy – a number of amendments to reflect the increasing tournament provision and how the international calendar is managed.
- Adoption of new expanded Appendix 5 to GCR on integrity in relation to betting, wagering or irregular match results.
- Adoption of policy document in relation to transsexual players in international competition.
- Youth Olympic Games 2014 – Qualification Regulations (agreed with IOC), Competition Regulations and Requirement including expanded age range (players between 15 and 18 and introduction of an additional medal event – Mixed doubles.
- Series of principles on Olympic Qualification regulations for 2016 including a draw after the doubles group stages to decide the second place pair position in the knock out stages, which will be drafted for approval of BWF Council in November 2013.
- Amendments to BWF Superseries Regulations to allow variations to the schedule with approval of Chair of Events Committee and amendments to Annex D – Player Commitment Regulations.

## DONGFENG CITROEN THOMAS & UBER CUP FINALS 2012

Wuhan, China - 20-27 May 2012



The Dongfeng Citroen BWF Thomas & Uber Cup Finals in Wuhan, China witnessed an awesome sporting achievement by China in both Thomas & Uber Cup competitions retaining the former and regaining the latter without losing a single match in any of the ties they played.

The tournament was a thoroughly entertaining showcase of badminton with very good sports presentation and broadcast to a worldwide television audience via a high quality television production.

Strong features of the Thomas & Uber Cup Finals 2012 included:

- Professional sports presentation;
- Extensive number of territories taking television broadcast coverage;
- Filmed and available to broadcasters in HD 16:9;
- Use of two arena screens including mixture of animation, video features, live results, television transmission and integration with sports presentation spectator interaction features.
- Continued use of improved graphics package and statistics for TV coverage;
- Smooth presentation of matches onto court in multi court stages integrated with television production, and use of show lights and shuttered lighting from lighting rig for one court stages.



There were just a few small problems encountered, the courts were laid slightly too close together and there were some minor logistical issues regarding accreditation, accommodation and transport all of which were resolved with the co-operation and willingness of the Wuhan Organising Committee.



BWF would like to thank China Badminton Association and Wuhan Municipal Government for delivering a very enjoyable Thomas & Uber Cup Finals with a wonderful atmosphere on which the world’s best badminton athletes were able to perform.

**Thomas & Uber Cup Finals 2012 - Final Rankings**

Thomas Cup	Uber Cup
1. China	1. China
2. Korea	2. Korea
3. Denmark	3. Japan
3. Japan	3. Thailand
5. Germany	5. Chinese Taipei
5. Indonesia	5. Denmark
5. Malaysia	5. Germany
5. Russia	5. Indonesia
9. England	9. Australia
9. New Zealand	9. Netherlands
9. South Africa	9. South Africa
9. United States of America	9. United States of America



## YONEX BWF WORLD JUNIOR CHAMPIONSHIPS

**Chiba, Japan** - 25 October – 3 November 2012

The YONEX BWF World Junior Championships for the Suhandinata Cup 2012 (team event) and the Eye Level Cups 2012 (the trophies for the individual competition which replaced the Bimantara Cups in 2011) took place in Japan for the first time.

In another first BWF generously made available a USD \$100,000 fund to support participation at the World Junior Championships and enrich the experience for young players. Participation grants were paid to 11 teams - Australia, Belgium, Bulgaria, Czech Republic, Finland, Ireland, South Africa, Sri Lanka, Ukraine, USA and Uzbekistan.



Teams eligible for the grant had to be placed outside the top 15 in either World Junior Championships 2011 or 2010. This participation grant directly boosted the entries which went from 22 in 2011 to 30 in 2012 despite a relatively expensive location in terms of accommodation and flights.

The BWF participation fund was also utilised to make available a two day coaching clinic, led by one of the world's greatest ever players, BWF 'Hall of Famer', Park Joo Bong. Widely

recognised as one of the best coaches in the world, Park Joo Bong made these clinics a unique experience for the young players who took part.

In addition to this, education programmes and a cultural experiences were provided by Nippon Badminton Association which added to the wonderful experience for the young athletes.

The Championships were very well presented on eight competition courts and an enjoyable opening ceremony and efficient prize presentations ceremonies. In addition the Team Final and third place play off were televised in Japan along with the five individual finals. There was some debate over the seeding of the individual players and BWF will examine how this can be improved for 2013.



China returned after their absence in 2011 and won the Suhandinata Cup against hosts Japan in a high quality final.

There was great success for the hosts however with their first ever winner of the Women's Singles, 17 year old Nozomi Okuhara taking the title from her country mate Akane Yamaguchi while in the Men's Singles Kento Momota (JPN) defeated Song Xue (CHN) in a grueling match.

The Individual Championships was also a key ranking event for the World Junior Rankings which were first published in January 2012.

**YONEX BWF World Junior Championships 2012**

**Team Ranking for the Suhandinata Cup**

1. China	16. Russia
2. Japan	17. France
3. Korea	18. Finland
4. Indonesia	19. Australia
5. Chinese Taipei	20. USA
6. Malaysia	21. Canada
7. Thailand	22. Belgium
8. Hong Kong	23. Turkey
9. India	24. Sri Lanka
10. Germany	25. Czech Republic
11. Singapore	26. Ireland
12. Netherlands	27. Bulgaria
13. Philippines	28. South Africa
14. Vietnam	29. Ukraine
15. England	30. Uzbekistan



**YONEX BWF World Junior Championships**

**Individual Medal Winners for the Eye- Level Cups**

**LIST OF MEDAL WINNERS**

	<b>Men's Singles</b>	<b>Women's Singles</b>
<b>Gold</b>	Kento Momoto (JPN)	Nozomi Okuhara (JPN)
<b>Silver</b>	Xue Song (CHN)	Akane Yamaguchi (JPN)
<b>Bronze</b>	Hsu Jui Ting (TPE) Kwang Hee Heo (KOR)	Sun Yu (CHN) Aya Ohori (JPN)

	<b>Men's Doubles</b>	<b>Women's Doubles</b>
<b>Gold</b>	Lee Chun Hei / Ng Ka Long(HKG)	Lee So Hee/ Shin Seung Chan (KOR)
<b>Silver</b>	Takuto Inoue/Yuki Kaneko (JPN)	Yu Xiaohan / Huang Yaqiong (CHN)
<b>Bronze</b>	Pei Tianyi /Zhang Ningyi (CHN) Wang Yilu/Liu Yu Chen (CHN)	Hyo Min Kim /Min Ji Lee (KOR) Chow Mei Kuan / Yean Lee Meng (MAS)

	<b>Mixed Doubles</b>	
<b>Gold</b>	Edi Subaktiar / Melati Daeva Oktaviani(INA)	
<b>Silver</b>	Alfian Eko Prasetya/ Shella Dvei Aulia (INA)	
<b>Bronze</b>	Wang Yilu/ Huang Yaqiong (CHN) Liu Yu Chen / Chen Qingchen(CHN)	



BWF would like to extend a special thanks to Nippon Badminton Association for successfully staging a wonderful event and a truly memorable experience for the young participants.

### OSIM BWF WORLD SUPERSERIES 2012

The 2012 BWF World Superseries season built on the great success of the revamped Series launch in 2011 and every host organiser stepped up and improved on their commercial and technical delivery, their presentation of the tournament in the arena and their sports presentation.

The Superseries continued to provide a fine showcase for the global series title sponsor, Singapore based healthy lifestyle product specialist, OSIM.



A combination of the vastly increased prize money, double that offered across the series in 2010, new player commitment regulations (with the newly constituted BWF Superseries Withdrawals panel policing the new regulations) and Olympic Qualifying points ensured that the first three tournaments in the Series in 2012 in particular were equal to the strongest ever seen in the sport.

There was a vastly increased television broadcast with more territories viewing more hours of top class badminton than ever before.

	2009	2012
Number of Countries receiving 'Superseries' Broadcast	33	164
Hours broadcast	1400	3826

In addition there was also BWF's digital platform, BadmintonWorld.TV, along with the BWF Magazine show, BWF Superseries highlights show, OSIM BWF World Superseries website and links to social media all providing a rich canvas for badminton fans to access the great action. All these helped BWF fulfill its strategic objective of growing the fan base.

The 12-leg OSIM BWF World Superseries for 2012 were:

- |  |                  |
|--|------------------|
| 1. Victor Korea Open, Superseries Premier      | 03-08 January    |
| 2. Maybank Malaysia Open, Superseries          | 10 -15January    |
| 3. Yonex All England Open, Superseries Premier | 06-11 March      |
| 4. Yonex Sunrise India Open Superseries        | 24-29 April      |
| 5. Djarum Indonesia Open, Superseries Premier  | 12-17 June       |
| 6. Li Ning Singapore Open, Superseries         | 19-24 June       |
| 7. Li Ning China Masters, Superseries          | 11-16September   |
| 8. Yonex Japan Open, Superseries               | 18 -23 September |
| 9. Yonex Denmark Open, Superseries Premier     | 16-21 October    |
| 10. Yonex French Open, Superseries             | 23-28 October    |
| 11. Li Ning China Open, Superseries Premier    | 13 – 18 November |
| 12. Yonex Sunrise Hong Kong Open Superseries   | 20- 25November   |

A total sum of USD \$5,250,000 in prize money was distributed for the 12 Superseries events.



### BWF World Superseries 2014-2017

The bid process to host tournaments in the new cycle of BWF World Superseries also took place at the end of 2012 and a new tournament (and a new Continent) was welcomed into the Superseries ranks – Australia. China Masters unfortunately being the tournament to give way.

Higher minimum prize money thresholds will also see the total prize fund for the Superseries increasing in 2014 to US\$6,825,000. Badminton prize money is now reaching significant levels for the top players which can only help to attract new talent to the sport.

### CR LAND BWF WORLD SUPERSERIES FINALS

Shenzhen, China – 12-16 December 2012

The CR LAND BWF Superseries Finals hosted in the dynamic City of Shenzhen just across the causeway from Hong Kong, completed the two year agreement to host these prestigious Finals of the OSIM BWF World Superseries in China.

