

ANNUAL REPORT



Order Papers and Agenda
2026 Annual Delegates' Meeting
Reports and Financial Statements

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The past year has been an important one for Badminton Europe, marked by continued progress both on and off the court. From international tournaments and athlete development to partnerships and organisational growth, this report highlights the key moments that have shaped our season. Badminton Europe continues to build on its mission of developing and promoting badminton throughout Europe.

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STRUCTURE

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INSIDE THIS CHAPTER

In this chapter, we outline the foundational framework that supports Badminton Europe's operations and strategic initiatives in 2025. We introduce the Board of Directors, whose leadership guides our vision; the European BWF Council Members, who represent our region on the global stage; the dedicated Office Staff, who manage our day-to-day functions; and the various Committees, Commissions and Working Group, whose specialized focus drives key projects and decisions. Together, these elements form the backbone of our organization, fostering growth and excellence in European badminton.

BEC BOARD OF DIRECTORS 2025



Former Board of Directors members

Director and European BWF Vice-President: Richard Vaughan (Until March 2025)

Chair of Athletes' Commission: Kai Schäfer (Until April 2025)

EUROPEAN BWF COUNCIL MEMBERS



Former European BWF Council members

President: Poul-Erik Høyer (Until April 2025)

Vice-President Europe: Richard Vaughan (Until April 2025)

Vice-President Para Badminton: Paul Kurzo (Until April 2025)

Chair of Development & Sport For All Committee:
David Cabello (Until April 2025)

Member: Ella Diehl (Until April 2025)



OFFICE STAFF



Former BEC Staff

Finance and Administration Manager:
Andreja Turk (Until March 2025)

Events Officer:
Rafal Glinicki (Until June 2025)

HPC Coach:
Mikkel Mikkelsen (Until June 2025)

COMMITTEES, COMMISSIONS AND WORKING GROUPS 2025

Business Committee	Development Committee	Events Committee	Governance Committee	International Committee	Technical Officials (Commission)
Robbert de Kock	Viktoria Tsvetanova	Renna Unt	Andrej Pohar	Peter Emptage	Sven Serré
Andrej Pohar	Radomir Jovović	Radomir Jovović	Robbert de Kock	Robbert de Kock	Iris Metspalu
Renna Unt	Mario Carulla Schultz	Jean-Marc Serfaty	Viktoria Tsvetanova	Radomir Jovović	Jylien Nys
Peter Emptage	Jean-Marc Serfaty	Peter Emptage	Sven Serré	Andrej Pohar	
Mario Carulla Schultz	Sylvain Benain	Mario Carulla Schultz	Rémon Verbeek	Viktoria Tsvetanova	
			Brian Agerbak	Sylvain Benain	
			Sylvain Benain		
			Renna Unt		
			Jean-Marc Serfaty		

Athletes' Commission

Selena Piek
Stefani Stoeva
Samuel Jones
Krysten Coombs

The following are ex-officio members of committees: Sven Serré, Rémon Verbeek, Selena Piek, Brian Agerbak and Kai Schäfer (Until April 2025).

Sustainability Working Group	Para Badminton Working Group	History Working Group	High Performance Working Group
Sylvain Benain	Radomir Jovović	João Matos	Viktoria Tsvetanova
Rémon Verbeek	Krysten Coombs	Torsten Berg	Anu Nieminen
Renna Unt	Sylvain Benain	Gisela Hoffmann	Werner Augsburg
Pernille Karholt		Derek Batchelor	Sebastian Brueckner
		Jadwiga Ślawska Szalewicz	Jon Austin
			Petr Martinec

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REPORTS

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INSIDE THIS CHAPTER

This chapter offers a comprehensive overview of badminton's key developments in 2025, covering strategic progress, financial performance, player representation, event highlights, governance improvements, and international collaborations. It reflects on significant achievements across various areas of the sport, including efforts to enhance athlete support, expand grassroots development, and strengthen badminton's global presence. The reports also outline future goals and initiatives aimed at ensuring continued growth, innovation, and success in the years to come.

PRESIDENT'S REVIEW

2.1 ORDER PAPER ITEM

Dear Members,

Dear Badminton Friends,

The year 2025 marked the start of the new strategic cycle 2025 – 2028. With this, a number of new projects were starting up, all linked to our mission, vision and values. These projects are certainly important and now was the time to make it happen! Do you remember our vision or the acronym GLUE?

It means Grow, Lead, Unite, Excite – badminton in Europe.

Or do you still remember our mission? Four main missions were defined:

- Grow the sport of badminton in Europe in terms of exposure, fan base, commercial revenues, participation and performance.
- Lead, govern, facilitate and support badminton federations in Europe and show leadership to inspire and connect these federations.
- Unite the European badminton community.
- Excite and entertain sports fans to improve the image of badminton.

Well, in 2025 we got off to a flying start.

GROW LEAD UNITE EXCITE

GROW

We grew our sport within Europe. We renewed our streaming platform contract with Sportradar and will cover up to 30 tournaments, mostly from our Elite Circuit, which is an increase of 20%.

Our television contract was outsourced to BWF starting from the first major Championships in February, the European Mixed Team Championships in Baku, Azerbaijan. These Championships were broadcasted in more than 25 countries worldwide! Baku also hosted the first ever European Air Badminton Championships in September. Another step to expose and grow our sport.

Same goes for the European Championships in Horsens, Denmark. Sold out for 4 days, broadcast worldwide and with a fantastic high organisation level. Great Championships for our fan base!

“

We grew our sport within Europe. We renewed our streaming platform contract with Sportradar and will cover up to 30 tournaments, mostly from our Elite Circuit, which is an increase of 20%.

SVEN SERRÉ
President of Badminton Europe

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Also, with development we started up our major 'growth' project with Team Europe. Even if the winter edition in February was cancelled, the summer edition for our U15-U17 and U19 in Vejen, Denmark was a great success. At the same time our European U19 Junior Champions had an eye-opening training camp in Bangkok, Thailand. I sincerely hope those camps will attract more and more players and that our 'big' badminton nations will join step by step to increase even more the quality of play of our future champions to be more competitive at world level! The year ended for our youth players with the European U17 Championships in Tenerife, Spain. Thank you FESBA for having committed to organise these Championships in difficult times.

And we continue to look at exposure. Faroe Islands was able to secure badminton within the Island Games in 2027 and Luxembourg within the Games of the Small States in 2029. And last but not least, badminton has been, after a huge lobbying campaign, inducted as a core sport at the Mediterranean Games. The next editions will take place in Taranto, Italy (2026) and in Pristina, Kosovo (2030).

LEAD, GOVERN, FACILITATE AND SUPPORT

We organised 2 important consultation rounds in 2025 to show leadership and facilitation. The first one connected to the BWF World Tour organisers and the second one regarding our Governance Review.

The economic landscape for badminton in Europe is not always favorable, so maintaining our major events at World and European level is paramount. I'm proud Europe will have an additional WT1000 with the All England and Denmark Open, but also an additional WT 500 with the Arctic Open and the German Open and the Netherlands with a WT 100 as newcomer in the World Tour.

The consultation meetings for the governance review were started on the 11th November, which also marked the end of the First World War. But this consultation didn't go the way of a war, it resulted in very cooperative and constructive meetings looking into a thorough, modern and inspiring change. The final result will be known at the BEC ADM in Horsens.

Support programs like the Member Cooperation Programme and the Para Badminton Kick-Start project were launched. Also, local projects were very popular and inspiring. The idea for a European

Senior Circuit was activated and for the 2026 edition, 10 Members will be hosting Senior Tournaments.

Also outside Europe, we continued to align our views with the other Continents and BWF. Every year our staff and our senior leadership are convened to Kuala Lumpur to discuss and implement the ongoing or new projects. The better you know each other, the better and smoother the projects should go. Also with the European Olympic Committees, the European University Sports Association and the Special Olympics, meetings at operational staff level and strategic leadership level were held, from Italy, over Madrid to Brussels.

Finally, the European Para Badminton Championships in Istanbul, Türkiye were outstanding. The Turkish organisers performed at high level for a first major event since long time. The same goes for North-Macedonia who hosted the European Youth Olympic Festival. In extreme hot conditions they made it happen and delivered a wonderful event. Thank you so much.

UNITE

A continued effort is to unite the European badminton community. Town hall meetings seem to be popular with more than 50 participants. The aim of getting our members closer to what BEC is doing, works well and I hope it is appreciated! And as those town hall meetings have mainly a bridging effect, the main coming together is still our Congress.

The Serbian Badminton Federation made an exceptional effort to host us in Belgrade. Top level service and a goosebumps Awards ceremony with our former BEC President, BWF President and first European Olympic Champion, Poul-Erik Høyer, being inducted to the Hall of Fame, finally I would say!

On top of the town halls and the Congress, also 3 members had anniversaries. Congratulations again to Badminton Malta for their 55 years anniversary, Hungary for the 50 years of the Hungarian International Badminton Championships and Switzerland for the 35 years of the Yonex Swiss Open.



EXCITE AND ENTERTAIN

We are also in the entertainment business, and I am pleased with the new look and feel of the new BEC website. Simultaneously, we have been building a new app to replace the old one. Time-consuming projects but it is important with such facelifts to mark the growth and innovation of the organisation.

Data integration is important and I am glad that the website and app have integrated our livestreaming, live score as well as general results services. If you want to learn about European Badminton the tools are much improved to keep the audience up to speed.

We have been working intensely on a new Tournament Management System. It has been coming for a long time, but we have made serious strides in the last year. Once this is brought to the market, we must ensure an exceptional but still stable solution which will make organising tournaments much easier.

I am also excited to see the content we are creating on our Social Media Channels. The number of followers is growing steadily but the engagement is exceeding our projections.

CLOSING

A big thank you to all volunteers, to all organisers of Major Championships, Circuit Tournaments, youth tournaments, qualifiers or hosts of BEC activities, our BEC Congress organisers and BoD hosts, our umpires, referees, line judges, staff and BEC Board for your energy and time spend to grow, lead, unite and excite our European Badminton.

Together strong!



GENERAL SECRETARY'S REPORT

2.2 ORDER PAPER ITEM

INTRODUCTION

2025 was an important year for Badminton Europe. It marked the first year of the implementation of the Strategic Plan 2025-2028 and, as such, was a year of alignment, consolidation, and forward-looking progress. Across the office and organisation, the focus was on translating the new strategic framework into concrete activity and on establishing strong foundations for delivery in the years ahead. Following a period of change in previous years, the BEC Office also benefitted from minimal staff turnover during 2025, resulting in a stable, well-functioning team and a positive working atmosphere. This continuity strengthened internal processes and allowed the organisation to move ahead with confidence and clarity.

As part of this work, we continued to invest in the organisation's infrastructure and long-term capacity. The office meeting room underwent a comprehensive rebuild and is now equipped with modern videoconferencing technology, significantly improving our ability to conduct hybrid meetings and collaborate effectively with stakeholders across Europe and beyond. While practical in nature, this development has supported a more agile and connected way of working, in line with the needs of a modern European sports organisation.

GREATER SUSTAINABILITY

Sustainability also remained an important priority throughout the year. Solar panels were installed at the office as a tangible step towards reducing our environmental footprint and supporting our wider ambitions in this area. In parallel, a Sustainability Strategy kick-off workshop was held in Ljubljana with external specialists, laying the groundwork for a more structured and impactful approach. This work culminated in the publication of Badminton Europe's final Sustainability Strategy, representing an important milestone and a clear sign of our commitment to responsible and future-oriented governance.



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Together, we ensured that 2025 was not only a year of steady progress, but also one that positioned Badminton Europe strongly for the years ahead.

BRIAN AGERBAK
General Secretary of Badminton Europe

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OUR DIGITAL LANDSCAPE

From a digital and operational perspective, 2025 brought significant progress. The BEC website is now fully functional, and the new app has been completed and is ready for launch. These developments are important not only as stand-alone projects, but also as early delivery against the Strategic Plan's ambition to strengthen Badminton Europe's digital assets, improve communication and create better experiences for members, partners, and the wider badminton community. In the same spirit, 2025 also marked important progress towards the development of a modern and standardised Tournament Management System (TMS). Following strong engagement from Member Associations and a clear demand for improved integration, modern UX/UI, automated scheduling, unified tournament standards and stronger reporting capabilities, Badminton Europe is now working with a supplier to develop the system. This initiative has the potential to improve efficiency across Europe, reduce administrative burden and strengthen alignment between national and continental competitions.

GOVERNANCE STRUCTURES

Governance remained another important area of progress during the year. The Annual Delegates' Meeting was successfully held in Belgrade, Serbia on 28–29 March 2025. During the meeting, we welcomed Mario Carulla to the Board of Directors.

At the same time, we said farewell to Richard Vaughan, who stepped down from the Board to take up the role of Chief Operating Officer with the Badminton World Federation. I would like to sincerely thank Richard for his many years of dedicated service to Badminton Europe and wish him every success in his new position.

In April 2025, the Athletes' Commission elections were successfully conducted, allowing the athlete community to elect their peers to represent their interests within Badminton Europe.

Following the election, the Commission appointed Selena Piek as Chair, and she will represent the Athletes' Commission on the Board of Directors. This was an important step in strengthening athlete representation and ensuring that our governance structures continue to develop in an inclusive and meaningful way.

Throughout the year, Badminton Europe was also well represented at key international events and meetings, including the European Championships in Horsens, the BWF Annual General Meeting in Xiamen, the European Youth Olympic Festival (EYOF) in Skopje, and the World Championships in Paris. These occasions were important opportunities to strengthen relationships, represent European interests and support badminton's continued development at both continental and global level. In the context of the new Strategic Plan, such engagement is central to ensuring that Badminton Europe remains well positioned internationally and continues to contribute actively to the wider development of the sport.

BUILDING FOR THE FUTURE

More broadly, the work undertaken in 2025 reflected a clear intention to future-proof the organisation and to ensure that Badminton Europe is well equipped for the next strategic cycle. Whether through stronger internal stability, improved digital tools, sustainability initiatives, governance developments or international engagement, the year was characterised by practical progress and by the laying of foundations that will support long-term delivery.

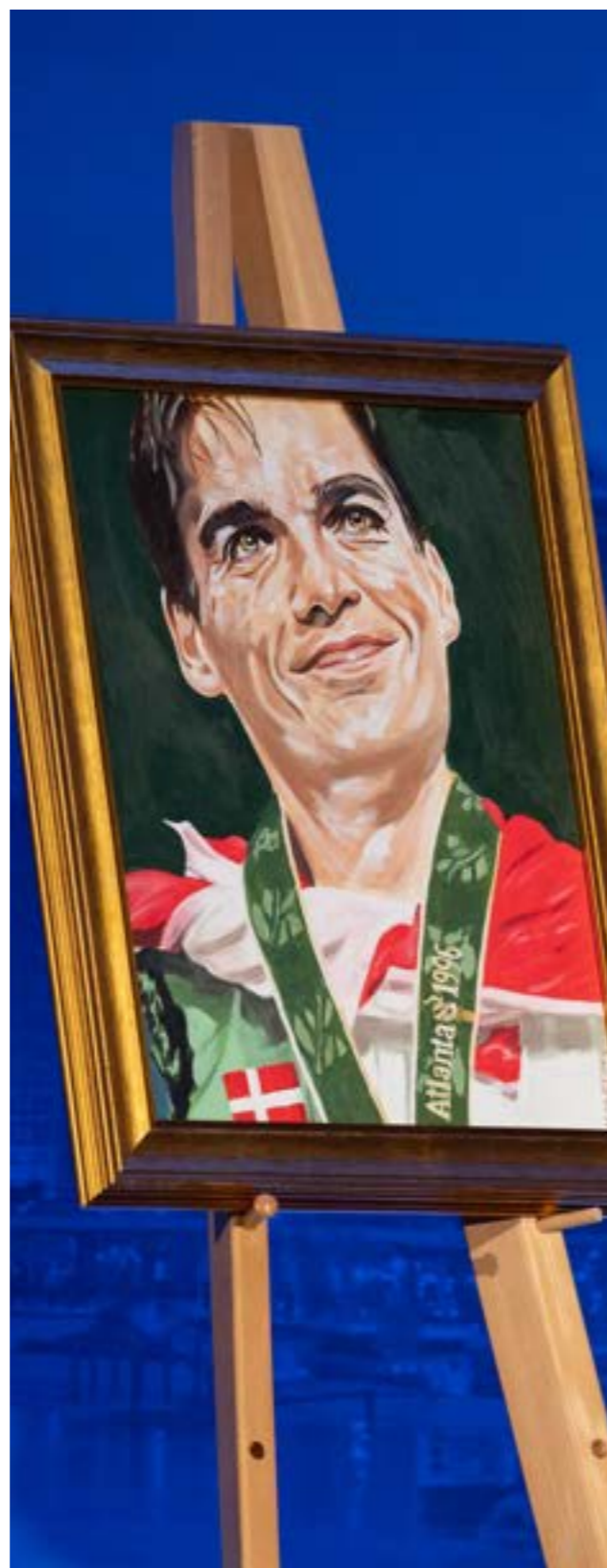
ACKNOWLEDGEMENTS

I would like to extend my sincere thanks to all organisers and host organisations across Europe and internationally, whose dedication and professionalism ensured that our events and championships were delivered to a consistently high standard. Their work remains essential to the success and growth of badminton in Europe.

