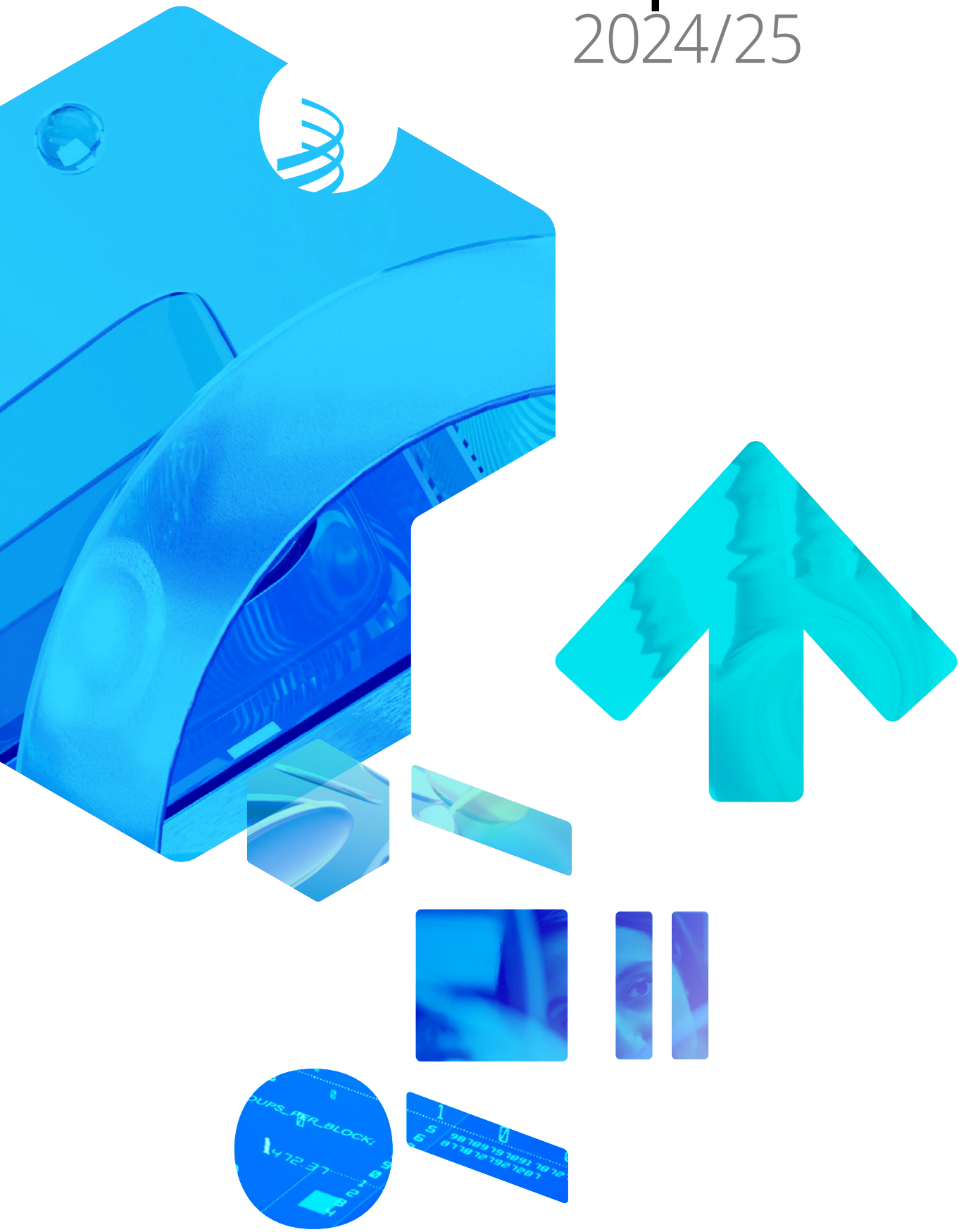
WIPO Performance Report 2024/25



WIPO

World Intellectual Property Organization

WIPO Performance Report 2024/25

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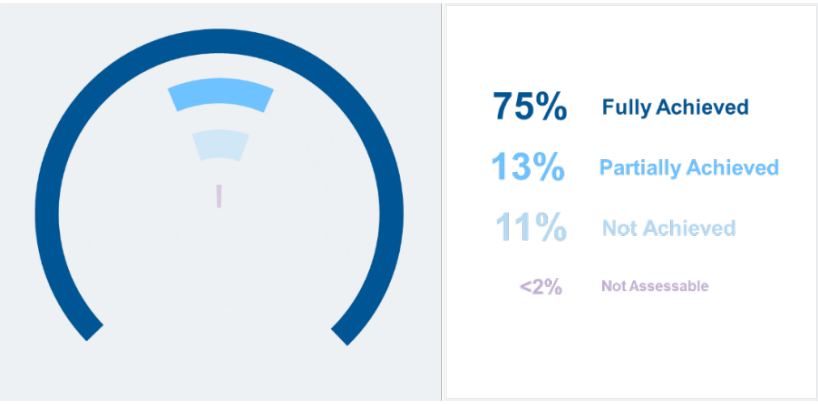
I. FINANCIAL AND RESULTS OVERVIEW

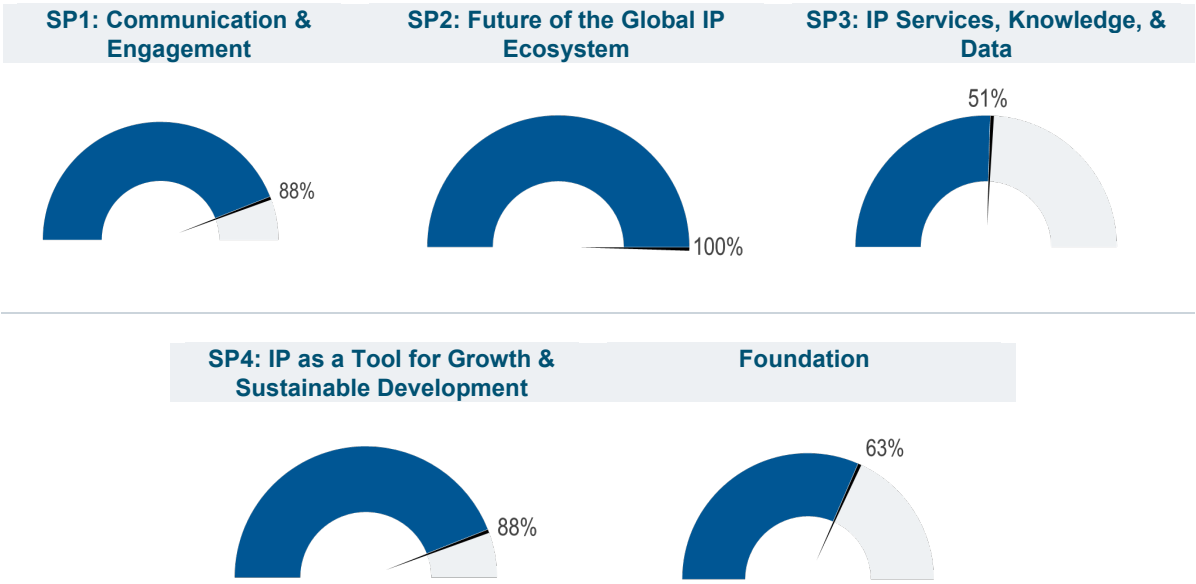
The Organization's operating result for the biennium 2024/25 amounted to 144.1 million Swiss francs, with total income of 976.4 million Swiss francs and total expenditure of 832.2 million Swiss francs (IPSAS basis). The operating result was 75.7 million Swiss francs higher than the Program of Work and Budget 2024/25 estimate of 68.4 million Swiss francs, mainly due to lower-than-estimated expenditure of 71.9 million Swiss francs and a higher-than-estimated income of 3.8 million Swiss francs. The surplus for the biennium amounted to 224.5 million Swiss francs, including investment gains of 98.1 million Swiss francs.

In 2024/25, WIPO generated 95% of its income from fees from its global intellectual property (IP) systems, namely the PCT, Madrid, the Hague, and Lisbon Systems. The main contributors to income were the PCT and the Madrid Systems, representing 76% and 17% of total income, respectively.

WIPO's net assets, consisting of its Reserves and Working Capital Funds, totaled 884.3 million Swiss francs at the end of 2025.

Achievement of the WIPO Expected Results in 2024/25





The detailed performance evaluations for our 84 KPIs are reported under each Strategic Pillar.

Table 1. Key Financials 2024/25
(in millions of Swiss francs)

Key Financials	2024/25 PoW&B	2024/25 Actuals	2024/25 Actuals compared to PoW&B
Income after IPSAS adjustments	**972.6**	**976.4**	**100%**
Expenditure			
Personnel expenditure	512.2	449.4	88%
Non-personnel expenditure	345.1	329.0	95%
Total Expenditure before IPSAS adjustments	**857.3**	**778.4**	**91%**
IPSAS adjustment to expenditure	46.8	53.9	
Total Expenditure after IPSAS adjustments	**904.1**	**832.2**	**92%**
Operating Result	**68.4**	**144.1**	
Reserve-funded projects	21.0	23.6	**112%**
IPSAS adjustments on Reserve-funded projects	(6.2)	(5.9)	
Reserve-funded projects after IPSAS adjustments	**14.9**	**17.7**	**119%**
Special accounts contributions net of IPSAS adjustments	18.4	17.9	98%
Special accounts expenditures net of IPSAS adjustments	18.4	18.1	99%
Investment gains on Special accounts	-	0.2	
Special accounts after IPSAS adjustments[1]	**0.0**	**(0.0)**	
Investment gains/(losses)[2-3]	**-**	**98.1**	
Surplus/(Deficit)	**53.6**	**224.5**	

Net Assets	
Net Assets as at December 31, 2023 - Actuarial gains/(losses) excluded	**838.6**
Actuarial gains/(losses) through Net Assets as at December 31, 2023	(233.4)
Net Assets as at December 31, 2023	**605.2**
Surplus/(Deficit) - 2024/25	224.5
Net Assets as at December 31, 2025 - Actuarial gains/(losses) excluded	**1,063.1**
Actuarial gains/(losses) through Net Assets as at December 31, 2025	(178.8)
Net Assets as at December 31, 2025	**884.3**

[1] *Special Accounts IPSAS result amounted to 1,000 Swiss francs in 2024 and -5,620 Swiss francs in 2025.*

[2] *Investment gains/(losses) are excluded from the income estimates for the 2024/25 biennium due to the volatility of the expected yields on the longer-term investment portfolios (core and strategic).*

[3] *The investment gains amounted to 98.1 million Swiss francs, after reallocation of 14.2 million Swiss francs of investment gains to the WIPO/UPOV After Service Health Insurance Plan (ASHIP).*

Notes:
2024/25 Actual figures throughout the report are unaudited.
Figures in tables throughout the document may not add up due to rounding.

Table 2. Income 2024/2025

(in millions of Swiss francs)

	2024/25 PoW&B Income Estimates	2024/25 Actuals Income	2024/25 Actuals compared to PoW&B
Fees			
PCT	743.7	742.4	100%
Madrid	170.7	169.9	100%
Hague	16.4	18.8	114%
Lisbon	0.2	0.3	146%
Sub-total	*931.0*	*931.4*	*100%*
Contributions (unitary)[1]	35.2	36.5	104%
Arbitration	3.4	5.5	163%
Publications	0.9	1.1	120%
Miscellaneous Income	2.0	1.8	90%
Sub-total	*41.6*	*45.0*	*108%*
Total Income after IPSAS adjustments	**972.6**	**976.4**	**100%**
Note: Lisbon fee income (in thousands of Swiss francs)	200.0	292.3	146%

[1] Contributions include IPSAS adjustments of 1.3 million Swiss francs in 2024/25.

PCT fee income reached 742.4 million Swiss francs in 2024/25, i.e. 1.3 million Swiss francs lower than the biennial estimate. International applications (IAs) filed under the PCT were 549,813[1], i.e. 6.9% below the 2024/25 estimate. The lower than projected PCT filings stemmed from broader economic forces – including sharp interest rate hikes and global trade uncertainty – which produced sluggish economic growth in various parts of the world.

Madrid fee income amounted to 169.9 million Swiss francs in 2024/25, i.e. 0.7 million Swiss francs lower than the biennial estimate. Applications filed under the Madrid System stood at 129,265[1], i.e. 12.6% below the 2024/25 estimate, reflecting continued economic uncertainty that weighed on growth in filings in almost all origins. Registrations and renewals represented 95% of the 2024/25 estimate.

The Hague fee income reached 18.8 million Swiss francs in 2024/25, an increase of 2.4 million Swiss francs, or 14.3%, as compared to the biennial estimate. Applications filed under the Hague System amounted to 19,800[1], i.e. 4.9% below the 2024/25 estimate due to lower than expected filings. Registrations and renewals reached 99% of the 2024/25 estimate.

Lisbon fee income amounted to 0.3 million Swiss francs in 2024/25, an increase of 0.1 million Swiss francs, or 46.2%, as compared to the biennial estimate.

[1] Please refer to Table 3 for the evolution of demand under the PCT, Madrid, the Hague, and Lisbon Systems.

Chart I. Income Share by Source 2024/25

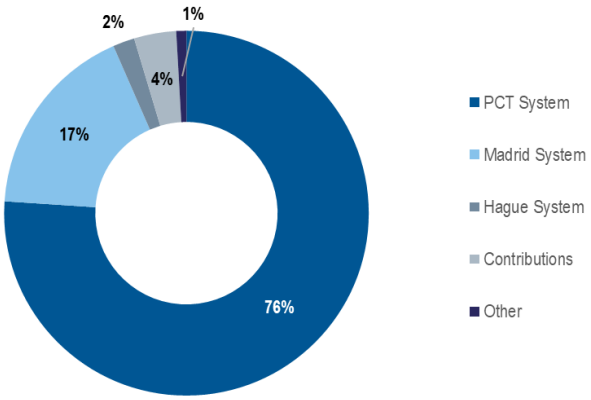


Table 3. Demand for Services under the PCT, Madrid, the Hague, and Lisbon Systems 2024/25

	2024/25 PoW&B Demand Estimates	2024/25 Actuals[1]	2024/25 Actuals compared to PoW&B
PCT System			
IAs Filed	590,400	549,813	93%
Madrid System			
Applications	147,900	129,265	87%
Registrations	141,100	125,424	89%
Renewals	78,800	83,654	106%
Registrations and Renewals	*219,900*	*209,078*	*95%*
Hague System			
Applications	20,810	19,800	95%
Registrations	20,140	18,891	94%
Renewals	11,850	12,689	107%
Registrations and Renewals	*31,990*	*31,580*	*99%*
Lisbon System			
Applications	160	80	50%

[1] 2024/25 Actuals as per the Chief Economist.

Assessed contributions amounted to 36.5 million Swiss francs in 2024/25, an increase of 1.2 million Swiss francs, attributable to less arrears.

Income from the WIPO Arbitration and Mediation Center (AMC) reached 5.5 million Swiss francs in 2024/25, i.e. 2.1 million Swiss francs, or 62.8%, higher than the biennial estimate. This was driven by domain name case filings totaling 12,450 cases, exceeding the biennial target by 25.8%.

Income from publications amounted to 1.1 million Swiss francs in 2024/25, an increase of 0.2 million Swiss francs as compared to the biennial estimate.

Miscellaneous income amounted to 1.8 million Swiss francs in 2024/25, a decrease of 0.2 million Swiss francs vis-a-vis the biennial estimate. This was primarily due to forex exchange rate losses resulting from the revaluation of bank accounts and operating cash short-term investments held in currencies other than Swiss francs.

Investment gains amounted to 98.1 million Swiss francs after the reallocation of 14.2 million Swiss francs investment gains to the WIPO/UPOV After Service Health Insurance Plan (ASHIP). Despite a tumultuous time in the financial markets, asset prices thrived in 2024, and the momentum sustained in 2025. The core portfolio recorded gains of +6.1% and +2.3% in 2024 and 2025, respectively, and the strategic portfolio delivered gains of +9.0% and +5.5% over the same periods.

ACTUAL EXPENDITURE INCLUDING DEVELOPMENT EXPENDITURE BY STRATEGIC PILLAR IN 2024/25

(in thousands of Swiss francs)

A World where Innovation and Creativity from Anywhere is supported by Intellectual Property, for the Good of Everyone

WIPO leads the development of a balanced and effective global intellectual property ecosystem to promote innovation and creativity for a better and more sustainable future

WIPO Development Agenda

SUSTAINABLE DEVELOPMENT GOALS

Strategic Pillar 1: Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere

1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere
22,470 (4,652)

Total SP 1: 22,470 (4,652)

Strategic Pillar 2: Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem

2.1 Development of balanced and effective international normative frameworks for IP
23,834 (5,356)

2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity
20,295 (6,072)

2.3 International dialogue and cooperation on Building Respect for IP
3,207 (1,353)

2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute
6,448 (1,154)

Total SP 2: 53,784 (13,935)

Strategic Pillar 3: Provide high quality intellectual property services, knowledge and data that deliver value to users around the world

3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data
49,013 (17,051)

3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data
252,090 (4,164)

3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges
3,917 (2,569)

Total SP 3: 305,020 (23,784)

Strategic Pillar 4: Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development

4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations
22,979 (21,821)

4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States
28,901 (19,677)

4.3 Increased IP knowledge and skills in all Member States
41,503 (38,188)

4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully
36,586 (32,360)

4.5 Enhanced IP infrastructure for IP Offices
15,206 (13,929)

Total SP 4: 145,175 (125,975)

Foundation: Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment

5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively.
56,122 (-)

5.2 Digitally enabled, secure and sustainable operating environment and services.
155,146 (-)

5.3 Sound and prudent financial management and effective corporate governance and oversight
40,647 (-)

Total Foundation: 251,916 (-)

Development expenditure is defined in document A/55/4.

Total expenditure 2024/25: 778,365
(Total development expenditure: 168,345)

Expenditure by Expected Result, Sector and Cost Category

Table 4. 2024/25 Expenditure by Expected Result and Sector[2]

(in thousands of Swiss francs)

	Expected Result	Sector								TOTAL
		PT	BD	CCI	RND	IP	GCP	IE	AFM[1]	
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	-	-	7,960	5,297	1,509	-	-	7,703	**22,470**
2.1	Development of balanced and effective international normative frameworks for IP	1,950	3,842	3,878	-	7,390	4,943	-	1,831	**23,834**
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	3,630	-	1,440	-	1,872	5,900	-	7,453	**20,295**
2.3	International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	3,207	-	-	**3,207**
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	1,154	-	5,172	-	122	**6,448**
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,633	14,352	349	3,510	8,494	-	18,674	-	**49,013**
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	162,400	50,583	233	-	7,901	-	498	30,476	**252,090**
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	580	-	1,853	1,484	-	**3,917**
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	4,151	463	513	15,782	-	-	2,071	-	**22,979**
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,278	705	2,741	8,747	-	1,335	13,096	-	**28,901**
4.3	Increased IP knowledge and skills in all Member States	4,671	1,504	2,456	30,231	-	1,869	772	-	**41,503**
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	-	11,810	7,060	-	2,607	15,108	-	**36,586**
4.5	Enhanced IP infrastructure for IP Offices	-	-	-	906	14,300	-	-	-	**15,206**
5.1	A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	13,904	-	-	-	-	-	-	42,218	**56,122**
5.2	Digitally enabled, secure and sustainable operating environment and services	3,488	-	-	-	-	-	-	151,659	**155,146**
5.3	Sound and prudent financial management and effective corporate governance and oversight	731	-	-	-	-	-	-	39,916	**40,647**
	TOTAL	**200,837**	**71,448**	**31,380**	**73,267**	**41,466**	**26,887**	**51,703**	**281,378**	**778,365**

[1] AFM also includes the Office of the Director General (ODG).

Notes:
The 2024/25 Expenditure, throughout the document, reflect the actual expenditure pre-IPSAS adjustments.
The 2024/25 Final Budget after Transfers, throughout the document, reflect the adjusted budgets of Sectors as at December 31, 2025, in line with Financial Regulation 3.4.

[2] A breakdown of resources associated with ER 3.1 for promotion of the Global IP Systems is included in Annex VII.

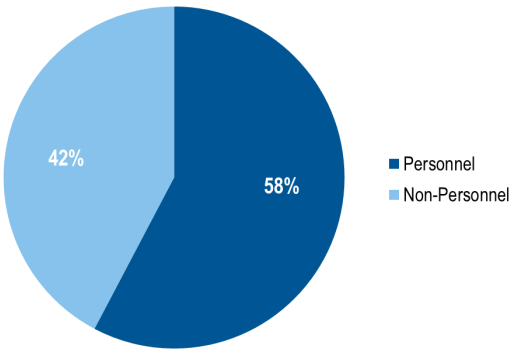
Table 5. Budget vs. Expenditure by Sector 2024/25

(in thousands of Swiss francs)

Sector	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Budget Utilization[1]
Patents and Technology	214,036	223,250	200,837	90%
Brands and Designs	79,230	78,869	71,448	91%
Copyright and Creative Industries	37,764	33,872	31,380	93%
Regional and National Development	80,374	85,297	73,267	86%
Infrastructure and Platforms	41,810	45,595	41,466	91%
Global Challenges and Partnerships	29,281	29,808	26,887	90%
IP and Innovation Ecosystems	50,771	54,470	51,703	95%
Administration, Finance and Management	315,863	302,131	281,378	93%
Unallocated	8,171	4,008	-	-
TOTAL	**857,300**	**857,300**	**778,365**	**91%**

[1] *Budget Utilization reflects 2024/25 expenditure as compared to the 2024/25 Final Budget after Transfers.*

Chart II. Share of Personnel and Non-Personnel Expenditure 2024/25



Personnel Resources

Personnel expenditure amounted to 449.4 million Swiss francs on a budgetary basis, i.e. 62.8 million Swiss francs, or 12.3%, below the approved PoW&B, remaining at the same level as in 2022/23.

Lower personnel expenditure was primarily driven by prudent workforce management, which generated savings from vacant posts and temporary positions (approximately 50.3 million Swiss francs) and part-time working arrangements (approximately 4.9 million Swiss francs). Additional savings resulted from lower UNJSPF contributions due to the strengthening of the Swiss franc against the US dollar and reduced overtime costs. The savings were partially offset by changes in the salary scales (G staff) and increases in medical insurance premiums.

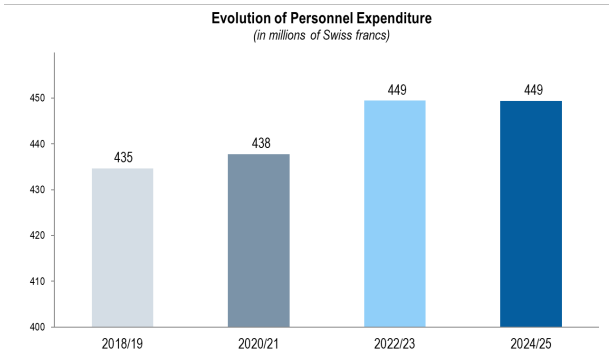


Table 6. Budget vs. Expenditure by Cost Category 2024/25

(in thousands of Swiss francs)

	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Budget Utilization [1]
A. Personnel Resources				
Posts	486,072	456,909	427,117	88%
Temporary staff	17,373	31,398	20,618	>100%
Other Staff Costs	3,152	3,152	1,631	52%
Sub-total, A. w/out Unallocated	**506,597**	**491,459**	**449,367**	**89%**
Unallocated (Personnel)	5,571	554	-	-
Total, A	**512,168**	**492,013**	**449,367**	**88%**
B. Non-personnel Resources				
Interns and WIPO Fellowships				
Internships	1,089	1,193	963	88%
WIPO Fellowships	17,913	21,100	20,180	>100%
Sub-total	*19,002*	*22,293*	*21,143*	*>100%*
Travel, Training and Grants				
Staff Missions	10,392	11,866	10,467	>100%
Third-party Travel	18,121	18,521	16,596	92%
Sub-total	*28,513*	*30,387*	*27,062*	*95%*
Contractual Services				
Conferences	10,307	11,016	9,914	96%
Publishing	228	307	-	-
Individual Contractual Services	43,246	47,643	40,410	93%
Other Contractual Services	180,047	189,923	170,485	95%
Sub-total	*233,828*	*248,889*	*220,809*	*94%*
Finance Costs	500	592	633	>100%
Sub-total	*500*	*592*	*633*	*>100%*
Operating Expenses				
Premises & Maintenance	49,847	47,883	47,556	95%
Communication	2,381	1,795	1,565	66%
Representation & Other Operating Expenses	1,968	1,945	1,645	84%
UN Joint Services	1,952	1,792	1,601	82%
Sub-total	*56,147*	*53,415*	*52,367*	*93%*
Equipment and Supplies				
Furniture & Equipment	1,120	1,634	1,004	90%
Supplies & Materials	3,422	4,890	5,980	>100%
Sub-total	*4,542*	*6,524*	*6,984*	*>100%*
Sub-total, B. w/out Unallocated	**342,532**	**362,099**	**328,998**	**96%**
Unallocated (Non-Personnel)	2,600	3,188	-	-
Total, B	**345,132**	**365,287**	**328,998**	**95%**
TOTAL	**857,300**	**857,300**	**778,365**	**91%**

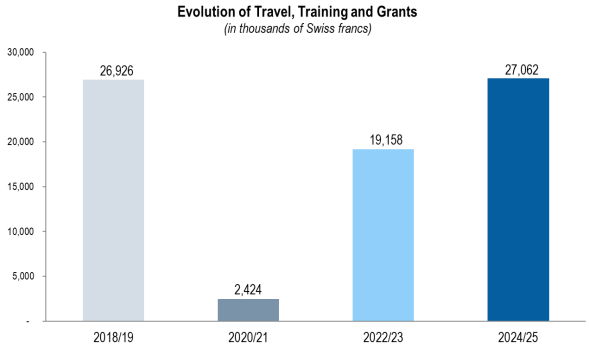
[1] *Budget Utilization reflects 2024/25 expenditure as compared to the 2024/25 PoW&B.*

Interns and WIPO Fellowships

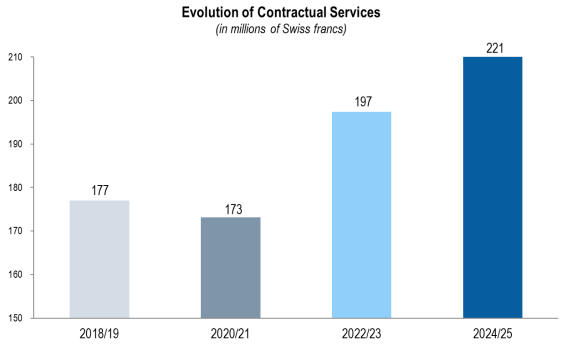
Expenditure on Interns and WIPO Fellowships amounted to 21.1 million Swiss francs in 2024/25, i.e. 2.1 million Swiss francs, or 11.3%, above the approved PoW&B. This followed from the strengthening of our fellowship program, engaging approximately 10 Young Experts and 120 fellows per year in areas such as IP analytics, the global roll-out of the Technology and Innovation Support Centers (TISC) Staff Foundation Certification, IP as a financial asset, IP management and commercialization, the Inventor Assistance Program, World IP Report, GII Report, WIPO Joint Master's Degree Program, DA projects, the Creative Economy Data Model (CEDM) program, and legislative and technical assistance.

Travel, Training and Grants

Expenditure on Travel, Training and Grants amounted to 27.1 million Swiss francs in 2024/25, i.e. 1.5 million Swiss francs, or 5.1%, below the approved PoW&B. The lower expenditure reflects the sustained adoption of virtual and/or hybrid meeting formats, when relevant, in addition to centralized and streamlined travel processes which improved advance booking practices thereby reducing cost. These cost savings were partially off-set by travel expenditure in the context of the two Diplomatic Conferences in 2024 on the Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge (GRATK) and the Riyadh Design Law Treaty (RDLT).



Contractual Services



Expenditure on Contractual Services amounted to 220.8 million Swiss francs in 2024/25, i.e. 13 million Swiss francs, or 5.6% lower than the approved PoW&B. This was primarily due to a decrease in translation costs resulting from increased use of machine translation tools. This alone generated savings of 10.4 million Swiss francs in PCT translations.

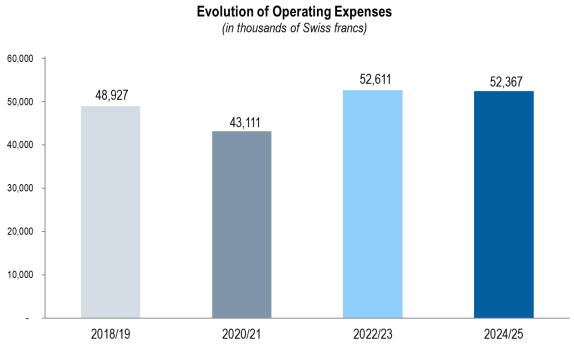
The increase in expenditure in 2024/25 compared with 2022/23 was mainly driven by major IT transformation initiatives. These included the establishment of a dedicated IT application incubator to explore and integrate AI across WIPO's business areas, strengthened data management, data governance, and customer service capabilities, implementation of an interpretation management system, and the transition of completed Capital Master Plan projects, such as cloud migration and the IP Portal, into operations.

Finance Costs

Overall Finance Costs amounted to 0.6 million Swiss francs in the 2024/25 biennium, i.e. 0.1 million Swiss francs above the approved PoW&B.

Operating Expenses

Operating Expenses amounted to 52.4 million Swiss francs in the 2024/25 biennium, i.e. 3.8 million Swiss francs, or 6.7%, below the approved PoW&B. The lower-than-estimated expenditure was primarily driven by lower utility costs (electricity and gas) achieved through negotiated fixed-rate contracts, as well as reduced physical security costs on WIPO premises.



Operating expenses in 2024/25 were maintained at 2022/23 levels through efficient facilities management and cost-effective procurement practices, including contract aggregation, negotiation, and economies of scale. Efficiencies enabled investments in environmental sustainability, which included the expanded use of lake water cooling, improved waste management, and new bicycle and electric vehicle infrastructure.

Equipment and Supplies

Expenditure on Equipment and Supplies amounted to 7 million Swiss francs in 2024/25, i.e. 2.4 million Swiss francs above the approved PoW&B, mainly attributable to the replacement of end-of life computer equipment and small-scale building upgrading projects.

Development Highlights in 2024/25

Development Expenditure

Overall development expenditure amounted to 168.3 million Swiss francs, representing 21.6% of the total expenditure in the biennium 2024/25.

Table 7. Development Expenditure[1] 2024/25

(in thousands of Swiss francs)

Sector	2024/25 PoW&B			2024/25 Expenditure		
	Total	DA Projects	Total w/DA Projects	Total	DA Projects	Total w/DA Projects
Patents and Technology	11,275	-	11,275	9,803	-	9,803
Brands and Designs	13,445	197	13,643	12,580	98	12,678
Copyright and Creative Industries	20,395	1,193	21,588	17,110	614	17,724
Regional and National Development	75,120	980	76,100	68,735	1,489	70,225
Infrastructure and Platforms	18,556	-	18,556	16,679	-	16,679
Global Challenges and Partnerships	15,056	247	15,303	13,083	144	13,227
IP and Innovation Ecosystems	26,560	425	26,985	27,539	472	28,011
TOTAL	**180,406**	**3,043**	**183,449**	**165,528**	**2,817**	**168,345**
Development Expenditure as % of total budget/expenditure			**21.4%**			**21.6%**
Funds-in-Trust	37,585[2]			20,201		

[1] *Development expenditure is defined in document A/55/4.*
[2] *Estimated amount available for programming in 2024/25.*

Development Agenda

In the context of the implementation of the Development Agenda (DA) and the work of the Committee on Development and Intellectual Property (CDIP), WIPO and its Member States shared experiences and discussed programs, projects and initiatives with regard to the following five IP and development-related topics: “Building the Capacity of Universities to Manage and Commercialize IP: Transferring IP and Technology”, “AI Impacts for IP and Development”, “Women and IP”, “IP and the Judiciary: Building Capacities and Expertise”, and “Reinforcing and Modernizing IP Offices for Resilience, Efficiency, Accessibility, and Crisis Preparedness in the Digital Era”. WIPO also launched a new series of webinars on Technical Assistance to share practical strategies, tools, and lessons for maximizing development impact through the effective use of IP on the ground, while the “Closing the Gender Gap in IP” series continued to showcase regional experiences that support women’s participation in innovation.

WIPO advanced dialogue and knowledge-sharing on IP and development through two key global forums:

- Fourth International Conference on IP and Development – Role of IP and Innovation in Addressing Global Public Health Challenges: Fostering Technological Transfer and Collaborations: Around 500 participants from Member States, international organizations, academia, and the private sector examined how IP and innovation can address global public health challenges.
- Third Expert-Level Roundtable on Fostering South-South and Triangular Cooperation for Intellectual Property and Development: Around 60 participants from some 15 developing and least developed countries (LDCs) explored how such cooperation can support development and identified practical, sustainable, and scalable approaches, particularly in creative economies, innovation, and entrepreneurship.

By the end of the 2024/25 biennium, CDIP had approved a cumulative total of 64 DA projects. Mainstreamed activities that emanated from DA projects continued to be part of the Organization’s regular work and activities. WIPO’s project-based approach for implementing the DA delivered tangible results, highlighted by the DA Projects under implementation in 2024/25. Further details on these projects can be found at the following link.

Organizational Risks

The pursuit of an acceptable level of risk is fundamental to undertaking the Organization's activities and integral to WIPO's biennial and annual planning, enabling consideration of threats and opportunities that may affect the achievement of Expected Results and KPIs. Through effective risk response strategies, WIPO optimizes resource utilization, ensures regulatory framework compliance and supports risk-informed decision-making.

Proactive risk identification enables the Organization to implement preventive measures, reducing the likelihood and/or impact of disruptions and ensuring financial stability and operational resilience. WIPO's risk appetite statement defines the acceptable level of risk and the governance framework that underpins risk management across the Organization.

The following table presents an overview of the risk evolution, effectiveness of risk responses, and the impact on performance during the 2024/25 biennium.

Risk	Risk Evolution	Effectiveness of Risk Response	Impact on performance
The global geopolitical, economic, financial or health contexts worsen, adversely affecting WIPO's delivery of services to stakeholders, customers, and Member States. ***Medium risk appetite***	The risk did not materialize; the risk exposure remained stable throughout the biennium	WIPO's risk management and internal controls framework, resilience strategies and adaptive response protocols effectively mitigated this risk, ensuring there was no adverse effect to WIPO's delivery of services.	→
Confidence in intellectual property frameworks declines or the engagement of Member States or stakeholders diminishes reducing WIPO's role, credibility or influence. ***Medium risk appetite***	The risk did not materialize; the risk exposure remained stable throughout the biennium	Strategic engagement strategies including targeted marketing initiatives to improve usage of our global IP systems and services, combined with policy and technical assistance to Member States and stakeholders, and adaption of services to address emerging IP challenges prevented the risk from materializing.	→
Two Diplomatic Conferences represent a significant opportunity for WIPO to address: (i) the proposed International Legal Instrument Relating to Intellectual Property, Genetic Resources and Traditional Knowledge Associated with Genetic Resources; and, (ii) the proposed Design Law Treaty. If the Diplomatic Conferences do not achieve their respective goals, it may affect the perception of WIPO's ability to build a balanced and effective normative framework for IP. ***Medium risk appetite***	The risk did not materialize; the risk exposure remained stable throughout the biennium	Support to Member States prior to and during the Diplomatic Conferences on the International Legal Instrument on Genetic Resources and Traditional Knowledge and the Design Law Treaty facilitated successful agreements on both treaties.	↗
In the context of global economic uncertainty, a reduction in filings for revenue-generating activities owing to an economic downturn or other reasons reduces the biennial income received thus threatening the Organization's financial sustainability. ***Medium risk appetite***	The risk materialized; the risk exposure remained stable throughout the biennium	Despite reduced filing volumes, prudent and proactive financial management, including revenue forecasting, scenario planning and continuous filing trends monitoring effectively maintained the Organization's financial stability.	→
Prolonged unavailability of business critical information systems negatively affects the key services of WIPO including, *inter alia,* WIPO's Global IP Services, Platforms and internal systems. ***Low risk appetite***	The risk did not materialize; the risk exposure remained stable throughout the biennium	Continuous testing of IT disaster recovery and business continuity plans, coupled with operational control enhancements and infrastructure resilience improvements, prevented prolonged system unavailability incidents.	→
WIPO and its external service providers are exposed to risks arising from cyber-crime or other breach of cybersecurity leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to, confidential and/or personal data that is transmitted, stored or otherwise processed by the Organization. ***Low risk appetite***	The risk did not materialize; the risk exposure increased during the biennium	The comprehensive multi-layered information security strategy, including awareness-raising campaigns, continuous monitoring and surveillance, enhanced oversight of external service providers, and regular independent security testing prevented security breaches.	→
Evolving stakeholder expectations exceed the user experience offered through our publicly focused web and mobile products, leading to loss of brand confidence and temptation to seek alternative solutions. ***Medium risk appetite***	The risk did not materialize; the risk exposure remained stable throughout the biennium	Digital transformation initiatives, including CRM first phase go-live, and implementation of customer centric service approaches successfully improved service delivery and user satisfaction.	→

II. PERFORMANCE BY STRATEGIC PILLAR AND EXPECTED RESULT

Strategic Pillar 1

Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere

2024/25 achievements at a glance

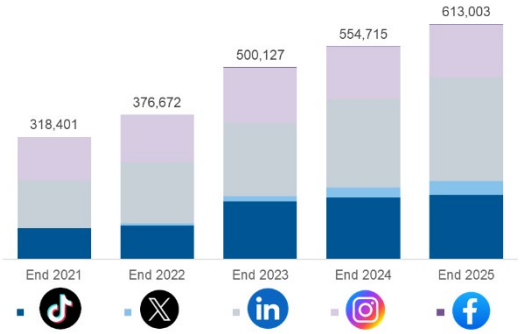
- Expanded digital reach: WIPO's social media community reached 613,000+ followers and new audiences were reached on 10 new channels
- Top global ranking for digital experience and accessibility
- Expanded multilingual and digital content delivery, with news items translated into 130+ languages and all flagship publications available in responsive HTML format
- High-impact global campaigns, generating nearly 800,000 visitors

ER 1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere

Expanding global reach and engagement through digital storytelling

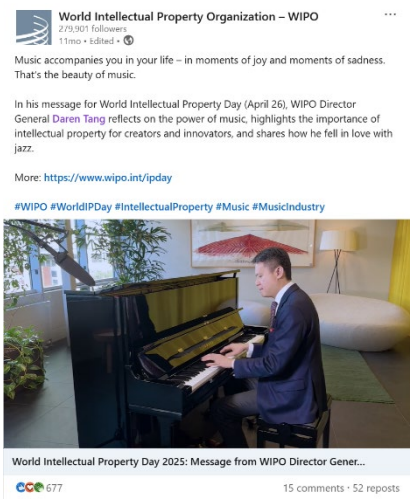
During 2024/25, we amplified WIPO's visibility and engagement through more targeted, data-driven outreach – deepening connections with innovators, businesses and IP stakeholders worldwide, and reinforcing the role of IP as a driver of economic, social and cultural development.

WIPO's Social Media Community



A key focus was expanding our digital storytelling to better showcase impact in practice. We produced over 200 videos annually, using beneficiary-focused narratives to highlight how IP supports innovation on the ground. This approach helped make our communications more relevant and accessible, increasing audience reach and engagement.

These efforts translated into strong growth across our digital channels. By the end of 2025, our social media community exceeded 613,000 followers, an increase of 23% compared to end 2023, surpassing biennium targets. Growth was particularly strong on LinkedIn and Instagram, reflecting more targeted engagement with professional and creative communities.

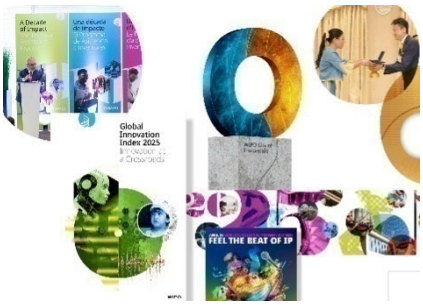


We also expanded our presence across platforms, launching 10 new social media channels to better reach priority audiences, including Small and Medium sized Enterprises (SMEs), entrepreneurs, creators, youth and users of WIPO's global IP services. This more segmented approach enabled more tailored and effective communication.

At the same time, collaboration across the Organization supported strengthening how we communicate. Sectors co-managed channels and positioned WIPO experts as trusted voices in their fields thus enhancing thought leadership, increasing visibility of services and initiatives, and broadening awareness of IP worldwide.

Strengthening global media presence and WIPO's brand identity

Throughout the biennium, WIPO's global visibility expanded, supported by strong interest in flagship publications and key multilateral achievements. Increased uptake in local media highlighted the real-world impact of our work at community level, while reinforcing WIPO's role in supporting innovation-driven development.



The conclusion of two new treaties elevated the Organization's global profile, generating significant media attention and strengthening our role as a platform for international dialogue and cooperation on IP.

At the same time, we strengthened brand consistency across all touchpoints, creating a more coherent and recognizable presence across digital and physical channels. A unified visual identity was applied across social media, web platforms, global events and outreach materials, improving the overall user experience and reinforcing brand recognition.

This consistent and coordinated approach was reflected in a significant increase in branded content. In 2025, the volume of WIPO-branded materials reached a record level, with over 8,400 items produced (more than double the volume in 2024), supporting expanded outreach and service delivery.

Celebrating Innovation through Design and Storytelling

We marked key milestones with high-impact storytelling and design. The centenary of the Hague System was celebrated with a limited-edition publication showcasing 100 iconic designs, demonstrating WIPO's ability to combine technical expertise with creative excellence in communicating the value of IP.

Enhancing digital accessibility, user experience and multilingual reach

During 2024/25, we improved digital accessibility and user experience, creating a more seamless and inclusive environment across WIPO's platforms. Enhancements to the Universal Look and Feel (ULF) and unified navigation across wipo.int and the IP Portal made it easier for users to access services and information, regardless of device. These improvements positioned WIPO as a global leader in digital accessibility:

- Ranked first in the World Trademark Review (WTR) accessibility ranking in both 2024 and 2025
- Perfect accessibility score of 0 in 2024 and 2025 (improving from 140 in 2022)
- Shortlisted for the "Best Accessibility" category at the Zeroheight Awards

We optimized how users discover information across WIPO platforms. The launch of Universal Search in 2024 enabled seamless navigation across websites and global IP databases. This resulted in increased referrals from wipo.int to key databases across the biennium: +34% to PATENTSCOPE, +55% to the Global Brand Database, and +180% to the Global Design Database compared to 2022/23.

News items now translatable into **130+** languages

We also expanded multilingual access to our content. In 2024, the machine translation widget was extended to news and video content across all six official UN languages. In 2025, the solution was further enhanced and piloted, in line with the Revised Language Policy, for Patent Landscape Reports. Automated translation of news and stories expanded to more than 130 languages, further increasing global reach.

Expanding digital content, publishing and data-driven engagement

The transition to digital-first publishing improved accessibility and reach of our knowledge products. By 2025, all flagship reports and substantive publications were made available as mobile-friendly, interactive web editions, increasing their visibility in search engines and AI tools. Integration with WorldCat extended discoverability, connecting WIPO content to the world's largest library network.

World Intellectual Property Indicators 2025

This authoritative report analyzes IP activity around the globe.

We started to position our digital content for AI-driven environments to ensure it remains visible, usable and accurately represented in emerging search tools. This included adapting web content to improve discoverability and citation in large language models, piloting AI monitoring tools to track how WIPO content appears in AI-generated responses and exploring customized AI interfaces for research publications.

We complemented these efforts with more targeted digital marketing approaches, helping reach new audiences and guiding them more effectively to WIPO services. A pilot content funnel, targeted at SMEs and first-time Madrid System users, translated complex procedures into clear, structured digital journeys. Marketed through search engine advertising, the pilot generated nearly 19,000 conversions and around 600 qualified leads, demonstrating the potential of more targeted, data-driven engagement to expand our user base.

Amplifying global awareness through World IP Day

World IP Day campaigns remained a cornerstone of our outreach efforts during 2024/25, raising awareness of IP and driving strong global engagement across audiences and regions. Across the biennium, the campaigns delivered significant reach and participation with more than 790,000 unique visitors to campaign webpages, and some 700 events held worldwide.

The 2024 campaign, "*IP and the SDGs: Building our future with innovation and creativity,"* generated strong global engagement, attracting 393,522 unique visitors from 246 countries and territories, representing a 9% increase in traffic and a 17% expansion in geographic reach compared to 2023. The Social Media Kit generated over 24,000 views, more than doubling its visibility, while the Director General's video message reached over 124,000 online audiences.

Building on this momentum, the 2025 campaign, "*IP and music: Feel the beat of IP*," attracted 396,353 unique visitors from 243 countries and territories. Social media promotions remained a key driver, delivering 24.4 million views and clicks, and close to 40,000 interactions. Global participation also remained high, with more than 300 events held across 86 countries.

The World IP Day Youth Video Competition remained one of the most impactful and fastest growing elements of the World IP Day campaigns, drawing in younger audiences and encouraging creative expression around IP. From 2024 to 2025, participation and engagement continued to grow:

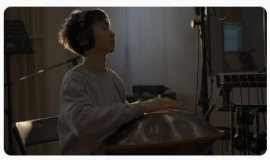
- Entries increased from 283 to 325 (+15%)
- Public votes grew from over 74,000 to more than 93,000 (+26%)
- Competition webpage traffic rose from 140,887 to 160,177 unique visitors (+14%)

Winners in 2025 came from the Philippines (First Prize), India (Second Prize) and China (Third Prize and People's Choice Award), reflecting the competition's global reach. Engagement patterns highlighted the importance of digital-first delivery with over 90% of users accessing the competition page via mobile devices. We expanded digital promotion of the competition in 2025, including the introduction of TikTok campaigns.

First Prize
A little love
Kirby Lagare (The Philippines)

Second Prize
Chooda's Isai Ula
Indumathi family (India)

Third Prize
Listening to the Hani Ancient Chants: China's Civilizational Ethos of Heritage Preservation and Innovation
Yuehan Xiong (China)



People's Choice Prize
The Renew of Wenzhou's Intangible Cultural Heritage: Drum Lyrics Integrated with Modern Music Technology
Fang Zheng (China)

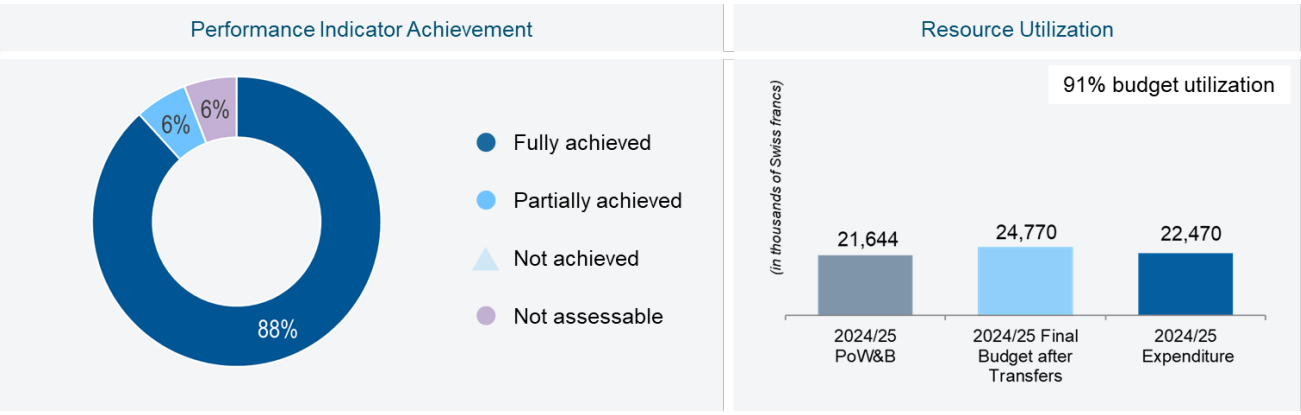
Delivering local impact through External Offices (EOs)

In 2024/25, WIPO's External Offices played a key role in bringing services closer to users, supporting innovation ecosystems, and deepening engagement at national and regional levels. Through targeted, on-the-ground initiatives, 22 projects directly benefited more than 2,100 individuals across the biennium.

These initiatives focused on expanding access to IP and supporting underrepresented groups, including design students in the Amazon and women entrepreneurs in STEM in Brazil (WIPO Brazil Office, WBO); indigenous communities and SMEs in Siberia (WIPO Office in the Russian Federation, WRO); the handicraft sector in Algeria (WIPO Algeria Office, WAO); SMEs across the ASEAN region (WIPO Office in Singapore, WSO); and youth and green innovators in Nigeria (WIPO Nigeria Office, WNO).

External Offices also strengthened service delivery and built closer relationships with national stakeholders. The WIPO Office in China (WOC) contributed to 40% annual growth in court-referred mediation cases over the biennium, reflecting increased trust in WIPO's dispute resolution services. The WIPO Japan Office (WJO) conducted targeted business outreach, raised awareness of IP systems, responded to user needs, and gathered valuable feedback to inform service improvements.

Performance Dashboard



Contributing Sectors: CCI, IP, RND, AFM (SoDG)

Performance Data

● Fully achieved ● Partially achieved ▲ Not achieved ● Not assessable ♦ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
1.1	**More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere**				
	No. of unique visitors to the WIPO website and the websites of the External Offices	27,802,067 (2022/23)	20% increase (biennium)	36,658,116[3] (+32%)	●
		WAO: 7,368		WAO: 32,310 (+339%)	●
		WBO: 22,624		WBO: 69,601 (+208%)	●
		WOC: Website: 23,868		WOC: Website: 56,450 (+ 137%)	●
		WeChat: 279,922 unique views of 248 articles		WeChat: 338,313 unique views of 342 posts (+21%)	
		Baijahao: 23.8 million unique views of 369 articles[4]		Baijahao: 40.1 million unique views of 592 posts (+68%)	
		WJO: 94,064[5]		WJO: 304,552 (+224%)	●
		WNO: 15,245		WNO: 227,835 (+1,394%)	●
		WRO: 26,787		WRO: 35,065 (+31%)	●
		WSO: 9,686 (2022/23)		WSO: 85,598 (+784%) (2024/25)[6]	●

Note: The baselines and targets as compared to the Program of Work and Budget for 2024/25 have been updated where relevant throughout the document. Please see Appendix A of the WIPO Performance Report 2024/25 for more detailed information.

[3] Reported metrics may include incentivized or low-quality traffic (e.g. click farm activity) and may therefore overstate meaningful user engagement.
[4] The WOC Baijahao account was launched in May 2022. The data reflect the number of unique pageviews from the launch date until end December 2023.
[5] Corrigendum: The no. of unique visitors to the WJO website in 2022/23 was 96,064, instead of 68,504 as reported in the WPR 2022/23.
[6] See footnote 3.

