

Brussels, 19 June 2026
(OR. en)

10882/26

PI 75

NOTE

From: General Secretariat of the Council
To: Delegations
Subject: European Union Intellectual Property Office (EUIPO)
– Consolidated Annual Activity Report 2025

Delegations will find attached the European Union Intellectual Property Office (EUIPO) Consolidated Annual Activity Report 2025, also available under the following link:
[Consolidated Annual Activity Report 2025.](#)



Consolidated Annual Activity Report

2025



Consolidated Annual Activity Report

2025



Contents

Executive Director’s Foreword	3
2025 at a glance	5
2025 Key Figures	9
Strategic Plan 2030	15
1. Priority Impact Area 1 – Customer and Quality	16
1.1 <i>Management of IP operations</i>	16
1.2 <i>Customer support and customer engagement</i>	18
1.3 <i>Management of appeals and IP litigation</i>	19
1.4 <i>Expansion and promotion of ADR services</i>	22
1.5 <i>Trade mark and design practice</i>	22
1.6 <i>Anti-scam activities</i>	22
1.7 <i>Key performance indicators</i>	23
2. Priority Impact Area 2 – Awareness and Education	23
2.1 <i>General IP awareness</i>	23
2.2 <i>Support for SMEs</i>	24
2.3 <i>IP in education</i>	26
2.4 <i>IP training for professionals</i>	27
2.5 <i>Key performance indicators</i>	28
3. Priority Impact Area 3 – Promotion of Innovation.....	28
3.1 <i>IP-backed financing</i>	28
3.2 <i>IP as a tool for growth and innovation</i>	29
3.3 <i>Key performance indicators</i>	30
4. Priority Impact Area 4 – Inclusive IP Landscape	30
4.1 <i>Inclusive IP</i>	30
4.2 <i>Copyright</i>	31
4.3 <i>Legislative affairs</i>	33
4.4 <i>Key performance indicators</i>	34
5. Priority Impact Area 5 – Enforcement.....	35
5.1 <i>Activities on enforcement</i>	35
5.2 <i>Observatory network</i>	36
5.3 <i>Key performance indicators</i>	37
6. Priority Impact Area 6 – IP Alliances ²³	37
6.1 <i>European cooperation</i>	37
6.2 <i>International cooperation and partnerships</i>	40
6.3 <i>EU-funded projects</i>	41
6.4 <i>Key performance indicators</i>	43
7. Organisational Enabler 1 – People, technology and work environment.....	44
7.1 <i>Talent management</i>	44
7.2 <i>Digital innovation</i>	45
7.3 <i>Sustainable and effective workplace</i>	47
7.4 <i>Legal compliance</i>	47
7.5 <i>Key performance indicators</i>	48
8. Organisational Enabler 2 – Financial and administrative sustainability	48
8.1 <i>Accurate financial management and control</i>	48
8.2 <i>Foresight and scenario planning</i>	49
8.3 <i>Transparency and accountability</i>	49
8.4 <i>Key performance indicators</i>	50
9. Organisational Enabler 3 – Network engagement	50
9.1 <i>Network operations</i>	50
9.2 <i>Key performance indicators</i>	51
Contribution to the European Commission Priorities⁰	52
About this Report	54
Abbreviations	57

APPENDICES

APPENDIX A - Performance Data

APPENDIX B - Management of Resources and Assurance

APPENDIX C - Mission Statement, Vision and Organisational Chart

APPENDIX D - Corporate Risk Register

APPENDIX E - Plan for grants, contributions and service-level agreements

APPENDIX F - European Observatory on Infringements of Intellectual Property Rights - 2025 Annual Activity Report

APPENDIX G - The Boards of Appeal Annual Report 2025

Executive Director's Foreword

With the launch of our 2030 Strategic Plan in 2025, last year provided clear evidence of the enduring trust placed in the EU's IP system and highlighted the vital role intellectual property (IP) plays in bolstering Europe's innovation and global competitiveness.

This relevance was most sharply reflected in the unprecedented demand for IP protection. In 2025, the EUIPO received more than 327 000 applications – the highest volume in its history. During this record-breaking year, we also celebrated the registration of our five-millionth application since the Office first opened its doors over three decades ago. This milestone tells a broader story: a story of continuous evolution. From its beginnings, the EUIPO has adapted to the changing needs of Europe's innovators, creators and entrepreneurs, ensuring that IP protection remains a practical and reliable business tool in an increasingly complex and competitive global economy.

In 2025, we continued this trajectory. By taking on new competencies and launching key initiatives, the EUIPO took significant steps to modernise and expand the EU IP framework.

In May, the Design Reform entered into force, marking a significant modernisation of design protection in the EU. The reform aligns design law with today's technologies and business realities, enhances legal certainty, reduces complexity and broadens access to protection. By strengthening the protection of aesthetic innovation, it reinforces design rights as powerful drivers of value, competitiveness and long-term growth for European businesses.

That potential was illustrated at the DesignEuropa Awards in Copenhagen in September. By showcasing outstanding designs and the stories behind them, the awards highlighted how design protection translates creativity into commercial success and reinforces the strategic importance of design within the wider IP system.

In December, we launched the new system for craft and industrial geographical indications (CIGIs). This framework strengthens the protection of traditional craftsmanship while unlocking new opportunities for local growth and regional competitiveness. Throughout the year, we worked closely with the European Commission, the Member States, and – importantly – artisans, producers and manufacturers to ensure that the system is user-centred and capable of delivering a tangible economic impact.

2025 also marked an expansion of the EUIPO's work in copyright. At the first EUIPO Copyright Conference in November, we launched the EUIPO Copyright Knowledge Centre – a central access point for clear, reliable and practical information to support creators and stakeholders in the digital age. Research and knowledge development form a core pillar of this work, helping rights holders and policymakers navigate a rapidly evolving technological landscape.



Joao Negrão
Executive Director

A key contribution was our study on generative artificial intelligence (AI) and copyright. This first-of-its-kind EUIPO report addressed some of the most pressing challenges and opportunities facing Europe's creative sectors, contributing practical insight into the broader EU debate on issues such as rights reservation, transparency and licensing.

AI also holds transformative potential for the wider IP system itself. In 2025, the EUIPO continued to lead the way by deploying AI-enabled solutions to enhance efficiency, quality and the user experience. With 25 AI-enabled tools and services in operation, we are making the IP system simpler and more accessible. The launch of Early Trade Mark Screening in November is one such example, helping users identify potential issues at an early stage and supporting better-informed filing decisions.

This strategic and practical use of AI was recognised in December, when the EUIPO was named the World's Most Innovative IP Office by the World Trademark Review. While we are proud of this accolade, we also regard it as reflecting the strength of our cooperation within the European Union Intellectual Property Network. Together with the national and regional IP offices, we are determined to deliver innovative and high-quality solutions for our users.

Cooperation remained a cornerstone of our work in 2025, as we sought to evolve our network into a truly integrated community. To support this, we launched a new generation of European Cooperation Projects, underpinned by the introduction of the Virtual Communities. With 16 of these communities established during the year, we have created dedicated hybrid spaces for experts across the EU to collaborate, share specialised knowledge, and strengthen the convergence of IP practices across the EU.

Our cooperation efforts also focus on supporting businesses in maximising the value of their IP. In this area, the SME Fund once again demonstrated its impact, with more than 35 800 applications in 2025 and over 100 000 SMEs supported since its launch in 2021. By lowering barriers to entry, the Fund continues to improve access to IP protection as a foundation for growth.

Beyond registration, we are helping businesses take the next step: leveraging IP as a financial asset. In 2025, we expanded our work on IP valuation and IP-backed finance, cooperating closely with the European Commission, policymakers, financial institutions as well as national and regional IP offices and other key partners. By establishing clearer frameworks for the economic value of intangible assets, we will reinforce IP's role as a catalyst for innovation, investment and sustainable growth.

Ultimately, the value of IP depends on effective enforcement. As highlighted at the IP Enforcement Summit in Athens in June, infringement presents an increasing challenge in a digital and

cross-border environment. Through joint action across the EU IP system, we are strengthening our collective capacity to respond effectively. This work will be further supported by the new 2026-2029 EMPACT (European Multidisciplinary Platform Against Criminal Threats) cycle. A major achievement in 2025 was the official confirmation that IP crime would be included as a sub-priority which will – an outcome made possible through the strong engagement and commitment of our users and stakeholders.

Altogether, these milestones made 2025 a year of real transformation. We met record-breaking demand while actively building a more modern and efficient system that puts the user first. By achieving a 98% completion rate of our 2025 Work Programme, we are delivering on the promises of our 2030 Strategic Plan and ensuring that IP is a high-value asset that powers European innovation and global competitiveness.

2025 at a glance

2025



January

The implementation of the EUIPO's **2030 Strategic Plan** and the new **Staff Policy** are officially launched.

The third edition of the **Geographical Indications Conference**, themed 'Safeguarding Heritage, Cultivating Future', is held with great success at the EUIPO premises in Alicante.



February

The **2025 SME Fund** is launched.

The EUIPO receives the 'Importantes' award for its impact on innovation, economic growth and IP protection in Alicante and Europe.

The EUIPO takes part in the **IP Key Latin America Summit**, reaffirming its commitment to strengthening IP alliances with Latin America.

The first Virtual Community (VC) is launched, followed by additional 15 throughout 2025



April

Hybrid **Liaison and User Group Meetings** are hosted by the EUIPO.

The fourth meeting of the **Dedicated Network** of administrative authorities and the second **Conference on live event piracy** are held in Alicante.

The EUIPO and the EIT organise the fifth edition of the **IP Masterclass for school students and teachers**.



March

The **Common Practice on the comparison of goods and services** (CP15) is published.

Over **1 250 Registered Design Nominations** to the DesignEuropa Awards are received.

The EUIPO, in collaboration with the Polish Presidency of the Council of the EU, welcomes the **IP attachés** at its premises in Alicante.



May

Phase I of the **EU Design Legislative Reform** enters into force.

'**The Development of GenAI from a Copyright Perspective**' study is published.

The **EUIPN Annual Cooperation Meeting** takes place in Cyprus.

The EUIPO receives **ISO and EMAS certifications** for its integrated management systems.



June

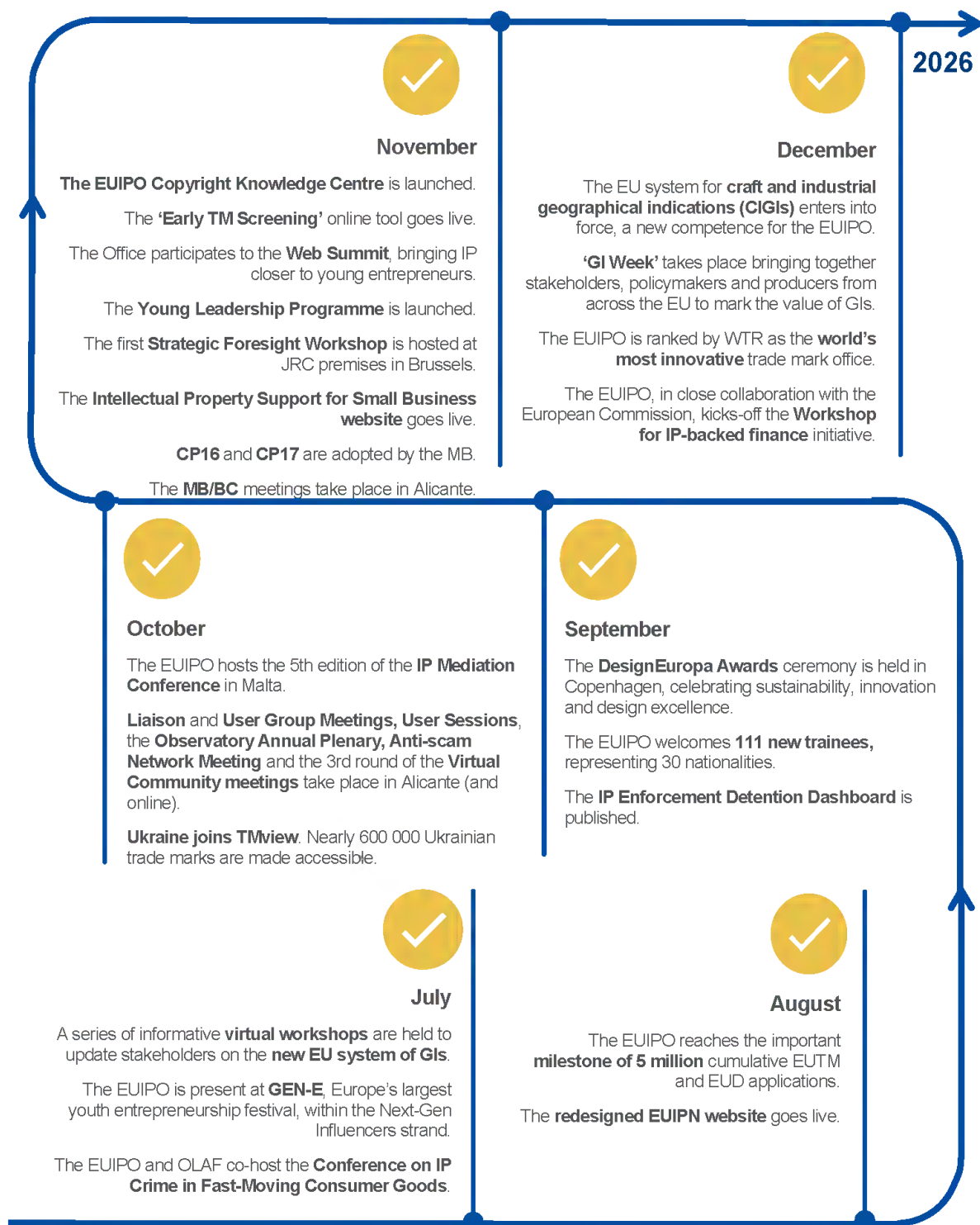
The **International IP Enforcement Summit** is held in Athens with record participation.

IP crime is included as a sub-priority within the 'Economic and Financial Crimes' priority area of the **new EMPACT cycle 2026-2029**.

The **Spring Campaign 'What's on your table?'** is launched and the **IPEP mobile** goes live.

Mediation services are expanded to all EUTM and registered EUD disputes, including first instance.

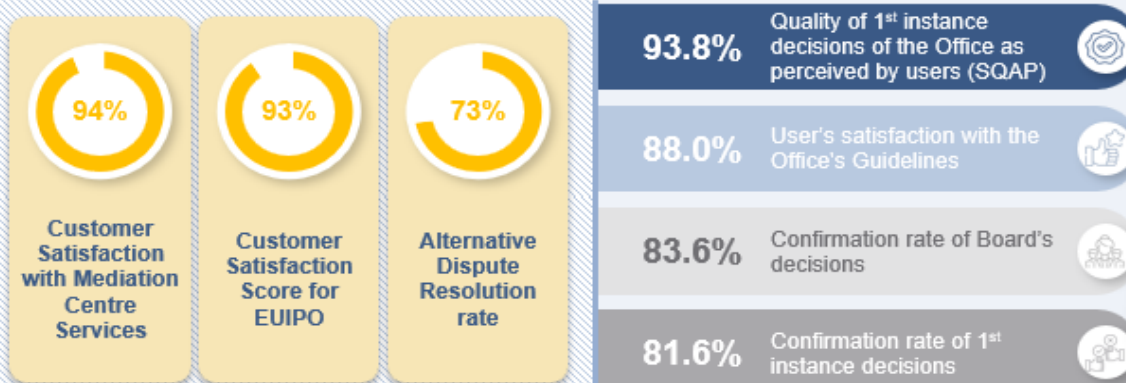
The **MB/BC meetings** take place in Alicante.



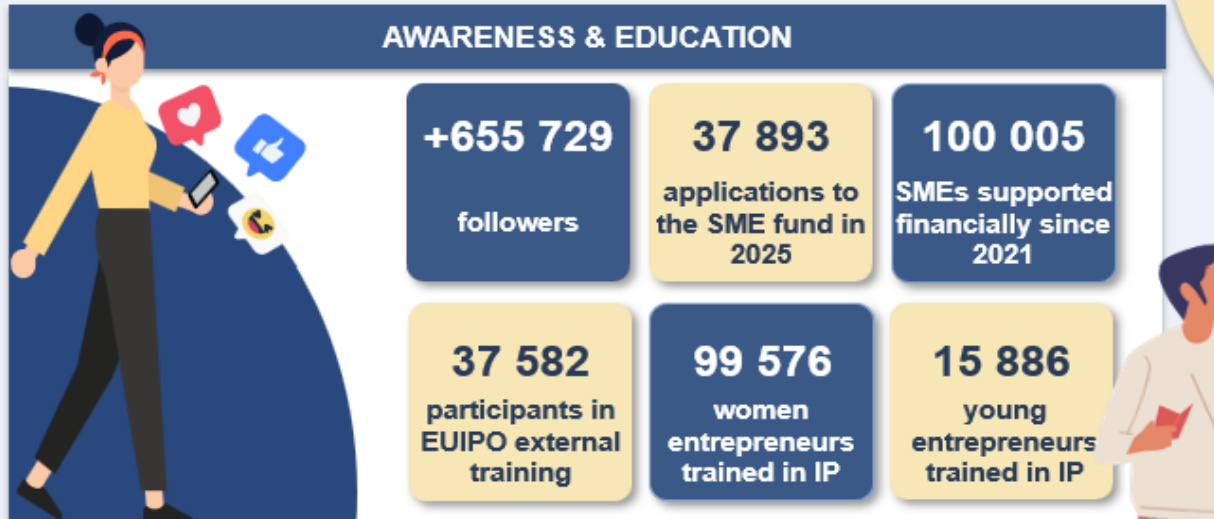
MAIN ACHIEVEMENTS

5 Million	327 833	196 918	130 915	46
EUTM and EUD applications	Record new filings received	EUTM filings received	Record EUDs filings received	GIs

CUSTOMER & QUALITY



AWARENESS & EDUCATION



PROMOTION OF INNOVATION

97 010
SMEs new EUTM filings

33 710
SMEs new EUD filings

INCLUSIVE IP LANDSCAPE

59.0%
Applications came from 1st time IP owners

51 455
SMEs supported by EIPIC initiatives

ENFORCEMENT

3 359

AFAs sent from IP Enforcement Portal

IP ALLIANCES

2.5 M

Searches performed with EUIPN flagship tools

1 500

Tools and common practices implemented in benefit of users

FINANCIAL & ADMINISTRATIVE SUSTAINABILITY

97.5%

of the 2025 budget implemented

NETWORK ENGAGEMENT

76

International stakeholders participated in EUIPO cooperation initiatives

16

Virtual Communities set up

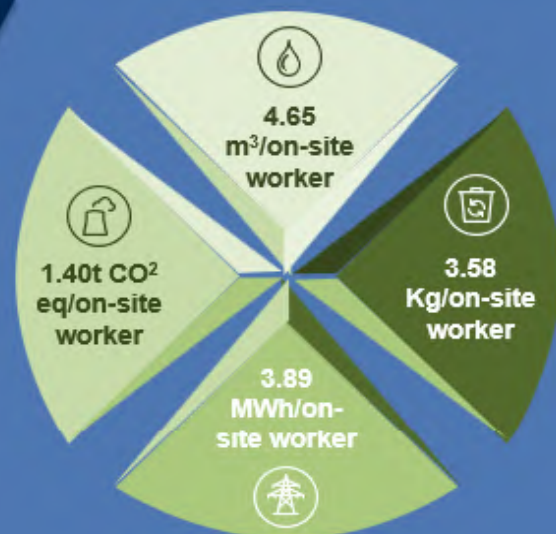
PEOPLE, TECHNOLOGY & WORK ENVIRONMENT

25

Tools and services provided by AI

47%

Executive managerial positions (Directors) occupied by women



2025 Key Figures ^{(1) (2)}

In 2025, the Office reached 5 million EU trade mark and design applications. This achievement reflects our collective efforts in building a more modern and accessible intellectual property (IP) system.

The upward momentum strengthened further in 2025 as total filings reached their highest level – 327 833 applications. This represents an increase of 8.0 % compared to the previous year and it confirms the consolidation of the recovery phase observed since 2022, pointing to renewed demand for IP protection.

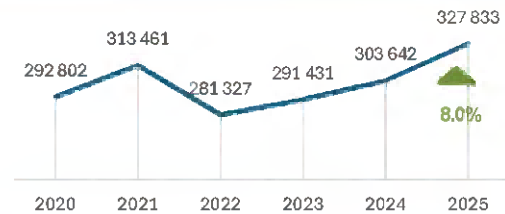


Figure 1. IP rights filing volumes

European Union Trade Marks (EUTMs)

In 2025, the EUIPO recorded 196 918 EUTM filings, marking a 9.1 % increase compared to 2024. This steady upward evolution confirms the continued relevance of trade mark protection across the Internal Market, despite a challenging global economic landscape.

Direct filings reached 167 561, recording a very strong year-on-year increase of 10.2 %. This result reinforces the solid performance of this filing route throughout the year. International registrations (IRs) also closed the year with a positive result, totalling 29 357 applications and growing by 3.5 % compared to 2024.

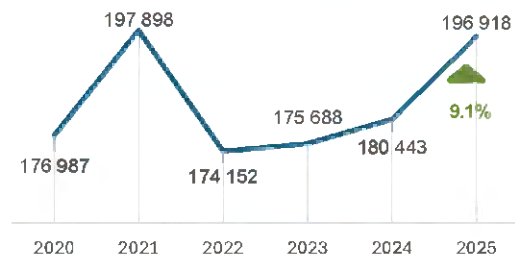


Figure 2. EUTM applications received

In 2025, the geographical distribution of EU trade mark applications remained centred within the European Union (EU), which accounted for 57.5 % of all filings. Among EU Member States, Germany was the leading contributor with 12.7 %, followed by Italy, Spain, France, Poland, and the Netherlands.

Outside the EU, China stood out with 15.9 % of total applications, remaining the most significant non-EU country of origin. The United States contributed 9.0 %, while the United Kingdom accounted for 4.3 %. Smaller but significant shares came from Switzerland and Japan.

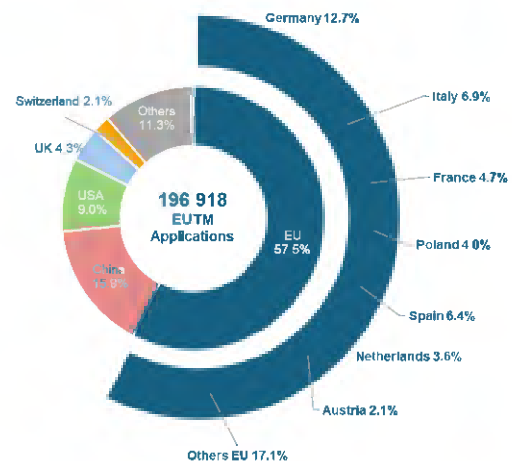


Figure 3. Countries of origin for EUTM applications

(1) Disclosure covered in this section: 2-6 Activities, value chain and other business relationships (additional data also included in the [2025 GRI Content Index](#)).
 (2) Appendix A — Performance Data has additional information on EUTM, EUD and GI volumes, appeals and inspections.

The 2025 distribution of EUTM filings among leading EU applicants reflects a broadly positive and more synchronised performance across Member States. Germany reinforced its position as the principal driver of EU trade mark activity, recording a clear expansion compared to the previous year. This positive momentum was mirrored, to varying degrees, by most of the other top applicant countries. Spain, France, the Netherlands, Austria, and Poland all demonstrated sustained growth in 2025, signalling a widespread strengthening of engagement with the EU trade mark system among both large

and medium-sized economies. Notably, the Netherlands and Austria continued their upward trajectories, consolidating earlier gains and contributing to a broader-based expansion of filing activity beyond the largest markets. Italy represented a relative exception to this general trend, its filing activity remaining broadly stable compared to 2024. Overall, the 2025 results point to a more balanced and cohesive pattern of growth in EUTM filings, contrasting with the more uneven national developments observed in previous years.

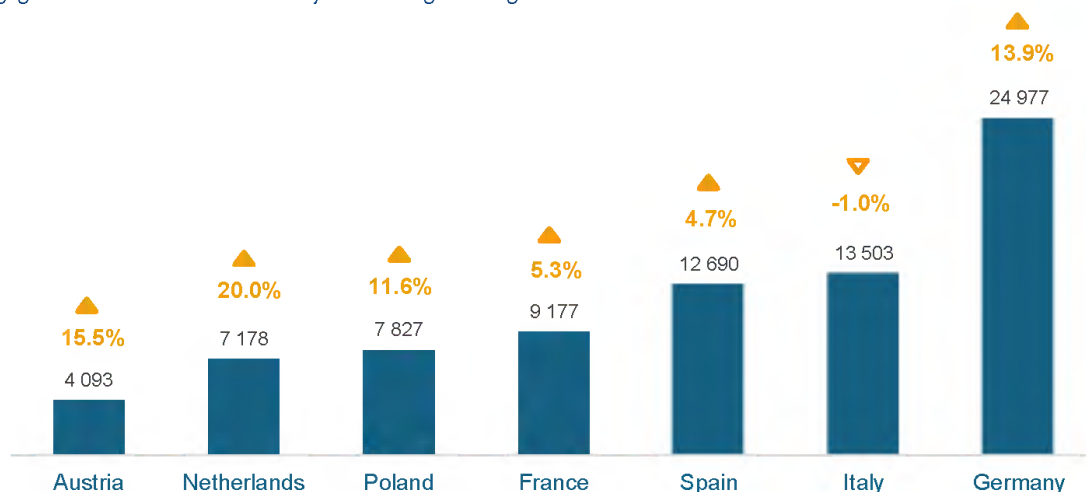


Figure 4. Top EU EUTM applicants in 2025

When comparing the growth profile of 2024 with that of 2025, a clear shift emerges in the underlying drivers of demand. In 2024, growth was characterised by moderation across most of the advanced economies, with several mature markets showing flat or negative dynamics, while China stood out as the singular strong external contributor to filing expansion. By 2025, however, the picture becomes more uniformly positive: growth broadens across both EU and non-EU origins, with major jurisdictions recovering momentum and contributing more evenly to overall filing volumes. Filings from within the EU accelerated, external demand became more diversified, and previously contracting markets regained traction. As a result, 2025 displays a more balanced pattern of global engagement, contrasting with the more fragmented and asymmetric growth observed in 2024.

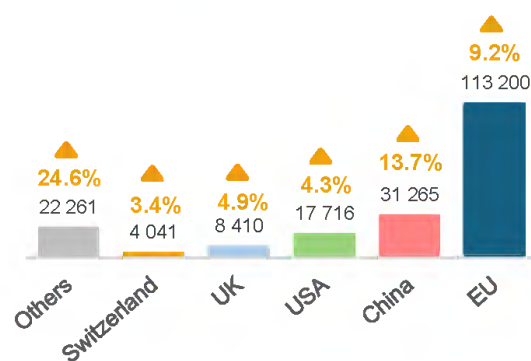


Figure 5. Overall top applicants

In 2025, there was a notable overall increase across the main EU trade mark classes, signalling a broader strengthening of demand compared with 2024. The composition of the Top 10 remained stable across both years, yet the relative weight and dynamics within the ranking shifted significantly, revealing changes in applicants' strategic priorities. Key categories – Class 35 (Advertising, Business Management), Class 9 (Electrical Apparatus) and Class 42 (Technological Services) – moved from marginal or negative growth in 2024 to strong double-digit expansion in 2025. This transition reflects renewed

investment in commercial, digital and technological activities. Class 41 (Education and Sporting Activities) also intensified its upward path, progressing from moderate growth in 2024 (2 %) to one of the most dynamic increases in 2025. Class 16 (Paper Goods and Printed Matter) moved from tenth position in 2024 to eighth in 2025, reflecting a potential increase of interest on protecting assets related to printed materials, packaging and communication products.

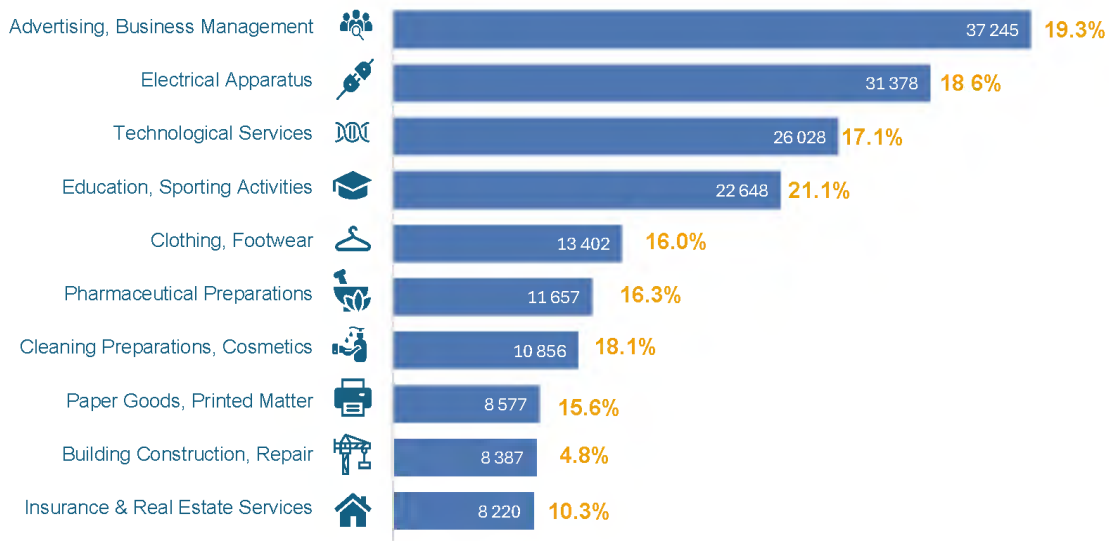


Figure 6. Top 10 EUTM Classes from EU countries in 2025

With regard to other core activities linked to the lifecycle of EU trade marks, the Office examined a total of 190 097 trade marks within the established timeliness and quality standards, representing an increase of 7.9 % compared to 2024, and ensuring a sustainable filings stock. As a reference, by the end of the year, the average time to publish Fast Track straightforward EUTM applications was 4.9 working days.

The Office processed a total of 74 568 renewals in 2025, representing a 7.3 % increase compared with the previous year. This steady rise highlights the continued commitment of rights holders to preserving the long-term value of their trade mark portfolios.

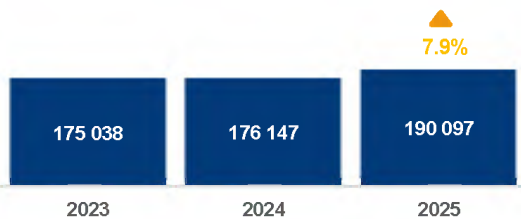


Figure 7. EUTMs examined

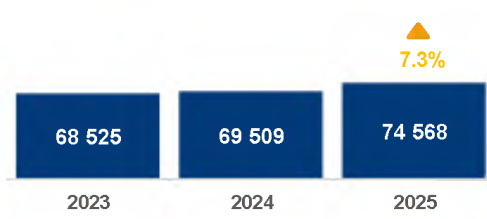


Figure 8. Total EUTM renewals (Direct + IR)

Procedural activity also remained consistent with 18 828 opposition filings (+ 4.2 %), reflecting sustained vigilance in monitoring potential conflicts between IP rights holders. 11 413 were resolved through agreements between the parties while 7 515 decisions had to be taken by the Office. Cancellation filings increased by 8.1 % up to 2 398. The Office took 1 472 decisions on cancellations, which represents an increase of 7.6 % compared to the output of 2024.

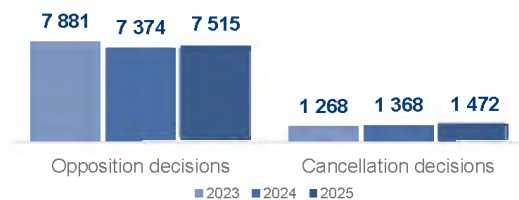


Figure 9. EUTM opposition and cancellation decisions

Both opposition and cancellation filings were processed within the required timeliness and quality standards. The decisions in opposition and cancellation cases were issued within an average of 2.1 months and 4.1 months, respectively by the end of the year.

European Union Designs (EUDs)

During 2025, the demand for EU designs continued its upward trajectory, with the Office receiving 130 915 applications, marking a 6.3 % increase compared with 2024. This result consolidates the steady recovery observed since 2022. The 2025 figures confirm the continued relevance of registered EU designs as a strategic tool for innovation and competitiveness, supported by broad engagement from both EU and international applicants.

Direct filings reached 110 386 applications, recording a solid year-on-year increase of 4.9 % and accounting for 84.3 % of total demand. This result confirms the continued predominance of this route within the EU design system. International designations also closed the year with a clearly positive outcome, totalling 20 529 filings and growing by 14.2 % compared with 2024, representing 15.7 % of all applications.

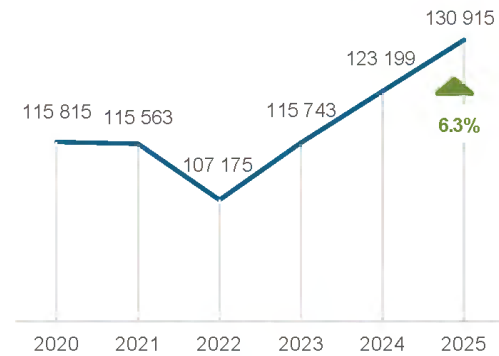


Figure 10. EUD applications received.

While 2025 shows a clear intensification in application volumes, this does not translate into a structural shift in the geographical distribution. Instead, the trends observed in 2024 remain broadly intact, with certain countries of origin reinforcing their relative position. The share of filings originating from the EU increased from just over 45 % in 2024 to 47.6 % in 2025, indicating a strengthened contribution from EU-based applicants. Several major EU Member States consolidated or improved their positions: Germany grew from 12.5 % to 13.4 %, Poland from 3.7 % to 4.2 %, Spain from 2.8 % to 3.4 %, and France from 3.8 % to 4.0 %, signalling renewed momentum within the Internal Market. Outside the EU, China continued to be the dominant non-EU country of origin, expanding its share from 24.2 % in 2024 to 29.9 % in 2025, thus confirming its role as the principal external driver of growth. The USA also strengthened its presence, rising from 6.6 % to 8.7 %, while the UK maintained a stable but growing engagement, increasing from 2.5 % to 3.4 %. Other non-EU countries of origin also increased their combined weight, reflecting a more diversified international demand profile.

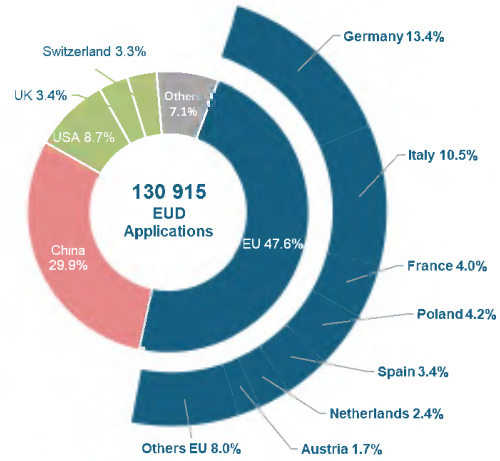


Figure 11. Countries of origin of EUD applications.

The 2025 distribution of EU design filings among leading EU applicants reveals increasingly differentiated national trajectories. Germany and Italy, while continuing to dominate overall filing activity, exhibited signs of consolidation in 2025 rather than renewed expansion, marking a departure from the more synchronised growth patterns observed in the previous year. By contrast, Poland, Spain and Austria emerged as

important sources of renewed dynamism. Their performance indicates a strengthening engagement with the EU design system among medium-sized Member States, contributing to a gradual broadening of the geographical base of filing activity beyond the traditional core markets. France followed a more moderate path, with developments in 2025 pointing to a stabilisation or partial correction after earlier growth phases.

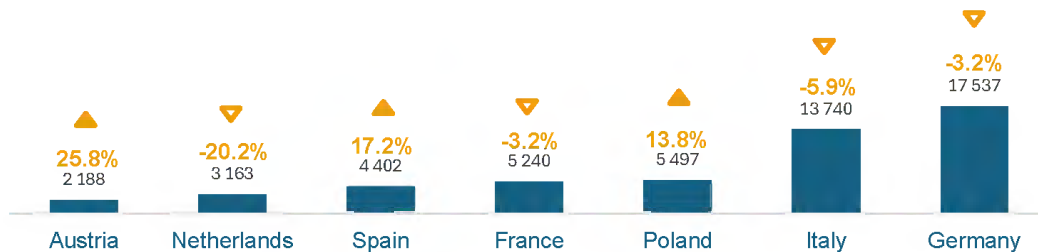


Figure 12. Top EU EUD applicants in 2025

The 2025 distribution of EUD filings by applicant origin highlights differentiated demand dynamics between EU and non-EU applicants. EU-based applicants continued to represent the largest source of filings, however, their overall contribution remains broadly stable year-on-year, indicating a phase of consolidation within the European Union's core design markets. In contrast, non-EU applicants demonstrated markedly stronger momentum. China continues as the primary driver of growth outside the EU, reinforcing its position as the leading non-EU source of EUD applications. The UK also recorded a particularly strong increase, standing out as one of the most dynamic non-EU origins in 2025 and second only to China in terms of growth intensity. The USA likewise maintained a solid upward trajectory, confirming the sustained attractiveness of the EU design system for major global economies.

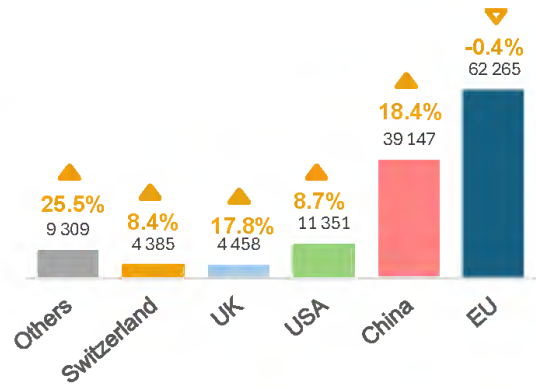


Figure 13. Overall top EUD applicants in 2025

With regards to other core activities related to the lifecycle of EUDs, examination activity continued to increase in 2025 with a total of 109 321 direct filings examined. This represents a year-on-year increase of 3.7%, confirming sustained demand for design protection and the continued capacity of the Office to handle growing examination volumes. All timeliness and quality standards were respected and, by the end of the year, the registration of Fast Track straightforward EUDs was performed in less than 0.4 working days on average.

Renewal activity, by contrast, recorded a moderate decline with 93 401 renewals processed in 2025, corresponding to a 4.5 % decrease compared with the previous year. This drop is likely due to the increase of fees introduced by the first phase of the EUDs legislative reform.

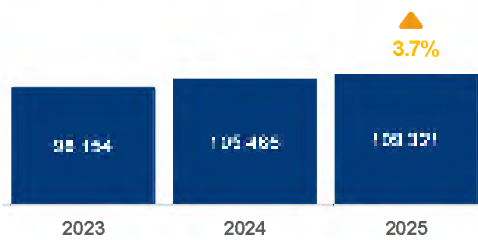


Figure 14. EUDs examined (Direct)

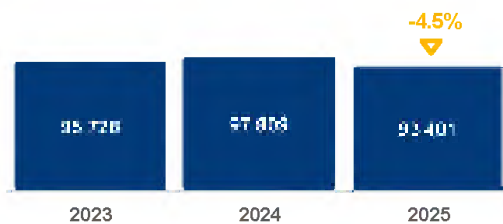


Figure 15. EUD renewals

Procedural activity linked to the integrity of the register remained limited and stable with 448 invalidity proceedings recorded in 2025, representing an 11.8 % year-on-year

decrease and suggesting a continued environment of legal certainty within the EU design system.

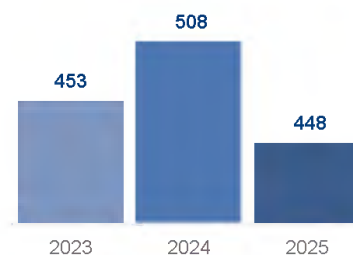


Figure 16. Invalidity decisions

Geographical Indications (GIs)

Following the entry into force in December 2025 of the EU system for craft and industrial geographical indications (CIGIs), which confers a new competence on the EUIPO, the Office has recorded 46 filings to date, indicating an early uptake of the new regime by applicants.

In parallel, the EUIPO has continued working closely with the Directorate-General for Agriculture and Rural Development (DG AGRI) to further strengthen the protection and management of geographical indications for agricultural

products, wines and spirit drinks in the EU, ensuring coherence across the different GI systems. At the end of 2025, the Office provided pre-assessment support to the Commission for 513 examinations for AGRI GIs, representing an overall increase of 33.6 % compared to the previous year. This increase was notably driven by the increase in AGRI GIs included in FTA negotiations led by the Commission (60% more than in 2024) . Additionally, the Office has continued its cooperation with DG AGRI to develop the Union Register for agricultural geographical indications.

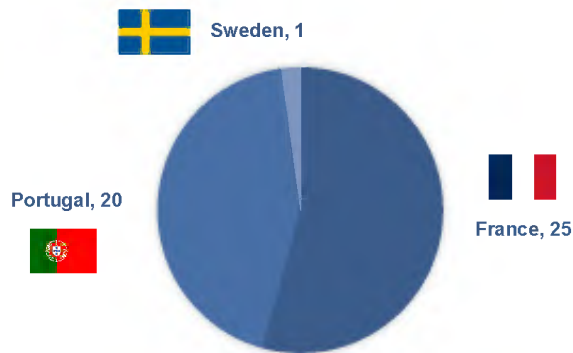


Figure 17. Craft and Industrial Geographical Indications filings

Strategic Plan 2030

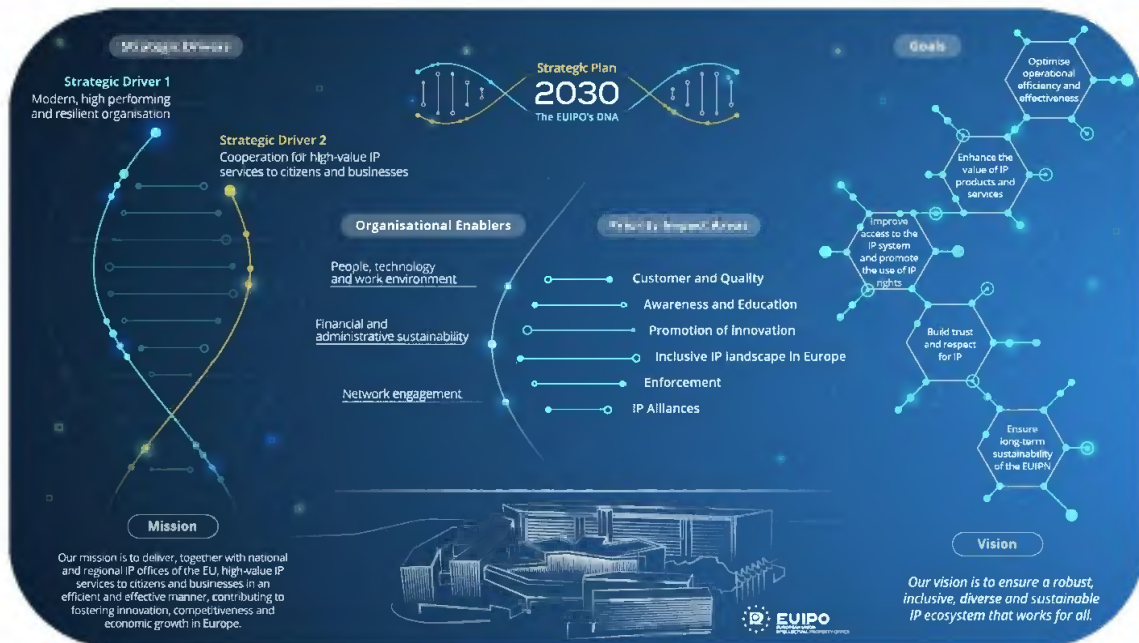


Figure 178. The EUIPO's 2030 Strategic Plan

2025 marked the opening of a new strategic cycle for the Office with the launch of its *2030 Strategic Plan*⁽³⁾ (hereafter 'SP2030'), which was established after an open, transparent and all-inclusive consultation process with the EUIPO staff, national and regional IP offices (NIPOs), user associations (UAs), the European institutions, international organisations and the public at large.

The SP2030 is structured around a set of elements that, beyond their formal definitions, play essential roles in ensuring the coherence, ambition and feasibility of the Office's strategy.

The EUIPO's SP2030 is built upon a set of foundational elements that, together, create a coherent and adaptive framework for the Office's future. Rather than existing as isolated concepts, these elements interact dynamically to guide the organisation's direction, ensure strategic alignment, and foster a culture of innovation and resilience.

At the heart of the SP2030 is the EUIPO's **mission** – to deliver high-value IP services to businesses and the public in an efficient and effective manner (together with the national and regional IP offices) – thereby contributing to fostering innovation, competitiveness and economic growth in Europe.

Strategic drivers operate as catalysts for transformation within this framework. They are not simply themes or priorities, but

rather the levers that empower the Office to anticipate and respond proactively to changes in its environment.

Bridging the gap between high-level strategy and day-to-day operations are the **Priority Impact Areas (PIAs)** and **Organisational Enablers (OEs)**. PIAs focus the Office's efforts on those domains where its actions can generate the greatest value for society, the economy, and the IP system as a whole. OEs, meanwhile, ensure that the necessary internal capabilities, resources and organisational culture are in place to support these ambitions. Together, the PIAs and OEs translate strategic intent into tangible outcomes, making the plan actionable and effective at every level of the organisation.

Finally, the **goals** provide the essential reference points for measuring progress and maintaining accountability. They are not just targets, but tools for continuous evaluation and course correction, ensuring that the Office remains focused, transparent and responsive throughout the implementation of the plan. Each goal is supported by a set of quantitative indicators⁽⁴⁾ that enable the Office to track progress over time, ensuring that performance can be objectively assessed. In sum, the interplay of these elements within the SP2030 enables the EUIPO to navigate complexity, drive sustainable innovation, and maintain the relevance and impact of its mission over the long term.

(3) Disclosure covered in this section: 2-24 Embedding policy commitments (additional data included in the [2025 GRI Content Index](#))

(4) Detailed information on the Office's performance is available in Appendix A.

While pursuing our strategy we will progress towards our **Vision: a robust, inclusive, diverse and sustainable IP system that works for everyone.**

The implementation of the SP2030 translates this strategic architecture into concrete and measurable action. Throughout

2025, the EUIPO closely monitored the execution of the activities set out under the Annual Work Programme, ensuring that strategic intent was consistently reflected in operational delivery across all PIAs and OEs. By the end of the year, implementation had reached 98 % completion, demonstrating a high degree of alignment between strategy and execution across the different pillars of the plan. The limited number of remaining actions reflects the ongoing nature of certain initiatives rather than delays in delivery. These final actions will be completed during the first months of 2026. Overall, the level of progress attained confirms the robustness of the SP2030 governance and monitoring framework, as well as the Office's capacity to translate long-term strategic objectives into tangible results.

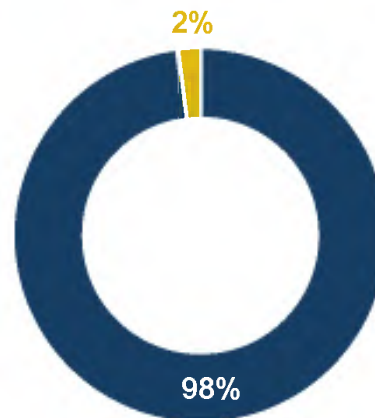


Figure 189. Overall completion 2025



Figure 20. SP2030 implementation progress by PIA/OE in 2025

1. Priority Impact Area 1 – Customer and Quality

The EUIPO is a user-driven organisation that provides IP products and services to industry and innovators all around the world. The objective of this priority impact area is to enhance the customer experience by understanding customer needs and expectations throughout the trade mark and design life cycle and by tailoring services to different user groups. Increasing transparency, making access points clearer and more intuitive, and improving product quality and service reliability were some of the principal focus areas during the past year.

The following sections describe the actions taken by the Office for each of the workstreams under this priority impact area.

1.1 Management of IP operations

The EUIPO constantly provides high quality services to its customers offering easy and straightforward IP filing application processes. Due to the high levels of global uncertainty and volatility, the Office managed its processes and resources flexibly focusing on optimising efficiency and quality while exploring emerging technologies.

Quality

In 2025, the EUIPO introduced initiatives to implement new working methods aimed at enhancing consistency and quality in its operations. These initiatives included harmonising examination practices by establishing teams of examiners to look into the equivalent examination of concepts, exploring new solutions with the support of AI capabilities and optimising integrated central examination schemes. Throughout 2025, the Office initiated preparatory work to strengthen product quality monitoring and improve communication with its customers, including reviewing and simplifying the Internal Quality Framework (IQF). During the year, groundwork was carried out to refine the quality monitoring system by optimising the internal quality checks and introducing more agile, targeted audits for specific areas when needed. Additionally, initial work was undertaken to develop a simplified visual mapping of the quality framework, to improve communication and user understanding. These activities established a solid foundation for further development and implementation in 2026, in line with the Office's ongoing commitment to continuous improvement and transparency.

The Stakeholder Quality Assurance Panel (SQAPs) audits continued in 2025, with the aim of integrating the users' perspective into the quality management system and to narrow the gap between the users' perception of quality and the quality measured by the EUIPO. At SQAP audits, users have the chance to contribute directly to improving the quality of the Office's decisions. In 2025, four audits were organised: one on cancellation decisions in March (90.6 % of the 32 decisions audited met the quality standards), opposition decisions in June (95.0 % of the 60 decisions audited met the quality standards), design invalidity decisions in September (100 % of the 26 decisions audited met the quality standards) and absolute grounds decisions in November (89.6 % of the 144 decisions audited met the quality standards).

The existing quality metrics were continuously assessed and, where necessary, revamped to accurately reflect user experience and filing volumes; in addition, data-driven analytics were used to enhance quality across all EUTM and EU design procedures. In this context, the Office also advanced the review of the Customer Service Charter (CSC), which defines service standards based on timeliness, accessibility and quality. The work carried out during 2025 included revising the reporting structure, introducing clearer and more intuitive indicators, and aligning performance targets. The objective of the activities that were carried out was twofold: 1) to provide a more transparent and user-friendly framework for stakeholders, and 2) to optimise operational efficiency and effectiveness and support better resource management while maintaining high quality standards.

In terms of substantive quality, which is regularly assessed through internal quality checks (IQC), the Office maintained consistently high levels of compliance. Absolute grounds decisions remained stable at 98.1 %, while opposition decisions reached 96.1 %, and cancellation decisions continued to perform at a similarly high level with 98.2 % of cases meeting all quality criteria. Performance in EUD registrations also remained strong at 99.8 %, while EUD invalidity decisions met 97.8 % of their quality criteria. As regards actions before the General Court against BoA decisions, the confirmation rate remained high, averaging 83.6 %, thereby demonstrating the robustness of BoA decisions and contributing to legal certainty for users.

Examination and technology

In 2025, the EUIPO focused on introducing new working methods and re-engineering workflows to improve efficiency and effectiveness. As part of the SP2030, the Office explored the use of artificial intelligence (AI) solutions for generating text to support the drafting of decisions and communications, although these are still in the experimental phase and not yet connected to back office systems. The introduction of new working methods, such as the improved distribution of tasks and the redesigning of processes, supported by traditional automation, has started to pay off and is now showing signs of improved efficiency.

Work on technological advancements, particularly in AI, continued throughout 2025. In its conquest to remain committed to upholding the integrity of the examination process, ensuring that AI-generated content is used in a way that complements, rather than compromises, examiners' professional expertise, the Office is reinforcing quality assurance mechanisms to detect and prevent over-reliance on AI-generated content and is continuously evaluating the interaction between examiners and AI capabilities. The examiner remains the final authority in all substantive matters, with AI capabilities designed to support, rather than replace, professional judgement.

Developing AI capabilities to support examiners and users was a key focus in 2025 in order to improve decision-making, streamline workflows and improve consistency. In this context, experimentation with different AI solutions, including generative AI capabilities, is underway to assess their potential to support examiners in delivering high-quality decisions.

The EUIPO also made progress in AI-based solutions in the area of G&S management, inter partes opposition procedures, examination and early case management in 2025. To this end, the Office began developing and testing a set of new and improved G&S pre-assessment and examination support services. These were gradually integrated into back-office examiner tools during 2025 and are currently in the testing phase so that they can be fine-tuned. The Office expects to make these services available in existing systems: the EUTM Filing form, Early TM Screening and TMclass, to provide users with real-time alerts and G&S filing guidance to improve accuracy and avoid classification and limitation objections.

