

**INTERNATIONAL COUNCIL OF  
ARBITRATION FOR SPORT (ICAS)**

**2024 Annual Report and Financial Statements**



July 2025

## Contents

Message from the ICAS President .....	3
Message from the CAS Director General.....	4
Organizational Overview .....	5
The International Council of Arbitration for Sport (ICAS) .....	6
The Court of Arbitration for Sport (CAS).....	11
The CAS Ad Hoc Divisions .....	13
The CAS Anti-Doping Division (CAS ADD).....	15
Statistics .....	16
ICAS Financial Statements 2024.....	20

## Message from the ICAS President

I had the pleasure of chairing two ICAS meetings in 2024: the first in Rome, Italy, in May 2024, and the second in Lausanne, Switzerland. As always, the meetings featured rich debate on key issues for CAS as well as the wider sports law landscape. Once again, the diverse membership of ICAS ensured that as a body, ICAS was guided by experts in their field.

Regrettably, at the first meeting of 2024 we recorded the passing of our colleague, Justice Yvonne Mokgoro. Justice Mokgoro's unwavering commitment to justice, equality and human dignity was evident throughout her illustrious career as a judge and human rights activist in South Africa, which culminated in her appointment shortly after the end of apartheid as a judge of the Constitutional Court of South Africa by President Nelson Mandela. Justice Mokgoro had joined ICAS in 2014 and her contributions were always insightful.

During the second ICAS meeting of the year, we had the pleasure of welcoming Professor Thuli Madonsela, Advocate of the High Court of South Africa, Social Justice Research Chair and Professor at Stellenbosch University. Prof. Madonsela was appointed to ICAS by the International Olympic Committee (IOC) for the remainder of the 2023-2026 term to fill the vacancy left in its quota after the passing of Justice Yvonne Mokgoro.

Sadly, ICAS also mourned the passing in 2024 of former member H.E. Dr Nabil Elaraby. H.E. Dr Elaraby played a significant role at ICAS, expressing the voice of a large region going from North Africa to the

Middle East and his huge experience and excellent reputation in international law and arbitration was extremely helpful to ICAS.

The summer of 2024 was a particularly busy period for our organisation, highlighted by the operation of the CAS ad hoc and Anti-Doping Divisions during the Paris Olympic Games under the presidencies of ICAS members Michael Lenard and Ivo Eusebio respectively. I extend my sincere thanks to them and co-presidents Carole Malinvaud, Elisabeth Steiner, and David Rivkin, as well as, of course, to the arbitrators appointed to the various panels. Both CAS Divisions were hosted by the Tribunal de Paris in excellent work conditions. The CAS ad hoc Division was very busy with 20 procedures registered in 27 days of service. The CAS ADD in Paris registered two procedures.

I take the opportunity to note that my position as IOC Vice President concluded at the IOC Session in Paris. I was an IOC member until 31 December 2024, and since 1 January 2025, I hold the position of Honorary IOC Member. I congratulate Ms Kirsty Coventry in her recent election to the position of IOC President.



John Coates AC  
President  
International Council of  
Arbitration for Sport  
(ICAS)

## Message from the CAS Director General

Another Olympic year concluded, characterized by an intense period of activity during June-August, but also by an internal reorganization to strengthen the CAS Court Office, supported by healthy finances.

Between 1 January and 31 December 2024, 917 procedures were registered with the CAS. In all, 200 ordinary procedures, 642 appeal procedures, 41 Anti-Doping Division (ADD) procedures and 13 mediation procedures were registered during 2024, representing an average score compared with the numbers registered over the last five years.

The CAS headcount continued to grow in 2024 with our headquarters at the Palais de Beaulieu comfortably welcoming additional staff members. On 31 December 2024, it stood at 58, a new record.

CAS continues to organise and support educational events. The Palais de Beaulieu has proven to be a perfect backdrop for events for the wider sports law community. During 2024, numerous activities were hosted for external audiences and in collaboration with other sports arbitration bodies. CAS also continued to support the education of future arbitrators and sports lawyers by once again hosting the finals of the Sport Law Arbitration Moot (SLAM). The CAS also collaborated with external partners to provide events in Calgary, Canada (with the Sport Dispute Resolution Centre of Canada), as well as its 9<sup>th</sup> International Sport Arbitration conference in collaboration with the Swiss Bar Association in Lausanne, Switzerland.

In 2024, CAS was the tribunal for the final rounds of the AFC Asian Cup Qatar 2023 and the UEFA EURO 2024 through remote

ad hoc divisions. However, the principal activity was linked to the Olympic Games Paris 2024. The CAS Ad Hoc Division (AHD) has continued its longstanding tradition of operating at every Summer and Winter Olympic Games since 1996, while a second office housed the CAS Anti-Doping Division, which adjudicated doping related matters referred to it by the International Testing Agency (ITA) in accordance with IOC Anti-doping Rules.

The activity at the Ad hoc Division was particularly high paced compared to previous editions of the Games, with 20 cases registered. Most cases were related to the qualification of athletes. A few disciplinary matters were also decided by the CAS AHD. An interesting case involving gymnastics specified the notion of field-of-play rule and determined when CAS can intervene and when not.

2025 will bring new challenges for CAS, with decisions expected by European Courts in the cases of Caster Semenya (European Court of Human Rights; in relation to a CAS award of 2019) and RFC Seraing / FIFA (Court of Justice of the European Union; in relation to a CAS award of 2017). The ICAS will ensure that the coexistence between Swiss and European judicial authorities does not affect the efficiency of the CAS system worldwide.

I hope you enjoy reading this year's report.



Matthieu Reeb  
Director General  
Court of Arbitration for  
Sport (CAS)

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## **Organizational Overview**

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The International Council of Arbitration for Sport (ICAS) is the governing body of the Court of Arbitration for Sport (CAS). It is a Swiss foundation of private law and of public interest. The ICAS is composed of twenty-two members.

The Court of Arbitration for Sport (CAS) operates under the aegis of ICAS and resolves sports-related legal disputes through arbitration and mediation. It is organised into three areas of activity: the CAS appeal and ordinary arbitration procedures, the Anti-Doping Division, which issues first-instance decisions in procedures related to doping matters, and mediation. Ad hoc structures for the Olympic Games and other major sports events are established by ICAS when required.