My thanks also go to the Board of Directors and the BEC staff for their continued professionalism, commitment and hard work throughout 2025, as well as to our Member Associations, partners and

all those who contribute — both professionally and voluntarily — to the development of badminton in Europe.

Together, we ensured that 2025 was not only a year of steady progress, but also one that positioned Badminton Europe strongly for the years ahead.



ATHLETES' COMMISSION REPORT

2.3 ORDER PAPER ITEM

INTRODUCTION

2025 marked an important milestone for athlete representation within Badminton Europe. A new Athletes' Commission was elected during the European Championships in Horsens on 9 April 2025, reinforcing our commitment to ensuring that athletes' voices remain central to the development and governance of our sport.

The elected members of the Athletes' Commission are:

- Selena Piek (Chair)
- Samuel Jones
- Krysten Coombs
- Stefanie Stoeva

The election process, held in connection with the European Championships, ensured direct athlete involvement in selecting their representatives. The newly elected Commission reflects both sporting excellence and broad international experience, bringing valuable insight from different disciplines and perspectives within European badminton.

Throughout the year, the Athletes' Commission has worked to strengthen dialogue between athletes and Badminton Europe, contributing to discussions on key topics such as athlete welfare, competition structures, and event conditions. The Commission plays a vital advisory role, ensuring that athlete

perspectives are considered in strategic decision-making processes.

Badminton Europe looks forward to working closely with the newly elected Commission in the coming term and continuing to enhance athlete representation at all levels of the organisation.

ACTIVITIES AND REFLECTION

The Commission has worked to strengthen dialogue between athletes and Badminton Europe. We have contributed to discussions on key topics such as athlete welfare, competition structures, and event conditions. In several instances, we successfully brought forward concerns and feedback from athletes across multiple Member Associations, ensuring these perspectives were considered in ongoing discussions and decision-making processes.

At the same time, as a newly elected Commission, 2025 has also been a year of learning, structuring, and identifying areas for improvement. We recognise that our visibility and accessibility can be further strengthened. While we made initial steps toward building more direct communication channels, including exploring the creation of a dedicated athlete mailing list, we believe there is significant potential to expand this initiative in the coming year.

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We remain fully committed to increasing our reach and ensuring that all athletes feel informed, heard, and represented.

SELENA PIEK
Chair of the Athletes' Commission



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LOOKING AHEAD TO 2026

In 2026, the Commission intends to take a more proactive and structured approach to engagement. Our priorities include:

- Expanding and actively maintaining a central athlete mailing list
- Increasing direct outreach to athletes across all disciplines
- Strengthening collaboration between the Commission, Member Associations, and Badminton Europe leadership
- Enhancing transparency around how athlete feedback is gathered and represented

We remain fully committed to increasing our reach and ensuring that all athletes feel informed, heard, and represented. Our objective is not only to respond to concerns, but to establish consistent, open lines of communication that allow us to anticipate challenges and contribute constructively to the future development of European badminton.

Therefore we encourage all athletes to continue reaching out to the Athletes' Commission with any questions, concerns, or suggestions. Open dialogue is essential to effective representation, and we welcome ongoing engagement from athletes across Europe.

The Athletes' Commission looks forward to building on the foundations laid in 2025 and continuing to strengthen athlete representation at all levels of the organisation.



BUSINESS COMMITTEE REPORT

2.4 ORDER PAPER ITEM

INTRODUCTION

In 2025, we made important progress in our strategy to strengthen badminton's presence and engagement across Europe through a more data-driven and fan-focused digital approach.

On Instagram in particular, we achieved remarkable success, reaching new heights in audience reach and effectively engaging both existing and new fans. This supports our long-term goal of building a strong and vibrant fanbase around Badminton Europe and Europe's top badminton players. As part of our social media strategy and overall objectives, we also carried out numerous collaborations with both players and Member Associations in 2025.

With a continued focus on developing our digital assets, social media presence, and live content, we aim to deliver even more relevant and inspiring communication that highlights both players and events, strengthening badminton's position on the European sports stage.

PERFORMANCE METRICS

Our digital platforms saw continued growth in 2025, with fans engaging more than ever across multiple channels.

INSTAGRAM

On Instagram, we recorded an almost 300 percent increase in reach, meaning that our content is reaching more users than ever before. One of our strategic goals for 2028 was to achieve an annual Instagram reach of 10 million. In 2025, we already surpassed that goal. Our follower base on Instagram also grew by 26 percent in 2025, which is a very positive result.



FACEBOOK

Growth on Facebook has been slower in 2025, with a follower increase of 5 percent. Reach is no longer a metric we can track directly on Facebook, as it has been replaced by viewers, and data from 1 January to 31 July is no longer available. However, from 1 August to the end of the year, we recorded 7.6 million viewers.



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Our new fan-focused website was launched in April 2025 ahead of the European Championships in Horsens. The platform is designed to give fans the best possible experience through news, tournaments, rankings, player profiles, and live coverage of European badminton events.

ROBERT DE KOCK
Chair of the Business Committee



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YOUTUBE

On YouTube, we gained 3,500 new subscribers, but at the same time experienced fewer views than in 2024. This is a platform that will require additional focus in 2026.



BADMINTONEUROPE.COM

In 2025, we recorded 326,000 active users compared to 314,000 in 2024, representing an increase of 4 percent. At the same time, the number of page views increased significantly from 1.7 million in 2024 to 2.8 million in 2025 – a growth of 65 percent.

The number of new users decreased from 384,000 in 2024 to 335,000 in 2025. In 2024, there was a relatively higher share of short-duration visits, where users left the site quickly without interaction, some maybe caused by misclick. In addition, we are improving the filtering of unwanted and automated traffic (bot traffic), which can have reduced the number of recorded first-time visits.

Overall, the figures indicate that in 2025 we attracted more engaged users who viewed more pages per session and returned to the platform more frequently.



KEY FIGURES

INSTAGRAM

	END OF YEAR 2024	END OF YEAR 2025
FOLLOWERS	123.300	150.000
REACH	3.7 million	14.6 million

FACEBOOK

	END OF YEAR 2024	END OF YEAR 2025
FOLLOWERS	339.700	356.000
REACH	11.5 million	Aug - Dec 7.6 million

YOUTUBE

	END OF YEAR 2024	END OF YEAR 2025
SUBSCRIBERS	136.500	140.000
VIEWS	3.3 million	2.6 million

BADMINTONEUROPE.COM

	END OF YEAR 2024	END OF YEAR 2025
ACTIVE USERS	314.000	326.000
PAGE VIEWS	1.7 million	2.8 million

BADMINTONEUROPE.TV

	END OF YEAR 2024	END OF YEAR 2025
ACTIVE USERS	219.000	192.000
LIVESTREAM VIEWS	3.491 million	3.569 million

DATABASE

	END OF YEAR 2024	END OF YEAR 2025
REGISTERED USERS	262.700	290.980



TOURNAMENT COVERAGE

In 2025, we were present at our own European Championships events:

- European Mixed Team Championships
- European Championships
- European U17 Team Championships
- European U17 Championships

At these events, we covered the tournaments, delivered material to Member Associations, and produced exclusive content with the athletes.

We also prioritised being present at 10 of the biggest tournaments held in Europe. This allows us to share compelling stories and provide unique insights into how Europe's top athletes are performing.

WEBSITE AND APP

Our new fan-focused website was launched in April 2025 ahead of the European Championships in Horsens. The platform is designed to give fans the best possible experience through news, tournaments, rankings, player profiles, and live coverage of European badminton events.

The launch marked the beginning of a more data-driven and engaging approach to our digital platforms. We can already see that users are actively using the new features, and the average time spent on the site has doubled compared to the previous website.

Page views have exceeded one million, with tournament pages, rankings, and player profiles among the most visited sections.

The website continues to be a major focus area. We are continuously improving the platform and implementing new features aimed at creating an even better fan experience and making it easier for member countries to follow European badminton. Recent additions include livestreaming directly from BadmintonEurope.tv and dedicated corporate news.

Alongside the website upgrades, we have also been working on completing our new app. The app will be fully fan-oriented and will include many of the same features as the website, such as:

- Live score
- Livestream
- Tournaments
- Latest news
- Rankings
- Player profiles

Users will also be able to select their favourite players and easily follow their progress.

DOWNLOAD NOW



TOURNAMENT MANAGEMENT SYSTEM

This year, we have continued defining and shaping our own Tournament Management System and negotiating terms with potential providers. The system will serve as an all-in-one tool covering everything required to administer tournaments, while also functioning as a centralized database of badminton players for Member Associations across Europe. The objective is to create a tool that makes tournament administration easier and more transparent for Member Associations and tournament organizers.

We recognize that there are big differences in the size of our members and in their use of such systems. Therefore, the platform will be modular and flexible, allowing it to be adapted to the specific needs of each Member Association.

Our ambition is for the system to enable Member Associations to register clubs and players digitally, manage licenses and payments, and communicate directly with their members and tournament participants. The system will support key tournament operations including transport and accommodation management, draws and scoring, practice scheduling, withdrawals and promotions, accreditations and reporting, covering all essential aspects of tournament organization.

Overall, the goal is to reduce manual work, minimize errors, and enhance the quality and professionalization of tournament delivery across Europe.

PARTNERSHIPS

In 2025, we are proud to continue our strong collaborations with our trusted partners, whose ongoing support remains vital to the success and development of badminton in Europe.

Yonex continues to be a dedicated and valued partner of our European Championships. Their long-standing commitment helps ensure a consistent and professional presentation across our events, benefiting players, organisers, fans, and stakeholders alike.



Our partnership with RSL also remains an important part of our development efforts. Through their support, coaches and players involved in our activities are equipped with high-quality RSL gear and shuttlecocks, contributing to a strong and unified presentation across our programmes.



Sportradar continues to play a key role in delivering and hosting our OTT streaming platform, providing extensive coverage of European badminton throughout the year. Their expertise in streaming, data collection, and distribution is an important tool for increasing the visibility and accessibility of our sport.



In addition, our partnership with Uni Damp continues to ensure optimal shuttlecock storage through professional humidification solutions, helping us maintain the highest equipment standards.



We are sincerely grateful for the continued trust, commitment, and collaboration of all our partners, who play an essential role in strengthening and advancing badminton across Europe.

ACKNOWLEDGEMENTS

I would like to express my gratitude to our partners who loyally support our events and development. I also wish to thank the Business Committee and the entire BEC Board for their commitment and drive. Finally, thank you to Brian Agerbak and the entire communication team for their great efforts in giving Badminton Europe renewed and increased exposure, thereby promoting our sport in a positive direction.



DEVELOPMENT COMMITTEE REPORT

2.5 ORDER PAPER ITEM

INTRODUCTION

2025 marks the start of the new four-year strategic cycle. As part of this, we have instituted a new flagship programme, Team Europe, reshaped the High Performance Centre (previously known as the Centre of Excellence), updated the Para Kick Start project, and initiated the process of an Erasmus+ application for Youth Sport Governance. We have also continued many of our successful projects from the previous strategic cycle, such as the Member Cooperation Programme, ADVANCE coach education, Para events, the MoU programme and BWF programmes like Shuttle Time and BWF coach education, to mention just a few.

The Development Committee and the Development & High Performance team at the BEC office work hard to ensure the Development projects and work meet their purpose. In 2025, the Development Committee met on the following dates, with significant strategic planning work being delivered between meetings:

- 14 February 2025 (physical)
- 14 June 2025 (physical)
- 11 September 2025 (online)
- 10 October 2025 (physical)
- 4 December 2025 (online)

MEMBER SUPPORT

MOU, MEMBER SURVEY AND MEMBER ANALYSIS

The main focus of Development is supporting the development of our Members. We do this by offering a wide range of programmes, projects and consultations. We provide education in administration, grassroots, player pathway and coach pathway through international programmes. We also support projects aimed at promoting and growing Para badminton participation and facilitating training opportunities for Para badminton players.

To guide this process, we have entered into Memoranda of Understanding (MoUs) with Members who wish to take part. The aim of each MoU is to strengthen development in five areas: Administration, Communication, Participation, Events and High Performance. In 2025, forty-one Members entered into an MoU with BEC.

Most of the KPIs in the MoUs are based on information received through the BEC annual survey. We are pleased that our Members take the time to complete the survey, which helps us evaluate our sport. In 2025, forty-nine Members completed the survey.

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By capturing the energy, passion, and competitive spirit that define BEC, we strive to make a lasting impact on the international badminton stage and ensure that our work continues to inspire players and fans.

VIKTORIA TSVETANOVA
Chair of the Development Committee

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Our annual analysis of the development status of our Members is also based on the survey. Each Member receives an individual scorecard and, if the Member has an MoU, they also receive an update against their MoU. We support our Members through individual consultation meetings, offered at least twice per year (in Q1 and Q3). Thirty-six Members made use of this opportunity in 2025.

The development status of our Members is divided into 4 development levels:



By 2028, we aim to increase the overall score of our Members from 2.59 (2024) to at least 2.69. In 2025, the score increased by 0.06 to 2.65, indicating that we are moving in the right direction:

2022	2023	2024	2025
2,45	2,51	2,59	2,65

By 2028, BEC also aims for at least 18 Members (35%) to improve their development status by at least 0.2. In 2025, nine Members improved by at least 0.2, indicating that we are half way to our goal.

MEMBER COOPERATION PROGRAMME

The BEC Member Cooperation Programme provides funding for projects organised between three or more BEC Members. The BEC Member Cooperation Programme represents the evolution of the former RSL BEC Regional Projects, which concluded at the end of 2024. While the RSL BEC Regional Projects supported initiatives led by members within the same region, the Cooperation Programme expanded this model by enabling collaboration and funding opportunities between any BEC Members, regardless of region.

In 2025, our Members successfully delivered six projects. The participating countries in the 6 successful projects were (in alphabetic order): Armenia, Austria, Bulgaria, Cyprus, Czechia, Faroe Islands, France, Georgia, Greece, Greenland, Hungary, Iceland, Israel, Kosovo, North Macedonia, Poland, Serbia and Slovakia.

During the year, the Board approved additional financial support to the successfully delivered projects.

GRASSROOTS

Facilitating increased and sustained participation within our Members is a long-term objective for BEC. Offering traditional projects such as Shuttle Time and Coach Education, as well as new recruitment and retention concepts developed through the Erasmus+ project SHUTTLERS, is central to our grassroots work.

BEC also has a strong focus on engaging in international programmes, including Erasmus+, to further develop European badminton at grassroots level.

