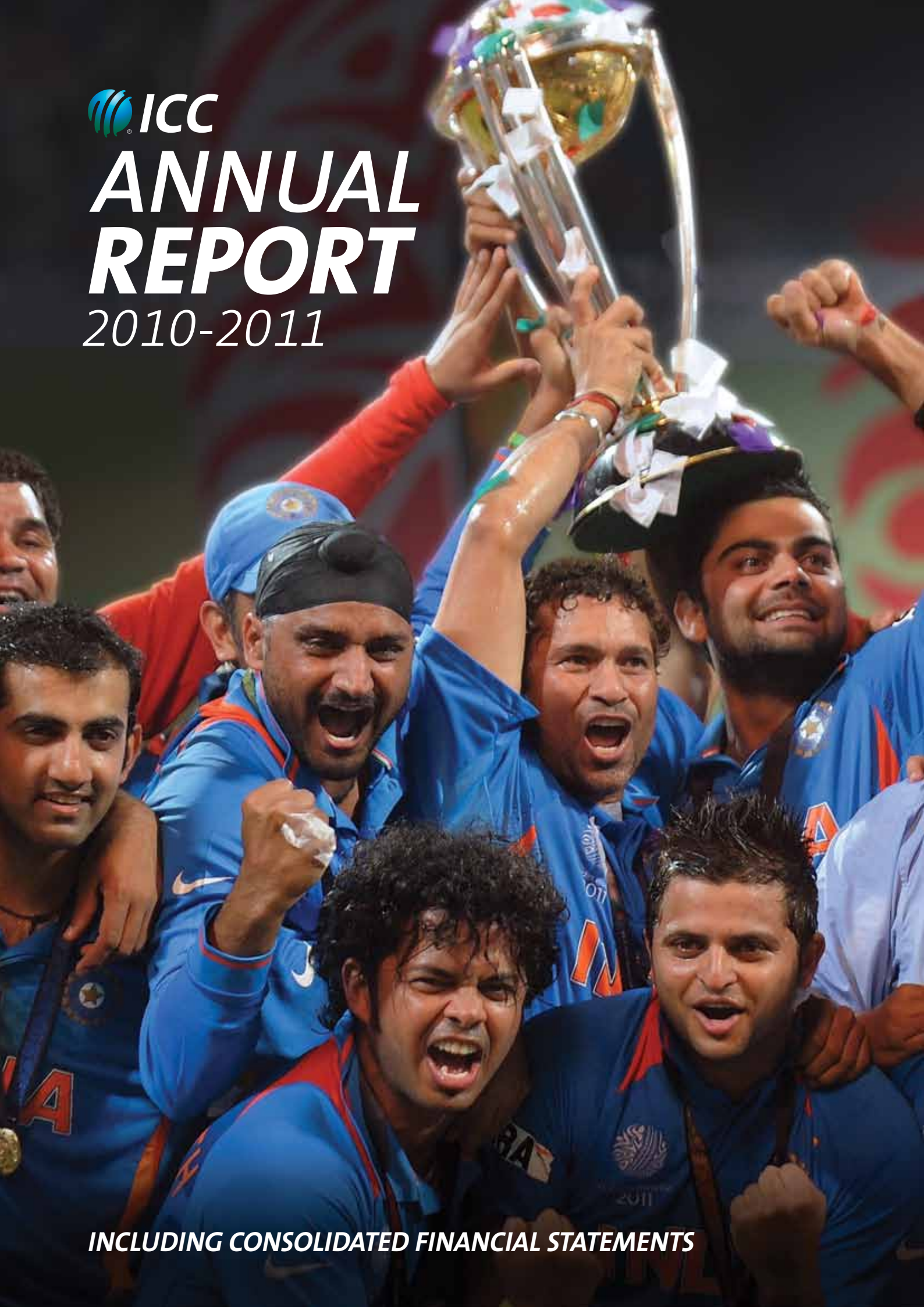




# **ANNUAL REPORT**

2010-2011



**INCLUDING CONSOLIDATED FINANCIAL STATEMENTS**



# VISION OF SUCCESS

AS A LEADING GLOBAL SPORT, CRICKET WILL CAPTIVATE AND INSPIRE PEOPLE OF EVERY AGE, GENDER, BACKGROUND AND ABILITY WHILE BUILDING BRIDGES BETWEEN CONTINENTS, COUNTRIES AND COMMUNITIES.

## STRATEGIC DIRECTION

### A BIGGER, BETTER, GLOBAL GAME

TARGETING MORE PLAYERS, MORE FANS,  
MORE COMPETITIVE TEAMS

Our long-term success will be judged on growth in participation and public interest and the competitiveness of teams participating in men's and women's international cricket.

#### MISSION STATEMENT - LEADING WORLD CRICKET BY

- PROVIDING A WORLD CLASS ENVIRONMENT FOR INTERNATIONAL CRICKET
- DELIVERING 'MAJOR' EVENTS ACROSS THREE FORMATS
- PROVIDING TARGETED SUPPORT TO MEMBERS
- PROMOTING THE GLOBAL GAME





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Australia takes on India at the ICC Cricket World Cup 2011.



# PRESIDENT'S REPORT

SHARAD PAWAR

AS THE CURTAIN FALLS ON THE LAST 12 MONTHS, THE INTERNATIONAL CRICKET COUNCIL CAN LOOK BACK WITH CONSIDERABLE PRIDE AT THE REMARKABLE ACHIEVEMENT OF AN ICC CRICKET WORLD CUP 2011 WHICH CREATED NEW RECORDS AND STANDARDS FOR THE ICC FLAGSHIP EVENT.

**F**irstly, I must congratulate India on its success in the ICC Cricket World Cup and thank the hosts for their unstinted support to ensure the success of the tournament.

The ICC Cricket World Cup has been memorable and was achieved due to the full support of the governments of Bangladesh, Sri Lanka and India. I wish to place on record our gratitude to Prime Minister Dr. Manmohan Singh, Prime Minister of Bangladesh Sheikh Hasina and President of Sri Lanka Mahinda Rakapakse who are ardent followers of our Great Sport.

It is also my duty as ICC President and Chairman of the Central Organising Committee to place on record the good work done by the other committees of the three Host Boards led by their respective chairmen Mustafa Kamal, DS de Silva and Shashank Manohar.

I would like to congratulate all the participating teams, officials, match referees and umpires, tournament directors, members of the organising committees, state associations and ICC Management and staff who worked night and day to ensure that the event was the most successful in history.

The tournament reinforced the attraction of 50-over cricket and showed the enthusiasm and excitement generated by nation v nation cricket. There is no doubt that this event has been a great advertisement for ODI cricket with more than 1.25m fans attending matches in new and modernised stadia with hundreds of millions more watching on television around the globe.

I would also like to thank our broadcast partners ESPN STAR Sports and all the global and local sponsors who supported this ICC Cricket World Cup 2011 and who themselves gained



rewarding exposure from their association with the event which has demonstrated the strength and cross-cultural appeal of our *Great Sport*.

By every measure the ICC Cricket World Cup was a success – and it was particularly pleasing to note that around 94% of the players felt that the ICC Cricket World Cup 2011 was good or very good. Now we are looking forward to build on this success.

During the tournament there were some outstanding performances and many will point to Ireland's victory against England in Bangalore as one of the highlights of the event. It also raised the question about performance and qualification for future ICC Cricket World Cups.