Performance Indicators	Baselines	Targets	Performance Data	PIE
No. of unique visitors who accessed WIPO publications	5,118,589 (2022/23)	20% increase (biennium)	9,284,229 (+81%)[7]	●
Media mentions of WIPO	143,696 (2022/23)	20% increase (biennium)	151,300[8] (+5%)	●
Reach of WIPO's main social media presences	Total no. of followers: 500,127 - Facebook: 150,084 - Instagram: 14,365 - LinkedIn: 192,286 - Twitter: 142,914 - TikTok: 478 (end 2023)	≥ 600,000 followers across all social media presences at the end of the biennium	Total no. of followers: 613,003 - Facebook: 167,900 - Instagram: 35,844 - LinkedIn: 269,393 - Twitter: 137,666 - TikTok: 2,200 (end 2025)	●
Level of satisfaction of Member States and other stakeholders with the organization of events	99%	≥ 85% satisfied or very satisfied	99%	●
% of WIPO Flagship Publications for which the Executive Summary is translated into all official UN languages[9]	2023: 100% (6 out of 6)	100%	2024: 100%[10] (7 out of 7) 2025: 100% (7 out of 7)	●
% of WIPO global publications on substantive IP topics published in 2024/2025 and translated into all official UN languages[9]	42% (8 out of 19)	100%	100% (23 out of 23)	●
% of web-based content available in all official UN languages[9]	Top level Pages: 94% (125 out of 133 pages) (end 2023)	Top level pages: 100%	Top level pages: 100% (133 out of 133 pages) (end 2025)	●
	New or updated substantive web-content: 61%	New or updated substantive web-content: ≥85%	New or updated substantive web-content: 87% (end 2025)	●
	Main databases: 83% (5 out of 6)	Main databases: 100%	Main databases: 83% (5 out of 6)	●

Risk

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
1.1 More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere				
Ineffective communication and engagement with both an external and internal audience can cause significant harm to the credibility of the WIPO brand.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The response plan to proactively engage with stakeholders in a strategic, audience-driven manner, implementing all available communication tools, media training and continuous monitoring of digital channels proved effective in managing this risk.	AFM (SoDG)	→

[7] See footnote 3.
[8] The reported data are not comparable to the baseline due to a supplier platform change, which excluded a large content feed of outlets previously included.
[9] Cross-organizational performance indicator to which all Sectors contribute.
[10] At the time of publication of the 2024 WPR, 4 out of 7 Flagship publications had been translated (57%).

Strategic Pillar 2

Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem

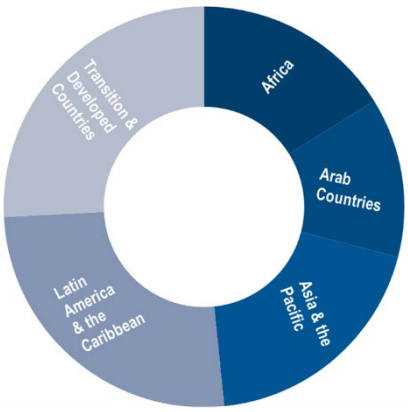
2024/25 achievements at a glance

- Landmark IP milestone: Adoption of two new WIPO treaties
- Marrakesh Treaty reached its 100th Contracting Party
- Expanded global participation in the IP system with 50+ ratifications/accessions
- Advanced global IP policy dialogue including on AI
- Breakthrough in patent classification with the introduction of IPC Class H10, improving usability for rapidly evolving semiconductor technologies
- Global Future of IP evidence base through WIPO Pulse – 35,500 respondents (+42% over 2023) from 74 countries (+48% over 2023)

ER 2.1 Development of balanced and effective international normative frameworks for IP

Over the course of the biennium, we strengthened the global IP normative framework, advanced Member State dialogue, and supported the steady expansion and effective use of WIPO-administered treaties.

Geographical Breakdown of Member States Ratifying/Acceding to WIPO Treaties



WIPO achieved a historic milestone with the successful conclusion of the two diplomatic conferences resulting in the adoption of the WIPO Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge (GRATK), in Geneva in May 2024, and the Riyadh Design Law Treaty (RDLT) in the Kingdom of Saudi Arabia in November 2024. By the end of 2025, GRATK reached 44 signatories and its first two ratifications (Malawi, Uganda), while 28 States signed the RDLT. The Secretariat played a central role in preparing and delivering both conferences, actively facilitating the work of their respective committees and supporting procedural and substantive deliberations. The two new treaties brought the total number of WIPO-administered treaties to 28, underscoring WIPO's vital role in shaping IP norms.

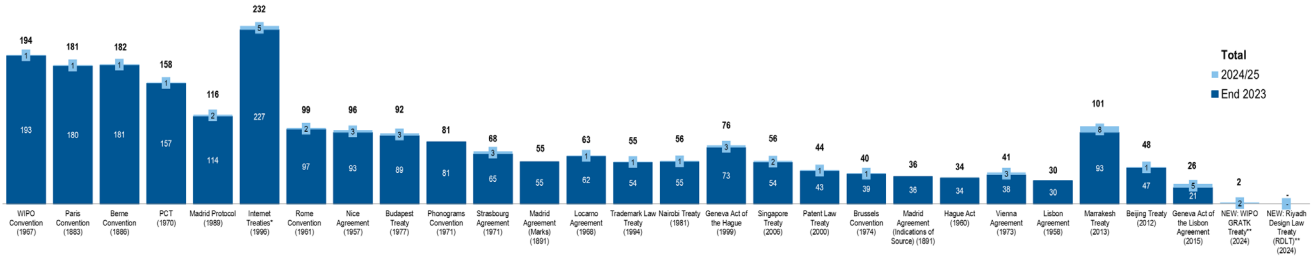
Beyond these landmark adoptions, we sustained strong treaty momentum across the biennium, with 51 ratifications/accessions[11] from 30 Member States and one regional organization, including five Least Developed Countries (LDCs)[12], reflecting broad global engagement across all regions.

Copyright and related rights: WIPO's fastest growing treaty – the Marrakesh Treaty – reached a major milestone in 2025 when Kazakhstan became the 100th party to accede to the agreement, expanding access to published works for persons with print disabilities. In total, 14 new accessions and ratifications were recorded across four core treaties[13].

Patents: The Bahamas, Brazil and Uruguay joined the Budapest Treaty, bringing membership to 92 Contracting Parties.

Trademarks: The Bahamas and Uzbekistan acceded to the Singapore Treaty, increasing membership to 56 Contracting Parties.

[11] Based on the date of deposit of instrument.
[12] Africa Region (Angola, Ethiopia, Malawi, Uganda); Arab Region (Djibouti).
[13] Beijing Treaty: Saint Kitts and Nevis; Marrakesh Treaty: Angola, Colombia, Georgia, Iraq, Jamaica, Kazakhstan, Pakistan, Saint Kitts and Nevis; WCT: Cameroon, Democratic People's Republic of Korea, Saint Kitts and Nevis; WPPT: Cameroon, Saint Kitts and Nevis.



* The total number of ratifications/accessions to the Internet treaties amounted to 232 at the end 2025, of which 118 to the WCT and 114 to the WPPT.
** Not yet in force

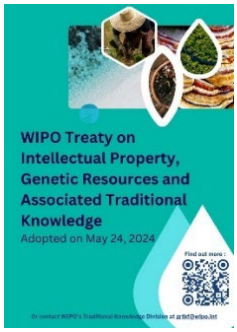
Facilitating member state dialogue on emerging and complex issues

We supported substantive engagement at various WIPO forums:

- *Standing Committee on the Law of Patents (SCP):* Facilitated Member State dialogue on key patent system issues, including AI and patent law, Standard Essential Patents (SEPs), patent flexibilities, and health-related technologies. Studies, expert exchanges and shared national experiences, supported informed policymaking and more consistent approaches to complex challenges in the patent system, helping countries better navigate emerging technologies, support innovation and improve access to health technologies.
- *Standing Committee on the Law of Trademarks (SCT):* Supported the adoption of the Riyadh Design Law Treaty (RDLT) on November 22, 2024. The Treaty streamlines procedures for the protection of industrial designs and facilitates access to protection in domestic and international markets. Member State discussions also advanced on trademarks, industrial designs and geographical indications, including graphical user interface designs, country names and domain names, supporting adaptation to the digital economy and enhancing legal certainty for users.

Behind the design - Inspiration for Diplomatic Conference Emblem

Aljohara Almansour, Branding Specialist at the Saudi Authority for Intellectual Property (SAIP) shares her inspiration for creating the emblem for the Diplomatic Conference to Conclude and Adopt a Design Law Treaty. At the heart of the emblem is an aerial view of a palm tree, surrounded by radiating lines that represent the diffusion of innovation and creativity around the world. The geometric shapes are symbolic of Riyadh's Salmani architecture.



- *Standing Committee on Copyright and Related Rights (SCCR):* Assisted ongoing Member State discussions on the proposed Broadcasting Treaty text; facilitated ongoing work on limitations and exceptions, while providing the first part of a series of practical toolkits offering options for national law action for libraries, archives, and museums[14]; and supported the advancement of the work on copyright in the digital environment.
- *Intergovernmental Committee (IGC*): Supported the adoption of the Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge (GRATK) at the Diplomatic Conference held at WIPO Headquarters in May 2024. The Treaty enhances the transparency and effectiveness of the patent system in relation to genetic resources and associated traditional knowledge, and is the first WIPO instrument which includes provisions relating specifically to Indigenous Peoples and local communities. Negotiations also continued in relation to international legal instrument(s) on the protection of traditional knowledge and traditional cultural expressions.

Advancing IP knowledge and digital infrastructure

We expanded access to legal knowledge and accelerated digital transformation, equipping IP Offices and stakeholders with the tools, standards and platforms needed to operate more effectively in a rapidly evolving environment. Tangible results in 2024/25 included:

- Expanding access to legal guidance: A new edition of the *Guide to the Copyright and Related Rights Treaties Administered by WIPO*[15], provides article-by-article commentary on eight WIPO treaties, adding the two newest (the Beijing Treaty and the Marrakesh Treaty), and supporting policymakers, practitioners and courts in navigating evolving technological developments.

[14] Toolkit on Prevention
[15] The Guide was published in January 2026.

- Strengthening digital leadership and collaboration: The inaugural WIPO ICT Leadership Dialogue (WILD) in April 2025, served as a global platform bringing together technology and IT leaders from IP Offices and organizations to exchange on digital strategies, policy development, digital solutions, IP data, and the integration of emerging technologies into IP administration and IP services. Key follow-up actions included the establishment of an AI Tool Collaboration Group.
- Enhancing digital interoperability: In the area of WIPO Standards, the launch of the first Application Programming Interface (API) Catalog – API Catalog for Intellectual Property (IP) – in July 2024, provided users a single access point to APIs from IP institutions around the world for facilitating filing, payment, portfolio management, search and other IP related services.
- Marking an important step forward in classification systems: The work of the Expert Group on Semiconductor Technology (EGST) culminated in the adoption of a new Class H10 under the International Patent Classification (IPC), with eight subclasses and more than 870 new subgroups. This milestone addresses complexity and overcrowding in existing subclasses making the IPC more accessible and usable for stakeholders worldwide.

ER 2.2 WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity

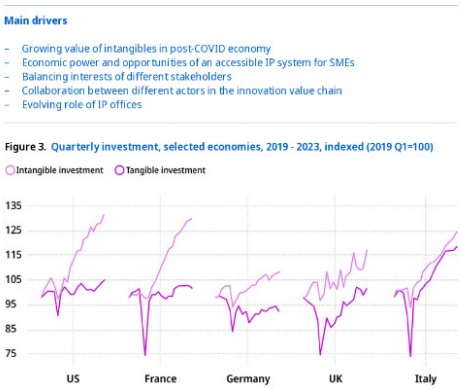
During 2024/25, we expanded our role as a global convenor, actively bringing together governments, industry, academia and civil society to address emerging challenges at the intersection of IP, innovation and technology.

Strengthening foresight, preparedness and evidence-backed policy making across the IP ecosystem

We worked to expand global IP foresight capabilities equipping IP Offices and policymakers with the insights and tools needed to navigate uncertainty amid rapid technological, environmental and societal change.

We enhanced the WIPO Catalyst, which tracks how IP Offices are evolving into innovation and creativity agencies. This generated insights into emerging capabilities – from AI-enabled services and digital platforms to IP commercialization and technology transfer – informing discussions among Heads of IP Offices and supporting peer learning through the Catalyst website and blog series.

The WIPO Pathfinders initiative is the first structured exploration of the future of IP. The final report identifies key technological, geopolitical, environmental and demographic drivers shaping IP systems and gives policymakers a foundation for more forward-looking strategies.



At the same time, we grew the global evidence base through WIPO Pulse. With 35,500 respondents (+42% over 2023) from across 74 countries (+48% over 2023), the initiative enabled longitudinal analysis for the first time and strengthened understanding of how different groups – including youth and women – perceive IP, feeding directly into policy dialogue and strategic communication.

We started work to explore how we might engage at the cities level, given urban populations are expected to grow from just over 50% today to 70% by 2050, and how we might recognize cities of all sizes and levels of development that are strengthening their local ecosystems to help ideas thrive.

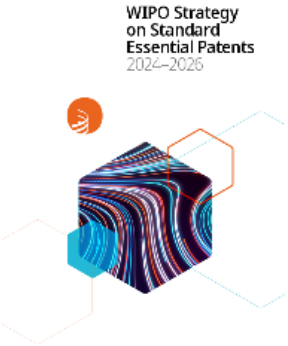
Internally, we continued to build foresight capabilities. Through the WIPO Forecasts project, a second cohort of staff completed training in horizon scanning, trend analysis and scenario planning enhancing our ability to anticipate disruption and respond with agility.

Driving global dialogue on emerging technologies

The WIPO Conversation on Intellectual Property and Frontier Technologies advanced global dialogue on emerging technologies and IP, convening policymakers, creators, industry, academia and civil society. It provided a neutral global platform to bridge knowledge gaps and explore practical solutions as frontier technologies continue to reshape how we innovate and create. In 2024/25, four sessions focused on generative AI, highlighting that AI is both a challenge and an opportunity for new forms of creative expression, while synthetic media is opening new avenues for creativity but raising risks such as deepfakes as well as questions of ownership and consent. Nearly 17,000 participants from 172 countries engaged in the Conversations since their inauguration, strengthening shared understanding and supporting Member States to shape IP responses to rapid technological change. This was supported by practical guidelines on Generative AI: Navigating intellectual property.

Advancing balanced global approaches in evolving IP policy areas

We supported Member States in navigating complex and evolving IP policy areas by combining global dialogue, practical tools and evidence-based resources.



WIPO released its three-year Strategy on Standard Essential Patents (SEPs), outlining the Organization's approach to the global discourse on SEP portfolio management and FRAND[16] licensing. Grounded in the principles of neutrality, complementarity, and voluntary nature, the Strategy leverages our global reach and neutrality in four strategic directions: providing a platform for broad-based discussions; becoming the source of data and knowledge; delivering trustworthy Alternative Dispute Resolution (ADR) services; and exploring additional services where partnerships enable it. The global Symposium on SEPs in Geneva, brought together over 1,000 participants to strengthen global dialogue on SEP policy and practice.

The WIPO Guide to Trade Secrets and Innovation was launched during the 2024 Assemblies. Funded by the Funds-in-Trust of the Republic of Korea, the guide addresses innovation policy considerations around trade secret protection systems and provides practical insights on trade secret management and litigation, filling a gap in the global understanding of this underutilized IP form. A dedicated website offers additional country-specific information and sectoral insights from business leaders.

Promoting Creativity and Raising Awareness of IP

Throughout the biennium, we supported Indigenous Peoples and local communities, promoting their creativity and raising awareness of the role of IP in protecting traditional knowledge and cultural expressions. The third WIPO Photography Prize, launched on World Health Day 2024 under the theme "Indigenous Peoples' Ways of Healing and Well-Being" attracted some 330 submissions, with 15 finalists and three winners from Colombia, Ghana and Guatemala. Winners attended an awards ceremony and received training on copyright and photography. The initiative also strengthened collaboration between WIPO, WHO and the UN Permanent Forum on Indigenous Issues.

[16] Fair, reasonable, and nondiscriminatory.

ER 2.3 International dialogue and cooperation on Building Respect for IP

Strengthening global policy dialogue on IP enforcement

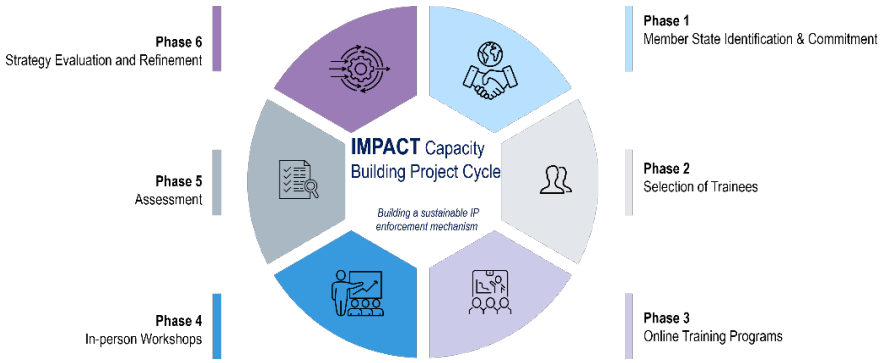
The Advisory Committee on Enforcement (ACE) remained WIPO's principal forum for international policy dialogue on IP enforcement and building respect for IP. Its 16th and 17th sessions brought together over 500 participants, including Member States, Observers, and private sector stakeholders.

- More than 60 presentations during both sessions enabled participants to share practical experiences and ongoing challenges in online and offline IP enforcement, and to explore potential solutions to combat piracy and counterfeiting, including, for example, through the use of AI.
- Four studies[17] were presented, covering such topics as the localization of IP infringement in the online environment, how online marketplaces tackle counterfeit goods on their platforms, issues around the illegal retransmission of live broadcasts through streaming, and the effectiveness of website blocking.
- Three surveys[18] were released, looking at consumer attitudes and behavior toward pirated content and counterfeit goods, national customs recordation practices, and the prosecution of IP Crime. These provided new evidence to support more targeted awareness and enforcement strategies and insights into existing national systems on customs recordation and national practices related to prosecution of IP crime.
- The program also addressed themes such as advancing awareness-raising efforts, including among youth, addressing enforcement challenges faced by SMEs, and promoting stronger cross-border and multi-stakeholder cooperation to promote more effective and inclusive enforcement ecosystems. Discussions underlined the significant economic and societal impact of counterfeiting and piracy, while reinforcing the importance of a balanced approach aligned with Development Agenda Recommendation 45.
- The ACE Documents Catalog, launched during the 17th session, is a repository of all working documents related to meetings of the ACE going back to 2002, providing a wealth of information on various aspects of IP enforcement and building respect for IP.

Expanding awareness and capacity for building respect for IP

The "Respect the Game. Respect Copyright" video campaign in July 2024 raised awareness about the importance of accessing sports events through legal means and the harms associated with illegal streaming websites. Led by a WIPO Young Expert, the campaign featured a 90-second video in six languages, widely shared across WIPO's website, social media, and digital advertising platforms.
A 20 second adaptation attracted over 60 million views and 171,500 visits to the campaign's landing page.

WIPO accelerated IP enforcement training through the IMPACT Capacity Building Project, building on its successful pilot in 2024 and formal launch in 2025. The project delivered targeted training for law enforcement officials in seven countries: the Dominican Republic, Egypt, Kazakhstan, the Philippines, Saudi Arabia, United Republic of Tanzania, and the United Arab Emirates. Saudi Arabia was the first to complete the program in 2024, followed by the United Arab Emirates in 2025.



[17] The Localization of Intellectual Property Infringements in the Online Environment – From Web 2.0 to Web 3.0 and the Metaverse; Practices Used by Online Marketplaces to Tackle the Trade in Counterfeits; Technical, Legal and Judicial Aspects of the Illegal Retransmission of Live Broadcasts Through Internet Streaming; and Effectiveness; and the Legal and Technical Means of Implementing Website-blocking Orders.
[18] Current Practices in the Area of Customs Recordation; Consumer Attitudes and Behavior in Relation to Counterfeit Goods - Survey Results from six ASEAN Countries and Prosecution of Intellectual Property Crime in WIPO Member States.

ER 2.4 Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute

Scaling impact for Least Developed Countries (LDCs)

We scaled up support to Least Developed Countries (LDCs) under the WIPO Deliverables Package of the UN Doha Programme of Action 2022–2031, delivering over 300 targeted initiatives across the biennium. These initiatives empowered innovators, creators, universities and research institutions, women, youth, SMEs and local communities to use IP as a tool for growth and development.

Assistance for LDC graduation helped countries build resilient national IP and innovation ecosystems. São Tomé and Príncipe became the first LDC to benefit from a successful graduation support package implementation ahead of its graduation in December 2024. Angola completed its package in 2025, while Bangladesh, Lao People's Democratic Republic and Nepal advanced implementation, and a new package was launched for the Solomon Islands.

Empowering youth and future innovators

At the ECOSOC Youth Forum in April 2024, we convened youth leaders and Ministers of Youth to advance IP-driven economic opportunities. At the Summit of the Future, young creators and innovators benefitted from a global platform to showcase how IP supports innovation and development.

Advancing global health through cooperation

WIPO worked alongside the WHO and WTO to address global health challenges at the intersection of public health, IP and trade.

The 5th Trilateral Technical Webinar brought together over 200 participants to examine how IP and competition frameworks can support innovation, pharmaceutical competitiveness and access to health technologies.

The 11th and 12th Trilateral Symposia, held in 2024 and 2025 with nearly 400 participants, increased the understanding of how to build local and regional manufacturing capacity for non-communicable diseases and promoted coordinated approaches to addressing antimicrobial resistance.

The launch of the Trilateral Cooperation Briefing Series for Geneva-based Health, Trade and IP Attachés, created a focused channel for more targeted policy dialogue and knowledge exchange on topics such as sustainable innovation ecosystems and AI-enabled digital health. Two briefings were held in 2025.

Strengthening multilateral engagement and UN System partnerships

In 2024/25, we actively deepened our engagement across the UN system, international organizations and key multilateral processes. This reinforced WIPO's role as the leading global IP body and fostered new partnerships:

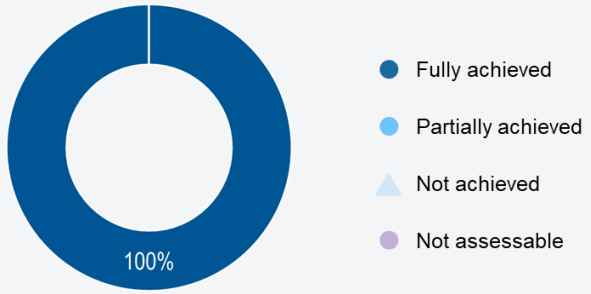
- Collaboration with UN and IGO partners, included support for women entrepreneurs at the ITC-WTO SheTrades Summit, work on traditional cultural expressions and Indigenous fashion, participation in the WTO Public Forum, and a Joint Solutions Lab on empowering women-led MSMEs through IP.
- Participation in EXPO 2025 Osaka, the Internet Governance Forum and the UNOOSA[19] Space Law and Policy Conference, elevated discussions on emerging IP issues to the global stage.
- Cooperation with partners such as UNFCCC (Green Technology Book) and ITU and WHO (Global Initiative on AI for Health), supported coordinated responses to climate and health challenges.

[19] United Nations Office for Outer Space Affairs.

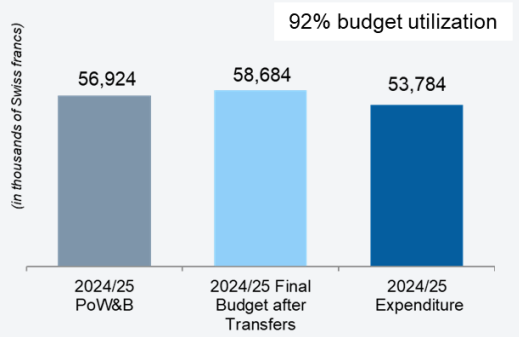
- New observer status at the WTO Working Group on Trade and Technology Transfer enabled key involvement in multilateral processes, while broader engagement included pandemic preparedness discussions at WHO and WTO.
- Expansion of the WIPO-NGO Stakeholder Dialogue (68+ NGOs), including participation from communities underserviced by the IP ecosystem, alongside strengthened collaboration with industry associations.

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



Contributing Sectors: PT, BD, CCI, RND, IP, GCP, AFM

Performance Data

● Fully achieved ● Partially achieved ▲ Not achieved ● Not assessable ♦ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
2.1.	**Development of balanced and effective international normative frameworks for IP**				
	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Summary by the Chair of SCP/35 of substantive agenda items to be taken up by the Committee	Implementation of agreed work in accordance with the SCP agenda	The SCP fully implemented its work in accordance with the agreed agendas of SCP/36 and SCP/37[20]	●
		SCT work implemented in accordance with the agreed agendas of SCT/45 and SCT/46	Implementation of agreed work in accordance with the SCT agenda	SCT work implemented in accordance with the agreed agenda of SCT/47[21] and SCT/48[22] (i.e. continuation of the work on protection of country names and geographical names of national significance; nation brand protection in Member States; GUI design protection; geographical indications and prior rights grounds for refusal); Adoption of the Riyadh Design Law Treaty (RDLT) by the Diplomatic Conference to Conclude and Adopt a Design Law Treaty[23]	●
		Chair's Summaries from SCCR/42, SCCR/43, and SCCR/44 demonstrating progress on agenda items as agreed by the Committee	Implementation of agreed work in accordance with the SCCR agenda	Chair's summaries from SCCR/45, SCCR/46, and SCCR/47 demonstrate progress on agenda items as agreed by the Committee.[24]	●

[20] Summaries by the Chair: SCP/36/12 and SCP/37/11.
[21] Summary by the Chair: SCT/47/3.
[22] Summary by the Chair: SCT/48/5.
[23] Riyadh Design Law Treaty, Regulations under the Riyadh Design Law Treaty and Resolution by the Diplomatic Conference Supplementary to the Riyadh Design Law Treaty and the Regulations Thereunder DLT/DC/26 and DLT/DC/26 CORR.
[24] Summaries by the Chair: SCCR/45/SUMMARY BY THE CHAIR, SCCR/46/SUMMARY BY THE CHAIR, SCCR/47/SUMMARY BY THE CHAIR.

	Performance Indicators	Baselines	Targets	Performance Data	PIE
		Implementation of the agreed agenda of the IGC for the 2024/25 biennium	Implementation of agreed work in accordance with the IGC agenda	In accordance with its 2024/2025 mandate, the IGC met twice in 2024 and twice in 2025. 2024: In line with a decision of the 2022 General Assembly, a Diplomatic Conference on GRs and Associated TK took place in 2024 preceded by preparatory work. WIPO Member States adopted a Treaty on IP, GRs and Associated TK at the Diplomatic Conference.[25] 2025: The General Assembly renewed the mandate of the IGC for the 2026/2027 biennium.	●
	No. of new/revised WIPO Standards	5 revised Standards (2023)	2 revised or new Standards (per year)	2024: 1 new Standard and 8 revised Standards 2025: 7 revised Standards	●
	No. of revisions/modifications to the International Classifications	Nice Classification: 669 modifications (2022/23)	Maintain baseline level	856 modifications (2024/25)	●
		IPC amendments: 5,576 amendments (2022/23)	Maintain baseline level	6,822 amendments (2024/25)	●
	% of treaty notifications that are promptly processed by OLC	95% of treaty notifications processed within 3 days	95% of such notifications processed within 3 days	96% of treaty notifications processed within 3 days	●
2.2.	**WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity**				
	Engagement in the WIPO Conversations on IP and Frontier Technology	Attendance by Stakeholders in 2023 (of which from developing countries and LDCs) - Conversation 7: 125 Member States (87) - Conversation 8: 134 Member States (95)	Attendance from government representatives, enterprises, IP professionals and other stakeholders from at least 110 Member States	Attendance by Stakeholders in 2024/25 (of which from developing countries and LDCs) Conversation 9: 131 Member States (94) Conversation 10: 131 Member States (93) Conversation 11: 125 Member States (87) Conversation 12: 120 Member States (83)	●
	Level of satisfaction of participants in activities organized to improve the understanding of the IP and Competition Policy interface	95%	≥ 85% satisfied or very satisfied	93% based on 47 responses	●
	Level of satisfaction of delegates attending the GA and other Meetings	93%	≥ 85% satisfied or very satisfied	96%	●
2.3.	**International dialogue and cooperation on Building Respect for IP**				
	Progress on the implementation of agreed work in accordance with the agenda of the Committee	Implementation of the ACE work program agreed upon in the eleventh ACE session and confirmed in the fifteenth ACE session	Implementation of agreed work in accordance with the ACE agenda	Agreement by Member States to continue discussing the 4 substantive work areas was reached during the seventeenth session of the ACE (WIPO/ACE/17/20 Rev, para. 43)	●
2.4.	**Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute**				
	Progress on WIPO deliverables for the implementation of the new UN Programme of Action (PoA) 2021-2030 for LDCs	Progress made on the implementation of projects and activities under all 8 focus areas of the WIPO Deliverables for LDCs	Progress on all WIPO deliverables	Progress made on the implementation of projects and activities under all 9 focus areas[26] of the WIPO Deliverables for LDCs	●
	No. of WIPO initiatives in partnership with the UN and other IGOs	23 initiatives	25 initiatives that have regional or global impact	36 initiatives	●

[25] WIPO Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge (GRATK/DC/7).
[26] One additional focus area was added in 2025.

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	No. of permanent observer NGOs engaging in WIPO's work and vice versa	Representatives of 305 permanently accredited NGOs attended 20 WIPO events (2023)	Representatives of 329 permanently accredited NGOs attended 20 WIPO events (end 2025)	Representatives of 332 permanently accredited NGOs attended 22 WIPO events (end 2025)	●

Risk

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
2.2. WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity				
Decreased engagement of external partners, including private sector and civil society, results in reduced relevance, credibility and resilience of the Sector's platforms and initiatives.	The risk did not materialize; the risk exposure decreased during the biennium	Sector outreach and engagement activities geared towards key stakeholders resulted in maintained relevance, credibility, and resilience of Sector platforms and initiatives. The adoption in 2024 of the WIPO Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge (GRATK) generated increased international focus on, and interest in, the Sector's work overall.	GCP	

Strategic Pillar 3

Provide high quality intellectual property services, knowledge and data that deliver value to users around the world

2024/25 achievements at a glance

- Historic IP milestones: PCT's 5 millionth application and The Hague's 100th anniversary
- Transformed service delivery to focus on user needs with personalized support
- Dispute resolution hit record levels: 2,319 IP disputes and 12,450 domain name cases
- 206,000+ Standard Essential Patent (SEP) declarations now searchable in one place and launch of the WIPO Lex SEP Case Law Collection
- AI-based PATCAT automatically classifies 250 million patent documents in 17 languages and provides free-of-charge classification suggestions within seconds

ER 3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data

During 2024/25, we further deepened how we connect innovators and businesses with WIPO's services. Through customer engagement and data-driven outreach, we expanded use of our global IP systems. Dispute resolution services experienced strong growth as more parties turned to WIPO for efficient conflict resolution. We also strengthened access to IP knowledge platforms, making patent data and legal information more widely available.

A key driver of this shift was a new approach to client engagement in 2024/25. We became more strategic about both finding new users and better serving our existing ones. The Future Growth Taskforce, launched in 2024, brought together teams from across WIPO to tackle both challenges. We focused on using data analytics to identify potential users who could benefit from our systems but do not currently use them, while working more closely with current users to understand and meet their evolving needs. Key initiatives launched in 2025 included:

- Building a lead management framework to track and support potential users from first contact through to filing, helping us understand who needs our services and when.
- Piloting performance incentives for our in-market consultants, rewarding them for successfully connecting local innovators with WIPO systems.
- Introducing dedicated account management for major users, providing tailored support to help them maximize value from WIPO systems.
- Intensifying targeted outreach in select markets, including through social media with dedicated WIPO LinkedIn pages for Brands and Designs and Patents and Technology.

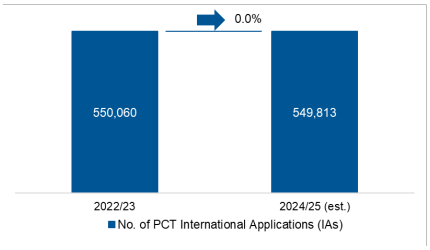
By adopting a customer-centric examination model, the Madrid Registry forged closer ties with a leading fast moving consumer goods company. Once an occasional filer, the company now increasingly relies on the Madrid System for international trademark protection, raising its filings by 233% in 2025 alone. Through the eMadrid platform, it monitors its growing Madrid System trademark portfolio in real time while reducing costs. The company's feedback, in turn, fuels the Registry's continuous improvement – driving interface upgrades, improving practices, and inspiring further collaboration opportunities. This virtuous cycle strengthens the company's IP strategy and advances WIPO's mission to deliver high-quality IP services and support the use of IP.

Targeted meetings and onsite visits to a leading automotive company enabled us to better understand barriers to PCT usage. This relationship-building approach successfully drove notable growth in the company's PCT publications (+74% in 2025 compared to 2023), with the positive trend expected to continue into the upcoming biennium.

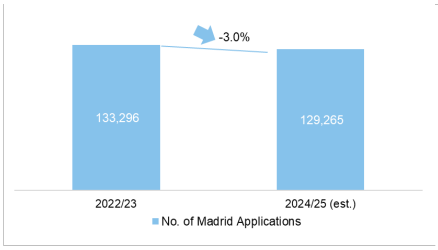
More innovators and creators secure IP protection

Innovators, creators, and businesses in nearly 160 countries rely on WIPO's global IP systems to protect their innovations across borders. Despite global economic challenges in 2024/25, demand for these systems remained strong.

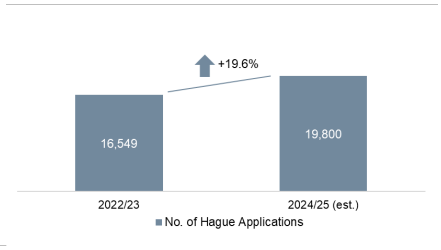
No. of PCT International Applications



No. of Madrid Applications



No. of Hague Applications



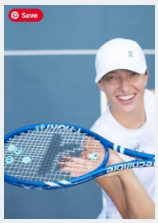
The 5 millionth PCT Application was filed by Samsung Electronics Co. Ltd. (Korea) on November 28, 2024
WO2024242518

Patent Cooperation Treaty (PCT): We published the 5 millionth PCT application on November 28, 2024. This milestone reflects nearly five decades of innovators trusting WIPO to help secure their patent rights internationally. Uruguay became the newest member of this global system, bringing total membership of the PCT to 158 Contracting Parties.

International patent filings reached 549,813 applications in 2024/25, remaining stable compared to the prior biennium, despite challenging economic conditions. During the biennium, digital communication remained the largest technology field, accounting for more than one in 10 PCT applications. Semiconductor technology recorded the fastest growth rates, reflecting global demand linked to AI advances.

Madrid System: Brands compete globally, and the Madrid System makes cross-border trademark registration, protection and management simpler and more cost-effective. With Grenada[27] and Qatar acceding to the Madrid Protocol during the biennium, companies can now use the System across 132 countries through 116 Contracting Parties. Trademark filings totaled 65,100 applications in 2024 and 64,150 in 2025, reflecting mixed performance across major origins amid global economic uncertainty.

"With the Madrid System, it's easy to manage our international trademark registrations … This flexibility allows us to manage trademarks in real-time as the brand grows and adapts to new markets."
Tecnifibre



Hague System: The Hague System celebrated its 100th anniversary on November 6, 2025, marking a century of international design protection. To mark the occasion, in addition to the centennial book, WIPO organized an International Symposium with the Benelux Office for Intellectual Property (BOIP) and the Ministry of Economic Affairs of the Netherlands, which brought together 667 participants from 99 countries, including government officials, industry leaders, and IP experts, to explore the role of design protection in innovation and economic competitiveness.

The milestone reflects both the Hague System's history and continued relevance to designers and businesses worldwide. In 2024/25, applications rose by 19.6% compared to the prior biennium, reaching a record 19,800 applications covering 55,772 designs and continuing a five-year growth trend. Geographic reach expanded as well, with Saint Kitts and Nevis, Saudi Arabia, and Uzbekistan acceding to the Geneva Act, bringing membership to 76 Contracting Parties covering 99 jurisdictions.

Lisbon system: Geographical indications transform cultural heritage and regional traditions into economic opportunities for producers worldwide. The Lisbon System facilitates their international protection. During 2024/25, Djibouti, Slovakia, Georgia, Montenegro, and Rep. of Moldova acceded to the Geneva Act, expanding the System's coverage to 73 countries, with the Geneva Act covering 61 countries, at the end of 2025.

Overall, while individual systems achieved notable milestones, filing numbers tell a more nuanced story. International IP filings generally fell short of the 2024/25 estimations, which had been prepared based on steady long-term growth patterns but were disrupted by economic headwinds.

Strong growth in dispute resolution services

When disagreements arise over IP rights, fast and fair resolution of disputes helps rights holders protect their interests while keeping innovation and creativity moving. Throughout 2024/25, demand for these services grew significantly. The WIPO Arbitration and Mediation Center (AMC) supported resolution of 2,319 IP, innovation, and technology disputes during the biennium, an 88% increase compared to the prior biennium. The AMC expanded

[27] Based on date of deposit of instrument of accession.

its collaboration network, concluding agreements with 31 additional Member State IP authorities, courts, and associations, reaching 141 in total, and provided policy support to 51 such stakeholders.

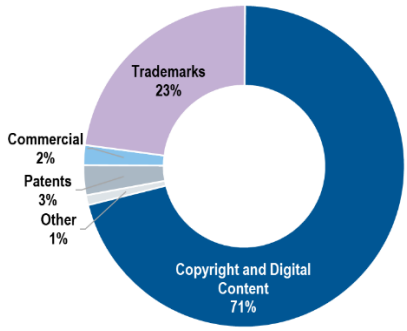
The AMC continued to be the leading dispute resolution service provider, serving as steward of the Uniform Domain Name Dispute Resolution Policy (UDRP), which celebrated its 25th anniversary during the biennium. The AMC administered 12,450 domain name disputes, with 2025 alone reaching a record 6,282 cases, resulting in the busiest biennium since the service launched. This brought the cumulative caseload to over 80,000 cases, covering nearly 144,000 domain names. Services for country code Top-Level Domains (ccTLDs) expanded with five additions, reaching 87 ccTLDs. The WIPO AMC also strengthened the domain name ecosystem by providing policy support to 44 ccTLD authorities.

In 2025, WIPO partnered with the Esports Integrity Commission (ESIC) to launch the International Games and Esports Tribunal (IGET), a specialized dispute resolution body for the global video games and esports industries.

"By combining ESIC's expertise in maintaining integrity with WIPO's authority in intellectual property dispute resolution, this initiative will ensure that disputes are handled professionally and swiftly, maintaining the integrity that underpins these industries' growth and credibility."

Stephen Hanna
CEO, *Esports Integrity Commission*

WIPO Center ADR Disputes Subject Matter in 2025



WIPO ccTLD Program, end 2025

Expanded access to IP knowledge and data

Access to patent data and legal information shapes innovation strategies, R&D investments, and policy decisions worldwide. In 2024/25, WIPO expanded the scope and coverage of its knowledge platforms, enabling more innovators and policymakers to make evidence-based decisions.

Supporting Standard Essential Patent research

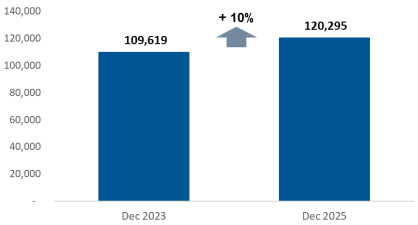
Standard Essential Patents cover inventions necessary for industry standards like 4G, 5G, and WiFi. To improve access to information about SEPs, the WIPO Strategy on Standard Essential Patents (2024-2026) guided two major initiatives in 2024/25. PATENTSCOPE integrated over 206,000 SEP declarations from three standards organizations, making them searchable in one place for the first time. WIPO Lex launched a SEP Case Law Collection with 108 judgments from nine jurisdictions, providing access to judicial interpretations.

PATENTSCOPE expanded its geographical coverage adding collections from Croatia, Hungary, San Marino, and Türkiye, reaching a total of 83 national and regional collections. The platform also added support for ST.26 sequence listings, the standard format for presenting biological sequences in patents. Another new collection introduced Standard Essential Patents declarations from three major standards organizations. The platform now makes over 206,000 declarations from the European Telecommunications Standards Institute (ETSI), the Institute of Electrical and Electronics Engineers (IEEE), and the International Telecommunication Union (ITU) searchable in one place for the first time.

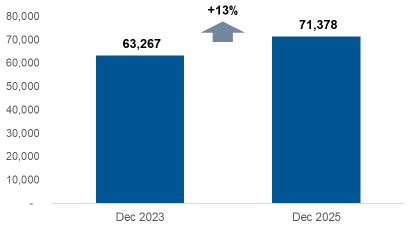
The Global Brand Database added collections from ten new sources during the biennium, including the African Regional Intellectual Property Organization (ARIPO), the African Intellectual Property Organization (OAPI), Belize, Croatia, Norway, Sao Tome and Principe, Saint Vincent and the Grenadines, Sri Lanka, Trinidad and Tobago, and Qatar.

WIPO Lex-Judgments collection expanded to 51 jurisdictions and over 2,200 IP decisions, broadening access to judicial interpretations of IP law worldwide. The Standard Essential Patents Case Law Collection was launched in July 2024, with 108 judgments from nine jurisdictions.

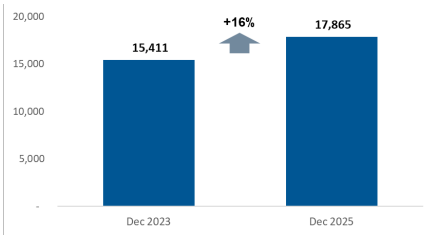
No. of Records in PATENTSCOPE
(in thousands of)



No. of Records in the GBD
(in thousands of)



No. of Records in the GDD
(in thousands of)



ER 3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data

During 2024/25, we focused on making our IP systems work better for users. We invested in new platforms and tools that helped us respond faster and serve more people. Our teams shifted from processing applications to delivering proactive guidance. AI tools further extended these efforts, enabling multilingual services and patent classification at scale.

Shifting from transactions to relationships

The Customer Experience Transformation Program moved from planning to execution in 2024/25. In December 2025, we launched a new Customer Relationship Management platform. The system brings together customer interactions, contacts, and service requests in one place, enabling better understanding of user needs, more personalized support, and quicker response times. We also extended the WIPO Contact Center coverage from 09:00 to midnight CET Monday to Friday and introduced toll-free click-to-call functionality. AI-powered feedback analytics now monitor service performance in real time, helping us continuously improve the user experience.

Operational improvements across our global IP systems delivered measurable gains in productivity and service quality.

- In the PCT, staff shifted their focus from processing formalities to providing proactive guidance. This helps users file higher-quality patent applications while keeping the process efficient.
- Within the Madrid System, a new team works closely with key user accounts, delivering customized support. The experience confirms that personalized service models deliver better customer service.

Digital platforms expanded capacity

Modernizing our digital infrastructure enabled us to handle demand while improving efficiency. New platforms, automated processes, and optimized workflows allowed us to serve more users without compromising quality and increasing costs.

- The new eMadrid platform, rolled out progressively during 2025, provides users with personal workbenches to manage their international trademark registrations. Adoption was rapid, with 18,800 users accessing the platform over 620,000 times by year-end. The digital shift was substantial. Users manage 65% of active international registrations through the platform's workbenches, and 86% of modification transactions happen online. Collaboration features proved particularly popular, with users sharing access to more than 240,000 trademark registrations across their teams.
- A record 99.9% of Hague applications were received electronically whilst the proportion of office decisions communicated electronically also increased, thanks to two of the most-designated offices switching to this mode. In the meantime, we introduced a secure e-messaging functionality with applicants to facilitate the resolution of irregularities.
- We automated one of the most common self-service actions in ePCT (Rule 92bis). Users can now update applicant and representative contact information instantly, saving time for both users and the International Bureau.
- The XML rendering pilot, which improves the display and markup of modifications to applications, expanded from one pilot office to several, streamlining the PCT publication process.

- The eLisbon platform enabled more efficient processing of a total of 2,489 transactions during 2024/25, representing a 381% increase compared to the prior biennium.
- Translation services became more efficient through workflow optimization and increased use of AI-supported approaches. For PCT translation services, these efforts saved 10.4 million Swiss francs while maintaining high-quality multilingual services.

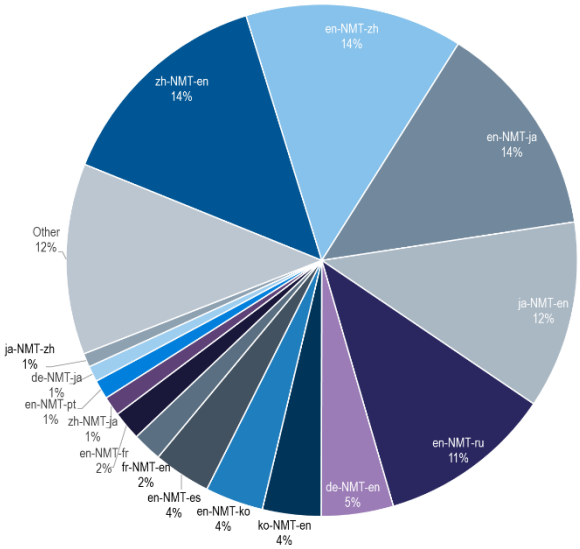
Scaling impact through AI

AI extended our reach across languages and platforms. The Advanced Technology Applications Center (ATAC) continued to spearhead these initiatives, further developing tools that enabled real-time multilingual support, daily translations at scale, and rapid patent classification.

The WIPO Speech-to-Text (S2T) tool generated verbatim transcripts for all official WIPO meetings – 189 meeting sessions in 2025 alone – across seven languages: Arabic, Chinese, English, French, Portuguese, Russian, and Spanish. A live version of WIPO S2T was also piloted, giving users immediate access to proceedings.

AI tools made patent data more accessible to users worldwide. The WIPO Translate tool delivered some 12 million words[28] of translation daily. New languages were added, including Czech, Dutch, Serbian and Slovak.

Usage of WIPO Translate in PATENTSCOPE, 2024/25



PATCAT, our AI Patent Classification tool, expanded its capabilities as well. Now trained on 250 million patents, it automatically classifies patent documents in 17 languages and provides free-of-charge classification suggestions within seconds. IP Offices are now exploring how PATCAT might fit into their workflows to significantly reduce classification time.

Translation capabilities expanded across platforms and publications. The WIPO Translate widget, now integrated into the WIPO website, enables instant translation across a growing number of pages, in line with the Revised Language Policy roadmap. Its functionality was extended to include video subtitles and news items, and it was piloted to support Patent Landscape Reports in all six UN languages, marking a first step toward leveraging machine translation for substantive publications.

ER 3.3 Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges

Accelerated green technology knowledge and use

Innovation continues to produce climate solutions. The challenge is connecting them to the people and places that need them. WIPO GREEN, our sustainable technology marketplace, grew both as a global network and a delivery platform in 2024/25.

Building a strong network is essential for connecting technology providers with those who need solutions. By the end of 2025:

- WIPO GREEN had grown to 164 partners (15 new during the biennium) across governments, industry, and international organizations.
- Two new Ambassadors were appointed to champion the global work and initiatives of WIPO GREEN in various countries: Mr. Masafumi Yamamoto, Senior Associate Officer of Daikin Industries (Japan) and Ms. Angela Pinhati, Chief Sustainability Officer of Natura (Brazil).
- Machine translation capabilities were added to the WIPO GREEN database, improving accessibility for innovators and solution seekers worldwide.

[28] Referred to as characters in PATENTSCOPE.

Clean Power on the Move: Rethinking Energy for Heavy Industry

A WIPO GREEN Acceleration Project, helped turn an industrial challenge into a clean-energy opportunity. In China, Jiecheng, a manufacturer of truck-mounted cranes, was seeking an alternative to diesel generators for off-grid and emergency operations. Through WIPO GREEN, Jiecheng connected with Heracles, a pioneer in high-temperature fuel cell technology.

Together, they began developing a mobile energy storage system powered by high-temperature fuel cells, designed to deliver reliable, high-output power in demanding environments. The solution offers longer operating life, greater efficiency and significantly reduced emissions, while remaining mobile enough for remote use. This collaboration shows how targeted matchmaking can help clean technologies move from innovation to real-world industrial application.

(Photo: Zhibin Guo. © 2025 Beijing Heracles Novel Technology Co., Ltd.)

The WIPO GREEN acceleration projects continued to match tangible solutions with real on-the-ground needs of farmers, communities, companies and cities. With the ultimate goal of getting solutions deployed on the ground, we implemented 12 Acceleration Projects across five regions.

The projects achieved 53 technology matches addressing local needs, such as mobile clean-energy systems for industrial equipment in China, climate-smart agriculture solutions for farmers in Latin America, and water storage technologies for a school serving children with disabilities in Tajikistan.

The WIPO GREEN database had several new functionalities added and was expanded by 8,400 new articles of which 2,266 were technologies and 229 were needs. Many of these were uploaded through the Acceleration Projects and the Green Technology Books, and the strategic foundations for climate action were strengthened through publications and partnerships. More than 6,000 new patent applications were also added as an important updated source of inspiration from the green technology innovation landscape.

In the biennium, three new editions of the Green Technology Book Series were released: exploring energy technologies in climate change, solutions for confronting climate-related disasters, and a special edition on energy technologies in the Asia-Pacific region, launched at EXPO 2025 in Osaka, Japan. The two main editions were launched at the UN Climate Change Conferences COP29 and COP30. This deepened cooperation with the UN climate system through a partnership with the Climate Technology Centre and Network (CTCN).

Strengthening global health innovation

In 2024/25, IP training and guidance to health innovators, manufacturers, and policymakers supported regional vaccine production and medical technology development.

Through a strategic partnership with the Regional Vaccine Manufacturing Collaborative (RVMC), we helped ensure that IP issues were adequately addressed in regional vaccine manufacturing initiatives, including the building of strong IP ecosystems in host countries.

The newly established IP for Medical Innovation and Manufacturing Center of Excellence (CoE) provided hands-on guidance on patent strategy, licensing, trade secrets, and technology transfer. During the biennium, 200 medical institutions across 31 countries engaged with the CoE, and over 600 stakeholders from government, academia, regulators, and industry were trained.

We supported manufacturers in Eastern Africa through regional partnerships with the Intergovernmental Authority on Development (IGAD), with a view to accelerating technology transfer and licensing negotiations. CoE training further supported medical manufacturers pursuing technology transfer by strengthening their capacity in IP licensing and freedom-to-operate analysis. In the region, three manufacturers advanced their negotiations by applying the knowledge and skills gained through these sessions.

We collaborated with the Medicines Patent Pool (MPP), International Federation of Pharmaceutical Manufacturers and Associations (IFPMA), the Bill & Melinda Gates Foundation, the Global Fund, the Government of Canada, and Japan Pharmaceutical Manufacturers Association (JPMA) to publish *"Voluntary Licensing: Right for Health, Smart for Business."* The publication highlights voluntary licensing as a practical mechanism to expand access to health technologies while supporting innovation, and has contributed to ongoing discussions among public and private sector partners.

By the end of the biennium, these efforts had helped catalyze a pipeline of five tech transfer and access licenses and supported progress toward negotiations, demonstrating WIPO's role as a neutral platform for advancing partnerships in contexts where deal-making typically requires sustained, long-term engagement.

