



Annual Report
2004

Platform for performance

ISO and international standardization

ISO is the International Organization for Standardization. It has a membership of 151 national standards institutes from countries large and small, industrialized and developing, in all regions of the world. ISO develops voluntary technical standards which add value to all types of business operations. They contribute to making the development, manufacturing and supply of products and services more efficient, safer and cleaner. They make trade between countries easier and fairer. ISO standards also safeguard users and consumers, and make many aspects of their lives simpler. ISO develops only those standards that are required by the market. This work is carried out by experts coming from the industrial, technical and business sectors which have asked for the standards, and which subsequently put them to use. These experts may be joined by others with relevant knowledge, such as representatives of government agencies, consumer organizations, academia and testing laboratories.*

Published under the designation of International Standards, ISO standards represent an international consensus on the state of the art in the technology concerned.

*At 1 May 2005

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Platform for performance

Naturally, there comes a time in the life of mature organizations to re-centre. There comes a moment for asking “the hard questions”. Are we on the right track? Are our objectives still valid? Do we have the right strategies for reaching them? Do we have the resources necessary? Is our behaviour congruent with our values? After such a critical self-examination, the advance towards objectives can be undertaken with renewed energy, resolve and focus. The year 2004 may well come to be recognized as such a turning point in the life of ISO.

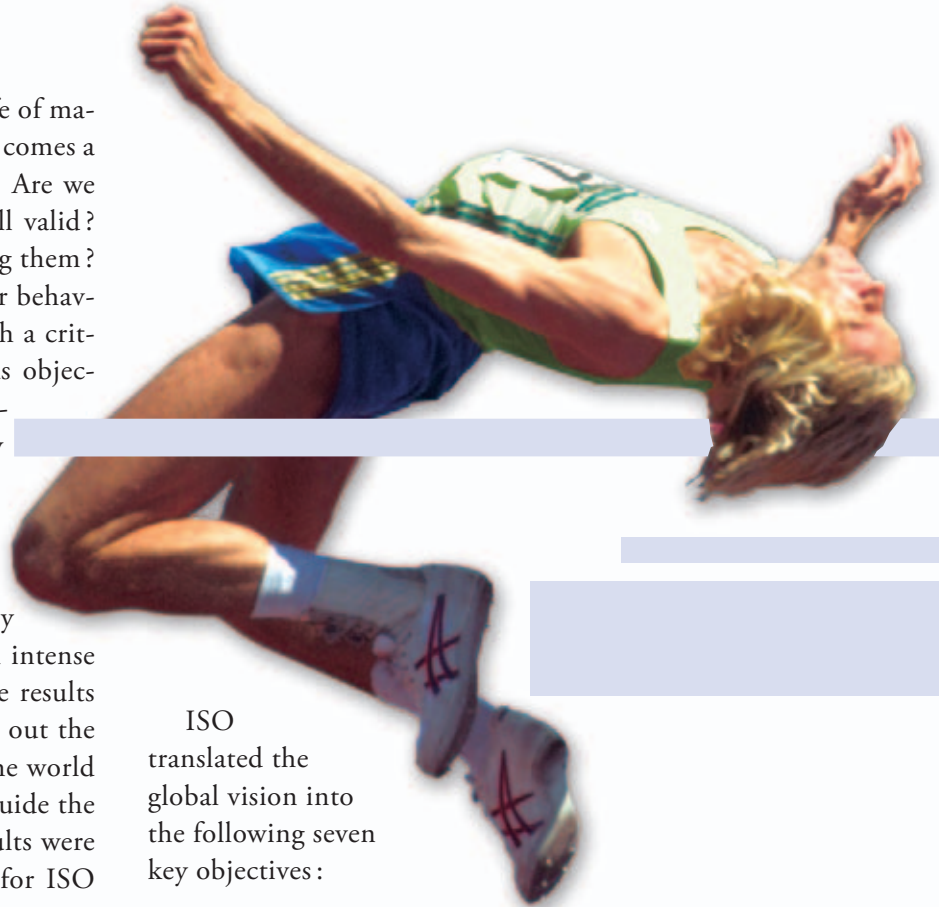
Without marking a pause in its activity, ISO nevertheless took the time necessary to question its assumptions and engage in intense strategic forward thinking. It analyzed the results of the unprecedented consultation carried out the previous year of its stakeholders all over the world in order to develop the strategy that will guide the organization in the coming years. The results were distilled into the following global vision for ISO up to 2010.

ISO's International Standards and deliverables support:

- *facilitation of global trade,*
- *improvement of quality, safety, security, environmental and consumer protection, as well as the rational use of natural resources,*
- *global dissemination of technologies and good practices,*

all of which contribute to economic and social progress.

Through the network and collaboration of its national members, international liaisons, regional co-operation and partner organizations, ISO constitutes a leading platform for the production of globally and market relevant International Standards. ISO's consensus-building mechanisms, multi-sector coverage and ability to efficiently disseminate and promote its range of deliverables are recognized and relied upon by industry, public authorities, consumers and other stakeholders, thus helping to materialize the aim of “one standard, one test and one conformity assessment procedure accepted everywhere”. In this way, ISO contributes to a more efficient and sustainable world economy.