While the issue still has to be resolved at Annual Conference in Hong Kong, I do believe the fact that we have already agreed on qualification for the ICC Cricket World Cup 2019 and promotion and relegation for a One-Day International League from 2019, is a major step. It does progress the current competition structures and will provide opportunity for the Associate and Affiliate nations in future.

Global cricket is set to grow as we envisage in the ICC's Strategic Plan 2011-2015 when we talk of a bigger and better global game. We intend to support this by providing targeted support as well as expanding to 16 teams the ICC World Twenty20 from 2012 onwards.

Cricket must be an aspirational game where nations, and their cricket lovers, can dream of being on the biggest stages. It cannot be a closed setting and any move to restrict access to the global events would be regressive.

We have worked hard to organise, market and stage successful events which have earned high praise from players, spectators



- 1 The Prime Ministers of Pakistan and India at the ICC Cricket World Cup 2011 semi-final.
- 2 Sachin Tendulkar with the ICC Cricket World Cup trophy with the Gateway of India monument in the background.
- 3 Kevin O'Brien celebrates scoring a century at the ICC Cricket World Cup 2011.



and partners alike. With achieving success at the ICC Cricket World Cup 2011 we must not rest on our laurels.

As we stand on the platform of success, we must ensure that our next event raises the standards to even greater levels of achievement, on and off the field, so that this Great Sport can continue to flourish.

As I alluded, performance is a key factor and will no doubt influence the Governance Committee's thinking when they continue their work to review our structure and membership. All good organisations continually review their processes, protocols and structures and cricket and the ICC should be no different.

Effective and responsible governance for a global sport with the reach of cricket should not be a pipe dream but a reality which produces strong leadership acting in a transparent and accountable way for the good of all.

When directors walk into the ICC Boardroom they must do so with one single objective – to make decisions which make cricket stronger. Self interest should not cloud our decisions.

By next summer we want to have built on our reputation of being a well governed, leading global sporting organisation.

Our Committee structure and Board makeup will benefit from the planned independent governance review.

At the same time the ICC's Memorandum and Articles of Association were drafted at a time when the cricket landscape was very different. We need to also review and consider whether this is right for us as we approach the next cycle of opportunity.

So as we finish a momentous year I would like to thank the ICC Board, Member Boards, Associates and Affiliates, the ICC Chief Executive Committee, and all the other committee's as well as the ICC management and staff, led by Chief Executive Haroon Lorgat, for their outstanding contributions and support.

Congratulations to India for their ICC Cricket World Cup victory and Afghanistan for winning the ICC Intercontinental Cup and to the governments, people and Boards of Bangladesh, India and Sri Lanka for their extraordinary achievements during the ICC Cricket World Cup.

We now look forward to the next 12 months with the qualifiers for the ICC Women's World Cup as well as the launch of both the ICC World Twenty20 in Sri Lanka and the ICC U/19 World Cup in Australia.

## ICC EXECUTIVE BOARD & IDI BOARD OF DIRECTORS

- 1 **SHARAD PAWAR (CHAIRMAN)** - President
- 2 **ALAN ISAAC** - Vice-President
- 3 **HAROON LORGAT** - Chief Executive
- 4 **JACK CLARKE** - Australia
- 5 **AHM MUSTAFA KAMAL** - Bangladesh
- 6 **GILES CLARKE** - England and Wales
- 7 **SHASHANK MANOHAR** - India
- 8 **CHRIS MOLLER** - New Zealand
- 9 **IAJAZ BUTT** - Pakistan
- 10 **DR. MTUTUZELI NYOKA** - South Africa
- 11 **D S DE SILVA** - Sri Lanka
- 12 **DR. JULIAN HUNTE** - West Indies
- 13 **PETER CHINGOKA** - Zimbabwe
- 14 **KEITH OLIVER** - Associate Member Director (Scotland)
- 15 **IMRAN KHWAJA** - Associate Member Director (Singapore)
- 16 **NEIL SPEIGHT** - Associate Member Director (Bermuda)





# CHIEF EXECUTIVE'S REPORT

HAROON LORGAT

ANOTHER YEAR GONE BY AND WHAT A YEAR IT HAS BEEN! 50-OVER WORLD CHAMPIONS INDIA COMPLETED IN MUMBAI WHAT IS TRADITIONALLY THE END OF ONE CYCLE AND THE START OF, NO DOUBT, ANOTHER EXCITING AND CHALLENGING ONE. AT THE ICC WE STAND READY TO NAVIGATE THE GLOBAL GAME FOR THE NEXT FEW YEARS WITH OUR NEW STRATEGIC PLAN. IT AIMS FOR A BIGGER, BETTER GLOBAL GAME.

**I am pleased to report that over the past year we have gained respect, improved our reputation and image, and we have protected our sport. In fact we have promoted it to the extent where we are poised for even better times ahead.**

I believe we are at the beginning of a new and exciting period in the organisation's history with the development of what I think is our strongest ever strategic plan. I also feel that it is the right time to look at how we can make our strong sport become even stronger.

The ambitious and over-arching plan, which followed a comprehensive two year consultation and development period, is the third in the ICC's history and, in my view, moves us from the phases of 'expansion' and 'consolidation' to one of 'leadership'. This drive towards a 'bigger, better, global game' reflects an important new direction.

It is clear that everything we do must focus on creating a world-class environment for cricket, both on and off the field. The cricket calendar must have context and content and we must

be certain to do all things possible to create the best possible environment for cricket to prosper. The ICC has responsibility to not only play the role of the game's guardian to protect the sport's integrity, but also to examine the governance reforms needed to ensure that it can make objective decisions in the best interests of the global game. This strategy commits to do this independently and, although this may be a testing time, it will prove our leadership to the future of the game.

Participation and performance must be at the heart of what we do. Although 2010 showed an impressive 21% growth in participation, we have set a stretched but achievable goal to have 1 million more participants outside the Full Members by the end of 2015. Afghanistan's debut on the international stage has been inspiring and, besides delightfully displaying the ICC vision of captivating and inspiring people, sets a high performance bar.

Through our events we will produce global tournaments in all three forms of the game, which must be nothing less than leading global sporting events. In addition, armed with the new ICC Females in World Cricket Strategy, we must double our efforts to fully integrate and develop the women's game much further.

**1** England's victory in the Ashes was one of the major Test series of the year.





2 Mahendra Singh Dhoni hits the winning runs in the ICC Cricket World Cup 2011.

3 Australia's women captured the Ashes in one of the highlights of the women's calendar.



By achieving this we will put the ICC in a position to enhance its commercial strength that would not only continue funding Members, but would allow for our desire to provide targeted support to focus on strengthening or developing specific cases. But performance must be a core requirement.

While this is a strategic plan focused on 2011-15, it also focuses on creating breakthrough initiatives that would help cricket build audiences beyond 2015 and considers how cricket can diversify and grow its revenues. We are also determined to continue to use cricket's unique appeal and power to spread the sport's *Great Spirit* through our impressive corporate responsibility programmes.

When I first arrived in the Chief Executive's office I set some key personal and organisational performance indicators.

These were primarily to deliver world-class events with world-class systems and partners as well as to protect and promote our three formats of the game.

With some pride I can say the past year has again demonstrated the high quality of our events which have been revered by everyone. In addition to the spectacular World Cup we managed no less than 35 international events providing high class competition opportunities in all three formats for seniors, juniors, males, females and hosted in places like Nepal, Namibia and the Netherlands. All of these were outstanding and enjoyed by players, spectators and the media.

