



THE INTERNATIONAL CRICKET COUNCIL LIMITED
AND ITS SUBSIDIARIES

CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2025



CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

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DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2025

The Directors take pleasure in presenting their report together with the audited consolidated financial statements for the year ended 31 December 2025 which comprise the results of The International Cricket Council Limited (ICC or the Company) and its subsidiary companies ICC Development (International) Limited, ICC Business Corporation FZ-LLC, International Cricket Council FZ-LLC and ICC Americas, hereafter referred to as the "ICC Group".

BUSINESS ACTIVITIES

During the year the ICC Group conducted such business activities as were necessary to manage international cricket. These activities included the provision of Match Officials and other regulatory functions and services for bilateral international cricket, the staging of the ICC Men's Champions Trophy 2025, ICC World Test Championship Final 2025, ICC Women's Cricket World Cup 2025, ICC U19 Women's T20 World Cup 2025 and development programme activities to promote and develop the game globally.

CONSOLIDATED FINANCIAL RESULTS

The net surplus for the year amounted to USD 543.3M. Key features include:

- Total revenue and other income amounted to USD 756.3M, which includes USD 706.1M from events revenue, USD 12.8M from the ICC Group's commercial and other activities, and USD 37.4M interest and other financial income.
- Costs amounted to USD 213.0M, which includes events cost of USD 159.1M, USD 45.7M from general and administrative expenses relating to the management of the global game of cricket, USD 0.6M from strategic investment cost and USD 7.6M from finance and other costs.

MEMBERS' FUNDS

- Members' funds amount to USD 1,107.8M, represented by allocable surplus of USD 959.0M and general reserves of USD 148.8M.

AUDITORS

A resolution to appoint auditors for the ensuing year will be put to the Members at the Annual General Meeting.

For and on behalf of the ICC Board of Directors,



Jay Shah
Chairman
6 April 2026

GROUP DIRECTORY

AT 31 DECEMBER 2025

GENERAL INFORMATION

THE INTERNATIONAL CRICKET COUNCIL LIMITED (“ICC”)

The ICC is primarily responsible for all aspects of the day to day running and the development of international cricket. This extensive remit includes management of the ICC Code of Conduct and the playing conditions relevant to the international game, provision of qualified and independent Match Officials for Tests, One Day and Twenty20 Internationals and initiating and implementing key policy decisions for the benefit of the game. The ICC is a company registered in the BVI, is limited by guarantee and does not have share capital.

The ICC currently has 110 Members located worldwide.

The address of the Company’s registered office is as follows:

Commerce House, Wickhams Cay 1,
P.O. Box 3140,
Road Town,
Tortola,
Territory of the British Virgin Islands

ICC BUSINESS CORPORATION FZ-LLC (“IBC”)

IBC was incorporated in the United Arab Emirates in August 2014 in order to stage, organise and commercially exploit the ICC Events that are to be held in the eight-year period from 1 July 2015.

IBC is a wholly owned subsidiary of ICC.

The address of IBC’s registered office is as follows:

DMC-BLD05-VD-G00-075 & DMC-BLD05-VD-G00-076,
Bldg # DMC5, Ground Floor
Dubai Media City,
Dubai,
United Arab Emirates

ICC DEVELOPMENT (INTERNATIONAL) LIMITED (“IDI”)

IDI was incorporated in the British Virgin Islands in 1993 and was principally responsible until 30 June 2015 for:

- (i) Managing ICC cricket events;
- (ii) Managing the commercial rights to cricket events;
- (iii) Managing the ICC Development Program; and
- (iv) Providing such administration and other services as are required by the ICC.

IDI is a wholly owned subsidiary of ICC.

The address of IDI’s registered office is as follows:

Commerce House, Wickhams Cay 1
P.O. Box 3140,
Road Town,
Tortola,
Territory of the British Virgin Islands

INTERNATIONAL CRICKET COUNCIL FZ-LLC (“FZ LLC”)

FZ LLC was incorporated in the United Arab Emirates in May 2005 in order to provide administrative support services to the ICC Group. FZ LLC is a wholly owned subsidiary of ICC.

The address of FZ LLC’s registered office is as follows:

B8-SD-105
Bldg # 08-CO Work, Ground Floor,
Dubai Media City,
Dubai,
United Arab Emirates

ICC AMERICAS (“ICCA”)

ICCA was incorporated in Colorado Springs, USA as a not for profit Company in July 2016 to administer, develop, coordinate and promote cricket worldwide and more particularly in the Americas region.

There are no shares in ICCA but ICC is the sole member.

The address of ICCA’s registered office is as follows:

1631 Mesa Avenue, Suite E,
Colorado Springs 80906–2960,
United States of America

ICC BOARD DIRECTORS

Director	Designation	Director since
Jay Shah	Independent Chair	Nov 2022
Sanjog Gupta	Chief Executive	Jul 2025
Vacant	Independent Director	—
Mirwais Ashraf	Full Member Director, Afghanistan*	Apr 2022
Mike Baird	Full Member Director, Australia*	Apr 2023
Aminul Islam	Full Member Director, Bangladesh*	Jun 2025
Richard Thompson	Full Member Director, England & Wales*	Mar 2023
Devajit Saikia	Full Member Director, India*	Dec 2024
Brian MacNeice	Full Member Director, Ireland*	Dec 2023
Roger Twose	Full Member Director, New Zealand*	Dec 2023
Mohsin Naqvi	Full Member Director, Pakistan*	Feb 2024
Dr. Mohammed Moosajee	Full Member Director, South Africa*	Nov 2024
Shammi Silva	Full Member Director, Sri Lanka*	Feb 2019
Dr. Kishore Shallow	Full Member Director, West Indies*	Apr 2023
Tavengwa Mukuhlani	Full Member Director, Zimbabwe*	Aug 2015
Imran Khwaja	Associate Member Director+ & Deputy Chair	Jul 2008
Mubashshir Usmani	Associate Member Director+	Jul 2024
Mahinda Vallipuram	Associate Member Director+	Jul 2024

The following Directors served during the period until their resignation or expiry of their term in office:

Director	Designation	Resigned/term ended
Geoff Allardice	Chief Executive	Jul 2025
Faruque Ahmed	Full Member Director, Bangladesh*	May 2025

* Full Member Directors are appointed by the National Cricket Federation in their respective country.

+ The three Associate Member Directors are elected for a two-year term by the Associate Members at the Annual Meeting of the Associates (current terms ends in July 2026).



Jonathan Hall

General Counsel & Company Secretary, 6 April 2026



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INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF THE INTERNATIONAL CRICKET COUNCIL LIMITED

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

OPINION

We have audited the consolidated financial statements of The International Cricket Council Limited ("the Company") and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated statement of comprehensive income, changes in members' funds and cash flows for the year then ended, and notes, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards).

