Partnerships are central to our success

We are halfway through the Olympic cycle and preparations are well underway for the Tokyo 2020 Olympic Games and our debut at the Paralympic Games. The year was a really significant one for BWF. We scrutinised and debated some of the fundamental elements of our sport; welcomed new commercial partnerships and extended existing ones; confirmed the hosts for BWF Major Championships 2020 – 2025; and started implementing a major capacity-building initiative with the Continental Confederations. In all this, partnerships were central to our work and central to our success.

In January 2018, we announced a major strategic partnership with global banking group HSBC as our Principal Global Partner. This announcement heralded the start of an extended relationship that integrates the HSBC brand with our elite tour, our premier championships and youth engagement in the sport.

We also extended our partnership with Total in January as Official Energy Partner for the World Tour and title sponsor for BWF Major Championships to 2021. And throughout 2018 we worked closely with Infront Sports and Media who managed the commercial and media rights. A big thanks to all hosts for their key role in the successful staging of the inaugural HSBC BWF World Tour, with a special mention to the Chinese Badminton Association, Guangzhou Municipal People’s Government and Guangzhou Sports Bureau for a spectacular HSBC BWF World Tour Finals.

Our close working relationship with the five Continental Confederations is also fundamental to the implementation of development programmes globally. The BWF is investing US$6 million to increase the number of Continental Confederation staff – an investment over six years to 2023.

The countdown is on to Tokyo 2020, and BWF is well on track with preparations for both the Olympic Games and the Paralympic Games. The collaboration with the organising committee, IOC and IPC is strong. Para badminton athletes began qualification for Tokyo 2020 on Tuesday 1 January 2019, while qualification for the Olympic Games will start on Monday 29 April 2019. Our best wishes to all athletes in their quest to qualify for Tokyo 2020.

We continue to be fortunate to have a talented, passionate and committed team driving the sport. My sincere thanks to my colleagues on the BWF Council as well as the wider BWF membership for their dedication to the sport’s global development.

Our Member Associations are incredibly important partners in the delivery of international competitions and throughout 2018, our membership delivered a wide range of world-class international competitions.

Operational capacity and sustainable development

Throughout 2018, the BWF strengthened its operational capacity with four new staff recruited to meet the increasing demands of our work. Operations will continue to grow in line with our servicing functions related to membership, development, major championships and our commercial and media partnerships.

The first cycle of the HSBC BWF World Tour, the inaugural HSBC BWF World Tour Finals and BWF Major Championships for 2018 were all major undertakings for us and saw our events and commercial teams work closely with tournament hosts and Infront Sports and Media to deliver the commercial and media rights obligations across 30 world-class competitions.

On the development front, our team continued to work closely with our Continental Confederations and Member Associations to expand the BWF Shuttle Time schools badminton programme, which is now being implemented by 135 Member Associations. We also increased the range of educational resources for coaches and technical officials.

Other initiatives included partnerships with UNHCR and the UN Refugee Agency to introduce badminton to Syrian refugees. We worked closely with the AGITOS Foundation to deliver the African Para badminton Legacy Project, engaging athletes with an impairment as well as their coaches and teachers.

Good governance remained a priority in 2018. In an externally moderated exercise, BWF was ranked fourth out of 33 International Federations on good governance practices by the Association of Summer Olympic International Federations. This rating was the result of work carried out over the last few years, guided by the Governance and Ethics Commission.

We also started work with our Continental Confederations to see how we can better harmonise and align our constitutions and governance processes.

The Integrity Unit continued its great work, emphasising awareness and education, particularly for players and their entourage. This work is essential to protect the integrity of the sport and to ensure clean and fair play. The past year saw two integrity hearings conducted with significant periods of ineligibility imposed.

Although this resulted in unfortunate outcomes for the athletes involved and the wider badminton community, we view this as a positive achievement in our endeavours to protect clean athletes and maintain a high level of integrity.

We continued establishing a strong digital identity to engage fans globally. This included enhancing and promoting BWF’s digital platforms, investing in a BWF app and driving video content to engage athletes, fans and stakeholders.

These achievements are the result of strong leadership and the commitment of our engaged staff. A sincere thanks to the BWF President and Council for their guidance and leadership, and to our colleagues in Kuala Lumpur.
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BWF’s Highlights of 2018

Significant achievements throughout the year marked this halfway point in the Olympic cycle – new partnerships, the allocation of our major championships up to 2025 and the final preparations for the start of the qualification period for Tokyo 2020 Olympic and Paralympic Games.

1. HSBC – PRINCIPAL GLOBAL PARTNER
The BWF secured the long-term future of badminton, establishing an exciting and enterprising relationship with HSBC as its Principal Global Partner. We now look forward to evolving this relationship as we elevate the sport to new heights.

2. HSBC BWF WORLD TOUR
The new HSBC BWF World Tour was well-received and brought new excitement to the badminton landscape. It appealed to fans and players alike, with higher prize money, greater coverage on television and spectacular sports presentation.

3. MAJOR CHAMPIONSHIPS
Our elite athletes excelled on the global stage with remarkable individual achievements and standout team performances at the World Championships, World Junior Championships and World Team Championships, showcasing the best that badminton has to offer.

4. GRASSROOTS PARTICIPATION
The Federation continued its efforts to grow the game globally, embarking on a number of development initiatives to convey badminton as a healthy, diverse and inclusive activity for all.

5. PARA BADMINTON
It was an exciting 12 months for our players and wider badminton community as we continued the journey towards Para badminton’s debut at the Tokyo 2020 Paralympic Games. Our focus is to continue to build international competition pathways for athletes, implement development initiatives to grow participation and integrate Para badminton into our systems and structures.

6. INTEGRITY – CLEAN & FAIR COMPETITION
The BWF launched a pilot project to examine the current national structures around safeguarding the integrity of badminton and how to build capacity in that area and fortify the sport against corruption.

7. GOVERNANCE AND ETHICS
The BWF is working on greater alignment of governance rules and practices with its Continental Confederations and BWF was ranked fourth out of 33 international federations for good governance practices by the Association of Summer Olympic International Federations.
1. Inside BWF

Committees and commissions worked throughout 2018 to guide the Council in its decision making on policy, regulations and projects.
OUR BADMINTON WORLD

BWF’s membership

A diverse membership of 191 globally.

BWF has a current membership of 191, seven of these are Associate Members. In 2018, BWF welcomed the Isle of Man as an Associate Member and in January 2019, Solomon Islands joined as BWF’s latest Member Association.

Our membership is global and diverse and are central to the success of badminton.

Members are at heart of the sport in developing the sport nationally and locally, building the player pathways towards international competitions and hosting national and international competitions as part of these player pathways.

Members

Africa


ASSOCIATE MEMBER
Ligue de Badminton Reunion

Asia

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

Europe

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

ASSOCIATE MEMBERS
Northern Marianas, New Caledonia

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

ASSOCIATE MEMBERS
French Guiana, Ligue de Badminton de Guadaloupe, Martinique

Oceania

Pan-America

Argentina, Aruba, Barbados, Bermuda, Brazil, Bolivia, 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, Suriname, Trinidad & Tobago, USA, Uruguay, Venezuela

ASSOCIATE MEMBERS
Ligue de Badminton de Guadeloupe, Martinique

Our membership is global and diverse and are central to the success of badminton.

Members are at heart of the sport in developing the sport nationally and locally, building the player pathways towards international competitions and hosting national and international competitions as part of these player pathways.

1. Inside BWF
   BWF Annual Report 2018
   BWF Annual Report 2018
   1. Inside BWF
The year saw a wide range of governance meetings and the membership passionately debated a range of enhancements for the sport including the scoring system. The Council approved a range of regulations, including rules related to the qualification and competition format for the Tokyo 2020 Olympic and Paralympic Games.

KEY DECISIONS

- In May, the AGM approved amendments to the constitution that refined areas of legal personality, integrity and ethics. The AGM after much passionate debate, decided to retain the 3 x 21 scoring system.
- Technical regulations were approved by Council including the qualification system and competition formats for the Tokyo 2020 Olympic and Paralympic Games, the classification regulations in Para badminton and a wide range of other enhancements to technical regulations in the sport.
- The Council approved changes to the cycle of the four-year terms for the Athletes’ Commission, with all six positions becoming vacant in 2021 for the elections for the four-year cycle.
- The BWF Council approved a hospitality programme for Tokyo 2020 Olympic and Paralympic Games including a BWF Member Presidents Programme similar to what has been offered at London 2012 and Rio 2016 Olympic Games.
- The BWF Council approved an “Athletes’ Undertaking”, a one-page document that summarises athlete responsibilities under the BWF statutes and includes elements such as BWF and athlete commitments and responsibilities around anti-doping, integrity, media and privacy. The aim is to raise awareness of individual athletes regarding their roles and responsibilities. This will be implemented in 2019.
FOCUS AND OVERSIGHT: EVENTS

Events Committee

An extremely successful year with many firsts including the HSBC BWF World Tour and the first Thomas & Uber Cup Finals in Thailand.

KEY OBJECTIVES OF THE COMMITTEE ARE TO:

- Oversee the sanctioning of international competitions, effective calendar management and review of laws and competition regulations to ensure they are fit for purpose.
- Showcase badminton through the delivery of major championships – World Championships, Thomas & Uber Cups, Sudirman Cup and World Junior and World Senior Championships.
- Work with BWF’s partners – event hosts, sponsors and media partners, to fulfil tournament related commercial and media agreements and deliver world-class tournaments to grow the fanbase.
- Coordinate the appointment of technical officials to international competition and deliver training and development programmes.
- Lead the delivery of the badminton championship at the Olympic and Paralympic Games and support other multi-sport games.
- Highly successful second year working with Infront Sports and Media as BWF’s commercial and media rights agency. Delivering all commercial and media rights for BWF.
- Trail a fixed height service rule using fixed height measuring devices. The rules were formally adopted in November 2018 with implementation in 2019 for Grade 1, 2 and 3, Junior international tournaments and service height rules.
- Recruited six semi-professional referees and continued to enhance the quality of officiating through training and education.
- Launched an educational resource for line judging and a Level 1 umpiring course.
- The year ended with BWF selecting 18 from four continents.