These successful tournaments have also helped provide the game's commercial partners with an excellent return on their investment, especially the ICC Cricket World Cup 2011 which will go down as one of the most memorable in history. Importantly it confirmed the ongoing global appeal for 50-over cricket.

The abiding popularity after 134 years of Test Match cricket - we will see the 2000<sup>th</sup> Test Match played at Lord's in July 2011 - proves the endurance of this format. There are now more teams setting their sights on the number one spot in Test cricket. We witnessed new excitement during the India tour to South Africa and in the Ashes series won by England in Australia and I can see Day/Night Test cricket played before long. And, of course, with growing interest in Twenty20 cricket at both club and country level, the conclusion is obvious that collectively the three forms of the game have arguably never been stronger.

When I look back at my report in 2010, I note the importance I placed on the integrity challenges that the game faces and our zero tolerance approach in this regard.

Those words could not have been fully digested before corrupt actions by three players during the Lord's Test in August 2010 reared its ugly head and presented us with one of our biggest challenges in recent times. The end result was sad - three Pakistan players found guilty and banned from the game. No matter how depressing those times were, I take comfort in the decisiveness of our actions and the effectiveness of our regulatory frameworks. The judgment demonstrates that we will act and punish improper conduct. My thanks go to Sir Ronnie Flanagan and the dedicated team of ICC staff and legal advisors for their painstaking effort to follow through on our pledge for zero tolerance.

While we have followed through with this pledge at international level, it is incumbent for our Members to ensure the same resolve at domestic level. We are the leaders amongst all the sporting codes in this area and we must continue to show strong resolve to root out corruption. And that must be at every level and every form with the tone set from the top.

The spot-fixing episode may have been the blot on last year, but we have much to celebrate. Our spirits were lifted with the joyous celebrations inside and outside the stadium during the opening ceremony in Dhaka, and again during the incredible party scenes on a match day in Colombo and again during the magnificent celebrations on Marine Drive after the final in Mumbai. These scenes will remain forever etched in the minds of millions.

The challenge is to build bigger from these successful past few years and in a responsible manner. We must know that we serve the needs of the global game and we must grow worldwide participation and fan interest in all three formats of our *Great Sport*.

It is a challenge which I relish to take on with the support of my fellow directors, the Members as well as ICC staff and the game's other valuable stakeholders who are all very passionate.

Finally, I wish to conclude by expressing gratitude to the President, Vice President and Directors, to the Member chief executives, our talented ICC staff and a truly wonderful group of broadcast and commercial partners who have all shown *Great Spirit* in working with me.



# ***THE CUP THAT COUNTS***







‘POSSIBLY THE GREATEST ICC CRICKET WORLD CUP’ THAT WAS THE ICC PRESIDENT’S VERDICT ON THE ICC CRICKET WORLD CUP HOSTED IN 13 VENUES ACROSS BANGLADESH, INDIA AND SRI LANKA.

**I**t was an event which transcended cricket itself with the diplomatic moves between the Indian and Pakistani governments at the ICC Cricket World Cup semi-final. Few will forget the pictures of ICC President Sharad Pawar accompanying India Prime Minister Manmohan Singh and his Pakistan counterpart Yousaf Raza Gilani out to meet the teams at Mohali.

A catalogue of records tumbled during the spectacular tournament which ended with not only a stirring final at the Wankhede Stadium in Mumbai but also with a restored and justifiable faith in the 50-over game.

Record-breaking television ratings illustrated the enthusiasm for the event and the matches which saw India face England, Pakistan and Sri Lanka were the most watched games in the history of cricket.

Attendances topped the 1.25m mark and there was extraordinary exposure for ICC commercial partners. Website hits outstripped all previous highs in terms of page views and unique visitors while social media numbers grew massively. Numbers of media accredited were an all time high.

Add to that a well organised event with effective security, some brilliant umpiring supported by the Decision Review System, and an extensive community programme championed by the game’s leading players, and the ICC Cricket World Cup 2011 was rightly lauded by commentators around the world as an event to remember. Nation v Nation cricket for *The Cup That Counts* has delivered an event for global cricket to be proud of.





AS SAMBIT BAL WROTE ON CRICINFO

‘TO NO OTHER CITY, NO OTHER COUNTRY, NO OTHER PEOPLE, WOULD THIS WORLD CUP HAVE MEANT MORE. AND THERE COULD HAVE BEEN NO BETTER PLACE FOR THIS WORLD CUP TO BEGIN ITS JOURNEY.’



Attendances topped

**1.25  
million**

It all began on 17 February with a spectacular opening ceremony, headlined by Canadian rock star Bryan Adams, and Shankar Ehsaan Loy, who sang the hit track ‘De Ghumake’ in Dhaka, the Bangladesh capital. However, what made this occasion most memorable was the enthusiasm and passion for the game in Bangladesh amongst the supporters both inside and outside of the stadium.

As Sambit Bal wrote on Cricinfo, “To no other city, no other country, no other people, would this World Cup have meant more. And there could have been no better place for this World Cup to begin its journey.”

The atmosphere in Dhaka for the opening day of the tournament at the Sher-e-Bangla National Stadium two days later was similarly frenzied, although Virender Sehwag’s 175 in India’s 370-4 took the game beyond Bangladesh. The India opener recorded the highest individual innings in the opening game of any ICC Cricket World Cup.

However, Bangladesh’s dramatic win over Ireland got its campaign on track, before a disappointing batting display against the West Indies saw it dismissed for just 58 all out, the lowest total by a Full Member in the ICC Cricket World Cup, and a similarly inadequate batting display against South Africa was to end its campaign.

However, there were high points for the Bangladesh public and none more so than its team’s dramatic victory in Chittagong against an England team which was to provide the most entertainment in the group stages with all six of its group games providing nail biting finishes.







1



2



3



4

- 1 Kevin O'Brien celebrates with Niall O'Brien after beating England.
- 2 Jonathan Trott, pictured with Ian Bell, became the joint fastest player in the game's history to reach 1000 ODI runs.
- 3 Kemar Roach celebrates taking a hat-trick.
- 4 Zimbabwe's Ray Price and Tatenda Taibu celebrate

Bengaluru was to provide the setting for one of the most memorable ODI matches of all time when India and England managed to achieve only the fourth tie in World Cup history, with the match aggregate of 676 runs setting a new competition record. The game's two centurions also broke more records, as Sachin Tendulkar became the first man to score five World Cup centuries, while Andrew Strauss' 158 was the highest score by an England player in the tournament's history.

When England then set Ireland 328 for victory at the same venue a few days later, with Jonathan Trott becoming the joint fastest player in the game's history to reach 1000 ODI runs, and reduced Ireland to 111-5, few would have thought that it would lose.

Step forward Kevin O'Brien whose 50-ball century was the fastest hundred in the history of the World Cup, inspiring the highest successful run chase in the ICC Cricket World Cup. The 162-run stand for the sixth wicket also eclipsed a previous event record partnership for that wicket.

That win was to prove to be the high point of the tournament for Ireland, who might have come close to challenging India were it not for the efforts of Yuvraj Singh, eventually named Player of the Tournament, who became the first player in the tournament's history to score a fifty and take five wickets in the same game.