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) and we have fulfilled our ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

OTHER INFORMATION

Management is responsible for the other information. The other information comprises the Directors' Report, Group Directory and ICC Board Directors list.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with Governance are responsible for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

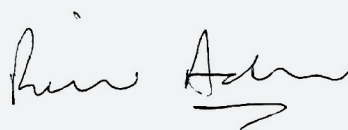
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs 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 consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated 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 Group'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 and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated 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 auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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.

KPMG Lower Gulf Limited



Richard Ackland
Registration No.: 1015
Dubai, United Arab Emirates
6 April 2026

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025 USD'000	2024 USD'000
Event related activities			
Revenue from ICC Events	3	706,058	728,474
Costs relating to ICC Events	4	(159,120)	(231,674)
Other activities			
Other revenue and income	5	12,753	12,831
Interest and investment income	6	34,669	35,282
General and administrative expenses	7.1	(45,706)	(44,897)
Finance costs	7.2	(7,520)	(7,163)
Foreign exchange loss		(52)	(146)
Net gain on financial assets	7.3	2,790	1,331
Strategic investment cost	7.4	(569)	(20,000)
NET SURPLUS FOR THE YEAR		543,303	474,038
Other comprehensive income for the year		—	—
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		543,303	474,038

The attached notes 1 to 24 form part of these consolidated financial statements.
The independent auditor's report is set out on pages 6–7.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Notes	2025 USD'000	2024 USD'000
ASSETS			
Non-current assets			
Property and equipment	8	3,350	3,881
Investment in bonds and mutual funds	9	84,833	79,799
Advance to Members	10a	906,613	449,443
Trade and other receivables	10b	4,996	2,573
Prepayments and advances	10c	1,575	2,960
Other financial assets	11b	5,000	5,000
		1,006,367	543,656
Current assets			
Trade and other receivables	10b	90,550	433,323
Prepayments and advances	10c	92,976	13,301
Cash and cash equivalents	11a	289,836	132,411
Other financial assets	11b	296,713	296,636
		770,075	875,671
TOTAL ASSETS		1,776,442	1,419,327
LIABILITIES			
Non-current liabilities			
Employees' end of service benefits	12	8,720	8,713
Advances from commercial partners	13	21,492	19,937
Deposits received	14	165,228	164,240
		195,440	192,890
Current liabilities			
Advances from commercial partners	13	391,827	565,761
Deposits received	14	7,601	8,137
Accounts payable and accruals	15	49,882	72,789
Associate Member Fund	16	23,860	15,221
		473,170	661,908
TOTAL LIABILITIES		668,610	854,798
NET ASSETS		1,107,832	564,529
REPRESENTED BY:			
Members' Funds			
	17		
Allocable surplus		959,046	445,030
General reserves		148,786	119,499
		1,107,832	564,529

The consolidated financial statements were authorised for issue by the Board of Directors and were signed on their behalf by:



Jay Shah
Chairman



Sanjog Gupta
Chief Executive

The attached notes 1 to 24 form part of these consolidated financial statements.
The independent auditor's report is set out on pages 6-7.

CONSOLIDATED STATEMENT OF CHANGES IN MEMBERS' FUNDS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Allocable surplus USD'000	General reserve USD'000	Total USD'000
As at 1 January 2024	—	90,491	90,491
Net surplus for the year	474,038	—	474,038
Transfers	(29,008)	29,008	—
At 31 December 2024/1 January 2025	445,030	119,499	564,529
Net surplus for the year	543,303	—	543,303
Transfers	(29,287)	29,287	—
At 31 December 2025	959,046	148,786	1,107,832

The attached notes 1 to 24 form part of these consolidated financial statements.
The independent auditor's report is set out on pages 6-7.

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025 USD'000	2024 USD'000
OPERATING ACTIVITIES			
Net surplus for the year		543,303	474,038
Adjustments for:			
Depreciation	8	1,420	1,235
Excess provisions written back	5	(3,655)	(3,624)
Provision for expected credit loss	7.1	—	50
Interest and investment income	6	(34,669)	(35,282)
Strategic investment cost	7.4	—	20,000
Finance costs	7.2	7,520	7,163
Net gain on financial assets	7.3	(2,790)	(1,331)
		511,129	462,249
Working capital adjustments:			
Decrease in receivables and prepayments	10b&c	264,786	55,971
Decrease in accounts payable and accruals	15	(19,202)	(9,486)
(Decrease)/increase in advances received	13	(172,379)	103,800
Increase in Associate Member Fund payable	16	8,639	3,521
Increase in Advance to Member	10a	(457,170)	(449,443)
Increase in deposits received	14	486	2,543
Increase in employees' end of service benefits	12	7	567
NET CASH FLOWS FROM OPERATING ACTIVITIES		136,296	169,722
INVESTING ACTIVITIES			
Additions to property and equipment	8	(889)	(513)
Investment in mutual funds and bonds	9	(50,194)	(15,659)
Proceed from sale of mutual funds and bonds	9	47,900	13,909
Interest and investment income received	6	27,115	27,727
Net movement in fixed deposits with original maturity over 3 months	11b	(77)	92,364
Loans (to)/paid by Members during the year	10b	(2,726)	1,394
Loan given in relation to Men's T20 event during the year	10b	—	(13,000)
NET CASH FLOWS FROM INVESTING ACTIVITIES		21,129	106,222
FINANCING ACTIVITIES			
Dividends paid	15a	—	(275,035)
NET CASH FLOWS USED IN FINANCING ACTIVITIES		—	(275,035)
INCREASE IN CASH AND CASH EQUIVALENTS		157,425	909
Cash and cash equivalents at 1 January		132,411	131,502
CASH AND CASH EQUIVALENTS AT 31 DECEMBER	11a	289,836	132,411

The attached notes 1 to 24 form part of these consolidated financial statements.
The independent auditor's report is set out on pages 6–7.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

1 ACTIVITIES

The International Cricket Council Limited (the “Company” or “ICC”) is a company limited by guarantee and does not have share capital, it is incorporated in British Virgin Islands on 27 August 1997. The registered office of ICC is at Commerce House, Wickhams Cay 1, P.O. Box 3140, Road Town, Tortola, British Virgin Islands. There are currently 110 Members.

The ICC Group’s principal place of business is at Street 69, Dubai Sports City, Sheikh Mohammad Bin Zayed Road, P.O. Box 500070, Dubai, United Arab Emirates (UAE).

The International Cricket Council Limited (“ICC”) is the international governing body for International Test Match, International One-Day and International Twenty20 cricket. The ICC is primarily responsible for all aspects of the day-to-day operations and the development of international cricket. This extensive remit includes management of the ICC Code of Conduct, the playing conditions and all other regulatory functions and services relevant to the international game, provision of qualified and independent match officials for Tests, One Day and Twenty20 Internationals and initiating and implementing key policy decisions for the benefit of the game.

Financial model: 2024–2027 cycle

In July 2023, the Members approved a financial model for the period 2024–2027 aligning it with the ICC’s largest revenue stream, the Indian media rights agreement. The principles of the new financial model are largely in line with the previous model of a distribution of surplus (i.e., dividends/distributions) to Members, with amounts paid to Members classified as advances to Members to be offset once surpluses are distributed (i.e., dividends). The current model has incorporated a Strategic Investment Fund and a Contingency Allocation.