ISO translated the global vision into the following seven key objectives :

1. *Developing a consistent and multi-sector collection of globally relevant International Standards.*
2. *Ensuring the involvement of stakeholders.*
3. *Raising the awareness and capacity of developing countries.*
4. *Being open to partnerships for the efficient development of International Standards.*
5. *Promoting the use of voluntary standards as an alternative or as a support to technical regulations.*
6. *Being the recognized provider of International Standards and guides relating to conformity assessment.*
7. *Providing efficient procedures and tools for the development of a coherent and complete range of deliverables.*

The key objectives and actions for implementing them and results expected were unanimously approved by the ISO General Assembly at its 27th meeting in Geneva, Switzerland, on 15-16 September 2004, as the *ISO Strategic Plan 2005-2010 – Standards for a sustainable world.*

View from the top

Also adopted in 2004 was the *ISO Five-year Plan for Developing Countries*, which aims to increase the participation of ISO's developing country members and strengthen their standardization infrastructures, and the *ISO Code of Ethics* which concisely defines the ethical behaviour ISO expects of its governance, members and

Jean-Martin Folz
President of PSA
Peugeot Citroën:

ISO has an essential role to play in the automobile sector.



These documents result from ISO's exercise in reflection as a prerequisite to even more efficient and effective action. They are an important part of the structure being put in place to provide ISO with a solid platform for performance in coming years. ISO Secretary-General Alan Bryden summed up: "Our concern, as we head towards the horizon of 2010, will be to provide a positive contribution to globalization and sustainable world development by supplying its economic and social actors with adequate International Standards in a broad range of activities and businesses."



staff, and their responsibilities in delivering and promoting globally relevant and recognized standards.



In the foyer of the historic Geneva Conservatory of Music (above left) at the official ceremony marking the opening of the ISO General Assembly, from left to right:

Mr. Jean-Daniel Gerber, State Secretary, Federal Ministry of Economics;

Mr. Pierre Muller, Mayor of Geneva;

Mr. Oliver Smoot, President of ISO;

Mr. Carlo Lamprecht, Minister of Economics, State Councillor, Republic and Canton of Geneva;

Usher, Republic and Canton of Geneva and

Mr. Alan Bryden, Secretary-General of ISO.



ISO's global relevance recognized by UN

The relevance of ISO's standards as tools to help bring about a sustainable world received increasing, high-level recognition in 2004, including in a message to ISO from United Nations Secretary-General **Kofi Annan**,

who declared: "ISO makes a unique contribution in a range of vital areas – health, safety, security, the environment, transport and information technology.

"ISO standards are crucial to sustainable development, as they are a key source of technological know-how, especially for developing countries and economies in transition. They are invaluable in helping countries develop their economies and build capacities to compete on global markets. Producers and consumers everywhere benefit from your efforts.

"We know that one of the most effective ways of building bridges between nations is to encourage people to work together towards mutually beneficial goals. It is heartening, therefore, that thousands of women and men of all political convictions, religious beliefs, and national as well as ethnic origins, collaborate within ISO to achieve consensus on standards that make a positive difference to our world.

"That collaboration also characterizes the relationship between ISO and the UN family – a relationship which I hope will grow even stronger in the future. We have a shared interest in the development and dissemination of standards that can help to improve the lives of people everywhere, and in building capacity for standardization activity in developing countries and economies in transition."



Malcolm Brinded
Group Managing
Director of
the Royal Dutch/Shell
Group of
Companies:

**There have been
strong business
benefits that have
come from ISO 14001
certification.**

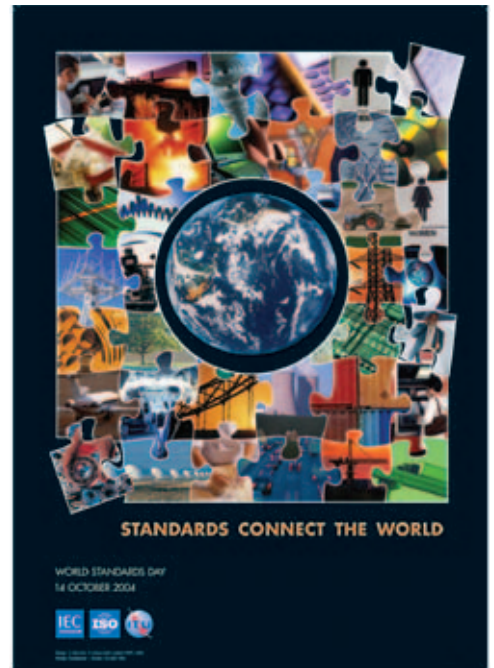


Standards connect the world

The global relevance of the solutions provided by ISO's work was underlined in the World Standards Day 2004 message, "**Standards connect the world**", from ISO President Oliver Smoot, IEC (International Electrotechnical Commission) President Sei-ichi Takayanagi, and ITU (International Telecommunication Union) Secretary-General, Yoshio Utsumi. The three leaders highlighted the importance of exchange in human activities and the role of standards in facilitating exchange.

