



MILAN  
CHAMBER OF  
ARBITRATION

Beyond judgments. Towards solutions

# ANNUAL REPORT

## ARBITRATION

# 2025

Referred to 2024 statistical data

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**Executive Summary 2024 statistical data**

*In 2024, the Milan Chamber of Arbitration (CAM) received 135 new requests for arbitration, confirming a stable and consolidated trend. The total value of the disputes exceeded €1.36 billion—more than double the amount recorded in 2023 (which stood at over €540 million).*

*For the first time in CAM's history, a request for the appointment of an Emergency Arbitrator was filed, pursuant to Article 44 of the CAM Arbitration Rules.*

*A key development in 2024 concerns the composition of arbitral tribunals. In particular, there has been a 16% increase in the appointment of Sole Arbitrators compared to the previous year. Sole Arbitrators were appointed in 63% of the cases, while the remaining 37% were decided by three-member Arbitral Tribunals.*

*Another notable trend relates to the nature of the parties involved. There was a 58% increase in the number of individual claimants compared to 2023. These individuals are primarily professionals or shareholders of corporations. Nonetheless, corporations continue to be the predominant users of arbitration, accounting for 63.31% of all parties, while individuals represent 32.25%.*

*As for case outcomes, 127 arbitration proceedings were concluded in 2024, with 52% resulting in a final award.*

*Italian parties make up the vast majority (90%), while 5% are from other EU Member States and 5% from non-EU countries. Among Italian parties, 43.7% originate from Northern Italy (excluding Milan). This distribution reflects CAM's strategic networking efforts, including cooperation agreements with other arbitral institutions across Italy aimed at promoting CAM's rules and fostering arbitration culture nationwide.*

*Corporate disputes represent the largest share of cases, with intra-corporate matters accounting for 25.32% and share purchase agreements and shareholders' agreements comprising 18.5%. These are followed by construction (14%), supply contracts (13.4%), and consultancy/collaboration agreements (9.7%). Over the past year, there has been an increase in arbitrations related to real estate, consultancy/collaboration, and construction matters.*

*The use of the simplified arbitration procedure grew by 57% in one year, now representing 35% of all filings. These cases have a combined value of over €3 million, with an average value (excluding outliers) of €77,000.*

*The average duration of an ordinary CAM arbitration is 13 months. This timeframe is significantly reduced when parties opt for the simplified procedure, which takes on average 4.7 months—an 8.5% decrease compared to the previous year.*

*Both ordinary and simplified CAM arbitration offer a flexible, efficient, and effective means of resolving commercial disputes. This contributes to the overall efficiency of the Italian justice system, which plays a crucial role in ensuring economic stability and enhancing the country's attractiveness to foreign investors.*

**135**Requests for arbitration in  
a year**1.367**Total value of 2024 arbitrations in  
millions of euros, up 151% from 2023**+57%**The increase in recourse to  
simplified procedure**22,2%**Percentage of international  
proceedings



Fifteen years after the last arbitration reform, the legislator has intervened (with Legislative Decree 146/2022) to modernize the institution and to make it more attractive to foreign investors



## THE MOST SIGNIFICANT CHANGES:

- **attribution of the power to grant interim or provisional measures to arbitrators**: This intervention fills a legislative gap that represented an important difference between our system and those geographically and culturally closer jurisdictions.
- **strengthening of the guarantees of impartiality and independence of arbitrators**: the Italian legislator has introduced on the arbitrators an official duty to preliminarily disclose all potentially relevant circumstances affecting their independence and/or impartiality;
- **enforceability of the foreign award**: the legislator provided for the immediate enforceability of the decree by which the President of the Court of Appeal declares the effectiveness of the foreign award with sentencing content.

The CAM Arbitration Rules incorporate the changes introduced by the Reform

Major changes:

-attribution of broader powers to the Arbitral Tribunal in regards to interim and provisional measures, with a new provision empowering arbitrators to issue interim measures inaudita altera parte.

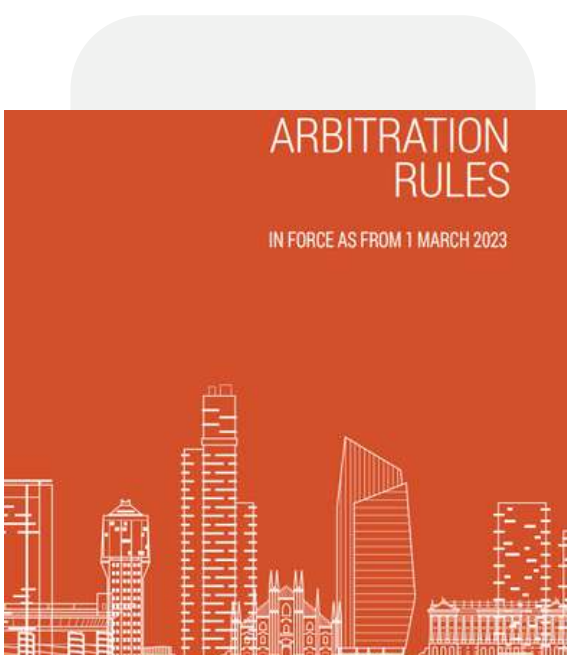
-revision of the institution of emergency arbitrator and the procedure governing its intervention, in light of new legal provisions;

-expansion of the range of decisions that, anonymously, can be published for scientific purposes;

-revision of the article dedicated to the filing of introductory documents (application, answer, reply) in the simplified arbitration procedure.