The consolidated financial statements were authorised for issue by the Board of Directors on 6 April 2026.

2 MATERIAL ACCOUNTING POLICIES

BASIS OF PREPARATION

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

The consolidated financial statements are prepared on a historical cost basis, except for certain financial assets and derivative financial instruments that have been measured at fair value.

The consolidated financial statements have been presented in US Dollars (USD), which is the functional currency of the Company. All values are rounded to the nearest thousand (USD’000), except otherwise stated.

The Group’s management has made an assessment of its ability to continue as a going concern and is satisfied that it has the financial resources to continue in business for the foreseeable future. Furthermore, management is not aware of any material uncertainties that may cast significant doubt on the Group’s ability to continue as a going concern. Therefore, the consolidated financial statements continue to be prepared on a going concern basis.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

BASIS OF CONSOLIDATION

The consolidated financial statements comprise the financial statements of ICC and its following subsidiaries (together the "Group" or "ICC Group"):

Name of the subsidiary	Country of incorporation	Percentage shareholding		Principal activities
		2025	2024	
ICC Business Corporation FZ LLC ("IBC")	United Arab Emirates	100%	100%	To manage the commercial rights relating to cricket events of ICC from 1 July 2015.
International Cricket Council FZ-LLC ("FZ LLC")	United Arab Emirates	100%	100%	To provide administrative services to ICC group companies. From 1 January 2019, this includes managing the ICC Development Program.
ICC Development (International) Limited ("IDI")	British Virgin Islands	100%	100%	To manage the commercial rights relating to cricket events of ICC up until 30 June 2015 and treasury activities thereafter.
ICC Americas	United States of America	No shares issued. ICC is the sole member.	No shares issued. ICC is the sole member.	To administer, develop, co-ordinate and promote the sport of cricket throughout the Americas region.

Subsidiaries are fully consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date when such control ceases.

Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions within the Group are eliminated in full on consolidation.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

BASIS OF CONSOLIDATION (continued)

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interests and other components of equity, while any resultant gain or loss is recognised in consolidated statement of comprehensive income. Any investment retained is recognised at fair value.

If the Group retains any interest in the previous subsidiary, then such interests is measured at fair value at the date that the control is lost. Subsequently it is accounted for an equity accounted investee or as financial assets depending on the level of influence retained.

CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The accounting policies used in the preparation of the consolidated financial statements are consistent with those used in the preparation of the consolidated financial statements for the year ended 31 December 2024, except as follows:

New standards and amendments applicable for the current year

(a) New and amended standards and interpretations

The table lists the recent changes to the Accounting Standards that are required to be applied by the Group with an annual reporting period beginning on 1 January 2025:

Description	Effective for annual periods beginning on or after
Lack of exchangeability – Amendments to IAS 21	1 January 2025

The amendment listed above did not have any impact on the amounts recognised in prior periods and is not expected to significantly affect the current or future periods.

(b) New standards and amendments issued but not effective for the current year

This table lists the recent changes to the Accounting Standards that are required to be applied for annual reporting periods beginning after 1 January 2025 and that are available for early adoption in annual reporting periods beginning on 1 January 2025:

Description	Effective for annual periods beginning on or after
Classification and measurement of financial instruments – Amendments to IFRS 9 and IFRS 7	1 January 2026
Contracts referencing nature-dependant electricity – Amendments to IFRS 9 and IFRS 7	1 January 2026
Annual improvements to IFRS Accounting Standards – Volume 11	1 January 2026
IFRS 18 Presentation and disclosure in financial statements	1 January 2027
IFRS 19 Subsidiaries without public accountability disclosure	1 January 2027
Sale or contribution of assets between an investor and its Associate or Joint Venture – IFRS 10 and IAS 28	Effective date deferred indefinitely

Management anticipates that these new standards, interpretations and amendments will be adopted in the financial statements as and when they are applicable and adoption of these new standards, interpretations and amendments, may have no material impact on the financial statements in the period of initial application.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

REVENUE

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the Sponsors and Commercial Partners at an amount that reflect the consideration to which the Group expects to be entitled in exchange for those goods and services.

The Group recognises revenue based on a five-step model as set out in IFRS 15.

IFRS 15 requires that revenue is recognised from contracts with customers based on a five-step model as follows:

- Identification of contracts with customer;
- Identification of performance obligations in the contract;
- Determination of transaction price;
- Allocation of transaction price to performance obligations in the contract; and
- Recognition of revenue when the Group satisfies the performance obligation.

Event related activities

The Group expects the revenue recognition to occur at completion of the event at which time the Group would have discharged its performance obligations in respect of the events. These performance obligations include certain other contractual rights such as access to media archives and to use ICC marks and composite logos that, although they can be availed at any point in time during the contract term, have been included as part of the same performance obligation of the event and is simultaneously discharged towards the completion of such events.

Revenue from ICC Events: Media rights

Revenue from the sale of the Groups' media rights including the viewing of live and non-live footage for ICC Events. Revenue from the sale of media rights is recognised at the completion of the relevant ICC Event covered by the underlying contract and is reported as revenue for the ICC Event.

Revenue from ICC Events: Sponsorship

Event sponsorship rights are rights that Sponsors can exercise during the ICC events including in relation to Sponsor Marks for in-venue branding, replay screen, souvenir programs, on-screen credits and commercial breaks. Sponsors simultaneously receive and consume the benefits provided during ICC Events. Further, the Sponsors can exercise these rights and obtain benefits only when ICC Events are organised as these are event specific. Revenue is recognised at the completion of the relevant ICC Event covered by the underlying contract.

Other commercial revenue

Revenue from providing services is recognised over the period in which such services are rendered.

Variable consideration

Certain contracts with customers provide the Group with value in kind goods or services and royalties and variable income (based on sale or usage) which gives rise to variable consideration. If the consideration in a contract includes a variable amount, the Group estimates the amount of consideration to which it will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

Significant financing component:

Using the practical expedient in IFRS 15, the Group does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less. For those deposits paid by the Sponsors and Commercial Partners to the Group for rights granted beyond a year, it has been assessed that there is an implicit financing component because of the timing difference between the payment of deposit and the performance of obligations which usually spans for more than 12 months.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

CONTRACT BALANCES

Contract assets/unbilled receivables

A contract asset is the right to consideration in exchange for goods or services transferred to the customer.

If the Group performs its obligations by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

Trade receivables

A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). It also includes amounts billed for future obligations for which the Group has unconditional right to bill and collect the amount as per the contractual terms.

Contract liabilities/advance from commercial partners

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs its obligations under the contract.

COST TO OBTAIN A CONTRACT

The Group has elected to apply the optional practical expedient as per IFRS 15 for costs to obtain a contract which allows the Group to immediately expense such costs because the amortisation period of the asset that the Group otherwise would have used is one year or less.

