



THE INTERNATIONAL CRICKET COUNCIL LIMITED  
AND ITS SUBSIDIARIES

# **CONSOLIDATED FINANCIAL STATEMENTS**

31 DECEMBER 2024



# CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

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# DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

The Directors take pleasure in presenting their report together with the audited consolidated financial statements for the year ended 31 December 2024 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 T20 World Cup 2024, ICC Women's T20 World Cup 2024, ICC U19 Men's Cricket World Cup 2024 and development programme activities to promote and develop the game globally.

## CONSOLIDATED FINANCIAL RESULTS

The net surplus for the year amounted to USD 474.0M.

Key features include:

- Total revenue and other income amounted to USD 777.9M, which includes USD 728.5M from events revenue, USD 12.8M from the ICC Group's commercial and other activities and USD 36.6M interest and other financial income.
- Costs amounted to USD 303.9M, which includes events cost of USD 231.7M, USD 44.9M from general and administrative expenses relating to the management of the global game of cricket, USD 20.0M from strategic investment cost and USD 7.3M from finance and other costs.

## MEMBERS' FUNDS

- Members' funds amount to USD 564.5M, represented by allocable surplus of USD 445.0M and general reserves of USD 119.5M respectively.

## 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**

Chair

24 April 2025

# GROUP DIRECTORY

AT 31 DECEMBER 2024

## 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 108 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-VD-G00-075 & DMC-VD-G00-076,  
Bldg #5,  
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:

SD-105  
Bldg #8,  
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 2023
Geoff Allardice	Chief Executive	Nov 2022
Vacant	Independent Director	—
Mirwais Ashraf	Full Member Director, Afghanistan*	Apr 2022
Mike Baird	Full Member Director, Australia*	Apr 2023
Faruque Ahmed	Full Member Director, Bangladesh*	Sep 2024
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 Mukuhlan	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
Greg Barclay	Independent Chair	Nov 2024
Indra Nooyi	Independent Director	Jul 2024
Muhammad Zaka Ashraf Chaudhry	Full Member Director, Pakistan*	Jan 2024
Nazmul Hassan	Full Member Director, Bangladesh*	Aug 2024
Jay Shah**	Full Member Director, India*	Nov 2024
Lawson Naidoo	Full Member Director, South Africa*	Sep 2024
Pankaj Khimji	Associate Member Director+	Jul 2024
Neil Speight	Associate Member Director+	Jul 2024

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

\*\*Mr. Jay Shah was appointed as the Independent Chair with effect from 1 December 2024 and as such relinquished his position as Full Member Director, India.

+ 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, 24 April 2025





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Dubai, United Arab Emirates  
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# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF THE INTERNATIONAL CRICKET COUNCIL LIMITED

## 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 2024, 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 2024, 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 MATTER

The consolidated financial statements of the Group as at and for the year ended 31 December 2023, were audited by another auditor who expressed an unmodified opinion on those consolidated financial statements on 26 March 2024.

## 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 relating 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

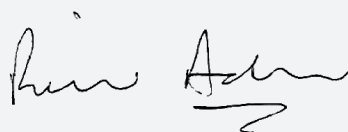
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not 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  
24 April 2025

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024 USD'000	2023 USD'000
<b>Event related activities</b>			
Revenue from ICC Events	3	728,474	839,147
Costs relating to ICC Events	4	(231,674)	(246,489)
<b>Other activities</b>			
Other revenue and income	5	12,831	40,623
Interest and investment income	6	35,282	22,367
General and administrative expenses	7.1	(44,897)	(57,645)
Finance costs	7.2	(7,163)	(4,237)
Foreign exchange (loss)/gain		(146)	24
Net gain on financial assets	7.3	1,331	2,224
Strategic investment cost	10b (ii)	(20,000)	—
<b>NET SURPLUS FOR THE YEAR</b>		<b>474,038</b>	<b>596,014</b>
Other comprehensive income for the year		—	—
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>474,038</b>	<b>596,014</b>

The attached notes 1 to 22 form part of these consolidated financial statements.