SHUTTLERS (ERASMUS+ PROJECT)

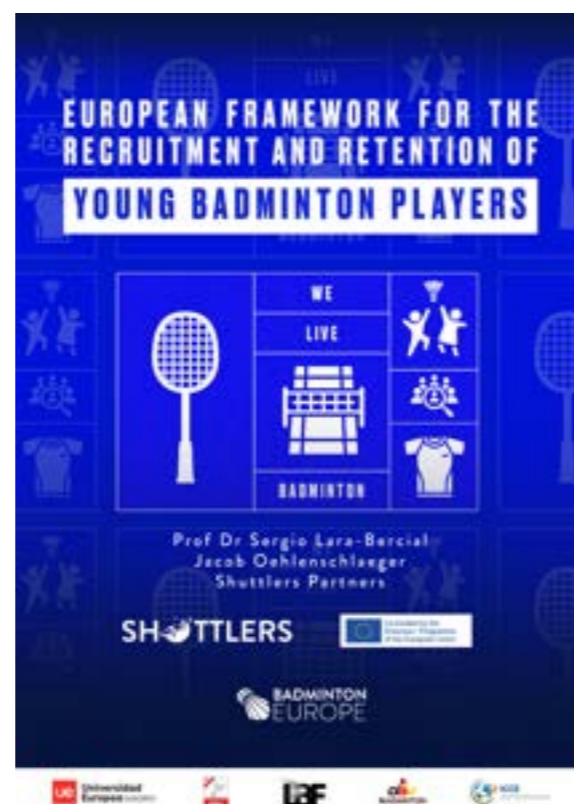
The SHUTTLERS project has now completed its second year (of a three-year cycle). During this period, the project finalised the “SHUTTLERS – European Framework for the Recruitment and Retention of Young Players”, which was presented at a webinar in October 2025.

During the year, the project focused on the development and pilot testing of four recruitment and retention concepts:

- Club Development
- Open Week – Badminton School
- Play badminton and Learn Math
- Smashy Adventures

Pilot testing and further refinement of the concepts will continue in 2026, with the finalised concepts to be presented at a conference in October 2026. As the project remains ongoing, the key performance indicators (KPIs) are still in the process of being achieved.

The commitment and strong collaboration of the partners ensure the effective delivery of the project. We are grateful for the continued support and dedication of our five project partners:



- Sport Coaching Europe
- Universidad Europea de Madrid
- German Badminton Association
- Lithuanian Badminton Federation
- Austrian Badminton Association

We also thank the European Union for the backing of the project through the Erasmus+ programme.

ERASMUS+ STRATEGY (OR SIMILAR FRAMEWORKS)

In addition to the SHUTTLERS project, BEC has committed, within the 2025–2028 strategic period, to submitting at least one Erasmus+ project application per year and to participating as a partner in up to two projects annually.

In 2025, a dedicated strategy was agreed to support the delivery of these KPIs, and a pipeline of potential project ideas was identified to strengthen future Erasmus+ applications.

The next Erasmus+ application will focus on youth sport governance and the development of the next generation of badminton leaders. The project aims to create educational opportunities and practical pathways to empower young people to take on leadership roles within badminton. Learning from experienced badminton leaders will also form a central component of the project, ensuring knowledge transfer and mentorship.

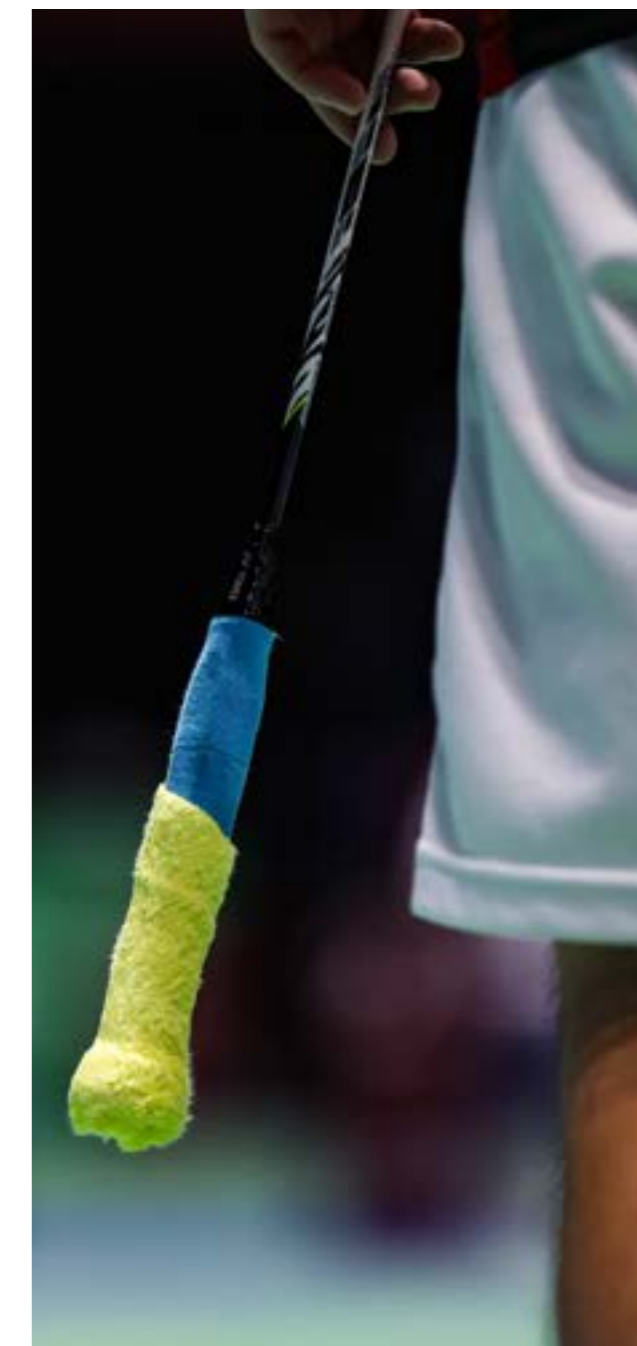
The preparation of the project application is being led by external consultancy company Creative Growth Group. The work on this application started at the end of 2025, and the application will be submitted no later than the beginning of March 2026.

In addition, BEC has been involved as partner in the following other Erasmus+ projects in 2025:

- REFS: Inspiring the Next Generation of Sport Officials in Europe (2027-2029);
- GoLD Sport+: Governance, Leadership, Diversity in Sport (application to be re-submitted in March 2026; the initial application was not successful);
- NewCoach: Increasing the size and diversity of the European grassroots coaching workforce (application not successful; no re-submission planned).

The KPI of developing an Erasmus+ strategy has been achieved. The development of the strategy took longer than initially anticipated, resulting in no Erasmus+ project application being submitted in 2025. To address this, the intention is to submit two Erasmus+ applications in one of the forthcoming years within the strategic period.

Participation in Erasmus+ partnerships is not entirely within the control of BEC, as it depends on external consortium decisions. Nevertheless, in 2025 BEC participated as a partner in (more than) two project applications, thereby achieving the relevant KPI for partnership engagement.



SHUTTLE TIME & SCHOOL SETS

Shuttle Time is a key grassroots programme developed by the BWF and implemented across Europe by BEC and its Members. The programme provides a comprehensive range of equipment designed to make badminton training engaging, accessible and enjoyable, primarily for children in school settings.

In 2025, 24 Members organised Shuttle Time courses, educating 2.280 teachers across Europe. A total of 135 courses were delivered, with BEC providing almost €45.000 in financial support to the participating Members.

For countries implementing Shuttle Time, BEC offers Members the opportunity to purchase dedicated school sets. Each set includes 16 RSL rackets, four badminton nets and a total of 24 nylon shuttles, providing schools with the essential equipment to deliver badminton sessions.

In 2025, BEC distributed a total of 1.098 school sets – a record-breaking number. While several large orders contributed to this figure, the primary driver for this large number of school sets distribution was the Board of Directors' decision to provide 568 school sets to Members for free, in order to further strengthen grassroots development.



PLAYER PATHWAY

HIGH PERFORMANCE WORKING GROUP

At the beginning of 2025, the High Performance Working Group (HPWG) presented its recommendations to the Development Committee outlining how BEC could best achieve its objectives within the High Performance area (Player Pathway and Coach Pathway).

The recommendations covered the importance of building the newly launched Team Europe project, high quality coach development possibilities and the continuation of the RSL BEC High Performance Centre (previously known as the Centre of Excellence) but in a reshaped format focusing on younger players, including a doubles group, fewer players per training group, and more camp possibilities (to mention a few recommendations).

The recommendation of the HPWG has been turned into an operational strategy and the implementation of the strategy started in the second part of 2025. Sincere thanks to the external members of the HPWG: Anu Nieminen (Finland), Sebastian Brückner (Germany), Jon Austin (England/Wales), Werner Augsburger (Switzerland) and Petr Martinec (Czechia) for their valuable expertise, commitment and contribution to the working group's work.



RSL BEC HIGH PERFORMANCE CENTRE (HPC)

In 2025, the RSL BEC Centre of Excellence centre in Holbæk went through a comprehensive rebrand and strategic refocus. Now called the RSL BEC High Performance Centre (HPC), the RSL BEC HPC targets players with the potential to enter the World Ranking top 150 in singles and top 100 in doubles, aligning with the development strategy and KPIs for 2025–2028. BEC prioritises supporting younger players and those closest to meeting these performance benchmarks.

The first year of the new strategy combined a transition phase with the launch of new initiatives. As part of this strategic shift, five permanent players departed the centre as of 1 January 2026. In parallel, a dedicated men's singles core group was established in line with the new performance focus, comprising four players ranked close to or within the World Ranking Top 150 and two younger prospects. The centre now has the structural capacity to establish similar targeted groups in doubles and women's singles. To enable the development of these new groups, several initiatives were launched in 2025:

Scholarships and close connection to Team Europe

Establishing a strong link between the new RSL BEC HPC strategy and Team Europe is a key priority. All young prospects selected for Team Europe are offered the opportunity to receive scholarships to train at the RSL BEC HPC. We are offering flexible options that suit their individual schedule, and the opportunity to attend discipline specific camps. Furthermore, they can bring their coaches (who are also supported through scholarships), enabling both coach development and deeper involvement in our ambition to strengthen European talent development.

Additional camps at the RSL BEC HPC

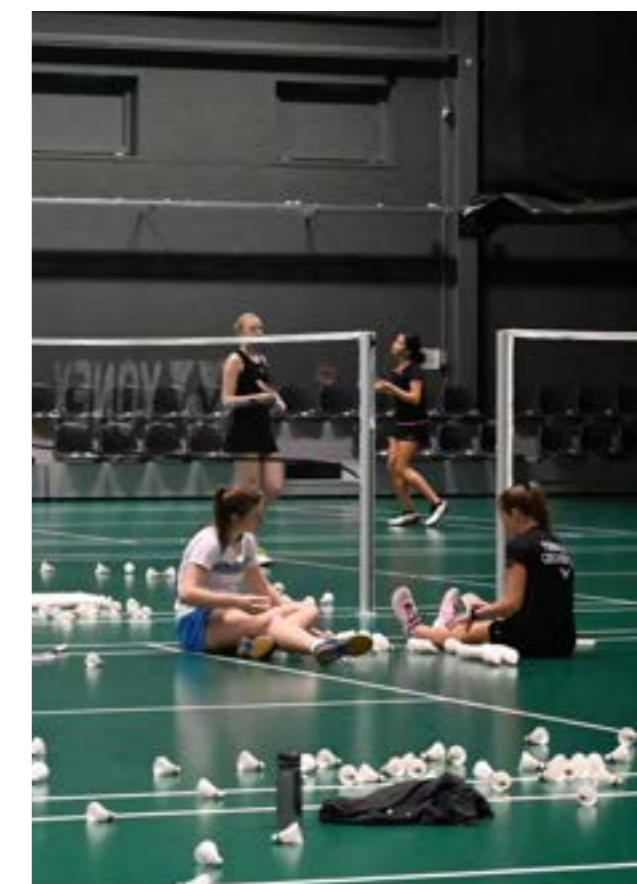
In 2025, the RSL BEC HPC hosted its first additional international camp under the new strategy, welcoming four young talents (2 from Finland and 2 from Spain) and one coach from Spain.

Dialogue with relevant members

Throughout 2025, Coaches Dennis Christensen and Joran Kweekel, together with Jonathan Søgaard from the BEC office, engaged in extensive dialogue with numerous Member Associations regarding the new centre strategy. The result: a lot of interest and positive feedback, that will now need to be translated into concrete collaboration and support for players and Member Associations in 2026.

With the new direction, the transformed centre, and the launch of the initiatives above we hope to see members actively using the HPC as a resource in 2026.

In 2025, Mikkel Mikkelsen departed the centre, and was succeeded by Joran Kweekel.



TEAM EUROPE

Team Europe is BEC’s new flagship initiative in High Performance, aimed at supporting Members in strengthening talent development across Europe. Team Europe is structured around three age groups – U15/U17, U19 and U21. Through Team Europe, European top talents within these age groups come together twice per year for high-performance training camps designed to elevate their game. Beyond on-court training, the camps include classroom-based education covering topics such as building a career in sport, entrepreneurship and performance optimisation. The initiative also fosters cross-border relationships, strengthening connections between Europe’s leading young players. Coaches of selected players are invited to participate in the camps to discuss optimal talent

development and to network with fellow talent coaches.

While the camps take place twice annually, players receive year-round support through regular check-ins and opportunities to join training camps at the RSL BEC HPC.

In July 2025, the first Team Europe camp was held in Vejen, Denmark for the U15/17 and U19 age groups. A total of 90 participants took part in this new European Talent Development initiative, bringing together top European junior players, high-level coaches, coach education experts, sparring players and off-court education specialists.

The participation breakdown is as follows:

Players	Sparring Players	Coach Forum	Advance Education	Staff	BEC Staff	Total
42	9	8	17	9	5	90



In August 2025, the U21 group of players, led by Captain Anu Nieminen and staff member Jonathan Søgaard, participated in their first Team Europe camp, which took place in Bangkok, Thailand. The participation breakdown is as follows:

MS	WS	MD	Coach	BEC Staff	Total
6	4	6	1	1	18

During the autumn period, our Team Europe Captains conducted consultancy calls with players and coaches to reinforce commitment to continued development and to share insights gained from the camp initiatives.

No new initiative is without its challenges; however, the overall reception of the first Team Europe camp in Vejen, Denmark, was very positive. The following statistics are from the U15/17 and U19 Team Europe camp:

1. 96% of players would “absolutely” participate in Team Europe activities in the future.
2. 100% of coaches and staff were “very satisfied” with training halls, strength facilities and other facilities.

Building on this strong foundation, we look forward to returning to Vejen, Denmark, in summer 2026 to deliver an even stronger and more refined Team Europe camp experience across all age groups.

Thanks to Vejen Idrætscenter, Denmark, and Badminton Association of Thailand for hosting the first ever Team Europe Camps.

Of key importance is to ensure European badminton remains competitive globally, which is of course a joint European effort. The introduction of Team Europe, the reshaping of the RSL BEC High Performance Centre and the ADVANCE Badminton Coach Education are the main BEC projects to contribute to achieving this goal.



RSL BEC SUMMER SCHOOL

The RSL BEC Summer School is a training camp for talented U15 players. The event is run by BEC, in cooperation with selected high profile staff coaches. The RSL BEC Summer School provides an opportunity for the players to build their profile at the European stage, and to facilitate long term collaborations and friendships amongst the player group.

In 2025 The Summer School was delivered in Vejen, Denmark, following the Team Europe camp. 64 players, 15 Level 2 coaches and 9 Staff coaches participated in the event.



COACH PATHWAYS

BWF LEVEL 1, 2 AND 3 COACH EDUCATION.

We continue our support and delivery of the BWF level 1 & 2 coach education. In 2025, our Members delivered 29 BWF level 1, and 6 BWF level 2 courses which received financial assistance from us. Due to an underspend in some other projects, we were able to give additional financial support at the end of 2025 for the delivered courses.

We also organised our own BWF level 1 course to support Members who have difficulties organising the course themselves. This course was held in Nicosia, Cyprus from 23 – 26 October 2025. All 16 participants from 7 different Members passed the course. We would like to thank the Cyprus Badminton Federation for making this course a great success.



Our BWF level 2 course was held in parallel with the RSL BEC Summer School in Vejen Denmark from 13 – 19 July. 14 out of 15 participants passed the course. The 15 participants came from 9 different Members.

2025 was also the year when the BWF created the BWF Education Hub in Dubai. This hub offers centralised courses for candidates from all continents.



The following courses were delivered:

- BWF Tutor level 1 education – 6 European participants from 5 members. 5 out of 6 participants passed the course.
- BWF Tutor level 2 education – 1 European participant, who passed the course.
- BWF Level 3 Coach education - 7 European participants from 5 members. All 7 participants passed the course.
- BWF FastTrack coach education (BWF level 1 & 2 combined) - 7 European participants from 5 members. All 7 participants passed the course.
- BWF Disability Tutor Level 1 – 3 European participants from 3 members. All 3 participants passed the course.