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## The International Council of Arbitration for Sport (ICAS)

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- I. Overview
- II. Structure
- III. Composition 2023-2026
- IV. Division Presidents:
  - a. President of the Appeals Arbitration Division
  - b. President of the Ordinary Arbitration Division
  - c. President of the Anti-Doping Arbitration Division
- V. Commissions
  - a. Challenge Commission
  - b. Legal Aid Commission
  - c. Membership Commission

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### I. Overview

The International Council of Arbitration for Sport (ICAS) is the governing body of the Court of Arbitration for Sport (CAS). The purpose of ICAS is to facilitate the resolution of sports-related disputes through arbitration or mediation and to safeguard the independence of CAS and the rights of the parties. ICAS exercises the following functions:

- It adopts and amends the Code of Sports-related Arbitration;
- It elects from among its members for one or several renewable period(s) of four years:
  - the President;
  - three Vice-Presidents;
  - the President and Deputy President of the CAS Appeals Arbitration Division
  - the President and Deputy President of the CAS Ordinary Arbitration Division;
  - the President and Deputy President of the CAS Anti-Doping Division.
- It appoints the permanent commissions;
- It appoints the arbitrators who constitute the list of CAS arbitrators and the mediators who constitute the list of CAS mediators on the proposal of the ICAS Commission for CAS Membership. It can also remove them from those lists;
- It rules on challenges and on the removal of arbitrators through its Challenge Commission, and performs any other functions identified in the Procedural Rules;
- It is responsible for the financing and financial reporting by CAS. For such purpose, inter alia;
  - it receives and manages the funds allocated to its operations;
  - it approves the ICAS budget prepared by the CAS Court Office and the CAS Anti-Doping Division Office;
  - it approves the annual report and financial statements of ICAS prepared in accordance with the requirements of Swiss Law;

- It appoints the CAS Director General and may terminate her/his duties upon proposal of the President;
- It provides for regional or local, permanent or ad hoc arbitration, including at alternative hearing centres;
- It creates a legal aid fund to facilitate access to CAS arbitration for individuals without sufficient financial means and CAS legal aid guidelines for the operation of the funds, including a Legal Aid Commission to decide on requests for legal aid;
- It may take any other action which it deems necessary to protect the rights of the parties and to promote the settlement of sports-related disputes through arbitration and mediation.

The ICAS Statutes can be consulted [here](#).

## **II. Structure**

ICAS is composed of twenty-two members; six of which are elected to the Board.

- Six members are appointed by the International Federations (IFs). Five of these members are appointed by the Association of Summer Olympic IFs (ASOIF), from within or outside its membership; and one member is appointed by the Association of the Winter Olympic IFs (AIOWF), from within or outside its membership;
- Four members are appointed by the Association of the National Olympic Committees (ANOC), from within or outside its membership;
- Four members are appointed by the International Olympic Committee (IOC), from within or outside its membership;
- Four members are appointed by the fourteen members of ICAS listed above, after appropriate consultation, with a view to safeguarding the interests of the athletes;
- Four members are appointed by the eighteen members of ICAS listed above and are independent of the bodies designating the other members of the ICAS.

The CAS Director General takes part in ICAS decision-making and discussions with a consultative voice and acts as Secretary to ICAS.

### III. ICAS Composition 2023-2026 (status as at 31 December 2024)



**CORINNE  
SCHMIDHAUSER OLY**

President – Appeals Division  
SUI (AIOWF)



**ANTONIO F.  
ARIMANY**

Vice President  
ESP (ASOIF)



**ELISABETH  
STEINER**

V. President & Dep.  
President – Appeals  
Division AUT (IOC)



**JOHN  
COATES AC**

**President**  
AUS (ANOC)



**MICHAEL  
LENARD OLY**

Vice President  
USA (Athlete)



**CAROLE  
MALINVAUD**

President – Ordinary Division  
FRA (Independent)

#### ICAS BOARD



**ABDULLAH AL-  
HAYYAN**

ICAS Member  
KUW (ANOC)



**IVO EUSEBIO**

President – Anti-  
Doping Division  
SUI (Independent)



**LOUIS EVERARD**

ICAS Member  
NED (Athlete)



**EMILIO GARCÍA  
SILVERO**  
ICAS Member  
ESP (ASOIF)



**ELLEN GRACIE  
NORTHFLEET**  
ICAS Member  
BRA (Independent)



**DYALÁ JIMÉNEZ**

ICAS Member  
CRI (IOC)



**SILJA KANERVA OLY**

ICAS Member  
FIN (Athlete)



**DARIUSZ MIODUSKI**

ICAS Member  
POL (ASOIF)



**THULI MADONSELA**

ICAS Member  
RSA (IOC)



**GIULIO NAPOLITANO**  
Dep. President –  
Ordinary Division  
ITA (ANOC)



**KEVIN PLUMB**

ICAS Member  
GBR (ASOIF)



**MIKAEL RENTSCH**

ICAS Member  
SWE-SUI (ASOIF)



**DAVID W. RIVKIN**  
Dep. President – Anti-  
Doping Division  
USA (ANOC)



**TRICIA SMITH OLY**

ICAS Member  
CAN (Athlete)



**NICOLA SPIRIG OLY**

ICAS Member  
SUI (Independent)



**XUE HANQIN**

ICAS Member  
CHN (IOC)

#### ICAS MEMBERS



## **IV. Division Presidents**

### **a. President/Deputy President of the Appeals Arbitration Division**

The President of the Appeals Arbitration Division presides over the Appeals Arbitration Division of the CAS. The role primarily involves issuing orders on procedural matters and appointing CAS arbitrators as Panel Presidents and Sole Arbitrators, or as arbitrators where a party has failed to nominate an arbitrator.

For the period 2023-2026:

President of the Appeals Arbitration Division: Ms Corinne Schmidhauser

Deputy President of the Appeals Arbitration Division: Dr Elisabeth Steiner

### **b. President/Deputy President of the Ordinary Arbitration Division**

The President of the Ordinary Arbitration Division presides over the Ordinary Arbitration Division of the CAS. The role primarily involves issuing orders on procedural matters and appointing CAS arbitrators as Panel Presidents and Sole Arbitrators, in accordance with the arbitration rules set out in the Code of Sports-related Arbitration.

For the period 2023-2026:

President of the Ordinary Arbitration Division: Ms Carole Malinvaud

Deputy President of the Ordinary Arbitration Division: Prof. Giulio Napolitano

### **c. President/Deputy President of the Anti-Doping Division**

The President of the Anti-Doping Division presides over the Anti-Doping Division of the CAS. The role primarily involves appointing CAS ADD arbitrators as Panel Presidents and Sole Arbitrators, in accordance with the arbitration rules applicable to the CAS Anti-Doping Division.

