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2026-03-27

INTERNATIONAL ELECTROTECHNICAL COMMISSION

GENERAL ASSEMBLY (GA)

SUBJECT

IEC Performance Report 2025

BACKGROUND

The Performance Report is an integral part of the annual Financial Statements under Swiss GAAP accounting standards.

This document aims to be *a concise, high-level review* providing an additional dimension to IEC over time, with a five-year perspective, as a complement to the Statutory Financial Statements to inform Officers, management, and all relevant stakeholders. Advice and input from the IEC Treasurer, together with contributions across IEC Secretariat divisions, departments and business units have been incorporated.

ACTION

The General Assembly is requested to note the Performance Report on the 2025 Financial Statements.

ANNEX

1. IEC Performance Report 2025

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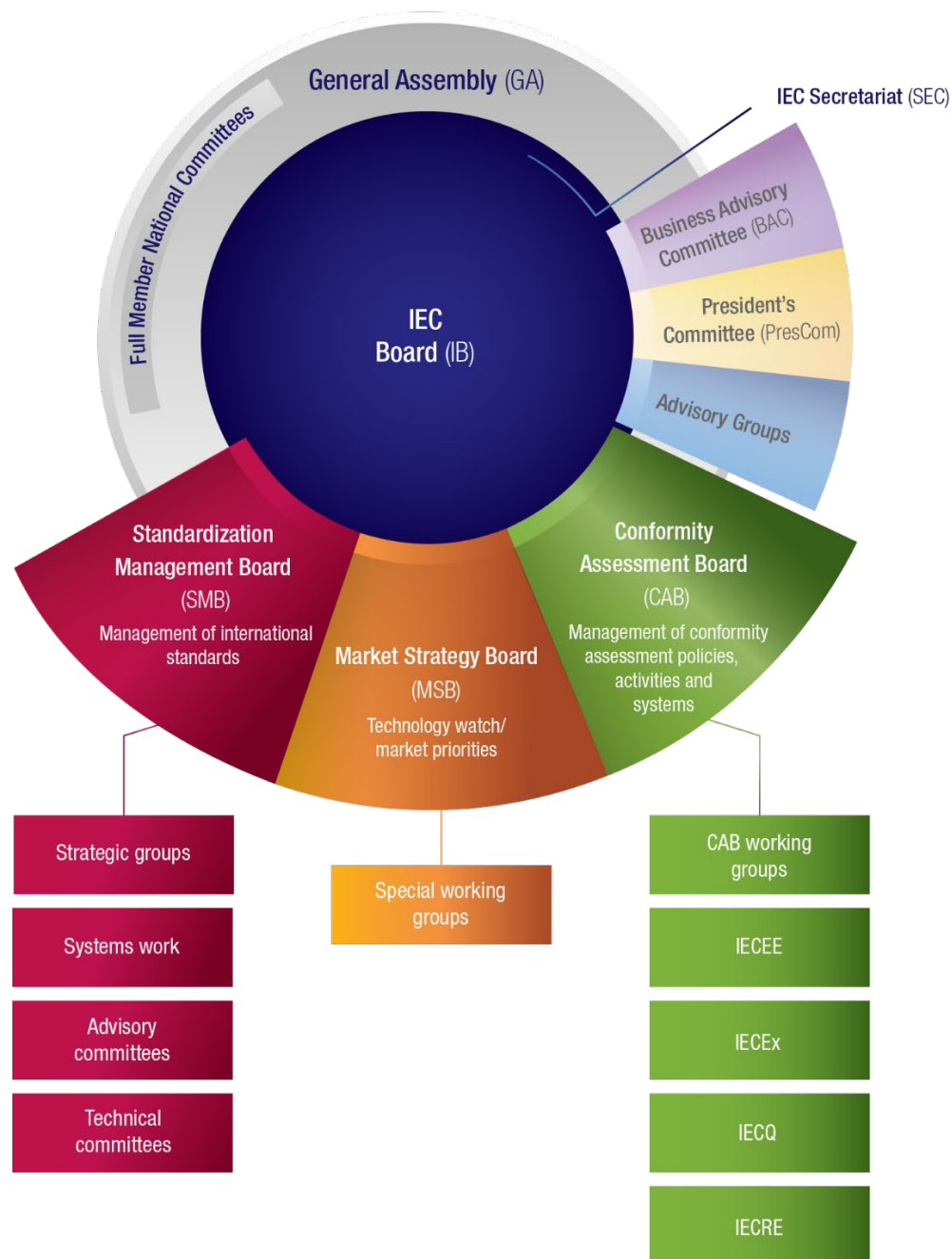
IEC Performance report 2025

This Performance report is a complement to the IEC Statutory Financial Statements under Swiss GAAP for the year 2025.

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1. IEC Governance structure 2025



The **IEC** (International Electrotechnical Commission) came into being on 26-27 June 1906 in London, UK, moving to its current seat in Geneva, Switzerland in 1948. As a global not-for-profit, non-governmental organization the IEC underpins international trade in electrical and electronic goods, technical innovation, affordable infrastructure development, efficient and sustainable energy access, and the safety and security of people and the environment.

The IEC is the world's leader in the preparation and publication of international standards for all electrical, electronic, and related technologies. A global, not-for-profit membership organization, the IEC provides a neutral and independent institutional framework involving over 160 countries, coordinating the work of more than 30 000 experts. It administers four IEC Conformity Assessment Systems, which represent the largest working multilateral agreement based on one-time testing of products globally. The members of each system certify that devices, systems, installations, services, and people perform as required.

IEC International Standards represent a global consensus of state-of-the art know-how and expertise. Together with conformity assessment they are foundational for safety, security, energy efficiency, sustainability and international trade.

IEC Standards incorporate the needs of many stakeholders in every participating country and form the basis for testing and certification. Every member country, and all its stakeholders represented through the IEC National Committee has one vote and a say in what goes into an IEC International Standard.

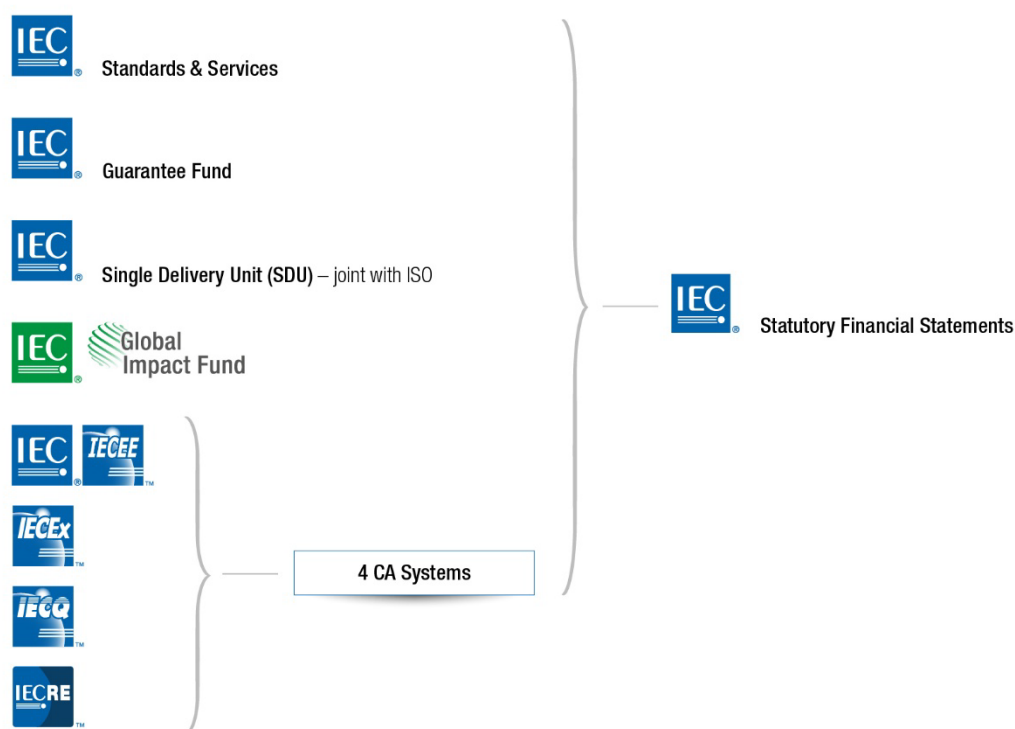
The IEC President is tasked to represent the Commission and chairs the General Assembly (GA), the IEC Board (IB) and the President's Committee (PresCom). Prior to becoming President, he/she holds the position of Deputy President and President Elect for one year. A single three-year term as President is followed by a two-year period as Deputy President and Immediate Past President, and then Past President.