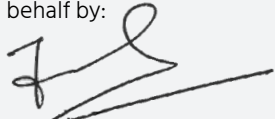


# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024

	Notes	2024 USD'000	2023 USD'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property and equipment	8	3,881	4,603
Investment in bonds and mutual funds	9	79,799	76,718
Advance to Members	10a	449,443	—
Trade and other receivables	10b	2,573	3,970
Prepayments and advances	10c	2,960	3
Other financial assets	11b	5,000	5,000
		543,656	90,294
<b>Current assets</b>			
Trade and other receivables	10b	433,323	497,525
Prepayments and advances	10c	13,301	15,077
Cash and cash equivalents	11a	132,411	131,502
Other financial assets	11b	296,636	389,000
		875,671	1,033,104
<b>TOTAL ASSETS</b>		<b>1,419,327</b>	<b>1,123,398</b>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Employees' end of service benefits	12	8,713	8,146
Advances from commercial partners	13	19,937	—
Deposits received	14	164,240	162,745
		192,890	170,891
<b>Current liabilities</b>			
Deposits received	14	8,137	7,484
Advances from commercial partners	13	565,761	481,898
Accounts payable and accruals	15	72,789	85,899
Net dividend payable	15a	—	275,035
Associate Member Fund	16	15,221	11,700
		661,908	862,016
<b>TOTAL LIABILITIES</b>		<b>854,798</b>	<b>1,032,907</b>
<b>NET ASSETS</b>		<b>564,529</b>	<b>90,491</b>
<b>REPRESENTED BY:</b>			
<b>Members' Funds</b>			
	17		
Allocable surplus		445,030	—
General reserves		119,499	90,491
		564,529	90,491

The consolidated financial statements were authorised for issue by the Board of Directors on 24 April 2025 and were signed on their behalf by:



**Jay Shah**  
Chair



**Geoff Allardice**  
Chief Executive Officer

The attached notes 1 to 22 form part of these consolidated financial statements.

# CONSOLIDATED STATEMENT OF CHANGES IN MEMBERS' FUNDS

FOR THE YEAR ENDED 31 DECEMBER 2024

	Allocable surplus USD'000	General reserve USD'000	Total USD'000
As at 1 January 2023	841,661	71,338	912,999
Total comprehensive income for the year	596,014	—	596,014
Transfers	(19,153)	19,153	—
Dividends (Note 1)	(1,418,522)	—	(1,418,522)
At 31 December 2023/1 January 2024	—	<b>90,491</b>	<b>90,491</b>
Total comprehensive income for the year	<b>474,038</b>	—	<b>474,038</b>
Transfers	<b>(29,008)</b>	<b>29,008</b>	—
<b>At 31 December 2024</b>	<b>445,030</b>	<b>119,499</b>	<b>564,529</b>

The attached notes 1 to 22 form part of these consolidated financial statements.

# CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024 USD'000	2023 USD'000
<b>OPERATING ACTIVITIES</b>			
Net surplus for the year		474,038	596,014
Adjustments for:			
Depreciation	8	1,235	804
Excess provisions written back	5	(3,624)	(20,269)
Provision for expected credit loss	7.1	50	2,505
Interest and investment income	6	(35,282)	(22,367)
Strategic investment cost	10b	20,000	—
Finance costs	7.2	7,163	4,237
Net gain on financial assets	7.3	(1,331)	(2,224)
		462,249	558,700
Working capital adjustments:			
Decrease in receivables and prepayments	10b	55,971	(487,191)
(Decrease)/increase in accounts payable and accruals	15	(9,486)	38,947
Increase in advances received	13	103,800	312,068
Increase/(decrease) in Associate Member Fund payable	16	3,521	(31,567)
Increase in Advance to Member	10a	(449,443)	(180,719)
Increase in deposit received	14	2,543	15,231
Increase in Employees' end of service benefits	12	567	916
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>		<b>169,722</b>	<b>226,385</b>
<b>INVESTING ACTIVITIES</b>			
Additions to property and equipment	8	(513)	(2,078)
Investment in mutual funds and bonds	9	(15,659)	(11,922)
Proceed from sale of mutual funds and bonds	9	13,909	10,384
Interest and investment income received	6	27,727	17,682
Net movement in fixed deposits with original maturity over 3 months	11b	92,364	(289,612)
Loans to/(paid by) Members during the year	10b	1,394	(4,937)
Loan given in relation to Men's T20 event during the year	10b	(13,000)	(9,000)
<b>NET CASH FLOWS FROM/(USED IN) INVESTING ACTIVITIES</b>		<b>106,222</b>	<b>(289,483)</b>
<b>FINANCING ACTIVITIES</b>			
Dividends paid	15a	(275,035)	—
<b>NET CASH FLOWS USED IN FINANCING ACTIVITIES</b>		<b>(275,035)</b>	<b>—</b>
<b>INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		<b>909</b>	<b>(63,098)</b>
Cash and cash equivalents at 1 January		131,502	194,600
<b>CASH AND CASH EQUIVALENTS AT 31 DECEMBER</b>	11a	<b>132,411</b>	<b>131,502</b>
<b>SIGNIFICANT NON-CASH TRANSACTIONS</b>			
Adjustment of dividend against advance to Members		—	1,143,487