HIGHLIGHTS 2018

- Completed an immensely successful first year of the HSBC BWF World Tour.
- Delivered three spectacular major championships:
  - TOTAL Thomas & Uber Cup Finals – hosted in Bangkok for the first time. A showcase of innovative sports presentation, with hosts Thailand reaching their first Uber Cup final.
  - The TOTAL BWF World Championships – hosted in Nanjing, China, recorded one of the biggest ever spectator attendances with over 12,000 at the finals.
  - The Li-Ning BWF World Junior Championships – hosted in Markham, Canada, with 39 teams and 433 players from 46 countries in the individual championships.
- An Athletes’ Forum in May and the opportunity to take part in a pilot project to learn English online were two highlights of the year.

FOCUS AND OVERSIGHT: ATHLETES’ COMMISSION

Athletes’ Commission

An extremely successful year with many firsts including the HSBC BWF World Tour and the first Thomas & Uber Cup Finals in Thailand.

KEY OBJECTIVES OF THE COMMISSION ARE TO:

- Seek a wide range of opinions from athletes on issues of major importance in badminton.
- Work constructively with the BWF to provide player feedback on areas of player interest.
- Act in good faith towards the players and the Athletes’ Commission and uphold the good reputation of BWF and the sport.
- To promote clean sport and fair play from all involved in the sport.

HIGHLIGHTS 2018

- Continued to seek a wide range of athletes’ opinions on policy development and provide input on regulations including the scoring system and service height rules.
- Hosted the second Athletes’ Forum during the TOTAL Thomas & Uber Cup Finals. The major focuses were on building media profiles and transitioning after their playing career.
- Koen Ridder, represented badminton athletes at the inaugural WADA Athletes’ Commission Forum in June 2018 which brought together 104 athlete leaders from 54 countries. Koen represented the BWF at the Olympism in Action Forum held before the Youth Olympic Games in Buenos Aires in October.
- BWF invested in a pilot project for athletes on the international circuit who want to learn English to improve the way they communicate with the media, fans and sponsors. Seventeen athletes will learn English through the e-learning provider Rosetta Stone.
Para badminton Committee

Getting the regulatory framework for the qualification for Tokyo 2020 Paralympic Games was a key priority for 2018.

KEY OBJECTIVES OF THE COMMITTEE ARE TO:

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

HIGHLIGHTS 2018

- Successful delivery of a record number of international hosted in all five continental regions. For the first time, all five Continental Para badminton Championships were hosted: Uganda (Africa Championships), Indonesia (Asian Para Games), France (European Championships), Peru (Pan Am Championships) and Australia (Oceania Championships).
- A significant increase in new players competing internationally – 209 new players classified and first time competitors in international competitions from Cameroon, Czech Republic, Kenya, Faroe Island, Fiji, Ghana, Greece, Mongolia, Portugal and Timor Leste.
- Increasing number of players competing per tournament – 203 athletes in the Spanish Para badminton International and 195 in Thailand Para badminton International, the highest entries for 2018.
- A significant number of regulations were revised and prepared in readiness for the Paralympic Qualifying Period starting 1 January 2019.
- A successful year with AGITOS Foundation Projects being delivered by the BWF in Uganda, Brazil and India. In 2018, workshops were completed with 48 new players, 60 coaches, 19 administrators and 10 national classifiers participating. Participants from 41 Member Associations or National Paralympic Committees were supported to attend BWF-AGITOS projects in 2018.
- Three athletes became part of the Proud Paralympian Programme with Richard Perot (FRA) – Chair of the Para badminton Commission, Raul Anguiano (GUA) and Rachel Choong (ENG) confirmed as Proud Paralympian Ambassadors. One Proud Paralympian workshop was delivered at the European Championships in 2018.

Para badminton Athletes’ Commission

A standout year for the commission in reaching out to athletes and raising awareness of the integrity of badminton.

KEY OBJECTIVES OF THE COMMISSION ARE TO:

- Liaise with players, organise players meetings at tournaments and canvas their views and opinions on technical regulations, development and the direction of Para badminton.
- Represent the views of Para badminton athletes at Para badminton Commission meetings through its representatives.
- Report back to the players on outcomes of meetings and representations made at the Para badminton Commission meetings.
- The Para badminton Athletes’ Commission met eight times to canvas players views and opinions on regulations, development and the direction of Para badminton.
- Five players meetings on five continents were organised (Spain, Dubai, Uganda, Brazil, Australia) to meet athletes, seek input and discuss Para badminton issues.
- Commission members continue to be actively represented at Para badminton Commission meetings with Richard Perot and Raul Anguiano attending meetings in Kuala Lumpur in March and Geneva in October 2018.
- The Chair supported the “I am badminton” integrity campaign and led activations at Para badminton tournaments in Dubai, Uganda, Japan and Peru.
- Richard Perot presented to the membership during the AGM on getting ready for badminton’s first Paralympic Games in 2020.
- Close liaison with the IPC Athletes’ Council on classification, intentional misrepresentation regulations and qualification processes.
- Richard Perot represented BWF at the inaugural WADA Athletes’ Forum in Calgary in June and assisted with the consultation process for the IOC Athletes’ Rights and Responsibilities Declaration which was formally adopted by the 133rd IOC Session in Buenos Aires.
KEY OBJECTIVES OF THE COMMITTEE ARE TO:

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

HIGHLIGHTS 2018

- Continued promoting BWF’s core participation programme Shuttle Time, now available in 19 languages and being implemented in 135 Member Associations. A total of 37,495 teachers have been trained on Shuttle Time courses.
- Coach education remains a central pillar for development. Launched BWF Coach Level 3 resources and trialled these in the latter half of 2018.
- BWF hosted coaching conferences in 2018 which aims to support the goal of having well-informed and educated coaches in the system. The 6th World Congress of Racket Sport Science was held in Bangkok in May and BWF’s World Coaching Conference 2018 was held alongside the TOTAL BWF World Junior Championships in November 2018 with participating coaches from 20 member countries.
- BWF continued to invest in research that focused on injury prevention and the health benefits of badminton in 2018.
- Collaborated with Special Olympics International and Special Olympic Texas to host a three-day Shuttle Time Teachers course and a two-day Tutor Course in Houston, Texas.
- Coach education remains a central pillar for development. Launched BWF Coach Level 3 resources and trialled these in the latter half of 2018.
- BWF hosted coaching conferences in 2018 which aims to support the goal of having well-informed and educated coaches in the system. The 6th World Congress of Racket Sport Science was held in Bangkok in May and BWF’s World Coaching Conference 2018 was held alongside the TOTAL BWF World Junior Championships in November 2018 with participating coaches from 20 member countries.
- Continued to strengthen BWF’s position and value as a core sport within the Olympic and Paralympic movement.
- BWF continued to invest in research that focused on injury prevention and the health benefits of badminton in 2018.
- Collaborated with Special Olympics International and Special Olympic Texas to host a three-day Shuttle Time Teachers course and a two-day Tutor Course in Houston, Texas.

FOCUS AND OVERSIGHT: IOC & INTERNATIONAL RELATIONS

IOC & International Relations Committee

The BWF President and IOC member Poul-Erik Høyer led the representation of the BWF at a wide range of events, conferences and meetings.
FOCUS AND OVERSIGHT: MARKETING

Marketing Committee

New commercial partnerships and extending existing ones were key highlights for 2018 around the delivery of world-class competitions.

KEY OBJECTIVES OF THE COMMITTEE ARE TO:

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

HIGHLIGHTS 2018

- Infront Sports & Media managed all media and commercial rights of the two Major Championships in 2018 and the all new HSBC BWF World Tour in 2018.
- A new partnership with HSBC started in 2018, with the global banking group becoming Title Sponsor for the HSBC BWF World Tour and the HSBC BWF World Tour Finals in Guangzhou until 2021. HSBC is Premier Sponsor for the BWF Major Championships (World Championships, Sudirman Cup and Thomas & Uber Cup Finals). HSBC is also BWF Global Development Partner, working with the BWF and its membership to grow badminton globally.
- The fifth and sixth TOTAL title-sponsored Major Championships were successfully delivered with the TOTAL BWF Thomas & Uber Cups in Bangkok, Thailand in May 2018 followed by the TOTAL BWF World Championships in Nanjing, China in August 2018.
- The inaugural HSBC BWF World Tour Finals took place in Guangzhou, in the Pearl River Delta in China ending a very successful first year of partnership with HSBC.
- In addition to managing the TOTAL and HSBC sponsorship relationships, Infront brought on board GoDaddy, ELO water and Moutai / Laymao. By the end of 2018, Infront had concluded broadcast relationships with 41 traditional and digital broadcasters on four continents.
- Nielsen Sports delivered both the Broadcast Analysis Report and Media Evaluation Reports for all BWF Major Championships and the HSBC BWF World Tour events. These assist our partners and hosts to better understanding the values of their product.
- In 2018 the Marketing Committee started to explore the value and importance of eSports / Gaming in relation to badminton. This exploration will continue in 2019.

FOCUS AND OVERSIGHT: COMMUNICATIONS AND MEDIA

Communications and Media Committee

Continuing to extend badminton’s global reach and digital footprint.

KEY OBJECTIVES OF THE COMMITTEE ARE TO:

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

HIGHLIGHTS 2018

- Significant engagement across BWF’s digital platforms including 381 press releases and news stories published on websites, 1709 Facebook posts and 1594 Twitter posts.
- The BWF Facebook page universe grew from 308,784 followers to 503,068, representing a growth of rate of 63 per cent.
- Short-form video content continued to play a major role in growing BadmintonWorld.TV two-fold where we now have close to 802,000 subscribers.
- Shankai Sports in China continued to develop our social media presence in 2018 with bespoke content for our China audience. Weibo fan growth was up 60.5 per cent (555,185 to 890,835) with video views on Weibo reaching 13,516,500 by years end.
- BWF’s e-newsletter Shuttle World was produced every quarter in 2018 and delivered to its global and institutional audience.
- BWF continued its relationship with “Around the Rings”, delivering news and BWF brand and event messages via its influential internet presence. The strong relationship with “Inside the Games” continued in 2018.
- 2018 saw the start of the build of the BWF app which will be launched in 2019.
KEY OBJECTIVES OF THE COMMITTEE ARE TO:

1. Review the BWF Statues and provide recommendations to Council.
2. Ensure structures and processes are in place for good governance and ensure compliance with the BWF constitution.
3. Oversee and guide Council on membership issues and ensure the autonomy of Member Associations are protected in line with the Olympic Charter.
4. Ensure effective and clear governance and collaboration processes are in place between the BWF and Continental Confederations.