The IEC Treasurer is tasked with guiding the Commission on all financial matters, he/she submits reports to the IB and subsequently to the GA and chairs the Business Advisory Committee (BAC).

The IEC Secretary-General is the Chief Executive Officer of the Commission and is responsible for all day-to-day operations. The IEC Secretariat (IEC SEC) is headquartered in Geneva, with regional offices located in [São Paulo](#), [Nairobi](#), [Sydney](#), [Singapore](#), and [Worcester](#). IEC SEC supports IEC operations with 157 staff on 31 December 2025 for a total of 147.2 FTEs (full-time equivalents).

Each of the four IEC Conformity Assessment (CA) Systems has its own separate management structure. Two of the Systems are headquartered in Geneva and the other two in Sydney.

1.1. Structure of the IEC Statutory Financial Statements



The IEC Statutory Financial Statements, with full disclosure for all IEC business units, provide a global financial view of the organization. They bring together in a transparent, comprehensive manner, eight sets of individual financial accounts:

- IEC Standards & Services
- The Guarantee Fund
- The Single Delivery Unit – SDU (joint with ISO)¹
- The IEC Global Impact Fund
- The four IEC CA Systems (IECEE, IECEx, IECQ, IECRE)

¹ A Simple Partnership Agreement was signed by the Secretaries-General of IEC and ISO on 16 June 2025. With the agreement, IEC and ISO formed a so-called “Simple Partnership” governed by the Swiss Code of Obligations (arts. 530-551 CO) regarding the Single Delivery Unit (SDU) for the IEC/ISO SMART Programme to design, develop, or test any digital technologies and creation of related data as limited to SMART data or SMART-driven layer, value chain up to release/market readiness.

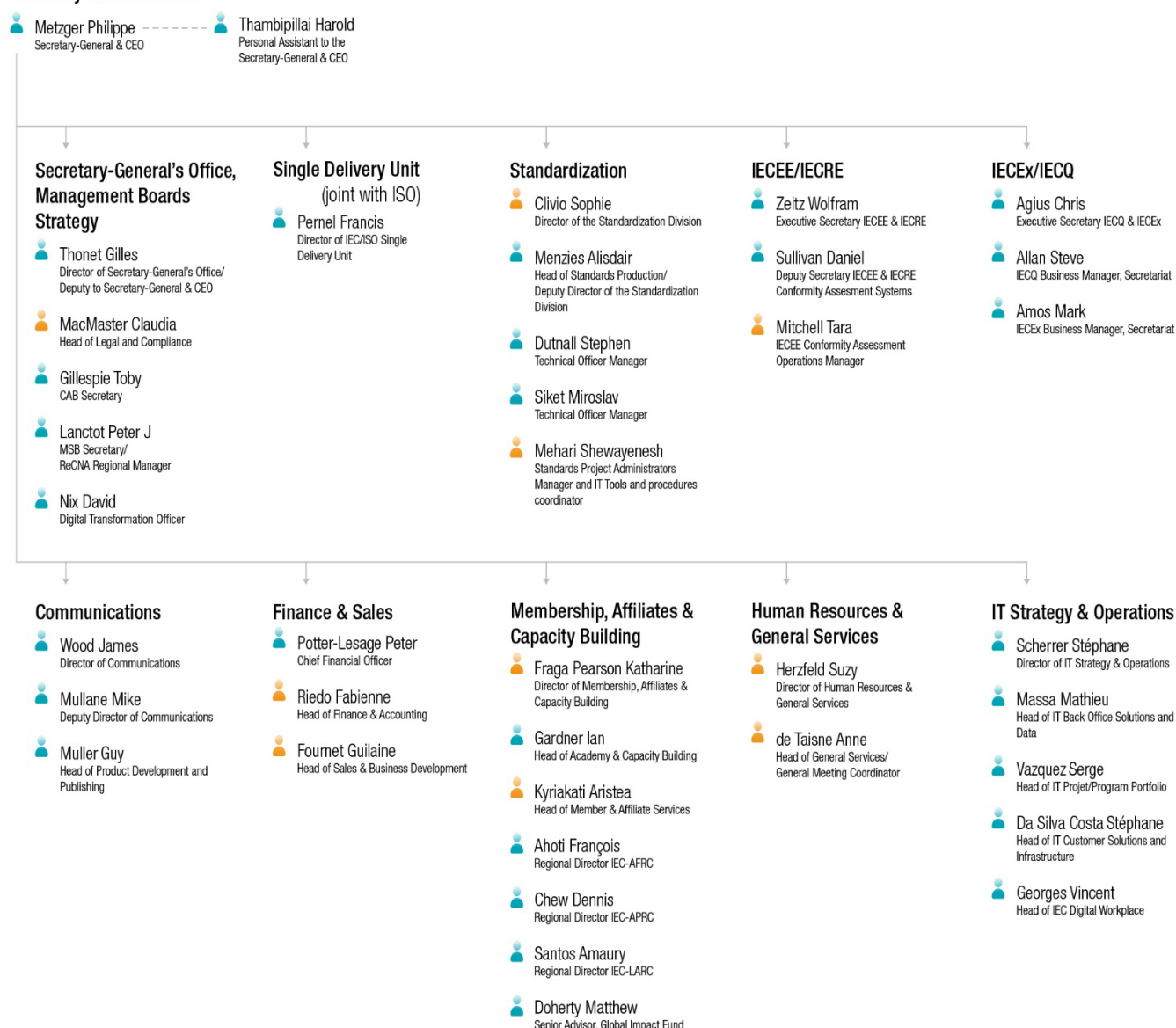
2. IEC Officers

The Officers of the IEC are individuals elected or appointed by the General Assembly. All IEC Officers are independent and nominated by National Committees, with the exception of the Secretary-General & CEO.

- Jo Cops, IEC President
- James E. Matthews III, IEC President Elect (Deputy President)
- Vimal Mahendru, IEC Vice-President (SMB)
- Steven T. Margis, IEC Vice-President (CAB)
- Ian James Oppermann, IEC Vice-President (MSB)
- Pierre André Selva, IEC Treasurer
- Philippe Metzger, IEC Secretary-General & CEO

3. IEC Global Management Team / key personnel

Secretary-General & CEO



4. Vision & Mission



Vision: IEC everywhere for a safer and more efficient world

The mission of the IEC is to achieve worldwide use of IEC International Standards and conformity assessment services that ensure the safety, efficiency, reliability, and interoperability of electrical, electronic and information technologies, to enhance international trade, facilitate broad electricity access and enable a more sustainable world.