The attached notes 1 to 22 form part of these consolidated financial statements.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 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. 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 108 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: 2015–2023 cycle

In June 2017, the Members approved a financial model for the period 2015–2023 whereby ICC, amongst others, retrospectively discontinued the contribution cost and test cricket fund, and replaced it with a new model of distribution of surplus (i.e., dividends/distributions) to the Members. As a result, management had reversed the liabilities towards the contribution cost and test cricket fund to the consolidated statement of comprehensive income during the year 2017 and classified the amounts paid to Members as per the new financial model as advances to Members.

In 2023, these advances have been offset against the surplus distributed to Members with the first tranche of such distribution (i.e., dividends) amounting to USD 300 million declared during the year 2020 and the second/final tranche amounting to USD 1,418.5 million declared during the year 2023, both with the approval of the Board of Directors (refer Note 10a and Note 15a).

### 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 with the incorporation of a Strategic Investment Fund and Contingency Allocation.

## 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 2024

## 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
		2024	2023	
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	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.
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.

\* IDI is expected to be liquidated upon completion of certain formalities. The entity does not undertake any significant commercial transactions.

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 2024

## 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 2023, 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 01 January 2024:

Description	Effective for annual periods beginning on or after
Non-current Liabilities with Covenants – Amendments to IAS 1 and classification of liabilities as current or non current amendments to IAS 1	01 January 2024
Lease liability in a Sale and Leaseback – Amendments to IFRS 16	01 January 2024
Supplier Finance Arrangements – Amendments to IAS 7 and IFRS 7	01 January 2024

The amendments listed above did not have any impact on the amounts recognised in prior periods and are 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 01 January 2024 and that are available for early adoption in annual reporting periods beginning on 01 January 2024:

Description	Effective for annual periods beginning on or after
Lack of exchangeability – Amendments to IAS 21	01 January 2025
Classification and measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7	01 January 2026
Annual improvements to IFRS Accounting standards – Volume 11	01 January 2026
IFRS 18 Presentation and disclosure in Financial statements	01 January 2027
IFRS 19 Subsidiaries without public accountability disclosure	01 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 2024

## 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 2024

## 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 2024

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### PROPERTY AND EQUIPMENT

Property and equipment comprises 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	over 20 years
Furniture, fixtures, equipment and vehicles	over 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 2024

## 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 2024

## 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 2024

## 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 2024

## 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.

### 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.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 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 2024

## 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).

### DIVIDEND/DISTRIBUTION TO MEMBERS

Dividend/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 2024

## 3 REVENUE FROM ICC EVENTS

	2024 USD'000	2023 USD'000
<b>Commercial events</b>		
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	—
ICC Men's Cricket World Cup 2023 – India	—	719,295
ICC World Test Championship Final 2023 – England	—	39,773
ICC Women's T20 World Cup 2023 – South Africa	—	25,681
ICC Men's Cricket World Cup Qualifier 2023 – Zimbabwe	—	17,952
Value in Kind – from the above geographies	1,668	36,446
	<b>728,474</b>	<b>839,147</b>

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

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 4 COSTS RELATING TO ICC EVENTS

	2024 USD'000	2023 USD'000
<b>Commercial events</b>		
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	—
ICC Men's Cricket World Cup 2023	—	147,301
ICC World Test Championship Final 2023	—	11,994
ICC Women's T20 World Cup 2023	—	21,834
ICC Men's Cricket World Cup Qualifier 2023	—	11,437
ICC Women's U19 T20 World Cup 2023	—	7,656
Value in Kind	1,668	36,446
<b>Pathway events (regional and global)</b>		
ICC Men's T20 World Cup Qualifiers*	4,239	2,774
ICC Men's CWC League 2*	2,605	905
ICC Women's T20 World Cup Qualifiers*	1,770	2,308
ICC Men's CWC Challenge League*	1,610	218
ICC Men's U19 CWC Qualifiers**	1,425	1,551
ICC Women's U19 T20 World Cup Qualifier**	1,395	—
ICC Women's Championship*	—	1,540
ICC Men's CWC Qualifiers*	—	525
	<b>231,674</b>	<b>246,489</b>

\* ICC Group considers these as global pathway events.