HIGHLIGHTS 2018

- The Governance & Ethics Commission continued in 2018 to focus on all areas of good governance and ethics, providing recommendations to Council to enhance the rules system.
- BWF was ranked fourth out of 33 International Federations on good governance practices by ASOIF (Association of Summer Olympic International Federations). The five areas related to Transparency, Integrity, Democracy, Development / Solidarity and Checks & Balances / Control Mechanisms.
- The revised Code of Ethics and Judicial Procedures were put to the test in 2018 with two Ethics Hearing Panels judging corruption cases. One case was on match manipulation and fixing by players and the other concerned corrupt behaviour by a former long-standing official of Badminton Africa and former BWF Council member. Both cases were successfully prosecuted.
- The BWF and five Continental Confederations (CCs) agreed on a process to better define the governance and operational relationship between the BWF and CCs. The process aims to achieve greater alignment of governance rules and practices and improve efficiencies through shared structures and processes.
- On 28 December 2018, the BWF was awarded its International Organisation (IO) status by the Malaysian government. This IO status gives BWF certain privileges as an international organisation based in Malaysia including tax exemption.

Overall a very good year with higher than expected commercial revenues. Total gross income for the year was US$28,943,319 which included a better than expected result from the end of the IMG relationship.

Prudent spending against the budget resulted in a total expenditure for the year of US$25,526,914.

In 2018, the implementation of the 2017 Council decision to significantly investment in capacity building of the Continental Confederations through an allocation of $6 million over the next six years to increase the CC human resources to enhance the services to the BWF Membership.

Surplus for the year was US$4.69 million, against a budget expectation of a deficit of US$7.05 million.

The above meant a reserve (accumulated surplus) carried forward as at 31 December 2018 of US$41.64 million.
Good governance, ethics and integrity of competitions remained key priority areas for the BWF in 2018.

The Governance and Ethics Commission is responsible for focusing on these areas and the commission makes recommendations to Council on the regulatory and policy framework.

BWF has an ongoing commitment to improving governance practice and providing leadership to its membership and other internal stakeholders. The ongoing commitment to continuous improvement ensures the regulatory framework is robust, yet evolving over time, to meet new challenges.

One of the key elements of the refined regulatory framework was the inclusion of more external and independent expertise into the judicial system – this included the Referral Officer role. The BWF Referral Officer is an external and independent lawyer who reviews case files and decides whether or not the case is referred to a hearing panel for judgement. If a case is referred, a three-person independent and external panel judges the case.

External and independent expertise have been used since 2009 to judge doping cases, however, following the review of the judicial procedures in 2017, both doping and ethics-related cases are now heard by external and independent experts.

Various other regulations and procedures related to judicial matters have been strengthened to ensure fair, transparent, systematic and consistent application of principles and procedures covering reporting, investigations, referral, respondent rights, hearings and appeals.

“The BWF has determined that, as an International Federation, we should have the greatest possible independence in the judgment of cases relating to the integrity of our sport and the people running our sport, should a case need to be brought against any badminton-related personnel,” said BWF President Poul-Erik Høyer.
Stellar performances on court and distinguished and long service were recognised in the BWF Awards for 2018.

**BWF Hall of Fame**
Bang Soo Hyun (KOR): A stellar career in the 1990’s, Bang Soo Hyun was a member of the Korean national team (1989 – 1999) and two-time medallist at the Olympic Games in women’s singles. She won silver in Barcelona 1992 and was Olympic Champion at the Atlanta 1996 Olympic Games. Since 2000, Bang Soo Hyun has been a badminton commentator for Korean Broadcast MPC TV.


**Player of the Year Awards**
A Gala Night in Guangzhou at the start of the HSBC BWF World Tour Finals in December 2018 was the backdrop for the awards ceremony for players of 2018. The winners were:

- **Male Player of the Year**
  Marcus Fernaldi Gideon / Kevin Sanjaya Sukamuljo (INA)

- **Female Player of the Year**
  Huang Yaqiong (CHN)

- **Male Para badminton Player of the Year**
  Jack Shephard (ENG)

- **Female Para badminton Player of the Year**
  Leani Ratri Oktila (INA)

- **Eddy Choong Most Promising Player of the Year**
  Han Chengkai / Zhou Haodong (CHN)

- **Most Improved Player of the Year**
  Mayu Matsumoto / Wakana Nagahara (JPN)

**Administrator Awards**
The BWF Council acknowledged the extraordinary work of individuals who committed time, energy and passion in the service of badminton.

- ** Lifetime Achievement Award**
  Prof. Ranjit de Silva: Extraordinary service to badminton which spanned 60 years, over two continents and in many areas of the game. Ranjit de Silva served his country as a player and administrator before leaving for Zambia in 1978. During the 18 years he was there, he elevated badminton in Zambia from a very weak position to a level where the players won African titles. From 1989 – 1996, he was elected President of Association and later Vice-President of Badminton Africa – 1992 – 1996. Ranjit was BWF Council member from 1996 – 1998 and again from 2009 – 2017.

- **Dr. Jean-Guy Poitras**
  In a career that spanned 40 years as an international technical official, Jean-Guy was an outstanding umpire having umpired in three Commonwealth Games and the Sydney 2000 Olympic Games.

  He was Umpire Assessor from 2003 – 2016 and chaired the BWF Umpire Assessors Panel from 2004 to 2016. Jean-Guy was inducted into the Badminton Canada Hall of Fame as Official in 2016.

- **Edmilson Kaestner**
  Was a player representing the state of Santa Catarina from 1978 – 1991. In 1991, he set up the first badminton court in a club and organised the first national tournament in Santa Catarina in 1992. From 1992 – 2000, he was ranked in the top five in Santa Catarina state. He served as a coach from 1992 – 2015 and was a member of the Brazilian Technical Committee from 2012 – 2013. He has been President of the Santa Catarina State Badminton Federation since 2015.

- **Ronny de Vos**
  Served the BWF as Umpire, Referee and Umpire Assessor for more than 20 years. He was accredited in 1998 and certificated soon after. He was accredited as a Referee in 2008 and certificated in 2012. Ronny de Vos will finish his long and outstanding career as BWF technical official as referee of the TOTAL BWF World Championships in Basel in 2019.

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A standout year for athletes and administrators who were showcased in the 2018 awards.
2. Championships and Tournaments

2018 was a landmark year for the BWF’s leading events, with a revamped World Tour announced in partnership with HSBC, thrilling drama in the World and Junior Championships, and impressive growth in Para badminton participation.
World class competitions, iconic locations

**MAJOR CHAMPIONSHIPS**

**TOTAL BWF THOMAS & UBER CUP FINALS**
20-27 May
Bangkok, Thailand

**TOTAL BWF WORLD CHAMPIONSHIPS**
30 July – 05 August
Nanjing, China

**LI-NING BWF WORLD JUNIOR CHAMPIONSHIPS**
05-18 November
Markham, Canada

**HSBC BWF WORLD TOUR FINALS**
12-16 December
Guangzhou, China

**HSBC RACE TO GUANGZHOU**
26 Events
20 Countries

**YOG / OLYMPICS / PARALYMPICS**

**YOUTH OLYMPIC GAMES BUENOS AIRES 2018**
06-18 October
Buenos Aires, Argentina

**OLYMPIC GAMES TOKYO 2020**
Qualifying
29 April 2019 – 26 April 2020

**PARALYMPIC GAMES TOKYO 2020**
Qualifying
1 January 2019 – 29 March 2020
New format and partnership yields promising results

The revamp of the BWF’s flagship event and a key partnership with HSBC bodes well for the Tour’s future.

In its first year, the HSBC BWF World Tour proved immensely successful, with the remodelled tournament structure hitting a number of critical targets in the international federation’s quest to grow badminton.

Apart from bringing new excitement to badminton’s landscape, the 27-event spectacle ensured the evolution of BWF tournaments into a unified, distinctive brand which has strengthened the awareness and value of the sport.

The World Tour has also improved the quality of events, increased broadcast coverage and viewership, enhanced the presence across BWF’s entire suite of events, as well as becoming Global Development Partner, working with the federation to grow badminton globally.

At the launch, details of the five-tier World Tour emerged and it was soon underway with the first of 11 Super 300 events taking place in Thailand. Thereafter, the World Tour showcased three million-dollar tournaments at the Super 1000 level; five Super 750 events (US$700,000 prize money); seven Super 500 events (US$350,000); and ten other Super 300 events (US$150,000).

RACE TO GUANGZHOU
Points earned at these tournaments counted towards player rankings on the HSBC Race To Guangzhou with the top eight qualifiers in the five traditional categories being rewarded with a spot at the season finale – the HSBC BWF World Tour Finals. Points from the 11 BWF Tour Super 100 events were also taken into account.

From January to November 2018, players criss-crossed 20 countries, competing in 26 events on the HSBC BWF World Tour for a chance to qualify for badminton’s biggest pay day, with US$1.5 million in prize money on offer in Guangzhou.

China’s third-largest city was deemed a fitting location for the HSBC BWF World Tour Finals (2018-2021) given badminton’s prominence in the country and HSBC’s focus on the Pearl River Delta region. Guangzhou’s hosting of the signature tournament represented a return to the heartland of badminton, with the opportunity to build the Finals into an international showcase in the coming years.

SEASON SNAPSHOT
Despite the World Tour’s highly competitive nature, four categories were dominated by a single player or pair. Kento Momota (men’s singles), Tai Tzu Ying (women’s singles), Marcus Fernaldi Gideon/Kevin Sanjaya Sukamuljo (men’s doubles) and Zheng Siwei/Huang Yaqiong (mixed doubles) stood out in their categories – while Japan dominated women’s doubles.

“The objective was to evolve all our events into a unified, distinctive brand that will strengthen brand awareness and value.”

THOMAS LUND
BWF SECRETARY GENERAL

<table>
<thead>
<tr>
<th>WORLD TOUR DATA</th>
<th>Total no. of entrants</th>
<th>Total no. of matches</th>
<th>Total no. of days</th>
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<tr>
<td>Super 1000</td>
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<td>465</td>
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<tr>
<td>(3 tournaments)</td>
<td></td>
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</tr>
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<tr>
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<tr>
<td>(7 tournaments)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Super 300</td>
<td>3446</td>
<td>2013</td>
<td>66</td>
</tr>
<tr>
<td>(11 tournaments)</td>
<td></td>
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</tr>
</tbody>
</table>

Kento Momota produced a stunning comeback to the top flight, winning the Indonesia Open, Japan Open, Denmark, France and China.

Marcus Fernaldi Gideon/Kevin Sanjaya Sukamuljo (pictured) maintained their world No.1 status throughout the season, claiming a record eight World Tour titles to eclipse their 2017 feat of seven tour titles. This included a third-straight India Open victory and defence of their All England crown.