The IEC is the world's leading developer and publisher of 12 450 International Standards for electrical and electronic technologies and the only organization today providing the world's best practice for testing and certification with four global IEC Conformity Assessment (CA) Systems. The IEC is a global, independent, not-for-profit membership organization funded by membership fees, sales and CA services. In 2025, it included 167 countries (89 member countries and 78 affiliate countries) that represent over 99% of the world population and the world's energy generation. Each IEC Member, no matter how big or small, commits to represent all national stakeholders in electrotechnology in IEC work and has a single vote in the IEC. Each IEC Affiliate Country is able to benefit from IEC work without the financial burden of membership and can adopt many IEC International Standards free of charge.

The IEC CA Systems are the largest working multilateral agreements based on one-time testing and in certain sectors certification of products, services, and competence of persons globally. They bring together more than 200 certification bodies, hundreds of testing laboratories and more than two thousand customer testing facilities which have issued close to two million certificates that are accepted and used by most countries in the world to

support market access. These certificates enable manufacturers and service providers to access many more markets much faster and cheaper. IEC CA Systems also cover non-electrical products and services.

IEC commenced offering its Environmental CA services covering Management of Hazardous/Restricted Substances and Carbon Footprint Verification as horizontal cross sector services to cover all sectors of electrotechnology during Q4 2024. These environmental CA services are offered via the IECQ (IEC Quality Assessment System). The first round of IECQ Carbon Footprint of Product Verification Certificates were issued in 2025.

Standards and conformity assessment are like two sides of a coin. Standards provide the measurement and rating methods that allow verification and testing to take place. Conformity assessment helps demonstrate proof of conformity to a standard.

IEC work is used in the verification of safety, performance and interoperability of electric and electronic devices and systems such as mobile phones, refrigerators, office and medical equipment, or electricity generation. Verification of non-electrical equipment and devices along with verification of services and competence of personnel are also covered through IEC CA services in certain areas. IEC work also helps accelerate digitalization, AI, or virtual reality applications; protects IT and critical infrastructure systems from cyber attacks and increases the safety of people and the environment.

The IEC provides a worldwide, neutral, and independent platform where 30 000 experts from the private and public sectors cooperate in more than 1 600 groups/teams in over 220 technical committees and subcommittees (TC/SCs) to develop state-of-the-art, globally relevant IEC International Standards. The standardization work is fully digitized: it is possible to develop and publish a standard without printing a single sheet of paper, thanks to the Online Standards Development (OSD) tool. The large majority of these TC/SCs are headed by volunteering professionals, experts in their technology areas. This means that IEC work is guided by genuine know-how and concrete needs.

5. Risks & challenges²

- Disruption of the current business model if Standards become free of charge
- Disruption due to the digital revolution, artificial intelligence and robotics
- Urgent need to reinforce investment and deployment in SMART data, standards and new technologies
- Disruption due to potential market change and competition
- Diversification of funding sources beyond dues, sales, and current services
- Development of and investment in new value-added services

6. Performance measurement for organizations such as IEC

IEC is a not-for-profit international organization with the objective of serving its Members and the world at large by facilitating equitable trade through the creation, use and promotion of Standards and conformity assessment services.

IEC has limited control over income as it is funded by membership dues, sales of standards and income from conformity assessment services. IEC can only make passive sales in order not to compete with its Members (National Committees). Nevertheless, new opportunities for additional income and new revenue streams are permanently explored, evaluated and eventually launched on a wider scale.

The usual commercial parameters of annual income against expenditure and volume of sales are therefore not perfect indicators.

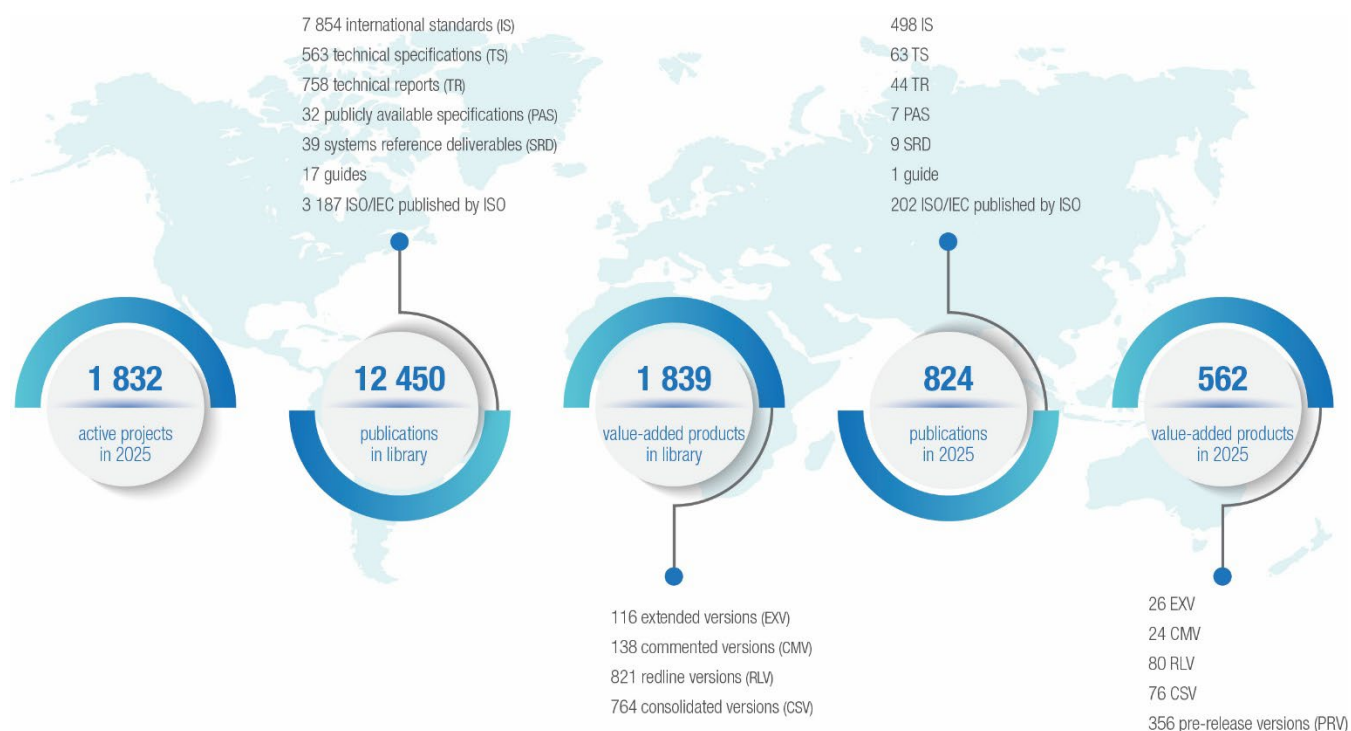
Equally IEC has little control over the number of Standards published each year, however the Standardization Division monitors the number of new projects initiated, considering that the average time to reach the publication of projects is 2.5 to 3 years. Numerous technical committee country members then decide – according to market needs and a consensus-based standards development process – when a Standard is ready for publication.