Furthermore, under the co-creation platform several examination tasks have been automated, including admissibility, substantiation and the notification of changes in persons. These automations which will help reduce the workload of examiners and improve the efficiency of the trade mark application process.

Other AI capabilities, such as the Conversational Knowledge Base, was created to support a fully informed decision-making process and was tested during 2025. Meanwhile, the Early Case Management System focused on automating case resolution, improving case management, and developing new dashboards to provide insights into appeal cases.

As the approach to AI development is to create robust capabilities that can be integrated into existing systems and services, rather than building stand-alone AI systems, these capabilities will be shared across the European Union Intellectual Property Network (EUIPN) via APIs, allowing the national and regional IP offices (NIPOs) to adopt and adapt them as needed.

The EUIPO is also engaging with user associations (UAs) to ensure that their perspectives are considered and reflected in the development of AI capabilities. The UAs are involved in dedicated biannual user sessions, where they are informed of ongoing developments, invited to test prototypes, and where they can provide feedback on functionalities. This inclusive approach helps ensure that AI capabilities are aligned with real user needs and that they remain relevant, transparent and user-driven. Additionally, the UAs participate in the Virtual Communities, where AI solutions are discussed among EUIPN members, further facilitating collaboration and feedback.

Overall since 2024, 25 tools and services have been developed and are available for use in the field of IP filing and examination, while another 12 are currently in the development stage. Most of these services are currently tailored for trade marks, but solutions for designs are also being explored and are expected to be introduced as part of the SP2030 strategy.

CIGIs⁽⁵⁾

As of 1 December 2025, applications for EU-wide protection of geographical indications for craft and industrial products (CIGIs) can be filed with the EUIPO. For many years, protection of GIs has been established at EU level for wines, spirit drinks and agricultural products. Now, craft and industrial geographical indications (CIGIs) too can be protected at EU level. This represents a major step forward in safeguarding Europe's unique cultural expressions and artisanal know-how, ensuring that the names of products such as glass, cutlery, tweed, lace or jewellery, among others, are protected at EU level, while also supporting the competitiveness and sustainability of traditional industries. This new opportunity arises from the adoption of the Regulation on the protection of geographical indications for craft and industrial products on 18 October 2023.

1.2 Customer support and customer engagement⁽⁶⁾

The EUIPO further advanced its user-driven approach, placing users at the centre of service delivery with the aim of making every interaction consistent, clear and intuitive. The results of the last Customer Satisfaction Survey showed a very high overall satisfaction rate of 91 % with the services provided by the Office. Satisfaction rates remained particularly strong across the main service areas, with 94 % for EUTM Core Services, 92 % for EUD Core Services, and 90 % for interactions with the Information Centre. Interactions with examiners achieved an 86 % satisfaction rate, while Boards of Appeal Services reached 79 %. These results confirm the Office's continued commitment to delivering high-quality, user-focused services and maintaining strong engagement with its stakeholders.

Through Key Accounts Management, the Office delivered tailored support to its high-impact users. Key Accounts (KA) replied to 5 550 queries, visited 110 KA customers at their premises, welcomed 10 KA customers at the Office and

(5) Expanded information about GIs in Section 4.3. Legislative Affairs.

(6) Disclosure covered in this section: 2-29 Approach to stakeholder engagement (additional data also included in the 2025 GRI Content Index).

During the year, the EUIPO launched of a new set of pre-assessment services. These services provide users with real-time alerts and filing guidance to improve accuracy and efficiency. They are integrated into the EUTM filing form and assess potential risks such as non-distinctiveness / descriptiveness, potential conflicts with GIs, deceptiveness, offensiveness, and conflicts with existing marks or designations. The same AI services are included in the Early TM Screening tool, offering a quick pre-assessment of trade marks.

To further enhance transparency and the user experience, a new functionality was introduced in eSearch Plus to improve access to design-related non-confidential documents, which will be released in stages. The documents from 2025 will be available first, followed by the gradual addition of documents from previous years. The goal is to make all non-confidential documents available by the first half of 2026.

The EUIPO developed the GIportal as the e-filing system for CIGIs, available in all the official EU languages. The system is designed to be user-friendly and efficiently accessible for users to submit and manage their applications. It also supports the national phase of the registration procedure, where applicable. The names for craft and industrial products applied for or registered as GIs are available in the Union register.

By the end of the year, the EUIPO had published 46 applications for the registration of existing names in the Union register – received from France, Portugal and Sweden – during the first month of implementation of the new CIGI scheme.

delivered 110 online meetings, thereby enhancing operational efficiency (reduction of deficiencies) and effectiveness (harmonised examination practices). This approach strengthened strategic alignment with the SP2030 priorities and fostered engagement in flagship initiatives. The management of KA feedback led to proactive issue detection (e.g. misuse of the User Area) and triggered preparedness. Ultimately, these efforts resulted in sustainable business growth while achieving the highest levels of overall user satisfaction (95 %).

The Office also improved its communication in EUTM and EUD *inter partes* proceedings by promoting friendly settlements between the parties and proposing mediation services in a number of cases. Mediation services are offered by the Mediation Centre⁽⁷⁾. Examiners work in close collaboration with the Mediation Centre to identify suitable cases.

In 2025, direct outreach efforts remained focused on promoting the effective and efficient use of IP. The IPforYOU seminars, held in cooperation with the NIPOs, were aimed at IP professionals and these showcased the Office's practices, tools

(7) More information in Section 1.4. Expansion and Promotion of ADR Services.

and initiatives. Our 20 seminars brought together a total of 1 816 participants and achieved an average satisfaction rate of 97 %.

The Office broadened structured engagement in 2025 to ensure that user insights directly shaped service improvements. Completing the previously mentioned SQAPs, the five Customer Panels organised in 2025 provided targeted feedback on specific services. In March, IP professionals and SMEs reviewed the EUIPO's pro bono initiative, identifying clearer communication and improved SME/expert matching as key priorities. In May, a dedicated panel focused on the Mediation Centre's alternative dispute resolution services, recognising their strong value while highlighting a lack of awareness about these services. In June, participants evaluated the EUIPO User Area, praising its intuitive design and AI-enabled guidance and recommending improvements to some of its functionalities, notably in how it handles notifications, online forms, and payment processes. Later in the year, several panels addressed emerging needs in education and international practice by exploring methods for the EUIPO Academy to identify suitable activities and examining the challenges faced by IP professionals working with non-EU clients (with a particular focus on India and South Korea) to inform the EUIPO's business development strategy. Overall, the panels helped ensure that the EUIPO services, training and digital tools remain practical, inclusive and responsive to evolving user needs. These initiatives, together with the first user sessions on AI-enabled tools, reinforced the Office's commitment to user-driven

innovation, enabling participants to test new tools and IT solutions.

In 2025, the Office's Information Centre addressed 191 319 queries, 5 % fewer than in the previous year, via various channels (telephone, email and chat) and received 89 complaints, a decrease of 15 % compared to 2024.

1.3 Management of appeals and IP litigation⁽⁸⁾⁽⁹⁾

The Boards of Appeal (BoA) aim to consolidate their role as a consistent, efficient and innovative body for resolving IP disputes. In 2025, the total number of appeals received by the BoA increased by 4.6 % compared to 2024, while the number of appeal decisions notified decreased by 4.9 % compared to the previous year.

Compared with the 2025 Work Programme, appeal filings were approximately 2 % higher than planned, whereas the number of decisions notified was approximately 2.1 % below target, reflecting only a minor deviation from planned outputs.

With regard to actions before the General Court against BoA decisions, the confirmation rate remained high, averaging 83.6 %.

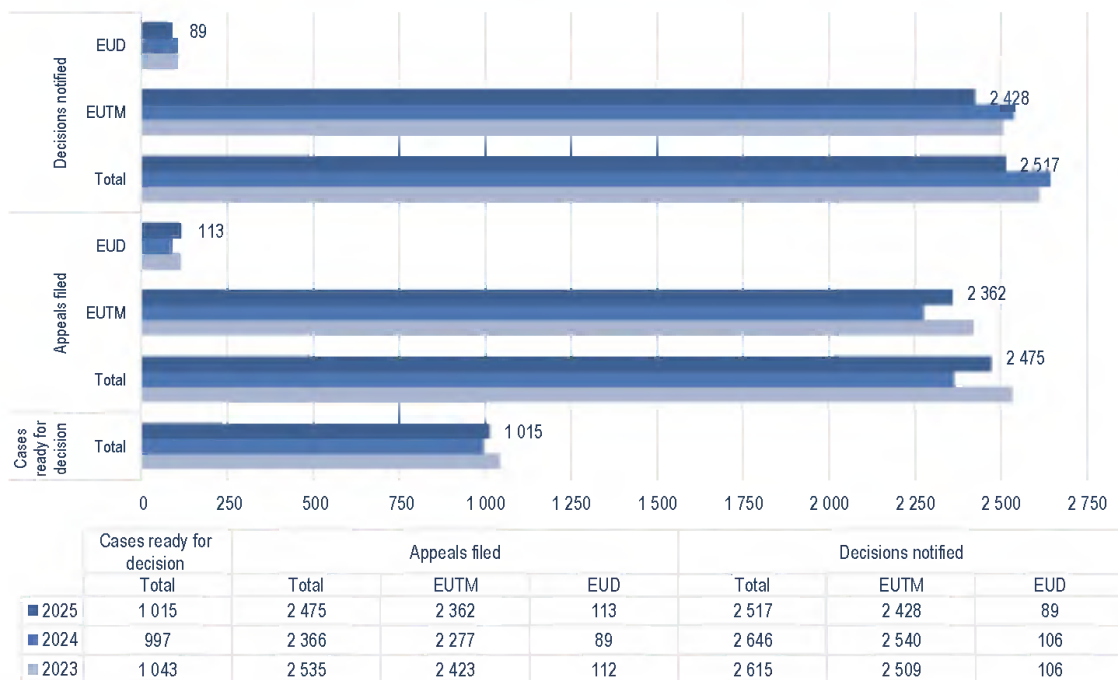


Figure 191. Decision-making activities

(8) Disclosures covered in this section: 2-25 Processes to remedy negative impacts and 2-26 Mechanisms for seeking advice and raising concerns (additional data also included in the [2025 GRI Content Index](#)).

(9) Appendix G – The 2025 Boards of Appeal Annual Report has more detailed information regarding the Boards' activities in 2025.

During 2025, the BoA remained focused on delivering high-quality and efficient appeal proceedings for the benefit of users and the IP system. The BoA successfully finalised the implementation of the [Boards of Appeal Action Plan 2021-2026](#)⁽¹⁰⁾ in December 2025, reaching 98 % completion. This Action Plan focused on enhancing tools for efficiency and ensuring timely proceedings. Implementation progressed steadily during 2025 with 45 out of 48 identified projects having been completed. These projects have significantly contributed to optimising operational efficiency, improving the quality and consistency of decision-making, increasing transparency and accountability, expanding the use of alternative dispute resolution methods, and strengthening cooperation with external networks and stakeholders.

The remaining 3 projects, which were postponed or on hold in 2025, have now been fully integrated into the new [BoA Action Plan 2026-2030](#), in alignment with the strategic actions and priorities planned under the SP2030. The new 2026-2030 BoA Action Plan was presented at the MB/BC meeting in November and approved by the Presidium of the Boards of Appeal. The new Action Plan sets out a future-oriented vision: reshaping the Boards into a one-stop IP Dispute Resolution Hub, a trusted centre of excellence for efficient, transparent and high-quality IP dispute resolution across the EU. The implementation phase commenced in January 2026.

In 2025, the [Grand Board](#)⁽¹¹⁾ issued one final decision addressing substantive legal questions, as well as one interim decision. The Grand Board issued a final decision on 19 December 2025 in case [R 2248/2019-G](#), GEORGE ORWELL. In this case, the Grand Board invited the Executive Director to submit comments, in accordance with Article 29 EUTMDR, on questions of general interest that had arisen during the referred to proceedings. The Grand Board also received written observations from INTA pursuant to Article 37(6) EUTMDR. Furthermore, the Grand Board issued

an interim decision to suspend proceedings in case [R 50/2024-G](#) pending the Grand Board's decision in appeal [R 2248/2019-G](#). By the end of December 2025, five cases were still pending before the [Grand Board](#), including the most recent referral of appeal [R 1946/2024-1](#), SCCS (fig.) on 7 July 2025.

Following a fast-track procedure within the 2024-2025 Rules of Procedure Revision Cycle, the revised [Rules of Procedure of the Boards of Appeal](#) entered into force on 1 June 2025 to reflect the changes that came into effect in the first phase of the Design Legislative Reform on 1 May 2025. In addition, Article 23 of the Rules of Procedure concerning written observations by interested parties in proceedings before the Grand Board was amended to make it easier for interested groups or bodies to submit written observations in Grand Board cases. Following this amendment, written observations can now be submitted in any of the official languages of the EU. Further changes proposed within the 2024-2025 Rules of Procedure Revision Cycle, including new provisions on craft and industrial geographical indication appeal proceedings, were sent for internal consultation, and the feedback was implemented by the Consistency Circle Procedure and Registry. The process will continue with external consultation, and the revised Rules of Procedure are expected to enter into force in Q1/Q2 2026, subject to completion of the consultation process.

In 2025, the overview of the [General Court, Court of Justice and Boards of Appeal decisions](#) continued to be updated and published as well as promoted. The BoA continued to provide, together with the Academy, the quarterly webinars 'Track on case-law: BoA decisions and GC/CJ judgments', which attracted around 600 live participants each and are available on the [EUIPO Academy Learning Portal](#).

Regarding the appeal rate, the monthly results remained fairly constant with low fluctuation during 2025. This reflects stability and maturity in the IP market.

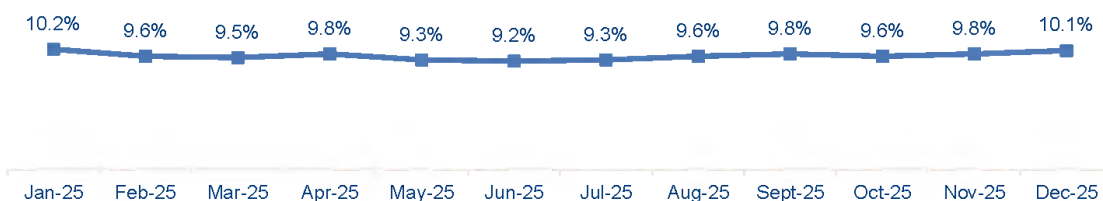


Figure 202. Appeals rate in 2025

(10) Please refer to Appendix G – The Boards of Appeal Annual Report 2025 for detailed information regarding the Boards' activities in 2025.

(11) The Grand Board consists of nine Members, comprising the President of the Boards of Appeal as Chairperson, the Chairpersons of the Boards and ordinary Members in rotation. It is the highest decision-taking body in the Office.

In relation to the confirmation rate, we can also see a similar pattern to that of the appeal rate above, with low fluctuations and

a high rate of confirmation of appeal decisions throughout the year

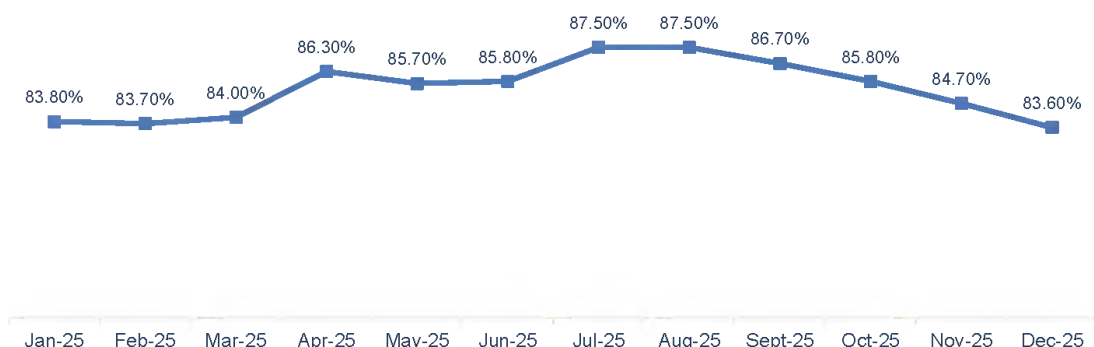


Figure 213. Confirmation rate 2025

The BoA continued to focus on making case-law more accessible and useful for IP system users through the [eSearch Case Law](#) database. As part of the 'Enhancement of eSearch Case Law' initiative, a pilot project was launched with several NIPOs to expand the national case-law content available in the tool – specifically, national court judgments and decisions from the NIPOs and their internal appeal departments or Boards of Appeal, covering both infringement and registration proceedings.

Thanks to the tool's ability to provide AI-based machine translations of EUIPO decisions, EU court judgments and national court rulings into 23 languages, by the end of 2025, approximately 340 000 decision documents had been made accessible in multiple languages, thus significantly enhancing usability and outreach for users across Europe. Over 200 national judgments were added, and technical upgrades are planned for 2026 to enhance maintainability, improve its performance and facilitate the addition of new content.

In 2025, the BoA published eight case-law research [reports](#) and one preparatory report for the Grand Board. These reports aim to identify emerging legal trends, clarify areas of divergent practice, and support consistent, high-quality decision-making across the European IP system. They are the result of discussions in the Consistency Circles, which have no binding effect on the Boards of Appeal but which still play a key role in the quality of the IP system across Europe. The reports are discussed in the IP Judges' Network and serve as a basis for discussions with the NIPOs in the convergence projects under ECP2 EU Practices. In this regard, the [report on Descriptiveness of marks designating geographical origin](#) was updated following the decisions of the General Court in cases [T-105/23](#) and [T-106/23](#) 'Iceland', which were discussed in the CP18 project during Q4.

In preparation for the entry into force of the EU legal framework on craft and industrial geographical indications, the Boards of Appeal initiated the creation of a dedicated Consistency Circle on Geographical Indications in 2025.

In 2025, the BoA further strengthened their close cooperation with IP judges, Appeal Bodies of the NIPOs and users. The Boards fostered open dialogue and legal discussions on common trade mark and design topics through regular IP Judges Network meetings, Appeal Bodies meetings and User Focus Group meetings. Additionally, the Boards co-organised seminars and workshops on case-law with the NIPOs and the national IP courts, and it hosted IP Talks with users in Alicante and Brussels. During the year, the BoA also visited the General Court to share information on the 2030 Boards of Appeal Action Plan initiatives aimed at developing coherent and consistent BoA practices.

Managing IP litigation remained integral to the Office's strategy. BoA's Litigation Service defended BoA decisions and Office practice in direct actions before the EU judiciary and supported the Commission's Legal Service in preliminary-ruling proceedings on trade marks, designs, geographical indications and other IP rights (IPRs). The Luxembourg Liaison Office continued IP litigation-support initiatives, including the organisation of two IP *Tertulias* (chats) in 2025, fostering exchanges with the EU courts and IP practitioners in Luxembourg.

In 2025, the BoA created an internal working group to explore the potential of AI-based solutions to support its operations and services, with a particular focus on efficiency, accessibility and quality safeguards. The experience gained will inform future actions under the 2026-2030 Boards of Appeal Action Plan, in alignment with the Office's AI strategy and in close consultation with the relevant stakeholders.

1.4 Expansion and promotion of ADR services

In 2025, work continued at the [EUIPO Mediation Centre](#) to consolidate its role as a trusted platform for resolving trade mark and design disputes through [alternative dispute resolution](#) (ADR). The Centre offered a wide range of ADR services delivered by a qualified team of experienced [mediators](#) and case managers, assisting parties in reaching effective and amicable solutions tailored to their business interests. The capacity of the EUIPO Mediation Centre was significantly strengthened by doubling the number of mediators (from 24 to 51), enabling the Centre to offer mediation in 14 EU languages. Building on this foundation, the EUIPO advanced the expansion and promotion of ADR as a faster, cost-effective pathway for users, particularly benefitting SMEs. The Mediation Centre's remit was extended to cover opposition, cancellation and invalidity proceedings at all stages, making mediation available across all *inter partes* disputes and reinforcing user choice in dispute resolution. The revised [Rules on Mediation](#), aimed at streamlining the process, were approved and published in July 2025. In 2025, a total of 197 new ADR cases were initiated, corresponding to 59 mediations, 20 conciliations and 118 friendly settlements.

The promotion of the services intensified through the [2025 IP Mediation Conference](#), which took place in Malta in October. This conference brought together judges, practitioners, mediators and institutional stakeholders to exchange knowledge and best practices and raise awareness of ADR in IP. The event attracted 695 participants from 59 countries, with 204 attending onsite and 491 online. The agenda tackled real-world challenges and emerging opportunities, including mediation in complex areas such as geographical indications, copyright, trade secrets and standard-essential patents. Sessions explored practical aspects of mediation, case studies and the growing role of courts in promoting settlement, complemented by a fireside chat on the benefits for IP-intensive businesses. Technology featured prominently, with demonstrations of AI-assisted risk assessments and secure multilingual platforms, aimed at reinforcing the EUIPO's human-centric approach to AI-based innovation.

User feedback mechanisms complemented the roll out of mediation services. A Customer Panel in May focused on the Mediation Centre's services, capturing concrete suggestions to improve user experience and uptake. Panellists called for more proactive communication about the EUIPO mediation services, including clearer calls to action in EUIPO communications, a visible 'request mediation' button in the User Area, and further enhancements to support awareness and accessibility of this expert-led ADR. The feedback was acted upon, with strengthened awareness-raising initiatives and the addition of a direct link to the mediation request form in the User Area.

Through the European Cooperation Project 4 (ECP4) – Business and Innovation Support, training and certification opportunities in mediation were offered to 38 experts from 4 NIPOs. This initiative aimed to strengthen expertise across the network by equipping participants with practical skills and knowledge, particularly for those offices interested in establishing or enhancing in-house ADR services. By fostering

(12) The Anti-Scam Network, coordinated by the Office and bringing together the NIPOs (and EFTA), the UAs, Europol, Eurojust, WIPO, the European Patent Office (EPO), and offices from the EU candidate countries, serves as a platform

to monitor trends, share intelligence and coordinate responses to misleading invoices and other fraudulent payment requests.

1.5 Trade mark and design practice

The Trade mark and Design [Guidelines](#), which stand as the Office's official repository of practice, were reviewed in the framework of a two-year revision cycle to prioritise stability while keeping pace with developments in IP law and practice, and in particular to reflect the first phase of the Design Legislative Reform. The guidelines on designs were adopted by the ED in April (Decision EX-25-3) and entered into force on 1 May 2025, providing a consolidated and accessible reference point for users and practitioners. Consequently, the shared parts of the guidelines affected by the design reform also triggered a republication of the Trade Mark Guidelines; sets were made available in the 23 official EU languages in July. To raise awareness of the changes to the guidelines, the Office organised three dedicated [webinars](#).

Looking ahead, the draft 2026 Trade Mark Guidelines were circulated via the improved Review Space tool to user groups, the NIPOs and academic institutions for feedback. Proposed updates include: restructuring the chapter concerning trade marks in conflict with flags and other symbols (Articles 7(h) and (i) EUTMR); a new practice on conversion following the Grand Board decision R 1508/2019-G (Zara); a change of practice in the assessment of the degree of distinctiveness of single-letter signs in the context of likelihood of confusion; a change of practice on the impact of irregular capitalisation in word marks when comparing signs; updates to the section on the 'link' between the signs under Article 8(5) EUTMR; clarifications on the assessment of proof of use for subcategories of goods and services; the reorganisation of the 'bad faith' section and updates to its case-law; and an extensive review of trade marks in conflict with earlier GIs, including the implications of T-239/23 (Nero Champagne), alongside refreshed case-law references and examples. As the second phase of the Design Legislative Reform follows a timetable dictated by the legislative process, the 2026 EUIPO Design Guidelines for examination, together with the 'shared parts' (those sections common to trade mark and design guidelines), will be opened for feedback at a later stage.

1.6 Anti-scam activities

Anti-scam activities remained an integral part of the EUIPO's work, reflecting the Office's ongoing commitment to protecting IP users from fraudulent practices. The Office continued its collaboration with Europol and other law-enforcement authorities. Furthermore, the EUIPO sustained awareness-raising campaigns and vigilantly followed up on criminal proceedings against scammers.

The 10th meeting of the Anti-Scam Network⁽¹²⁾ took place on 2 October 2025 in person, in Alicante, and online, and it brought together more than 100 participants. This hybrid event focused

to monitor trends, share intelligence and coordinate responses to misleading invoices and other fraudulent payment requests.

on emerging scam trends, including the exploitation of AI by scammers.

Throughout the year, the Office launched extensive outreach initiatives aimed at raising public awareness and improving the identification and avoidance of scams targeting IP system users. These initiatives included a diverse series of events such as IPforYou sessions, customer panels, webinars, regional IP seminars and SME-related events. Additionally, the Office updated its [dedicated web page on misleading invoices](#), which now provides detailed information on fraudulent activities, further examples of scam letters and emails, and guidance on how to identify suspicious requests. In 2025, the Office also introduced a leaflet that raises awareness of misleading payment request scams. The leaflet supplies concise information on what misleading payment requests look like, how they can be identified and what steps should be taken when a request is

received. Targeted at the public, the leaflet is available on the [EUIPO website](#) in 23 EU languages. For more than a decade, the Office has gathered user reports on how IP system users have been systematically targeted by scammers who take advantage of public data on IP rights holders and applicants to commit cross-border crimes. To assess the scope of the issue, Europol recently released the 2024 situation report '[Misleading payment request fraud targeting intellectual property rights owners](#)', which was funded by the EUIPO. The report highlights scammers' evolving tactics and trends. The EUIPO is committed to protecting IP rights holders and applicants across the EU and bringing those responsible to justice, working closely with Europol and other law enforcement agencies to combat this type of fraud.

1.7 Key performance indicators

Indicator	Unit	Target 2025	Result
Access to the Guidelines	N°	350 000	475 600
Accuracy of pre-check tools provided to customers	%	60.0	81.0
ADR closure rate	%	50.0	72.7
Confirmation rate of first instance decisions	%	75.0	81.6
Confirmation rate of the Boards' decisions index	%	75.0	83.6
Customer Effort Score (CES)	%	85.0	90.9
Customer overall satisfaction index	%	80.0	93
ISO certifications achieved and maintained	N°	6	6
Level of achievement of the EUIPO and BoA Customer Service Charter objectives	%	90.0	100
Percentage of quality in AI-based procedures	%	90.0	98
Quality of first instance decisions of the Office as perceived by users (SQAP)	%	90.0	93.8
Satisfaction with the Mediation Centre services	%	80.0	94
Straight-through cases	%	75.0	81.9
Timeliness	%	90.0	100
User satisfaction with the Office's Guidelines	%	90.0	88

2. Priority Impact Area 2 – Awareness and Education

In Europe, IP is often seen as complex and mainly reserved for large companies. The EUIPO aims to shift this perception by showcasing that IP benefits everyone and drives innovation. The activities undertaken by the Office in this priority impact area focus on raising awareness of IP and its benefits for businesses and society at large. The objective is to enhance IP literacy and expertise among diverse groups in Europe and provide small and medium-sized enterprises (SMEs) with the support and tools they need to thrive by leveraging their intangible assets.

The following sections describe the actions taken by the Office for each of the workstreams under this priority impact area.

2.1 General IP awareness

Awareness

In 2025, the EUIPO aligned its communications with the SP2030 to bring IP closer to the European public, demystifying concepts through plain language and visual storytelling.

An EU-wide media campaign was launched for World Anti-Counterfeiting Day in June, focusing on counterfeit foods and beverages, linking with the value of GIs (Spring Campaign 2025 'What's on your plate?'). The campaign, which was promoted in all the EU Member States, generated outstanding results: over 1 069 articles, impacting 38 markets with an Advertisement Value Equivalent (AVE) of over EUR 14.4 million. The campaign had an estimated reach of 39.4 million people. The influencers campaign launched a couple of weeks later in three selected

countries (Spain, France, and Italy) targeted nine influencers and reached nearly one million people. The Office launched its brand-new podcast '[Creative Sparks: From inspiration to innovation](#)', a new way to explore how IP connects with creativity and innovation across Europe. The podcast is part of the EUIPO's determination to make IP more accessible and engaging across the board: Europeans, businesses and creators.

The Office, in partnership with the Organisation for Economic Co-operation and Development (OECD), released two joint reports.

'Mapping Global Trade in Fakes 2025': this report analysed the global trade in counterfeit and pirated goods, highlighting the increasing use of online platforms and postal services for distribution and calling for stronger international cooperation. The report's findings reached nearly 22 million people.

'Abuse of the Belt and Road Initiative in Illicit Trade': this report explored the link between China's Belt and Road Initiative (BRI) and the trade in counterfeit goods. It noted that the new trade routes created by the BRI have been exploited by counterfeiters, and the report recommended increased cooperation and effective customs actions.

The Office hosted a dedicated network meeting and a conference to address the growing issue of live event piracy, particularly IPTV (Internet Protocol Television) piracy.

DesignEuropa Awards

The [2025 DesignEuropa Awards](#) marked a milestone in the Office's outreach and engagement strategy, reinforcing the role of design as a driver of innovation. The sixth edition attracted 1 250 candidates (50 % more than in 2024) from 48 countries, with a notable surge in applications for the Next Generation Design category, which was introduced in the previous edition to recognise exceptional talent under the age of 29. Hosted in Copenhagen, the ceremony celebrated creativity and excellence through four major awards. Ciarko Design (Poland) won the [Industry Award](#) for its environmentally conscious Mono kitchen extractor hood combining design aesthetics with advanced technology.

Overade Life (France) received the [Entrepreneurs and Small Companies Award](#) for its LIFE bike helmet featuring integrated lights and wireless technology for urban cyclist safety. Dutch designer Hella Jongerius was honoured with the [Lifetime Achievement Award](#) for a transformative 30-year career that has redefined material use, colour theory and human-centred design. Finally, David Borovic (Romania) earned the [Next Generation Design Award](#) for his SYNTHESIS hybrid-electric bicycle, reflecting a sustainable approach to mobility. Beyond individual recognition, the awards strengthened cooperation with the design community, and reinforced trust in the EU design system.

2.2 Support for SMEs

SME Fund

On 3 February, the EUIPO, in collaboration with the European Commission (EC) and with the support of the EUIPN, launched a new edition of the SME Fund. Since its inception in 2021, the SME Fund has played a pivotal role in supporting small and

Strategic communications

In 2025, the EUIPO communication activities made a measurable contribution to the Office's visibility and reputation. The EUIPO's active social media presence continued to expand across platforms, with overall follower numbers increasing by 21.6 % compared to 2024, reaching a total of 655 729 followers by year-end. This growth was driven by campaign-based storytelling and it increased use of data-driven content formats, reinforcing the Office's role as a trusted source of IP knowledge for SMEs, creators, professionals and the wider public.

Press and media engagement also remained strong throughout the year with a sustained programme of press actions that supported key Office priorities, including enforcement-related initiatives, AI-related information and the promotion of copyright and awareness-raising activities linked to all the priority impact areas. For example, the aspects related to craft and industrial geographical indications (CIGs), notably during the GI Week to commemorate the historical milestone of the launch of the registration phase for CIGs.

These press actions generated extensive media coverage at EU, national and global level, delivering a total Advertising Value Equivalent (AVE) of EUR 22 million and a reach of 400 million people in 2025. Particularly strong results were recorded for copyright-related communications, such as the promotion of copyright and the Conference on Copyright (500 000 AVE), while CIGI-focused outreach hit 1.4 million. This coverage contributed to reinforce the EUIPO's position as a central reference point in the IP system.

Education

To foster long-term awareness and capacity within the IP system, the EUIPO continued to expand the Pan-European Seal traineeship programme (PES) universities network, incorporating more institutions specialised in design and creative disciplines. This initiative aims to embed IP knowledge early in academic curricula, ensuring that future designers and innovators understand the value of IP protection. A specific Academic Working Group (WG2) has been created – 'Improving knowledge of IP and design protection in schools and faculties

of design and related disciplines' – to identify the needs of design schools in IP education and to provide specific learning solutions. A Virtual Open Day was also scheduled during October 2025 focusing on design students and universities to further promote IP, the EUIPO and its practices. In 2025, the Office developed targeted learning modules and courses on geographical indications and design rights tailored to students and faculty members, which were made available through the EUIPO Academy Learning Portal.

medium-sized enterprises (SMEs) across Europe in protecting their IP and fostering innovation.

In its fifth edition, demand remained strong: 37 893 voucher requests were received, leading to 36 797 vouchers being awarded and 26 691 SMEs being reimbursed. Beneficiary satisfaction stood at 95.5 %, with 77 % of applicants being new to IP, and 53.1 % of applications being submitted by representatives. Since 2021, over 100 000 SMEs have received support through the fund, with reimbursements totalling EUR 67.6 million.

The Office implemented the roll-out of [IP Scan](#) services as an entry point strategy. In the 2025 edition, 2 755 vouchers were requested and 2 693 applications were awarded, there were 1 416 reimbursement requests and 1 310 services were reimbursed. Three online training sessions prepared 285

experts from 25 NIPOs (with a satisfaction rate of 93 %). Availability extended to 14 NIPOs for IP Scan and 9 NIPOs for IP Scan Enforcement. These efforts help SMEs diagnose their assets, prioritise protection and convert these insights into concrete filing actions.

Ukrainian SMEs continued to benefit from the initiative as part of the EUIPO's broader support for Ukraine, providing both EU-based and Ukraine-based businesses with access to financial resources to safeguard their IP rights and strengthen their market position. In 2025, 170 vouchers were requested by Ukrainian SMEs of which 168 were awarded; 127 IP right reimbursement requests were lodged, and 129 IP rights were reimbursed.

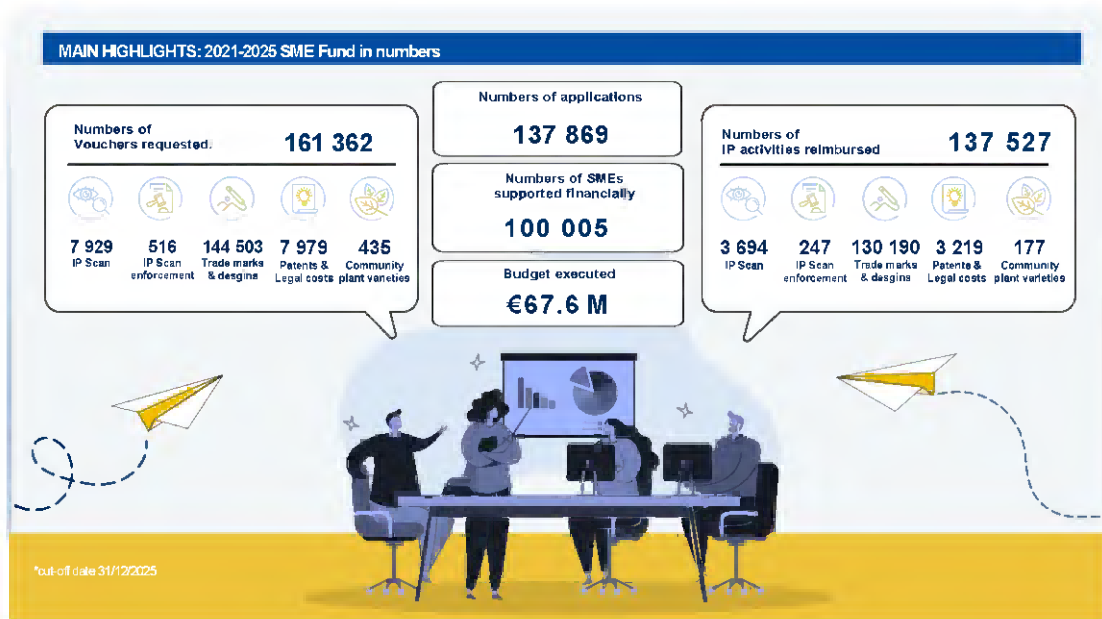


Figure 22. 2021-2025 SME Fund highlights

SMEs awareness

In 2025, the EUIPO introduced a revamped approach to help small businesses make full use of their IP, working in close cooperation with the NIPOs through the European Cooperation Project that focuses on business and innovation support (ECP4). Under the European Intellectual Property Information Centre (EIPIC), the Office shaped a common framework for SME support that emphasises clarity and impact in delivery. To facilitate access to trustworthy information and tools that help SMEs identify the risks and opportunities in the field of IP, the EIPIC launched a newly redesigned [Intellectual Property Support for Small Businesses Website](#) (developed jointly with the NIPOs) available in the languages of the participating offices. The site acts as a single-entry point to guidance, services and self-help instruments, supporting a consistent user experience across the network.

IP must be at the heart of Europe's business and innovation strategy, and the collaborative work with the key EU

organisations that are close to European SMEs, is central to this effort. This network collectively represents millions of SMEs across Europe, highlighting both its diversity and its extensive reach. Throughout the year, the network members embraced IP and showed a strong commitment to knowledge sharing, collaboration, joint events and raising IP awareness and awareness of the EUIPO's services among SMEs. Together, over 9 000 direct SMEs and business advisers were trained in IP. A total of 44 business events were identified and implemented, each incorporating IP into their agendas. Four network member events were hosted at the EUIPO premises, with IP serving as the central focus (i.e. INSME Annual Meeting on 'Protecting and Valuing SMEs' Intangible Assets).

Furthermore, the annual network event was held in April 2025, bringing together its members as well as the European Innovation Council and SMEs Executive Agency (EISMEA) and the European Commission's Directorate-General for Internal

Market, Industry, Entrepreneurship and SMEs (DG GROW). The event, themed 'IP Driving European Competitiveness', inspired by the European Commission's Competitiveness Compass, resulted in the collaborative development and endorsement of a conclusion paper by the network members, which was subsequently shared with the European Commission.

The EUIPO renewed its memorandum of understanding (MoU) with all the members of the network following their expiry in the second quarter of 2025. The MoUs were signed in the context of the SP2030 and as a framework for empowering SMEs through inclusive, accessible and value-driven IP systems.

The 2025 SME Assembly, Europe's leading annual event for SMEs, took place in November in Copenhagen under the motto 'Successful SMEs, Competitive Europe'. For the first time, the EUIPO contributed by leading the workshop, 'IP for SMEs', which highlighted how IP supports growth and competitiveness. The session brought together SMEs, SME envoys⁽¹³⁾, and policymakers to explore practical ways of integrating IP into business strategies to improve resilience, and to improve access to new markets and finance. By presenting concrete examples and actionable insights, the EUIPO reinforced the role of IP as a strategic asset for sustainable growth and collaboration within Europe's SME system.

Regarding the 'Train the Adviser' initiative, during 2025, the Office organised six dedicated workshops covering the topics of IP basics, IP-related services, such as pro bono services, mediation and the SME Fund, and monetising IP rights. The sessions attracted 693 SME advisors who will proactively spread the information to the SMEs they are in contact with. Satisfaction with the workshops was high, ranging from 91 % to 94 %. In parallel, the existing support materials and courses targeting business advisers and businesses in search of IP monetisation opportunities have been merged into a single course: '[Identify, protect and monetise IP assets](#)'.

2.3 IP in education

The EUIPO reinforced its commitment to promoting IP awareness and education across Europe and beyond, focusing on equipping future generations with the knowledge and skills required for an innovation-driven economy. Through strategic partnerships, targeted initiatives and the expansion of established programmes, the Office advanced its long-term ambition of integrating IP into education at all levels.

Education Network

The IP in Education Network continued to play a pivotal role in fostering creativity, innovation, entrepreneurship and responsible digital engagement among young Europeans. Comprising education ministries, IP offices and key multipliers, the network spearheaded initiatives to embed IP knowledge into curricula and learning environments.

The Office published 48 new online activities in the Academy Learning Portal supporting initiatives surrounding the AI Guidelines, recognising and overcoming biases in AI systems,

(13) SME envoys are high-level representatives within the EU who act as a direct link between the European Commission and the SME community, ensuring that

and others dealt with the topic of the Design and CIGI legal reforms. The revamped online course '[EU Design \(EUD\) in a nutshell](#)' coincided with the entry into force of the new EU Design Legislation in May 2025. The course is available in the five working languages of the Office, and the information is structured for four profiles: university students, designers, entrepreneurs and lawyers. At the end of 2025, approximately 560 participants registered for the course. Another highlight is the publication of the '[Craft and Industrial Geographical Indications \(CIGIs\) in a nutshell](#)' course, which targets the general public and EUIPO staff. Hosted in the Academy Learning Portal, the course was made available in December and includes a certificate of completion. During 2026, it will be enriched with additional content directed to other audiences, such as business owners and IP students.

The Pan-European Seal Professional Traineeship Programme (PES), in collaboration with the EPO, marked its eleventh year of operation, consolidating its position as a cornerstone of the EUIPO's academic outreach. In 2025, the programme expanded its global footprint with the integration of three leading Ukrainian universities – the Taras Shevchenko National University of Kyiv, the National Technical University of Ukraine 'Igor Sikorsky Kyiv Polytechnic Institute' and the Ukrainian Catholic University – into its network. This milestone, achieved in cooperation with the Ukrainian National Office for Intellectual Property and Innovations (UANIPPO), underscores the EUIPO's commitment to supporting IP education and career opportunities for students in Ukraine and beyond. Additionally, 12 universities from EU and European Patent Convention member states also joined the PES programme during 2025. The PES Network now encompasses over 178 universities across Europe and partner countries, offering graduates one-year structured traineeship and professional development opportunities at the EUIPO and the European Patent Office (EPO). Until now almost 1 000 PES trainees have been welcomed at the EUIPO and, together with the EPO, this number reaches 1 700.

To further promote the PES programme and raise awareness among PES university students of the work of the EUIPO and the role of IP in innovation and social development within the EU, 20 in-person visits to PES universities were made in 2025 as well as a total of seven virtual visits and virtual open days were held, with over 1 200 university participants in total.

Under the scope of the Network of IP Academies (NIPA), in which the PES universities are the main pillar, five Academic Working Groups were created on different topics (such as IP training material in university curricula, the use of AI, design protection, mediation as an IP subject and Cooperation with Research and Technology Transfer Offices (TTO/RTO), Technology Parks and clusters of innovation with a total of 100 members from PES universities, talent bank partners and EUIPO staff.

Key initiatives and events

The Office also delivered a series of high-impact events designed to foster knowledge-sharing and prepare stakeholders for a rapidly evolving IP landscape. From 8 to 10 April, the EUIPO Trainees' Career Event 2025 connected trainees, PES alumni and partners in a dynamic exchange of experience and

the interests and specific needs of SMEs are duly considered in EU policymaking, legislation and programmes.

insight, offering sessions on EUIPO and EU careers, Curriculum Vitae drafting, interview techniques and postgraduate opportunities, complemented by strong alumni engagement that provided valuable networking and mentoring opportunities. The Office also hosted the virtual IP seminar on 'Designs: Fashion and Sustainability', a two-day event that brought together EU and non-EU IP offices, UAs and academic partners to discuss innovations in fashion and sustainability through interviews with industry and academia, practical guidance on securing IP assets and a roundtable debate on future challenges. Furthermore, the fifth edition of the IP Masterclass, organised with the European Institute of Innovation and Technology (EIT)⁽¹⁴⁾ on World IP Day under the theme 'IP and Music: Feel the Beat of IP', attracted over 250 participants, including secondary school students and teachers. The sessions explored IP in music, gaming and fashion, highlighting the importance of IP rights in the creative industries. Since its inception, the masterclass series has trained more than 500 participants, equipping them with essential IP skills.

2.4 IP training for professionals

Learning catalogue

The EUIPO advanced its strategic ambition by positioning the EUIPO Academy as the central hub for all training initiatives, in line with the SP2030. The Office launched its 2025 [Learning catalogue](#), developed in close cooperation with the NIPOs. This catalogue offers diverse learning paths tailored to the main user profiles and levels of expertise, encompassing both technical and soft skills. The Academy Learning Portal now provides over 190 certified IP courses, available in several languages and accessible 24/7. The duration of the courses ranges from 10 minutes to 6.5 hours and they are free of charge.

Training activities were delivered through a blend of online and face-to-face formats, ensuring that individual creators, SMEs, large enterprises and IP professionals can fully leverage the benefits of IP rights. Specialised programmes are available for IP specialists (both practitioners and paralegals), including the EUIPO Trade Mark and Design Education Programmes (ETMD EP), which are comprehensive training initiatives designed to deepen professional expertise in the field of EU trade marks and designs, with a special focus on the EUIPO's procedures, practices and tools. They play a crucial role in enhancing the efficiency and operational effectiveness of the EUIPO by improving the quality of trade mark and design applications and streamlining IP-related processes. The Office advanced a proposal for ID5, offering designers clear, user-friendly guidance on criteria accepted by the five IP offices. On 20 November 2025, new content on presenting online information in invalidity procedures was published, complementing the earlier module on View and Drawing, which can be consulted on the [ID5 website](#).

Major events and knowledge-sharing platforms

The Office organised a series of major IP events, including the IP Seminar on Designs mentioned above (29-30 April, online)

(14) The European Institute of Innovation and Technology (EIT) is an autonomous EU body created by the European Union in 2008 to strengthen Europe's ability to innovate. The EIT is Europe's largest innovation network, with more than 2 400

and the hybrid Regional IP Seminars (27-28 May in Helsinki and 28-29 October in Lisbon). The regional seminars focus on regional approaches to key IP issues and help strengthen IP skills across Europe. These major events provided intermediate to advanced training and facilitated knowledge-sharing among EU and non-EU IP offices, user associations, PES universities and EUIPO staff. They are particularly valuable not only for skill-building, but also for networking and collaboration.

The Intensive Intellectual Property Educational Programme (IIPEP) offered a comprehensive, free-of-charge series of online lectures on IP, designed for university students and coordinated by the EUIPO in collaboration with the Pan-European Seal (PES) universities, talent bank partners, and leading international institutions such as the EPO, the World Intellectual Property Organization (WIPO), the Community Plant Variety Office (CPVO), and the European Commission. The programme comprised seven modules covering key IP areas: trade marks, EU designs, copyright, patents, IP valuation and commercialisation, geographical indications, and Community plant varieties. Each module blended theoretical and practical perspectives, featuring contributions from academics, IP experts, institutional representatives and practitioners. In its fourth edition (2025), the programme brought together 65 speakers and attracted an average of 600 participants per module, with over 1 200 students across the EU participating overall and more than 200 attendance certificates issued for each module. It consisted of 50 hours of live sessions (lectures and case studies), supplemented by recommended e-learning courses, and aimed to deliver a thorough and practical understanding of the IP system. Furthermore, the course has been featured in the [EIT catalogue](#).

The consolidated EUIPO Academy's Tuesday Webinars reached more than 14 020 participants through its 18 live webinars, presented by experts from the Office and other institutions. They covered a wide range of topics, including case-law analysis, legislative changes, enforcement issues and practical guidance on using the EUIPO tools. These interactive sessions, which are open to all and free of charge, provided practical approaches and real solutions for IP professionals at all levels. All webinars can be re-watched on the Academy Learning Portal by accessing the [Tuesday Webinar Collection](#).

In 2025, the Academy organised the fifth edition of the EUIPO Trade Mark and Design Education Programme (ETMD EP) for paralegals, which attracted a highly motivated and professionally diverse group who wanted to acquire knowledge or fill skill gaps, gain certification and network with other IP professionals. 60 participants, representing 21 countries, were selected, including 7 from the EUIPO. All participants passed the exams. Feedback was very positive, with an overall satisfaction rate of 96.6 % and 98.3 % of the participants were willing to recommend the programme. The ETMD EP for paralegals alumni community now comprises 234 members (198 members from the community of practitioners). The EUIPO also organised the first-ever ETMD EP alumni event in Alicante, bringing together around 100 alumni from both programmes, and achieving an outstanding 98.1 % satisfaction rate, confirming the event's value and success within the alumni community.

partners (Knowledge Innovation Community members: businesses, SMEs, higher education institutions and research organisations).

2.5 Key performance indicators

Indicator	Unit	Target 2025	Result
% of youngsters who admit to having bought fakes or accessed copyright-infringing content	%	Decrease	26 – 33 ⁽¹⁵⁾
External participants in training activities	Number	20 000	37 582
External stakeholders' training satisfaction	%	80.0	88.8
Global advertisement value equivalency	€	22 000 000	24 144 014
Positive impact of training on helping users perform their work	%	70.0	95
Reach of awareness and education activities	Number	75 000 000	1 145 578 292
Satisfaction of participants in activities organised to improve understanding of IP	%	70.0	89
SMEs, women and young entrepreneurs trained in IP	Number	100 000	343 044
Social media followers	Followers	575 000	655 729
Visitors to the web-based services targeting SMEs	Number	350 000	480 201
Youngsters trained in IP	Number	1 900	74 673

3. Priority Impact Area 3 – Promotion of Innovation

As part of the SP2030 goals, the EUIPO works to make the IP system more accessible to innovators and creators, emphasising the business value and practical use of IP. In cooperation with its partners, the Office aims to contribute to a more competitive and innovative EU economy by helping innovators turn ideas into tangible products and services, and by improving access to financing as intangible assets become increasingly important to success in the knowledge economy.

The following sections describe the actions taken by the Office for each of the workstreams under this priority impact area.

3.1 IP-backed financing

In 2025, the Office carried out a comprehensive analysis of the state of IP-backed finance in Europe, producing a draft report with a view to publication in 2026. Building on this analytical work, the Office has been working in establishing the necessary structure to prepare and identify potential priority actions and implementation phases in order to advance IP-backed finance at the EU level.

To support the development of this important topic, the Office set up two working groups: an IP-Backed Finance Technical Working Group and an IP-Backed Finance Steering Group. These groups aim to provide complementary technical and strategic guidance throughout the design and implementation of actions required in the field. The working groups bring together a broad range of public and private stakeholders from across the European financial and innovation system. Members include EU-level institutions such as the European Investment Bank and the European Investment Fund, supervisory and regulatory bodies including the European Banking Authority. Participation also extends to major European financial organisations, EU-level financial associations and selected private financial institutions, ensuring alignment with market practice and fostering broad-based ownership of the initiative. Finally, the group also includes the participation of NIPOs to bring the

national perspective in the field. The objective is to provide expert input on the analytical foundations, technical assumptions and operational feasibility of the proposed framework, including on disclosure, screening, valuation and financing interfaces. The Steering Group, in turn, provides strategic orientation, ensures coherence with broader EU policy objectives, and supports alignment with parallel initiatives at the EU and national level.

In parallel, the Office mapped the existing European Investment Fund and European Investment Bank financial instruments and their implementation at national level. This mapping provides a consolidated view of the current financing landscape, it highlights how existing instruments interact with innovative and IP-intensive companies, and it helps identify concrete opportunities to integrate IP considerations into current and future financial instruments, including in guarantees and risk-sharing mechanisms.

The Office strengthened collaboration with financial bodies, concluding two memoranda of understanding, one with ELTIA (European Long-Term Investors Association), representing national investment banks, and another with the European Microfinance Network (EMN), bringing together microfinance institutions from across Europe.

At the EU level, one of the main milestones of the year was the board meeting of the European Association of Guarantee Institutions (AECM), which took place in Alicante in September 2025. The accompanying workshop marked the first time many public banks and guarantee institutions had placed IP at the centre of their agenda. Discussions featured the European Commission's work on a standardised IP valuation framework under the EU's Scale-up and Start-up Strategy, updates from the European Investment Fund (EIF) on its 'Innovation and Digitalisation Portfolio Guarantee Product' and future perspectives on IP valuation, and the Office's vision for its IP-backed finance workstream. AECM members shared insights on existing financial instruments and advisory services, helping identify opportunities for scaling support in the next Multiannual Financial Framework. In this context, the Office further engaged

(15) Based on the 2023 IP Perception Study (ages 15–24), the latest available data: 26% refers to respondents who intentionally purchased counterfeit goods, and 33% to those who intentionally accessed copyright-infringing content. The survey was not conducted in 2024–2025 due to resource optimisation.

with the EIF to build a collaborative framework to enhance the understanding and use of IP rights within EIF-supported programmes, thus laying the groundwork for potential future financial measures. Through the European Cooperation Project 4, the EUIPN has been continuously involved in these developments.