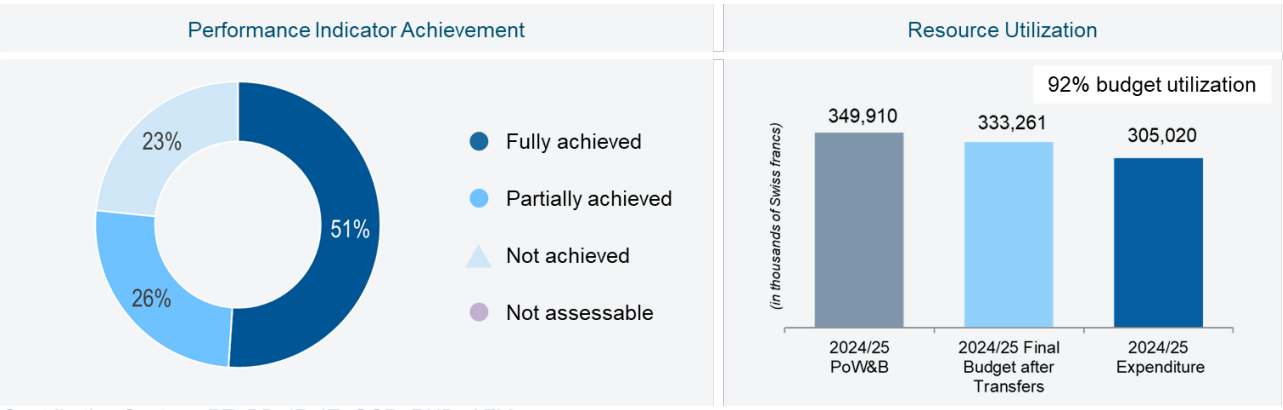
WIPO also convened global stakeholders on antimicrobial resistance (AMR), accelerating deployment of wastewater detection and treatment technologies. We integrated 53 AMR wastewater technologies into the WIPO GREEN database, supported by a global technology landscape study.

Improving access to IP intelligence

Innovation decisions require evidence. Companies planning R&D investments, policymakers shaping technology strategies, and researchers identifying gaps all need access to patent data and analysis. In 2024/25, we strengthened the knowledge infrastructure supporting these decisions.

Traffic to WIPO's patent intelligence platforms increased by 35% during the biennium. At the center of this ecosystem, WIPO INSPIRE brings together patent search tools, landscape reports, and analytics while connecting users to the global TISC community via eTISC. The platform helps innovators and policymakers identify technology trends and make evidence-based R&D and policy decisions.

Performance Dashboard



Contributing Sectors: PT, BD, IP, IE, GCP, RND, AFM

Performance Data

● Fully achieved ● Partially achieved ▲ Not achieved ● Not assessable ◆ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
3.1.	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**				
	Total Membership	Madrid System (end 2023): 114 CPs	Madrid System: 6 additional members (3 per year)	Madrid System: 2 additional CPs (Grenada, Qatar) (116 CPs covering 132 countries in total)	▲
		The Hague System (end 2023): 73 CPs to the Geneva (1999) Act; 34 CPs to the Hague (1960) Act	The Hague System: 5 additional members to the Geneva (1999) Act; No additional members to the Hague (1960) Act	The Hague System: 3 additional CPs to the Geneva (1999) Act (Saint Kitts and Nevis, Saudi Arabia, Uzbekistan) (76 CPs covering 99 countries in total); No additional CPs to the Hague (1960) Act (34 CPs in total)	●
		Lisbon System (end 2023): 21 CPs to the Geneva (2015) Act; 30 CPs to the Lisbon Agreement (1958 & 1967) Acts	Lisbon System: 6 additional members to the Geneva (2015) Act; No additional members to the Lisbon Agreement (1958 & 1967) Acts	Lisbon System: 5 new CPs to the Geneva Act (Djibouti, Georgia, Montenegro, Republic of Moldova and Slovakia) (26 CPs covering up to 61 countries in total); No additional CPs to the Lisbon Agreement (1958 & 1967) Acts (30 CPs in total)	●
	Filing Rate	Madrid System Applications: 64,257 (final)	2024: 72,900 2025: 75,000	2024: 65,115 (final) 2025: 64,150 (preliminary)	●
		The Hague System Applications: 8,571 (final)	2024: 9,970 2025: 10,840	2024: 9,456 (final) 2025: 10,344 (preliminary)	●
		Lisbon System International applications: 96	80 per year (160 applications for 2024/25)	2024: 22 2025: 58	▲ ●

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	Renewals	Madrid System: 39,546 (final)	2024: 38,400 2025: 40,400	2024: 40,455 (final) 2025: 43,209 (preliminary)	●
		The Hague System: 5,592 (final)	2024: 5,570 2025: 6,280	2024: 5,949 (final) 2025: 6,740 (preliminary)	●
	Level of satisfaction of Offices with WIPO global cooperative and assistance activities delivered by the International Bureau	Cooperative activities: 98% (2022/23 survey)	≥ 90% satisfied or very satisfied	Cooperative activities: 97%[29] - Professionalism: 98% - Reliability: 98% - Responsiveness: 95% - Quality & Information Assistance: 99% (2024/25 survey)	●
		Patent examination-related activities: 98% (2022/23 survey)	≥ 95% satisfied or very satisfied	Patent examination-related activities: 94%[30] - Professionalism: 95% - Reliability: 95% - Responsiveness: 95% - Quality & Information Assistance: 92% (2024/25 survey)	●
	No. of unique visitors to the Global Database Systems - PATENTSCOPE	PATENTSCOPE: 8,777,349	20% increase (biennium)	PATENTSCOPE: 21,692,331 (+147%)	●
	- Global Brand Database (GBD)	GBD: 6,796,192		GBD: 9,451,497 (+39%)	●
	- Global Design Database (GDD)	GDD: 864,603 (2022/23)		GDD: 1,966,728 (+127%) (2024/25)[31]	●
	Level of user satisfaction with WIPO Global Databases	PATENTSCOPE: 81%	≥ 85% satisfied or very satisfied	PATENTSCOPE: 89%	●
		GBD: 71%		GBD: 75%	▲
		GDD: 71%		GDD: 81%	●
	Level of use of WIPO IP ADR and domain name dispute resolution services	2,885 disputes and bons offices	800 additional disputes and bons offices	2,319 additional disputes and bons offices (5,204 cumulative end 2025)	●
		59,436 gTLD cases	9,000 additional gTLD cases	10,823 additional gTLD cases (70,259 cumulative end 2025)	●
		8,189 ccTLD cases	900 additional ccTLD-only cases	1,627 additional ccTLD-only cases (9,816 cumulative end 2025)	●
	No. of unique visitors to the IP Statistics Data Center	195,111	20% increase (biennium)	151,928 (-22%)	▲
	No. of unique visitors to WIPO Lex	1,897,444	20% increase (biennium)	3,897,647[32] (+105%)	●
3.2.	**Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data**				
	Customer Satisfaction Index (CSI)	85% (2022/23 survey)	≥ 85% satisfied or very satisfied	CSI: 86%[33] - Professionalism: 87% - Reliability: 87% - Responsiveness: 87% - Quality of Info. & Assistance: 83% (2024/25 survey)	●
	Level of satisfaction of WIPO global IP system users with International Bureau Services	PCT: 87%[34](2022/23 survey)	≥ 90% satisfied or very satisfied	PCT: 88%[35] - Professionalism: 90% - Reliability: 89% - Responsiveness: 91% - Quality of Info. & Assistance: 84% (2024/25 survey)	●

[29] Confidence interval: +/- 4
[30] Confidence interval: +/- 5.5
[31] Reported metrics may include incentivized or low-quality traffic (e.g. click farm activity) and may therefore overstate meaningful user engagement.
[32] Ibid.
[33] Confidence Interval: +2/-3
[34] Confidence Interval: +/-2
[35] Confidence Interval: +/-2

	Performance Indicators	Baselines	Targets	Performance Data	PIE
		Madrid System: 80%[36] (2022/23 survey)	≥ 85% satisfied or very satisfied	The Madrid System: 79%[37] - Professionalism: 79% - Reliability: 82% - Responsiveness: 76% - Quality of Info. & Assistance: 80% (2024/25 survey)	●
		The Hague System: 82%[38] (2022/23 survey)		The Hague System: 83%[39] - Professionalism: 84% - Reliability: 83% - Responsiveness: 85% - Quality of Info. & Assistance: 80% (2024/25 survey)	●
	Unit Cost (PCT, Madrid and Hague)	PCT Application: 555 CHF[40]	PCT Application: 565 CHF	PCT Application: 548 CHF	●
		Madrid System new/renewed registration: 598 CHF[40]	New/renewed registration: 576 CHF	Madrid System new/renewed registration: 616 CHF	▲
		The Hague System new/renewed design: 451 CHF[40]	New/renewed design: 390 CHF	The Hague System new/renewed design: 456 CHF	▲
3.3.	**Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges**				
	No. of matches between green technology seekers and providers via the WIPO GREEN platform and through Acceleration Projects	34 (cumulative end 2023)	25 additional in the biennium	53 additional in the biennium (87 cumulative end 2025)	●
	No. of countries assisted to access patent information on green technologies available in the public domain with the support of the WIPO GREEN database	Unique visitors from 82 countries accessed patent information in the WIPO GREEN database (including 59 from Developing countries and LDCs) (2022/23)	Unique visitors from at least 85 countries	Unique visitors from 93 countries accessed patent information in the WIPO GREEN database (including 70 from Developing countries and LDCs)	●
	No. of tech transfers or access licenses supported by WIPO's global health initiatives, for which the IP component has been facilitated by WIPO	None	4	None at end 2025	▲
	No. of unique visitors to the innovation support and technology transfer publications, tools and platforms, including no. of visitors downloading	885,953	20% increase (biennium)	1,193,859[41] (+35%)	●

Risks

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
3.1. Wider and more effective use of WIPO's global IP systems, services, knowledge and data				
Decrease in PCT filings, in absolute terms or relative to Paris route filings.	The risk did not materialize; the risk exposure remained stable throughout the biennium	Risk response strategies focusing on enhancing PCT services and targeted outreach to current and potential users, through regular contact with clients and various marketing/outreach actions, were strengthened throughout the biennium. PCT filings showed slight increase in both 2024 and 2025 as compared to 2023 but were overall lower than the 2024/25 demand forecast.	PT	→

[36] Confidence interval: +/-3
[37] Confidence interval: +/-3.5
[38] Confidence interval: +/-5.1
[39] Confidence interval: +/-4.9
[40] 2022/23.
[41] See footnote 31.

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
The Madrid, Hague and Lisbon Systems do not develop to their full potential during the biennium in terms of geographical coverage, usage by prospective applicants and services provided by the IB.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The response plan to convert traditional promotion activities into more targeted promotion, marketing and sales activities, together with the continued digitalization and automation of processes helped contain the risk. Regular stakeholder engagement and customer feedback mechanisms supported service quality improvements and responsiveness to user needs. Madrid filings remained below biennium targets but appeared to stabilize toward the end of 2025. The Hague System continued to demonstrate strong growth. The Lisbon System expanded its geographical coverage with application volumes showing a marked upward trend from 2024 to 2025.	BD	→
3.2. Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data				
Regression in quality of international work products.	The risk did not materialize; the risk exposure remained stable throughout the biennium	Risk response plans successfully enhanced quality control procedures and improved formalities and translation quality processes at the International Bureau. Quality assurance of offices performing functions under the PCT, particularly International Authorities, remained effective with demonstrated robust quality management systems. The IBassisted national Offices to deliver full text publications that will enhance the quality of international search. The PCT fully achieved its quality performance targets.	PT	→
3.3. Knowledge transfer and technology adaptation are facilitated through WIPO's IP based platforms and tools to address global challenges				
Being an early adopter of frontier technologies carries inherent opportunities and risks in terms of identifying the most valuable use cases, integrating with existing governance mechanisms as well as accurately capturing the human readiness to adopt the technological change.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The response strategy to prioritize use cases with high returns on investment, and to engage limited resources when adopting a new frontier technology and evaluate quickly to be able to fail fast, proved effective.	IP	→

Strategic Pillar 4

Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development

2024/25 achievements at a glance

- Scaled delivery and impact with nearly 100 projects implemented worldwide, translating IP into tangible economic outcomes across key sectors
- Advanced regional IP policy coordination through ministerial engagement and cross-regional platforms, supporting more aligned and interconnected IP ecosystems
- Expanded global IP evidence base: GII now covers 140 Member States; WIPI extends to 150 countries; and World Intangible Investment Highlights includes emerging economies such as Brazil and India
- > 300,000 enrollments in WIPO Academy courses (+36%), with strong participation from women (55%) and youth (65%), alongside expanded national training ecosystems
- 3,000+ entrepreneurs supported through IP Management Clinics and related programs, alongside 780 applications from 95 countries to the WIPO Global Awards, connecting IP to markets and investment
- Grew the global TISC network to 1,757 centers across 94 countries and five regional networks, responding to over 4.5 million inquiries
- Launched WIPO's first IP finance pilot project, enabling innovators to use IP as leverage for financing
- Modernized IP service delivery with 91 IP Offices having adopted WIPO systems

ER 4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations

Scaling country-driven impact

Translating IP into real economic and social impact

During 2024/25, we amplified how IP translates into real economic and social impact by moving from standalone interventions to more integrated, country-driven support. Working alongside Member States, we embedded IP more firmly into national development priorities, helping governments, institutions and users apply IP as a practical tool for creativity, innovation, and ultimately growth. This more integrated model delivered results at scale:

- Nearly 100 national, regional and sub-regional projects implemented across all regions
- Stronger business outcomes, including new market opportunities and increased resilience for beneficiaries
- Broadening reach by engaging women, youth, SMEs, communities, and startups in digital and frontier technologies
- Extending support across both traditional sectors (agriculture, handicrafts, origin-based products) and emerging areas (digital creative industries, digital entrepreneurship)

To sustain impacts of projects and initiatives, we introduced community engagement platforms that create spaces for peer learning and collaboration. By connecting beneficiaries and reinforcing networks, they help build self-sustaining ecosystems that continue to generate value beyond individual projects.

The impact of this work is increasingly visible in the journeys of beneficiaries, where targeted IP support is translating into stronger enterprises, increased confidence and broader community-level transformation. Success stories like those of Ghaffar Ayad Salih and ICETO Gelato demonstrate the tangible impact of these projects in communities worldwide.

Empowering Innovation in Iraq: Ghaffar Ayad Salih's Story of Solar Design and Sustainability

Ghaffar Ayad Salih, an Iraqi engineer working in solar energy and building design, was looking for a way to combine her technical skills into something meaningful. After taking part in WIPO's IP and Women Entrepreneurs and the Arab Asian Regional Forum in Cairo in 2025, she gained the confidence and knowledge to turn her idea into a real initiative called "Al-Sadeem" which uses solar energy for building design to improve efficiency and sustainability.

"Through my participation in WIPO's activities, I gained a deeper understanding of IP and how an engineering idea can be transformed into a protectable and investable asset."

From Local Flavors to Global Ambition: The Story Behind ICETO Gelatos

Inspired by traditional Maldivian desserts, entrepreneur Aishath, transformed her passion for food into ICETO, an artisanal gelato brand that blends local flavors with cultural storytelling. Starting from homemade recipes shared on social media, the team developed unique gelatos using locally sourced ingredients and introduced them to supermarkets, resorts and tourists across the Maldives. With support from WIPO-led branding mentorship, ICETO strengthened its identity and is preparing to register its trademark, while protecting its recipes as trade secrets. Today, the brand not only promotes Maldivian culinary culture but also demonstrates how creativity, strong branding and IP awareness can help small businesses grow and reach new markets.

Strengthening national strategies and policy alignment

We bolstered national ownership of IP as a development tool by advancing a more practical, results-oriented approach to National IP Strategies. We initiated 16 strategies[42] during 2024/25 and finalized 13 for adoption, bringing the total number of strategies finalized to 31[43] since the adoption of the new approach in 2022. These strategies are helping Member States align IP systems with economic priorities, strengthen innovation and creative capacity, and support enterprise development.

Photo: Department of Intellectual Property, Ministry of Industry and Commerce, Lao PDR

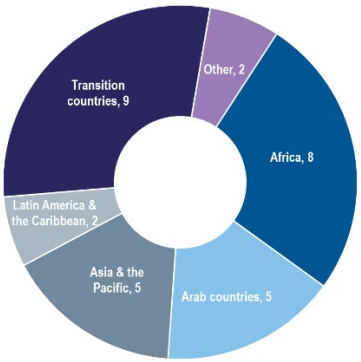
From vision to strategy: new national IP journeys (2025)

In 2025, Lao People's Democratic Republic and Bhutan launched new National IP Strategy development projects with WIPO – marking the start of country-led processes to harness innovation and creativity for economic growth.

Bringing together policymakers, businesses and creators, these initiatives are shaping how ideas move from potential to value and how IP systems support national development priorities.

"Transform the rich intellectual potential… into valuable assets."
– Stakeholder, Lao PDR

No. of NIPs finalized



Expanding Participation in Innovation Ecosystems

Envisaging a world where innovation and creativity by women anywhere are supported by IP for the good of everyone, we advanced implementation of the IP and Gender Action Plan (IPGAP), reinforcing evidence-based policymaking and international cooperation. Highlights included:

- Launch of the IPGAP Database as a global resource of policies and initiatives supporting women's economic empowerment through innovation, IP and entrepreneurship.
- IPGAP Global Research Experts Meeting (GREM) – a global, interdisciplinary platform – that brought together economists, legal scholars and policymakers showcasing 50 research papers and generating evidence-based insights to address structural barriers and inform policies to strengthen women's participation in innovation and IP.

[42] Africa (6), including 2 LDCs; Arab countries (2); Asia and the Pacific (3), including 2 LDCs; Latin America and the Caribbean (2); Transition countries (3).
[43] Corrigendum: At the end of 2023, a total of 18 strategies had been finalized in 17 countries, not in 18 countries as reported in the WPR 2022/23.

GREM – Key insights 2024/25: Strengthening women's participation in innovation and IP

- **From measurement to action:** Improved methods and data are enabling more targeted responses, while structural barriers – access to finance, networks and visibility – remain the primary constraint
- **Participation spans sectors but remains uneven:** Women are active across science, creative industries and entrepreneurship, yet are underrepresented in formal IP systems
- **Digital transformation creates both opportunities and risks:** Digital tools and AI can expand access and visibility, but may also reinforce existing biases
- **Targeted, system-wide interventions are key:** Mentorship, IP skills, financing and ecosystem support are critical to strengthening participation

ER 4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States

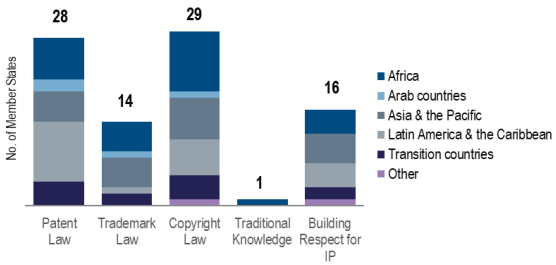
Supporting regional and cross-regional policy engagement

During 2024/25, we advanced IP as a cross-cutting driver of growth by aligning policy with practice. We sustained high-level engagement with policymakers and strategic stakeholders across regional and cross-regional platforms, connecting IP frameworks with broader economic priorities. This included:

- Regional policy alignment consolidation through ministerial and high-level engagements in Central America, Africa and Southeast Asia. This led to the adoption of a Ministerial Declaration in Central America and strengthened cooperation with ASEAN and OAPI, supporting more aligned IP frameworks and IP administration.
- Deeper cross-regional collaboration between regions, including through: i) the institutionalization of the Francophone IP Alliance and its engagement at the 2025 WIPO General Assemblies; ii) the establishment of the Community of Portuguese Language Countries (CPLP) Network of Copyright and Related Rights; and iii) the 2nd Industrial Property Conference of Lusophone Countries in Rio de Janeiro.
- Global knowledge exchange through platforms such as the United Stated Copyright Office (USCO)-WIPO International Copyright Institute, equipping senior officials from 18 countries with advanced policy strategies to modernize national copyright ecosystems; the High-Level Meeting for Copyright Offices held in Seoul in 2025, which focused on strengthening the institutional capacity of 13 countries across all regions; as well as our support for the Regional Conference on Intellectual Property and Creative Industries held in Chisinau, Moldova, in September 2025.
- Direct engagement between policymakers and users helped ensure that policy frameworks are grounded in real-world needs, including through the African Regional Youth Conference and the Cross-Regional Forum on Women Entrepreneurs of Africa and the Caribbean in Jamaica in 2024. These efforts continued in 2025 with the Cross-Regional Forum on IP and Creative Economy: Connecting Asia and Latin America; and the Cross-Regional Forum for Women Entrepreneurs from Arab and Asian regions.

Strengthening legislative and policy frameworks

Geographical Breakdown of Legislative Advice by Area



Legislative and policy support across patents, trademarks, copyright, traditional knowledge and building respect for IP helped Member States develop balanced and effective frameworks aligned with national priorities. A key shift during the biennium was the move toward a more structured and nationally driven advisory model, particularly in patent and technology law. This approach emphasized continuity, ownership and practical implementation by:

- *Shifting to a more strategic advisory model*: Moving from one-off interventions to an iterative approach based on co-development with Member States, continuous consultation and context-specific adaptation.
- *Fostering national ownership:* Supporting Member States in shaping legislative and policy outcomes through ongoing dialogue, feedback loops and tailored advisory processes.
- *Enhancing decision-making through practical tools*: Deploying policy briefs and questionnaires to support informed, evidence-based choices by national authorities.

- *Supporting LDC transitions:* Launching the LDC Graduation Toolkit, a workflow-based self-assessment instrument enabling graduating LDCs to align patent and technology laws with TRIPS requirements while identifying flexibilities and national priorities.

Enhancing judicial engagement and cooperation

1,500+
judges from
130
jurisdictions

We continued to strengthen global judicial cooperation and capacity, supporting more consistent and informed application of IP law.

Since its inception in 2018, the WIPO Judicial Institute's global community of IP judges grew to over 4,100 judges, with more than 1,500 judges from 130 countries participating in exchange and education programs in 2024/25. Participation in the annual WIPO Intellectual Property (IP) Judges Forum increased significantly over the biennium – from around 360 judges in 2023 to over 520 judges in 2025 (+44%) – solidifying its status as a leading global platform for judicial dialogue and cooperation.

Advancing the global evidence base for policymaking

Expansion of the scope, depth and policy relevance of our data and analysis improved the global evidence base on IP, innovation and creative ecosystems. These efforts enabled Member States to better track global innovation trends, benchmark performance, and design more targeted, data-driven IP and innovation policies. Work advanced on multiple fronts:

- Global innovation benchmarking in the Global Innovation Index (GII), covered 140 economies and deepened analysis of social entrepreneurship (2024 edition) and innovation cluster insights through new venture capital indicators (2025 edition).
- Global IP data and analysis expanded with the World Intellectual Property Indicators covering 150 Member States. Together with the annual reporting on the PCT, Madrid and The Hague systems, this provided comprehensive authoritative insights into global IP activity and filing trends.
- Measurement of intangible investment progressed with the launch of the World Intangible Investment Highlights with Luiss Business School. Coverage now includes emerging economies, such as Brazil and India, in addition to high-income economies.

ER 4.3 Increased IP knowledge and skills in all Member States

Expanding global access to IP education and skills

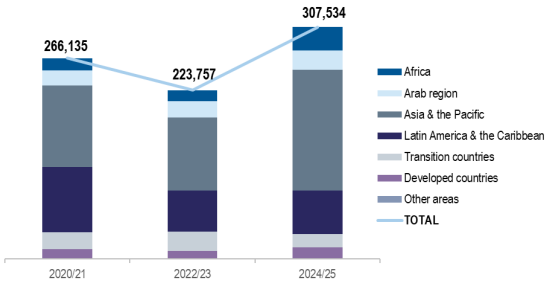
During 2024/25, the WIPO Academy reinforced its position as a leading global provider of IP education. Enrollments increased by 36% to over 300,000 participants, reflecting strong and sustained demand for accessible, high-quality learning. Participation remained broad-based, with women accounting for 55% of enrollees, youth 65% and SMEs 26% – highlighting the Academy's role in widening access to IP knowledge across diverse user groups.

This growth was driven by expanded eLearning delivery, strengthened partnerships, and the development of new programs aligned with evolving needs. Multilingual content, tailored curricula and diversified collaboration with Member States, universities and IP Offices – including new university consortia and pilot initiatives – enabled more flexible and inclusive learning pathways. The most notable developments included:

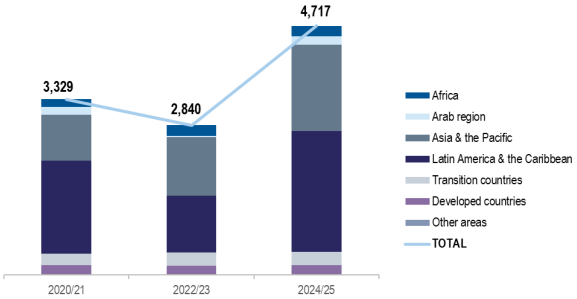
- Launch of the Executive Training Program (ETP), certifying 564 professionals with specialized, practice-oriented training across public and private sectors.
- Academic pathways: 616 graduates from Joint Master's programs and over 2,000 participants in the WIPO-Harvard PatentX course; four new Joint Master's programs launched in China, India, Kazakhstan and Georgia.
- Introduction of Executive Master's programs in Morocco and Saudi Arabia focusing on IP, innovation and entrepreneurship.
- Building future talent: Delivery of 42 WIPO Summer Schools (WSS), reaching over 5,000 young professionals.

- Patent drafting programs trained more than 600 people from 99 countries through regional and national workshops and the International Patent Drafting Training Program. Six additional countries[44] integrated the International Patent Drafting Training Program into their national patent training frameworks. The Patent Drafting Exercise Book was published, providing practitioners with enhanced training materials

Geographical Distribution of Participants in Distance Learning (DL) Courses



Geographical Distribution of Participants in WSS Courses



Leveraging digital innovation to expand access

The launch of the WIPO Academy IP EdTech Service helped bridge gaps in IP education, particularly in remote and underserved areas. By combining IP expertise with advanced learning technologies, the initiative enabled tailored, scalable delivery adapted to national contexts. In 2025, its impact was demonstrated in Colombia, where AI-powered offline tools delivered IP and entrepreneurship training to communities with limited internet access, while building local capacity to manage and sustain the system.

IP EdTech – Bridging the Digital Gap in Colombia

"For us in La Guajira, access to knowledge is often limited. This tool allows our entrepreneurs to learn, grow, and protect their work, regardless of connectivity. It empowers our region."
— Giovanni Romeo

Local business owner, Riohacha
La Guajira, Colombia

New certification programs – including the TISC Staff Foundation Certificate, Patent Drafting, and the Teachers of Youth Accreditation Program – strengthened the quality and professionalization of IP education delivery.

Building sustainable IP training ecosystems

+9 IPTIs considered sustainable in 2024/25

The continued expansion of Intellectual Property Training Institutions (IPTIs) helped embed IP knowledge within national systems and scaled local training capacity to increase sustainable impact:

- Global IPTI network grew to 29 IPTIs during the biennium (+10: Algeria[45], Armenia, Chile, Ecuador, Indonesia, Pakistan, Syria, Viet Nam, ARIPO), of which nine became self-sustaining, bringing the total to 27 across 55 countries
- The IPTIs delivered training at scale with over 3,500 training activities, reaching around 370,000 individuals and bringing total beneficiaries to more than 970,000.

Expanding opportunities for women, youth and entrepreneurs through IP education

Key targeted initiatives to equip women, youth and entrepreneurs with the skills to use IP in innovation and business development included:

- IP4Youth&Teachers expanded to 31 countries, reaching 817 educators and youth participants.
- Youth engagement stepped up with the appointment of two new IP Youth Ambassadors to promote awareness and inspire young innovators.
- IP in national education systems by supporting educators and policymakers to integrate structured IP curricula at national level.

[44] Ecuador, Hungary, Malaysia, Nigeria, Paraguay, and Uganda.
[45] Algeria (INAPI), Algeria (ONDA).

Youth Voices Driving Innovation and Creativity

"After protecting my intellectual property (IP), I feel more confident and safer as an innovative creator, and that's worth it." says Oxana Zaporoniuc "IP helped me protect my idea and think about its commercial potential."

— Oxana Zaporoniuc, Innovator, Moldova WIPO Youth Ambassador

"IP for artists like me shouldn't just start and end with copyright," says Jevaughn, "The branding and business side of my work is how I can see myself sustaining my future with music."

— Jevaughn John, Musician, Grenada
WIPO Youth Ambassador

PHOTO: V'ghn'

From Family Tradition to Growing Enterprise

In Basseterre, Saint Kitts and Nevis, Anastasha turned recipes passed down through generations of women in her family into Sugar Town Organics, a social enterprise producing eco-friendly health and wellness products. Through the WIPO WEP program, she strengthened her business skills and took the step to register a trademark, positioning her products for growth.
Today, she is not only building a sustainable enterprise but also giving back by mentoring youth in her community.

Strengthening innovation ecosystems and applied IP use

Scaled capacity-building, targeted partnerships and new data-driven approaches helped strengthen innovation ecosystems and the use of IP for economic and community development.

A key milestone was the launch of the Creative Economy Data Model (CEDM) in nine Member States – Azerbaijan, Chile, Kyrgyzstan, Latvia, the Philippines, Thailand, Trinidad and Tobago, United Arab Emirates, and Viet Nam. By integrating economic, social and cultural dimensions, the model provides actionable insights to support evidence-based policymaking in the creative sector. By the end of 2025, two country reports (the Philippines and Trinidad and Tobago) were under national review.

"To compete internationally, we need to understand the core drivers of the creative economy. This model will help us measure our potential and guide strategic investments."

— Mr. Chakrit Pichyangkul, Executive Director of the Creative Economy Agency of Thailand

We strengthened patent capacity and expanded use of the PCT system by delivering over 150 technical assistance and training activities, reaching more than 22,000 participants worldwide. We improved patent examination capabilities, increased collaboration among offices and drove wider adoption of the PCT system. WIPO conducted major workshops at key events such as VivaTech and the African Start-Up Conference (ASC), engaging over 4,000 startups and 190,000 participants.

"The mentoring session helped me refining my IP strategy. It provided clear insights into how to strategically leverage patent protections and IP rights across national, EU, and international levels. This guidance is crucial for maximizing the value and commercial potential of our ongoing IP and patent applications. The session made complex legal frameworks easy to grasp."

— Jose Ospina, Founder and CEO of WAVF (Cybersecurity, Defense, and Deeptech)

Through the WIPO Community Entrepreneurship Program (CEP), women entrepreneurs from Indigenous Peoples as well as local communities ("IPLCs") translated IP knowledge into tangible business outcomes:

- Over 100 women supported across global and regional editions of the WIPO Training, Mentoring and Matchmaking Program (WEP).
- 11 trademarks for tradition-based products and services entered the registration process under the global WEP; eight collective marks registered or filed under the Andean program, with all participating enterprises securing collective mark protection by end-2025.
- Expanded regional delivery across Central Europe and the Baltics, the Pacific and Central America, strengthening community enterprises and market access.

Empowering youth through IP

WIPO established youth engagement as a strategic priority through the launch of the IP Youth Empowerment Strategy (IP-YES!) in 2024, creating structured pathways for young innovators to build skills and apply IP in entrepreneurship and innovation. Highlights in 2024/25 included:

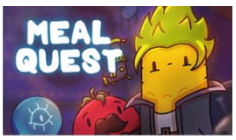
- Integration of IP education into youth centers in Tunisia through the TANIT Youth Innovation Hub, reaching 50 facilitators from 24 cities nationwide.
- New pathways for youth engagement included the WIPO IP Moot Court Competition, which opened up new opportunities for youth participation in IP law and policy.

- The IP Business Bootcamp for 64 young migrant entrepreneurs from three countries, delivered with the International Organization for Migration (IOM), resulted in seven trademarks, new product solutions and a joint WIPO-IOM Guide.
- Initiatives such as the IP in a Box Game Lab in Uganda expanded reach and local delivery capacity.
- The Next Great IP Game Jam, delivered with the Global Game Jam, engaged youth in developing IP-driven content – 63 teams of young game developers with five teams (one per region) selected as winners for their IP-driven narratives, characters and market potential.

A Gnome's Tale: Spellbound Stones
(South Africa)
Developed by Tahirah Ngoepe

Avarice
(Philippines)
Developed by Mathan Gaius Duran, Arbenn Jaime Espinoza, James Francis Lorenzo, Katrina Bernadette Maestro, Lourd Evangel Saldavia, and Shannaya Vasquez

Humbug Tales: Keeper of the Swarm
(United States of America)
Developed by James Bowler, Lydia Bragg, Milan Brindic, Carrie Easter, Joe Roe, Johann Steinegger and Florian Wespenwald



Meal Quest
(Lithuania)
Developed by Ignas Eismantas and Matas Palujanskas

Rilo vs The Machines
(Ecuador)
Developed by David Betancourt and Jonathan Echeverria

Advancing South-South and Triangular Cooperation for skills and knowledge exchange

We embedded South-South and Triangular Cooperation into skills and knowledge development activities, enabling peer learning and cross-regional exchange across Member States. In 2025, this translated into targeted actions strengthening youth engagement through an African Regional Youth Conference on Intellectual Property: From Ideas to Impact, which brought together 123 participants from 43 countries; building institutional capabilities on emerging technologies through a series of WIPO IPwAI (IP with AI) activities supporting AI use in IP Offices in Indonesia, the Philippines, Thailand and Viet Nam; and fostering cross-regional exchange in the creative industries through the WIPO Forum "Common Thread in the Fashion Industry," engaging more than 50 students and designers from Colombia, the Dominican Republic, Guatemala, Mexico and Peru.

ER 4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully

Driving IP-driven business growth and global recognition

We significantly expanded the WIPO Global Awards as a platform for identifying, showcasing and supporting innovative enterprises that leverage IP to generate economic, social and cultural value. Building on strong growth in 2024, the 2025 edition reached record participation, following its transformation from a recognition-based initiative into a more continuous support platform to accelerate IP commercialization and strengthen investment readiness for high-potential businesses. This expanded model delivered strong results:

- Global participation reached 780 applications from 95 countries in 2025 (+18.8% vs. 2024) – a threefold increase in submissions since launch.
- Sectoral coverage expanded with two categories (SMEs and startups) and five sectors: health, environment, agriculture, creative industries and ICT – enabling more targeted identification of high-potential enterprises.
- Introduction of Special Mentions for Best Woman Entrepreneur and Best Youth Entrepreneur, with women-led businesses accounting for 27% of applicants and youth-led companies accounting for 30%.
- Extension of support to all finalists connecting them with 19 trusted investors, curated business opportunities, bi-monthly expert sessions and linkages to wider WIPO services.
- Beneficiaries expanded into new markets, strengthening patent portfolios and raising capital from Seed to Series B levels (approximately 2 million to 20 million US dollars).

Amplifying SME support and IP business services

We expanded tailored, practical support for SMEs and startups, enabling them to better protect, manage and commercialize their IP across diverse sectors and regions.

Turning IP into growth: How SMEs compete and scale

Gokomodo, an Indonesian agribusiness platform connecting farmers with suppliers, strengthened its IP strategy through targeted support from WIPO's IP IPMC to address unauthorized use of its brand and business model in a highly competitive market. With this support, the company accelerated its IP registrations, securing 17 protections and embedding IP more systematically into its growth strategy.
This enabled Gokomodo to safeguard its platform, reinforce its market position and scale its operations, supporting thousands of agribusinesses across Indonesia while reducing risks from imitation and unfair competition.

Using scaled delivery approaches, we reached over 3,000 entrepreneurs through nearly 100 IP Management Clinics (IPMCs) and workshops across more than 60 countries. Expanded formats enabled more targeted, stage-specific advisory support. The IP Diagnostics tool surpassed 100,000 users and IP for Business resources had over 800,000 downloads.

Local delivery ecosystems, such as the SME Support Institutions Platform, connected businesses to over 500 services across 140 countries, while IP Business Centers embedded WIPO expertise within national institutions, resulting in better access to IP tools, training and advisory support.

Empowering inventors and amplifying innovation ecosystems

Celebrating its 10th anniversary in 2025, the Inventor Assistance Program (IAP) enabled inventors and SMEs to translate ideas into protected innovations and market opportunities through a partnership of national IP Offices, 250+ volunteer patent professionals, and WIPO. A decade of impact has delivered tangible results:

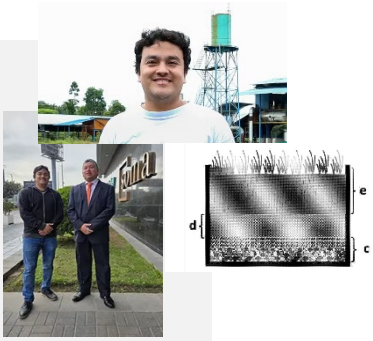
- 2024/25 saw a 41% increase in beneficiaries over 2022/23, bringing total support to 278 inventors and SMEs since its inception.
- 76 patents granted to IAP beneficiaries, including 13 additional patents in 2024/25.
- Geographic coverage – 10 participating countries, with Pakistan joining during the biennium.
- Best Practice Summits in 2024 and 2025 brought together focal points, volunteer patent attorneys and beneficiaries.

13
additional patents granted with the support of the IAP

From Pollution to Innovation: Turning Wastewater into Opportunity

Jorge Delgado Sáenz, an environmental engineering student from Peru, developed an innovative wastewater treatment system after witnessing severe pollution from untreated industrial waste. His solution - STARI YAQUA - uses a combination of filtration, microorganisms and natural processes to convert wastewater into clean water, compost and reusable biomass. With support from the Inventor Assistance Program, Jorge secured patent protection in multiple countries, transforming his invention into a competitive business asset. Today, his company is expanding into new markets, demonstrating how IP can turn environmentally driven innovation into scalable impact.

"Gino was very helpful in the patent process," recalls Jorge. "He helped me to file national patent applications and an international application under the Patent Cooperation Treaty (PCT), together with pro bono specialists from the Inter-American Association of Intellectual Property (ASIPI)."
— Jorge Delgado Sáenz



(Images: Jorge Delgado)

Scaling IP commercialization and finance ecosystems

In 2024/25, we moved from early pilots toward more operational, market-oriented approaches that support innovators and businesses in bringing ideas to market.

The "Scale Up Your IP" concluded its pilot phase, reaching over 380 ventures and 70 technology transfer professionals across 68 member states.

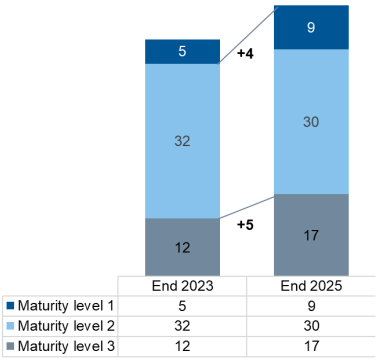
In parallel, we advanced IP finance from guidance to implementation. The first IP finance pilot project was launched with a Malaysian bank, preparing local businesses to leverage intangible assets for financing. Supporting this practical implementation, the Hands-on IP Finance Guide – Securing Loans with Your IP Assets provides actionable resources to explain IP to lenders. This included training more than 100 professionals on valuation, launching an IP valuation toolkit sharing regional best practices in ASEAN, and publishing two guides on IP valuation for technology transfer professionals.

At the global level, WIPO convened nearly 2,300 participants from over 130 countries at the IP Finance Dialogue 2025 and published eight additional country perspectives reports on unlocking IP finance.

Expanding innovation support and IP analytics capabilities

Technology and innovation support networks with better IP analytics capabilities enhanced access to IP services across research and innovation ecosystems. These efforts increased the effectiveness of innovation support systems, enabling more effective use of IP and data-driven decision-making.

No. of Sustainable TISC Networks



- The global TISC network reached 1,757 centers (+14% from 2023) spanning across 94 countries and five regional networks, with 56 networks achieving sustainability (+14% from 2023).
- TISCs responded to over 4.5 million inquiries during the biennium. Service quality improved through TISC staff certification and the rollout of the TISC Project and Performance Management Platform (TPPM).
- Tools such as the *Toolkit on Using Inventions in the Public Domain* enabled innovators to translate existing knowledge into new products and services.
- The Patent Analytics Community of Practice (CoP) expanded to 27 Member States in 2024/25 (+40% over 2023), evolving into a structured platform with sustained engagement through regular collaboration, a flagship Annual Symposium and focused working groups, complemented with new initiatives, including Technology Trends and Technology SPARK reports[46], and tools such as a game-based learning approach, and patent landscape reports on Generative Artificial Intelligence (GenAI) and Agrifood.

Supporting creators through global platforms

Following its launch in November 2023, we scaled WIPO for Creators, with Creators Learn Intellectual Property (CLIP) as its core platform, to expand access to IP knowledge for creators worldwide. By the end of 2025, CLIP was available in seven languages – Arabic, Chinese, English, French, Portuguese, Russian and Spanish – and included a mobile application with offline access, extending reach to creators in low-connectivity environments. A targeted regional rollout in Indonesia was initiated and will pave the way for more localized efforts around the world. We also reinforced engagement through the CLIP Champions program, which brought CLIP resources to creators across 16 countries, and through the CLIP Voices series, showcasing how IP supports creative careers.

Broadening access to knowledge through accessible publishing

During 2024/25, we enhanced access to education and knowledge for persons who are blind, visually impaired or otherwise print disabled through practical solutions and partnerships. Marking its 10th anniversary, the Accessible Books Consortium (ABC) delivered 465,325 accessible titles during the biennium through its Authorized Entities (+56% over 2023), bringing the cumulative total to nearly 1.3 million titles by the end of 2025. We also advanced new approaches to address persistent barriers in accessible publishing. Development of an ABC AI-powered tool is progressing to accelerate the production of accessible books, particularly in low-resource settings where production remains slow and costly.

From Exclusion to Access: One Story, Global Impact

Born with low vision in Samoa, Isaako Tuato once only relied on listening in class to learn due to the lack of accessible books. Through ABC training held in Fiji, funded by the Fund-in-Trust Australia, he gained the skills to produce accessible learning materials and is now going to produce educational textbooks to help students who are print disabled in Samoa.

His journey shows how knowledge can transform lives, turning lived experience into leadership and helping build more inclusive learning systems for others.

"I know what it feels like to be excluded. I know what it means to get that one book that opens a door. I want to be the one who opens that door for someone else."

Strengthening rights management infrastructure and transparency

Rights management systems were reinforced by improving digital infrastructure and access to information for right holders. Key developments included:

- WIPO Connect expanded with 28 additional Collective Management Organizations (CMOs) adopting the system, bringing the total to 68 CMOs across 52 developing countries (+66% over 2023).

[46] SPARK: Technologies for Mine Action.

- The system covered 105 creation classes managed through WIPO Connect (+88% over 2023).
- Launch of the WIPO Connect Portal in 2025, enabling right holders to directly access information on their works and distributions.

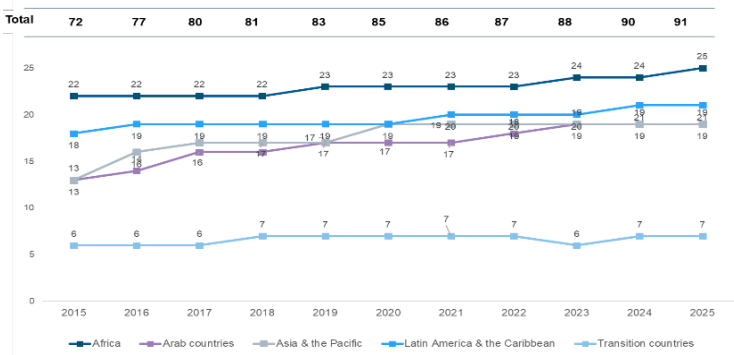
ER 4.5 Enhanced IP infrastructure for IP Offices

The adoption of WIPO's IP Office Systems continued to grow, supporting more efficient, modern and user-oriented service delivery across IP Offices. By the end of the biennium, 91 IP Offices were using WIPO's IP Office Suite – an increase of 26% since 2015.

Overall service maturity remained stable. The Average Service Level (ASL) – a composite indicator of an office's capability to deliver IP services – improved from 3.6 in 2023 to 3.8 in 2024, before stabilizing at 3.6 at the end of the biennium.

We also advanced the modernization of core infrastructure. The successful migration of WIPO Digital Access Service (DAS) to the cloud by the end of 2024 improved system resilience and scalability, while generating cost savings in 2025.

WIPO IPAS Suite of Applications - Usage by Region



UNSDG

Throughout the 2024/25 biennium, WIPO advanced the Sustainable Development Goals (SDGs) by positioning IP, innovation and creativity as key drivers of sustainable development. We delivered evidence-based insights and facilitated dialogue with Member States, highlighting how IP frameworks and IP Offices contribute to resilient and inclusive innovation ecosystems.

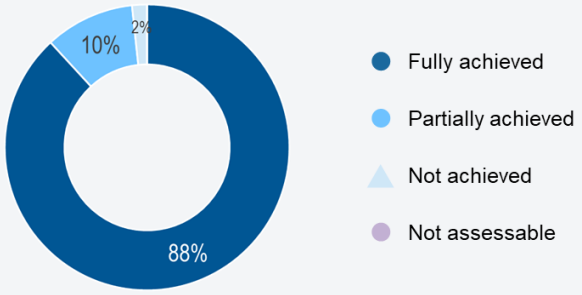
WIPO elevated global understanding of IP's role in sustainable development with the 2024 World IP Day theme – *"IP and the SDGs: Building our common future with innovation and creativity"* and engagement at international fora, including events hosted by the Canadian Federal Intellectual Property Partnership and the Polish Patent Office.

We provided data-driven insights into how patent activity aligns with the SDGs through Mapping Innovations: Patents and the Sustainable Development Goals. The report quantifies innovation across technology areas, giving measurable evidence to inform policy and investment decisions.

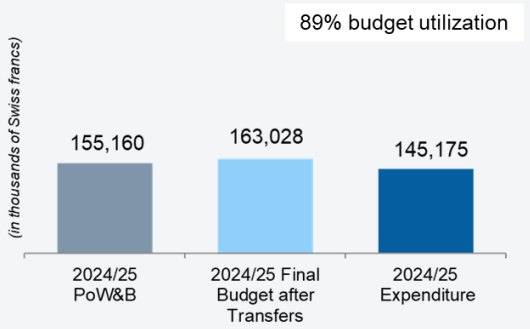
During 2024/25, we continued to contribute to UN system processes by integrating IP perspectives into global policy discussions on innovation and sustainable development. WIPO co-led thematic programming on women in science, technology and innovation at the 2024 UN Science, Technology and Innovation (STI) Forum, in partnership with ITU and UNDESA, including the "She in STI" exhibition highlighting women breaking barriers and their contributions to innovation. WIPO's role was further recognized in the 2025 UN General Assembly STI resolution, which acknowledged our support to Member States in developing national IP strategies and strengthening innovation ecosystems. Our expertise also informed the 2026 Financing for Sustainable Development Report, integrating IP and innovation policy into system-wide discussions, while contributions to the UN SDG Implementation Database enhanced visibility of WIPO's partnerships, analytical work and intergovernmental engagement.

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



Contributing Sectors: PT, BD, CCI, RND, IP, GCP, IE, AFM (SoDG)

Performance Data

● Fully achieved ● Partially achieved ▲ Not achieved ● Not assessable ♦ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
4.1	**More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations**				
	Implementation of topics on IP and Development discussed in the CDIP	CDIP work on IP and Development-related topics implemented in accordance with the agreed agendas of CDIP/30 and CDIP/31.	Implementation of agreed work in accordance with the CDIP agenda	CDIP work on IP and Development-related topics implemented in accordance with the agreed agendas of CDIP/32, CDIP/33, CDIP/34 and CDIP/35.[47]	●
	No. of national, sub-regional and regional projects, including those implemented through partnership frameworks, that have achieved their expected benefits or completed important milestones	PT: 4	6 projects in 2024/25	6 projects: - Africa: 1 - Arab countries: 1 - Asia and the Pacific: 2 - Transition countries: 2	●
		BD: n/a	3 projects in 2024/25	3 Projects: - Africa: 1 - Arab region: 1 - Asia and the Pacific: 1	●
		CCI: 4	8 projects in 2024/25	7 projects - Asia and the Pacific: 4 - Latin America and the Caribbean: 2 - Transition countries: 1	●
		RND: 75 projects	80 projects in 2024/25	83 projects - Africa: 12 - Arab countries: 12 - Asia and the Pacific: 22 - Latin America and the Caribbean: 21 - Transition countries: 10 - Developed countries: 6	●
	Progress on the implementation of the WIPO IP Gender Action Plan (IPGAP) and any future revisions[48]	Engagement in WIPO-driven conversations on IP and gender data collection and analysis: n/a	Engagement from experts and other stakeholders from at least 40 countries	Engagement from experts and other stakeholders from 83 countries: - Africa: 12 - Arab countries: 9 - Asia and the Pacific: 9 - Latin America and the Caribbean: 18 - Transition countries: 17 - Developed countries: 18 (2024/25)	●

[47] Summaries by the Chair: CDIP/32/SUMMARY BY THE CHAIR; CDIP/33/SUMMARY BY THE CHAIR; CDIP/34/SUMMARY BY THE CHAIR; CDIP/35/SUMMARY BY THE CHAIR.
[48] Cross-organizational performance indicator to which all Sectors contribute.

	Performance Indicators	Baselines	Targets	Performance Data	PIE
4.2	**Development of balanced and effective IP, innovation and creative ecosystems in Member States**				
	No. and % of Member States satisfied with the legislative and policy advice provided	Patents and Technology Law: 95%	≥ 90% satisfied or very satisfied	Advice provided to 28 Member States: Africa (7); Arab (2); Asia and the Pacific (5); Latin America and the Caribbean (10); Transition countries (4). Satisfaction rate: 99% (response rate 57%)	●
		Department for Trademarks, Industrial Designs and Geographical Indications: 100%	≥ 90% satisfied or very satisfied	Legislative advice covering 29 specific cases provided to 14 Member States: Africa (5); Arab countries (1), Asia and the Pacific (5); Latin America and the Caribbean (1); Transition countries (2). Satisfaction rate: 99% (response rate 72%)	●
		Copyright: 97%	≥ 90% satisfied or very satisfied	Advice on copyright and related rights provided to 28 Member States and 1 sub-regional group: Africa (10); Arab region (1); Asia and the Pacific (7); Latin America and the Caribbean (6); Transition countries (4); Other (1). Of these, the advice provided to 18 Member States and the sub-regional group included advice on collective management issues: Africa (9); Asia and the Pacific (4); Latin America and the Caribbean (2); Transition countries (3); Other (1) Satisfaction rate: 99% (response rate 81%)	●
		Traditional Knowledge: 100%	≥ 90% satisfied or very satisfied	Legislative advice provided to 1 Member State: Africa (1) Satisfaction rate: 100%	●
		Building Respect for IP: 100%	≥ 90% satisfied or very satisfied	Legislative advice provided to 16 Member States: Africa (4), Asia and the Pacific (5), Latin America and the Caribbean (4), Transition countries (2), Other (1) Satisfaction rate: 100% (response rate: 94%)	●
	No. of Member States, sub-regional and regional IP offices using WIPO tools and methodologies for the enhancement of their IP and Innovation Eco-systems	79 Member States	100 in 2024/25	127 Member States in 2024/25 - Africa: 24 - Arab countries: 14 - Asia and the Pacific: 31 - Latin America and the Caribbean: 30 - Transition countries: 22 - Developed countries: 6	●
	Level of adoption of IP ADR and domain name dispute resolution policies developed or supported by WIPO[49]	110 IP ADR schemes adopted	8 additional IP ADR schemes adopted	31 additional IP ADR schemes adopted	●
		57 IP ADR schemes supported	12 additional IP ADR schemes supported	25 additional IP ADR schemes supported (51 schemes supported in total in 2024/25)	●
		2 gTLD policies supported	2 gTLD policies supported	2 gTLD policies supported	●
		83 ccTLD policies adopted	5 additional ccTLD policies adopted	5 additional ccTLD policies adopted	●
		49 ccTLD policies supported	8 additional ccTLD policies supported	20 additional ccTLD policies supported (44 policies supported in total in 2024/25)	●

[49] Data reflect unique schemes/policies.