For the period 2023-2026:

President of the Anti-Doping Division: Mr Ivo Eusebio

Deputy President of the Anti-Doping Division: Mr David W. Rivkin

## **V. Commissions**

### **a. Challenge Commission**

The ICAS Challenge Commission resolves any petitions for challenge raised against CAS arbitrators. It is chaired by an independently-appointed member and composed of the three division presidents and the three deputy division presidents.

The President and Deputy President of the division in which a petition for challenge has been raised do not participate in its resolution.

Composition 2023-2026:

Chair: Justice Ellen Gracie Northfleet

Members:

President of the Appeals Arbitration Division: Ms Corinne Schmidhauser

President of the Ordinary Arbitration Division: Ms Carole Malinvaud

President of the Anti-Doping Division: Mr Ivo Eusebio

Deputy-President of the Appeals Arbitration Division: Dr Elisabeth Steiner

Deputy-President of the Ordinary Arbitration Division: Prof. Giulio Napolitano

Deputy-President of the Anti-Doping Division: Mr David W. Rivkin

## **b. Athletes' Commission**

The ICAS Athletes' Commission, formerly the ICAS Legal Aid Commission, considers all requests for legal aid filed in accordance with the CAS Legal Aid Guidelines which were updated on 1 February 2023 further to the creation of the Football Legal Aid Fund (FLAF). It is composed of the four ICAS members nominated to represent the interests of athletes. The members of the commission appointed the chair.

Composition 2023-2026 (all athlete representatives):

Chair: Mr Michael Lenard OLY

Members:

Mr Louis Everard

Ms Silja Kanerva OLY

Ms Tricia Smith OLY

## **c. Membership Commission**

The ICAS Membership Commission reviews the lists of CAS arbitrators and mediators as well as the applications of potential new CAS members. It is chaired by an independently appointed member and composed of the three division presidents, the three deputy division presidents and an athlete representative.

Composition 2023-2026:

Chair: Mr Ivo Eusebio (President of the Anti-Doping Division)

Members:

President of the Appeals Arbitration Division: Ms Corinne Schmidhauser OLY

President of the Ordinary Arbitration Division: Ms Carole Malinvaud

Athlete representative: Ms Tricia Smith OLY

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## **The Court of Arbitration for Sport (CAS)**

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- I. Introduction
  - II. Premises
  - III. Areas of operation:
    - a.) Director General
    - b.) Finance & administration
    - c.) Court Office – Arbitration Services
    - d.) Court Office – Mediation Services
    - e.) Court Office – Scientific Department
- 

### **I. Introduction**

Created in 1984, the Court of Arbitration for Sport, commonly referred to by its acronym “CAS”, provides dispute resolution services to the sports world. Since its creation, it has settled disputes involving athletes, coaches, federations, sponsors, agents, clubs, leagues and organizers of sports events from almost every country in the world through arbitration and mediation procedures.

All Olympic sports federations and many other international, continental and national federations confer jurisdiction to CAS to resolve their disputes.

### **II. Premises**

The CAS was based at the Château de Bèthusy in Lausanne, Switzerland, from 2005 until 2022. A second office in Avenue de Rhodanie, Lausanne, Switzerland housed the Anti-Doping Division from 2019-2022. In 2022, CAS moved to new purpose-built premises at the Palais de Beaulieu in Lausanne, Switzerland.

### **III. Areas of operation**

#### **a) Director General**

The CAS Director General is the link between the ICAS, the Court Office and the Finance and Administration team. The Director General manages the day-to-day operations at the CAS Court Office and is also responsible for public relations and communications.

#### **b) Finance & Administration**

The CAS Finance and Administration Director is responsible for finance, HR and facilities management.

**c) Court Office – Arbitration Services**

Appeal and ordinary arbitration procedures are overseen by the Head of CAS Arbitration Services and a team of legal counsels, clerks, and secretaries.

**d) Court Office – Mediation Services**

CAS mediation procedures are overseen by the Head of CAS Mediation Services.

**e) Court Office – Scientific Department**

The Head of the Scientific Department manages a team of legal counsels who maintain the CAS jurisprudence database, conduct legal research and share knowledge at seminars and events.

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## **The CAS Ad Hoc Divisions**

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- I. Overview
  - II. Ad Hoc Divisions in 2024
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### **I. Overview**

Since 1996, ICAS has created a temporary division for each edition of the Olympic Games in order to provide Games participants with access to a free of charge dispute resolution service on the site of the Games that allows for the resolution of disputes within a timeframe compatible with the competition schedule. Similar structures have been created by ICAS for other sports events such as the Commonwealth Games, the UEFA European Championship, the FIFA World Cup and the Asian Games.

The procedural rules applicable to the CAS Ad Hoc Division are available on the CAS website:  
<https://www.tas-cas.org/en/arbitration/ad-hoc-division.html>

### **II. Ad Hoc Divisions in 2024**

#### **AFC ASIAN CUP, DOHA, QATAR**

An ad hoc division for the 2023 Asian Cup (moved to 2024) operated on a remote basis from the CAS Court Office in Lausanne from 12 January 2024 until 10 February 2024. No arbitration procedures were registered.

#### **UEFA EURO, GERMANY**

From 14 June 2024 to 14 July 2024, the CAS Ad Hoc Division for the UEFA EURO operated from the CAS Court Office in Lausanne. One arbitration procedure was registered.

#### **OLYMPIC GAMES, PARIS, FRANCE**

From 26 July 2024 until 11 August 2024, the CAS Ad Hoc Division for the Olympic Games operated from a temporary office in Paris, France. The CAS delegation was composed as follows:

President: Mr Michael Lenard OLY, USA  
Co-President: Ms Carole Malinvaud, France  
Co-President: Dr Elisabeth Steiner, Austria

Arbitrators (in alphabetical order):

- Dr Annabelle Bennett, Australia
- Ms Carine Dupeyron, France
- Ms Laila El Shentenawi, Egypt
- Dr Hamid Gharavi, France/Iran
- Mr Lars Hilliger, Denmark
- Prof. LU Song, China
- Prof. Roberto Moreno, Paraguay
- Prof. Philippe Sands KC, UK/France
- Ms Kristen Thorsness OLY, USA
- Ms Raphaëlle Favre-Schnyder, Switzerland (remote)
- Dr Heiner Kahlert, Germany (remote)
- Dr Leanne O’Leary, UK/New Zealand (remote)

20 arbitration procedures were registered.