On the international level, the Office strengthened its global engagement by participating for the first time in the 2025 Spring Meetings of the World Bank Group and the IMF in Washington, D.C. This marked a significant step in positioning IP within broader international discussions on innovation, competitiveness and sustainable economic development. On this occasion, the Office signed a memorandum of understanding with the IMF, opening the door to staff exchanges and joint initiatives on IP valuation, the use of IP as an economic indicator, data sharing, forecasting and IP-backed finance.

Throughout the year, the Office also mapped national and regional nodes of the Enterprise Europe Network to promote capacity-building on IP added-value services.

3.2 IP as a tool for growth and innovation

The EUIPO reinforced its commitment to ensuring that IP serves as a catalyst for innovation, competitiveness and sustainable growth across Europe. Recognising that innovative ideas require both protection and access to finance to thrive, the Office advanced a series of initiatives aimed at integrating IP into the broader innovation system and supporting businesses in leveraging their intangible assets.

Business development

In 2025, the EUIPO launched a business development pilot in India and the Republic of Korea, two fast-growing innovation hubs that remain underrepresented in EU trade mark and design filings. Selected based on a thorough analysis of various economic indicators and trends, these pilots served as a testing ground to assess the impact of targeted promotion efforts and to generate market intelligence. Across both markets the Office delivered 28 actions with a combined outreach of 15 000 people, including more than 600 companies and over 650 IP representatives. In Korea, one of the actions was implemented jointly with an EU-funded project, reaching 189 IP professionals. In India, four locally organised events, visits to over ten multinational companies, and six new partnerships with trade agencies and business support organisations strengthened the pilot's reach. Overall, the initiative demonstrated that direct engagement, particularly through chambers of commerce, sectorial associations and other business-focused intermediaries, provides the EUIPO with the agility and effectiveness needed to raise awareness of the EU trade mark and design systems. The results show that this tailored, system-driven approach can generate the insights, evidence and impact required to scale efforts and drive sustainable growth in these priority markets.

In the field of designs, a dedicated Working Group for the Promotion of Designs was established within the Office to oversee awareness-raising activities related to EU designs. A global, comprehensive and structured strategy for this area has

been developed and implemented, within which EU designs will play a pivotal role in outreach and business development activities.

Pro bono services

Through the EIPIC and under European Cooperation Project 4 'Business and innovation support', the EUIPO expanded its offer of free IP support services, making the IP system more accessible to SMEs and start-ups who play a key role in the EU's capacity to innovate. The [Pro bono support](#) initiative, ongoing since 2020 and integrated into the EIPIC service catalogue, continued to deliver tangible benefits by helping businesses unlock the value of their IP assets and integrate IP into their growth strategies. A network of more than 280 IP professionals offer tailored assistance, enabling SMEs to make informed decisions about their IP assets to foster competitiveness and sustainable development. [Access](#) is straightforward (a four-step request and eligibility check), and a public [list of pro bono professionals](#) is available on the EUIPO website. In 2025, over 1 300 SMEs requested pro bono support (over 5 800 since 2020); and over 150 new IP professionals joined our pro bono support (in total 278). As for promotion, the 2025 promotion plan was implemented.

Protecting IP in innovation

The Office strengthened collaboration with key organisations such as the European Innovation Council (EIC), EISMEA and the EIT, to embed IP considerations into innovation programmes and start-up accelerators. In this context, around 30 dedicated activities in the field of joint events, thematic forums, programmes and capacity-building sessions were held. Future collaboration in the field of women's entrepreneurship is also planned.

In April, the Office successfully participated in the EIC's 2025 Summit, Europe's flagship event for deep-tech innovation. The summit brought together nearly 1 500 participants, including policymakers, investors and innovators, and provided an excellent platform to highlight the importance of IP for the EU economy. The Office actively participated in an IP session targeting EIC beneficiaries, SMEs and start-ups. It also had an IP stand in the exhibition area.

Highlights with EISMEA and EIT included further reinforced collaboration through a variety of joint initiatives aimed at enhancing IP awareness, training and innovation, dedicated staff exchanges, as well as key high-level meetings involving EIT directors and representatives from the Knowledge and Innovation Communities (KICs). These efforts included active participation in key events, the delivery of tailored capacity-building sessions, and significant contributions to prominent strategic deep-tech programmes. The EUIPO participated as an institutional partner to the *Deep Tech Talent Pledge*, a European initiative aimed at training one million people in deep tech by 2025, which positions IP as a core competence for Europe's future innovators. Notably, the EUIPO's Intensive IP Educational Programme⁽¹⁶⁾ was featured in the EIT catalogue in the last

(16) The Intensive Intellectual Property Educational Programme (IIEPEP) is a comprehensive series of online sessions complemented with self-paced online materials where participants are introduced to IP rights and IP valuation and

commercialisation, offering practical insights from leading IP experts across Europe.

quarter of the year, further showcasing the Office's contribution to deep tech talent development.

In partnership with the EPO, the EUIPO launched a comprehensive study: [Intellectual property rights and firm performance in the European Union](#). The analysis in the study shows that companies that own IP rights generate, on average, 23.8 % more revenue per employee. When adjusted for factors such as industry, size and location, this advantage rises to 41 %, the strongest impact being in SMEs. Businesses with IP rights also pay wages that are around 22 % higher than those that do not have IP, thus highlighting IP's role in competitiveness and social well-being. While around half of large EU companies own IP rights, only 10 % of SMEs do, revealing a significant gap.

However, the benefits for those SMEs that do register their IP rights are substantial, with these firms reporting 44 % higher revenue per employee compared to their counterparts who do not have registered IP rights. These findings confirm IP as a driver of growth and innovation while also underlining the need for targeted measures to help SMEs leverage their intangible assets. Building on this evidence, the EUIPO and the EPO carried out a new study examining the correlation between IP intensity and sectoral ability to attract venture capital financing. The study was completed in December 2025 and was published in January 2026.

3.3 Key performance indicators

Indicator	Unit	Target 2025	Result
% of EUTM filings in innovative sectors from EU companies	%	Increase	Increased
Assessment of EU competitiveness in the European Commission's European Innovation Scoreboard	Index	110	113
Design applications per billion GDP	%	3.5	3.6
Number of collaborative activities with EU institutions and bodies on promotion of innovation	Number	5	23
Organisations participating in the SME Support Actions	Number	375	436
PCT patent applications per billion GDP	%	3.4	4.5
New SME EUTM filings	Number	90 000	97 010
New SME EUD filings	Number	10 000	33 710
SMEs with registered IP rights in the EUIPN	Number	2 000 000	2 749 312
Trade mark applications per billion GDP	%	6.9	7.3
Venture capital funding obtained by European SMEs	bln €	25.0	25.0

4. Priority Impact Area 4 – Inclusive IP Landscape

Certain groups within the EU, including women creators, innovators and young people, remain underrepresented within the IP landscape. Meanwhile, the IP system's fragmentation – spread across unitary, national and regional rights and managed by various organisations – requires strong coordination efforts. Over the past year, the EUIPO launched several initiatives aimed at advancing a balanced and effective IP system that works for everyone and at enhancing its influence in the development of EU and international IP regulations, thereby reinforcing the EU's IP infrastructure.

The following sections describe the actions taken by the Office for each of the workstreams under this priority impact area.

4.1 Inclusive IP

Women in IP

During 2025, the Office demonstrated its strong commitment to creating a more inclusive IP system, with a particular focus on empowering women. The Office produced three online training sessions, with the aim of raising awareness of the need for women innovators, and the role of IP protection in closing the

gender gap and empowering all types of leaders. These materials, which included testimonials and advice from successful women CEOs and founders, were progressively published under the collection title '[She \(IP\) matters](#)'.

Within the EU, the EUIPO strengthened its cooperation with the EIC and the EIT, particularly in the field of women's entrepreneurship. The Office provided training and resources through joint activities, including a webinar for beneficiaries of the [WomenTechEU](#) initiative and an Intellectual Property Masterclass for the EIT [Girls Go Circular community](#). The Office's Ideas Powered for business network also prioritised raising IP awareness among women, offering tailored guidance and resources to help them use IP strategically to both grow and protect their businesses. By the end of 2025, the Office had trained over 6 000 women entrepreneurs.

The EUIPO kicked off European Cooperation Project 5 (ECP5) 'Inclusive IP Landscape' alongside its dedicated Virtual Community in 2025. This initiative aims to promote equality in the IP landscape by addressing the barriers faced by underrepresented groups, particularly women and the next generation, in business and innovation across the creative, design, and innovative sectors. In 2025, the project advanced through a comprehensive study on *Inclusivity in IP*⁽¹⁷⁾ involving

(17) For more information, refer to Section 6.1. European cooperation (ECP5).

desk research that analysed over 70 studies from the EUIPO, EPO, OECD and WIPO, among others. The report identified systemic, societal and economic barriers that disproportionately affect women and young people, while highlighting practical and national opportunities for targeted outreach, networking, mentoring and partnerships with stakeholders in the IP system including with financial organisations and business advisers. The reviews' findings lay the foundation for pragmatic outreach strategies. The Office also participated in several key events, including the FBE Women Leaders in Law event and the ESN Startup Policy Hackathon.

The Office's efforts to promote gender inclusivity extended beyond Europe's borders, reaching Latin America. Through the EU-funded AL-INVEST Verde IPR project, the [Ingenias LATAM Awards](#) were launched. Their main objective was to showcase women innovators and their creations and inventions on an international stage. The awards recognised women inventors from Brazil, Chile, Paraguay and Uruguay, who hold at least one in-force patent or utility model. The winning inventions included solutions for the visually impaired, treatments for crop diseases, and innovative knitting tools. The inaugural event, co-organised with the Instituto Nacional de Propiedad Industrial (INAPI) of Chile, reinforced the Office's goal of creating a more inclusive IP system. This generated a significant positive media response with 50 articles in the press, reaching a potential estimated audience of over 48 million people who had the opportunity to see any of these mentions in the press. To further enhance visibility, the Office produced four mini-documentaries about the inventors and their creations.

IP Next-GEN

In 2025, the EUIPO launched the IP Next-GEN initiative, a new programme aimed at fostering IP skills in support of European competitiveness. The initiative is designed to empower the next generation of innovators and creators by providing them with the knowledge and skills they need to succeed in the digital age. The IP Next-GEN initiative brings together stakeholders from across the EU to explore how IP education can be integrated into general and vocational education. The initiative aims to promote IP literacy and awareness among young people, helping them understand how they can use IP to protect and promote their innovations and creativity. In May, the EUIPO organised a meeting in Budapest in collaboration with the Hungarian Intellectual Property Office. Representatives from EU ministries of education, national and regional IP offices and other key stakeholders came together to discuss the IP Next-GEN initiative. The meeting highlighted the growing momentum behind integrating IP into education, with a focus on AI, digital transformation and IP literacy. The EUIPO committed to continue working with its partners to promote IP education and awareness, helping to ensure that the next generation of innovators and creators has the skills and knowledge they need to succeed in the global marketplace.

As part of the same initiative, the Office published its [Influencers and IP](#) study in the fourth quarter of 2025. The study investigated how social media influencers throughout the EU engage with IP. It is based on an online survey of 300 influencers active on Instagram, TikTok and YouTube across all 27 EU Member

States. The study found that influencers who own registered IP rights tend to be more advanced in their entrepreneurial and professional journey. For instance, a higher proportion of IP rights-owning influencers operate an online store, as compared to those who do not own IP rights. The study aims to inform the Office's outreach strategies and support EU policymaking by understanding how influencers have impacted young audiences' attitudes towards IP. At the same time, the Office launched the Next-Gen IP Awareness Grants call for proposals, which remained open until late September 2025 and came to a close in December. Two cross-border projects were awarded grants.

The EUIPO continued raising awareness and trained influencers from all the EU Member States on IP through the [Youth Workshop](#) and the online [Powered Up Festival](#). In 2025, the Office delivered two Next-Gen Influencer Youth events. On 1 July, it participated in the Gen-E entrepreneurship festival. This was the largest entrepreneurship festival in Europe and acts as an annual competition aimed at fostering a dynamic community of young innovators who will drive change in Europe and beyond; it gathered more than 1 000 participants from 50 countries and offered the EUIPO the opportunity to engage directly with entrepreneurship education and educators from across Europe. The Office also took part in a panel on copyright during the Web Summit Lisbon, one of the world's largest technology events, renowned for its scale, diversity and influence. A total of 71 386 attendees from 157 countries, 1 857 investors from 86 countries, and 2 725 start-ups from 108 countries attended the event. The EUIPO-INPI Web Summit side event (Web Summit external meet-up) addressed some 50 content creators ahead of the main summit.

4.2 Copyright

EUIPO Copyright Knowledge Centre

As announced in the SP2030, the [EUIPO Copyright Knowledge Centre](#) was created in November 2025 as the umbrella tool and main central point of the EUIPO strategy on copyright. It was launched during the First [EUIPO Conference on Copyright](#) which brought together over 3 000 participants (550+ onsite). During the two-day event, the participants explored how copyright in the EU can keep pace with digitalisation and globalisation, respond to the challenges brought by generative AI, strengthen online enforcement, and better support young creators.

The creation of the Centre aims to improve the protection and awareness of copyright across the EU, with the guiding principles of informing, engaging and exploring solutions for the evolving challenges of copyright in an increasingly digital and global era. Conceived as a 'home for copyright in Europe', the Centre centralises guidance, tools, data and training, including practical resources for creators, businesses and policymakers. It consolidates ongoing EUIPO copyright initiatives and will gradually develop new actions around the six main pillars: 1) copyright tools, 2) economic data and statistics, 3) legal, 4) outreach awareness and education, 5) enforcement fight against piracy, and 6) international.

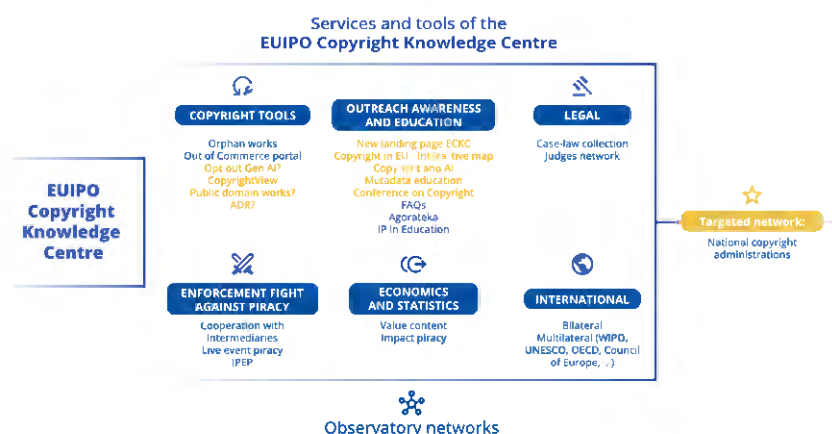


Figure 235. EUIPO Copyright Knowledge Centre services and tools

To address the concerns of copyright holders regarding the use of their works for training AI models, the EUIPO published a comprehensive study *The Development of Generative Artificial Intelligence from a Copyright Perspective*. Covering technical, legal, and economic aspects, the study focuses on three interconnected areas: (1) the use of copyright-protected works as training data, (2) the generation of new content by these systems, and (3) the wider implications for creators, AI developers, and the copyright system. The study also explores the role that the EUIPO and the national IP authorities may play by providing technical support (for copyright holders to reserve their rights, and for AI developers to effectively respect these reservations) as well as non-technical support (e.g. public awareness, forums for technical information sharing, providing information to the public on available solutions, trends and developments).

In the EU, creators receive protection under the national laws of 27 EU Member States. In this context, the Office developed the [Copyright in Europe Interactive Map](#) as a tool to help users navigate and compare national copyright systems, providing key information on legislation, institutions, copyright registers, rights management, the offer of legal content and more. The EUIPO also made many other resources available through the EUIPO Copyright Knowledge Centre landing page, including training and awareness materials, studies and publications. These resources are designed to enhance knowledge and keep users informed about the evolving copyright landscape.

As part of the work on the collection and publication of case-law described earlier under the Management of Appeals and IP Litigation area, the EUIPO continued gathering recent case-law on copyright, in particular Key Enforcement Judgments stemming from national courts and the Court of Justice of the EU, analysing litigation trends and disseminating the information among the interested stakeholders.

Copyright tools

As established in the SP2030, the Office is committed to supporting an improved copyright information infrastructure in the EU. In line with this, the EUIPO started the analysis of CopyrightView, a tool that will increase the transparency, data quality and access to copyright information existing in public and private databases, hence addressing the current fragmentation and inefficiencies of the current copyright database landscape. Its first step was to map the existing copyright-related (public and private) databases and metadata standards, which was finalised by the end of 2025 (published in the first quarter of 2026).

Since 2021, the EUIPO manages the [Out-Of-Commerce Works Portal](#) with the aim of supporting the preservation of the EU's cultural heritage. Out-of-commerce works are works that are still protected by copyright but are not available commercially, such as literary works, audiovisual works, phonograms, photographs and unique works of art. The portal was set up to help ensure that all the information about the use of out-of-commerce works and details about the rights holders' opt-outs is adequately publicised and available in a single, publicly accessible online portal. By the end of 2025, the portal included 2.6 million records. In 2025, it was further enhanced by improving user management and redeveloping its search, alerts and opt-out functionalities. An [API function](#) was also released, to facilitate data exchange between the portal and its users. Also, [Europeana](#)⁽¹⁸⁾ invited the Observatory of the EUIPO to take over the [Europeana Out-of-Commerce Works Working Group](#). The working group is centred around the users of the portal, with representatives from the heritage institutions and copyright rights holders.

In parallel, the Office further improved [Agorateka](#), the European online content portal, boosting its directories aggregator to increase its usability and expand its reach.

(18) Europeana is a European digital library that offers access to millions of digitalised cultural and scientific resources from museums, libraries, and audiovisual collections across Europe.

Live event piracy

In line with the European Commission's [Recommendation on combating online piracy of sports and other live events](#), the EUIPO continued to support the Commission by monitoring its implementation through [pre-established KPIs](#). To reinforce this work, the Office organised three major events in Alicante: the fourth and fifth meetings of the Dedicated Network of administrative authorities on live event piracy, and the second Conference on live event piracy, 'Stepping up the fight against online piracy of sport and other live events – taking stock of progress and challenges'. These gatherings brought together national authorities and private stakeholders to exchange experiences, assess progress since the adoption of the Recommendation, and discuss ongoing challenges such as Internet Protocol Television (IPTV). The discussions underlined the importance of cross-border and cross-sector cooperation and confirmed the EUIPO's key role in facilitating information exchange and supporting the Commission in evaluating the Recommendation's effects.

In November 2025, the EUIPO released the outcome of its monitoring of the Recommendation, with emphasis on the overall visits to piracy websites offering unauthorised retransmissions of live events; notice and action procedures; dynamic injunctions and the availability and attractiveness of legal offers. The report also stresses the added value of the Dedicated Network for the promotion of good practices across the EU. The main findings fed the European Commission's assessment of the effects of the Recommendation, published on 20 November and highlighting areas of progress in the take-up of the Recommendation's proposed measures, while also highlighting the remaining challenges. The documents are available on our dedicated [web page](#).

4.3 Legislative affairs

EUD

In May 2025, key amendments to the European Union design regulation (EUDR) entered into force, marking a major step in the modernisation of the EU's design protection regime. The [EU design legislative reform](#) represents a significant modernisation of the design protection framework, bringing it up to date with the newer technologies and economic realities. It enhances legal certainty, reduces complexity and expands the accessibility of design rights, which will greatly benefit creators and businesses across Europe. The reform aims to modernise, clarify and strengthen design protection; improve the accessibility of design protection in the EU; ensure the enhanced interoperability of the design protection system in the EU; and harmonise the diverging spare parts protection regime across the EU.

The Amending Regulation entered into force in 2024, with the plan to implement the amendments in two phases. Phase I, implementing the key tasks necessary to be legally compliant with the Amending Regulation, entered into force in May 2025, with the following amendments:

- **Rebranding:** registered Community designs (RCDs) became European Union designs (EUDs);
- **Simplified fee structure:** one application fee + flat-rate fees for multiple designs;

- **Broader definitions of "design":** now covering animation, movement, user interfaces (UIs), logos and digital creations;
- **Centralised filing:** all applications to be submitted directly to the EUIPO;
- **New exclusive rights:** design protection expanded to cover online-infringing activities;
- **Limitations added:** greater freedom for repair, referencing and parody;
- **Design symbol:**  – a new visual tool to mark registered designs;
- **Easier ownership changes** without the need to invalidate the design.

The activities to prepare the entry in force of Phase I included the adaptation of the impacted Office's IT tools and documentation (e.g. templates, FAQs), a revision of the Design Guidelines, training and communication actions, including EUIPO website updates.

Phase II, implementing the necessary key tasks for the Office to be legally compliant with the changes brought about by the secondary legislation (the Implementing and Delegated Acts), which will be applicable from 01/07/2026.

To support the communication and understanding of the upcoming [EU design legislative changes](#), the EUIPO hosted a series of dedicated webinars. These included '[Design guidelines: EU Design Legislative Reform updates](#)' (on 01/04/2025), '[Repair Clause: recap and updates post EU Design Legislative Reform](#)' (on 11/03/2025), and '[Unpacking the details of the Designs legislative reform: what's new and what's next?](#)' (on 04/02/2025). These sessions aimed to provide stakeholders with practical guidance and clarity on the new framework, ensuring a smooth transition to the updated rules.

The new possibility of including designs from different classes has been widely adopted, offering greater flexibility and simplifying procedures for applicants. This change has improved efficiency and reduced costs to businesses, while examination productivity has remained unaffected, ensuring a smooth transition to the updated framework.

CIGIs

As mentioned previously under the Management of IP Operations area, in 2025, the EUIPO reached a significant milestone with the full implementation of the new legislative framework for the protection of geographical indications for craft and industrial products.

The new GI scheme for craft and industrial products (CIGIs) introduces a unitary title, which provides unlimited protection in time. National rights will cease to exist on 2 December 2026. This harmonised approach ensures that all GIs that fall within the scope of the regulation are afforded robust and consistent protection across the EU. The legal framework also aligns with the existing regulations for wines, spirit drinks and agricultural products, thereby creating a comprehensive and coherent system for the recognition and enforcement of GIs.

The requirements for CIGI registration ensure that only products with a genuine and demonstrable link to their place of origin benefit from the protection and recognition afforded by the GI system. Applications are generally submitted by producer groups, although single producers or designated authorities may

apply under certain conditions. The application process requires a detailed product specification, a single document and supporting documentation. The scheme offers two main routes for registration of the names of products originating in the EU: a standard two-phase procedure involving national authorities and the EUIPO, and a direct registration procedure for Member States that have been granted a derogation from the obligation to process applications at the national level (Denmark, Lithuania, Luxembourg, Malta, the Netherlands, Finland and Sweden). The Office is also responsible for the registration of third-country GIs, as well as post-registration procedures such as amendments and cancellations. Appeals against Office decisions can be lodged before the BoA. This flexibility ensures that the system is accessible to a wide range of stakeholders, including small and micro enterprises, and that it can adapt to the diverse realities of the European market.

In preparation for the entry in force of the new competency, the Office carried out several activities, that included supporting the European Commission with the preparation of the secondary legislation, drafting of the GI Guidelines, development of GIportal (more details under section 1.1), the creation of the necessary documentation such as FAQs and templates, training and communication actions including modifications of the Office's website.

The Union register of CIGIs (GRegister) was launched, providing a centralised and publicly accessible repository of all EU CIGIs. The GRegister contains key information such as the name, product type, applicant, dates of application and registration, and links to individual documents. This transparency is essential for ensuring the credibility and integrity of the GI system, as well as for facilitating enforcement and market surveillance activities. The Office also maintains [GIview](#), the entry point to the Union register and a database containing official and extended data on both GIs for wine, spirit drinks and agricultural products and CIGIs, including the names and contact details of control

authorities and certification bodies. This tool enhances the visibility of the GI scheme and supports cooperation between national authorities, the Office and other stakeholders.

The implementation of the CIGI scheme was strongly supported by the collaboration and engagement of the national and regional IP offices through the Virtual Community on the New Competences on craft GIs⁽¹⁹⁾. Communication and promotion activities included setting up the [GI Hub](#), the publication of additional FAQs, the third edition of the Geographical Indications Conference (held at the EUIPO premises in Alicante in January 2025 under the theme '[Safeguarding Heritage, Cultivating Future](#)') and promotional videos⁽²⁰⁾. The Office also organised online workshops dedicated to craft and industrial GIs, targeting all types of stakeholders, including producers and producer groups. To reach a broader audience, the workshops were offered in five languages. More than 550 participants attended the live sessions, and many more continue to benefit from the recorded session available on the [Academy's Learning Portal](#). The first edition of the Guidelines for craft and industrial geographical indications was drafted, and the process of adoption was launched with the prior consultation of stakeholders. Additionally, the Office updated the web application for publishing the Trade Mark and Design Guidelines, so it will also be able to publish the CIGI Guidelines when they enter into force in 2026.

In this context, the Advisory Board for CIGIs was set up to support the Union system with expert knowledge and to contribute to the consistent application of CIGI rules. The Board, composed of representatives from all the Member States and the Commission, aims to provide opinions on horizontal matters, share best practices on national procedures, and, when consulted, advise the Office and the Commission on technical aspects relating to applications and appeals.

4.4 Key performance indicators

Indicator	Unit	Target 2025	Result
Documents from the EU institutions quoting EUIPO studies and activities	Number	500	510
IP rights registrations at the EUIPO associated with women	%	25	25
Number of databases referenced in Agorateka	Number	4 800	5 528
Number of records in the Out-of-Commerce Portal	Number	3 500 000	3 564 340
Percentage of green IP rights registered at the EUIPO	%	15	12.2
Share of applications filed by first time IP owners	%	20	59
SMEs obtaining support through the EIPIC initiatives	Number	5 000	51 455
Visitors to Agorateka	Number	18 000	16 393

(19) For more information, refer to Section 6.1. European cooperation.

(20) Promotional CIGI videos (1) (2) (3) (4) (5).

5. Priority Impact Area 5 – Enforcement

Enforcement is a key element for ensuring trust and respect for IP rights, and to transform IP into economic benefits and job creation. The Office focused on supporting IP rights owners in combating infringement, ensuring fair online commerce, leveraging technology for enforcement and building a think-tank for enforcers to broaden their knowledge about the ways to combat this type of crime.

The following sections describe the actions taken by the Office for each of the workstreams under this priority impact area.

5.1 Activities on enforcement

In 2025, the EUIPO further consolidated its role as a key participant in the fight against IP crime, reinforcing its support for enforcement authorities, rights holders and policymakers across the EU. Enforcement activities were aligned with the priorities of the European Multidisciplinary Platform Against Criminal Threats (EMPACT) review cycle 2022-2025. The year also marked a significant milestone: the Council of the EU adopted conclusions on enhancing EMPACT and defining the crime priorities for the 2026-2029 cycle, confirming that IP crime will be included as a sub-priority within the 'Economic and Financial Crimes' priority area. This positive outcome reflects the joint advocacy efforts by the Office and its stakeholders to ensure that IP crime is properly understood and that its poly-criminal nature is adequately addressed, in accordance with the EC's Recommendation on combating counterfeiting.

In this context, the Office led an EMPACT operational action aimed at creating a comprehensive handbook on IP crime investigations and prosecutions made available for law enforcement agencies and the judiciary in Europe. Version 3.0 of the handbook presented good investigative and prosecutorial strategies and practices that have proven effective in relation to crimes concerning IP-infringing goods, the infringement of copyright-protected digital content, IP-related fraud and trade secret theft. An abridged international version 1.0 for law enforcement agencies and the judiciary outside Europe was also developed.

In 2025, the EUIPO intensified its training sessions and webinars for enforcement authorities in collaboration with the European Union Agency for Law Enforcement Training (CEPOL). These activities under the EMPACT framework, in which the EUIPO acts as co-leader and CEPOL as leader, included a series of activities for enforcers combining in-person training sessions and webinars. The idea was to enhance their professional skills and knowledge, focusing on the latest key areas and trends in IP crime and the use of emerging technologies. A webinar was held in March on the intersection of IP crime and digital currencies and another in December on trade secret theft. These joint EMPACT activities were aimed at embedding IP enforcement in the curricula of enforcement agencies across the EU, ensuring a consistent and high standard of expertise and pointing out IP links to organised crime.

Strategic partnerships and pre-operational exchanges

The EUIPO continued its strategic relationships with other EU bodies who play a role in IP enforcement. This provided the EUIPO with a strategic framework for cooperation on

enforcement to better support Member States' national enforcement authorities and rights holders in the implementation of operational action plans targeting IP crime.

Agreements with Europol and the European Anti-Fraud Office (OLAF) facilitated pre-operational exchanges and intelligence activities prior to targeted actions and operations supporting the dismantling of organised crime groups involved in IP infringement. These pre-operational exchanges brought together national authorities, rights holders and other related stakeholders to discuss how best to address IP crime operations. In April, several pre-operational meetings such as Fake Star, Ludus, Afrodite or Elektron were supported by the EUIPO. In July, a conference was held in collaboration with OLAF focusing on the enforcement in the context of essential day-to-day products.

The EUIPO, together with Europol and the Bulgarian authorities, co-organised the IP Crime Conference in Sofia, which brought together more than 270 enforcers and private-sector professionals with the main objective of exchanging information to fight together against IP crime.

To reinforce ongoing cooperation, the agreement with the EU Commission (DG TAXUD) on tools and IP-related cooperation was extended for an additional year (2026). A new memorandum of understanding was signed with OLAF, and the existing memorandum of understanding with the United Nations Interregional Crime and Justice Research Institute was prolonged.

International cooperation was strengthened through the EU4IP EU-Funded programme, with study visits and exchanges involving customs officials from candidate countries. The Office also partnered with the OECD to carry out studies supporting evidence-based policy and enforcement.

Tools

A key pillar of the Office's enforcement strategy in 2025 was the continued development and enhancement of the IP Enforcement Portal (IPEP) as the EU platform for managing customs applications for action (AFAs). In this context, the Observatory, jointly with the EU Commission (DG TAXUD), conducted an analysis of the detention workflows and planned e-notifications to further integrate the central database COPIS with IPEP and the national systems. The results of this analysis were discussed with the Member States.

New and innovative solutions are essential to the future of IP enforcement. For that purpose, the Office launched the IPEP mobile app in June, facilitating access to enforcers on the ground.

In parallel, and following the stakeholders' requests, the Office continued to improve the different functionalities of IPEP, to further facilitate the secure and immediate exchange of information between rights holders, enforcement authorities and intermediaries. Supporting this, the creation of user accounts was facilitated by introducing the use of existing emails for digital authentication. Also, around 500 training sessions were organised, reaching some 2 000 IPEP users, including training sessions with different enforcement authorities, such as the

IPEP training for the Hamburg Police Academy or the multiple sessions with the Financial Directorate of the Slovak Republic (SK customs).

The new [IPEP IP Enforcement Detention Dashboard](#), which displays dynamic IP detention data online, was launched at the Observatory's Plenary meeting in September 2025. The new, dynamic, web-format dashboard displays information graphically, providing the ability to filter and analyse the data. As in the past, the comprehensive dashboard – prepared jointly by the EUIPO and DG TAXUD – is based on figures provided by the police, customs and market surveillance authorities during the previous year. It shows the annual results of IP rights enforcement per EU enforcer at the EU border and in the EU internal market, and it reveals that approximately 112 million counterfeit items were detained in the EU in 2024 with an estimated value of over EUR 3.8 billion.

The Observatory continued to monitor technological developments through the Impact of Technology Expert Group, refining its analysis of areas such as artificial intelligence. The Anti-Counterfeiting and Anti-Piracy Technology Guide was made available in 23 EU languages, providing practical information for rights holders and SMEs.

Cooperation with intermediaries

The Observatory, through its 'Cooperation with intermediaries' expert group, in particular, continued to monitor and report on threats, trends and developments in the digital environment affecting IP rights, as well as on the good practices to address them. In recent years, the work of the group has resulted in several discussion papers identifying the trends and challenges of the misuse of different types of intermediary services for IP infringements and laying down good practices. In 2025, preparations were made for a discussion paper on online advertising (published in January 2026). Given the diversity of topics covered in these papers, and with the Digital Services Act serving as the main regulatory background, the Observatory and its experts began shifting from a sectorial approach to a more horizontal approach. To support this transition, work commenced on a new repository containing the trends and good practices already identified, designed to offer interested parties a better overview and a more user-friendly way to consult the results of the research done. The first version of this repository is planned for publication in 2026, with annual updates envisaged to incorporate new trends and good practices.

Events and conferences

The sixth [International IP Enforcement Summit](#), held in Athens in June, focused on 'Stronger IP enforcement in the digital age'. Co-organised with the Hellenic Industrial Property Organisation (OBI), the European Commission, and the Interagency Market Control Unit (DIMEA), the summit brought together a record number of participants (320) from more than 40 countries. Participants included key policymakers, law enforcement, multinational corporations, SMEs and consumer

representatives. The aim of the discussion was to address the pressing challenges of IP enforcement in the digital era, focusing on SMEs. The participants also explored strategies on how to enhance IP rights enforcement in the EU and beyond, ensuring a secure flow of world trade and safeguarding public and consumer safety. Furthermore, the discussions spotlighted effective solutions and exemplary cooperation methods aimed at preserving international, innovative and creative sectors by countering both the existing and emerging practices of IP crime. Other notable online events included the 'AI in the Classroom: A Teacher's Roadmap to AI Literacy and IP' and 'How is AI currently leveraged by legal practitioners and what is the future likely to hold' webinars in September.

5.2 Observatory network

On 30 September and 1 October 2025, the Observatory held its annual plenary meeting, reaffirming its role as a key forum for strategic reflection and stakeholder engagement. The event brought together representatives from the EU Member States, the European Parliament, the European Commission, international organisations, the private sector and civil society. The meeting provided an opportunity to present the main activities carried out by the Observatory over the past year. Four panels addressed key IP topics: combating IP crime, scaling up IP skills for the next generation, implementing the Digital Services Act and exploring the role of the emerging technologies – such as AI and web crawler technologies – in enhancing IP enforcement investigations.

Additionally, the role of Free Trade Zones (FTZs) in facilitating trade in counterfeited goods was discussed, and a session was dedicated to sharing first-hand experiences and good practices within the EU. Participants also learned about the results of the 2025 detentions, presented through a new tool, the [IP Enforcement Detentions Dashboard](#), designed to streamline access to the data and figures on IP enforcement. Finally, specific attention was given to the Observatory's 2024 work programme reviewing the progress made over this last year, including contributions from its stakeholders.

During 2025, the Observatory's Working Groups played a central role in advancing key IP initiatives. In April, a hybrid Working Group meeting took place while, in November, an online session was held, bringing together experts and stakeholders to address enforcement, awareness and policy development, resulting in strengthened cooperation among participants and clearer alignment on future priority actions. Additionally, the Impact of Technology Expert Group convened in May to discuss how emerging technologies affect IP protection and enforcement. The Legal Expert Group met online in October to examine legal developments and challenges in the IP landscape.

5.3 Key performance indicators

Indicator	Unit	Target 2025	Result
AFAs sent from the IP Enforcement Portal	Number	500	3 359
Companies in the IP Enforcement Portal	Number	1 600	2 678
Course completions via the Virtual Training Centre at CEPOL	Number	200	429
IP Enforcement Portal usage by enforcement authorities	Connections	6 700	10 434
Number of intermediary services that have joined the IP Enforcement Portal	Number	12	9
Online copyright infringement cases in the EU	Number	10.50	9.2
Participants in IP Enforcement knowledge-building events	Number	1 000	3 902
Total value of fake products seized	€	1 000 000 000	3 803 148 481 ⁽²¹⁾
Use of Anti-Counterfeiting Technology	Number	7 560	11 607

6. Priority Impact Area 6 – IP Alliances⁽²³⁾

A key pillar of the EUIPO's global strategy under the SP2030 is the development of IP alliances, which aim to foster collaboration and generate impactful results through strategic cooperation among key stakeholders. These alliances operate via an informal framework that connects IP offices in Europe and worldwide, as well as user associations and other stakeholders to enable a pragmatic, result-oriented, effective generation of knowledge and of knowledge sharing. The alliances focus on three priority clusters: technology, people, and IP business value, addressing emerging challenges and opportunities in the global IP landscape.

The following sections describe the actions taken by the Office for each of the workstreams under this priority impact area.

6.1 European cooperation

In 2025, the Office focused on developing the Cooperation framework for the consolidation and reinforcement of EUIPN expertise. The aim is to transition from a traditional network to active communities that share IP best practices. This evolution requires a dual approach to optimise the capacity and sustainability of the EUIPN, maximising its potential for increased efficiency and effectiveness.

The launch of a new generation of European Cooperation Projects (ECPs).

Strengthening engagement within the EUIPN and enhancing the cooperation framework by launching Virtual Communities (VCs) under the framework of the new ECPs.

On the latter point, each ECP now covers a series of thematic virtual communities, 16 in total for the year 2025. These agile virtual platforms brought together expertise in various areas ranging from CIGs and the transposition of the Design Directive, convergence of practices, exchange on examination, fostering the support of SMEs and the inclusive access to the IP system of digital services including front office, back office and examination tools based on artificial intelligence. Additional Virtual Communities for collaboration addressed the development of pioneering online tools for registering trade marks and designs.

Regarding the launch of the new generation of ECPs, a more straightforward and efficient structure was implemented to consolidate the current broad set of ECPs into five new ECPs under the EUIPN, featuring new business and working methods, innovative technologies and new partnerships with stakeholders. The five new ECPs are:

- ECP1 – Virtual communities for collaboration;
- ECP2 – Consistent user experience;
- ECP3 – Emerging technologies;
- ECP4 – Business and innovation support;
- ECP5 – Inclusive IP landscape

ECP1 – Virtual Communities for collaboration

A total of **seven** VCs were launched in 2025 under ECP1, aiming to reinforce the EUIPN's sustainability.

IP Examination. EUIPN experts and examiners are supported through exchanges on trade mark and design practices, promoting consistency and reducing inefficiencies at the national and EU levels. IP offices and user associations worked on establishing a list of terms used in the digital environment that would serve as a

knowledge repository for trade mark examination. In addition, an exercise to map how IP offices examine trade marks that are in conflict with geographical indications was run. Experts were also updated on the EUIPO's initiatives in AI.

Prospective IP. Prospective IP uses data and forecasting models to guide IP strategies and predict how market trends may affect users and IP offices. The Virtual Community will

(21) Please note that the figure reported corresponds to the value for 2024. The 2025 figure will be published in the IP Enforcement Detention Dashboard Report in October 2026.

rely on synergies with other initiatives such as the European Cooperation 3 project gathering data and statistics and the Experts Group, which saw its launch event held in October in Brussels. Preparations for the kick-off of this Virtual Community in 2026 are underway. To this end, during 2025, a call for IP offices and UAs to designate VC members was completed.

New competence on CIGIs. This VC facilitated the implementation of the CGI Regulation by sharing common processes, providing training on the GIportal, developing awareness materials, and FAQs. In particular, a step-by-step checklist for competent authorities to file existing and new rights has been published on the [EUIPN website](#).

Transposition of the Design Directive. Under the mandate of the new Design Directive, national and regional IP offices and the EUIPO cooperated closely on establishing a common communication on the representation of designs, particularly regarding the newly introduced means of representation, such as dynamic and animated

reproductions. Due to the impact of these new standards, stakeholders such as WIPO and the UAs have also been closely engaged in their development.

Quality. This VC promotes best practices and continuous improvement, supporting ISO certification projects (notably ISO 27001) and streamlining processes.

Trade mark classification. Significant progress has been made in aligning classification practices and terminology, leveraging AI to enhance consistency and ensure the maintenance of tools such as the Harmonised Database and the Terminology Maintenance Console.

Design Classification. To improve the DesignClass database and translation quality, harmonised classification practices and ensure alignment with the latest Locarno Classification edition.

ECP2 – Consistent User Experience

EU practices

In 2025, the Office advanced convergence initiatives and strengthened the predictability of EU trade mark practices. **CP15**, the Common Practice on the *Comparison of Goods and Services: Treatment of Terms Lacking Clarity and Precision and Common Interpretation of Canon Criteria and Other Factors* provided general information on comparing goods and services, focusing on how to treat unclear or imprecise terms. It also established a common interpretation of the Canon criteria and other factors, along with examples to illustrate the agreed practice. CP15 was implemented in 2025 and can be accessed in 23 of the EU's official languages on the [EUIPN website](#). In November, less than one year after the kick-off of these projects, **CP16** *Signs describing the subject matter of goods and/or services* and **CP17** *The distinctive character of slogans* were also adopted by the Management Board and will be implemented during 2026. This success has been possible due to the strong engagement of all the experts involved from IP offices and user associations, and an improved methodology using the Board of Appeal case-law research reports as a starting point. In parallel, a new Common Practice, **CP18** *Descriptiveness of marks designating geographical origin*, was the third project launched. This project started in October 2025 when VC participants defined the project scope and initiated discussions on drafting the Common Practice. The primary objective of CP18 is to reach a common understanding on how to assess whether a sign may serve, in trade, to designate the geographical origin of the goods or services applied for and is, therefore, descriptive under Article 4(1)(c) of the Trade Mark Directive. This will be achieved by creating a CP18 Common Practice that provides clear and consistent guidance for evaluating these types of signs, accompanied by illustrative examples. In addition, under the Virtual Community on the Sustainability of EU Practices, IP offices and user associations have already agreed on two new Common Practices to be launched in 2026 – **CP19** *Reputed trade marks: the link as a cumulative condition under Article 5(3)(a) TMD* and **CP20** *Descriptiveness of names of colours*.

Digital evolution

In 2025, the Office advanced the digital evolution of the EUIPN services through three key areas:

1) Front Office (FO)

The Office made substantial progress in harmonising the user experience by introducing FO version 3 (FO3) for the Member State IP offices. Throughout the year, development continued on eServices, including renewal, rights transfer and generic services, with the integration of the User Area for both trade marks and designs. Key milestones included the Benelux Office for Intellectual Property (BOIP) upgrading its FO3 with nine electronic services and successfully introducing its B2B solution. The FO User Area was also introduced in the Bulgarian Patent Office. At the end of 2025, FO3 went live at the Austrian Patent Office for trade marks and designs. Further implementations of FO3 are ongoing in Greece, Spain, Lithuania and Sweden, while the User Area is currently being rolled out in Greece, Croatia and Latvia.

The analysis of changes required by the Design Directive concluded in 2025, with the necessary adjustments scheduled for development in 2026, and implementation in the IP offices planned for 2027.

2) Back Office (BO)

Significant enhancements were also made to the examiner experience through the progress made in the development of Back Office version 4 (BO4), which integrates the Letter Editor and Examination modules and which ensures seamless interoperability with FO3. BO4 development advanced in parallel with the analysis of the new Design Directive; initial requirements have been drafted, with further development planned for 2026 and implementation in the IP offices in 2027.

The Office supported the Danish Patent and Trademark Office (DKPTO) and the Hungarian Intellectual Property Office in implementing BO3, with the DKPTO achieving the milestone of going live with BO for designs.

BO4 pilot deployments are underway in Lithuania, Portugal and Finland.

Additional achievements include Croatia going live with the Examination Module and Romania introducing the Letter Editor Module by year-end. Austria is finalising digital data preparation for migration, the Examination Module is being implemented in Finland, the Letter Editor module is being introduced in Poland, and integration with Madrid eFiling is progressing in Estonia and Slovenia.

3) EUIPN Tools

The Office delivered significant upgrades to its flagship tools and technical infrastructure, focusing on improving both functionality and user experience. Enhancements to TMview and DesignView included upgrading the search engine with Elasticsearch technology.

The Image Search API pilot, concluded by BOIP, was successfully integrated into their production systems during the year. The TMview Data API was also finalised, enabling improved interoperability across systems. Blockchain integration expanded to 15 national and regional IP offices, with ongoing implementations in Denmark, Ireland, Austria, Slovenia, Slovakia, and Sweden.

The beta version of the new EUIPN Portal (EUIPN.org) went live with its full launch scheduled for Q1 2026. Work commenced on upgrading the ePlatform to deliver a modernised technical stack with enhanced functionalities. Finally, the IP Legislative and Practice Repository prepared a new release to expand its scope by introducing designs and user experience improvements.

ECP3 – Emerging technologies

In 2025, the Office advanced its efforts to leverage emerging technologies to optimise efficiency and foster innovation across the EUIPN through data and AI initiatives.

The workstream on data successfully delivered the EUIPN data repository in October, supported by contributions from 11 IP offices: BG, CZ, EE, EL, CY, LV, LT, PL, RO and SI. A key outcome of this effort has been the delivery of the first analysis of data for the Baltic countries and Finland. Furthermore, the entire EUIPN has provided the necessary data to create the first-

ever IP Trends Report, which is scheduled for delivery in Q1 2026.

The AI workstream focused on integrating capabilities into IP services, organising VCs in May and October to present and discuss functionalities, including language detection, comparison of G&S, comparison of signs, descriptiveness assessments, trade mark meaning interpretation and conversational knowledge bases.

ECP4 – Business and Innovation Support

The Office made significant advancements in strengthening business and innovation support through the launch of the European Intellectual Property Information Centre (EIPIC) Virtual Community, designed to assist businesses, particularly SMEs, in leveraging IP for their development. Following the endorsement of the Charter of Principles and the Catalogue of Services in May, the project shifted to operational delivery, including the redesign and renaming of the EIPIC website to '[Intellectual Property Support for Small Businesses](#)', with the domain ipsupportbusiness.eu secured in September and content updates continuing throughout the year. A communication strategy was prepared for the promotional campaign to be implemented in early 2026. The Office delivered multiple capacity-building initiatives, including six 'Train the Adviser' sessions on various IP-related topics, and launched the ADR training and certification programme for the staff of the

Hungarian Intellectual Property Office in June, the Czech office in October, and the Latvian and Lithuanian offices in December. The training sessions were highly successful with 38 participants successfully completing the training, which received very high rates of satisfaction in the feedback. The Virtual Community met regularly, including an in-person meeting in September, to review progress and define the next steps, such as criteria for a best practice repository, pro bono support initiatives and enhanced collaboration across the EUIPN.

ECP5 – Inclusive IP Landscape

The Office advanced its commitment to promoting inclusivity and equality across the IP system by launching the ECP5 Inclusive IP Landscape Virtual Community in October, bringing together 21 IP offices and 4 UAs to share best practices and strengthen outreach to under-represented groups. The project focuses on women and the next generation in business and innovation, which includes entrepreneurs in the creative, design and innovation sectors. The kick-off meeting included a dedicated copyright session, which was moderated by the Office's Deputy

Executive Director. During the 2nd meeting in December, the Virtual Community approved the final draft of the study on inclusivity in IP. The study's findings will inform future work to improve inclusive access to IP.

In parallel, the European Network of Authenticities, whose aim is to enhance the protection and awareness of IP rights and facilitate the fight against counterfeiting and piracy on a local level, continued to expand, reaching 22 certified cities by December, including new certifications in Rhodes, Riga and

Ciudad Real, and securing Letters of Intention from 11 IP offices to join the initiative under the SP2030. Updated guidelines were shared, operational activities such as logo provision and website updates were completed, and bilateral engagements with IP offices ensured progress towards future certifications. Furthermore, considering the new CIGI Regulation and the importance of GIs in general to local businesses, additional emphasis was placed on promoting awareness of the importance of local GIs (for example, as authentic local products of a specific 'Authenticity' or area).

6.2 International cooperation and partnerships

During 2025, the EUIPO's international cooperation activities contributed to strengthening the global IP system and enhancing opportunities for European businesses in foreign markets. Building on its extensive international cooperation network, the EUIPO, together with the EUIPN, paved the way for agile IP alliances among like-minded organisations, enabling the exchange of ideas, perspectives and best practices to further develop the global IP system in relation to people, technologies and IP business value.

In 2025, IP alliances delivered substantial progress through their three strategic pillars, reinforcing the importance of forming these alliances as a global cooperation platform for IP.

The **Technology** pillar concentrated on advancing the flagship tools TMview, DesignView, TMclass and DesignClass, consolidating their scope and expanding their coverage and functionality. Key achievements included extending image search capabilities across all datasets, integrating new countries such as Paraguay and Uganda, and re-integrating others, bringing the total coverage of TMview to 81 offices and 76 for DesignView. These enhancements improved accessibility and usability for IP offices and stakeholders worldwide. Additionally, this pillar drove the AI initiatives, engaging in technical exchanges and benchmarking with leading IP offices. These collaborations focused on leveraging AI for classification, pre-assessment and automation with a user-centric view.

The **IP Business Value** pillar broadened its scope through strategic partnerships with major global entities, including the IMF, the World Bank, and UN bodies. By participating in the International Monetary Fund and World Bank Spring and Annual Meetings 2025, the EUIPO engaged with new, non-traditional stakeholders in the framework of forming IP alliances, with discussions focused mainly on IP data and analytics, alongside initial exchanges on IP-backed finance, capacity-building coordination and staff exchange. These engagements are contributing to the expansion of the EUIPO's network beyond the traditional IP community including initial reflections on IP as an economic indicator. In relation to inclusiveness, the INGENI@S Award recognised innovative contributions from underrepresented groups.

Building alliances for sustainability, the EUIPO implemented an IP Clinic with WIPO, dedicated to the fashion sector, culminating in a final event held in Alicante in November, where sustainability and the circular economy model, including resale, recycling, upcycling and innovative licensing practices were highlighted as key elements in the industry's ongoing transformation.

Preparatory work began to establish a dedicated Virtual Community on green best practices, focusing on green IP, infrastructures and services. Activities included the nomination and approval of members, consultation on priorities, and the design and distribution of a survey to assess current interests across the EUIPN. Survey results were reviewed in September, and work continued in October to draft the charter and set the agenda for Q1 2026.

Key IP aspects such as the protection of sustainable materials and technologies, and licensing agreements, were also explored, reflecting the sustainability priorities of the EUIPO Strategic Plan.

The **People** pillar included the Young Leadership Programme (first pilot), which brought together at the EUIPO a diverse group of emerging IP professionals from non-EU IP offices and from the business sector, focusing on leadership development, strategic IP management and fostering cross-cultural collaboration. This initiative not only strengthened global talent but also created a network of future leaders committed to advancing IP systems worldwide. In parallel, conceptual work began on the SNE Network, aimed at connecting current and former seconded national experts to share best practices and enhance institutional knowledge exchange.

The EUIPO also addressed the international aspects of its new competences, such as CIGIs, by establishing alliances and promoting the EU's role as a centre of excellence in these fields. Together, these efforts underscored the EUIPO's commitment to creating a more inclusive, technologically advanced and value-driven IP system globally.

As part of its commitment to the convergence of practices with a view to creating a business environment for EU companies akin to that existing within the EU, the EUIPO has collaborated with several national offices, particularly those in the European Economic area, to prepare practice papers that are aligned with the Common Practices (CPs) developed by the EUIPN. The Industrial Property Office of the Business Development Agency of the Principality of Monaco (MCIPO) and the General Directorate of Industrial Property (GDIP) of the Republic of Albania have both implemented CP14, which concerns trade marks contrary to public policy or accepted principles of morality. In parallel, the Institute for Intellectual Property (IIP) of Bosnia and Herzegovina has implemented CP9, which addresses the distinctiveness of three-dimensional marks (shape marks) containing verbal and/or figurative elements when the shape itself is not distinctive. The Icelandic Intellectual Property Office (ISIPO) now applies CP8, which relates to the use of a trade mark in a form differing from that registered, as well as CP9 on the distinctiveness of shape marks. Furthermore, the Norwegian Industrial Property Office has implemented CP13, which deals with assessing trade mark applications made in bad faith, and CP14 on trade marks contrary to public policy or accepted principles of morality. Simultaneously, the Office promoted the convergence of trade mark and industrial design practices, aiming to simplify the application and registration process for users of the IP system via specialised conferences and

workshops under EU-funded projects in Asia, Latin America and Africa.

The Office also strengthened its cooperation with international IP offices and external stakeholders on areas of common interest such as IT cooperation, training, IP awareness, enforcement and scam activities. This cooperation involved IPI Switzerland, the Ministry of Intellectual Property (MOIP) in Korea, IP Australia, WIPO and the EPO, among others.