**For the first time in 2024, the Emergency Arbitrator mechanism was invoked at CAM, in accordance with Article 44 of the Arbitration Rules**



[CAM ARBITRATION RULES - READ HERE](#)

# SDA BOCCONI RESEARCH ON ARBITRATION 2024 - MAIN EVIDENCES

ARBITRATION AND STATE COURT JUSTICE:  
COMPARATIVE COST-EFFECTIVENES



**SDA Bocconi**  
SCHOOL OF MANAGEMENT

## OBJECTIVE

To compare the cost-effectiveness between the arbitration and state court procedures.

## METHOD

Cost analysis and comparison between: data from 345 CAM arbitrations, data from the Court of Milan and 3 external surveys.

## THE 'INTANGIBLE' ADVANTAGES OF ARBITRATION

- better predictability of time and costs
- greater finality of the decision
- competence of arbitrators
- confidentiality

## CONVENIENCE RESULTS

CAM arbitration is faster and more convenient than ordinary proceedings.

## TIMEFRAME

- Average duration of CAM arbitration: 307 days
- Average duration of ordinary proceedings 1st instance: 764 days
- Average duration 1st instance + appeal: 1361 days

## COSTS

In the highest incidence class (dispute value between €52k and €260k), the average overall cost of a CAM arbitration is €3k (without award) and €13k (with award).

## FINANCIAL VALUE OF TIME

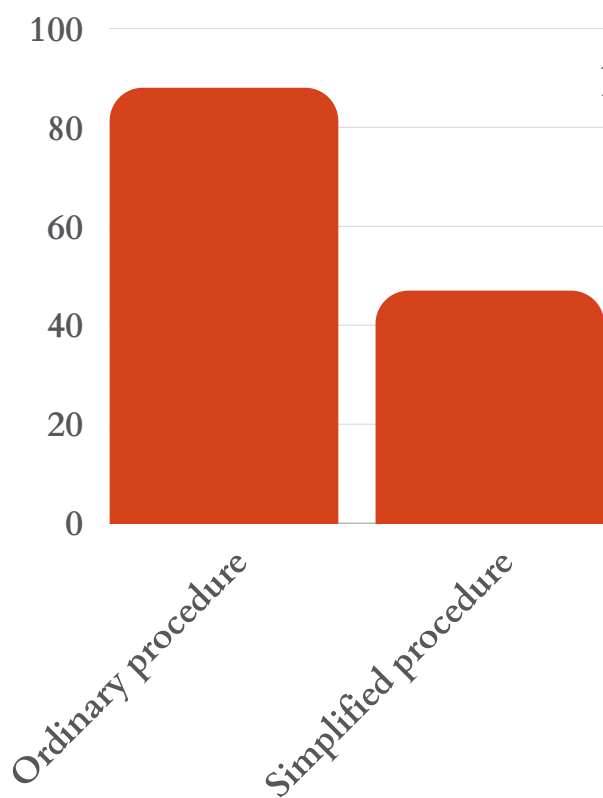
Arbitration allows the company to free up in advance and reinvest the financial resources committed to the dispute.

The cost of the proceedings is considered an investment in obtaining recognition of a right. The compensation obtained is the return on the investment made.

## ABSTRACT



## NUMBER AND VALUE OF THE PROCEEDINGS



135 requests for arbitration filed in 2024

1 out of 5 cases parties opted for the simplified procedure

(for Simplified Arbitration procedure see page 10).

The cumulative value of the disputes for 2024 amounted to

**€ 1.367.103.518**  
**+151% in a year**

The average value of cases filed in 2024:

**€ 2.172.031,36\***  
(\*net of 4 highest and lowest values)

**+26% in a year**



## DURATION OF THE DISPUTE

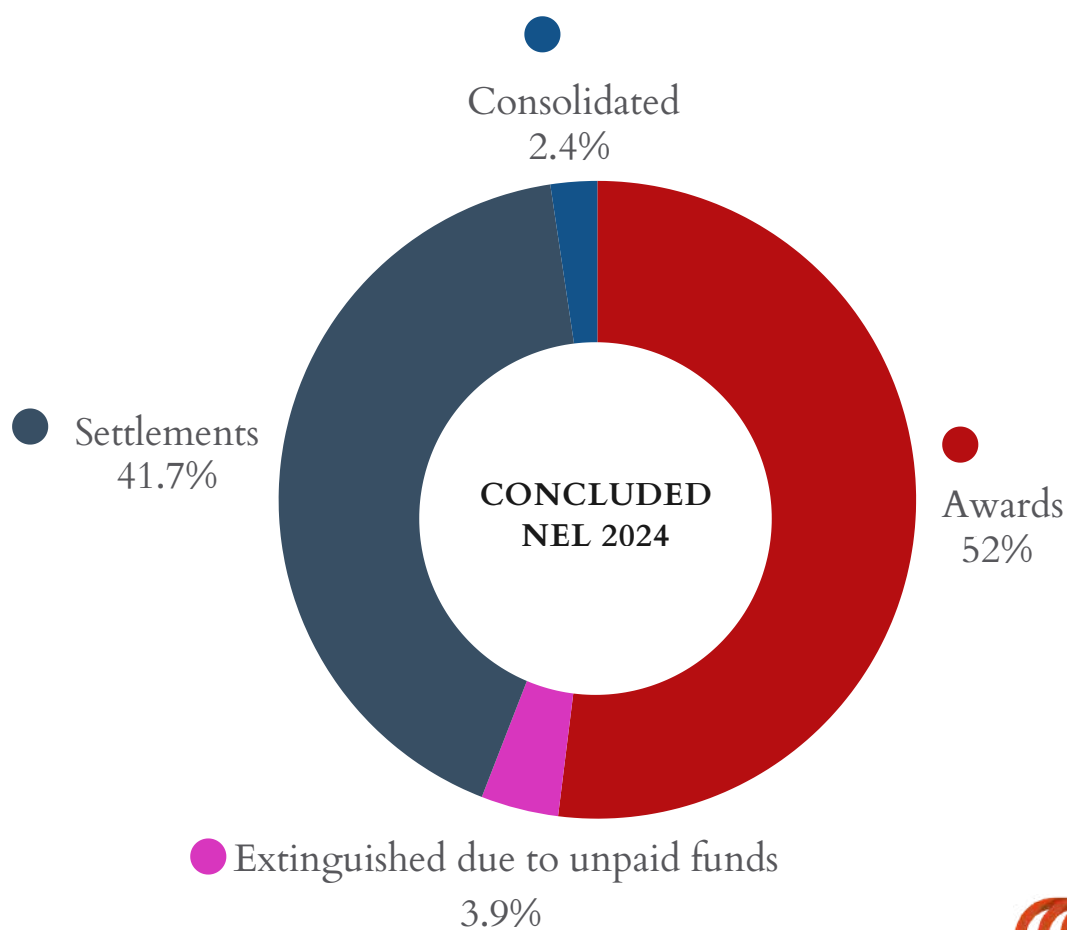


Average duration of the proceedings  
13 months in 2024

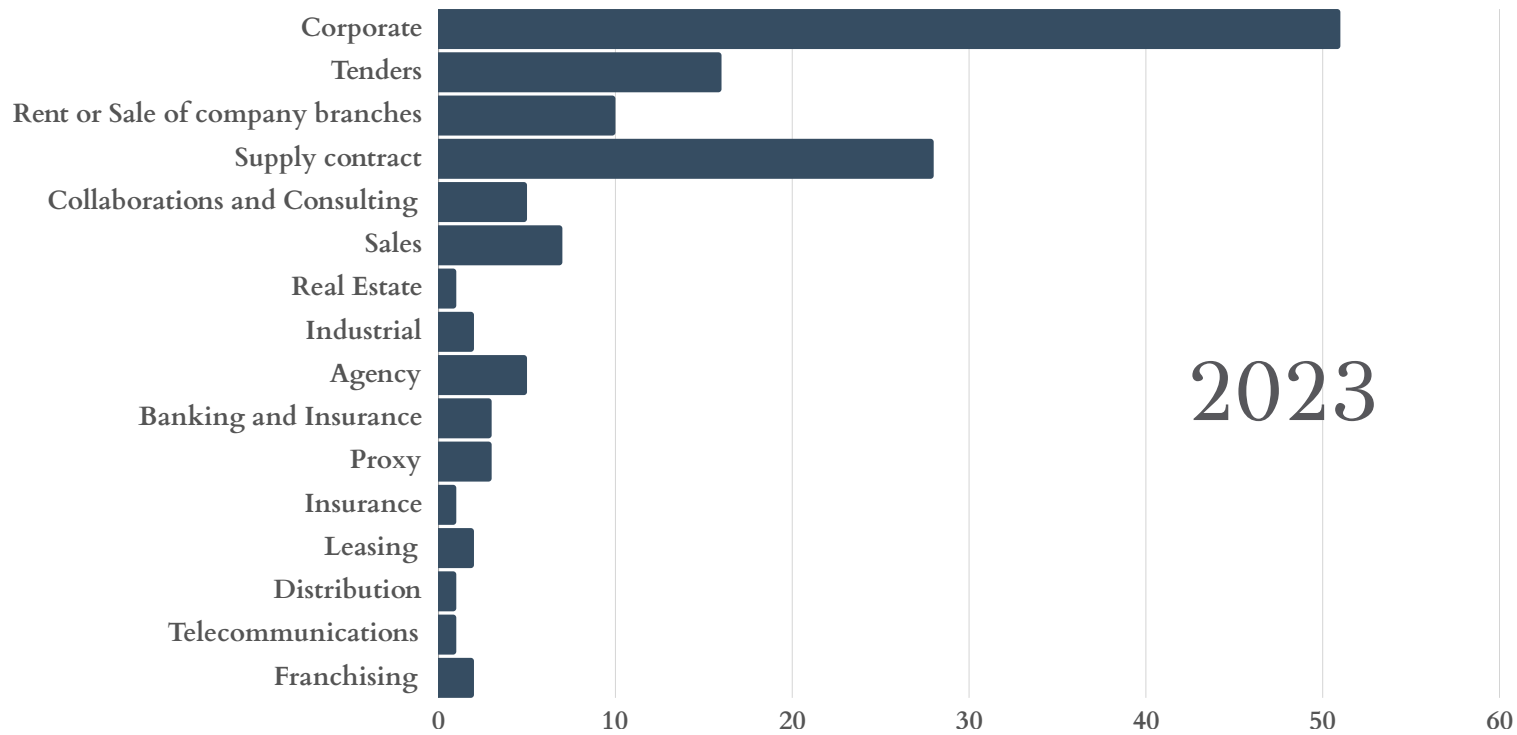
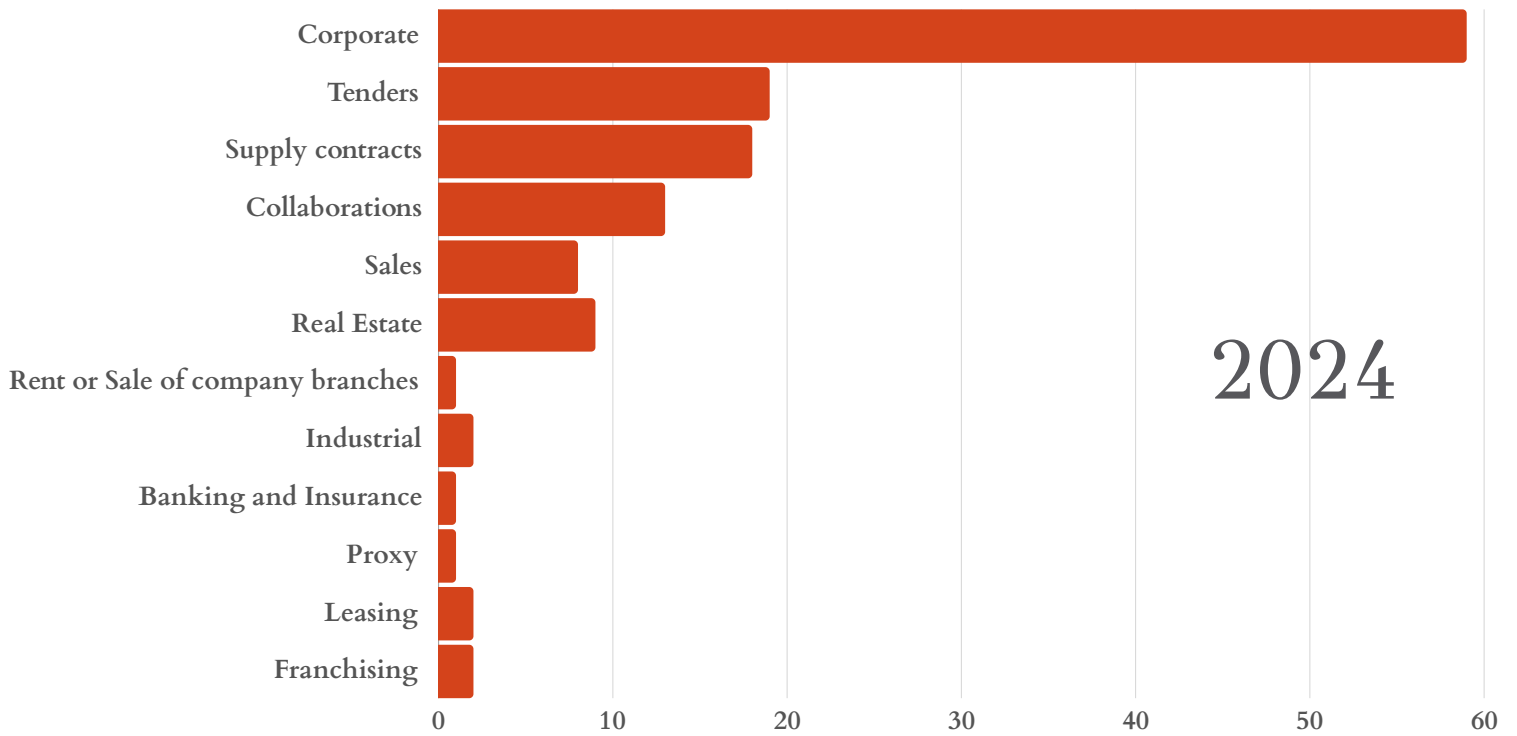
On average,  
**5 years and 3 months**  
elapse between the signing of the  
arbitration agreement and the filing of  
the arbitration request with the Milan  
Chamber of Arbitration