EVENT EXPENSES

Event Expenses are the outflow of economic benefits that arise in the ordinary course of organising an event. Incurred costs related to the ICC Events are deferred and recognised in profit and loss in the period in which the respective event concludes.

USE OF ESTIMATES AND JUDGMENTS

The preparation of the consolidated financial statements requires management to make judgments, estimates and assumptions that may affect the reported amount of assets and liabilities, revenues, expenses, disclosure of contingent liabilities and the resultant provisions and fair values. Such estimates are necessarily based on assumptions about several factors and actual results may differ from reported amounts.

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

In particular, information about significant areas of estimation, uncertainty, and critical judgments in applying accounting policies (that have the most significant effect on the amount recognised in the consolidated financial statements) are disclosed in Note 22.

CURRENT VERSUS NON-CURRENT CLASSIFICATION

The Group presents assets and liabilities in consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle,
- Held primarily for the purpose of trading,
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in normal operating cycle,
- It is held primarily for the purpose of trading,
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

PROPERTY AND EQUIPMENT

Property and equipment comprise ICC Headquarters Building, furniture, fixtures, equipment and vehicles. Property and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets as follows:

ICC Headquarters Building	20 years
Furniture, fixtures, equipment and vehicles	2 to 5 years
Capital work in progress	not depreciated

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of comprehensive income in the year the asset is derecognised.

Expenditure incurred to replace a component of an item of property and equipment that is accounted for separately is capitalised and the carrying amount of the component that is replaced is written off. Other subsequent expenditure is capitalised only when it increases future economic benefits of the related item of property and equipment. All other expenditure is recognised in the consolidated statement of comprehensive income as the expense is incurred.

The asset's residual values, useful lives and methods of depreciation are reviewed at each financial year end, and adjusted prospectively, if appropriate.

FINANCIAL INSTRUMENTS – INITIAL RECOGNITION AND SUBSEQUENT MEASUREMENT

FINANCIAL ASSETS

Financial assets are classified, at initial recognition, and subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and/or fair value through profit or loss (FVTPL).

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price determined under IFRS 15.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are "solely payments of principal and interest (SPPI)" on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

FINANCIAL INSTRUMENTS – INITIAL RECOGNITION AND SUBSEQUENT MEASUREMENT (continued)

FINANCIAL ASSETS (continued)

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost;
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments);
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments); and
- Financial assets at fair value through profit or loss.

The Group does not hold any financial assets carried at fair value through OCI (both debt and equity instruments).

Financial assets at amortised cost

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in consolidated statement of comprehensive income when the asset is derecognised, modified or impaired.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model.

Financial assets at fair value through profit or loss are carried in the consolidated statement of financial position at fair value with net changes in fair value recognised in the consolidated statement of comprehensive income.

This category includes certain financial assets as disclosed in Note 9.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs as these financial assets do not contain significant financing component and usually have a maturity of one year or less. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on ECLs at each reporting date. The Group assesses ECL based on its historical credit loss experience, adjusted for forward-looking factors specific to the financial assets and the economic environment.

ECL is a probability-weighted estimate of credit losses. They are measured as follows:

- for financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfall (i.e. the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive); and
- for financial assets that are credit impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

FINANCIAL INSTRUMENTS – INITIAL RECOGNITION AND SUBSEQUENT MEASUREMENT (continued)

FINANCIAL ASSETS (continued)

Impairment of financial assets (continued)

In measuring the ECL, the Group considers its historical loss experience and adjusts this for current observable data. In addition, the Group also considers reasonable and supportable forecasts of future macroeconomic conditions, such as, but not limited to, country risk (including inflation), market factors, and exercises appropriate judgment to estimate the amount of expected credit loss against financial assets. Incorporating forward looking information increases the level of judgment as to how changes in the macroeconomic conditions will affect the ECL. The methodology and assumptions including any forecasts of future macroeconomic conditions are reviewed regularly.

The Group considers a financial asset in default when contractual payments are past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in consolidated statement of comprehensive income.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

FINANCIAL INSTRUMENTS – INITIAL RECOGNITION AND SUBSEQUENT MEASUREMENT (continued)

FINANCIAL LIABILITIES

Initial recognition and measurement

Financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

There are no financial liabilities carried at fair value through profit or loss.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the consolidated statement of comprehensive income.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

DERIVATIVE FINANCIAL INSTRUMENTS

The Group uses derivative financial instruments, such as forward currency contracts to hedge its foreign exchange risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative with a corresponding charge reflected in the consolidated statement of comprehensive income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

FAIR VALUE OF FINANCIAL INSTRUMENTS

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction.

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

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1** Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2** Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- Level 3** Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

At each reporting date, management analyses the movements in the values of assets and liabilities which are required to be remeasured or re-assessed as per the Group's accounting policies. For this analysis, management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents. Management also compares the changes in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of their nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash on hand, bank accounts and short-term deposits with an original maturity of three months or less.

OTHER FINANCIAL ASSETS

Other financial assets comprise of short-term deposits with an original maturity of between three and twelve months.

EMPLOYEES' END OF SERVICE BENEFITS

The Group provides end of service benefits to its employees. The entitlement to these benefits is usually based upon the employees' final salary and length of service subject to completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

LEASES

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

GROUP AS A LESSEE

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

The Group does not have any significant long-term lease contracts.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

2 MATERIAL ACCOUNTING POLICIES (continued)

PROVISIONS

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Group expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the consolidated statement of comprehensive income net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

CONTINGENCIES

Contingent liabilities are not recognised in the consolidated financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognised in the consolidated financial statements but disclosed when an inflow of economic benefits is probable.

FOREIGN CURRENCIES

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Differences arising on settlement or translation of monetary items are recognised in the consolidated statement of comprehensive income with the exception of monetary items that are designated as part of the hedge of the Group's net investment of a foreign operation. These are recognised in consolidated statement of comprehensive income until the net investment is disposed of, at which time, the cumulative amount is reclassified to the consolidated statement of comprehensive income. Tax charges and credits attributable to exchange differences on those monetary items are also recorded in consolidated statement of comprehensive income.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in other comprehensive income or consolidated statement of comprehensive income are also recognised in other comprehensive income or consolidated statement of comprehensive income, respectively).

DIVIDENDS/DISTRIBUTION TO MEMBERS

Dividends/distribution to Members represents those amounts that are approved by the Board of Directors.