In January, the Office hosted an online TM5⁽²²⁾ workshop on bad faith practices with three partner offices from the Western Balkans (Albania, Bosnia and Herzegovina and North Macedonia) where the IP offices exchanged information on the latest cases, the role of intent and declarations of use, how they consider evidence of malicious intent, reputed marks, repeated filings, and even public morality grounds to combat bad faith applications. In May, the USPTO hosted the 2025 Midterm meeting in which the EUIPO participated. Representatives of the five jurisdictions also gathered at the TM5 User Session where the USPTO updated everyone on the recent changes to their fee structures. The JPO and KIPO (now MOIP) reported on the introduction of their consent system, CNIPA on their application intention commitment mechanism to reduce bad faith filings, and the EUIPO noted the rising number of cases being handled by its Mediation Centre⁽²³⁾. The private sector celebrated the 10th anniversary of the [ID List](#) (a list of G&S descriptions and their classifications that are pre-approved by all TM5 partners) with the TM5 partner offices. The importance of examination speed and quality were emphasised. In relation to designs, the ID5⁽²⁴⁾ had extensive discussions on two new project proposals related to the Hague System. The group also held its annual New Technologies Exchange and discussed the latest developments in IT tools used for design examination and recent legislative changes. In March 2025, the EUIPO welcomed the Commissioner of the KIPO (now MOIP), for his first visit to the Office's headquarters in Alicante. The visit focused on reinforcing collaboration between the two offices and exploring ways to advance the global IP system.

In 2025, a total of 6 new memoranda of understanding (MoU) were signed with the Comunidad Andina, Costa Rica, Ecuador, Paraguay, El Salvador and the IMF, a first of its kind. The MoU with China was renewed, while other renewals are ongoing.

Cooperation between WIPO and the EUIPO remained strong across a wide range of areas. The EUIPO continued to play an active role in WIPO task forces and committees and it took part in the 2nd IP Analytics Community of Practice Symposium. The EUIPO also attended the celebration of the 100th Anniversary of the Hague System in November. WIPO also engaged in EUIPO-led initiatives, including the Virtual Communities and liaison meetings.

In 2025, the [IP attachés network](#) continued to support EU businesses seeking IP protection and to gather valuable insights to develop international strategies on IP. The IP attachés continued contributing to the removal of trade barriers and business promotion through targeted interventions and strategic dialogue with stakeholders in the relevant non-EU countries. In

some cases, they even addressed requests from the respective EU Delegations to attend Free Trade Agreement negotiations and other activities falling under the remit of the Commission. In particular, they contributed to the drafting of five ad hoc intelligence reports on specific topics of interest for the EUIPO and of two general reports on the implementation of the SP2030's objectives as part of their EUIPO tasks.

Further to the ongoing efforts to strengthen the EU Delegations IP Network, the EUIPO also worked closely with DG TRADE, providing technical assistance for the *Report on Intellectual Property Rights in Third Countries* and the Counterfeit and Piracy Watch List. The Office reaffirmed its commitment to integrating the network activities of EU-funded and bilateral programmes with third countries, particularly through international projects focused on the enforcement of IP rights.

6.3 EU-funded projects

In 2025, the EUIPO reinforced its position as the EC's trusted partner for IP cooperation by delivering significant progress on EU-funded projects. The nine projects implemented during the year were adapted to reflect the priorities of the SP2030, ensuring that activities contribute to supporting EU businesses in global markets, implementing EU policies in non-EU countries, supporting the EU's Global Gateway and the overall competitiveness agenda and expanding cooperation into new areas such as IP-backed finance and emerging technologies.

During 2025, two new phases of previous EU-funded projects began: the **CARIFORUM Intellectual Property Rights and Innovation project (CarIPI)** in April, and **Intellectual Property Protection and Enforcement in China: A Key to Sustainable Competitiveness of the EU (IP Key China IV)** in October. Moreover, the new, four-year **EU-Japan project**, co-financed by the Foreign Policy Instruments under DG TRADE's lead, was launched in October. This project focuses on defining common approaches for new emerging issues and, in particular, coordinating responses to the challenges brought by rapid changes in technology, e-commerce operations, and the need for continuous alignment. The project's goal is to facilitate trade in IP-intensive products and promote greater alignment in IP protection and enforcement to support EU-Japanese businesses in protecting, managing, commercialising and enforcing their IP rights across borders.

Implementation of the AfriPI project in Africa was finalised in October 2025, having delivered several significant milestones. During its five-year implementation period, AfriPI achieved several notable successes across the continent. Notably, it provided **EU SME support through the Africa IP SME Helpdesk**, offering first-line IP advisory services, capacity building and training. The project also played a central role in **promoting regional integration**, including **supporting the AfCFTA by advancing the IP Rights Protocol and its annexes**. Alongside key work in creating trade mark and design guidelines in the African Intellectual Property Organization (OAPI), this helped to prevent the fragmentation of the African

(22) The TM5 is a framework through which five intellectual property offices: the China National Intellectual Property Administration (CNIPA), the EUIPO, the Japan Patent Office (JPO), the Ministry of Intellectual Property of the Republic of Korea (MOIP), and the United States Patent and Trademark Office (USPTO) exchange information on trade mark-related matters and engage in cooperative activities for their mutual benefit, as well as for the benefit of their respective trade mark filers and registrants.

(23) For more information on Mediation Centre cases, refer to Section 1.4.

(24) The ID5 is an industrial design framework comprised of the CNIPA, the EUIPO, the JPO, MOIP and the USPTO, built around the value and significance of industrial design in global and domestic markets, and its expanding role in innovation.

internal market and contributed to the development of a coherent continental IP framework. AfrIPO has reinforced cooperation with **OAPI in developing GIs**, such as Ylang Ylang from Comoros, Pierre de Mbigou from Gabon, and Poutargue Imraguen from Mauritania. The project also established an IP judges' network in OAPI and integrated data into the EUIPN's flagship tools. **The African Regional Intellectual Property Organization (ARIPO) region** received support, with key normative developments, including work towards **creating a GI framework for developing national legislation**. AfrIPO has contributed to gender-inclusive IP initiatives, including activities such as the conference for women entrepreneurs in Uganda and the academic IP master programmes, thereby further embedding inclusiveness across its cooperation efforts. Furthermore, **the project collaborated** with key African countries, such as Nigeria, **at a national level**, supporting the development of a GI bill that outlines the legal basis for GI development in the country. In 2025, the Uganda Registration Services Bureau integrated trade mark data into TMview; Zanzibar adopted the harmonised database of G&S in TMclass; and the OAPI made its design data available in DesignView, promoting the transparency and harmonisation of IP practices across the continent.

In Latin America, the **AL-INVEST Verde IPR** was completed in November with a number of high-level impact activities. In June, the EUIPO hosted the 5th Virtual Meeting of IP Experts from MERCOSUR and Chile, focusing on TMview adoption and collaborative solutions. The EUIPO also published a study on the economic contribution of IP rights-intensive industries in Argentina (2019-2024), thus highlighting their role in national economic development. The EUIPO also reaffirmed its commitment to strengthening global IP alliances, particularly with Latin America, the EU's fifth-largest trading partner. The project similarly advanced inclusiveness through the first Ingenias LATAM Award by honouring four women from Chile, Brazil, Uruguay and Paraguay, and showcasing female talent as role models while reinforcing the alliance on inclusiveness between Latin America and the European Union. The **IP Key Latin America Summit**, which was the final activity of the **IP Key Latam project** (that came to an end in Q1 2025), held in Rio de Janeiro from 3 to 5 February 2025, highlighted the vital role of IP in driving innovation, economic development and investment in the region. The summit celebrated seven years of achievements, including workshops, seminars and enforcement support, which strengthened IP systems and created new opportunities for businesses, especially SMEs. On that occasion, the EUIPO signed five MoUs with IP offices in Paraguay, Ecuador, El Salvador, Costa Rica and the Andean Community, thus deepening engagement and fostering a more integrated IP framework across Latin America. In the same meeting, the Office launched the *Study on the economic contribution of IPR-intensive industries in Brazil*. The study identified and measured the economic impact of IP rights-intensive industries in Brazil by revealing that they accounted for nearly 50 % of GDP, employed over 22 million people annually, and dominated international trade, accounting for 64 % of exports and 84 % of imports. These findings underscored the importance of IP in driving economic development and innovation.

In Asia, cooperation progressed under **IP Key SEA**, the implementation of which was finalised in December 2025 delivering meaningful and tangible results in strengthening IP systems across South-East Asia. Among its notable

achievements, the project supported key legislative reforms such as the establishment of the Philippines *sui generis* geographical indications (GI) system or the enhancement of Malaysia's GI system with several project recommendations reflected in the **Geographical Indications Act 2022 (Act 836)**. It also successfully implemented over **99 activities**, engaging more than **7 000 participants** contributing to a more transparent, harmonised and effective IP environment for European and regional stakeholders. Cooperation in South-East Asia will continue under the SCOPE IPR project. Under the **EU-RoK IP Action**, the EUIPO co-organised the **IPR Conference 2025: IP Strategies in the Age of AI** in Seoul with MOIP (the Korean IP Office) and the European Chamber of Commerce in Korea, bringing together experts from Europe and Korea to address emerging challenges in IP protection.

A significant development in 2025 was the progression of the EU-funded project involving the Eastern Partnership countries, specifically Moldova and Ukraine and its extension to Armenia. In Moldova, the EUIPO facilitated the implementation of CP14 in collaboration with the State Agency on Intellectual Property (AGEPI), supported by the EU-funded EU4IP project as part of a broader convergence process supported by the EUIPO. Significant progress was made in the area of collective management organisation rights through various impactful workshops and legislative alignment in trade mark, copyright and enforcement.

Cooperation with the Ukrainian authorities and users was at the top of the Office's agenda in 2025. The EUIPO extended time limits for Ukrainian parties to ensure continued access to IP rights protection and, in close cooperation with the EU institutions, supported the implementation of the IP component of the 14th sanction package against Russia. The Office also offered opportunities to the Ukrainian IP Office (UANIPIO) staff through hosting an in-house seconded national expert and employing Ukrainian students via the Pan-European Seal (PES) traineeship in Alicante. Furthermore, in October 2025, UANIPIO's trade mark data was successfully integrated into TMview, marking a significant step in Ukraine's integration into the EUIPN. This milestone enhanced the market transparency and accessibility of trade mark information, reinforcing Ukraine's alignment with EU standards and practices.

Beyond implementation, preparations continued to start a new action in the Western Balkans in early 2026, after the signature of the project in December 2025, and for the second phases of the AfrIPO and AL-INVEST Verde projects. In parallel, the EUIPO advanced the design of the next generation of EU-funded projects, focusing on innovative cooperation modalities and strategic partnerships. Progress included mapping stakeholders and instruments such as international organisations and financial institutions, and exploring flexible mechanisms like trust funds, blending instruments and TAIEX/twinning programmes. Desk research progressed ahead of schedule, enabling the identification of the regions and partners best positioned to deliver impact. The EUIPO also reinforced its role in enforcement cooperation. In September, the Office hosted a series of enforcement-focused meetings in Alicante, including exchanges with Western Balkan authorities back-to-back with the 12th edition of the **European Intellectual Property Prosecutors Network (EIPPN)** meeting. These events created a dynamic platform for cross-border dialogue and strategic cooperation on IP crime.

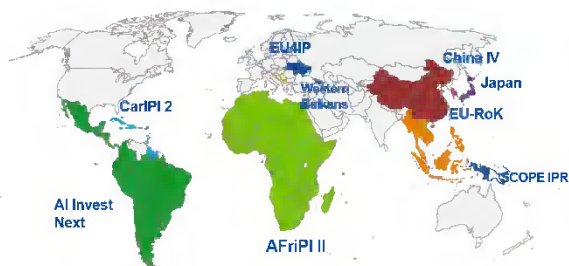


Figure 24. EU-funded programmes

6.4 Key performance indicators

Indicator	Unit	Target 2025	Result
Accumulated number of tools and common practices implemented for the benefit of users	Number	1 400	1 500
Customer perception of the degree of convergence in the EUiPN	%	65.0	80
Design filings at the EUiPN filed using EUiPN tools	%	65.0	93.8
EU businesses registering TMs, designs or GIs in non-EU offices	Number	150 000	69 727
National offices' satisfaction with ECP tools	%	80.0	80.0
Number of global IP topics launched in EUiPO-led international cooperation initiatives	Number	5	11
Number of IP offices participating in flagship tools	Number	294	301
Number of Member States supported in implementing legislation	%	80.0	80.0
Number of non-EU countries' IP regulations, practices and standards aligned with EU/international IP standards as a result of EUiPO actions	Number	8	12
Number of non-EU stakeholders working with the EUiPO in thematic IP alliances	Number	10	11
Number of reports/studies developed within International cooperation (IC) initiatives feeding into EU-led IC initiatives	Number	2	2
Number of key SP2030 initiatives benefitting from international cooperation input	Number	5	8
Trade mark filings at the EUiPN filed using EUiPN tools	%	65.0	90.0
Usage of TMview, DesignView, TMclass, DesignClass and GIview	Number	2 200 000	2 681 039

7. Organisational Enabler 1 – People, technology and work environment

The EUIPO places paramount importance on its talent, supporting a positive culture that values teamwork, promotes innovation, champions diversity and inclusion, and enhances staff well-being, while fostering a transparent social dialogue with the Staff Committee. The main goals are to create and retain an inclusive and talented workforce and to continue to expand staff knowledge. When combined with technology and the workplace, these efforts are key to transforming the Office's operations by making processes more efficient, consistent, cost-effective, accurate and secure.

The following sections describe the actions taken by the Office for each of the workstreams under this organisational enabler.

7.1 Talent management⁽²⁵⁾

In 2025, the Office carried out its 'Talent Management' activities based on the SP2030 and its Staff Policy, prioritising internal talent for resource and efficiency optimisation. In this regard, a comprehensive approach to staff allocation in the Office was launched with a new talent intelligence management model that allows proactive recalibration of resources to cover existing and future business needs in a balanced manner across departments. In this context, **an Office-wide skills review exercise was carried out to evaluate capabilities and forecast future skill needs**. In parallel, a new productivity model was developed to complement the existing product unit cost framework, as the model provides additional objective data at department level that will enable further operational efficiency.

The Office ensures to **valorise staff's careers** through opportunities for greater job stability and improved contractual conditions. So far, 30 staff members have already benefitted from this via transfers as officials, transformations of contract agents (CAs) to temporary agents (TAs) and changes of function group for CAs as well as certification. Moreover, 8 indefinite contracts were granted to well-performing TAs and, for the first time, to CAs. This represents 100 % of all agents concerned, marking another milestone in talent retention. Additionally, a total of 6 external selection procedures were launched, including for middle management positions that had become vacant during the year.

In line with the succession planning initiative, the Office continued to develop talent clusters for its critical posts based on staff members' profiles, potential and personal interests. Career development was further supported through IP career itineraries and career guidance.

Targeted upskilling and reskilling learning opportunities were offered to keep staff up to date in new technological advancements including in AI and cybersecurity, and for reformed or new IP competences, such as EU designs and craft and industrial geographical indications. These efforts were complemented by awareness-raising events such as the EUIPO Upskilling Week in October, in which more than 200 staff participated, showcasing opportunities for professional growth and innovation.

One of the cornerstones of the Office's SP2030 Staff Policy is to champion diversity and inclusion. In this regard, the Office implemented its first Equal Opportunities Programme (EOP), a comprehensive initiative grounded in the principles of equality and non-discrimination. To advance this vision, several initiatives were launched such as the establishment of a **Committee on Diversity**, bringing together key departments responsible for leading and contributing to the SP2030 actions related to diversity and inclusion. Further actions focused on enhancing communication and visibility. Career opportunities were promoted through social media, targeting recruitment events, with a particular emphasis on engaging young people, female talent and underrepresented nationalities. Additionally, the Office actively engaged in networks and working groups to share knowledge and best practices in the diversity and inclusion space. Awareness-raising initiatives, such as the external and internal campaigns for International Women's Day, participation in the EU Diversity Month, and the launch of the Diversity and Inclusion Learning Wallet also played a central role. Training for selection boards on unconscious bias and inclusive interviewing techniques was delivered, alongside contributions to interagency forums such as the European Union Agencies Network (EUAN), the Women's Support Network, and the Diversity and Inclusion Working Group. These actions raised awareness about gender balance, cultural diversity and inclusivity across the organisation.

The EUIPO continued to invest in young talent through traineeship programmes, including the Pan-European Seal (PES) and Young Professionals (YP) schemes. These efforts were complemented by preparatory work to extend the duration of PES/YP traineeships, allowing selected trainees to continue their professional learning journey for an additional year in a multicultural and innovative place of work, with new and diverse tasks, to gain further practical experience and strengthen their professional readiness.

Well-being through a healthy work-life balance remained a priority. After receiving the European Commission (EC) agreement to adopt new, own rules on working time and hybrid working methods, the Office started preparing to adopt the new Decision that will introduce improvements to the Office's long-established and well-functioning framework for teleworking, maintaining structural teleworking for up to 90 % of the working time and introducing new flexibility measures, including teleworking from abroad for up to one month in exceptional circumstances. These arrangements support staff in balancing their professional and personal responsibilities while ensuring operational continuity. Another factor contributing to the attractiveness of the Office, is the availability of the European School in Alicante for the children of staff members.

In the area of data and modernisation, the Office made significant progress in upgrading the onboarding platform and automating the offboarding process, improving the employees' overall experience. Regarding missions, the Office finished working on the automation of the mission process, it launched a hybrid travel model and prepared a revision of the legal framework for a future application by analogy of the new EC Mission Guide. These efforts contributed greatly to the Office's

(25) Disclosures covered in this section: 2-7 Employees (additional data also included in the 2025 GRI Content Index).

broader efforts to automate and simplify administrative processes. In the area of Selections, online proctoring solutions for remote written exams have continued to be employed in external selections since their introduction in 2022, leveraging new technical features that are aligned with the latest advancements in this field.

The highest ethical standards apply to all Office operations. The EUIPO is committed to providing efficient means to prevent any form of psychological or sexual harassment in the workplace, and in creating and preserving a work environment in which all staff are treated with dignity and respect. In the context of the anti-harassment policy, the Office selected new confidential counsellors to play a key role in implementing the policy and in raising awareness amongst staff.

To conclude, collectively, all these initiatives underscore the EUIPO's commitment to nurturing a diverse, skilled and future-ready workforce, aligned with strategic priorities and prepared for emerging challenges.

7.2 Digital innovation

The EUIPO has been recognised as the [world's most innovative trade mark office](#) according to the 2026 Intellectual Property Innovation Ranking, published in December 2025 by World Trademark Review, sharing the top position for the first time with the UK Intellectual Property Office. The international analytical platform specialising in trade mark law highlighted the EUIPO's continued leadership in innovation and links it to the Office's scale, consistency and integrated approach, describing the EUIPO as an example for other IP offices around the world. This recognition reflects the Office's long-term commitment to innovation in support of a modern, efficient and accessible EU IP system that serves rights holders, businesses and the public across the EU.

In line with the goals set out in the SP2030, the Office set the focus of its digital services on innovation, optimisation, simplification and the strategic use of technology to enhance its operational capabilities, efficiency and service delivery. The appropriate management and maintenance of IT software and hardware has ensured systems are updated, secure and running smoothly with consistent levels of availability. This activity has been especially challenging in 2025 as it included the migration of all Office client devices to Windows 11. In its ongoing commitment to enhancing internal processes and advancing digital transformation, the Office optimised operations by introducing automated modules to replace email-based workflows and by automating onboarding to improve the employee experience. Additionally, as mentioned above,

automation for mission management was enhanced, and a hybrid travel model was launched.

In 2025, the EUIPO advanced the transformation of its linguistic business function to strengthen multilingual access to IP information. Close collaboration with the Translation Centre and the Commission's Directorate-General for Translation remained pivotal, ensuring that digital language solutions improve efficiency, reinforce quality assurance, and enhance user experience across the Office's services. As part of its ongoing modernisation of the service catalogue and technical infrastructure, the Office launched the Linguistic Services Client Portal in the final quarter of 2025. This platform centralises translation requests, streamlines workflows and harnesses cutting-edge technology to drive efficiency. In 2026, the Office will progressively extend the new model across departments, maintaining a high level of service quality adapted to different document needs, while promoting sustainability, sound resource management and operational efficiency.

During the second half of the year, the EUIPO launched the Relationship Management initiative aimed at improving the internal operational efficiency of relationship management activities, enhancing overall customer satisfaction, and identifying business development opportunities. Centralising and making all the activities with external parties visible promotes enriched business intelligence and increases the opportunities to make data-based decisions and initiatives. Supported by this new approach, the EUIPO aims to gain a 360° overview of all the initiatives with its external stakeholders across departments and to streamline the collection, organisation and analysis of data related to these activities (customer service, working groups, business development, events, feedback, etc.). During 2025, the business needs of several departments were collected considering both current demands and potential areas for expansion. Based on the business requirements, a market study was conducted.

Gen AI

The Office continued to follow a structured approach to AI integration through the three levels of adoption, as defined in the EUIPO AI governance guidelines, ensuring a safe and controlled environment for experimentation with GenAI for both staff and trainees.

Furthermore, the Office developed guidelines for the human-centric implementation of AI in alignment with the EU AI Act principles. These included the establishment of an inventory of AI tools and services used at the Office, as well as the launch of external communications on the responsible use of AI at the EUIPO, providing transparency on AI usage.

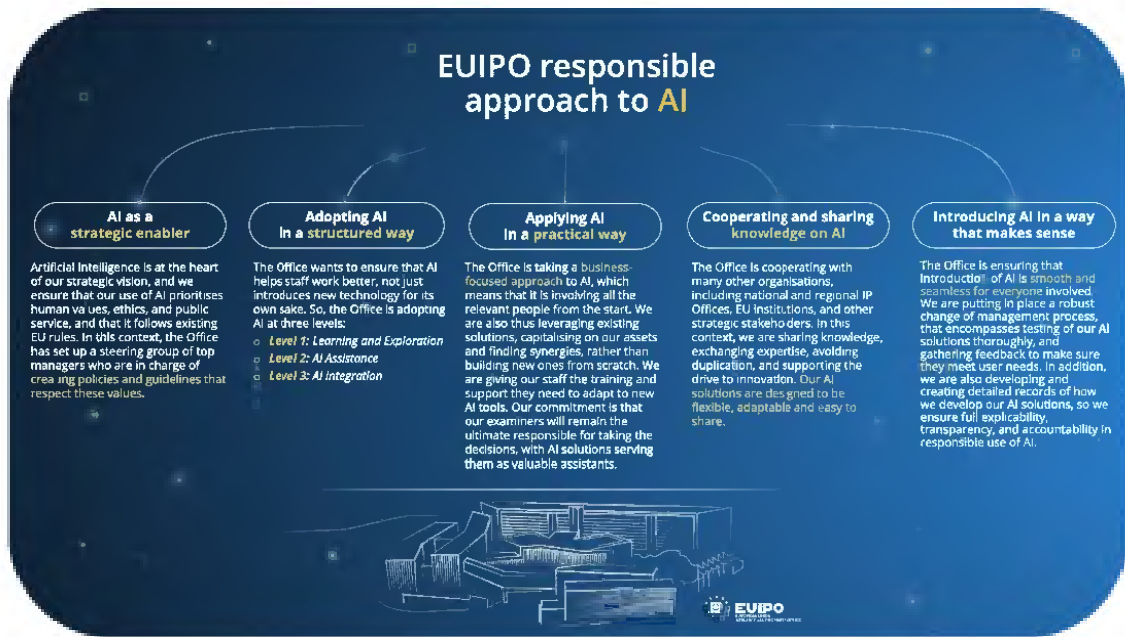


Figure 25. Approach to AI at the EUIPO

In parallel, the Office developed an AI work instruction to support the practical implementation of AI solutions and strengthened its collaborations with the EU national and regional IP offices, as well as the EU institutions, to facilitate knowledge sharing and the exchange of expertise.

A major milestone was the implementation of an AI driving licence, an Office-wide AI upskilling programme for all staff, in line with the AI literacy requirements of the AI Act. Additionally, the launch of AI tools across the Office has followed a positive pilot phase, which seeks to leverage AI-driven tools for efficiency and data-driven decision-making.

Technology infrastructure

Adaptive maintenance of IT tools progressed with upgrades to core systems, including the Spring Framework and Linux OS migrations, ensuring business continuity and reducing technical debt.

Considering current geopolitical tensions, the EUIPO also adjusted its Cloud Platform Evolution strategy. In 2025, the Office prioritised the transition to European cloud platforms to enhance digital sovereignty, regulatory compliance, and operational resilience. Existing applications continued to operate on US-based providers, while new deployments were paused until reliable European solutions became available. The Office engaged with EU providers and is involved in the European Commission's Sovereign Cloud initiatives, including proof-of-concept projects with European vendors. Contingency planning was implemented to ensure business continuity in the event of service disruptions, with investments made in on-site backup and migration readiness. This strategic shift balanced short-term continuity with long-term alignment to EU priorities, ensuring that

the Office's technology infrastructure remained secure, adaptable and future proof.

Cybersecurity

In accordance with the EU Cybersecurity Regulation (EU 2023/2841⁽²⁶⁾), the Office submitted both the Maturity Assessment, demonstrating progress in cybersecurity maturity, and the Cybersecurity Risk Assessment to the EU Inter-institutional Cybersecurity Board (IICB). These assessments will inform the 2026 Cybersecurity Action Plan and guide future improvements. Furthermore, the Office validated its 2030 Zero Trust Roadmap, transitioning from traditional perimeter-based security to a model that verifies every access request, thereby strengthening resilience and supporting digital and cloud initiatives. In this context, the deployment of Multi-Factor Authentication (MFA) for the EUIPO User Area and electronic forms began as an optional feature for all users, ahead of a full rollout in early 2026. This milestone enhances the Office's digital security posture, ensuring compliance with regulatory requirements and aligning with its long-term strategy for secure user access.

To further reinforce security, several key initiatives were implemented in 2025 to mitigate cyber threats and safeguard sensitive data.

(26) Regulation (EU, Euratom) 2023/2841 of the European Parliament and of the Council of 13 December 2023 laying down measures for a high common level of

cybersecurity at the institutions, bodies, offices and agencies of the Union, OJ L, 2023/2841, 18.12.2023

7.3 Sustainable and effective workplace⁽²⁷⁾

In 2025, the EUIPO reinforced its commitment to creating a modern, sustainable and resilient workplace. Efforts focused on key areas to ensure that the Office remains an attractive, secure and efficient environment for staff and visitors.

Health and safety

The Office implemented targeted measures to reinforce campus safety and security, as well as improving on-site conditions. Upgrades included strengthening fire safety on the ground floor of the main building, while other works were carried out to enhance the security of the Campus and its occupants. Several execution projects were also drafted to improve the fire resistance of the AA1 building façade.

To promote health and well-being among staff, a series of campaigns and activities were organised, including sports competitions, physical fitness initiatives and ergonomic training sessions.

Campus and facilities

In 2025, the EUIPO continued to optimise its campus and facilities to support a modern, collaborative, safe and secure working environment. Efforts focused on improving infrastructure resilience with the aim of ensuring the continuity of the Office's operations. Investments were made to renovate equipment at the end of its lifecycle such as the Building Management System (BMS) in the AA1 building, chillers in the AA1 and AA2 buildings and cold rooms in the AA1 kitchen.

Despite the major blackout that impacted Spain, Portugal and France in 2025, the EUIPO operations were not impacted, receiving and processing more than 700 applications for IP rights during that period. This demonstrates the robustness of its infrastructure.

Environmental sustainability

The EUIPO is fully committed to environmental sustainability and plays an active role in reducing its carbon footprint and other environmental impacts. In 2025, the Office launched a decarbonisation and energy self-sufficiency study, which informed a comprehensive energy strategy that aims to increase the use of renewable energy. Work also progressed on defining

the project for connecting the campus to the municipal recycled water network, which will significantly increase the use of reclaimed water. Following an interdepartmental working group, a series of guidelines for staff containing best practises to minimise the carbon footprint of digital activities and teleworking were published.

Since 2008, the EUIPO has actively embedded sustainability and eco-efficiency into its operations through various green programmes. This includes the EMAS (Eco-Management and Audit Scheme) and the top BREEAM certification for all newly constructed facilities. In 2025, these efforts continued, with green public procurement criteria being applied to 95 % of tenders by budgetary volume and the implementation of projects aimed at reducing greenhouse gas emissions and improving energy efficiency. The Office also maintained its commitment to limiting paper consumption and optimising water use, while fostering a culture of sustainability among staff through awareness campaigns, training and engagement initiatives. Thanks to these measures, the Office has successfully minimised waste, cut down on water and energy use and kept the carbon footprint within the target range. The *Environmental Statement* and *Carbon Footprint Reports* for 2024 were made public on the Office [Transparency Portal](#).

7.4 Legal compliance

The Office stayed up to date and ensured compliance with various aspects of EU corporate law, encompassing finance, procurement, contracts, IT and infrastructure, matters of statutory and employment law, anti-scams initiatives, data protection and access to document requests, enforcement and copyright issues, and other areas.

The Office also managed non-IP litigation cases before national and EU courts and other authorities, defining legal strategies, preparing and reviewing procedural documents, attending oral hearings, analysing judgments and proposing implementation measures. In parallel, the EUIPO maintained its corporate IP portfolio, the Register of Executive Director Decisions and Communications, publications in the Official Journal, and the legal review of documents requested by the EUAN.

Collaboration remained a cornerstone of the Office's compliance approach. Throughout the year, the EUIPO actively participated in the Inter-Agency Legal Network and its working groups, contributing to discussions on regulatory developments and best practices. These exchanges reinforced the Office's ability to anticipate legal risks and adapt to evolving EU legislation.

(27) Disclosure covered in this section: 2-22 Statement on sustainable development strategy (additional data also included in the Office's 2025 GRI Content Index).

7.5 Key performance indicators

Indicator	Unit	Target 2025	Result
% of processes digitalised	%	90.0	93.8
Adoption rate of existing and new tools	%	25.0	100
Automation rate	%	50.0	41
Average age of the EUIPO workforce	Years	Decrease	Decreased
Energy consumed per onsite worker	MWh/onsite worker	4.50	3.89
Enhanced staff experience	%	70.0	N/A ⁽²⁸⁾
Extent of staff reskilling/upskilling in new technologies and working methods	%	50.0	99.2 ⁽²⁹⁾
Gender distribution among managerial positions	%	40.0	39.1
Greenhouse gas emission per onsite worker	t CO2 eq/ on-site worker	1.90	1.40
IT Security Index	%	80.0	83.1
Paper consumption per on-site worker	kg/onsite worker	5.0	3.58
Positive impact of training on helping staff to perform their work	%	70.0	98.0
Satisfaction of internal and external users with new tools	%	70.0	70.0
System uptime and reliability	%	99.0	99.7
System uptime and reliability of new tools	%	95.0	99.8
Tools and services powered by AI	Number	25	25
Water consumption per-onsite worker	m3/onsite worker	6.50	4.65

8. Organisational Enabler 2 – Financial and administrative sustainability

In 2025, the Office remained firmly committed to upholding the principles of transparency and accountability, which continue to guide its operations. Ensuring full compliance with the financial regulations, maintaining robust cost-control mechanisms, and proactively managing the risks associated with economic uncertainty and fluctuations in filing volumes remained central priorities. Together, these efforts support both financial compliance and the long-term sustainability of the Office's operations.

The following sections describe the actions taken by the Office for each of the workstreams under this organisational enabler.

8.1 Accurate financial management and control⁽³⁰⁾

Throughout 2025, the EUIPO ensured that financial planning and execution remained fully aligned with the objectives of the SP2030, prioritising initiatives that foster long-term value, resilience and operational excellence. The Office closely monitored revenue streams in the current volatile environment affecting EU trade mark and design applications, while maintaining rigorous control over expenditure. This proactive approach enabled timely adjustments to resource allocation, ensuring the flexibility needed to respond to market fluctuations and preserve financial stability. Efficiency measures helped

offset rising costs, further strengthening the Office's long-term financial sustainability.

Significant progress was made in preparing for the transition to the Office's next generation ERP (Enterprise Resource Planning) system. The Office initiated the pre-analysis phase covering process mapping, risk assessments and security evaluations, thus laying the foundation for a smooth and timely migration ahead of the planned decommissioning of the current system in 2027. In parallel, work began on implementing new treasury software modules designed to optimise the Office's treasury management, enhance automation and ensure reliable and secure bank connectivity. Scheduled to go live in 2026, these modules will modernise treasury operations by reducing manual processing, thus enhancing operational efficiency and reinforcing the security and robustness of the Office's banking connectivity.

The EUIPO strategically mobilised its accumulated financial reserves to support EU policies and provide added value in support of the EU's IP agenda. Through contribution agreements⁽³¹⁾ with the European Commission, the Office financed key initiatives such as the multiannual SME Fund, EU-funded projects, and the European School of Alicante.

In 2025, the Office advanced its transition from a green procurement model to a broader sustainable procurement framework that integrates environmental, social and economic

(28) This indicator relies on a survey that could not be conducted in 2025 due to its novelty, and is expected to be run during 2026.

(29) When the CAAR was published, this figure was still being reviewed, and the final number may differ slightly.

(30) Additional information on financial and budget management is provided in Appendix B – Management of resources and assurance.

(31) These contributions are clearly identified in the budget in accordance with Article 10(4) of the Financial Regulation

considerations into tendering processes. Preparatory work focused on fostering knowledge sharing across the Office.

8.2 Foresight and scenario planning

The EUIPO also started strengthening its capacity for medium- and long-term planning to anticipate and respond to fluctuations in demand and emerging trends. By improving forecasting and foresight methodologies and employing advanced data analytics, the Office aims to enhance its ability to identify potential drivers of change, including societal, technological and economic shifts that may impact its operations and stakeholders. These improvement initiatives aim to provide the management and departments of the EUIPO and the EUIPN with reliable insight to support strategic choices and ensure organisational resilience.

To reinforce the Office's prospective capabilities, the EUIPO organised its first strategic foresight workshop in November at the Joint Research Centre (JRC) of the European Commission, bringing together experts from different disciplines to explore long-term scenarios for the European IP system. Topics included social, economic, technological, environmental and political aspects, such as AI adoption, sustainability and geopolitical shifts.

In parallel, the Office started to work on a corporate data and analytics framework to ensure consistency in data governance within the Office. It also began modernising the statistics section on the EUIPO website to improve accessibility and usability. These actions, combined with collaborative work through the Virtual Communities, both with other Member State IP offices and with international partners, strengthen the EUIPO's role as a knowledge hub within the EUIPN.

The Office worked on the preparation of the first EUIPN Network Trend Report, to be delivered in 2026, which consolidates data from Member State IP offices and external sources to identify patterns in IP filings, innovation clusters and sectoral developments. This will help to identify any changes in user behaviour and the evolution of the IP system in Europe and globally at an early stage. In this context, the Office intensified its exchanges with international organisations, including the IMF and the World Bank, to enhance the visibility of IP data in global economic analyses, to explore the use of IP data as an economic indicator and to integrate new macroeconomic data into the forecasting models and improve the accuracy of our forecast models.

8.3 Transparency and accountability⁽³²⁾

The Office received the acknowledgement of conformity with six international standards, representing a high commitment to quality and an enhanced user experience, as well as meeting environmental and cybersecurity targets and occupational health and safety and accessibility objectives. This means, in practical terms, that all six certifications are aligned with the best practices, thus confirming the maturity and effectiveness of the EUIPO's Integrated Management System (IMS).

(32) Disclosures covered in this section: 2-5: External assurance; 2-17 Collective knowledge of the highest governance body; and 3-2 List of material topics (additional data also included in the Office's 2025 [GRI Content Index](#)).

The Office continued to ensure that all operations were conducted in accordance with the applicable regulatory framework and the standards set by the European Data Protection Supervisor (EDPS). The Data Protection Office (DPO), in coordination with the Office's Data Protection Coordinators (DPC) network and relevant departments, continued to be involved in all the internal processes to address challenges arising from technological developments, thus ensuring proactive and efficient management of privacy risks ([Data Protection Notice](#)). Additionally, training, communication and advisory activities aimed at all staff were promoted, facilitating the understanding of obligations and best practices in the processing of personal data. Also, some of the Office's data protection activities were reviewed as part of the internal audits and they resulted in high overall compliance rates with applicable data protection requirements. In 2025, the Office experienced an increase in workload related to the handling of data subject requests and complaints, alongside a significant reduction in data breaches, thus underscoring the robustness of its procedures. Cooperation with other institutions and bodies, as well as with the EPO, was also reinforced through participation in specialised networks and forums on important topics such as AI and Microsoft 365, with the aim of sharing experiences, anticipating regulatory trends, and consolidating robust data protection governance. In June 2025, the Office participated in the PATRICIA II exercise organised by the EDPS. This unique table-top exercise focused on raising awareness of personal data breach management and confirmed the high level of maturity in the Office's handling of data breaches while further strengthening cooperation with the supervisory authority.

The EUIPO Public Register received 29 applications to access documents and 6 confirmatory applications, all of which were handled in a timely manner

The Office advanced its transparency objectives through significant progress on archival initiatives. The EUIPO Archival Policy was finalised and approved following legal consultation, establishing a clear framework for the preservation and accessibility of institutional records. The 1994 and 1995 historical records are published on the Historical Archives page included on the EUIPO website and transferred to the Historical Archives of the European Union in Florence.

The Internal Audit Unit contributed to enhancing and protecting organisational value by providing risk-based and objective assurance, advice and insights in an independent manner. This was accomplished through the execution of audit engagements outlined in the Office's audit plan and diligent follow-ups on previous audits. The audit plan was meticulously drawn up based on a comprehensive 'risk and request' analysis, incorporating the corporate risk register⁽³³⁾, internal requests, and the professional judgment of the internal auditor. The Internal Audit Unit is responsible for the Office's anti-fraud strategy⁽³⁴⁾ which was revised and adopted by the Budget Committee in October. The ensuing action plan was approved by the Executive Director in December. The Office has been steadily progressing on the update of its Internal Audit Charter which, will be adopted in line with Article 81 of the EUIPO Financial Regulation in 2026. Additionally, the Internal Audit Unit continued to provide essential internal audit services to the CPVO.

(33) More information on the corporate risk register is available in Appendix D.

(34) The EUIPO Anti-Fraud Strategy outlines its commitment to establishing a strong anti-fraud culture within the Office, through a variety of activities.

In line with the [GRI Standards](#)⁽³⁵⁾ and the EUIPO's new 2030 Strategic Plan, the Office conducted a comprehensive double materiality assessment to identify the most significant topics for sustainability reporting. The assessment followed the GRI logic, considering both impact materiality (actual and potential effects on the economy, society and the environment) and financial materiality (issues that could influence the EUIPO's ability to deliver its mission and strategic objectives). Each topic was evaluated for its scale, scope, irremediability and likelihood of impact, as well as its potential to affect the Office's operational performance, resilience and long-term sustainability. The process was informed by extensive stakeholder consultation, including input from users, SMEs, national and regional IP offices, EU institutions, employees, civil society and international partners. Stakeholders expressed high expectations regarding transparency, governance, digital transformation, enforcement, customer service and public value.

The assessment identified eight material topics that are critical to the EUIPO's ability to create value and deliver on its mission:

1. **Operational Efficiency and Resilience;**
2. **Quality and Customer Experience;**
3. **Digital Transformation and AI Governance;**
4. **Enforcement and Anti-fraud;**
5. **Inclusion, Accessibility, and SME Support;**
6. **Environmental Responsibility;**
7. **Governance, Ethics and Data Protection;**
8. **People and Workplace.**

These topics reflect both the significant impacts of the EUIPO's activities and the key risks and opportunities that could affect its future performance. Each topic is directly linked to the drivers, enablers and strategic priorities set out in the SP2030, thus ensuring that the Office's sustainability reporting is fully aligned with its long-term vision and operational reality.

8.4 Key performance indicators

Indicator	Unit	Target 2025	Result
Budget forecast accuracy (carry-over)	%	From 85 to 100	90.5
Budget forecast accuracy (expenditure)	%	From 95 to 100	97.5
Budget forecast accuracy (revenue)	%	From 95 to 105	104.1
Budget implementation rate	%	95.0	97.5
Filings forecast accuracy	%	97.0	107.8
Non-negative budget result	achieved / not achieved	Achieved	Achieved
Number of international partners sharing data for better forecasting	Number	10	11
Productivity rate of appeal decisions	Number	40.0	43.3
Productivity rate of cancellation decisions	Number	57.0	64.8
Productivity rate of EUTMs examined	Number	1 350.0	1 632.6
Productivity rate of invalidity decisions	Number	70.0	72.1
Productivity rate of opposition decisions	Number	88.0	102.8
Productivity rate of EUDs examined	Number	6 260.0	9 855.0
Top 5 filers to overall filings ratio	%	Decrease	Decreased

9. Organisational Enabler 3 – Network engagement

The EU is an IP-intensive region and IP rights are fundamental to the success of the EU economy. Strengthening common standards and practices ensures the interoperability, consistency and efficiency of procedures and systems across the EU. This specific organisational enabler aims to contribute to optimising operational efficiency and effectiveness and ensures the long-term sustainability of the EUIPN.

The following sections describe the actions taken by the Office for the workstream under this organisational enabler.

9.1 Network operations

The EUIPO strengthened its role as a facilitator of collaboration within the EUIPN, advancing initiatives that promote alignment, transparency and efficiency across Member State IP offices. During the year, the Office focused on designing the *Cooperation Board*, a dedicated platform intended to streamline and strengthen collaboration across the network. The Cooperation Board will address fragmented dialogue by providing a single forum for open discussion, faster alignment and clearer visibility from idea to implementation. Rooted in the

(35) The GRI Standards enable any organisation – large or small, private or public – to understand and report on their impacts on the economy, environment and people in a comparable and credible way, thereby increasing transparency on

their contribution to sustainable development. In addition to companies, the Standards are highly relevant to many stakeholders, including investors, policymakers, capital markets and civil society.

SP2030, it will support key initiatives such as the European Cooperation Projects and Virtual Communities, aiming to turn ideas into measurable results. As an advisory, non-binding forum, it will foster shared understanding, consensus-building and practical coordination among the national and regional IP offices and stakeholders. It will prioritise synergies, avoid duplication and encourage responsiveness to emerging challenges such as AI, digital transformation and sustainability.

The Cooperation Board was designed to meet three times a year: one Executive Plenary (strategic, hosted in an EU Member State) and two Working Sessions (operational, held in Alicante). These sessions will use interactive formats to advance projects and maintain alignment with the SP2030. Co-chairing will ensure continuity and shared ownership, with a rotating leadership between the EUIPO and the NIPs. The Cooperation Board will support MB/BC decision-making and reinforce a coherent, resilient, user-focused IP system.

Turning to cooperation within EU Agencies Network (EUAN), the EUIPO participated in the EUAN plenary meetings, which were held in February and October 2025. This year marked the entry

into force of the new EUAN governance structure, including the establishment of the EUAN Steering Board and the appointment of the EUAN Pillar Coordinators. In this context, the EUIPO actively contributed to the revision of the EUAN Terms of Reference. The Office also further expanded its catalogue of shared services available to the members of the EUAN and, in addition to the existing offers, it is now also making its facilities available for meetings and events.

For the second consecutive year, the EUIPO served as one of the EUAN representatives in the Inter-Institutional Cybersecurity Board. The Office also participated in a session titled 'EU Policies for Innovation in Agriculture' at the 30-year anniversary of the Community Plant Varieties Office event held on 24 April 2025 in Angers, France. Experts from international organisations, private sector representatives and policymakers engaged in an exchange on how innovation and IP protection contribute to enabling innovation for the future of plant breeding. The event explored key topics such as EU policies for agricultural innovation, the role of IP in supporting breeders, and real-world success stories from agricultural pioneers.

9.2 Key performance indicators

Indicator	Unit	Target 2025	Result
Number of international partners/stakeholders participating in EUIPO-led international cooperation initiatives	Number	25	76
Number of non-EU IPO staff involved in Leadership Programme and satisfaction	Number	15	13
Number of participating NIPs and regional IPOs in all Virtual Communities	Number	20	27
Number of SNEs participating in EUIPO SNE Alumni Programme and satisfaction	Number	50	N/A ⁽³⁶⁾
Number of Virtual Communities set up	Number	6	16
Participation in Observatory Statutory meetings	%	90.0	71
Satisfaction of stakeholders with the work of the Observatory	%	80.0	90.9

(36) Reported as N/A due to the phased implementation of the programme, which will be fully operational by end-2026; measurement will follow thereafter.

Contribution to the European Commission Priorities⁽³⁷⁾

In 2025, the EUIPO aspired to play an essential role in supporting the delivery of the [European Commission's priorities](#) by leveraging its mandate, expertise and operational capacity to strengthen innovation, competitiveness, security and social cohesion across the EU. The Office's initiatives directly underpin

the Commission's strategic objectives, contributing concrete, measurable actions across all major policy clusters, ranging from economic competitiveness and digital transformation to environmental sustainability, security, democracy and global partnerships.

A new plan for Europe's sustainable prosperity and competitiveness

The EUIPO's strongest contribution lies in advancing Europe's competitiveness, particularly through measures that make business easier, enhance digital productivity and accelerate research and innovation.

The Office actively reduces administrative burdens by modernising and streamlining IP registration and related proceedings. By introducing AI-enabled tools, pre-assessment services, collaboration platforms and a comprehensive Mediation Centre, the EUIPO strengthens legal certainty, quality and improves the user experience. This supports the Commission's objective of fostering an environment in which SMEs and innovative companies can grow and operate across the single market with fewer obstacles.

SMEs remain at the heart of the EUIPO's initiatives. Financial and technical support – including the SME Fund, IP Scan, EIPIIC learning tools and awareness platforms – helps unlock the value of intangible assets, improve SMEs' competitiveness and facilitate access to IP-backed financing. The Office also contributes to capital market development by working with financial stakeholders on IP valuation approaches.

Digital transformation is accelerated through the diffusion of cutting-edge technologies both within the Office and across the European Union Intellectual Property Network. The EUIPO integrates generative AI and advanced digital systems into daily operations, sharing best practices with Member States and contributing to the enforcement of key EU digital legislation, such as the Digital Services Act.

Moreover, the Office contributes to Europe's research and innovation agenda by fostering partnerships with the EIC, EIT, OECD, JRC and universities. By enriching economic studies with IP data and promoting IP literacy among the younger generations, the EUIPO enhances Europe's innovation sector and supports the development of high-value technologies that are essential for the green and digital transitions.

Sustainability is embedded across the EUIPO's internal operations and strategic vision. By advancing a green IP strategy, promoting incentives for eco-friendly innovative solutions, and maintaining low-emission operational practices, the Office aligns with the EU's clean industrial and climate adaptation objectives.

Supporting people and strengthening the European social model

The EUIPO contributes to the Commission's priority to reinforce social fairness, equality and opportunities for all Europeans. Internally, the Office invests in upskilling and reskilling staff in digital, AI, cybersecurity and IP-related competencies, thereby strengthening the skills base within the Office and contributing to a more skilled European workforce. Initiatives that strengthen well-being, diversity, inclusion and equal opportunities help align the Office's staff policies with broader EU objectives on social fairness and equality.

Externally, the EUIPO works to democratise the IP system, expanding outreach to underrepresented social groups such as

young people and women creators. Educational programmes, awareness campaigns and youth-oriented initiatives – including collaborations with traineeship and youth employment programmes – promote inclusion and empower future innovators.

The Office also plays a growing role in supporting cultural heritage and copyright literacy through the EUIPO Copyright Knowledge Centre, the Out-of-Commerce Works Database, and the implementation of the CIGI system, enabling the public and creators to more easily access and benefit from Europe's rich cultural and creative assets.

A new era for European defence and security

The EUIPO supports the EU's internal security strategy by combating intellectual property crime – an EMPACT sub-priority – in cooperation with national enforcement bodies, EUROPOL, DG TAXUD and other partners.

The Office equips authorities with intelligence, data and digital tools that help tackle counterfeiting, piracy and illicit online activities.

(37) Disclosure covered in this section: 2-24 Embedding policy commitments (additional data included in the [2025 GRI Content Index](#)).

Beyond enforcement, the Office invests in strengthening cybersecurity and cloud resilience, protecting its infrastructure and ensuring secure services for users. The EUIPO's foresight

activities also contribute to improving the EU's preparedness for crisis scenarios, emerging risks and new technological threats.

Protecting democracy and upholding European values

In support of EU priorities on democratic resilience, the EUIPO enhances internal skills in digital literacy, cybersecurity and the safe use of AI. The Office contributes to the enforcement of the Digital Services Act and ensures full compliance with the act across its operations, reinforcing trust in digital environments.

The EUIPO's actions strengthen rule of law standards by ensuring consistent, timely and transparent administrative

decisions; maintaining a robust anti-fraud framework; adhering to strict financial management practices; and making public data accessible through its Transparency Portal. The Office also builds systematic communication channels with users and civil society, including by way of customer panels, associations, surveys and stakeholder meetings, thereby reinforcing accountability and engagement with the public.

A global Europe: leveraging partnerships and strengthening the EU's influence

The EUIPO advances the EU's geopolitical agenda by supporting candidate countries, neighbourhood regions and global partners through EU-funded projects and capacity-building initiatives in, for example, the Western Balkans, Ukraine, Africa, Asia, and Latin America. This external action promotes alignment with EU legislation while at the same time strengthening IP systems worldwide and creating pathways for mutually beneficial economic partnerships.

Through collaboration with like-minded IP offices (including the TM5, IP5, and others), the EUIPO supports European businesses in tackling global challenges, enhancing competitiveness and adapting to evolving trade and technological landscapes. Business development activities in key economic regions such as India, Japan, South Korea, Brazil and the ASEAN countries further reinforce Europe's economic diplomacy.

Delivering together and preparing the EU for the future

In contributing to the Commission's vision for a modern, effective EU, the EUIPO safeguards its financial independence and ensures high standards of service delivery, budget execution and resource planning. Through advanced forecasting, scenario planning and process optimisation, the Office prepares for future organisational needs and contributes to broader EU reflections on administrative and budgetary reform.

The Office supports legislative initiatives in the European Parliament and maintains transparent communication with the JURI Committee, thus ensuring that parliamentarians remain informed on IP-related regulatory developments. The EUIPO also strengthens cooperative structures (such as virtual centres

and coordination boards), which enable efficient collaboration across the EUIPN.

In 2025, the EUIPO delivered a broad and substantial contribution to the European Commission's priorities by acting as an enabler of competitiveness, innovation, sustainability, fairness and global engagement. Through digital transformation and the ethical use of emerging technologies, support to SMEs, strategic international cooperation, strong governance and a commitment to democratic and social values, the Office reinforced its role as a high-performing EU agency that advances the EU's long-term vision and delivers tangible value to the public, businesses and institutions.

About this Report⁽³⁸⁾

This document (Annual Report) has been drawn up in compliance with Articles 157(4)(g) and 153(1)(c) of the [European Union Trade Mark Regulation](#) (the 'Founding Regulation') of 14 June 2017, and Article 48 of Regulation No BC-1-2019 of the Budget Committee of the European Union Intellectual Property Office of 10 July 2019 laying down the financial provisions applicable to the Office ([FR](#)).

It outlines the Office's activities in 2025 under the SP2030. The designated strategic key impact indicators are linked to the strategic drivers and the targets set out for 2024, providing an overview of the Office's achievements and project implementation.

Information on common elements with the United Nations Sustainable Development Goals (UN SDGs) and the EC's Corporate Sustainability Reporting Directive⁽³⁹⁾ have been included in the Office's 2025 [GRI Content Index](#)⁽⁴⁰⁾ following the adoption, in July 2023, of the Delegated Act on the first set of EU Sustainability Reporting Standards (ESRS). The Office, as a leading agency in sustainability reporting, began aligning its data to international sustainability standards in 2018, based on an internal comparative analysis of a series of documents that connect the GRI Standards with other frameworks and/or standards.

Measures, activities and key figures refer to the 2025 financial year (1 January to 31 December 2025). If, for some reason, the latest available data does not correspond to 2025, this is indicated.

The metrics and goals in this integrated report are developed in conjunction with the Office's stakeholder engagement process, with key input from several cross-departmental Office experts. The information is assessed through an internal process to ensure it provides an accurate, meaningful and balanced representation of the Office's financial and non-financial performance.

Following organisational procedures, and to avoid repeating information required for certain disclosures that are publicly available in other corporate documents, links have been provided to the most recent versions of those documents. When applicable, a specific citation has been added in the 2025 GRI Content Index indicating where the referenced material is publicly available and readily accessible since the report has been written in accordance with the GRI Standards. The report has also been adapted to the requirements of the revised GRI Universal Standards that came into effect on 1 January 2023. Hence, the number of disclosures that the Office is reporting on is based on its assessment of which disclosures are actually relevant, taking into account the impact they would have on a specific topic. The Office is not bound by a minimum number of disclosures it must report on from the Topic Standards.