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## **The CAS Anti-Doping Division (CAS ADD)**

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- I. Introduction
  - II. Court Office
  - III. CAS ADD Procedures
  - IV. Activity in 2024
- 

### **I. Introduction**

The CAS ADD provides simplified anti-doping procedures for International Federations (IFs) as a first instance adjudication of doping matters. IFs can benefit from an independent authority composed of anti-doping specialists and a harmonised approach to decisions and principles at reduced costs.

It first operated on a temporary basis at the Rio 2016 Olympic Games and the PyeongChang 2018 Olympic Winter Games and became a permanent division of CAS in January 2019.

### **II. Court Office**

The Anti-Doping Division is overseen on a daily basis by its Managing Counsel with the assistance of the ADD Secretariat.

### **III. CAS ADD Procedures**

The CAS ADD conducts its procedures in accordance with the applicable anti-doping rules of the sports federations and/or bodies concerned and is tasked with establishing whether or not there has been a violation of the anti-doping rules, as well as deciding any sanction, if applicable, in accordance with the World Anti-Doping Agency (WADA) Code.

The procedural rules applicable to the CAS ADD are published [here](#).

### **IV. Activity in 2024**

The CAS ADD conducted 41 procedures in 2024, including 2 procedures related to the Olympic Games Paris 2024.

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## Statistics

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- I. General Statistics
  - II. Evolution of the case load in the last 5 years
  - III. Language
  - IV. Subject
  - V. Challenges
  - VI. Legal Aid
  - VII. Swiss Federal Tribunal
- 

### I. General statistics

Here is the table with the cases submitted to the CAS since its creation.  
It is also published [on the CAS website](#):

YEAR	Procédures ordinaires / Ordinary procedures	Procédures d'appel / Appeal Procedures	Procédures <i>ad hoc</i> / <i>Ad hoc</i> Procedures	Procédures Anti-Doping / Anti-Doping Procedures	Procédures de médiation / Mediation Procedures	Procédures consultatives / Consultation Procedures	TOTAL
1986	1					1	2
1987	5					3	8
1988	3					9	12
1989	5					4	9
1990	7					6	13
1991	13					5	18
1992	19					6	25
1993	13					14	27
1994	10					7	17
1995	2	8	0			3	13
1996	4	10	6			1	21
1997	7	11	0			2	20
1998	4	33	5			3	45
1999	8	24	0		1	1	34
2000	5	55	15		0	1	76
2001	10	32	0		2	0	44
2002	9	66	8		1	3	87
2003	61	46	0		1	2	110
2004	9	252	10		2	0	273
2005	9	185	0		3	4	201
2006	17	175	12		3	0	207
2007	22	230	0		1	0	253
2008	26	276	9		4	2	317
2009	25	245	0		4	5	279



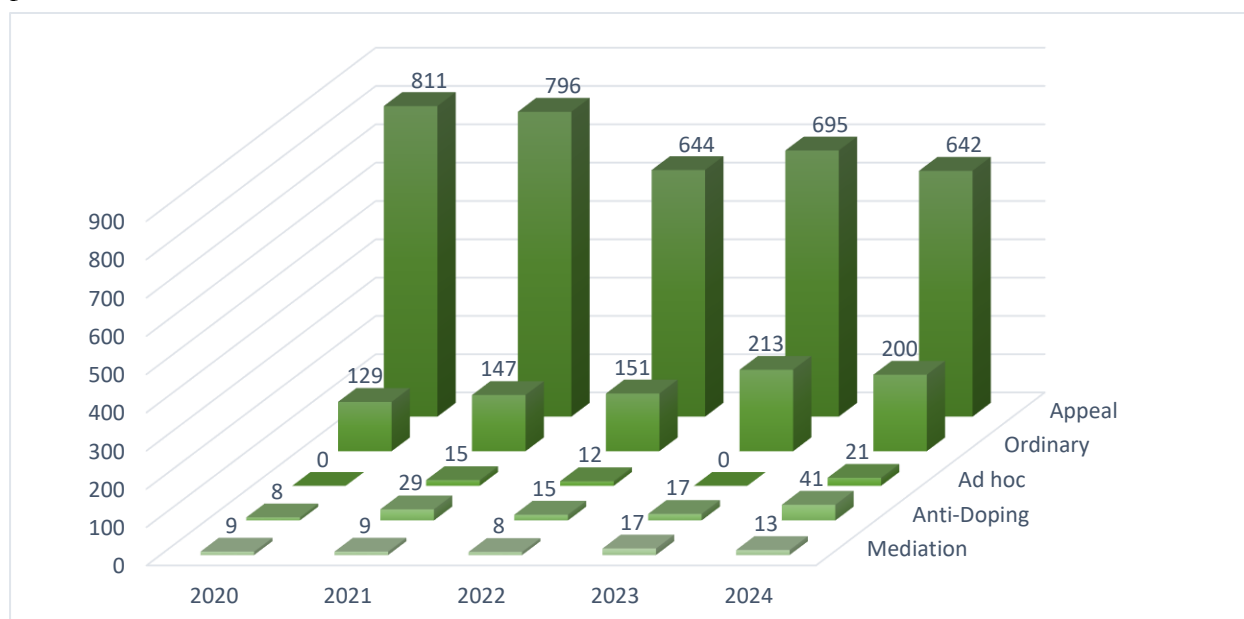
YEAR	Procédures ordinaires / Ordinary procedures	Procédures d'appel / Appeal Procedures	Procédures <i>ad hoc</i> / <i>Ad hoc</i> Procedures	Procédures Anti-Doping/ Anti-Doping Procedures	Procédures de médiation / Mediation Procedures	Procédures consultatives / Consultation Procedures	TOTAL
2010	49	244	5		6	0	304
2011	71	294	0		1		366
2012	62	301	11		4		378
2013	58	349	0		4		411
2014	68	349	10		6		433
2015	88	410	0		3		501
2016	100	458	28	13	10		609
2017	111	461	0	0	12		584
2018	116	463	15	5	7		606
2019	107	493	0	5	4		609
2020	129	811	0	8	9		957
2021	147	796	15	29	9		996
2022	151	644	12	15	8		830
2023	213	695	0	17	17		942
2024	200	642	21	41	13		917
<b>TOTAL</b>	<b>1964</b>	<b>9058</b>	<b>182</b>	<b>133</b>	<b>135</b>	<b>82</b>	<b>11554</b>

Comments:

Prior to the entry into force of the Code of Sports-related Arbitration (22 November 1994) there were only ordinary arbitration procedures and advisory opinions. The consultation procedure was discontinued on 1 January 2011. The mediation procedure was created in 1999. The CAS Anti-doping Division was created for the period of the OG 2016 (Rio de Janeiro) and 2018 (Pyeongchang). It became permanent in 2019.