Zheng Siwei/Huang Yaqiong swept the five Super 750 tournaments in Malaysia, Japan, Denmark, France and China.
The HSBC BWF World Tour Finals was the perfect crescendo to a successful inaugural season of the newly-minted HSBC BWF World Tour. Players, entourage, corporate partners and fans eagerly awaited to see how the new-look season finale would unfold.

By the time the curtains fell, badminton’s most lucrative tournament – with US$1.5 million in prize money on offer – had received resounding approval, with plans for enhancing the next three editions already being considered.

The overwhelming success was not possible without the contributions of the Guangzhou Municipal People’s Government, the Guangzhou Sports Bureau, the Chinese Badminton Association and our corporate partners, especially our title sponsor, HSBC.

It was clear these key stakeholders shared BWF’s vision of growing the sport’s fanbase and stimulating participation among the next generation.

On the court, diverse storylines abounded: Would Tai Tzu Ying again prove too good for the next generation. Would Japan dominate women’s doubles as that nation had done in 2018? Would Kento Momota sign off his amazing year with the year-end crown? Would Shih Yu-ting, the World Championships and BWF World Tour Finals hero in 2018, come up big winners again?

More success was in store for China in the Finals, winning three titles, all of their blossoming partnership, Wang Yilyu/Huang Dongping forced into a decider against teammates, Wang Yilyu/Huang Dongping. The latter had toiled in the shadow of China’s Thomas Cup heroes Li Junhui and Liu Yuchen ending last year’s season final before finally savouring success on her fifth attempt.

The week was capped off with more home hero crowd delight, with China’s Thomas Cup heroes Li Junhui and Liu Yuchen ending last year’s season final before finally savouring success on her fifth attempt.

Broadcast hours of the HSBC BWF World Tour Finals 2018 increased significantly from 2017 Finals by 120.5% from 2017.

All those questions were answered as the title deciders unfolded at Tianhe Gymnasium.

In women’s singles, perennial runner-up Pusarla V. Sindhu finally ascended to the top of the podium at a major championship by beating one of her biggest rivals. The beantpole Indian toughed out an absorbing encounter against the relentless Nozomi Okuhara of Japan to savour women’s singles glory, 21-19 21-17.

There were fireworks from start to finish in mixed doubles with favourites Zhe Song Siwei/Huang Yaqiong forced into a decider against teammates, Wang Yilyu/Huang Dongping. The latter had toiled in the shadow of their stellar compatriots all season.

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**TOTAL BWF THOMAS & UBER CUP FINALS**

**Thailand delivers as debut Finals host**

The nation’s women’s team pulled off a huge upset by defeating China to reach the Uber Cup final.

Host Thailand rose to the occasion of staging the TOTAL BWF Thomas & Uber Cup Finals 2018 for the first time by producing an astounding performance to reach the finals of the Women’s World Team Championship.

Buoyed by strong home support in Bangkok, the Uber Cup squad delivered the most significant result of the tournament, defeating title holders China 3-2 in the semifinals. It meant that for the first time since their event debut in 1984, China failed to reach an Uber Cup final.

However, finals debutantes Thailand were no match for the clinical Japanese in the gold-medal decider, the top seeds prevailing 3-0. Akane Yamaguchi, Yuki Fukushima/Sayaka Hirota and Nozomi Okuhara all won their matches in straight games to secure Japan’s sixth title overall but their first in 37 years.

In the men’s tournament, China’s young generation came good to recapture the Thomas Cup six years after their nation last lifted the trophy. They beat Japan 3-1.

In Shi Yuqi and men’s doubles pair, Li Junhui and Liu Yuchen, China found their heroes after an early deficit in the final. Kento Momota, the star of Japan’s campaign, outclassed Chen Long in the opening duel before Zhang Nan/Liu Cheng made it 1-1 beating Takuto Inoue/Yuki Kaneko.

Shi won the crucial second singles to put China 2-1 ahead, Li and Liu showed tremendous grit under pressure, saving two match points against Keigo Sonoda and Yuta Watanabe to secure the Men’s World Team Championship.

The event proved truly memorable with the hosts showcasing innovative sports presentation, including video walls to introduce players and countdown animation that ensured audience engagement inside Impact Arena.

The action played out before excited fans who were thrilled to see some of the sport’s biggest names battling for their respective countries. Algeria had the distinction of making their debut in the Thomas Cup, being drawn with Denmark, Malaysia and Russia in Group D. Sixteen teams contested both the Thomas Cup and Uber Cup.

BWF would like to thank hosts the Badminton Association of Thailand, as well as title sponsor TOTAL and other corporate partners for collaborating on the presentation of another wonderful BWF Major Event which captivated fans globally.

![HEROES](image)

China won their 10th Thomas Cup title after being shut out of the final in the last two editions of the tournament.

Busanan Ongbamrungphan (pictured) produced back-to-back victories in the quarterfinals and semifinals to propel Thailand into their first Uber Cup final. The hosts won both ties 3-2.

**RESULTS**

**Thomas Cup**

**final standings**

1. China
2. Japan
3-4. Denmark, Indonesia
5/8. Korea, Chinese Taipei, France, Malaysia
9/12. Hong Kong, India, Russia, Thailand
13/16. Algeria, Australia, Canada, Germany

**Uber Cup**

**final standings**

1. Japan
2. Thailand
3-4. Korea, China
5/8. Canada, Chinese Taipei, Denmark, Indonesia
9/12. Hong Kong, India, Malaysia, Russia
13/16. Australia, France, Germany, Mauritius

**BROADCAST DATA**

**BROADCAST HOURS**

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<thead>
<tr>
<th>Hours</th>
<th>Minutes</th>
<th>Up from 2016 Finals</th>
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<td>3,084</td>
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<td>16%</td>
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**QI MEDIA VALUE (TV AND ONLINE STREAMING)**

**US$211 MILLION**

up 108% from 2016
Momota and Marin master the courts in Nanjing

Kento Momota was the polarising figure at the TOTAL BWF World Championships 2018, with a historic man’s singles victory that will long be remembered for the manner in which he achieved it, as well as for its context.

The 24-year-old returned to international competition in July 2017 following a 15-month ban, but it was only in February 2018 that he started competing at top flight.

In Nanjing, Momota was peerless, cruising to straight-games wins in the quarterfinals, semifinals and final. His demolition of China’s Shi Yuyi in the decider heralded the first man’s singles world championship from Japan.

Meanwhile, Shi stepped out of the shadows of elder compatriots Lin Dan and Chen Long. He beat both en route to silver, thus asserting himself as China’s men’s singles spearhead. Other headline were Brazil’s Ygor Coelho who stunned India’s HS Prannoy, and Malaysia’s Liew Daren who won bronze.

In women’s singles, Carolina Marin’s impressive display etched her name in the annals. The Spaniard became the first player to claim three world titles in the women’s solo category. Like Momota, the 25-year-old was untouchable, cutting down rivals with ruthless efficiency.

The Olympic champion arrived under the radar, with all the attention on the dominant Tai Tzu Ying (Chinese Taipei). Tai, however, suffered a dramatic quarterfinal loss to China’s He Bingjia. Marin needed three games to beat the Chinese in the semifinals, but against familiar rival Pusarla V Sindhu in the final, Marin rose to her deadly best. The Indian failed to capitalise on a first-game lead as Marin seized the ascendancy and her place in badminton history.

In doubles, home fans rejoiced as China reigned supreme in men’s doubles and the mixed discipline. The latter was expected with the strong partnership of Zheng Siwei and Huang Yaqiong seeing off all challengers, including their teammates Wang Yilyu and Huang Dongping in the final. For Zheng, the result was an upgrade from silver in 2017.

Li Junhui and Liu Yuchen claimed top honours in men’s doubles, ensuring a second gold for the hosts. Facing Takeshi Kamura and Keigo Sonoda of Japan, the Chinese unleashed their high-powered artillery to prevail in the final match of the championships. Top seeds Marcus Fernaldi Gideon and Kevin Sanjaya Sukamuljo (Indonesia) were upset by Kamura and Sonoda in the quarterfinals.

In women’s doubles, China – winners of that category every year except one (1995) since 1983 – were shut out of the medals. Based on performance, all four of Japan’s pairs were thought to have equal title chances. The all-Japan final featuring Mayu Matsumoto/Wakana Nagahara versus Kiki Fukushima/Sayaka Hirota proved the most riveting. Newcomers at elite level, Matsumoto/Nagahara exhibited nerves of steel, saving two match points before clinching the thriller; condemning Fukushima and Hirota to silver for the second straight year.

Finals day saw 12,000 spectators in attendance – one of the largest crowds at an international badminton event. In total, 49 Member Associations competed (191 men and 176 women). It was the first World Championships hosted in Nanjing and just the third in China since its inception in 1977 – the others being Beijing (1987) and Guangzhou (2013).

The BWF wishes to thank the Chinese Badminton Association, the Nanjing Municipal People’s Government, title sponsor TOTAL and all other corporate partners who contributed to the overwhelming success of the World Championships.
China shines brightest at the World Junior Championships

The shuttlers of the future were on display in Canada as the Chinese once more retained the Suhadinata Cup.

The BWF World Junior Championships returned to Canada for the first time since Richmond 2004, with Markham near Toronto staging the 20th edition. It was also the first World Junior Championships to be held in the Pan Am region in eight years – the last being in Guadalajara, Mexico, in 2010.

The event was seen to have multiple impacts, particularly in spurring long-term growth of badminton in Canada and the broader Pan Am region. Markham itself is seen as a nursery of Canadian badminton talent, with World Tour player Michelle Li hailing from the city.

The event was also an opportunity for BWF to roll out its Global Health Badminton Study, which is expected to throw light on the common vulnerabilities of badminton players, and to help them prepare better against future injuries. The study, initiated by the BWF Sport Science and Medical Research Commission, covered 285 players from 39 countries.

HOSTS AND PARTNERS

The mixed team and individual championships were conducted over a fortnight, and demonstrated the organisational skills and commitment of officials of Badminton Canada and its team of volunteers. A total of 38 teams entered the Mixed Team Championships, and 433 players from 46 countries competed in the individual competition.

China successfully navigated testy waters to claim their fifth successive Mixed Team Championships for the Suhadinata Cup. The come-from-behind 3-1 victory over Korea in the final gave China their 13th crown overall and their best-ever streak of title wins, bettering their four-title sequence from 2007 to 2010.