BEC ADVANCE COACH EDUCATION

The BEC ADVANCE coach education is BEC's flagship initiative in coach education. It is one of the most comprehensive international coaching educations offered, equivalent to the BWF Level 3 but with a broader scope: spanning a full year with 4 physical courses and 22 days of learning plus tasks and mentor sessions between courses.

In 2025, the second edition of the BEC ADVANCE coach education was concluded and the third edition commenced. Out of the 16 participants in the second edition, BEC saw 15 new coaches from 11 countries pass the course – 3 passed with honour. The third edition is underway, and tutors are reporting a promising roster of future coaches reaching prominent levels early on in the course.

The integration between BEC ADVANCE coach education and Team Europe has been a very successful addition. Fifteen coaches from 14 countries remain active in the third edition.

The KPI in the 2025-2028 Strategic Plan is to educate a minimum of 40 new coaches to BWF Level 3 standard (either through the BWF Level 3 programme or through the BEC ADVANCE coach education). In the first year of the new strategic period, a total of 22 coaches were educated to this level – 7 through the BWF level 3 programme, and 15 through the ADVANCE programme). This means that more than 50% of the four-year target has already been achieved in year one.



TACTICAL BOOK AND TACTICAL COURSE

Developing players' tactical competencies is a key priority, as a strong understanding of the game and the ability to compete tactically "smart" could provide European players with a competitive advantage at global level. To strengthen this area, BEC has initiated the development of a comprehensive tactical book and accompanying tactical course, in order to allow Members to access quality tactical know-how.

Kenneth Larsen (Denmark) has been appointed to lead this work. A former national coach of Denmark, Iceland and Italy, Kenneth holds a PhD in learning processes, has taught at Aalborg University for more than a decade, and has educated several European national coaches through his work at the Danish Coaching School.

The development of the book commenced in the fourth quarter of 2025 and is expected to be completed in the second quarter of 2026, with the first tactical course scheduled for delivery in the second half of 2026. The KPI of educating 100 coaches through the tactical course in the strategic period 2025-2028 remains to be achieved.

BWF'S NEW PLATFORM

In October 2025, the BWF launched the BWF Academy within the World Academy of Sport (WAoS) platform for the reporting, management and tracking of BWF Coach Education courses. This system replaces the previous manual process of submitting Excel-based course reports via the BWF extranet.

The new platform is expected to create a more streamlined, transparent and accurate reporting process, bringing significant benefits to all stakeholders. Members can now create and manage national-level courses through a standardised

protocol, which automatically ensures that all requirements are in place, such as candidate prerequisites, minimum participant numbers and tutor qualifications.

IMPLEMENT A NEW EUROPEAN COACHING METHODOLOGY ACROSS ALL COACH EDUCATION ACTIVITIES

Developing independent, reflective and self-driven players and coaches is important for increasing the experience of joy of playing badminton, and for the ones seeking an elite career giving them the best possibilities to succeed. These elements are central for European Coaching Methodology.

The methodology is already implemented within the BEC ADVANCE coach education and the High Performance Centre. Implementation of the methodology is an ongoing process and will continue in 2026 for the next BEC projects. Its broader rollout across all coach education activities, as outlined in the 2025–2028 KPIs, is ongoing and will continue into 2026. The KPI is therefore still in progress of being achieved.



PARA BADMINTON

PARA BADMINTON TECHNICAL WORKSHOP 2025

The BWF, the International Paralympic Committee, BEC, the Azerbaijan Badminton Federation and the Azerbaijan Paralympic Committee jointly organised a Para Badminton Technical Workshop aimed at further strengthening the development of Para badminton in the European region.

The workshop was held in Baku, Azerbaijan from 17 - 19 November 2025, and brought together a total of 43 participants representing 13 Members. The programme included: 14 participants in the new and emerging player camp, 12 participants in the administration / pathways workshop, 7 participants in the national classifier level 1 workshop, and 10 participants in the disability coaching level 1 workshop.



NATIONAL CLASSIFIER WORKSHOPS

A Para badminton classifier is a trained and certified official responsible for evaluating athletes through:

- Medical assessment (type and extent of impairment),

- Technical assessment (badminton-specific movements and skills),
- Observation in competition

To encourage the delivery of tournaments at a national level, the BWF supports the development of national classifiers. BWF National Classifier workshops are delivered in two levels. National Classifier Level 1 & 2 workshops involve a combination of theory and observation sessions, and are designed to support National Badminton Associations, who wish to deliver Para badminton activities and tournaments in their country. BEC offers support in terms of travel grants and in 2025 a total travel grant support of almost €2.900 was provided.

In 2025 10 Members participated in the National Classifiers Workshops. Two courses were delivered, one in Dubai and one in Baku.

PARA KICK START PROJECTS

The Para Kick Start Projects provide financial support to Members wishing to organise initiatives aimed at promoting and growing Para badminton participation, as well as facilitating training opportunities for Para badminton players.

In 2025, 13 Para Kick Start projects were successfully delivered. The participating Members were (in alphabetical order): Austria, Belgium, Czechia, Estonia, Finland, France, Ireland, Italy, Netherlands, Poland, Serbia, Slovakia and Slovenia.

During the year, the Board approved additional financial support to the successfully delivered projects.

PARA WORKING GROUP

Following the June Development Committee meeting, a Para Working Group (PWG) was established with the objective of providing recommendations on the future structure and management of the Para Kick Start Projects from BEC's perspective.

The PWG consisted of Krysten Coombs (England), Sylvain Benain (France), Radomir Jovovic (Serbia) and was supported from the office by Jeroen Van Dijk. A total of four online meetings were held. The PWG developed a strong and comprehensive proposal on the future framework of the Para Kick Start Projects. Following minor adjustments, the proposal was approved by both the Development Committee and the Board of Directors, and will be implemented in 2026.

Thanks to Krysten, Sylvain, Radomir and Jeroen for their great work.

OTHERS

The Women Badminton Collective (WBC) is an initiative dedicated to creating greater opportunities for girls and women within the badminton community. The WBC is led by European top players Mia Blichfeldt and Debora Jille, who play a key role in driving the initiative forward.

One of the key initiatives under the WBC is the Women's Badminton League (WBL), a team competition exclusively for women. The inaugural WBL took place in December 2025 in Denmark. Recognising the value of this initiative, BEC provided one-time support to further strengthen the already solid event setup. This included the installation of court carpets, equipment boxes at courtside, live streaming production, and the broadcasting of the three-day event on BadmintonEurope.tv.

ACKNOWLEDGEMENTS

I would like to express my sincere appreciation to the Members of the Development Committee for the constructive discussions and valuable input that have supported our progress towards the KPIs outlined in the 2025–2028 Strategic Plan for the Development area.

My sincere thanks go to the Development & High-Performance team – Jacob Oehlenschläger, Jeroen van Dijk, Jonathan Søgaard, Tommi Saksa, Dennis Christensen, and Joran Kweekel – whose daily operational work turns strategy into action. Their expertise, commitment and tireless efforts throughout the year are what make the delivery of our programmes and projects possible. Without their dedication and professionalism, the progress achieved in 2025 would not have been possible.



EVENTS COMMITTEE REPORT

2.6 ORDER PAPER ITEM

INTRODUCTION

The year 2025 offered a packed calendar of competitions, with international events taking place across all corners of Europe, from U17 Circuit tournaments to the European Championships. Major events provided the stage to enjoy the performances of Europe's best players, and the past year delivered many memorable moments and emerging talents breaking through.

The Events Committee held three meetings during the year. One of the Committee's most important goals is to ensure that event formats and structures meet the interests and needs of players, Member Associations, as well as fans and stakeholders. A key focus of the Committee's work in 2025 was the reform of the elite level team championships qualification formats (European Mixed Team Championships and European Men's and Women's Team Championships). While the final stages of these events have been well received, increasing evidence and feedback indicated that the Qualification stage required adjustment. The Events Committee is confident that the recently adopted changes to the Qualification stage regulations represent an important step towards delivering greater excitement and value for players, Member Associations, organisers, and badminton enthusiasts.

MAJOR EVENTS

The year 2025 began with the European Mixed Team Championships in Baku, Azerbaijan. Europe's leading nations came together for an exciting week of team competition, delivering high-quality badminton and memorable encounters with Denmark successfully defending their title. Hosting a European Championship event for the first time, the Azerbaijan Badminton Federation delivered a well-organised event with a positive atmosphere, providing a high-quality experience for all participants.

Shortly afterwards, the focus turned to Horsens, Denmark, which hosted the European Championships. Throughout the tournament, fans witnessed outstanding performances across all disciplines, with players from across the continent competing for European titles. Denmark and France delivered a strong statement by claiming 16 of the 20 available podium places. The future also looks highly promising, with Alex Lanier becoming the youngest winner in the event's history. In addition, Member Associations from Hungary and Croatia celebrated milestone achievements, securing their first-ever EC medals.

“

The successful organisation of championships and circuits, combined with the ongoing development of technical officials, underlines Badminton Europe's commitment to quality, professionalism, and long-term development.

RENNA UNT
Chair of the Events Committee

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Later in the year, Badminton Europe helped deliver the European Youth Olympic Festival in Skopje, North Macedonia. As part of this prestigious multi-sport event, badminton players had the opportunity to represent their countries on an international Olympic pathway stage. The competition showcased Europe's most promising young athletes. Badminton Europe extends its sincere thanks to both the North Macedonian and Bulgarian Badminton Federations for their valuable support in the successful delivery of the badminton competition at EYOF.



The focus then shifted to the next generation of elite players at the U17 European Championships in Lanzarote, Spain. Hosted in a unique setting, the championships offered young athletes invaluable international experience and the opportunity to compete at the highest level within their age category. With participation from 37 member associations, the event was very well attended and highly competitive. France underlined its strength by securing the team championship title and claiming four gold medals in the individual events.



Towards the end of the year, the qualification stage for the European Men's and Women's Team Championships was held across eight different locations throughout Europe. These events required extensive coordination and logistical effort, with eight referees and 37 umpires travelling to ensure the highest officiating standards across all venues. The qualification tournaments were efficiently organised and played a crucial role in determining the teams advancing to the final stage played in Türkiye in the beginning of 2026.

Badminton Europe would like to express its sincere gratitude to all host federations, including the Azerbaijan Badminton Federation, Badminton Denmark, the Spanish Badminton Federation, the North Macedonian and Bulgarian Badminton Federations, for their commitment and excellent cooperation throughout 2025. A special and heartfelt thank you is also extended to all referees, umpires, and technical officials whose professionalism, dedication, and tireless efforts made these events possible. Your contribution is fundamental to the continued success and development of badminton in Europe.



2025 EUROPEAN CHAMPIONSHIPS MEDALLISTS

Championship	Event	Gold	Silver	Bronze	
European Mixed Team Championships	MIXED	Denmark	France	England	Germany
European Championships	MS	Alex Lanier (FRA)	Toma Junior Popov (FRA)	Aria Dinata (CRO)	Christo Popov (FRA)
	WS	Line Højmark Kjaersfeldt (DEN)	Kirsty Gilmour (SCO)	Julie Dawall Jakobsen (DEN)	Vivien Sandorhazi (HUN)
	MD	Christo Popov / Toma Junior Popov (FRA)	Eloi Adam / Leo Rossi (FRA)	Rasmus Kjær / Frederik Søgaard (DEN)	Daniel Lundgaard / Mads Vestergaard (DEN)
	WD	Gabriela Stoeva / Stefani Stoeva (BUL)	Natasja P. Anthonisen / Maiken Fruergaard (DEN)	Debora Jille (NED) / Sara Thygesen (DEN)	Margot Lambert / Camille Pognante (FRA)
	XD	Jesper Toft / Amalie Magelund (DEN)	Thom Gicquel / Delphine Delrue (FRA)	Julien Maio / Lea Palermo (FRA)	Mads Vestergaard / Christine Busch (DEN)
European U17 Championships	MS	Mady Sow (FRA)	Lenny Hubert (FRA)	Maximilian Ørding Kauffmann (DEN)	Clément Massias (FRA)
	WS	Rajvi Parab (ENG)	Varvara Poperezhai (UKR)	Lea Dauphinais (BEL)	Ishasriya Mekala (WAL)
	MD	Rayan Benaissa / Mady Sow (FRA)	Maximilian Ørding Kauffmann / Birk Norman (DEN)	George Clare / Sajjan Senthuran (ENG)	Yixiang Hou / Jasper Wong (ENG)
	WD	Melia Beule / Manon Heitzmann (FRA)	Mia Fox / Rajvi Parab (ENG)	Mariia Aleksandrova / Sofia Nikolaieva (UKR)	Irmak Rana Yemisen / Yagmur Tuana Yemisen (TUR)
	XD	Rayan Benaissa / Manon Heitzmann (FRA)	Lenny Hubert / Melia Beule (FRA)	Elias Martin / Rosa Rasmussen (DEN)	Birk Norman / Sophia Loudrup (DEN)
European U17 Team Championships	MIXED	France	Denmark	England	Germany

The following allocations of European Championships were made in 2025

- 2026 European Men's and Women's Team Championships – Türkiye (Istanbul)
- 2026 European Junior Championships – Hungary (Tatabanya)
- 2026 European U15 Championships – Norway (Sotra)
- 2028 European Men's and Women's Team Championships – Azerbaijan (Baku)

TECHNICAL OFFICIALS

The Technical Officials Commission, chaired by Sven Serré, continued its work in 2025. The commission held one in-person meeting during the European Championships and remained in close and regular contact throughout the year to address ongoing matters and coordinate activities.

With an increasingly busy Badminton Europe Circuit calendar and growing interest in events, a significant number of dedicated technical officials are required to successfully deliver tournaments at the highest standard. Referees and umpires play a crucial role in maintaining the quality, fairness, and professionalism of competitions. The expanding event programme has further highlighted the need to continue developing and appointing additional technical officials to meet the rising demand across Europe.

Umpires

In 2025, seven activities were organised across Europe, encompassing NUWA, Assessments and Appraisals conducted at Elite Circuit tournaments and Major Events, supporting the continuous development of BEC Umpires.

NUWA

13 umpires participated in the national umpire workshops and appraisals

- 7 during the 2025 European U17 Championships
- 6 during the Czech International Future Series 2025

Assessment

16 umpires were assessed towards a higher level

- 6 were assessed towards the BEC Accredited level during the YONEX Dutch Open 2025
- 7 were assessed towards BEC Accredited Level during the Polish Open 2025
- 3 were assessed towards BEC Certified Level during EC25

Appraisal

10 umpires were appraised in 2025, to be eligible for future assessment.

- 6 BEC Accredited umpires were appraised during the Scottish Open 2025
- 4 BEC Certified umpires were appraised during the EMTC25



Referees

2 BEC Continental referee assessments were organised, during the Latvia International and Bulgarian International, 1 of the candidates passed their assessment.

The BEC Referee Course was held in coordination with the Hungarian International, with very strong nominations from Members. 9 candidates attended the course from 29 – 31 October and will be assessed towards BEC Continental level in the coming years.

Following the assessments during the year and the year-end retirements, the total number of BEC Technical Officials at the end of 2025 is:

- 13 BWF Referees
- 23 BEC Continental Referees
- 31 BWF Umpires
- 49 BEC Certificated umpires
- 102 BEC Accredited umpires



Badminton Europe would like to congratulate all Technical Officials who received an upgrade in 2025:

New BWF Umpires	Amparo Meca (ESP) Emilie Ruchmann (FRA) Mateusz Wróbel (POL)
New BEC Certificated Umpires	Adeline Sergent (FRA) Thies Wiediger (GER) Yeray Castillo Campo (IRL)
New BEC Accredited Umpires	Stephanie Sterckx (BEL) Morten Fever Christensen (DEN) David Fuertes Canudo (ESP) Marina Rius De Rojas (ESP) Pascal Wagner (GER) Kriste Anciute (LTU) Edita Likeiné (LTU) Maarten Veerman (NED) Patrick Vrouwenvelder (NED) Eva Maria Koribská (SVK)
New BEC Continental Referees	Darius Likas (LTU)

CIRCUITS

In 2025 93 tournaments were played, compared to 91 in 2024. Circuit events were organized by 34 Members. Poland was the only Member who organized the maximum allowed 6 Circuits tournaments in 2025, meaning two tournaments on each Circuit.