The Dutch also struggled to repeat its performance levels of a thrilling opening match against England, as it struggled to cope with the opposition's world-class performances, such as Kemar Roach's hat-trick for the West Indies. However, the Netherlands did enter the record books when it became the first team at a World Cup and in any ODI match to have four players run out from consecutive deliveries against Ireland.

## THE MOST ENTERTAINING EVENT IN HISTORY

The ICC Cricket World Cup 2011 was the first in history to have an average of

more than  
**5 runs per over**

Year	Matches	RPO
2011	49	5.03
2007	51	4.95
2003	52	4.76
1999	42	4.47
1996	36	4.67
1992	39	4.42
1987	27	4.87
1983	27	4.08
1979	14	3.54
1975	15	3.91

As expected, Sachin Tendulkar – who during the group stages passed Sanath Jayasuriya's record for most ODI appearances – thrilled his supporters, in his search for a first ICC Cricket World Cup winner's medal. However, not even a record sixth World Cup hundred from Sachin Tendulkar was enough to save India from defeat against South Africa as Graeme Smith's side chased down 297 for victory.

South Africa didn't have things its own way, as it crumbled from 124-3 to 165 all out against England, to lose by six runs. However, England only secured a place in the quarter-final along with India, South Africa and the West Indies, with a dramatic victory over Darren Sammy's side, who lost the last four wickets for three runs in an 18-run defeat.

In contrast, Group A was far more straightforward as the top four seeds, Australia, Pakistan, Sri Lanka and New Zealand, overcame Zimbabwe, Canada and Kenya.

Australia, searching for its fourth consecutive World Cup win, made steady progress in the group stages, although not without statistical significance, with captain Ricky Ponting breaking the record for most appearances in an ICC Cricket World Cup, becoming the first player to be on the winning side in 250 ODI matches and also breaking the record for most matches as captain at a World Cup event.

Although its eagerly awaited clash against Sri Lanka was rained out, it lost its record 34-match World Cup unbeaten streak after being defeated by Pakistan, who also defeated hosts Sri Lanka in the opening stages.



1



2



3

**RAVI KIRPALANI, COO AND AUTOMOTIVE SALES DIRECTOR, CASTROL INDIA**

‘Through its partnership with the ICC, Castrol will be able to reach out to millions of consumers who are passionate about cricket. The 2011 ICC CWC was a great way for Castrol to spread its message of performance, passion, and innovation.’





Pakistan, led by Shahid Afridi, proved to be one of the most dangerous sides in the competition in the group stages, as he became the first bowler to capture three four-wicket hauls in consecutive matches, including 5-16 against Kenya – the best figures by a captain in World Cup history.

However, Pakistan could provide no answer to Ross Taylor's devastating power hitting as he helped New Zealand record an astonishing 114 runs in six mesmerising overs in their group game, as Pakistan lost its unbeaten record.

Sri Lanka also looked to be strong in both the batting and bowling department, with Lasith Malinga becoming the first player to take two hat-tricks in an ICC Cricket World Cup, when he devastated Kenya's batting with a series of unplayable yorkers.

The batting highlight for the hosts undoubtedly came against Zimbabwe at Pallekele as Tillakaratne Dilshan and Upul Tharanga added 282 for the opening wicket, having been put in by Elton Chigumbura, setting a new first wicket record for the ICC Cricket World Cup, while Dilshan's dream day was completed with his figures of 4-4.



- 1 Shaun Tait celebrates taking a wicket.
- 2 Shahid Afridi celebrates another victim.
- 3 Malinga celebrates after taking the wicket of Sachin Tendulkar in the final.
- 4 Ross Taylor celebrates his hundred against Pakistan.
- 5 Aleem Dar was in outstanding form at the event.



## BRILLIANT DECISION-MAKING

It wasn't just the standard of play that was high, but the standard of decision making, aided by technology, was also outstanding.

The Decision Review System helped raise the correct percentage of decisions to unprecedented levels. Before DRS, 93.14% of decisions were correct, yet after using DRS an amazing 98.32% of decisions were right.

Number of Umpire Decisions	714
Games	49
Player Reviews	183
Number of Reversals	37
Correct decision before the Review	93%
Correct decision after the Review	98%

In an enthralling quarter-final, the favourites India took on defending champions Australia. Batting first, Australia made 260-6 off its 50 overs, thanks in the main to a brilliant ton by Ricky Ponting, but half centuries from Sachin Tendulkar, Gautam Gambhir and Yuvraj Singh steered India to a famous victory with 14 balls to spare.

However, if fans had thought that game was exciting, then they were treated to one of the all-time great World Cup turnarounds in Dhaka when South Africa collapsed from 108-2 to 146-8 as it slipped to a 49-run defeat to a typically industrious New Zealand side.

The other quarter-finals were rather more one-sided, as Pakistan and Sri Lanka both recorded ten-wicket wins over West Indies and England respectively.

The semi-finals set up two mouthwatering clashes, with Sri Lanka overcoming a late collapse to defeat New Zealand by five wickets and secure a place in the final.

However, the eyes of the world were on the Mohali semi-final between India and Pakistan, bringing together the two nations from both a diplomatic and sporting perspective, with both countries PM's in attendance at the game, which India won by 29 runs. If ever there was a match that could fulfill the ICC's vision that cricket could 'captivate and inspire people of every age' and build 'bridges between continents, countries and communities' then this was it.

In the final, in front of a full house, at the refurbished Wankhede Stadium, a superb 84-ball century from Mahela Jayawardena helped Sri Lanka to 274-6. After losing both openers by the seventh over, Gautam Gambhir (97) and Mahendra Singh Dhoni (91 not out) calmed the nerves of a fanatical Indian crowd with a brilliant batting display as India won arguably the greatest final in the history of the competition.



1 Mahela Jayawardena hits a boundary during the Final.

2 Yuvraj Singh and captain Mahendra Singh Dhoni celebrate winning the ICC Cricket World Cup 2011.



## A RECORD-BREAKING EVENT ON AND OFF THE FIELD

Off the field, the success of the India team and the series of nail-biting matches ensured that the tournament was also an all-time commercial success.

At the end of the tournament, the ICC Cricket World Cup 2011 generated an average TV rating in India of 3.32 (CS 4+) as compared to 1.96 in 2007. The event also reached 180 million people in India in 2011 compared to 144 million in 2007. Ratings increased in India as the event developed from an average of 2.25 in the group stages to 4.92 in the quarter finals, to 12.6 in the semi-final and a peak of 23.2 in the final.

Even non-India matches, such as New Zealand-Sri Lanka, generated a higher rating than any other bilateral ODI played either in India or overseas (involving India) in the past four years.

It wasn't just the live broadcasts that were getting attention in India. Between 27 March and 9 April, according to News Content Track Data, the World Cup accounted for 66.96% of news output, boosting news viewing figures.

Globally, the event was shown in 180 territories, and also attracted brilliant viewing figures. In the UK, 6.8 million people watched Sky Sports in-home, with the India-England match attracting the highest ever audience in the UK for a 50-over match.