The fifth edition of the ‘Super Series’ Finals (since its inception in 2007) were very efficiently organised, well presented, and while not fielding a line up quite as strong as in 2011 (which was at the height of the Olympic qualifying period) the great majority of the qualifying players were able to compete.

The event built on the progress achieved in 2011 and the presentation of the field of play and on television by host broadcaster CCTV was very good and better than in 2011. The prize money offered was a significant US\$500,000. Court specific lighting and professional sports presentation were implemented to enhance the spectacle for the audience and the event atmosphere.



The television production was very good including use of an ‘ultra slo motion’ camera. A total of 31 territories took either live or delayed coverage of the Finals .

The BWF wishes to thank and applaud China Badminton Association, Viva China Sports, Li Ning and CR Land for their significant contributions in hosting the Finals.



The title winners were as follows:

- Men’s Singles: Chen Long (CHN)
- Women’s Singles: Li Xuerui (CHN)
- Men’s Doubles: Carsten Mogensen/ Mathias Boe (DEN)
- Women’s Doubles: Wang Xiaoli/ Yu Yang (CHN)
- Mixed Doubles: Joachim Fishcher Nielsen/Christina Pedersen(DEN)



### GRAND PRIX EVENTS

In 2012 there were 16 Level 3 events, (both Grand Prix Gold and Grand Prix) and these provided a vital layer of strong and varied competition for players climbing the performance pathway ‘ladder’ to the pinnacle of the sport.



The importance of the pathway for players striving to reach the top of the sport was recognised by the BWF who in conjunction with an important media partner will launch a new Grand Prix Gold Series in 2014.

This will increase media revenues for the hosts and the sport and ensure a minimum of two days of televised coverage from each Grand Prix Gold and also impose minimum quality standards on that broadcast. Again this supports the BWF strategic aims of making more high quality badminton available to grow the badminton fan base



The Level 3 tournaments provide players with the opportunity to win a combined total prize pool of USD \$1,730,000.

## NON OLYMPIC MULTI-SPORT GAMES

The 12<sup>th</sup> 2012 FISU University Badminton Championship was held in Gwangju, Korea from 6 November – 11 November 2012 . BWF supported the event with provision of a technical delegate and provided consultation and advice on competition regulations.

Twelve countries participated in the Badminton Competition of the 12th FISU University Championships - Russia , Hong Kong, Canada, South Africa, Great Britain, Sri Lanka , Spain, Poland, Korea, Chinese Taipei, China and Japan.

Results were as follows:

Events	Gold Medal - Country
Mixed Team	Korea
Men's Singles	Wen Kai (CHN)
Women's Singles	Tai Tzu Ying (TPE)
Men's Doubles	Indonesia Kim Ji Jung /Lee Yong Dae (KOR)
Women's Doubles	Ichimaru Miri /Tanaka Shiha (JPN)
Mixed Doubles	Kim Ki Jung /Kim So Young (KOR)

## BWF LEVEL FOUR EVENTS

The number of Level 4 tournaments held dropped slightly due to a number of cancellations after the dramatic increase in 2011 with 67 tournaments sanctioned, (up from 59 in 2010), providing a healthy competition pathway for emerging international players prior to go on to tackle the Grand Prix, Grand Prix Gold and Superseries. In 2010 there were 28 International Challenge tournaments, 23 International Series, and 8 Future Series to make 59 tournaments, (2 more were cancelled).

In 2011 this improved to 34 International Challenge tournaments, 25 International Series and 8 Future Series.

In 2012 there were 29 International Challenge, 19 International Series and 10 Future Series to make 58 tournaments with a prize fund of USD 512,000.

In 2012 however 9 level four and one Grand Prix tournaments were cancelled during the year.

## ON LINE ENTRIES & NEW WORLD RANKINGS

BWF is proud that a new online entry system for BWF sanctioned events was rolled out and operating efficiently right across all five Continental Confederations for all events Level 1 to 4. The Continental Confederations should also take great credit for their investment of time and energy to help make this initiative a success and really help the Sport to improve and grow.

The first ever World Junior Rankings were created and published on 5 January 2012 and these will prove a significant evolution for Junior International Badminton as it becomes more robust.

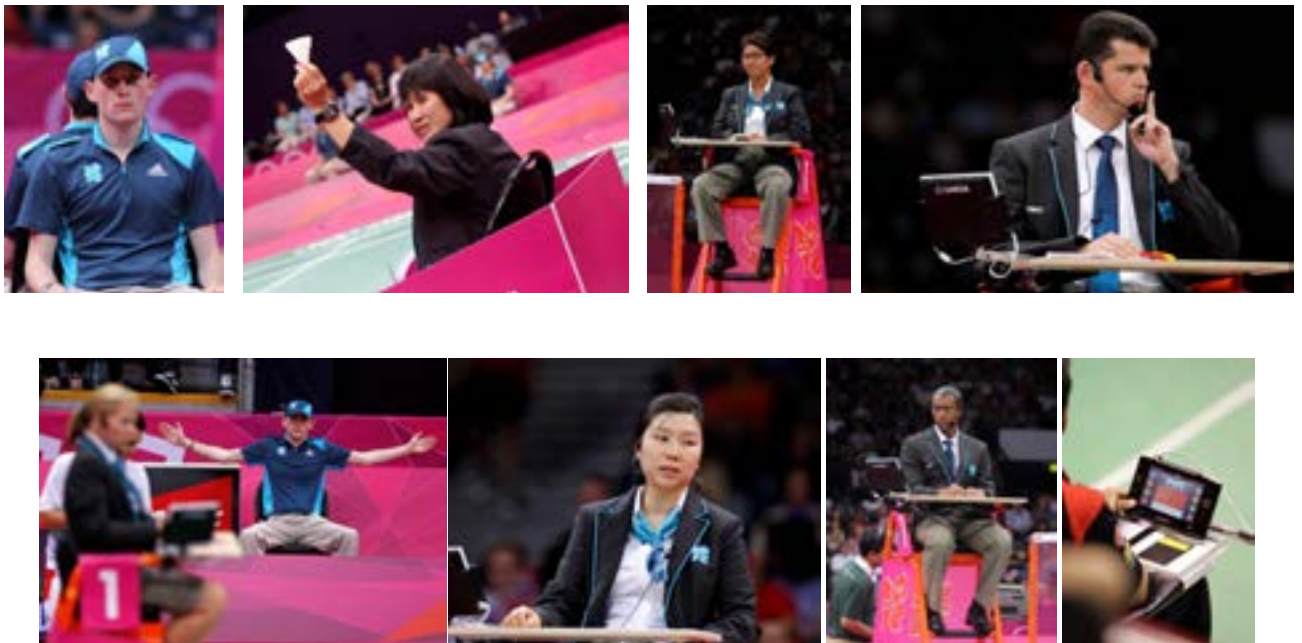
Junior International Events has become the main way, after the World Junior Championships, to qualify for the prestigious Youth Olympic Games, the qualifying period for which starts in April 2013.

The World Junior Rankings will provide a benchmark against which 'up and coming' talented young players can measure themselves as they come into prominence and build their careers.

## TECHNICAL OFFICIALS

Badminton has been very lucky for many years in having available to it a technical officials workforce that was professional in attitude, skilled, and knowledgeable, without any of the financial rewards available in 'richer' sports. BWF recognised however, that it has a serious challenge in the 21<sup>st</sup> Century to invest and support the workforce we have currently and to grow and improve it through recruitment, training and mentoring of talented individuals, if we are to maintain and improve standards for the future.

As the sport matures commercially we have seen that the number of tournaments has also increased, and with that, the pressures and demands on the BWF volunteer workforce, in particular technical officials.



BWF intends to invest in more training, in training materials, workshops and mentoring to improve and support technical officials.

As a first step towards this, the number of Umpire Assessors was increased from six to ten with the addition of four more in 2012, as listed below.

- Yau Li Na (MAS)
- Mike Walker (CAN)
- Greg Vellacott (AUS)
- Peter Ganes (DEN)

Nahathai Sornprachum (THA) was upgraded to BWF Certificated status, and Hassan Hyderkhan (MRI) was upgraded to BWF Accredited status.

At the Thomas and Uber Cup Finals in Wuhan, seven BWF accredited umpires were successfully assessed and five umpires were successfully assessed for certification. They were:

- Zheng Sangliang (CHN)
- Rohana De Silva Pettagan (SRI)

- Jacob Syndberg (DEN)
- Bert Vanhorenbeck (BEL)
- Kelly Hoare (AUS)

At the BWF World Junior Championships in Chiba, Japan, ten Continental Certificated Umpires became BWF Accredited Umpires. They were:

- Fabio Betto (ITA)
- Freek Cox (NED)
- Emmanuel Kgaboetsile (BOT)
- Hidetomo Kasahara (JPN)
- Kristil Tan Ai Teng (MAS)
- Lakpriya Edirisinghe (SRL)
- Ma Janelyn T Fundal (PHI)
- Mai Lang Yen (VIE)
- Vrushali Upadhye (INA)
- Wahyana (INA)
- Richard Ting Yuh Cherng (SIN)
- Shaun Sookdeo (TRI)

#### **BWF Fast Track Referees Workshop– 5-6 October 2012**

On 5-6 October 2012 BWF held its first ever ‘Fast Track’ workshop for Referees in Kuala Lumpur. The aim of the course was to identify and progress talented individuals to boost the available BWF Referee workforce. In particular this is now urgent as some key Referee’s retire within the next couple of years.

The course was well attended with twenty four people including representatives from all five BWF Continents. Relevant information on good practice was shared as well as the latest changes to regulations and current issues.

Ten candidates passed the Accredited Referee examination paper and will now be given their practical assessments at future tournaments with the aim of becoming BWF Accredited Referees.