A range of statistics is proposed in the following pages aimed at giving a more complete overall picture of the value of IEC and its performance.

7. Activity & highlights



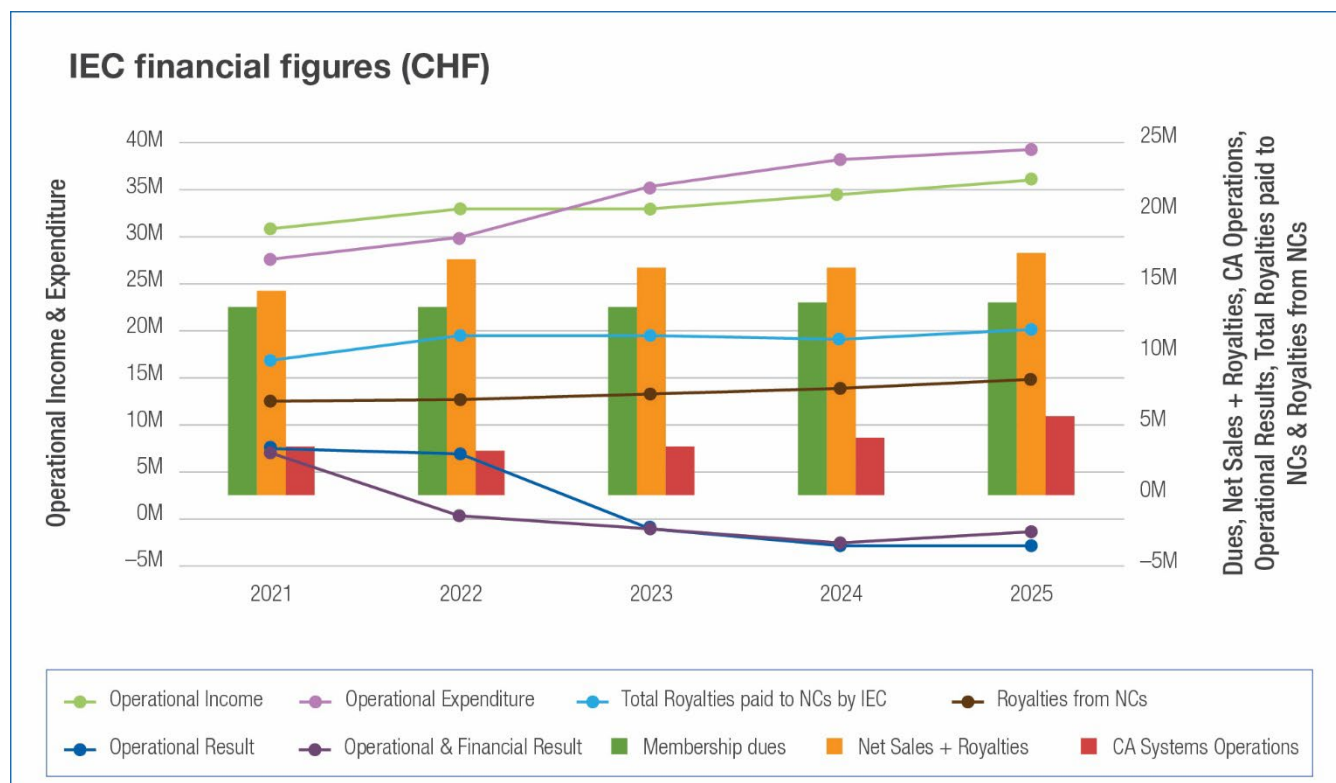
² Risks are being tracked and evaluated according to a risk framework that is regularly up for revision.



8. Key figures 2025 & comparisons

💡 The graphs created for these key figures and comparisons are designed to show incremental change over time. To provide meaningful data, 2 'y' axes are used with different scales on left and right. Please refer to the specific legends and compare with the detailed tables below each graph.

8.1. Financial figures (CHF) IEC³ – IEC Standards & Services, the IEC CA Systems & Guarantee Fund

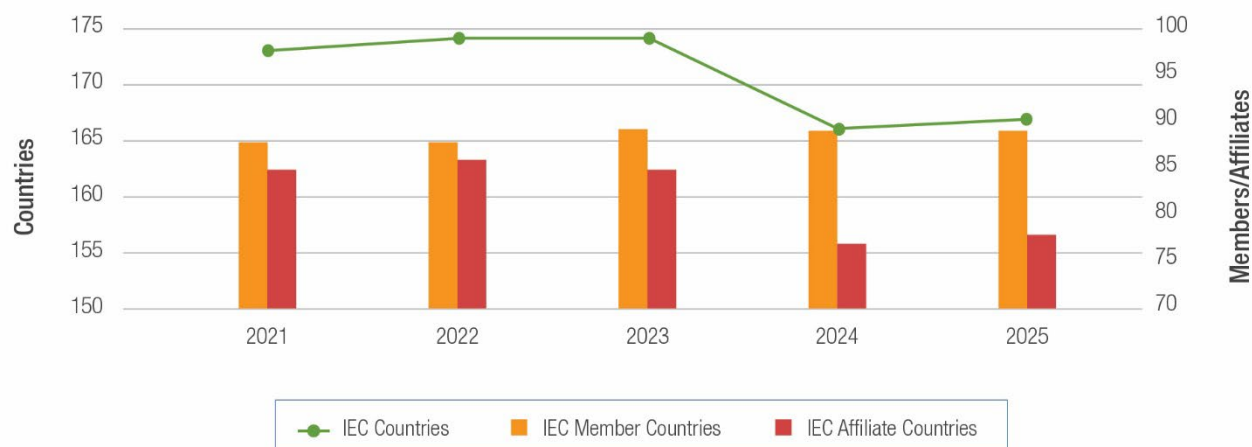


Income	2021	2022	2023	2024	2025
Membership dues	13'110'022	13'205'474	13'260'492	13'609'013	13'242'871
IEC Standards & Services	11'268'800	11'277'300	11'300'100	11'662'300	11'997'571
IEC Conformity Assessment Systems	1'841'222	1'928'174	1'960'392	1'946'713	1'245'300
Net Sales + Royalties	14'443'004	16'533'327	16'084'193	16'017'897	17'216'030
Net Sales	2'813'732	2'777'344	2'851'763	2'712'722	2'523'523
IEC Standards & Services gross sales	6'569'824	6'339'710	6'271'861	6'534'934	6'400'832
Commission & other expenses	(164'418)	(123'333)	(183'126)	(226'253)	(260'982)
Royalties to NCs	(3'594'629)	(3'443'412)	(3'238'372)	(3'601'896)	(3'620'012)
IEC CA Systems sales	2'955	4'378	1'400	5'937	3'684
Net Royalties	11'629'272	13'755'983	13'232'431	13'305'175	14'692'507
Royalties received from NCs	6'741'992	6'728'955	7'210'270	7'513'400	8'630'771
Royalties from Resellers	10'856'519	14'726'584	14'096'763	13'358'714	14'275'394
Royalties to NCs	(5'969'239)	(7'699'556)	(8'074'602)	(7'566'939)	(8'213'657)
Total Royalties paid to NCs by IEC	9'563'868	11'142'968	11'312'975	11'168'835	11'833'669
IEC CA Systems Operations	3'200'237	3'094'138	3'372'374	4'093'525	5'190'993
Other Income	123'784	31'923	74'989	593'781	463'364
Total Operational Income	30'877'047	32'864'862	32'792'049	34'314'216	36'113'257
Total Operational Expenditure	27'594'769	29'789'848	34'899'384	37'858'495	39'515'590
Operational Result	3'282'279	3'075'012	(2'107'334)	(3'544'279)	(3'402'333)
Operational & Financial Result	3'104'289	(1'295'667)	(2'274'864)	(3'305'185)	(2'685'784)
Capital & Reserves	49'227'366	47'931'698	45'656'834	42'351'649	39'665'865

³ Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

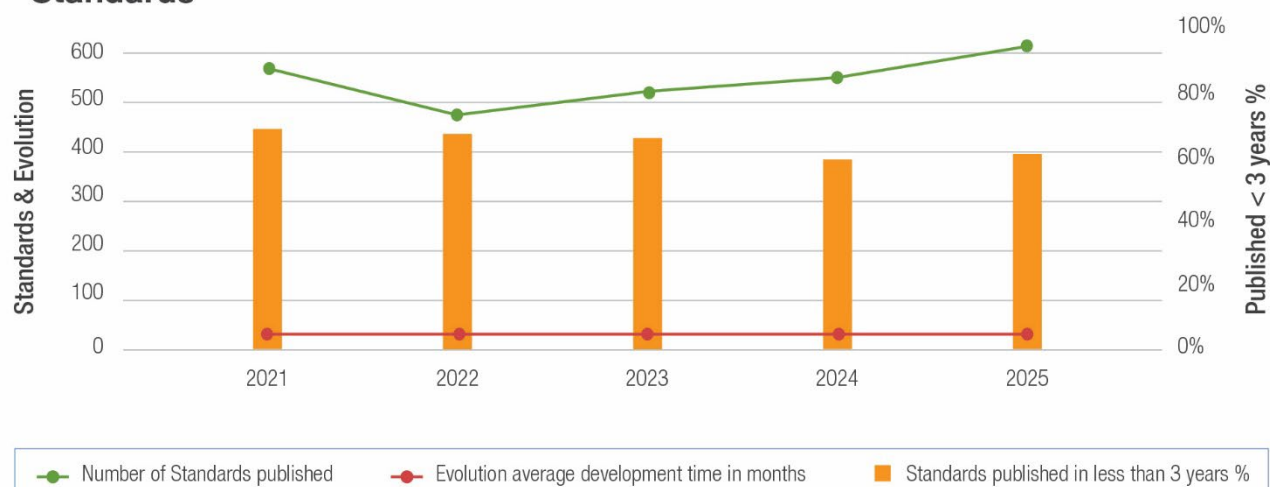
8.2. Performance data 2025 & comparisons

Standards & Services country participation



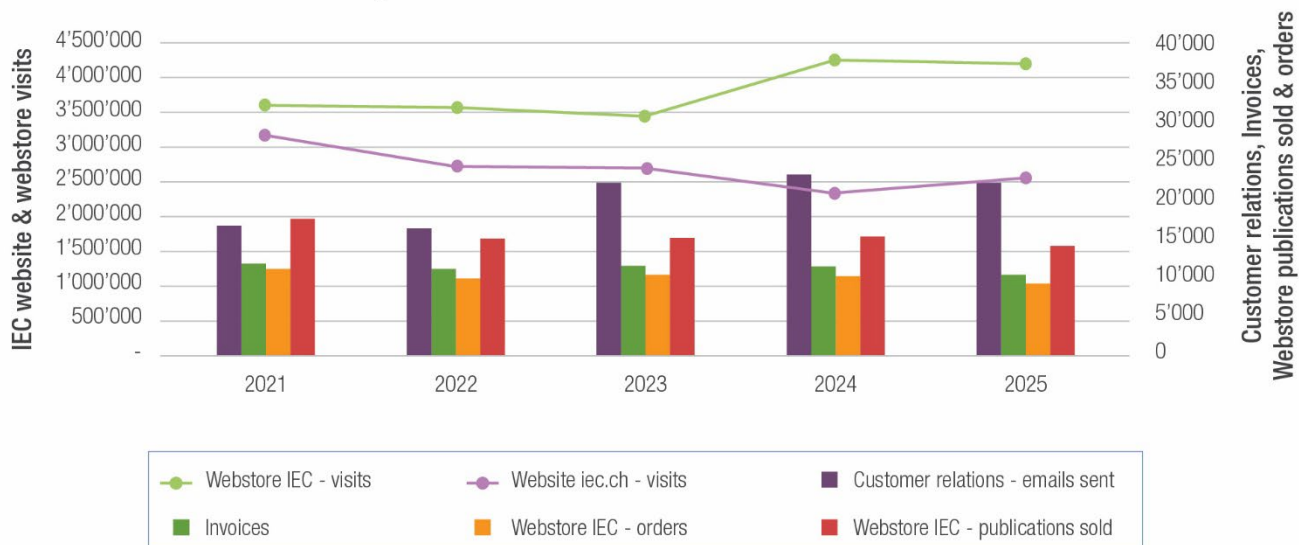
Standards & Services country participation	2021	2022	2023	2024	2025
IEC Countries	173	174	174	166	167
IEC Member Countries	88	88	89	89	89
IEC Affiliate Countries	85	86	85	77	78

Standards



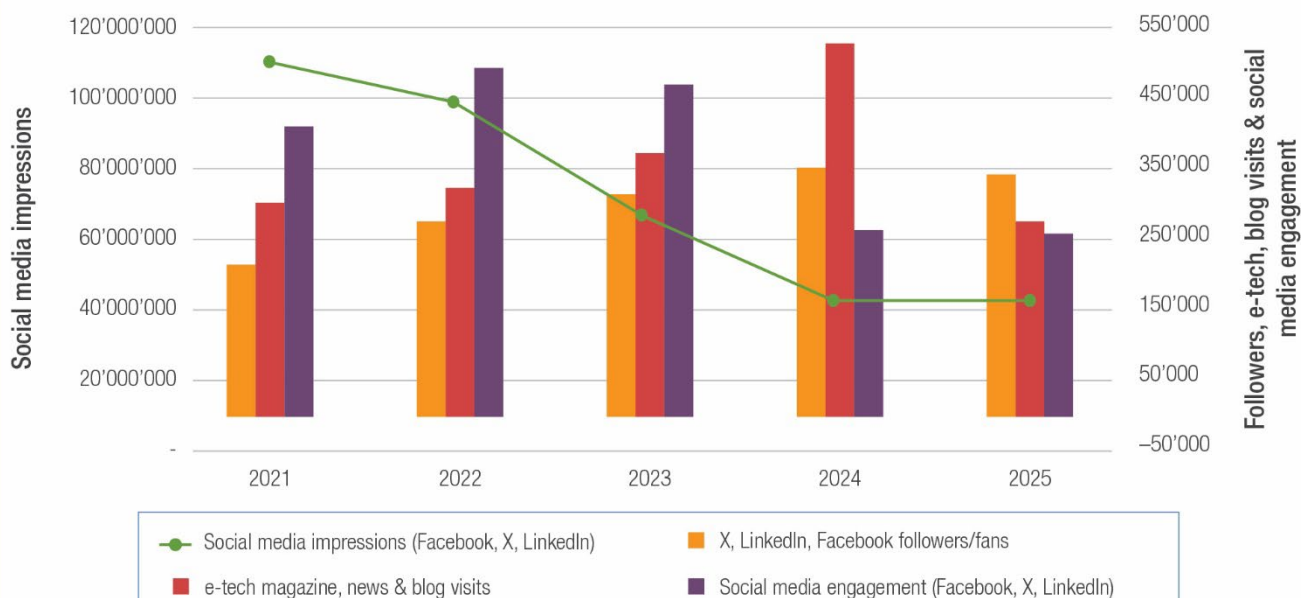
Standards	2021	2022	2023	2024	2025
Number of Standards published	569	475	522	559	622
Evolution average development time in months	30.1	31.9	34.3	34.3	32.9
Standards published in less than 3 years %	68.9%	67.15%	66.67%	59%	62%