Finally, the comparative table below contains the provisions of the EC's guidelines on the template for the Consolidated Annual Activity Report for decentralised agencies⁽⁴¹⁾ and how its content has been adapted by the Office to fulfil its annual corporate reporting commitment.

AAR European Commission template	EU IPO CAAR
Table of Content	Table of Content
Executive Summary	Executive Director's Foreword
Part I. Achievement of the year	2025 Highlights and Key Figures Appendix A – Performance Data
Part II. (a) Management	
2.1. Management Board	Appendix B – Management of Resources and Assurance Appendix C – Mission Statement, Vision and Organisational Chart Appendix D – Corporate Risk Register
2.2. Major Developments	GRI Index
2.3. Budgetary and financial management	Appendix B – Management of Resources and Assurance
2.4. Delegation and sub-delegation	Appendix B – Management of Resources and Assurance

(38) Disclosures covered in this section: 2-3: Reporting period, frequency and contact point; 2-4 Restatements of information; 3-2 List of material topics; and Requirement 8: Provide a statement of use (additional data also included in the 2022 GRI Content Index).

(39) <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32022L2464>

(40) Elements not reported under certain aspects in the GRI Content Index have been omitted, mostly for the following reasons: not relevant to operations because there are no protected areas, or areas of high biodiversity value, near the Office; the Office operations and suppliers pose no risk for incidents of child labour, forced labour or the rights of indigenous people; the Office does not operate in a region where human rights are a major concern; and/or the Office as a public agency cannot contribute to political causes.

(41) Communication from the commission on the guidelines for programming document for decentralised agencies and the template (though not applicable to the Office as a fully self-financed agency) for the Consolidated Annual Activity Report for decentralised agencies are considered for the Office's reporting purposes as a means for additional transparency.

2.5. Human Resources (HR) management	Organisational Enabler 1 – People, Technology and Work Environment Appendix B – Management of Resources and Assurance
2.6. Strategy for efficiency gains	Organisational Enabler 1 – People, Technology and Work Environment Appendix B – Management of Resources and Assurance
2.7. Assessment of audit and ex-post evaluation results during the reporting year	Organisational Enabler 2 – Financial and administrative sustainability Appendix B – Management of Resources and Assurance
2.7.1. Internal Audit Service (IAS)	Organisational Enabler 2 – Financial and administrative sustainability Appendix B – Management of Resources and Assurance
2.7.2. Internal Audit Capability (IAC) (where applicable)	Organisational Enabler 2 – Financial and administrative sustainability Appendix B – Management of Resources and Assurance
2.7.3. European Court of Auditors (ECA)	Appendix B – Management of Resources and Assurance
2.8. a Follow up of recommendations and action plans for audits and evaluations	Appendix B – Management of Resources and Assurance
2.8. b Follow up of recommendations issued following investigations by OLAF	Included whenever applicable
2.9. Follow up of observations from the discharge authority	Included whenever applicable
2.10 Environment management	Organisational Enabler 1 – People, Technology and Work Environment Additional details included in the EUIPO Environmental Statement
2.11. Assessment by management	Appendix B – Management of Resources and Assurance
Part II. (b) (when relevant) External Evaluations	Appendix B – Management of Resources and Assurance
Part III Assessment of the effectiveness of the internal control systems	Appendix B – Management of Resources and Assurance
3.1. Effectiveness of internal control systems	Appendix B – Management of Resources and Assurance
3.2 Conclusions of assessment of internal control systems	Appendix B – Management of Resources and Assurance
3.3 Statement of the manager in charge of risk management and internal control	Appendix B – Management of Resources and Assurance
Part IV. Management assurance	Appendix B – Management of Resources and Assurance
4.1. Review of the elements supporting assurance	Appendix B – Management of Resources and Assurance
4.2. Reservations	Appendix B – Management of Resources and Assurance
Part V. Declaration of assurance	Appendix B – Management of Resources and Assurance
Annexes	
Annex I. Core Business statistics	Appendix A – Performance Data
Annex II. Statistics on financial management	Appendix B – Management of Resources and Assurance
Annex III. Organisational chart	Appendix C – Mission Statement, Vision and Organisational Chart

Annex IV. Establishment plan and additional information on Human Resources management	Organisational Enabler 1 – People, Technology and Work Environment Appendix B – Management of Resources and Assurance
Annex V. Human and financial resources by activity	Appendix B – Management of Resources and Assurance; Additional details included in HR Annual Report
Annex VI. Contribution, grant and service level agreements. Financial Framework Partnership Agreements	Appendix E – Plan for grants, contribution and service-level agreements
Annex VII. Environment management	Organisational Enabler 1 – People, Technology and Work Environment Additional details included in the EUIPO Environmental Statement
Annex VIII. (draft/final) Annual Accounts	Appendix B – Management of Resources and Assurance; Link to Office annual accounts included under the ‘Financial Management’ section

Abbreviations

ADR	Alternative dispute resolution
AI	Artificial intelligence
BO	Back office
BOIP	Benelux Office for Intellectual Property
CEPOL	The European Union Agency for Law Enforcement Training
DG TAXUD	European Commission's Directorate-General for Taxation and Customs Union
DGIP	Directorate-General of Intellectual Property of Indonesia
EC	European Commission
ED	Executive Director
EIPIC	European Intellectual Property Information Centre
EIC	European Innovation Council
EIT	European Institute of Innovation
EUAN	The EU Agencies Network
EUIPN	European Union Intellectual Property Network
FO	Front office
FTZ	Free Trade Zones
G&S	Goods and services
IQF	Internal Quality Framework
IPOPHL	Intellectual Property Office of the Philippines
IPRs	Intellectual property rights
MOIP	Ministry of Intellectual Property in Korea
MoU	Memorandum of understanding
NIPOs	National and regional IP offices
NIPA	Network of IP Academies
OEs	Organisational Enablers
OLAF	European Anti-Fraud Office
PES	Pan-European Seal Programme
PIAs	Priority Impact Areas
SQAP	Stakeholder Quality Assurance Panel
SP2030	Strategic Plan 2030
UAs	User associations
UANPIO	Ukrainian National Office for Intellectual Property and Innovations
USPTO	United States Patent and Trademark Office
VC	Virtual Communities

www.euiipo.europa.eu

APPENDIX A – Performance Data ⁽¹⁾

1. Volumes

EUTMs	2023	2024	2025
FILINGS (DIRECT + IR)			
All filings	175 688	180 443	196 918
Total number of classes filed	441 190	442 605	491 769
DIRECT FILINGS			
Direct filings	146 223	152 085	167 561
% filed as Fast Track	49.10%	51.17%	55.42%
% published as Fast Track	36.77%	42.90%	47.88%
Average number of classes per EUTM filing	2.51	2.46	2.50
Total number of classes filed	366 394	374 663	419 375
IR FILINGS			
IR filings	29 465	28 358	29 357
Average number of classes per IR filing	2.54	2.40	2.47
Total number of classes filed	74 796	67 942	72 394
PROCESSED (DIRECT + IR)			
Examined¹	175 038	176 147	190 097
Published*	169 203	171 705	185 049
Registered*	161 232	163 932	172 013
RENEWALS (DIRECT + IR)			
All renewals	68 525	69 509	74 568
1st renewals	49 350	51 088	54 820
% of 1st renewals	48.76%	48.51%	47.32%
2nd renewals	19 175	18 421	19 737
% of 2nd renewals	66.52%	65.05%	63.72%
OPPOSITIONS (DIRECT + IR)			
All filings	18 419	18 070	18 828
Number closed without decision*	12 193	12 263	11 413
Number of decisions*	7 881	7 374	7 515
CANCELLATIONS (DIRECT + IR)			
All filings	2 152	2 219	2 398
Number of decisions	1 268	1 368	1 472
RECORDALS (DIRECT + IR)			
All recordals	79 284	80 012	86 310
INTERNATIONAL APPLICATIONS			
All filings	10 522	10 461	10 469

(1) AAR European Commission template equivalent to Annex I – Core business statistics and Annex VII – Environment management.

EUDs	2023	2024	2025
FILINGS (DIRECT + IR)			
All filings	115 743	123 199	130 915
DIRECT FILINGS			
Direct filings	98 300	105 219	110 386
% filed as Fast Track	31.82%	63.24%	72.86%
% registered as Fast Track	25.61%	47.43%	58.60%
Deferred	11 259	12 031	11 782
IRD FILINGS			
IRD filings	17 443	17 980	20 529
AVERAGE EUDs/ APPLICATION			
Average EUDs / Application (Direct + IRD)	3.10	3.07	3.04
PROCESSED (DIRECT)			
Examined*	98 154	105 466	109 321
Registered*	96 464	103 859	107 926
Published*	95 801	103 060	106 651
PROCESSED (IRD)			
Granted		18 123	19 977
RENEWALS (DIRECT)			
All renewals	95 728	97 809	93 401
1st renewals	50 206	51 783	47 852
% of 1st renewals	54.02%	53.77%	48.22%
2nd renewals	27 483	27 656	25 767
% of 2nd renewals	62.29%	60.99%	59.26%
3rd renewals	13 218	12 539	12 970
% of 3rd renewals	61.37%	63.94%	60.98%
4th renewals	4 821	5 831	6 812
% of 4th renewals	66.14%	62.58%	61.62%
RECORDALS (DIRECT)			
All recordals	12 581	12 385	11 370
INVALIDITIES (DIRECT)			
All filings	494	689	721
Number of decisions*	453	508	448

ALTERNATIVE DISPUTE RESOLUTION (ADR)	2023	2024	2025
Number of cases accepted	-	-	78
Closure rate	-	-	75.75%

APPEALS	2023	2024	2025
All filings	2 535	2 366	2 475
Number of decisions*	2 615	2 646	2 517
Cases lodged before the General Court	310	276	253
Cases lodged before the CJEU	52	29	39

GEOGRAPHICAL INDICATIONS (Gis)	2023	2024	2025
All filings	-	-	46

INSPECTIONS	2023	2024	2025
All filings	1 823	1 619	1 752

*Text and figures in bold font denote the EUIPO's outputs

2. Customer Service Charter

For each indicator, three commitment levels have been defined with: 'Excellence' (the level for which the EUIPO strives); 'Compliance' (the level considered acceptable); and 'Actions needed' (the EUIPO needs to act to raise the performance standard to 'Compliance'). Whenever an indicator is in 'Actions needed', the EUIPO analyses the situation and publishes an explanation on its [website](#). It later publishes the actions taken to restore it to 'Compliance' level.

		2025 Compliance ⁽¹⁾	Q1 2025	Q2 2025	Q3 2025	Q4 2025				
Quality (rolling periods) ⁽²⁾			Perf.	Perf.	Perf.	Perf.				
% cases compliant with quality criteria (without critical errors)	AG decisions	99-94 %	98.1%	98.1%	98.4%	98.1%				
	Opposition decisions	99-94 %	97.0%	95.3%	95.8%	96.1%				
	Cancellation decisions	99-94 %	97.5%	97.8%	98.7%	98.2%				
	EUD registration	99-94 %	99.6%	99.8%	99.8%	99.8%				
	EUD invalidity decisions	99-94 %	100%	100%	98.0%	97.8%				
TLN – Straightforward (Perf.: 99 % – AVG: 100 %)			Perf.	AVG	Perf.	AVG	Perf.	AVG	Perf.	AVG
EUTM publications	Fast Track	15-20 working days	14	4.1	14	4.0	17	6.5	15	5.2
	Regular track	25-50 working days	35.0	15.9	36.0	14.6	49.0	24.7	39.0	22.3
EUTM registrations	Fast Track	4-5 months	3.9	3.5	4.3	3.6	4.0	3.5	4.0	3.6
	Regular track	5-6 months	5.1	4.0	5.3	4.2	5.0	4.0	5.8	4.4
International registrations	Registration	6-7 months	5.1	4.7	5.2	4.7	4.8	4.7	4.8	4.6
EUD registrations	Fast Track	2-3 working days	1	0.4	1	0.4	1	0.5	2	0.5
	Regular track	10-15 working days	8	4.4	7	4.2	8	4.0	8	4.4
TLN – Non-straightforward (Perf.: 99 % – AVG: 100 %)			Perf.	AVG	Perf.	AVG	Perf.	AVG	Perf.	AVG
EUTM direct filings	First action	1-2 months	1.7	0.6	1.7	0.6	1.8	1.0	1.7	0.8
	Deficiencies / objections resolved	1-2 months	1.8	0.7	1.6	0.2	1.7	0.3	1.6	0.2
	EUTM <i>ex parte</i> decisions	2-4 months	3.9	1.7	3.9	1.6	3.9	1.6	3.9	1.5
	First action	1-2 months	1.8	0.6	1.6	0.5	1.6	0.5	1.6	0.6

⁽²⁾ Green = Excellence, Blue = Compliance, and Red = Actions needed.

⁽³⁾ All quality indicators reflect the past 3 months, except quality cancellations and invalidities that reflect the past 6 and 12 months, respectively.

International Registrations (IR)	Deficiencies / objections resolved	1-2 months	1.3	0.3	1.4	0.2	1.7	0.4	1.4	0.2
	<i>Ex parte</i> decisions	2-4 months	3.9	1.7	3.9	1.8	3.8	1.6	3.8	0.9
EUDs	First action	10-15 working days	9	2.2	10	2.2	10	2.0	9	1.9
	Second action	1-2 months	1.8	0.3	1.5	0.2	1.6	0.3	1.8	0.2
Inter partes (Perf.: 99 % – AVG: 100 %)			Perf.	AVG	Perf.	AVG	Perf.	AVG	Perf.	AVG
Reply to customers' communications in <i>inter partes</i> proceedings		8-15 working days	14	4	14	4	14	4	14	4
EUTMs	Opposition decisions	2-4 months	3.8	2.3	3.8	2.3	3.8	2.3	3.8	1.6
	Cancellation decisions	3-6 months	5.8	3.9	5.7	4.0	5.8	4.4	5.8	4.1
EUDs	Invalidity decisions	2-4 months	3.7	2.6	3.9	3.0	3.8	3.3	3.8	2.9
Recordals (Perf. 99 % – AVG: 100 %)			Perf.	AVG	Perf.	AVG	Perf.	AVG	Perf.	AVG
Straightforward	Recordals	11-22 working days	13	2	12	2	18	3	22	
Non-straightforward	First action	11-22 working days	16	4	20	6	22	8	22	11
	Second action	22-44 working days	22.0	0.0	23.0	0.0	19.0	0.0	16.0	0.0
Appeals (*)			Perf.	AVG	Perf.	AVG	Perf.	AVG	Perf.	AVG
Appeals	<i>Ex parte</i> decisions	6-12 months	3.0	1.7	2.7	1.8	3.0	1.8	3.8	2.2
	<i>Inter partes</i> decisions	6-12 months	4.9	2.6	4.2	2.4	4.7	2.8	5.0	2.8
	From deadline for filing observations to remittal to the Boards – <i>inter partes</i> EUTMs	35-70 days	27	5.3	18	1.0	17	0.0	16	0.0
	From deadline for filing response to remittal to the Boards – <i>inter partes</i> EUDs	35-70 days	7.0	6.0	11.0	1.0	2.0	0.0	16.0	8.0
	From completion of period for revision by BOD ⁽⁴⁾ to remittal to the Boards – <i>ex parte</i> EUTMs	21-42 days	6	1	7	1	7	0	6	1

(*) 85 % sample for *ex parte* and *inter partes* decisions. 98 % sample for remaining appeal indicators.

(4) Business Operations Department.

Accessibility			Perf.	AVG	Perf.	AVG	Perf.	AVG	Perf.	AVG
Accessibility	Telephone calls to First Line / e-business hotline	16-20 seconds	14.69	6.1	16.1	8.2	16.6	7.9	15.6	5.6
	Emails answered by the Information Centre	3-4 working days	1.92	0.3	2.1	0.4	2.4	0.5	1.8	0.3
	Chats answered by the Information Centre	50-60 seconds	37.70	10.7	49.7	13.3	46.7	12.3	48.2	13.2
	Answering complaints	6-9 working days	7.60	5.0	8.7	5.00	7.3	5.0	7.3	5.3
	Direct and callback accessibility	99-95%	99.0%		98.3%		98.2%		97.9%	
	Website availability	99-98%	99.8%		99.9%		99.6%		99.6%	

APPENDIX B – Management of Resources and Assurance

1 Budget and Financial Management

1.1 Revenue and expenditure

The European Union Intellectual Property Office's ('the EUIPO' or 'the Office') operational revenue is generated by European Union trade mark (EUTM) and European Union design (EUD) fees, as well as income from interest and other operational revenue in accordance with Article 6(3) of the EUIPO Financial Regulation.

Budget revenue executed	2022 (EUR million)	2023 (EUR million)	2024 (EUR million)	2025 (EUR million)
Revenue generated by fees	287.5	296.7	296.8	329.5
Interest income	0.8	13.4	16.1	13.6
Other income	0.2	0.1	0.2	0.2
Total revenue	288.5	310.2	313.1	343.3

Figure 1. Revenue by year

The EUTM share of the revenue from fees stood at 87 %, compared to 88 % in 2024. Basic fees, fees for additional classes, international application fees and renewal fees represented 96.3 % of all the EUTM fees received, compared to 97.1 % in 2024.

The table below illustrates the EUIPO's operational expenditure over the last four years. It includes expenditures related to:

- Title 1 – Persons working with the Office (staff);
- Title 2 – Building, equipment and miscellaneous (IT, buildings, equipment, administrative expenditure);
- Title 3 – Special functions of the Office, such as the European cooperation activities and the European Observatory on Infringements of IP rights.

Budget item	2022 (EUR million)	2023 (EUR million)	2024 (EUR million)	2025 (EUR million)
Title 1 – Staff	145.1	155.9	162.8	173.0
Title 2 – Buildings and Equipment	81.2	68.6	59.3	59.1
Title 3 – Special Functions	57.8	54.2	52.6	52.4
Total expenditure	284.1	278.7	274.7	284.5

Figure 2. Expenditure per year

The 2025 budget execution rate concerning Titles 1, 2 and 3 stands at 97.5 %, above the objective of at least 95 %. The chart below shows the evolution of the executed expenditure, focusing on three main titles.

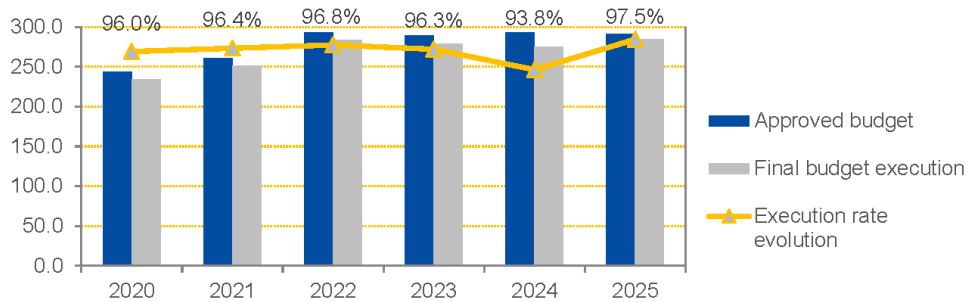


Figure 3. Budget execution evolution (Titles 1, 2 and 3)

The Office mobilised its accumulated financial surplus to support EU policies by contributing EUR 30.5 million in 2025 to EU-funded projects, the European School of Alicante, the SME Fund and the set-up of the IT system supporting geographical indications (GIs) for craft and industrial (CI) products under Title 4 of its budget 'Contribution to EU policies'.

1.2 Number and volume of budget transfers

In 2025, budget transfers increased both in terms of number and volume. More detailed information about these transfers can be found in the Office's annual accounts.

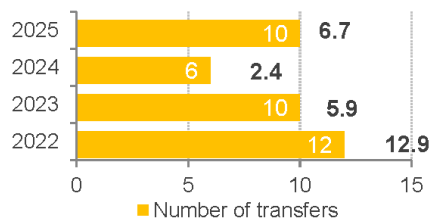


Figure 4. Number and volume of transfers (EUR million)

1.3 Activity-based budget

Below are the results and breakdown of the EUIPO's expenditure allocation per Priority Impact Area (PIA) and Organisational Enabler (OE) during the year. The final budget execution in terms of expenditure amounted to EUR 284.5 million and is detailed for each PIA and OE⁽¹⁾.

(1) The totals or variation in the table may not add up, as all the figures presented are rounded to one decimal.

PIAs and OEs	Budget 2025 (EUR million)	Execution 2025 ⁽²⁾ (EUR million)	Variation
Priority Impact Area 1 – Customer and Quality	112.2	107.5	95.9%
Priority Impact Area 2 – Awareness and Education	7.7	7.8	101.6%
Priority Impact Area 3 – Promotion of Innovation	4.3	3.9	91.2%
Priority Impact Area 4 – Inclusive IP Landscape	6.5	6.8	105.9%
Priority Impact Area 5 – Enforcement	9.7	9.5	97.1%
Priority Impact Area 6 – IP Alliances	40.3	41.7	103.4%
Organisational Enabler 1 – People, Technology and Work environment	80.9	77.4	95.7%
Organisational Enabler 2 – Financial and Administrative Sustainability	26.3	26.0	98.9%
Organisational Enabler 3 – Network Engagement	3.9	3.8	98.0%
Total	291.7	284.5	97.5 %

Figure 5. EUIPO expenditure per PIA and OE

In 2025, the EUIPO spent EUR 7.3 million or 2.5 % less than initially budgeted. This is mainly the result of a lower level of expenditure than budgeted in management of IP operations, transparency and accountability initiatives and talent management, partially offset by higher expenditure on international cooperation and partnerships and IP in education.

This deviation is mainly concentrated in PIA1 (– EUR 4.7 million or – 4.1 %), mainly reflecting a lower level of staff allocated than initially planned, due to the Office's business-case-driven recruitment policy, which results in lower staff expenditure.

In OE1 (– EUR 3.5 million or – 4.3 %) the deviation is mainly the result of lower-than-anticipated expenditure on consultancy, recruitment and social and welfare expenditure.

1.4 Reserve fund, budget result and accumulated surplus

The Office's surplus is the sum of the accumulated balances from previous years, the budget result of the financial year concerned and the allocation to or withdrawal from the reserve fund. More concretely, the budget surplus in 2025 is the combination of the budget results carried over from 2024, the result of the 2025 budget and the withdrawal from the reserve fund.

Pursuant to Article 172(10) of Regulation (EU) 2017/1001⁽³⁾ on the European Union trade mark (EUTMR), the Office should establish a reserve fund with sufficient funds to ensure the continuity

⁽²⁾ Based on payments and commitments.

⁽³⁾ Regulation (EU) 2017/1001 of the European Parliament and of the Council of 14 June 2017 on the European Union trade mark.

of its operations and the execution of its tasks for one year, that is, the equivalent of the estimated appropriations included in Titles 1, 2 and 3 of the EUIPO budget.

At the end of 2025, the reserve fund amounted to EUR 291.7 million in accordance with the provisions of Article 172(10) EUTMR, compared to EUR 293.0 million in 2024. Therefore, EUR 1.3 million were withdrawn from the reserve fund in 2025.

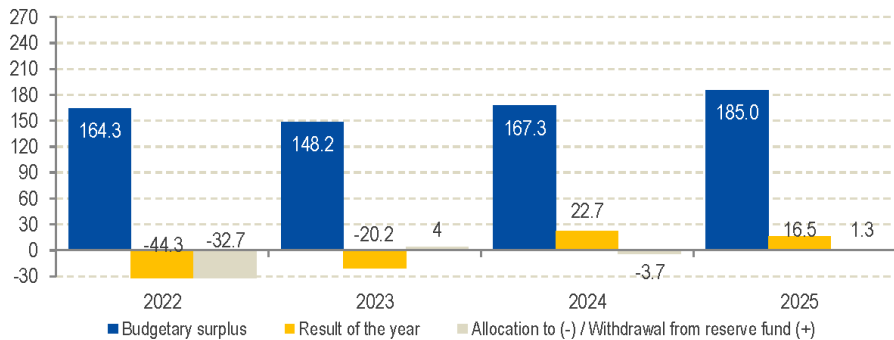


Figure 6. Budget result (EUR million)⁽⁴⁾

The budget balance carried over to 2026 amounts to EUR 185.0 million, of which EUR 32.8 million is reserved for future offsetting payments to Member States (generated in the financial years 2024 and 2025 to be paid in 2026 and 2027), EUR 22.9 million for the contribution to EU policies and EUR 53.4 million for the financing of the European School of Alicante (covering the period of 2026 -until 2029).

More detailed information about the budget result can be found in the [Office's annual accounts](#).

1.5 Payment terms and suspension of payments

The EUIPO's policy is to pay suppliers as soon as possible. The contractual time limits for payments are generally 30 days. Regarding compliance with the time limits laid down in Article 116 of the [EU Financial Regulation](#)⁽⁵⁾, 98.7 % of the number of payments (or 98.7 % of the total amount paid) in 2025 were made in due time. The average payment time was 9.8 calendar days, well below the maximum payment terms. Only one payment resulted in late payment interest being charged, amounting to EUR 222.06. Regarding the suspension of payments, the EUIPO registered 21 cases in 2025 out of 4 466 payments (0.5 %) and the average payment suspension was nine days.

⁽⁴⁾ Result of the year for 2024 is adjusted by EUR 2.1 million as presented in [2024 Annual Accounts](#). The adjustment relates to an excess executed budget recorded in 2023, which in substance, corresponded to the European Commission's contribution.

⁽⁵⁾ Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast).

1.6 Waived recovery orders

According to Article 66 of the EUIPO Financial Regulation⁽⁶⁾, Article 101 of the EU Financial Regulation applies to the EUIPO *mutatis mutandis*. This article states that, each year, a report on the recovery orders waived must be drafted. During 2025, three recovery orders were waived for a total of EUR 4 177.45.

1.7 Procurement and grants

In 2025, the EUIPO managed 31 procurement procedures and two grants procedures for a volume of EUR 199.2 million.

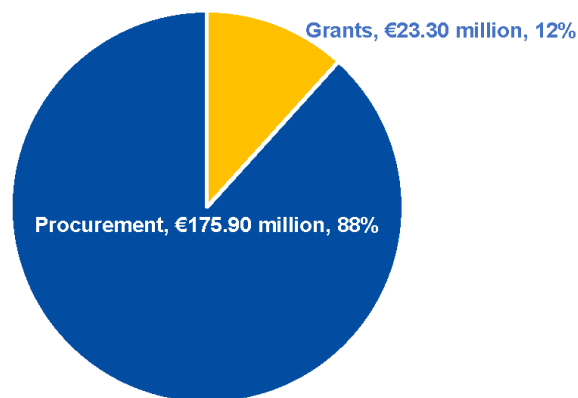


Figure 7. Amounts of procurement and grant procedures closed in 2025 (EUR million)

1.7.1 Grant procedures

In 2025, the Office launched two calls for proposals. One focused on IP awareness-raising activities, while the other concerned the SME Fund, implemented under a contribution agreement with the European Commission.

The awareness-raising activities grant aims to increase young people's understanding of IP rights by highlighting their value for creativity, innovation, consumer protection and the digital economy, while emphasising the risks and negative impacts of counterfeiting and piracy. Under this call, the Office awarded two grants for a total amount of EUR 0.15 million. The time to grant was three months from the submission of applications to the signature of the grant agreements, in compliance with the legal time limits established in Article 197(2) of the EU Financial Regulation.

The 2025 SME Fund, the fourth edition of the multiannual 2022-2026 initiative, supports EU and Ukraine-based SMEs by boosting competitiveness, fostering innovation and sustaining IP investments in the face of economic challenges. The total amount awarded at the closure of the call for proposals was EUR 23.2 million.

⁽⁶⁾ Regulation BC-1-2019 of the Budget Committee of the European Union Intellectual Property Office of 10 July 2019 laying down the financial provisions applicable to the Office.

On average, the process from the submission of applications to the notification of results and the issuance of signed grant decisions to successful applicants was completed within eight days, well within the deadlines established in Article 197(2) of the EU Financial Regulation.

In addition, in line with the reporting required by the EU Financial Regulation:

- the two grant agreements awarded under the IP awareness-raising activities call for proposals take the form of financing model not linked to costs (Article 125(3) EU Financial Regulation);
- there were no cases of flat rates higher than 7 % for indirect costs (Article 184(6) EU Financial Regulation);
- there were no derogations from the principle of non-retroactivity (Article 196(2) EU Financial Regulation);
- there were no cases of financial support to third parties > 60 000 (Article 207 EU Financial Regulation).

1.7.2 Procurement procedures

The EUIPO closed 31 procurement procedures in 2025, of which four were not awarded. 87 % of these procedures were planned in the Office's Work Programme.

The 27 successful procurement procedures represent an increase of 50 % compared to 2024 and the total volume for these procedures amounted to EUR 175.9 million, corresponding to an increase of 52 %.

The following chart gives an overview of the different types of procurement procedure carried out and closed during the year.

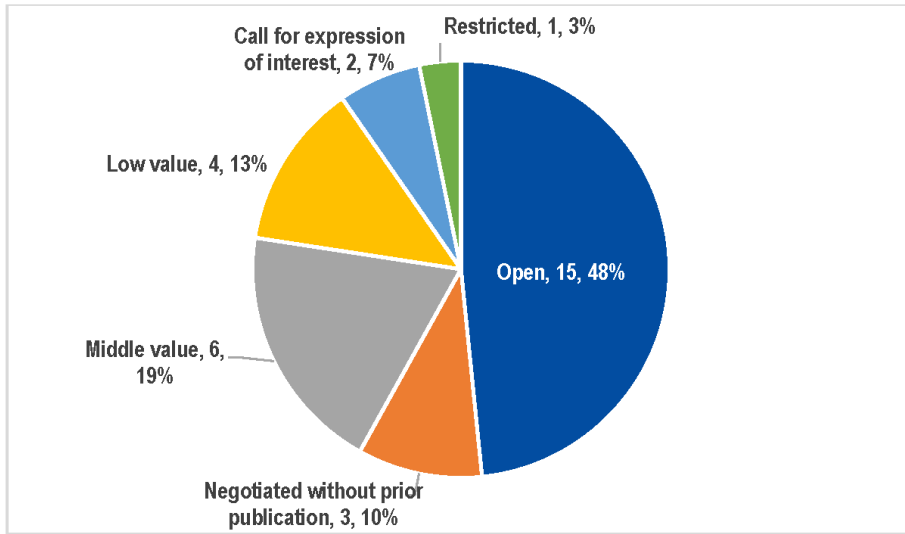


Figure 8. Type of procurement procedures

The 27 successful procurement procedures resulted in the signature of 39 framework or direct contracts in 2025.

In 2025, the EUIPO did not conclude any contracts that were declared secret.

- Pursuant to Article 74(10) of the EU Financial Regulation, the authorising officers by delegation should record the contracts concluded by negotiated procedures for each financial year, in accordance with points (a) to (f) of point 11.1 and point 39 of Annex I. During 2025, three negotiated procedures were launched where only one economic operator could provide the required works, supplies or services for technical reasons.

The proportion of contracts based on negotiated procedures increased in terms of number and value of contracts: in 2025, the EUIPO concluded 88 of its contracts in force based on negotiated procedures versus 66 the previous year.

The value of this type of contract increased in 2025 to EUR 2.59 million (3.7 %) from EUR 2.26 million (3.2 %) in 2024.

Type of procurement procedure	2024		2025	
	Number of contracts concluded	Value of contracts (EUR million)	Number of contracts concluded	Value of contracts (EUR million)
Negotiated	66 (16.7 %)	2.26 (3.2 %)	88 (26.3 %)	2.59 (3.7 %)
Open	326	68.25	244	58.42
Other types of procedures	3	0.01	3	0.25
Total	395	70.52	334	70.52

Figure 9. Contracts per type of procurement procedure in 2024 and 2025

1.8 Donations

In line with the requirements of the EU Financial Regulation, the EUIPO reports the following for 2025:

- no cases of any in-kind donation made to the EUIPO, for the purposes of humanitarian aid, emergency support, civil protection or crisis management aid (Article 25(3) EU Financial Regulation);
- one case of non-financial donations provided in the form of services, supplies or works (Article 244(3) EU Financial Regulation).

2 Talent Management⁽⁷⁾

2.1 Staff population

By the end of 2025, the EUIPO headcount stood at 1 179⁽⁸⁾, of which 1 134 were statutory staff. Through the consistent application of the business case approach to recruitment and the implementation of a new centralised Talent Intelligence Management model to address business and workforce needs strategically, the Office streamlined its statutory headcount by 27 compared to 2024. The following table shows the distribution of nationalities per contract type and function group.

⁽⁷⁾ Disclosures covered in this section: 2-7 employees, and 2-8 workers who are not employees (additional data also included in the 2025 GRI Content Index).

⁽⁸⁾ This figure includes officials (FT), temporary agents (TA), contract agents (CA), special advisers (SA) and seconded national experts (SNE). An additional 114 trainees are not included.

	AT	BE	BG	CY	CZ	DE	DK	EE	EL	ES	FI	FR	HR	HU	IE	IT	LT	LU	LV	MT	NL	PL	PT	RO	SE	SK	SI	UK	Total
FT	3	24	17	1	8	52	10	4	11	142	3	62	2	12	12	30	10	1	6	2	24	22	7	12	7	9	3	11	507
TA	4	16	12	1	6	43	2	1	24	150	5	32	1	5	12	55	6		2	1	6	27	14	8	4	5	2	3	447
CA		2	5			1	2	1	4	95		16		1	3	23	2				4	4		9	1	3			176
SA		1					1		1																	1		4	
Total	7	43	34	2	14	96	15	6	40	387	8	110	3	18	27	108	18	1	8	3	34	53	21	29	12	18	5	14	1134
%	0.6	3.8	3.0	0.2	1.2	8.5	1.3	0.5	3.5	34.1	0.7	9.7	0.3	1.6	2.4	9.5	1.6	0.1	0.7	0.3	3.0	4.7	1.9	2.6	1.1	1.6	0.4	1.2	100%

Table 1. Total statutory staff by category and nationality

Statutory staff originate from all 27 Member States with Spain being the most represented nationality (34.1 %), followed by France (9.7 %), Italy (9.5 %) and Germany (8.5 %). The least represented Member State is Luxembourg at 0.1 %.

The average age of statutory staff is 49.2. This average changes depending on the statutory category, with special advisers averaging 59.9 years of age, followed by officials with 52.9 years and temporary agents with 46.9 years. The average age of contract agents is 44.5.

SL	<35	35-45	46-55	>55
FT	1	67	249	190
TA	19	187	169	72
CA	20	85	58	13
SA		1		3
Total	40	340	476	278

Figure 10. Total statutory staff by age

Most of the statutory staff (58.8 %) are female, while 41.2 % are male. However, female staff are not equally represented across all function groups (women account for 69.5 % of ASTs while they represent 49.1 % of ADs). When it comes to managerial positions, women represent 39.1 % of the population. Moreover, at executive managerial level, there is an almost equal representation with eight men (53.3 %) and seven women (46.7 %).

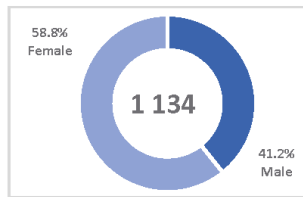


Figure 13. Staff share by gender

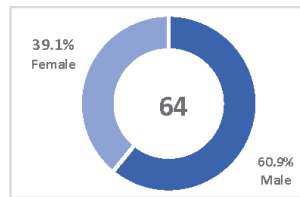


Figure 11. Managerial positions by gender

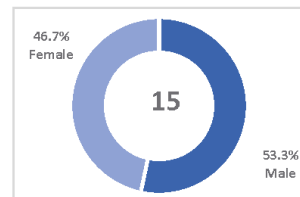


Figure 12. Exec. managerial positions by gender

2.2 The Establishment Plan and its evolution

The EUIPO Establishment Plan⁽⁹⁾ comprises the available posts in the budget by nature (permanent or temporary), function group and grade. Posts are allocated according to the Office's annual staff policy plan approved by the Management Board⁽¹⁰⁾, and the Office's budget approved by the Budget Committee.

As shown in the chart below, in 2025, the number of posts in the Establishment Plan remained unchanged at 1 172.

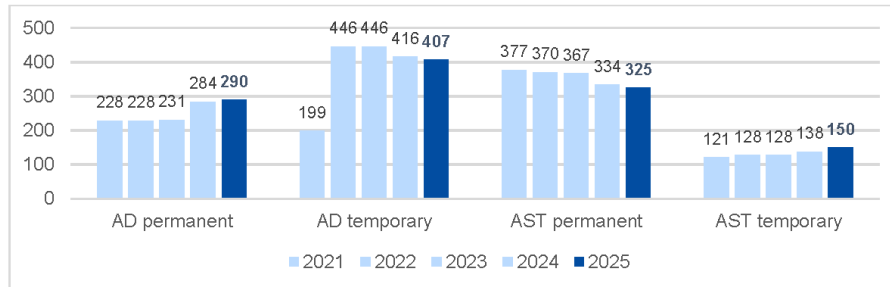


Figure 14. Evolution of the Establishment Plan

2.3 Job-screening benchmark

The Framework Financial Regulation provides for the possibility of carrying out a benchmarking exercise on the allocation of human resources per type and category according to the organisational role of each job. This exercise generates figures on 'Administrative Support & Coordination', 'Operational' and 'Neutral' jobs in all organisational entities. The Office regularly runs a benchmarking and job-screening exercise. This exercise generates figures on (1) administrative support and coordination, (2) operational matters and (3) neutral job types in all organisational entities. The definition of each of these three categories was agreed on in a working group composed of EU agency representatives and the European Commission.

The table below shows the Office's workforce distribution in 2025 in terms of full-time equivalents (FTEs) for officials and temporary agents. In short, 70.53 % of FTEs were dedicated to operational activities, like in 2024. 18.39 % were dedicated to administrative support and coordination activities, and 11.08 % to neutral tasks. The current distribution of the FTEs including officials and TAs is represented below.

⁽⁹⁾ The Establishment Plan represents the total number of posts authorised, not the actual number of staff.

⁽¹⁰⁾ Please refer to APPENDIX 4 – Annual Staff Policy Plan of the [2025 Work Programme](#).

		ADMINISTRATIVE SUPPORT & COORDINATION		NEUTRAL		OPERATIONAL	TOTAL
		Administrative support	Coordination	Finance and control	Linguistic		
PLANNING (IB 2025)	FTEs	131.89	23.29	79.25	9.98	676.31	920.71
	Percentage of total	14.32%	2.53%	8.61%	1.08%	73.46%	100.00%
	Subtotal FTEs	155.18		89.23		676.31	920.71
	Subtotal percentage of total	16.85%		9.69%		73.46%	100.00%
EXECUTION	FTEs	144.22	24.06	80.66	20.73	645.31	914.98
	Percentage of total	15.76%	2.63%	8.82%	2.27%	70.53%	100.00%
	Subtotal FTEs	168.28		101.39		645.31	914.98
	Subtotal percentage of total	18.39%		11.08%		70.53%	100.00%

Figure 15. EUIPO workforce distribution in 2025

In summary, over 70 % of the current EUIPO FTEs (officials and temporary agents) are dedicated to 'Operational' activities. During the new five-year strategic cycle, the Office will continue to aim for efficiency and increase the proportion of jobs dedicated to 'Operational' activities.

3 Management Assurance ⁽¹¹⁾

3.1 Elements supporting assurance

The following elements are in place to ensure legality and regulatory compliance.

⁽¹¹⁾ Disclosures covered in this section: 2-12 Role of the highest governance body in overseeing the management of impacts; 2-13 Delegation of responsibility for managing impacts; 2-14 Role of the highest governance body in sustainability reporting; 2-15 Conflicts of interest; 2-16 Communication of critical concerns; 2-17 Collective knowledge of the highest governance body; 2-18 Evaluation of the performance of the highest governance body; and 2-27 Compliance with laws and regulations (additional data also included in the [2025 GRI Content Index](#)).

3.1.1 Assessment by management

Assessment by management must meet the requirements laid down in the EU Financial Regulation on the internal control of the budget implementation. It is based on the results of the control procedures performed by EUIPO staff and refers to the legality and regularity aspects of the underlying transactions carried out.

Internal management body	Executive Director	Deputy Executive Directors	Head of Cabinet	President of the Boards of Appeal	The Chairpersons of the Boards	Directors	Deputy Directors	Chief Economist	Heads of Service	Head of Unit of Internal Audit	Accounting Officer	Head of Communication Service and Media Relations	Data Protection Officer	Office Controller	Team Leaders
Executive Advisory Committee	X	X	X	X		X		X		X		X			
Enlarged Executive Advisory Committee	X	X	X	X	X	X	X		X	X	X		X	X	On invitation

Figure 16. Assessment by management

The Executive Advisory Committee meets on a regular basis to discuss and advise the Executive Director on important issues concerning the EUIPO's operations. The Enlarged Executive Advisory Committee meets on a regular basis to assess the performance of the EUIPO's activities, follow up on the Strategic Plan and review the progress of the goals established in the annual Work Programme.

3.1.2 Performance, quality and risk management systems

The EUIPO's integrated management systems have served as a strong basis and complementary framework for the implementation of the Office's internal control system, ensuring that controls are intrinsically embedded into its processes.

The Office is committed to ensuring the delivery of high-quality products and services to its customers. It has implemented and become certified in six management systems to ensure it complies with the different requirements for [quality](#), [complaints handling](#), information security, [environment](#), occupational health and safety, and universal accessibility. By implementing these systems, the Office aims to be proactive in its activity management by assessing and responding to risks, pursuing opportunities that create value for stakeholders while ensuring that the EUIPO's activities remain sustainable.

Additionally, to ensure the EUIPO achieves quality standards for its IP products, administrative decision [No ADM-21-24 on establishing an Integral Quality Framework at the EUIPO](#) provides the legal basis for its comprehensive quality assurance framework.

The EUIPO's risk management framework, an essential part of its internal control system, is also integrated into the institutional planning and reporting cycle and deeply embedded into the organisational culture. Another essential element is the EUIPO's performance management framework, which includes the continuous monitoring and measurement of the impact and results of its activities.

3.1.3 Delegation of the powers of the authorising officer and acts of delegation and sub-delegation embedded in the EUIPO's financial management system

In accordance with the Executive Director's annual decision on the delegation of powers, each department is assigned an appropriate number of authorising officers by delegation, complemented where applicable by authorising officers by sub-delegation, ensuring operational continuity and the timely implementation of the budget. The allocation of delegated powers is embedded within a robust internal control framework designed to ensure full compliance with the EUIPO Financial Regulation and the principles of sound financial management. System-based controls in the financial management system guarantee that only duly authorised staff may initiate or approve financial transactions, thereby ensuring traceability, segregation of duties and accountability. As of 31 December 2025, there was a total of one authorising officer and 61 authorising officers by delegation or sub-delegation at the EUIPO.

3.1.4 *Ex ante* and *ex post* verification⁽¹²⁾

The EUIPO applies a mixed model of *ex ante* and *ex post* verification to ensure that financial transactions are executed in full compliance with both the EU and EUIPO Financial Regulations as well as the principles of sound financial management.

Ex ante verification combines operational and financial checks. Operational *ex ante* verification is carried out by the authorising officer responsible for each operation, ensuring that the transaction is necessary, compliant and aligned with the principles of economy, efficiency and effectiveness. In parallel, a centralised *ex ante* financial verification function within the Financial Management and Control Department performs financial checks focusing on the legality, regularity and conformity with the applicable financial framework. In 2025, the Verification Team performed *ex ante* financial verification on 12 198 operations.

Ex post verification forms an integral part of the overall assurance framework, complementing preventive controls with retrospective checks. In line with the EUIPO's risk-based financial verification strategy, a yearly risk-based *ex post* financial verification is carried out on a representative sample of transactions, selected on the basis of risk indicators, materiality and control relevance. This approach strengthens assurance on the effectiveness of internal controls and the regularity of transactions.

⁽¹²⁾ This approach can be complemented by a yearly risk-based *ex post* financial verification based on a selection of sample transactions as defined in the EUIPO's risk-based financial verification strategy.

Together, the *ex ante* and *ex post* verification mechanisms provide layered and proportionate assurance that financial operations are executed correctly, that internal control requirements function as intended, and that risks of error, irregularity or non-compliance are effectively mitigated.

3.1.5 Register of exceptions and confirmation of instructions

Following the requirements of its internal control framework, the Office has put a system in place to ensure that all instances of overriding controls or deviations from established processes and procedures are documented in exception reports: the register of exceptions. This is managed centrally by the Verification Team within the Financial Management and Control Department.

In 2025, 19 exceptions out of 12 198 operations were registered; a significant reduction compared to 2024 figures. These exceptions account for 0.16 % of the total number of files handled within the financial management system.

Following Article 56 of the EUIPO Financial Regulation (Article 92 of the EU Financial Regulation), any cases of 'confirmation of instructions' should be recorded by the responsible authorising officer by delegation. Internal EUIPO rules state that these cases are to be recorded in the register of exceptions. No cases of confirmation of instructions were recorded in the register of exceptions in 2025.

3.1.6 Anti-Fraud Strategy

Article 175(5) EUTMR provides that the Budget Committee must adopt an Anti-Fraud Strategy (AFS) that is proportionate to the fraud risks, bearing in mind the cost benefit of the measures to be implemented. Furthermore, the EUIPO Financial Regulation lays down the Office's obligations and its financial partners in anti-fraud matters. In line with the above, a revised AFS was adopted in October 2025. It is based on the assessment of the actions under the previous AFS and an office-wide fraud risk assessment. The AFS consists of three objectives, namely to persevere and boost anti-fraud culture and staff awareness, to strengthen the effective implementation of fraud prevention, detection and correction measures, and to maintain and foster cooperation with external stakeholders (the European Anti-Fraud Office, the European Public Prosecutor's Office, the European Court of Auditors (ECA) and the European Commission, as well as other EU institutions and bodies). The AFS action plan covers the period of 2026-2029, aligning it with the EUIPO 2030 Strategic Plan (SP2030).

3.2 *Ex ante* and retrospective evaluations of programmes and activities

Article 29 of the EUIPO Financial Regulation requires it to perform *ex ante* and retrospective (*ex post*) evaluations of programmes and activities that entail significant spending, among other things.

As regards *ex ante* evaluations, all strategic initiatives were presented for approval via standardised documents (Business Cases). Additionally, written procedures via 'Notes to the Executive Director' are used for the proposal of modifications to those initiatives. These describe and assess the relevant aspects and criteria of the proposed initiatives in detail, such as the underlying business case, mission or vision, envisaged objectives, required human and financial

resources, risks, expected benefits and added value. Before submitting these Business Cases to the Executive Director for approval, they all underwent a comprehensive review, ensuring the analysis and feedback of the relevant stakeholders. Interdepartmental consultations are carried out for common and interrelated projects or activities to gather feedback so that the Executive Director can take informed decisions.

Regarding retrospective evaluations, each completed strategic initiative was subject to a closure report, through which the resulting achievements were thoroughly assessed and compared against the objectives in the related Business Case. The various chapters of the report address relevant evaluation criteria, such as effectiveness, efficiency, coherence, relevance and EU added value. Similar to the Business Cases, the closure reports also underwent a review involving all the relevant stakeholders and ensuring their acceptance before submitting them to the Executive Director. A mid-term evaluation report is also prepared on the benefits delivered and value created during the execution of the Strategic Plan.

In addition to the above, in Q4 2022, the European Commission started the [evaluation of Regulation \(EU\) 2017/1001 on the European Union trade mark](#). The purpose of this evaluation was to assess the implementation of the Regulation, the legal framework for cooperation between the EUIPO and Member State IP offices, including the Benelux Office, and the work of the EUIPO.

Further to the legislative reform proposals on GIs and EUDs⁽¹³⁾, two impact assessments were issued by the European Commission on [GI protection for CI products](#) and on the [legal protection of designs](#).

Article 29(4) of the EUIPO Financial Regulation requires the Executive Director to 'prepare an action plan to follow up on the conclusions' of retrospective evaluations. At the EUIPO, compliance with Article 29(4) is ensured by the closure reports, which are the actual evaluations, and by the annual prioritisation exercises. The latter was initiated in 2020 within the scope of the 2025 Strategic Plan and serves as one of the key mechanisms to follow up on its yearly implementation. Furthermore, within this context, reference is made to the following:

- the [evaluation of the Observatory in 2020](#);
- the fact that the EUIPO's founding regulation provides for an evaluation of the EUTMR in 2021 and every five years thereafter;
- the EUIPO's annual work programmes; and
- regularly performed internal and external audits.

3.3 Audit results during the reporting year

3.3.1 Internal Audit Unit

In its contribution to the 2025 Annual Activity Report process, the Internal Audit Unit concluded that no 'critical' or 'very important' recommendations were issued for 2025.

⁽¹³⁾ The European Parliament and the Council strike provisional deal on design protection package.

3.3.2 European Court of Auditors

In its 2024 annual report on EU agencies published on 30 October 2025, the ECA concluded that 'the EUIPO's accounts for the year ended 31 December 2024 present fairly, in all material respects, the EUIPO's financial position as at 31 December 2024, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its financial regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.'

The ECA also concluded that the revenue and payments underlying the EUIPO's accounts for the year ended 31 December 2024 were legal and regular in all material respects.

The ECA made four observations that did not call into question its positive opinion. These observations, together with the EUIPO's replies, can be found in the [European Court of Auditors' annual report on EU agencies for the 2024 financial year](#).

Observations on the legality and regularity of transactions

1. The ECA considered that the signature of direct contracts for sports facilities management with the same provider over four months to ensure the continuity of the services contravenes Article 164(5) and point 6.3 of Annex I to the EU Financial Regulation, which do not allow direct contracts for amounts over EUR 15 000. Therefore, these contracts and the related payments for a total value of EUR 59 960 in 2024, were deemed irregular.

The Office took note of the ECA's observation. The signature of the monthly direct contracts was a precautionary measure to prevent a gap in service provision between the old and the new framework contracts and to mitigate the risks arising from the delayed and ultimately cancelled open procedure, which was intended to conclude in the timely signature of a new framework contract. The consecutive direct contracts were therefore the unintended consequence of unexpected delays in the open procurement procedure.

In 2025, a new open procedure for the services concerned was successfully awarded.

2. The EUIPO, acting as lead contracting authority, launched a procurement procedure for catering services with Fusion for Energy (F4E), the joint undertaking based in Barcelona, Spain. The tender specifications requested the provision of services in both locations, Alicante and Barcelona. The ECA considered that the request to provide services in both locations simultaneously had the effect of restricting competition, which in its view constitutes a breach of Article 160(3) of the EU Financial Regulation. The procedure and the subsequent payments under these contracts in 2024 – EUR 480 097 – were deemed irregular by the ECA.

The Office's decision to proceed with an interinstitutional tendering procedure with F4E was intended to achieve economies of scale, cost efficiency and sound financial management as outlined in the European Commission Circular on Interinstitutional Calls for Tenders. The Office took due account of the ECA's observation and launched a new open procedure for catering services in 2025.

3. In the 2022 report on EU agencies, the ECA concluded that a contract for travel agency services was irregular because it was awarded through a negotiated procedure without prior

B.16 | 2025 Consolidated Annual Activity Report

publication of a contract notice, and with no proper justification of the extreme urgency claimed. As a result, all subsequent payments under this contract, which came to a total of EUR 60 651 in 2024, were deemed irregular. The EUIPO confirmed that the payments made under this contract in 2024 constituted the final settlements of outstanding carry-forward commitments from 2023, thereby fulfilling all contractual obligations. No further payments were to be made under this contract in 2025 or thereafter.

Observation on management and control systems

4. In 2024, the EUIPO paid EUR 4.8 million to the national IP offices for the running costs of their public databases for EUTMs and EUDs. The ECA considered that the amounts paid were not related to the actual cost of maintaining these databases and of providing data on national trade marks and designs, nor was there clear justification for how these amounts were determined. The ECA had reported this issue in their special report of June 2022. The ECA considered that, by the end of 2024, the EUIPO had still not implemented their recommendation to provide proper justification for these running costs by the end of 2023. This observation concerns exclusively the management and control systems in place and does not call into question the legality or regularity of the transactions and amounts involved.