In the individual championships, Kunlavut Vitidsarn (Thailand) and Goh Jin Wei (Malaysia) won the men’s singles and women’s singles respectively. Goh achieved a remarkable double – both Youth Olympic Games Champion and BWF World Champion in the same year – a first for the sport.

China claimed two titles through Di Zijian/Wang Chang (men’s doubles) and Liu Xiaoxuan/Xia Yuting (women’s doubles), while Leo Rolly Carnando/Indah Cahya Sari Jamil won the all-Indonesian mixed doubles final.

Equipment major Li-Ning continued its support of badminton with its title sponsorship.

RESULTS

Men’s Singles
Gold: Kanhvit Vitidsarn (THA)
Silver: Kodai Naraoka (JPN)
Bronze: Li Shifeng (CHN), Lakshya Sen (IND)

Women’s Singles
Gold: Goh Jin Wei (MAS)
Silver: Line Christophersen (DEN)
Bronze: Wang Zhiyi (CHN), Yuan Wei (CHN)

Men’s Doubles
Gold: Di Zijian/Wang Chang (CHN)
Silver: Tan Peng Soon/Wong Chen (MYS)
Bronze: Lu Yang/Liu Yuchen (CHN), Thammeau Mateev/Wachirawit Chetpreechakul (THA)

Women’s Doubles
Gold: Liu Xiaoxuan/Xia Yuting (CHN)
Silver: Tio Pearly Koong/Ying Xuan Wu (MAS)
Bronze: Apakara Janthanes/ Siti Fadia Silviana Ramadhan (INA), Fabiana Durjaj/Kawasin/Kibbita Sugianto (INA)

Mixed Doubles
Gold: Leo Rolly Carnando/Indah Cahya Sari Jamil (INA)
Silver: Rohan Mudali/Kashyap/Siti Fadiah Silviana Ramadhan (INA), Fabiana Durjaj/Kawasin/Ribkih Sugianto (INA)

Broadcast Data

QI MEDIA VALUE (TV AND ONLINE STREAMING)

US$6.1 MILLION

<table>
<thead>
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<th>Markets reached</th>
<th>Number of broadcasters</th>
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<td>22</td>
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Para badminton broke new ground last year, as for the first time, all five continents hosted their respective continental championships. The year saw a phenomenal increase in the number of athletes taking part; the highest entries were at the Spanish Para badminton International and the Thailand Para badminton International with 203 and 195 competitors respectively.

Just as significant was the notable rise in the number of new players – 209 new players were classified and first-time competitors were seen from countries such as Cameroon, Czech Republic, Kenya, Faroe Islands, Fiji, Ghana, Greece, Mongolia, Portugal and Timor Leste.

In Asia, the most high-profile event was the Asian Para Games, which were held in Jakarta after the Asian Games. Other cities that hosted continental championships were:
- Kampala, Uganda (Africa)
- Rodez, France (Europe)
- Lima, Peru (Pan America)
- Geelong, Australia (Oceania)
- Melbourne, Australia (Oceania)

BWF continued to focus on development initiatives in Para badminton through its partnership with the Agitos Foundation, the development agency of the International Paralympic Committee. Agitos workshops were delivered to 48 new players, 60 coaches, 19 administrators and 10 national classifiers, from 41 Member Associations.

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- Kampala, Uganda (Africa)
- Rodez, France (Europe)

France’s Richard Perot, Guatemala’s Raul Anguiano and England’s Rachel Choong were selected as BWF’s Proud Paralympian Leaders to inspire and educate athletes on and off the court.

The three were selected by BWF and Agitos from among 13 applicants of eight countries. The leader training dealt with topics ranging from the Paralympic movement; athlete health and wellbeing; the pursuit of dual careers; ethics; human rights and working with the media.

Englishman Jack Shephard became the first Short Stature player to win the Male Para badminton Player of the Year, while Leani Ratri Oktila was the most successful Para badminton player among women with 13 gold and two silver and was named BWF Female Para badminton Player of the Year.
Goh Jin Wei (Malaysia) arrived in Buenos Aires as the title favourite, but having failed to dominate the junior circuit since her World Junior title in 2015, the pressure was on her. After a tough semifinal, Goh had her back to the wall in the final against China’s Wang Zhiyi, only to pull ahead at the very end, 16-21 21-13 21-19.

Lakshya Sen (India) was immensely popular with his teammates as he helped his team win the Mixed Team Relay event. He also reached the men’s singles final, but after a marathon semifinal, he struggled to match Li Shifeng in the title clash.

Li Shifeng (China, pictured) survived a close call in the quarterfinals against Ireland’s Nhat Nguyen before easing through his next two matches for the title. A 21-15 21-19 result in the final against Lakshya Sen gave Li the title, which he celebrated Chen Long-style, falling to the floor and weeping into the arms of his coach.

Members of Team Alpha, which eventually won the gold medal in a thrilling finish, said they had spent time together at team dinners during the week getting to know one another and cheering for each other while their teammates were on court. The Mixed Team Relay event therefore presented badminton as a sport that encourages friendship across nationalities and language barriers.

While the relay event focussed on camaraderie, the individual singles events were every bit as competitive as expected. Li Shifeng and Goh Jin Wei were crowned champions in men’s singles and women’s singles respectively. Japan’s Kodai Naraoka and Thailand’s Phittayaporn Chaiwan won the bronze medal play-offs.

The Mixed Team Relay event – the first time the format has been tried in international competition – was a showcase of skills, team strategy and camaraderie. Eight teams were picked through a draw, ensuring comparable strength based on world rankings. With each team consisting of players of various nationalities, the competition encouraged joint strategising and bonding.

Each tie was decided on a cumulative total of points scored over ten matches (two each of men’s singles, women’s singles, men’s doubles, women’s doubles and mixed doubles), with the winning point being 110 at the end of the tenth match. The first match was for 11 points, and each subsequent match started with the score of the previous one, with the winning points set for 22, 33, 44, 55, 66, 77, 88, 99 and, finally, 110.

Several ties ended in close finishes. Significantly, successful teams were those with better team communication.
Badminton heads east on the Road to Tokyo

World ranking tournaments in 2018 were important for players to position themselves for the start of the qualification period in 2019.

Tokyo will stage the Olympic and Paralympic Games for the second occasion, with the previous time being in 1964. Tokyo 2020 will be a special edition with Para badminton making its debut at the Paralympic Games.

In 2018, BWF finalised the last of the regulations related to the Tokyo 2020 Olympic and Paralympic Games qualification process. The ‘Road to Tokyo’ began in 2018, with all important world ranking tournaments a prime opportunity for athletes to position themselves for the start of the qualification period.

The Daihatsu Yonex Japan Open 2018 was also staged at the Tokyo 2020 Olympic badminton venue – Musashino Forest Sport Plaza – with local hero Kento Momota adding to his TOTAL BWF World Championships crown he had secured a month earlier.

Overall, it was a successful year for Japan, with their women winning their first World Women’s Team Championships in 37 years, as the host nation builds towards a strong showing at Tokyo 2020.

TOKYO 2020 PARALYMPIC GAMES

The past year saw some major announcements regarding Para badminton’s debut at the Paralympic Games. A total of 90 Para badminton players – 46 male and 44 female – will head to the Tokyo 2020 Paralympic Games, competing in 14 medal events: seven for males, six for females, and one mixed category (SL 3 – SU 5 Mixed Doubles). Para badminton qualifying began on 1 January 2019, with athletes having until 29 March 2020 to book their places for the historic showpiece. The Japan Para badminton International 2019 in November 2019 will be the official test event with the competition hosted in the Para badminton Competition venue Yoyogi National Stadium.

The debut in Tokyo is an important step towards the goal of badminton being part of the Paralympic Games long term. In January 2019, the IPC announced that badminton is included in the Paris 2024 Paralympic Games.

TOKYO 2020 OLYMPIC GAMES

The International Olympic Committee (IOC) approved BWF’s qualification criteria for participants of the Tokyo 2020 Olympic Games, with Monday 29 April 2019 marking the start of the qualification period which runs until Sunday 26 April 2020.

The BWF ranking lists of Tuesday 28 April 2020 will be used to determine the qualifiers.

All athletes must have played in a minimum of three tournaments in their respective category counting towards the world ranking lists during the Olympic qualifying period and be registered in the world ranking lists of 28 April 2020.
2018 brought exciting opportunities to further BWF’s presence in the digital sphere. Star performances on court, global television broadcast and fan engagement by athletes both courtside and through the digital space generated some impressive statistics for badminton in 2018.
The BWF continued working on establishing a digital identity to engage with new and existing audiences better, including enhancing and promoting its network of bespoke websites while also investing in a BWF app and data warehouse.

We also eagerly started work with Infront to evolve the perception of badminton on the global stage and drive engagement with athletes, fans and stakeholders.

“Last year was massive with the launch of a new World Tour consisting of 27 events, together with the BWF attracting such blue-chip global brands as HSBC and TOTAL. This represents a real endorsement for the sport,” said Managing Director of Infront Pan-Asia, Ian Mathie.

The BWF also maintained its relevance in the Chinese market, elevating its reach through WeChat, Weibo and Chinese language website.

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IAN MATHIE
MANAGING DIRECTOR,
INFRONT PAN-ASIA

BWF celebrates strong year of social media growth

BWF bucked the trend among fellow sports federations in 2018 with a healthy increase in its social media engagement rate from the previous year.

While Facebook interactions drastically declined for most Olympic sports federations from 2017 to 2018, the BWF was able to record a 55 per cent increase in its engagement rate from the previous year. We also ranked second among all federations for the most activity on Facebook with an average of 7.23 posts per day.

The @BWFScore Twitter account, the official tournament match-by-match score account of BWF, became the most active account of all Olympic sports federations, posting on average 20 tweets per day.

Our official @BWFMedia account was ranked seventh for most effective account, based on average number of retweets per tweet.

2018 BWF METRICS

- 101,729 Total followers (by Dec 31 2018)
- 591,835 Impressions
- 103,911,477 Average daily reach

- 29,309 Fan growth rate*
- 194,284 Fan growth rate*
- 350,542 Fan growth rate*

*Number of new followers/subscribers in 2018

FACEBOOK

- Interactions rate 0.15%
- Total interactions 1,536,541
- Posts per day 7.23
- Total posts 2,488

TWITTER

- Tweets per day 20
- Total tweets 6,827
- 2018 tweets 1,543
- Average number of retweets 91

BWF SOCIAL MEDIA ENGAGEMENT NUMBERS IN 2018
Tai Tzu Ying has been a contender for the BWF Female Player of the Year twice in succession. The world No.1 dominated the circuit, winning all the major tournaments – including the Asian Games – but faltered at the TOTAL BWF World Championships. Her success has been built through superior fitness which aided her naturally gifted game.