Fans also followed in their millions on the internet, with over 21 million global unique users visiting the official event website during the course of the tournament, and others following the action on Facebook and Twitter, which at one stage during the final had four cricket







SANJAY BEHL, GROUP HEAD – BRAND & MARKETING, RELIANCE COMMUNICATIONS

‘Reliance is privileged to have been associated with the premier ICC event as ‘global partner’. The huge success of the ICC Cricket World Cup 2011 can be attributed to a great extent to ICC’s decision to organise the mega event in the Indian subcontinent, creating a unique promotional blitzkrieg of ‘the cup that counts’, formatting the tournament creatively and aligning the itinerary to cover major cricketing venues thus ensuring that all ingredients come together for the perfect end product. For the sponsors, an Indian victory was indeed the icing on the cake.’



related subjects trending globally. One minute after the winning six was hit by MS Dhoni, there were 31,256 mentions of ‘India’ on Facebook.

Live streaming on the ESPN STAR Sports website attracted an unprecedented 64 million streams, with the semi-final between India-Pakistan delivering 10 million streams alone.

This all helped provide outstanding value for the ICC’s commercial partners, who all played a vital role to promote ‘The Cup That Counts’.

Reliance, LG, Pepsi, Hero Honda and Emirates provided excellent support for the event with exciting activations and innovative marketing campaigns. Yahoo, Reebok and Castrol were official partners for the tournament, while Moneygram International, the Bangladesh Tourism Board, Incredible India and Hyundai were also local partners for the tournament.

Through a wide range of commercial partnerships, the event was able to reach out to a wider audience than

ever before. Tickets for the tournament were sold by Kyazooonga, while Cricket Logistics ensured supporters from across the world could travel to the event. Licensing in Motion ensured supporters could purchase the most comprehensive range of merchandise ever provided for an ICC event either online or in store. Cricket Power was the ICC’s online video game and MotivatEd Ltd launched an innovative educational game called ICC Sportee Cricket.

But using the excitement of the World Cup was not just limited to commercial purposes. The most successful and comprehensive community programme in the history of ICC events was delivered, aimed at raising awareness of HIV, promoting global literacy and access to books, and social inclusion.

Ironically, although the success of the 2011 event couldn’t be more different to that of 2007, one thing linked the events together. Amazingly 21,333 runs were scored in both editions of the tournament!

# PROTECTING THE GAME AND ITS INTEGRITY

THE ICC IS COMMITTED TO MAINTAINING ITS POSITION AS THE LEADING GLOBAL SPORTS GOVERNING BODY BY EFFECTIVELY TACKLING ISSUES SUCH AS CORRUPTION, SECURITY AND DOPING, AND SHARING GOOD PRACTICES IN EDUCATION AND TRAINING.

## ANTI-CORRUPTION

The International Cricket Council is recognised as the world-leader in the fight against corruption in sport and during the past 12 months has stepped up its efforts in this area, particularly in the light of the spot-fixing incident at Lord's.

In February 2011, an independent tribunal, chaired by Michael Beloff, QC, found three Pakistan players - Salman Butt, Mohammad Amir and Mohammad Asif - guilty of charges relating to spot-fixing at the Lord's Test match between England and Pakistan in August 2010. In addition, Salman Butt was also found guilty of breaching the ICC Anti-Corruption Code by failing to report an approach made to him by Mazhar Majeed to engage in corrupt activity during the Oval Test match earlier in the same month.

It is hoped these penalties, supported by an ongoing education and awareness campaign, will act as a strong deterrent to others and help protect the integrity of the global game.

As a result of this spot fixing incident, an independent review of the capability and capacity of the ICC's anti-corruption systems and processes is being undertaken to help ensure ICC continues to provide leadership in this critical area.

The ICC Anti-Corruption Code was also strengthened by introducing penalties against players and support staff who breach the rules by carrying communication devices into the dressing room areas. The penalties will include fines.

## SECURITY

The ICC ACSU department worked with a wide range of stakeholders to deliver the most comprehensive security plan for an ICC event. This helped deliver a safe and secure tournament at the ICC Cricket World Cup 2011.

Through the Security Task Force, set up following the terror attack on the Sri Lanka team in March 2009, a Safety and Security Code is also being developed to help provide a global framework for security planning and implementation.

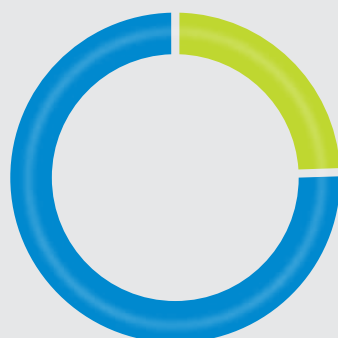
## OTHER SERVICES TO 105 MEMBERS

The ICC has introduced a number of new services relevant to the needs of Members during the past 12 months. These include:

- A template Level A coaching course for Members to adapt and deliver has been launched, while the ICC Global Cricket Academy has begun delivering its own coaching course created by the ICC and staging higher-level courses for elite coaches from around the world.
- The launch of the first intake of the Postgraduate Diploma in Sports Management (Cricket) in partnership with the World Academy of Sport and Royal Holloway University, London.
- Two new modules of the Cricket Administrator Programme (CAP) focusing on strategic planning and marketing & public relations.
- New initiatives, launched as part of the ICC Medical Committee's work, have also included an Injury Surveillance programme and research into the safety of helmets.

## ANTI-DOPING

2010 was a significant year for the ICC Anti-Doping Programme. It included an expanded year-round programme incorporating testing at Future Tours Programme matches and saw the successful development and implementation of a Whereabouts Programme in line with the standards of the World Anti-Doping Agency (WADA). The ICC conducted 191 urine tests during 2010.



## Drug Testing Statistics

1 January – 31 December 2010

In-Competition Tests	144
Out-of-Competition Tests	47
<b>Total number of Tests in 2010</b>	<b>191</b>



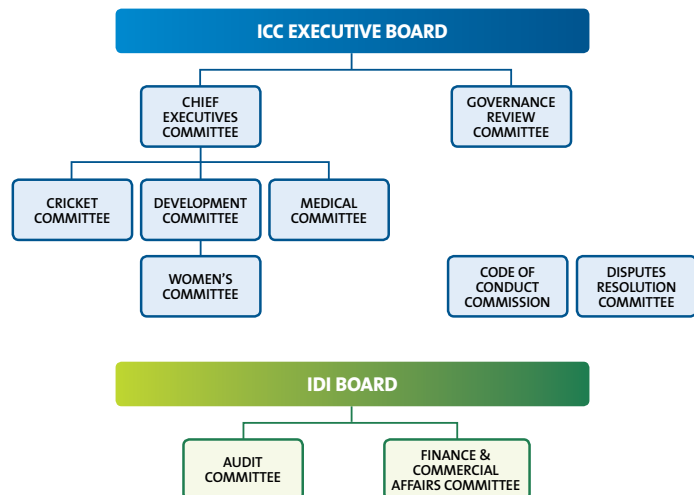
# BEST PRACTICE

## SPORTING BODY

**T**he ICC head office is led by ICC Chief Executive Haroon Lorgat and is supported by a vastly experienced management team, with world-class experience in sports business and administration.

Working to serve the ICC (see right), a diverse group of staff works from the head office in Dubai, located within walking distance of the ICC Global Cricket Academy and Dubai International Cricket Stadium.

The head office is supported by five regional offices based in Johannesburg, Kuala Lumpur, London, Melbourne and Toronto.



ICC staff in Dubai attend a social function for the former ICC President David Morgan.

