



MILAN
CHAMBER OF
ARBITRATION



Annual Report Arbitration

2026

Referred to 2025 statistical data

www.camera-arbitrale.it

Via Meravigli, 9/b - Milano

Tel. +39 02 8515.4666/4563

segreteria.arbitrato@mi.camcom.it

Rome Branch

Piazza Sallustio, 9

Tel. +39 3470422788

cam.roma@mi.camcom.itt

Annual Report 2026

Arbitration

+47%

Increase in claims
in one year

+39%

Increase in the total
value of arbitrations
in 2025 compared
to 2024

-8,46%

Reduction in the
average duration of
proceedings
compared to
2024

19,2%

Share of
international
arbitrations out of
total proceedings

Executive Summary 2025 statistical data

In 2025, the Milan Chamber of Arbitration (CAM) confirms and strengthens its role as a benchmark in the arbitration landscape, registering significant growth both in the number of proceedings and in the overall value of the disputes.

A total of 198 new arbitration requests were filed, representing a 47% increase compared to 2024. This figure significantly exceeds the average of recent years and signals a growing confidence among businesses and professionals in arbitration as a tool.

The total value of the disputes exceeded €1.89 billion, up 39% from the previous year. Even when excluding cases of exceptional value, the data highlights substantial growth, rising from €274 million in 2024 to €845 million in 2025.

Particularly significant is the performance improvement regarding duration: the average time for an ordinary arbitration proceeding stands at 11.9 months, with an 8.4% reduction compared to 2024. This result confirms the efficiency of the CAM system and its capacity to deliver prompt and reliable answers.

The international dimension of administered arbitration remains stable, with 19.2% of proceedings involving at least one foreign party. This figure testifies to CAM's growing attractiveness even in cross-border contexts, where the quality of the rules and the reliability of the institution represent decisive factors.

Furthermore, the strengthening of the national network continues through 24 cooperation agreements with Italian Chambers of Commerce, primary institutions, and sector organizations, contributing to the spread of arbitration culture and access to this tool throughout the territory.

In this context, CAM arbitration confirms itself as a flexible, efficient, and competitive tool, capable of responding to the needs of a constantly evolving economic system. The speed of decisions, the expertise of arbitrators, and the solidity of procedures concretely contribute to the proper functioning of civil justice and represent a strategic element for legal certainty, economic stability, and the attraction of investments.

Annual Report Arbitration 2025 SDA Bocconi Arbitration Research MAIN EVIDENCE

**ARBITRATION AND ORDINARY
JUSTICE: COMPARATIVE ECONOMIC
CONVENIENCE**



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

- Greater predictability of time and costs
- Greater finality of the decision
- Expertise of the arbitrators
- Confidentiality

ABSTRACT



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

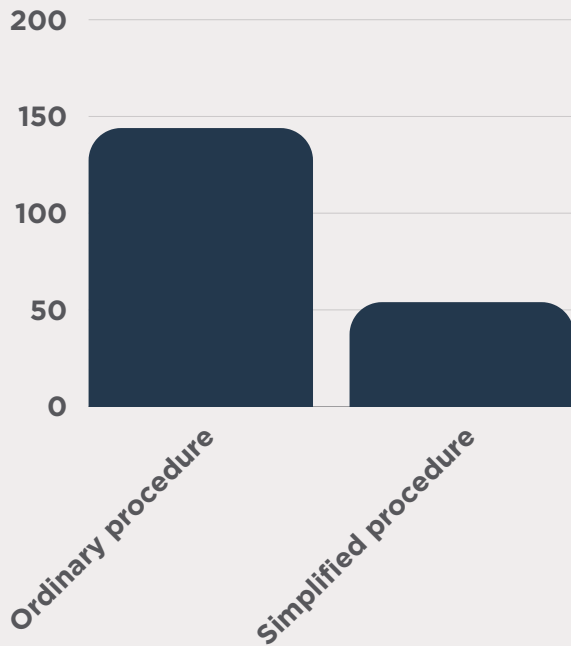
COSTS

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.

Number and Value of Proceedings



198 requests for arbitration filed in 2025

In 27% of cases parties choose the simplified procedure

(for Simplified Arbitration, see page 9)

Total value of proceedings in 2025

€ 1.896.097.752,51
+38,6% in one year

Average value of proceedings in 2025

€ 4.593.241,65*

(*net of 4 highest and lowest values)

+111,47% in one year



Proceedings Duration and Onset of Dispute



From the drafting of the arbitration clause to the onset of the dispute, an average of **4 years and 6 months** elapses.