HAN CHENGKAI/ZHOU HAODONG (CHINA)

The young Chinese pair broke into the elite ranks, finishing the year ranked No. 8. Interestingly, they were the only team who troubled Gideon and Sukamuljo consistently, beating the world’s best at the China Open (Changzhou) and the French Open, after running them close at the World Championships. The BWF Most Promising Player of the Year award was recognition of how much they’d already accomplished in their fledgling career.
After coming together in late 2017, Huang Yaqiong and Zheng Siwei stormed to the top of the mixed doubles rankings, winning most of the major titles. They were the only players who enjoyed title success at both the World Championships and the Asian Games last year. Their winnability has much to do with Huang's abilities at the front, where she maintains an unplayable presence. Huang was duly recognised with the BWF Female Player of the Year award.

CAROLINA MARIN (SPAIN)
The Olympic champion had a slow start to the year, securing just one victory in the first six months of the season. But again, she peaked at the right time, storming to her third World Championships title – becoming the first women's singles player to do so – and following that with back-to-back titles in Japan and China.
GOH JIN WEI (MALAYSIA)

The Malaysian superbly handled the enormous pressure on her at the Youth Olympic Games and the World Junior Championships, winning both titles. She had some promising results at the senior level, recording victories over the likes of Sung Ji Hyun, He Bingjiao and Aya Ohori.

Tournaments played (Individual) 14
Tournaments won 2
Tournaments played (Individual, MD) 9
Matches won 58
Matches lost 6

MARCUS FERNALDI GIDEON/KEVIN SANJAYA SUKAMULJO (INDONESIA)

Marcus Fernaldi Gideon and Kevin Sanjaya Sukamuljo won the BWF Male Player of the Year award for the second successive year due to a stellar season that saw them claim eight World Tour titles and the Asian Games gold. The Indonesians were nearly unstoppable, winning three tournaments in a row at the start of the season before suffering their first loss. Their only disappointment was at the TOTAL BWF World Championships where they fell unexpectedly in the quarterfinals.
KENTO MOMOTA (JAPAN)

In his first full season after a 15-month ban, Kento Momota was sensational as he won seven major titles including the Asia Championships and the World Championships, as well as leading his country in the Thomas Cup final. From late March to August he ran up 32 victories with only one loss – in the Malaysia Open final to Lee Chang Wei.

<table>
<thead>
<tr>
<th>Tournaments played</th>
<th>Matches won</th>
<th>Matches lost</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>63</td>
<td>9</td>
</tr>
</tbody>
</table>

SUJIRAT POOKKHAM (THAILAND)

Pookkham dominated the women’s wheelchair events (WH 1), excelling in singles, women’s doubles and mixed doubles. She won a double at three events – Spain, Turkey and Thailand, finishing the year with a haul of six gold, two silver and two bronze medals.

<table>
<thead>
<tr>
<th>Tournaments played</th>
<th>Gold</th>
<th>Silver</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>6</td>
<td>2</td>
</tr>
</tbody>
</table>

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3. Fan Engagement
LEANI RATRI OKTILA
(INDONESIA)

Leani Ratri Oktila was the most successful Para badminton player (SL 4) among women with 13 gold and two silver and was named BWF Female Para badminton Player of the Year. Quite impressively, she won triple titles in singles, women’s doubles and mixed doubles at three events – in Dubai, Ireland and Thailand – and two gold and one silver at the Asian Games.

JACK SHEPHARD
(ENGLAND)

Englishman Jack Shephard became the first Short Stature player (S6) to win the Male Para badminton Player of the Year. The Englishman was phenomenally successful, winning 11 gold and one silver – including double titles at five tournaments.
4. Global Badminton Development

BWF’s global development programme continues to be implemented in partnership with the five Continental Confederations.
Shuttle Time extends its global reach

In 2012, BWF launched its Shuttle Time Schools Badminton Programme to provide opportunities for children of all ages to experience badminton for the first time.

BWF’s grassroots programme Shuttle Time continued its global expansion in 2018 with seven new Member Associations embracing the development initiative – Eritrea, Kyrgyzstan, Myanmar, Belgium, Moldova, Bolivia and Venezuela.

The BWF worked closely with its five continental confederations to increase access to badminton activities in countries not usually linked with badminton.

The programme provides children with a positive image of badminton through opportunities to have fun, engage with others and experience success.

Shuttle Time is being implemented by 135 Member Associations across the world – Africa (24); Asia (34); Europe (37); Oceania (12); and Pan America (28) – with resources available in 19 languages. Bengali, Nepalese and Dutch versions are also on the way.

Shuttle Time allows teachers with limited experience, to introduce badminton related skills, movements and tactics to pupils through a variety of enjoyable, safe and inclusive activities.

This learning is now supported by the Shuttle Time online module, also launched in 2018. These lessons allow participants to cover theoretical aspects of the Shuttle Time course in a fun and interactive way.

Once the online module has been completed, participants will be eligible to attend a reduced face-to-face course, which covers the practical elements of Shuttle Time.

The online component helps to:
- Familiarise users with badminton and the Shuttle Time programme
- Provide easy access to the theoretical aspects of Shuttle Time
- Reduce the requirement for participants to attend a full one-day Shuttle Time course, through the provision of blended online and face-to-face learning
- Present the content of Shuttle Time in a modern and interactive manner

FEATURED PROJECT
In October, BWF Shuttle Time joined forces with the Pan Am Badminton Confederation and the Argentinian Badminton Federation to conduct pre-Youth Olympic Games development activities in local schools.

Pupils from Buenos Aires experienced badminton for the first time, while physical education teachers were given training to become registered Shuttle Time instructors.

BWF also staged in-competition activities live at the Youth Olympic Games badminton venue at Tecnópolis Park. The activation was designed to inspire locals to look for opportunities to play badminton beyond their experience at Tecnópolis Park.

More than 5,000 people visited the badminton activation area across 10 days.

IOC President Thomas Bach, together with Poul-Erik Høyer, BWF President, visited the activation. They were very impressed by the set-up and the level of engagement by local youth.

This project during the YOG provided a great platform to support the promotion of the sport in Buenos Aires and beyond.
African Para badminton legacy project – Uganda 2018

BWF partnered with the AGITOS Foundation to deliver three days of Para badminton training activities in Uganda.

With Para badminton’s inclusion in the Tokyo 2020 and Paris 2024 Paralympic Games, the BWF increased its commitment to the development of Para badminton in 2018.

This was headlined by the African Para badminton Legacy Project, which was hailed as a catalyst for developing the sport across the continent.

The three-day programme, which included training for players and coaches as well as workshops for administrators and national classifiers, provided a comprehensive perspective of Para badminton for 40 participants from Cameroon, Ghana, Kenya, Nigeria and host nation, Uganda.

Project coordinator Simon Mugabe was thrilled to see the camaraderie among the group and their enthusiasm for the initiative, which was co-funded by the Badminton World Federation and the AGITOS Foundation, the development agency of the International Paralympic Committee.

“It’s wonderful to see these people with disabilities enjoying their lives because, in many cases, they have been left behind.

“Using badminton to bring people from different countries together has been great. First, they see they are not alone, in terms of having disabilities, and also that having a disability does not mean they cannot play and enjoy sport too,” he said. “This has been an eye-opener for many of the players who have come here, especially those who are quite new to badminton.”

Mugabe stressed the role of player entourage as a key factor in the future success of Para badminton in Africa.

“We have been trying to get more people into Para badminton. I think when the administrators and coaches who benefit from this project go back and implement programmes and spread the word, then other countries will come forward when they see how successful this has been.

“I am sure they will embrace Para badminton activities more.”

Meanwhile, tutor Ian Bridge lauded the “positive attitude which the players displayed throughout the three days”.

“I am sure they will embrace Para badminton activities more.”

“Most impressive was their ability to absorb the information and quickly put it into practice,” he said. “Over the three days, they have improved significantly in their standard of play and I look forward to hearing how they do in the tournament.”

During the year, the BWF also wrapped up the BWF-UN Badminton for All Project. Utilising Shuttle Time, the initiative aimed to increase sports participation and physical activity in developing nations, emphasizing the inclusion of persons with impairments.

More than 45 tutors and 1,111 teachers were trained in the fundamental skills to be able to teach the sport, with around 60,500 children, including those with disabilities, participating in valuable badminton workshops.

BWF President Poul-Erik Høyer said the initiative represented BWF’s vision of badminton as a global and inclusive sport for all.

“The Badminton For All Project has provided support to nine developing countries from the African region,” Høyer said. “The project has empowered these nine countries with the resources, equipment, and training needed to engage children with physical and intellectual disabilities in sport, through badminton.”

SIMON MUGABE
CEO UGANDA BADMINTON ASSOCIATION

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“Most impressive was their ability to absorb the information and quickly put it into practice.”

IAN BRIDGE
TUTOR
Developing our coaching workforce

The BWF provides innovative opportunities for coaches to develop their knowledge and skills, through short- and long-term educational programmes.

The BWF World Coaching Conference 2018 was conducted at Hilton Toronto Markham Suites and Markham Pan Am Venue on 16-17 November 2018.

The programme coincided with the Li-Ning BWF World Junior Championships 2018 and aimed at giving national and international coaches an opportunity to access the most up-to-date coaching methods and practices.

BWF’s goal is to have well-informed, educated and talented coaches throughout the badminton system.

With that in mind, the agenda of the conference covered a wide range of interesting items and provided an opportunity for participants to update their knowledge and explore innovations in our sport.

It also offered an opportunity to network with many experts from the world of badminton, sport science and global sport.

Former Danish national coach Kenneth Larsen was one such expert and talked about the deficiencies of repetitive training, and the importance of training players to make choices, and the concept of split vision.

“I want to help people develop independence, reflective skills and self-esteem. That is about trying to implement a dialogue based on questions, where they try to come up with answers themselves,” Larsen said.

“It’s not about learning every situation, but being aware, and then it’s almost automatic. The big thing is the process of reflection, that they’re able to handle situations, without panicking or being afraid.”

The BWF also participated in the 6th World Congress of Racket Sport Science held in Bangkok, Thailand on 25-26 May.