#### **BWF International Line Judges**

BWF International line judges took part in the following events:

- **Dongfeng Citroen Thomas & Uber Cup Finals, Wuhan**– nine officiated from Belgium, Denmark, Netherlands, Vietnam , Indonesia, Sri Lanka, Hong Kong, USA and Barbados.
- **London Olympic Games 2012** – 20 officiated from Belgium Czech Republic, Denmark, France , Germany , Hungary , Netherlands (2) Japan, The Philippines, Vietnam, Jordan, Korea, Thailand, Australia, New Zealand, Botswana, Morocco, USA and Barbados.
- **Yonex BWF World Junior Championships** - six officiated from New Zealand (2), China, India, Denmark and England.
- **CR Land BWF World Superseries Finals Shenzhen, China** – seven officiated from Japan , Singapore, England , India , Sri Lanka, and three local line judges from China.

BWF in May 2012, agreed to expand the BWF list of International line judges from 47 to 100 to meet the growing demands on technical officials.

## MEETINGS OF WORKING GROUPS

The Events Working Group and Events Committee both met twice in 2012. Both met in Wuhan in May and then there was a stand-alone two day Events Working Group in Kuala Lumpur in October to prepare for the Events Committee in Bangkok in November.

The composition of the Working Groups and Commissions are as follows:

### Technical Officials Commission

- Torsten Berg,
- Paisan Rangsitkitho
- TO Chairman from each Continental Confederation

### Events Working Group

- Paisan Ranksitkipho (USA)
- Torsten Berg (DEN)
- Peter Tarcala (SVK)
- Grish Natu (IND)
- Vanessa Freeman (ENG)
- Kaveh Mehrabi (IRI)

In addition, BWF would like to thank Martijn Van Doremalen for his time and work in helping with the World Rankings Working Group.

### Events Junior Working Group

- Peter Tarcala (SVK)
- Surasak Songvarakulpan (THA)
- Jimmy Andersen (DEN)

### Senior Working Group

- Paisan Rangsitkitho
- Peter Emptage (ENG)
- Bob Cook (USA)
- Jun-Yan Wu (TPE)
- Loke Poh Wong (AUS)

## **ACKNOWLEDGEMENT**

Competition is the very essence of this sport and BWF understands that key to the delivery of that competition are the tournament organisers, volunteers, umpires, line judges and everyone else whose passion and love of the sport makes this happen.

The Events Committee and BWF Council thank them all and hope they will continue to dedicate their passion to the sport for many years to come.

I would like to thank the members of the Events Committee and Events Working Group for their knowledge, passion and precious time throughout the year and also the staff of the BWF Events Department team for their diligence and expertise.

## **PAISAN RANGSIKITPHO**

### **EVENTS COMMITTEE**

Paisan Rangsitpho (Chair)  
Junichiro Yamada (Deputy Chair)  
Nora Perry  
Peter Tarcala  
Torsten Berg  
Surasak Songvarakulpan

Justian Suhandinata  
Etienne Thobois  
Wu Jun-Yan  
Kaveh Mehrabi  
Liu Fengyan  
Li Lingwei

# MEDICAL COMMISSION

## COMPETITIONS

The local organising committee of various BWF sanctioned competitions ensured that emergency medical coverage during tournaments had been adequate and met the requirements of BWF. BWF Medical Officers officiated as on-court doctors and attended to the requests for medical assessment on court in a professional manner.

In addition, BWF Medical Officers provided specialised medical advice both to BWF and participating team players as well as officials pertaining to medical and as required, anti-doping matters. There was throughout the year close and cordial relationship between the BWF medical doctors, BWF Officials, local organising committees medical teams and participating teams.

The BWF Medical Commission will hold an international medical seminar in conjunction with the BWF World Championships in Guangzhou in 2013 to increase the pool of trained BWF Medical Officers and ensure a fair distribution within all Confederations as well as to encourage research in sports medicine specific to badminton.

The incidence of on court injuries are low and had been appropriately addressed by the doctors knowledgeable in emergency sports medicine. All on-court injuries are being recorded. The data will be used to develop future intervention and preventive injury programmes and to provide advice to coaches.

## ANTI-DOPING MATTERS

The BWF continues to be in compliance with the WADA Code and in 2012, continued with its “in-competition” and “out-of-competition” testing programme as well as the education programme – reported elsewhere in this annual report.

The size of the BWF Registered Testing Pool (RTP) for out-of-competition testing remained at approximately 90 and all of these players were tested in 2012 either in or out-of-competition. The criteria for the inclusion in the RTP is on the BWF website, as is the list of players on the RTP for each quarter.

## DATO' DR. GURCHARAN SINGH

### MEDICAL COMMISSION

Dato' Dr. Gurcharan Singh (MAS) - Chair  
Dr. Martin Fahstholm (SWE)  
Dr. Ashwin Patel (ENG)

Dr. Nisith Chowdhury (IND)  
Dr. Wojciech Ossowski (POL)  
Dr. Carmen Jahja (INA)

# ATHLETES COMMISSION

## INTRODUCTION

2012 was a very busy year for all those within the badminton community. It was a particularly important year for players due to the London 2012 Olympic Games. Based on player feedback, the athlete experience at the London Games was generally very positive. However there were a few areas that were highlighted, where there was room for improvement, particularly from a local logistical point of view.

## ACTIVITIES / OUTCOMES 2012

The Athletes' Commission's main activities were as follows:

- Assisting the Council with the Superseries evaluation process.
- Informing the Council and the BWF office about players' experience and opinions of the London 2012 Olympic Games.
- Launching an online community for players where they could directly share their ideas with each other and the Athletes' Commission.
- Assisting the Council with a range of issues including the Athletes' Career Programme, potential changes to the BWF calendar and evaluation of the Olympic qualification system.

One of the key focuses of the Athletes' Commission during 2012 was to create an online social media platform where players were able to give their opinions on relevant matters of importance to the players in an easier, confidential and accessible way.

As a result of the Athletes' Commissions goal to improve the players' experience at tournaments, at the new Superseries Circle (starting from 2014) players reaching the semi-finals will receive two tickets from the local organisers to invite their family or friend to the stadium to support them.

Furthermore, the Athletes' Commission has been greatly encouraged by the increase in feedback from the players and it is perceived that the players are becoming more interested in 'giving back' to badminton and having a positive impact on our sport. In particular, the Athletes' Commission was pleased to receive noticeable involvement from players in the evaluation of the Superseries and London 2012 Olympic Games.

## LOOKING AHEAD - 2013

2013 is yet another exciting year for the Athletes' Commission. Three new members will be elected in the first quarter of the year to serve their sport and fellow athletes for a four year term.

The main focus of Athletes' Commission remains the same: to ensure that the players' opinions are heard and taken into the account at the highest level of our sport for any decision affecting them.

The Athletes' Commission looks forward to its continued successful working relationship with the BWF Council and the BWF office. In particular we eagerly anticipate productive discussions regarding potential changes in the BWF calendar, world ranking system and 2016 Olympic qualification system.

Drawing to a close, on behalf of the Athletes' Commission, I would like to thank Dr. Kang, the BWF Council and staff of their full cooperation with the Athletes' Commission.

I also would like to use this opportunity to thank all players who kindly gave us their input and feedback during 2012, we believe this helps us to take our sport to the next level. I would also like to extend my thanks to the other members of the Athletes' Commission, who worked with great passion and enthusiasm to serve our sport.

**KAVEH MEHRABI**

**ATHLETES' COMMISSION**

Kaveh Mehrabi (Chair) (IRI)  
Emma Mason (Vice-Chair) (SCO)  
Tania Luiz (AUS)

Lee Yong Dae (KOR)  
Rodrigo Pacheco (PER)  
Pedro Yang (GUA) (Ex-officio member)

## FINANCE REPORT

The year 2012 was an exciting year for the BWF with the Thomas & Uber Cup Finals in Wuhan, China, OSIM BWF World Superseries Finals in Shenzhen, China and the Olympic Games in London.

2012 was the end of the Olympic quadrennial cycle (2009-2012) and the BWF for this last year in the cycle, achieved a very good financial result.

Overall, the actual performance for the year compared favourably against the budget approved by Council in December 2011. Subsequently in May 2012, the budget was revised to show a surplus of US\$10.2 million however the final result was a surplus of US\$12.6 million.

Generally the differences between budget and actual were largely due to:

- Higher commercial revenues from the London 2012 Olympic Games and various BWF events;
- Budget figures being estimated slightly higher compared to activities undertaken in the year;
- Prudent spending.

Specifically, some of the key variances for the performance against budget are as follows.

### Income

The areas of Olympic Games and BWF Tournaments and Open Events performed significantly better than expected.

- The income from London 2012 was US\$2.8 million more than budgeted and this was due to the better than expected revenues from the IOC from the broadcast rights and therefore Olympic Games International Federations benefited from this.
- In the area of events, there was additional revenue of more than US\$500,000 from media and sponsorship rights related to the different events where BWF manage the commercial rights.

### Expenditure

- In the areas of Events, Development, Administration and Marketing, the year end result came out with a lower expenditure than what was budgeted for, largely due to the fact that activities planned for were not undertaken / deferred as well as prudent spending where cost savings were achieved.
- Cost savings were realised in the area of Governance, in particular meeting costs, with the hosting of meetings around events to save costs as people were attending events anyway.
- In the area of office administration, the staff recruitment processes were set for later in the year than first planned and this meant the planned budget was not fully utilised for the year.
- Insurance costs were lower than in previous years due to successful renegotiation of the insurance policies.

With the BWF share of the 2012 Olympic Games revenue included, the BWF current reserve level is US\$19.7 million which is a very good position for the BWF going into the next Olympic quadrennial.

As we move into 2013, the BWF continues to support more development programmes as one of the main objectives of BWF.

The BWF has planned to provide a significant amount of funding to the Continental Confederations, who remain our key partner in implementing the sports strategic development priorities.

Additional support was included in 2013 through investing in various new development projects such as player development. Increased funding to support para-badminton development is another priority for 2013 in order to ensure para-badminton is included in the 2020 Paralympic Games.

Finally, we shall continue to protect and monitor our reserves as BWF continues to move further away from its reliance on Olympic Games income.

In short, we have committed to monitor the cash flow carefully throughout the year.

Finally, I would like to thank the Finance Committee members and the Committee Chairs for their hard work to create a strong financial situation for BWF. And I would also like to thank Dr. Kang and the whole BWF Council for the trust and support over the last four years.