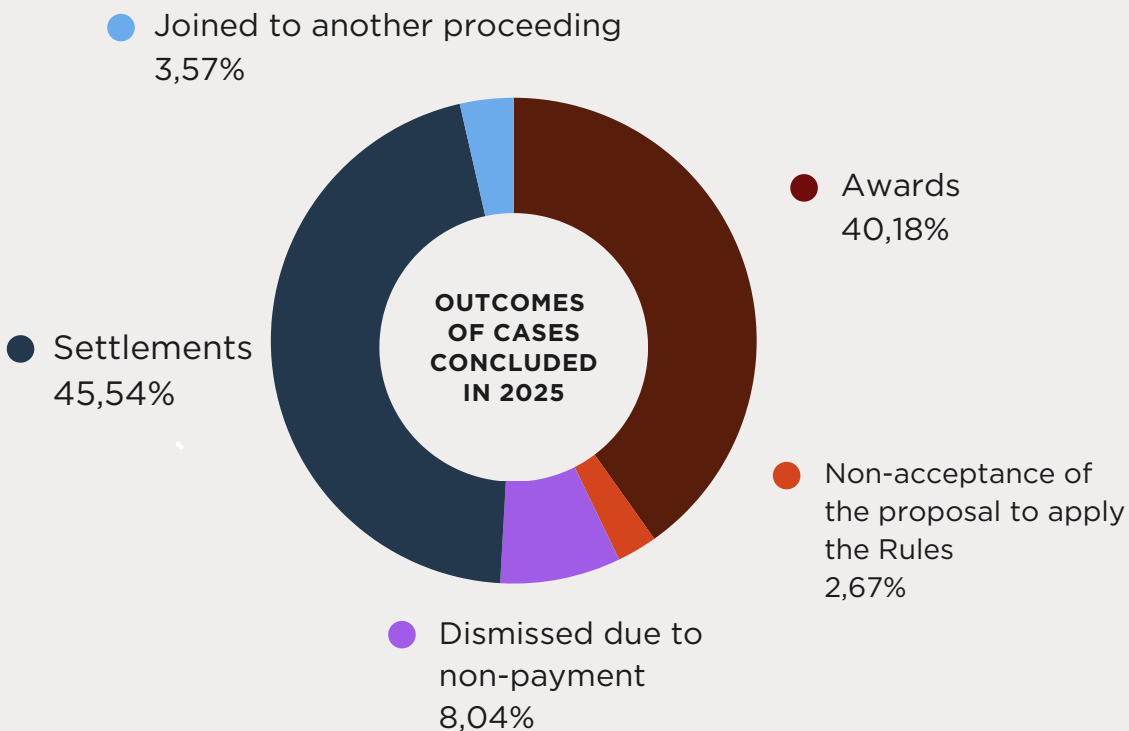
Average duration of proceedings

11,9 months in 2025

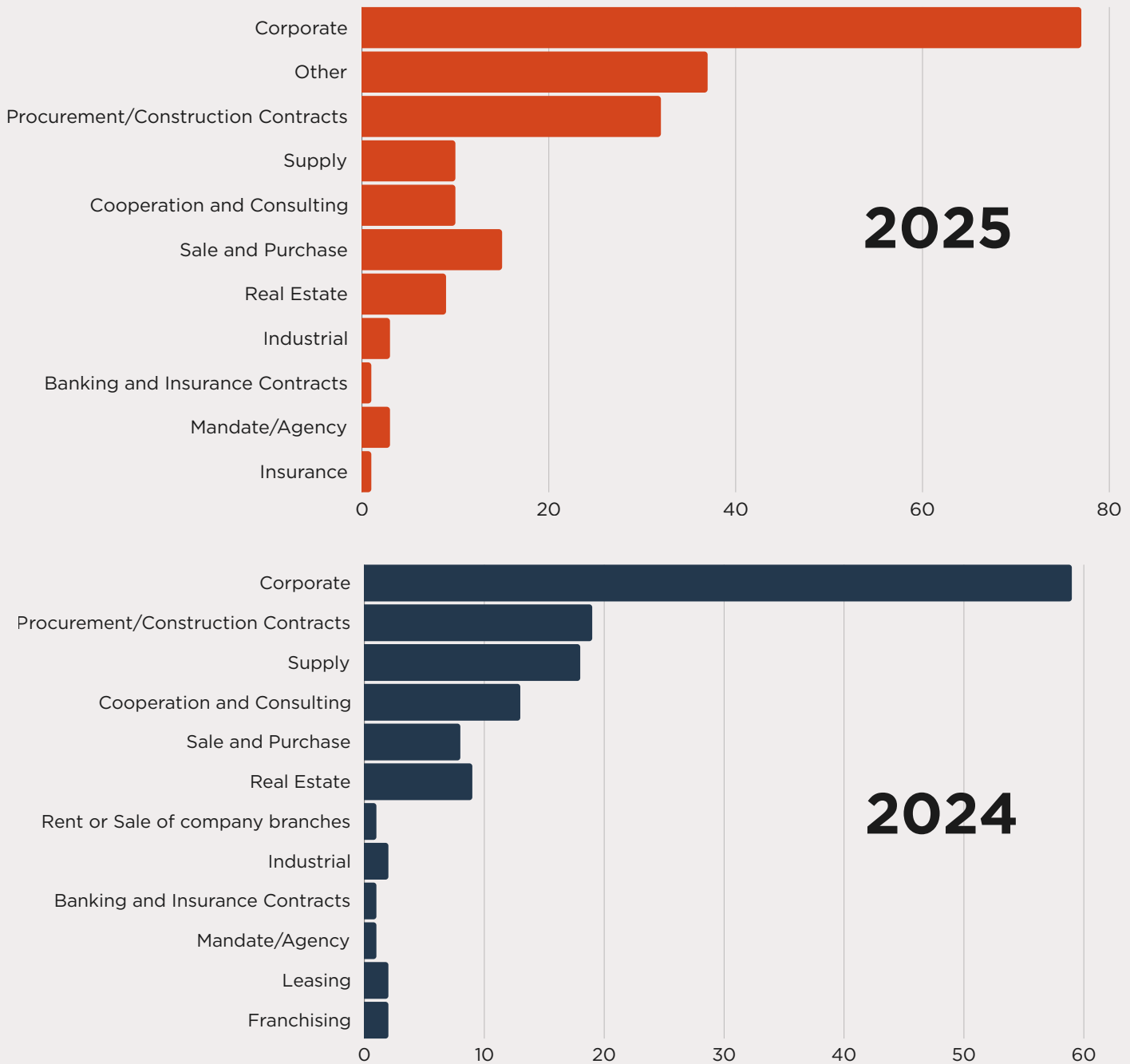
-8,46% reduction in the average duration of proceedings compared to the duration in 2024



Conclusion of the Dispute



Fields involved: Ordinary Procedure



Corporate arbitration is the most widespread, both as intra-corporate (endosocietario, 17.6% of the total) and as sale of shares and shareholders' agreements (21.4% of the total). Following are other fields (18.9%), procurement/construction contracts (16.3%), and sale and purchase (7.6%).

Simplified Arbitration: The Essential Points



RULES IN FORCE SINCE JULY 1, 2020

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

Scope of Application

- For proceedings with a value not exceeding €250 thousand.
- For proceedings with no economic value limit, if the parties expressly request the simplified procedure.

Costs

Costs are **reduced by approximately 30%** compared to ordinary arbitration (both for the administrative fees of the Milan Chamber of Arbitration and for the Sole Arbitrator's fees).

Timeframes

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

Key Features

- The decision is always entrusted to a Sole Arbitrator.
- The number of briefs/memoranda is significantly reduced.
- The evidentiary phase (istruttoria) takes place in a single hearing at most.

Simplified Arbitration

54

simplified arbitration requests in 2025, equal to 27.3% of total requests

+15%

is the increase in simplified arbitration requests in one year

Average duration of proceedings in 2025:
5,1 months



Total value of simplified proceedings in **2025:**

€ 9.283.151

+147,5% compared 2024

Average value of proceedings:

€ 171.910*

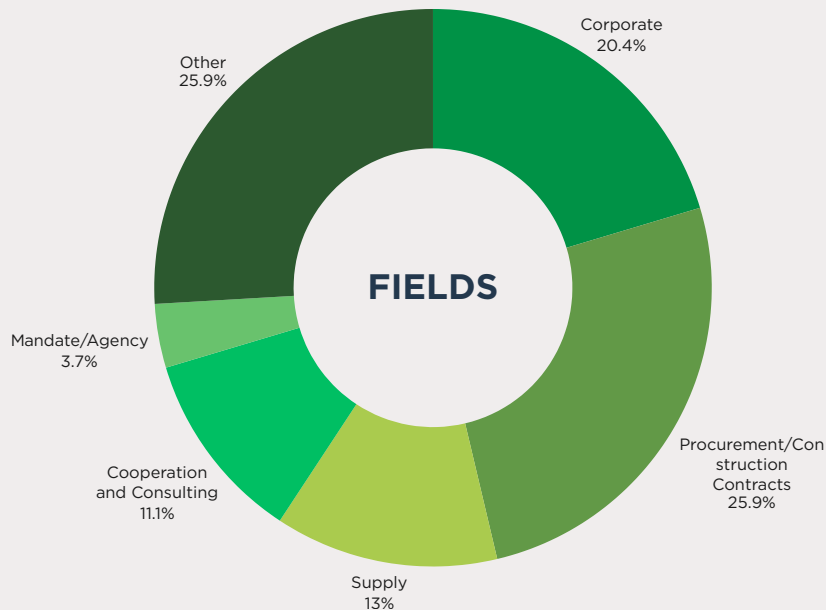
(*excluding the 4 highest and lowest peaks)



-30%

is the reduction in costs with the simplified procedure compared to the ordinary proceeding

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

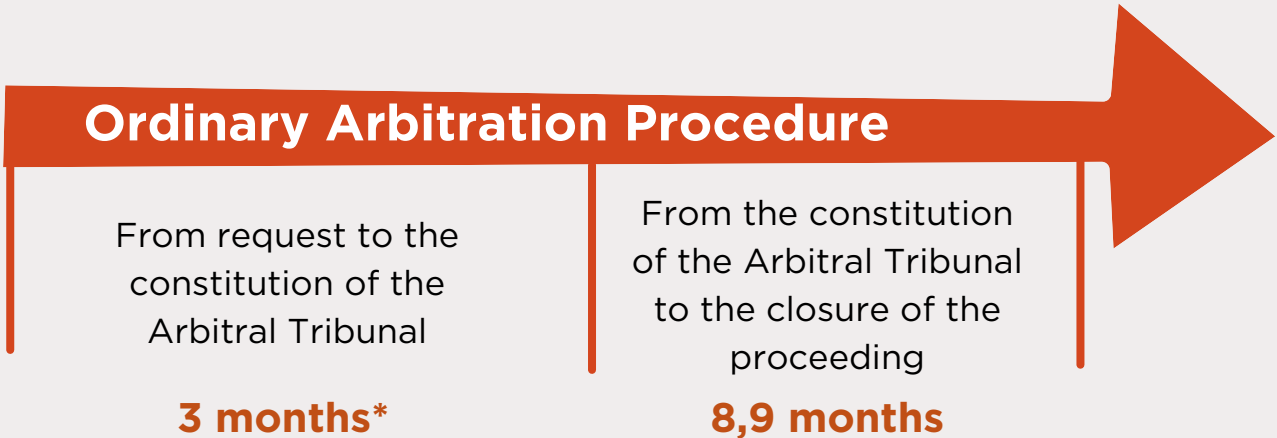


Comparison of Proceedings Duration

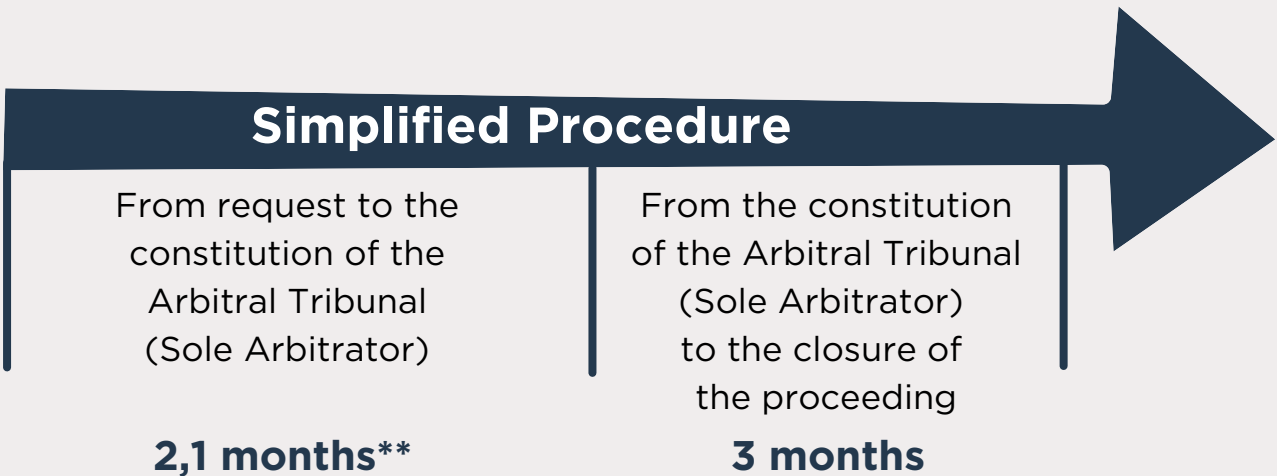
Average duration of ordinary proceedings in 2025:

11,9 months

-8,46% of time saved compared to 2024



*Average time required to carry out Arbitrators' independence checks, confirmation by the Arbitration Council, and fund collection. These timeframes are mostly due to activities carried out by the Parties and not by CAM.



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Average duration of simplified proceedings in 2025:

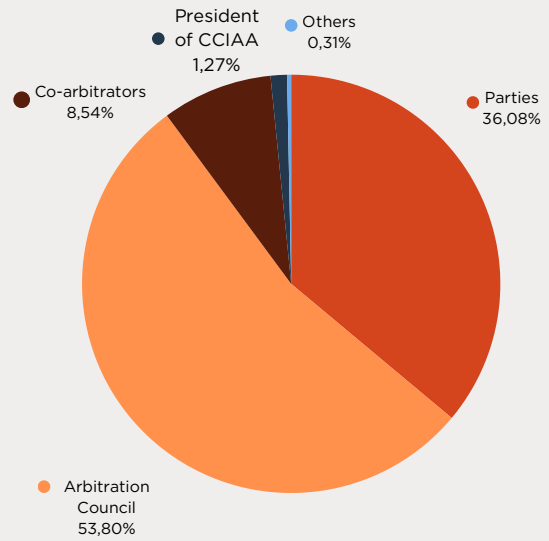
5,1 months

Appointments of Arbitrators: Percentage Weight

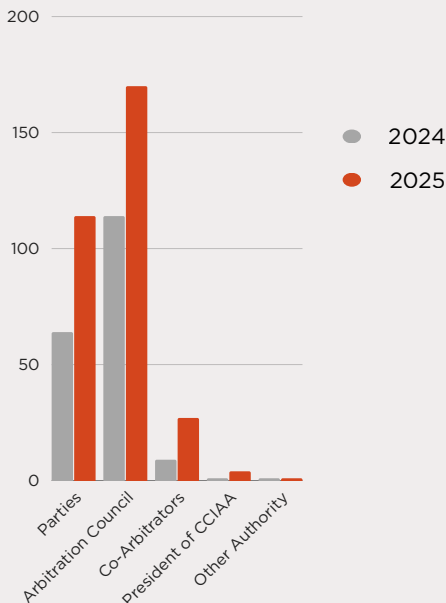
316
for 2025
+66,3% compared
to 2024

In 2025, Arbitrators were appointed by:

- 36,08% - Parties
- 53,80% - Arbitration Council
- 8,54% - Co-arbitrators
- 1,27% - The President of CCIAA
- 0,31% - Other Authority



Appointments Made 2024 vs 2025



	PARTIES	ARBITRATION COUNCIL	CO-ARBITRATORS	PRESIDENT OF CCIAA	OTHER AUTHORITY
2025	114	170	27	4	1
2024	64	114	9	1	1

Gender Equality: Appointment of Women Arbitrators in 2025 Proceedings



ONE OUT OF FOUR ARBITRATORS IS A WOMAN

If the appointment falls to CAM, **the share rises to 79,7%.**

When the appointment falls to the **Parties**, they choose women arbitrators in **15,5%** of cases.

The Pledge

For years, CAM has been committed to reducing the gender gap by signing an explicit commitment: the **Equal Representation in Arbitration Pledge**.

It is an invitation to the international arbitration community to increase the number of women appointed as Arbitrators, with the goal of full parity.

Signed in 2016, the Pledge has more than 6,000 signatories to date, including numerous international law firms and arbitration institutions worldwide.