VALUE ADDED TAX

Value added tax is recognised in accordance with the laws applicable in UAE.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

3 REVENUE FROM ICC EVENTS

	2025 USD'000	2024 USD'000
Commercial events		
ICC Men's Champions Trophy 2025 – Pakistan	638,423	—
ICC World Test Championship Final 2025 – England	35,398	—
ICC Women's Cricket World Cup 2025 – India	31,325	—
ICC U19 Women's T20 World Cup 2025 – Malaysia	671	—
ICC Men's T20 World Cup 2024 – West Indies & USA	—	690,965
ICC Women's T20 World Cup 2024 – United Arab Emirates	—	18,582
ICC U19 Men's Cricket World Cup 2024 - South Africa	—	17,259
Value in Kind – from the above geographies	241	1,668
	706,058	728,474

The contract balances are disclosed in Note 10b and Note 13.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

4 COSTS RELATING TO ICC EVENTS

	2025 USD'000	2024 USD'000
Commercial events		
ICC Men's Champions Trophy 2025 – Pakistan	51,679	—
ICC World Test Championship Final 2025 – England	21,749	—
ICC Women's Cricket World Cup 2025 – India	62,711	—
ICC U19 Women's T20 World Cup 2025 – Malaysia	11,138	—
ICC Men's T20 World Cup 2024 – West Indies & USA	—	159,485
ICC Women's T20 World Cup 2024 – United Arab Emirates	—	43,540
ICC U19 Men's Cricket World Cup 2024 – South Africa	—	13,937
Value in Kind	241	1,668
Pathway events (regional and global)		
ICC Women's T20 World Cup Qualifiers	2,426	1,770
ICC Men's T20 World Cup Qualifiers	2,407	4,239
ICC Men's CWC League 2	2,366	2,605
ICC Women's CWC Qualifiers	1,793	—
ICC U19 Men's CWC Qualifiers	1,458	1,425
ICC Men's CWC Challenge League	1,152	1,610
ICC U19 Women's T20 World Cup Qualifier	—	1,395
	159,120	231,674

ICC Events are held in various tax jurisdictions and the Group's commercial arrangements with its constituents are tax protected through a combination of tax exemptions obtained from the Government of host nations, indemnity obtained from host cricket boards/contractual obligations on host cricket boards and tax protected commercial agreements. In respect of ICC Events held to date, the Board of Directors believe that the tax exemptions received to date and contractual agreements entered with the host cricket boards are adequate to cover and mitigate any unforeseen tax liabilities. As such, the Board of Directors believe that the ICC Group is protected in all the event jurisdictions from any incremental tax liability (see Note 22).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

5 OTHER REVENUE AND INCOME

	2025 USD'000	2024 USD'000
Other commercial revenue	7,208	7,556
Excess provisions written back	3,655	3,624
Reversal of provision for expected credit loss on trade receivables (Note 10b)	433	—
Match fines, fees and others	1,457	1,651
	12,753	12,831

6 INTEREST AND INVESTMENT INCOME

	2025 USD'000	2024 USD'000
Interest income from demand deposits	24,767	25,673
Deemed interest income on long term deposits received from sponsors (Note 14)	7,554	7,555
Income from financial assets carried at fair value through profit or loss	2,249	1,921
Interest on loan to Members (Note 19)	99	133
	34,669	35,282

7.1 GENERAL AND ADMINISTRATIVE EXPENSES

	2025 USD'000	2024 USD'000
Staff and consultant related costs	26,564	25,586
Travel-related costs	4,181	3,905
Provision for expected credit loss on trade receivables (Note 10b)	—	50
Legal and professional costs	995	1,386
Depreciation (Note 8)	1,420	1,235
Other development related expenses	733	851
Utilities and other premises related costs	590	584
Special projects	219	107
Other administrative expenses	11,004	11,193
	45,706	44,897

7.2 FINANCE COSTS

	2025 USD'000	2024 USD'000
Deemed interest on long term deposits received from commercial partners (Note 14)	7,520	7,163
	7,520	7,163

7.3 NET GAIN ON FINANCIAL ASSETS

	2025 USD'000	2024 USD'000
<i>On financial assets:</i>		
Changes in fair value of financial assets through profit or loss (Note 9)	2,740	1,600
Changes in fair value of derivative financial instrument	715	—
Loss on disposal	(665)	(269)
	2,790	1,331

7.4 STRATEGIC INVESTMENT COST

	2025 USD'000	2024 USD'000
Provision towards loan in relation to Men's T20 event (Note 10b (ii))	—	20,000
ICC Women's Emerging Nations Trophy expenses	569	—
	569	20,000

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

8 PROPERTY AND EQUIPMENT

	Notes	ICC Headquarters building USD'000	Furniture, fixtures, equipment and vehicles USD'000	Capital work-in-progress USD'000	Total USD'000
Cost:					
At 1 January 2025		7,177	7,042	214	14,433
Additions during the year		6	1,032	65	1,103
Write-off/capitalised during the year		—	(154)	(214)	(368)
At 31 December 2025		7,183	7,920	65	15,168
Accumulated depreciation:					
At 1 January 2025		5,383	5,169	—	10,552
Charge for the year	7.1	359	1,061	—	1,420
Write-off during the year		—	(154)	—	(154)
At 31 December 2025		5,742	6,076	—	11,818
Net book value:					
At 31 December 2025		1,441	1,844	65	3,350
Cost:					
At 1 January 2024		7,173	5,105	1,952	14,230
Additions during the year		4	2,247	214	2,465
Write-off/capitalised during the year		—	(310)	(1,952)	(2,262)
At 31 December 2024		7,177	7,042	214	14,433
Accumulated depreciation:					
At 1 January 2024		5,024	4,603	—	9,627
Charge for the year	7.1	359	876	—	1,235
Write-off during the year		—	(310)	—	(310)
At 31 December 2024		5,383	5,169	—	10,552
Net book value:					
At 31 December 2024		1,794	1,873	214	3,881

ICC Headquarters Building

The building was constructed by International Cricket Council FZ-LLC, on land granted free of charge in Dubai Sports City. The land registered in the name of a subsidiary, International Cricket Council FZ-LLC, has been recorded in the consolidated financial statements at a nominal value of USD 1.

Intangible assets

Included in the assets above are intangible assets with a cost of USD 2,408 thousand (2024: USD 2,408 thousand) and a net book value of USD 765 thousand (2024: USD 1,146 thousand).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

9 INVESTMENT IN BONDS AND MUTUAL FUNDS

	Notes	2025 USD'000	2024 USD'000
Financial assets carried at fair value through profit or loss:			
<i>Bonds and mutual funds</i>			
At 1 January		79,799	76,718
Add: purchased during the year		50,194	15,659
Less: disposed during the year		(47,900)	(14,178)
Changes in fair value	7.3	2,740	1,600
At 31 December		84,833	79,799

The above financial assets held with Union Bancaire Privée (“UBP”) are pledged as security under a deed of charge in respect of an overdraft facility with UBP, which remained undrawn as at 31 December 2025.