## CONCLUSION OF THE DISPUTE



# FIELDS INVOLVED: ORDINARY PROCEDURE



Corporate arbitration is the most common, both as internal matters (25.32% of the total), and as the purchase and sale of shares and shareholders' agreements (18.5% of the total).

Then followed by procurement (14%), supply (13.4%) and collaboration-consultancy (9.7%).

In the last year, there has been a greater recourse to arbitration in real estate matters, collaboration-consultancy and contracts.





## SIMPLIFIED ARBITRATION: KEY POINTS

### PROCEDURE IN FORCE FROM JULY 1, 2020

Simplified Arbitration is a procedure that reduces time and costs compared to ordinary arbitration procedure.

#### Scope of application

- Proceedings with a value not exceeding 250 thousand euros;
- Proceedings of any value, if the parties expressly request the simplified procedure.

#### Costs

Costs are reduced by about 30%, compared to ordinary Arbitration (for both the Milan Chamber of Arbitration fees and Sole Arbitrator fees).

#### Duration

The duration of the proceeding is cut in half: according to the Rules from the date of establishment of the Arbitral Tribunal, the Arbitrator has 3 months to file the award, compared to 6 months in the ordinary procedure.

#### Features

- The decision is always entrusted to a Sole Arbitrator;
- The number of memoranda is significantly reduced;
- The preliminary phase is held in no more than one hearing.

# SIMPLIFIED ARBITRATION

**47** simplified arbitration requests in 2024, equal to 35% of the total requests

**+56%** increase in simplified arbitration request between 2023 and 2024

Average duration of a 2024 simplified arbitration:  
**4,7 months**

**-8,5%** compared to 2023



Total value of simplified proceedings in 2024:

**€ 3.410.301,98**



Average value of simplified proceedings in 2024:

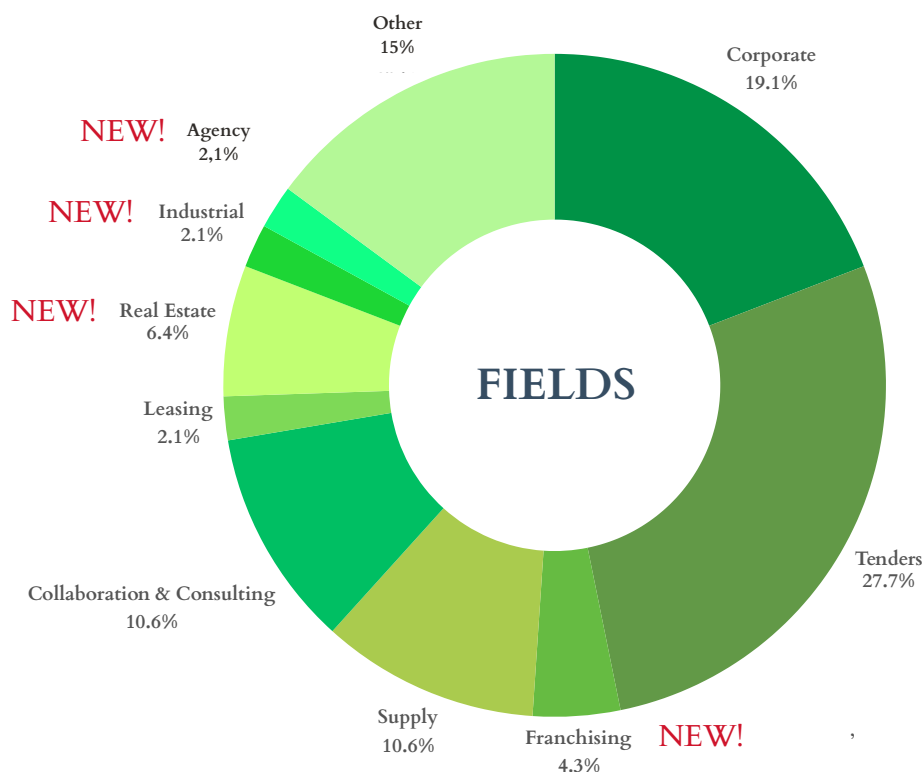
**€ 77.284,61\***

(\*net of the 4 highest and lowest values)

**-30%**

The reduction in costs, with the simplified procedure, compared to the ordinary arbitration procedure

Calculate [HERE](#) the cost of your procedure



## DURATION OF PROCEEDINGS: SIMPLIFIED VS ORDINARY

Average duration of ordinary proceedings in 2024:  
13 months

### Ordinary arbitration procedure

From the request for  
arbitration to the constitution  
of the Arbitral Tribunal

**3 months\***

From the constitution of  
the Arbitral Tribunal  
to the closing of the  
proceedings

**10 months**

\*Average times required to verify the independence of the Arbitrators, for confirmation by the Arbitration Council, and for raising the funds. These times are due, for the most part, to the performance of activities pertaining to the Parties and not CAM. The 1st phase may be reduced if the Parties opt for a Sole Arbitrator.

### Simplified Procedure

From the request for  
arbitration to the constitution  
of the Arbitral Tribunal  
(Sole Arbitrator)

**2,3 months\*\***

From the constitution of the  
Arbitral Tribunal  
(Sole Arbitrator)  
to the closing of the  
proceedings

**2,4 months**

\*\*Average times required to verify the independence of the Arbitrators, for confirmation by the Arbitration Council, and for raising the funds. These times are due, for the most part, to the performance of activities pertaining to the Parties and not CAM. The 1st phase may be reduced if the Parties opt for a Sole Arbitrator.

Average duration of simplified proceedings in 2024:  
4,7 months

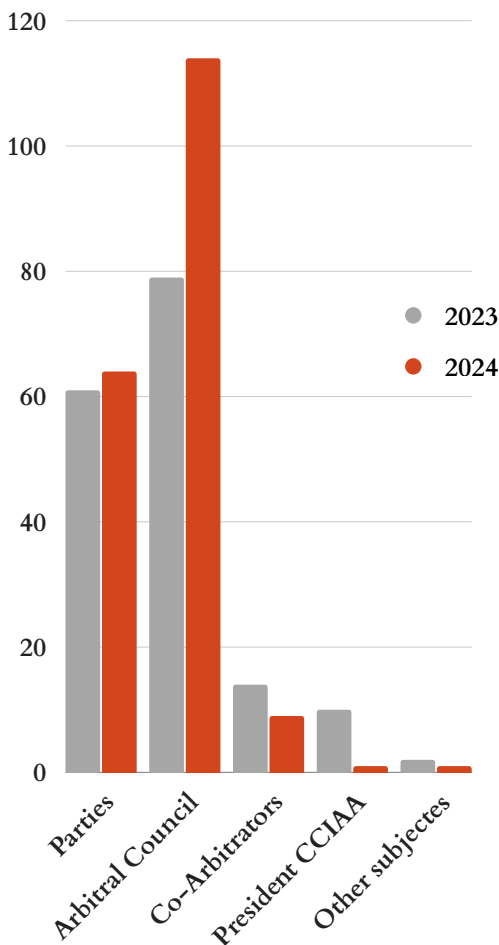
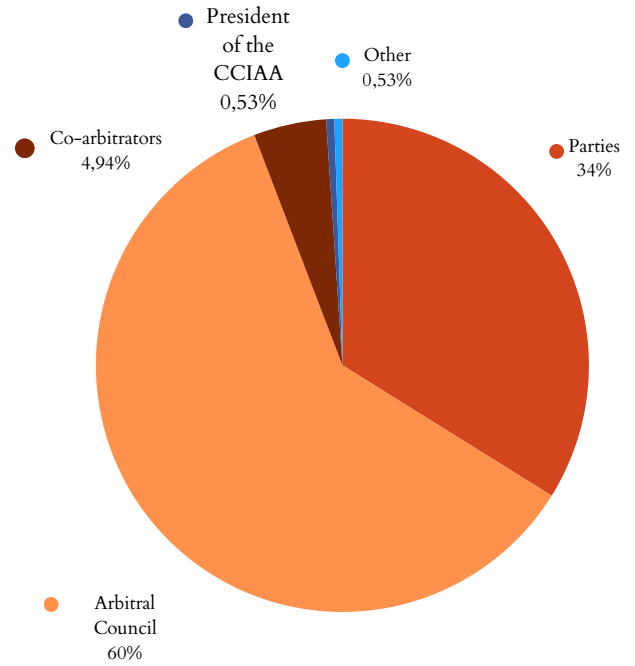
Reduction from 2023:  
-8,5%