It was jointly organised by the Badminton Association of Thailand, Mahidol University and Badminton World Federation, and supported by the International Tennis Federation and the International Table Tennis Federation.

The congress provided a forum for participants to update their knowledge and explore innovations in sport science which substantially influence the present and future of competitive racket sports. It also offered a platform for networking, providing 150 participants from over 30 countries with the opportunity to interact with leading scientists, researchers, and other innovators in this field.

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LAUNCH OF BWF COACH LEVEL 3

The year also saw the long-awaited launch of Coach Education Level 3. Two pilot programmes were held, one in Malaysia and one in Denmark, with the aim of testing the course in different badminton contexts.

During the course, the high-level coaches explored how to successfully work within their countries’ player pathway systems to contribute to the overall development of the national badminton structure.

They also examined the unique demands of working with elite badminton players and how coaches can best face these challenges. Following the final adaptations based on these two experiences, the Level 3 Coach Education manual will be published in 2019.
During 2018, the BWF Sport Science and Medical Research Commission had a particular interest in research connected to the health benefits of badminton and injury prevention.

The prevention and management of injuries has been a long-running concern for badminton players.

BWF’s Global Health Badminton Study, which was rolled out at the World Junior Championships in November, is expected to throw light on the common vulnerabilities of badminton players, and help them prepare better against the future possibility of injuries.

The study covered 285 players from 39 countries, with players physically assessed on various parameters after filling out a questionnaire on aspects of their playing history and fitness routine.

The aim was to gather information about their injury experiences during their sporting career and to investigate if certain risk factors are associated with previous and present injuries. The data collected will be used to guide and direct future athlete health and injury prevention initiatives and to support the long-term health and fitness of elite badminton players.

The BWF also invested resources in examining how a number of factors influence the way in which badminton and physical activity impacts upon health in different populations.

A study conducted by Coventry University in the UK demonstrated that BWF’s Shuttle Time programme has direct positive effects on BMI in children, as well as improved motor skills and cognitive function.

Research also showed that taking part in badminton activities helps to maintain healthy weight in individuals.

**2018 RESEARCH GRANTS (CONNECTED TO HEALTH AND INJURY PREVENTION)**

**INSTITUTION**

- Ningbo University
- University of Bath
- Brunel University London
- Badminton Federation of Castilla-La Mancha
- Institute Technology Bandung
- Ruhr-University Bochum
- Copenhagen University Hospital
- Abu Dhabi Hospital
- Coventry University
- Loughborough University
- Moscow Helmholtz Research Institute of Eye Diseases

**RESEARCH FOCUS**

- Investigation of knee joint loadings: a subject-specific musculoskeletal and finite element analysis
- Investigating the benefits in performance under pressure, mental health and psychological well-being
- Psychological Predictors of Injuries in Badminton
- Analysis of the geometry between the dominant and non-dominant limbs
- Back Pain Probability Analysis of Badminton
- Player loading Kinematic and Kinetics Analysis
- External and internal loads in elite badminton competition and training drills
- Biomechanical study to reduce risk of Achilles tendon injuries
- Badminton impact on individuals with diabetes conditions
- The impact of the BWF Shuttle Time intervention on body mass index and motor competence in children
- Optimum performance in the badminton jump smash
- Badminton against myopia project

**WATCH ONLINE**

- Watch Here: https://www.youtube.com/watch?v=xSkV1wiyBMs&t=1s
CAPACITY BUILDING – CCHR

BWF Support for Continental Development

BWF’s capacity building initiative got underway in 2018 with the recruitment of staff for continental confederations.

In 2018, the BWF Council approved an investment of US$6 million over six years to the five Continental Confederations (CCs) under its Continental Confederation Human Resource Support Programme (CCHR). The fund was set up to support the global implementation of the BWF 2016-2020 Strategic Plan and beyond by increasing the capacity of the Continental Confederations to deliver regionally.

THE PROGRAMME IS DESIGNED TO:

- Support capacity building of Member Associations to promote sustainability of projects
- Ensure effective use of and return on BWF investments
- Promote increased regional participation and quality of international events
- Promote member participation in regional projects through better communication

The fund will be disbursed in a phased manner and is primarily intended for human resource in the CCs so as to provide better support to BWF Member Associations. The first phase of funding began in 2018 with the appointment of nine new staff in Asia, Europe, Oceania and Pan America, covering a range of areas including Development, Administration, Events and Communications.

CCs were required to demonstrate how the new appointments would positively impact membership development and capacity.

“We will be better able to service our members, many of which are less developed and require a very hands-on approach from the CC.”

GERALDINE BROWN
BADMINTON OCEANIA PRESIDENT

“The CCHR Programme will help in more equitable development of badminton around the world,” said BWF Secretary General Thomas Lund.

“Each Continental Confederation faces different challenges in developing the sport. With investment in adequate human resources, the CCs can handle these challenges on a long-term basis.”

The initiative was welcomed by the confederations, with Oceania and Africa optimistic that the investment in human resources would energise the development of the sport in their regions.

“‘The new employees will mean a lot for Oceania. We will be better able to service our members, many of which are less developed and require a very hands-on approach from the CC,” said Geraldine Brown, President of Badminton Oceania. “As well as this, most of our members rely on volunteers to manage our sport, which requires a great deal of assistance from Oceania staff.

“The skills of the new employees will enable some of the CEO’s time to be freed up, enabling her to have a more strategic focus, seek more sponsorship and funding opportunities, and generally raise the profile of our sport in the Oceania region.”

Michel Bau, President of the Badminton Confederation of Africa, added: “With the increase in the number of activities and the programmes at CC level which require adequate human resources, Africa welcomes BWF’s initiative to assist the CCs in increasing their HR capacity.

“This enables us to better serve our Member Associations in providing high quality programmes for the betterment of our sport at all levels.”

MICHEL BAU
BADMINTON CONFEDERATION OF AFRICA PRESIDENT
Collaborating with a range of organisations to deliver badminton for all

BWF works with a range of organisations to deliver development programmes to support its vision of giving every child a chance to play for life.

A large part of the BWF development programmes are planned and delivered by the five Continental Confederations, however from time to time, BWF works with other organisations to partner with them to deliver badminton programmes to achieve shared goals.

In 2018, the BWF continued to build its relationship with Special Olympics International and the United Nations, with a goal to ensure that badminton can be enjoyed by everyone globally.

SPECIAL OLYMPICS

Courses were successfully delivered to train Shuttle Time Tutors and Teachers in Singapore, USA and Fiji, with more than 80 participants trained. These tutors and teachers then utilise their badminton skills and knowledge to train others and to deliver badminton programmes in their communities.

The BWF and Special Olympics International are working together to develop a global badminton development strategy, which will cover a number of areas including participation, events and competitions, partnerships and communication at a global, regional and national level.

UNHCR

The BWF, through its partnership with UNHCR (the UN Refugee Agency), along with the Lebanese Badminton Federation delivered a training course in the Bekka region of Lebanon. Phase one commenced 29-30 December, 2018, with BWF staging a two-day Shuttle Time Training Course in Majdel Anjar, Lebanon. Around 20 Syrian male and female refugee youth workers participated in the training exercise, designed to equip them with the fundamental skills to be able to teach the sport.

UNHCR

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“...the federation is committed to promoting and supporting humanitarian and social development initiatives. Badminton can be played everywhere, indoors or outdoors, and as such we see this project as a great opportunity to provide access to fun activities for these refugee children. At the end of the day, we want every child to have a racket in their hand and to have fun.”

POUL-ERIK HØYER
BWF PRESIDENT
5. Sport Integrity – Clean and Fair Competition

Continuing our focus on strengthening the systems and structures to protect the integrity of badminton and to ensure clean and fair competitions.
BWF’s Integrity Unit leads effort to ensure clean and fair competitions

The Integrity Unit continued to focus on sport integrity in 2018 through its anti-doping and anti-match manipulation programmes.

This operational unit of the BWF focuses on three main areas of activity – 1) education and awareness, 2) monitoring and information gathering and 3) investigations.

1. EDUCATION AND AWARENESS
   THE MAIN GOAL IS PREVENTION

Athletes and the entourage (coaches, trainers, and other athlete support personnel) are the main target groups. The “I am badminton” awareness campaign, integrity activations on site at tournaments, online learning, and face-to-face workshops were all part of the programme for 2018. Major outcomes included:

- Upgraded content on the BWF website.
- Eight activations at badminton and Para badminton tournaments – focus on youth.
- Promotion of e-learning platforms ADeL (WADA) and Athlete 365 (IOC).
- Two days of workshops in Kuala Lumpur in October for Member Associations – Malaysia, Thailand, India, Indonesia.
- Two days of workshops hosted by INTERPOL, the IOC and UNODC (United Nations Office on Drugs and Crime).

2. MONITORING AND INFORMATION GATHERING
   THE MAIN GOAL IS DETERRENCE

Through its partnership with Genius Sports, the Integrity Unit continued to monitor betting patterns to identify irregular and suspicious activity that could indicate match manipulation.

In the area of anti-doping, BWF continued its risk-based testing programme collecting urine and blood samples. BWF’s intelligence-led analysis continued through its partnership with the Athlete Passport Management Unit (APMU) in Oslo.

The BWF also gathers information through integrity interviews with players and coaches, and through the collection of both athlete injury records and player training and competition programmes. BWF also has a system for people to report suspect behaviour related to doping and match manipulation.

3. INVESTIGATIONS
   THE MAIN GOAL IS TO COLLECT FACTS AND EVIDENCE FOR INTEGRITY CASES

The large body of information received through the monitoring programmes described above is analysed and intelligence is used to guide investigations of possible doping, betting, match manipulation and other forms of corrupt behaviour.

In instances of suspected corruption, a case file is prepared and passed on to the Referral Officer, an independent legal expert who reviews the case material and decides whether it should be referred to an Ethics Hearing Panel.

In 2018, one sport integrity case was managed through this process and successfully prosecuted, with the individuals receiving significant periods of ineligibility for match manipulation.

"Having an intelligent and proportionate anti-doping testing programme is an essential factor for deterrence."
THOMAS LUND
BWF SECRETARY GENERAL

ANTI-DOPING TESTING STATISTICS 2018

<table>
<thead>
<tr>
<th>Test Type</th>
<th>Total</th>
<th>Out of Competition</th>
<th>In Competition</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL URINE</td>
<td>1286</td>
<td>708</td>
<td>578</td>
</tr>
<tr>
<td>TOTAL BLOOD</td>
<td>3216</td>
<td>216 (+ 99 ABP)</td>
<td>3051</td>
</tr>
</tbody>
</table>

55% male
45% female

The Integrity Unit leads effort to ensure clean and fair competitions. Education and awareness, monitoring athlete behaviour and initiating investigations are core focuses for the unit.
In early October 2018, the BWF Integrity Unit hosted two days of workshops in Kuala Lumpur for Member Associations from Malaysia, Thailand, Indonesia and India. The main aim was to build awareness and the capacity of those national federations to ensure they have the systems and structures in place to deal with sport integrity issues at a national level.