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	No. of unique visitors to the Global Innovation Index websites	2,170,629	20% increase (biennium)	2,752,744[50] (+27%)	●
	No. of countries using the GII for the development of their innovation strategies and ecosystem	91 countries (out of 118 responding countries)	10% increase	93 countries (out of 119 responding countries) (+2%)	▲
	Outreach to relevant Member States concerning missing and outdated data sets	Not available	100% of countries requesting advice receive advice on GII data, methodology, and/or country performance	100% of 59 countries[51] and 2 regional organizations (ASEAN and OAPI) requesting advice received advice on GII data, methodology, and/or country performance: - Africa: 11 - Arab countries: 10 - Asia and the Pacific: 14 - Latin America and the Caribbean: 12 - Transition countries: 11 - Developed countries: 3	●
	Level of sustained engagement by Member State judiciaries	101 countries and 4 regional jurisdictions represented in the 2023 Judges Forum (face-to-face with hybrid option)	90 countries and 3 regional jurisdictions represented in the annual Judges Forum (face-to-face with hybrid option)	2024: 101 countries and 5 regional jurisdictions represented 2025: 95 countries and 5 regional jurisdictions represented (face-to-face with hybrid option)	●
4.3	**Increased IP knowledge and skills in all Member States**				
	Level of satisfaction of participants in capacity building and training activities on patent law and related matters	96%	≥ 95% satisfied or very satisfied	92% (62% response rate)	●
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	96%	≥ 90% satisfied or very satisfied	96% (response rate 54%)	●
	% of participants who have successfully completed skills-based training programs	82%	≥ 80%	77%	●
	Success rate of participants taking knowledge and skills-based exams of advanced DL courses	83%	≥ 70%	76%	●
	No. of sustainable IP training institutions (IPTIs)	18	25 (cumulative end of 2025)	9 additional (ARIPO, Algeria (2)[52], Chile, Ecuador, Indonesia, Pakistan, Syrian Arab Republic, Viet Nam) (27 cumulative end 2025)	●
	No. of people trained by the IPTIs	116,619	5% annual increase	2024: 120,941 (+4%)	●
				2025: 256,427 (+109% as compared to the 2024 target of 122,450)	●
	Level of satisfaction of participants in WIPO training and skills development programs	CCI:94%	≥ 85% satisfied or very satisfied	95% (based on 110 responses)	●
		GCP: 93%		96% (response rate 53%)	●
		Africa: 89%		Africa: 95%	●
		Arab countries: 93%		Arab region: 96%	●
		Asia and the Pacific: 96%		Asia and the Pacific: 95%	●
		Latin America and the Caribbean: 96%		Latin America and the Caribbean: 97%	●
		LDCs: 94%		LDCs: 97%	●

[50] Reported metrics may include incentivized or low-quality traffic (e.g. click farm activity) and may therefore overstate meaningful user engagement.
[51] Advice was also provided to the LDCs in the context of the LDCs briefing session in June 2025, and a WIPO training to LDCs Delegates was delivered in November 2025.
[52] The IP Academy of Algeria is comprised of two independent training centers: the Algerian National Institute of Industrial Property (INAPI) and National Office of Copyrights and Related Rights Ministry of Culture (ONDA).

	Performance Indicators	Baselines	Targets	Performance Data	PIE
		TDCs: 93%		TDC: 96%	●
		EOs[53]: 94%		EOs[54]: 97%	●
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**				
	LDCs: No. of identified and deployed Appropriate Technologies (ATs) addressing development need	2 ATs identified (none deployed)	4 ATs identified (of which 1 deployed)	4 ATs identified (Bhutan, Cambodia, Lesotho, Malawi)	●
	Level of satisfaction of participants in training and capacity building activities related to GRs, TK and TCEs	97%	≥ 85% satisfied or very satisfied	98% (response rate 80%)	●
	No. of CMOs in developing countries and LDCs using WIPO Connect	41 CMOs for 56 Creation Classes	76 CMOs for 100 Creation Classes	69 CMOs for 105 Creation Classes in 52 countries -Africa: 42 CMOs, of which 27 in LDCs -Arab countries: 6 CMOs -Asia and the Pacific: 10 CMOs, of which 1 in an LDC -Latin America and the Caribbean: 6 CMOs -Transition countries: 5 CMOs (cumulative end 2025)	●
	ABC: No. of accessible titles delivered to persons with print disabilities	830,623 (end 2023)	35% increase (biennium)	465,325 in 2024/25 (+56%) (1,295,948 cumulative end 2025[55] [56])	●
	No. of creators using WIPO for Creators Platform	No. of unique visitors engaging on the WIPO for Creators Platform[57]: n/a	155,000 (in 2024/25)	178,917[58]	●
	No. of sustainable national TISC networks	49 sustainable national networks (cumulative as at end 2023) Maturity Level 1: 5 Total Maturity Level 2: 32 Total Maturity Level 3, including the provision of value-added services: 12 Total	55 sustainable national networks (cumulative end 2025)	56 sustainable national networks (cumulative as at end 2025) Maturity Level 1: 9 Total Maturity Level 2: 30 Total Maturity Level 3, including the provision of value-added services: 17 Total	●
	No. of national TISC networks with the level of maturity upgraded	14 (2022/23)	14 in the biennium	15 in the biennium	●
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	98%	≥ 90% satisfied or very satisfied	95% (response rate 98%)	●
	No. of unique visitors to the web-based services targeting inventors and SMEs, including no. of visitors downloading	624,159	20% increase (biennium)	1,224,847[59] (+96%)	●
	No. of SME support institutions who are using WIPO materials and tools	21	10 Additional	25 additional (46 cumulative)	●
	No. of SMEs reached by WIPO assisted SME support institutions that use WIPO materials and tools	4,015 SMEs	5,000 additional	6,065[60] additional SMEs assisted in 2024/25	●

[53] The data reflect an average for all seven External Offices.
[54] Ibid.
[55] Corrigendum: At the end of 2024, the cumulative number of titles amounted to 1,055,414, instead of 224,791, as reported in the WPR 2024, which referred to the additional number of titles in 2024.
[56] Due to a cybersecurity incident for one ABC Authorized Entity (AE), the 2025 data for that AE was therefore extrapolated from the 2024 data.
[57] Engagement is defined as unique visitors who perform follow-on clicks from the landing page and interact (e.g. watch a video) on subsequent pages.
[58] See footnote 50.
[59] See footnote 50.
[60] Represents only partial data, due to lack of information regarding SMEs that access WIPO's tools and materials directly via the WIPO Website instead of through SME support institution websites.

	Performance Indicators	Baselines	Targets	Performance Data	PIE
4.5	**Enhanced IP infrastructure for IP Offices**				
	No. of documents exchanged through WIPO CASE and DAS[61]	641,328	650,000 (annual)	2024: 2,691,986[62] 2025: 7,689,660	●
	Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications	3.6	≥ 3.5	3.6	●

Risks

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
4.1 More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations				
Change in policy priorities and leadership at the national or regional levels may cause revision to the workplans of the countries concerned and reduce the scope of and/or delay the delivery of WIPO services.	The risk materialized	The response plan to retain flexibility in our workplans and make the necessary adjustments for the individual countries affected was effective, as no WIPO resources were spent until new policy priorities were identified in coordination with new national authorities.	RND	→
4.2 Development of balanced and effective IP, innovation and creative ecosystems in Member States				
Uncertainties in the international context may slow down or impact the efforts of Member States to continue strengthening and securing the global copyright framework in order to support development of thriving creative industries.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The mitigation plan to remain flexible and make adjustments in workplans to support Member States' efforts to continue strengthening the global copyright framework and to demonstrate the importance of IP in the creative industries sector was implemented effectively.	CCI	→
4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully				
WIPO for Creators was conceived as a public-private partnership. There is a risk that voluntary contributions might not suffice to finance the project as foreseen.	The risk did not materialize; the risk exposure remained stable throughout the biennium	WIPO for Creators' risk mitigation strategy of maintaining a flexible approach to project planning proved effective during the 2024-2025 biennium, enabling timely adjustments to the program's roadmap and scope in response to evolving needs and opportunities. The diversification of sources of funding remains essential to realizing the program's full potential. As such, WFC significantly stepped up its fundraising and resource mobilization efforts to drive expanded partnership outreach, with a particular emphasis on strengthening regional impact.	CCI	→
Insufficient engagement or changes in priorities at national level could negatively impact the: i) establishment and sustainability of technology transfer networks and structures; ii) projects to support IP as a tool for business growth; or, iii) judicial programs.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The response plan to collaborate closely with all local partners to assess and support their continued commitment, active engagement, and use of their local knowledge and circumstances to effectively coordinate project implementation at the local level proved to be effective.	IE	→
User demand for our services, including IP ADR, domain name dispute resolution, analysis, advisory, tools and databases declines, results in diminished market position, organizational reputation, or policy impact.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The mitigation plan to leverage WIPO's position as a global and neutral IP ADR specialist was effective. This result was notably achieved through development and implementation of IT tools for case administration and co-administration, organization of events, and collaboration with Member State IP institutions, courts and other stakeholders.	IE	

[61] The performance data are not comparable to the baseline due to modifications in the CASE system, which resulted in a significant increase in automated document exchanges between various Offices.
[62] Corrigendum: the total number of documents exchanged in 2024 was 2,691,986, as compared to 2,619,986 reported in the WPR 2024.

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
Information received is unreliable, leading to inaccurate statistical data, or analytical shortcomings in WIPO publications and reports.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The response plan to utilize automated data quality control flags to identify questionable statistical data, which were investigated and corrected as necessary, was effective. Analytical shortcomings in publications and reports were avoided by adopting rigorous methods, conducting peer reviews and carefully interpreting results, especially for complex data.	IE	→
4.5 Enhanced IP infrastructure for IP Offices				
After WIPO software systems are implemented for IP Offices' core business, there is a risk that they are insufficiently integrated into existing operations or lack self-supporting mechanisms, threatening their sustainability in the medium term.	The risk did not materialize; the risk exposure decreased during the biennium	The migration of WIPO IP Office systems to cloud infrastructure substantially reduced this risk by eliminating the need for IP Offices to manage on-premises infrastructure, have dedicated support teams, or implement complex security measures to ensure business operations. The migration not only improved operational efficiency but also enhanced resilience, scalability, and overall system reliability.	IP	→

Foundation

Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment

2024/25 achievements at a glance

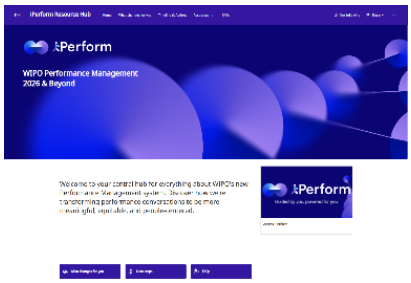
- Mainstreaming of AI in WIPO's work
- Advanced a future-ready workforce through AI enabled performance management, workforce planning, AI capability building, and increased internal mobility
- Scaled digital transformation and cybersecurity resilience, achieving ISO 27001 recertification, and expanding responsible AI adoption
- Modernized digital services and workplace tools to deliver more seamless, user-centric experiences and more efficient, connected ways of working
- Delivered strong financial and governance results, achieved an unqualified audit in 2024, delivered 10.7 million Swiss francs in cost avoidance and near 100% outcome-based performance measurement

ER 5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively

During 2024/25, we made strong progress in implementing our HR multi-year strategy, with a focus on building a more collaborative, high-performing and future-ready workforce.

Advancing a high-performing, accountable and people-centered culture

We enhanced performance management by better aligning individual contributions with organizational priorities. In 2025, this was reinforced through a revised policy and the launch of *iPerform*, an AI-enabled system integrated into the new ERP environment. The updated performance framework introduces new culture objectives and extends participation to WIPO's young people programs, helping embed a more transparent, accountable and results-driven culture.



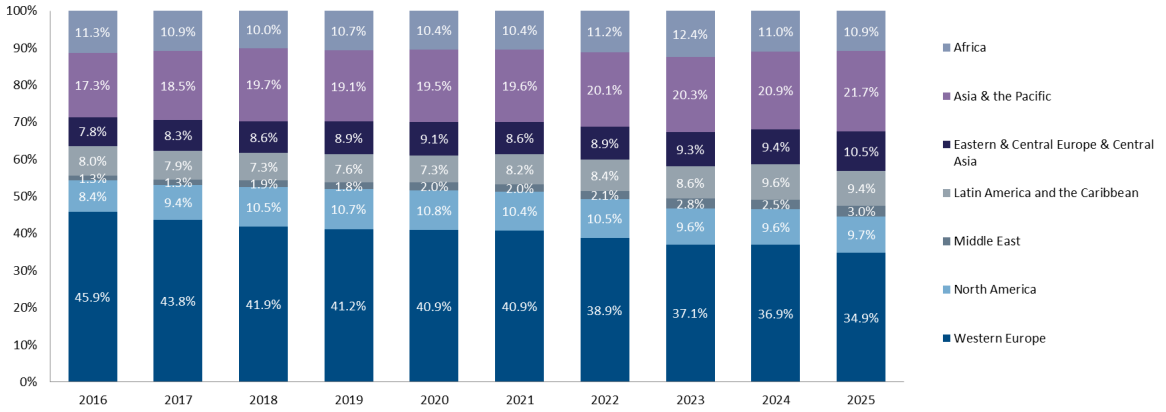
The 2025 Engagement Survey recorded an Employee Satisfaction Score (eSat) of 76 – above the global benchmark of 74 and the highest since 2022. Positive favorability rose to 79%, up six percentage points from 2024. Building on this momentum, the "Connect. Belong. Innovate." campaign promoted dialogue and collaboration across the Organization.

Building a future-ready and globally diverse workforce

We advanced workforce readiness by strengthening the assessment of future skills and capabilities. Pilot Talent Reviews in 2025 enhanced visibility of internal talent, improved succession readiness, and highlighted opportunities for mobility and career development across multiple areas. Strategic workforce planning was also introduced. Together, these efforts supported organizational transformation, particularly in ICTD, by clarifying critical digital and leadership capabilities and enabling more agile talent deployment.

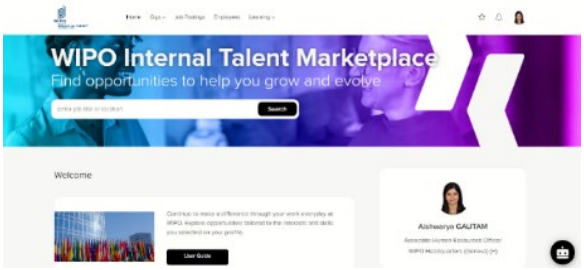
Together, these initiatives complemented advancing priorities such as the Geographical Diversity Action Plan, supporting in-country talent pipelines, and fostering a culture that values internal growth. This was reflected in continued progress in geographical representation, with increased proportions of staff (Professional and Higher Categories) from Asia and the Pacific, Latin America and the Caribbean, Eastern and Central Europe, Central Asia, and the Middle East compared to 2023.

Geographical Representation of WIPO Staff (Professional and Higher Categories) by Region, end 2025



Scaling learning, skills and internal mobility

Learning and development expanded significantly during the biennium. Following the launch of Learning@WIPO in 2024 – where 1,291 staff participated in 388 sessions with a 92% completion rate – we scaled up delivery in 2025, increasing sessions by 26% to 488 and reaching 6,535 enrollments. Learning focused on leadership and mission-critical capabilities, including AI prompting, customer service excellence, communication, and change management, with 75% of courses delivered through curated and collaborative formats to strengthen cross-sector learning.



We also introduced new ways to support mobility and continuous development. The Mobility Connect Platform, launched in 2024, enables staff to take on short-term project assignments and access learning resources. By the end of 2025, 38 gig opportunities had been posted and 1,040 staff members had updated their profiles, reflecting strong engagement.

Delivering efficient, modern services at scale

Efforts continued to modernize HR services and tools to improve efficiency and user experience. The Enterprise Service Management portal increased transparency and streamlined service delivery, while automation of processes such as dependency declarations and staff movement announcements reduced manual work and accelerated processing times.

Multilingualism remained a top priority throughout the biennium, with some 36 million words of high-precision translation delivered by WIPO's language services. The deployment of machine translation and large language models expanded multilingual access to WIPO platforms such as WIPO GREEN, WIPO Lex, IP Advantage and Patent Landscape Reports, enabling broader dissemination of knowledge resources.

We also supported a record 400 meetings and events, driven in part by the Diplomatic Conferences in 2024. The rollout of a new Interpretation Management System in 2025 further improved planning efficiency and coordination of interpretation service delivery.

ER 5.2 Digitally enabled, secure and sustainable operating environment and services

During the biennium, we further improved WIPO's digital infrastructure to ensure secure, resilient and sustainable services, while enabling users to work and collaborate more effectively using modern digital tools and through the responsible use of AI.

Strengthening cybersecurity and building a resilient digital environment

Work in 2024/25 further strengthened WIPO's cybersecurity capabilities, supporting the Organization's ability to operate safely and securely in an evolving threat landscape. Building on previous investments, efforts focused on enhancing protection, improving threat detection, and continuing to reinforce a strong security culture across the Organization.

Enhancing protection and threat detection capabilities

We modernized and consolidated our cybersecurity operations – improving visibility, responsiveness and resilience across the digital environment:

- Transitioned to a new Managed Security Service Provider in 2024, leveraging AI-enabled analytics and automation to enable 24/7 monitoring and incident response.
- Deployed advanced tools for data leakage prevention, multi-cloud security management and endpoint protection, strengthening threat detection capabilities.
- Conducted independent penetration testing and internal assessments, confirming a solid level of resilience and effective security controls and architecture.

Maintaining standards and external trust

We maintained a strong level of compliance and continued to reinforce trust with stakeholders:

- Successfully maintained ISO 27001 certification, including migration to the updated 2022 controls framework and full recertification in 2025.
- Recognized by independent reviewers for maturity of security systems, reflecting strong threat intelligence capabilities and an integrated approach to cyber and physical security.

Embedding a strong security culture across the Organization

We strengthened awareness and accountability, embedding cybersecurity in day-to-day operations and behaviors:

- Delivered Cybersecurity Awareness Month campaigns and regular phishing simulations, engaging around 800 staff annually on topics such as AI security, deepfakes and social engineering.
- Expanded the Security and Privacy Champions network from 20 to 44 members across all sectors, enhancing local support, awareness and feedback for continuous improvement.

Advancing data privacy and protection frameworks

We progressed toward greater maturity in data privacy, strengthening protection of sensitive information and preparing for future certification:

- Completed the initial Data Privacy roadmap and transitioned core activities into operations, supported by awareness campaigns, enhanced protection measures and additional expertise.
- Advanced toward ISO 27701 certification, completing the gap assessment in 2025 and launching actions with a target for certification by end-2026.

Advancing responsible AI and smarter decision-making

We mainstreamed the use of AI across the Organization, supported by a clear governance framework to ensure responsible and secure adoption. A comprehensive review of AI services led to the publication of the *Responsible Use of AI at WIPO* guidelines in 2024 which was recognized as "leading the way across the UN system". Key actions included:

- Identifying 114 AI use cases across all sectors, with the prioritization of the highest-impact investments
- Establishing clear guidelines for external-facing AI tools and chatbots
- Launching the internal AI Hub as a central access point for policies, secure AI tools and use cases
- Rolling out the "AI for Daily Productivity" program, enabling staff to integrate AI into everyday work

- Integrating AI into the software development lifecycle

Enhancing digital services and user experience

We scaled up digital services to make them more accessible, efficient and user-focused – helping customers interact more easily with WIPO systems and reducing administrative friction. This was demonstrated by:

- Simplifying payments through the transition of the Madrid platform to ePay1, the expansion of payment options to cater to local preferences, and the launch of the WIPO Shop for subscribers to WIPO's PCT database products and for seminar activities
- Strengthening user support through tutorials, webinars and new self-service authentication tools
- Introducing AI-enhanced WIPO Universal Search, enabling users to find information across platforms through a single interface
- Adoption of UX standards across IP Portal applications, improving consistency and usability

Digital innovation also enhanced service delivery for both IP Offices and applicants, increasing efficiency, transparency, and interoperability. Key developments include the introduction of APIs to facilitate seamless data exchange with Offices, as well as new self-service and reporting tools within the IP Portal. These improvements strengthen communication and streamline processing efficiency, particularly for services such as the Fee Transfer Service[63].

Strengthening collaboration through a modern digital workplace

We successfully completed the integrated design and planning for our new ERP system, which will deliver enhanced automation, improved workflows, and a significantly strengthened chart of accounts to better support our reporting requirements.

We continued to transform how teams collaborate and manage information, making it easier to work across sectors and access knowledge. By the end of the biennium, more than half of the Organization had migrated to a cloud-based M365/SharePoint environment laying the foundation for more connected, flexible and AI-ready ways of working. Key improvements included:

- Deployment of automated workflows using Power Platform, streamlining processes such as interpretation management
- Modernizing the IT environments in External Offices, improving connectivity
- Introduction of cloud-based telephony pilots
- Upgrades to procurement tools
- Launch of phase 2 of the ERP (AIMS) Transformation Project
- Introduction of secure, self-service electronic mail lockers to improve internal logistics

Strengthening governance and enabling efficient, sustainable ICT operations

We simplified and reinforced IT governance and finalized the consolidation of ICT functions in the Administration, Finance and Management Sector. The move to a more agile, product-driven model improved coordination, accountability and service delivery. The reorganization of ICT functions into dedicated areas for data, applications and innovation has already improved clarity of roles and delivery.

Strategic Alignment of ICTD	Operational Excellence	Service Delivery	People & Competencies
Business Understanding: **92%** ↑ +7 Delivery Alignment: **94%** ↑ +12	SOP Adoption: **67%** ↑ +35 PCT QSD* Score: ↑ +2 *Quality of Software Development	Satisfaction to Find Contact: **80%** Accessibility: **86%** | Expertise: **94%**	Talent Roadmap established for 84 staff ↑ in cross-system work in the Business Applications Division

Source: Internal ICT Transition Performance Monitoring & Satisfaction survey questionnaire
KPIs reported are 2025 results (vs. 2024 where relevant)

[63] Further information regarding the modernization of our digital infrastructure for the Global IP Services is contained under Strategic Pillar 3.

The one-cloud policy delivered strong efficiencies and measurable cost savings. In 2024/25, around 1.6 million Swiss francs was saved through automated workload optimization using an ECS Scheduler tool, and cloud migrations of applications achieved some 1.7 million Swiss francs in savings on UNICC hosting costs, as compared to 2022/23.

Advancing a more sustainable and efficient campus

We continued to modernize WIPO's physical infrastructure, improving sustainability, efficiency and both staff and delegate experience. A long-term real estate strategy sets out the vision for more effective use of space, stronger collaboration and reduced environmental impact. Early actions included:

- Renovation of facilities and pilot projects for modern workplace layouts
- Progress on the Occupancy Master Plan to guide future space allocation
- Measures to reduce environmental impact, including expanded use of lake water cooling, improved waste management, steps to reduce the environmental footprint of ICT, and new bicycle and electric vehicle infrastructure

To further build environmental stewardship, WIPO implemented a structured Environmental Management System and joined the 2050Today Charter, an initiative by the Swiss authorities at all levels to support the decarbonization of International Geneva, contributing to a collective effort toward climate neutrality.

ER 5.3 Sound and prudent financial management and effective corporate governance and oversight

During 2024/25, disciplined financial management and strengthened investment governance frameworks enabled WIPO to safeguard resources and continue investing in strategic priorities and organizational transformation.

Ensuring sound financial management and long-term sustainability

We maintained strong financial performance and governance, reinforcing confidence in WIPO's financial stewardship. An unqualified audit opinion in 2024 (2025 audit results are pending and in progress at time of publication), together with a positive assessment of key internal controls and risk management, confirmed the strength of our financial management framework.

At the same time, we continued to modernize financial operations and strengthen long-term resilience. This included compliance with the IPSAS 47 standard, the establishment of the ASHIP entity to better safeguard after-service health insurance assets for WIPO and UPOV, and the successful transition of banking operations to UBS. Automation of the Fee Transfer Service further improved efficiency, security and data quality across financial processes.

WIPO's investment portfolios also delivered steady returns, outperforming targets for the biennium. Strengthened governance – through an expanded Advisory Committee on Investments and continued engagement with external advisors – further strengthened risk management and transparency.

Driving efficiency and value through procurement and travel

We achieved significant efficiencies while reinforcing collaboration across the UN system. Key results included:

10.7M CHF cost avoidance

- 10.7 million Swiss francs in cost avoidance in supplier contracts through aggregation, negotiation and economies of scale
- More than 20% of procurement spend through joint UN approaches, exceeding targets
- Through streamlined processes, up to 40% reduction in staff time spent on travel
- 94% of travel booked more than two weeks in advance (up 6 percentage points as compared to 2023), contributing to lower costs

94% of travel booked >16 days

Strengthening accountability and results-based management

We further embedded a culture of results and accountability across the Organization. Outcome-focused KPIs increased significantly – from 72% in 2024/25 to 99% in the 2026/27 Program of Work and Budget[64] – strengthening our ability to track and deliver impact.

We also advanced the update of the Accountability Framework and integrated strategic workforce planning into the planning and budgeting cycle, ensuring deeper alignment between resources, performance and decision-making.

These improvements were supported by enhanced monitoring through the *WePerform* organizational performance platform, reinforced validation of performance data by Sector Leads, and the launch of a '*What is RBM anyway?*' awareness raising video. In parallel, the cross-organizational '*Cutting Red Tape*' initiative streamlined processes and improved operational efficiency.

Enhancing risk management and internal controls

We strengthened our approach to risk management by making it more proactive, integrated and aligned with organizational priorities. Quarterly Risk Management Group meetings ensured consistent oversight of key risks – including financial, cybersecurity and fraud risks. A structured management review of key controls assessed that they were appropriately designed and operating satisfactorily. The IOD testing of key organizational controls confirmed that they were considered effective.

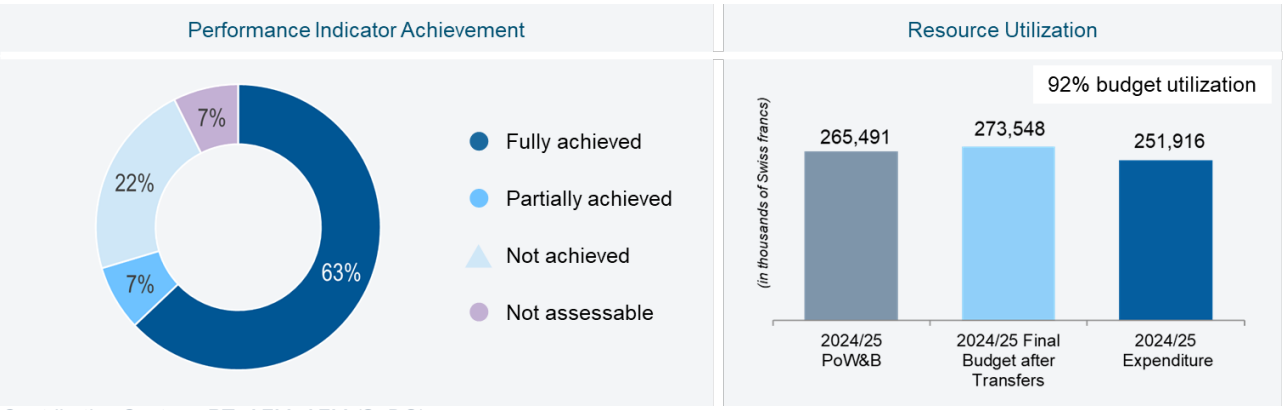
Additional actions included intensifying anti-fraud measures following a comprehensive management-initiated review of fraud risks across the organization and delivering targeted training on internal control frameworks.

Reinforcing oversight, transparency and organizational learning

Oversight functions continued to provide strong assurance and practical insights, supporting better decision-making and continuous improvement. A key milestone was the issuance, for 2025, of the first independent opinion by the Director of Internal Oversight on governance, risk management and internal controls.

Oversight activities also became more efficient and responsive, with investigation timelines reduced to under three months on average. At the same time, audits, evaluations and advisory services supported improvements across key areas, including the PCT Translation Division, the Hague Registry, the Arbitration and Mediation Centre, Cybersecurity Management, Investment Management, and key procurement risk areas. The WIPO Offices in China and Nigeria were also audited. Advisory reports were issued for major transformation initiatives such as AIMS and CRM, strengthening program effectiveness and strategic alignment.

Performance Dashboard



Contributing Sectors: PT, AFM, AFM (SoDG)

[64] Excluding operational indicators.

Performance Data

● Fully achieved ● Partially achieved ▲ Not achieved ● Not assessable ♦ Discontinued

	Performance Indicators	Baselines	Targets	Performance Data	PIE
5.1.	**A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively**				
	Level of satisfaction of Member States and other stakeholders with translation and interpretation services	2022/23:94%	Maintain satisfaction level	2024/25: 96%	●
	Cost of per-word/page of translation	0.40 CHF (2022/23)	Maintain cost per word	0.47 CHF (2024/25)	▲
	% of spend through UN cooperation	15%	> 18% per year	2024: 25% 2025: 20%	●
	Employee Engagement: % of satisfaction working at WIPO	e-Sat: 73 (2022/23)	Improvement over previous survey	e-Sat: 76 (2025 survey)	●
	Gender: % of women at P4 to D2 level	P4 – 49.8%	Improvement over the last biennium towards gender equality	P4 – 45.7%	▲
		P5 – 33.3%		P5 – 30.9%	▲
		D1 – 33.3%		D1 – 42.6%	●
		D2 – 30.0%		D2 – 45.5%	●
	Geographical Diversity: % by region as per agreements[65]	Africa: 12.4% Asia and the Pacific: 20.3% Eastern and Central Europe & Central Asia: 9.3% Latin America and the Caribbean: 8.6% Middle East: 2.8% North America: 9.6% Western Europe: 37.1%	Agreement among Member States on WIPO's policy on geographical distribution	Africa: 10.9% Asia and the Pacific: 21.7% Eastern and Central Europe & Central Asia: 10.5% Latin America and the Caribbean: 9.4% Middle East: 3.0% North America: 9.7% Western Europe: 34.9%	●
	Progress on the implementation of the WIPO Disability Inclusion Strategy	13% of applicable UNDIS requirements met or exceeded (end 2023)	40% of applicable UNDIS requirements met or exceeded (end 2025)	40% of applicable UNDIS requirements met or exceeded (preliminary, end 2025)	●
	% of UN SWAP requirements met or exceeded	56% (2023, UN-SWAP 2.0)	UN SWAP 2.0: 70%	UN SWAP 3.0: 44.4%[66]	●
	% of WIPO employees who have completed mandatory training on "Working Together Harmoniously"	93%	100%	100% (end 2025)	●
5.2.	**Digitally enabled, secure and sustainable operating environment and services**				
	Automation of the PCT Fee Transfer Service (PCT FTS)	Roll out of the newly developed PCT FTS platform to participants (0 participants in 2023)	New PCT FTS platform migrated to 100% of participants accounting for > 97.5% of global search fee volume	New PCT FTS platform migrated to 100% of participants accounting for 99% of global search fee volume.	●
	WIPO premises and installations remain fit for purpose	Zero working days with a breakdown of a technical installation affecting WIPO core or non-core activities	Maximum of 1 working day per year with a breakdown of a technical installation affecting WIPO core activities	Zero working days with a breakdown of a technical installation affecting WIPO core or non-core activities	●
	Enhanced capability to detect and respond and recover from information security threats ensuring minimal business disruption	Mean time to detect a potential information security incident 24/7: 2 hours or less	Mean time to detect a potential information security incident 24/7: 2 hours or less	Mean time to detect a potential security incident 24/7: currently less than 2 hours	●
	Improved service delivery to external stakeholders (Apdex score)	81% of the measured cloud applications have an Apdex score ≥ 0.6	Apdex score ≥ 0.6 for 80% of applications moved to the cloud	74% of the measured cloud applications have an Apdex score ≥ 0.6	▲

[65] Includes posts subject to geographical representation.
[66] The reported data are not comparable to the baseline. The UN-SWAP 3.0 framework was introduced in November 2024.

	Performance Indicators	Baselines	Targets	Performance Data	PIE
	Improved service delivery to internal stakeholders (CSAT score)[67]	Business Sectors satisfied with ICTD services: 93% (2021)	90% of business areas satisfied with IT services provided	84% of users satisfied with services provided by ICTD Service Desk	●
				76% of business teams stakeholders satisfied with the services provided by ICTD teams	▲
5.3.	**Sound and prudent financial management and effective corporate governance and oversight**				
	Confirmation of conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	An unqualified audit opinion (end 2023)	An unqualified audit opinion	2024: Unqualified audit opinion received. 2025: At the time of publication, the results of the 2025 audit had yet to be received.	●
	Increased maturity of RBM and RM enabled by stronger ERP systems managed and enhanced in accordance with best practice	RBM: Maturity level 4.4 (end 2023)	RBM: Maturity level 4.5 (end 2025)	RBM: Maturity level 4.6 (end 2025)	●
		RM: Dimensions 1-4 'advanced', dimensions 5-6 'established'	Dimensions 1-6 'advanced'	RM: Dimensions 1-6 'advanced'	●
		% of incidents addressed within the time limits in SLAs: 95%	% of incidents addressed within the time limits in SLAs: 95%	% of incidents addressed within the time limits in SLAs: 93%	●
		% of resources spent on KTLO vs value-add work: 68%	% of resources spent on KTLO vs value-add work: 50%	% of resources spent on KTLO vs value-add work: 65%	▲
	Cost savings for goods and services procured by WIPO	8,060,447 CHF (2022/23)	6,000,000 CHF (biennium)	10,660,158 CHF (2024/25)	●
	Average air ticket fare	1,528 CHF (2022/23)	Cost increase contained to <10%	1,518 CHF (- 0.7%) (2024/25)	●
	No interference and perceived independence by key stakeholders	No interference in IOD's work, as reflected in the annual report: WO/PBC/36/5 and WO/PBC/37/4	No interference	No interference in IOD's work, as reflected in the annual report: WO/PBC/39/5 and WO/PBC/40/4	●
	No. of oversight recommendations accepted	100% of IOD recommendations accepted	90% of IOD recommendations accepted	100% of IOD recommendations accepted	●

Risks

Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
5.1. A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
WIPO's ambitious program of work has a significant element of change, and there is a risk that the related evolution to a more agile culture and the required competencies may take longer to institutionalize than foreseen.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The risk response plan supporting WIPO's ambitious program of work and its transition toward a more agile culture proved effective. It included initiatives to promote mobility and strengthen collaboration across the Organization. Talent development was supported through a learning and development framework guided by organizational priorities, and pilot talent reviews. Together, these actions enabled a steady cultural transformation, increasing employee engagement and performance.	AFM (SoDG)	→

[67] Due to a change in the methodology for measuring the CSAT, performance data are not comparable to the baseline.

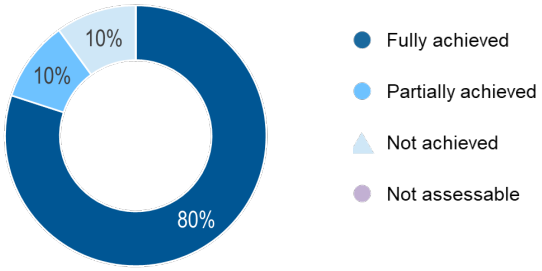
Risk	Risk Evolution	Effectiveness of Risk Response	Risk Owner	Impact on performance
5.2. Digitally enabled, secure and sustainable operating environment and service				
Access to, or occupation of, WIPO premises is not viable for more than seven days, owing to physical inaccessibility, health and safety concerns, building infrastructure damage or other cause.	The risk did not materialize; the risk exposure remained stable throughout the biennium	Business continuity, disaster recovery, crisis management plans and emergency protocols were regularly tested, updated, and validated to reduce the risk exposure.	AFM	→
A serious security incident, resulting from armed conflict, terrorism, civil unrest or other cause, presents a risk to WIPO personnel, assets and visitors located in Headquarters and external offices, as well as during travel, international WIPO events and meetings.	The risk did not materialize; the risk exposure increased during the biennium	The comprehensive physical security risk management framework which includes continuous monitoring of the global security situation, regular updates to security protocols, and coordination with security partners proved effective. Enhanced security measures at headquarters and External Offices, combined with comprehensive travel security procedures, helped maintain a secure environment.	AFM	→
5.3. Sound and prudent financial management and effective corporate governance and oversight				
Corporate governance and oversight systems prove ineffective, or are perceived to be not wholly objective and independent impacting the impartiality and credibility of the work with outcomes and trust diminished.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The response plan to ensure high ethical standards, strengthened ethics, ombuds and oversight functions, and adherence to relevant terms of reference, standards, and frameworks proved effective. In addition, working closely with the external oversight bodies and promptly addressing recommendations from internal and external bodies proved effective.	AFM (SoDG)	→
The value of investments made under the Member State-approved strategies for core and strategic cash pools could decrease, which would result in a reduction of net assets (reserves).	The risk did not materialize; the risk exposure remained stable throughout the biennium	The investment governance framework was further strengthened during the biennium. Prudent implementation of the approved investment strategy, continuous monitoring of financial market conditions, appropriate portfolio diversification across core and strategic portfolios, and de-risking of the core portfolio by reducing volatility while meeting investment objectives effectively mitigated this risk.	AFM	→
Financial, reputational or operational harm experienced as a result of issues arising with key suppliers or partners.	The risk did not materialize; the risk exposure remained stable throughout the biennium	The response plan to manage supplier and partner risks proved effective through robust due diligence procedures, regular performance monitoring, and, where possible/appropriate, diversification of critical suppliers.	AFM	→

III. PERFORMANCE DASHBOARDS BY SECTOR

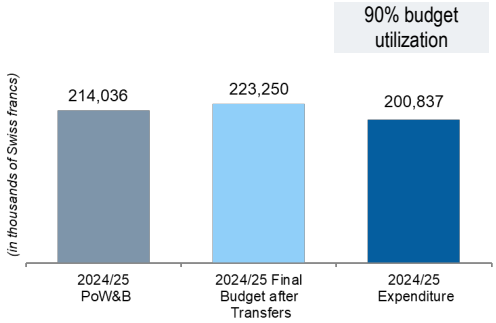
Patents and Technology

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data & Risk https://www.wipo.int/documents/d/about-wipo/docs-en-budget-pdf-wpr-2024-25.pdf#pt

Budget and Expenditure (by Result)
(in thousands of Swiss francs)

	Expected Result	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	2,063	2,080	1,950
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	4,298	4,161	3,630
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,034	3,768	3,633
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	193,975	178,057	162,400
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	4,052	4,734	4,151
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,785	2,721	2,278
4.3	Increased IP knowledge and skills in all Member States	3,830	5,522	4,671
5.1	A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	-	16,931	13,904
5.2	Digitally enabled, secure and sustainable operating environment and services	-	4,064	3,488
5.3	Sound and prudent financial management and effective corporate governance and oversight	-	1,212	731
	Total	**214,036**	**223,250**	**200,837**

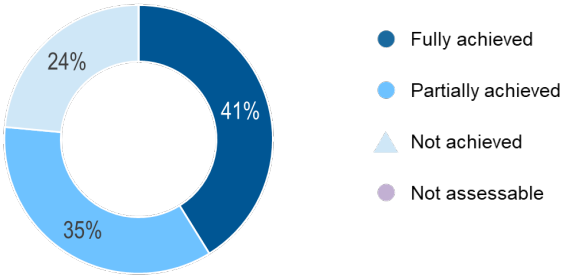
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Utilization rate (%)
Personnel Resources	128,128	135,186	122,722	91%
Non-personnel Resources	85,907	88,063	78,116	89%
Total	**214,036**	**223,250**	**200,837**	**90%**

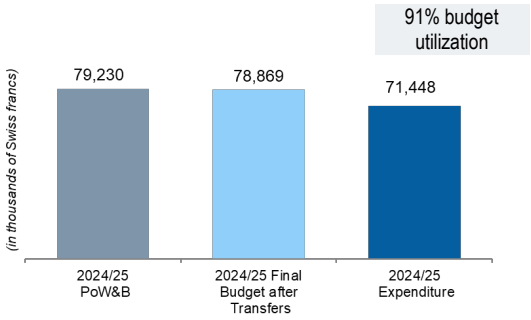
Brands and Designs

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data & Risk https://www.wipo.int/documents/d/about-wipo/docs-en-budget-pdf-wpr-2024-25.pdf#bd

Budget and Expenditure (by Result)
(in thousands of Swiss francs)

	Expected Result	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	4,161	3,994	3,842
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	14,350	15,042	14,352
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	58,074	56,922	50,583
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	675	479	463
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	730	737	705
4.3	Increased IP knowledge and skills in all Member States	1,240	1,695	1,504
	Total	**79,230**	**78,869**	**71,448**

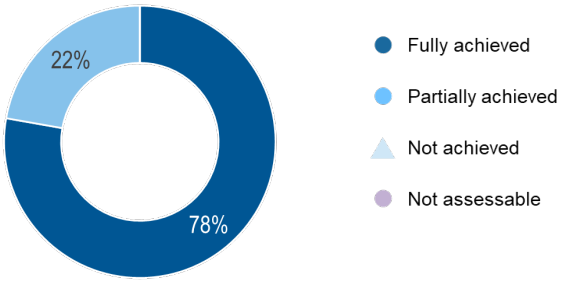
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Utilization rate (%)
Personnel Resources	59,682	57,276	51,938	91%
Non-personnel Resources	19,548	21,592	19,510	90%
Total	**79,230**	**78,869**	**71,448**	**91%**

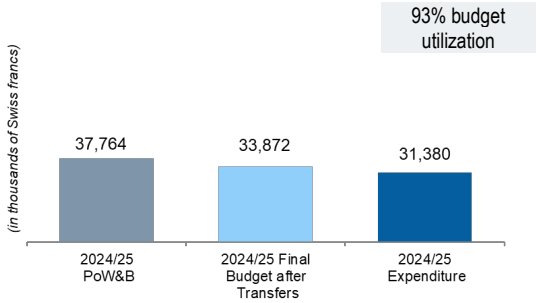
Copyright and Creative Industries

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data & Risk https://www.wipo.int/documents/d/about-wipo/docs-en-budget-pdf-wpr-2024-25.pdf#cci

Budget and Expenditure (by Result)
(in thousands of Swiss francs)

	Expected Result	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	10,155	8,121	7,960
2.1	Development of balanced and effective international normative frameworks for IP	3,727	3,989	3,878
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,258	1,574	1,440
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	586	369	349
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	292	249	233
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	1,415	805	513
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	4,627	2,851	2,741
4.3	Increased IP knowledge and skills in all Member States	1,970	2,906	2,456
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	13,735	13,006	11,810
	Total	**37,764**	**33,872**	**31,380**

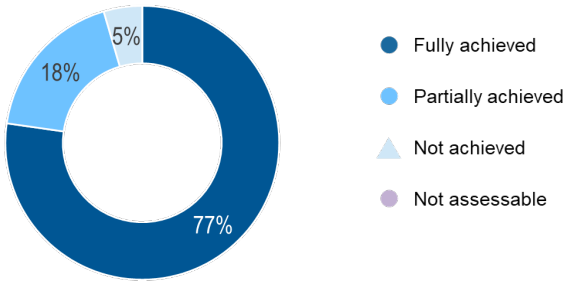
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Utilization rate (%)
Personnel Resources	19,899	16,656	15,843	95%
Non-personnel Resources	17,866	17,216	15,536	90%
Total	**37,764**	**33,872**	**31,380**	**93%**

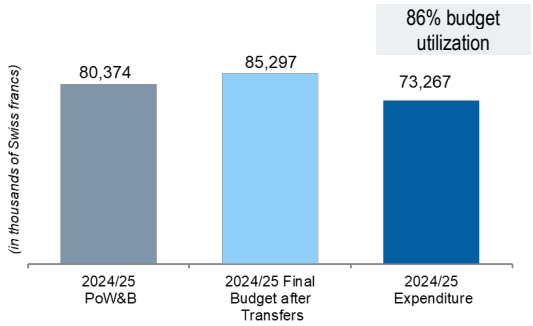
Regional and National Development

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data & Risk https://www.wipo.int/documents/d/about-wipo/docs-en-budget-pdf-wpr-2024-25.pdf#rnd

Budget and Expenditure (by Result)
(in thousands of Swiss francs)

	Expected Result	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	5,466	6,730	5,297
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	1,194	1,238	1,154
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	3,972	3,989	3,510
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	749	654	580
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	16,519	19,708	15,782
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	8,351	10,174	8,747
4.3	Increased IP knowledge and skills in all Member States	33,424	33,401	30,231
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	9,658	8,329	7,060
4.5	Enhanced IP infrastructure for IP Offices	1,041	1,075	906
	Total	**80,374**	**85,297**	**73,267**

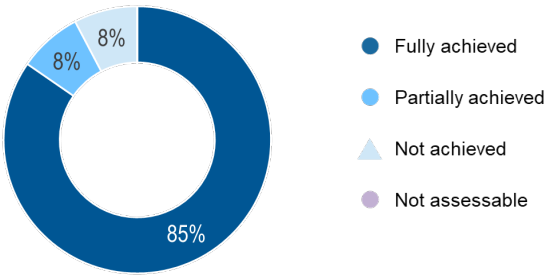
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Utilization rate (%)
Personnel Resources	48,435	49,907	43,600	87%
Non-personnel Resources	31,938	35,391	29,667	84%
Total	**80,374**	**85,297**	**73,267**	**86%**

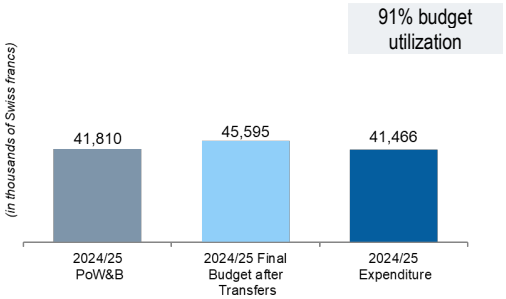
Infrastructure and Platforms

Performance Dashboard

Performance Indicator Achievement



Resource Utilization



Performance Data & Risk https://www.wipo.int/documents/d/about-wipo/docs-en-budget-pdf-wpr-2024-25.pdf#ip

Budget and Expenditure (by Result)

(in thousands of Swiss francs)

	Expected Result	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure
1.1	More effective communication and engagement worldwide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	-	1,912	1,509
2.1	Development of balanced and effective international normative frameworks for IP	7,855	8,030	7,390
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,854	2,245	1,872
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,029	9,302	8,494
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,591	8,392	7,901
4.5	Enhanced IP infrastructure for IP Offices	15,481	15,714	14,300
	Total	**41,810**	**45,595**	**41,466**

Budget and Expenditure (personnel and non-personnel)

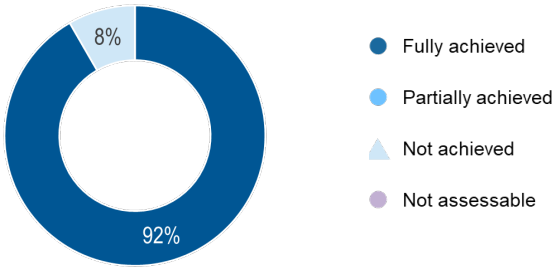
(in thousands of Swiss francs)

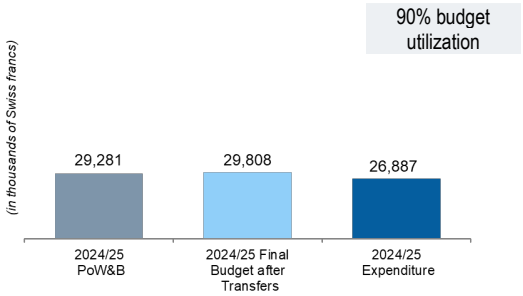
Cost Category	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Utilization rate (%)
Personnel Resources	27,116	26,934	25,889	96%
Non-personnel Resources	14,694	18,661	15,577	83%
Total	**41,810**	**45,595**	**41,466**	**91%**

Global Challenges and Partnerships

Performance Dashboard

Performance Indicator Achievement | **Resource Utilization**





Performance Data & Risk https://www.wipo.int/documents/d/about-wipo/docs-en-budget-pdf-wpr-2024-25.pdf#gcp

Budget and Expenditure (by Result)
(in thousands of Swiss francs)

	Expected Result	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure
2.1	Development of balanced and effective international normative frameworks for IP	5,225	5,276	4,943
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	6,768	6,541	5,900
2.3	International dialogue and cooperation on Building Respect for IP	3,444	3,503	3,207
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	5,864	5,859	5,172
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	1,632	1,973	1,853
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	1,312	1,607	1,335
4.3	Increased IP knowledge and skills in all Member States	2,221	2,181	1,869
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	2,815	2,869	2,607
	Total	**29,281**	**29,808**	**26,887**

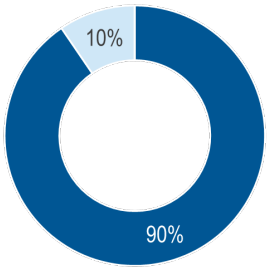
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Utilization rate (%)
Personnel Resources	20,338	19,756	18,283	93%
Non-personnel Resources	8,943	10,051	8,604	86%
Total	**29,281**	**29,808**	**26,887**	**90%**

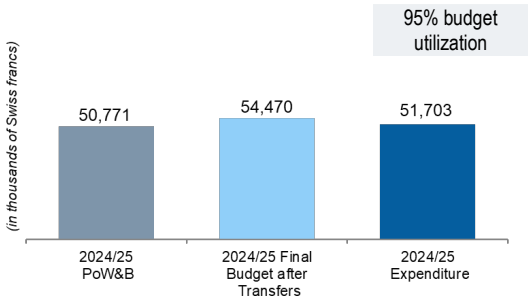
IP and Innovation Ecosystems

Performance Dashboard

Performance Indicator Achievement | **Resource Utilization**



- Fully achieved
- Partially achieved
- Not achieved
- Not assessable



Performance Data & Risk https://www.wipo.int/documents/d/about-wipo/docs-en-budget-pdf-wpr-2024-25.pdf#ie

Budget and Expenditure (by Result)
(in thousands of Swiss francs)

	Expected Result	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	19,507	19,642	18,674
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	685	652	498
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	1,299	1,663	1,484
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	2,857	2,278	2,071
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	11,950	13,812	13,096
4.3	Increased IP knowledge and skills in all Member States	703	972	772
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	13,769	15,451	15,108
	Total	**50,771**	**54,470**	**51,703**

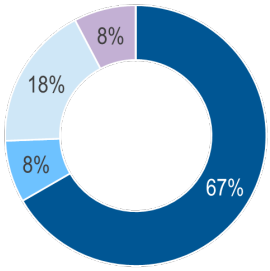
Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Utilization rate (%)
Personnel Resources	37,652	37,569	36,286	97%
Non-personnel Resources	13,119	16,901	15,417	91%
Total	**50,771**	**54,470**	**51,703**	**95%**

Administration, Finance and Management and Office of the Director General

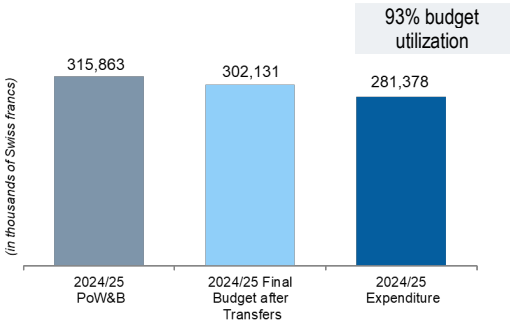
Performance Dashboard

Performance Indicator Achievement



Fully achieved
Partially achieved
Not achieved
Not assessable

Resource Utilization



Performance Data & Risk https://www.wipo.int/documents/d/about-wipo/docs-en-budget-pdf-wpr-2024-25.pdf#afm_odg

Budget and Expenditure (by Result)
(in thousands of Swiss francs)

	Expected Result	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	6,024	8,008	7,703
2.1	Development of balanced and effective international normative frameworks for IP	1,981	2,157	1,831
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	7,080	7,911	7,453
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	153	126	122
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	35,135	32,589	30,476
5.1	A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	56,249	46,195	42,218
5.2	Digitally enabled, secure and sustainable operating environment and services	161,514	158,440	151,659
5.3	Sound and prudent financial management and effective corporate governance and oversight	47,728	46,706	39,916
	Total	**315,863**	**302,131**	**281,378**

Budget and Expenditure (personnel and non-personnel)
(in thousands of Swiss francs)

Cost Category	2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure	Utilization rate (%)
Personnel Resources	165,346	147,908	134,807	91%
Non-personnel Resources	150,517	154,223	146,571	95%
Total	**315,863**	**302,131**	**281,378**	**93%**

IV. ANNEXES

ANNEX I. 2024/25 Budget after Transfers by Sector

(in thousands of Swiss francs)

Sector	2024/25 PoW&B	Transfers [1]			2024/25 Final Budget after Transfers [2]	Transfers as % of	
		Transfers In	Transfers Out	Total Net Transfers		Sector	Total PoW&B
Patents and Technology	214,036	24,264	(15,050)	9,214	223,250	4.3%	1.1%
Brands and Designs	79,230	2,562	(2,923)	(361)	78,869	-0.5%	0.0%
Copyright and Creative Industries	37,764	3,324	(7,217)	(3,893)	33,872	-10.3%	-0.5%
Regional and National Development	80,374	6,042	(1,118)	4,924	85,297	6.1%	0.6%
Infrastructure and Platforms	41,810	4,171	(385)	3,785	45,595	9.1%	0.4%
Global Challenges and Partnerships	29,281	1,890	(1,363)	527	29,808	1.8%	0.1%
IP and Innovation Ecosystems	50,771	5,015	(1,316)	3,699	54,470	7.3%	0.4%
Administration, Finance and Management	315,863	11,108	(24,841)	(13,733)	302,131	-4.3%	-1.6%
Unallocated	8,171	16,634	(20,797)	(4,163)	4,008	n/a	n/a
TOTAL	**857,300**	**75,009**	**(75,009)**	**-**	**857,300**	**-**	**-**

[1] WIPO Financial Regulations and Rules provide for the possibility of transfer of resources under Regulation 3.4: "The Director General may make transfers of resources from one Sector (organizational entity) to another for any given budget period, up to the limit of five % of the amount corresponding to the biennial allocation of the receiving Sector (organizational entity), or to one % of the total budget, whichever is higher, when such transfers are necessary to ensure the proper functioning of the Organization."