# APPOINTMENTS SORTED BY APPOINTING AUTHORITY

190  
for 2024

Arbitrators for 2024 proceedings were appointed by:

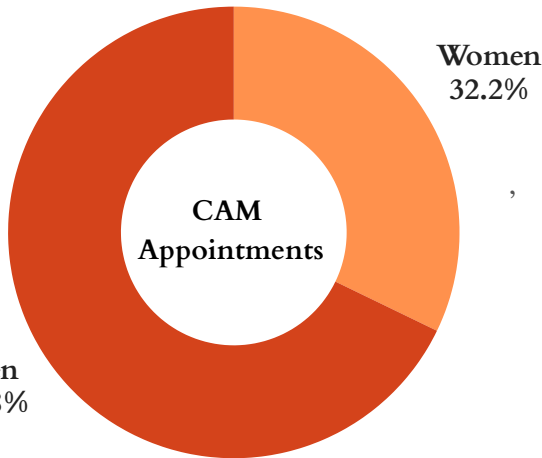
- 34% - Parties
- 60% - Arbitral Council
- 4,94% - Co-arbitrators
- 0,53% - The President of the CCIAA
- 0,53% - Other



## APPOINTMENTS MADE: 2024 VS 2023

	PARTIES	ARBITRAL COUNCIL	CO-ARBITRATORS	PRESIDENT OF CCIAA	OTHER ENTITIES
2024	64	114	9	1	1
2023	61	79	14	10	2

# GENDER EQUALITY: WOMEN ARBITRATORS APPOINTED IN 2024 PROCEEDINGS



## ONE OUT OF FOUR ARBITRATORS IS A WOMAN

If the appointment of the arbitrator is up to CAM **one out of two arbitrators is a woman.**

When the appointment is up to the **Parties**, they chose women arbitrators in 10,9% of cases.

## The Pledge

CAM has been working for years to reduce the gender gap by signing a pledge: **the Equal Representation in Arbitration Pledge**

It is a call for the international arbitration community to increase the number of women appointed as arbitrators, with the goal of full equality.

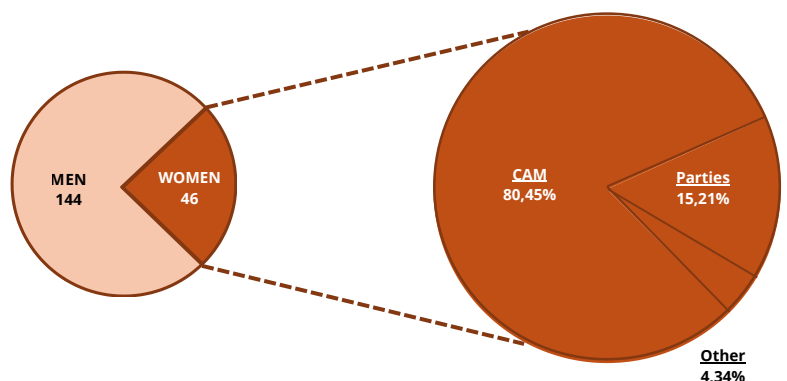
Signed in 2016, to date the Pledge has more than 5.600 signatories, among them numerous international law firms and arbitration institutions around the world.

### IN DETAILS

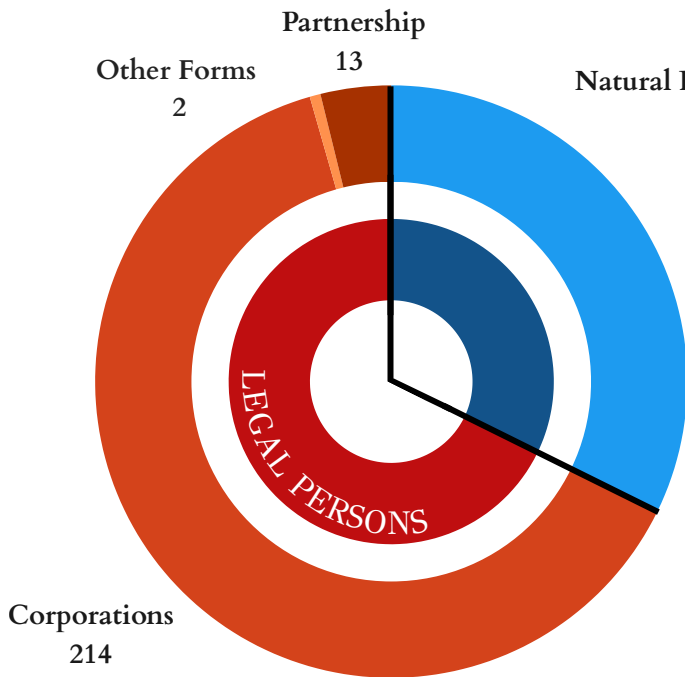
**190** are the arbitrators currently appointed for 2024 CAM proceedings:

- **46** of them are female arbitrators, accounting for **24,21%** of the total appointments.
- These 46 appointments of female arbitrators were made by:
- **37** appointments by **CAM** (accounting for **32,17%** of CAM appointments and for **80,45%** of the total amount of female arbitrator appointments);
- **7** appointments by **Parties** (accounting for **10,94%** of the total amount of appointments made by the Parties);
- **1** by the **Co-arbitrators** (accounting for **11,11%** of the total amount of appointments by co-arbitrators).