Gender Equality in Detail

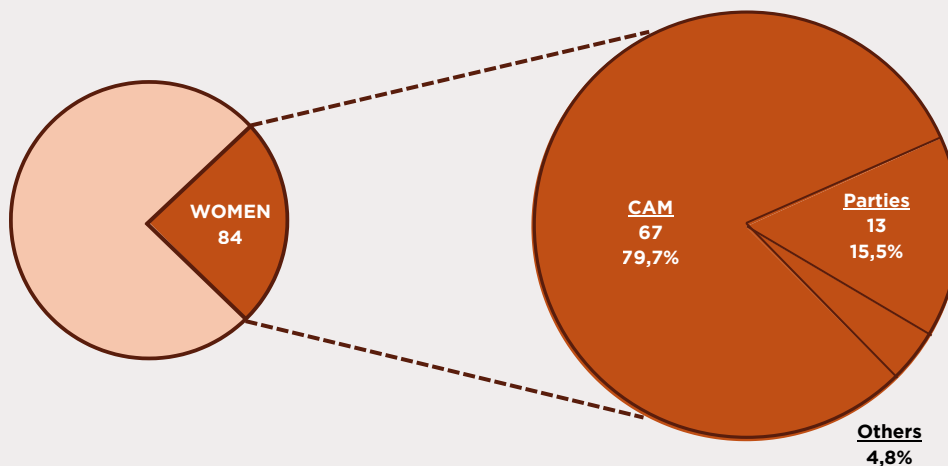
316 is the total number of arbitrators appointed for CAM proceedings in 2025:

- **84** of them are **woman arbitrators**, equal to **27%** of total appointments.

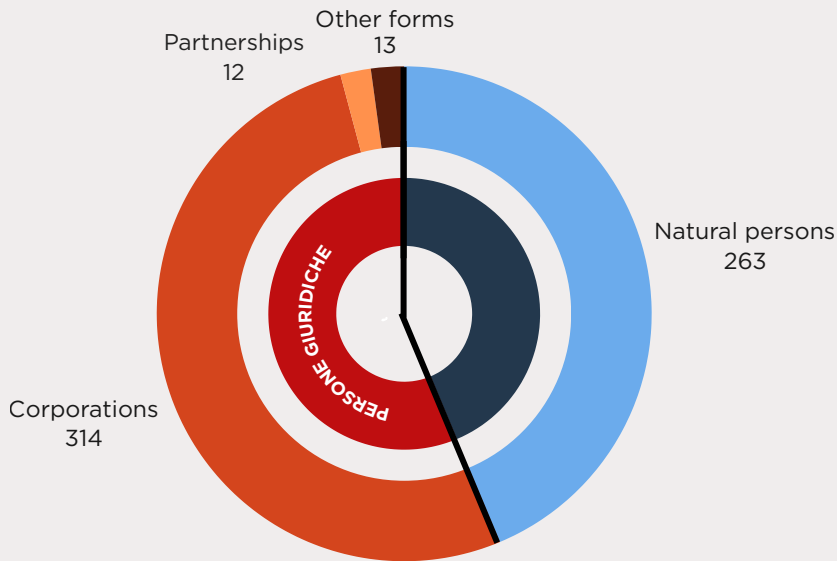
These 84 appointments of women arbitrators were carried out as follows:

- **67** appointments by **CAM and its President** (equal to **79,7%** of total female appointments);
- **13** appointments by the **Parties** (equal to **15,5%** of the total appointments made by the Parties);
- **4** by **Co-arbitrators or other entities delegated to appoint** (equal to **4,8%** of all appointments made by co-arbitrators and other delegated entities).

APPOINTMENTS



The parties



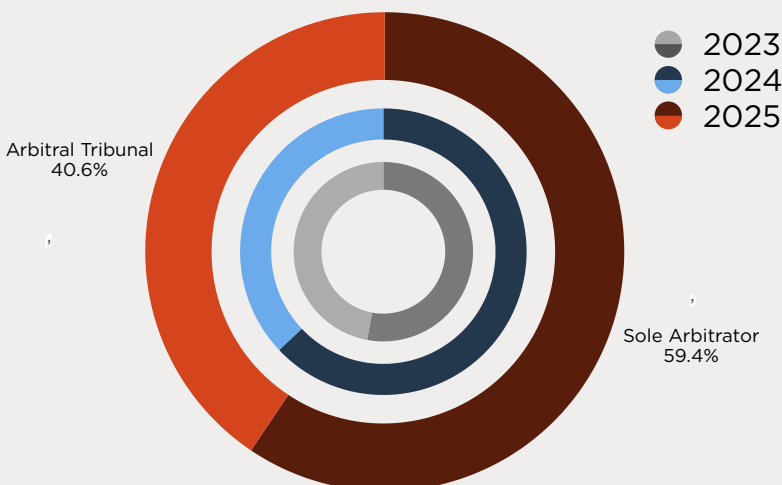
PARTIES BY TYPOLOGY	
Corporations	52,16%
Partnerships	1,99%
Other forms	2,16%
Natural persons	43,69%