[2] As at December 31, 2025.

Notes:

- The net transfers in AFMS (-13.7 million Swiss francs) and PTS (9.2 million Swiss francs) primarily reflect the transfer of the Language Division from AFMS to PTS. This transfer consolidates WIPO's central and PCT translation and language services with a view to strengthening collaboration and streamlining work methods.

- The net transfers in CCIS (-3.9 million Swiss francs), RNDS (4.9 million Swiss francs), and IPS (3.8 million Swiss francs) were mainly due to: (i) the integration of the copyright development into RNDS, creating a one-stop shop for industrial property and copyright; (ii) the integration of information and digital outreach responsibilities into IPS with the establishment of a new Customer Experience, Marketing, and Digital Engagement Division; and (iii) additional resources for the Creative Economy Data Model to assist Member States in assessing the creative capability and economic potential of their creative industries.

- The net transfers in IES (3.7 million Swiss francs) were primarily driven by additional resources to support: (i) IP analytics, IP management and commercialization, the World IP Report, and global TISC certification roll-out; (ii) partnerships to develop new data and tools to better understand countries' innovation capabilities and to expand the measurement of intangible investment, including in developing economies; and (iii) DA projects approved by the CDIP during the biennium.

ANNEX II. Estimated Income for 2024/25

(in thousands of Swiss francs)

Income	2024/25 Income Estimates [1]			2024/25 Updated Estimates [2]		
	2024	2025	2024/25	2024	2025	2024/25
Fees						
PCT	366,563	377,147	743,709	370,971	374,312	745,283
Madrid	83,876	86,781	170,657	83,420	85,100	168,520
Hague	7,858	8,573	16,431	8,500	8,870	17,370
Lisbon	100	100	200	100	100	200
Sub-total	*458,397*	*472,601*	*930,997*	*462,991*	*468,382*	*931,373*
Contributions (unitary)	17,615	17,619	35,234	17,615	17,619	35,234
Arbitration	1,700	1,700	3,400	1,700	1,700	3,400
Publications	470	470	940	470	470	940
Miscellaneous Income	1,019	995	2,015	1,020	995	2,015
Sub-total	*20,804*	*20,784*	*41,589*	*20,805*	*20,784*	*41,589*
Total Income after IPSAS adjustments	**479,201**	**493,385**	**972,586**	**483,797**	**489,166**	**972,962**

[1] Income Estimates are based on the annual income table in Annex VIII of the Program of Work and Budget 2024/25.

[2] Updated estimates for the PCT, Madrid and the Hague Systems fees as per the October 2025 Forecast by the Chief Economist. All other income reflects the annual budgets reflected in Annex VIII of the PoW&B 2024/25.

Note: Investment gains/(losses) are excluded from the income estimates for the 2024/25 biennium due to the volatility of the expected yields on the longer-term investment portfolios (core and strategic).

ANNEX III. 2024/25 Approved Budget and Budget after Transfers by Sector

(in thousands of Swiss francs)

Sector	Approved Budget [1]			Final Budget after Transfers [2]		
	2024	2025	2024/25	2024	2025	2024/25
Patents and Technology	106,625	107,410	214,036	102,649	120,601	223,250
Brands and Designs	39,433	39,797	79,230	37,498	41,371	78,869
Copyright and Creative Industries	18,830	18,934	37,764	16,224	17,648	33,872
Regional and National Development	40,014	40,359	80,374	38,993	46,304	85,297
Infrastructure and Platforms	20,758	21,052	41,810	18,667	26,928	45,595
Global Challenges and Partnerships	14,634	14,648	29,281	14,792	15,016	29,808
IP and Innovation Ecosystems	25,134	25,637	50,771	24,758	29,712	54,470
Administration, Finance and Management	157,358	158,506	315,863	139,154	162,977	302,131
Unallocated	4,083	4,088	8,171	176	3,832	4,008
TOTAL	**426,869**	**430,431**	**857,300**	**392,911**	**464,389**	**857,300**

[1] Total Approved Budgets for 2024 and 2025 reflect the total annual budgets as disclosed in Annex III of the WPR 2024.

[2] As at December 31, 2025.

ANNEX IV. 2024/25 Budget and Resource Utilization by Expected Result

(in thousands of Swiss francs)

Expected Result		2024/25 PoW&B	2024/25 Final Budget after Transfers	2024/25 Expenditure			Final Budget after Transfers vs Expenditure	Budget Utilization [1]
				Personnel	Non-personnel	Total		
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	21,644	24,770	13,469	9,000	22,470	2,301	91%
2.1	Development of balanced and effective international normative frameworks for IP	25,011	25,526	13,765	10,068	23,834	1,693	93%
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	21,257	22,432	13,882	6,413	20,295	2,136	90%
2.3	International dialogue and cooperation on Building Respect for IP	3,444	3,503	2,543	664	3,207	295	92%
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	7,211	7,224	5,217	1,231	6,448	775	89%
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	51,477	52,111	36,254	12,759	49,013	3,098	94%
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	294,752	276,860	152,042	100,049	252,090	24,770	91%
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	3,680	4,290	2,679	1,238	3,917	373	91%
4.1	More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	25,518	28,005	14,659	8,320	22,979	5,026	82%
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	29,757	31,902	20,022	8,879	28,901	3,001	91%
4.3	Increased IP knowledge and skills in all Member States	43,387	46,676	23,264	18,240	41,503	5,173	89%
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	39,977	39,656	23,086	13,500	36,586	3,070	92%
4.5	Enhanced IP infrastructure for IP Offices	16,521	16,789	8,222	6,984	15,206	1,583	91%
5.1	A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively	56,249	63,126	40,267	15,856	56,122	7,004	89%
5.2	Digitally enabled, secure and sustainable operating environment and services	161,514	162,504	48,492	106,655	155,146	7,358	95%
5.3	Sound and prudent financial management and effective corporate governance and oversight	47,728	47,917	31,506	9,141	40,647	7,270	85%
	Sub-total, Expected Results	**849,129**	**853,291**	**449,367**	**328,998**	**778,365**	**74,926**	**91%**
	Unallocated	8,171	4,008	-	-	-	4,008	-
	TOTAL	**857,300**	**857,300**	**449,367**	**328,998**	**778,365**	**78,935**	**91%**

[1] *Budget Utilization reflects 2024/25 expenditure as compared to the 2024/25 Final Budget after Transfers.*

ANNEX V. 2024/25 Posts by Sector

Sector	2024/25 PoW&B					2024/25 Budget after Transfers [1]					2024/25 vs. 2024/25 PoW&B				
	DG /DDG /ADG	D	P	G	Total	DG /DDG /ADG	D	P	G	Total	DG /DDG /ADG	D	P	G	Total
Patents and Technology	1	8	141	192	**342**	1	9	199	164	**373**	**-**	**1**	**58**	**(28)**	**31**
Brands and Designs	1	8	60	87	**156**	1	8	68	76	**153**	**-**	**-**	**8**	**(11)**	**(3)**
Copyright and Creative Industries	1	5	25	11	**42**	1	4	15	4	**24**	**-**	**(1)**	**(10)**	**(7)**	**(18)**
Regional and National Development	1	16	66	26	**109**	1	17	72	23	**113**	**-**	**1**	**6**	**(3)**	**4**
Infrastructure and Platforms	1	4	44	11	**60**	1	6	52	13	**72**	**-**	**2**	**8**	**2**	**12**
Global Challenges and Partnerships	1	6	25	12	**44**	1	6	26	11	**44**	**-**	**-**	**1**	**(1)**	**-**
IP and Innovation Ecosystems	1	8	57	15	**81**	1	7	62	15	**85**	**-**	**(1)**	**5**	**-**	**4**
Administration, Finance and Management	2	22	217	157	**398**	2	19	206	140	**367**	**-**	**(3)**	**(11)**	**(17)**	**(31)**
Unallocated	-	-	-	-	**-**	-	-	-	1	**1**	**-**	**-**	**-**	**1**	**1**
TOTAL	**9**	**77**	**635**	**511**	**1,232**	**9**	**76**	**700**	**447**	**1,232**	**-**	**(1)**	**65**	**(64)**	**-**

[1] As at December 31, 2025.

ANNEX VI. 2024/25 Key Financials by Union

(in thousands of Swiss francs)

Key Financials	CF Unions		PCT Union		Madrid Union		Hague Union		Lisbon Union		Total	
	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals
Income after IPSAS adjustments	**36,249**	**37,719**	**745,630**	**742,962**	**172,624**	**175,844**	**17,480**	**19,198**	**603**	**633**	**972,586**	**976,357**
Expenditure												
Direct Union	36,589	44,640	251,796	199,810	81,479	70,714	20,914	16,016	2,224	2,218	393,003	333,399
Direct Admin	14,874	19,284	116,953	112,124	56,388	58,263	17,291	15,434	1,078	1,279	206,584	206,384
Sub-total, Direct	*51,463*	*63,924*	*368,750*	*311,934*	*137,867*	*128,976*	*38,205*	*31,450*	*3,302*	*3,498*	*599,587*	*539,783*
Indirect Union	-	-	161,836	148,172	14,925	15,663	-	-	-	-	176,761	163,835
Indirect Admin	-	-	74,117	67,598	6,835	7,149	-	-	-	-	80,952	74,747
Sub-total, Indirect	-	-	*235,953*	*215,770*	*21,760*	*22,813*	-	-	-	-	*257,713*	*238,582*
Total Expenditure	**51,463**	**63,924**	**604,702**	**527,704**	**159,627**	**151,789**	**38,205**	**31,450**	**3,302**	**3,498**	**857,300**	**778,365**
IPSAS adjustment to expenditure	2,812	4,409	33,045	36,595	8,723	10,468	2,088	2,164	180	240	46,849	53,876
Total Expenditure after IPSAS adjustments	**54,276**	**68,333**	**637,748**	**564,299**	**168,350**	**162,257**	**40,293**	**33,615**	**3,482**	3,738	**904,149**	**832,241**
Operating Result	**(18,027)**	**(30,613)**	**107,883**	**178,663**	**4,273**	**13,588**	**(22,812)**	**(14,417)**	**(2,879)**	**(3,104)**	**68,437**	**144,116**
Reserve-Funded Projects		1		17,322		6,192		48		-	**21,050**	23,564
IPSAS adjustments to projects financed from reserves		-		(2,096)		(3,758)		-		-	(6,197)	(5,854)
Reserve-Funded Projects after IPSAS adjustments	**-**	**1**	**-**	**15,227**	**-**	**2,434**	**-**	**48**	**-**	**-**	**14,853**	**17,710**
Investment gains/(losses)		221		102,969		9,160		-		-		112,350
IPSAS adjustments to Investments		-		(13,130)		(1,075)		-		-		(14,206)
Investment gains/(losses)	**-**	**221**	**-**	**89,839**	**-**	**8,085**	**-**	**-**	**-**	**-**	**-**	**98,145**
Surplus / (Deficit)	**(18,027)**	**(30,394)**	**107,883**	**253,275**	**4,273**	**19,239**	**(22,812)**	**(14,465)**	**(2,879)**	**(3,104)**	**53,584**	**224,551**
Special accounts contributions (net of IPSAS adjustments)											**18,371**	17,917
Special accounts expenditures (net of IPSAS adjustments)											**18,371**	18,142
Special accounts Investment gains/(losses)	**-**											220
Surplus / (Deficit) Special Accounts	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(5)**

Net assets	CF Unions	PCT Union	Madrid Union	Hague Union	Lisbon Union	Total
Net Assets as at December 31, 2023 - Actuarial Gains/(losses) excluded[1]	**12,907**	**816,492**	**105,942**	**(87,876)**	**(8,998)**	**838,580**
Surplus / (Deficit)[1]	(30,394)	253,275	19,239	(14,465)	(3,104)	224,546
Net Assets as at December 31, 2025- Actuarial Gains/(losses) excluded	**(17,487)**	**1,069,767**	**125,181**	**(102,341)**	**(12,102)**	**1,063,126**
Actuarial Gains/(Losses) through Net Assets as at December 31, 2025	(11,801)	(123,467)	(35,603)	(6,990)	(984)	(178,845)
Net Assets as at December 31, 2025	**(29,288)**	**946,300**	**89,578**	**(109,331)**	**(13,086)**	**884,281**

[1] *Includes Special Accounts*

Note 1: In 2012, the Madrid Union Assembly assumed the financing of the Hague Union's contribution of 3 million Swiss francs to the IT Modernization Program of the Madrid and Hague international registration systems. The amount will be reimbursed by the Hague Union to the Madrid Union as soon as the level of reserves of the Hague Union Reserve Fund so allows.

Note 2: In accordance with the decision of the Assemblies of the Member States of WIPO at their 55th Series of Meetings in 2015, the Contribution-financed Unions have assumed the financing of the deficit of the Lisbon Union in the biennium 2016/17 amounting to 56,157 Swiss francs. The amount will be reimbursed by the Lisbon Union to the Contribution-financed Unions as soon as the level of reserves of the Lisbon Union, so allows.

Note 3: In accordance with the decision of the Assemblies of the Member States of WIPO at their 57th Series of Meetings in 2017: a) the Contribution-financed Unions have assumed the financing of the deficit of the Lisbon Union in the biennium 2018/19 amounting to 1,662,315 Swiss francs; and b) the PCT Union has assumed the financing of the deficit of the Hague Union amounting to 18,135,044 Swiss francs. The amounts will be reimbursed by the Lisbon Union and the Hague Union, respectively, as soon as the level of reserves of the Unions, so allow.

Note 4: In accordance with the decision of the Assemblies of the Member States of WIPO at their 59th Series of Meetings in 2019: a) as the Contribution-financed Unions do not have sufficient reserves above the target to cover the deficit of the Lisbon Union, amounting to 3,509,153 Swiss francs in 2020/21, and 2,746,197 Swiss francs in 2022/23, respectively, the PCT Union assumed the financing of the deficit of the Lisbon Union in 2020/21 and in 2022/23; b) the PCT Union assumed the financing of the deficit of the Hague Union, amounting to 23,667,978 Swiss francs in 2020/21, 20,093,047 Swiss francs in 2022/23, and 14,465,134 Swiss francs in 2024/25, respectively; c) the PCT Union assumed the financing of the deficit of the CF Unions of 30,393,711 Swiss francs in 2024/25; and d) the Madrid Union assumed the financing of the deficit of the Lisbon Union of 3,104,239 Swiss francs in 2024/25. The amounts will be reimbursed by the Lisbon, Hague and the CF Unions to the PCT and Madrid Unions, as soon as the level of reserves of the Unions so allow.

Note 5: Actuarial gains/(losses) as at December 31, 2025, have been allocated based on the relative share of headcounts for 2025.

ANNEX VII. Breakdown of Resources Associated with Expected Result 3.1 for the Promotion of Global IP Systems

(in thousands of Swiss francs)

ER 3.1 "Wider and more effective use of WIPO's global IP systems, services, knowledge and data"	2024/25 PoW&B	2024/25 Actuals
Patents and Technology	3,034	3,633
Brands and Designs		
Madrid	10,517	10,226
Hague	2,649	2,861
Lisbon	1,184	1,266
Regional and National Development		
PCT	1,067	801
Madrid	1,021	771
Hague	895	733
Lisbon	57	93
TOTAL	**20,423**	**20,383**

ANNEX VIII. Indicators of the PCT System

General

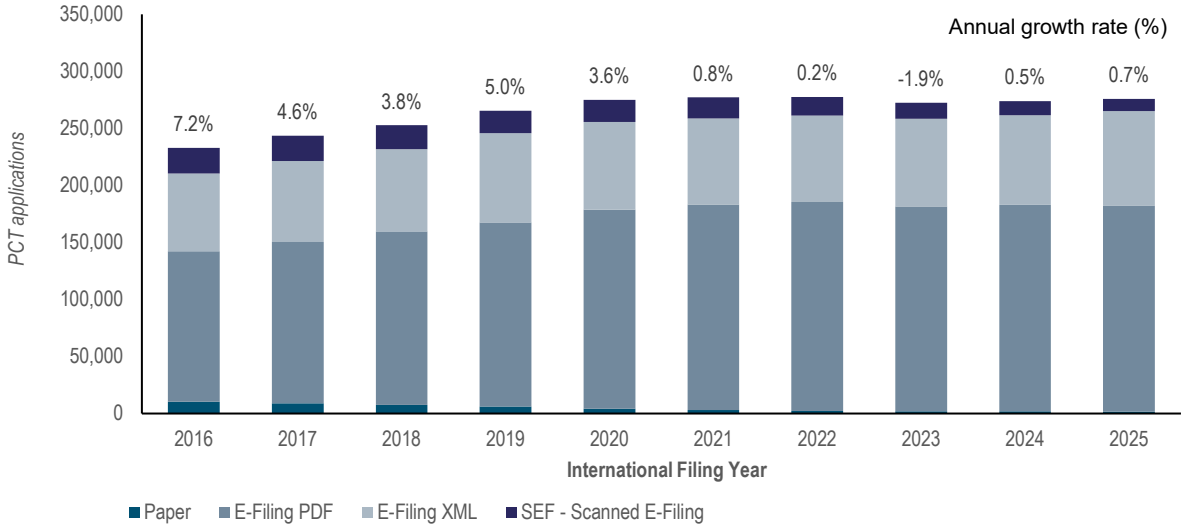
This Annex provides an overview of the following indicators for PCT Operations:

- Incoming workload;
- Applications by language of filing;
- Unit cost;
- Productivity of formalities examination;
- Aggregate quality of formalities examination;
- Quality of translation;
- Quality of software development; and
- RO/IB filings.

Incoming workload

Incoming workload is tracked based on the yearly number of PCT international applications filed. Further information on incoming workloads can be found in the *PCT Yearly Review.*

PCT International Applications Filed by Medium of Filing[68]



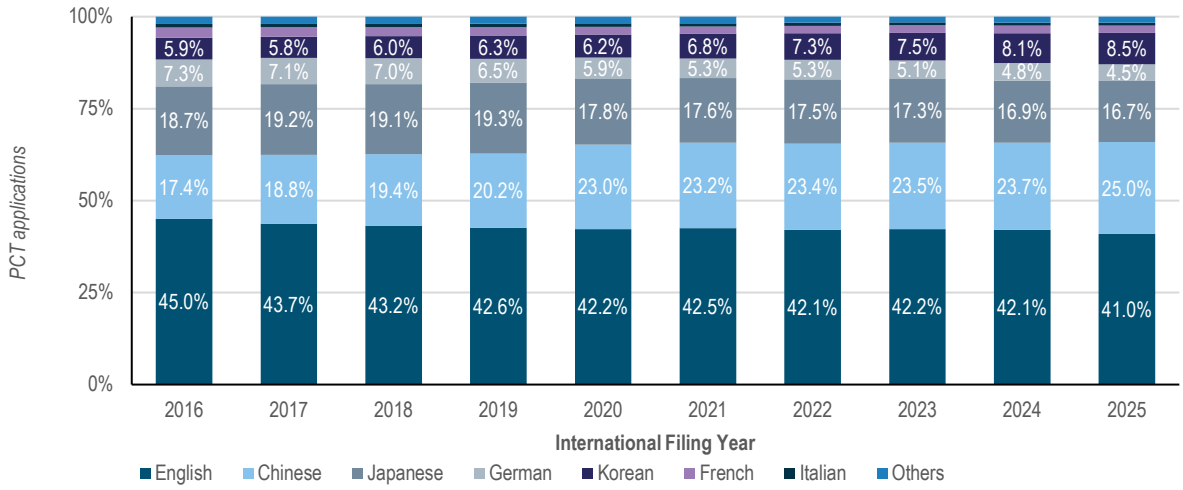
Note: Data for 2025 are WIPO estimates. PDF, XML and SEF-Web are the three electronic filing mediums.

Source: WIPO Statistics Database, March 2026.

- In 2025, 275,900 PCT applications were filed, representing an increase of 0.7% compared to the previous year.
- In 2025, electronic filing methods, which represented 99.4% of total filings, were composed of PDF (65.5%), XML (30%), and SEF-Web (3.9%) filings.Applications by Language of Filing

One significant change in the International Bureau (IB) is the increasing language diversity of filings since 2016, primarily due to the continued increased use of the PCT System in East Asian countries.

Distribution of Applications by Language of Filing *(all languages)*

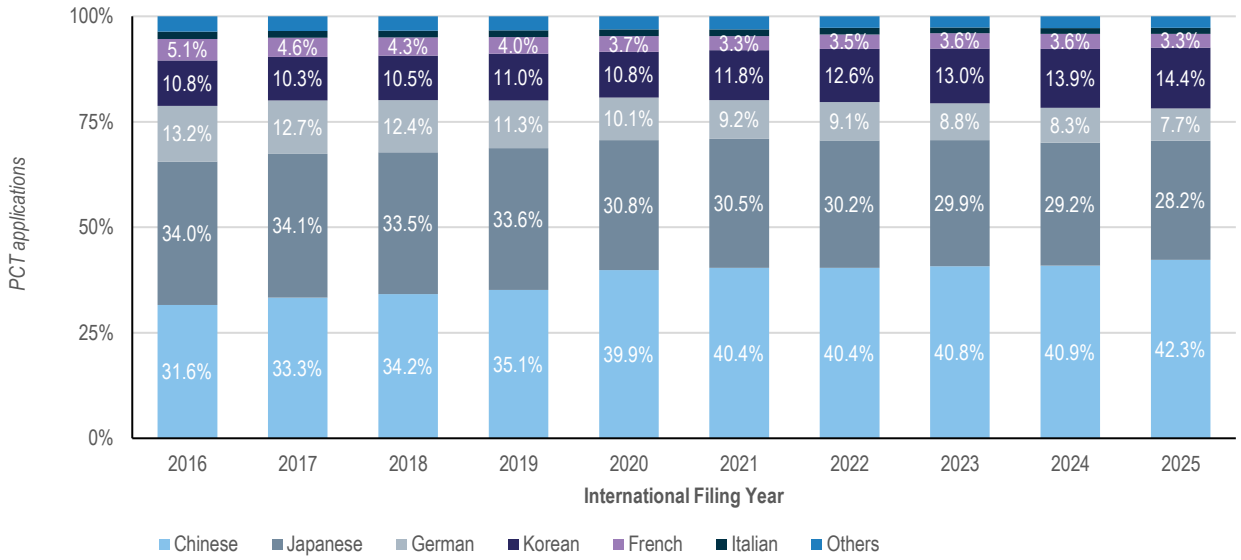


Source: WIPO Statistics Database, March 2026.

[68] Publication of PCT applications usually takes place every Thursday. The year 2020 had 53 Thursdays instead 52 for the other years, slightly affecting statistical trends for published PCT applications.

English and Chinese continued to account for nearly two-thirds of filings in 2025, representing 41% and 25% of the total, respectively. The share of Asian languages has increased steadily over the past decade. The combined share of PCT applications filed in Chinese, Japanese, and Korean increased from 42% in 2016 to 50.1% in 2025. A closer look at languages other than English provides the following trend:

Distribution of Applications by Language of Filing *(all languages except English)*



Source: WIPO Statistics Database, March 2026.

The steady increase in the number of applications filed in Asian languages over the past decade presents a continuous challenge for the IB to diversify resources able to work in these languages. To address this, mitigation efforts have included automating certain tasks and recruiting additional staff proficient in Asian languages.

Unit Cost

The IB's efficiency in processing PCT applications can be measured by the unit cost, defined as the average estimated cost of producing one unit of output.

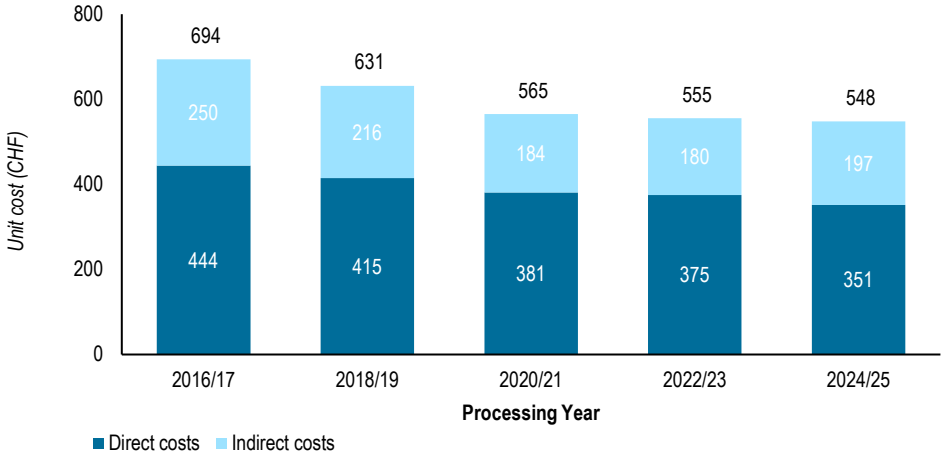
The methodology for calculating direct and indirect costs is standardized across all Global IP Services. The total cost of production includes expenditure relating exclusively to the PCT System and expenditures relating to activities that support the PCT System.

The activities supporting the PCT System comprise the following services: conference and language services, executive management, finance and budget, general support services, human resources management, internal oversight, IT, and safety and security. A small proportion of these expenses, such as UNICC server hosting costs, the estimated cost of maintaining the official publication source for PCT applications (PATENTSCOPE), and the share of the cost of the Income Section in Finance, is directly attributed to the PCT System. The remaining expenses attributable to the PCT System are calculated based on the PCT's relative share of overall headcount.

The unit cost is defined as:

$$\text{Unit cost} = \frac{\text{Total cost of production}}{\text{Number of publications}}$$

Unit Cost of Processing a Published PCT Application
(in Swiss francs)



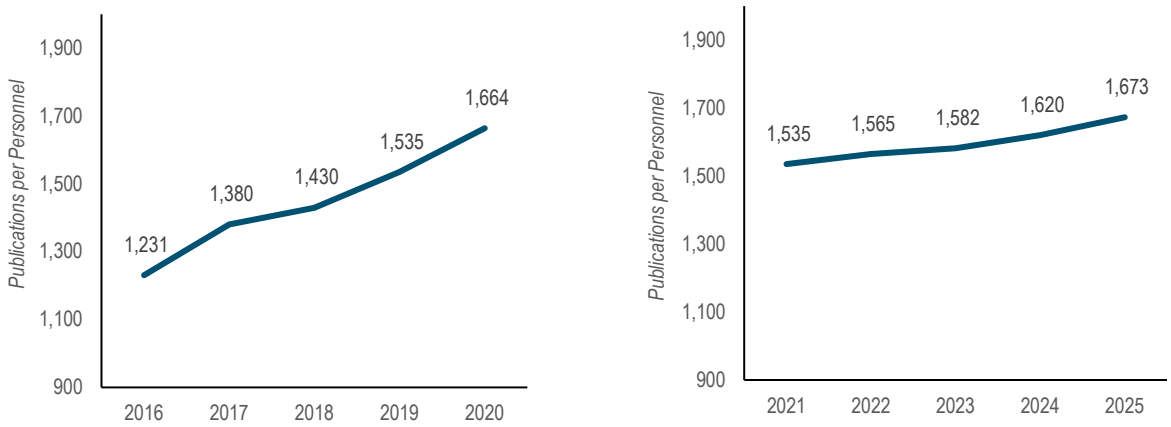
Source: WIPO Statistics Database, March 2026.

- The average cost of processing a published PCT application was 548 Swiss francs in 2024/25, representing a decrease of 1.3% compared to 2022/23 due to increased productivity.

Productivity of Formalities Examination

The definition of staff productivity is output (i.e. the number of PCT publications) divided by the number of personnel working in the PCT formalities examination.

Productivity of Formalities Examination



Note: From 2021 onwards, the methodology for calculating the number of personnel is aligned with the head count (rather than full time equivalent) based methodology applied for the PCT unit cost indicator. The figure for 2024 has been corrected.

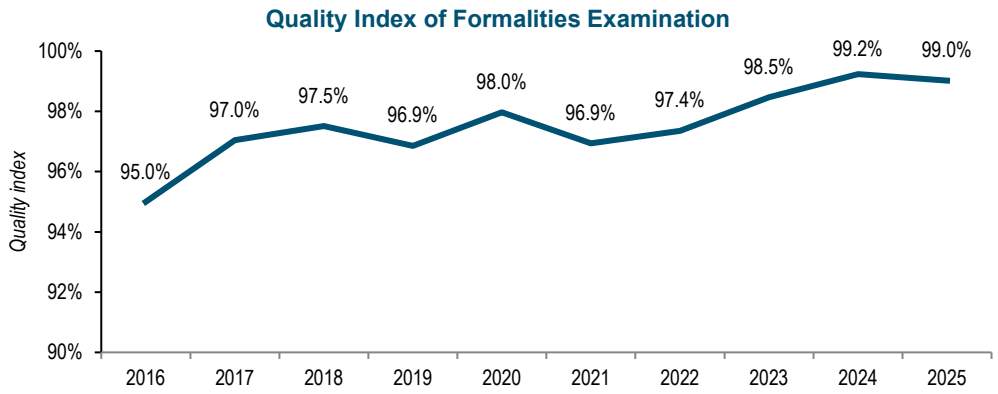
Source: WIPO Statistics Database, March 2026.

- The productivity of formalities examination increased by 3.3%, from 1,620 in 2024 to 1,673 in 2025.
- The overall increase in productivity was mainly due to automation along with the introduction of new work methods that enabled the processing of a higher level of workload.

Aggregate Quality of Formalities Examination

To measure the quality of the work performed by the IB, the IB has developed an aggregate quality index, calculated as the average of four lead quality indicators. Three of these indicators are based on the timeliness of

key transactions: acknowledgement of receipt of the PCT application, publication, and republication. The fourth indicator reflects errors made during the processing of PCT applications.

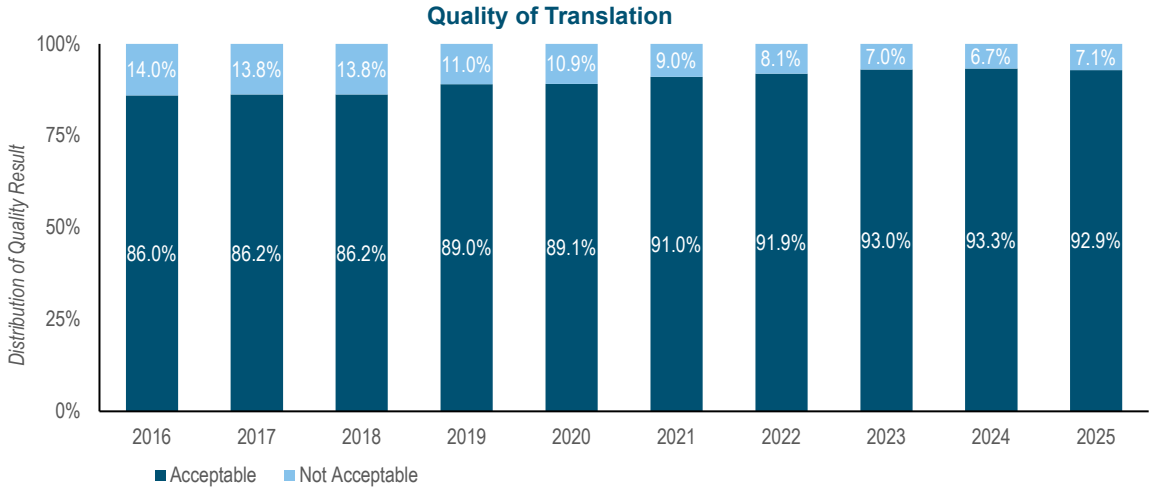


Source: WIPO Statistics Database, March 2026.

- The overall quality, as measured by the aggregate index, was stable at 99% in 2025 as compared to 2024.
- The quality of formalities examination has increased by 4 percentage points since 2016.

Quality of Translation

Documents are selected at random from translations of abstracts and patentability reports prepared under the responsibility of the IB for quality control. The evaluation determines whether a translation is “acceptable” or “not acceptable”. This indicator aggregates the results of such quality control performed by the IB across all language combinations and document types. Relationships with external agencies that consistently have less than 80% of their translations deemed “acceptable” are discontinued. In 2025, 92.9% of translations were determined to have been of acceptable quality.



Source: PCT Translation Division, March 2026.

Quality of Software Development

Until 2021, the quality of software development (QSD) indicator provided a measure of the quality of major software releases for eDossier and ePCT projects. From 2022 onwards, the indicator covers the development outputs for all software projects.

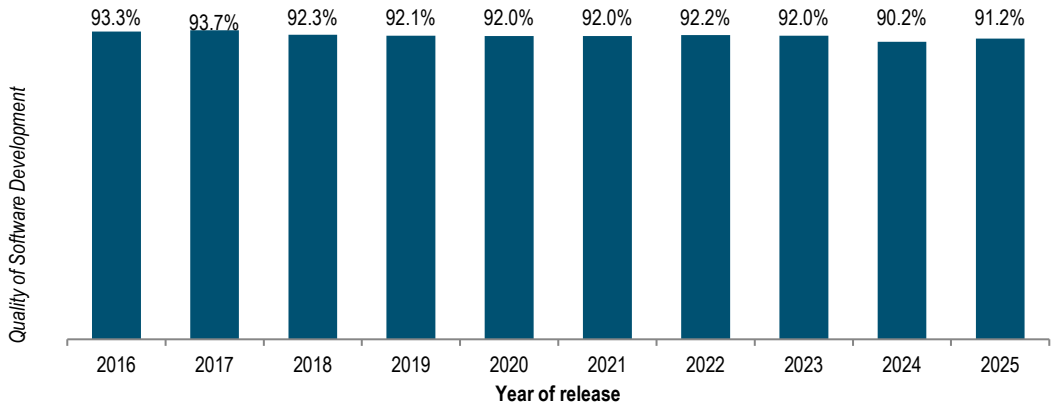
The QSD reflects the share of time spent delivering new functionality (i.e. work) out of the total time spent (i.e. work + rework). Rework is the time spent correcting defective work that was detected in the production environment. Under this approach, development outputs that contain low levels of rework are deemed high quality as they reflect the extent of value added to the product through the delivery of new features.

The QSD is defined as:

$$\text{Quality of software development} = \frac{\text{Work}}{\text{Work+Rework}} * 100$$

In 2025, the quality of software development, as defined by the QSD, was 91.2%.

Quality of Software Development



Source: PCT Services Department, March 2026.RO/IB Filings

This table presents PCT filings by the top 10 receiving Offices (by number of applications filed) over the past five years. PCT applications are typically filed at the national patent office of the applicant's home country or at a regional patent office acting for the applicant's home jurisdiction. The IB is a competent receiving Office (RO/IB) for applicants from all PCT Contracting States. The evolution of the filings at the RO/IB and its ranking in terms of the number of filings among other receiving Offices are shown in the table below.

PCT applications filed at the top 10 receiving Offices

	International Filing Year						
Receiving Offices	**2021**	**2022**	**2023**	**2024**	**2025**	**2025 Share (%)**	**2025 as compared to 2024 (%)**
China	73,453	74,410	73,770	74,630	78,648	28.5	5.4
United States of America	56,452	55,434	53,030	51,624	49,032	17.8	-5.0
Japan	49,040	48,719	47,372	46,750	46,409	16.8	-0.7
European Patent Office	38,322	38,761	38,631	39,084	39,332	14.3	0.6
Republic of Korea	20,525	21,916	22,164	23,637	24,950	9.0	5.6
International Bureau	13,503	13,701	14,171	14,006	14,246	5.2	1.7
United Kingdom	3,530	3,363	3,349	3,167	2,810	1.0	-11.3
Türkiye	1,711	1,759	1,897	1,970	2,161	0.8	9.7
India	1,199	1,135	1,220	2,412	2,118	0.8	-12.2
Canada	1,995	1,955	1,791	1,744	1,787	0.6	2.5
Others	17,448	16,490	15,080	14,889	14,407	5.2	-3.2
Total	**277,178**	**277,643**	**272,475**	**273,913**	**275,900**	**100.0**	**0.7**

Note: Data for 2025 are WIPO estimates.

Source: WIPO Statistics Database, March 2026.

ANNEX IX. Indicators of Madrid Operations

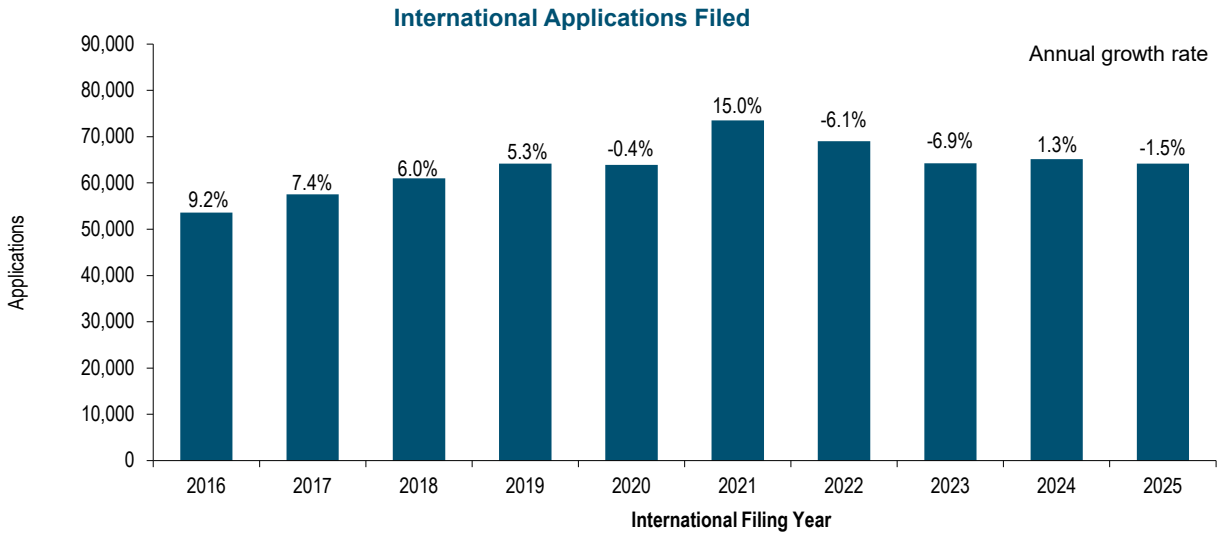
General

This annex provides an overview of the following indicators for Madrid Operations:

- Incoming workload;
- Transmission type of incoming documents;
- Total processed workload;
- Unit cost;
- Productivity;
- Pendency; and
- Quality of examination.

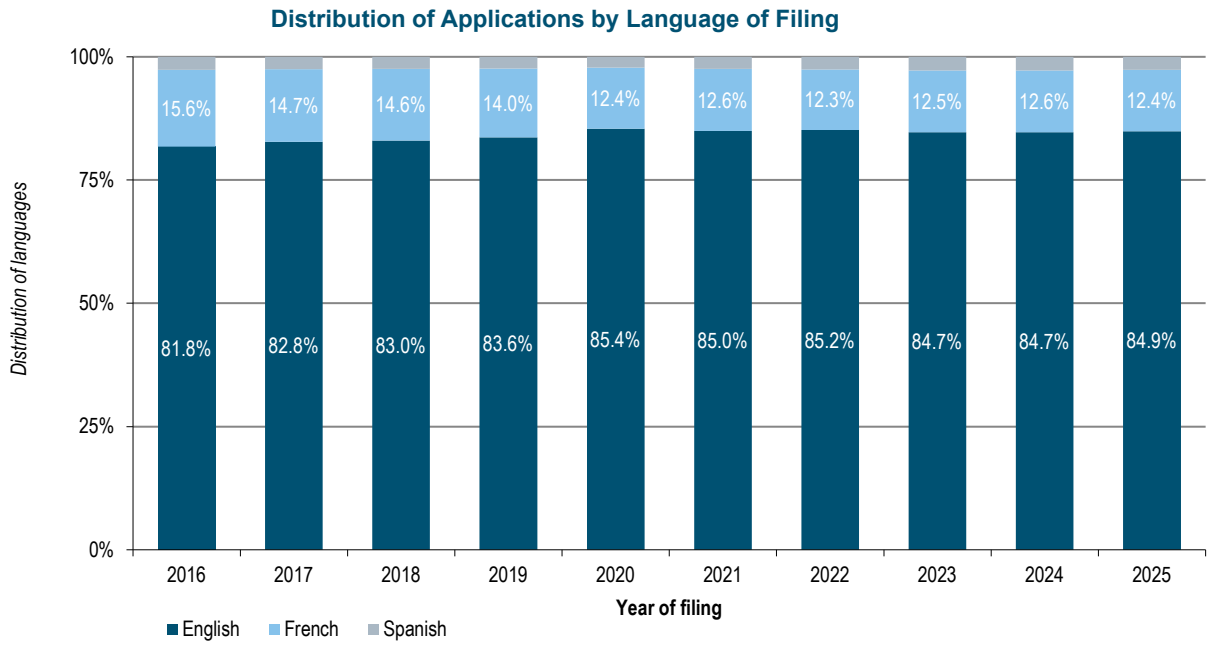
Incoming Workload

The International Bureau (IB) receives six different categories of documents, namely international applications, renewals, subsequent designations, modifications, decisions and corrections. Incoming workload is tracked based on the yearly number of international applications filed and renewals received by the IB. Information on other categories can be found in the *Madrid Yearly Review.*



Note: Data for 2025 are WIPO estimates.
Source: WIPO IP Statistics Database, March 2026.

- In 2025, 64,150 applications were filed, representing a decrease of 1.5% compared to 2024.



Source: WIPO IP Statistics Database, March 2026.

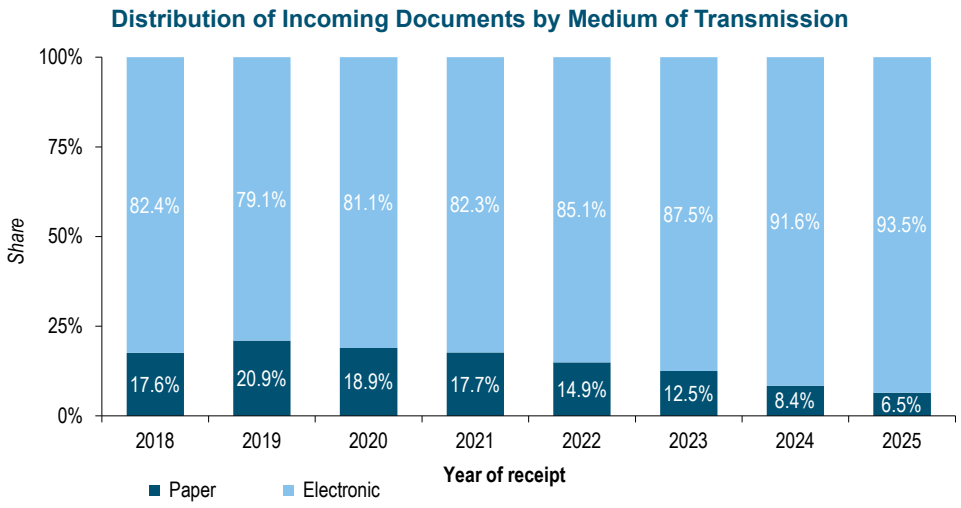
- In 2025, nearly 85% of applications were filed in English. This share has remained stable since 2020.

Source: WIPO IP Statistics Database, March 2026.

- In 2025, the IB inscribed 43,209 renewals, up 6.8% from 2024.

Transmission type of Incoming Documents

Documents transmitted electronically refer to documents received in XML format. Documents received in PDF format are recorded as paper submissions.



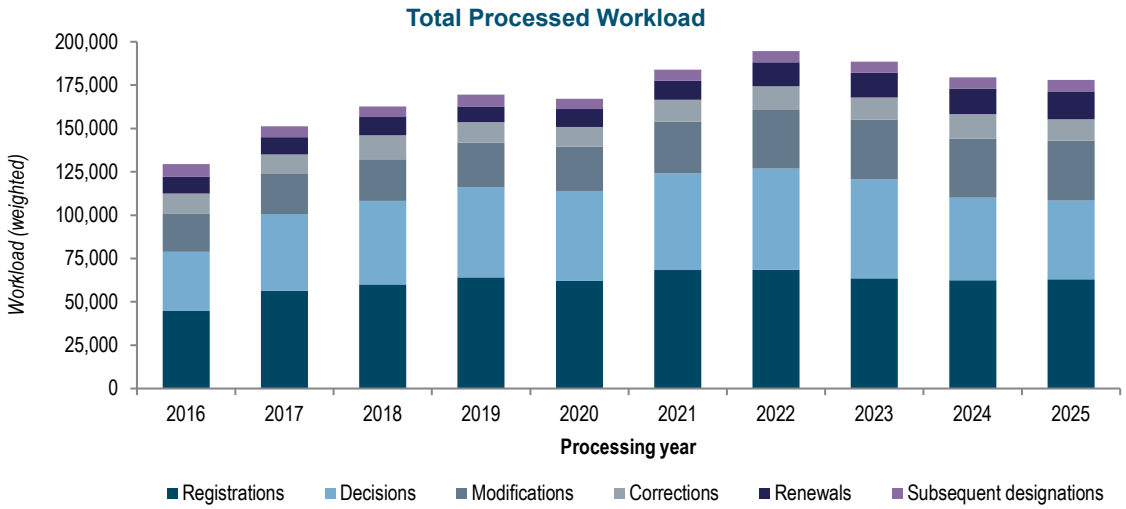
Source: Madrid Registry, March 2026.

- In 2025, 93.5% of all incoming documents were transmitted electronically to the IB, an increase of almost two percentage points from the previous year.

Total Processed Workload

The total processed workload (manual and automatic) represents the weighted total number of documents processed by the IB, including applications, renewals, subsequent designations, modifications, decisions and corrections.

As the processing of each type of document does not require an equal number of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, an examiner can manually process 1.6 renewals, 1.8 subsequent designations, 1.8 modifications or 10 decisions. Similarly, during the time it takes to process an international application, 20.8 documents can be processed automatically.



Source: Madrid Registry and WIPO IP Statistics Database, March 2026.

- In 2025, the total processed workload (weighted) decreased by 0.9% compared to 2024.
- The decrease in processed workload (weighted) in 2025 is due to increased automation of decisions and a decrease in corrections.

Unit Cost

The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.

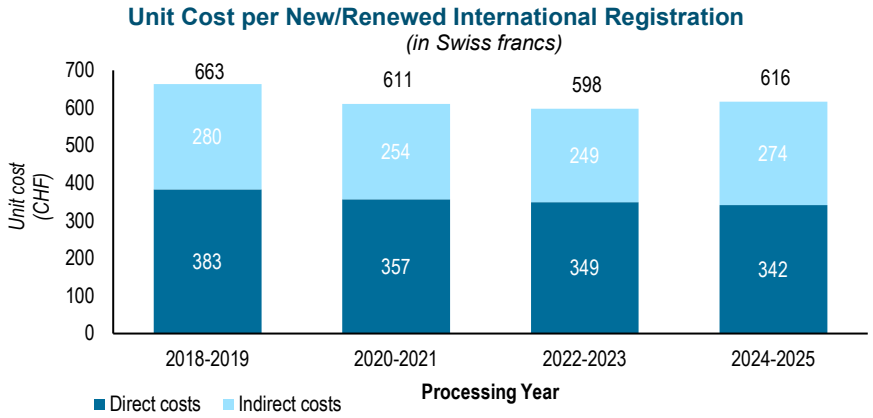
As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output, which reflects a set of transactions (six categories of documents). cost indicators are presented below for two different units of output, with a breakdown of direct and indirect cost.

The methodology for calculating direct and indirect costs is standardized across all Global IP Services. The weighted workload is used to better approximate the actual work required to process the six categories of documents, taking into account that some of these documents are more labor-intensive than others.

Unit Cost per New/Renewed International Registration

New international registrations consist of applications that are registered within a given year, and renewed international registrations consist of existing registrations that are renewed within a given year.

The unit cost is calculated by dividing the total cost of production by the number of new/renewed registrations.

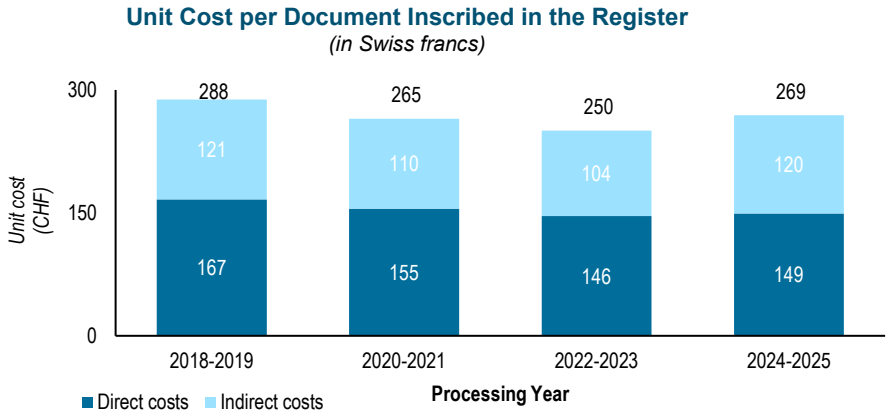


Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2026.

- The average cost of processing a new/renewed international registration was 616 Swiss francs in 2024/25, representing an increase of 3.1% compared to 2022/23.
- The increase in 2024/25 was driven by the lower-than-expected number of international applications (-12.6% as compared to the *Program of Work and Budget 2024/25*).

Unit Cost per Document Inscribed in the Register

The documents inscribed in the register correspond to the total volume of processed workload (see “Total Processed Workload” above).