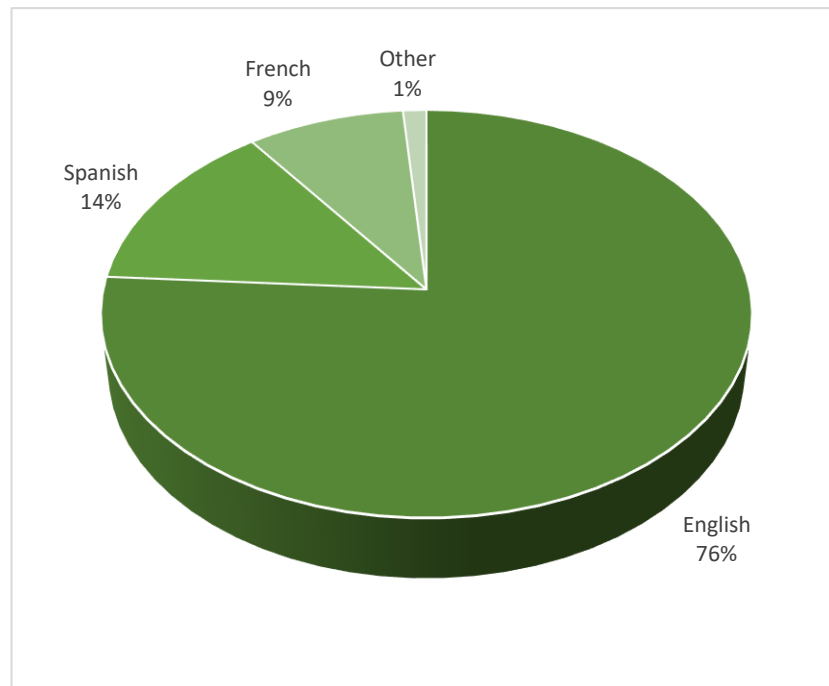
## II. Evolution of the case load in the last 5 years

A total of 917 procedures were registered in 2024. While appeal arbitration procedures continue to form the backbone of the CAS caseload, there was a noticeable increase in the number of anti-doping procedures in 2024.



### III. Language

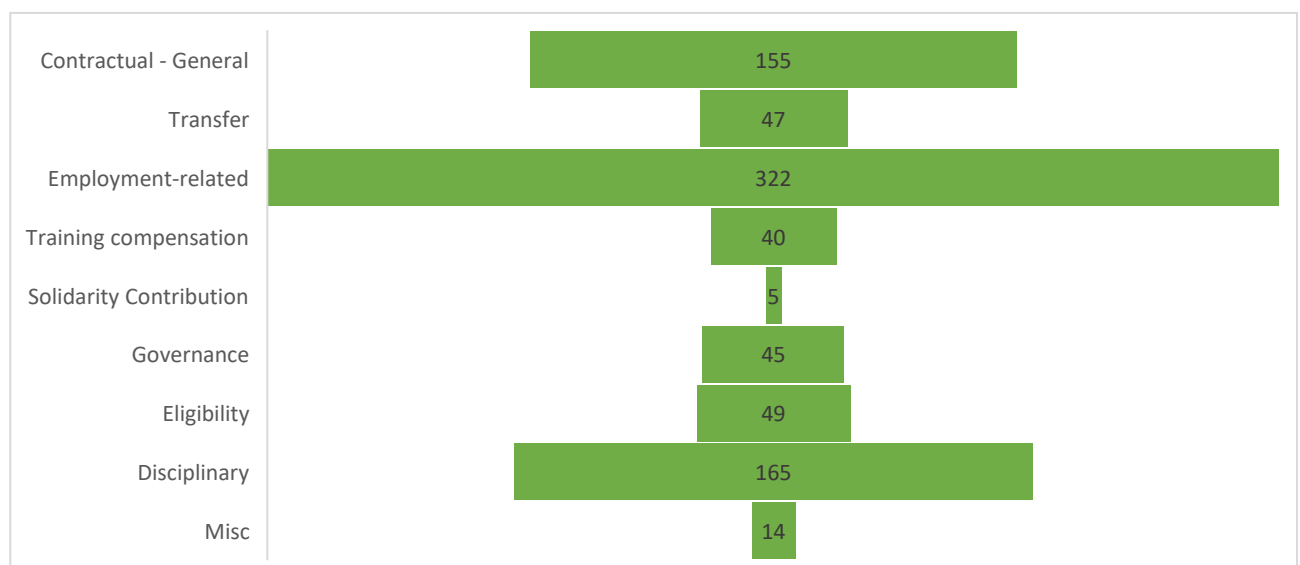
In 2020, ICAS adopted Spanish as the third official language for CAS arbitrations. The other official CAS languages are English and French.