2024 vs 2025

- 2025
- 2024



Composition of the Arbitral Tribunal



	SOLE ARBITRATOR	ARBITRAL TRIBUNAL
2025	104	71
2024	85	50
2023	73	65

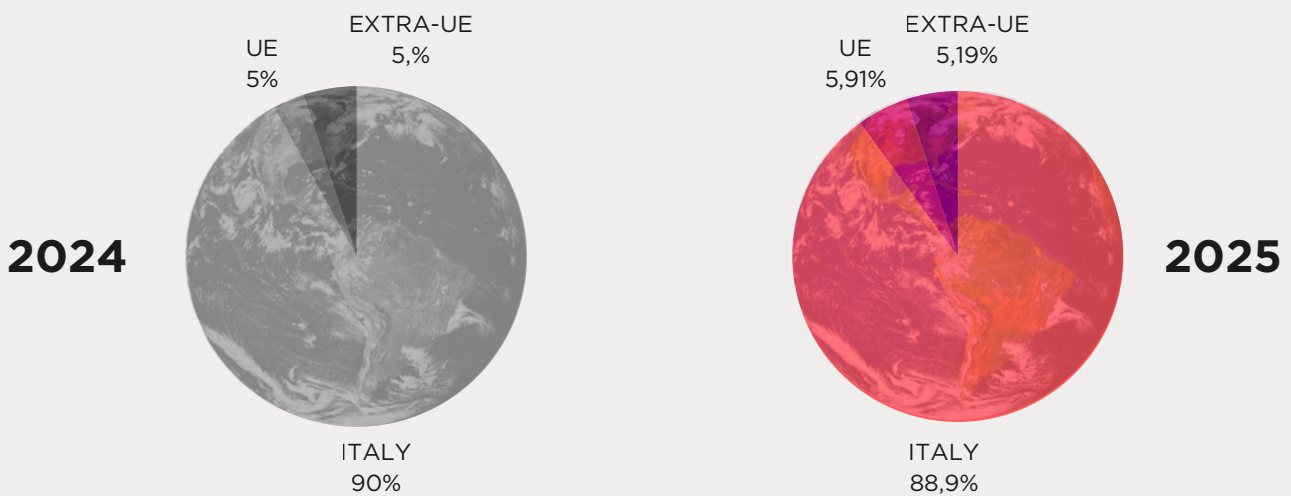
Origin of the Parties - Italy

BY REGISTERED OFFICE OR RESIDENCE

Out of the 558 parties in the 2025 proceedings, 496 are Italian



Nationality of the Parties - World



Seat of the Proceeding



Milan:

181 proceedings in 2025

120 proceedings in 2024



Italy (other cities):

17 proceedings in 2025

15 proceedings in 2024

Nature of the Proceedings



National

160 proceedings

80,81%



International

38 proceedings

19,19%

Milan Chamber of Arbitration as an Appointing Authority

Upon request of the parties, CAM appoints Arbitrators, technical consultants, experts, and determiners (arbitratori) in non-administered proceedings (ad hoc arbitrations).

Up until the constitution of the Arbitral Tribunal, the parties can decide to **transform the ad hoc arbitration into an administered one**, providing for the application of the CAM Rules.

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

CAM On Demand (COD)

CAM offers a series of services for non-administered arbitrations, upon request of the parties and based on their needs. It is possible, for example, to request from CAM:

- A service for appointing Arbitrators, as well as checking and verifying their independence;
- The management and safekeeping of an arbitration file or the rental of hearing rooms.

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



Among the available services, there is also the possibility to request the presence of a representative from the General Secretariat to attend the hearing and draft its minutes.

The new CAM On Demand Regulations have been in force since January 1, 2022.