Badminton Europe Elite Circuit

In 2025, 31 Elite Circuit tournaments were organized by 27 Members. A total of 8 International Challenges, 10 International Series, and 13 Future Series took place. Out of those 31 tournaments, 26 were supported by Badminton Europe with live stream and live score, allowing badminton fans to follow tournaments all over Europe closely. The BEC Elite Circuit tournaments continue to attract players with an average of 300 players participating in each tournament.

The highest participation numbers were seen at the Polish Open 2025, where a record number of 472 unique players entered. This tournament also had the highest number of entries, with 473 entries. The most attractive tournament for non-European players was the YONEX Italian Open 2025 with 17 non-European Members. The tournament also marked the record for the highest number of Members attending, with 49 different Members.

In men's singles, Arnaud Merkle (France) ended the year on top of the ranking list with six tournament wins. Amalie Schulz (Denmark) was first in the ranking in women's singles for the second year in row. Oliver Butler / Samuel Jones (England) ensured their top one position in men's doubles and Natasja P. Anthonisen / Amalie Cecilie Kudsk (Denmark) ranked number one in the women's doubles and had one tournament win. In mixed doubles Kristoffer Kolding / Mette Werge (Denmark) ended the year on top of the ranking with one tournament win and four runner-up positions.



Badminton Europe Junior Circuit

In the BEC Junior Circuit, junior players competed at 27 BEC Junior Circuit events that were organized by 21 Members. The average number of players entered in a tournament was 150. The record number of players in 2025 was 321 and entries 386 both at the YONEX German Junior 2025.

In the BEC Junior Circuit ranking in 2025, Lukáš Patzák (Czechia) finished the year as number one in men's singles and Sanna Germann (Switzerland) as number one in women's singles. Sanna Germann won one tournament, Lukáš Patzák was runner up twice. In men's doubles, Kryštof Coufal / Filip Titěra (Czechia) had three tournament wins. In women's doubles, Nela Fliglová (one tournament win) shared first place with Lumikki Liias / Marija Paskotši (Estonia) with four tournament wins. In mixed doubles, the top-ranked pair was the Czech duo Filip Titěra / Amélie Maixnerová with two tournament wins.



Badminton Europe U17 Circuit

In 2025, 35 BEC U17 Circuit tournaments were organized by 25 Members. The average number of players entered in a tournament was 136 and the the tournament with the highest number of entries (391) and players (227) was Austrian U17 Open 2025.

In the BEC U17 Circuit ranking, Santiago Araujo (Switzerland) finished the year as number one in Men's single and in women's singles Lea Dauphinais (Belgium) both with four tournament wins. In men's doubles Dominik Tankevic / Daniel Leonovic (Lithuania) with five tournament wins, and in women's doubles Irmak Rana Yemisen / Yagmur Tuana Yemisen (Türkiye) with six tournament wins. In mixed doubles Petr Bříza (Czechia) with three tournament wins.



CONCLUSION

The 2025 season confirmed the continued growth and strength of badminton across Europe. Major events, multi-sport competitions, and an expanded circuit calendar were delivered at a consistently high standard, with increasing participation and competitive balance across all levels. The successful organisation of championships and circuits, combined with the ongoing development of technical officials, underlines Badminton Europe's commitment to quality, professionalism, and long-term development.

ACKNOWLEDGEMENTS

Badminton Europe would like to thank all Members and host federations who organised BEC Major Events and Circuit tournaments in 2025 for their dedication and cooperation. Special appreciation is extended to the members of the Events Committee and to Sven Serré for his leadership of the Technical Officials Commission.



GOVERNANCE COMMITTEE REPORT

2.7 ORDER PAPER ITEM

INTRODUCTION

Throughout 2025, Badminton Europe Confederation (BEC) continued to strengthen its governance foundations while placing a clear strategic focus on future-oriented institutional development. In doing so, particular attention was paid to ensure that organisational structures remain aligned with both the BEC Strategic Plan and the evolving standards of the Badminton World Federation (BWF). Building on the work completed in previous years, the Governance Committee concentrated on advancing long-term governance reforms, embedding sustainability into organisational practice, and maintaining stable and constructive relations with BWF.

The year has been characterised less by isolated regulatory adjustments and more by structured, forward-looking work aimed at ensuring that BEC's governance framework remains resilient, transparent and fit for purpose in the years ahead.

DAILY GOVERNANCE MATTERS AND BWF RELATIONS

As in previous years, the Governance Committee remained engaged in the ongoing review and maintenance of BEC's internal governance framework. Routine governance matters were

addressed throughout the year, including updates to internal procedures, alignment of governance documents, and support to the Board of Directors in matters relating to contracts, regulatory interpretation and institutional consistency. The new BEC web page has enabled the orderly publication of all governance documents.

In parallel, BEC maintained close and constructive cooperation with BWF. Dialogue focused not only on governance alignment and regulatory developments, but also on reinforcing the role and autonomy of BEC as a Continental Confederation. Particular emphasis was placed on supporting initiatives allowing Continental Confederations, including BEC, to actively contribute proposals at the BWF Annual General Meeting, thereby strengthening institutional balance and representation within global badminton governance.

FUTURE GOVERNANCE FRAMEWORK

The central strategic focus of the Governance Committee's work in 2025 was the development of the Future Governance Framework, following a promise made at the last year's Annual Delegates' Meetings (ADM). This process represents a comprehensive and deliberate examination of BEC's governance structures, with the objective of

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Badminton Europe Confederation continued to strengthen its governance foundations while placing a clear strategic focus on future-oriented institutional development.

ANDREJ POHAR
Chair of the Governance Committee



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improving clarity of roles, accountability, decision-making efficiency and long-term institutional sustainability.

During the year, extensive discussions were held within the Committee and the Board of Directors, subsequently supported by structured consultation with Member Associations.

The work addressed a broad range of interconnected governance topics, including board composition, election cycles, term limits, gender representation, nomination processes, the role of European BWF Vice-President and remuneration.

Rather than pursuing isolated amendments, the Committee deliberately adopted a holistic approach, recognising that sustainable governance reform requires coherence across the entire governance system. By the end of 2025, the foundations for the Future Governance Framework had been firmly established, with clear principles agreed and a structured roadmap defined for the subsequent phases of consultation, decision-making and implementation.

SUSTAINABILITY STRATEGY

One of the most tangible achievements of 2025 was the successful establishment and adoption of

BEC's Sustainability Strategy. Following preparatory work in previous years, the focus shifted decisively from conceptual development to practical implementation.

The Sustainability Strategy establishes an ESG-based framework covering environmental, social and governance dimensions, applied across both BEC administration and activities, including events, participation and high performance. It is built on a stakeholder engagement cycle and a double materiality approach, supported by a roadmap and long term objectives, defined delivery levers and clear KPIs, with regular reporting to the Governance Committee.

The Governance Committee considers the adoption of the Sustainability Strategy to be a major milestone, marking a structural shift towards long-term responsibility and resilience within the organisation.



ATHLETE REPRESENTATION

Athlete representation continued to play an important role in BEC governance during 2025. The Athletes' Commission Election was successfully held, resulting in the appointment of the new Commission for the 2025–2029 term. The elected members are Selena Piek (Chair), Samuel Jones, Krysten Coombs and Stefanie Stoeva.



The Athletes' Commission contributed actively to governance discussions, ensuring that athletes' perspectives are reflected in institutional decision-making. This contribution remains an essential component of balanced and inclusive governance.

DISCIPLINARY AND SECURITY MATTERS

There were no significant disciplinary cases during 2025. Governance and disciplinary procedures functioned effectively.

In parallel, the Board of Directors conducted a comprehensive security assessment concerning the feasibility of organising BEC activities in certain territories. As at year-end 2025, BEC was unable to organise activities in Russia, Belarus (both due to being Not in Good Standing), Ukraine and Israel. These decisions remain subject to continuous review, with participant safety and organisational responsibility as overriding considerations.



DIGITAL VOTING

As part of its ongoing efforts to modernise governance processes and strengthen democratic decision-making, and following membership comments, BEC decided to introduce an electronic voting system, with its first use planned for the 2026 ADM.

OUTLOOK

Looking ahead, the Governance Committee's priority will be to guide the implementation of the Future Governance Framework in close cooperation with the Board of Directors and Member Associations. This will include further consultation, refinement of proposals and desired ADM approval.

The continued development of sustainability initiatives and the maintenance of strong relations with BWF while preserving autonomy will remain integral to this work.

ACKNOWLEDGEMENTS

I would like to express my sincere thanks to my colleagues on the Governance Committee — Sven Serré, Viktoria Tsvetanova, Rémon Verbeek, Robbert de Kock, Sylvain Benain, Renna Unt, Selena Piek and Jean-Marc Serfaty — as well as to Brian Agerbak and Pernille Karholt, for their commitment, professionalism and constructive engagement throughout the year.

My thanks also extend to the full Board of Directors on their patience and constructive work on the reforms, the BEC Office and all Member Associations for their cooperation, input and continued support in advancing BEC's governance standards and long-term strategic objectives.



INTERNATIONAL COMMITTEE REPORT

2.8 ORDER PAPER ITEM

INTRODUCTION

In October 2025, I assumed the role of Chair of the International Committee, succeeding Richard Vaughan, who stood down following his successful bid to become the Chief Operating Officer of the Badminton World Federation. The Committee's work during the year built on the foundations established in previous cycles, ensuring continuity of approach and effective coordination.

My thanks go to Richard for his contribution to this committee in the first part of 2025.

During the year, the International Committee has continued to play a central role in representing and protecting the interests of European badminton within the global governance framework. Our work has focused on influence, advocacy, and early engagement on issues with long-term strategic impact for Badminton Europe and its Member Associations.

This report highlights the key areas of activity and priority themes addressed during the year.

ENGAGEMENT WITH THE BADMINTON WORLD FEDERATION (BWF)

Throughout 2025, Badminton Europe has maintained close engagement with the Badminton World Federation on a range of governance,

regulatory and strategic matters. Particular emphasis has been placed on ensuring that European perspectives are clearly articulated and understood at an early stage of policy development.

Key areas of discussion have included BWF governance processes, confidentiality obligations placed on continental representatives, and the interpretation of Memoranda of Understanding that influence Badminton Europe's autonomy and operational scope. The Committee has continued to stress the importance of transparency, proportionality and consistency in how such frameworks are applied.

MULTISPORT EVENTS AND THE POSITION OF BADMINTON

A growing concern during the year has been the exclusion of badminton from several multi-sport events, particularly at European and regional level. The International Committee has monitored developments across a range of competitions, including the European Games, European Youth Olympic Festival, University Sport, Commonwealth Games, and the Small-State Games.

Work has focused on understanding the underlying drivers behind these exclusions, engaging with event owners and partner organisations, and

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The Committee remains committed to acting as an early-warning and strategic advisory body, ensuring that international developments are clearly understood and appropriately addressed at European level.

PETER EMPTAGE
Chair of the International Committee

Emptage”



identifying opportunities for coordinated advocacy. Ensuring badminton retains its place within the multi-sport ecosystem remains a strategic priority, given the importance of these events for visibility, athlete development pathways and national funding models.

INTERNATIONAL AND INSTITUTIONAL RELATIONSHIPS

The Committee has continued to oversee Badminton Europe's relationships with a wide network of international partners, including the International Olympic and Paralympic movements, university and schools sport organisations, and regional confederations.

Maintaining constructive dialogue with bodies such as the IOC, IPC, EOC, EPC, FISU, EUSA, EYOF, and CWG remains essential in safeguarding badminton's interests and ensuring alignment with broader sport policy developments. The Committee has remained attentive to the implications of decisions taken within these organisations for Member Associations.

The Committee also monitored international developments relevant to para badminton, including updates on the Russia and Belarus position within IPC and EPC contexts, and areas where international approaches remain subject to

change. The Committee recognised the need for continued monitoring as positions evolve.

LOOKING AHEAD

Looking forward to 2026, the International Committee will continue to focus on:

- Strengthening Badminton Europe's influence within BWF decision-making structures.
- Protecting badminton's position within multi-sport events and monitoring the status of badminton as a sport.
- Supporting coherent and aligned international advocacy across Europe.
- Anticipating governance and regulatory developments that may impact Member Associations.

The Committee remains committed to acting as an early-warning and strategic advisory body, ensuring that international developments are clearly understood and appropriately addressed at European level.

ACKNOWLEDGEMENTS

I would like to thank the members of the International Committee for their insight, challenge, and support since I took over this role, and the Badminton Europe staff for their continued assistance in advancing our international work.

03

ANNUAL FINANCIAL REPORT 2025

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INSIDE THIS CHAPTER

This chapter provides a comprehensive overview of Badminton Europe's financial standing and future direction. It includes the Annual Financial Report 2025, offering transparency on the organization's financial health, alongside the Auditor's Report, ensuring compliance and accuracy. The Budget 2026 and Forecast for 2027 & 2028 outline financial planning for the coming years.

STATEMENT BY THE BOARD OF DIRECTORS

The Badminton Europe Board of Directors has discussed and approved the Financial Report of Badminton Europe for 2025.

The Financial Report has been prepared in accordance with the accounting policies. We consider the accounting policies used to be appropriate. Accordingly, the Financial Report gives a true and fair view of Badminton Europe's financial position per 31 December 2025 and of the results of the organization's operations for the financial year 1 January - 31 December 2025.

We recommend that the Financial Report be approved at the Annual Delegates' Meeting on 23 April 2026.

Badminton Europe:

Brian Agerbak
General Secretary

Board of Directors:

_____ Sven Serré President	_____ Andrej Pohar Vice-President	_____ Rémon Verbeek Director of Finance	_____ Selena Piek Athletes' Commission Chair
_____ Sylvain Benaïn Director	_____ Robbert De Kock Director	_____ Peter Emptage Director	_____ Radomir Jovović Director
_____ Mario Carulla Schultz Director	_____ Jean-Marc Serfaty Director	_____ Viktoria Tsvetanova Director	_____ Renna Unt Director

MANAGEMENT REVIEW

Information about the Confederation:

Badminton Europe Confederation
Brøndbytoften 14
2605 Brøndby
Webpage: www.badmintoneurope.com

Board of Directors:

President:	Sven Serré
Vice-President:	Andrej Pohar
Director of Finance:	Rémon Verbeek
Director:	Sylvain Benaïn
Director:	Robbert de Kock
Director:	Peter Emptage
Director:	Radomir Jovović
Director:	Mario Carulla Schultz
Director:	Jean-Marc Serfaty
Director:	Viktoria Tsvetanova
Director:	Renna Unt
Chair of Athletes' Commission:	Selena Piek

Auditor:

Grant Thornton
Kim Kjellberg

Banks:

Danske Bank
Jyske Bank
Sydbank

VAT Registration:

Badminton Europe Confederation was VAT registered on 1 January 2017.

The VAT number is: DK27134076

Activity:

Badminton Europe's main objective is to promote and develop the game of badminton in Europe.

Summary of financial year 2025:

Badminton Europe (in €)	Actual 2025	Budget 2025	Actual vs Budget 2025	Actual 2024
Total income	3.231.073	3.051.196	179.877	2.859.849
Total expenses	3.132.018	3.302.001	169.983	2.878.618
Operating result	99.055	-250.805	349.860	-18.769
Financial result	-13.411	50.000	-63.411	122.742
Total result	85.644	-200.805	286.449	103.973

The financial year 2025 resulted in a surplus of € 85.644 (2024: € 103.973) which is about € 286.000 better than budgeted. The main reasons why the 2025 result was better than budget are set out below (amounts rounded off in € 1.000):

Budget result 2025		-€ 201.000
Income:		
Recognition in 2025 of BWF equipment grant income relating to 2024 and 2025, which had not been included in the budget.	€ 99.000	
Higher sales of school sets	€ 28.000	
Services provided at the FISU Games	€ 22.000	
Several others	€ 31.000	
Total		€ 180.000
Expenses:		
TMS implementation postponed to 2026	€ 173.000	
Team Europe (one camp less than budgeted)	€ 59.000	
High Performance Center	€ 51.000	
Additional MA-support (including Para Kick start, Shuttle time)	-€ 54.000	
Office equipment (solar and gym equipment)	-€ 46.000	
Data delivery including equipment purchase (cameras)	-€ 88.000	
Several other lower expenses (activities are budgeted on full participation, this is not always achieved)	€ 75.000	
Total		€ 170.000
Financial Result:		
Interest (partly because of use of 9-months fixed deposit)	€ 13.000	
Exchange rate fluctuation	-€ 76.000	
Total		-€ 63.000
Total result financial year 2025		€ 86.000

The total income 2025 is € 3.231.073 (2024: € 2.859.849) of which € 1.219.956 (38%) is received by way of grants from BWF. BWF grants are received in US Dollars.