10a ADVANCE TO MEMBERS

	2025 USD'000	2024 USD'000
Advance to Full Members	799,200	399,600
Advance allocated to Associate Members	107,413	49,843
	906,613	449,443

These amounts comprise of advances to Full Members and amounts allocated to the Associate Member Fund in respect of the prospective distributions for the rights cycle 2024–2027.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

10b TRADE AND OTHER RECEIVABLES

	2025 USD'000	2024 USD'000
Receivables for sale of media and commercial rights	79,595	426,309
Provision for expected credit loss	(2,100)	(5,680)
	77,495	420,629
Unbilled receivable for sale of media and commercial rights	705	2,740
Net loan in relation to Men's T20 event (ii)	2,000	2,000
Advance to suppliers	4,218	—
Loan to Members (i)	6,775	3,970
Amounts due from Full Members	1,793	967
Interest receivable	1,563	4,401
Staff advances	792	906
Amounts due from Associate Members	205	283
	95,546	435,896
Non-current portion		
Loan to Members (i)	(4,996)	(2,573)
	90,550	433,323

- (i) As of 31 December 2025, loans to Members represent interest bearing loans to be recovered against the settlement of the Member's upcoming grants. Included in the balance is USD 4,996 thousand (2024: USD 2,573 thousand) classified as non-current being due more than twelve months after the date of the consolidated statement of financial position.
- (ii) As of 31 December 2025, the loan in relation to Men's T20 event held in USA represents Board approved interest bearing loan of USD 22,000 thousand of which the Group has provided for the amount considered doubtful of USD 20,000 thousand in the year 2024.

As at 31 December, the ageing of unimpaired receivables (net) are as follows:

	Total USD'000	Neither past due nor impaired USD'000	Past due but not impaired			
			1–30 days USD'000	31–90 days USD'000	91–180 days USD'000	>180 days USD'000
2025	77,495	73,098	4,263	91	1	42
2024	420,629	410,744	514	1,197	8,133	41

The ICC Group's credit period is 30–60 days after which trade receivables are considered to be past due. Unimpaired receivables are expected, on the basis of past experience, to be fully recoverable. From the outstanding trade receivables as at 31 December 2025, more than 90% have been collected subsequent to the reporting date.

Movements in the allowance for impairment of trade receivables were as follows:

	Notes	2025 USD'000	2024 USD'000
As at 1 January		5,680	5,630
Charged during the year	7.1	—	50
Utilised during the year		(3,147)	—
Reversed during the year	5	(433)	—
		2,100	5,680

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

10c PREPAYMENTS AND ADVANCES

	2025 USD'000	2024 USD'000
Event-related prepayment and advances	41,222	15,728
Prepaid expenses and other receivables	53,329	533
	94,551	16,261
Non-current portion		
Event-related prepayment and advances	(1,575)	(2,960)
	92,976	13,301

11a CASH AND CASH EQUIVALENTS

	2025 USD'000	2024 USD'000
Cash at bank and in hand	36,065	41,920
Demand deposits with original maturity less than three months	253,771	90,491
	289,836	132,411

Depending on the cash requirements of the ICC Group, demand deposits are made for varying periods up to twelve months and earn interest at the respective rate stipulated by the underlying deposit certificates. Deposits with an original maturity of less than three months are considered as cash and cash equivalents.

11b OTHER FINANCIAL ASSETS

	2025 USD'000	2024 USD'000
Demand deposits with original maturity over three months	301,713	301,636
	301,713	301,636
Non-current portion		
Demand deposits with original maturity over three months	(5,000)	(5,000)
	296,713	296,636

Deposits with an original maturity of over three months are considered as other financial assets.

12 EMPLOYEES' END OF SERVICE BENEFITS

Movements in the provision recognised in the consolidated statement of financial position are as follows:

	2025 USD'000	2024 USD'000
At 1 January	8,713	8,146
Provided during the year	1,830	1,556
Paid during the year	(1,823)	(989)
At 31 December	8,720	8,713

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

13 ADVANCES FROM COMMERCIAL PARTNERS

Advances from commercial partners relate to the amounts billed or collected in advance as per the underlying contractual agreements. These contract liabilities are recognised as revenue on satisfaction of the respective performance obligation. The revenue recognised from the amounts included in contract liabilities at the beginning of the year amounts to USD 563,986 thousand (2024: USD 479,808 thousand).

14 DEPOSITS RECEIVED

The Group began the year with deposits of USD 172.4 million received from commercial and digital partners in accordance with agreements. USD 0.6 million of this was repaid in the current year. In the current year, the Group has received a further deposit from a commercial partner of USD 1.1 million which is expected to be repaid as per contractual agreements. The deposits do not carry any interest. The Group had determined their fair value to be USD 172.8 million as at 31 December 2025 using market interest rates.

Movement in the deposit received in the consolidated statement of financial position is as follows:

	Notes	2025 USD'000	2024 USD'000
Deposits received		172,377	170,229
Add: additional deposits received		1,074	2,848
Less: repayment of deposit		(588)	(308)
Less: amortisation of deemed interest income	6	(7,554)	(7,555)
Add: deemed interest expense	7.2	7,520	7,163
		172,829	172,377
Less: current portion of the deposit received		(7,601)	(8,137)
		165,228	164,240

15 ACCOUNTS PAYABLE AND ACCRUALS

	2025 USD'000	2024 USD'000
Amounts due to Full Members	10,193	28,897
Accruals and other payables	33,863	34,917
Trade payables	1,149	4,628
Value added tax payable	985	673
Amounts due to Associate Members	3,692	3,674
	49,882	72,789

15a DIVIDENDS

Dividends paid in FY 2024 pertain to the dividends declared in FY 2023 and approved by the Board of Directors.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

16 ASSOCIATE MEMBER FUND

The ICC Group acts as a custodian of the Associate Member Fund to ensure proper utilisation of fund distribution for the benefit of the game and Members. Annually, the Board approves the funding to the Associate Members.

Movements in the Associate Member Fund recognised in the consolidated statement of financial position are as follows:

	2025 USD'000	2024 USD'000
At 1 January	(15,221)	(11,700)
Allocation during the year (i)	(57,569)	(49,843)
Funding to Associate Members (ii)	49,045	47,481
Others	(115)	(1,159)
At 31 December	(23,860)	(15,221)

(i) Allocation during the year is as per the surplus earned from the commercial events held during the year at the predetermined allocation rates, net of non-event income and expenses as per the financial model.

(ii) Funding to Associate Members for the current year was approved by the Board of Directors.

17 MEMBERS' FUNDS

Member funds are available for use and distribution to Members at the discretion of the Board of Directors.

In line with the Group's reserve policy, the amount of USD 29,287 thousand has been transferred from allocable surplus to the general reserve.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

18 CONTINGENCIES

LITIGATION

Essel Sports Pvt Ltd

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 was at an advanced stage with the parties in the midst of making their final arguments when the judge hearing the case was transferred and the matter was placed before a new judge in April 2019 to be heard afresh. The Indian Action has therefore continued since April 2019 but has been subject to adjournments and a delay (not least due to Covid) resulting in the case continuing into 2023.

At the end of 2022, representatives of Essel (now known as PAN India Infraproject P Ltd) informed the Indian court that Essel was facing insolvency and moratorium proceedings and that there was a petition pending adjudication before the Supreme Court of India (the "Supreme Court"), which would determine the fate of the cases filed by Essel against third parties, including the lawsuit above.