### EMIRATES ELITE PANEL OF ICC UMPIRES AND MATCH REFEREES (2010–11)

#### ICC UMPIRES

BILLY BOWDEN	MARAIS ERASMUS	SIMON TAUFEL
ALEEM DAR	IAN GOULD	ROD TUCKER
STEVE DAVIS	DARYL HARPER	
ASOKA DE SILVA	TONY HILL	
BILLY DOCTROVE	ASAD RAUF	

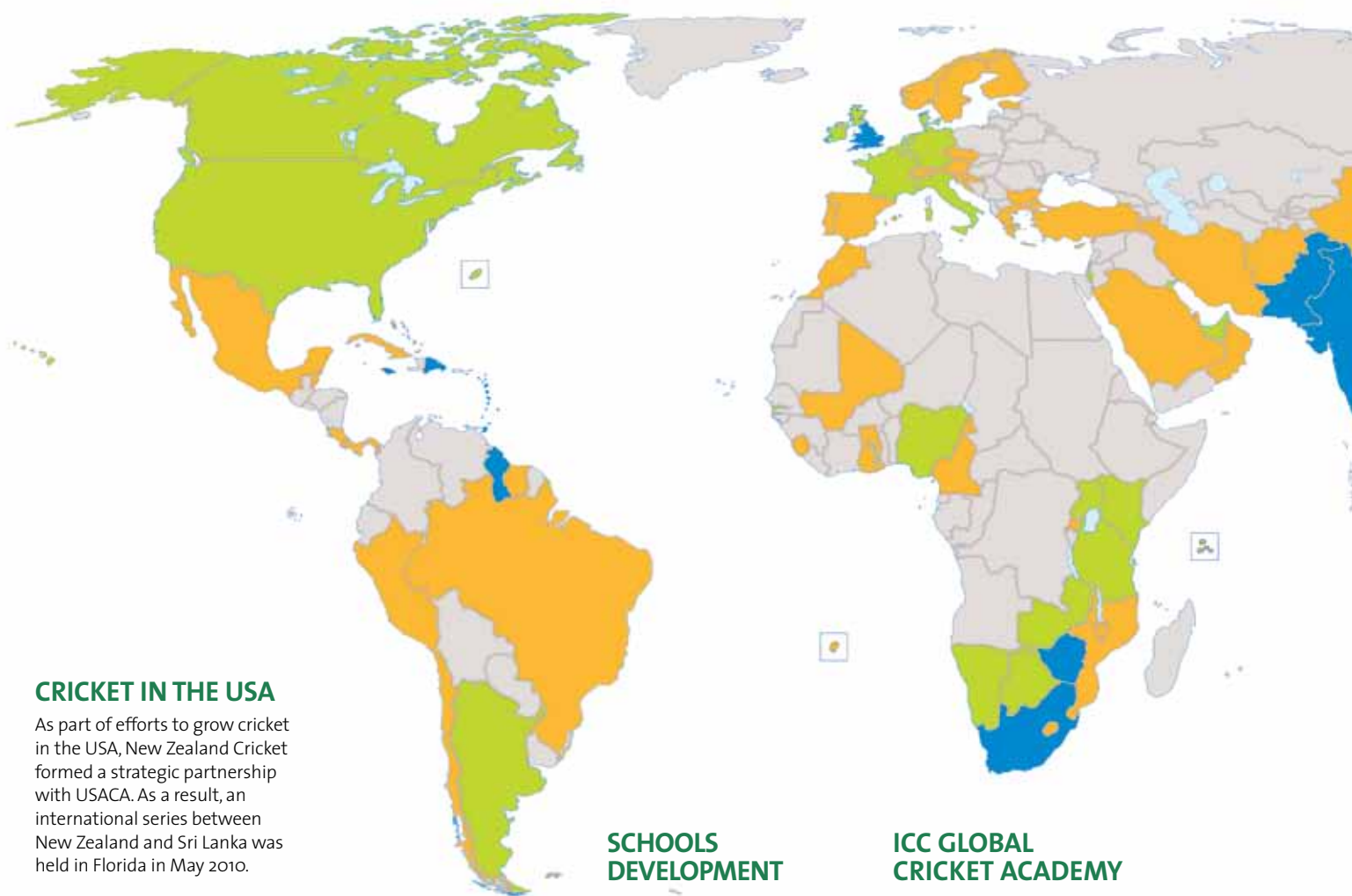
#### ICC MATCH REFEREES

CHRIS BROAD	RANJAN MADUGALLE	JAVAGAL SRINATH
JEFF CROWE	ROSHAN MAHANAMA	
ALAN HURST	ANDY PYCROFT	



<b>DAVID RICHARDSON</b> General Manager - Cricket	1
<b>CAMPBELL JAMIESON</b> General Manager - Commercial	2
<b>FAISAL HASNAIN</b> Chief Financial Officer	3
<b>DAVID BECKER</b> Head of Legal	4
<b>COLIN GIBSON</b> Head of Media & Communications	5
<b>SIR RONNIE FLANAGAN</b> Chairman of ACSU	6
<b>YP SINGH</b> Head of ACSU	
<b>JON LONG</b> Head of Member Services	
<b>TIM ANDERSON</b> Acting Global Development Manager	

# BUILDING A GLOBAL GAME



## CRICKET IN THE USA

As part of efforts to grow cricket in the USA, New Zealand Cricket formed a strategic partnership with USACA. As a result, an international series between New Zealand and Sri Lanka was held in Florida in May 2010.



## AFRICA

The ICC Women's Cricket Challenge was held in South Africa in October 2010. This event provided teams ranked five to ten with the opportunity to play 50-over and Twenty20 cricket and was part of the strategy to grow the women's game.

## SCHOOLS DEVELOPMENT

Cricket Scotland won the Best Overall Cricket Development Programme in the Pepsi ICC Development Awards in 2010. This was in recognition of a comprehensive development programme delivered in partnership with local authorities, schools networks and cricket clubs across the country.



## ICC GLOBAL CRICKET ACADEMY



The ICC Global Cricket Academy opened in Dubai in October 2010, bringing world-class cricket training facilities to the Middle East. In its first year of operation, the ICC Global Cricket Academy hosted a number of international and domestic teams, as well as providing a pre-World Cup base for five of the competing teams.



THE PEPSI ICC DEVELOPMENT PROGRAMME CONTINUES TO GROW THE SPORT ACROSS THE ICC'S 95 ASSOCIATE AND AFFILIATE MEMBERS. AS AT THE END OF 2010, PARTICIPATION DATA SHOWS THAT ALMOST 600,000 PEOPLE ARE INVOLVED IN THE SPORT OUTSIDE THE FULL MEMBERS. THIS IS A 297% INCREASE SINCE 2002.



- Full Members
- Associate Members
- Affiliate Members

## ICC WORLD TWENTY20 2012 QUALIFICATION

For the first time, all ICC Associate and Affiliate Members have the opportunity to qualify for the ICC World Twenty20 2012.



Regional qualifying events are being held across the five regions, in host venues as diverse as Ghana, Costa Rica and Slovenia, to provide a qualifying pathway to the 16-team qualifier which will take place in early 2012 in the United Arab Emirates.

The six Associate/Affiliate Members with ODI status - Afghanistan, Canada, Ireland, Kenya, Netherlands and Scotland - have automatically qualified for this event.

Three teams from the Asia region, two teams from Africa, Americas and Europe, and one team from East Asia-Pacific will also have the opportunity to qualify for the ICC World Twenty20 2012 global qualifier from which the top six teams will make it to Sri Lanka.