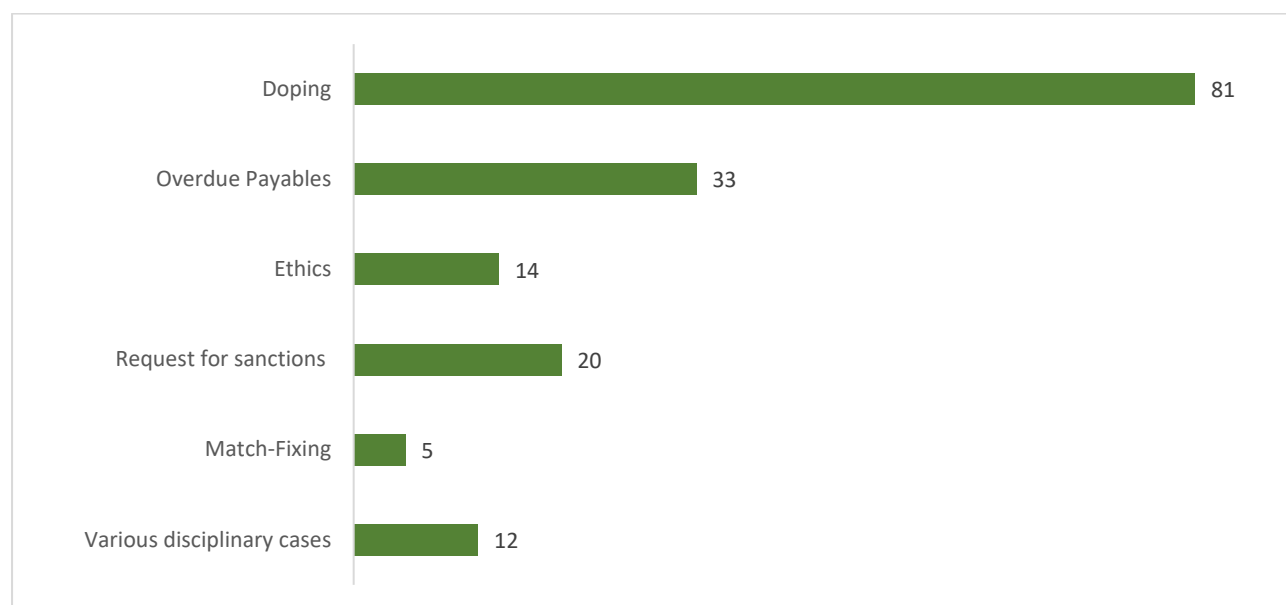
With the agreement of the parties and the Arbitral Panel, CAS arbitrations (ordinary and appeals procedures) can be conducted in other languages. In 2024, 11 arbitrations were conducted in Italian or in German.

### IV. Subject

Of the 842 Ordinary and Appeal arbitration procedures registered by the CAS in 2024, the majority were related to employment-related contractual disputes:



Drilling down into the 165 Ordinary and Appeal arbitration procedures related to disciplinary matters, the majority were related to doping:



## V. Challenges

In the course of 2024, the ICAS Challenge Commission considered 16 petitions for challenge filed by the parties to CAS arbitrations against CAS arbitrators. The ICAS Challenge Commission dismissed 15 petitions and upheld 1.

## VI. Legal Aid

There were 88 applications for legal aid considered by the ICAS Athletes' Commission in 2024. Assistance was provided in 70% of cases.

### Legal Aid Fund (non-football):

Fully or partially granted	Denied
20	9

### Football Legal Aid Fund:

Fully or partially granted	Denied
41	18

## VII. Swiss Federal Tribunal

In 2024, 39 appeals against CAS awards were filed at the Swiss Federal Tribunal (SFT). 24 were dismissed, 4 were not entertained for formal reasons, 5 were withdrawn and 6 are pending.

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## ICAS Financial Statements 2024

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The Foundation International Council of Arbitration for Sport (ICAS), domiciled in Lausanne, Switzerland, is a non-profit foundation which was established in Lausanne on 22 November 1994. It is governed by the rules of the Swiss Civil Code and overseen by the [\*Autorité de surveillance LPP et des fondations de Suisse occidentale\*](#).

As a private foundation of public interest, the ICAS is exempted from the payment of taxes.

The financial statements 2024 were prepared in accordance with the commercial accounting provisions of the Swiss Code of Obligations (Articles 957 to 963b, in force since 1 January 2013) and were audited by PricewaterhouseCoopers SA (PWC). The financial statements 2024 were approved during the ICAS Meeting of 28 May 2025.

The presentation currency and financial currency is the Swiss franc (CHF).

The financial statements 2024 attached to this document are published as prepared by CAS and approved by PWC.



Balance sheet as at 31 December 2024

	Notes	2024 CHF	2023 CHF
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents		33 112 514	32 360 307
Term investments		2 000 000	2 000 000
Trade and other receivables		896 757	689 516
Other current assets		1 047 560	923 932
		<b>37 056 831</b>	<b>35 973 755</b>
<b>Non-current assets</b>			
Property, plant and equipment	3	24 252 010	25 273 820
		<b>24 252 010</b>	<b>25 273 820</b>
<b>Total assets</b>		<b>61 308 841</b>	<b>61 247 575</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables		6 746 178	6 370 283
Other current liabilities	4	25 717 330	25 367 436
Provisions	5	630 000	740 000
		<b>33 093 508</b>	<b>32 477 719</b>
<b>Non-current liabilities</b>			
Long term debts	6	18 800 000	19 200 000
		<b>18 800 000</b>	<b>19 200 000</b>
<b>Total liabilities</b>		<b>51 893 508</b>	<b>51 677 719</b>
<b>Equity</b>	8	<b>9 415 333</b>	<b>9 569 856</b>
<b>Total liabilities and equity</b>		<b>61 308 841</b>	<b>61 247 575</b>

The notes 1 to 15 are an integral part of these financial statements.



**Income statement for the year ended 31 December 2024**

	<b>Notes</b>	<b>Accounts 2024 CHF</b>	<b>Accounts 2023 CHF</b>
<b>Revenue</b>			
Contribution of the Olympic Movement		7 500 000	7 500 000
Contribution of the Olympic Movement for the CAS ADD		345 025	258 655
Contribution of the FIFA		2 500 000	2 500 000
Other contribution of Sports Bodies		4 500	4 727
Contribution of the parties to the costs of proceedings		13 742 836	14 043 543
Contribution of the parties to the costs of mediations		39 624	23 667
Other income		21 859	35 698
<b>Total revenue</b>		<b>24 153 844</b>	<b>24 366 290</b>
<b>Operating expenses</b>			
Expenses of arbitration	<b>9</b>	12 046 102	12 007 029
Expenses of the CAS ADD		184 991	127 980
Expenses of mediation		23 578	17 900
Personnel expenses	<b>10</b>	8 795 071	8 026 653
Servicing computer equipment and internet		142 031	146 354
Mortgage interest		147 500	166 819
Property expenses		457 484	368 879
Management costs	<b>11</b>	421 271	399 965
CAS seminars		32 815	455 843
CAS Ad Hoc Divisions		471 621	49 939
Administrative costs	<b>12</b>	559 076	526 245
Beaulieu costs		-	4 821
Depreciation of property, plant and equipment		1 021 810	1 024 909
Allocation to provision for free arbitration procedures	<b>5</b>	(110 000)	(160 000)
Bad debt losses		43 332	175 290
<b>Total operating expenses</b>		<b>24 236 682</b>	<b>23 338 626</b>
<b>Surplus before financial income</b>		<b>(82 838)</b>	<b>1 027 664</b>
<b>Financial income (costs)</b>			
Finance income (costs)		229 041	206 207
Net foreign exchange profit (loss)		7 284	(16 472)
<b>Total financial income (costs)</b>		<b>236 325</b>	<b>189 735</b>
<b>Surplus for the year</b>		<b>153 487</b>	<b>1 217 399</b>