They pointed out that the variety of exchange where standards overcome challenges is considerable: examples are getting food from farm to kitchen table, raw materials to processing plants and on to industrial users, products to distributors and shops and then to consumers, power from generating plants to industry and the home, messages that pass between telecommunication networks and computer systems.

The three leaders declared: "From the simple to the complex, from the minute to the massive, from the local to the global, international standards are omnipresent in products and services and in the components of the global supply chains for which they provide the backbone."



Achieving optimal output

Ensuring the global relevance of ISO's standards requires rigorous management. To this end, ISO approved a global relevance policy in 2004 that details principles, along with implementation guidelines, to ensure that ISO standards meet the following criteria:

- respond effectively to global regulatory requirements, market needs and scientific/technical developments;
- do not distort markets nor have adverse effects on fair competition;
- do not stifle innovation or technological development;
- do not give preference to the requirements of specific countries or regions; and
- are performance-based rather than design-prescriptive.

As well as this measure to optimize the effectiveness of the ISO system, the organization progressed with optimizing the efficiency of the

Lee Jong-wook
Director-General
of the World Health
Organization
(WHO)

**I consider
our collaboration
with ISO on
safer injection
technologies a great
success story.**

**The same holds
true for mechanical
contraceptives.**



system with the following information technology-based measures:

- continuing deployment of the ISOTC server for consistent electronic working by the standards-developing technical committees;
- launching of the new ISOTC Portal, which makes navigation easier for the ISO committees while facilitating access to reference and policy documents;
- the general and successful implementation of e-balloting, both for committee work and for the final adoption of ISO standards;
- the implementation of the ISO Global Directory with a view to managing all users, groups and permission settings, supporting the various business roles and strengthening the system's privacy protection, and
- the supply of information on TC/SC work programmes and business plans, which assist the actors concerned and may be used to publicize and promote their work.

As a result, the level of standards production was sustained, reaching 1 247 documents in 2004.



View
from the top

Global security and safety

Earthquakes, transportation disasters, epidemics, floods, industrial disasters, industrial accidents, terrorism, catastrophic storms... whether natural or man-made, these threats account for many thousands of deaths and injuries each year, in addition to material damage. The role that ISO standards can play in preventing or mitigating such human and material losses is being given increasing attention.



The need for a strategic perspective was addressed by commissioning a situation report by the ISO High-Level Security Advisory Group on the organization's current and potential involvement in standards for international security against threats such as criminal activity, terrorism and natural disaster. A preliminary analysis of ISO's portfolio – 14 941 at the end of 2004 – identified hundreds of standards with security-related applications, such as for the monitoring of illicit trafficking of radioactive materials.

Throughout 2004, global safety and security were recurrent themes in the special features on broad areas of ISO's standards' development work, as well as

Bertrand Collomb
Chair of Lafarge and
Chair of the World
Business Council
for Sustainable
Development
(WBCSD):

**ISO standards
not only help to
manage quality but
also to manage
reputation.**



articles on specific initiatives, carried by ISO's re-launched corporate magazine *ISO Focus*.



- **Tall buildings**



ISO's work applicable to the safety of tall buildings was given added urgency by the World Trade Center attacks in September 2001. It is developing standards covering a wide spectrum that includes structural and geological considerations, the many aspects of fire safety engineering, detection and alarm systems, and the use of lifts for emergency evacuation.

- **Road vehicles**

Pressure for greater safety in the use of road vehicles has deeply influenced the technological orientations of this global industry which is very active within ISO to develop standards that are helping to protect drivers and passengers, among others for child restraint systems, anti-locking braking systems and airbags.

- **Food**



Food, its safety, supply and nutritional qualities, has become a central international preoccupation. This follows the major problems caused by outbreaks such as mad cow disease, and the fact that whereas

many populations face the threat of starvation, obesity causes health problems for others. With more than 650 standards that address various specific aspects of food safety and quality, a standard for food safety management systems is now being developed – ISO 22000 – which is intended to provide security by ensuring that there are no weak links in the food supply chain.

• **Machinery**

ISO's efforts to make using machinery safer, whether at work, in the home or in the garden, cover both "horizontal" standards that describe the safety philosophy and methodology, and "vertical" standards that are intended for specific safety aspects such as safety distances, general noise aspects and application of ergonomic principles, or products that can be used in different machines.

• **Health**

The ISO system is prolific in its output of standards for the health care sector with 15 technical committees addressing different aspects. The year 2004 saw an initiative by ISO and its princi-

Hartmut Reuter
Chief Executive Officer
of the Rieter Group :

The pressure imposed by ISO 9001 certification helps us to ensure that our suppliers worldwide improve their quality on the basis of a uniform and traceable system.



pal partners in international standardization to impart strategic direction to developments in the sector. A standardization strategy for facilitating the worldwide deployment of innovative medical technologies to enhance public health and foster international trade was the successful outcome of the World Standards Cooperation (WSC) workshop bringing together some 130 experts representing the major players in this sector. The WSC is the strategic coordination entity of ISO, IEC and ITU.