In accordance with Article 152 of its founding regulation, the EUIPO provides financial support to national IP offices to promote the development and use of inclusive, efficient, interoperable tools, such as public databases (TMview and DesignView). These tools facilitate high-quality access to IP information and save the global IP community tens of millions of euros through 15 million annual searches. The financial contribution employs a results-oriented approach using the 'financing not linked to costs' model in accordance with the EU Financial Regulation, reducing administrative burden while increasing efficiency. The Office reviewed and enhanced relevant documentation to increase transparency. A new administrative decision on financing not linked to costs was issued by the Office in 2025, reconfirming the use of financing not linked to costs for the TMview and DesignView under European Cooperation Programme.

A short summary of observations made in previous years and not reported specifically in 2024 but designated as open in the ECA's 2024 annual report, follows hereafter, together with the state of play.

- The Office modified its budget structure in 2021, presenting the payment of EUR 8.5 million made to the European School of Alicante under Title 4, 'Contribution to EU policies', instead of Title 1, 'Expenditure relating to persons working with the Office', which had been the practice in previous years. The ECA considers the co-financing of the European School to be a human resources policy, linked to the well-being of EUIPO staff and their families, and that the reclassification of related payments as a contribution to EU policies goes against the nature of the expenditure.

With the approval of the EUIPO Budget Committee, the situation persisted in the 2024 accounts. The payment of EUR 10.4 million made to the European School of Alicante in 2024 was still presented under Title 4 instead of Title 1.

In 2023, the Office presented the observation to its Budget Committee and consulted the stakeholders involved and has not identified any reason to modify the budget treatment of its

voluntary contribution to the European School of Alicante. The European Commission, following internal legal consultation, corroborated the Office's analysis and found no reason to object to the budget treatment of the EUIPO contribution to the European School under Title 4 of the Budget, in line with the provisions of Article 10 of the EUIPO Financial Regulation.

Furthermore, the Office has seized the opportunity offered by the renewal of the agreement in 2025 to introduce greater clarity regarding the funding of its contribution to the European School of Alicante. The revised draft agreement explicitly states that the EUIPO contribution is funded from its surplus, which is separate from its operational budget, in line with the provisions of Article 7 and 10 of the Financial Regulation.

By providing this clear and unambiguous framework, the Office aims to eliminate any potential risks of misinterpretation, ensuring an even more robust funding framework for the European School of Alicante.

3.4 Assessment of the effectiveness of the internal control systems

The Office assessed its internal control system during 2025 and concluded that it was effective and that the components and principles were present and functioning as intended.

The tables below present the status of the EUIPO's actions as regards the deficiencies or opportunities for improvement identified during the previous year's exercise, along with those identified during this year's assessment.

Principle	Deficiency / opportunity for improvement	Current status
4. Demonstrates commitment to competence	<p>The EUIPO has established effective talent management practices that support talent attraction, development and retention. To proactively meet business needs in particular those resulting from efficiencies from the SP2030 strategic actions and to ensure a balanced workforce, the Office will maximise internal talent to enable more efficient allocation and focused upskilling/reskilling.</p> <p>The Office has been monitoring staff satisfaction and engagement in different areas via dedicated staff surveys. While these surveys were instrumental in building action plans and shaping strategies, results were mainly based on staff perceptions. The Office is now moving towards a staff experience approach focusing on optimising key experiences during the employee journey in line with the SP2030 priorities. By reinforcing this focus, the Office will</p>	<p>During 2025, the Talent Intelligence Management Model was developed and internally announced, with staff invited to update their Talent Profiles. In 2026, the implementation will begin, including rollout of the Talent Intelligence Model and targeted workforce adjustments note based on staff skills and business needs.</p> <p>In 2025, the foundation work on the new Staff Experience approach was carried out, aiming to evaluate, track, and improve staff experience throughout important phases of the employee journey, namely talent attraction and integration, wellbeing, talent retention, upskilling/reskilling and young talent attraction through traineeships. In 2026, the implementation of the framework will be put into action and progress will be</p>

B.18 | 2025 Consolidated Annual Activity Report

Principle	Deficiency / opportunity for improvement	Current status
	ultimately enhance organisational performance, productivity and operational efficiency.	measured and reported via a dedicated KPI.
6. Specifies suitable objectives	An evaluation of the EUIPO's productivity and efficiency practice identified difficulties in consistently quantifying performance across different tasks and deliverables, especially regarding non-core products and support functions. A transversal approach is relevant to assess productivity trends across the Office as an instrument for the decision making.	A new productivity model was developed in 2025 to offer a thorough method for monitoring productivity across the Office's wide range of products and services covering for the first time all departments and activities under a common and harmonised methodology. Scheduled for implementation in 2026, this model seeks to improve transparency throughout all Office functions to make workload management more efficient, showing the evolution of productivity by each product during the SP2030, and ultimately to support more effective data-driven decision-making.
8. Assesses Fraud risk	Improve the effectiveness of the Anti-Fraud Strategy by bolstering fraud prevention, detection, and response activities, increasing staff awareness and responsibility, and establishing a systematic fraud risk assessment process that aligns with the organisation's risk management framework.	As highlighted in section 3.1.6 of this report, an action plan was introduced following the approval of the Office's third Anti-Fraud Strategy in November 2025, with implementation to be progressively rolled out.
11. Selects and develops general control over technology	The global rise in cyberattacks, as noted in risk EUIPO_50, highlights the need for EUIPO to strengthen its IT security measures to protect information and maintain services.	The Office has taken steps to strengthen information security, launching its strategic cybersecurity initiative in 2025. It established a policy for tools and a risk management framework aligned with EU regulations (i.e. Cybersecurity Act). Enhanced controls have been applied to asset management, human resources, operations, communications, and supply chain security to improve overall resilience.

Figure 17. Opportunities for improvement

Combined with the assessment and identification of deficiencies and opportunities for improvement, the Office also identified the best practices and strengths of its internal control system, such as:

- Approval of a new Anti-Fraud Strategy in 2025, reinforcing our comprehensive ethical and compliance framework;
- A strong risk and performance culture, with clear accountability, real-time monitoring, and data-driven decision-making embedded at all levels;

- Implementing various cross-departmental networks on specific topics, ensuring consistent control implementation and knowledge-sharing;
- Robust succession planning and talent development, including a new staff policy aimed at improving talent retention, geographical balance, and gender disparity;
- Resilience in a changing environment, with adaptive budgeting, inflation mitigation, and alignment of spending with strategic priorities;
- Enhanced cybersecurity governance, including a dedicated Security Operations Center (SOC), advanced threat-monitoring tools, and regular staff awareness campaigns;
- The continual improvement of cybersecurity and readiness regarding changes and new developments in related regulations;
- Proactive AI governance and implementation, including the establishment of an AI Steering Group, appointment of an AI Coordinator, and development of guidelines and foundational training for responsible AI adoption;
- Task automation for core business processes, improving efficiency and control in workflows;
- The publicly accessible transparency portal, providing stakeholders with clear and comprehensive information.

3.4.1 Assessment of the costs and benefits of internal controls

The Office has implemented several controls, procedures and tools. The aim was to ensure the legality and regularity of its activities, safeguard the sound financial management of its resources, provide adequate transparency and oversight of key activities or resources to support management decisions, and to maintain and continuously improve the quality of its outputs.

The functions and activities considered were costs related to financial management, including budget, grant management and verification; costs associated with strategic programming and planning, internal control, assurance and quality management; costs associated with internal and external audits, including ISO certification, and the costs of controls associated with IT (security and forensics, architecture and quality assurance).

These costs, to the best of the information available, have been classified as *ex ante* or *ex post* controls. The Office will further refine the methodology used to estimate the costs of controls in upcoming years.

<i>Ex ante</i>			<i>Ex post</i>			Total (EUR million)
Effort (FTEs)	Contracted costs (EUR million)	Total <i>ex ante</i> (EUR million)	Effort (FTEs)	Contracted costs (EUR million)	Total <i>ex post</i> (EUR million)	
49.97	3.31	10.32	5.50	0.07	0.84	11.16

Figure 18. Ex ante and ex post costs

3.54 % of the total executed budget was invested in the control functions mentioned above.

The controls implemented at the EUIPO bring benefits to the business in addition to merely ensuring compliance. Considering the comprehensive system of internal control at the EUIPO, the benefits

comprise sound financial management, anti-fraud and legal compliance measures, as well as benefits to both the EUIPO and its users. These have been demonstrated by:

- compliance with regulatory requirements;
- reliable reporting that supports Executive Advisory Committee and Management Board and Budget Committee decision-making on matters such as resource allocation and strategic investments;
- consistent mechanisms for processing financial transactions, supporting the quality of information and communications across the Office and with external stakeholders, providing reliable record keeping and the ongoing integrity of data;
- increased efficiency within functions and processes;
- ensuring and maintaining a low-level risk of fraud or irregularities in both financial and non-financial transactions and procedures (as no cases have been identified or arisen);
- minimising the risks affecting assets, staff or information;
- the ability and confidence to accurately communicate business performance with the relevant stakeholders (including other IP offices, customers, etc.), which supports relationship continuity;
- enhanced customer experience, supported by measurable KPIs;
- cost savings and optimised resource allocation, through streamlined and automated processes;
- data-driven insights for strategic planning, leveraging control data to inform decisions;
- the deterrent effect of controls;
- the prevention of conflicts of interest;
- the Budget Committee's consistent granting of discharge to the Executive Director of the EUIPO to implement the budget;
- avoiding reputational damage;
- the ECA's consistent unqualified opinion on the reliability of the accounts and on the legality and regularity of the transactions underlying the accounts;
- the relatively few observations by the ECA, Internal Audit Unit and other auditors, as well as the prompt action the Office has taken in addressing the recommendations accompanying these observations, thereby reducing risks.

Further to the above benefits, the Office has implemented a set of monitoring indicators and key performance indicators and refined this list to support the monitoring of the Annual Work Programme and the implementation of the SP2030, as well as to reflect the results of the control activities and quality programmes. For more information refer to sections on Key Performance Indicators corresponding to Organisational Enablers 1 and 2 and Priority Impact Area 1, included in the 2025 CAAR Annex.

The control strategy is therefore considered adequate and, in terms of costs, proportionate to the risks it serves to mitigate. It also provides reasonable assurance that the budget has been effectively implemented on time and in compliance with the rules. Nevertheless, the Office continues to review its internal control procedures and policies to implement improvements, risk management and ensure a proportionate balance between the costs and benefits of the controls.

3.4.2 Overall conclusions on assurance and reservations

The Executive Director and the authorising officers by delegation gave reasonable assurances that, overall, suitable controls were in place and were working as intended; risks were being monitored and mitigated appropriately and necessary improvements and reinforcements had

B.21 | 2025 Consolidated Annual Activity Report

been implemented. The Executive Director, as authorising officer, signed the Declaration of Assurance.

3.5 Declaration of Assurance

I, the undersigned, Executive Director of the European Union Intellectual Property Office,

In my capacity as authorising officer,

- Declare that the information contained in this report gives a true and fair view.
- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place provide the necessary guarantees on the legality and regularity of the underlying transactions.
This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, *ex ante* and *ex post* controls, the work of the Internal Audit Unit and the lessons learned from the ECA reports for the years prior to the year of this declaration.
- Confirm that I am not aware of anything not reported here that could harm the interests of the EUIPO.

Alicante, 8 May 2026



João Negrão
Executive Director

3.6 Statement of the Head of Service in charge of risk management and internal control

I, the undersigned, in my capacity as Head of Service in charge of risk management and internal control, declare that in accordance with the internal control framework adopted by the Budget Committee (BC-18-06), have reported my advice and recommendations on the overall state of internal control at the EUIPO to the Executive Director.

I hereby certify that the information provided in the present consolidated annual activity report and in its annexes is, to the best of my knowledge, accurate, complete and reliable.

Alicante, 08 May 2026



Konstantinos Karmiris
Head of Service of Corporate Strategy (Corporate Strategy and Foresight Department)

APPENDIX C — Mission Statement, Vision and Organisational Chart⁽¹⁾

The [European Union Intellectual Property Office](#) ('EUIPO' or 'the Office') is the European Union (EU) agency responsible for managing the EU trade mark (EUTM)⁽²⁾, the EU design (EUD)⁽³⁾, and geographical indications (GIs) for craft and industrial products. Furthermore, the EUIPO promotes European and international cooperation in the field of intellectual property (IP). Finally, it also manages the European Observatory on Infringements of Intellectual Property Rights (Observatory).

Alongside the national and regional IP offices (IPOs) of the EU, the EUIPO's mission is to deliver high value IP services to the public and businesses in the EU in an efficient and effective manner, thus fostering innovation, competitiveness and economic growth in Europe.

The EUIPO's work is guided by the 2030 Strategic Plan (SP2030), a five-year strategy which came into effect on 1 January 2025. While pursuing this strategy, the EUIPO will progress towards its vision for a robust, inclusive, diverse and sustainable IP system suited to diverse needs.

The EUIPO will work towards achieving its mission, and applying its vision, through the following five strategic goals.

1. Optimise operational efficiency and effectiveness towards long-term sustainable excellence.
2. Enhance the value of IP products and services by increasing quality, consistency, and legal certainty.
3. Improve access to the IP system and promote the use of IP rights in support of innovation-driven economic growth in Europe.
4. Build trust and respect for IP.
5. Ensure long-term sustainability of the European Union Intellectual Property Network (EUIPN).

European and international cooperation in the field of IP is one of the strategic drivers of the EUIPO. The EUIPO leads efforts in harmonising IP registration practices across the EU, developing innovative tools, and fostering partnerships with national and regional IPOs through the [EUIPN](#). These efforts are organised into five European Cooperation Projects (ECPs) that consolidate and reinforce the network. Furthermore, all decisions adversely affecting a party to a proceeding can be appealed before the EUIPO's Boards of Appeal.

The EUIPO works towards expanding these practices and tools beyond the EU through its cooperation framework founded on effective and concrete cooperation with more than 100 IP offices and other organisations across the world. Furthermore, the EUIPO manages several EU-funded projects under contribution agreements with the European Commission.

Hosted by the EUIPO since 2012, the [Observatory](#) is a platform that brings together public and private sector experts in a dynamic exchange network. It works as a think tank that gathers, monitors and reports crucial information to assist policymakers and authorities who protect and

⁽¹⁾ Section equivalent to Annex III of the CAAR European Commission template. Organisational chart. Disclosure covered in this section: 2-9 Governance structure and composition (additional data also included in the [2025 GRI Content Index](#)).

⁽²⁾ The Office was established in 1994 to manage the EU trade mark and, from 2003, the registered Community design (RCD) in order to improve the creation of a single market and to harmonise the protection of industrial property within the European Union. EU trade marks and designs are industrial property titles that enjoy uniform protection throughout the entire area of the EU. Its founding regulation was revised for the last time by Regulation (EU) 2017/1001.

⁽³⁾ According to Regulation (EU) 2024/2822 of the European Parliament and of the Council of 23 October 2024, the Registered Community design (RCD) was renamed the European Union design (EUD) on 1 May 2025.

enforce IP rights. It creates tools and provides training and knowledge sharing for enforcers. It is also responsible for establishing and managing the EU orphan works database and the public single online portal for out-of-commerce works.

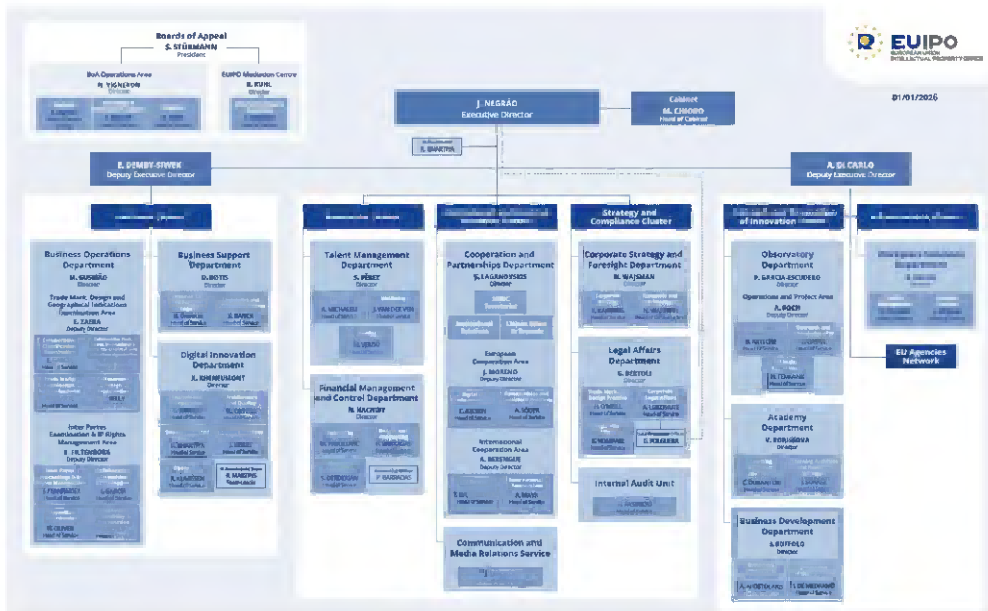


Figure 1. The EUIPO organisational chart⁽⁴⁾.

The Council of the EU decides on the appointment of the EUIPO's Executive Director, its Deputy Executive Directors and the President and Chairpersons of the Boards of Appeal. The Executive Director is responsible for the running of the EUIPO. The governance structure of the EUIPO consists of a Management Board and a Budget Committee, each composed of one representative from each Member State, two representatives from the European Commission and one representative from the European Parliament.

⁽⁴⁾ Please refer to the following [link](#) in the EUIPO website for the most up-to-date version of the EUIPO's organisational chart.

APPENDIX D — Corporate risk register

ID	DESCRIPTION	RISK TYPE	RISK LEVEL (IMPACT X LIKELIHOOD)	RISK RESPONSE	SUMMARY OF CONTROLS AND ACTIONS
EUIPO 66	<p>The uncertainty and volatility of the world economy potentially affecting the demand for IP services.</p> <p>Recent geopolitical events may upset the market, such as the recent, newly imposed tariffs. This, in turn, may generate volatility in trade mark and design filings.</p> <p>Ensuring budgetary stability and long-term sustainability with a view to maintaining financial autonomy – especially considering the EUIPO's new responsibilities – is vital. This requires choosing investments that are critical to fulfilling the strategic objectives of the EUIPO.</p> <p>The European Commission's latest economic forecast shows that the EU economy is returning to modest growth as disinflation continues, though the environment remains complex and challenging with the possible fragmentation of global trade.</p>	Financial	20 I (4) L (5)	Reduce	<p>The EUIPO engages in proactive planning and budgeting by forecasting filing volumes (taking key macroeconomic factors into account) and adapting to prevailing market volatility and economic uncertainties.</p> <p>All costs are scrutinised to assess the impact of tariffs and variations in the inflation rate and to determine where compensatory savings may be made.</p> <p>The planned expenditure on EUIPO activities is continuously aligned with the EUIPO's strategy and any projected investment capacity through ongoing prioritisation and re-planning activities.</p> <p>The EUIPO closely monitors the stakeholders' reactions (IP community, non-EU countries, EU institutions and bodies, IP press coverage) and any feedback received from customers is thoroughly analysed. The EUIPO coordinates its actions and responses with the European Commission.</p> <p>Implementation of the EU Cooperation budget is monitored and assessed every quarter.</p>
EUIPO 50	<p>Cybersecurity risks impacting the EUIPO's services and its staff.</p> <p>As the EUIPO's operations expand, so does its digital presence and footprint. With cyberattacks being on the rise globally, the risk</p>	Operational Reputational	16 I (4) L (4)	Reduce	<p>The EUIPO has put its main focus on defining, implementing and managing suitable and proportionate cybersecurity controls.</p> <p>The EUIPO has significantly reinforced its cybersecurity posture through successful certifications, establishing a</p>

1

ID	DESCRIPTION	RISK TYPE	RISK LEVEL (IMPACT X LIKELIHOOD)	RISK RESPONSE	SUMMARY OF CONTROLS AND ACTIONS
	<p>of the EUIPO being targeted by malicious attempts to disrupt its services through attacks on its data, systems and users also increases.</p> <p>At the EU level, a cybersecurity regulation entered into force in January 2024 to ensure measures for a high, common level of cybersecurity for all the EU institutions, bodies, offices and agencies.</p>				comprehensive risk management framework, enhancing its threat intelligence collaboration with CERT-EU, introducing regular resilience testing, extensive staff awareness and training initiatives, and by rolling out long-term measures that are aligned with EU regulatory requirements.
EUIPO 76	<p>The benefits of the IP system may not reach key groups of businesses and citizens, adversely affecting innovation and inclusiveness in the EU Internal Market.</p> <p>The benefits of the intellectual property (IP) system may not reach key groups of businesses and citizens, resulting in low participation by SMEs, women, and young people due to structural, cultural, and economic barriers. Limited awareness and scepticism, especially among the younger generations, may further reduce engagement with and respect for the IP system.</p> <p>Evidence / Indicators</p> <ul style="list-style-type: none"> Women accounted for only 24 % of designers (2021). 	Reputational	15 I (3) L (5)	Reduce	<p>Bringing the IP system closer to the general public by broadening outreach (especially to young people, start-ups and SMEs) and sharing the benefits of IP expertise and knowledge.</p> <p>Three priority impact areas in the SP2030 ensure that these aspects are high on the agenda: 'Inclusive IP landscape', 'Awareness and education' and 'Promotion of innovation'.</p>

2

ID	DESCRIPTION	RISK TYPE	RISK LEVEL (IMPACT X LIKELIHOOD)	RISK RESPONSE	SUMMARY OF CONTROLS AND ACTIONS
	<ul style="list-style-type: none"> Only 10 % of SMEs reported owning registered intellectual property rights (2022). 37 % of young people intentionally purchased counterfeit products in the past 12 months (2022). <p>The younger generation remains significantly sceptical of IP, and the general public does not appear to be fully aware of the benefits of the IP system.</p>				
EUIPO 92	<p>Ineffective protection and enforcement of IP rights may lead to lack of trust and respect for IP.</p> <p>The fragmentation of the IP system poses significant challenges for businesses and innovators. Companies may find it difficult to navigate the IP landscape, monitor and enforce their IP rights effectively and protect their innovations.</p> <p>The increasing prominence of e-commerce, online sales platforms and other digital intermediaries is making the monitoring and enforcement of intellectual property rights</p>	Reputational	15 I (3) L (5)	Reduce	<p>The EUIPO will reinforce its commitment to combatting IP infringement through strategic stakeholder engagement and by leveraging technical expertise to support the European Commission in initiatives such as the fight against live event piracy and the implementation of the Digital Services Act. This includes monitoring the impact of the European Commission's Recommendations on live event piracy and counterfeiting through data collection, analysis, and reporting to stakeholders.</p> <p>Collaboration with industry associations, trade organisations, and consumer groups will be strengthened to design joint programmes that combine infringement prevention with IP awareness-raising. Sharing real-life examples of victims of IP infringement will underscore the urgency of robust</p>

3

ID	DESCRIPTION	RISK TYPE	RISK LEVEL (IMPACT X LIKELIHOOD)	RISK RESPONSE	SUMMARY OF CONTROLS AND ACTIONS
	increasingly difficult.				enforcement. Additionally, the EUIPO will strengthen cooperation with Member State IP offices, EU bodies, and global IP organisations to improve the EU's IP infrastructure and ensure interoperability among IP rights systems and institutions.
EUIPO 86	<p>EU businesses risk losing competitiveness if they fail to leverage their intangible assets for business expansion, potentially hindering innovation.</p>	Reputational	15 I (3) L (5)	Reduce	<p>The EUIPO explores valuation, commercialisation and IP-backed financing with different stakeholders and partners, including EU public and private financial actors and IP offices. The EUIPO is planning several initiatives in order to get an 'as-is' analysis of the environment, as well as an analysis of the key stakeholders and the state of play of IP-backed financing in Europe.</p> <p>Based on this analysis, a comprehensive, structured roadmap will be developed to identify possible means to improve access to finance. This will include the necessary foundation work for developing a framework for IP valuation for IP-backed financing in cooperation with the European Commission (and as established in the EU Startup and Scaleup Strategy).</p>

4

APPENDIX E — Plan for grants, contributions and service-level agreements ⁽¹⁾

GENERAL INFORMATION						FINANCIAL IMPACT (EUR) – TOTAL AMOUNT PER YEAR				
	ACTUAL OR EXPECTED SIGNATURE DATE	TOTAL AMOUNT (EUR)	DURATION	COUNTERPART	SHORT DESCRIPTION	2025	2026	2027	2028	
GRANTS										
1.	European Policy for IP (EPIP)	13/09/2022	80 000	01/01/2022-31/12/2025	EPIP Association	EPIP is an international not-for-profit association of researchers that grew out of a network financed by the European Commission between 2003 and 2005. The EPIP conference is an annual event in the world of IP academia. It is the only such conference organised by European academics.	20 000			
Total Grants for 2025						EUR 20 000				
CONTRIBUTION AGREEMENTS										
1.	IP Key SEA phase II	16/12/2021	4 333 333	01/04/2022-31/12/2025	DG TRADE and FPI	The overall objective is to promote a more level playing field for EU companies operating in Southeast Asia by contributing to greater transparency and effectively implementing the IP rights protection and enforcement system.	1 057 569	505 315		
2.	IP Key China – phase II	16/12/2021	4 666 667	01/10/2022-30/09/2025	DG TRADE and FPI	The overall objective is to promote a more level playing field for European companies operating in China by contributing to greater transparency and fairer implementation of the IP rights protection and enforcement system in China. The specific objectives are to: 1. promote China's progressive convergence towards European standards in IP rights legislation, protection, enforcement and best practices; 2. support the interests of European innovators and rights holders trading with or investing in China;	1 465 717	135 710		

⁽¹⁾ CAAR European Commission template equivalent to Annex VI. Contributions, grants and service-level agreements. Financial Framework Partnership Agreements.

E.1 | 2025 Consolidated Annual Activity Report

GENERAL INFORMATION						FINANCIAL IMPACT (EUR) – TOTAL AMOUNT PER YEAR				
	ACTUAL OR EXPECTED SIGNATURE DATE	TOTAL AMOUNT (EUR)	DURATION	COUNTERPART	SHORT DESCRIPTION	2025	2026	2027	2028	
					3. contribute to greater transparency and fairness of the IP rights protection and enforcement system in China, discouraging the misuse of IP rights legislation as a protectionist barrier to market access; 4. further improve the IP rights environment; 5. increase political and public awareness of the importance of IP rights protection, including through academia.					
3.	IPPE in China 4	28/07/2025	4 285 714	01/10/2025-30/09/2028	DG INTPA and DG TRADE	The overall objective of this action is to promote greater transparency and fairer implementation of IP rights protection and enforcement in China. The specific objectives are to: 1. increase China's alignment with EU standards in IP rights legislation, protection, enforcement and best practices; 2. improve the trading and investment environment in China for EU innovators and rights holders, including the gender perspective; 3. enhance the effectiveness of the systems for transparency and fair implementation of IPR protection and enforcement and discourage protectionist barriers to market access.	113 613	1 335 179	1 471 769	1 365 154
4.	Caribbean Regional IPR Project – phase II	31/03/2024	3 571 429	01/04/2025-31/03/2029	EUD to CARICOM / CARIFORUM and DG INTPA	The overall objective of the project is to help integrate the CARIFORUM states into the global economy by strengthening their IP rights framework to stimulate private sector innovation and competitiveness.	299 439	789 279	936 794	939 644
5.	Pan-African IPR Project	20/12/2019	17 140 000	01/02/2020-30/10/2025	DG INTPA	The overall objective of the project is to facilitate intra-African trade and African and European investment. The EUIPO will manage all budget implementation tasks, mainly tender services during the project for the benefit of African and EU businesses and African IP offices and authorities.	2 713 001	115 235		

E.2 | 2025 Consolidated Annual Activity Report

GENERAL INFORMATION						FINANCIAL IMPACT (EUR) – TOTAL AMOUNT PER YEAR				
	ACTUAL OR EXPECTED SIGNATURE DATE	TOTAL AMOUNT (EUR)	DURATION	COUNTERPART	SHORT DESCRIPTION	2025	2026	2027	2028	
6.	IP Key Latin America – phase II	09/12/2021	4 333 333	01/02/2022-28/02/2025	DG TRADE and FPI	The overall objective of the project is to promote a more level playing field for EU companies operating in Latin America by contributing to greater transparency and effectively implementing the IP rights protection and enforcement system.	641 949			
7.	Regional MERCOSUR Project	01/12/2021	4 285 714	01/12/2021-30/11/2025	DG INTPA	The AL-INVEST Verde Programme (AL-INVEST PI) seeks to achieve the enhanced use and effectiveness of IP rights in Latin America, particularly in the MERCOSUR countries. It aims to expand and improve IPR use to boost research cooperation and stimulate competitiveness and sustainable innovation.	1 367 647	96 701		
8.	EU4IP (Ukraine, Moldova and Georgia)	December 2023	4 000 000	01/01/2024-31/12/2027	DG ENEST	The overall objective of the action is to contribute to an adequate and effective level of registration, protection and enforcement of IP rights in Georgia, Moldova and Ukraine in line with international and EU best practices, according to the commitments of the respective Association Agreements and in support of the future opening of negotiations for EU accession.	843 250	1 125 944	969 135	292 510
9.	SCOPE IPR (Southeast Asia region)	January 2024	4 285 714	01/03/2024-29/02/2028	DG INTPA	Goals: <ul style="list-style-type: none"> • support the Association of Southeast Asian Nations (ASEAN) and its members in improving harmonisation, convergence of practices and cooperation on IP; • assist ASEAN members with objectives from the ASEAN IPR Action Plan 2016-2025 and post-2025 AIPRAP (to be developed); • help ASEAN members fully benefit from initiatives under the ASEAN – EU Economic Partnership; • support any region-to-region free trade agreement (FTA) or bilateral FTAs in terms of compliance with the provisions under the IP Chapter. <p>The overall objective is to ensure the protection and enforcement of IP rights in the ASEAN countries in line with EU standards and international</p>	899 469	1 139 489	1 188 119	1 093 874

E.3 | 2025 Consolidated Annual Activity Report

GENERAL INFORMATION						FINANCIAL IMPACT (EUR) – TOTAL AMOUNT PER YEAR				
	ACTUAL OR EXPECTED SIGNATURE DATE	TOTAL AMOUNT (EUR)	DURATION	COUNTERPART	SHORT DESCRIPTION	2025	2026	2027	2028	
					agreements. The specific objective is to increase the harmonisation and coordination of policy frameworks, regulations and IP practices between the ASEAN Member States and the EU.					
10.	EU-RoK (KOREA) IP Action	January 2024	1 428 571	01/03/2024-29/02/2028	DG TRADE and FPI	This action seeks to increase cooperation in major policy areas of common interest and address differences in approaches to IP rights protection and enforcement in the digital environment. The main objectives are: <ul style="list-style-type: none"> • to enhance trade in IP-intensive products between the EU and the RoK; • to cooperate on new technologies and challenges involving the development of new IP rights-related policies and rules. This action will contribute to the implementation of the IPR Chapter of the EU-RoK FTA and to the EU-RoK Digital Partnership. 	276 242	367 571	370 507	368 604
11.	EU-Japan IP Action	September 2025	2 000 000	01/10/2025-30/09/2029	DG TRADE and FPI	This action focuses on EU-Japan cooperation in policy areas of common interest regarding the protection and enforcement IP rights in the digital environment. The main objectives are: <ul style="list-style-type: none"> • to facilitate trade in IP-intensive products between the EU and Japan; • to promote the alignment and understanding of present and future IP protection and enforcement practices; • to support action on relevant issues stemming from the implementation of the Economic Partnership Agreement; • to increase awareness of the EU IP systems in Japan; • to capitalise on IP-intensive products in EU-Japan trade. 	65 364	450 000	450 000	450 000
12.	EU4IP-Western Balkans component	December 2025	4 000 000	01/01/2026-31/12/2028	DG ENEST	The overall objective of this action is to contribute to the intra-CEFTA integration of IP rights within the Common Regional Market, facilitating intra-CEFTA trade as well as trade between the region and the EU for a more sustainable and inclusive economy.		1 247 574	1 370 057	1 382 370

E.4 | 2025 Consolidated Annual Activity Report

GENERAL INFORMATION						FINANCIAL IMPACT (EUR) – TOTAL AMOUNT PER YEAR			
	ACTUAL OR EXPECTED SIGNATURE DATE	TOTAL AMOUNT (EUR)	DURATION	COUNTERPART	SHORT DESCRIPTION	2025	2026	2027	2028
					The specific objective is to contribute to improving the level of creation, administration, protection and enforcement of IP rights in line with EU best practice and in support of the Enlargement Policy and the Growth Plan, particularly by aligning with the EU's <i>acquis communautaire</i> .				
13. AL INVEST IPR Next	Q1 2026	8 571 429	01/05/2026-30/03/2030 ²	DG INTPA	The AL-INVEST Verde Programme (AL -INVEST PI) seeks to improve the use and effectiveness of IP rights in Latin America, particularly in the MERCOSUR countries. Its purpose is to expand and improve the use of IP rights to boost opportunities for research cooperation and stimulate competitiveness and sustainable innovation.		1 947 130	2 181 937	2 191 721
14. AfriPI 2	Q2 2026	17 500 000	01/06/2026-31/05/2030	DG INTPA	The overall objective of the project is to facilitate intra-African trade and African and European investment. The EUIPO will implement tasks and tender services during the implementation of its project activities for the benefit of African and EU businesses and African IP offices and IP authorities.		2 358 052	4 461 196	4 474 012
15. Organisation for Economic Cooperation and Development (OECD)	31/10/2023	841 081	31/10/2023-31/10/2025	OECD	The agreement covers joint OECD-EUIPO studies on trade in counterfeit goods, under the auspices of the Working Party on Countering Illicit Trade.	210 270			
16. SME support via the Single Market Programme	29/11/2021 and modification to be signed soon	72 100 000 ³	29/11/2021-31/12/2026	DG GROW	This is a multiannual contribution agreement from the Single Market Programme to provide financial relief to SMEs regarding IP-related costs. Annual transfers of funds – agreements will be concluded between the European Commission and the EUIPO, defining yearly budgets and the actions covered. The action implemented by the EUIPO will provide grants to SMEs for IP-related	Up to 12 000 000 plus implementation on costs (7 % to 10 %)	Implementation costs 771 669	Implementation costs 110 858	

² The start date of AL INVEST IPR Next is still under discussion and might change depending on the final agreement reached.

³ The EUIPO contribution: EUR 67 000 000 plus implementation costs; EC contribution: EUR 5 100 000.

E 5 | 2025 Consolidated Annual Activity Report

GENERAL INFORMATION						FINANCIAL IMPACT (EUR) – TOTAL AMOUNT PER YEAR			
	ACTUAL OR EXPECTED SIGNATURE DATE	TOTAL AMOUNT (EUR)	DURATION	COUNTERPART	SHORT DESCRIPTION	2025	2026	2027	2028
					activities to help improve their competitiveness through the use of IP strategies.				
17. European School	10/7/2020		13/06/2025-31/08/2030	European School of Alicante (ESA)	The memorandum of understanding between the School and the EUIPO covers cooperation on pre- and post-school activities, and the related support activities.	448 869.05	442 801.72	577 812.83	577 812.83
18. European School	26/06/2019		27/06/2025-31/12/2028	ESA, European Commission and the European Schools	The Financing Agreement is a tripartite agreement signed between the EUIPO, the Commission and the Secretary General to finance the budget of the European School of Alicante.	10 715 813	12 070 267.66	12 372 024.35	12 681 324.96
19. Support the implementation of DSA	23/12/2025		01/01/2026-31/12/2030	DG CONNECT	The purpose of this Agreement is to support the application of the Regulation (EU) 2022/2065 (the Digital Services Act) in relation to IP rights infringement.		178 490	365 797	231 470
Total Contribution Agreements						EUR 33 119 212.05			
SERVICE LEVEL AGREEMENTS (SLA)									
1. Administrative Agreement with DG AGRI	17/12/2019	N/A	17/12/2019- Unlimited duration	European Commission- DG AGRI	The memorandum of understanding signed on 25/04/2019 between the European Commission and the EUIPO provides a framework for the conclusion of detailed working arrangements with individual Commission departments, and it specifically envisages, in Chapter 7, a deepened, practical level of cooperation between the EUIPO and DG AGRI.	N/A	N/A	N/A	N/A
2. SLA EUIPO – Europol	07/11/2019	7 920 000	07/11/2019-31/12/2027	Europol	A Service Level Agreement (SLA) to strengthen cooperation in the field of counterfeiting and piracy to prevent and combat criminal activities that infringe IP.	1 030 000	700 000	554 000	
3. SLA EUIPO – DG HR	16/12/2015 (extended in amendment)		01/03/2016-31/12/2025 (new SLA under review)	DG HR	An SLA on the issuance process of the <i>laissez-passer</i> of the EU in accordance with Council Regulation (EU) No 1417/2013 relating to the cooperation between the European Commission	6 400			

E 6 | 2025 Consolidated Annual Activity Report

GENERAL INFORMATION						FINANCIAL IMPACT (EUR) – TOTAL AMOUNT PER YEAR			
	ACTUAL OR EXPECTED SIGNATURE DATE	TOTAL AMOUNT (EUR)	DURATION	COUNTERPART	SHORT DESCRIPTION	2025	2026	2027	2028
	signed on 15/05/2024)				acting as a central service and the institutions of the EU within the meaning of this Regulation.				
4.	SLA EUIPO – DG HR	14/12/2017	01/01/2018-unlimited duration	DG HR	An SLA defining the conditions under which DG HR provides services, goods, or works (services) to the EUIPO. In particular, learning and development services, medical services, security badges and security clearance, as well as services related to the HR Transformation programme to the EU Institutions, Agencies and Other Bodies.	2 500 35 501 63 55 870.50	2 500 45 500 47 158	2 500 45 500 47 158	2 500 45 500 47 158
5.	SLA EUIPO – EEAs	29/06/2018	N/A	29/06/2018-unlimited duration	European External Action Service (EEAS)	123 470	141 808	196 500	196 500
6.	SLA EUIPO – PMO	29/11/2018	07/09/2021-unlimited duration	The European Union Paymaster Office (PMO)	An SLA defining the conditions under which the PMO provides services, goods or works (services) to the EUIPO. In particular: <ul style="list-style-type: none"> sickness – accidents – occupational disease coverage; unemployment coverage; pensions – invalidity allowance – transfers – severance grants; salary calculation and payments; determining individual entitlements – allowances and reimbursements on taking up appointment, transfers, during one's career or after leaving the service; determining mission expenses under EU staff rules; reimbursing expenses outside of EU staff rules: expenses of experts and candidates; reimbursing expenses outside of EU staff rules: expenses of seconded national experts; 	859 663.70	855 193.91	861 497.71	870 658.64

E.7 | 2025 Consolidated Annual Activity Report

GENERAL INFORMATION						FINANCIAL IMPACT (EUR) – TOTAL AMOUNT PER YEAR			
	ACTUAL OR EXPECTED SIGNATURE DATE	TOTAL AMOUNT (EUR)	DURATION	COUNTERPART	SHORT DESCRIPTION	2025	2026	2027	2028
					<ul style="list-style-type: none"> visa services; other services. 				
7.	SLA EUIPO – EFSA (EUAN SSO)		01/01/2019-unlimited duration	EUAN DG HR	Expat administrative support. Costs relating to the EUIPO EUAN (DG HR) SLA are not fixed as they are approved by the Heads of the Agencies in October of every year due to the yearly budgetary cycle.	276 097.47	311 168.72	331 307.57	334 373.35
8.	SLA EUIPO – EPSO. EUSA	4/4/2019	N/A	01/04/2019-unlimited duration	European Personnel Selection Office (EPSO)	24 600	24 900	24 900	24 900
9.	SLA EUIPO – DG TAXUD	04/07/2022	961 918	04/07/2022-31/12/2025	DG TAXUD	291 000			
10.	SLA EUIPO – OLAF	01/03/2022	1 411 718	01/03/2022-31/12/2025	OLAF	503 560			
11.	SLA EUIPO – CERT-EU	06/03/2014	N/A	06/03/2014-unlimited duration	CERT-EU (part of DG DIGIT)	397 800	405 756	413 871	422 149
12.	SLA EUIPO – DG DIGIT	28/12/2018	N/A	28/12/2018-unlimited duration	DG DIGIT	10 000 21 748 1 374 000	1 442 000	1 492 000	1 542 000

E.8 | 2025 Consolidated Annual Activity Report

GENERAL INFORMATION						FINANCIAL IMPACT (EUR) – TOTAL AMOUNT PER YEAR			
	ACTUAL OR EXPECTED SIGNATURE DATE	TOTAL AMOUNT (EUR)	DURATION	COUNTERPART	SHORT DESCRIPTION	2025	2026	2027	2028
					<p>EUIPO. Different services have been added over the years. For now, the following services are covered, described by different MoUs in the appendices:</p> <ul style="list-style-type: none"> • Appendix A-5 (replaces A-2). Use of the e-Procurement suite of the European Commission. • Appendix A-3. ICT Procurement services. The EUIPO pays a contribution to DG DIGIT for participating in the public procurement procedures organised by them. • Appendix A-4. Cloud & Service Management Capabilities. The Cloud Brokering service offered by DG DIGIT aims to deliver self-managed cloud services that are accessible through the various Cloud Framework contracts managed by DG DIGIT to its customers, the EUIPO being one of these customers. 				
13.	SLA EUIPO-EIB	31/05/2026	01/07/2026-30/06/2028	European Investment Bank (EIB)	The provision of workspaces, meeting rooms and parking spaces in Luxembourg.	0	33 000	66 000	33 000
14.	SLA EUIPO BoA - CPVO	23/01/2026	01/01/2025-31/12/2029 (automatically renewable)	Community Plant Variety Office (CPVO)	An SLA governing the provision of services by EUIPO staff acting as chairpersons, members or alternates of the CPVO Boards of Appeal.	N/A (costs reimbursed on a case-by-case basis according to the SLA)			
Total Service Level Agreements for 2025						EUR 5 012 211.30			

APPENDIX F — European Observatory on Infringements of Intellectual Property Rights – 2025 Annual Activity Report

Table of Contents

Executive Director’s Introduction	2
1 The Observatory and the EUIPO	4
1.1 Network	4
1.2 Meetings	4
1.3 Observatory planning and goals	5
2 Public Awareness	5
2.1 International IP Enforcement Summit	6
2.2 Targeting youth.....	7
2.3 Pan-European campaign	7
2.4 IP in education	8
3 IP in the Digital World.....	9
3.1 The creation of the EUIPO Copyright Knowledge Centre	9
3.2 Cooperation with intermediaries	11
3.3 AuthenticView.....	11
4 Enforcement.....	12
4.1 EMPACT-related actions	12
4.2 Cooperation with EU bodies	12
4.3 Key workshops and events.....	13
4.4 Tools and technology for enforcement	13
4.5 Impact of technology.....	14
4.6 SMEs and IP enforcement	14
5 Legal	14
5.1 Judges network	15
5.2 Case-law.....	15
5.3 Study on parasitic copying (look-alikes) and duplicates	15
6 International Cooperation	15
6.1 Cooperation with the European Commission and EU agencies.....	16
6.2 Cooperation with other organisations.....	16
7 - Concluding Remarks.....	18

Executive Director's Introduction

Since the entry into force of [Regulation \(EU\) No 386/2012](#) entrusting the European Union Intellectual Property Office (hereinafter 'the Office' or 'the EUIPO') with the European Observatory on Infringements of Intellectual Property Rights (Observatory), the Observatory has built a broad and rich network of public, private and civil society stakeholders as well as observers and experts. Building on fact-based evidence from a wealth of over 160 economic, infringement intelligence and market research studies, the Observatory's work provides the Office with a comprehensive outreach capability to raise awareness of IP rights and their infringement, and to support their effective enforcement.

During 2025, the Office continued its collaboration with the Organisation for Economic Co-operation and Development (OECD) by publishing two studies and actively contributing to the leadership of the OECD's Working Party on Countering Illicit Trade, in close coordination with the European Commission. Collaboration with the Directorate-General for Taxation and Customs Union (DG TAXUD) also advanced the development of the Office's flagship enforcement tool, the [IP Enforcement Portal \(IPEP\)](#). In addition, a joint [report](#) on the IPEP IP Enforcement Detection Dashboard, entitled *EU Enforcement of Intellectual Property Rights - Results at the EU border and in the EU internal Market 2024* was published.

Enforcement remains a cornerstone of trust in intellectual property (IP) rights and a driver of economic growth and employment. In 2025, the EUIPO further consolidated its supporting role in combating IP crime by aligning enforcement actions with the European Multidisciplinary Platform Against Criminal Threats (EMPACT) 2022-2025 priorities and contributing to a major achievement: the recognition of IP crime as a sub-priority under 'Economic and Financial Crimes' in the EMPACT cycle 2026-2029.

In the area of copyright, the EUIPO Copyright Knowledge Centre was launched in the margins of the First Conference on Copyright. The Observatory also published an authoritative study on generative artificial intelligence (AI) and copyright, and focused on improving the Out-of-Commerce Works Portal.

In addition, the Observatory actively supported the monitoring of the European Commission's Recommendation on combating the online piracy of sports and other live events, with fruitful discussions in the context of the dedicated network of national copyright administrations and the publication of a monitoring report. The Observatory also supported the monitoring of the implementation of the European Commission's Recommendation on measures to combat counterfeiting and enhance the enforcement of IP rights.

In 2025, education and youth engagement emerged as key pillars of the Observatory's activities, which is fully aligned with the [EUIPO's 2030 Strategic Plan](#). Through the IP Next Generation action, the Observatory reinforced its role in equipping young people with the knowledge and awareness needed to value creativity, respect IP rights and make informed choices in digital and creative environments. By combining evidence-based analysis with targeted outreach through education systems and trusted intermediaries, these efforts directly support the Observatory's objectives of strengthening IP awareness, addressing infringement risks and fostering a sustainable culture of innovation across the EU.

On the wider European and international stage, the Office cooperated closely with the European Commission and EU enforcement agencies to ensure strong alignment with broader EU policies and priorities in the field of IP.

To strengthen the fight against IP crime, the EUIPO worked with key partners, including Europol, Eurojust, the European Union Agency for Law Enforcement Training (CEPOL), DG TAXUD and the European Anti-Fraud Office (OLAF), ensuring coordinated operational support and enhanced information-sharing across the enforcement chain.

Despite the challenging context, the Observatory successfully delivered its 2025 Work Programme, maintaining momentum across its strategic initiatives and reinforcing its role in supporting effective IP enforcement throughout the EU.

João Negrão
Executive Director, EUIPO

1 The Observatory and the EUIPO

1.1 Network

The EUIPO's Observatory Department coordinates the activities of the European Observatory on Infringements of Intellectual Property Rights network.

As well as representatives of the 27 Member States, the Observatory network includes 83 private sector stakeholder organisations, 10 organisations representing civil society, 15 European and international organisations that act as observers, and 7 MEPs designated by the European Parliament to follow the Observatory's activities.

Private sector stakeholder organisations include a broad and balanced range of European and international associations representing the various economic sectors, which are the most involved or experienced in the fight against IP rights infringements. Consumer organisations, small and medium-sized enterprises (SMEs), authors and other creators are also represented. In this way, the Office complies with the requirement of proper representation in the Observatory of all the participants mentioned in Article 4(2) of Regulation (EU) No 386/2012 with tasks related to the enforcement of IP rights.

A complete list of [members of the network](#) is available on the Observatory website. The Observatory has also published a [set of criteria](#) for private sector stakeholders, designed to ensure that it can draw on a broad range of expertise while guaranteeing that only organisations with a direct interest in its work take part.

To ensure that the Observatory network represents a wide range of perspectives, additional civil society organisations are encouraged to become stakeholders, including national civil society organisations.

1.2 Meetings

The 2025 public sector representatives meeting was held in Krakow from 18-20 February 2025. Participants endorsed the [2024 Observatory Annual Activity Report](#) and were given updates on the Observatory's work, including the latest studies.

The private sector representatives meeting was held in Brussels on 25 February 2025. An online meeting with civil society stakeholders was held on 13 March 2025.

The Observatory Plenary meeting was held in Alicante on 30 September and 1 October 2025. The [2026 Work Programme](#) of the Observatory was presented and suggestions from the stakeholders were discussed.

The Observatory representatives collaborate in working groups (WGs) on several different subjects. The members of these WGs provide valuable feedback and support for the Observatory's projects, so that expert advice from all the relevant sectors can be considered.

There are currently four WGs:

- Enforcement;
- IP in the Digital World;
- Public Awareness;
- Economics and Statistics.

Two meetings for each of the established WGs were held in 2025. The structure of the meetings continues to consist of group meetings over three days, with some of the meetings held in parallel, and a common session for all WGs. The spring meetings were held from

14-16 April 2025 in Alicante, while the autumn meetings were held online from 24-26 November 2025.

Specialised subjects are dealt with by focused expert groups (EGs), where relevant specialists provide expert advice and input on Observatory initiatives. The experts represent themselves and not a particular organisation or institution. A particular EG will only exist if its work is still required; however, new EGs can be created as needed.

There are currently five Observatory EGs:

- Observatory Outreach;
- Legal;
- Impact of Technology;
- Cooperation with Intermediaries;
- International Cooperation.

The Impact of Technology EG held a two-day workshop on new technology trends in May 2025 in Alicante and another in November, online. The EG on Cooperation with Intermediaries met online in June and again in Brussels in November. The EG on International Cooperation met online in June and December. The Legal EG met online in October 2025.

1.3 Observatory planning and goals

The Observatory activities support the EUIPO's Strategic Plans. 2025 marked the beginning of a new strategic cycle for the EUIPO with the launch of its 2030 Strategic Plan (SP2030), aligning the activities of the Observatory with the Office's overarching strategy. The main strategic goals of the EUIPO, aimed at promoting the IP system in the EU, are to optimise operational efficiency and effectiveness towards long-term sustainable excellence; enhance the value of IP goods and services by expanding quality, consistency and legal certainty; improve access to the IP system and the use of IP rights in support of innovation-driven economic growth in Europe; build trust and respect for IP; and to ensure the long-term sustainability of the European Union Intellectual Property Network. In addition, the Office focuses on six priority areas – customer and quality, awareness and education, promotion of innovation, inclusive IP landscape, enforcement of IP, and IP alliances – and it is supported by three organisational enablers: people, technology and work environment; financial and administrative sustainability, and network engagement.

The following sections of this Annual Activity Report describe the activities carried out in 2025 in detail as described in the [Observatory Work Programme 2025](#). Article 7(3) of Regulation (EU) No 386/2012 requires that the representatives of the public administrations, bodies and organisations in the Member States be duly consulted regarding the Annual Activity Report. The public sector stakeholders are asked for their input on, and are kept informed about, the work programme. In addition, the results of the Observatory's work are reported to them on a regular basis.

The Observatory planning for 2026 can be consulted in the following PDF document: [Observatory Work Programme 2026](#)

2 Public Awareness

Communication is of crucial importance to the ability of the Observatory to fulfil the role assigned to it by the legislature. Specific channels are used to address the different target audiences, including policymakers, public and private stakeholders and other official and private participants, enforcers and the general public. The following is the focus of the Public Awareness Working Group and the Observatory Outreach expert group, supporting one of the main goals of the Observatory: to raise awareness of IP and of the negative effects of

counterfeiting and piracy, and also in support of Priority Area 2 of the SP2030: awareness and education. Much of this work is based on the studies conducted by the Observatory and released in the media to stakeholders and policymakers alike.

The Observatory produced six publications in 2025, with executive summaries available in all EU languages in most cases. These were disseminated via the internet, social media and, where relevant, the press, as well as to institutional stakeholders. To further assess and strengthen the relevance of its work for EU policymaking, the Observatory has set up a monitoring system that enables the Office to identify when one of its studies is cited in a policy document from the European Parliament, the European Council or the European Commission.

2.1 International IP Enforcement Summit

The 2025 International IP Enforcement Summit took place on 12 and 13 June 2025 at the Megaron Concert Hall in Athens, Greece, in partnership with the Hellenic Industrial Property Organisation (OBI), the Interagency Market Control Unit of Greece (DIMEA), and the European Commission.

In addition to 45 high-level speakers, the summit hosted a record number of around 320 participants *in situ* from over 40 countries including representation from 21 EU national offices and participants from outside the EU (Albania, Brazil, China, India, Japan, Kenya, Moldova, Norway, the Philippines, South Korea, Switzerland and Ukraine). The high-level speakers included Daren Tang, the Director General of the World Intellectual Property Organization (WIPO); Lazaros Tsavdaridis, the Deputy Minister of Development from Greece; Ilhan Kyuchyuk, Member of the European Parliament and Chair of the Legal Affairs Committee (JURI) and Kerstin Jorna, Director General of the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW). Approximately another 320 online viewers also followed the event over the two days (live stream and on-demand) via the dedicated web page. The summit web page reached 21 000 views between January and June 2025.