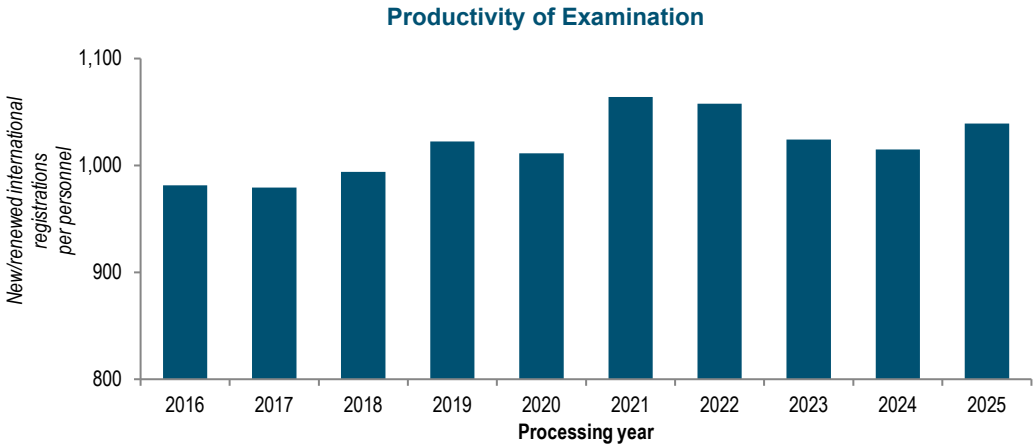


Source: Madrid Registry, ERP systems and WIPO IP Statistics Database, March 2026.

- The average cost of inscribing a document in the register was 269 Swiss francs in 2024/25, representing an increase of 7.6% compared to 2022/23.
- The increase in 2024/25 was primarily driven by a lower-than-expected workload, i.e. a decrease of 6.7% compared to 2022/23.

Productivity of Examination

Productivity of examination is defined as the number of new/renewed international registrations, divided by the number of personnel involved in examination.

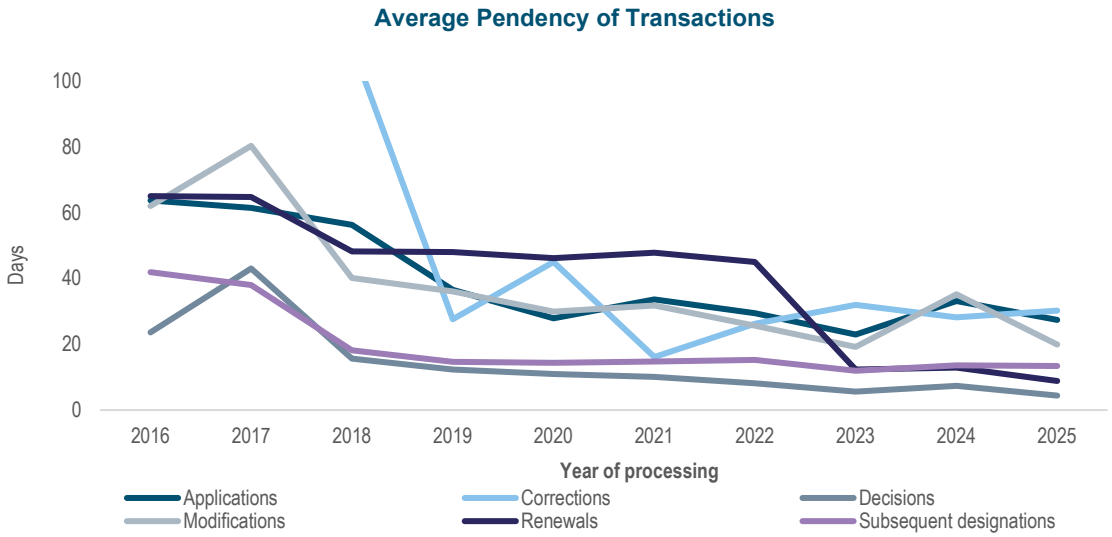


Source: ERP systems and WIPO IP Statistics Database, March 2026.

- In 2025, the productivity of examination increased by 2.4% as a result of an increase in new/renewed international registrations while resources remained the same.
- In the biennium 2024/25, the productivity of examination decreased by 1.3% as compared to the biennium 2022/23 as a result of lower-than expected workload while resources remained at the same level.

Pendency

The average pendency for each of the six transactions performed by the IB is shown below. The pendency is calculated from the date a document is received to the date it is inscribed.



Note: the average pendency for corrections was of 135 in 2016, 217 in 2017 and 111 in 2018.
Source: Madrid Registry, March 2026.

- As compared to 2024, the average pendency time in 2025 decreased for all transactions, except for corrections. Modifications, renewals and registrations experienced the largest decreases.

Quality of Examination

The overall quality of trademark examination is monitored on a regular basis in accordance with the Madrid Registry Quality Management Framework (QMF), in compliance with ISO 9001:2015 and ISO 2859 guidance[69]. The two sources of information on the quality of trademark examination work are:

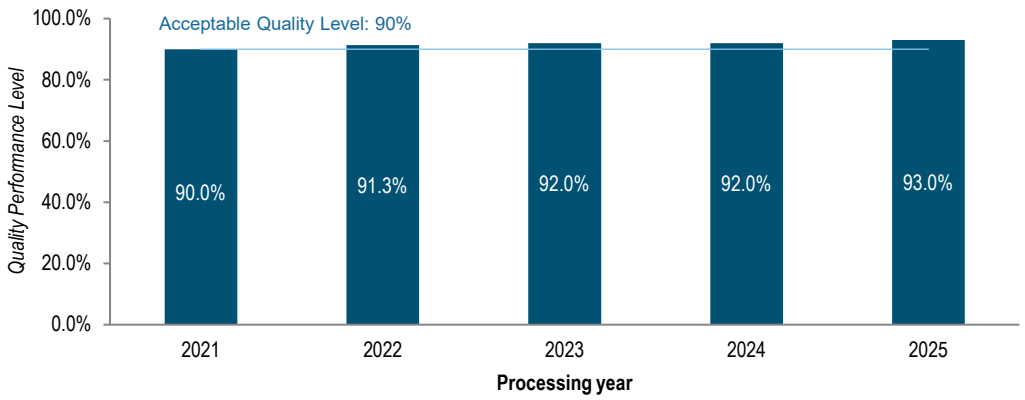
(a) The results of the internal review of Nice classification work; and

(b) Classification errors made by the IB following the receipt of correction requests under Rule 28 of the Regulations.

Quality control of Nice classifications in 2025 was carried out based on a sample of new international applications, which did not take into account potential quality issues in the automated processing of Nice classifications (pre-validated terms).

An Acceptable Quality Level (AQL) is established as the criterion against which the quality of trademark examination is measured.

Quality Performance: Nice Classification



Source: Madrid Registry, March 2026.

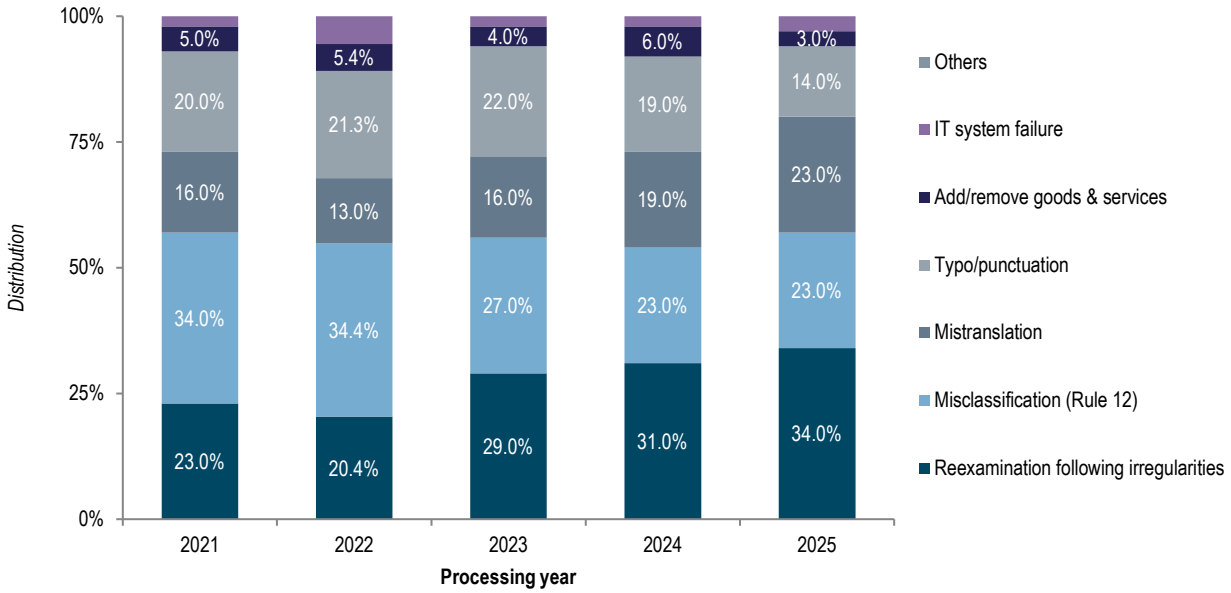
The overall quality of examination in 2025 reached 93% – a slight increase over 2024.

Errors Made by the IB

The distribution of errors presented in the chart below is based on a sample of correction requests related to errors in the examination of lists of goods and services[70]. The sample includes transactions that were processed both manually and automatically.

[69] The Madrid Registry QMF is available on request at madrid.qp@wipo.int.
[70] Transactions which contain one or more errors.

Distribution by Type of Error in Classification



Source: Madrid Registry, March 2026.

- Re-examination following irregularities, misclassification (Rule 12), mistranslation and typo/punctuation accounted for 94% of total errors in 2025.

ANNEX X. Indicators of the Hague Operations

General

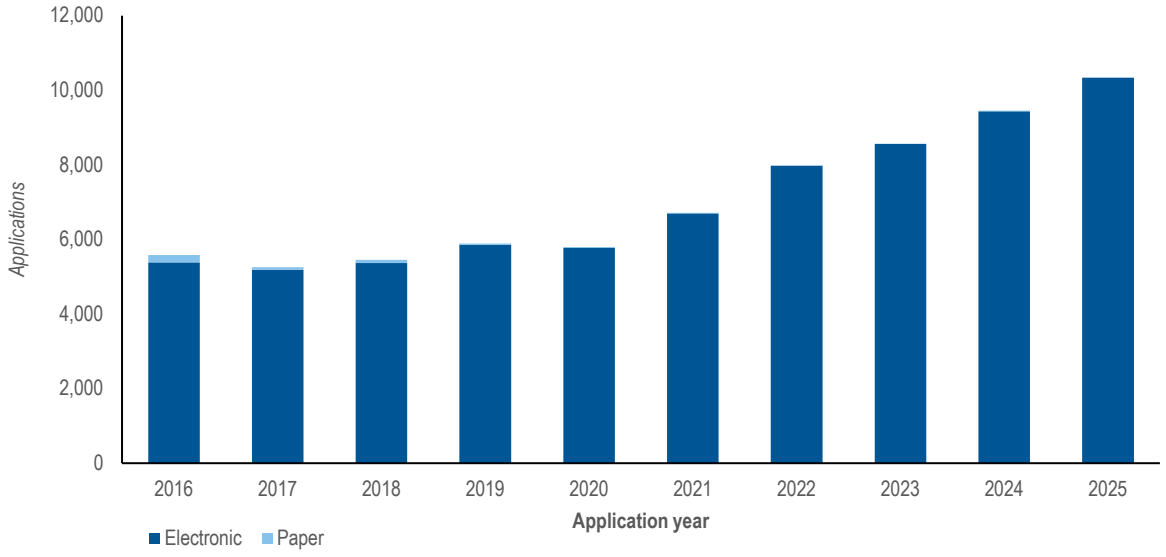
This annex provides an overview of the following indicators for Hague Operations:

- Incoming workload;
- Total processed workload;
- Unit cost; and
- Pendency.

Incoming Workload

The International Bureau (IB) receives four main types of documents, namely international applications, renewals, changes, and decisions. Incoming workload is tracked based on the yearly number of international applications filed and renewals received by the IB. Information on other types of documents can be found in the *Hague Yearly Review*.

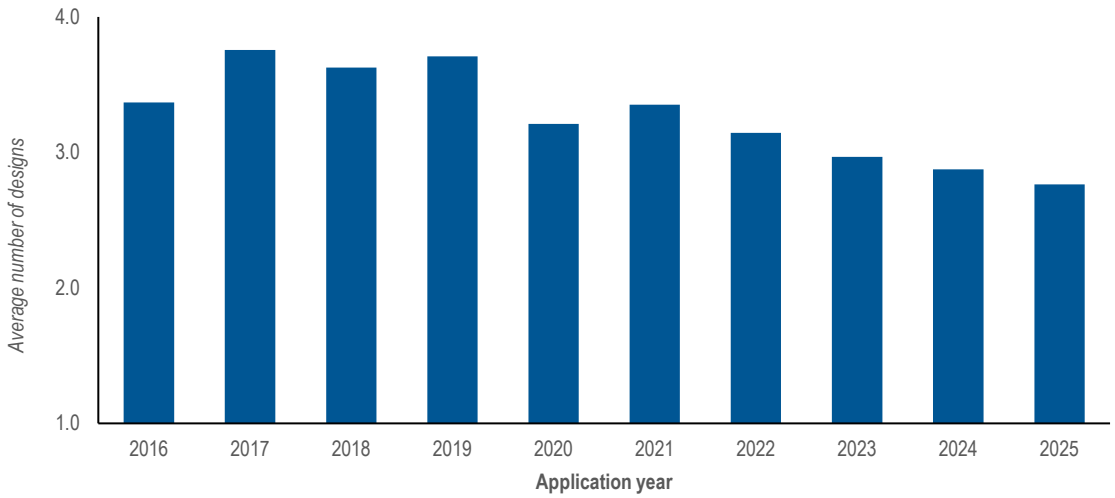
International Applications Filed



Source: WIPO IP Statistics Database, March 2026.

- In 2025, applicants filed 10,344 international applications, up 9.4% from 2024.
- In 2025, 99.9% of applications were filed electronically, representing a 0.1% increase over 2024.
- In 2025, 96.1% of applications were filed directly with the IB, with the remaining 3.9% filed directly with national offices, primarily those of the Republic of Korea and the United States of America.

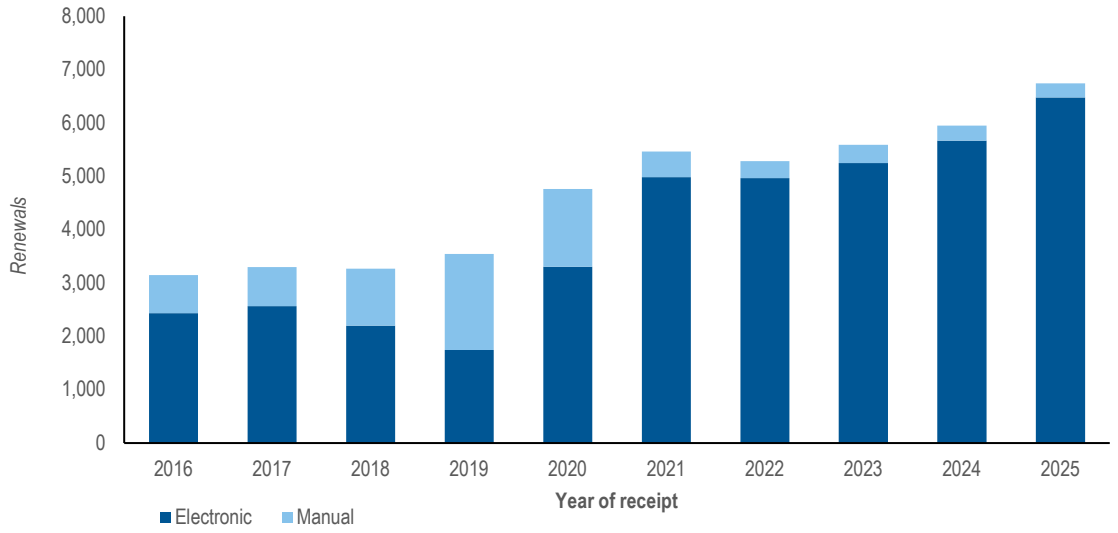
Average Number of Designs per Application



Source: WIPO IP Statistics Database, March 2026.

- The average number of designs per application has been declining since 2021, reaching 2.8 in 2025. This trend is primarily driven by recent accessions of countries which follow single-design systems, allowing a maximum of one design per application.

Renewals of International Registrations



Source: Hague Registry, March 2026.

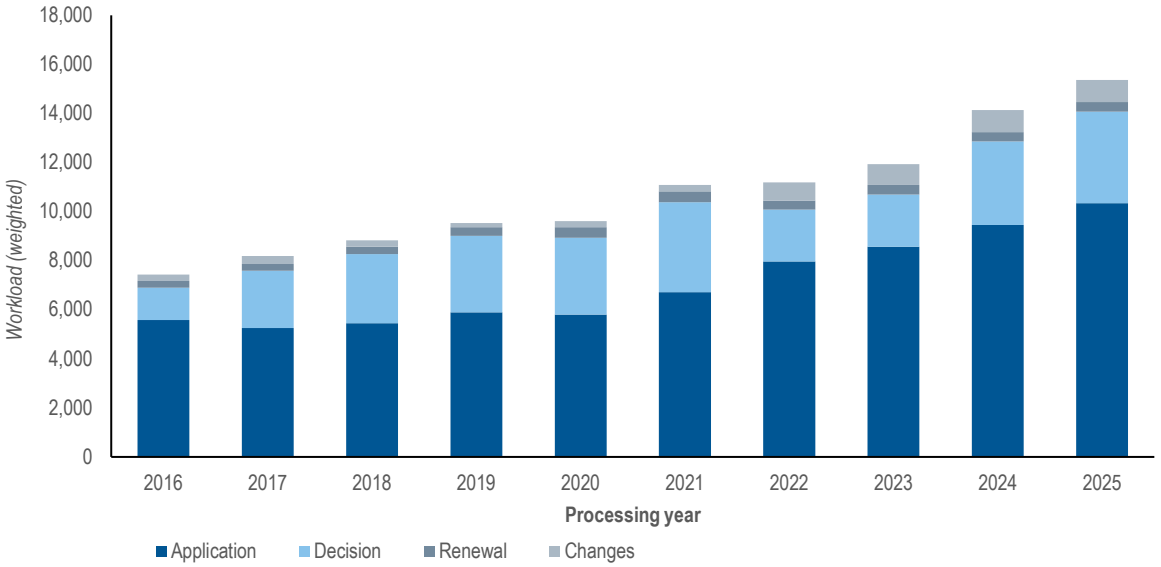
- In 2025, a total of 6,740 renewals were recorded, an increase of 13.3% as compared to 2024.

Total Processed Workload

The total processed workload (manual and automatic) represents the weighted total number of documents received at the IB. All four categories of documents are included (applications, renewals, changes and decisions).

As the processing of these types of documents does not require an equal number of resources, they are each weighted differently. According to the current weighting, during the time required to process one international application, an examiner can manually process either 1.9 renewals, 1.7 changes, or 9.6 decisions (a 1:1.9:1.7:9.6 workload ratio). Similarly, during the time it takes to process an international application, an examiner enables 25 renewals or 13.4 decisions (a 1:25:13.4 workload ratio) to be processed automatically by supporting IT systems.

Total Processed Workload



Source: Hague Registry and WIPO IP Statistics Database, March 2026.

- In 2025, the total processed workload (weighted) increased by 8.7% as compared to 2024.

- The increase in processed workload (weighted) in 2025 was mainly driven by a 9% growth in both applications and decisions compared to 2024.

Unit Cost

The IB's efficiency in processing transactions can be measured by the unit cost, defined as the average cost of producing one unit of output.

As the IB registers new applications and maintains existing registrations, it is relevant to have a unit of output, which includes a set of transactions. Two unit cost indicators are presented below for two different units of output, with a breakdown of direct and indirect costs.

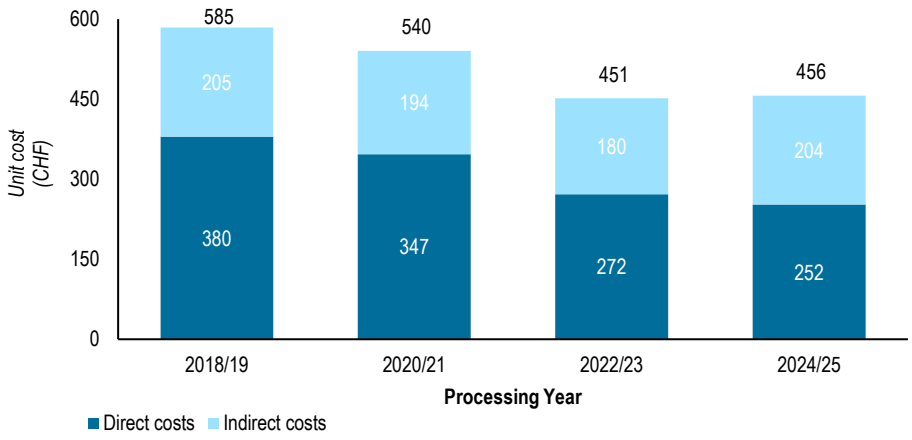
The methodology for calculating direct and indirect costs is standardized across all Global IP Services. The weighted workload is used to better approximate the actual work required to process the four categories of documents, considering that some of these documents are more labor-intensive than others.

Unit Cost per New/Renewed Design

New designs consist of designs in international applications that are registered within a given year. Renewed designs consist of existing designs in international registrations that are renewed within a given year. Combined, the designs contained in these two types of transactions reflect the core business of the IB.

The unit cost is calculated by dividing the total cost of production by the number of new/renewed designs.

Unit Cost per New/Renewed Design
(in Swiss francs)



Source: Hague Registry, ERP systems and WIPO IP Statistics Database, March 2026.

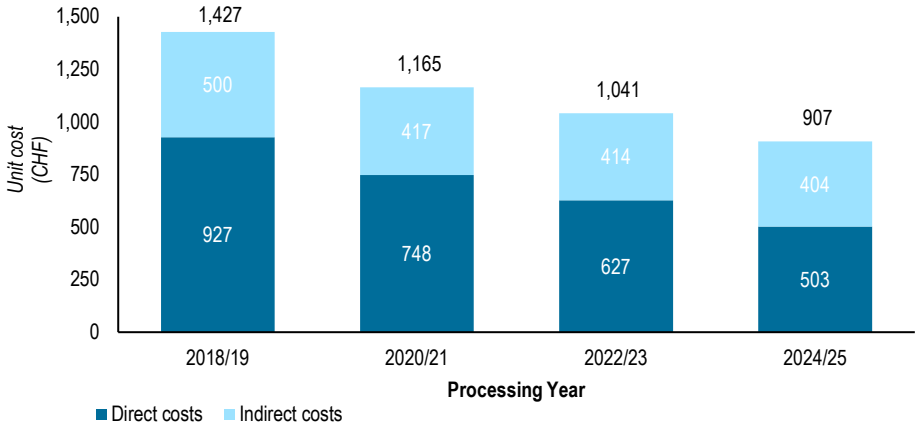
- The average cost of processing a new/renewed design was 456 Swiss francs in 2024/25, representing a slight increase of 1.1% as compared to 2022/23.

- The slight increase in 2024/25 was driven by the recruitment and training of new examiners at the beginning of the biennium, combined with a reduction in the number of designs in applications and renewals across the biennium compared to previous levels.

Unit Cost per Document Recorded in the Register

The documents recorded in the Register correspond to the total volume of processed workload (see "Total Processed Workload" above).

Unit Cost per Recorded Documents
(in Swiss francs)



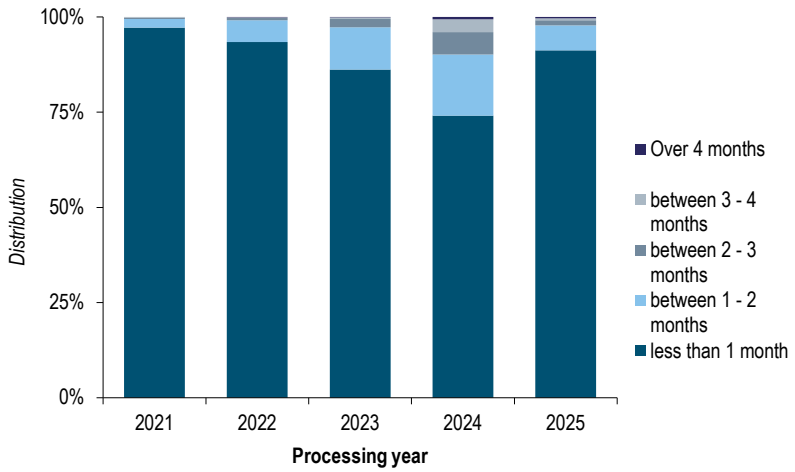
Source: Hague Registry, ERP systems and WIPO IP Statistics Database, March 2026.

- The average cost of recording a document in the Register amounted to 907 Swiss francs in 2024/25, reflecting a sharp decrease of 12.8% compared to 2022/23.
- The decrease is due to improved productivity in processing decisions and changes (total workload related to decisions and changes increased by 53% in 2024/25 compared to 2022/23).

Pendency

This indicator reflects the time required by the IB to process regular applications since 2021. The timeliness is calculated as the time elapsed between the date of receipt of an application and the date it was registered.

Timeliness to Process Regular International Applications



Source: Hague Registry, March 2026.

- The share of regular applications processed within one month increased sharply from 74.1% in 2024 to 91.2% in 2025.
- In 2025, 53.4% of total processed applications were regular, as compared to 57.8% in the previous year

ANNEX XI. Indicators of Lisbon Operations

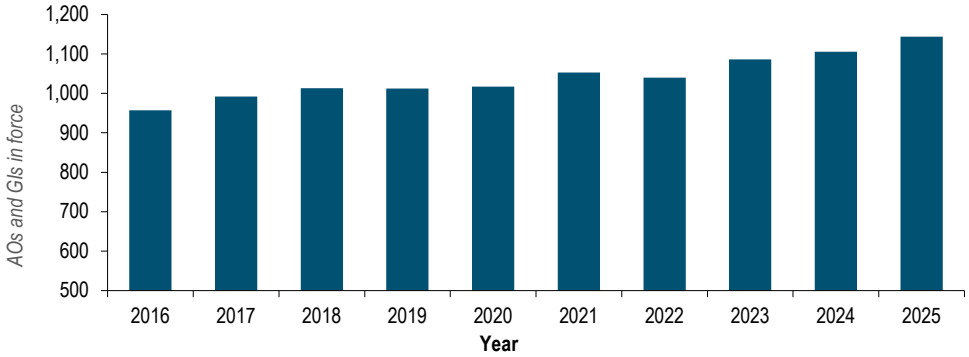
General

This annex provides an overview of the following indicators for Lisbon Operations:

- Applications received; and
- Processed documents.

The trend of the past 10 years for appellations of origin (AOs) and geographical indications (GIs) in force under the Lisbon System is presented below. Further statistical information can be found in the chapter on geographical indications of the *World Intellectual Property Indicators*.

Appellations of origin and geographical indications in force under the Lisbon System



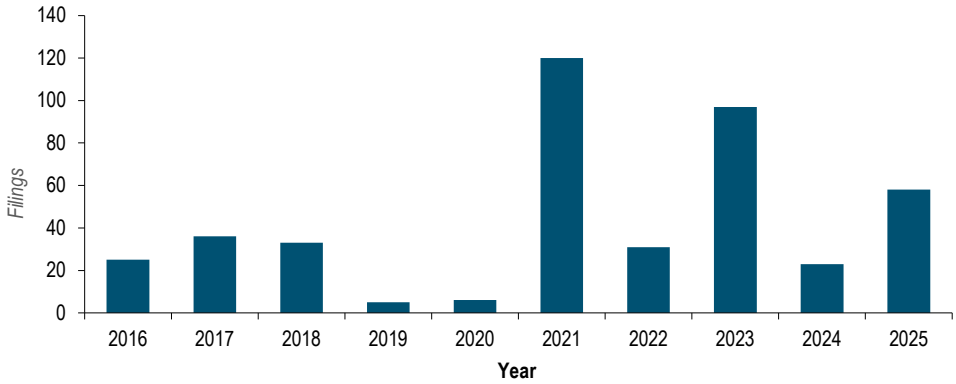
Source: Lisbon Registry, February 2026.

- In 2025, a total of 1,144 AOs and GIs were in force under the Lisbon System, up 3.4% from 2024.
- Over the past decade, AOs and GIs in force under the Lisbon System grew on average by 2% per year. During the same period, a total of 221 international registrations have been cancelled

Applications received

The latest trend for international applications filed at the International Bureau (IB) is presented below.

Applications for International Registration



Source: Lisbon Registry, February 2026.

- In 2025, a total of 58 AO and GI applications were filed under the Lisbon System.
- Over the past decade, the number of AO and GI applications filed per year has varied between five in 2019 and 120 in 2021.

Processed documents

The IB processes nine main types of documents, namely international applications, cancellations, corrections, grants, modifications, refusals, renunciations and withdrawals of refusals. For technical reasons, data on accession documents are not included in the table below.

Documents processed

Documents	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Cancellation	0	1	12	5	1	85	0	1	96	0
Correction	3	0	11	0	5	54	0	0	4	0
Grant of protection	10	46	0	65	5	4	4	0	597	109
Modification	0	0	0	2	7	127	0	197	66	0
Refusal of protection	54	34	0	128	15	51	8	0	45	24
Registration	50	3	58	10	7	4	31	142	79	52
Renunciation	0	0	0	0	3	9	28	105	131	1,279
Withdrawal of refusal	8	0	0	0	40	0	2	0	6	1

Note: Due to technical reasons, accession documents are excluded.
Source: Lisbon Registry, February 2026.

- In 2025, the number of renunciations increased from 131 in 2024 to 1,279 in 2025, as the result of the non-payment of individual fees. In contrast, all other document types decreased.
- As a result of efficiency gains since the go-live of eLisbon for all types of transactions, including renunciations, the Lisbon back office was able to process a higher number of transactions.

ANNEX XII. 2024/25 Development Expenditure

Comparison of Development Expenditure[1] by Expected Result and Sector

(in thousands of Swiss francs)

	Expected Result	Sector								TOTAL
		PT	BD	CCI	RND	IP	GCP	IE	AFM	
1.1	More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	-	-	-	4,652	-	-	-	-	**4,652**
2.1	Development of balanced and effective international normative frameworks for IP	722	1,103	1,635	-	409	1,487	-	-	**5,356**
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,043	-	646	-	-	4,382	-	-	**6,072**
2.3	International dialogue and cooperation on Building Respect for IP	-	-	-	-	-	1,353	-	-	**1,353**
2.4	Effective interaction and partnerships with the UN, IGOs and NGOs in support of global goals to which IP can contribute	-	-	-	1,154	-	-	-	-	**1,154**
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	281	5,603	349	2,640	3,189	-	4,989	-	**17,051**
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	-	3,533	233	-	-	-	398	-	**4,164**
3.3	Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges	-	-	-	483	-	602	1,484	-	**2,569**
4.1	More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations	3,795	230	513	15,213	-	-	2,071	-	**21,821**
4.2	Development of balanced and effective IP, innovation and creative ecosystems in Member States	2,278	705	2,558	8,435	-	1,342	4,359	-	**19,677**
4.3	Increased IP knowledge and skills in all Member States	1,684	1,504	2,456	30,234	-	1,541	768	-	**38,188**
4.4	More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully	-	-	9,333	6,566	-	2,519	13,941	-	**32,360**
4.5	Enhanced IP infrastructure for IP Offices	-	-	-	848	13,080	-	-	-	**13,929**
	TOTAL	**9,803**	**12,678**	**17,724**	**70,225**	**16,679**	**13,227**	**28,011**	**-**	**168,345**

[1] *Development expenditure is defined in document A/55/4.*

Comparison of Development Expenditure[1] by Sector

(in thousands of Swiss francs)

Sector	2024/25 PoW&B			2024/25 Expenditure			2024/25 vs 2024/25 PoW&B		
	Budget	DA Projects	Total w/DA Projects	Budget	DA Projects	Total w/DA Projects	Budget	DA Projects	Total w/DA Projects
Patents and Technology	11,275	-	11,275	9,803	-	9,803	(1,472)	-	(1,472)
Brands and Designs	13,445	197	13,643	12,580	98	12,678	(865)	(100)	(965)
Copyright and Creative Industries	20,395	1,193	21,588	17,110	614	17,724	(3,284)	(579)	(3,864)
Regional and National Development	75,120	980	76,100	68,735	1,489	70,225	(6,384)	509	(5,875)
Infrastructure and Platforms	18,556	-	18,556	16,679	-	16,679	(1,877)	-	(1,877)
Global Challenges and Partnerships	15,056	247	15,303	13,083	144	13,227	(1,973)	(103)	(2,076)
IP and Innovation Ecosystems	26,560	425	26,985	27,539	472	28,011	979	47	1,026
TOTAL	**180,406**	**3,043**	**183,449**	**165,528**	**2,817**	**168,345**	**(14,878)**	**(226)**	**(15,104)**
Development Expenditure as % of total budget/expenditure			**21.4%**			**21.6%**			**0.2%**

[1] *Development expenditure is defined in document A/55/4.*

ANNEX XIII. Build Back Initiatives – Highlights

During the 2024/25 biennium, WIPO's build back initiatives translated IP into a practical driver of recovery, resilience, and growth. We delivered 48 targeted initiatives in over 50 Member States across all regions, benefiting entrepreneurs, SMEs, creative industries, craftspeople, traditional knowledge holders, and local communities – reaching both urban and rural areas.

These initiatives generated impact across multiple sectors including tourism, agriculture, heritage, and creative industries, demonstrating how IP can be used strategically to enhance competitiveness, protect assets, and create economic value.

Key achievements included the development of national IP strategies for the gastronomic and tourism sectors, the development of collective marks to empower local producer groups and enhance market access, the registration and use of GIs to boost rural economies and promote indigenous products, and the expansion of IP capacity-building programs tailored for SMEs, creative entrepreneurs, and cultural industries.

Main highlights are summarized below:

Strengthening IP education and capacity-building

Build back projects boosted IP capacity across Costa Rica, Egypt, Peru, the Latin American Integration Association (ALADI) member states[71], Saudi Arabia and South Africa, equipping key players with the skills to use IP strategically for growth and innovation.

- In Peru, we established an IP Playhouse with culturally adapted learning materials for children of the Amazon's *Awajún* community, reaching 233 children, training 21 local teachers and IP office staff, and developing two IP-based commercialization strategies to support indigenous livelihoods through the sustainable use of IP.
- In South Africa, patent examiners from the Companies and Intellectual Property Commission (CIPC) strengthened examination capabilities through advanced IP analytics training using real case studies and WIPO "Patent Quest" tools, improving the efficiency and quality of the patent examination process.
- In Algeria, Colombia and Rwanda, we deployed offline-capable IP eLearning platforms through the IP EdTech project, strengthening the delivery of IP education in low-connectivity environments. We trained 20 eLearning and 12 IT staff, expanding access to IP knowledge for 140 learners across the three countries and supporting broader and more resilient digital education.
- Together with the National IP Academy in Egypt, we developed a locally tailored, interactive, self-paced IP course to equip key economic actors with practical IP skills. With animations, local case studies, and exercises, the course gives these players real-world skills to fuel recovery and growth.
- We strengthened IP capacities in Saudi Arabia's technology sector to support growth and post-COVID recovery. SAIP Academy trainers gained expertise to deliver IP education in emerging technologies, supported by the launch of a self-paced course to boost IP integration and global competitiveness.
- In Costa Rica, entrepreneurs in social reintegration programs and SMEs in decentralized regions of Guanacaste and Chorotega leveraged tailored IP training and mentoring to drive business growth.

Empowering Indigenous Peoples through Uchi CreActivo

Through Uchi CreActivo, WIPO supported young people in the Awajún community of Urakusa of Peru to learn about IP in a way that celebrates their culture, explores their traditions, and sparks ideas for turning heritage into opportunity. Mentorship is also being used to help the community with commercialization strategies, and the IP Office to replicate this innovative model across the country.

The IP Playhouse and educational game created during the Uchi CreActivo Project for Awajun children in Peru
Credit: Lourdes Aguero - 2024

[71] Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Cuba, Ecuador, Mexico, Panama, Paraguay, Peru, Uruguay and Venezuela (Bolivarian Republic of).

Enhancing IP frameworks for traditional knowledge and cultural heritage

- Bhutan fully developed and designed its CRAFT Bhutan mark, celebrating and protecting its rich artisanal heritage. Over 700 artisans from local communities that belong to the various craft clusters can now use the collective mark to distinguish their crafts in the local markets.
- In Romania, communities in the Țara Beiușului region translated enhanced IP knowledge into tangible outcomes, including the establishment of the Association of Custodians of TK and TCEs, advancement toward GI protection for the Cojocul Binșenesc, and the development of a collective trademark for tradition-based products. This helped strengthening cultural identity and improving market opportunities for local producers.
- In Lao People's Democratic Republic, more than 200 artisans from the Oma community strengthened their capacity to protect and promote their handicrafts through collective mark governance, branding, and quality control systems, strengthening their ability to secure formal IP protection, enhance market recognition, and generate more sustainable income from culturally rooted products.
- In Uganda and Nigeria, traditional healers strengthened their capacity to protect and commercialize traditional medical knowledge using IP tools. In Uganda, this led to around 15 trademark and collective mark applications filed with the Uganda Registration Services Bureau, while in Nigeria a multi-stakeholder network was established to address policy gaps and strengthen the protection framework for traditional medicine.

Empowering SMEs through strategic IP support

Build back initiatives empowered SMEs across Latin America, Iran (Islamic Republic of), Liberia, Nigeria, Saudi Arabia, and the United Republic of Tanzania – boosting innovation, competitiveness, and resilience across sectors:

- In partnership with the Latin American Integration Association (ALADI), we integrated IP services into SME support frameworks across 13 Member States, strengthening the capacity of government officials, exporters and economic development agencies through targeted training and a customized IP Toolkit.
- In Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, and Panama, 154 entrepreneurs and MSMEs gained IP know-how to access financing and embrace digitalization – positioning them for long-term success.
- Liberia pioneered the first IP Management Clinics project for English-speaking African countries, successfully training 26 SMEs, while the IPMC project in Nigeria scaled up to support over 200 SMEs across various sectors including fashion, crafts, food, and ICT.
- The Capacity Building on IP Management for SMEs project in Iran (Islamic Republic of) provided tailored training to 75 SMEs, along with mentorship programs to seven select SMEs. A similar initiative in the United Republic of Tanzania engaged 25 SMEs, strengthening their business strategies through IP. These projects equipped participants with skills to navigate IP applications and commercialization.
- In Saudi Arabia, post-COVID recovery efforts focused on integrating IP into MSME strategies through SAIP trainer workshops and targeted mentorship.
- In Ukraine, 30 folk craft artisans (of which 28 women) strengthened their business and IP skills through targeted training, with six completing a six-phase mentorship program, supported by a practical IP guide to ensure sustainability and replication.

Harnessing IP for tourism growth and cultural identity

In ASEAN and Central American countries, and El Salvador, the build back initiatives highlighted how integrating IP can power regional and national tourism, strengthen cultural identity, and boost economic resilience.

- The IP and Tourism Microsite, launched in 2024, showcased 20 success stories across ASEAN, while promoting best practices, strengthening regional visibility of IP-based tourism models, and supporting more strategic use of IP for sustainable tourism development.
- In Central America, the IP, Gastronomy, and Tourism project equipped stakeholders with practical IP tools to grow the sector – linking culinary heritage with tourism experiences to fuel regional growth.
- In El Salvador, the Surf Tourism project demonstrated this approach in practice. By using IP to support MSMEs, the initiative helped expand the country's surf industry and elevate its global appeal.

Securing GI and collective mark protection for sustainable economic growth

WIPO's GI and collective mark initiatives strengthened IP protection and commercialization of origin-based products for local communities across Antigua and Barbuda, Chile, Grenada, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Tonga, and Vanuatu.

- Antigua and Barbuda secured three collective marks for honey products, empowering beekeepers and strengthening commercialization efforts.
- Across Cambodia, Chile, Grenada, Mongolia, Tonga and Vanuatu, support to farmers and producer groups strengthened the development, management and registration of GIs for products including Cambodia Koh Kong Mud Crab, Chile's *Orégano de Putre*, Grenada Nutmeg, Grenada Cocoa, Mongolian Pine Nut, "Tonga Kava", and "*V*anuatu Kava", enhancing product reputation, improving quality control and governance, and positioning these products for premium markets.
- In Kazakhstan, Kyrgyzstan and Tajikistan, targeted support strengthened GI systems through training of 98 association members and 17 control personnel, while raising awareness among 103 stakeholders on international GI protection. This resulted in the registration of Tajikistan's Ashtak Dried Apricot (2025), with Kyrgyzstan's At-Bashi White Honey expected in 2026.

"There is a struggle in the agriculture sector to develop products that are uniquely Antiguan and Barbudan. The designation of our honey holds benefits to beekeepers and the agriculture sector as a whole. It brings recognition to the hard work of beekeepers and gives them a sense of ownership of the honey they sell".

Enhancing TISC networks for technology transfer and IP commercialization

Initiatives across Asia and Africa strengthened IP management and technology transfer to drive innovation in agricultural and life sciences.

- In Indonesia, we strengthened the IP management capacity for agricultural plant sequence data of the Research Organization for Agriculture and Food (ROAF) of the Indonesian National Research and Innovation Agency (BRIN). The project trained 80 professionals, developed practical tools and a user-friendly guide, and supported integrated rights management – ultimately benefiting over 10,000 farmers.
- In Ethiopia, Kenya, Rwanda, Uganda, and the United Republic of Tanzania, the Life Sciences Innovation Project strengthened technology transfer capacity and equipped participants with hands-on skills in database searches, patent disclosure, and management of IP tied to genetic resources – laying the groundwork for stronger innovation ecosystems.

Boosting IP for creative and cultural industries

Initiatives in Central America, Côte d'Ivoire, Trinidad and Tobago, and Uruguay highlighted how IP can drive post-COVID recovery and fuel sustainable growth in the cultural and creative industries.

- In Latin America and the Caribbean, the sub-regional action plan for creative industries supported music, digital animation, and audiovisual industries through regional strategies and mentorship, while Uruguay's IP Management for the Audiovisual Sector equipped producers with essential skills for financing, development, and distribution.
- The IP Management Strategy for the Carnival Museum in Trinidad and Tobago provided clear policy recommendations and a step-by-step implementation approach to support commercialization, effective rights management, and long-term cultural preservation for the newly established Carnival Museum.
- In Côte d'Ivoire, in partnership with the *Bureau Ivoirien du Droit d'Auteur* (BURIDA), targeted support strengthened digital and analogue reprography practices and enabled sustainable licensing agreements with educational institutions, improving transparency and remuneration for rights holders.

ANNEX XIV. Funds-in-Trust Progress Report 2025

The FIT report is an integral part of the WIPO Performance Report. The Annex provides an overview of key results achieved under the WIPO Funds-in-Trust (FITs) in 2025 as well as financial information. The Annex includes the FITs listed below. It excludes FITs exclusively financing personnel and FITs under which no activities were implemented in 2025.

FUND-IN-TRUST	SECTOR
Australia	Regional and National Development
China	Brands and Designs Sector
France (Industrial Property)	Regional and National Development
Japan (Copyright)	Infrastructure and Platforms
Japan (Global)	Infrastructure and Platforms
Mexico	Regional and National Development
Republic of Korea (Alternative Dispute Resolution)	IP and Innovation Ecosystems
Republic of Korea (Building Respect for Copyright and Related Rights)	Global Challenges and Partnerships
Republic of Korea (Copyright)	Regional and National Development
Republic of Korea (Industrial Property)	Regional and National Development
Republic of Korea (IP Education)	Regional and National Development
Singapore	IP and Innovation Ecosystems
Spain	IP and Innovation Ecosystems
Uruguay	Regional and National Development

Funds-in Trust as at December 31, 2025

Fund-in-Trust Donor *(In Swiss Francs)*	Fund code	Balance as of December 31, 2024	2025 Income				2025 Expenditure				Balance as of December 31, 2025
			Funds received	Interest gain	ULO/Other income	Total	Staff	Other direct	Administrative support costs	Total	
Accredited indigenous and local communities	W_IGC	0.01	12,510.07	6.12	-	12,516.19	-	-	-	-	12,516.20
Australia	WAUS4	444,499.01	530,386.76	2,959.27	-	533,346.03	-	247,881.72	32,224.62	280,106.34	697,738.70
China	WCNSP	100,782.90	224,463.56	1,676.18	151.00	226,290.74	-	24,142.40	3,118.88	27,261.28	299,812.36
China (CNIPA)	WCNPR	751,196.35	46,755.00	3,850.98	-	50,605.98	236,013.35	-	30,681.74	266,695.09	535,107.24
China (MFA)	WCNFA	168,394.72	559,043.00	2,332.52	-	561,375.52	472,900.35	-	61,477.05	534,377.40	195,392.84
France (Industrial Property)	WFRIP	439,725.56	600,000.00	4,023.32	153.10	604,176.42	-	304,204.97	39,526.74	343,731.71	700,170.27
France (Lisbon)	WFRLS	83,178.24	-	534.68	-	534.68	-	-	-	-	83,712.92
Italy	WITIP	44,351.76	-	285.10	-	285.10	-	-	-	-	44,636.86
Japan (Copyright)	WJPCR	1,350,677.77	468,646.00	8,602.22	-	477,248.22	98,969.65	226,826.34	42,353.48	368,149.47	1,459,776.52
Japan (Industrial Property) Global	WJPIG	8,815,464.16	5,778,914.00	67,051.74	671.16	5,846,636.90	890,700.64	4,095,308.91	648,093.99	5,634,103.54	9,027,997.52
Japan (Junior Professional Officers)	WJPOJ	170,649.12	-	1,096.94	-	1,096.94	-	-	-	-	171,746.06
Mexico	WMEXI	118,393.01	-	744.92	-	744.92	-	9,136.97	1,187.85	10,324.82	108,813.11
Republic of Korea (Building Respect for Copyright and Related Rights)	WKRBR	630,923.16	184,309.50	3,992.75	-	188,302.25	-	129,593.97	6,479.70	136,073.67	683,151.74
Republic of Korea (Copyright)	WKRCR	1,102,772.60	259,185.24	6,222.84	-	265,408.08	-	505,079.48	25,253.97	530,333.45	837,847.23
Republic of Korea (Copyright/Professional Officers)	WKRPO	80,071.74	164,193.00	860.19	-	165,053.19	121,064.46	-	14,527.74	135,592.20	109,532.73
Republic of Korea (Industrial Property)	WKIPO	434,562.42	216,215.15	2,519.89	-	218,735.04	51,942.25	229,808.09	2,817.50	284,567.84	368,729.62
Republic of Korea (IP Education)	WKRED	584,877.02	335,000.00	3,365.95	366.60	338,732.55	-	402,353.52	20,099.35	422,452.87	501,156.70
Republic of Korea (Professional Officers)	WKRJP	184,199.22	539,415.00	2,394.06	-	541,809.06	448,573.61	-	53,828.83	502,402.44	223,605.84
Republic of Korea (Alternative Dispute Resolutions)	WKRAD	140,411.95	108,281.83	782.70	-	109,064.53	-	115,840.05	10,425.60	126,265.65	123,210.83
Republic of Korea (Ministry of Justice)	WKRJH	47,279.96	168,400.00	749.04	-	169,149.04	179,810.50	-	21,577.26	201,387.76	15,041.24
Saudi Arabia	WSAIP	4,821,988.22	-	18,606.41	-	18,606.41	-	-	-	-	4,840,594.63
Singapore	W_SGP	14,117.27	13,651.49	48.33	-	13,699.82	-	21,257.60	2,763.50	24,021.10	3,795.99
Spain (Industrial Property)	WESPI	324,342.61	192,121.35	1,799.43	-	193,920.78	-	129,548.66	16,841.35	146,390.01	371,873.38
Uruguay	WUYCH	25,195.74	-	153.40	-	153.40	-	5,887.00	765.35	6,652.35	18,696.79
The United Arab Emirates	WDUAE	46,436.00	-	298.49	-	298.49	-	-	-	-	46,734.49
WIPO for Creators	WWFCR	115,461.04	-	739.79	-	739.79	-	4,973.82	646.60	5,620.42	110,580.41
TOTAL		**21,039,951.56**	**10,401,490.95**	**135,697.26**	**1,341.86**	**10,538,530.07**	**2,499,974.81**	**6,451,843.50**	**1,034,691.10**	**9,986,509.41**	**21,591,972.22**

Australia

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries
4.2	**Development of balanced and effective IP, innovation and creative ecosystems in Member States**		
	No. of associations or organizations that join WIPO's Accessible Books Consortium (ABC) Global Book Service 12-24 months following the Right to Read Conference, creating an informal Pacific Islands network for accessible books	Following the Regional "Right to Read" Conference for Pacific Island Countries, by the end of 2025: - 2 authorized entities (AEs) from Fiji and Kiribati had joined the ABC Global Book Service; - the agreement with the Marshall Islands was pending counter signature; - the ABC Advisory Board had endorsed the AE from Samoa to join the Service.	Asia and the Pacific (4)
4.3	**Increased IP knowledge and skills in all Member States**		
	Training has as wide and diverse an audience as possible	Two patent-examiner training sessions were delivered in 2025 for the benefit of 14 examiners from the ASEAN region (9 women; 5 men). All participants were satisfied with the skills/knowledge acquired (74% very satisfied, 26% satisfied).	Asia and the Pacific (7)
	Training enhances collaboration in ASEAN on patent examination (measured by feedback from participants post training)	100% of respondents indicated a very high (67%) or high (33%) likelihood that the contacts established with the other participants through the training would be useful in facilitating networking and collaboration.	
	Training has a wide audience	- WIPO collaborated with the Supreme People's Court of Viet Nam to conduct a National Workshop on the Judicial Adjudication of IP Disputes for 130 judges, with 98% satisfaction reported based on feedback from 106 respondents. - WIPO continued its ongoing collaboration with the Supreme Court of the Philippines, the Philippine Judicial Academy (PHILJA), and the Intellectual Property Office of the Philippines (IPOPHL) to implement an integrated judicial education project for the Philippines Judiciary, based on the WIPO IP Benchbook-Philippines. The project comprised: (i) a WIPO Academy Distance Learning Course for Judges customized to include local procedures and examples from the Benchbook; and (ii) the WIPO Judicial Institute's Judicial Colloquium in Manila. - The 2025 edition was attended by 37 judges and 15 officials of IPOPHL (97% satisfaction rate based on feedback from 39 participants).	Asia and the Pacific (2)
	Training provides practical examples and increases knowledge of IP adjudication	- 97% agreed that the Colloquium provided practical examples and increased their knowledge of IP adjudication.	
	Increased use of the Judicial 'IP Benchbook' in practice	- 97% indicated that the Colloquium would increase their use of the IP Benchbook in their professional practice.	
	Training and workshops contribute to greater use of IP Benchbook and greater effectiveness of IP-related adjudication in the ASEAN region	The IP Benchbook and its accompanying distance learning course were formally accepted by the Supreme Court of the Philippines in December 2024, followed by an agreement in 2025 with the Philippine Judicial Academy to establish a continuing judicial education program on IP.	
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	Increase recognition of tradition-based creativity and innovation as a profitable endeavor	16 women from 7 Pacific countries (Kiribati, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, and Vanuatu) participated in a Practical Workshop and subsequent mentoring program to support Indigenous Peoples and local community women entrepreneurs from Pacific Island countries in applying IP tools to community-based enterprises. Level of satisfaction with the Practical Workshop: 99% (94% response rate).	Asia and the Pacific (7)
	Enhance the knowledge of IP principles, systems and tools for the protection and promotion of tradition-based community enterprises	100% of respondents indicated a very high (87%) or high (13%) likelihood that they would use the knowledge acquired.	
	Increase networking with experts and organizations that support participants and their communities to implement their IP and business strategies	100% of respondents indicated a very high (93%) or high (7%) likelihood that the workshop would facilitate networking with peers and experts.	