Customer interaction, sales & services



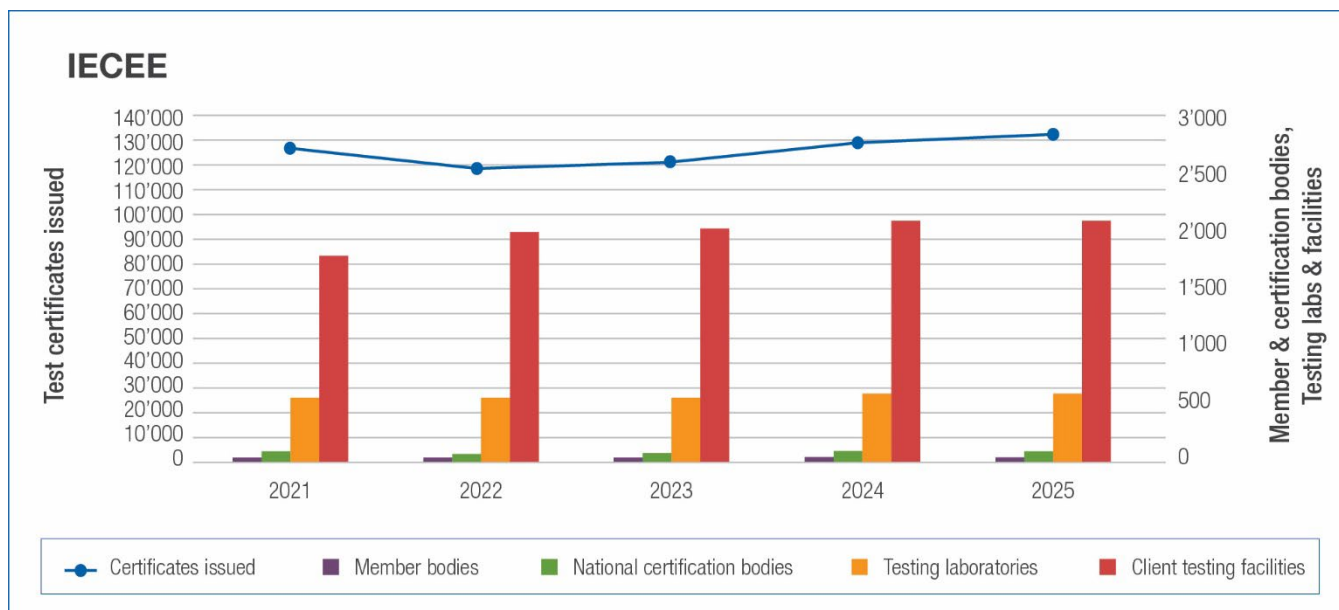
Customer interaction, sales & services	2021	2022	2023	2024	2025
Customer relations – emails sent	16'862	16'373	22'140	22'993	21'850
Invoices	11'979	10'779	11'501	11'405	10'383
Webstore IEC – orders	11'206	9'836	10'158	10'228	9'169
Webstore IEC – publications sold	17'662	15'172	15'216	15'210	13'992
Webstore IEC – visits	3'621'640	3'563'549	3'452'338	4'290'780	4'228'847
Website iec.ch – visits	3'183'036	2'697'092	2'704'003	2'297'250	2'582'187

Social media, outreach & stakeholder engagement

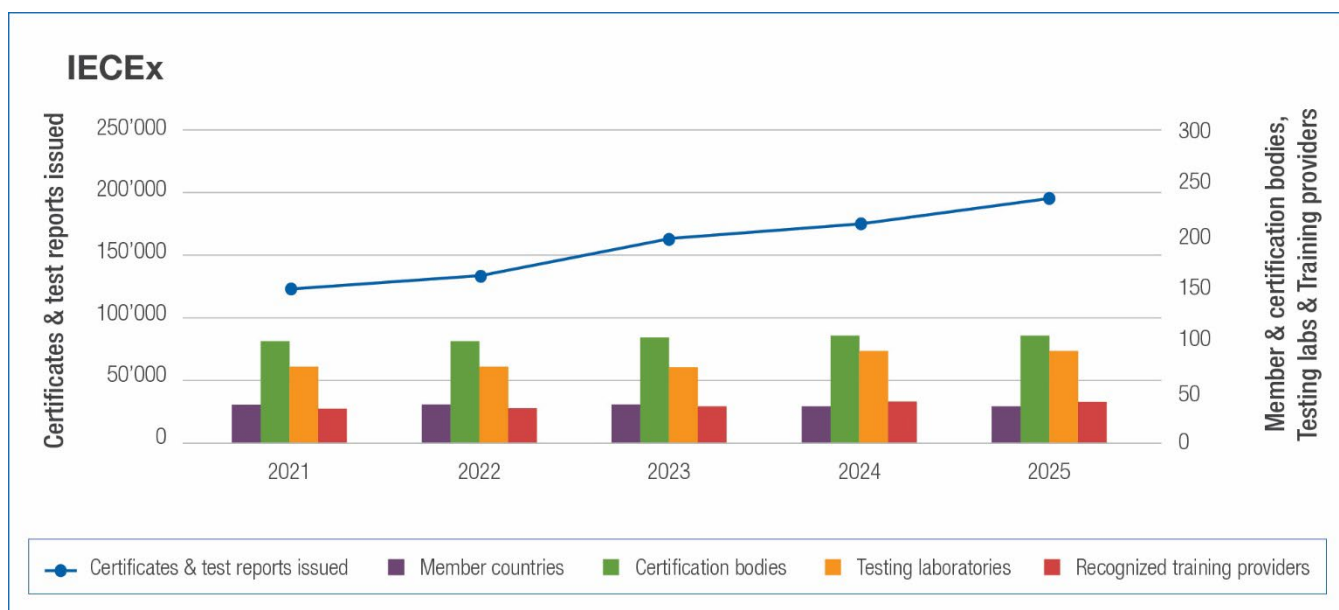


Social media, outreach & stakeholder engagement	2021	2022	2023	2024	2025
Social media impressions (Facebook, X, LinkedIn)	110'370'049	98'434'617	65'911'724	43'036'315	43'029'212
Social media engagement (X no longer active as of 2025)	412'000	496'016	470'857	265'230	260'777
X, LinkedIn, Facebook followers/fans	212'843	274'030	315'117	352'398	331'558
X followers (channel no longer active as of 2025)	18'632	19'809	20'835	22'123	-
Facebook fans	166'211	214'921	244'611	271'102	261'445
LinkedIn followers	28'000	39'300	49'671	59'173	70'113
Followers in groups (LinkedIn and Facebook)	29'700	29'699	29'726	29'573	29'735
Followers in secondary channels (Pinterest, Instagram, Medium, YouTube)	6'355	6'314	7'776	9'805	10'061
E-tech magazine, news & blog visits (downward trend universally in industry since launch of AI summaries feature in browsers)	303'862	324'539	373'995	528'312	266'912