And a vote of thanks also goes to the Finance Department staff, Sharon and Michelle for the hard work, diligence and good cooperation.

## **DATO' LIM TEONG KIAT**

### **FINANCE COMMITTEE**

Dato' Lim Teong Kiat (Chair)  
Mehdi Karbasian (Deputy Chair)  
David Cabello  
Raj Gaya

Sergey Shakhray  
Wayne Somers  
Peter Tarcala

## BUDGET

Income Accounts in US\$'000	Actual 2012 31.12.12	Budget 2012 Council 1211	Budget 2013 Council 1212	Forecast 2014 Council 1212
<b>OLYMPIC</b>				
Olympic Income	13,899	11,080		
IF Development Fund & Olympic Solidarity	96	50	50	50
<b>OLYMPIC INCOME &amp; OLYMPIC DEVELOPMENT GRANT TOTAL</b>	<b>13,995</b>	<b>11,130</b>	<b>50</b>	<b>50</b>
<b>EVENTS</b>				
BWF Tournaments and Open Badminton Events				
<b>EVENTS INCOME TOTAL</b>	<b>7,842</b>	<b>7,334</b>	<b>9,125</b>	<b>9,375</b>
<b>ADMINISTRATION</b>				
Membership Subscriptions	187	186	186	186
Office Relocation Grant	167	135	135	135
<b>ADMINISTRATION INCOME TOTAL</b>	<b>354</b>	<b>321</b>	<b>321</b>	<b>321</b>
<b>MARKETING</b>				
Other income	82	50	50	50
<b>MARKETING INCOME TOTAL</b>	<b>82</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>FINANCE</b>				
Bank Interests Receivable	-	5	5	5
Late payment interest	15	-	-	-
Investments	57	10	10	10
<b>FINANCE INCOME TOTAL</b>	<b>72</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>TOTAL INCOME</b>	<b>22,345</b>	<b>18,850</b>	<b>9,561</b>	<b>9,811</b>

Expenditure Accounts in US\$'000	Actual 2012 31.12.12	Budget 2012 Council 1211	Budget 2013 Council 1212	Forecast 2014 Council 1212
<b>OLYMPIC</b>	<b>420</b>	<b>400</b>		
<b>EVENTS</b>				
BWF Tournaments Expenses	4,661	4,551	4,945	4,981
Technical Officials & Technical Equipment	266	430	680	660
Medical / WADA Antidoping	62	125	140	136
<b>EVENTS TOTAL</b>	<b>4,989</b>	<b>5,106</b>	<b>5,765</b>	<b>5,777</b>
<b>DEVELOPMENT</b>				
<b>CONTINENTAL DEVELOPMENT GRANTS</b>				
Badminton Confederation of Africa	215	215	215	215
Badminton Asia Confederation	281	281	281	281
Badminton Europe	309	309	309	309
Oceania Badminton Confederation	85	85	85	85
Badminton Pan American Confederation	205	205	205	205
Contestable Funds - Project Funding by Application	174	250	400	400
HR Support for Each Region - RDO or NDO	25	100	100	100
Returns of subscription to Continental Confederation	163	168	168	168
TUC Preliminary Grant	230	230	-	
<b>Continental Confederation Grants (total)</b>	<b>1,687</b>	<b>1,843</b>	<b>1,763</b>	<b>1,763</b>
<b>Continental Confederation Workshops</b>	<b>24</b>	<b>30</b>	<b>32</b>	<b>35</b>
<b>COACHING DEVELOPMENT</b>				
Coaching Education	118	230	242	189
Olympic Solidarity Course	29	20	27	27
<b>Coaching Development (total)</b>	<b>147</b>	<b>250</b>	<b>269</b>	<b>216</b>
<b>Schools Badminton Projects</b>	<b>59</b>	<b>86</b>	<b>98</b>	<b>70</b>
<b>Equipment Support - School Program</b>	<b>77</b>	<b>134</b>	<b>134</b>	<b>134</b>
<b>OTHER DEVELOPMENT ACTIVITIES</b>				
<b>Research Projects - Sports Science</b>	<b>3</b>	<b>43</b>	<b>65</b>	<b>80</b>
<b>Special Projects</b>				
Towards Rio 2016 - Brazil/Central/South America		25	25	-
Peace and Sport Projects	44	40	45	
Towards 2020 and Beyond - Africa		-	-	
Towards Mercin 2013 - Mediterranean		15	15	
WJC - Education and Cultural Program	12	10	10	
Piloting Coach Education	10	23	41	
Arab World Strategy - Africa, Asia MAs		35	23	
<b>Special Projects - Total</b>	<b>66</b>	<b>148</b>	<b>159</b>	<b>180</b>
<b>University Badminton</b>		<b>8</b>	<b>10</b>	<b>15</b>

Expenditure Accounts in US\$'000	Actual 2012 31.12.12	Budget 2012 Council 1211	Budget 2013 Council 1212	Forecast 2014 Council 1212
<b>Players Development -Road to London 2012/Rio 2016</b>	<b>10</b>	<b>36</b>	<b>210</b>	<b>250</b>
<b>Other Development Activities (total)</b>	<b>79</b>	<b>235</b>	<b>444</b>	<b>525</b>
<b>Development Staff Travel</b>	<b>17</b>	<b>25</b>	<b>25</b>	<b>25</b>
DEVELOPMENT PROJECTS UNDER IOC AND INTERNATIONAL RELATIONS				
Para-badminton	86	117	277	177
Women in Sports	20	48	67	58
Multi Sports		8	20	8
Peace in Sports		10	10	10
Rio Project			300	300
<b>Development Projects Under IOC and International Relations</b>	<b>106</b>	<b>183</b>	<b>674</b>	<b>553</b>
<b>DEVELOPMENT TOTAL</b>	<b>2,196</b>	<b>2,786</b>	<b>3,439</b>	<b>3,321</b>
<b>ADMINISTRATION</b>				
BWF Player of the Year Gala Awards Night		56	56	56
Awards - certificates, momentos, ceremonies	12	10	10	10
Resource Centre	-	3	3	3
Statute Book ( Postage included )	8	22	24	27
<b>ADMINISTRATION TOTAL</b>	<b>20</b>	<b>91</b>	<b>93</b>	<b>96</b>
<b>MARKETING</b>				
Marketing publications	5	20	21	21
Events Marketing Implementation	27	25	50	50
Institutional communication plan			100	50
Global Stars Creation Project:				
Profile data and interview activities		5	5	5
Media production: Profile/Life Style footage (magazine show, streaming, viral etc.)		100	120	60
Newsletter			10	10
Media Education programme		10	20	10
Broadcasting data collection project	17	-		
Trademark of BWF logo's/names	55	55		
Media relations - prizes etc.	2	5	5	5
Institutional stakeholders (Graphical material, subscription for Around the Rings, Sportscal, etc)	8	8	8	8
Media statistics (Olympics/Major Events/WSS)		30	15	15
Monitoring of Betting - players education		15	15	15
<b>MARKETING &amp; COMMUNICATION TOTAL</b>	<b>114</b>	<b>273</b>	<b>369</b>	<b>249</b>

Expenditure Accounts in US\$'000	Actual 2012 31.12.12	Budget 2012 Council 1211	Budget 2013 Council 1212	Forecast 2014 Council 1212
<b>GOVERNANCE</b>				
<b>AGM</b>	<b>14</b>	<b>30</b>	<b>312</b>	<b>312</b>
<b>BWF Forum ("Congress") ( incl hotel subsidy for BWF forum)</b>	<b>17</b>	<b>60</b>	<b>60</b>	<b>60</b>
COUNCIL AND COMMITTEE MEETINGS				
Council Meetings	281	391	400	423
Executive Board Meetings	47	42	100	110
President and Deputy President	19	40	40	40
Administration Committee	3	15	30	15
Disciplinary / Appeal / Doping Hearing Panels		8	8	8
Development Committee	8	24	24	24
Events Committee & Working Group	27	109	108	108
Marketing Committee	1	15	15	15
IOC and International Relations Committee	35	35	65	50
Finance Committee	1	8	8	8
BWF Athletes Commission	9	20	29	29
<b>Council and Committee Meetings (total)</b>	<b>431</b>	<b>707</b>	<b>827</b>	<b>830</b>
GENERAL ADMINISTRATION				
Staff Cost	877	1,119	1,231	1,354
Staff Travel & other staff cost including recruitment cost	61	75	87	94
Office general administrative expenses	43	50	53	55
Other office, property and utilities cost	79	102	105	111
Computer consumables and network maintenance	17	19	21	23
Administrative Software development - Software/consultant		15	30	5
Web project costs	83	149	147	160
Media Publication	5	2	2	2
<b>General Administration (total)</b>	<b>1,165</b>	<b>1,531</b>	<b>1,676</b>	<b>1,804</b>
<b>GOVERNANCE TOTAL</b>	<b>1,627</b>	<b>2,328</b>	<b>2,875</b>	<b>3,006</b>
<b>PROFESSIONAL AND OTHERS</b>				
Insurance	108	145	100	110
Legal Fees	23	30	55	30
Other Professional	4	6	7	7
Audit Fees KPMG	20	25	28	30
Bad Debts Provisions / Bad Debts Write Off	150	30	30	30
Depreciation Fixed Assets	28	60	60	60
Foreign exchange	(46)	25	25	25
<b>PROFESSIONAL AND OTHERS TOTAL</b>	<b>287</b>	<b>321</b>	<b>305</b>	<b>292</b>

Expenditure Accounts in US\$'000	Actual 2012 31.12.12	Budget 2012 Council 1211	Budget 2013 Council 1212	Forecast 2014 Council 1212
<b>FINANCE</b>				
Bank Charges	24	28	25	28
<b>FINANCE TOTAL</b>	<b>24</b>	<b>28</b>	<b>25</b>	<b>28</b>
<b>TAXATION</b>				
	2	2	2	2
<b>TOTAL EXPENDITURE</b>	<b>9,679</b>	<b>11,335</b>	<b>12,873</b>	<b>12,771</b>
<b>TOTAL INCOME</b>	<b>22,345</b>	<b>18,850</b>	<b>9,561</b>	<b>9,811</b>
<b>SURPLUS / ( DEFICIT )</b>	<b>12,666</b>	<b>7,515</b>	<b>(3,312)</b>	<b>(2,960)</b>
Capital (Reserves) as at 1st January	7,077	7,077	19,743	16,431
Capital (Reserves) as at 31st December	19,743	14,592	16,431	13,471
<b>SURPLUS / ( DEFICIT )</b>	<b>12,666</b>	<b>7,515</b>	<b>(3,312)</b>	<b>(2,960)</b>
<b>CONTINGENCY FUND</b>				
Investment in Property – Office Space	-	(1,500)	(2,000)	
Projected Surplus / ( Deficit )	12,666	6,015	(5,312)	(2,960)
Capital (Reserves) as at 1st January	7,077	7,077	19,743	14,431
Capital (Reserves) as at 31st December	19,743	13,092	14,431	11,471

**Badminton World Federation**  
(Registration No. 1983-05-5)

**Financial Statements**

For the year ended 31 December 2012

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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 2012, and the statement of profit or loss and other comprehensive income and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 95 to 117.