The balance sheet shows net assets of € 3.609.948 (2024: € 3.524.304), of which € 3.264.658 (2024: € 3.318.530) is held in cash.

Reserves

Following the approval by the 2024 ADM of the creation of the designated reserve 'Strategy 2025–2028', Badminton Europe's reserves are presented from 1 January 2025 as a general reserve and a designated reserve. This designated reserve was established to earmark part of the accumulated reserves for the implementation of the BEC Strategy 2025–2028.

No utilization of the designated reserve Strategy 'Strategy 2025-2028' took place in 2025. The proposed use of a part of this reserve is reflected in and supported by the 2026 budget.

The movement in reserves is as follows (amounts rounded):

	General Reserve	Designated Reserve Strategy 2025 - 2026	Total Reserves
Balance as at 1 January 2025	€ 3.124.000	€ 400.000	€ 3.524.000
Utilization of designated reserve	-	0	0
Result 2025	€ 86.000	-	€ 86.000
Balance as at 31 December 2025	€ 3.210.000	€ 400.000	€ 3.610.000

Our aim is to maintain net working capital / net current assets at approximately the level of one year's expenditure. At year-end 2025, net working capital / net current assets amounted to € 3.190K, compared with annual expenditure of € 3.132K. This provides financial resilience and would allow Badminton Europe to continue covering its operating costs for approximately one year if income were to stop.

Events occurred after the 31 December 2025

In the period from 1 January 2026 to the date of issue of the report, there have not been any transactions, which would influence the financial report.

INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 December 2025

			€	
Income	Note	2025	2024	
Administration Fee BEC		61.282	61.322	
Subscriptions BWF (90%)		68.038	85.786	
BWF CC Development Funding	1	1.219.956	1.144.342	
Entry Fees		147.107	279.366	
Sanction Fees		69.381	70.821	
Withdrawal Fees BEC		13.986	14.000	
Rights and Sponsorships		1.253.066	975.383	
EU Funding		154.480	94.442	
Sales		52.028	26.847	
BEC HPC + TE		135.167	93.743	
Miscellaneous Income		56.582	13.797	
Income total		3.231.073	2.859.849	
Expenditure				
Expenditure	Note	2025	2024	
Development	2	913.967	779.701	
Governance	3	7.504	1.376	
Events	4	313.963	322.182	
Business	5	354.464	415.429	
International	6	17.357	23.154	
Administration	7	1.524.763	1.336.776	
Expenditure total		3.132.018	2.878.618	
OPERATING SURPLUS				
		99.055	-18.769	
Bank Interest		62.897	104.236	
Exchange Rate Fluctuation		-76.308	18.506	
		-13.411	122.742	
Surplus of the year		85.644	103.973	

NOTES

(Forming part of the financial statements)

Grants of 1.219.956 Euro were received from BWF (in USD) for development activities.

Note 1	BWF Funding	Received 2025	Received 2024
	BWF Base Level Grant	531.218	422.469
	BWF Programme	274.629	180.628
	Para badminton	42.565	50.000
	CCHR Grant	300.888	292.125
	Player Development Grant	0	94.000
	Marketing & Communications Grant	0	20.000
	Shuttle Time	104.000	9.888
	Tournament Development Grant	21.645	30.000
	Technical Officials Grant	4.912	6.000
	Referee Development	6.615	6.100
	Umpire Development	4.795	6.250
	National Technical Officials Grant	23.625	25.000
	Events Grant	0	107.000
	Female Technical Officials Grant	2.750	0
BWF Grants		\$ 1.317.641	\$ 1.249.460
		€ 1.219.956	€ 1.144.342

The BWF Grants amounts to 38% of the income of Badminton Europe. The documentation for how the money has been spent across the expenditures of the Confederation has been presented to the BEC Auditors as part of the audit process.

		€	
Note 2	Development	2025	2024
	Equipment Support	37.614	2.274
	Development Projects	225.298	214.185
	Coach Education	100.500	65.563
	Training Centres/Scholarships/World Class	492.435	394.910
	MA Support *	0	46.155
	Para badminton	58.120	39.530
	Meetings	0	17.084
		913.967	779.701

		€	
Note 3	Governance	2025	2024
	Board and Staff Education	6.458	1.118
	Gender Equity	1.046	0
	Meetings	0	258
		7.504	1.376

		€	
Note 4	Events	2025	2024
	European Championships	206.287	223.149
	Events Equipment, Medals	9.808	18.401
	Travel Grants	2.250	2.250
	Technical Official's Education, Clothing	47.151	35.926
	Circuit Equipment	5.568	4.437
	Observers and Referees	42.899	37.959
	Meetings	0	60
		313.963	322.182

		€	
Note 5	Business	2025	2024
	PR/TV activities	95.749	241.361
	Live score/streaming	257.259	145.615
	Digital Marketing	1.456	14.397
	TV placement deals	0	13.000
	Promotional material	0	798
	Meetings	0	258
		354.464	415.429

		€	
Note 6	International	2025	2024
	Meetings	17.357	23.154
		17.357	23.154

		€	
Note 7	Administration	2025	2024
	Meetings	69.692	63.384
	BEC Congress	149.771	21.432
	Travel and Accommodation	48.293	50.845
	Office Expenses	106.339	102.374
	Salaries	1.040.028	1.032.931
	Accounting	470	429
	Legal Expenses	12.000	2.312
	Audit Expenses	6.121	5.905
	Consultancy expenses	11.120	5.750
	Postage and stationary	7.637	14.543
	Depreciation	4.579	3.786
	Provisions bad debt	31.353	-10.741
	Bad debtors	473	610
	Miscellaneous administration	34.539	40.945
	Bank Interest and Charges	2.348	2.271
		1.524.763	1.336.776

*Members Forum is moved under BEC Congress



BALANCE SHEET

		€	
At 31 December 2025		2025	2024
Fixed Assets	Property	410.000	410.000
	Office equipment	10.685	8.833
Current Assets	Equipment stock	40.120	41.180
	Demands	257.023	
	Provisions of bad debts	<u>-31.971</u>	225.052
	Cash in bank or hand	3.264.658	3.318.530
		<u>3.529.830</u>	<u>3.362.364</u>
Current Liabilities	Accruals, provisions and deferred income	201.756	
	Items for other periods	<u>138.811</u>	
		340.567	256.893
	Net current assets	<u>3.189.263</u>	3.105.471
	Net Assets	<u>3.609.948</u>	<u>3.524.304</u>
Reserves	As of 1 of January	3.124.304	3.420.331
	Strategy Reserve 2025 - 2028	400.000	0
	Surplus for year	<u>85.644</u>	<u>103.973</u>
		<u>3.609.948</u>	<u>3.524.304</u>



ACCOUNTING POLICIES

The accounting policies used in the preparation of the financial statement are consistent with those of last year.

Income Statement

Income and expenditure:

Income and expenditure are recognised in the period in which they accrue. The income and expenditure account is activity based.

Balance sheet

Property:

Property is measured at cost price. No depreciation is provided.

Equipment:

Depreciation is calculated using the reducing balance method over the expected useful lives of the assets. The expected useful lives are 2-5 years for equipment

Inventories:

Inventories are measured at cost in accordance with the FIFO method. Where the net realisable value is lower than cost, inventories are written down to this lower value.

Receivables:

Receivables are measured at amortised costs. Write-downs are made for bad debt losses based on an individual assessment of receivables.

Prepayments:

Prepayments comprise costs incurred concerning subsequent financial years.

Liabilities:

Liabilities are measured at net realisable value.

Foreign currencies:

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date. Gains or losses on translation are included in the income and expenditure account.

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Badminton Europe Confederation

Opinion:

We have audited the financial statements of Badminton Europe Confederation for the financial year 1 January - 31 December 2025, which comprise a summary of significant accounting policies, income statement, balance sheet and notes, for the Confederation. The financial statements are prepared in accordance with general accounting principles, as described in the accounting policies.

In our opinion, the financial statements give a true and fair view of the financial position of the Confederation at 31 December 2025, and of the results of the Confederation's operations for the financial year 1 January - 31 December 2025 in accordance with the Confederation's accounting principles.

Basis for conclusion:

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Confederation in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matters:

The Confederation have included budget figures for 2026 and forecasts for 2027-2028 in the annual report. These figures have not been subject to audit.

Management's Responsibilities for the Financial Statements:

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Confederation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Confederation or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements:

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Confederation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Confederation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Confederation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Statement on Management's Review:

Management is responsible for Management's Review.

Our opinion on the financial statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that Management's Review is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement of Management's Review.

Copenhagen, 27/03/2026

Certified Public Accountants

Grant Thornton

Certified Public Accountants CVR-nr. 34 20 99 36

Kim Kjellberg

State Authorised Public Accountant

mne29452



BUDGET 2026 AND FORECASTS 2027 AND 2028

ORDER PAPER ITEM 6

The summary of the budget 2026 and forecasts 2027-2028 is as follows (amounts in EUR):

	Actual 2025	Budget 2026	Forecast 2027	Forecast 2028
Total income	3.231.073	3.329.000	3.170.500	3.560.500
Expenditures				
Development	913.967	1.039.500	1.058.000	1.099.000
Business	354.464	368.000	350.000	364.000
Events	313.963	531.500	398.000	570.700
International	17.357	16.000	22.000	22.000
Governance	7.504	16.000	20.000	20.000
Administration	1.524.763	1.530.000	1.583.000	1.627.000
Expenditure total	3.132.018	3.501.000	3.439.800	3.702.700
Operating Result	99.055	-172.000	-269.300	-142.200
Financial Result	-13.411	40.000	40.000	40.000
Result before utilization of Strategy Reserve 2025 - 2028	85.644	-132.000	-229.300	-102.200
Transfer from strategy reserve	0	99.000	40.000	0
Result after utilization of Strategy Reserve 2025 - 2028	85.644	-33.000	-189.300	-102.200

Differences in income between even and odd years mainly reflect variations in the events programme.

Budget 2026

The main aspects of the 2026 budget are briefly described below.

Income:

The 2026 budget assumes a lower USD/EUR exchange rate than in 2025, which is expected to have a negative effect on income. At the same time, entry fee income is expected to be higher in 2026 because the Senior Championships take place in even-numbered years.

Expenditures:

Development costs are expected to be higher in 2026, mainly because two Team Europe camps are planned instead of one in 2025, school sets are included in the budget, and WAOs courses will be organised.

Event costs are also expected to be higher, mainly due to the Tournament Management System (TMS) and the organisation of the Senior Championships. The implementation costs of the TMS are planned to be covered by the designated reserve 'Strategy 2025-2028'.

Board-related costs are expected to be somewhat higher in 2026 due to the implementation of an updated framework for board-related costs and reimbursements.

Forecasts 2027-2028

The forecast shows a deficit of €189K for 2027 and €102K for 2028, after utilization of the designated reserve 'Strategy 2025-2028'.

The main reason for the forecast deficit in 2027 is the expected reduction in rights fee income.

The forecasts for 2027-2028 do not include any additional income beyond the income currently known and considered sufficiently certain.

Badminton Europe will continue to seek improved results in 2027 and 2028. In particular, we will explore whether the investments made in the new website, app and Tournament Management System can contribute to additional income generation. However, as this potential cannot yet be quantified reliably, no such income has been included in the forecasts.

SUBSTANTIATION OF BUDGET 2026 AND FORECAST 2027-2028

Income	€					
	Actual 2024	Budget 2025	Actual 2025	Budget 2026	Forecast 2027	Forecast 2028
Administration Fee BEC	61.322	61.320	61.282	61.000	61.000	61.000
Subscriptions BWF (90%)	85.786	75.654	68.038	71.000	71.000	71.000
BWF CC Development Funding	1.144.342	1.125.762	1.219.956	1.113.000	1.165.000	1.175.000
Entry Fees	279.366	212.830	147.107	352.000	150.500	353.000
Sanction Fees	70.821	63.250	69.381	74.000	70.000	73.500
Withdrawal Fees BEC	14.000	15.000	13.986	15.000	15.000	15.000
EU Funding	94.442	149.200	154.480	130.000	130.000	130.000
Rights and Sponsorships	975.383	1.223.700	1.253.066	1.338.500	1.273.000	1.440.000
Sales & Services	26.847	24.120	52.028	40.500	50.000	50.000
BEC HPC	93.743	90.360	135.167	124.000	155.000	162.000
Miscellaneous Income	13.797	10.000	56.582	10.000	30.000	30.000
Income total	2.859.849	3.051.196	3.231.073	3.329.000	3.170.500	3.560.500

Expenditure	Actual 2024	Budget 2025	Actual 2025	Budget 2026	Forecast 2027	Forecast 2028
Education	65.563	112.855	100.500	99.000	96.000	96.000
High Performance	394.910	603.190	492.435	623.500	667.500	672.500
Participation	214.185	199.065	262.912	276.000	240.500	275.500
MA Support (Forum)	10.507	10.000	0	0	0	0
Para badminton	39.530	40.690	58.120	41.000	54.000	55.000
Meetings	17.084	1.080	0	0	0	0
DEVELOPMENT	741.779	966.880	913.967	1.039.500	1.058.000	1.099.000

Expenditure	Actual 2024	Budget 2025	Actual 2025	Budget 2026	Forecast 2027	Forecast 2028
Communication	190.372	194.471	258.715	266.000	264.000	268.500
Commercial	230.549	291.500	95.749	102.000	94.000	95.500
Meetings	258	1.080	0	0	0	0
BUSINESS	421.179	487.051	354.464	368.000	358.000	364.000
Major Events	241.550	205.990	216.095	328.000	192.500	370.700
Technical Officials	38.176	64.720	49.401	51.000	80.800	74.500
Circuits	42.396	50.390	48.467	52.500	55.500	55.500
Tour. Management System	0	0	0	100.000	70.000	70.000
Meetings	60	1.080	0	0	0	0
EVENTS	322.182	322.180	313.963	531.500	398.800	570.700
INTERNATIONAL	23.154	19.260	17.357	16.000	22.000	22.000
GOVERNANCE	1.376	6.080	7.504	16.000	20.000	20.000
Board of Directors	43.885	59.100	43.438	97.500	98.000	98.000
Staff	1.032.931	1.097.000	1.040.028	1.110.000	1.125.000	1.160.000
Office	157.135	83.560	148.514	87.500	99.000	102.000
Professional Expenses	15.607	21.720	34.566	47.500	30.000	31.000
Financials	-4.074	18.000	38.754	19.000	15.000	15.000
Meetings**	123.465	221.170	219.463	168.500	216.000	221.000
ADMINISTRATION	1.368.948	1.500.550	1.524.763	1.530.000	1.583.000	1.627.000
Expenditure total	2.878.618	3.302.001	3.132.018	3.501.000	3.439.800	3.702.700
OPERATING SURPLUS	-18.769	-250.805	99.055	-172.000	-269.300	-142.200
Bank Interest	104.236	50.000	62.897	40.000	40.000	40.000
Exchange Rate Gain	18.506	0	-76.308	0	0	0
	122.742	50.000	-13.411	40.000	40.000	40.000

Expenditure	Actual 2024	Budget 2025	Actual 2025	Budget 2026	Forecast 2027	Forecast 2028
Result before utilization of Strategy Reserve 2025 - 2028	103.973	-200.805	85.644	-132.000	-229.300	-229.300
Utilization of Strategy Reserve						
Tactical Course	0	0	0	16.500	16.000	0
Coach Education task force	0	0	0	2.500	0	0
Implement Tournament System	0	0	0	70.000	0	0
Road show umpires	0	0	0	10.000	40.000	0
Total from Strategy Reserve 2025 - 2028	0	0	0	99.000	40.000	0
Result after utilization of Strategy Reserve 2025 - 2028	103.973	-200.805	85.644	-33.000	-189.300	-102.200

* Note the variance in income in even and odd years due to variation in events programme

** Actuals 2024 have in this overview been aligned to the current budget structure for comparison purposes. Therefore, some totals per Committee differ from the 2025 Annual Report, mainly because from 2025 onwards the Forum and ADM are combined under one budget line.