8.3. IEC Conformity Assessment Systems⁴

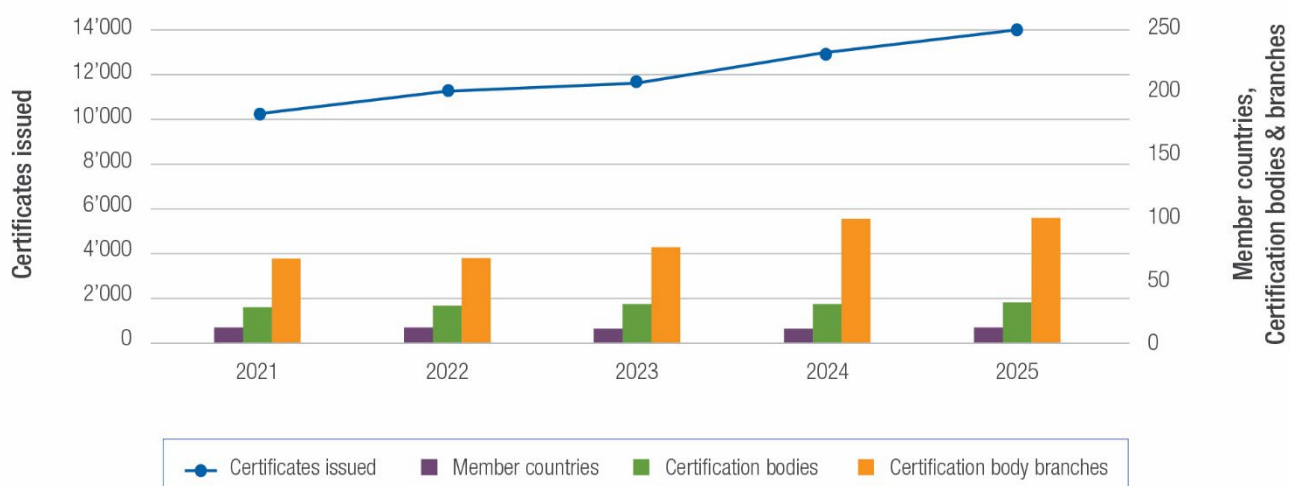


IECEE	2021	2022	2023	2024	2025
Member bodies	54	54	54	53	54
National certification bodies	92	93	94	94	95
Testing laboratories	563	578	581	596	605
Client testing facilities	1'776	1'973	2'020	2'106	2'101
Test certificates issued	127'264	118'843	120'009	128'821	134'387

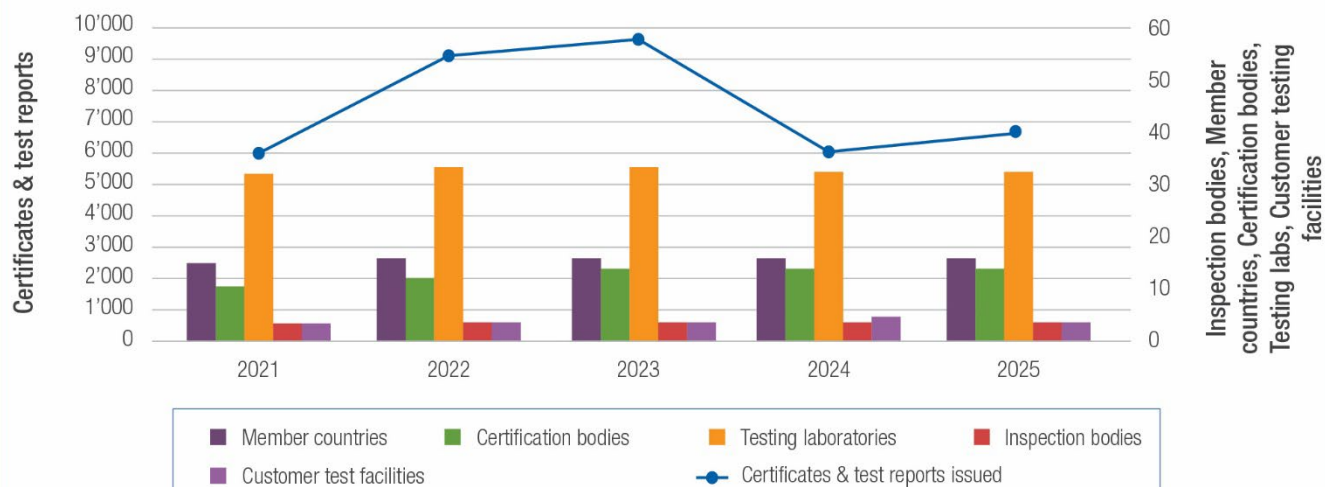


IECEX	2021	2022	2023	2024	2025
Member countries	36	36	36	36	36
Certification bodies	95	96	101	103	105
Testing laboratories	69	68	72	88	89
Recognized training providers	34	36	35	38	40
Certificates & test reports issued	121'837	135'621	161'952	174'528	192'278

⁴ For IECEE and IECRE, the figure shown is the total number of certificates issued each year, representative of the system activity. For IECEX and IECQ, the number of certificates/reports is cumulative from the beginning of the systems, as there are yearly on-going surveillance activities and related actions.

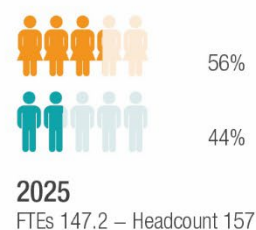
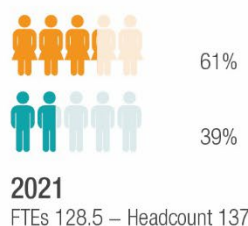
IECQ

IECQ	2021	2022	2023	2024	2025
Member countries	12	11	11	12	12
Certification bodies	28	28	30	31	31
Certification body branches	67	69	76	98	98
Certificates issued	10'157	11'072	11'494	12'829	14'089

IECRE

IECRE	2021	2022	2023	2024	2025
Member countries	15	16	16	16	16
Certification bodies	11	12	14	14	14
Testing laboratories	33	33	33	32	32
Inspection bodies	3	3	3	3	3
Customer test facilities	3	3	3	4	3
Certificates & test reports issued	6'007	9'019	9'435	6'050	6'559
Certificates issued	156	292	271	397	902
Test reports issued	5'851	8'727	9'164	5'653	5'657