### *Executive Board's Responsibility for the Financial Statements*

The Executive Board of Federation is responsible for the preparation of financial statements that 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 Executive Board determine 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 Executive Board, 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.

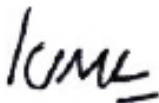
*Opinion*

In our opinion, the financial statements have been properly 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 2012 and of its financial performance and cash flows for the year then ended.

**Other Matters**

As stated in Note 1 to the financial statements, the Federation adopted Malaysian Financial Reporting Standards (“MFRSs”) and International Financial Reporting Standards (“IFRSs”) on 1 January 2012 with a transition date of 1 January 2011. These standards were applied retrospectively by the Executive Board to the comparative information in these financial statements, including the statements of financial position as at 31 December 2011 and 1 January 2011, and the statements of profit or loss and comprehensive income, and cash flows for the year ended 31 December 2011 and related disclosures. We were not engaged to report on the comparative information that is prepared in accordance with MFRS and IFRS, and hence it is unaudited. Our responsibilities as part of our audit of the financial statements of the Federation for the year ended 31 December 2012 have, in these circumstances, included obtaining sufficient appropriate audit evidence that the opening balances as at 1 January 2011 do not contain misstatements that materially affect the financial position as of 31 December 2012 and financial performance and cash flows for the year then ended.

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: 15 March 2013

## **Statement of Executive Board 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 statement for that period to be prepared. In preparing those financial statements, the Executive Board 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Federation will continue in business.

The Executive Board 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 Executive Board

In our opinion, the financial statement set out on pages 95 to 117, 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 2012 and of its financial performance and cash flows for the year ended on that date.



.....  
*President*

**Dr Kang Young Joong**



.....  
*Finance Committee Chair,*

**Dato' Lim Teong Kiat**

## Statement of profit or loss and other comprehensive income

For the year ended 31 December 2012

	Notes	2012		2011	
		\$	\$	\$	\$
<b>GROSS INCOME</b>					
Olympic income			<b>13,898,560</b>		-
Olympic development grants	3		<b>96,378</b>		70,000
BWF tournaments and open badminton events			<b>7,842,453</b>		9,972,074
Subscriptions			<b>187,400</b>		183,600
Office location support			<b>166,985</b>		157,790
Other gross income	4		<b>81,465</b>		87,804
<b>TOTAL GROSS INCOME</b>			<b>22,273,241</b>		10,471,268
<b>OTHER INCOME</b>					
Net realised gain currency exchange differences			<b>27,519</b>		-
Net unrealised gain currency exchange differences			<b>18,184</b>		-
<b>TOTAL OTHER INCOME</b>			<b>45,703</b>		-
<b>EXPENDITURE</b>					
<b>Events</b>					
Olympic expenses		<b>419,814</b>		-	
BWF tournaments expenses		<b>4,989,824</b>		6,044,569	
			<b>5,409,638</b>		6,044,569
<b>Development</b>					
Continental grants	5	<b>1,764,235</b>		1,306,737	
Continental Confederation workshop		<b>24,044</b>		21,500	
Coaching development	6	<b>146,809</b>		151,877	
Training centres	7	-		1,478	
Other development activities	8	<b>243,573</b>		243,407	
			<b>2,178,661</b>		1,724,999
<b>Administration</b>					
Awards, archives and statute books		<b>20,540</b>		15,721	
75th anniversary expenses		-		1,837	
			<b>20,540</b>		17,558
<b>Commercial and Marketing</b>					
Marketing and media publications		<b>15,084</b>		1,717	
Marketing consultancy and strategy activation		<b>44,005</b>		38,682	
Trademarks		<b>55,094</b>		-	
			<b>114,183</b>		40,399
Sub-total			<b>7,723,022</b>		7,827,525

## Statement of profit or loss and other comprehensive income

For the year ended 31 December 2012

(continued)

	Notes	2012		2011	
		\$	\$	\$	\$
Sub-total			7,723,022		7,827,525
<b><u>AGM, Council and Committee Meeting</u></b>					
Annual general meeting		13,930		27,307	
BWF members' forum		17,018		35,993	
Council and committees	9	447,950		523,192	
			478,898		586,492
<b><u>General and Administrative Expenses</u></b>					
	10		1,165,069		987,276
<b><u>Professional and Others Fees</u></b>					
Insurance		108,290		125,755	
Legal and professional charges	11	26,957		74,659	
Audit fee		20,000		20,000	
Impairment loss : Trade receivables		-		24,000	
Bad debts written off		150,000		-	
Depreciation		27,929		37,285	
Net realised loss currency exchange differences		-		1,096	
Net unrealised loss in currency exchange differences		-		19,098	
			333,176		301,893
<b><u>Finance costs</u></b>					
			23,716		22,740
<b>TOTAL EXPENDITURE</b>					
			9,723,881		9,725,926
<b>OPERATING SURPLUS</b>					
			12,595,063		745,342
Interest	12	57,315		19,285	
Late payment interest		14,998		9,899	
			72,313		29,184
<b>SURPLUS BEFORE TAXATION</b>					
Taxation	20		12,667,376		774,526
			1,618		-
<b>TOTAL SURPLUS FOR THE YEAR</b>					
			12,665,758		774,526

The notes on pages 100 to 117 are an integral part of these financial statements.

## Statement of financial position

As at 31 December 2012

	Note	31.12.2012 \$	31.12.2011 \$	1.1.2011 \$
<b>Non-current assets</b>				
Equipment	13	16,812	28,104	48,230
<b>Current assets</b>				
Trade and other receivables		3,885,210	2,950,274	2,062,989
Less: Impairment loss		(774,000)	(774,000)	(750,000)
Prepayment	14	3,111,210	2,176,274	1,312,989
		131,051	93,370	267,195
Cash and cash equivalents	15	21,649,214	9,467,665	7,994,820
		<u>24,891,475</u>	<u>11,737,309</u>	<u>9,575,004</u>
<b>Total assets</b>		<u><b>24,908,287</b></u>	<u>11,765,413</u>	<u>9,623,234</u>
<b>Funds</b>				
F S Coaching Fund	16	10,000	10,000	10,000
World Junior Championships Fund	17	317,966	310,241	303,271
President Kang Young Joong's Fund	18	492,047	341,615	166,894
<b>Capital Reserves</b>				
At beginning of year		7,077,224	6,302,698	7,482,561
Surplus/(Deficit) for the year		12,665,758	774,526	(1,179,863)
At end of year		<u>19,742,982</u>	<u>7,077,224</u>	<u>6,302,698</u>
		<u><b>20,562,995</b></u>	<u>7,739,080</u>	<u>6,782,863</u>
<b>Non-current liabilities</b>				
Payables and accruals	19	-	12,437	17,051
<b>Current liabilities</b>				
Payables and accruals	19	4,345,292	4,013,896	2,823,320
<b>Total liabilities</b>		<u><b>4,345,292</b></u>	<u>4,026,333</u>	<u>2,840,371</u>
<b>Total funds and liabilities</b>		<u><b>24,908,287</b></u>	<u>11,765,413</u>	<u>9,623,234</u>

## **Statement of recognised gains and losses for the year ended 31 December 2012**

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

## Statement of cash flows

For the year ended 31 December 2012

	Note	2012 \$	2011 \$
<b>Cash flows from operating activities</b>			
Surplus before taxation		12,667,376	774,526
Adjustments for:			
Depreciation of equipment		27,929	37,285
Investment interest		-	(19,285)
Net unrealised (gain)/loss in currency exchange differences		(18,184)	19,098
		<hr/>	<hr/>
<b>Operating profit before changes in working capital</b>		<b>12,677,121</b>	811,624
Trade and other receivables and prepayments		(972,617)	(687,682)
Payables and accruals		318,959	1,185,962
President Kang Young Joong's Fund		150,432	174,721
World junior championship fund		7,725	6,970
		<hr/>	<hr/>
<b>Cash generated from operating activities</b>		<b>12,181,620</b>	1,491,595
Tax paid		(1,618)	-
		<hr/>	<hr/>
<b>Net cash from operating activities</b>		<b>12,180,002</b>	<b>1,491,595</b>
		<hr/>	<hr/>
<b>Cash flows from investing activities</b>			
Addition of equipment		(16,637)	(17,159)
Investment interest		-	19,285
		<hr/>	<hr/>
<b>Net cash (used in)/from investing activities</b>		<b>(16,637)</b>	2,126
		<hr/>	<hr/>
<b>Net increase in cash and cash equivalents</b>		<b>12,163,365</b>	1,493,721
<b>Effect of exchange rate fluctuations on cash held</b>		<b>18,184</b>	(20,876)
<b>Cash and cash equivalents at 1 January</b>		<b>9,467,665</b>	7,994,820
		<hr/>	<hr/>
<b>Cash and cash equivalents at 31 December</b>	15	<b>21,649,214</b>	9,467,665
		<hr/>	<hr/>
<b>Cash and cash equivalents</b>			
		<b>2012</b>	<b>2011</b>
		<b>\$</b>	<b>\$</b>
Cash and bank balances	15	<b>8,596,572</b>	2,110,827
Deposits placed with financial institutions	15	<b>13,052,642</b>	7,356,838
		<hr/>	<hr/>
		<b>21,649,214</b>	9,467,665
		<hr/>	<hr/>

The notes on pages 100 to 117 are an integral part of these financial statements.