	Performance Indicators	Key Results in 2025	Beneficiary Countries
	No. of participants in the program that develop a customized roadmap and IP strategy plan in support of their community-based projects after mentoring phase	At the end of 2025, all but one participant had developed business strategies and submitted IP applications, demonstrating substantial progress toward customized IP roadmaps.	
	Strengthen capacity of Indigenous and local community women entrepreneurs to use IP tools to support entrepreneurial activities	Participants' practical knowledge was further strengthened through a specialized IP Clinic on trademarks ("Building Expertise in Intellectual Property: A Focus on Trademarks").	
	Training has a wide and diverse audience	ABC supported organizations in Bangladesh, Indonesia, and Viet Nam to produce accessible educational titles for students with print disabilities, delivering 2 training activities in 2025: - ABC Online Training in Accessible Book Production: DAISY Consortium experts provided 4-month intensive training to 2 Viet Nam partners, training 12 participants (10 women, 2 men, including 2 with print disabilities) who applied the skills to produce accessible educational titles in 2025. - ABC Course on Accessible Publishing Concepts: An introductory course covering best practices, accessibility standards, and metadata completed by 51 participants (29 women, 22 men) from Bangladesh, Indonesia and Viet Nam. The Bangladesh partner also held a 'Right to Read' seminar on the Marrakesh Treaty for 61 stakeholders (26 women, 35 men).	Asia and the Pacific (3)
	Trainees have increased knowledge of course content	- 100% of participants in the above trainings[72] scored 80% or above on the tests and assignments.	
	480-620 educational titles are produced and are accessible	- In 2025, partners produced 319 educational titles in accessible formats, all verified by independent third-party trainers.	
	Training has a wide and diverse audience from among Pacific Island countries	- ABC supported 2 organizations in Fiji and Samoa to produce accessible educational titles for students with print disabilities. - Following the 'Right to Read' Conference held in Sydney, Australia (October 2024), ABC provided in-person technical training at the University of the South Pacific in Suva, Fiji (July 8-12, 2025). 9 participants from 4 organizations (4 women, 5 men, including 6 with print disabilities) learned accessible book production techniques. ABC selected an organization in both Fiji and Samoa for ongoing training and technical assistance projects.	Asia and the Pacific (2)
	Trainees have an increased knowledge of course content	- All participants in the above training scored 80% or above on the tests and assignments	
	Training has a wide and diverse audience	- Following the IP Management Clinics (IPMCs) in October 2024, all 22 participating companies from Indonesia and Viet Nam benefited from tailored follow-up (one-on-one) mentoring sessions and customized reports in 2025, ensuring that the diverse group of companies engaged had tangible and executable strategies to guide their IP journey moving forward.	Asia and the Pacific (2)
	At least 50% of beneficiary businesses participating in the IPMCs to be women owned, led, or orientated	Out of a total of 22 companies, 73% were women-owned/women-led: - Indonesia: 83% (10 out of 12) - Viet Nam: 60% (6 out of 10)	
	Clinic sessions support program goals	The 9 support institutions in Indonesia (5) and Viet Nam (4) reported that the clinic sessions and mentoring supported program goals, serving as a "wake-up call" on IP management, increasing awareness of IP protection, and strengthening understanding of IP processes. Institutions highlighted the value of tailored advisory in addressing company-specific needs and enabling a shift from basic awareness to more strategic IP planning, with the branding workshop further supporting stronger brand identity and protection of innovations.	
	Training assists IP development journeys of participants	Of the 21 respondents (96% response rate; 76% women) to a post-mentoring session survey, 93% were satisfied and indicated that they had acquired valuable insights that would benefit their business.	
	Increase networking with experts that support participants to implement IP and business strategies	Of the 8 out of 22 companies responding to a follow-up survey – Indonesia (4); Viet Nam (4): 100% indicated that they were very satisfied or satisfied with the networking experience, the engagement with experts and the effectiveness of the mentors in supporting business goals. All respondents integrated branding and marketing into their overall business strategy.	

[72] Excluding participants in the Bangladesh "Right to Read" seminar.

	Performance Indicators	Key Results in 2025	Beneficiary Countries
	SMEs and startups build IP strategies for their products	100% developed IP strategies for their products, indicating that they had filed at least one IP application to protect IP rights. 88% indicated their intention to extend the protection of the IP rights for their products to new countries within 6 months: - Indonesia: 100% - Viet Nam: 75%	

China

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	Enhanced capacity of local communities in developing countries, in particular LDCs, to foster the strategic use of Gis	The GI Project "*Madd de Casamance*" enhanced the capacities of the GI producers' association (APPIGMAC) in Senegal in key areas of collective GI management, such as management of the GI association, GI quality control, branding, commercialization and promotion of the GI. Notably, the "*Madd de Casamance*" was promoted through a dedicated stand at the 2025 FIDAK (*Foire Internationale de Dakar*) international trade fair in Dakar.	Africa (1)
		Enhanced knowledge of a national expert from the private sector in the Lao People's Democratic Republic on the development, protection and collective management of geographical indications.	Asia and the Pacific (1)
	Enhanced capacity of IP professionals, particularly in the area of trademarks and designs	Scholarships to 4 students contributed to enhanced IP knowledge and capacity of professionals from developing countries in the core areas of industrial property and innovation policy.	Africa (2); Asia and the Pacific (1); Latin America and the Caribbean (1)

France

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	Participants with enhanced knowledge and skills for the management and valuation of intangible IP assets	Enhanced knowledge and skills of 955 participants from IP Offices, private sector, Government, universities and R&D institutions across 46 countries in the management and valuation of intangible IP assets, focusing in particular on: (i) trademark issues and procedures; (ii) technology transfers, licensing, IP commercialization and IP valuation as well as relevant European and international IP law. The participants included high-level representatives of the Francophone IP Alliance such as leaders from the business community, senior university representatives, and policymakers. This facilitated cross-sector dialogue, aligning IP strategies with economic and innovation policies, and reinforcing the role of IP as a catalyst for entrepreneurship, competitiveness, and sustainable development across francophone countries.	Africa (15); Arab countries (5); Asia and the Pacific (10); Latin America and the Caribbean (6); Transition countries (4); Other (6)
	No. of countries engaged in South-South Cooperation	19 developing countries benefited from South-South cooperation in various capacity building programs organized with Cambodia, Côte d'Ivoire and OMPIC (Morocco).	Africa (11); Arab countries (4); Asia and the Pacific (4)
	Enhanced understanding among IP professionals of on trademarks, industrial designs and geographical indications and related matters	Enhanced understanding of 11 participants in the *Advanced Inter GI Europe 2025: The Collective Management of Quality for Geographical Indications.*	Africa (1); Arab countries (1); Asia and the Pacific (5); Latin America and the Caribbean (3) Transition countries (1)
		Enhanced understanding of 17 participants from 13 countries in the *WIPO-CEIPI-INPI Advanced Certificate Training on IP, Technology Transfer and Licensing for Public Officials*, which is a joint initiative by WIPO, the Centre for International Intellectual Property Studies (CEIPI) and the French National Institute of Industrial Property (INPI).	Africa (4); Arab countries (2); Asia and the Pacific (3); Latin America and the Caribbean (3); Transition countries (1)

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	98% of 12 participants (response rate 58%) who participated in the WIPO Summer School of the Center for International Intellectual Property Studies (CEIPI) were satisfied or highly satisfied.	Africa (2); Arab countries (1); Asia and the Pacific (5); Latin America and the Caribbean (2)

Japan (Copyright)

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	4 countries (Bangladesh, Pakistan, Lao People's Democratic Republic, and Sri Lanka) took steps to advance and strengthen their copyright framework.	Asia and the Pacific (4)
	Level of satisfaction of participants in Mentorship Programs for Managers of Copyright Management Organizations	100% of respondents were satisfied with the Mentorship Programs.	Asia and the Pacific (4)

Japan (Global)

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
1.1	**More effective communication and engagement world-wide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere**		
	Global participation in World IP Day Campaign	The World IP Day 2025 Campaign materials, such as the World IP Day video clip and digital ads, were delivered in 8 languages (the 6 official UN languages, Japanese and Portuguese). Online content was viewed by visitors from 209 countries/territories.	All countries and regions
	Enhanced awareness of the importance of IP in society, including how IP has empowered individuals and contributed to building a better future	Enhanced awareness of the role of IP in sustainable and inclusive development through the International IP Forum, including the high-level roundtable that led to the issuance of the EXPO 2025 IP Message, and the exhibition of successful IP utilization cases, effectively communicating the value of IP to visitors from around the world at EXPO 2025 Osaka.	Africa (38); Arab countries (14); Asia and the Pacific (30); Latin America and Caribbean (24); Transition countries (22); Other (26)
	Increased awareness of IP among youth including its role in supporting innovation and creativity	The "Show and Tell" competition with the theme of "the Greatness of Innovation and Creativity" increased awareness among Japanese youth of IP and innovations. The 8 videos of the winners' presentations also increased awareness among young people worldwide of how IP empowers innovation and creativity.	All countries
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	Level of satisfaction of participants in capacity building and training activities on trademarks, industrial designs and geographical indications and related matters	97% of participants were satisfied with the following capacity building and training activities:	
		- Virtual Regional Meeting on the Madrid System for Selected Asia and the Pacific Countries	Asia and the Pacific (14)
		- Regional Meeting of Intellectual Property Office Officials Responsible for the Madrid System for Asia and the Pacific Countries and an Outreach Event for Filipino Madrid System users	Asia and the Pacific (14)
		- Expert meeting on the Madrid System for the Intellectual Property Office Officials of Viet Nam and an Outreach Event for Vietnamese Madrid System users	Asia and the Pacific (1)
	Enhanced access to information for the use of IP to support innovation	Four additional WIPOD – Design Talks were published in 2025, for a total of 10 episodes overall.	All countries and regions
3.3	**Knowledge transfer and technology adaptation is facilitated through WIPO's IP-based platforms and tools to address global challenges**		
	Participation of stakeholders in the WIPO GREEN platform	3 new stakeholders participated in WIPO GREEN as WIPO GREEN Partners from Japan.	All countries

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
		187 additional technologies and 110 identified needs were uploaded to the WIPO GREEN database, resulting in 42 connections and 31 matches, facilitated by the Acceleration Projects in Latin America and India.	Asia and the Pacific (1); Latin America and the Caribbean (4)
	Enhanced access to information on green technology in Asia and the Pacific	Launch of the Green Technology Book – Energy solutions for climate change in Asia and the Pacific (EXPO 2025 Special Edition) at EXPO 2025 Osaka and WIPO Headquarters as well as online publication, featuring 200+ examples of energy technologies and solutions from the Asia and the Pacific	All countries
4.1	**More effective use of a balanced IP system to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations**		
	Level of satisfaction of participants in WIPO training and skills development programs	98% of participants were satisfied with the WIPO training and skills development programs:	
		- Empowering Youth in Innovation and Creativity: Training, Mentorship, and Coaching	Africa (19); Arab countries (1)
		- Regional Induction Trainings for National Focal Points of Development Agenda Projects	Africa (9); Arab countries (6); Asia and the Pacific (4);
		- Business Support through capacity-building in and for design schools	Asia and the Pacific (3)
	Increased awareness on the importance of IP and its strategic use in advancing sustainable development in Africa	The WIPO booth at the Ninth Tokyo International Conference on African Development (TICAD 9) increased the awareness among more than 150 conference participants about the importance of IP in Africa, as well as the key role of its strategic use in advancing sustainable development.	Africa (49), Asia and the Pacific (1)
4.2	**Development of balanced and effective IP, innovation and creative ecosystems in Member States**		
	No. and % of ARIPO Member States engaging at the highest level	High level representatives of 17 out of 22 ARIPO Member States (81%) participated in the ARIPO HIPOC on the practical use of IP for entrepreneurship and economic development, with a focus on strengthening regional IP frameworks, improving digital infrastructure, and supporting youth in innovation.	Africa (22)
	Level of satisfaction of participants in WIPO training and skills development programs	100% of participants were satisfied with the following WIPO training and skills development programs:	
		- Head of Intellectual Property Office Conference (HIPOC) for Countries in the Pacific	Asia and the Pacific (6)
4.3	**Increased IP knowledge and skills in all Member States**		
	Level of satisfaction of participants in WIPO training and skills development programs	95% of participants were satisfied with the following WIPO training and skills development programs:	
		- Innovation, Creativity, IP and Entrepreneurship (INCIPE) - Regional Training Program for Educators and Policymakers in ASEAN countries	Asia and the Pacific (8)
		- Event for MIP graduates of University of Yaoundé II	Africa (9)
		- Workshop on patent examination for the examiners of the Andean Countries (Peru, Colombia, Ecuador, and Bolivia)	Latin America and the Caribbean (4)
		- National Workshop on Examination in the PCT National Phase for Patent Examiners of a state for its accession to the PCT (Uruguay)	Latin America and the Caribbean (1)
		- Short Term Fellowships for international students from developing countries	Africa (3), Arab countries (1); Asia and the Pacific (3)
		- Sub-Regional Seminar on the Enforcement of Intellectual Property for Law Enforcement Officials for Selected English-Speaking Countries in Sub-Sahara Region	Africa (6)
	% of participants who have successfully completed skills-based training programs	100% of participants successfully completed the following skills-based training programs:	
		- WIPO-South Africa Advanced Summer School on Intellectual Property and Transfer of Technology	Africa (10)
		- Master's Degree in Intellectual Property (MIP) program offered jointly by WIPO, ARIPO and Africa University, Mutare, Zimbabwe with the assistance of the Government of Japan (2024-2025)	Africa (7)
		- Master's Degree in Intellectual Property (MIP) program offered jointly by WIPO, OAPI and University of Yaoundé II, Yaoundé, Cameroon, with the assistance of the Government of Japan (2024-2025)	Africa (10)

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	Level of satisfaction of participants in WIPO capacity building, training and skills development programs	95% of participants were satisfied with the following WIPO capacity building, training and skills development programs:	
		- WIPO Regional Training Seminar on Institutional IP Policies for ASEAN TISCs and TTOs	Asia and the Pacific (9)
		- WIPO TISC Regional Meeting for Strengthening the ASEAN TISC Network	Asia and the Pacific (9)
		- Cambodia National TISCs Training Workshop on TISC Project Management and Patent Search Skill Building	Asia and the Pacific (1)
		- IP Week Workshops - Capacity Building of Universities /R&Ds and SMEs	Africa (2)
		- Training, Mentoring and Coaching in IP and Branding Strategies for Youth Entrepreneurs	Africa (1)
		- Online International Symposium on Innovation and Future Society	Africa (23); Arab countries (10); Asia and the Pacific (21); Latin America and the Caribbean (14); Transition countries (13); Other (21)
		- Scaled-up IPMC in Surabaya, Indonesia	Asia and the Pacific (1)
		- Scaled-up IPMC in Ho Chi Minh City, Viet Nam	Asia and the Pacific (1)
		- Scaled-up IPMC in Penang, Malaysia	Asia and the Pacific (1)
		- SME Intermediary Program in Cote d'Ivoire	Africa (1)
		- Scaled-up IPMC in Thailand, Bangkok	Asia and the Pacific (1)
		- Intellectual Property (IP) LABs Project 2.0	Africa (1)
		- Intellectual Property (IP) for Green Innovation Project	Africa (1)
		- TISC Regional Meeting for the Arab Countries	Arab countries (11)
		- ASEAN IP Valuation Project in Thailand	Asia and the Pacific (4)
		- Project on IP Skills Building and Knowledge among Young Designers	Latin America and the Caribbean (3)
		- Cross Regional Forum on IP and Women Entrepreneurship for Arab and Asian Countries	Arab countries (8); Asia and the Pacific (6)
		- Regional Forum on IP for Young Designers	Latin America and the Caribbean (4)
		- Inventor Assistance Program (IAP) Best Practice Summit 2025	Africa (2); Arab countries (1); Asia and the Pacific (3); Latin America and the Caribbean (4)
		- Scale Up Your IP in Sri Lanka	Asia and the Pacific (1)
		- Scale Up Your IP in South Africa	Africa (1)
		- Scale Up Your IP in Thailand	Asia and the Pacific (1)
	Level of satisfaction of participants in capacity building and training activities on patent law and related matters	97% of participants were satisfied with the following WIPO capacity building and training activities:	
		- Regional Patent Drafting Program in Arabic	Arab countries (16); Asia and the Pacific (1)
		- Regional Patent Drafting Course in Africa	Africa (21); Arab countries (1)
		- Scholarships for the International Patent Drafting Training Program	Africa (4); Arab countries (2); Asia and the Pacific (4)
	Enhanced content of IP Advantage Database	10 new case studies were added to the IP Advantage Database.	All countries and regions
4.5	**Enhanced IP infrastructure for IP Offices**		
	No. of IP documents digitized, captured, validated, or converted to full text	- Digitization of IP Offices' IP documents such as patents, trademarks, Industrial designs	Africa (1); Arab countries (1)
		- Data Validation and verification of IP documents	Africa (1)
		- Produce patent full text by OCR proofreading and uploading in PATENT SCOPE	Latin America and the Caribbean (1)

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
	Level of satisfaction of participants in WIPO training and skills development programs	100% of participants were satisfied with the following WIPO training and skills development programs:	
		- National Public Awareness/Capacity Building Workshop on On-line Filing Service	Asia and the Pacific (1)
		- 8th ASEAN IP Register Regional Coordinators Meeting	Asia and the Pacific (9)

Mexico

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	Enhanced knowledge among IP professionals on Innovation and Technology Transfer for Emission Reduction and Climate Change	The International Seminar on IP, Climate Change and Sustainability organized by IMPI and the University of Houston and supported by WIPO, brought together nearly 200 key stakeholders to discuss how IP supports clean energy, and provided an opportunity to share experiences on policies, legislation, financing schemes and technology transfer. Of the 74 respondents to a post-seminar survey: - 84% indicated that the knowledge acquired would be useful in their professional work; and - 93% confirmed their increased understanding of the importance and advantages of IP for renewable energies.	Latin America and the Caribbean (1)

Republic of Korea (Alternative Dispute Resolution)

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	Increased awareness about the use of alternative dispute resolution (ADR) services related to copyright and content-related disputes, including through WIPO procedures	Webinars on ADR for copyright and content disputes enhanced the awareness of over 2,250 participants from 129 Member States of WIPO's ADR services.	Africa (22); Arab countries (12); Asia and the Pacific (16); Latin America and the Caribbean (19); Transition countries (18); Other (42)
	Increased use of alternative dispute resolution (ADR) services related to copyright and content-related disputes, including through WIPO procedures	2 disputes in 2025 referred to the MCST-WIPO Mediation Promotion Scheme. The Scheme was expanded to support the resolution of a copyright dispute in one additional country beyond the Republic of Korea.	Asia and the Pacific (1); Latin America and the Caribbean (1)
	Increased access to online tools to facilitate the filing and administration of ADR cases related to copyright and content disputes	In 2025, support was provided for the administration of 1,046 disputes (+87% over 2024) and over 1,000 online case hearings (+68% over 2024) under the WIPO ADR Co-administration Program for IP and Copyright Offices. Online modules developed, implemented and supported to streamline the co-administration of disputes in Member States, including the National Office of Copyrights and Related Rights of Algeria (ONDA), the Belize Intellectual Property Office (BELIPO), the Ministry of Culture of Brazil, the National Service of Intellectual Rights of Ecuador (SENADI), the Salvadoran Institute of Intellectual Property of El Salvador (ISPI), the Registry of Intellectual Property of Guatemala (RPI), the Nigerian Copyright Commission (NCC), the Department of Intellectual Property of Thailand (DIP), the Uganda Registration Services Bureau (URSB) and the National Directorate of Industrial Property of Uruguay (DNPI).	All countries and regions

Republic of Korea (Building Respect for Copyright and Related Rights)

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
2.3	**International dialogue and cooperation on Building Respect for IP**		
	Increased information related to IP enforcement measures, especially anti-piracy measures in the digital environment, available to Member States to facilitate policy dialogue and copyright enforcement making	The study "The Effectiveness and the Legal and Technical Means of Implementing Website-Blocking Orders" was finalized and presented at ACE/17 (February 2025). The study, which reviewed legal and technical approaches to website blocking, highlighted its growing use as an effective enforcement tool.	All Countries
	Increased access to tools and information aimed at raising public awareness, in particular among youth, of the importance of respect for copyright	The IP Clubs project, implemented jointly with ARIPO, expanded to 5 countries (Ghana, Liberia, Rwanda, United Republic of Tanzania and Zambia) with 25 participating schools (5 per country). The Gambia also joined in the 2025-2026 edition, reflecting growing interest in the program.	Africa (6)
	Increased awareness on topical issues that arise in IP enforcement and in building a culture of respect for IP	The International Symposium on Copyright Enforcement, was held in Manila, Philippines, from June 23 to 27, 2025. It was organized by WIPO in collaboration with the Intellectual Property Office of the Philippines (IPOPHL) and the Ministry of Culture, Sports and Tourism of the Republic of Korea (MCST), with the support of the Korea Copyright Protection Agency (KCOPA). Some 13 speakers and 30 participants, including copyright officials and members of the judiciary, shared experiences and best practices from across the IP enforcement ecosystem to strengthen enforcement knowledge, with a particular focus on digital piracy. http://www.wipo.int/edocs/mdocs/enforcement/en/wipo_ace_17/wipo_ace_17_13.pdf	Africa (2); Arab countries (2); Asia and the Pacific (4); Transition countries (1)
4.3	**Increased IP knowledge and skills in all Member States**		
	Level of satisfaction of participants in WIPO training and skills development programs	100% satisfaction with the above Symposium (based on 28 responses).	Same as above

Republic of Korea (Copyright)

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	No. of countries that have taken measures to improve/advance the development of their copyright framework	23 countries took additional steps to advance and strengthen the development of their copyright framework.	Africa (2); Arab countries (3); Asia and the Pacific (14); Latin America and the Caribbean (4)
	No. of accessible books produced by local partners in various countries	Through funding and technical assistance provided by ABC, the partner NGOs in 3 countries produced 1,528 accessible format copies of educational materials in English, Kazak, Kiswahili and Russian for primary, secondary and university-level students in EPUB3, DAISY Text, Braille Ready Files (BRF), large print and embossed braille: Kazakhstan (105), Kenya (1,306) and Nigeria (117).	Africa (2); Asia and the Pacific (1)

Republic of Korea (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	Level of satisfaction of participants in WIPO training program on establishing and managing a national IP office for Timor-Leste	Seven officials of the Timor-Leste IP Office Formation Team (IPO-FT) Organization completed a training program in the Republic of Korea in June 2025 to enhance their knowledge of international best practices in IP office establishment and administration. Level of satisfaction: 100% satisfied or very satisfied (100% response rate)	Asia and the Pacific (1)
	No. of countries that have taken measures to strengthen business competitiveness through brands and designs	2 countries took measures to strengthen business competitiveness through brands and designs: - Lao People's Democratic Republic: Establishment of branding & design assets for an ecotourism business in Luang Prabang, enhancing local economic impact. - Support for an IPMC in Mongolia for 30 women-led SMEs, strengthening their IP capacity for sustainable business growth.	Asia and the Pacific (2)
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	Enhanced understanding among students and academics on the importance of Appropriate Technologies and problem-solving using patent information	A total of 15 participants strengthened their understanding of appropriate technologies and developed practical skills in problem-solving using patent information, through collaboration with KIPO and the University of the West Indies under the Appropriate Technology Competition (ATC).	Latin America and the Caribbean (1)
	Enhanced understanding among students and academics on the importance of Appropriate Technologies and problem-solving using patent information	Enhanced understanding among 15 innovators from Trinidad and Tobago on the importance of Appropriate Technologies and problem-solving using patent information. 89% of participants found the information useful or very useful for enhancing their idea/project(response rate 60%).	Latin America and the Caribbean (1)
	No. of technologies developed by public institutions or start-ups commercialized	Under the Women Innovation and Startup Empowerment (WISE) Program, 4 technologies developed by women in Ukraine (3 from public institutions and 1 from a start-up) – spanning HealthTech, EdTech and mental health – progressed toward commercialization with targeted IP support from experts, strengthening their prospects for market entry.	Transition countries (1)

Republic of Korea (IP Education)

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
4.3	**Increased IP knowledge and skills in all Member States**		
	Participants using enhanced knowledge and skills in various areas of IP	Enhanced IP knowledge and skills of senior students, graduates, and young professionals from developing countries, LDCs and countries in transition, on topics ranging from: (i) understanding of IP issues; (ii) learning tools for IP Management; to (iii) knowledge of the role of WIPO (41 participants - 27 women, 14 men - from 23 countries successfully completed a short-term education program).	Africa (8); Arab countries (2); Asia and the Pacific (5); Latin America and the Caribbean (4); Transition countries (3); Other (1)
		Enhanced knowledge and skills of students and professionals in the field of IP and Development Policy (13 participants - 8 women, 5 men - from 8 countries successfully completed the Master's degree program).	Africa (3); Asia and the Pacific (3); Latin America and the Caribbean (1); Transition countries (1)
		Enhanced knowledge and skills of women innovators to better leverage the IP system (385 women participants).	Transition countries (1)

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
		Enhanced knowledge and practical skills of design examiners and professionals from developing countries, LDCs and countries in transition (26 participants - 10 women, 16 men - from 19 countries completed the training).	Africa (7); Arab countries (1); Asia and the Pacific (4); Latin America and the Caribbean (2); Transition countries (2); Other (3)
		Enhanced knowledge and skills of patent examiners from developing countries, LDCs and countries in transition (51 patent examiners - 22 women, 29 men - from 23 countries completed the 3 phases of in-person training).	Africa (6); Arab countries (2); Asia and the Pacific (7); Latin America and the Caribbean (3); Transition countries (2); Other (3)
		Enhanced knowledge and skills of trademark examiners and professionals from developing countries, LDCs and countries in transition (31 participants - 18 women, 13 men - from 21 countries completed the online training).	Africa (5); Arab countries (2); Asia and the Pacific (7); Latin America and the Caribbean (2); Transition countries (5)
		Enhanced IP capacity among women scientists, academics, and entrepreneurs empowering prominent women in science from developing countries, LDCs, and countries in transition (20 women scientists from 12 countries including UNESCO-L'Oréal Laureates).	Africa (6); Arab countries (2); Asia and the Pacific (2); Latin America and the Caribbean (2)
		Enhanced knowledge of K-12 teachers and educators in IP education for school students (44 participants from 4 selected countries).	Africa (1); Arab countries (1); Asia and the Pacific (1); Latin America and the Caribbean (1)
		Enhanced capacity of educators and policymakers to integrate IP into national educational systems (45 educators - 16 women, 29 men - from 7 African countries.	Africa (7)
		Enhanced knowledge and capacity of researchers in universities and institutes in the field of Intellectual Property (46 researchers and professionals - 20 women, 26 men - from 1 country).	Africa (1)
		Enhanced knowledge and understanding of IP valuation to support the establishment of IP-based valuation and finance ecosystems (39 participants from 4 countries).	Transition countries (3); Other (1)
		Enhanced understanding of IP valuation, and IP-based financing among professionals and government officials in the IP and finance sectors (60 participants - 30 women, 30 men - from 24 countries).	Africa (5); Arab countries (2); Asia and the Pacific (11); Latin America and the Caribbean (1); Transition countries (3); Other (2)
		Enhanced understanding among senior government officials of the importance and role of IP and IP-driven policy for industrial development and economic growth, in developing countries in Asia (19 participants - 9 women, 10 men - from 6 countries).	Asia and the Pacific (6)
		Enhanced knowledge and skills of public and private sector professionals from developing countries, LDCs and countries in transition in managing IP assets: – 1,364 participants from 119 countries completed the online training component. – 214 participants successfully completed IP Panorama and DL450 training. – 30 participants - 16 women, 14 men - from 22 developing countries, LDCs and countries in transition, participated in the in-person training, including a mock-negotiation session and group exercises. They were awarded Advanced International Certificates for their successful completion.	Africa (5); Arab countries (2); Asia and the Pacific (8); Latin America and the Caribbean (2); Transition countries (3); Other (2)
	Participants who were satisfied with the training programs	Of 651 respondents to evaluation surveys conducted across 9 of the above training programs[73], 94% reported overall satisfaction.	

[73] Executive Training Program in: (i) patent examination; (ii) design examination; (iii) trademark examination; (iv) WIPO Summer School; (v) Advanced International Certificate Course (AICC) on IP Asset Management for Business Success; (vi) Masterclass on IP, Valuation and Finance; (vii) Workshop on IP-driven, Inclusive, and Sustainable Industrial Development; (viii) Leadership Course on Intellectual Property, Science and Innovation for Women Scientists and Innovators; and (ix) Women Innovators and Startup Empowerment Program.

Singapore

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**		
	Increased information on national Knowledge Exchange (KE) and Technology Transfer (TT) ecosystems in Singapore's research institutions	Completion of a detailed assessment of the Innovation and Entrepreneurship (I&E) Offices within Singapore's research institutions to determine the extent to which these institutions are world leaders in knowledge and technology transfer (K/TT). Covering 5 key institutions[74], the assessment generated system-level insights on institutional positioning, ecosystem coordination, and performance gaps, and translated these into actionable recommendations, including establishing a National Coordinating Council for Innovation and Entrepreneurship and expanding key performance indicators to include new product development, licenses with earned royalties, and commercial sales.	Asia and the Pacific (1)

Spain (Industrial Property)

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries
3.1	**Wider and more effective use of WIPO's global IP systems, services, knowledge and data**		
	Increased knowledge of IP professionals on various topics under the framework of modernization programs of Industrial Property Offices	All 13 respondents (68% response rate) from 19 participating Latin American and Caribbean Industrial Property Offices reported 100% satisfaction with the Regional Seminar on Supporting SMEs. Post-training assessment showed 77% achieved the highest knowledge level (vs. 46% pre-training).	Latin America and the Caribbean (19)
	% of participants rating topics as highly applicable to their institutions	100% of the 13 respondents indicated that the topics discussed could be effectively applied in the entity for which they work.	
4.3	**Increased IP knowledge and skills in all Member States**		
	Level of satisfaction of participants in WIPO training and skills development programs	99% satisfaction among 37 participants (76% response rate) in the following programs: - Regional Workshop for Training of Trainers on Industrial Property: Drafting of Patent Applications for Latin America - Regional Seminar on IP for Judges of Latin America	Latin America and the Caribbean (32)
	% of participants in WIPO workshops who find the skills acquired relevant for their institutions	93% of the above respondents found the skills acquired relevant for their institutions.	
	Enhanced capacity of IP professionals on advanced trademark examination and protection	Enhanced capacity of 12 IP professionals on advanced trademark examination and protection.	Latin America and the Caribbean (12)

Uruguay

Performance Data

	Performance Indicators	Key Results in 2025	Beneficiary Countries by Region
4.5	**Enhanced IP infrastructure for IP Offices**		
	Improved management and processing of industrial property files and applications with the objective of safeguarding the protection of the Industrial Property rights of their owners	The Project aimed at modernizing the IT platforms of the National Directorate of the Industrial Property Office (DNPI) of Uruguay was completed in 2025. The Project delivered a new integrated platform, connecting IPAS with the State APIA Documentum system, enabling online filing for patents and trademarks, as well as digital notifications. The new system streamlines the management of IP files and documents within the Office and provides a more efficient, user-friendly experience for applicants, particularly entrepreneurs and SMEs.	Latin America and the Caribbean (1)

[74] Agency for Science, Technology and Research (A*STAR); Duke University and the National University of Singapore (Duke-NUS); National University of Singapore (NUS); Nanyang Technological University (NTU); Singapore University of Technology and Design (STUD).

ANNEX XV. Capital Master Plan Progress Report 2025

This Annex reports on all Capital Master Plan (CMP) projects funded by the WIPO Reserves as approved by Member States.

The report includes Progress Reports for projects that were under implementation in 2025, and Completion Reports for projects that were completed during 2025.

Progress Reports provide Member States with an overview of progress made in project implementation during the period January to December 2025. Completion Reports provide a concise summary of the overall project implementation and achieved benefits.

CMP 11	Integrated Conference Services Platform (ICSP)	Progress Report
CMP 25	Treasury Management System (TMS)	Completion Report
CMP 35	Strong Modern Authentication	Completion Report
CMP 36	WIPO IP Portal - Phase III	Completion Report
CMP 37	Establishment of Long-Term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications - Phase III	Completion Report
CMP 38	Enterprise Service Management	Progress Report
CMP 39	AIMS 2.0 Transformation - Phase I	Completion Report
CMP 40	Data Management and Governance	Progress Report
CMP 41	PCT Resilient and Secure Platform - Hybrid Phase	Progress Report
CMP 42	Madrid IT Platform - Phase II	Progress Report
CMP 43	Building Management System for HVACS facilities and lighting	Progress Report
CMP 44	AIMS 2.0 Transformation - Phase II	Progress Report

Reserve funded projects as at December 31, 2025

(in thousands of Swiss francs)

	Project Budgets	Expenditure			Remaining Balance	Budget Utilization
		Expenditure up to end 2023	2024/25 Expenditure	Total Expenditure		
ICT Related Projects						
WIPO IP Portal - Phase III[1]	7,531	4,722	2,700	7,422	109	99%
PCT Resilient and Secure Platform - Hybrid Phase	9,945	1,370	5,202	6,572	3,373	66%
Madrid IT Platform[2,4]	6,000	3,766	2,163	5,929	71	99%
Madrid IT Platform - Phase II	10,950	-	2,927	2,927	8,023	27%
Hague Externalization Project[2,4]	3,001	2,981	20	3,000	1	100%
Cloud Transition - Phase III[2,3]	2,750	1,464	1,275	2,739	11	100%
Integrated Conference Services Platform	930	583	245	828	102	89%
Treasury Management System (TMS)[2]	250	112	75	186	64	74%
Enterprise Performance Management (EPM) 2nd Generation Cloud Based[2,4]	825	668	36	704	121	85%
AIMS 2.0 Transformation - Phase I[2]	2,900	488	2,273	2,761	139	95%
AIMS 2.0 Transformation - Phase II	21,500	-	2,964	2,964	18,536	14%
Enterprise Service Management (ESM)	1,500	220	616	836	664	56%
Data Management and Governance	1,000	-	308	308	692	31%
Sub-total	**69,082**	**16,374**	**20,803**	**37,177**	**31,905**	**54%**
Building Related Projects						
Building Management System for HVACS facilities and lighting	10,839	-	2,291	2,291	8,548	21%
Sub-total	**10,839**	**-**	**2,291**	**2,291**	**8,548**	**21%**
Safety and Security Related Projects						
Strong Modern Authentication[1]	897	105	473	579	318	64%
Sub-total	**897**	**105**	**473**	**579**	**318**	**64%**
GRAND TOTAL	**80,818**	**16,479**	**23,568**	**40,047**	**40,771**	**50%**

[1] *These projects have been completed, and the remaining balances will be returned to the Accumulated Surpluses.*

[2] *These projects have been closed, and their remaining balances have been returned to the Accumulated Surpluses.*

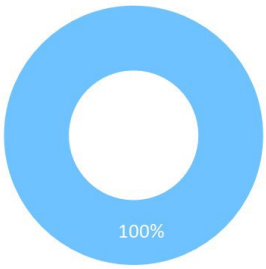
[3] *Project full name: "Establishment of a Long-term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications".*

[4] *The completion reports for these projects were included in previous CMP Progress Reports.*

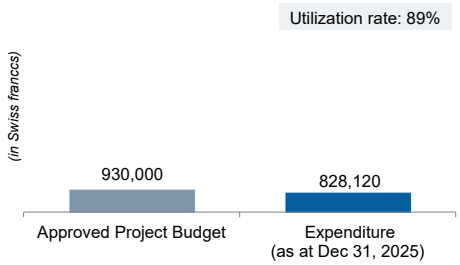
CMP 11 Integrated Conference Services Platform (ICSP)

Project Progress Report[75]

Progress Towards Deliverable Achievement



Resource Utilization



● Completed ● In Progress ● Planned ● De-scoped

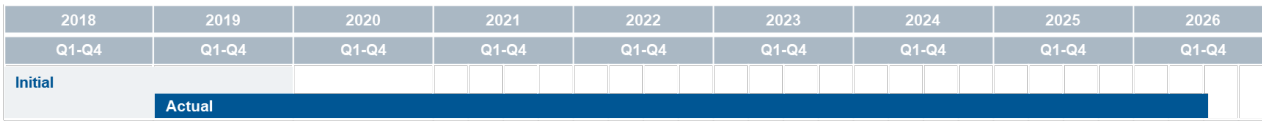
Key Achievements in 2025

Based on the new vision for the integrated conferences services platform, which was completed by end 2024, a Project Initiation Document (PID) was developed for the Digital Secretariat project, defining the main elements and technical solution for the first stage of the project.

Performance Data

No benefits were delivered in 2025 as work advanced on delivering a robust planning framework for the new initiative.

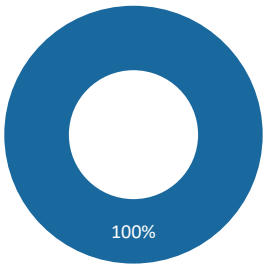
Project Timeline



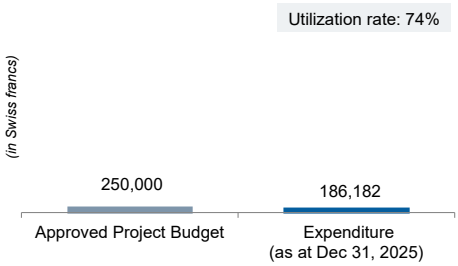
CMP 25 Treasury Management System (TMS)

Project Completion Report[76]

Deliverable Achievement



Resource Utilization



● Completed ● In Progress ● Planned ● De-scoped

[75] The original Business Case and Objectives are reflected in the "Capital Master Plan for 2018-27" (document WO/PBC/27/9). For updates to those, please refer to previous CMP progress reports.
[76] The original Business Case and Objectives are reflected in "Capital Master Plan for 2020-29"(document WO/PBC/30/11). For updates to those, please refer to previous CMP Progress Reports.

Objectives

To enable WIPO to effectively monitor and manage the risks that are intrinsic to treasury operations.

Building on the initial implementation, Phase II expanded the scope to include the implementation of the Netting Module and the automation of the PCT Fee Transfer Service (FTS), with the following objectives:

- To consolidate, automate and manage treasury data and processes within a single system.
- To reduce operational risks and improve the efficiency, accuracy, and transparency of the fee transfer process.

Key Achievements

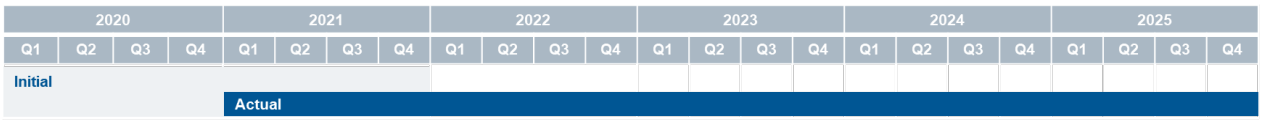
- A Treasury Risk Management System (TRMS) was delivered, consolidating and automating treasury data streams from multiple systems into a single platform. The system provides an accurate and aggregated view of payments, global treasury positions, and associated risks, while enabling multi-banking connectivity with WIPO's financial service providers and strengthening the Organization's capacity to manage financial risks related to treasury operations.
- An automated Fee Transfer Service (FTS) was implemented, modernizing the exchange of data between PCT information systems and the ERP through Application Programming Interface (API) technology. Connectivity with external IP Offices was strengthened through enhancements to the WIPO IP Portal.
- An enhanced FTS accounting process was implemented through the automated generation of bills and the processing of Receiving Office (RO) country and International Searching Authority (ISA) payments in the ERP, improving operational efficiency and processing accuracy.
- Access to monthly statements prepared in the ERP was provided to ISAs through the WIPO IP Portal, improving transparency and facilitating access to financial information.
- Standardized PCT data structures were established within the ERP, improving data quality and enabling enhanced reporting and transparency.
- Security and Information Assurance Division (SIAD) was extensively involved in defining and validating the security controls implemented in the TRMS, including ensuring segregation of duties within the various processes and ensuring secure communications between the TRMS and external payment/treasury environments.

Benefits Realization

Benefit Description	KPI	Baseline Value	Target Value	Performance Data
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Phase 1 – Improved security and reduced risk of error or payment fraud through automated workflows, segregation of duties and the use of AI	Payments originating from WIPO are validated against automated fraud and sanction checks	0% in May 2021	100% of WIPO payments validated	100% of payments are validated in Coupa
Phase 1 – Improved cash visibility through multi-banking connectivity to WIPO's Financial Service Providers	Increase in the number of WIPO bank accounts that are automatically reported on and the proportion of total cash balances represented by these bank accounts	45% of WIPO bank accounts and 25% of cash balances	≥ 95% of WIPO's bank accounts and ≥ 98% of cash balances	≥ 95% of WIPO's bank accounts and ≥ 98% of cash balances Note: Annual savings are estimated at approximately 36,000 CHF from reduced staff time and 45,000 CHF from decommissioning the legacy system
Phase 1 – Improved management of currency risk	More frequent reporting on WIPO's currency exposures.	Monthly reporting on cash balances	Daily Treasury Dashboard reporting	100% daily reporting on currency holdings
Phase 1 – Improved management of counterparty credit risk exposure	Strengthened reporting of WIPO's counterparty credit risk exposures	Manual reporting of counterparty credit risk exposure	Automated reporting of exposure for 100% of WIPO's banking counterparties	100% of WIPO's banking counterparties are covered by automated exposure reporting
Phase 1 – Improved efficiency in payment processing and enhanced fraud risk controls through the use of AI	WIPO's payments are validated against payment fraud and sanctions using AI and reported on in a timely manner	0% of WIPO's payments are validated against payment fraud and sanctions using AI technology	≥ 95% of WIPO's payments are screened against payment fraud and sanctions using AI technology within 24 hours	98% of WIPO's payments are validated using AI technology within 24 hours

Benefit Description	KPI	Baseline Value	Target Value	Performance Data
Phase 1 – Improved deployment of cash for investment purposes	Reduction in idle cash in USD held in current accounts	Average monthly idle cash balance of 1.5 million USD	Average monthly idle cash ≤ 0.25 million USD	Average monthly idle cash balance of 1.3 million USD
Phase 2 – Enhanced management, accounting, and reporting on PCT search fees held pending additional information or incorrect fee amounts	Recording and reporting on "held items" in the ERP and Coprocess	Manual recording of "held items" in the ERP and Coprocess	Fully automated recording and reporting on "held items" by PCT, including reconciliation of the liability account	To be measured 6 months post project implementation
Phase 2 – Improved efficiency in receipt processing through enhanced connectivity between the ERP and PCT systems	Receipt notifications and status updates	Automated notification of receipts between the ERP and PCT systems available in 24 hours	Automated retrieval of receipt status information available within the same day	To be measured 6 months post project implementation
Phase 2 – Improved security related to PCT information	Replacement of third-party vender (Coprocess) with in-house development (WIPO IP Portal) for FTS operations	Coprocess used to process FTS transactions	In-house development (WIPO IP Portal) used to process FTS operations	WIPO IP Portal used to process FTS operations Note: Annual savings from decommissioning Coprocess amount to approximately 75,000 CHF
Phase 2 – Improved security and reduced risk of error or payment fraud in the FTS (automated workflow, and segregation of duties)	Payments originating from FTS are validated against automated fraud and sanctions checks	0% of FTS payments validated	100% of FTS payments validated	100% of FTS payments validated

Project Timeline



Lessons Learned

- Regular and structured coordination meetings were essential to maintain engagement, alignment and collaboration among multiple stakeholders involved in this cross functional implementation.
- Using a focused stakeholder group facilitates more efficient business requirement gathering and design decisions, enabling the delivery of the most effective solution.
- Efficient change request management enables the business, technical and testing teams to collaborate effectively and deliver the required outputs in a timely manner. Ensuring that all required environments are in sync is critical to avoid delays and rework.
- Adopting a soft go-live approach is critical for a project directly impacting WIPO's customers (IP Offices). Partnering with a key International Patent Office during the soft launch helped identify and resolve implementation issues prior to full rollout.

Annual Recurring Costs

License costs for the Treasury Risk Management System (Coupa): 60,000 Swiss francs.

Risk and Response Actions

No strategic risks that had a significant impact on project implementation materialized.

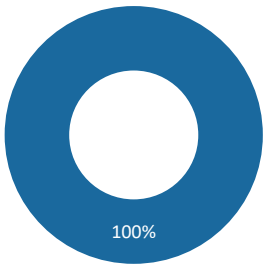
Resource Utilization

The remaining budgetary balance amounting to 63,817.81 Swiss francs will be subsequently returned to Accumulated Surpluses.

CMP 35 Strong Modern Authentication

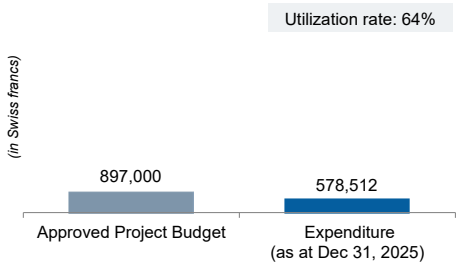
Project Completion Report[77]

Deliverable Achievement



Completed · In Progress · Planned · De-scoped

Resource Utilization



Objectives

To identify and implement a best-fit strong authentication solution, aligned with business needs and the Organization's strategic and technical direction, in order to ensure the continued security of the Organization's information and the information for which it is a custodian.

To retain and reuse existing capabilities where possible, in order to minimize the impact on end users, particularly in terms of adapting to new tools and processes.

Key Achievements

- Modern, strong authentication was deployed to over 2,150 users (including external offices), enhancing information security in line with WIPO's strategic and technical direction.
- Existing RSA technology was leveraged, reducing costs and minimizing disruption by maintaining familiar tools and processes for end users.
- Reliability of the authentication infrastructure was increased and compliance with WIPO's Cloud First policy was achieved by extending the RSA infrastructure into the cloud.
- Business continuity was strengthened through the assessment of fallback authentication methods and the distribution of hardware tokens to ensure uninterrupted access for personnel traveling or otherwise unable to get support from the central support desk.
- Inclusion and accessibility were strengthened through the development of a solution for visually impaired users, and planning was undertaken for the introduction of additional authentication options for all end users, both to be rolled out in 2026 under regular operational activities.

Benefits Realization

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
Improved user experience	% of user satisfaction	n/a	> 50% of satisfied users	To be assessed via a user satisfaction survey conducted 6 months post-project implementation.
5.2 Digitally enabled, secure and sustainable operating environment and service				
Reduction in authentication-related ICTD helpdesk tickets	Average number of authentication-related Service-Desk tickets per month	124 tickets on average per month	< 50% tickets on average per month, post implementation	To be measured 6 months post-project implementation.

[77] The original Business Case and Objectives are reflected in "Capital Master Plan for 2022/23" (document WO/PBC/33/11). For updates to those, please refer to previous CMP Progress Reports.

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Reduction in cyber risk exposure	Risk assessment	Pre-implementation residual risk assessed as Med-High	Post implementation residual risk reduced to Low	To be measured 6 months post-project implementation. The current setup has provided a higher level of protection against phishing and password abuse.
Enhanced access controls to information resources	Strength of access controls	Coarse-grained[78] access controls for all applications	Identity-based application and data level access for internal applications	To be measured 1-year post-project implementation.

Project Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial															
			Actual												

The project experienced delays due to the expansion of the project scope, in line with WIPO's Cloud Policy, to integrate the cloud-based service of the selected authentication product to enhance reliability and functionality, extending the timeline to the end of 2025.

Lessons Learned

- For initiatives impacting all WIPO users, leveraging established internal communication channels (e.g., WIPO Insider newsletter, DG Townhall, InfoSec Awareness Month events, etc.) is more effective for change management, as information conveyed through project-specific emails is often overlooked.
- For initiatives significantly impacting all WIPO users, securing strong buy-in from the DG and Sector Leads prior to deployment is critical; this approach proved effective and was well received.
- The implementation of the machine tunnelling solution on all WIPO computers was jointly coordinated with the ECCM project (Enterprise Content and Collaboration Management), as it addressed the needs of both initiatives; identifying and leveraging such synergies with related projects can enhance efficiency and outcomes.

Annual Recurring Costs

RSA Subscription for 3,935 users and 200 hard tokens are estimated at approximately 120,000 Swiss francs. It is worth noting that these do not represent additional costs, as the RSA product was already in use at WIPO prior to the implementation of this project.

Risk and Response Actions

No strategic risks that had a significant impact on project implementation materialized.

Resource Utilization

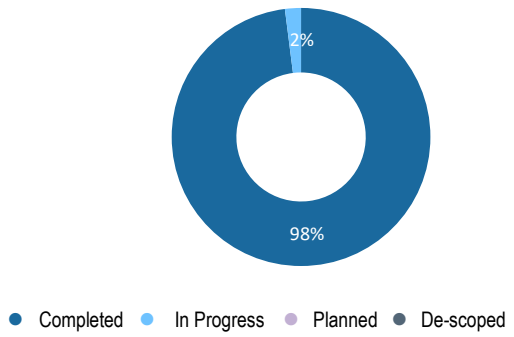
The project will be formally closed in 2026. The remaining budgetary balance[79] estimated at 318,509.54 Swiss francs will be subsequently returned to Accumulated Surpluses.

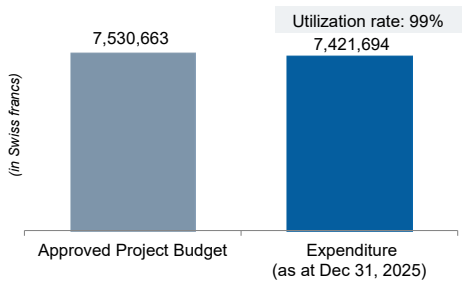
[78] Course-grained access refers to high-level access based on simple rules such as "user X has access to application Y".
[79] A minor reversal of expenditure estimated at 21.60 Swiss francs is anticipated in January 2026.

CMP 36 WIPO IP Portal - Phase III

Project Completion Report[80]

Deliverable Achievement	Resource Utilization





Objectives

- Introduce a single-entry portal to users of WIPO IP online services via a single WIPO Account for each user, and implement a user-friendly navigation policy, a common user interface, and a central payment process;
- Develop an integrated approach to data processing to mitigate the processing overheads that would otherwise be associated with fragmented and independent data processing solutions within each service's IT systems;
- Build upon ICT investments and provide opportunities to make more strategic, cross-sector ICT decisions, facilitate cost containment in ICT investments, and improve scalability in business solutions while assuring operations and data quality are not compromised;
- Deliver a consistent, engaging and intuitive customer experience (CX) that would contribute to building WIPO's brand awareness, foster positive brand perception and improve visibility of WIPO services, promoting them to a broader customer base and increasing their usage;
- Implement consistent data analytics to provide an automated and accurate measure of the number of users and visitors of the services that can be compared over time to improve data driven insights and enable more informed decision making; and
- Establish an organizational Customer Relationship Management (CRM) solution, enabling a common approach to customer related data and contact management, including the standardization of customer communication channels and the consolidation of customer feedback management.

Key Achievements

- CRM was established as a core enterprise capability, and a common approach to customer data migration was defined.
- The WIPO IP Portal was further developed as the gateway to WIPO services, supported by a single WIPO Account, and progressively expanded common navigation across the WIPO website, WIPO Academy, and WIPO's business applications.
- A unified and user-friendly experience was delivered across WIPO's digital ecosystem.
- User journeys were simplified and enhanced through the launch of integrated universal search across multiple WIPO resources, adaptive user experiences based on geolocation, improved dashboard widgets, and continuous user interface refinements informed by user feedback.
- The Customer Experience project was successfully completed, embedding customer-centric design practices, and user experience standards.
- Standardized enterprise analytics and reporting capabilities were established, enabling automated, accurate, and comparable measurement of users and visitors across WIPO digital services over time.