• **Maritime transport**

With more than 30 million intermodal containers in use transporting goods, assuring the security of global supply chains is a tremendous challenge. ISO is taking up the challenge at the strategic level by cooperating with the International Maritime Organization (IMO), the International Association of Ports and Harbours (IAPH), International Chamber of Shipping



(ICS) and the World Customs Organization (WCO) and responding to the need to implement strategies through practical tools such as new standards in 2004 on the assessment and planning of security at maritime ports, and on mechanical seals for freight containers.

- **Biometrics**



Following the September 11 terrorist attacks, security concerns sparked increased interest in using biometric technologies to identify individuals. Biometrics can be used in almost any application that requires the accurate identification of an individual, from computers where a fingerprint scan on the mouse can verify the identity of a user, to nuclear power plants where various biometric applications are used to restrict access to the critical systems. The growing demand for biometric technologies has put the spotlight on the need for high-performance, interoperable standards and ISO is to publish the first in 2005.

Werner Bauer
Executive Vice President of Nestlé SA and Head of Corporate Technical, Production, Environment and R&D, Nestlé Group:

International Standards are important for a good and efficient business environment.

When applied to entire fields of activity, they contribute very effectively to enhance fair competition and – in many cases – to raise the overall level of quality.



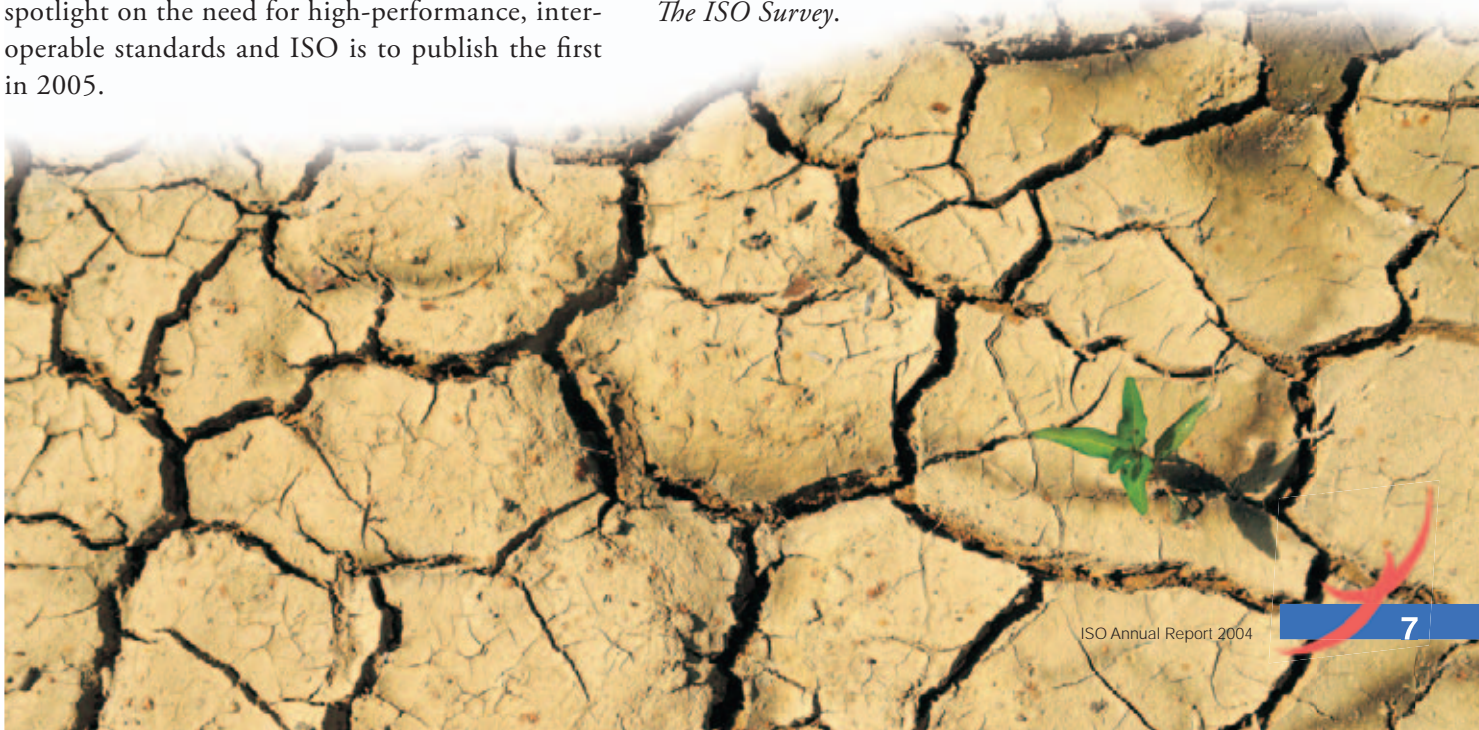
Environmental challenges

ISO standards that solve purely technical problems are by and large of interest only to the sector concerned – although they may be of vital interest and importance to that sector. However, when ISO standards contribute to meeting environmental challenges, then the spectrum of stakeholders is considerably widened.