The starting point for the workshops was that “every athlete has the right to compete in clean and fair sport” and that doping, match manipulation, illegal betting and other forms of corruption are threats to sport.

BWF and its membership have a duty to protect the rights of clean and honest athletes and to provide the best possible environments for athletes to compete in.

The workshops in Kuala Lumpur were followed by a two-day multi-stakeholder workshop hosted by INTERPOL, IOC and United Nations Office on Drugs and Crime (UNODC).

FOUR PILLARS

At a national level, Member Associations have the responsibility to protect the integrity of badminton and the integrity of matches and competitions.

The workshops in Kuala Lumpur focused on four pillars with the athletes and the entourage at the centre of this. This model was used to review what each Member Association had in place and what they needed to do to build capacity at a national level.

- **Education / Awareness:** This is about prevention and making sure athletes have good sports values and the right information to make good choices.

- **Rules Systems:** Member Associations can reference the BWF regulations on anti-doping and anti-match manipulation. However, Member Associations need to look at the scope of regulations to ensure these can apply to national competitions and leagues under their jurisdiction.

- **Monitoring & Investigations:** This is about deterrence. This involves working with NADOs to run national anti-doping testing programmes. It is also about having systems and structures in place to gather information about players from reports of alleged corrupt behaviour and to initiate ‘fact finding’ around suspicious match play.

- **Judicial Processes:** This is about having clear processes which are transparent and fair and which are documented in regulations. Ideally independent and external experts should be part of panels to judge allegations when a case is brought forward. There must also be the possibility to appeal the decision.

BWF’s role is to provide leadership in these areas and encourage national federations to build capacity around these four pillars.

BWF and the entire badminton community have a responsibility to protect our sport and to protect the right of all athletes to compete in clean and fair sport – sport without doping, and competitions that are free from manipulation.
The awareness campaign focuses on the overwhelming majority of players who are proud to compete clean and honest. This could be seen in practice as athletes signed their continuing commitment to solid sports values such as teamwork, dedication, respect, fair play, courage, commitment and excellence in everything they do.

The in-venue activations completed at eight tournaments across five continental regions helped get across key values in sport through a range of activities for athletes and the entourage.

Collaboration with other organisations is key. In September 2018, BWF and Japan Anti-Doping Agency (JADA) continued their collaboration through JADA’s outreach campaign for players, the entourage and other badminton personnel.

At the Japan Para badminton International 2018, another highly successful “i am badminton” x “PLAY TRUE 2020” programme was implemented with 59 athletes and support staff from 12 countries taking part. JADA held a similar initiative at the DAIKATSU YONEX Japan Open 2018. BWF Athletes’ Commission member, Shintaro Ikeda, led the athlete engagement at both tournaments.

Activations were held at these international competitions:
1. E-Plus Badminton Asia Team Championships 2018, Alor Star, Malaysia
2. All Africa Men’s and Women’s Team Championships 2018, Algiers, Algeria
3. VICTOR Oceania Team Championships 2018, Hamilton, New Zealand
4. Dubai Para-Badminton International 2018, Dubai, UAE
5. Uganda Para-Badminton International 2018, Kampala, Uganda
6. Japan Para-Badminton International 2018, Tokyo, Japan
8. Li-Ning BWF World Junior Championships 2018, Markham, Canada
BWF’s financial position in the medium term looks positive with new commercial partnerships starting and existing ones extended in 2018. Prudent spending against budget and better-than-expected results from media rights in 2017 meant a strong outcome at the end of the financial year 2018.
OVERALL RESULTS

Positive year-end result

Significant value of BWF event properties and prudent spending enhances BWF’s financial position.

This was the first year of the HSBC BWF World Tour and a year in which we consolidated and extended our commercial and media rights partnerships. Overall there was a very good financial result for the year, partly due to additional income from the BWF Major Championships related to media and commercial rights income.

The actual performance for the year compared favourably against the budget.

The BWF in its 2018 budget expected a deficit of US$7.05 million however the final result was a surplus of US$4.69 million.

The differences between budget and actual was largely due to:

- higher than expected commercial and media revenues on BWF Major Championships;
- last tranche of the 2017 media revenue of BWF Major Championships;
- prudent spending in each of the major areas of activity.

HIGHLIGHTS 2018

- The Finance Committee continued its oversight role of the financial control systems, accounting and reporting functions, audit processes and investments policy.
- Total gross income for the year was US$29,943,319 which included a better than expected result from the end of the IMG relationship.
- Prudent spending against the budget resulted in a total expenditure for the year was US$25,526,914.
- Surplus for the year after tax was US$4,416.4 million.
- The above meant a reserve carried forward as at 31 December 2018 of US$41.64 million.

EXPENDITURE

During the past year, BWF continued to support and invest in a number of major areas of our work and these related to:

- Investment in development – USD$3.88 million in programmes with the five Continental Confederations.
- Human resources – allocated $6 million over the next six years to increase the Confederations capacity to deliver more programmes to Members.
- Investment in events – including travel grants for participants to the BWF World Junior Championships and the instant Review System;
- Support for Members to participate in the annual Members Forum and AGM;
- BWF’s new digital platforms – new investments in IT projects included a mobile app, a data warehouse as well as improving our suite of websites on our platform to ensure positive user journeys for our fans and stakeholders.
- Integrity Unit – enhancing the resources to ensure the unit has the capacity to monitor and investigate suspicious behaviour.

CURRENCY FLUCTUATIONS

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

FORECAST

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

AUDITOR

The AGM in 2017 confirmed the re-appointment of BDO PLT as the auditor for the current financial year.

STATEMENT OF COUNCIL’S RESPONSIBILITIES

For each financial year, the BWF constitution requires the financial statements, which give a true and fair view of the financial position of the BWF and of its financial performance and cash flows for that period, to be prepared.

In preparing those financial statements, the Council has:

- selected suitable accounting policies and apply them consistently;
- made judgements and estimates that are reasonable and prudent;
- stated whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepared the financial statements on the basis that the BWF shall not be dissolved.

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

The following two pages from the BWF Audited Financial Statements for Year Ended 31 December 2018 provide the essential overview of the accounts.

The full Audited Financial Statements are available for download from the BWF corporate website: www.bwfcorporate.com/about/annualreports/
**Statement of profit or loss and other comprehensive income for the financial year ended 31 December 2018:**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BWF tournaments and open events</td>
<td>29,368,981</td>
<td>22,856,234</td>
</tr>
<tr>
<td>Olympic development grants</td>
<td>79,830</td>
<td>89,126</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>228,000</td>
<td>224,400</td>
</tr>
<tr>
<td>International Paralympic Committee (&quot;IPC&quot;) sport grants</td>
<td>93,560</td>
<td>26,116</td>
</tr>
<tr>
<td>Other income</td>
<td>172,948</td>
<td>259,447</td>
</tr>
<tr>
<td><strong>TOTAL GROSS INCOME</strong></td>
<td>29,943,319</td>
<td>23,455,323</td>
</tr>
</tbody>
</table>

| **EXPENDITURE**          |        |        |
| Events                   |        |        |
| BWF tournaments and open events | 14,343,238 | 10,167,013 |
| Development              |        |        |
| Continental grants       | 3,871,117 | 3,531,407 |
| Continental Confederation workshop | 47,236  | 40,755  |
| Educational activities    | 287,674  | 219,018 |
| Other development activities | 583,037  | 496,112 |
| Para badminton development | 259,718  | 172,472 |
| **TOTAL**                | 5,048,782 | 4,459,764 |

- International Olympic Committee & International Relations: 8,622 158
- Marketing: 130,055 271,996
- Communication: 366,180 83,138
- Administration: 203,098 9,858
- Integrity: 727,016 472,036
- Representation / Ad-hoc Meeting Committee, Commission and Staff Travel: 275,402 290,585

**OPERATING SURPLUS**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain on disposal of equipment</td>
<td>-</td>
<td>951</td>
</tr>
<tr>
<td>Interest income</td>
<td>363,958</td>
<td>125,256</td>
</tr>
<tr>
<td>Late payment interest</td>
<td>846</td>
<td>-</td>
</tr>
<tr>
<td>Net unrealised gain in currency exchange</td>
<td>-</td>
<td>59,888</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>364,804</td>
<td>186,075</td>
</tr>
</tbody>
</table>

**SURPLUS BEFORE TAXATION**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain on disposal of equipment</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>364,804</td>
<td>186,075</td>
</tr>
</tbody>
</table>

**Statement of financial position as at 31 December 2018:**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current asset</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>79,798</td>
<td>140,603</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>12,836,316</td>
<td>1,942,805</td>
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<tr>
<td>Cash and bank balances</td>
<td>35,259,061</td>
<td>40,893,745</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>48,175,175</td>
<td>42,836,550</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funds and Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td>41,636,599</td>
<td>36,973,411</td>
</tr>
<tr>
<td>F S Coaching fund</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>World Junior Championships fund</td>
<td>317,966</td>
<td>317,966</td>
</tr>
<tr>
<td>Dr. Kang Young Joong’s fund</td>
<td>208,818</td>
<td>239,783</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS AND LIABILITIES</strong></td>
<td>42,175,175</td>
<td>42,977,153</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General and Administrative Expenses</strong></td>
<td>3,006,808</td>
<td>2,721,929</td>
</tr>
<tr>
<td>Professional and Other Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>78,270</td>
<td>87,429</td>
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<tr>
<td>Legal and professional charges</td>
<td>14,365</td>
<td>58,560</td>
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<tr>
<td>Audit fee</td>
<td>24,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Bad debts written off</td>
<td>17,875</td>
<td>6,275</td>
</tr>
<tr>
<td>Depreciation on equipment</td>
<td>78,324</td>
<td>80,769</td>
</tr>
<tr>
<td>Impairment loss on trade receivables</td>
<td>201,892</td>
<td>395,432</td>
</tr>
<tr>
<td>Net unrealised losses in currency exchange</td>
<td>47,395</td>
<td>-</td>
</tr>
</tbody>
</table>