## OUTSTANDING EVENTS ACROSS THE GLOBE

- Afghanistan captured the ICC Intercontinental Cup title for the first time, remaining unbeaten throughout the competition, defeating Scotland by seven wickets in the final. Namibia won the ICC Intercontinental Shield.
- The Pepsi ICC World Cricket League continued to provide opportunities for Associates and Affiliates to play 50-over, peer v peer, international competition. In the past 12 months events have been held in the Netherlands (Division 1), Italy (Division 4), Kuwait (Division 8), Hong Kong (Division 3), UAE (Division 2), and Botswana (Division 7).
- Regional U/19 Qualifying tournaments were held across the globe in the past year, in venues far afield as Namibia, Thailand and the USA, with the top two sides progressing to the ICC U/19 Cricket World Cup global qualifier.



### INTERNATIONAL PROMOTION

Cricket Papua New Guinea brought Sri Lanka spinner Muttiah Muralidaran to the country to participate in a T20 cricket event called 'The Don't Drink and Drive Bash.' As well as taking part in the tournament, Murali delivered coaching clinics and helped raise awareness of HIV/AIDS prevention. This was part of a comprehensive marketing and promotion programme that supported Papua New Guinea's rise in the global rankings.

- 1 West Indies won the T20 event at the ICC Women's Cricket Challenge.
- 2 Scotland won the Best Overall Cricket Development Programme in the Pepsi ICC Development Awards.
- 3 The ICC Global Cricket Academy in Dubai.
- 4 Action from an ICC World Twenty20 2012 qualifier in Slovenia.
- 5 The Afghanistan team celebrate victory over Scotland in the Intercontinental Cup final.

# *GREAT SPORT* **GREAT SPIRIT**

THE ICC IS COMMITTED TO USING THE POPULARITY OF CRICKET AND THE GAME'S GREAT SPIRIT TO DELIVER A COMPREHENSIVE RANGE OF CORPORATE RESPONSIBILITY INITIATIVES.

- 1 Kumar Sangakkara appears at a Think Wise event in Kandy.
- 2 A Cricket for Change project in Mumbai.
- 3 All ICC match officials wore Think Wise branding on their shirts.
- 4 Virat Kohli showed his support for Room to Read.
- 5 Participants at a Great Spirit project in Dhaka.







2



3



4



5

**DURING THE PAST 12 MONTHS, THE ICC PROGRAMMES HAVE EXPANDED TO REACH AN UNPRECEDENTED NUMBER OF PEOPLE.**

## THINK WISE

The ICC's partnership with UNAIDS and UNICEF, which dates back to 2003, continued to play a role in raising awareness of HIV and attempting to eliminate discrimination against people living with HIV.

Much of the awareness activity focused around the ICC Cricket World Cup 2011, with a schools programme delivering education sessions to young people across the three host countries taking place ahead of the start of the tournament.

Kumar Sangakkara and Virender Sehwag starred in a new global Public Service Announcement, as part of a campaign aimed at engaging young people to 'Get the facts, protect yourself', which was distributed to broadcasters across the globe and shown at the opening ceremony.

A number of player visits were held throughout the tournament, with players meeting community groups affected by HIV, as well as encouraging young people to take steps to protect themselves against developing HIV.

In the knock-out matches at the tournament, players wore red ribbons on their shirts as a show of support for people living with HIV, umpires wore the Think Wise logos on their shirts and an HIV message was on a Think Wise flag at the national anthems.

## ROOM TO READ

The ICC began a four-year partnership with Room to Read at the ICC Cricket World Cup 2011 aimed at promoting literacy and global access to books.

Room to Read is seeking to transform the lives of millions of children across Asia and Africa by focusing on literacy and gender equality in education.

A number of high profile players supported the programme, including new Room to Read Ambassadors Shane Watson and Angelo Mathews, while other players including Virat Kohli, Tim Bresnan and Ryan ten Doeschate met participants from Room to Read as part of an awareness campaign.

Through a partnership with Reliance Life Insurance, who donated US \$300,000 through an innovative fundraising promotion, donating INR 25,000 for every six in the tournament, and other fundraising initiatives, the partnership ensured around 22,000 children will have been given access to education and the opportunity to read.

## GREAT SPIRIT

As a legacy of the ICC centenary year, a number of 'Great Spirit' projects have been created and delivered this year aimed at using the popularity of cricket to engage young people and contribute to an improvement in their social development.

By working with Cricket for Change, a UK-based charity that specialises in community engagement through Street20 cricket, a simple, fast and inexpensive form of the game, and UNICEF, a range of innovative programmes have been set up throughout Asia.

The partnership has delivered programmes aimed at reaching street children in Delhi, community leaders in Mumbai, child soldiers in Sri Lanka, marginalised girls in Bangladesh and disadvantaged boys and girls in Afghanistan.

As part of week-long courses, young leaders have had the opportunity to develop their cricket mentoring skills and also learn how to address issues related to education, health, inclusion, protection and safety. These interactions are then followed up by future visits which monitor the progress made by participants.

# A BIGGER, BETTER GLOBAL GAME

TARGETING MORE PLAYERS, MORE FANS,  
MORE COMPETITIVE TEAMS



**D**uring the past two years, the ICC has developed a strategic plan for international cricket between 2011-15.

Created in consultation with the game's stakeholders, including Members, players, media and supporters, the plan sets out a vision for international cricket.

By following through on our commitment to develop new competition structures and meritocratic pathways for men's and women's teams across Test, ODI and T20I cricket, supported by effective targeting, the ICC will be well-placed to achieve a truly global game with more players, more fans and more competitive teams.

The ICC vision for 2011-15 is to create 'A bigger, better, global game' aimed at 'Targeting more players, more fans, more competitive teams'.

Our success between 2011 and 2015 will be judged on growth in participation and public interest and the competitiveness of teams participating in men's and women's international cricket.

## MISSION STATEMENT

Leading world cricket by:

1

### Providing a world-class environment for international cricket

- On-field excellence
- A clear and coordinated calendar with context
- Governed to succeed
- A robust regulatory environment
- Protecting the game and its integrity

2

### Delivering 'major' events across three formats

- World class major events through to 2015
- Generating revenues to reinvest in the global game

3

### Providing targeted support to Members

- Providing a platform for success
- Focusing on growth and improvement

4

### Promoting the global game

- 'Breakthrough' initiatives to build the audience beyond 2015
- Spreading cricket's great spirit
- Targeted promotional campaigns



# SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

## PREPARED FROM THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF ICC DEVELOPMENT (INTERNATIONAL) LIMITED

### FOR THE YEAR ENDED 31 DECEMBER 2010

#### SUMMARY CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	2010 USD'000	2009 USD'000
<b>REVENUE</b>		
Members' Subscriptions	21,869	21,869
Commercial & others	5,202	4,502
Foreign exchange gain	4	1,635
	<b>27,075</b>	<b>28,006</b>
<b>COSTS</b>		
Staff and consultants' costs	13,935	13,269
Premises costs	430	403
Other operating expenses	14,148	13,436
	<b>28,513</b>	<b>27,108</b>
<b>Net operating (deficit) / surplus before event related activities</b>	<b>(1,438)</b>	<b>898</b>
Net gain on event related activities	74,816	81,465
Interest & investment Income	2,720	1,935
<b>Surplus before tax</b>	<b>76,098</b>	<b>84,298</b>
Income tax expense	(25)	(31)
<b>Surplus for the year</b>	<b>76,073</b>	<b>84,267</b>
Net movement in fair value of available for sale investments	1,074	498
<b>Total comprehensive income for the year</b>	<b>77,147</b>	<b>84,765</b>