- **Revised ISO 14001 and ISO 14004**

The already wide user base for ISO 14001 was given an even greater potential for expansion with the publication of the revised, improved versions of ISO 14001 and ISO 14004 standards. These revised versions take account of the considerable body of user experience since the standards were first published in 1996 and put the benefits of im-

plementing an environmental management system within the reach of an increased number and variety of organizations worldwide. Up to the end of December 2003, at least 66 070 certificates to ISO 14001:1996 had been issued in 113 countries and economies, over 34 % more than the previous year and the largest annual increase so far recorded by *The ISO Survey*.



- **Climate change**

The ratification of the Kyoto Protocol has once more raised awareness of the need to reduce greenhouse gas emissions and the essential related issue of how to ensure the credibility of claims about their reduction. This is critical since claims made about reductions of greenhouse gas emissions may have political and financial implications, in addition to environmental ones. ISO is combining its environmental and conformity assessment expertise to develop tools for verifying and validating such claims.

Dr. Supachai Panitchpakdi

Director-General
of the World Trade
Organization
(WTO):

**I am happy
to say that WTO has
found in ISO
an important partner
in facilitating
trade.**



ISO's new frontiers

The technical benefits of standardization have long been recognized, and recognition of the economic benefits is steadily and surely percolating to company boardroom and to governmental levels. The latest evolution in understanding is that standardization can also offer considerable benefits in the social sphere and also in the people-facing business domain of services. ISO's other magazine, *ISO Management Systems*, acquired a new, improved look in 2004, accompanied by new, improved content which was expanded to take in fresh developments from ISO's "new frontiers" – the fields of social responsibility and services.



ISO's other magazine, *ISO Management Systems*, acquired a new, improved look in 2004, accompanied by new, improved content which was expanded to take in fresh developments from ISO's "new frontiers" – the fields of social responsibility and services.

- **Social responsibility**

ISO decided to launch the development of an International Standard giving guidance for social responsibility (SR). The decision was taken following an international conference in Stockholm, Sweden, at which representatives of the major stakeholder categories – industry, government, labour, consumers, nongovernmental organizations – produced a consensus for ISO to undertake the work.



- **Water**

Following the third World Water Forum in Kyoto in March 2003, the international community has committed to improve governance of drinking water and wastewater services and, to this effect, has made it a priority to build capacity with local governments. As so often, ISO's work will provide practical tools for implementing the good intentions. ISO is developing standards providing guidelines for service activities relating to drinking water supply systems and wastewater sewerage systems. These standards are designed to help water authorities and their operators to achieve a level of quality that best meets the expectations of consumers and the principles of sustainable development.

View from the top

Interviewed by *ISO Management Systems*, ISO Secretary-General Alan Bryden commented: "ISO's involvement in SR can be regarded as a solution whose time has come because there are multiple public and private sector codes, programmes and initiatives in this area. ISO does not intend to replace or duplicate the good work that already exists, notably the inter-governmental agreements and conventions reached by the United Nations and UN system organizations such as the International Labour Organization. However, ISO can add value by developing an international consensus on basic guiding principles that will bring clarity, encourage communication and allow meaningful comparisons in the field of social responsibility.

• **Capacity building**

ISO assigned the leadership of the working group that will develop an International Standard giving guidelines for social responsibility collectively to the national standards institutes of Brazil (ABNT) and Sweden (SIS). This twinning of a developing country member of ISO with a developed country is one of the measures being applied by the organization to strengthen the participation of the developing countries that make up 110 out its total membership of 146 (end of 2004).



Peter Esser
Executive Vice President, Volume Products and Supply Operations, Fujitsu Siemens Computers:

Fulfilling International Standards is one of the key driving forces in personal computer business and has been so from the beginning.



• **Market research**

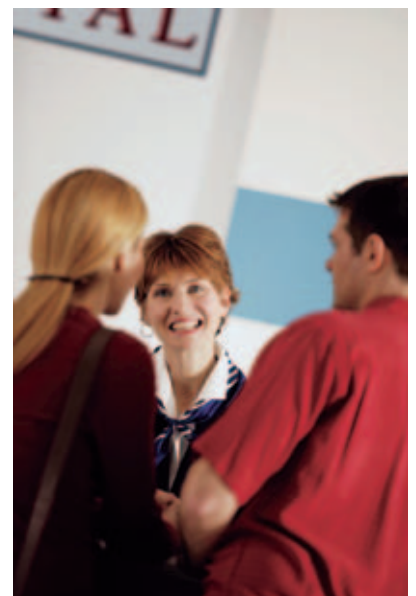


How can a company find out what customers think about its products and services, measure customer satisfaction, or test its marketing strategies? How should a public service institution decide what the public really wants? The surest method is by market research. Market research is a fast-growing global industry, worth some USD 18,9 billion in 2003. Recognition of its services will be aided by a new ISO standard that will harmonize and set

an international benchmark for the requirements for market research professionals and organizations.

• **Tourism**

Following the publication in 2003 of ISO's first standard for tourism – an international consensus on the terminology used to describe hotels and other types of tourist accommodation – in 2004 ISO established a new technical committee for tourism and related services. Its scope is "standardization of the terminology and specifications of the services offered by tourism service providers, including related activities, touristic destinations and the requirements of facilities and equipment used by them, to provide tourism buyers, providers and consumers with criteria for making informed decisions".