\*\* ICC Group considers these as regional pathway events.

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 2024

## 5 OTHER REVENUE AND INCOME

	2024 USD'000	2023 USD'000
Other commercial revenue	7,556	18,846
Excess provisions written back	3,624	20,269
Match fines, fees and others	1,651	1,508
	<b>12,831</b>	<b>40,623</b>

## 6 INTEREST AND INVESTMENT INCOME

	2024 USD'000	2023 USD'000
Interest income from demand deposits	25,673	15,883
Deemed interest income on long-term deposits received from sponsors (Note 14)	7,555	4,685
Income from financial assets carried at fair value through profit or loss	1,921	1,714
Interest on loan to Members (Note 19)	133	85
	<b>35,282</b>	<b>22,367</b>

## 7.1 GENERAL AND ADMINISTRATIVE EXPENSES

	2024 USD'000	2023 USD'000
Staff and consultant related costs	25,586	24,162
Provision for expected credit loss on unbilled receivables	—	8,900
Travel-related costs	3,905	3,787
Provision for expected credit loss on trade receivables (Note 10 (b))	50	2,505
Legal and professional costs	1,386	1,161
Depreciation (Note 8)	1,235	804
Other development related expenses	851	736
Utilities and other premises related costs	584	579
Special projects*	107	361
Other administrative expenses	11,193	14,650
	<b>44,897</b>	<b>57,645</b>

\* Special projects mainly include costs incurred in relation to the ICC's successful bid to be included in the Olympic Games held in 2028.

## 7.2 FINANCE COSTS

	2024 USD'000	2023 USD'000
Deemed interest on long-term deposits received from commercial partners (Note 14)	7,163	4,237
	<b>7,163</b>	<b>4,237</b>

## 7.3 NET GAIN ON FINANCIAL ASSETS

	2024 USD'000	2023 USD'000
<i>On financial assets:</i>		
Changes in fair value of financial assets through profit or loss (Note 9)	1,600	3,208
Loss on disposal	(269)	(984)
	<b>1,331</b>	<b>2,224</b>



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 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
<b>Cost:</b>					
At 1 January 2024		7,173	5,105	1,952	14,230
Additions during the year		4	2,247	214	2,465
Write-off/adjusted during the year		—	(310)	(1,952)	(2,262)
<b>At 31 December 2024</b>		<b>7,177</b>	<b>7,042</b>	<b>214</b>	<b>14,433</b>
<b>Accumulated depreciation:</b>					
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)
<b>At 31 December 2024</b>		<b>5,383</b>	<b>5,169</b>	<b>—</b>	<b>10,552</b>
<b>Net book value:</b>					
<b>At 31 December 2024</b>		<b>1,794</b>	<b>1,873</b>	<b>214</b>	<b>3,881</b>
<b>Cost:</b>					
At 1 January 2023		7,141	5,149	—	12,290
Additions during the year		32	94	1,952	2,078
Write-off during the year		—	(138)	—	(138)
At 31 December 2023		7,173	5,105	1,952	14,230
<b>Accumulated depreciation:</b>					
At 1 January 2023		4,666	4,295	—	8,961
Charge for the year	7.1	358	446	—	804
Write-off during the year		—	(138)	—	(138)
At 31 December 2023		5,024	4,603	—	9,627
<b>Net book value:</b>					
At 31 December 2023		2,149	502	1,952	4,603

### 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 (2023: USD 881 thousand) and a net book value of USD 1,146 thousand (2023: USD 876 thousand).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 9 INVESTMENT IN BONDS AND MUTUAL FUNDS

	Notes	2024 USD'000	2023 USD'000
Financial assets carried at fair value through profit or loss:			
<i>Bonds and mutual funds</i>			
At 1 January		76,718	72,956
Add: purchased during the year		15,659	11,922
Less: disposed during the year		(14,178)	(11,368)
Changes in fair value	7.3	1,600	3,208
At 31 December		79,799	76,718

## 10a ADVANCE TO MEMBERS

	2024 USD'000	2023 USD'000
Advance to Full Members	399,600	—
Advance allocated to Associate Members	49,843	—
	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. During 31 December 2023, the advance to Members was fully offset through distributions made to Members. Refer Note 15a.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 10b TRADE AND OTHER RECEIVABLES