## Notes to the financial statements

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 follow:

### 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 Executive Board on **15 March 2013**.

## 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. These are the Federation’s first financial statements prepared in accordance with MFRSs and MFRS 1, *First-time Adoption of Malaysian Financial Reporting Standards* has been applied.

In the previous years, the financial statements of the Federation were prepared in accordance with Financial Reporting Standards (“FRS”). The transition to MFRS has no financial impact to the financial statements of the Federation.

The Federation has early adopted the amendments to MFRS 101, *Presentation of Financial Statements* which are effective for annual periods beginning on or after 1 July 2012. The early adoption of the amendments to MFRS 101 has no impact on the financial statements other than the presentation format of the statement of profit or loss and other comprehensive income.

The Malaysian Accounting Standards Board (“MASB”) has issued other new and revised MFRSs, amendments and IC interpretations (collectively referred to as “pronouncements”) which are not yet effective. The following are accounting standards, amendments and interpretations that have been issued by the MASB but have not been adopted by the Federation:

#### ***Effective for annual period beginning on or after 1 January 2013***

MFRS 119	<i>Employee Benefits (revised)</i>
Amendments to MFRS 7	<i>Financial Instruments: Disclosure - Offsetting Financial Assets and Financial Liabilities</i>
Amendments to MFRS 101	<i>Presentation of Financial Statements (Annual Improvement 2009-2011 Cycle)</i>
Amendments to MFRS 116	<i>Property, Plant and Equipment (Annual Improvements 2009-2011 Cycle)</i>
Amendments to MFRS 132	<i>Financial Instruments: Presentation (Annual Improvement 2009-2011 Cycle)</i>

## 1 Basis of preparation (continued)

### (a) Statement of compliance (continued)

#### *Effective for annual period beginning on or after 1 January 2014*

Amendments to MFRS 132 *Financial Instruments: Presentation - Offsetting Financial Assets and Financial Liabilities*

#### *Effective for annual period beginning on or after 1 January 2015*

MFRS 9 *Financial Instruments (2009)*

MFRS 9 *Financial Instruments (2010)*

Amendments to MFRS 7 *Financial Instruments: Disclosure - Mandatory Date of MFRS 9 and Transition Disclosures*

The adoption of above pronouncements are not expected to have material impact on the financial statements of the Federation in the period of initial applications.

The pronouncements which are not yet effective, but for which are not relevant to the operations of the Federation and hence, no further disclosure is warranted.

#### *Effective for annual periods beginning on or after 1 January 2013*

MFRS 10 *Consolidated Financial Statements*

MFRS 11 *Joint Arrangements*

MFRS 12 *Disclosure of interest in Other Entities*

MFRS 13 *Fair Value Measurement*

MFRS 127 *Separate Financial Statements*

MFRS 128 *Investments in Associates and Joint Ventures*

Amendments to MFRS 1 *First-time Adoption of Malaysian Financial Reporting Standards - Government Loans*

Amendments to MFRS 10 *Consolidated Financial Statements: Transition Guidance*

Amendments to MFRS 11 *Joint Arrangements: Transition Guidance*

Amendments to MFRS 12 *Disclosure of interest in Other Entities: Transition Guidance*

Amendments to MFRS 134 *Interim Financial Reporting (Annual Improvement 2009-2011 Cycle)*

IC 20 *Stripping Costs in the Production Phase of a Surface Mine*

### (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.

## 1 Basis of preparation (continued)

### (d) Use of estimates and judgments

The preparation of financial statements requires the Executive Board 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 and in preparing the opening MFRS statement of financial position of the Federation at 1 January 2011 (the transition date to MFRS framework), 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.

### (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.

## 2 Significant accounting policies (continued)

### (b) Financial instruments (continued)

#### (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 the financial asset is transferred to another party without retaining control or substantially all risks and rewards of the asset. 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 or 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.

### (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 parts) of equipment.

## 2 Significant accounting policies (continued)

### (c) Equipment (continued)

#### (ii) Subsequent costs

The cost of replacing a part 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 part will flow to the Federation and its cost can be measured reliably. The carrying amount of the replaced part 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 the profit or loss on a straight-line basis over the estimated useful lives of each part of an item of equipment.

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.

### (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.

## 2 Significant accounting policies (continued)

### (e) Impairment (continued)

#### (ii) Other assets (continued)

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.

### (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.

## 2 Significant accounting policies (continued)

### (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.

## 3 Olympic development grants

	2012	2011
	\$	\$
Olympic solidarity fund	26,378	-
International Federation Development Fund	70,000	70,000
	<u>96,378</u>	<u>70,000</u>
	=====	=====

## 4 Other gross income

These income consist of income earned from equipment approval scheme and merchandising and insurance claims.

## 5 Continental grants

	2012	2011
	\$	\$
Continental development grant	1,293,885	1,147,128
Returns of subscription	163,380	159,609
Thomas and Uber Cup preliminary grants	230,000	-
Equipment donation	76,970	-
	<u>1,764,235</u>	<u>1,306,737</u>
	=====	=====

Continental development grant relates to grants to the five Continental Federations to support the development of badminton in those regions.

**5 Continental grants (continued)**

	2012	2011
	\$	\$
Badminton Confederation of Africa	253,954	224,565
Badminton Asia Confederation	337,886	290,286
Badminton Europe	320,777	309,030
Oceania Badminton Confederation	128,728	98,062
Badminton Pan American Confederation	252,540	225,185
	<u>1,293,885</u>	<u>1,147,128</u>
	=====	=====

**6 Coaching development**

	2012	2011
	\$	\$
Coaches education	118,048	123,624
Olympic solidarity courses	28,761	28,253
	<u>146,809</u>	<u>151,877</u>
	=====	=====

**7 Training centres**

	2012	2011
	\$	\$
Saarbrucken Training Center	-	1,478
	=====	=====

**8 Other development activities**

	2012	2011
	\$	\$
Badminton for disabled	42,474	44,109
Women in sports	19,738	19,104
Special development for World Junior Championship	11,733	8,000
School project	59,058	117,680
Development online survey	-	300
Para-badminton Championship	43,770	27,820
Peace in Sports	44,494	17,780
Sports Science	2,748	5,790
Continental Special Project	9,872	2,824
Road to London and Player Development	9,686	-
	<u>243,573</u>	<u>243,407</u>
	=====	=====

## 9 Council and committees

	2012	2011
	\$	\$
Council	<b>280,892</b>	320,960
Executive Committee	<b>46,751</b>	77,256
President and Deputy President's expenses	<b>18,694</b>	9,482
Administration Committee	<b>3,215</b>	19,093
Development Committee	<b>25,783</b>	19,560
Events Committee	<b>27,441</b>	23,875
Finance Committee	<b>409</b>	192
Marketing Committee	<b>955</b>	7,996
International Olympic Committee/International Relations Committee	<b>34,597</b>	34,170
Athlete Commission	<b>9,213</b>	10,608
	<hr/>	<hr/>
	<b>447,950</b>	523,192
	<hr/> <hr/>	<hr/> <hr/>

## 10 General and Administrative Expenses

The general and administrative expenses can be analysed as follows:

	2012	2011
	\$	\$
Staff costs (see note 10.1)	<b>876,524</b>	746,513
Other staffs cost including recruitment cost	<b>32,574</b>	12,055
Staff travelling and expenses	<b>28,056</b>	10,042
Office general administrative expenses	<b>43,580</b>	106,369
Other office, property and utilities costs	<b>79,382</b>	18,233
Computer consumables and network maintenance inclusive web project cost	<b>104,953</b>	94,064
	<hr/>	<hr/>
	<b>1,165,069</b>	987,276
	<hr/> <hr/>	<hr/> <hr/>

### 10.1 Staff costs

	Number of employees	
	2012	2011
Full time	<b>16</b>	14
Part time	<b>-</b>	1
	<hr/>	<hr/>
	<b>16</b>	15
	<hr/> <hr/>	<hr/> <hr/>
	2012	2011
	\$	\$
<b>Employee costs</b>		
Wages and salaries	<b>840,937</b>	714,167
Social Security Contribution	<b>1,477</b>	1,423
Employees' Provident Fund	<b>34,110</b>	30,923
	<hr/>	<hr/>
	<b>876,524</b>	746,513
	<hr/> <hr/>	<hr/> <hr/>

## 11 Legal and professional charges

	2012	2011
	\$	\$
Legal fees	22,993	67,993
Tax consultant fees	2,704	2,784
Other professional fees - service tax	1,260	3,882
	<u>26,957</u>	<u>74,659</u>
	=====	=====

## 12 Interest

	2012			2011		
	President Fund \$	WJC Fund \$	Other \$	President Fund \$	WJC Fund \$	Other \$
Bank interest	-	-	442	-	-	241
Fixed deposit interest	5,440	4,960	56,873	267	303	19,044
	<u>5,440</u>	<u>4,960</u>	<u>57,315</u>	<u>267</u>	<u>303</u>	<u>19,285</u>
	=====	=====	=====	=====	=====	=====