The confidence business

ISO/CASCO, Committee on conformity assessment, made significant breakthroughs in 2004. It carried out a major reengineering of its governance and technical management, making the committee more understandable to the outside world and enabling more considered and efficient connection to be made between market needs and feedback, policy formulation and technical output.



The “CASCO toolbox”, consisting mainly of joint ISO/IEC standards and guides, has become the world reference for conformity assessment – the process of checking whether products, services, materials, processes, systems and personnel measure up to the requirements of standards, regulations or other specifications. The toolbox, which may apply to first, second or third party assessment, was completed by new or revised documents that will have an impact on regulatory authorities, accreditation bodies and other conformity assessment operators, as well as hundreds of thousands of companies worldwide.

Uri Dadush

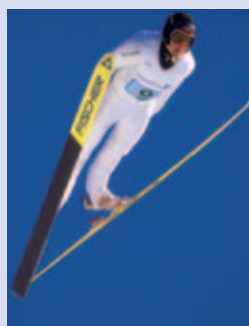
Director of the World Bank's International Trade Department and Head of its Development Prospects Group:

The process of standardization can indeed result in significant benefits for developing countries and help facilitate their participation in the global trading system.



From reflection to action

Having begun 2004 with an intense reflection on its objectives, strategies and ethics, ISO rapidly transformed the insights gained into structure, targets to aim for and results to be achieved. As the selection of activities highlighted in this Annual Report demonstrates, ISO completed 2004 in high-performance action mode.



The future starts today with training

Important developments took place in the area of training services. ISO's new Development and Training Unit was set up to face the increase in this activity, called for by the need both to improve the organization's decentralized standards' development process and to help its members from developing countries increase their capacity and involvement in ISO.

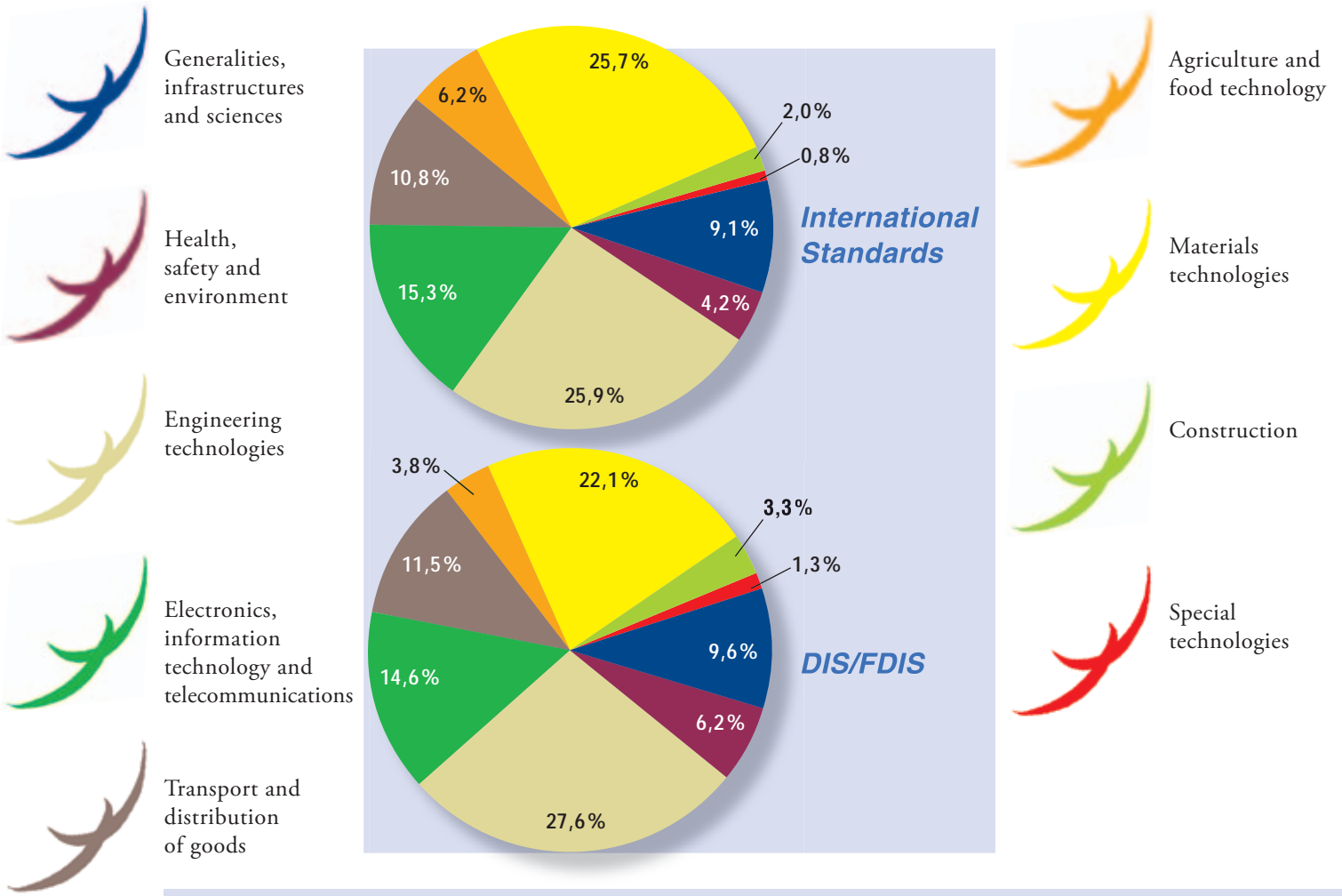
Activities included the launching of a catalogue of training modules, a course for standardization managers organized in the context of the WSC and the development of the first module of an e-learning programme.