### APPOINTMENTS



# THE PARTIES



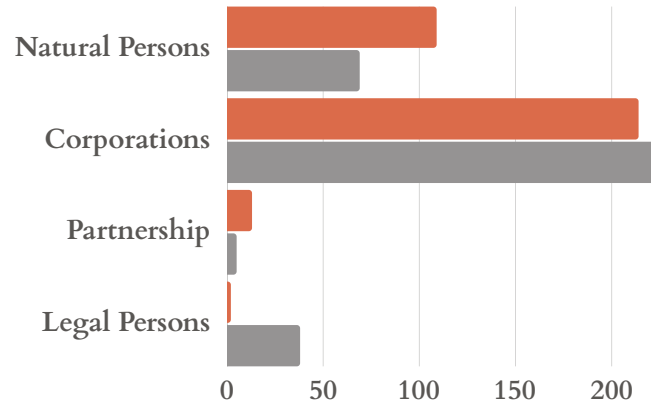
PARTIES SORTED BY NATURE	
Corporations	63,3%
Other Forms	0,6%
Partnership	3,9%
Natural persons	32,2%

**NEW**

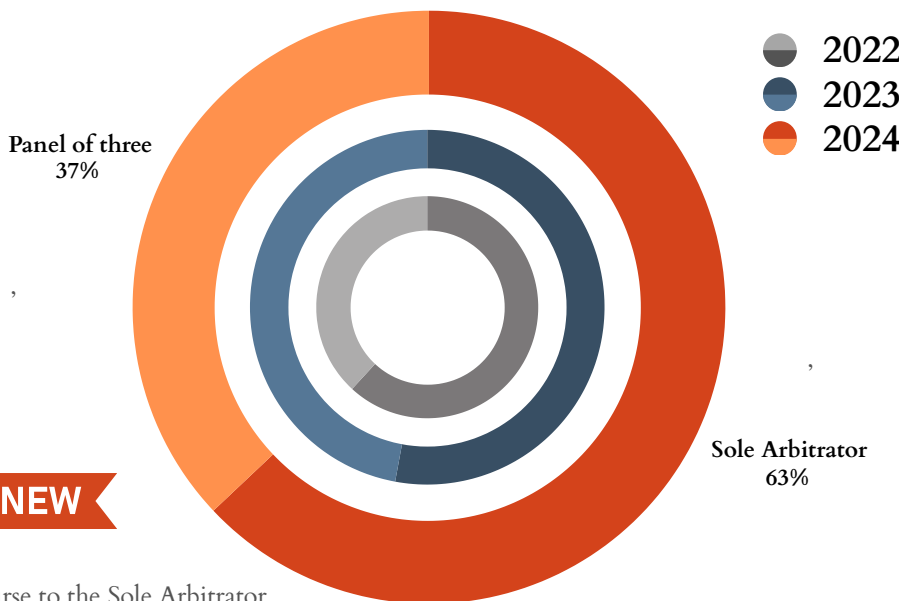
Use of arbitration by natural persons increased by 58% in one year

● 2024  
● 2023

## 2023 VS 2024



## COMPOSITION OF THE TRIBUNALS



**NEW**

Recourse to the Sole Arbitrator increased by 16% compared to 2023

	SOLE ARBITRATOR	PANEL OF THREE
2024	85	50
2023	73	65
2022	81	50



# ORIGIN OF THE PARTIES - ITALY

BY REGISTERED OFFICE OR RESIDENCE

Out of 338 parties for 2024 proceedings, 304 were Italian

122 were from Milan

133 were from other cities in Northern Italy

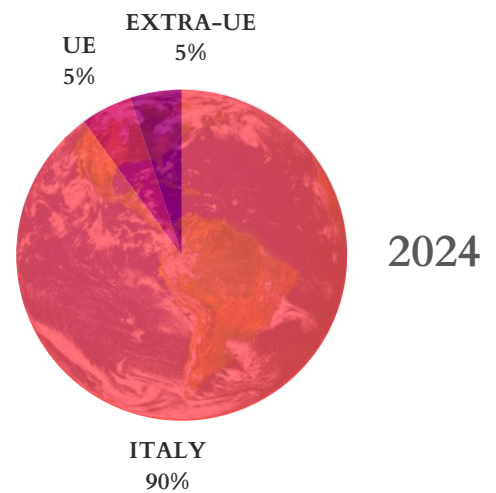
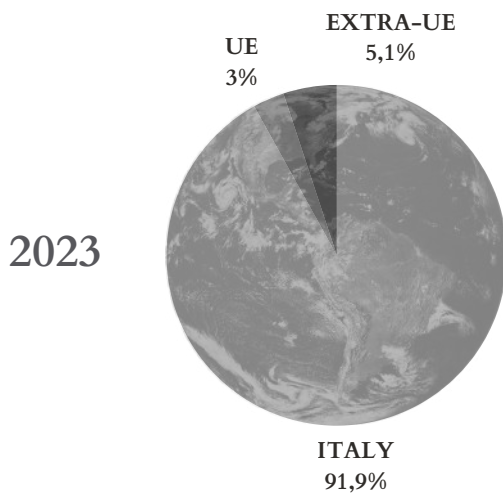
24 were from Rome (marking a 60% increase from 2023)

11 were from other cities in Central Italy

15 were from the South (including Sardinia and Sicily)



# NATIONALITY OF THE PARTIES - WORLDWIDE



## GEOGRAPHICAL ORIGIN OF THE PARTIES - EU

BY REGISTERED OFFICE OR RESIDENCE

- Austria
- Bulgaria
- France
- Germany
- Ireland
- Luxembourg
- Malta
- Romania
- Spain



## GEOGRAPHICAL ORIGIN OF THE PARTIES - GLOBAL

BY REGISTERED OFFICE OR RESIDENCE



- China
- South Korea
- Cayman Islands
- United Kingdom
- USA
- Ukraine
- Switzerland
- Turkey



Milan:

119 proceedings in 2023

120 proceedings in 2024



Italy (other cities):

19 proceedings in 2023

15 proceedings in 2024

### Nature of the proceedings



**National**  
105 proceedings  
77,8%



**International**  
30 proceedings  
22,2%





## CAM ON DEMAND

CAM offers a range of services for non-administered arbitrations upon request of the parties and according to their needs.