## 13 Equipment

	Office furniture and office equipment \$	Computer equipment and software \$	Total \$
<i>Cost</i>			
At 1 January 2011	46,902	161,532	208,434
Additions	5,472	11,687	17,159
Write Off	(7,374)	(24,939)	(32,313)
	<u>45,000</u>	<u>148,280</u>	<u>193,280</u>
At 31 December 2011/1 January 2012	45,000	148,280	193,280
Additions	2,172	14,465	16,637
Write Off	-	(4,185)	(4,185)
	<u>47,172</u>	<u>158,560</u>	<u>205,732</u>
At 31 December 2012	<u>47,172</u>	<u>158,560</u>	<u>205,732</u>
<i>Accumulated depreciation</i>			
At 1 January 2011	45,842	114,362	160,204
Charge for the year	2,397	34,888	37,285
Write Off	(7,374)	(24,939)	(32,313)
	<u>40,865</u>	<u>124,311</u>	<u>165,176</u>
At 31 December 2011/1 January 2012	40,865	124,311	165,176
Charge for the year	3,034	24,895	27,929
Write Off	-	(4,185)	(4,185)
	<u>43,899</u>	<u>145,021</u>	<u>188,920</u>
At 31 December 2012	<u>43,899</u>	<u>145,021</u>	<u>188,920</u>
<i>Carrying amounts</i>			
At 1 January 2011	1,060	47,170	48,230
	<u>4,135</u>	<u>23,969</u>	<u>28,104</u>
At 31 December 2011/1 January 2012	4,135	23,969	28,104
	<u>3,273</u>	<u>13,539</u>	<u>16,812</u>
At 31 December 2012	<u>3,273</u>	<u>13,539</u>	<u>16,812</u>

**14 Trade and other receivables**

	<b>31.12.2012</b>	31.12.2011	1.1.2011
	\$	\$	\$
<b>Trade</b>			
Trade receivables	<b>3,403,365</b>	2,499,160	1,770,466
Less: Impairment loss	<b>(774,000)</b>	(774,000)	(750,000)
	<u><b>2,629,365</b></u>	<u>1,725,160</u>	<u>1,020,466</u>
<b>Non-Trade</b>			
Other receivables	<b>481,845</b>	451,114	292,523
	<u><b>3,111,210</b></u>	<u>2,176,274</u>	<u>1,312,989</u>

**15 Cash and cash equivalents**

	<b>31.12.2012</b>	31.12.2011	1.1.2011
	\$	\$	\$
Cash and bank balances	<b>8,596,572</b>	2,110,827	5,603,294
Deposits placed with financial institutions	<b>13,052,642</b>	7,356,838	2,391,526
	<u><b>21,649,214</b></u>	<u>9,467,665</u>	<u>7,994,820</u>

Included in cash and bank balances are cash held for the FS Coaching Fund (Note 16), World Junior Championship Fund (Note 17) and President Kang Young Joong's Fund (Note 18) of US \$820,013 (31.12.2011: US \$661,856, 1.1.2011: US \$480,165).

Included in deposits placed with financial institutions is a structured investment of US \$160,684 (31.12.2011: US \$157,340, 1.1.2011: US \$162,070) with maturity date on 4 October 2013.

**16 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.

	<b>31.12.2012</b>	31.12.2011	1.1.2011
	\$	\$	\$
At beginning and end of year	<b>10,000</b>	10,000	10,000

**17 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.

	<b>31.12.2012</b>	31.12.2011	1.1.2011
	\$	\$	\$
At beginning of year	<b>310,241</b>	303,271	301,491
Contribution received for the year from Dr. Justian Suhandinata	<b>7,725</b>	6,970	1,780
Interest on fund (Note 12)	<b>4,960</b>	303	355
Transfer to tournament income	<b>(4,960)</b>	(303)	(355)
	<u><b>317,966</b></u>	<u>310,241</u>	<u>303,271</u>

## 18 President Kang Young Joong's Fund

In 2012, the Federation received US \$172,948 (31.12.2011: US \$234,454, 1.1.2011: US \$118,519) from President 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

	<b>31.12.2012</b>	31.12.2011	1.1.2011
	\$	\$	\$
At beginning of year	<b>341,615</b>	166,894	148,201
Interest on fund (Note 12)	<b>5,440</b>	267	174
Fund received during the year	<b>172,948</b>	234,454	118,519
Fund distributed during the year	<b>(27,956)</b>	(60,000)	(100,000)
	<hr/>	<hr/>	<hr/>
At end of year	<b>492,047</b>	341,615	166,894
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

In 2012, the Executive Board approved the use of US\$27,956 (31.12.2011: US \$NIL, 1.1.2011: US \$NIL) from President Kang Young to support part of the cost of the professional interpreter services but no fund was approved to support the recovery of an overdue trade receivable (31.12.2011: US \$50,000, 1.1.2011: US \$100,000) (Note 14) and staff award paid to top 3 achievement staff (31.12.2011: US \$10,000, 1.1.2011: US \$NIL).

## 19 Payables and accruals

	<b>31.12.2012</b>	31.12.2011	1.1.2011
	\$	\$	\$
<b>Non-trade</b>			
<b>Non-current</b>			
Deferred income	-	12,437	17,051
	<hr/>	<hr/>	<hr/>
<b>Current</b>			
Other payables	<b>933,766</b>	1,485,444	599,836
Accruals and deferred income	<b>3,411,526</b>	2,528,452	2,223,484
	<hr/>	<hr/>	<hr/>
	<b>4,345,292</b>	4,013,896	2,823,320
	<hr/>	<hr/>	<hr/>
	<b>4,345,292</b>	4,026,333	2,840,371
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Included in other payables is US \$760,710 (31.12.2011: US \$639,041, 1.1.2011: US \$478,954) owing to members/players for outstanding prize monies.

## 20 Taxation

	2012	2011
	\$	\$
<b>Current tax expense</b>		
- Under provision in prior year	<b>1,618</b>	-
	=====	=====
<b>Reconciliation of tax expense</b>		
Surplus before taxation	<b>12,667,376</b>	774,526
	-----	-----
Tax calculated using Malaysia tax rates	<b>3,289,746</b>	193,632
Non-deductible expenses	<b>4,441</b>	12,921
Tax exempt income	<b>(3,297,307)</b>	(185,663)
Change in unrecognised temporary differences	<b>3,120</b>	(10,500)
Other items	-	(10,390)
	-----	-----
	-	-
Under provision in prior year	<b>1,618</b>	-
	-----	-----
	<b>1,618</b>	-
	=====	=====

### Tax exemption

In 2011, 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 3 years beginning year of assessment 2011 to 2013. 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 2013.

### Unrecognised deferred tax assets

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

	2012	2011
	\$	\$
Tax loss and unabsorbed capital allowance carry-forward	<b>2,429,000</b>	2,429,000
Deductible temporary differences	<b>(3,000)</b>	9,000
	-----	-----
	<b>2,426,000</b>	2,438,000
	=====	=====

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

## 21 Financial instruments

### 21.1 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.

	<b>31.12.2012</b>	<b>Carrying amount</b>	
	<b>\$' 000</b>	31.11.2011	1.1.2011
		\$' 000	\$' 000
<b>2012</b>			
<b>Financial assets</b>			
Trade and other receivables	<b>3,111</b>	2,176	1,313
Cash and cash equivalents	<b>21,649</b>	9,468	7,995
	<hr/>	<hr/>	<hr/>
	<b>24,760</b>	11,644	9,308
	<hr/>	<hr/>	<hr/>
<b>Financial liabilities</b>			
Other payables	<b>(934)</b>	(1,485)	(600)
	<hr/>	<hr/>	<hr/>

### 21.2 Financial risk management

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

- Credit risk
- Liquidity risk
- Market risk

### 21.3 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.

## 21 Financial instruments (continued)

### 21.3 Credit risk (continued)

#### *Impairment losses*

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

	Note	Gross \$	Individual impairment \$	Collective impairment \$	Net \$
<b>31.12.2012</b>					
Not past due		1,479,563	-	-	1,479,563
Past due 1 - 60 days		7,340	-	-	7,340
Past due more than 61 days		2,398,307	(774,000)	-	1,624,307
	14	3,885,210	(774,000)		3,111,210
<b>31.12.2011</b>					
Not past due		1,543,744	-	-	1,543,744
Past due 1 - 60 days		3,917	-	-	3,917
Past due more than 61 days		1,402,613	(774,000)	-	628,613
	14	2,950,274	(774,000)	-	2,176,274
<b>1 January 2011</b>					
Not past due		114,570	-	-	114,570
Past due 1 - 60 days		127,711	-	-	127,711
Past due more than 61 days		1,820,708	(750,000)	-	1,070,708
	14	2,062,989	(750,000)	-	1,312,989

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 counterparty.

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

	2012 \$	2011 \$
At 1 January	774,000	750,000
Impairment loss recognised	-	24,000
At 31 December	774,000	774,000

## 21 Financial instruments (continued)

### 21.4 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, loans and borrowings.

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 when they fall due.

### 21.5 Market risk

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

#### 21.5.1 Interest rate risk

The Federation's investment in quoted shares, investments in structured investment, deposits and short term receivables and payables are not significantly exposed to interest rate risk.

#### 21.5.2 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 Pounds Sterling, Danish Krone, Euro and Ringgit Malaysia. Currently, the Federation does not hedge these exposures. However, the Executive Board 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 Dollar, 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.

#### *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:

	<b>Cash and cash equivalents</b>	<b>Trade and other receivables</b>	<b>Other payables</b>	<b>Net exposure</b>
<b>31 December 2012</b>				
<b>Denominated in US \$</b>				
MYR	422,214	481,845	-	904,059
GBP	5,520	47,907	-	53,427
CHF	3,919	-	-	3,919
Others	1,498	-	-	1,498
	<hr/>			
Total	433,151	529,752	-	962,903
	<hr/> <hr/>			

## 21 Financial instruments (continued)

### 21.5 Market risk (continued)

#### 21.5.2 Currency risk (continued)

	Cash and cash equivalents	Trade and other receivables	Other payables	Net exposure
<b>31 December 2011</b>				
<b>Denominated in US \$</b>				
MYR	765,955	453,172	-	1,219,127
GBP	69,396	-	-	69,396
CHF	30,569	-	-	30,569
Others	983	-	-	983
	<hr/>			
Total	866,903	453,172	-	1,320,075
	<hr/> <hr/>			
<b>1 January 2011</b>				
<b>Denominated in US \$</b>				
MYR	481,315	295,397	(17,000)	759,712
GBP	38,131	-	-	38,131
CHF	33,697	-	-	33,697
Others	4,422	-	-	4,422
	<hr/>			
Total	557,565	295,397	(17,000)	835,962
	<hr/> <hr/>			

#### *Currency risk sensitivity analysis*

A 10% (31.12.2011: 10%, 1.1.2011: 10%) strengthening of the US Dollar against the following currencies at the end of the reporting period would have increased/(decreased) equity and post-tax profit or loss 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.