The 'Fight Fake' live exhibition featured live choreography using counterfeit goods that were actually seized during DIMEA operations, culminating in a staged destruction sequence performed by professional models and dancers. Presented in the form of an artistic flash mob under the direction of Greek designer, John Pan, the exhibition was filmed and will be included in a dedicated stand-alone awareness-raising initiative.

The closing of the summit coincided with the announcement that the Council of the European Union (the Council) had adopted the new EMPACT priorities for the 2026-2029 cycle, in which IP crime is recognised as a sub-priority under 'Economic and Financial Crimes'. This development was formally communicated during the summit's closing session ahead of its official publication on the Council's website.

The summit enabled the Observatory to engage directly with key policymakers, enforcement authorities and IP rights holders, providing an opportunity to take stock of the current landscape – both the successes achieved and the challenges that persist in the fight against counterfeiting and piracy. It also offered a forum to reflect collectively on what the next strategic priorities should be.

The summit proved highly successful. The wealth of data and insights drawn from the Observatory's studies and reports played a central role in guiding the discussions and allowed policymakers, enforcers and rights holders to engage in evidence-based exchanges. These discussions ultimately led to the identification of clear and forward-looking priorities.

All video recordings of the summit are available on the EUIPO [website](#).

2.2 Targeting youth

Initiatives targeting the younger generations were delivered through a broad range of relevant channels, with a particular focus on school environments and on supporting young people as they transition into their professional lives. This included participation in events, fairs and dedicated gatherings designed specifically for younger audiences. The Observatory also collaborated closely with stakeholders who are active in these spaces, ensuring strong visibility and outreach. Notably, the Observatory took part in major youth-centred events such as the **Web Summit** in November 2025 – an event attended by more than 70 000 participants, where a dedicated influencers' session for young people was organised – and the **Gen-E 2025 Festival**, Europe's largest competition for young entrepreneurs, which in July 2025 brought together 1 000 participants from over 50 countries.

In addition, the Observatory contributed education and campaign materials to the DIMEA stand at the Thessaloniki International Trade Fair in September 2025, which attracted around 200 000 visitors.

In 2025, the EUIPO Observatory launched its first dedicated '**Influencers and IP**' study to broaden understanding on how the next generation engages with IP, particularly through social media and especially via influencers.

The study maps how, and how often, Generation Z and young audiences come into contact with IP in their daily digital lives, exploring both the landscape of IP education, including in tertiary settings, and the role of social media content creators in shaping attitudes toward creativity, IP rights and respect for IP. By surveying a representative sample of active influencers across Instagram, TikTok and YouTube, the study assessed influencers' level of IP knowledge, their entrepreneurial engagement with IP rights (such as trade marks and designs), and their attitudes towards issues of counterfeiting, piracy and responsible content creation – including influencers' views on whether addressing IP topics affects follower engagement. The study is helping shape targeted outreach, capacity-building and awareness initiatives – including specialised training and the Influencer Legal Hub – to improve influencers' and their peers' knowledge, respect for IP, and constructive engagement on IP rights-related topics.

To facilitate further outreach towards young people, an IP training programme for influencers, including two videos, two legal briefs and a step-by-step guide, published on DG JUST's [Influencer Legal Hub](#), has been further translated into all the EU languages and disseminated at national level in collaboration with stakeholders. The new materials will help social media influencers and content creators navigate issues in IP law in the EU, helping them protect their creativity and innovation, while respecting the IP rights of others. The initiative also emphasises the importance of avoiding the promotion of counterfeit or pirated goods and services.

2.3 Pan-European campaign

All EU Member States participated in the Pan-European media dissemination initiative ('Spring Campaign'), which focused on food and beverages and also highlighted geographical indications. The campaign generated significant media impact: 1 069 articles were published across 38 markets, reaching a total audience of 44 932 886 people and achieving an advertising value equivalent of EUR 14 268 154.

Launched on the occasion of World Anti-Counterfeiting Day, the campaign – titled '[What's on your table?](#)' – proved to be a highly successful anti-counterfeiting communication effort. It was complemented by an influencer campaign targeting young people, featuring nine influencers from three countries. This phase reached an estimated 1.04 million impressions or plays, primarily among people aged 13 to 34.

Member States continued to obtain financial support for public authority awareness initiatives through the existing cooperation framework between the EUIPO and the national IP offices.

In the context of the cooperation programmes with Member States, the [Authenticities Cooperation Project](#) continued to develop with national and regional IP offices, municipalities, local organisations and, where relevant, private sector stakeholders, to help combat the problem of fake goods and piracy. The European network of certified 'Authenticities' grew to 22 cities, in Bulgaria, Greece, Spain, Latvia, Hungary, Portugal and Slovakia, with other cities also showing interest in joining the network.

National actions have also been implemented to increase awareness of IP rights among businesses and the public.

2.4 IP in education

The two IP in Education Network meetings emphasised the importance of new IP education and entrepreneurship initiatives, the need to systematically incorporate IP into curricula and teacher training, and the significance of fostering strong member engagement in digital and AI literacy, particularly regarding the new AI literacy framework and the promotion of the 'IP Essentials' massive open online course (MOOC).

The Observatory developed two new modules of the MOOC on IP – a module on designs, and one on geographical indications. The MOOC aims to enhance the IP skills of all learners, from secondary school and tertiary level students to those with no previous knowledge of IP. It offers both introductory and more advanced modules.

Several teacher training sessions were organised as part of the collaboration with the European Institute of Innovation and Technology (EIT), reaching over 3 000 teachers. Training on IP also addressed the 2025 Women and Girls in the Science, Technology, Engineering and Math (STEM) Forum, in addition to some national teacher training sessions (e.g. in Spain).

At the institutional level, the Office has been working with the Directorate-General for Education, Youth, Sport and Culture (DG EAC) and has contributed to the expert group for digital education content, as well as the one on AI literacy organised jointly by the OECD and the European Commission. As part of a collaboration with the European Commission's Joint Research Centre (JRC), IP-related digital competencies have been integrated into the European Digital Competence Framework (DigComp 3.0). DigComp provides policymakers, employers, educators and researchers with a stable reference point in today's fast-changing digital world.

The Observatory is also actively collaborating with the EIT, which is a member of the Ideas Powered for business network. In the context of collaboration with the EIT's Girls Go STEM project, the Observatory organised an IP masterclass for EIT students and teachers (in May 2025) attended by over 250 students and teachers. IP in Education learning resources were also featured on the website of the EIT's Deep Tech Talent Initiative, whose ambition is to train one million people in deep tech by 2025.

2.5 Grants

2025 marked the sixth call for proposals for IP awareness raising activities (GR/002/25), a EUR 150 000 initiative supporting projects aimed at boosting youth awareness and engagement on the value of IP, the risks and harmful effects of counterfeiting and piracy, and the importance of respecting and protecting creativity and innovation.

Since 2015, a total of 73 projects have been awarded around EUR 4.5 million. In line with the EUIPO's SP2030 and the 2025 work programme, the Office continues to devote particular

attention to young people (aged 14-25 years), not only as potential future creators, inventors and entrepreneurs, but also as today's active consumers.

This present call intends to endorse projects using existing and public EUIPO narratives and materials, supporting IP dissemination through various channels (in-person events, online, social media and traditional media), with a strong focus on maximising outreach (involving at least two EU MS), scalability, exploring novel places not usually considered for this purpose, and long-term sustainability, even beyond the grant period.

The call welcomed 23 applications. Following a thorough assessment by the appointed evaluation committee, two projects were awarded EUR 75 000 each. Both the compendium and the list of selected projects were published on the EUIPO website, bringing the total number of projects awarded to 75, in which over EUR 4.7 million were granted to successful applicants.

3 IP in the Digital World

To support the SP2030 Priority Area 4 – an inclusive IP landscape, the Office carried out the following initiatives, which aimed to make the EU IP system more accessible and inclusive.

3.1 The creation of the EUIPO Copyright Knowledge Centre

- **First EUIPO Conference on Copyright**

On 20 November 2025, the [EUIPO Copyright Knowledge Centre](#) was launched during the first [EUIPO Conference on Copyright](#). The conference welcomed over 3 000 participants (550 onsite), bringing together national IP offices, copyright authorities, EU institutions, rights holders, collective management organisations, the creative sectors, tech intermediaries, academia, young people and more. There was an academic programme with cultural side activities, including dance, music, visual arts and live, creative contributions, and a youth contest was held after the event. The conference was extensively disseminated through social media.

- **CopyrightView**

In 2025, the Observatory started exploratory work on 'CopyrightView', a new tool that will provide an initial area of activity within the EUIPO Copyright Knowledge Centre. This work focuses on assessing how the EUIPO could support greater transparency and access to information on copyright status, authorship and rights ownership, building on the existing copyright infrastructure. Given the fragmented and heterogeneous nature of copyright-related information, efforts during the year concentrated on mapping existing data sources and understanding the availability, scope and limitations of current databases as a first step towards identifying possible future approaches. The mapping exercise will finalise in the first quarter of 2026.

- **Out-of-Commerce Works Portal and the Orphan Works Database**

Since 2021, the EUIPO has managed the [Out-Of-Commerce Works Portal](#), providing access to information about out-of-commerce works, which are works that are still protected by copyright but that are no longer, or have never been, commercially available. The portal provides access to information about ongoing and future uses of out-of-commerce works and makes it easier for the rights holders of these works to exercise their rights.

In 2025, the Out-of-Commerce Works Portal further consolidated its role in facilitating access to European cultural heritage, reaching a total of 2 619 340 registered records by the end of the year. Several major technical developments were delivered through successive releases.

These included introducing creation, deletion and search APIs for data providers, followed by a fully redesigned search and alerts engine, which will improve discoverability and user notification. In the final release of the year, the portal implemented a comprehensive redesign of the general and specific opt-out functionalities, together with a re-engineered bulk-upload Excel process and templates, significantly improving data validation, error handling and user experience while reducing manual support needs.

Meanwhile, the [Orphan Works Database](#) created under Directive 2012/28/EU continues to be in place, albeit with limited user uploads.

- **Live event piracy – the Commission Recommendation**

The EUIPO Observatory is supporting the fight against online piracy, including the online piracy of live events. It monitors the trends on piracy, perceptions and economic impact with regular updates.

In line with the European Commission's [Recommendation \(EU\) 2023/1018 of 4 May 2023 on combating online piracy of live events](#) ('the Recommendation'), [the EUIPO](#) has established a specialised network of representatives of national administrative authorities to facilitate regular exchanges of information, good practices and challenges. In 2025, the Observatory organised two meetings with the national experts, during which all aspects of the Recommendation (volume of piracy, notice and take down measures, injunctions, legal offers, monitoring, etc.) were discussed. The Observatory also organised a specific technical webinar to exchange information and practices on the implementation of dynamic injunctions.

In addition, in cooperation with the European Commission, in April 2025, a second conference on the fight against the online piracy of sports and other live events took place, in Alicante. The purpose of the conference was to take stock of the progress made in this area, as well as to discuss the challenges inherent to this type of piracy, such as in public-private cooperation and IPTV.

The Observatory supported the European Commission in **monitoring the effects** of the Recommendation by conducting a structured collection of data from national authorities, rights holders and intermediary services between January 2024 and June 2025. The Observatory shared the findings of the monitoring exercise with the European Commission so that it could assess the effects of the Recommendation by November 2025.

The findings of the monitoring exercise, as well as the European Commission's assessment, are published on the [Observatory's website dedicated to 'Combating piracy'](#).

- **Agorateka**

Launched in September 2016, [Agorateka](#) is the European online content portal designed to improve consumer information on the availability of legal offers for music, sport, films and TV series, video games and books. It provides a single access point to national portals directing users to legal offers. By December 2025, all EU Member States had already started participating in the initiative (Luxembourg and Malta officially started in 2026), alongside Switzerland and the United Kingdom. At the end of 2025, a total of 5 528 legal offer sites were accessible through the portal, representing an increase of 11 % year on year since its launch. During the year, cooperation with the Creative Europe Desks further expanded to several countries, notably under the Creative Europe MEDIA strand, which supports the development, distribution and promotion of European audiovisual works in the digital environment.

In 2025, the portal was further strengthened through targeted functional and usability improvements. A new search engine was developed and put into production in May 2025, enabling users to search for legal offer sites across all participating countries. In addition, a new interactive map was delivered, incorporating eight additional countries (Albania, Bosnia and Herzegovina, Kosovo, Moldova, Montenegro, North Macedonia, Serbia and Ukraine), together with minor design refinements to the map display page. Agorateka also continued to

benefit from transparency actions by courts and enforcement authorities, whereby users attempting to access blocked and infringing websites are increasingly redirected to the portal to promote legal alternatives.

- **Generative artificial intelligence (GenAI) and copyright**

In May 2025, the Observatory published its study on *The [Development of GenAI from a Copyright Perspective](#)*. The study was formally presented to the European Parliament JURI Committee by the Executive Director and, in 2025, it was downloaded more than 30 000 times. The study determined that high-quality content is key to GenAI services, opening opportunities for a direct licensing market. However, the capacity for copyright holders to effectively reserve their rights is a pre-requisite for such a licensing market to develop. The study found that no 'one-size-fits-all' solution for copyright holders to protect their rights has emerged. Instead, different approaches and solutions are developing for copyright holders to protect their rights, and for AI developers to fulfill their regulatory obligations. On this note, the study suggested that public authorities, such as national IP authorities and the EUIPO, play a role by providing technical support (for copyright holders to reserve their rights, and for AI developers to effectively respect these reservations of rights) as well as non-technical support (e.g. public awareness, forums for technical information sharing, providing information to the public on the available solutions, trends and developments). In 2026, the study findings will feed the development of information sources as part of the work of the EUIPO Copyright Knowledge Centre.

3.2 Cooperation with intermediaries

In 2025, the work of the expert group 'Cooperation with Intermediaries' focused on two workstreams:

- Finalising the ['Online ads' discussion paper](#). This identifies the trends and challenges of online ads being used to promote the sale of counterfeits online and as a source of financing for piracy services. It shows that legitimate brands are being used illegally in online ads to deceive users and support fraudulent activities. In this context, the report investigates good practices from the relevant actors to address such misuses of online ads, which harm not only rights holders, but also consumers.
- Developing the structure for a **Repository** to consolidate the insights gathered relating to online IP infringements. The expert group has been developing this for several years now, but its work is scattered over different discussion papers. The Repository is meant to provide an overview of the evolution of already identified and rising threats, as well as good practices to address them. On the basis of the categories of IP threats and good practices defined in 2025, the Repository will be further developed and is set to 'go live' in 2026.

In 2025, new online marketplaces joined the IP Enforcement Portal (IPEP) to engage and cooperate with rights holders to reduce the IP rights infringement of the services they provide. By the end of 2025, nine online marketplaces (including the world's biggest e-commerce platforms) had joined the IPEP tool.

3.3 AuthenticView

The digital infrastructure built by the Office on blockchain to authenticate and share information on products between IP rights holders, enforcement authorities and logistic operators throughout the product supply chain was re-branded in 2025 as AuthenticView.

Two pilots executed under this project were finalised in 2024, and the results were evaluated in 2025. Several interviews were conducted with participants in the different pilots as well as with other relevant stakeholders. Several presentations and awareness-raising activities were

also conducted, including research into other existing initiatives that could benefit from the solution such as the new Digital Product Passport initiative.

The progress report on the activities in 2025 is currently being evaluated and the next steps will be decided in the beginning of 2026.

4 Enforcement

In support of Priority Area 5 of the SP2030 – enforcement – the Office advanced a series of initiatives aimed at combating IP infringement, recognising that effective enforcement is fundamental to fostering trust in, and respect for, IP rights. This importance has been formally acknowledged on a political level through the inclusion of the fight against IP crime as a sub-priority in the European Multidisciplinary Platform Against Criminal Threats (EMPACT) cycle 2026-2029, thus reinforcing enforcement efforts through clear political support.

4.1 EMPACT-related actions

In 2025, the EUIPO further strengthened its position in support of the key players in combating IP crime, by strengthening its support to enforcement authorities, rights holders and policymakers throughout the EU. Enforcement initiatives were aligned with the priorities of the EMPACT review cycle 2022-2025. But the year also witnessed a significant achievement as the Council of the EU adopted conclusions to set the [EMPACT crime priorities for the 2026-2029 cycle](#), thus confirming the inclusion of IP crime as a sub-priority under the 'Economic and Financial Crimes' Priority Area. This positive development reflects the joint advocacy efforts of the Office and its stakeholders to ensure a proper understanding of IP crime and to address its poly-criminal nature, which is in line with the [European Commission's recommendation on combating counterfeiting](#).

Within this framework, and to close the 2022-2025 cycle, the Office led an EMPACT operational action focused on developing a comprehensive handbook on IP crime investigations and prosecutions, which is made available to law enforcement authorities and the judiciary across Europe. Version 3.0 of the handbook presented effective investigative and prosecutorial strategies and best practices related to crimes involving IP-infringing goods, the infringement of copyright-protected digital content, IP-related fraud and trade secret theft. In addition, an international version (1.0) was produced for law enforcement and judicial authorities outside Europe.

During 2025, the EUIPO expanded its training activities by delivering targeted sessions and webinars for enforcement authorities in cooperation with the European Union Agency for Law Enforcement Training (CEPOL). These initiatives, implemented under the EMPACT framework – where the EUIPO acts as co-leader and CEPOL as leader – comprised a range of in-person training sessions and webinars aimed at strengthening professional skills and expertise. The training focused on emerging trends in IP crime and the application of new technologies. A webinar held in March 2025 addressed the intersection between IP crime and digital currencies, while a further webinar in December focused on trade secret theft. These joint EMPACT activities seek to integrate IP enforcement into the curricula of enforcement agencies across the EU, promote a consistent and high level of expertise, and highlight the links between IP crime and organised crime.

4.2 Cooperation with EU bodies

The EUIPO continued to maintain strategic partnerships with other EU bodies involved in IP enforcement. In this way, a more coordinated framework is provided to better support Member States' national enforcement authorities and rights holders in implementing operational action plans targeting IP crime.

Cooperation agreements with Europol and OLAF enabled pre-operational exchanges and intelligence-sharing activities ahead of targeted actions and operations aimed at dismantling organised crime groups engaged in IP infringement. These exchanges brought together national authorities, rights holders and other relevant stakeholders to discuss effective approaches to tackling IP crime.

To further reinforce cooperation, the agreement with the European Commission (DG TAXUD) on tools and IP-related cooperation was extended for an additional year, until 2026. A new memorandum of understanding was signed with OLAF, the EU's Anti-Fraud Office, and the existing memorandum of understanding with the United Nations Interregional Crime and Justice Research Institute (UNICRI) was extended.

International collaboration was further enhanced through the EU4IP project, which included study visits and exchanges involving customs officials from countries that are still negotiating to join the EU.

The Observatory participated in the Digital Education Action Plan expert groups of the Directorate-General for Education, Youth, Sport and Culture (DG EAC) to promote the creation of high-quality digital educational materials. Observatory experts have also provided their IP expertise to the Digital Competence Framework project, which is led by the European Commission's Joint Research Centre (JRC).

4.3 Key workshops and events

Throughout the year, the EUIPO contributed to numerous workshops and events aimed at improving IP crime enforcement and raising awareness. Notable events included the IP Crime Conference, the European Police Chief's Convention, and the international meeting of the European IP Prosecutors Network. The EUIPO also co-organised workshops and events on crypto currency, IPTV and the Fast-Moving Consumer Goods with OLAF.

In April, the EUIPO supported several pre-operational meetings, including Fake Star, Ludus, Afrodite and Elektron. In July, a [conference](#) was organised in collaboration with OLAF focusing on the enforcement of essential everyday products.

In conclusion, 2025 was a pivotal year for IP rights enforcement, marked by strategic cooperation, the integration of advanced technology, and extensive capacity-building efforts, ensuring stronger protection against IP crime across the EU. Altogether, more than 4 331 enforcement officers were trained through our activities over the course of the year, thus contributing to a more robust and coordinated response to IP crime across the EU.

4.4 Tools and technology for enforcement

A core component of the Office's enforcement strategy in 2025 was the continued development and improvement of the IPEP, which also serves as the EU platform for managing customs applications for action (AFAs). In 2025, a total of 3 359 AFAs were filed through IPEP, representing a significant increase compared to the 1 103 requests submitted in 2024. In this context, the Observatory, in cooperation with the European Commission (DG TAXUD), conducted an analysis of detention workflows and drafted e-notification processes with a view to further integrating the central counterfeit and anti-piracy information system (COPIIS) database with IPEP and national systems. The findings of this analysis were shared and discussed with the Member States.

Recognising the importance of innovation for the future of IP enforcement, the Office launched the [IPEP mobile](#) application in June 2025, enabling easier access for enforcement officers operating in the field.

At the same time, and in response to stakeholder requests, the Office continued to enhance IPEP's functionalities to further facilitate the secure and rapid exchange of information among rights holders, enforcement authorities and intermediaries. To support these developments, approximately 500 training sessions were delivered, reaching around 2 000 IPEP users. These included sessions with various enforcement authorities, such as training at the Hamburg Police Academy, the Greek General Directorate of Customs and Excise Duty or the multiple sessions with the Financial Directorate of the Slovak Republic (Slovak customs).

The new [IPEP IP Enforcement Detention Dashboard](#) was launched at the Observatory's Plenary meeting in September 2025. This interactive, web-based dashboard presents IP detention data in a dynamic graphical format, allowing filtering and analysis. As in previous years, the comprehensive dashboard, which was developed jointly by the EUIPO and DG TAXUD, is based on data provided by the police, customs and market surveillance authorities from the preceding year. It shows that approximately 112 million counterfeit items were detained in the EU in 2024, with an estimated value exceeding EUR 3.8 billion.

4.5 Impact of technology

The Observatory also continued to monitor technological developments through the Impact of Technology Expert Group, further refining its analysis of areas such as artificial intelligence. In addition, the Anti-Counterfeiting and Anti-Piracy Technology Guide was made available in 23 of the EU's official languages, offering practical guidance for rights holders and SMEs. With this improved service it yielded more than 10 000 visits in 2025.

4.6 SMEs and IP enforcement

The Observatory has been actively contributing to implementing and developing the EUIPO's initiatives supporting SMEs in the field of IP.

The Observatory has been specifically involved in the creation of an enforcement-related service for SMEs: the IP Scan Enforcement Service. This initiative is part of the European Commission's Recommendation on measures to combat counterfeiting and to enhance the enforcement of IP rights, and this is provided for within the SME Fund. The Observatory provided expertise to create the documentation and was active in implementing both the pilot and the fully-fledged service. The Observatory worked on preparing and implementing the IP Scan Enforcement informative sessions for experts in 2025.

The Observatory participates in the European Cooperation Virtual Community ECP4 'Business and Innovation Support'. The Observatory is also actively involved in supporting the management of the EUIPO network of organisations supporting SMEs.

The Observatory, together with the Council of Bars and Law Societies of Europe (CCBE) and the European Lawyers Foundation, organised an online course on IP enforcement for 650 generalist lawyers from all of the EU Member States – as well as others from outside the EU – and who work directly with SMEs.

5 Legal

In support of Priority Area 5 – enforcement – the Office has also advanced a range of legal initiatives to combat IP infringement, including work with the judiciary, the development of a comprehensive case-law collection, and a dedicated study on parasitic copying.

5.1 Judges network

The Observatory organises events for a pool of 240 judges dealing with IP rights infringements in national courts to inform, discuss and share best practices on the interpretation of EU legislation that is relevant for IP infringement and enforcement. In 2025, the Observatory organised one in-person seminar and three webinars. The seminar in 2025 dealt with issues related to provisional and precautionary measures and injunctions (Article 9 and Article 11 IPRED). The webinars in 2025 focused on damages, cumulation of rights, and conflicts of law and jurisdiction. These seminars brought together over 300 judges from 26 countries.

5.2 Case-law

The EUIPO and its Observatory collect key national enforcement judgments and preliminary rulings on the infringement and enforcement of all types of IP rights across the EU, which are then placed into one single searchable repository (the [eSearch Case Law](#) database). This collection includes key judgments on all types of IP rights from all the EU Member States and covers both civil and criminal cases. The judgments are considered 'key' when they provide a new trend or development in jurisprudence. Criminal cases are also being monitored under the European Intellectual Property Prosecutors Network. In 2025, a total of 216 new key enforcement judgments were added to the eSearch Case Law database, bringing the total of key enforcement judgments to 2 701. There have been approximately 14 000 views of those key enforcement judgments.

In addition, the Observatory monitors, selects and reports on the latest significant European decisions related to infringing and enforcing IP rights, which are frequently updated in the 'Recent Case-law on IPR enforcement' report. There have been 5 291 downloads of the report since 2023. From 2025, for consistency reasons, the cases identified and summarised internally are published on the eSearch Case Law database.

5.3 Study on parasitic copying (look-alikes) and duplicates

In 2025, the Observatory launched preparatory work for a new study on parasitic copying (look-alikes) and duplicates. The terms of reference were drafted and consulted with interested stakeholders, thus reflecting the increasing importance of this issue in light of the rapid growth of e-commerce and the proliferation of look-alike products. Work will continue in 2026 with the launch of a tender procedure to contract an external provider, with the study scheduled for publication by the end of 2026.

6 International Cooperation

The EUIPO is the implementing agency for the European Commission's cooperation projects in non-EU countries, with these programmes being co-financed by the Office. The Observatory is fully engaged in these initiatives as part of the Observatory Regulation mandate, providing expertise on strengthening respect for IP and supporting European companies investing outside the EU in protecting their rights.

In 2025, the Office continued its cooperation with the Directorate-General for Trade (DG Trade) to further consolidate the EU Delegations IP Network. The Observatory also continued to provide both internal and external expertise to enforcement-related activities at the international level.

Finally, the Observatory supports the Office's bilateral cooperation activities.

6.1 Cooperation with the European Commission and EU agencies

The Observatory's law enforcement work is based on very broad and deep cooperation with EU agency partners, such as Europol, Eurojust, OLAF, CEPOL and the European Agency for the Management of Operational Cooperation at the External Borders (FRONTEX), as well as relevant EU Commission Directorate-Generals, in particular DG GROW (Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs), and other bodies. It also involves national law enforcement authorities. The Office has seconded staff members at the European Commission (OLAF, DG TAXUD, DG GROW, DG Trade and DG AGRI (Directorate-General for Agriculture and Rural Development)).

Cooperation with Europol dates back to 2016. The agreement between the two agencies envisages cooperation in four high-level activities in the areas of operational and technical support in cross-border IP investigations; research and analysis; knowledge and expertise sharing; and it serves as a platform for stakeholders.

The Office's collaboration with OLAF intensified after signing a new service-level agreement (SLA) in 2022 to develop an automatic tool to collect nominal data in the context of the technical group's work. Cooperation on pre-operational work also continues.

Many of the knowledge-building events and activities organised in cooperation with Europol and Eurojust also benefit from cooperation with CEPOL, as well as OLAF.

The Observatory also closely cooperates with DG Connect (DG for Communications Networks, Content and Technology), supporting it, in particular, on copyright initiatives (including the Recommendation on combating online piracy of sports and other live events) and domain names.

The EUIPO has been supporting DG GROW by raising awareness about the European Commission Recommendation on measures to combat counterfeiting and enhance the enforcement of IP rights, adopted in March 2024, gathering relevant information and monitoring good practices to measure the progress of its implementation, and liaising with its network to increase cross-border enforcement cooperation. The EUIPO submitted its first annual monitoring report to the European Commission in November 2025.

The Observatory works with DG JUST on matters related to counterfeits that pose health and safety risks, and it maintains close cooperation with DG EAC on issues relating to education, copyright and culture.

6.2 Cooperation with other organisations

Organisation for Economic Co-operation and Development (OECD)

The Office cooperates with the OECD under a memorandum of understanding (MoU) signed in June 2017 and extended indefinitely in 2021. Under this MoU, the Office finances joint studies with the OECD under two-year contribution agreements. The current contribution agreement was extended until mid-2026.

The Office is represented on the OECD's Working Party on Countering Illicit Trade (WP-CIT). In 2025, the EUIPO actively participated in the plenary meeting of the WP-CIT and the first OECD Forum on Illicit Trade held in Paris, in March. Furthermore, the EUIPO continued to contribute to the work of the Expert Network on Evidence and the Expert Network on Free Trade Zones and attended the roundtable on the OECD's 'Draft Voluntary Guidelines for Countering Illicit Trade in Counterfeit Goods on Online Marketplaces', which was co-organised by the OECD and the US Patent and Trademark Office. The joint research projects are also carried out under the auspices of the WP-CIT. In 2025, the OECD and the EUIPO released two studies: [Mapping Global Trade in Fakes 2025](#) and [Belt and Road Initiative: Examining Illicit Trade Challenges](#).

The AI literacy framework for primary and secondary education is a joint initiative of the European Commission's Directorate-General for Education, Youth, Sport and Culture (DG EAC) and the OECD. Its development has been supported by leading international education experts, including the EUIPO Observatory. The initiative contributes to the innovative PISA 2029 assessment and supports the EU's goal of promoting quality, inclusive digital education and skills.

European Patent Office (EPO)

The Office and the EPO cooperate on many levels. In terms of Observatory-specific activities, the main areas of cooperation are joint economic studies such as the study on IP contribution carried out in 2024. The chief economists of the two offices serve on the steering committees of their respective academic research programmes. Following the launch of the EPO's Observatory on Patents and Technology in October 2023, the two Observatories have been coordinating with each other and continue to explore opportunities for cooperation.

United Nations Interregional Crime and Justice Research Institute (UNICRI)

Based on the MoU between the Office and UNICRI signed in 2016, UNICRI has developed a series of in-depth studies of IP rights criminal cases from initiation to final judgment. Each case study includes an anonymised case note and a supporting presentation and is intended to be used by prosecutors as legal literature in court, to raise awareness among prosecutors and to increase the quality of seminars, meetings and workshops directed towards prosecutors. The 23 cases reflect many different issues that are relevant to prosecutors dealing with IP right criminal cases.

European Audiovisual Observatory

In late 2016, the Office signed an MoU on bilateral cooperation with the European Audiovisual Observatory. Its scope includes cooperation on activities of common interest such as joint legal publications that are relevant to IP enforcement and the audiovisual sector, information exchange on audiovisual economics, methodology and data, and information exchange as regards case-law and other legal developments related to IP enforcement and the audiovisual sector. In December 2021, the MoU was extended until 2026.

World Intellectual Property Organization (WIPO)

The Observatory continued to collaborate with WIPO on a multilateral level, notably by inviting its representatives to attend meetings and by actively participating in relevant WIPO events. In 2025, the Observatory participated in the 17th edition of the Advisory Committee on Enforcement to present AuthenticView as well as initiatives aimed at combating IP rights infringement in the digital world, which were identified in the discussion paper on Apps and App stores. Furthermore, the Observatory takes part in the IP Economists' Network, coordinated by WIPO.

Finally, on the occasion of WIPO's participation in the EUIPO Conference on Copyright, the EUIPO started high-level exchanges with WIPO on copyright issues to explore mutual points of interest after the launch of the EUIPO Copyright Knowledge Centre.

International Olympic Committee (IOC)

In 2025, the EUIPO signed an MoU with the IOC. The signature of this MoU formalises the existing cooperation between the IOC and the EUIPO. It will also contribute to stepping up efforts to promote the values and benefits of IP and sports for society. The MoU includes, as an annex, the work programme for 2025-2026, with activities in areas such as education and awareness raising, training and research.

7 - Concluding Remarks

In 2025, the EUIPO Observatory reaffirmed its role as a central platform for coordination, expertise and action in the protection and enforcement of IP rights across the European Union. Through its broad and representative network, the Observatory continued to support evidence-based policymaking, operational cooperation and stakeholder engagement.

Awareness raising and education remained core pillars of the Observatory's work. The Pan-European "What's on your table?" campaign, international events such as the International IP Enforcement Summit, and targeted initiatives for young people, educators and influencers, such as participation in the Web Summit and the release of the "Influencers and IP" study, contributed to building long-term respect for IP and addressing the societal and economic harm caused by counterfeiting and piracy. The increased integration of IP into education, digital literacy and youth initiatives reflects a strategic focus on prevention and capacity building.

The Observatory also made significant progress in addressing digital and technological challenges, notably through the Conference on Copyright, the launch of the EUIPO Copyright Knowledge Centre, continued development of digital tools, and in-depth analysis of AI with the release of the study "*The Development of Generative Artificial Intelligence from a Copyright Perspective*". These initiatives enhance transparency, legal certainty and access to information in an increasingly complex digital environment.

In the area of enforcement, 2025 marked an important milestone with the recognition of IP crime as a sub-priority under the EMPACT cycle 2026–2029. Through training, operational support, improved tools such as IPEP mobile app and the IP Enforcement Detention Dashboard, and close cooperation with EU agencies and national authorities, the Observatory strengthened enforcement capacity and contributed to a more effective and coordinated fight against IP crime.

Building on these achievements, the Observatory will continue implementing the Strategic Plan 2030 and contributing to a resilient, inclusive and trusted IP system.

Appendix G. The Boards of Appeal Annual Report 2025

Contents

1. Executive Summary	3
2. Structure and Vision of the Boards of Appeal	4
3. The Boards of Appeal	7
3.1. Incoming volumes	7
3.2. Decision-making activities	12
3.2.1. Timeliness of appeal files	13
3.2.2. Grand Board decisions	13
3.2.3. Consistency and the Grand Board	15
3.2.4. Other important appeal decisions	15
3.3. Confirmation rates	15
3.4. Operational activities	17
3.4.1. Registry	17
3.4.2. Litigation Service	18
3.4.3. Knowledge and Information Support Service	19
3.5. EUIPO Mediation Centre	19
3.5.1. ADR volumes	20
3.5.2. Mediation capacity	21
3.5.3. ADR stakeholder engagement, dissemination and user awareness activities	22
4. Knowledge and Quality	24
4.1. Boards of Appeal Consistency Circles	24
4.2. Judges' Quality Assurance and Legal Practice Panels	25
4.3. Quality initiatives	25
4.3.1. Quality reading	25
5. Communication	25
5.1. Communication actions	25
6. Legal Developments	26
6.1. Key Presidium decisions	26
6.2. Rules of Procedure (BoA-RoP)	26
6.3. Data protection	27

7.	External Relations	28
7.1.	Cooperation with international institutions and other EU Agencies	28
7.1.1.	Cooperation with the Registry of the General Court and the BoA Registry of the European Patent Office	28
7.1.2.	Inter-agency cooperation	28
7.1.3.	Cooperation with the World Intellectual Property Organization	28
7.2.	Cooperation with the EU Member State IPOs and their appeal bodies	29
7.2.1.	European cooperation and convergence projects	29
7.2.2.	EU Member State IPOs	29
7.2.3.	Non-EU IPOs and their Appeal Bodies	30
8.	Events and Conferences	30
8.1.	IP Mediation Conference	30
8.2.	BoA User Focus Group meetings	31
8.3.	The Boards of Appeal Tertulias⁰	31
9.	BoA Studies and Expert Opinions	32
9.1.	BoA studies	32
9.2.	Expert opinions	32
10.	Other Activities	33
11.	BoA Action Plan 2021-2026	33
12.	BoA Action Plan 2026-2030	33

1. Executive Summary

Throughout 2025, the Boards of Appeal (BoA) continued to deliver high-quality services to users of the EU intellectual property (IP) system.

Despite global economic challenges impacting the filing of appeals, the BoA received 2 475 appeal cases, which is 4.6 % higher than in the previous year.

However, in relation to production during 2025, 2 517 decisions were notified, marking a slight 2.1%, below target in decision making output. Taking into account the increased complexity of cases and the temporary absence of one Member, this performance demonstrates the Boards' continued commitment to efficiency and to maintaining high service standards for users. With respect to litigation in 2025, 292 actions were still pending before the EU Courts in relation to BoA decisions. The confirmation rate of BoA decisions by the General Court remained high at around 83.6 %. As for preliminary rulings, 11 were brought in 2025.

In 2025, the EUIPO Mediation Centre (EMC) consolidated its role as a trusted platform for resolving IP disputes through alternative dispute resolution (ADR), building on the Boards of Appeal Action Plan (Focus Area 4) and the foundations laid since it was established in November 2023.

Mediation expanded significantly in scope and capacity. The EMC's remit was extended to make mediation available across all *inter partes* proceedings, reinforcing user choice. The revised Rules on Mediation were published in July 2025, streamlining procedures and improving efficiency. Mediation capacity was substantially strengthened by doubling the number of mediators from 24 to 51 and offering services in 14 official EU languages. In total, 197 new ADR cases were initiated in 2025, comprising 59 mediations, 20 conciliations and 118 friendly settlements, confirming the growing uptake of ADR, particularly among SMEs.

Promotion and outreach intensified through targeted awareness activities, notably the 2025 IP Mediation Conference in Malta, which attracted 695 participants from 59 countries and which highlighted the value of ADR for complex IP disputes and IP-intensive businesses. User feedback, gathered through a Customer Panel, informed further improvements to accessibility and communication, while cooperation under the European Cooperation Project 4 (ECP4) strengthened mediation expertise across the EU IP Network (EUIPN).

To further improve quality, the five Consistency Circles (CCs) continued to hold their forums, notably with legal discussions in four General Consistency Meetings and two Judges' Quality Assurance and Legal Practice Panel (J-QALPP) events with national judges. The CCs also prepared [case-law research reports](#) (also known as 'BoA Consistency Reports'): eight new reports were published on the EUIPO website and one preparatory report was submitted to the Grand Board in relation to case R 1946/2024-G (SCCS (fig.)). The work carried out by the CCs explores a new, collaborative approach with the ultimate objective of enhancing alignment with the case-law of the General Court and the Court of Justice and promoting further coherence in the decision-making practice of the Boards.

The role of the Grand Board of Appeal (GB) was further enhanced in 2025 as a key tool for achieving the Boards' strategic goals. The Presidium adopted a decision on the update of the Grand Board's work instructions, streamlining its processes, improving efficiency and fully integrating the use of the IP Tool.

On 19 December 2025, the Grand Board issued decision R 2248/2019-G, GEORGE ORWELL addressing the substantive legal question of the registrability of the name of a famous author for goods and services in Classes 9, 16, and 41. These milestones highlight the GB's pivotal role in addressing complex legal matters and advancing the consistency and clarity of EU trade mark law.

The Boards of Appeal (BoA) continued to play a significant role in driving innovation and economic development within the EU and further afield, focusing on cooperation and support for innovators. By sharing knowledge and best practices, the BoA strengthened relations with external stakeholders, including EU Member State intellectual property offices (IPOs) and TM5 IPOs, their appeal bodies, national courts, and users. The Boards actively participated in and facilitated networks and bilateral activities to enhance collaboration and engagement.

In 2025, the BoA co-organised regional seminars with IPOs for IP practitioners and judges within the EU and beyond. Cooperation activities were further advanced through numerous bilateral and multilateral meetings, workshops, conferences and regular gatherings held remotely, in-person, or in hybrid formats, ensuring continuity and outreach.

In preparation for the Office's new competence in the area of craft and industrial geographical indications (CIGIs), the BoA created an internal working group to identify and coordinate all the necessary actions. The working group updated the BoA Rules of Procedures at the end of 2025, prepared templates and coordinated training activities. The working group was dismantled at the end of 2025 as a new Consistency Circle will be established in 2026 to address all matters related to geographical indications. The Boards had successfully delivered most of the objectives set out in its 2021-2025 Action Plan by the end of 2025. Within its 5 focus areas, 19 interconnected key initiatives and 48 related projects were launched. By the end of 2025, 45 projects had been fully executed, achieving an impressive overall implementation rate of 98 %. The implementation of the remaining three projects, which were postponed or on hold, will begin from 2026 onwards in alignment with the strategic actions and priorities planned under the EUIPO's 2030 Strategic Plan (SP2030).

In 2025, the Boards of Appeal developed the second Action Plan for 2026-2030, following an extensive internal and external consultation. This process involved all EUIPO departments and external stakeholders, including national and regional IP offices, national IP judges, and user associations. The final Action Plan was presented to the MB/BC at its November meeting and, following approval by the Presidium, is scheduled for launch in January 2026.

In alignment with the Office's [2030 Strategic Plan](#), the [Boards of Appeal 2026-2030 Action Plan](#) sets a clear, forward-looking road map to reinforce the Boards' role as a trusted, independent and innovative dispute resolution body at the heart of the EU IP community.

2. Structure and Vision of the Boards of Appeal

The BoA are responsible for deciding on appeals against the Office's first-instance decisions concerning EU trade marks and EU designs (EUDs). The BoA are independent and, in deciding on a case, they are not bound by any instructions. The main objective of the BoA is to render effective dispute resolution services for the EU IP system's users and, in particular, to address the needs of small and medium-sized enterprises (SMEs).

A Board of Appeal deciding on a case consists of three Members, including the Chairperson. The GB consists of nine Members, comprising the President of the Boards of Appeal as Chairperson, the Chairpersons of the Boards, and Board Members. A Board may refer a case to the Grand Board (GB) when the legal complexity, significance or special circumstances justify it. For the same reasons, the Presidium may refer a case to the GB. The BoA currently consist of four Boards exclusively dealing with trade mark cases, and one Board that deals with design cases.

The Presidium is responsible for the BoA's rules and organisation. It is composed of the President of the Boards of Appeal, who chairs it, as well as the Chairpersons of the five individual Boards and the Members elected for each calendar year by all the Members of the Boards.

The President of the Boards of Appeal is appointed by the Council of the European Union. The President has managerial and organisational powers and chairs the Presidium and the GB. A Head of Cabinet assists and advises the President of the Boards of Appeal in the exercise of his functions.

The Chairpersons of the five individual Boards are also appointed by the Council of the European Union. They have managerial and organisational responsibility for their respective Boards and are responsible for appointing the Rapporteur in each appeal case. The Members of the BoA are appointed by the Office's Management Board.

➤ [Organisation of the Boards](#)

Pursuant to Decision ADM-24-12 of the Executive Director of 21 June 2024, the Boards of Appeal, as an administrative unit, comprise a decision-taking structure, an operations management structure and the EUIPO Mediation Centre (EMC).

The Executive Director of the Office appoints the Directors of the Boards of Appeal Operations Area (BAOA) and the EMC after consultation with the President of the Boards of Appeal. The appointees operate under the authority of the President of the Boards of Appeal. The Directors do not interfere with the Boards' decision-making competence in the exercise of their powers.

For the exercise of their decision-taking functions, the Boards of Appeal are organised into five individual Boards, four dealing with trade mark-related appeals, one handling design appeals. The Presidium is constituted by all five Boards and is assisted by legal and administrative staff.

For the management of their operations, the BoA are assisted by a BAOA, including the necessary administrative and legal support, information technology, quality performance and risk analysis.

The BAOA comprises three services:

- the Registry;
- the Knowledge and Information Support Service;
- the Litigation Service.

The Executive Director appoints the Heads of these three services, including the Registrar, after consultation with the President of the Boards. The appointees report to the BAOA Director without prejudice to the Registrar's functions, under the authority of the President of the Boards of Appeal, pursuant to the EUTMR, EUTMDR and the decisions of the Presidium of the Boards.

In relation to the Registry, Article 4 of Decision No ADM-24-12 of the Executive Director concerning the administrative structure of the Boards of Appeal applies, whereby the Registry, for the purposes of the management of appeal proceedings, will have the competences laid down in Article 42 EUTMDR. It is headed by a Registrar.

The Knowledge and Information Support Service (KIS) has competences covering subjects related to information, technology, legal and administrative support, quality, performance and risk, as well as publications concerning the activities of the BoA.

The Litigation Service is responsible for representing the Office in trade mark and design cases before the Court of Justice and forms part of the BAOA in the interest of centralising the appeal stages of IP litigation. This strengthens the guidance function of the BoA regarding the Office's practice.

Moreover, this structure ensures that interactions between the General Court and the Office's BoA is further optimised, enhancing and strengthening the consistency, predictability and quality of the BoA's decisions and reinforcing coherence in the Office's representation through the actions brought before the General Court. The President of the Boards of Appeal's power to appoint Office agents who can act before the Court of Justice has been sub-delegated by the Executive Director of the Office.

The EUIPO Mediation Centre (EMC) is operated by the Boards of Appeal and is responsible for all tasks related to ADR at Office level, including relations with stakeholders, cooperation with other centres, training, awareness and education activities and events. The EMC comprises the Alternative Dispute Resolution Service (ADRS), managed by a Head of Service and appointed by the Executive Director of the Office after consultation with the President of the Boards.

3. The Boards of Appeal

3.1. Incoming volumes

In 2025, the Boards of Appeal (BoA) received 2 475 appeal cases, reflecting a 4.6 % increase compared to the previous year alongside the continuous increase of EUTM filings experienced since 2023.

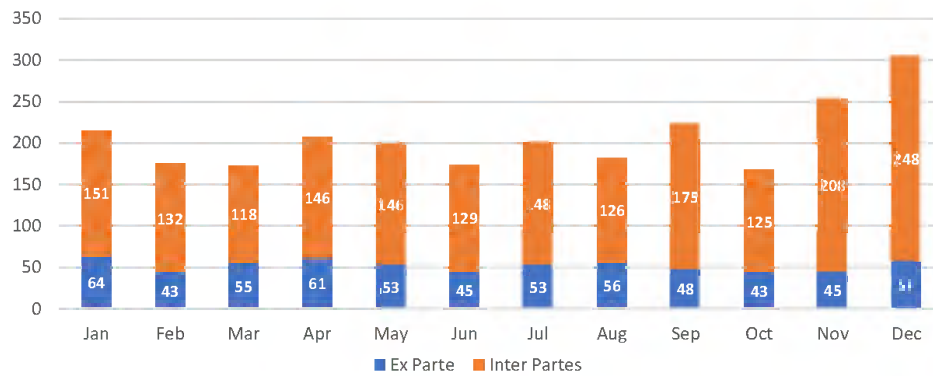


Figure 1. Total appeals filed in 2025

English remains the most frequent language used in appeal proceedings, followed by German and Spanish.

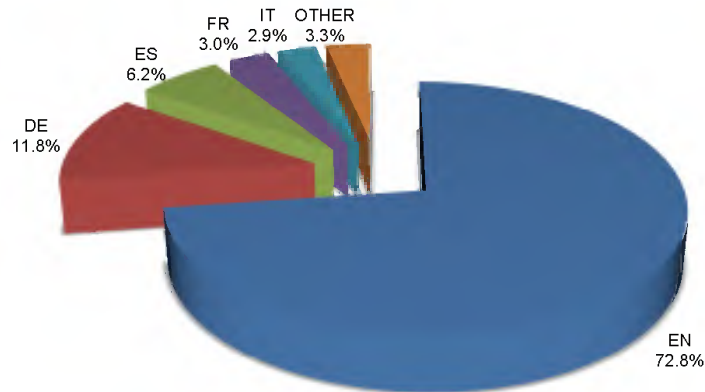


Figure 2. Appeals filed during 2025, by language of proceedings

Approximately three quarters of the trade mark-related appeals concern *inter partes* decisions (73.97% of all trade mark appeal cases). Appeals against registered EU design (EUD) decisions, which had decreased by 20 % in the previous year, saw a 27 % rise in 2025.

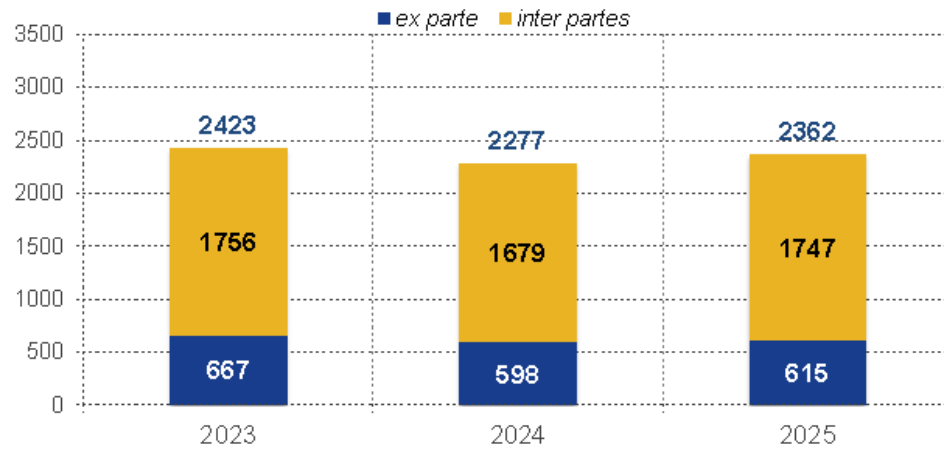


Figure 3. Year-by-year evolution of appeal filings on trade marks

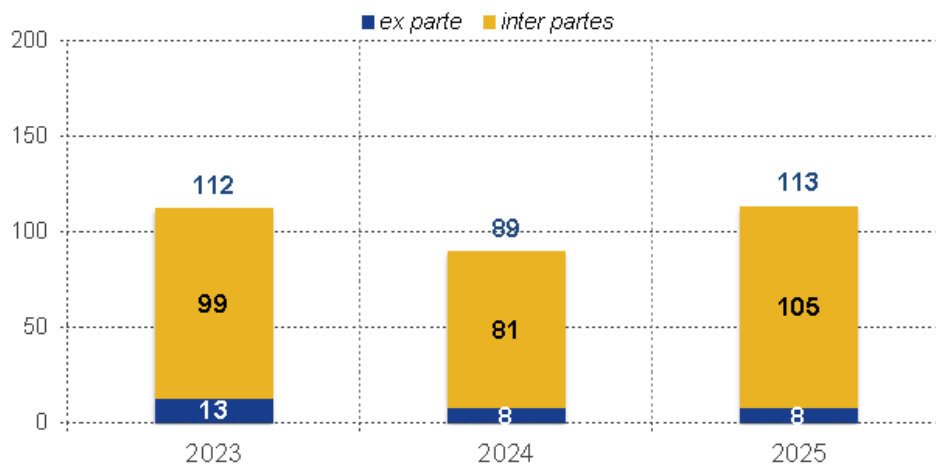


Figure 4. Year-by-year evolution of appeal filings on EU designs

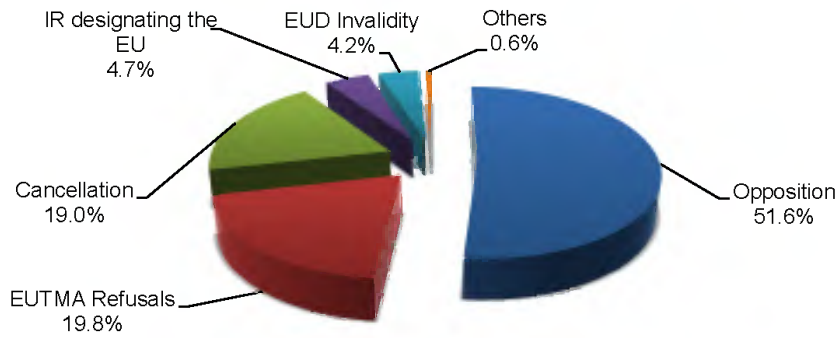


Figure 5. Filing ratio by type of first instance decision

Oppositions, EUTM refusals and cancellations continued to account for 90 % of all appeals filed. Notably, cancellation-related appeals, EUTM refusal, opposition, and design invalidity appeals continued to grow.

Appeals filed by type	2023	2024	2025
Opposition	1 341	1 253	1 277
EUTM Refusals	475	453	491
Cancellation	415	427	470
IR designating the EU	181	129	116
EUD Invalidity	99	81	105
Others	24	23	16
Total	2 535	2 366	2 475

Table 1. Appeals filed by type of first instance decision

German appellants continue to account for the highest number of incoming appeals, followed by appellants from the USA, Spain and Italy.