04

BOARD ELECTIONS AND NOTICE OF ANNUAL DELEGATES' MEETING

Board Elections

Notice of Annual Delegates' Meeting

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INSIDE THIS CHAPTER

The Annual Delegates' Meeting serves as a crucial platform for decision-making within Badminton Europe.

The following elections will take place:

One Director of Finance for the 2026–2030* term with one candidate nominated for the position.

Three Directors for the 2026–2030* term with nine candidates nominated for the position.

One BWF Vice-President for the 2026–2027 term with two candidates nominated for the position.

The election process reflects the organization's commitment to strong leadership and transparency, ensuring that the Board continues to guide the sport's development effectively. This chapter outlines key details of the election and the significance of this governance process for the future of Badminton Europe.

* Please note that the term of office shall be subject to the outcome of the vote on Item 5.1 of the Order Papers (Section I of the proposed amendments to the BEC Rules). If Item 5.1 is approved, the term of office shall end in 2029. If Item 5.1 is not approved, the term of office shall end in 2030.



ELECTION OF 3 DIRECTORS FOR THE PERIOD 2026 - 2030*

Badminton Wales proposes election of **KELLY ASTON**

Date of birth: 22 May 1975

Languages: English

Skills and values: I bring a strong work ethic, adaptability, and a commitment to continuous learning. I am disciplined, focused, and effective in complex, fast-changing environments. As both a leader and team collaborator, I value diverse perspectives and uphold professionalism, integrity, and a results-driven mindset. I offer solid governance experience, with understanding of board responsibilities, strategy, compliance, and risk. I make informed decisions that balance priorities, long-term sustainability, and stakeholder needs, and I champion diversity, equity, and inclusion to support balanced, effective decision making.

BADMINTON EXPERIENCE

- 2019 - **CEO Badminton Wales**
Lead the organisation's vision, mission, and long-term strategy to strengthen badminton nationally. Oversee delivery of performance, development, participation, talent, and workforce programmes. Hold responsibility for financial sustainability, operational efficiency, and strategic outcomes. Lead major decisions on investment, resources, and governance structures. Manage relationships with Government Bodies, Federations, clubs, athletes, coaches, partners, and the Board. Ensure compliance with safeguarding, equality, integrity, welfare, and governance standards while representing the organisation nationally and internationally.
- 2017 - **Head of Operations Badminton Wales**
Managed day-to-day operations, competitions, safeguarding, and member services. Oversaw financial processes including budgeting and compliance with funding requirements. Coordinated staff workflows to align operations with strategic priorities. Implemented governance policies and maintained strong relationships with clubs, volunteers, and partners.
- 2007 - **Badminton coach**
Delivered coaching for Talent and Performance pathway athletes. Supported athletes' technical, tactical, and mindset development using elite playing experience.
- 1994 - 2006 **International badminton player**
Commonwealth Games Gold Medallist (1998)
MBE Award for Services to Sport and the Community
3-time Olympian
European Silver (1998) & Bronze (2000) Medalist
World number 5 women's singles

OTHER EXPERIENCE AND QUALIFICATIONS

- 2018 - **Board Director**
Serve on multiple boards, contributing to governance, strategic leadership, and sector insight.
- 2015 - 2017 **Primary School Teaching specialist**
Delivered tailored learning support, working with teachers, parents, and services to meet learner needs.
Supported planning, delivery, and evaluation of curriculum-aligned activities.
Monitored pupil progress across academic and social-emotional areas.
- 2010 - 2015 **Foundation Phase Lead**
Established and led the Foundation Phase for a new British Curriculum school. Designed and implemented EYFS-aligned curriculum, assessment, and learning pathways. Created engaging learning environments and introduced safeguarding, assessment, and parental engagement systems.



ELECTION OF 3 DIRECTORS FOR THE PERIOD 2026 - 2030*
ELECTION OF 1 BWF VICE PRESIDENT FOR THE PERIOD 2026 - 2027

Badminton Switzerland proposes election of **ROBERT DE KOCK**

Date of birth: 10 May 1965

Languages:

Fluent: Dutch, Danish, English, Flemish, French, German, Swiss German
Basic knowledge: Norwegian, Swedish, Italian, Spanish

Skills and values: International sports governance experience at BWF, BEC and Olympic level, combined with strategic leadership in global sport organisations. Strong background in commercial development, partnerships and stakeholder management across diverse international environments. Deep understanding of badminton as a former elite player, National federation president and board member. Committed to collaboration, integrity and respect for all member federations, with a strong focus on supporting development and delivering practical, sustainable results.

BADMINTON EXPERIENCE

2017 -	Badminton Europe Confederation Board Member Chair Business Committee (Commercial & Communication) Member International Committee Member Governance Committee	2019	BWF Badminton World Championships 2019 and BWF Para Badminton World Championships 2019 Basel/Switzerland Co-President Organising Committee
2017 -	BWF – Badminton World Federation Vice President (Europe) Chair HR Commission Vice Chair GETC and GEC Committee (Governance & Ethics) Member Marketing Commission	2003	Swiss Senior Badminton Championships President Organising Committee
2017 -	Association Francophone de Badminton (AFB) - Vice President (Europe)	1987-1994	International badminton player 13 Swiss Champion Titles 17 Swiss Championship 2nd/3rd places Olympic Lausanne Badminton Club Professional/Semi Badminton Player/Trainer NLA 7 x Swiss Champion 3rd Place European Team Championship
2014 -	Swiss Badminton - President	1984 - 1987	Player for various Dutch clubs in the highest divisions
		1982	Dutch Junior Champion Men's Double
		1978-1983	Dutch Junior National Team player

CAREER

2023 -	Self-funded retiree Supporting society for good causes and in sport	1998 - 2001	Intersport International Corporation Business Unit Manager
2007 - 2023	WFSGI - World Federation of the Sporting Goods Industry President and CEO	1995 - 1998	Intersport International Corporation Product Manager
2013 - 2023	WFSGI Asia Ltd Chairman of the Board (Owner)	1991 - 1994	International Olympic Committee Athlete program in Multimedia/Television
2001 - 2007	Intersport International Corporation Sr. Vice President Licence and Global Development	1987 - 1990	Centre de Badminton de Malley Professional Badminton Player/Coach
		1984 - 1987	DAKA Sport Part-Time Retail Job (next to study)

OTHER EXPERIENCE AND QUALIFICATIONS

2020 -	International Olympic Committee (IOC) Member of the Athlete Entourage Commission	2014 - 2022	UNESCO Member of the Permanent Consultative Council (PPC) to the Intergovernmental Committee for Physical Education and Sport (CIGEPE)
2023 - 2025	WFSGI - World Federation of the Sporting Goods Industry Advisor to the CEO	2009 - 2022	World Health Organization (WHO) Member of the NCD advisory group representing the private sector for physical activity
2020 - 2023	World Athletics - Co-Chair Working Group Footwear	2016 - 2023	RSI – Responsible Sport Initiative - President
2015 - 2020	Union Cyclist Internationale (UCI) - Member of Equipment and Fight against technological fraud Commission	2008 - 2023	ISPO Munich - Member Advisory Board



ELECTION OF 3 DIRECTORS FOR THE PERIOD 2026 - 2030*

Norwegian Badminton Association proposes election of **MICHAEL FYRIE-DAHL**

Date of birth: 1 February 1967

Languages: Norwegian (scandinavian), English

Skills and values: Teampayer, Problem-solver, Strength of execution/implementation, High integrity, Respectful, Fair.

BADMINTON EXPERIENCE

- 2022 - Norwegian Badminton Association (NBF) President
- 1997 - BEC Certificated Umpire
- 1997 - 2022 BWF Umpire (certificated from 2003)
- 2008 - 2012 NBF Chair High Performance committee
- 1998 - 2008 NBF Chair Events committee

OTHER EXPERIENCE AND QUALIFICATIONS

- 2013 - Entrepreneur starting and running companies
- 2010 - 2013 General Manager Kongsberg Golfbane
- 1999 - 2010 Dell Computer variety of roles
- 2007 - 2010 BI Analyst government and Major accounts Norway
- 2004 - 2007 Spares and Accessories manager Scandinavia
- 2000 - 2004 Sales Manager SMB Norway
- 1999 - 2000 Key Account Manager SMB



ELECTION OF 3 DIRECTORS FOR THE PERIOD 2026 - 2030*

French Badminton Federation proposes election of **CATHERINE LE SAINT**

Date of birth: 16 October 1964

Languages: French, English

Skills and values: Commitment, strong work ethic, respectful and professional attitude, open minded and adaptable, teamwork, enthusiastic and positive mindset, integrity, experience, sense of responsibility and management skills.

BADMINTON EXPERIENCE

I started badminton as a player at 16 and became the president of a club at 30. I became involved in umpiring for the needs of the club at the age of 34, then obtained the European rank. I quickly became involved in the team of trainers of technical officials in my region, then at the federal level.

I continued my commitment to the Brittany league where I structured the follow-up and training of technical officials. This work has been recognized at the national level. I joined the board of directors of the league.

I am the umpire coordinator for major events in France (Orleans Masters, French Badminton Open), I was competition director for two years on the Nantes International Challenge and a line judge at the Paris 2024 Olympic and Paralympic Games.

I joined the team of Franck LAURENT, elected President of the French Badminton Federation in December 2024, and I am now Vice-President in charge of external relations (international relations and relations with the school world). In 2025, during my first year of office, I was able to promote to the BWF a project aimed at the commitment and responsibility of young people within badminton structures which won the "participation Awards" in 2025, to engage France in a European Erasmus+ project, to lead the bilateral agreement projects that we have with certain African countries. I worked with the network of influencers of the Francophonie and the International Confederation of Francophone Sports Unions, as with other French sports federations. I also worked on pathways between young officials in school and our federal program.

I was elected to the Board of Directors of the Association de Francophonie du Badminton. I hold the position of treasurer.

OTHER EXPERIENCE AND QUALIFICATIONS

My initial training was as a primary school teacher. I then worked as a school head-teacher, then as a teacher trainer (generalist and then specialised in the teaching of foreign languages, in which I led several European projects). I ended my career as a National Education Inspector and have been retired since the end of 2022.

I was president of the music school in my city for about ten years. I am a holiday camp leader and leader trainer.



ELECTION OF 3 DIRECTORS FOR THE PERIOD 2026 - 2030*

Czech Badminton Federation proposes election of **PETR MARTINEC**

Date of birth: 11 October 1975

Languages: Czech, English, Russian.

Skills and values: Diligence, dedication, determination. Management experiences, knowledge of badminton in all positions, leadership.

BADMINTON EXPERIENCE

- 2022 - President of the Czech Badminton Federation
- 2016 - President of the Central Bohemia Badminton Federation
- 1995 - President of the club BK 1973
Benátky n/J one of the best club in Czechia
- 1998 **Badminton Coach**
Start coaching children.
My players competed in major World and European tournaments such as World Championship, YouthOlympic Games, and European Championship etc.
- International badminton player**
1981 Start play badminton
1990 - 1993 Junior national team member
1995 - 2001 Senior national team member
2001 Participation World Championship
Indonesia Open, Denmark Open, All England Open etc.
2x Czech men's double champion
Many times medallist from CNC
- 2001 Helvetia Cup – bronze medal

MOTTO

Badminton in Europe has great potential and I believe we will be bigger and better.



ELECTION OF 3 DIRECTORS FOR THE PERIOD 2026 - 2030*

Badminton Scotland proposes election of **KEVIN SCOTT**

Date of birth: 3 July 1964

Languages: English, French (basic)

Skills and values: Teamwork, leadership, communication, emotional intelligence, negotiation and judgment, integrity, collaboration, respect, inclusion and empathy.

BADMINTON EXPERIENCE

- 2023 - **Chairperson of the Board for Badminton Scotland**
Work closely with major funding partners for sport in Scotland and the UK, including SportsScotland and UKSport.
- 2025 **Candidate for BWF election for Deputy President**
- 2012 - 2018 **Badminton Europe Confederation**
Board Member (two terms)
- International badminton player**
Former Scotland International singles player. Ranked one in men's singles (1990's). Participated in World Championships, Commonwealth Games and European Championships over many years.

OTHER EXPERIENCE AND QUALIFICATIONS

My business area was in Asset Management, where I worked for over 25 years. Specifically, I have worked for leading Asset or business management companies in Global Roles. I have held various senior positions Globally, including more than 20 years with two large Global names (Jupiter Asset Management and Old Mutual) and I have been privileged to manage large teams across 10 countries across Asia, Europe and the UK. I have also held board positions in Europe, Asia and the UK.

Over the years, my senior role titles have included, Executive Director, Executive Director International, Head of Europe, UK, Middle East and Africa and Chief Operating Officer. My roles included responsibility for significant budgets and commercial client business across different regions and countries and also for staff management. We undertook extensive recruitment across each region, I gained significant knowledge of business in Asia and Europe. We also had business partnerships in each region with large institutions, so negotiation, integrity, judgment, cultural understanding, motivation, empathy and management were key required skills.

When I finished working Full Time, I wanted to give more back to badminton, which was a sport that gave me so many wonderful travel and sporting memories and many good lifelong friendships.

I qualified as a Chemical Engineer originally and hold a BSc (hons) degree.



ELECTION OF 3 DIRECTORS FOR THE PERIOD 2026 - 2030*

Badminton Sweden proposes election of **EWA-LOTTE SOHLSTROM**

Date of birth: 29 November 1957

Languages: Swedish, English, helpful Italian

Skills and values: Teamwork, Emotional intelligence, Business minded, Commercial, Creative, Problem solver, Initiative, Leadership, Price negotiator, Solution-driven, Quality-conscious, Fair play & Love badminton.

BADMINTON EXPERIENCE

I have competed in badminton since I was 12 years old. Mostly in the domestic team series system in different levels from the highest league in my youth to lower down later in my life. I like playing as part of a team.

- 2021 - Vice President, Badminton Sweden
- 2021 - Board of Directors/Sport Manager, Boras Badminton Club
- 2015 - Vice President, Gothenburg Badminton Association

OTHER EXPERIENCE AND QUALIFICATIONS

- 1996 - CEO/Sales/Design/Production, Sohlstrom & Co AB
- 2004 - 2007 Production Manager, Nudie Jeans (part time)
- 2001 - 2003 Sales Sample Manager, Bally Golf (part time)
- 1994 - 1996 Purchasing Manager, JC Jeans & Clothes
- 1988 - 1994 Product Manager, JC Jeans & Clothes

MOTTO

Everything is possible never give up.



ELECTION OF 1 BWF VICE PRESIDENT FOR THE PERIOD 2026 - 2027

Badminton Bulgaria proposes election of **VIKTORIA TSVETANOVA**

Date of birth: 4 October 1991

Languages: Bulgarian, English, French

Skills and values:

"A measured and principled approach to leadership – a scalpel, rather than a hammer."

Professionalism; Adaptability; Team work; Clear communicator; Calm under pressure; Strategic thinker and problem solver; Member Association focused; Collaborative, measured and principled approach to leadership; International cooperation for the growth of badminton

BADMINTON EXPERIENCE

- 2025 - **Badminton World Federation Commission Member**
Independent Member of the Governance and Ethics Technical Commission (GETC)
- 2023 - **Badminton Europe Board Member**
2023 - Chair of Development Committee
2024 - 2025 Chair of High-Performance Working Group
2023 - Member of Governance Committee
2025 - Member of International Committee
2023 - 2025 Member of Business Committee
- 2021 - 2023 **Badminton Europe Commission Member**
Member of the Entertainment Commission
- 2019 - 2023 **Advisor to the Bulgarian Badminton Federation**
- 2016 - 2017 **Advisor and Event Liaison to Badminton Scotland for the BWF World Championships 2017**
- 2000 - 2017 **International badminton player**
Represented: Bulgaria, Scotland
Clubs: Bethune (FRA); Bremen (GER); Fos-sur-Mer (FRA), Santeramo (ITA)

OTHER EXPERIENCE AND QUALIFICATIONS

- 2016 - **Senior Lawyer at Dentons** (officially recognised as the biggest international law firm in the world), specialised in Competition Law.
- 2024 **Senior Legal Advisor at NatWest Bank** (secondment at client's request)
- 2018 **Legal Advisor to the UK Government** (secondment at client's request)
- 2021 - **Guest lecturer in Sport Law, University of Strathclyde**
- 2014 - 2015 **Masters in EU Law, College of Europe**
- 2013 - 2014 **Diploma in Professional Legal Practice, University of Glasgow**
- 2009 - 2013 **LLB Law, University of Glasgow**

RECOGNITION

- 2021 **FORBES Bulgaria 30 under 30**
Recognised as one of 30 individuals under the age of 30 identified as future leaders in their field.
- 100 Voices for 100 Years**
Part of 100 women from the University of Glasgow impacting on the legal profession.