A representative of Essel appeared before the Indian Court in early 2023 to provide an update on the matter but the Indian Court adjourned the matter as there was a dispute over whether the representative could appear on behalf of Essel given the apparent status of Essel. The Indian Court had therefore adjourned the hearing to 31 March 2023 directing Essel to appear with the appropriate representative and to share the official documentation showing the moratorium and judgment of the Supreme Court on which Essel was now wishing to rely. This has now happened and in light of the moratorium the Indian Court has adjourned the case indefinitely.

A suit was also filed in England in 2010 (against ICC and the England and Wales Cricket Board ("ECB")) and served upon the ICC and the 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 sought an anti-suit injunction from the Indian courts, 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. Such an injunction was granted. The Supreme Court subsequently permitted Essel to proceed with an appeal against the anti-suit injunction granted by the Divisional Bench of the Delhi High Court preventing it from suing the BCCI/ECB/ICC in England pending trial of the underlying Indian action. On 1 September 2017, however, as the underlying suit (namely "Indian Action") was in the final stages of being heard, the Supreme Court dismissed the special leave petitions and directed that the District Court should hear and decide the underlying suit within three months of the date of the order, without any interference from the Supreme Court. The appeal proceedings (against the anti-suit injunction) have therefore effectively been dismissed and come to an end. As at the date of issuance of the consolidated financial statements, the Group's management remain unaware of any momentum from the BCCI towards settling the Indian Action (and all related proceedings) in a way that is satisfactory to all, but this possibility remains within the control of the BCCI.

External lawyers have been appointed to act collectively for the ICC, ECB and BCCI in defending the English Action (including pursuit of and challenge to the anti-suit injunction in India). 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. In addition, in 2010, the court in England granted a stay on hearing this matter until the Indian action is resolved and this remains the case.

Related to these actions, the ICC Board has agreed to provide an indemnity to Members in relation to all costs, damages and awards that might be made against any of them as a result of the English Action. As at the reporting date, no amounts in relation to such indemnity has been recognised on the consolidated financial statements as the probability of any such outflow looks unlikely.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

19 RELATED PARTY TRANSACTIONS

The Group, in the normal course of business, enters into transactions with other entities that fall within the definition of a related party contained in International Accounting Standard 24. The transactions with related parties are entered at mutually agreed terms.

Related parties represent ICC Members, Directors and key management personnel of the ICC Group.

- a. Significant Member balances are disclosed in Notes 10a, 10b, 15 and 16 to these consolidated financial statements.
- b. The Group has incurred costs amounting to USD 63.4 million (2024: USD 62.8 million) towards the host fees, Member participation fees and team prize money relating to the ICC Commercial and Other Events. Such costs are included within the costs relating to ICC Events (Note 4) and are incurred at mutually agreed terms.

The other significant transactions with related parties are as follows:

	Notes	2025 USD'000	2024 USD'000
Other income and interest income:			
Anti-Corruption Unit Services rendered to Members		203	266
Interest on loan to Members	6	99	133
		302	399

- c. Other than as stated below, none of the Non-Executive Directors received any remuneration except for the reimbursement of expenses incurred in connection with ICC meeting/events.

	2025 USD'000	2024 USD'000
Remuneration of key personnel:		
Executive	3,997	3,093
Non-Executive	100	100

- d. Member disputes:

During the year 2019, the Group had adjusted the amount of USD 23.75 million due from a Member in respect of the withholding tax on Media Rights agreement for the ICC World Twenty20 2016 against their share of distributions as per the directive of the Board of Directors. The decision was based on the Board of Directors' assessment of the enforceability of the terms of the Host agreement dated 12 October 2014 between the Group and the Member.

In February 2020, the Member notified the Group via an independent legal counsel that the Member does not accept the offset of the withholding tax of USD 23.75 million and their liability for such taxes (together "the disputes"). The disputes were referred to the ICC Dispute Resolution Committee in April 2020, and proceedings thereof are yet to commence as of the date of authorisation of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

20 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The ICC Group's principal financial liabilities include accounts payable, and accruals and deposits received. The ICC Group has various financial assets such as cash and bank balances, short-term deposits, loan to members, trade and other receivables and investments in bonds and mutual funds.

The main risks arising from the ICC Group's financial instruments are interest rate risk, credit risk, liquidity risk and currency risk.

INTEREST RATE RISK

Interest rate risk arises from the possibility that changes in interest rates will affect future profitability or the fair values of financial instruments. The ICC Group is exposed to interest rate risk as a result of differences in the amounts of assets and liabilities on account of interest rate fluctuations.

The following table demonstrates the sensitivity to a reasonable and possible change in interest rates, with all other variables held constant, of the ICC Group's surplus and Members' funds.

	Increase/ (decrease) in surplus 2025 USD'000	Increase/ (decrease) in surplus 2024 USD'000
Increase in basis points – 100	1,209	1,217
Decrease in basis points – 100	(1,209)	(1,217)

The sensitivity analysis has been performed assuming changes in interest rates for the interest-bearing financial assets and financial liabilities held at the year end.

CREDIT RISK

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group and arises principally from bank balances and deposits, trade and other receivables.

The ICC Group has policies that limit the amount of credit exposure to any one financial institution and investments are only made in high quality financial institutions or financial products. Further, the ICC Group has policies in place to ensure that sales of commercial rights are only made to counterparties with an appropriate credit history. With respect to credit risk arising from the financial assets of the ICC Group, including cash and cash equivalents, the ICC Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments. The management have assessed the potential exposure of aged outstanding dues on a case to case basis and provided USD 2,100 thousand (2024: USD 5,680 thousand) (Note 10b) as at the year end.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

20 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

LIQUIDITY RISK

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions.

The table below summarises the maturities of the ICC Group's undiscounted financial liabilities at the year end, based on contractual and/or anticipated payment dates and current market interest rates.

	Less than 3 months USD'000	3 to 12 months USD'000	1 to 5 years USD'000	>5 years USD'000	Total USD'000
At 31 December 2025					
Accounts payable and accruals (excluding value added tax)	48,897	—	—	—	48,897
Deposits received	—	—	157,263	15,566	172,829
Associate Member Fund	—	23,860	—	—	23,860
Total	48,897	23,860	157,263	15,566	245,586
At 31 December 2024					
Accounts payable and accruals (excluding value added tax)	72,116	—	—	—	72,116
Deposits received	—	—	156,811	15,566	172,377
Associate Member Fund	—	15,221	—	—	15,221
Total	72,116	15,221	156,811	15,566	259,714

CURRENCY RISK

Currency risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. The ICC Group's foreign currency exposure arises mainly from its monetary assets and liabilities denominated in foreign currencies other than UAE Dirhams or USD. As at the year end, the ICC Group does not have significant monetary assets and liabilities denominated in foreign currencies other than UAE Dirhams or USD. As the UAE Dirham is currently pegged to the USD, balances in UAE Dirham are not considered to represent a significant currency risk. The Group also enters into forward foreign currency contracts to hedge its exposure to currency movements.