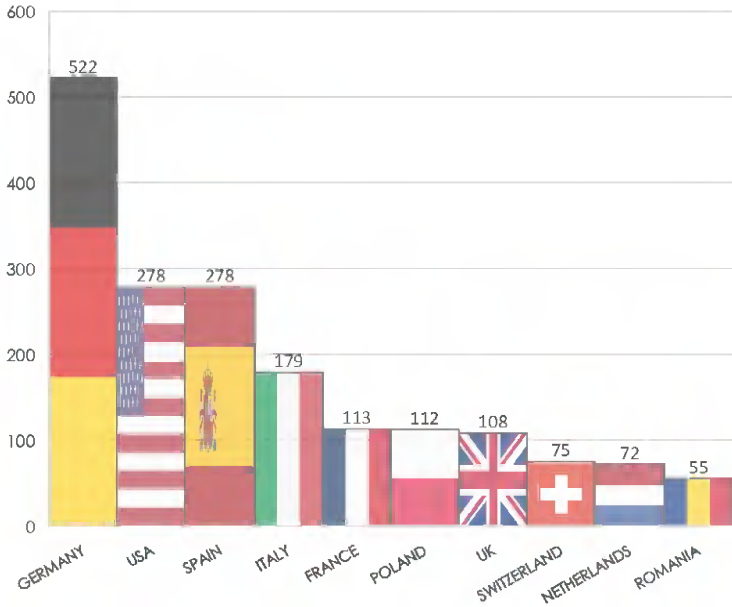


Figure 6. Top 10 appeal filings by appellant nationality

In 2025, 292 new actions were brought before the EU Courts concerning decisions of the BoA. In total, the Litigation Service dealt with 272 pending actions (as from 31/12/2025) before the EU Courts and it managed 11 preliminary rulings.

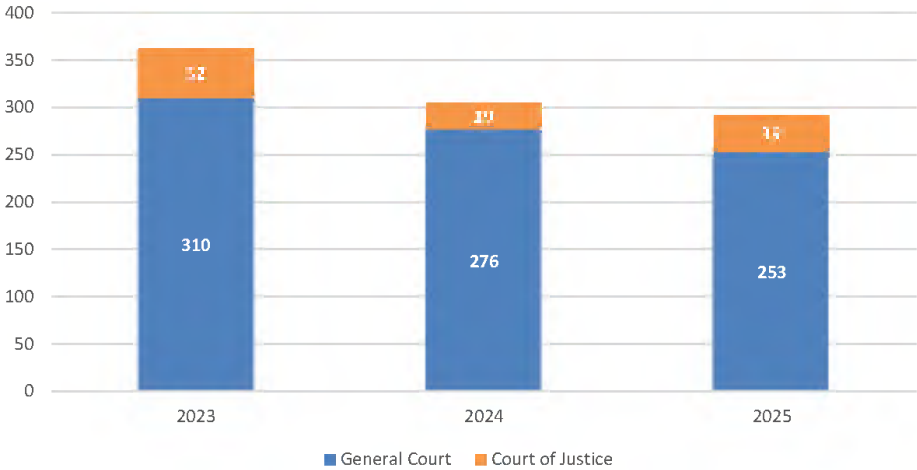


Figure 7. Cases before the EU Courts

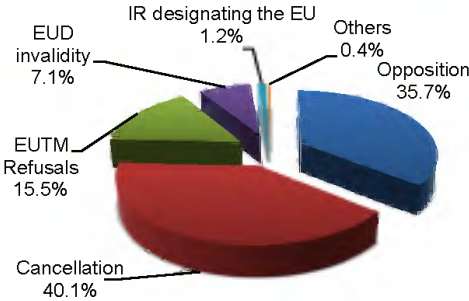


Figure 8. GC cases by type of first instance decision

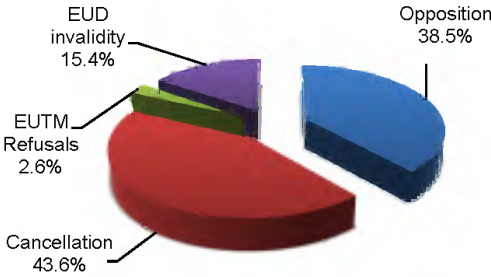


Figure 9. CJ cases by type of first instance decision

3.2. Decision-making activities

In relation to production during 2025, decision-making output decreased by 4.9 %, along with a reduction of appeal filings compared to the previous year. Timeliness and high-quality standards were maintained, however, which reflects the Boards' commitment to efficiency and service excellence.

	2023	2024	2025
Decisions notified	2 615	2 646	2 517
EUTM	2 509	2 540	2 428
EUD	106	106	89

Table 2. Decisions notified

At the same time, there was a similar level in the stock of cases ready for decision at the Boards, reflecting efficient management of internal resources, adapted to a changing environment.

	2023	2024	2025
Pending cases	1 043	997	1 015

Table 3. Cases ready for decision by 31 December 2025

Regarding the Grand Board, the number of decisions issued decreased compared to the previous year, while the number of pending cases remained consistent with the previous year's levels.

	2023	2024	2024	2025
GB completed cases	6	7	3	1
GB pending cases	11	6	6	5

Table 4. GB decisions notified and GB cases pending by 31 December

3.2.1. Timeliness of appeal files

Timeliness in handling appeal files serves as an important measure of the BoA's adherence to delivering key aspects of their services. The tables below provide a detailed overview of key indicators for both proceedings and decision-making activities in 2025.

Appeal proceedings indicator	% of cases	Service standard (days)	Average	2025
EUTM <i>inter partes</i> appeals remitted to the BoA from filing of observations	98 %	<35	18	Excellence
EUD <i>inter partes</i> appeals remitted to the BoA from filing of observations/rejoinder	98 %	<35	17	Excellence
From completion of period for revision by Business Operations Department to remittal to the Board – <i>ex parte</i> EUTM	98 %	<21	7	Excellence

Table 5. Appeal proceedings timeliness

Decision-making indicator	% of cases	Service standard (months)	Average	2025
<i>Ex parte</i> decisions notified after reception from the Registry	85 %	<6	3.8	Excellence
<i>Inter partes</i> decisions notified after reception from the Registry	85 %	<6	4.8	Excellence

Table 6. Decision-making timeliness

Actual deliveries are aligned with the level of service corresponding to 'excellence'.

3.2.2. Grand Board decisions

In 2025, the GB issued one final decision dealing with the substantive legal question of the registrability of the name of a famous author (George Orwell). At the end of December 2025, five cases were still pending before the GB.

The GB's final decision, delivered in 2025, was the following:

On 19/12/2025, the Grand Board issued its decision in the appeal R 2248/2019-G, GEORGE ORWELL finding that the sign is descriptive and non-distinctive for goods and services in Classes 9, 16, and 41.

Under Article 7(1)(c) EUTMR, a sign is unregistrable where it may be used, in normal trade, to designate a characteristic of the goods or services. The list of characteristics in Article 7(1)(c) is non-exhaustive and includes 'other characteristics', which encompasses

the subject matter or content of goods and services that convey information (such as recordings, publications, and educational/entertainment services).

It is sufficient that the ground for refusal exist in only part of the EU; assessment by reference to the English-speaking public, in particular Ireland and Malta, is therefore sufficient. GEORGE ORWELL is immediately and unequivocally understood by the relevant public as the name of the British author.

Particularly noteworthy is the Grand Board's non-exhaustive set of parameters for assessing whether a famous name will be perceived as designating subject matter: fame and recognition; widespread dissemination and adaptation of the works; social and cultural integration (prizes, institutions, commemorations); the length of time the author has been known and remains present in public discourse; linguistic derivations (here, 'Orwellian'); and market reality (how libraries/bookshops and audiences actually categorise and search for such material). On that basis, the Grand Board finds that 'GEORGE ORWELL' will be perceived, at least by the English-speaking public in Ireland and Malta, as an immediate reference to the author and, for the goods/services at issue, as an indication that they are about Orwell.

Given the nature of the goods and services at issue in Classes 9, 16 and 41, that name will be perceived as indicating their subject matter, namely that the goods and services concern, include, or relate to George Orwell, his works, and the ideas and themes deriving from them. The sign has a sufficiently direct and specific relationship with the goods and services such that it enables the relevant public to perceive, without further thought, a description of their content or subject matter.

Because a sign that is descriptive under Article 7(1)(c) EUTMR is, by the same token, incapable of indicating commercial origin, it is also devoid of distinctive character under Article 7(1)(b) EUTMR. Independently of descriptiveness, the relevant public will perceive the sign merely as a reference to the famous author and not as a badge of trade origin for the goods and services concerned.

Articles 7(1)(d) to (g) EUTMR do not apply. The sign has not been shown to have become customary in the language or in established trade practices for the goods and services concerned (Article 7(1)(d)). There is no basis to consider it contrary to public policy or accepted principles of morality (Article 7(1)(f)). Nor does the sign entail a sufficiently serious risk of deceiving the public as to the nature, quality or geographical origin of the goods or services, and the identity of the applicant is irrelevant to that assessment (Article 7(1)(g)).

Furthermore, the GB issued an interim decision staying proceedings in case R 50/2024-G, *Fotografisch portret van een persoon (fig.)*, pending notification of the decision in appeal R 2248/2019-G, *GEORGE ORWELL*, since both cases raise the same legal issue, namely, whether a sign that describes the subject matter of the goods and services applied for is descriptive.

In addition, the Grand Board received a new referral decision addressing whether a logo that is identical to that included in the product specification for a Protected Designation of Origin (PDO) may be registered as a collective mark (R 1946/2024-G, *SCCS (fig.)*).

The EUIPO website provides access to a list of [closed](#) and [pending](#) GB cases.

3.2.3. Consistency and the Grand Board

The proliferation of case-law on trade marks and designs coupled with recent developments (changes in the behaviour of economic operators, evolution of market realities, increasing complexity in examination, etc.) have made the coherence and consistency of IP practice a matter of paramount importance. The BoA intend to invest significant resources into achieving more coherent and consistent IP practices, through the Consistency Circles, early active case management, General Consistency meetings, Judgments Analysis meetings and, above all, the GB, whose decisions are binding on all the Office's decision-making instances. Ensuring that an increased number of appropriate cases are referred to the GB's nine members, as the law provides, while continuing to deliver high-quality output, is one of the challenges that the Boards are determined to successfully tackle in the coming years.

3.2.4. Other important appeal decisions

In addition to the binding decisions of the GB, a selection of the most important appeal decisions is also regularly disseminated through digital publications, including the intellectual property case-law section of [Alicante News](#) and the [Overview of Boards of Appeal decisions](#).

These publications provide a summary of the cases and offer valuable insights into the latest developments and trends in EU trade mark and design law. The most relevant appeal decisions are also presented and commented on in the quarterly webinar series '[Track on case-law](#)', with the aim of enhancing transparency and predictability.

3.3. Confirmation rates

The confirmation rates of first-instance decisions by the Boards of Appeal are shown in Figure 10. Numbers have not significantly varied from 2024 to 2025, and they remain at a high level, similar to those of the previous year.

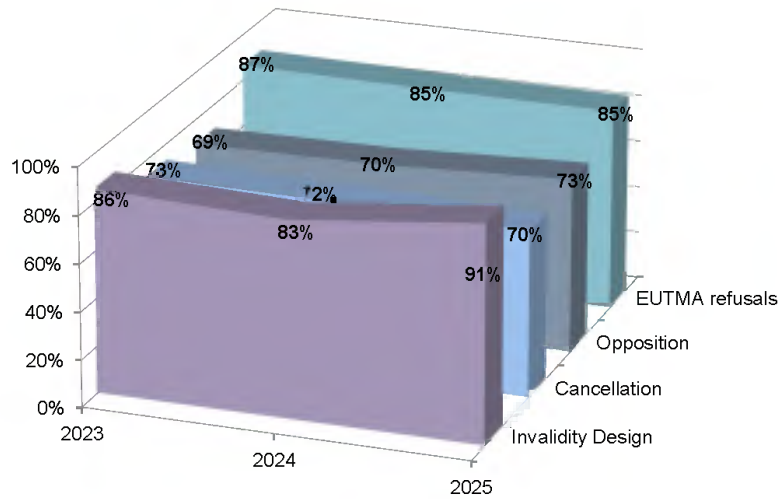


Figure 10. Confirmation rate of first instance decisions

The confirmation rates of BoA decisions by the General Court (GC) are shown in Figure 11. These confirmation rates are closely linked to the appeal rate, as their result depends on the number of cases appealed before the GC.

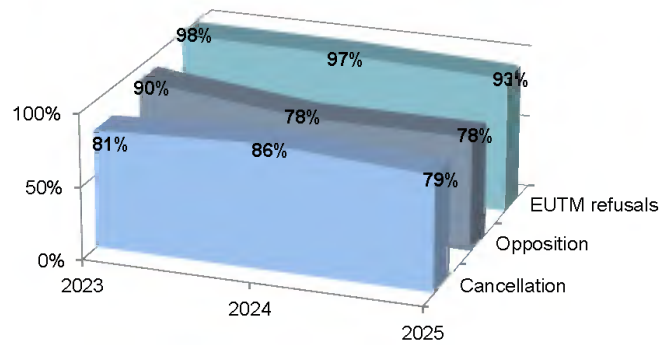


Figure 11. General Court confirmation rate

As shown in the figure above, the confirmation rate for BoA decisions by the GC in relation to EUTM refusal and cancellation decisions decreased, while oppositions in 2025 stayed at a similar level to that of 2024.

With respect to the appeal rate, it continued at a similar value to previous years, reaching a final value of 10 % in 2025.

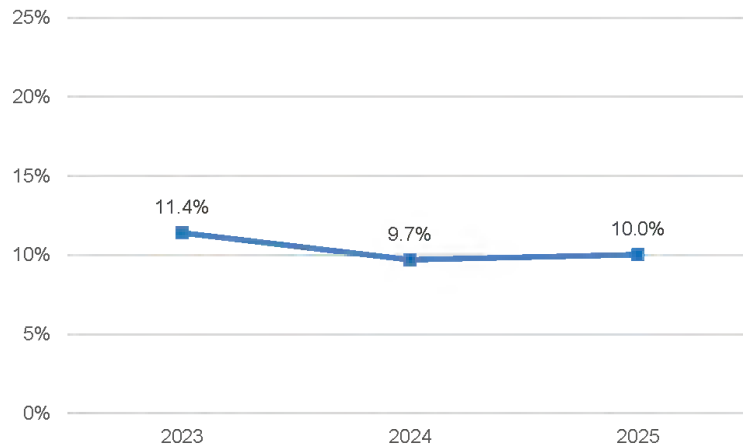


Figure 12. Appeal rate of decisions at the Boards of Appeal

3.4. Operational activities

3.4.1. Registry

The Registry dealt with all appeals filed in a timely manner and consolidated its adaptation to the BoA IP Tool and its advanced functionalities. Making the appeal files available electronically to the Boards proved to be beneficial, while still allowing the Boards the possibility of printing a specific file on request.

In addition to being responsible for managing appeal proceedings, the Registry was involved in a broad range of horizontal key activities. On the technical side, and in close cooperation with the Digital Innovation Department (DID), improvements towards efficiency have been implemented in the existing IT systems (BoA IP Tool and DAS Tool). The Registry provides continuous support to DID for better understanding, providing written specifications, prioritising and following up and monitoring the state of incidences, which have remained under control throughout the 2025 exercise.

The BoA IP Tool increased consistency and the simplification of procedures by guiding its users through the different workflows in a unique way. Since 2023, the Registry has adapted its organisation by creating functional/linguistic teams and introducing advanced monitoring technology using tool filtering features. The result is more flexibility in the management of Registry resources, greater efficiency in the Registry's operations, and enhanced predictability for users. This adaptation has proven successful, resulting in improved timeliness in handling appeals during the full cycle of the appeal proceedings.

During 2025, the Registry dealt effectively with its workload, the tasks surrounding the Grand Board cases and with the administrative management of ADR cases. In addition, the Registry liaised with the ADRS to assist in implementing new processes and in the operational workflow of the Boards' dispute resolution processes.

On substantial procedural matters, the Registry closely collaborated with the Consistency Circle Procedure and Registry (CC P&R) to further harmonise or clarify procedural issues pertaining to appeals, such as sensitive cases, the revision of several Registry templates, and to provide input and proposals to review the BoA's Rules of Procedure (BoA-RoP) and notes.

Registry staff also participated in several working groups within the Office, such as the Design Reform Working Group, the BoA Craft GI Working Group, the Ukraine Matters Working Group, and the Availability of Design Documents Working Group.

A Working Group called BOD-BoA-LAD⁽¹⁾ was also created in 2025 in order to streamline the practice on extensions, withdrawals and suspensions and to assure uniform treatment in both instances, for the benefit of users.

Another new working group for collaboration between the Registry and the Boards was also created, following a pilot between the Registry and the Fifth Board. The objective of the new working group is to improve effective communication between the Registry and the Boards to reduce the number of errors in decisions and the need for amendments, to enhance the quality of BoA decisions, and to streamline the process and foster collaboration.

In addition, the Frequently Asked Questions document used by the Customer Support Service to support users by providing information and guidance on appeal proceedings, was updated to reflect the latest changes.

3.4.1.1. Interactive Collaborative Appeal Management (ICAM)

This method of interactive collaborative working, set up in 2019 to optimise the quality and consistency of appeal proceedings by identifying and clarifying procedural issues, continued throughout the course of 2025. It is an online forum for presentations, discussions, training and continuous knowledge sharing on appeal proceedings, and it is highly appreciated.

ICAM involves professional practice, knowledge, expertise and novel approaches for bottom-up feedback and possible amendments to appeal proceedings practice. During 2025, this forum proved an efficient platform for discussing the potential improvement of BoA IP Tool workflow issues, the detection of bugs, practicalities that needed to be solved, and proposed changes to the BoA-RoP. Furthermore, ICAM provided a great deal of social, professional and personal fulfilment, and facilitated BoA-Registry staff's involvement in the BoA's work.

3.4.2. Litigation Service

The BoA's Litigation Service is responsible for representing the Office in actions brought before the EU Courts (General Court and Court of Justice) related to decisions of the BoA. The Litigation Service also assists the European Commission's Legal Service by stating the Office's

⁽¹⁾ Business Operation Department (BOD), Board of Appeal (BoA) and Legal Affairs Department (LAD).

position on Preliminary Rulings relating to trade marks, designs, geographical indications (GIs) and other IP rights. The Litigation Service is instrumental in the BoA's guiding function on the Office's practice.

3.4.3. Knowledge and Information Support Service

In 2025, in addition to information on important appeal decisions, KIS also ensured the dissemination of case-law of the Court of Justice of the European Union and the General Court (CJ/GC) judgments by regularly contributing to Alicante News and updating the digital publication [Overview of GC/CJ Case-Law](#). This publication is a comprehensive compilation for users to learn about the IP case-law of the European Courts in a quick and easy manner. It contains a systematic compilation of key points and summaries of GC/CJ case-law from judgments and orders rendered by the CJ/GC from 2019 to 2025 on appeals of BoA decisions in trade mark and design matters, as well as judgments rendered by the Court of Justice in preliminary rulings on IP rights and their enforcement. Each key point is preceded by keywords (to quickly identify the relevant issues) and hyperlinks to the Office's [eSearch Case Law](#) database.

In 2025, KIS performed the indexation of 2 182 appeal decisions (compared to 2 227 in 2024) to support the functioning of the eSearch Case Law database.

3.5. EUIPO Mediation Centre

The EUIPO Mediation Centre (EMC) was established on 22 November 2023 and has steadily increased its scope and volume of operations since then. Pursuant to Decision No ADM-24-12 concerning the administrative structure of the Boards of Appeal, the EMC is responsible for all tasks related to ADR at Office level, including relations with stakeholders, cooperation with other centres, training, awareness and education activities and events. In addition, Articles 2 and 3 of Decision No ADM-25-21 on the Establishment and Operation of the Mediation Centre specify the scope and services of the EMC.

The EMC's primary responsibility is to provide mediation services to users. Furthermore, it coordinates the EUIPO's ADR operations and manages ADR cases, serving as a point of contact for ADR-related enquiries and offering support to the Office's users on ADR matters.

The ADR service portfolio includes mediation, conciliation, invitation to friendly settlement and expert determination. The EMC provides guidance and assistance to parties involved in disputes on the various ADR services, assisting them in choosing the most appropriate means for the amicable resolution of their dispute, and it facilitates the initial contacts between the parties leading to the eventual submission of a joint request for mediation.

During 2025, two key developments notably reshaped the EMC mediation services. Firstly, since 1 June 2025, the mediation services were expanded to include EUTM oppositions and EUD invalidity proceedings, thus broadening the EMC services and enhancing its ability to solve IP conflicts. Secondly, in Q2 2025, the EMC undertook a major revision of its Rules on Mediation to deliver faster and more accessible services, following extensive consultations with experts and stakeholders. The revision simplifies the pre-mediation stage and reduces deadlines, thus streamlining processes and reducing administrative burdens while maintaining

flexibility and the autonomy of parties.

3.5.1. ADR volumes

By the end of the year, 236 mediation and conciliation proposals had been generated, resulting in an annual increase of 11 % and 62 %, respectively.

This growth is the result of the expansion of mediation to all *inter partes* proceedings and the implementation of the new ADR-ICE initiative, which is a collaborative group between BOD and the EMC that systematically selects cases suitable for mediation. There was also a significant increase in spontaneous requests from the parties themselves, which can be attributed to a greater awareness of the EUIPO's mediation services. Members of the BoA have also proposed more conciliations to the parties where they considered it appropriate.

Additionally, invitations to a friendly settlement, initiated at first instance by BOD examiners, reached 162 proposals, thus fostering early agreement and promoting the use of ADR between parties.

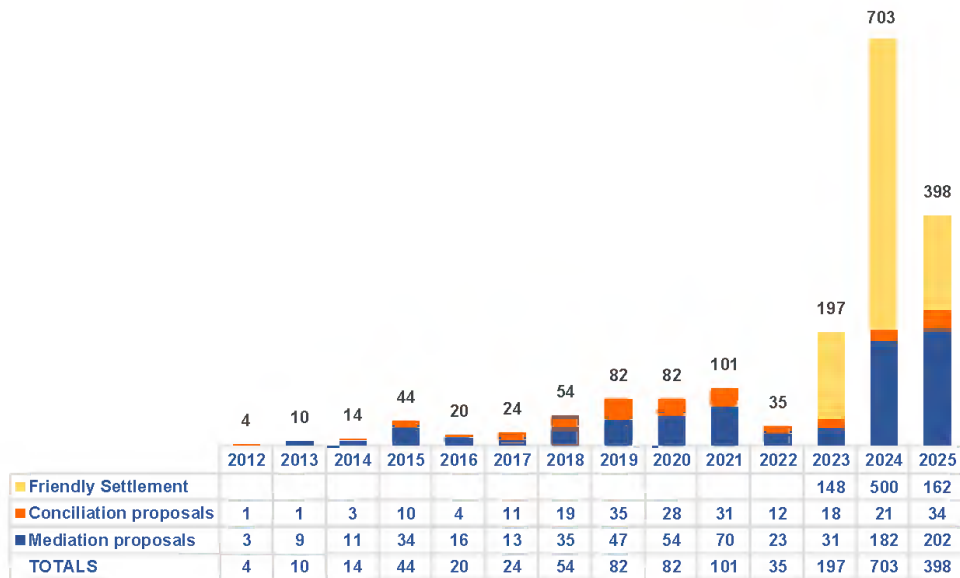


Figure 13. ADR proposals/requests 2012-2025

A record number of 59 mediations were initiated in 2025, encompassing 164 related proceedings across both second- and first-instance levels.

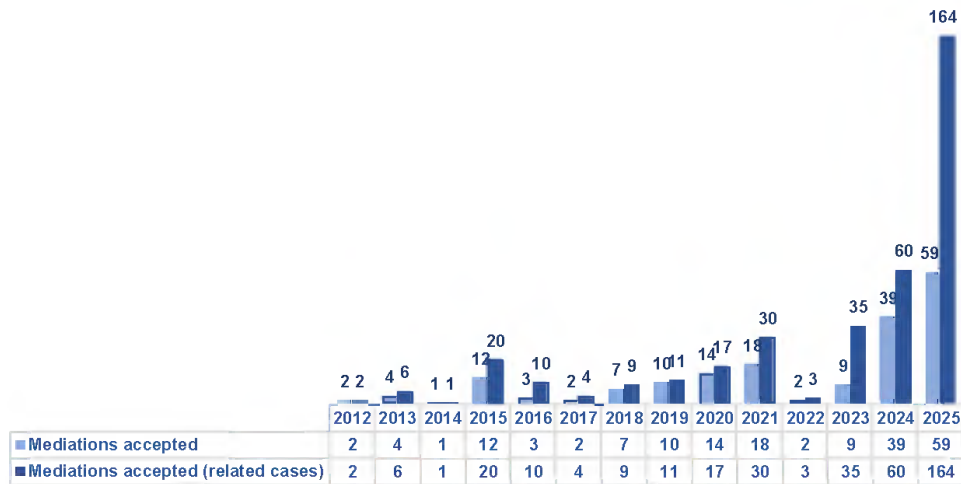


Figure 14. Mediations and related cases 2012-2025

The top countries of origin of the parties were Germany, Spain, Italy, the US, France and the UK.

Overall, when parties choose to solve their dispute through ADR mechanisms, the average settlement rate is historically around 75 %.

3.5.2. Mediation capacity

Internal EUIPO mediators are the core assets of the EMC when it comes to delivering high quality ADR services. EUIPO mediators are IP experts who have undergone thorough training in mediation and have been accredited as mediators by organisations with internationally recognised mediation standards. In 2025, a key strategic priority was to significantly expand mediation capacity in order to support the continued growth of these services. In January 2025, the number of nominated mediators grew from 24 to 51.

With respect to training and professional development, during 2025, EUIPO mediators benefitted from an extensive programme of internal learning activities. In particular, the EMC organised two mock mediation sessions (July and November), a mediation masterclass (September), and several individual coaching sessions. These initiatives form an essential component of the EUIPO's mediation quality assurance framework. By the end of the year, 33 colleagues who had been accredited in previous years, successfully completed the internal learning path and were ready to be included in the future list of mediators.

3.5.3. ADR stakeholder engagement, dissemination and user awareness activities

In 2025, the EMC significantly enhanced its promotional activities, strengthening its visibility among stakeholders and users through a strong focus on events and direct engagement. An important highlight of the year was, of course, the successful 5th IP Mediation Conference in Malta (see section 8).

3.5.3.1. Mediation Centre Stakeholder Network

The EMC launched the new Mediation Centre Stakeholder Network (MCSN) in 2024, building on the foundation of the former ADR-Stakeholder Advisory Board (ADR-SAB) network.

The goals of the network are to discuss and gather feedback on the best ADR practices, and the best user experience in IP dispute resolution, as well as the best training practices for mediators, and ADR training and awareness initiatives for legal representatives.

The 2025 annual meeting of the Mediation Centre Stakeholder Network, held in May, brought together 35 representatives from IP user groups, businesses, SMEs, bar associations and international mediation centres to exchange views on awareness-raising, training and best practices.

3.5.3.2. Network of IP Judges of the EUTM and EUD Courts on mediation

The Network of IP Judges of the EUTM and EUD Courts on mediation brings together members of the judiciary at the EU and national level, specialised in trade marks and designs, and judges' associations supporting or favouring mediation and other ADR tools.

The main goals pursued by the Network are to increase the use and impact of mediation in IP disputes, raise awareness on mediation among IP rights owners and foster the exchange of knowledge and best practices among judges.

The Network met twice in 2025, in May and October, back-to-back with the Judges' Quality Assurance and Legal Practice Panels (J-QALPP). Ongoing initiatives include an analysis of how the place of mediation impacts the enforcement of settlement agreements, an update of the comparative study on mediation practices across EU Member States, and a paper on the judicial obligation to order or suggest mediation.

3.5.3.3. European cooperation (ECP4⁽²⁾)

As one of the main pillars supporting ADR initiatives, the EU Member State intellectual property offices (IPOs) continued to be key stakeholders for cooperation on ADR activities in 2025. In the context of the ECP4 project, the Office now offers IPOs the possibility of building their own

⁽²⁾ European Cooperation Project 4 (ECP4 – Business Innovation Support)

mediation capacity by providing mediator accreditation training to their staff.

So far, mediation and accreditation training have been delivered to four IPOs – the Czech Republic, Latvia, Lithuania and Hungary.

3.5.3.4. User events and meetings

In support of the awareness raising efforts, the EMC benefitted from the active collaboration of the Boards and other departments of the Office, working alongside the EU Member State IPOs to promote the EUIPO's services to users.

The IPforYou events stand out as a remarkable contribution to the promotion of the EMC to users. These events provided a platform for the EMC to showcase its services through presentations at eight IPforYou sessions in Bulgaria, Germany, Italy, Cyprus, Austria, Poland, Romania and Slovakia.

In May, a special edition of the EUIPO IP Tertulia was dedicated to mediation in light of the expansion of the Mediation Centre's services to all *inter partes* proceedings and the new mediation process. The event attracted more than 140 participants, reflecting a strong interest from the IP community.

With a view to continuously improving our quality, and in collaboration with BSD, the EMC participated in the first ever Customer Panel on Mediation in May 2025 to obtain valuable, direct feedback from EUIPO users.

Throughout 2025, EMC staff and experienced EUIPO mediators participated in over a dozen user-oriented events across several countries, often hosted by stakeholders representing IP professionals, industry, IPOs, or other ADR organisations.

In 2025, webinars to train users were also organised, including the SCOPE IPR project IP mediation webinar in March, to share best practices in IP mediation, as well as the European Enterprise Alliance (EEA) webinar on the EMC held in September. These training activities received very positive feedback, particularly regarding their format, materials and the expertise of the trainers.

The EMC also continued to strengthen its engagement with key accounts. The key accounts management teams maintained regular contact with alternative dispute resolution services, integrating presentations of EMC services into meetings with key accounts. From October onwards, the EMC also actively participated in key account missions organised by the Key Account management team (BOD) to Belgium, Germany, Italy, Netherlands, Spain, and Finland. These missions supported future engagement in mediation by providing opportunities to address questions directly and to foster personalised dialogue with users.

3.5.3.5. Communication on ADR

In 2025, several communication initiatives were implemented to further promote the services of the EMC and the extension of mediation services to all disputes relating to EUTMs and registered EUDs, as well as promoting the new rules on mediation.

A new section was created in Alicante News, for which the EMC prepare examples of anonymised scenarios to illustrate successful mediation cases. The objective of this new section is to satisfy user demands for greater insights into real-life mediation.

Social media channels were also used to raise awareness of key EMC-related events, including the IP Mediation Tertulia, the Mediation Centre Stakeholder Network plenary meeting and the 5th IP Mediation Conference in 2025.

The EMC's online presence was further strengthened through a significant milestone, namely the integration of the mediation request into the User Area online services, enabling users to access and submit mediation requests directly through the EUIPO digital platform.

4. Knowledge and Quality

4.1. Boards of Appeal Consistency Circles

Under the 2021-2026 BoA Action Plan's Focus Area 2 (improve quality by promoting consistent and coherent decisional practice, enhancing alignment, legal certainty and greater predictability for internal and external users), the BoA set up Consistency Circles (CCs) for absolute grounds, relative grounds, goods and services, designs, and registry and procedure (Key Initiative 6).

The CCs analyse and discuss case-law to identify trends and develop a common understanding on relevant legal issues. They are hubs for sharing knowledge, exchanging ideas and searching for consensus in controversial practice matters. Each CC is composed of participants from all areas of the BoA (Members of the BoA, legal assistants, litigation agents and legal experts from other areas) to ensure a diversity of expertise and views. They draw up [case-law research reports](#) on trade mark and design topics and appeal procedural matters. While respecting the independence of the President, Chairpersons and Members of the BoA, the CCs enhance legal discussion within the BoA and contribute to a harmonised approach on relevant legal matters.

The findings of the CCs are periodically discussed by the entire BoA legal community at General Consistency Meetings (GCMs), within the Office in the Knowledge Circles, and externally with stakeholders (Key Initiatives 8 and 12).

In 2025, the BoA published eight new case-law research reports aimed at enhancing the consistency and predictability of decision-making, as well as increasing knowledge, awareness and transparency among stakeholders. Several of these reports have been discussed with European IP judges at the Judges' Network Weeks and were presented to the IPOs and user associations at trade mark and design liaison meetings, meetings with the appeal bodies of the EU Member State IPOs and at BoA User Focus Group meetings (see below).

The CCs also produced one preparatory report for the Grand Board in relation to the 'Misleading character of a collective mark that reproduces the GI logo contained in the product specifications' (Article 76(2) EUTMR) (R 1946/2024-G).

- [Boards of Appeal Case-law Research Reports](#)

The CCs have also responded to legal consultations and drafted consistency notes within the Boards, facilitated the Boards' input in ongoing European cooperation programmes and the annual revision of the Guidelines, and drafted amendments to the BoA-RoP (see below).

4.2. Judges' Quality Assurance and Legal Practice Panels

The Judges' Quality Assurance and Legal Practice Panels (J-QALPP) are the Boards of Appeal's external network of national IP judges from across the EU. Currently there are 26 EU Member States participating in this network, which serves to foster dialogue on trends in trade mark and design decisional practices, facilitating alignment and knowledge exchange between judges. In 2025, the J-QALPP met twice, in May and November, to discuss the findings of two BoA case-law research reports and to exchange insights on BoA and national decisional practices in various areas of trade mark and design law.

These meetings formed part of the Boards of Appeal's IP Judges Networks Week, which also included sessions with IP judges from EUTM and EUD courts on mediation practices and case-law seminars. The case-law seminars complemented existing IP judges' networks by presenting and discussing recent Boards of Appeal, Grand Board and national court decisions. Additionally, a dedicated workshop focused on national trends in case-law linked to Grand Board topics, further enhancing the collaborative exchange between the Boards of Appeal and national IP judges. These initiatives underline the Boards' commitment to fostering consistency and strengthening legal practice across the EU.

4.3. Quality initiatives

4.3.1. Quality reading

In 2025, the BoA maintained their commitment to delivering high-quality decisions. The KIS Quality Reading Team reviewed 1 809 draft appeal decisions, totalling 42 014 pages.

The Quality Reading Team started a pilot project with the Registry Notification Team to find and develop solutions with a view to optimising quality assurance and to promote a cross-functional approach to quality standards and quality check processes.

5. Communication

5.1. Communication actions

The BoA Communication Group was set up in 2021 as an initiative to improve internal and external communication. The key information nodes and BoA Communication Group members support regular communication actions by contributing to the newsletter addressed to BoA staff, promoting awareness-raising activities, and creating social content to enhance cooperation, communication and social activities among colleagues.

The group carried out several actions in 2025, including:

- producing regular feeds on the BoA screens;
- producing videos disseminated via email and on the BoA Insite page, featuring news on newcomers, HR matters, Office updates, training courses, BoA statistics and events;
- starting a revamping process by reviewing its members, tasks and communication items;
- revamping the newsletter to create a simpler, more user-friendly and visually appealing interface;
- circulating informative emails on various topics;
- raising awareness about BoA decisions and procedural matters;
- coordinating and organising the BoA social event;
- keeping Insite updated.

6. Legal Developments

6.1. Key Presidium decisions

The Presidium of the BoA is responsible for laying down the rules and organising the work of the Boards. During 2025, it adopted 26 formal decisions on a wide variety of topics spanning several areas. The following were the most important decisions of the Presidium.

- Revised decisions on the Organisation of the Boards (Decision 2025-24) and the Calendar Year Scheme (Decision 2025-23), which were adopted to add the references to the Implementing and Delegated Regulations of Regulation (EU) 2023/2411 on CIGIs.
- A revised BoA-RoP following the fast-track procedure (Decision 2025-7).
- Sensitive case workflow within BoA (Decision 2025-08).
- Consistency note on the implementation of the sanctions against Russia in appeal proceedings (Decision 2025-09).
- The nomination of 11 new proposed mediators from BoA, bringing the total number of appointed mediators from the BoA to 34 (Decision 2025-26).

As always, the Presidium took all the necessary measures to ensure the BoA's proper functioning, including the Expenditure Requirements for 2025.

<https://www.euipo.europa.eu/en/protect-ip/law/presidium-of-the-boards-of-appeal>

6.2. Rules of Procedure (BoA-RoP)

In 2020, following consultations with stakeholders and user associations, the Presidium of the BoA adopted the Rules of Procedure of the BoA for the first time. These rules contain procedural provisions that are applicable to appeal proceedings concerning both EUTMs and EUDs. They compile and codify BoA's existing procedural practice as governed by the regulations, and general principles of EU law, including the principles of equal treatment and sound administration as interpreted by the CJ/GC. In addition, the BoA-RoP encompass the relevant specifications laid down in decisions of the Executive Director of the Office and consider procedural practices established internally at the BoA.

As such, the BoA-RoP provide both users of the EUTM or EUD system and BoA staff with a single comprehensive set of procedural rules that are applied in all proceedings before the BoA. The BoA-RoP, therefore, increase the transparency, consistency and efficiency of the BoA's decisional practice.

The BoA-RoP were amended in 2021 to reflect the evolution of case-law on procedural issues, as well as new procedural practices established at the Office. In 2022, the consolidated and comparative versions of the BoA-RoP were published on the EUIPO website and a revision cycle that includes consultation with internal and external stakeholders was set up. In 2023, as part of the new revision cycle, a revised version of the BoA-RoP was prepared by the Consistency Circle Procedure & Registry and a final revised version was adopted by the BoA Presidium in December. In 2024, the revised BoA-RoP were published on the EUIPO website, and the main changes were presented to the user associations in the BoA User Focus Group meeting in April 2024. The revision cycle was changed from once a year to once every two years. To address urgent needs for changes to the BoA-RoP, a new fast-track procedure was also incorporated into the cycle.

In 2025, following a fast-track procedure within the BoA-RoP revision cycle 2024-2025, the revised rules entered into force on 1 June 2025 to reflect the changes that came into effect in the first phase of the Design Legal Reform on 1 May 2025. In addition, Article 23 BoA-RoP concerning written observations by interested parties in proceedings before the Grand Board, was amended to make it easier for the interested groups or bodies to submit written observations in Grand Board cases. Following this amendment, written observations can now be submitted in any of the official languages of the EU. Further changes proposed within the BoA-RoP revision cycle 2024-2025, including new provisions on craft and industrial geographical indication appeal proceedings, were sent for internal consultation, and the feedback was implemented by the Consistency Circle Procedure & Registry. The process will continue with external consultation and the revised BoA-RoP are expected to enter into force in Q1/Q2 2026, subject to completion of the consultation process.

- [Rules of Procedure](#) (entry into force on 01/06/2025);
- [Rules of Procedure with changes highlighted](#).

6.3. Data protection

In 2025, the BoA ensured compliance with the legal framework for data protection by mainly focusing on mediation and other ADR services, including the 2025 Mediation Centre Stakeholder Network meeting, the 2025 IP Mediation Conference and the ADR Platform.

Documentation and security measures related to data processing operations in the context of eSearch Case Law, litigation and the testing of AI tools (e.g. Copilot and GPT@JRC) were also revised.

Moreover, the BoA closely cooperated with the EUIPO Data Protection Officer and the Data Protection Coordinators Network in the following, among others:

- handling data subjects' requests and potential data breaches;
- revising the EUIPO data protection documentation in the light of the Office

- reorganisation;
- participating in the Office management system internal audits conducted in 2025 (ISO 9001);
- participating in data protection events (e.g. CPDP – Data Protection Day (28/01/2025)), and the EDPS workshop on Website Compliance Awareness Campaign (21/11/2025).

7. External Relations

7.1. Cooperation with international institutions and other EU Agencies

7.1.1. Cooperation with the Registry of the General Court and the BoA Registry of the European Patent Office

In October 2025, as part of the close cooperation between the BoA Registry and the Registry of the General Court, the Registry of the General Court visited the Registry of the BoA of the EUIPO. Information was exchanged on the latest developments at both organisations, the General Court Rules of Procedure, IT projects, use of AI, design reform and GIs for craft and industrial products.

In November 2025, the BoA Registry of the EUIPO visited the EPO Boards of Appeal Registry, continuing the tradition of mutual benchmarking and knowledge exchange. Key discussions included those focusing on performance indicators, organisational updates and IT tools. The delegation also attended an oral hearing.

These engagements reinforced cooperation, alignment and the adoption of best practices.

7.1.2. Inter-agency cooperation

The Inter-Agency Appeal Proceedings Network (IAAPN) was established to promote cooperation, to coordinate activities and share knowledge and best practices on appeal proceeding issues of common interest among the EU Agencies' appeal bodies.

In 2025, the BoA chaired the IAAPN. It led the key initiative on the 2024 Scoreboard, and it actively participated in the IAAPN Working Groups.

The 2025 IAAPN Work Programme focused on the quality management of appeals and on measuring decision-making quality and the interconnections between the EU Agencies' appeal bodies and other bodies that are part of those agencies. These initiatives culminated in the IAAPN annual meeting, in Alicante on 29 October, where the EUIPO BoA was re-elected as Chair of the Network for 2026.

7.1.3. Cooperation with the World Intellectual Property Organization

The BoA further strengthened their collaboration with WIPO by participating in technical meetings and actively engaging in the 2025 WIPO Intellectual Property Judges Forum held in

October. These activities fostered knowledge exchange and alignment with global IP standards.

7.2. Cooperation with the EU Member State IPOs and their appeal bodies

7.2.1. European cooperation and convergence projects

7.2.1.1. European cooperation projects

Under the 2030 Strategic Plan, the Office launched projects focused on improving digital services, developing EU Common Practices and other initiatives, paving the way for a more efficient and collaborative future in the EU landscape. Five project streams have been kicked off so far. Each one is supported by the Virtual Communities, which are composed of experts from the EU, national and regional IP offices, the EUIPO and BoA, users, and, where relevant, representatives from international organisations. In 2025, the BoA actively participated in the following Virtual Communities.

- ECP1: Virtual Community on IP Examination.
- ECP1: Virtual Community on Trade marks Classification.
- ECP1: Virtual Community on the New Competency on Craft GIs.
- ECP1: Virtual Community on the Transposition of the Design Directive.
- ECP1: Virtual Community on Prospective IP.
- ECP2: Virtual Community – EUIPN Tools (common tools such as TMview, DesignView, Similarity, TMclass).
- ECP2: Virtual Community – Sustainability of EU Practices.
- ECP2: Virtual Community – CP16 Descriptiveness subject matter goods and services.
- ECP2: Virtual Community – CP17 Distinctive character of slogans.
- ECP2: Virtual Community – CP18 Descriptiveness of geographical origin.
- ECP4: Virtual Community on EIPIC.
- ECP4 new convergence projects – CP16, 17 and 18 have been launched under a new methodology in which insights from the respective BoA Case-law Research Report have been used to draft the Common Practice.

The BoA contributed their expertise and insights to the specialist analyses and discussions carried out across all the projects mentioned above. In particular, the Boards were closely involved in developing common practices for the new convergence projects CP16, CP17 and CP18. These projects were launched under a new methodology that makes extensive use of findings from the respective BoA Case-law Research Reports when drafting the Common Practice. Through this approach, the BoA provide a different perspective and valuable expertise to the Virtual Communities, thus reinforcing their guiding role in shaping EUIPO practices.

7.2.2. EU Member State IPOs

Over the past few years, the BoA have developed strong ties with the EU Member State IPOs and their appeal bodies. The Boards regularly meet the national offices and their appeal bodies

and participate in the regional IP events (conferences, seminars, workshops) they organise. In 2025, the Boards co-organised 10 regional seminars for IP users or IP judges with the EU Member State IPOs, presenting and discussing recent BoA case-law, important aspects of appeal proceedings, the key initiatives launched for developing coherent and consistent trade mark and design decisional practice, the ADR services offered by the EMC to users and the implementation status of the BoA's 2021-2026 Action Plan. Moreover, in close cooperation with the EUIPO's Cooperation and Partnerships Department (CPD), the Boards provided speakers for various regional seminars and workshops.

In September 2025, the Boards organised the third meeting of the Appeal Bodies Network. This network was established in 2023. The Network of Appeal Bodies was consolidated further to involve representatives from all the appeal bodies of the EU. Representatives of the internal and external appeal bodies of the EU Member State IPOs discussed the latest developments in trade mark case-law on absolute and relative grounds and shared practices and experience on topics such as the scope of an appeal and the impact of weak marks in *inter partes* cases. Furthermore, during the meeting, presentations on streamlining mediations were given.

7.2.3. Non-EU IPOs and their Appeal Bodies

7.2.3.1. Bilateral cooperation with the TM5/ID5 appeal bodies

In 2025, the BoA continued their close cooperation with the TM5/ID5 appeal bodies. An online meeting was held in February with the Trial and Appeal Department of the Japan Patent Office. In July, the Boards met bilaterally with the IP Trial and Appeal Boards (IPTAB) of the Korean Intellectual Property Office, who visited the BoA in Alicante. During their visit, the IPTAB also took part in the IP Tertulia.

In November 2025, an online bilateral meeting with CNIPA also took place. At these meetings, the appeal bodies exchanged information on their recent activities and operations, and they shared knowledge, experience and best practices on topics of mutual interest. The appeal bodies jointly presented and discussed recent important case-law and identified trends in trade mark and design practices. Furthermore, the appeal bodies exchanged proposals for possible future cooperation and mutual participation in events.

7.2.3.2. Cooperation under the EU-funded projects

The Boards actively participated in various events and activities related to EU-funded projects by providing speakers and panel leaders.

8. Events and Conferences

8.1. IP Mediation Conference

The 5th IP Mediation Conference took place in Malta in October 2025. It was a dynamic two-day, hybrid event that showcased the EUIPO's growing leadership in mediation for IP disputes.

Organised for the first time outside the EUIPO's Alicante headquarters and delivered with the invaluable support of the Maltese Commerce Department, the conference brought together judges, practitioners, mediators, IP offices and other institutional stakeholders, attracting 695 participants from 59 countries both onsite and online. The programme combined strategic reflection with hands-on experience, addressing practical challenges and emerging trends in IP mediation, including complex and technology-driven disputes. Discussions, case studies and interactive formats fostered knowledge exchange, strengthened professional networks and reinforced mediation as an effective, user-centred and forward-looking avenue for resolving IP disputes.

8.2. BoA User Focus Group meetings

The fifth and sixth BoA User Focus Group meetings took place on 4 April and 20 October 2025, respectively. Chaired by the President of the BoA, the meetings brought together more than 20 representatives from 16 user associations and BoA staff, in a hybrid format. These meetings provided valuable feedback with the aim of improving customer-centric services and simplifying working practices as well as continuing to serve as a key forum for dialogue with users. Organised twice a year, they aim to foster a shared understanding of IP dispute resolution and strengthen collaboration with user associations.

8.3. The Boards of Appeal Tertulias⁽³⁾

In 2025, the Boards of Appeal organised three hybrid *Tertulias* on the Boards of Appeal. The first Tertulia, held on 12 June, focused on mediation, marking the expansion of mediation to all *inter partes* proceedings.

On 3 July, the Boards of Appeal hosted a unique Tertulia during the visit of the Intellectual Property Trial and Appeal Board (IPTAB) of the Korean Intellectual Property Office (KIPO) to the EUIPO. This session provided IP practitioners with the opportunity to gain insights into the South Korean IP appeal system and its recent case-law. In addition, the Tertulia featured a presentation on the Boards of Appeal case-law, further enriching the exchange of expertise between representatives from both organisations.

Lastly, on 6 November the Boards organised a Tertulia on Boards of Appeal case-law including presentations on recent developments in the area of reputed trade marks, important decisions by the Boards of Appeal and an update on the design legal reform and recent case-law.

All three Tertulias were greeted with great interest from the participants, with more than 80 attending in person and over 100 joining online.

In addition, on 3 December, the Boards of Appeal organised a lunchtime case-law seminar in Brussels, which featured a presentation on the new Boards of Appeal Action Plan, on upcycling, recycling, customisation and trade mark exhaustion and on the intersection of geographical indications and trade marks. More than 50 local IP practitioners attended the event. The Boards of Appeal intend to continue organising these seminars on an annual basis as part of the Boards of Appeal Action Plan, and in light of its ongoing commitment to maintain

⁽³⁾ Chats/discussions' in Spanish

close collaboration with the users of the IP system.

Lastly, in partnership with the Intellectual Property Institute of Luxembourg (IPIIL) and the Luxembourg IP Office, on 10 June 2025, the Litigation Service organised, in Luxembourg, (i) one Tertulia on selected key issues concerning the genuine use requirement in EU trade mark law and (ii) a second Tertulia on 25 November focussing on the role of graphic features in EU trade mark law, with representatives from Luxembourg's IP sector, the General Court, and the CJEU in attendance.

9. BoA Studies and Expert Opinions

9.1. BoA studies

The BoA traditionally commission one study a year. The purpose of these studies is to provide information and facilitate the understanding of current market realities and the legal and economic regulations and practices on specific issues, especially where a knowledge gap is identified. These studies produce benefits not only for BoA decision takers but also for stakeholders who may wish to expand their knowledge and understanding on specific IP matters.

In 2025, a study on the 'Evaluation of Optimal Quality of Administrative Decisions in Trade Mark and Design Appeals' was commissioned by the Boards. This study aims to identify best practices in drafting administrative decisions in trade mark and design appeals, with the goal of making the IP system more accessible to both legal professionals and non-specialist users. The findings of the study will be also used as a basis for some of the quality initiatives that will be launched in 2026 under the Boards of Appeal 2026-2030 Action Plan.

9.2. Expert opinions

In 2025, three written expert opinions were commissioned. First, the BoA requested an expert's opinion on the market reality of the software segment. The objective of the opinion was to identify the criteria that define the factors for finding similarity or dissimilarity between two different but specific types of software, to identify the relevant public for specific software on the market and their degree of attention, and to explore which types of specialised software are exclusively tailored to the general public and which are targeted at professional audiences.

The second expert's opinion concerned the use of legal design for publications of the Boards of Appeal. The opinion analysed documents such as decisions of the Boards, PowerPoint presentations, Case-Law Research Reports to formulate recommendations to improve the accessibility and user-friendliness of the documents. The expert opinion will be used to improve the publications of the Boards in the framework of the implementation of the new Action Plan.

The third expert's opinion concerned the use of artificial intelligence (AI) prompting methodologies to support the operational work of the Boards of Appeal. The assessment reviewed the prompt templates developed within the BoA AI Working Group and the Business Operations Department, concluding that, although legally accurate, they lacked a harmonised structure. To address this, the expert introduced a four-layer framework designed to ensure

consistency, legal accuracy and quality control in AI-assisted analytical tasks. The report also identified key risks, such as hallucinations, bias, and over-reliance on AI, and recommended safeguards including verification steps and uncertainty protocols. These findings will guide the responsible integration of structured AI-assisted tools within the Boards of Appeal, in line with EUIPO governance and regulatory requirements.

10. Other Activities

The Boards of Appeal are also engaged with the local community. In 2025, the 2nd Board of Appeal and colleagues from the Registry participated in a solidarity project with *Reacción Solidaria*, a local NGO, to prepare food packages for the homeless in Alicante. This initiative reflects the Boards of Appeal's commitment to giving back to the community and supporting local social causes.

Furthermore, several colleagues from the Boards of Appeal once again showed their commitment to solidarity and well-being by taking part in the Office's annual charity race 'Run for Life', organised jointly with SOLCIR and various cancer associations (AECCA, APAMM, ASPANION).

11. BoA Action Plan 2021-2026

In 2025, the different phases of the projects of the Boards Action Plan 2021-2026, adopted by the Presidium, were successfully implemented according to the plan. The level of Boards staff engagement continued to remain high, and several projects became fully operational after their pilot projects were completed. By the end of 2025, 45 out of 48 projects under the Boards of Appeal Action Plan were fully implemented, achieving an overall implementation rate of 98 %.

12. BoA Action Plan 2026-2030

In 2025, the Boards of Appeal developed the second [Action Plan for 2026-2030](#) in alignment with the Office's 2030 Strategic Plan (SP2030), following an extensive internal and external consultation. This process involved all EUIPO departments and external stakeholders, including national and regional IP offices, national IP judges, and user associations. The final Action Plan was presented to the MB/BC at its November meeting and, following approval by the Presidium, it is scheduled for launch in January 2026.

In alignment with the [SP2030](#), the Boards of Appeal's Action Plan 2026-2030 sets a clear, forward-looking road map to reinforce the Boards' role as a trusted, independent and innovative dispute resolution body at the heart of the EU IP community.

The Boards of Appeal Action Plan 2026-2030 defines a clear and comprehensive vision to develop the Boards' work and culture into a one-stop IP Dispute Resolution Hub – a platform delivering fast, accessible and high-quality decisions tailored to users' needs. Grounded in judicial independence with a strong service orientation, the new Action Plan reinforces the Boards' unique role within the EU IP system.