For example, it is possible to request CAM:

- to appoint Arbitrators, as well as monitoring and verifying their independence;
- the management and maintenance of an arbitration file or the rental of hearing rooms.

CAM provides recording, transcription, interpreting and audio/video-conferencing services and provides an anonymization service for an arbitration award or other acts or decisions.

Among the new services available, there is also the possibility of requesting a representative of the General Secretariat to attend the hearing and take the minutes.

Since January 1, 2022, the new CAM On Demand Disciplinary has been in force.

CAM, upon the parties' request, can appoint the Arbitrators, the expert witnesses, the technical consultants and the arbitrators for unadministered arbitration (*ad hoc arbitration*).

The Parties may decide, up until the constitution of the Arbitral Tribunal, to **transform the ad hoc arbitration in an administered proceeding**, by accepting the application of the CAM Rules.

To discover how to deposit a submission for appointment, [click here](#)





## THE CHAMBERS OF COMMERCE & OTHER AFFILIATED ENTITIES

- Chamber of Commerce in **Avellino**
- Chamber of Commerce in **Bari**
- Chamber of Commerce in **Benevento**
- Chamber of Commerce in **Bologna**
- Chamber of Commerce in **Brescia**
- Chamber of Commerce in **Cremona**
- Chamber of Commerce in **Genova**
- Bar Association of **Genova**
- Chamber of Commerce in **Lecco**
- Chamber of Commerce in **Mantova**
- Chamber of Commerce in **Modena**
- Bar Association of **Monza**
- Chamber of Commerce in **Padova**
- Chamber of Commerce in **Pavia**
- Forensic Arbitration Chamber of **Pescara**
- Chamber of Commerce in **Pistoia**
- Chamber of Commerce in **Pordenone-Udine**
- Chamber of Commerce in **Trento**
- Chamber of Commerce in **Varese**
- Chamber of Commerce in **Venezia Giulia Trieste Gorizia**
- **Curia Mercatorum** - mediation-arbitration center sponsored by the Treviso-Belluno and Venice Rovigo Chambers of Commerce
- **AIA**: Italian Association for Arbitration

CAM since 2024 has a **new office** in **Rome** available to parties, defenders and arbitrators from the central and southern areas of the country. The office is located in Piazza Sallustio, 9. For information please contact: [cam.roma@mi.camcom.it](mailto:cam.roma@mi.camcom.it)

Moreover, CAM supports several Italian Chambers of Commerce in the administration of arbitration cases. The joint administration of cases takes place on the basis of the Milan Chamber of Arbitration Rules.

- The agreement provides that the request for arbitration may be filed either with the Chamber of Commerce referred to in the arbitration agreement or with the Milan Chamber;
- Hearings can take place in either location and, where appropriate, CAM case managers participate at the hearing, providing assistance and taking care of the minutes;
- Unless otherwise agreed by the parties, the Milan Chamber of Arbitration, taking into account the indication received from the local Chamber, may appoint the arbitrators and check their independence, according to the provisions of the CAM Rules.

Moreover, the Milan Chamber of Arbitration supports the affiliated Chambers of Commerce in organizing training and promotional events on arbitration.

To sign an agreement with CAM or to receive more information about it, write to [arbitrato@mi.camcom.it](mailto:arbitrato@mi.camcom.it)

CAM represents a landmark in the international arena.

In particular:

- since 1991, it has been a member of IFCAI (International Federation of Commercial Arbitration Institutions) that brings together the world's most active and representative arbitration institutions;
- it is part of the FAB FOUR together with the German Institution of Arbitration (DIS), the Arbitration Institution of the Stockholm Chamber of Commerce (SCC) and the Vienna International Arbitration Centre (VIAC);
- every year since 2009, it has organized the CAM Annual Conference, the most important event in Italy on international arbitration hot topics;
- it contributes to the updating and development of publishing products dedicated to international arbitration, as Italian contact person for the Institute for Transnational Arbitration (ITA);
- it hosts the annual meeting of the Club of Arbitrators, an association of eminent experts and practitioners of international arbitration;
- it participates in the work of the (UNCITRAL) United Nations Commission on International Trade Law Commission engaged on issues related to international arbitration;
- it is part of the network of the most representative arbitration institutions in the MENA (Middle East - North Africa) region created by ISPRAMED, the Institute for the Promotion of Arbitration in the Mediterranean, which merged into the Italian Arbitration Association in 2022.

CAM, in addition, develops specific projects to meet the needs of Italian business operators with respect to geographic areas that are considered as a priority from the point of view of trade relations and investment.



The Domain Name Reassignment Procedure was created to counter the phenomenon of Cybersquatting (i.e., domain name hoarding).

Those who believe to be entitled to the use of a domain name registered by others in bad faith can activate a domain name reassignment procedure at CAM, which is accredited to carry out such a procedure by the Country Code Top Level Domain Registry for the geographical extension .IT (ccTLD.it).

CAM relies on a list of experts in the field, and decisions are published on the CAM [website](#) and on the Registry website.

## DOMAIN NAMES DISPUTES DATA 2024



- **VOLUME:**
  - 12 procedures
- **OUTCOMES:**
  - 5 reassigned
  - 3 merged
  - 3 extinguished due to settlement
  - 1 rejected

**For any enquiry, please  
contact us.**

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