8.4. IEC People



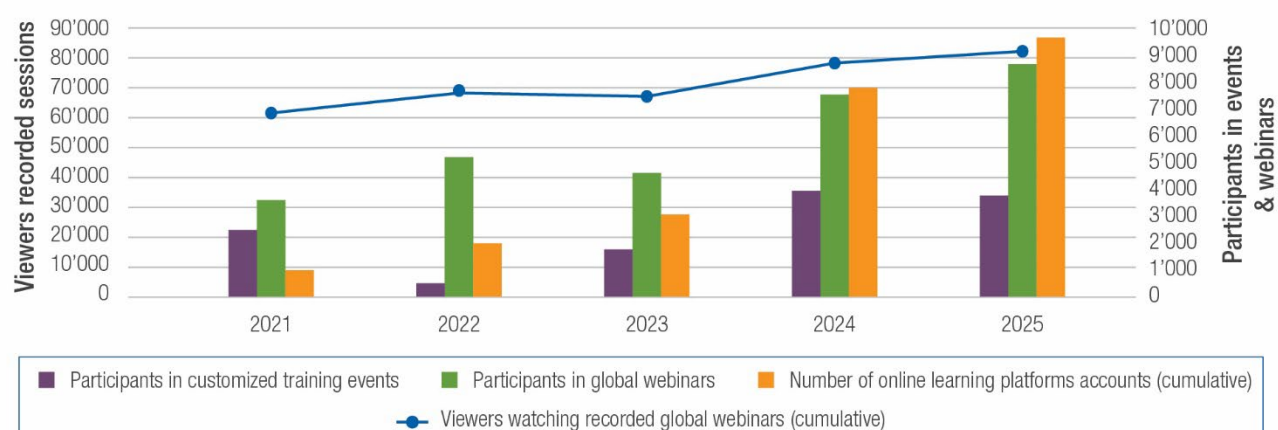
IEC People



IEC People – Team members	2021	2022	2023	2024	2025
FTEs	128.5	129.7	134.7	142.5	147.2
Headcount	137	136	141	149	157
Women	61%	60%	62%	57%	56%
Men	39%	40%	38%	43%	44%
Seniority > 10 years at IEC	45%	47%	51%	46%	42%
Overall average age in years	48	49	49	48	49
Heads of Department – Regional Directors (women/men)	5/7	4/6	5/7	5/13	5/13
Directors of Division (women/men)	3/6	5/4	5/4	3/6	3/7

8.5. IEC Academy & Capacity Building

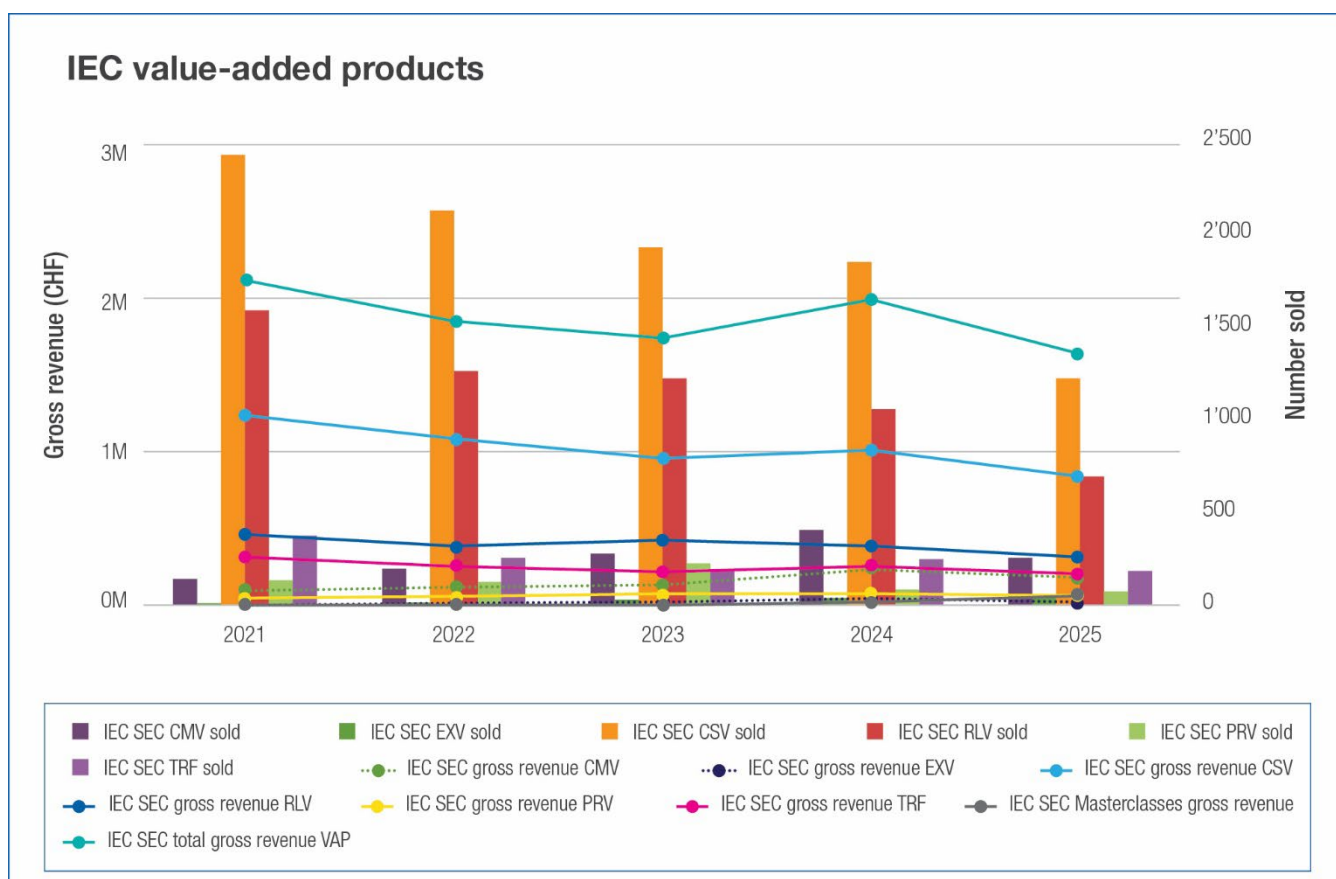
IEC Academy & Capacity Building



IEC Academy & Capacity Building	2021	2022	2023	2024	2025
Participants in customized training events	2'465	674	1'640	3'966	3'731
Participants in global webinars	3'631	5'214	4'681	7'474	8'582
Number of global webinars	36	38	41	51	51
Viewers watching recorded global webinars (cumulative)	61'675	68'477	73'531	78'150	82'181
Number of online learning platform accounts (cumulative)	1'036	1'947	3'047	7'720	9'645
Online learning platform average feedback score (out of 10)	9.45	9.27	9.07	9.5	9.4

Note: some figures are approximations

8.6. IEC Value-added products



IEC Value-added products	2021	2022	2023	2024	2025
Commented versions (CMV) in catalogue	14	44	71	117	138
IEC SEC CMV sold	139	204	295	426	273
IEC SEC gross revenue CMV	103'770	122'310	144'514	239'282	187'261
Extended versions (EXV) in catalogue	2	12	30	91	116
IEC SEC EXV sold	2	17	31	59	36
IEC SEC gross revenue EXV	1'452	9'300	18'943	43'441	23'308
Consolidated versions (CSV) in catalogue	670	697	708	725	764
IEC SEC CSV sold	2'545	2'229	2'019	1'935	1'280
IEC SEC gross revenue CSV	1'234'853	1'080'861	951'860	1'017'057	841'026
Redline versions (RLV) in catalogue	603	668	720	774	821
IEC SEC RLV sold	1'665	1'318	1'283	1'116	721
IEC SEC gross revenue RLV	463'276	380'057	416'343	390'901	319'851
IEC SEC PRV sold	178	148	235	129	88
IEC SEC gross revenue PRV	52'784	57'264	75'730	46'588	43'638
IEC SEC TRF sold	376	250	212	254	191
IEC SEC gross revenue TRF	308'847	258'080	215'090	250'388	207'150
IEC SEC Masterclasses gross revenue	-	-	-	10'500	59'380
IEC SEC total gross revenue Value-added Products	2'164'982	1'907'872	1'822'480	1'998'157	1'681'614
VAP share out of IEC SEC gross retail sales	37.6%	34.7%	35.3%	36.2%	32.0%