Milan Chamber of Arbitration National Network

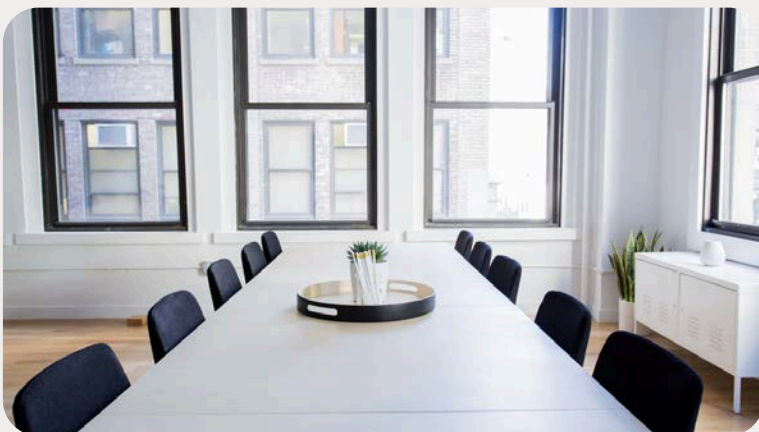
CAM since 2024 has a new office in Rome available to parties, defenders and arbitrators from the central and southern areas of the country. The office is located in Piazza Sallustio, 9.

For information please contact: cam.roma@mi.camcom.it.

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 in this regard, write to arbitrato@mi.camcom.it

Chambers of Commerce and Other Partner Entities

- AIA: Italian Association for Arbitration
- Chamber of Commerce of Avellino (now Irpinia-Sannio)
- Chamber of Commerce of Bari
- Chamber of Commerce of Benevento (now Irpinia-Sannio)
- Chamber of Commerce of Bologna
- Chamber of Commerce of Brescia
- Chamber of Commerce of Cremona
- Chamber of Commerce of Genoa
- Bar Association of Genoa
- Chamber of Commerce of Lecco
- Chamber of Commerce of Mantova
- Chamber of Commerce of Modena
- Bar Association of Monza
- Chamber of Commerce of Padua
- Chamber of Commerce of Pavia
- Forensic Arbitration Chamber of Pescara
- Chamber of Commerce of Pistoia
- Chamber of Commerce of Pordenone-Udine
- Chamber of Commerce of Reggio Calabria
- Chamber of Commerce Riviera di Liguria Imperia La Spezia Savona
- Chamber of Commerce of Trento
- Chamber of Commerce of Varese
- Chamber of Commerce Venezia Giulia Trieste Gorizia
- Curia Mercatorum (mediation-arbitration center sponsored by the Chambers of Commerce of Treviso-Belluno and Venice-Rovigo)



Milan Chamber of Arbitration International Network



CAM represents a point of reference in the international arena as well. In particular, it:

- is a member of **IFCAI** (International Federation of Commercial Arbitration Institutions), that gathers the world's most active and representative arbitration institutions;
- is part of **FAB FOUR** along with German Institution of Arbitration (DIS), the Arbitration Institution of the Stockholm Chamber of Commerce (SCC) and the Vienna International Arbitration Centre (VIAC);
- organizes the **CAM Annual Conference**, every year, the most anticipated event in Italy on hot topics of international arbitration;
- is part of the network of the most representative arbitration institutions in the MENA area (Middle East - North Africa) created by ISPRAMED (Institute for the Promotion of Arbitration in the Mediterranean), which merged into the **Italian Association for Arbitration** in 2022;
- contributes to the updating and development of editorial products dedicated to international arbitration, as the correspondent for Italy of the **ITA** (Institute for Transnational Arbitration);
- hosts the annual meeting of the Club of Arbitrators of the Milan Chamber of Arbitration, an association of eminent experts and practitioners of international arbitration.

Thanks to the experience and prestige of its members, the Club of Arbitrators participates in the sessions of the **UNCITRAL** (United Nations Commission on International Trade Law) Working Group engaged on themes connected to international arbitration.

Furthermore, CAM 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.

Domain Name Disputes (NAD)

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

Anyone who believes 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 2025



- **VOLUME:**
 - 17 procedures
- **OUTCOMES:**
 - 12 domains reassigned
 - 3 rejected
 - 2 pending decision

Thank you!

**For any enquiry,
please contact us**

www.camera-arbitrale.it
[Tel. +39 02 8515.4666/4563](tel:+3902851546664563)
segreteria.arbitrato@mi.camcom.it

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