	2024 USD'000	2023 USD'000
Receivables for sale of media and commercial rights	426,309	482,560
Provision for expected credit loss	(5,680)	(5,630)
	420,629	476,930
Unbilled receivable for sale of media and commercial rights	2,740	3,580
Net loan in relation to Men's T20 event	2,000	9,000
Loan to Members (i)	3,970	5,364
Amounts due from Full Members	967	2,901
Net interest receivable	4,401	2,817
Staff advances	906	875
Amounts due from Associate Members	283	28
	435,896	501,495
<b>Non-current portion</b>		
Loan to Members (ii)	(2,573)	(3,970)
	433,323	497,525

- (i) As of 31 December 2024, 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 2,573 thousand (2023: USD 3,970 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 2024, the loan in relation to Men's T20 event held in USA represents Board approved interest bearing loan of USD 22,000 thousand (2023: USD 9,000 thousand). The Group has provided for the amount considered doubtful of USD 20,000 thousand (2023: USD Nil).

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
<b>2024</b>	<b>420,629</b>	<b>410,744</b>	<b>514</b>	<b>1,197</b>	<b>8,133</b>	<b>41</b>
2023	476,930	475,397	37	—	—	1,496

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.

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

	Notes	2024 USD'000	2023 USD'000
As at 1 January		5,630	1,025
Charged during the year	7.1	700	2,505
Transfers during the year		—	2,100
Reversed during the year	7.1	(650)	—
		5,680	5,630

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 10c PREPAYMENTS AND ADVANCES

	2024 USD'000	2023 USD'000
Event-related prepayment and advances	15,728	14,151
Prepaid expenses and other receivables	533	929
	16,261	15,080
<b>Non-current portion</b>		
Event-related prepayment and advances	(2,960)	(3)
	13,301	15,077

## 11a CASH AND CASH EQUIVALENTS

	2024 USD'000	2023 USD'000
Cash at bank and in hand	41,920	81,927
Demand deposits with original maturity less than three months	90,491	49,575
	132,411	131,502

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

	2024 USD'000	2023 USD'000
Demand deposits with original maturity over three months	301,636	394,000
	301,636	394,000
<b>Non-current portion</b>		
Demand deposits with original maturity over three months	(5,000)	(5,000)
	296,636	389,000

Deposits with an original maturity of over three 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:

	2024 USD'000	2023 USD'000
At 1 January	8,146	7,230
Provided during the year	1,556	1,688
Paid during the year	(989)	(772)
At 31 December	8,713	8,146

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 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 479,808 thousand (2023: USD 170,088 thousand).

## 14 DEPOSITS RECEIVED

The Group began the year with deposits of USD 170.2 million received from commercial and digital partners in accordance with agreements. USD 0.3 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 2.8 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 172.4 million as at 31 December 2024 using market interest rates.

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

	Notes	2024 USD'000	2023 USD'000
Deposits received		170,229	155,446
Add: additional deposits received		2,848	115,168
Less: repayment of deposit		(308)	(99,937)
Less: amortisation of deemed interest income	6	(7,555)	(4,685)
Add: deemed interest expense	7.2	7,163	4,237
		172,377	170,229
Less: current portion of the deposit received		(8,137)	(7,484)
		164,240	162,745

## 15 ACCOUNTS PAYABLE AND ACCRUALS

	2024 USD'000	2023 USD'000
Amounts due to Full Members	28,897	990
Accruals and other payables	34,917	72,748
Trade payables	4,628	8,189
Value added tax payable	673	463
Amounts due to Associate Members	3,674	3,509
	72,789	85,899

## 15a NET DIVIDEND PAYABLE

	2024 USD'000	2023 USD'000
Dividend payable	—	275,035

Refer Note 1 for the dividend payable to Members as at 31 December 2023.

During 2023, the Group had adjusted an amount of USD 116.5 million in respect of the withholding tax on Media Rights payments for the ICC Cricket World Cup 2023 against the share of dividend payable to a Member. During 2024, the Group has received a refund of USD 61.5 million in relation to the above withholding tax which has been passed on to the Member. The Member has not disputed this adjustment of withholding tax on media rights payments for the ICC Cricket World Cup 2023 against the share of dividend payable.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 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:

	2024 USD'000	2023 USD'000
At 1 January	(11,700)	19,981
Allocation during the year (i)	(49,843)	(62,466)
Funding to Associate Members (ii)	47,481	31,760
Others	(1,159)	(975)
At 31 December	(15,221)	(11,700)

(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.