[80] Business Case and Objectives are reflected in "Capital Master Plan for 2022/23"(document WO/PBC/33/11).

- Data science and insight generation capabilities were expanded, including sentiment analysis pipelines, customer profiling, visitor overlap analyses and enhanced dashboards supporting evidence-based decision making.
- The performance and cost efficiency of analytics services were improved, achieving cost reductions while enhancing reporting functionality and analytical depth.
- An integrated approach to enterprise data processing was implemented, reducing fragmentation through standardized development environments, increased automation, improved data governance, and strengthened privacy and security compliance.
- The Analytics Platform Project was successfully completed, enhancing analytics capabilities across the organization.
- A secure and scalable enterprise Application Programming Interface (API) capability was delivered, enabling third-party integration of WIPO data and services into external applications and supporting business to business services.
- WIPO's operational efficiency was strengthened through the use of reusable web components, cloud-based services, and the introduction of application Technical Passports, reducing duplication of effort, streamlining development and support activities, and improving service continuity.
- The Technical Standardization stream was successfully completed, providing sustainable foundations for future digital initiatives beyond WIPO IP Portal Phase III.
- The Security and Information Assurance Division (SIAD) was consulted to identify any specific security architectural patterns and controls that should be implemented for each of the functional updates, and alignment with these control requirements were confirmed as part of the SIAD Certification and Accreditation (C&A) process prior to release.

Benefits Realization

Benefit description	KPI	Baseline Value	Target Value	Performance Data
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge and data				
Increased ease of use and improved customer experience for users of WIPO's external facing ICT systems	Ease of use score	80% in Feb 2021	85%	83%
Increased contribution to innovation and creativity for the benefit of all by making WIPO's services more accessible to SMEs and individual businesses, particularly in developing countries	Average daily number of visitors & users of a service from developing countries[81]	18,092/day on average in Q4 2023[82]	20% increase	29,688/day (+65%) on average in Q4 2025
	Average daily number of new users of a service from developing countries accessing the service through the WIPO IP Portal[83]	23/day on average in Q2 2021	100% increase	517/day (+2,148%) on average in Q4 2025
Increased number of visitors and users of the services integrated with the WIPO IP Portal	Average daily number of visitors and users per service[84]	77,309/day on average (for all the services) in Q3 2023[85]	20% increase	98,482/day[86] (+27%) on average in Q4 2025
	Average daily number of new users and visitors per service accessing the service through the WIPO IP Portal[87]	68/day on average (for all the services) in Q2 2021	100% increase	1,237/day (+1,719%) on average in Q4 2025
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data				
A cohesive and uniform customer experience across the breadth of WIPO's external facing ICT systems	Alignment to IP Portal minimum standards from the IP Portal Matrix (Common Look and Feel, Common Navigation, ePay v2 and WIPO Account)	69% in May 2021	100% for the ICT systems applicable	90%

[81] "Users" refers to those who log in. The performance data relies not only on the IP Portal project but also other business areas.
[82] The baselines have been adjusted using 2023 data to accurately reflect non-bot traffic. Non-bot traffic statistics are not available for 2021.
[83] "Users" refers to those who log in. The performance data relies not only on the IP Portal project but also other business areas.
[84] Ibid.
[85] The baselines have been adjusted using 2023 data to accurately reflect non-bot traffic. Non-bot traffic statistics are not available for 2021.
[86] The number of visitors and users decreased as compared to the reported data in the 2024 progress report due to the removal of bots in 2025.
[87] "Users" refers to those who log in. The performance data relies not only on the IP Portal project but also other business areas.

Benefit description	KPI	Baseline Value	Target Value	Performance Data
Ease of payment for customers using modern financial transaction processing facilities and enabling the availability of consolidated payment information	Number of users using the payment widgets	603 users on average in Q2 2021	5,000 users	2,006 users on average in Q4 2025 (+233%)
	Customer satisfaction score for services provided through the ePay2	87% in Feb 2021	90%	83%
Enhanced customer data quality and customer relationship management	Number of ICT systems using common customer data	0 in June 2021	tbc under CRM project in Phase III	CRM will be completed under the Customer Experience Section
Increased customer satisfaction with WIPO's service provision	Customer satisfaction score	84% in Feb 2021	≥ 85% satisfied or very satisfied	82%

Project Timeline

	2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																
Actual																

The project was extended until the end of 2025 to ensure the complete delivery of planned capabilities.

Lessons Learned

- Without sustained focus on organizational change and benefits realization, legacy services may lag in adopting agreed standards, limiting the full value of the investment.
- Digital initiatives should be anchored in clearly defined strategic objectives, validated business needs, and measurable outcomes before solution design begins

Annual Recurring Costs

- Analytics stream, hosting and consultant costs for ongoing operational maintenance are estimated at 305,000 Swiss francs.
- Core IP Portal operations are estimated at 503,000 Swiss francs.

Risk and Response Actions

No strategic risks that had a significant impact on project implementation materialized.

Resource Utilization as at December 31, 2025

(in Swiss francs)

	Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
CRM	Establishment of an enterprise level Customer Relationship Management (CRM) solution, enabling a common approach to customer related data and contact management, including the standardization of customer communication channels and the consolidation of customer feedback management	1,274,380	600,126	637,469	106%	95%[88]
CX	Establishment of common portfolio management capabilities across WIPO services, on a corporate level for WIPO customers Development of the WIPO Accounts application to standardize data capture, harmonize across services and improve CX Increased integration of WIPO services with the WIPO IP Portal and continual development of the WIPO IP Portal and its related functionalities, with eventual handover to operations Establishment of the framework and participation in the development of the WIPO Mobile app Leveraging the WIPO IP Portal as a channel for IP Commercialization	2,451,940	2,713,797	3,036,310	112%	95%[89]
IP Analytics	Alignment of capabilities of the IP Analytics Platform to emerging organizational policy on data governance and management Increased automation of data flows and the coverage and usage of internal data sets to optimize the way WIPO handles big data, along with reinforcing and maturing the data platform Developing and embedding the strategic application of data science to enable the effective implementation of the customer experience-related business strategy and transferring analytics capabilities to an operational state	1,556,139	2,198,131	1,962,269	89%	100%
Tech. Standardization	Operationalizing API Management capabilities across the Organization, improving developer experience, and the adoption of modern API based interaction with the WIPO IP Portal Increased convergence in data processing & IT solutions to achieve greater organizational efficiencies and transferring technical products to operational management. Design and deploy an initial backend API management environment, enabling greater and consistent cybersecurity across application and the externalization of software and data assets	1,497,960	1,512,573	1,362,667	90%	100%
PM	Delivery of high-quality Program administration, production & management of strategies/plans according to MSP methodology	750,244	369,777	422,980	114%	100%
Total		**7,530,663**	**7,394,404**	**7,421,694**	**100%**	**98%**

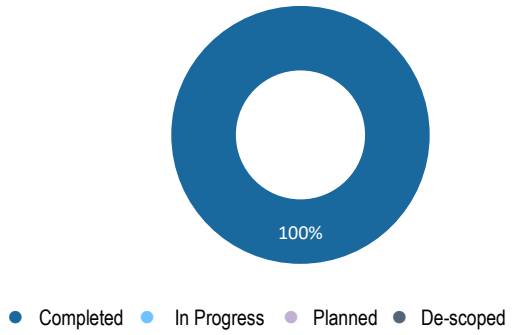
The project will be formally closed in 2026. The remaining budgetary balance[90] estimated at 109,010.94 Swiss francs will be subsequently returned to Accumulated Surpluses.

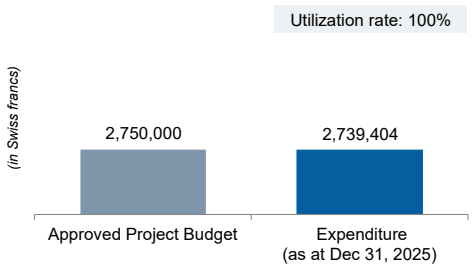
[88] The rollout to additional business units was deferred to early 2026 outside the scope of the project due to delays in delivering the MVP.
[89] The CX project did not include the delivery of a mobile application, as analysis indicated that the expected benefits did not justify the associated costs. The integration of opportunities for IP commercialization was also not fully realized, with replanning instead focusing on standardizing the look and feel.
[90] A minor reversal of expenditure estimated at 42 Swiss francs is anticipated in January 2026.

CMP 37 Establishment of Long-Term Capability for WIPO to Utilize Cloud Service Providers and Migration of Legacy Applications – Phase III

Project Completion Report[91]

Deliverable Achievement	Resource Utilization





Objectives

- Cost optimization: Cost savings are expected on support, maintenance and management of ICT infrastructure. Costs can also be optimized by right sizing the resources in the cloud to closely follow demand patterns;
- Increased agility and flexibility: More responsive and nimble provision of ICT infrastructure for new applications, one-off needs, and for unplanned changes in demand;
- Improved service delivery to external stakeholders: By distributing services worldwide on the cloud, response times will be improved; and
- Improved business continuity: Correct utilization of cloud infrastructure will enable backup and recovery to be implemented quickly and cost effectively. Exposure to loss of service due to power, internet and other failures will be reduced, as will dependencies on single service providers.

Key Achievements

- Financial and agility targets were exceeded, achieving 2.13 million US dollars in savings on UNICC hosting costs (of which 1.57 million US dollars in core infrastructure) over the 2024/25 biennium as compared to 2022/23. In addition, 100% of application deployments were automated by Q3 2025, significantly exceeding the 80% target and demonstrating a fundamental improvement in operational agility.
- Foundational capabilities were delivered through the establishment of the Cloud Center of Competence (CCoC), in Q2 2025. A Managed Service Provider (MSP) was onboarded, meeting 100% of its SLAs by Q3 2025, providing a sustainable operational support model.
- Organizational cloud maturity increased, with Cloud Maturity Assessment scores for People (4.3), Governance (4.0), and Operations (4.5) all meeting or exceeding the target (4). The mass migration plan was also successfully executed, with 107 servers and 81 applications migrated to the cloud by Q3 2025.
- Multi-cloud capabilities were established as the scope expanded beyond the initial plan to support a multi-cloud environment, including for the ERP and CRM projects, positioning WIPO for future strategic initiatives.
- Sound cloud security practices were established, with security architecture reviewed and approved by InfoSec for all cloud deployments.

[91] Business Case and Objectives are reflected in "Capital Master Plan for 2022/23" (document WO/PBC/33/11).

Benefits Realization

Benefit description	KPI	Baseline Value	Target Value	Performance Data
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data				
Effective Enterprise-level support for cloud hosted systems	Improved service delivery to external stakeholders[92]	Apdex score > 0.6 for 78% of applications moved to the cloud (end 2020)	Apdex score ≥ 0.6 for 80% of applications moved to the cloud	76% of measured cloud applications have an Apdex score ≥ 0.6
	Secured business continuity	No recovery time objective explicitly defined in current business continuity measures	100% of cloud workloads (Annual High Availability & Disaster Recovery exercise for cloud workloads)	100% of cloud workloads (Annual High Availability & Disaster Recovery exercise for cloud workloads)
5.2 Digitally enabled, secure and sustainable operating environment and service				
Increase flexibility and agility through matured support for development and operations (DevOps) of IT systems	% of application deployments automated	72.9% in Dec 2021	80% applications with automated deployment capabilities	100% of applications have automated deployment capabilities
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Effective management of Cloud-related expenses	Cost of application hosting[93]	Cost for hosting application in UNICC, including professional services	>30% cost reduction for migrated applications	Average cost reduction for migrated applications: 64%-88% in 2022 60% in 2023 67% in 2024 54% in 2025 2 million USD savings were realized in 2024/25 through the implementation of a custom-built ECS Scheduler tool.
	Timely control and optimization of hosting costs	Monthly cost reporting for UNICC services (>1 month lag)	"Real-time" monitoring and control of cloud-related expenditure	A cost anomaly detection system integrated with the ticketing platform enables real-time identification, escalation, and resolution of unusual spending. In addition, a centralized reporting framework aggregates cloud expenditures by business area into SharePoint-hosted Excel dashboards, providing clear visibility of departmental spending and simplifying billing data analysis.

Project Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial															
Actual															

The project timeline was extended due to initial delays in recruiting specialized technical resources and procuring the MSP contract.

Lessons Learned

- Realistic timelines should be established from the outset, taking into account potentially lengthy recruitment timelines due to scarcity of technical resources in the market.
- Establishing a central team of experts to empower other application teams through initiatives such as "Cloud Office Hours," knowledge sharing, and clear standards creates a scalable operating model. This enabled the CCoC to focus on high-level strategy and governance while application teams became increasingly self-sufficient

[92] Within this CMP, performance measurements from 2022 to 2025 are aggregated and reported. Under WIPO regular budget, this KPI is reported under ER 5.2, with performance measurements conducted in the given period of the biennium reported.
[93] Calculation done for all applications for which a comparison is possible, i.e. excluding new applications for which an estimation of the corresponding on-premise cost is not available.

- To ensure a smooth transition to operations for every migrated application a formal "Transition to Operations" plan is essential. This plan clarifies the CCoC's post-deployment involvement, the technical owner's responsibilities, and the process for integrating into the standard CI/CD pipeline. For external development teams, this includes requiring development environments compatible with WIPO's standards to ensure seamless integration.
- For large-scale technical initiatives, implementing a structured approach to capture and share technical knowledge is as critical as the migration itself. This accelerates learning, prevents recurrence of issues, and strengthens the Organization's internal capabilities.
- Performance management should be treated as an ongoing operational discipline rather than solely a project-end KPI. Embedding performance tuning and monitoring throughout the migration process and equipping application teams for continuous post-launch optimization supports sustained performance over time.

Risk and Response Actions

No strategic risks that had a significant impact on project implementation materialized.

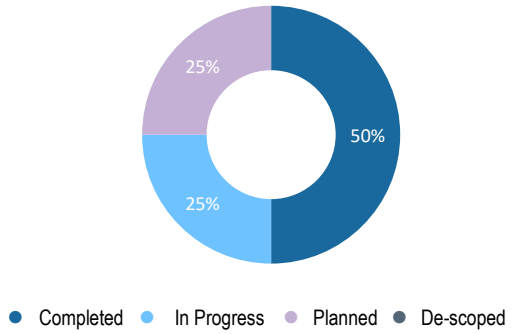
Resource Utilization

The remaining budgetary balance amounting to 10,596.46 Swiss francs will be subsequently returned to Accumulated Surpluses.

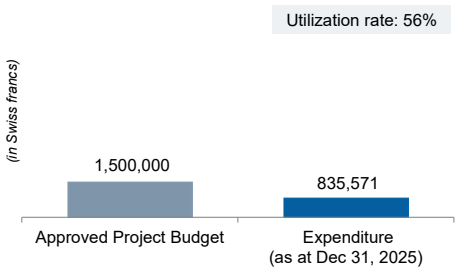
CMP 38 Enterprise Service Management

Project Progress Report[94]

Progress Towards Deliverable Achievement



Resource Utilization



Key Achievements in 2025

- Implementation was completed for the following business areas: Interpretation Management Service, Human Resources Management Department, Premises Management Services, and the Records and Archives Section, all of which were successfully transitioned into operations.
- SIAD was extensively consulted during implementation to ensure that the necessary security controls were deployed in line with WIPO security architecture patterns.

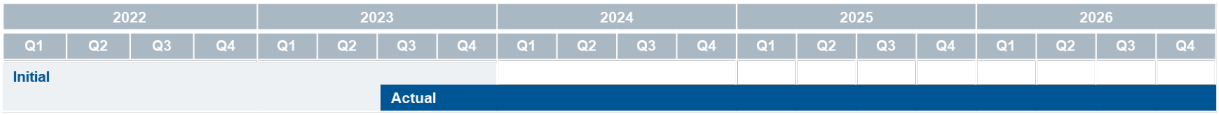
Performance Data

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
A cohesive and uniform experience across the business units implementing the Enterprise Service Management solution.	% of satisfaction across business units	n/a	≥ 85% of the business units satisfied or very satisfied	To be measured 1-year post-project implementation

[94] The original Business Case and Objectives are reflected in the "Capital Master Plan for 2022/23' (document WO/PBC/33/11). For updates to those, please refer to previous CMP progress reports.

Benefit description	KPI	Baseline Value	Target Value	Performance Data
Ease of use and improved customer experience for internal users of services provided through the Enterprise Service Management Solution	% of end-user satisfaction	98.9% satisfied with IT Service Desk services	> 96% satisfied or very satisfied for services provided through the Enterprise Service Management Solution after one year of implementation	To be measured 1-year post-project implementation
5.2 Digitally enabled, secure and sustainable operating environment and service				
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Reduction in the number of contact points for the users to access the services	Count of contact points	One or more contact points for each of the six business units involved	Max. 3 contact points, all on the same platform	1 contact point for the implemented business areas
Simplified access to cross-functional services (i.e. services involving multiple business units such as new hire requiring office space, badge, IT equipment and credentials)	Number of cross-functional services accessible with a single request	None	At least 2 cross-functional services accessible with a single request after one year of implementation	Not applicable for the implemented business areas

Project Timeline

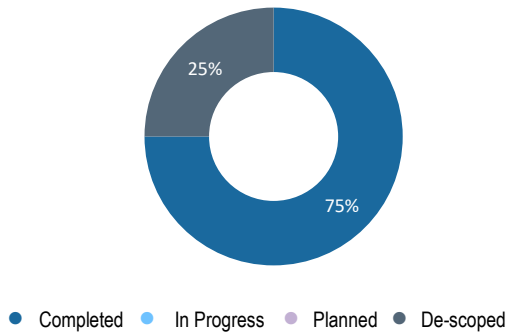


The project timeline has been extended to the end of 2026 to accommodate the onboarding of all planned business areas.

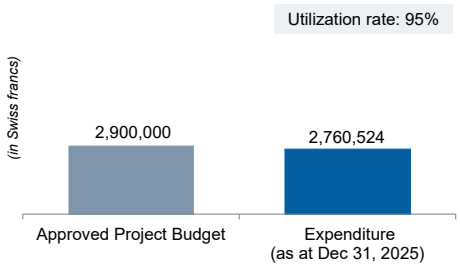
CMP 39 AIMS 2.0 Transformation - Phase I

Project Completion Report[95]

Deliverable Achievement



Resource Utilization



Objectives

Following the change in strategy prompted by the rapid evolution of ERP solutions on the market and the evolving cloud landscape, Phase I shifted from the initially envisaged lift-and-shift migration of the existing PeopleSoft application to the cloud to an approach focused on adopting a next-generation (SaaS) ERP solution for WIPO.

Consequently, the scope of Phase I was refocused to prepare WIPO's technical environments and business areas for the full implementation and

Key Achievements

- A detailed analysis of current business processes was completed, and the functional and technical requirements for the future ERP solution were identified in collaboration with a consulting partner.
- Lessons learned from other UN Agencies that had adopted a next-generation ERP solution were collected and analyzed.
- The selection of a SaaS solution was completed in close collaboration with various business stakeholders, and

[95] The original Business Case and Objectives are reflected in "Capital Master Plan for 2022/23" (document WO/PBC/33/11). For updates to those, please refer to previous CMP Progress Reports.

Objectives

adoption of a next-generation ERP (Phase II), with the following objectives:

- Inventory of business requirements, business process reengineering, including market and fit-for-purpose analysis
- Gathering of experiences and lessons learned from other organizations
- Identification of best-of-breed ERP solutions based on business requirements, workshops and final proposal for the best fit solution.

Key Achievements

contracts for license subscription and implementation services were finalized.

- An integration platform enabling application interactions was implemented, facilitating the integration of various business applications, including fee-paying customer services.
- An integration strategy was defined, including to support reporting and analytical capabilities.
- Upskilling activities on the new solution were conducted for the project team.
- Business processes aligned with the SaaS solution capabilities were identified, streamlined and documented.
- From the start, SIAD has been closely involved in this project to ensure that the relevant security requirements have been taken into consideration and tested.

Benefits Realization

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.2 Digitally enabled, secure and sustainable operating environment and service				
Accelerate Next Generation ERP adoption readiness by identifying critical business and technical requirements and lessons learned from the market and peer agencies.	Critical business requirement and its priorities are identified	n/a	95% of requirements are identified and prioritised	100% of requirements identified and prioritised
Improved process efficiency and user satisfaction	Number of processes streamlined and documented	n/a	10	27[96]

Project Timeline

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial															
			Actual												

As a result of the change in strategy, the project scope was refocused on preparing WIPO's technical environments and business areas for the adoption of a next-generation (SaaS) ERP solution, resulting in an extension of the project timeline.

Lessons Learned

- Clearly defining business requirements before evaluating vendors enabled the identification of the most suitable solution.
- Early engagement of cross-functional stakeholders facilitated buy-in and smoother solution adoption across the Organization.
- Investing time upfront in end-to-end design architecture helped avoid rework.
- Reusable integration patterns accelerated delivery timelines and improved development efficiency.
- Incorporating error handling and alert tracking into the integration design ensured robust monitoring and issue resolution capabilities.
- Prioritizing scalability and integration capabilities provided a clear framework for developing the solution roadmap.
- Evaluating total cost of ownership beyond subscription fees helped identify solutions aligned with broader organizational strategy and budget availability.

[96] Several processes have been streamlined and documented for implementation in Phase II (CMP 44).

Annual Recurring Costs

Operating cost of the integration platform will be approximately 100,000 Swiss francs.

Risk and Response Actions

Risk	Risk Evolution	Effectiveness of Risk Response	Impact
Failure to simplify our processes and adopt best practice could lead to the implementation of over-engineered and customized business processes not resulting in the expected efficiency gains and leading to high maintenance costs.	Establishment of a Business Design Authority, synergies with cutting the red tape initiative, and systematic review of processes with business areas during the design phase reduced the likelihood of widespread over-engineering. However, risk remained moderate as some existing tailored solutions could not be matched with standard SaaS solutions.	Governance structures (Business Design Authority) were successfully established and functioning. During the design phase, some instances of over-customization in Cloud SaaS implementations were identified and are under review for optimization.	No impact on performance.

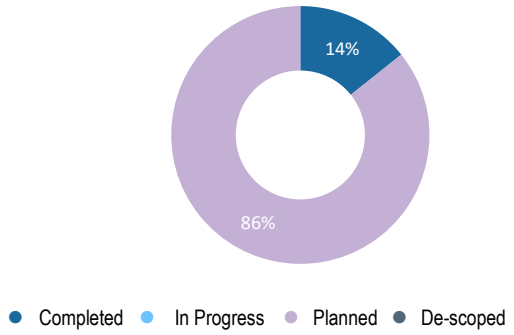
Resource Utilization

The remaining budgetary balance amounting to 139,476.44 Swiss francs will be subsequently returned to Accumulated Surpluses.

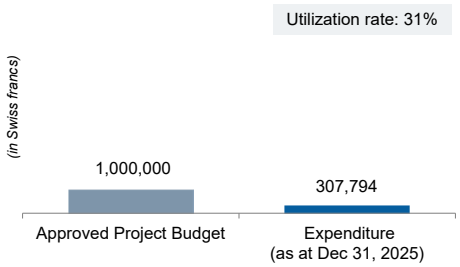
CMP 40 Data Management and Governance

Project Progress Report[97]

Progress Towards Deliverable Achievement



Resource Utilization



Key Achievements in 2025

- The Master Data Management (MDM) Framework was established.
- The MDM system was procured and implementation commenced in late December 2025.
- SIAD has been closely involved in this project as a key stakeholder.

Performance Data

No benefits were realized in 2025.

[97] Business Case and Objectives are reflected in the "Capital Master Plan for 2022/23" (document WO/PBC/33/11).

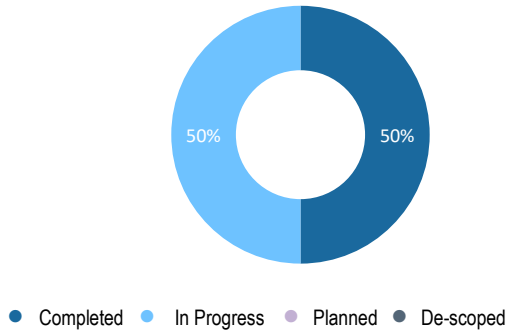
Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
5.2 Digitally enabled, secure and sustainable operating environment and service				
Enhanced provision of data & analytics support to internal customers	Adoption rate (%) of reports generated from the new centralized enterprise data sources	n/a	80% of internal users using reports	-
	Data sets available through self-service platforms	0	3,98	-
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Enable analysis and data-driven decision making through improving data management and literacy	% of data sets defined according to clear standards (e.g., taxonomies, definitions, usage)	0	50%	-
Reduce data mismanagement risk exposure through strengthened data governance and data management practices	% of data standards implemented and monitored (e.g., taxonomies, definitions, usage)	0	50%	-
	% increase of business areas using the standardized data architecture and management	1	200%	-

Project Timeline

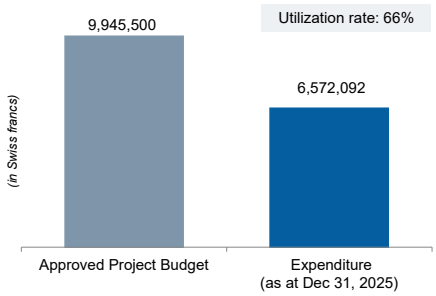
CMP 41 PCT Resilient and Secure Platform - Hybrid Phase

Project Progress Report[99]

Progress Towards Deliverable Achievement



Resource Utilization



Key Achievements in 2025

The Software Transformation initiative was completed, unifying PCT application development across cloud and on-premises environments and enabling a higher proportion of shared code across the application suite, faster and more consistent delivery of future enhancements, and reduced long-term maintenance costs. The final production release (ePCT version 4.16) was delivered.

Hybrid Cloud Infrastructure advanced across security, disaster recovery, infrastructure automation, and database migration readiness as follows:

[98] AIMS, InfoSec, Economics & Statistics
[99] The Business Case and Objectives for the Hybrid Phase are reflected in "Supplementary Capital Master Plan Proposal for the PCT Resilient and Secure Platform (RSP) Hybrid Phase" (document WO/PBC/34/11). For updates to those, please refer to previous CMP progress reports.

- Security: All planned security controls were implemented and are operational across the hybrid infrastructure, validated by independent penetration testing. Privileged access management was fully integrated, reducing the risk of unauthorized access to critical PCT systems and meeting cloud compliance requirements.
- Infrastructure: Migration of the PCT IB database was validated across development and acceptance environments. Production cutover is scheduled for Q1 2026, eliminating a critical dependency on aging hardware and improving scalability, resilience, and long-term cost efficiency.
- Server Decommissioning: Twelve legacy on-premises servers were decommissioned, reducing hosting and maintenance costs and lowering the operational burden on infrastructure teams. Further decommissioning is planned as cloud migration progresses through 2026.
- Disaster Recovery (DR): Full DR capability for the hybrid infrastructure was established and tested, including validation of failover, enabling PCT systems to withstand a regional outage without service interruption. Windows 11 virtual desktop DR was also delivered, protecting examiner workloads.
- Document at Rest: Progress was made toward replacing aging on-premises document storage running on end-of-support hardware, including evaluation of candidate solutions against security requirements, with a decision expected in early 2026 to enable phased migration and mitigate infrastructure risk.
- During 2025, SIAD was closely involved in the implementation of the relevant security controls and enhancements, ensuring that security requirements were correctly applied within the hybrid environment.

Performance Data

Benefit description	KPI	Baseline Value	Target Value	Performance Data
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data				
Improved PCT critical systems service levels and reduced interruption time for PCT critical systems	PCT systems availability (internal and external)	99.5%	99.8%	99.1%[100]
5.2 Digitally enabled, secure and sustainable operating environment and service				
Reduced interruption time for PCT critical systems	Return To Operations in case of a major incident	1 day	1 hour	1 day
	Recovery Point Objective for PCT Data	30 min	10 min	30 min
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Reduced likelihood of malicious or unintentional disclosure or modification of unpublished application/registration/patent information, reduced likelihood of cyber-attacks and reduction of impact resulting from a successful cyber-attack	Surface of exposure of cyber threats	59.5%	40%	34.3%
	Risk assessment on PCT's security posture	Medium	Low	Medium

Project Timeline

2022				2023				2024				2025				2026			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial																			
				Actual															

Risk and Response Actions

No strategic risks that had a significant impact on project implementation materialized during 2025.

[100] Performance decreased as compared to the reported data in the 2024 progress report due to the extensive number of deployments in 2025.

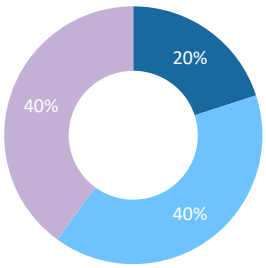
Resource Utilization as at December 31, 2025
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Software transformation: modernize, secure and streamline PCT processing applications + convergence	2,211,000	2,056,159	93%	100%
Software transformation: migrate modernized applications to the hybrid infrastructure	804,000	430,516	54%	100%
PCT Infrastructure: modernize the documents at rest management infrastructure	1,200,000	106,613	9%	16%[101]
PCT Infrastructure: deliver PCT hybrid cloud infrastructure	3,200,000	2,781,647	87%	94%
Security: implement measures to secure hybrid model	2,080,000	809,765	39%	100%
RSP: Program management	450,000	387,392	86%	85%
Total	**9,945,000**	**6,572,092**	**66%**	**71%**

CMP 42 Madrid IT Platform - Phase II

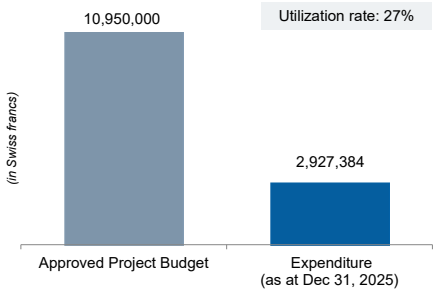
Project Progress Report[102]

Progress Towards Deliverable Achievement



● Completed ● In Progress ● Planned ● De-scoped

Resource Utilization



Key Achievements in 2025

- The new eMadrid was gradually released to the public through three key milestones: an early beta release with a select group of trademark users, a public beta release at the INTA (International Trademark Association) Annual Meeting, and the official public release in Q3 2025.
- eMadrid achieved notable user adoption by year-end with over 630,000 logins from 18,800 unique users, 65% of active IRNs managed in users' workbenches, 61% of modification transactions executed, and more than 240,000 assets shared amongst users, demonstrating a significant increase in collaboration.
- eMadrid became the default environment following the retirement of the Madrid Portfolio Manager (MPM) and removal of legacy webpages.
- The Madrid Object Storage System (MOSS) was released in Q2 2025, providing improved document storage and retrieval capabilities supporting multiple file types, including audiovisual marks. The new system aligns with Organizational standards, enables simpler integration with new platforms, and replaces the legacy IMAPS system.
- Development of the New Data Ingestion System delivered a working prototype ready for testing and validation in 2026.
- A technical transition plan from the current to the future IT system was established.

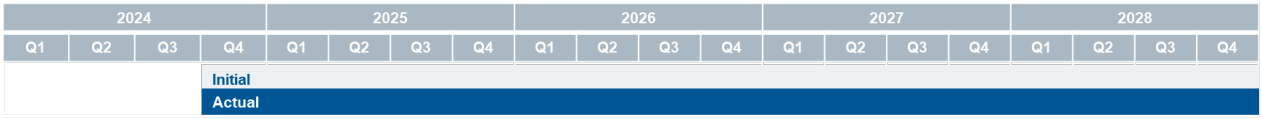
[101] As the Storage at Rest 2024 PoC has to be redeveloped, the progress in 2025 is lower than the reported progress in 2024.
[102] The Business Case and Objectives are reflected in the "Capital Master Plan Project Proposals" (document WO/PBC/37/11rev).

- SIAD has been involved in this project from the start, ensuring the relevant security controls were identified, implemented, and reviewed prior to go-live.

Performance Data

Benefit description	KPI	Baseline Value	Target Value	Performance Data
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge, and data				
Improved customer experience	% of customers that are satisfied with Madrid online information and transactional services	85%	90%	User survey pending
	% adoption of portfolio management tools by customers	30%	75%	65% (adoption metrics since go-live of eMadrid)
	% adoption of online forms by customers	70%	85%	79%
	Timeliness and availability of Registry information through the online tools	More than 24 hours	Less than one hour (99% of the time)	Less than one hour (Since go-live, eMadrid provides up-to-date Registry information without delay)
3.2 Improved productivity and service quality of WIPO's global IP systems, services, knowledge, and data				
Increased efficiency of WIPO	% automation per transaction	Renewals: 47% Subsequent Designations: 51% Modifications: 0% Decisions (by DCP): 79%	Renewals: 65% Subsequent Designations: 65% Modifications: 50% Decisions (by DCP): 90%	Renewals: 44% Subsequent Designations: 53% Modifications: 35% Decisions (by DCP): 84% Note: The 3% decrease in renewal automation is a temporary side effect of the November 1, 2025, rule change.
	% of irregularities	Renewals: 3% Subsequent Designations: 6% Modifications: 6%	Renewals: 2% Subsequent Designations: 2% Modifications: 2%	Renewals: 3% Subsequent designations: 7% Modifications: 5% Note: The 1% increase in subsequent designation irregularities is a temporary side effect of the November 1, 2025, rule change
	% productivity improvement in processing international applications	-	20%	-
	Agility to make changes to the IT System: (a)Reduced average time for change request implementation (b) Reduced average IT system downtime during new releases	(a) 130 days (b) System downtime of 30 minutes	(a) 95 days (b) No system downtime	-
5.2 Digitally enabled, secure and sustainable operating environment and service				
Improved data exchange between WIPO and IP Offices	Number of IP Offices using Madrid APIs	0	20	1[103]
	Number of files received with errors that require manual processing	510	100	-

Project Timeline



[103] The Lithuanian National IP Office [State Patent Bureau of the Republic of Lithuania] piloted and adopted the Madrid Office APIs. Active participation from IP Offices is required to increase adoption and improve data exchange and the Secretariat would be delighted to engage further with interested offices.

Risk and Response Actions

No strategic risks that had a significant impact on project implementation materialized during 2025.

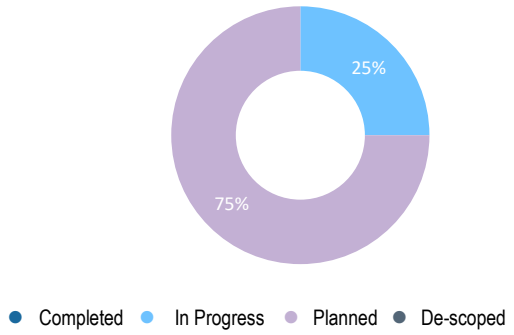
Resource Utilization as of December 31, 2025
(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Operational system for start-to-finish examination of New Applications: New Application MVP (Core Architectural Elements: BPM, EMB, Data Access Module)	3,582,962	3,759,018	815,796	22%	20%
New data ingestion system	718,914	718,914	562,464	78%	70%
Database refactoring (Rationalization and clean-up of legacy database tables. No migration of data needed)	336,515	336,515	-	-	-
Operational system for start-to-finish examination of remaining transactions	4,586,429	4,586,429	-	-	-
Hyper-care of version 1 and release of version 2 for eMadrid, Madrid Online Forms, Madrid Object Storage System and Madrid Office APIs	1,725,180	1,549,124	1,549,124	100%	100%
Total	**10,950,000**	**10,950,000**	**2,927,384**	**27%**	**30%**

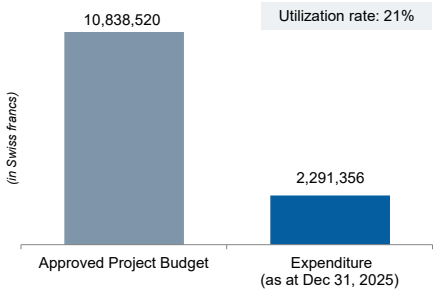
CMP 43 Building Management System for HVACS facilities and lighting

Project Progress Report[104]

Progress Towards Deliverable Achievement



Resource Utilization



Key Achievements in 2025

- A cloud-based server was successfully deployed, enabling the implementation of a new centralized operating and monitoring system (OS) with multiple operating workstations (OWS).
- A swing space was established in the New Building (NB) to ensure continuity of business operations during phased works. This implementation approach was necessary to maintain occupancy, minimize disruption to users and allow the safe execution of interventions.
- The implementation of the project in the NB was undertaken using a phased approach. The first four phases were successfully completed, with works finalized on the 4th and 5th floors, including the replacement of lighting fixtures and fire dampers.
- SIAD have been closely involved in this project, reviewing the security of the new system prior to implementation and ensuring that it meets all required safety standards.

[104] The Business Case and Objectives are reflected in the "Capital Master Plan Project Proposals" (document WO/PBC/37/11rev).

Performance Data

The initial expected benefits were refined following a more detailed analysis of available data.

Benefit description	KPI	Baseline Value	Target Value	Performance Data
5.2 Digitally enabled, secure and sustainable operating environment and service				
Reduction in electricity consumption for lighting in the New Building	KwH consumption for NB building	82 000 kWh	20% reduction = 65 000 kWh	-
New life cycle for the NB Building lighting fixtures, up to 25 years	Improved life cycle for lighting and fixtures	24 000 hours	50 000 hours	40% of offices upgraded in the NB: new LED lighting fixtures installed with an expected life cycle of up to 50 000 hours

Project Timeline

Risk and Response Actions

Risk	Risk Evolution	Effectiveness of Risk Response	Impact
Delayed implementation of the new Building Management System (BMS) could lead to compromised working conditions and potential business continuity issues.	BMS implementation proceeded using a phased floor-by-floor approach in the NB. Some minor scheduling adjustments were required but no delays were encountered. Strong coordination and validation of procedures prior to works, combined with continuous improvement of work methods, ensured continuity of business operations.	Implementation of the phased approach successfully reduced disruption risk. Work sequencing was carefully studied and validated with contractors and consultants prior to execution. Coordination and communication protocols for building occupants worked well, while allowing for real-time adjustments when needed.	No impact on performance.

Resource Utilization as at December 31, 2025

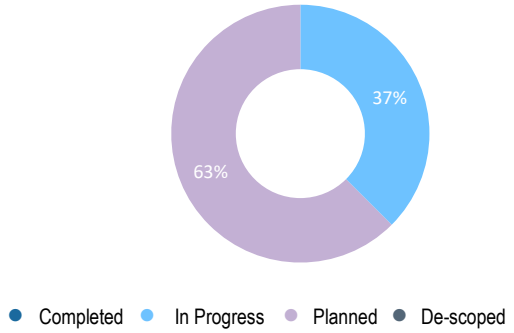
(in Swiss francs)

Deliverable	Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Migration works – NB Building (pilot project included) - Testing, commissioning of NB works	6,171,130	2,291,356	37%	50%
Migration works PCT Building - Testing, commissioning of PCT works	3,721,740	-	-	-
Migration works WCH and Access Center Buildings - Testing, commissioning of works	420,130	-	-	-
Migration works AB / GBI / GBII Buildings - Testing, commissioning of works	525,520	-	-	-
Total	**10,838,520**	**2,291,356**	**21%**	**25%**

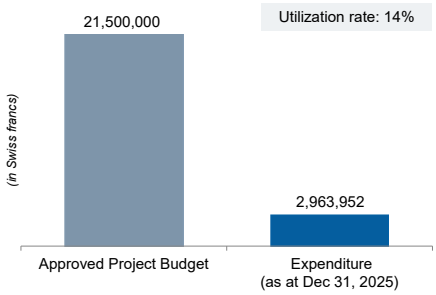
CMP 44 AIMS 2.0 Transformation - Phase II

Project Progress Report[105]

Progress Towards Deliverable Achievement



Resource Utilization



Key Achievements in 2025

- The AIMS Transformation Project Phase II was successfully launched, building on Phase I (CMP 39) outcomes and documented decisions, with an established project team and governance structure.
- Wave 0 (Foundational and Global design) of the ERP solution was successfully completed, including the definition of the chart of accounts, the establishment of the data migration strategy, high-level solution designs for core business processes (Record to Report, Procure to Pay, Acquire to Retire, Order to Cash, Plan to Perform, Hire to Retire), and the finalization of the reporting approach, testing approach, and overall technical architecture.
- The chart of accounts was designed to align with organizational governance, financial reporting requirements, operational hierarchies, and future scalability.
- The completion of this wave established the architectural foundation for all subsequent implementation phases.
- Wave 1 (Employee Performance) was successfully delivered, resulting in a solution to support the 2026 performance review cycle.
- Wave 2 (HCM & Payroll) design workshops were initiated. Structured sessions were conducted to capture core HR process requirements, payroll configuration and compliance needs, compensation and benefits frameworks, integration requirements with other WIPO systems, and data migration dependencies and sequencing.
- As with Phase I (CMP 39), SIAD continues to be directly involved in this project to ensure all necessary security control requirements are respected and implemented throughout the staged deployment.

Performance Data

No benefits were realized in 2025.

Benefit description	KPI	Baseline Value	Target Value	Performance Data
3.1 Wider and more effective use of WIPO's global IP systems, services, knowledge, and data				
Increased adoption of unified payment system	Number of business services using WIPO as their payment system	40%	100%	-
5.1 A Secretariat that is empowered through a dynamic corporate culture and is provided with the right resources and training to work effectively, collaboratively and innovatively				
Increased customer and user satisfaction	% of customers who are satisfied with the new ERP system applications	83%	90%	-
	% of users who are satisfied with the new ERP system applications	76%	90%	-
5.2 Digitally enabled, secure and sustainable operating environment and service				
Increased security and availability of latest technology updates and features	Frequency of security updates	Quarterly	Two weeks	-
	New feature release cycle	Yearly (on request)	Every 6 months	-

[105] The Business Case and Objectives are reflected in the "Capital Master Plan Project Proposals" (document WO/PBC/37/11rev).

Benefit description	KPI	Baseline Value	Target Value	Performance Data
Enhanced efficiency of administrative and management processes	Reduction in the % of key manual processes	-	25%	-
	Reduction in time spent on key processes[106]	Annual closure: 45 days Procure to pay average: 4.8 days. Payroll freeze period: 5 days	Annual closure: 40 days Procure to pay average: 4 days Payroll freeze period: 3 days	-
	Increase in the number of self-service capabilities	33	48	-
Increased agility in delivering new capabilities	% reduction in complexity and time to integrate new applications through APIs	100% 5 weeks	70% 2 weeks	-
	Average time for CR Implementation	69 days	45 days	-
5.3 Sound and prudent financial management and effective corporate governance and oversight				
Improved access to data analytics	Data is available real-time	Data not available real-time	Most data is available real-time	-
	Self-service data analytics capability is enabled	Self-service data analytics capability not available	Self-service data analytics capability available to all users	-
	Access to data sources is seamless across all data sources	Limited access to data sources across different domains	Availability of seamless data source access across different domains	-

Project Timeline

2025				2026				2027				2028			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initial															
Actual															

Risk and Response Actions

Risk	Risk Evolution	Effectiveness of Risk Response	Impact
Failure to simplify our processes and adopt best practice could lead to the implementation of over-engineered and customized business processes not resulting in the expected efficiency gains and leading to high maintenance costs.	Establishment of a Business Design Authority, synergies with cutting the red tape initiative, and systematic review of processes with business owners during the design phase reduced the likelihood of widespread over-engineering. However, risk remained moderate as some existing tailored solutions could not be matched with standard SaaS solutions.	Governance structures (Business Design Authority) were successfully established and functioning. During the design phase, some instances of over-customization in the Cloud SaaS implementations were identified and are under review for optimization.	No impact on performance

Resource Utilization as at December 31, 2025

(in Swiss francs)

Deliverable	Project Budget	Adjusted Project Budget	Expenditure	Budget Utilization	Implementation Progress Rate
Project Management & control	2,500,000	2,900,000	890,378	31%	n/a
Change & Quality Management	1,800,000	2,400,000	125,801	5%	6%
Reengineered Business Process	1,900,000	1,700,000	1,051,783	62%	30%
Software Subscription	2,800,000	2,200,000	509,578	23%	n/a
HCM & Payroll	3,900,000	4,400,000	378,511	9%	25%
Finance & Procurement[107]	3,600,000	4,600,000	-	-	-
Travel & Meetings	2,500,000	800,000	-	-	-
WePerform	500,000	100,000	-	-	-
Integrations & Enhancements	1,500,000	1,300,000	7,901	1%	-
Post Implementation support	500,000	1,100,000	-	-	-
Total	**21,500,000**	**21,500,000**	**2,963,952**	**14%**	**20%**

[106] Financial closure, procure-to-pay, payroll.
[107] The Procurement module is now grouped with Finance rather than Travel & Meetings.

V. APPENDIX

APPENDIX A - Methodology

The WIPO Performance Report (WPR) is the principal accountability tool for reporting on organizational performance to Member States and an integral part of WIPO's Results Based Management (RBM) framework. It also serves as a key learning tool, ensuring that lessons learned from past performance inform future implementation of WIPO's activities. The WPR is a self-assessment by each Sector based on the results framework approved by Member States in the Program of Work and Budget (PoW&B) 2024/25. To strengthen the validity of the information in the WPR, the Internal Oversight Division (IOD) carries out a validation of the performance data on a biennial basis. The validation of the WPR 2024/25 is presented in document WO/PBC/40/7.

The WPR 2024/25 is the second end-biennium performance report under the MTSP 2022-2026. It assesses progress made and/or achievement of the Expected Results, as measured by the Performance Indicators and with the resources approved in the PoW&B 2024/25. Where a performance indicator is measured by more than one target, the rating for each target is provided, resulting in multiple ratings[108]. The following assessment criteria have been used for the WPR 2024/25:

Key to Performance Indicator Evaluation (PIE) rating scale:

- Fully achieved ● is applied when achievement of the performance indicator target is 100%.
- Partially achieved ● is applied when achievement of the performance indicator target is between 60% and 99%.
- Not achieved ▲ is applied when achievement of the performance indicator target is less than 60%.
- Not assessable ● is applied when assessment of the performance is not feasible due to a target not having been adequately defined; when a baseline is not available; or when the performance data are insufficient to determine the PIE.
- Discontinued ♦ is applied when a performance indicator is no longer used to measure the performance of the Sector.

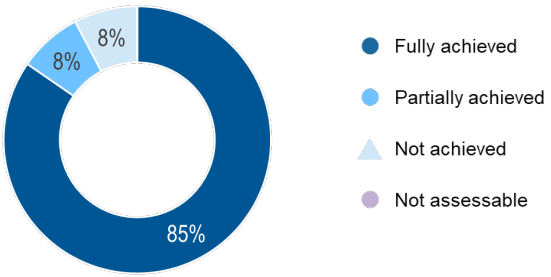
Out of a total of 165 Performance Indicator Evaluations (PIEs)[109] in the WPR 2024/25: 123 were assessed as Fully achieved; 21 were assessed as Partially achieved; 18 were assessed as Not achieved; three were assessed as Not assessable; and none as Discontinued.

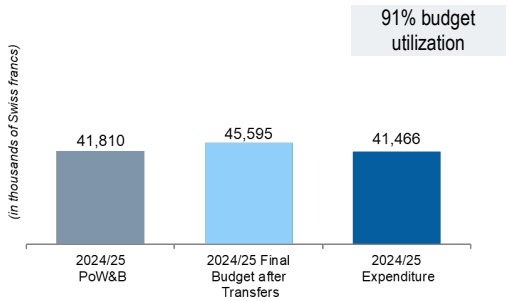
The performance assessments for individual Sectors in the WPR 2024/25 comprise:

Section I: Sector Dashboard

This section provides a comprehensive, graphical summary of the Sector's programmatic performance and resource utilization. This section also provides a link to view the Performance Data and Risk tables.

Performance Indicator Achievement	Resource Utilization





Performance Data & Risk 🔗 *Accessible via the Link*

[108] In the Strategic Pillar view of Performance Data, the PIEs for indicators that are shared across Sectors have been aggregated.
[109] The number of Unique performance indicators in 2024/25 amounts to 84.

Performance Data *(accessible via the link)*

- The Performance Data table presents the Expected Results to which the Sector contributes and the corresponding Performance Indicators, as approved by Member States in the PoW&B 2024/25.
- As compared to the PoW&B 2024/25, baselines have been updated, where relevant, to reflect the status at the end of 2023, and targets have been revised, where relevant.

An example of the performance data table is provided below.

EXAMPLE	*Performance Indicator as published in the PoW&B 2024/25*	*Defined/Updated baselines, where relevant, reflecting the situation at the end of 2023*	*Defined/Updated targets*	*Performance data for 2024/25 in relation to each indicator*	*Assessment of performance using the **Performance Indicator Evaluation (PIE)** rating scale described above*
	Performance Indicators	**Baselines**	**Targets**	**Performance Data**	**PIE**
4.4	**More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully**				
	Level of satisfaction of Technology Transfer entities and other bodies with the services provided by WIPO	98%	≥ 90% satisfied or very satisfied	95% (response rate 98%)	●

Risk Table *(accessible via the link)*

An example of the risk table is provided below.

EXAMPLE	*Risk as published in the PoW&B 2024/25*	*Indicates whether the risk materialized and the evolution of the risk exposure*	*Addresses whether the risk response actions envisaged in the PoW&B 2024/25 or added during the year were effective*	*Addresses the impact of the risk(s) and risk response actions on the achievement of the associated Expected Result(s) and performance indicators (See key below)*
	Risk	**Risk Evolution**	**Effectiveness of Risk Response**	**Impact on performance**
	Insufficient engagement or changes in priorities at national level could negatively impact the: i) establishment and sustainability of technology transfer networks and structures; ii) projects to support IP as a tool for business growth; or, iii) judicial programs. *[ER 4.4]*	The risk did not materialize; the risk exposure remained stable throughout the biennium	The response plan to collaborate closely with all local partners to assess and support their continued commitment, active engagement, and use of their local knowledge and circumstances to effectively coordinate project implementation at the local level proved to be effective.	→

↗	*Performance was positively affected*	↘	*Performance was negatively affected*	→	*There was no, or negligible effect on performance*

Section II: Resource Utilization

This section provides information on the 2024/25 PoW&B, the Budget after Transfers, expenditure, and budget utilization.

The reporting in this section includes two tables:

- Budget and Expenditure (personnel and non-personnel resources) provides information as illustrated in the example below.

EXAMPLE **Cost Category** *(in thousands of Swiss francs)*	**2024/25 PoW&B**	**2024/25 Final Budget after Transfers**	**2024/25 Expenditure**	**Utilization rate (%)**
Personnel Resources	27,116	26,934	25,889	96%
Non-personnel Resources	14,694	18,661	15,577	83%
Total	**41,810**	**45,595**	**41,466**	**91%**

- Budget and Expenditure (by result) provides information as illustrated in the example below.

EXAMPLE	Expected Result	2024/25 PoW&B	2024/25 FinalBudget after Transfers	2024/25 Expenditure
1.1	More effective communication and engagement worldwide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere	-	1,912	1,509
2.1	Development of balanced and effective international normative frameworks for IP	7,855	8,030	7,390
2.2	WIPO brings the international community together to proactively address emerging issues and policy challenges at the global level relating to IP, innovation and creativity	1,854	2,245	1,872
3.1	Wider and more effective use of WIPO's global IP systems, services, knowledge and data	10,029	9,302	8,494
3.2	Improved productivity and service quality of WIPO's global IP systems, services, knowledge and data	6,591	8,392	7,901
4.5	Enhanced IP infrastructure for IP Offices	15,481	15,714	14,300
	Total	**41,810**	**45,595**	**41,466**

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