In addition, ISO organized several training sessions in the use of ISO e-Services and widely circulated in the three ISO official languages the *Manual 11: Standardization on the Net*.

The ISO policy committees respectively responsible for consumer and developing country affairs, COPOLCO and DEVCO, organized the first joint workshops and training seminars at the regional level to promote collaboration between consumer representatives and standardizers in developing countries.

Portfolio of ISO standards and draft International Standards by technical sector at the end of 2004



Annual production

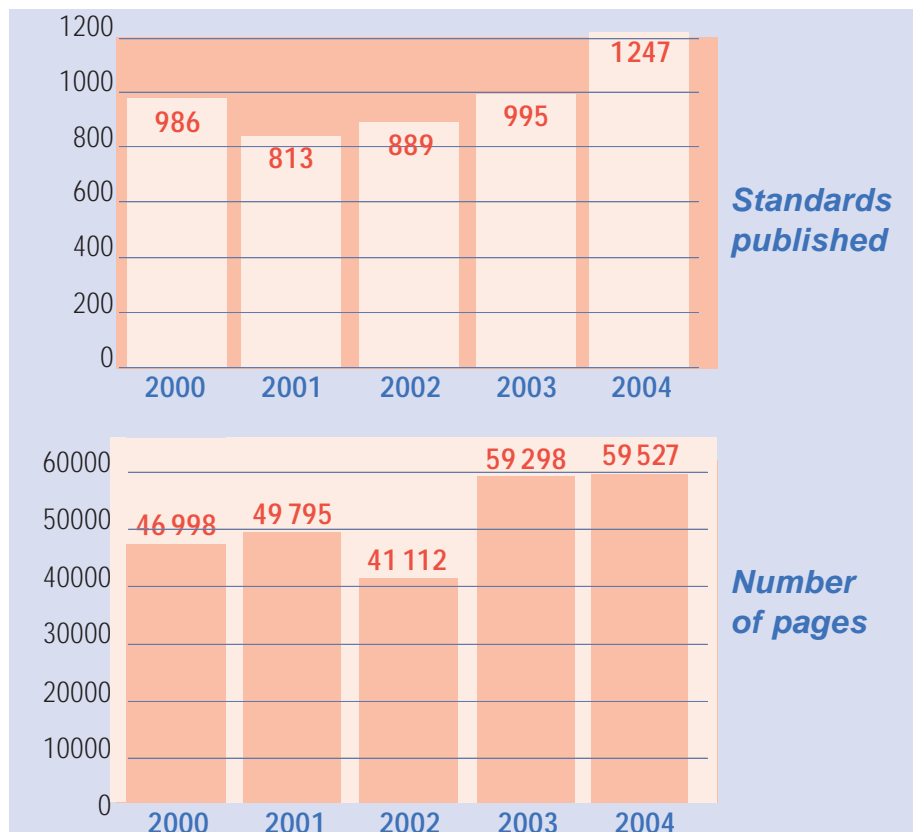
1 247 new and revised International Standards in 2004.

ISO's total portfolio as of end 2004: 14 941 International Standards.