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 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 2024

## 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, 15a and 16 to these consolidated financial statements.
- b. The Group has incurred costs amounting to USD 62.8 million (2023: USD 70.2 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	2024 USD'000	2023 USD'000
Other income and interest income:			
Anti-Corruption Unit Services rendered to Members		266	335
Interest on loan to Members	6	133	85
		399	420

- 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.

	2024 USD'000	2023 USD'000
Remuneration of key personnel:		
Executive	3,093	2,863
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 Director's 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 2024

## 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 mismatches or gaps in the amounts of assets and liabilities that mature or reprice in a given period.

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.

	<b>Increase/ (decrease) in surplus 2024 USD'000</b>	<b>Increase/ (decrease) in surplus 2023 USD'000</b>
Increase in basis points – 100	<b>1,217</b>	2,205
Decrease in basis points – 100	<b>(1,217)</b>	(2,231)

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 5,680 thousand (2023: USD 5,630 thousand) (Note 10 (b)) as at the year end.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 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
<b>At 31 December 2024</b>					
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
<b>Total</b>	<b>72,116</b>	<b>15,221</b>	<b>156,811</b>	<b>15,566</b>	<b>259,714</b>
<b>At 31 December 2023</b>					
Accounts payable and accruals (excluding value added tax)	85,436	—	—	—	85,436
Deposits received	—	—	155,465	15,253	170,718
Associate Member Fund	—	11,700	—	—	11,700
Dividend payable, net	—	275,035	—	—	275,035
<b>Total</b>	<b>85,436</b>	<b>286,735</b>	<b>155,465</b>	<b>15,253</b>	<b>542,889</b>

### 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 and allocable surplus is measured at USD 118.9 million (2023: USD 90.5 million).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

## 21 FAIR VALUES OF FINANCIAL INSTRUMENTS

Financial instruments comprise of financial assets, financial liabilities and derivative financial instruments.

Financial assets consist of bank balances and cash, deposits, loan to Members, receivables, Associate Member funds and investments. The financial liabilities include payable and accruals (excluding VAT), Associate Member funds and deposits received.

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 2024 USD'000	Level 1 USD'000	Level 2 USD'000	Level 3 USD'000
Financial assets carried at fair value through profit or loss	79,799	76,257	3,542	—
	31 Dec 2023 USD'000	Level 1 USD'000	Level 2 USD'000	Level 3 USD'000
Financial assets carried at fair value through profit or loss	76,718	73,679	3,039	—

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 or 2 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 2024

## 22 KEY SOURCES OF ESTIMATION UNCERTAINTY AND SIGNIFICANT JUDGMENTS

### ESTIMATION UNCERTAINTY

The preparation of financial statements requires the management to make judgements, 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.

### CAPITAL COMMITMENTS

The ICC Group had no capital commitments as at 31 December 2024.

### SUBSEQUENT EVENTS

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

### 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.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AT 31 DECEMBER 2024

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

### JUDGMENTS (continued)

#### 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.

#### 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 2024 and 31 December 2023.

#### *UAE Corporate Income Tax*

On December 9 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 June 1, 2023.

The Cabinet of Ministers Decision No. 116/2022, effective from January 2023, has confirmed the threshold of income over which the 9% tax rate would apply, and the CT Law is considered to be substantively enacted. A rate of 9% will apply to taxable income exceeding AED 375,000. A rate of 0% will apply to taxable income not exceeding AED 375,000.

One of the exempt persons specified under Article 4 of the CT Law is a Qualifying Public Benefit Entity ("QPBE"). The CT Law defines a "Qualifying Public Benefit Entity" as an entity that meets the conditions set out in Article 9 of the CT Law and that is listed in a decision issued by the Cabinet at the suggestion of the Ministry. The Group management has applied for an exemption from CT Law for IBC and FZ LLC since based on management's assessment, even though IBC and FZ LLC have not yet been included as part of list of exempted entities in a decision issued by the authorities, the management believes that these entities meet all the other conditions set out in Article 9 of the CT Law. Considering all the substantive conditions required to meet the exemption criteria have been met for the year ended 31 December 2024, no provision has been recognized towards CT Law in these consolidated financial statements. The Group management has further represented the matter to the relevant UAE authorities to request that IBC and FZ LLC are granted exemption from the CT Law for the year ended 31 December 2024.

#### 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.