	<b>Profit/(loss)</b>	
	<b>2012</b>	<b>2011</b>
	\$	\$
MYR	(90,410)	(121,913)
GBP	(5,340)	(6,940)
CHF	(392)	(3,057)
Others	(150)	(98)
	<hr/> <hr/>	<hr/> <hr/>

A 10% (31.12.2011: 10%, 1.1.2011: 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.

#### 21.5.3 Other price risk

The Federation is not exposed to any other price risk at the end of reporting period.

## **21 Financial instruments (continued)**

### **21.6 Fair values of financial instruments**

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

## **22 Explanation of transition to MFRSs**

As stated in note 1(a), these are the first financial statements of the Federation prepared in accordance with MFRSs.

The accounting policies set out in note 2 have been applied in preparing the financial statements of the Federation for the year ended 31 December 2012, the comparative information presented in these financial statements for the year ended 31 December 2011 and in the preparation of the opening MFRS statement of financial position at 1 January 2011 (the Federation's date of transition to MFRSs).

The transition to MFRSs does not have financial impact to the separate financial statements of the Federation.

## MEMBER ASSOCIATIONS

### MEMBER ASSOCIATIONS (174)

#### AFRICA - ( 37 )

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

#### 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 (suspended), Palestine, Philippines, Qatar, Singapore, Sri Lanka, Syria, Tajikistan, Thailand, Turkmenistan, Uzbekistan, Vietnam.

**Associate Member** - Saudi Arabia, United Arab Emirates.

#### EUROPE - ( 51 )

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

#### OCEANIA - ( 15 )

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

**Associate Members** - Solomon Islands, Northern Marianas, New Caledonia

#### PANAMERICA - ( 33 )

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

# NOTICE OF ANNUAL GENERAL MEETING 2013

**NOTICE IS HEREBY GIVEN** that the Annual General Meeting of the Badminton World Federation will be held at the Double Tree by Hilton Hotel, Kuala Lumpur, Malaysia on Saturday 18 May 2013 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 26 May 2012 (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 2012.
  - 3.2 To adopt the Financial Statements, duly audited, for the year ending 31 December 2012.
  - 3.3 To receive the 2013 budget and the provisional budget for 2014.
- 

## 4. COUNCIL ELECTIONS

To consider the nominations and elections of the President, Deputy President, Vice President Parabadminton and 17 other Council members of the Federation for a term of office of four years in accordance to Clause 18 of the BWF Constitution.

### 4.1 President – 2 nominees Proposed by

- 4.1.1 Justian Suhandinata (INA) Indonesian Badminton Association

**Seconders:**

Barbados, Bulgaria, China, Chinese Taipei, Cuba, Ghana, Hong Kong, India, Iran, Iraq, Japan, Kenya, Korea, Macau, Macedonia, Morocco, Philippines, Scotland, Seychelles, Sudan, Thailand, Turkey, USA.

- 4.1.2 Poul-Erik Hoyer Larsen (DEN) Badminton Denmark

**Seconders:**

Afghanistan, Albania, Algeria, Austria, Australia, Belarus, Belgium, Brazil, Burundi, Chile, Costa Rica, Croatia, Cyprus, Czech Republic, Estonia, Ecuador, Faroe Island, Finland, France, Germany, Gibraltar,

Greenland, Guatemala, Hungary, Iceland, Israel, Italy, Kazakhstan, Latvia, Liechtenstein, Lithuania, Lesotho, Luxembourg, Malta, Netherlands, New Zealand, Norway, Palestine, Peru, Poland, Portugal, Romania, Spain, Slovakia, Slovenia, Sweden, Switzerland, Ukraine, Uzbekistan, Wales, Zimbabwe.

Further details on the nominees are contained in Annexure B to this Order Paper.

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**4.2 Deputy President – 2 nominees**

**Proposed by:**

**4.2.1 Gustavo Salazar Delgado (PER)**

Peruvian Badminton Federation

**Seconders:**

Argentina, Belgium, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Denmark, Ecuador, El Salvador, France, Guatemala, Guyana, Jamaica, Mexico, Paraguay, Spain, Slovakia, Suriname, Switzerland

**4.2.2 Paisan Rangsitpho (USA)**

USA Badminton

**Seconders:**

Barbados, Bulgaria, China, Chinese Taipei, Cuba, Ghana, Hong Kong, Indonesia, Iraq, Japan, Kenya, Korea, Macau, Macedonia, Philippines, Seychelles, Sudan, Thailand, Trinidad & Tobago, Turkey.

Further details on the nominees are contained in Annexure C to this Order Paper.

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**4.3 Vice-President – Para-Badminton – 1 nominee**

**Proposed by:**

**4.3.1 Paul Kurzo (SUI)**

Kenya Badminton Association

**Seconders:**

Australia, Indonesia, Spain, Switzerland, Thailand, USA, Wales.

Further details on the nominee are contained in Annexure D to this Order Paper

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**4.4 Council Members**

30 nominations as listed in Annexure E to this Order Paper.

Election results will be announced under Item 11 of the Order Paper.

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**5. PROPOSALS – BWF COUNCIL**

The Council of the BWF proposes the following to the membership for approval.

**5.1 Proposal to amend the Constitution - Clause 15.21 – Voting strength**

To approve the proposed amendments to Clause 15.21 of the Constitution.

1 additional vote	Participation in 7 out of these 12 events during the Assessment Period: Sudirman Cup (2 events), <del>Thomas Cup or Uber Cup</del> , Individual Continental <del>stage</del> Championships (a maximum of 2 events), World Championships (3 events), Olympic Games (1 event), World Junior Team Championships (4 events).
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See Annexure F of this Order Paper.

**5.2 Constitution Clause 35.1 – Para-Badminton Equipment**

To approve the following proposed amendment to Clause 35.1 of the BWF Constitution.

**35. ALTERATION OF THE LAWS OF BADMINTON OR OF RECOMMENDATIONS TO TECHNICAL OFFICIALS**

No alteration shall be made to the Laws of Badminton except at a General Meeting. Any proposal embodying such alteration, or one having a like effect, must be carried by a majority of two-thirds of the Votes Cast. This Clause shall not be altered without the unanimous consent of a General Meeting.

35.1 Council shall have power, on behalf of the Federation, to make alterations to the Recommendations to technical officials, Appendix 4 (Vocabulary), **Appendix 6 (Additional Equipment for Para-Badminton)** and Appendix 7 (Index to the Laws of Badminton) provided these alterations do not change the Laws of Badminton.

**5.3 Constitution Clause – Appointment of Arbitrators**

To approve the appointment of the members listed in Annexure G of this Order paper for the BWF Appeals Panel as recommended by the BWF Council under the provision of Clause 31.6 of the BWF Constitution.

**6. PROPOSAL BY SWISS BADMINTON**

Swiss Badminton proposes the following amendments to Clause 17.1.2 – Council Structure and 18.9 - of the BWF Constitution.

17.1 An AGM shall appoint a Council which shall have administrative powers to carry on the work of the Federation between AGMs.

17.1.1 The eight (8) officers (Clause 18):

17.1.2 ~~Seventeen (17)~~ eighteen (18) other members:

17.1.3 The Chair of the Athletes Commission:

- 18.9 The President, Deputy President, the five (5) Vice Presidents (Continental), one (1) Vice President Para-Badminton and ~~seventeen (17)~~ eighteen (18) Council Members shall assume office immediately upon the conclusion of the AGM at which they are elected.

**Rationale:**

*With the discontinuation of the BWF Vice-President Olympic Relations and the increase in Member Associations, it is believed that increasing the number of Council seats from 17 to 18 will ensure a better worldwide representation.*

*The proposal shall take effect immediately after the 2013 AGM with the election for the new position taking place at the 2014 AGM for a 3 year period. From 2017 the position shall be considered permanent.*

**This proposal was seconded by Badminton Europe.**

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**7. PROPOSAL BY NATIONAL FEDERATION OF RUSSIA (NBFR)**

NBFR proposes to include into the agenda of the BWF AGM the two following topics – “Eye disease treatment through badminton” and Digital museum of the history of badminton”.

1. In scope of the “Eye disease treatment through badminton” project:
  - a) Presentation of the project for all BWF delegates.
  - b) Draft of the decision – to entrust the Council and the Executive Board the implementation of the project.
  
2. In scope of the “Digital museum of the history of badminton” project:
  - a) Presentation of the project for all BWF delegates.
  - b) Draft of the decision – to entrust the Council and the Executive Board the implementation of the project.

**Rationale:**

*These two projects, in case of their realisation, will definitely secure the future of badminton as a core sport in the Olympic Games. The issue of excluding badminton from the programme will be permanently withdrawn from the agenda of the IOC.*

*The projects will also make badminton one of the most massive sports worldwide due to the positive effect of eye disease treatment.*

*BWF will confirm its status as a modern federation with popular innovation projects and technologies.*

**This proposal was seconded by Badminton Europe.**

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**8. RE-CONFIRMATION OF SUSPENSION – PAKISTAN BADMINTON FEDERATION**

To confirm or remove the suspension of the Pakistan Badminton Federation (Clause 13.7 of the Constitution).

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**9. SUBSCRIPTION**

To consider Council’s proposal that the unit of subscription for the year 2014 should be set at US\$200 per unit (unchanged).

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**10. AUDITORS**

Council proposes that the services of KPMG Kuala Lumpur be maintained.

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**11. COUNCIL ELECTION RESULTS**

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**12. ANY OTHER BUSINESS**

Dr Kang Young Joong’s Presidents Fund

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**13. NEXT MEETING**

The next Annual General Meeting is proposed to be held in May 2014 in conjunction with the 2014 Thomas and Uber Cups.

The exact date will be announced to the membership not later than 30 September 2013.

By order of the Council of the Federation.

Thomas Lund  
Secretary General  
29 March 2013

## ACKNOWLEDGEMENT

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

**BWF**

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