**Note 8**  
**Changes in equity for the year ended 31 December 2024**

	Capital CHF	Reserve for legal aid CHF	Retained earnings CHF	Total CHF
<b>Equity as at 1 December 2023</b>	<b>171 383</b>	<b>7 636</b>	<b>8 581 777</b>	<b>8 760 796</b>
Loss for the year	-	-	1 217 399	<b>1 217 399</b>
<b>Total comprehensive income for the year</b>			<b>1 217 399</b>	<b>1 217 399</b>
Allocation to reserve for legal aid	-	200 000	(200 000)	-
Use of the reserve for legal aid	-	(408 339)	-	<b>(408 339)</b>
<b>Equity as at 31 December 2023</b>	<b>171 383</b>	<b>(200 703)</b>	<b>9 599 176</b>	<b>9 569 856</b>
Surplus for the year	-	-	153 487	<b>153 487</b>
<b>Total comprehensive income for the year</b>			<b>153 487</b>	<b>153 487</b>
Allocation to reserve for legal aid	-	600 000	(600 000)	-
Use of the reserve for legal aid	-	(308 010)	-	<b>(308 010)</b>
<b>Equity as at 31 December 2024</b>	<b>171 383</b>	<b>91 287</b>	<b>9 152 663</b>	<b>9 415 333</b>



## Notes for the year ended 31 December 2024

### 1 General information

Foundation International Council for Sport Arbitration (ICAS), domiciled in Lausanne, Switzerland, is a non-profit Foundation which was established in Lausanne November 22, 1994 and is governed by the rules of the Swiss Civil Code.

The task of the ICAS is to facilitate the settlement of sports-related disputes through arbitration or mediation and to safeguard the independence of the Court Arbitration for Sport (CAS) and the rights of the parties. To this end, it looks after the administration and financing of the CAS.

The Court Arbitration for Sport (CAS) sets in operation Panels whose mission is to resolve by arbitration and/or mediation disputes referred in the field of sport, in conformity with the Procedural rules. To this end, the CAS attends to the constitution of Panels and the smooth running of the proceedings. It places the necessary infrastructure at the disposal of the parties.

### 2 Summary of significant accounting policies

These financial statements are approved by the Foundation Council of the ICAS and cannot be changed after approval. The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### 2.1 Basis of presentation

These annual financial statements have been prepared in accordance with the commercial accounting provisions of the Swiss Code of Obligations (Articles 957 to 963b, in force since January 1, 2013). The main balance sheet and income statement items are accounted for as follows. The presentation currency and functional currency is the Swiss franc (CHF). Where necessary, comparative figures have been adjusted to conform with changes in presentation in the current year. There is no impact on earnings or equity.

#### 2.2 Foreign currency translation

Revenues and expenses in foreign currencies are recognised at exchange rates prevailing at the dates of transactions. Gains and losses on the settlement of such transactions and from the translation of assets and liabilities denominated in foreign currencies are recognised in the income statement. The non-monetary items denominated in foreign currencies, which are valued at historical cost are translated using the exchange rates prevailing at the date of transaction.





### **2.3 Cash and cash equivalents**

Cash and cash equivalents includes cash on hand and bank accounts freely available with original maturities of three months or less.

### **2.4 Term investments**

Term investments are savings bank accounts with a fixed term of more than three months and up to twelve months.

### **2.5 Trade and other receivables**

Trade and other receivables are recognised initially at fair value. They are subsequently measured at amortised cost. A provision for impairment of trade receivables is established when there is objective evidence that the ICAS will not be able to collect all amounts due.

### **2.6 Other current assets and liabilities**

Other current assets and liabilities are recognised initially at fair value. Other current assets are prepaid expenses and accrued income with maturities less than twelve months. Other current liabilities are the advances of costs on paying procedures, the Court Office fees for procedures unopened and accrued liabilities with maturities less than twelve months.

### **2.7 Property, plant and equipment**

Property, plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is calculated using the straight-line method based over their estimated useful lives as follows:

- Furniture and fixtures	5 years
- IT equipment	3 years
- Building	50 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. This reduction is an impairment loss which is recognised immediately in the income statement.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the income statement.



## **2.8 Trade and other payables**

Trade and other payables are recognised initially at fair value. They are subsequently measured at amortised cost.

## **2.9 Provisions**

The provision for arbitration procedures without financial contribution from the parties is estimated at the end of each period of financial reporting. The ICAS estimates reliably the number of the arbitration procedures without financial contribution from the parties which are still open at the end of the period and assesses the probable costs that will have these procedures in the twelve months following the closing date. The variation of the provision is recognised in the income statement.

## **2.10 Revenue recognition**

### Annual contribution

The financial contributions of the Olympic Movement and Sport Bodies are recognised as income in the period in which they are due. The Convention concerning the constitution of the ICAS of 22 June 1994 provides in Article 3 that the Olympic Movement (IOC, ASOIF, AIWF and ANOC) undertakes mutually to provide to the ICAS funding for its activities and those of the CAS to the extent that will be determined by the ICAS. A similar agreement between FIFA and the ICAS provides that FIFA pays an annual financial contribution to the ICAS in order to ensure the financing of its activities and those of the CAS in the field of football.

### Contribution of the parties to the costs of proceedings

The financial contribution of the parties to the costs of proceedings is recognised as income in the period during which the breakdown of costs for the procedure was established. It is only at such point that the revenue and costs can be reliably estimated. The Court Office fee from the parties is recognised as income at the time it is paid because the procedural rules (R64.1) provide that the court fee is retained.

### Other income

Other income is recognised as income in the period in which it is due.

### Financial income

Interest income is recognised using the effective interest method.

## **2.11 Income and capital taxes**

The ICAS is income and capital taxes exempt by decision of 14 December 1994 from the Cantonal Tax Administration of the Canton of Vaud.



## 2.12 Leases

Leases in which all the risks and rewards of ownership have been effectively transferred to the Foundation are classified as finance leases. Finance leases are recognised at the date of the contract at the lower of the fair value of the leased property or, if it is lower, the present value of minimum lease payments.

Each lease payment is apportioned between the liability and finance charges using the effective interest method. Finance charges are recognised in the statement of activities in the lease period.

Leases in which a substantially all risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the income statement on a straight-line basis over the period of the lease. ICAS has not at the moment any finance lease.