CAPITAL MANAGEMENT

The primary objective of the ICC Group's capital management is to ensure that it maintains sufficient funds in order to support its activities and maximise members' value.

The ICC Group manages its capital structure and makes adjustments to it in light of changes in operating conditions. No changes were made in the objectives, policies or processes during the current or prior year. Capital comprises reserves, allocable surplus and other comprehensive loss are measured at USD 1,107.4 million (2024: USD 564.5 million).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

21 FAIR VALUES OF FINANCIAL INSTRUMENTS

Financial instruments comprise of financial assets and financial liabilities.

As at 31 December 2025, financial assets comprise of investments in bonds and mutual funds of USD 84,833 thousand (2024: USD 79,799 thousand), trade and other receivables of USD 95,546 thousand (2024: USD 435,896 thousand), cash and cash equivalents of USD 289,836 thousand (FY 2024: USD 132,411 thousand) and other financial assets of USD 301,713 thousand (FY 2024: 301,636 thousand) mainly comprising demand deposits with original maturity of more than three months.

The financial liabilities include payable and accruals (excluding VAT), associate member funds and deposits received (refer Note 20).

Financial assets carried at fair value through profit or loss are measured and carried at fair value in the consolidated statement of financial position. Derivative financial assets/ liabilities are measured based on the quote provided by the financial institutions. The fair values of other financial instruments are not materially different from their carrying values as these are part of the Group's operating cycle and hence classified as current in nature as at the reporting date.

Deposits received from customers are recognised at amortised costs using effective interest rate method. The carrying value of the deposits approximates the fair value as at the reporting date.

FAIR VALUE HIERARCHY

The ICC Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1 quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2 other techniques for which all inputs which have significant effect on the recorded fair value are observable, either directly or indirectly.

Level 3 techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

Assets and liabilities measured at fair value:	31 Dec 2025	Level 1	Level 2	Level 3
	USD'000	USD'000	USD'000	USD'000
Financial assets carried at fair value through profit or loss	84,833	75,517	9,316	—
	31 Dec 2024	Level 1	Level 2	Level 3
	USD'000	USD'000	USD'000	USD'000
Financial assets carried at fair value through profit or loss	79,799	76,257	3,542	—

Other than the above financial assets, the Group does not hold any financial assets and financial liabilities measured at fair value to be categorised in either Level 1, 2 or 3 hierarchy.

During the year, there were no transfers between Level 1, Level 2 and Level 3 fair value measurements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

22 KEY SOURCES OF ESTIMATION UNCERTAINTY AND SIGNIFICANT JUDGMENTS

ESTIMATION UNCERTAINTY

The preparation of financial statements requires the management to make judgments, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

The consolidated financial statements of the ICC include estimates and assumptions that could influence the financial statements of subsequent financial years.

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

Provision for expected credit losses of trade receivables

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for various customers.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

Fair value of financial instruments

When the fair value of financial assets and financial liabilities recorded in the consolidated statement of financial position cannot be derived from active markets, their fair value is determined using valuation techniques including the discounted cash flow model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgment includes consideration of inputs such as liquidity risk, credit risk and volatility.

Useful lives of property and equipment

The ICC Group's management determines the estimated useful lives of its property and equipment for calculating depreciation. This estimate is determined after considering the expected usage of the asset or physical wear and tear. Management reviews the residual value and useful lives annually and future depreciation charge would be adjusted where the management believes the useful lives differ from previous estimates.

JUDGMENTS

In the process of applying the ICC Group's accounting policies management has used the following judgments, apart from those involving estimates, which have the most significant effect on the amount recognised in the consolidated statement of comprehensive income.

Completion of event – revenue recognition

Revenue from cricket events is recognised as earned at the time when respective cricket tournaments are completed. As revenue relating to individual matches of a cricket tournament cannot be reliably measured, directors have concluded that revenue should be recognised on conclusion of the tournament.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2025

22 KEY SOURCES OF ESTIMATION UNCERTAINTY AND SIGNIFICANT JUDGMENTS (continued)

JUDGMENTS (continued)

Identifying the performance obligations and timing of satisfaction of such performance obligations

The Group expects the revenue recognition to occur at completion of the event at which time the Group would have discharged its performance obligations in respect of the events. These performance obligations include certain other contractual rights such as access to media archives and to use ICC marks and composite logos that, although they can be availed at any point in time during the contract term, have been included as part of the same performance obligation of the event and is simultaneously discharged towards the completion of such events.

Significant financing component

For those deposits paid by the Sponsors and Commercial Partners to the Group for rights granted beyond a year, the Group has assessed and concluded that there is a significant financing component considering the length of time between the payment of such deposits and satisfaction of performance obligations, which usually spans for more than 12 months, and the prevailing interest rates in the market.

Taxation

The Group is subject to tax in a number of jurisdictions and judgment is required in determining the provision for income taxes and such provisions are based upon management's assessment of exposures.

Uncertainties exist with respect to the interpretation of complex tax regulations, tax residency status, changes in tax laws, and the amount and timing of future taxable income. The Group has assessed that it does not have a permanent establishment in the countries where the events have taken place. Given the wide range of international business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. As the Board of Directors have assessed the probability of additional tax claims being raised or litigation in respect of taxes (resulting in consequent cash outflow) being remote, no contingent liability in this respect has been recognised as at 31 December 2025 and 31 December 2024.

UAE Corporate Income Tax

On 9 December 2022, the UAE Ministry of Finance released the Federal Decree-Law No. 47 of 2022 on the Taxation of Corporations and Businesses to enact a Federal corporate tax regime ("CT Law") in the UAE. The CT law is effective for accounting periods beginning on or after 1 June 2023.

Article 4 of the CT Law however provides for certain Persons to be exempt from corporate tax in the UAE. In particular, Article 4(1)(i) of the CT Law allows for a Person to be exempt as specified in a Cabinet Decision. Cabinet Decision No. 1 of 2026 on Exempting Certain Sports Entities from Corporate Tax ("CD1") was issued in January 2026 and effective from 1 June 2023. Pursuant to CD1, an International Sports Entity, Sports Entity or Ancillary Entity shall be exempt from CT provided certain requirements as set out in Article 2 of CD1 are met.

Management believes that IBC and FZ LLC meet all the conditions set out in Article 4(1)(i), read with CD1, of the CT Law. Considering all the substantive conditions required to meet the exemption criteria have been met and CD1 is effective from 1 June 2023, no CT provision has been recognised in these consolidated financial statements for the year ended 31 December 2025 and 31 December 2024. The Group has further represented this matter to the relevant UAE authorities to ensure that IBC and FZ LLC are granted formal exemption from CT which management expects to receive.

23 CAPITAL COMMITMENTS

The ICC Group had no significant capital commitments as at 31 December 2025.

24 SUBSEQUENT EVENTS

There have been no significant events subsequent to the reporting date which would have a material effect on the financial statements.