#### APPROPRIATION OF SURPLUS FOR THE YEAR

Payments to Members	69,333	70,555
Allocation to ICC Global Cricket Development Programme	6,213	7,706
Transferred to General Reserve	-	2,300
Transferred to Retained Surplus	527	3,706
	<b>76,073</b>	<b>84,267</b>

# SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

## PREPARED FROM THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF ICC DEVELOPMENT (INTERNATIONAL) LIMITED

### FOR THE YEAR ENDED 31 DECEMBER 2010

#### SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	2010 USD'000	2009 USD'000
<b>ASSETS</b>		
Non Current Assets	35,070	36,773
Current Assets excluding cash resources	115,100	18,765
Net cash resources	36,945	83,540
<b>Total Assets</b>	<b>187,115</b>	<b>139,078</b>
<b>LIABILITIES AND EQUITY</b>		
Cricket Development Funds	(622)	932
Advances received in respect of events	149,418	79,405
Other Liabilities	6,832	29,327
Non current liabilities	2,026	1,554
Member's Funds	29,461	27,860
<b>Total Liabilities and Equity</b>	<b>187,115</b>	<b>139,078</b>

#### SUMMARY CONSOLIDATED STATEMENT OF CASH FLOWS

	2010 USD'000	2009 USD'000
Surplus before tax	76,098	84,298
Adjustments for non-cash items	(558)	(353)
Changes in working capital	(48,270)	(2,205)
Payments for employees' end of service benefits and income tax	(455)	(462)
<b>Net cash generated from operating activities</b>	<b>26,815</b>	<b>81,278</b>
<b>Net cash generated from / (used in) investing activities</b>	<b>3,690</b>	<b>(23,133)</b>
<b>Net cash used in financing activities</b>	<b>(77,100)</b>	<b>(79,291)</b>
<b>Net decrease in cash and cash equivalents during the year</b>	<b>(46,595)</b>	<b>(21,146)</b>
Cash and cash equivalents at the beginning of the year	83,540	104,686
<b>At the end of the year</b>	<b>36,945</b>	<b>83,540</b>



# SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

## PREPARED FROM THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF ICC DEVELOPMENT (INTERNATIONAL) LIMITED

### FOR THE YEAR ENDED 31 DECEMBER 2010

#### SUMMARY CONSOLIDATED STATEMENT OF CHANGES IN MEMBERS' FUND

	<i>Surplus USD'000</i>	<i>Reserves USD'000</i>	<i>Retained Surplus USD'000</i>	<i>Total USD'000</i>
<b>Balance at 1 January 2009</b>	-	<b>16,024</b>	<b>5,332</b>	<b>21,356</b>
Surplus for the year	84,267	-	-	84,267
Other comprehensive Income	-	498	-	498
Distribution to Members	(78,261)	-	-	(78,261)
Transfers	(6,006)	2,300	3,706	-
<b>Balance at 31 December 2009</b>	-	<b>18,822</b>	<b>9,038</b>	<b>27,860</b>
Surplus for the year	76,073	-	-	76,073
Other comprehensive income	-	1,074	-	1,074
Distribution to Members	(75,546)	-	-	(75,546)
Transfers	(527)	-	527	-
<b>Balance at 31 December 2010</b>	-	<b>19,896</b>	<b>9,565</b>	<b>29,461</b>

#### NOTES TO SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

##### 1. BASIS OF PREPARATION

The summary consolidated financial statements are prepared from the audited consolidated financial statements of ICC Development (International) Limited (the "Group") for the year ended 31 December 2010. The aforementioned audited consolidated financial statements are available at the Headquarters of the ICC in Dubai Sports City. The summary consolidated financial statements are presented in considerably less detail than annual audited consolidated financial statements for the convenience of readers and represent a fair summary of the audited consolidated financial statements.

The summary consolidated financial statements have been derived from the audited consolidated financial statements of the Group which were approved by the Board of ICC Development (International) Limited on 4 April 2011. These summary consolidated financial statements were authorised for issue on 4 April 2011.

##### 2. CONTINGENT LIABILITY

In 2007, Essel Sports Pvt Ltd initiated a lawsuit against the Board of Control for Cricket in India ('BCCI') in the Delhi High Court, claiming that the BCCI's decision not to recognise the Indian Cricket League ('ICL') and to take certain actions against those involved with the ICL was unlawful (the 'Indian Action'). The Indian Action is at an advanced stage.

A suit has also been filed in England (against the ICC and England and Wales Cricket Board 'ECB') and served upon the ICC and ECB (the 'English Action'). As part of the defence to the English Action, and because of the substantial overlap between the issues raised in the English and Indian Actions, the BCCI, ICC and ECB have sought an anti-suit injunction from the Delhi High Court, preventing ICL from taking any further steps in the English Action (against all of those three parties) until the Indian Action has been dealt with.

External lawyers have been appointed to act collectively for the ICC, ECB and BCCI in defending the English Action (including pursuit of the anti-suit injunction). The advice received from those lawyers is that the ICC and its Members will be able to mount a robust defence of the English Action and consequently no provision has been made in the consolidated financial statements in this respect. The court in England has recently granted a stay on hearing this matter until the Indian action is resolved.

Related to these actions, the ICC Executive Board has agreed to provide an indemnity to the ECB in relation to all costs, damages and awards made against it as a result of the English Action.

# SUMMARY CONSOLIDATED FINANCIAL STATEMENTS PREPARED FROM THE AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF ICC DEVELOPMENT (INTERNATIONAL) LIMITED FOR THE YEAR ENDED 31 DECEMBER 2010

## REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS TO THE MEMBERS OF INTERNATIONAL CRICKET COUNCIL

The accompanying summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at 31 December 2010, the summary consolidated statement of comprehensive income, summary consolidated statement of changes in equity and summary consolidated statement of cash flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of ICC Development (International) Limited and its subsidiaries (the "Group") for the year ended 31 December 2010. We expressed an unmodified opinion on those consolidated financial statements in our report dated 4 April 2011 which included an emphasis of matter paragraph. The matter emphasised is set out in Note 2 to these summary consolidated financial statements.

The summary consolidated financial statements do not contain all the disclosures required by International Financial Reporting Standards. Reading the summary consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of the Group.

### MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in notes to the summary consolidated financial statements.

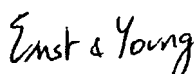
### AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810, "Engagements to Report on Summary Financial Statements".

### OPINION

In our opinion, the summary financial statements derived from the audited consolidated financial statements of the Group for the year ended 31 December 2010 are consistent, in all material respects, with those consolidated financial statements, on the basis described in notes to the summary consolidated financial statements.

4 April 2011



**Ernst and Young**  
P.O. Box 9267  
Dubai, UAE

The detailed consolidated financial statements for ICC Development (International) Limited and its subsidiaries for the year ended 31 December 2010 along with the Auditors' report and Directors' report is available at [www.icc-cricket.com](http://www.icc-cricket.com)







## INTERNATIONAL CRICKET COUNCIL

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### COMMERCIAL PARTNERS



### BROADCAST PARTNER