## 3 Property, plant and equipment

	Computer Equipment	Equipment and furniture Beaulieu	Construction Beaulieu headquarters	Total
	CHF	CHF	CHF	
Net carrying amount at 1 January 2023	15 600	2 635 374	22 288 025	24 938 999
Acquisitions	45 040		1 314 690	1 359 730
Depreciation	(22 820)	(527 374)	(474 715)	(1 024 909)
<b>Net carrying amount at 31 December 2023</b>	<b>37 820</b>	<b>2 108 000</b>	<b>23 128 000</b>	<b>25 273 820</b>
<b>At 31 December 2023</b>				
Costs	311 842	2 635 374	36 602 715	39 549 931
Accumulated depreciation	(274 022)	(527 374)	(13 474 715)	(14 276 111)
<b>Net carrying amount</b>	<b>37 820</b>	<b>2 108 000</b>	<b>23 128 000</b>	<b>25 273 820</b>
Net carrying amount at 1 January 2024	37 820	2 108 000	23 128 000	25 273 820
Acquisitions				
Depreciation	(22 810)	(527 000)	(472 000)	(1 021 810)
<b>Net carrying amount at 31 December 2024</b>	<b>15 010</b>	<b>1 581 000</b>	<b>22 656 000</b>	<b>24 252 010</b>
<b>At 31 December 2024</b>				
Costs	311 842	2 635 374	36 602 715	39 549 931
Accumulated depreciation	(296 832)	(1 054 374)	(13 946 715)	(15 297 921)
<b>Net carrying amount</b>	<b>15 010</b>	<b>1 581 000</b>	<b>22 656 000</b>	<b>24 252 010</b>



#### 4 Other current liabilities

	2024 CHF	2023 CHF
Advances of costs on paying procedures	24 382 718	24 256 280
Court Office fees for procedures unopened	606 654	547 926
Accrued liabilities	533 126	363 230
FIFA Football Legal Aid Fund (FLAF)	194 832	200 000
	<b>25 717 330</b>	<b>25 367 436</b>

#### 5 Provisions

	financial contribution from parties CHF
Net carrying amount at 1 January 2023	900 000
Allocation of the year	(160 000)
<b>Net carrying amount at 31 December 2023</b>	<b>740 000</b>
Net carrying amount at 1 January 2024	740 000
Dissolution of the year	(110 000)
<b>Net carrying amount at 31 December 2024</b>	<b>630 000</b>

Number of open procedures at 31 December 2023 ; 63 (at 31 December 2023 ; 74)

#### 6 Long term debts

A mortgage loan of a total amount of CHF 10,000,000 has been granted. This loan is secured by a registered mortgage note in the amount of CHF 19,000,000 in first rank.

The Canton of Vaud has granted to the ICAS a cantonal loan based on the law on support for economic development (LADE) in the amount of CHF 9,200,000 without interest. This loan is guaranteed by a mortgage note for a maximum amount of CHF 10,000,000, in 2nd rank. A reimbursement of CHF 400,000 per year is due from 2024 until 2046.

#### 7 Pension obligations at 31 December 2024

At 31 December 2024, there was no debt against the occupational benefit plan.

#### 8 Equity

The equity of ICAS is composed of the capital of the Foundation, the reserve for legal aid and the retained earnings.

The reserve for legal aid is a legal aid fund to facilitate access to CAS arbitration for natural persons without sufficient financial means. The operation of the legal aid fund including criteria to access the funds is set out in the CAS legal aid guidelines.



## 9 Expenses of arbitration

	2024 CHF	2023 CHF
Fees for arbitrators	11 124 520	11 070 655
Fees for ad hoc clerks	353 710	586 065
Expenses of arbitrators	567 872	350 309
	<b>12 046 102</b>	<b>12 007 029</b>

## 10 Personnel expenses

	2024 CHF	2023 CHF
Salary costs and other charges of fixed staff	6 533 847	6 047 525
Social charges	1 980 351	1 808 339
CAS court office	280 873	170 789
	<b>8 795 071</b>	<b>8 026 653</b>

The number of employees was 58 at 31 December 2024 (53 at 31 December 2023).

## 11 Management costs

	2024 CHF	2023 CHF
Meetings of the ICAS	169 649	145 983
Meetings of the ICAS's Commissions	-	8 733
Decentralized offices	5 467	1 249
Expenses and indemnities ICAS Board & Commissions	246 155	244 000
	<b>421 271</b>	<b>399 965</b>

## 12 Administrative costs

	2024 CHF	2023 CHF
Insurance charges	53 276	53 294
Fees for accounting	18 985	26 521
Postage / DHL	241 167	246 105
Other administrative costs	245 648	200 325
	<b>559 076</b>	<b>526 245</b>



### 13 Commitments

The future minimum lease payments receivable under non-cancellable operating leases are as follows:

	2024	2023
Operating leases commitments	CHF	CHF
No later than 1 year	19 694	19 694
Later than 1 year and no later than 5 years	13 949	33 643
Later than 5 years	-	-
	<b>33 643</b>	<b>53 337</b>

### 14 Related party transactions

The ICAS members are not employed by the ICAS. Eleven members receive indemnities for their activities as CAS President/Vice-Presidents, Divisions Presidents/deputies, Chairman of the Challenge Commission and Chairman of the Membership Commission. The ICAS covers all expenses related to the performance of their duties, in particular the travel, accommodation, meals and daily expense allowances. These expenditures are included in the section 'Management costs' in the income statement (Note 11).

### 15 Events after the end of the reporting date

There are no events after the end of the reporting date.



# Foundation International Council of Arbitration for Sport (ICAS)

Lausanne

Report of the statutory auditor  
to the Foundation Council  
on the financial statements 2024



# Report of the statutory auditor

## on the limited statutory examination to the Foundation Council of Foundation International Council of Arbitration for Sport (ICAS), Lausanne

As statutory auditor, we have examined the financial statements (balance sheet, income statement, changes in equity and notes) of Foundation International Council of Arbitration for Sport (ICAS) (pages 11 to 20) for the year ended 31 December 2024.

These financial statements are the responsibility of the CAS Court Office. Our responsibility is to perform a limited statutory examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of foundation personnel and analytical procedures as well as detailed tests of foundation documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law, the foundation's deed and the internal regulations.

PricewaterhouseCoopers SA

Patrick Wagner  
Licensed audit expert  
Auditor in charge

Priscille Matthey  
Licensed audit expert

Pully, 8 May 2025