ELECTION OF 3 DIRECTORS FOR THE PERIOD 2026 - 2030*

Badminton Estonia proposes election of **RENNA UNT**

Date of birth: 1 April 1981

Languages: English (Full working proficiency), French (Advanced), German (Intermediate), Russian (Intermediate), Finnish (Elementary), Estonian (Native)

Skills and values: A believer in collaborative leadership, Solution-oriented and proactive mindset, Clear and transparent in communication, Analytical and evidence-based approach to decision making, Committed to continuous learning.

BADMINTON EXPERIENCE

- 2026 - **Badminton Estonia**
Tournament director EMTC 2027
- 2023 - Communication manager
- 2014 - 2021 Chief Executive Officer
- 2015 - 2021 Tournament director YONEX Estonian International
- 2018 Tournament director European Junior Championships
- 2018 - **Badminton Europe Confederation**
Board Member
Chair of Events Committee
Member of Business Committee and Governance Committee
- 2016 - Umpire, BEC Certificated

OTHER EXPERIENCE AND QUALIFICATIONS

- 2009 - **Estonian Skating Union**
Communication Manager and Press Officer
2026 Figure Skating World Junior Championships;
2025 European Figure Skating Championships;
2020 World Junior Figure Skating Championships;
2015 World Junior Figure Skating Championships
Corporate hospitality manager
2010 European Figure Skating Championships
- 2020 - 2022 **Ready2Win, CEO and founder**
Representing, distributing and marketing VICTOR sports brand in Estonia.
- 2007 - 2014 **Estonian Ministry of Foreign Affairs, Diplomat**
Consulate General of Estonia in New York
Department of Europe and Transatlantic Relations
Public Diplomacy Department
- 2003 - 2007 **Tallinn University**
Project Coordinator, R&D Department

EDUCATION

- 2019 **MA Communications, Tallinn University**
Thesis: Sports sponsorship: factors influencing renewal of partnerships
- 2010 **MA Political Science, Tartu University**
Thesis: Performance of Government Institutions in Organizing Public Participation
- 2003 **BA Public Administration, Tallinn University**



ELECTION OF 1 DIRECTOR OF FINANCE FOR THE PERIOD 2026 - 2030*

Badminton Netherlands proposes election of **RÉMON VERBEEK**

Date of birth: 11 September 1970

Languages: Dutch, English

Skills and values: Strategic financial governance with a strong focus on integrity, transparency and accountability. Extensive experience in financial oversight, risk awareness and internal control, combined with a long-term perspective on organizational sustainability. Experienced board member able to engage constructively across different levels and contribute to balanced and well-informed decision-making in the best interest of the organization.

BADMINTON EXPERIENCE

More than four decades of involvement in badminton as a player, volunteer and board member at club, national and European level, combining practical experience within the sport with national and European governance responsibilities.

- 2022 - **Director of Finance, Badminton Europe Confederation**
Responsible for financial oversight, budgeting, reporting and liaison with external auditors; chair of the BEC Finance Meeting; presentation of financial updates to the Board and Annual Delegates' Meeting; contribution to governance and strategic discussions ensuring continuity and stability.
- 2012 - 2022 **Treasurer / Board Member, Badminton Nederland**
Strengthened financial sustainability and transparency and helped guide the federation through challenging financial periods, including COVID-19 pandemic.
- 1980 - **Badminton player and coach**
Active badminton player since 1980 and regular coach of young children at a local club; involvement in various committees and board roles at club, regional, national and European level.

OTHER EXPERIENCE AND QUALIFICATIONS

More than 30 years of professional experience in financial governance within complex public and non-profit organizations.

- 2022 - **Concern Controller, Xtra**
Strategic financial advisor to the Executive Board and Supervisory Board (budget approx. EUR 100 million), responsible for financial governance, compliance and long-term financial policy in a multi-entity organization.
- 1992 - 2022 **Previous Experience**
Previous senior roles in childcare, the hospital sector and Dutch central government, with extensive experience in planning & control, audit processes and regulated environments.

EDUCATION

Executive Master of Finance & Control (EMFC)
Certified Public Controller (CPC)
Master's and Bachelor's degrees in Business Economics



ELECTION OF 3 DIRECTORS FOR THE PERIOD 2026 - 2030*

Badminton Azerbaijan proposes election of **DR. TALEH ZIYADOV**

Date of birth: 20 April 1977

Languages: Azerbaijani, English, Russian, Turkish

Skills and values: Strategic leadership, sports governance, results-oriented management, stakeholder engagement, international cooperation, effective communication, team leadership.

BADMINTON EXPERIENCE

- 2021 - **President, Azerbaijan Badminton Federation**
Leading the strategic development of badminton in Azerbaijan, strengthening international partnerships and expanding grassroots participation.
- Improved Azerbaijan's BWF World Team Ranking and expanded Olympic representation from Tokyo 2020 to Paris 2024.
- Supported elite player development, with several athletes entering the BWF world top-100.
- Expanded grassroots programs and strengthened Azerbaijan's role in the European badminton community through hosting major Badminton Europe events and internationally recognized initiatives.
- 2025 - **Council Member, Badminton World Federation (BWF)**
Contributing to the global governance and strategic development of badminton through participation in the BWF Council.
- Supporting initiatives aimed at expanding international cooperation, strengthening development programs, and increasing global accessibility of badminton.

OTHER EXPERIENCE AND QUALIFICATIONS

- 2025 - **Independent Safeguarding Director, Azerbaijan Gymnastics Federation**
Serving as an independent safeguarding authority responsible for promoting athlete welfare, safeguarding standards, and integrity in sport governance.
- Supporting the implementation of safeguarding policies aligned with international best practices to ensure safe sporting environments.
- 2014 - 2025 **Director General, Baku International Sea Trade Port**
Led the transformation of one of the largest logistics and transport hubs in the Caspian region for more than 10+ years.
- Managed large-scale infrastructure development, international partnerships, and strategic planning involving governments, investors, and supervisory boards.
- Oversaw implementation of major sustainability and digital transformation initiatives, including the Net-Zero 2035 Climate Action Plan and international EcoPort certification.

NOTICE OF ANNUAL DELEGATES' MEETING



INSIDE NOTICE OF ANNUAL DELEGATES' MEETING

This section provides essential details about the Annual Delegates' Meeting, including the agenda, schedule, and key topics discussed. It serves as a guide to where each section of the Annual Report is located, ensuring easy navigation for delegates and stakeholders. It outlines the structure of the report and highlights the most relevant updates and decisions.

Notice is hereby given that the 59th Annual Delegates' Meeting of Badminton Europe Confederation will be held on Thursday, 23 April 2026 in Horsens, Denmark.

1. PRELIMINARY BUSINESS

- 1.1. President's opening remarks
- 1.2. Appointment of scrutineers
- 1.3. Attendance
- 1.4. To confirm that the Meeting has been properly convened and to approve the agenda

2. TO CONSIDER THE REPORT OF THE CONFEDERATION

- 2.1. The President's Review - page 11
- 2.2. The General Secretary's Report - page 15
- 2.3. Report of the Chair of Athletes' Commission - page 19
- 2.4. Report of the Chair of Business Committee - page 21
- 2.5. Report of the Chair of Development Committee - page 27
- 2.6. Report of the Chair of Events Committee - page 41
- 2.7. Report of the Chair of Governance Committee - page 51
- 2.8. Report of the Chair of International Committee - page 55

3. CONSIDER AND APPROVE FINANCIAL REPORT AND AUDITOR'S REPORT 2025

- 3.1. Income & Expenditure Accounts 2025 with comparison to Income & Expenditure accounts 2024 - page 63
- 3.2. Balance sheet per 31 December 2025 - page 67
- 3.3. Auditor's Report 2025 - page 69

4. TO CONSIDER AND APPROVE THE BUDGET FOR 2026 AND CONSIDER FINANCIAL FORECASTS 2027 & 2028 - page 71

5. AMENDMENTS TO THE RULES

The BEC Board of Directors proposes the following amendments to the BEC Rules. The full text of the proposed amendments is set out in Addendum A.

5.1 Section I – Elections, Composition and Size of the Board of Directors, Gender Representation and European BWF Vice-President

Please refer to the Addendum A for the exact wording.

Rationale:

This Section introduces a coherent package of governance reforms concerning elections, the composition of the Board of Directors, gender representation and the European BWF Vice-President. It is intended to create a clearer and more predictable electoral cycle, modestly streamline the size of the Board, strengthen gender representation through a minimum quota and a defined fallback mechanism, including an option to co-opt where the ordinary process does not achieve sufficient balance, and revise the framework for the European

BWF Vice-President so that the office is no longer dependent on prior election to the Board of Directors. In doing so, it replaces the current effectively dual position with a single office filled through one election for a four-year term and aligns the Rules more closely with the BWF Constitution. Taken together, these measures are aimed at improving continuity, representativeness, institutional effectiveness and democratic legitimacy. They also modernise the governance structure, strengthen democratic legitimacy through improved gender balance, and reduce the strain associated with annual elections.

VOTE on Section I as a single integrated package. If Section I is not approved, all subsequent proposals (Sections II–VI) and any amendments thereto shall be deemed rejected.

5.2 Section II – Nominations Panel

Please refer to the Addendum A for the exact wording.

Rationale:

This Section establishes a fully independent Nominations Panel as an additional governance safeguard designed to enhance objectivity, transparency and confidence in the electoral process. The Panel is intended primarily to issue recommendations in respect of elected positions, while also providing an independent check in limited cases of appointment or co-option. This reflects a governance model seen in certain parts of Europe where an additional layer of scrutiny is considered capable of strengthening the position and credibility of candidates standing for election. The proposal is designed to strengthen governance standards without displacing the Members' ultimate authority to elect.

VOTE on Section II as a single integrated package.

5.3a Section III – Term Limits

Please refer to the Addendum A for the exact wording.

Rationale:

This Section introduces term limits in a measured and prospective manner. Its purpose is to promote renewal and regular democratic accountability while preserving institutional memory and experience. The proposal provides for a general maximum of three full four-year terms, with limited exceptions for the President and the European BWF Vice-President, and applies only from 2026 onwards. It also allows a person to return after a four-year break, in which case a further term is treated as a first term. The term limits are therefore not absolute and instead balance renewal with the possibility of future re-engagement. This also gives greater practical significance to gender representation, as the resulting turnover creates more meaningful opportunities for renewal over time. In this way, the proposal seeks to modernise the governance framework without altering past service retroactively.

5.3b Subsection III.A – Amendments proposed by Badminton Ireland, Azerbaijan Badminton Federation, Türkiye Badminton Federation and Badminton Wales to the BEC Board of Directors proposal (Section III)

Please refer to the Addendum A for the exact wording.

Rationale:

The above-named Member Associations strongly believe in retroactivity being applied to term limits. They believe in balancing this with the ability of existing Directors to continue to serve their terms should they be re-elected and for Directors to support constructive succession planning.

BEC position on the above amendments to the Board of Directors proposal

The BEC Board of Directors does not support these amendments. In substance, they would introduce retroactive restrictions by attaching new legal consequences to periods of office already completed under a different framework. Such an approach is difficult to justify as a matter of legal principle, as it cuts across legal certainty, fairness and legitimate expectations. The BEC Board of Directors also considers these amendments unnecessary from a governance perspective, and the same applies to the proposed removal of the possibility of a break. Elections are the primary democratic safeguard: if Members consider that particular office-holders should not continue in office, that question should be resolved by a vote of the Members, rather than by retroactively shortening or re-characterising mandates already served.

VOTE on Section III as amended by the amendments set out in Subsection III.A. If the amended version of Section III is not approved, Section III in its original form shall then be put to a vote.

5.4 Section IV – Financial Provisions

Please refer to the Addendum A for the exact wording.

Rationale:

This Section strengthens transparency and accountability in financial matters. It clarifies the framework for reimbursement of expenses, allowances, compensation and remuneration where applicable, requires publication of the relevant Operational Guidelines, and makes any remuneration or honoraria payable to Directors, including the President, subject to confirmation by the ADM and disclosure in the Annual Report. The aim is to provide a clearer framework while preserving sufficient operational flexibility.

VOTE on Section IV as a single integrated package.

5.5 Section V – Miscellaneous

Please refer to the Addendum A for the exact wording.

Rationale:

This Section contains a number of targeted technical, governance and housekeeping amendments across the Rules. These include language improvements, correction of errors, clearer definitions, express regulation of electronic voting, opening Committees to optional non-elected MA representatives, and other minor adjustments. The overall aim is to make the Rules clearer and easier to apply in practice, without changing the constitutional structure except where expressly proposed.

VOTE on Section V as a single integrated package. If Section V is not approved as a package, the proposals set out in Section V shall then be put to a vote individually.

5.6 Section VI – Authorisation for Consequential and Technical Amendments

Please refer to the Addendum A for the exact wording.

Rationale:

This Section authorises the Board of Directors to make consequential and technical amendments following the vote, such as corrections to numbering, headings, cross-references and the order of definitions, provided that no substantive change is made. Its purpose is practical: to ensure that the final text of the Rules is internally coherent, technically accurate and ready for publication in a clean and consistent form once the Members have voted on the substantive proposals.

VOTE on Section VI as a single integrated package.

All amendments to the Rules approved pursuant to the above Items shall take effect on the day following the Delegates' Meeting.

6. TO DETERMINE THE FEES FOR 2027

6.1. The Board of Directors proposes an unchanged administration fee unit of EUR 210

6.2. The Board of Directors proposes to maintain existing sanction fees

7. BOARD ELECTIONS

All elections shall be decided in accordance with BEC Rule 14.2.

The CVs of the candidates can be found from page 77 onwards.

7.1. Election of 1 DIRECTOR OF FINANCE for the period 2026-2030* (candidates are listed in alphabetical order, according to LAST name)

- Badminton Netherlands proposes the re-election of Rémon VERBEEK

7.2. Election of 3 DIRECTORS for the period 2026-2030* (candidates are listed in alphabetical order, according to LAST name)

- Badminton Wales proposes the election of **Kelly ASTON**
- Swiss Badminton proposes the re-election of **Robbert DE KOCK**
- Norwegian Badminton Federation proposes the election of **Michael FYRIE-DAHL**
- French Badminton Federation proposes the election of **Catherine LE SAINT**
- Czech Badminton Federation proposes the election of **Petr MARTINEC**
- Badminton Scotland proposes the election of **Kevin SCOTT**
- Badminton Sweden proposes the election of **Ewa-Lotte SOHLSTRÖM**
- Estonian Badminton Federation proposes the re-election of **Renna UNT**
- Azerbaijan Badminton Federation proposes the election of **Taleh ZIYADOV**

7.3. Election of 1 BWF VICE PRESIDENT for the period 2026-2027 (candidates are listed in alphabetical order, according to LAST name)

- Swiss Badminton proposes the election of **Robbert DE KOCK**
- Bulgarian Badminton Federation proposes the election of **Viktoria TSVETANOVA**

* Please note that the term of office shall be subject to the outcome of the vote on Item 5.1 of the Order Papers (Section I of the proposed amendments to the BEC Rules). If Item 5.1 is approved, the term of office shall end in 2029. If Item 5.1 is not approved, the term of office shall end in 2030.

8. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2026

The Board of Directors proposes the re-appointment of **Grant Thornton (Denmark)**

9. BWF MATTERS

9.1. BWF Annual General Meeting in Horsens, Denmark on Saturday, 25 April 2026

10. ANY OTHER COMPETENT BUSINESS

For the Board of Directors,



Brian Agerbak
General Secretary
31 March 2026