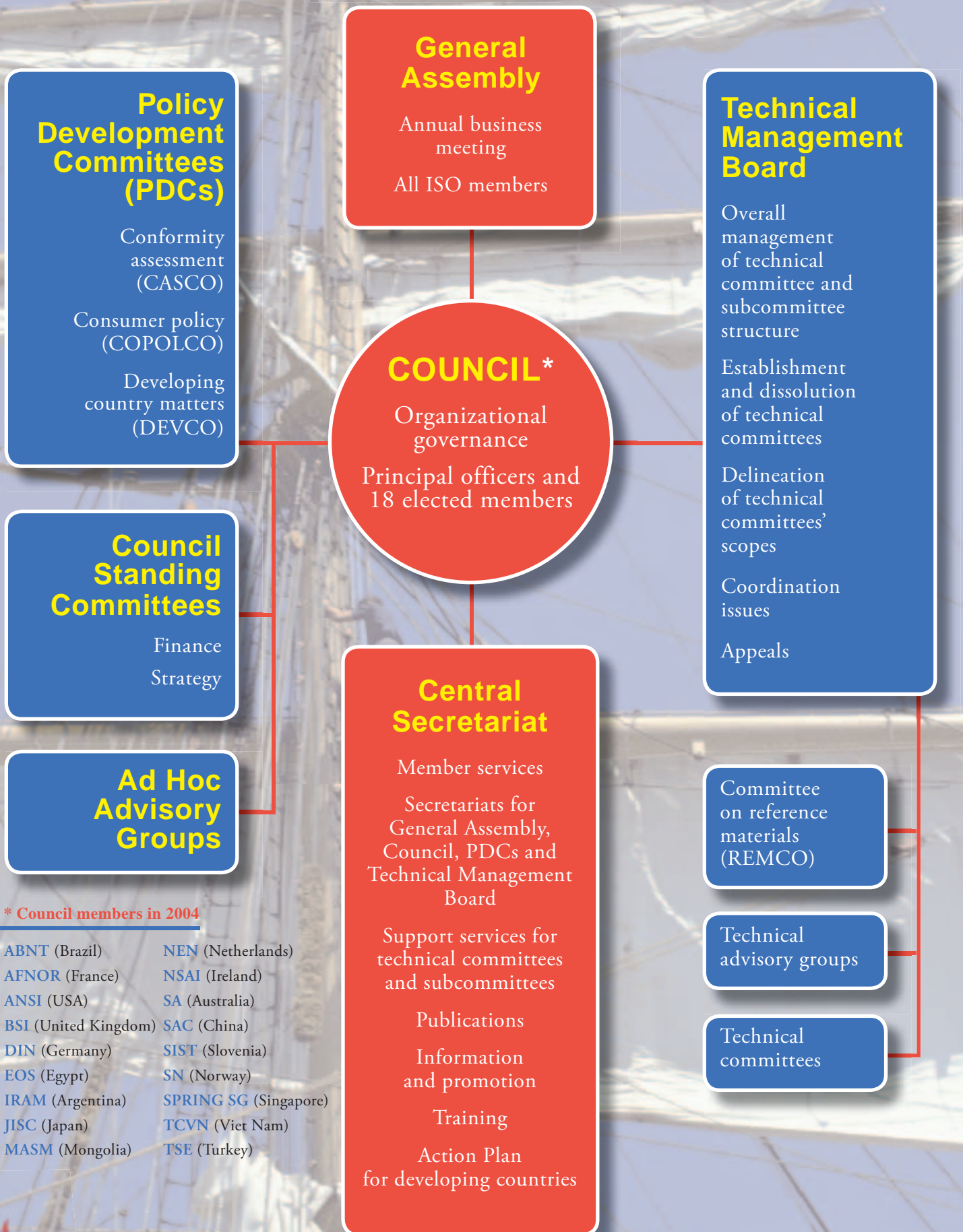
59 527 pages in 2004.

ISO's total output of pages as of end 2004:

531 324 pages in English and French (terminology is also often provided in other languages).



ISO's structure



* Council members in 2004

- | | |
|----------------------|-----------------------|
| ABNT (Brazil) | NEN (Netherlands) |
| AFNOR (France) | NSAI (Ireland) |
| ANSI (USA) | SA (Australia) |
| BSI (United Kingdom) | SAC (China) |
| DIN (Germany) | SIST (Slovenia) |
| EOS (Egypt) | SN (Norway) |
| IRAM (Argentina) | SPRING SG (Singapore) |
| JISC (Japan) | TCVN (Viet Nam) |
| MASM (Mongolia) | TSE (Turkey) |

Principal officers

Oliver Smoot
President, USA



Oliver Smoot was elected ISO President for a two-year term as from 1 January 2003. A trained economist and Juris Doctor, he has held leadership positions in the fields of international law and information technology. Since 2000 he has been Vice-President of External Voluntary Standards Relations at ITI (Information Technology Industry Council), where he was Executive Vice-President for over 30 years. He has been an active member of the ABA (American Bar Association) and is currently Chairman of ABA's Technical Standardization Law Committee. Mr. Smoot has been actively involved in standardization over a period of 25 years at national, regional and international levels.

Torsten Bahke
Vice-President (policy), Germany



Torsten Bahke was re-appointed ISO Vice-President (policy) for the 2004-2005 term. He has been the Director of DIN, the German Institute for Standardization, since 1999, after having served as DIN's Director of Strategy for two years. Having obtained a Doctorate in Engineering, Dr. Bahke joined the Krupp Group where he held several managerial positions, both in Germany and abroad. In 1994, he was appointed as a member of the Executive Board of Directors of Krupp Fördertechnik and remained there until 1997 when he joined DIN. In addition, Dr. Bahke is a member of the Board of Trustees of the Berlin-Brandenburg Section of VDI, the Association of German Engineers, and of the Federal Institute for Materials research and Testing (BAM), as well as a member of the Berlin Scientific Society.

Ziva Patir
Vice-President (technical management), Israel



Ziva Patir has been appointed ISO Vice-President (technical management) for the 2004-2005 term. As such, she also fills the position of Chair of the Technical Management Board. Since June 1996, she has been Director General of the Standards Institution of Israel (SII) which she joined in 1976 as Chief Standardization Officer and later held the position of Director of the Quality and Certification Division for 10 years. She is currently a Member of the Board of the Israel Institute for Management and a Member of the Board of the University of Haifa. In addition, Mrs. Patir is the President of the Israeli chapter of the International Women's Forum and the past President of the Israel Society for Quality.

Antoine Fatio
Treasurer, Switzerland



Antoine Fatio was appointed ISO Treasurer for the 2002-2004 term. He is currently a Partner at Quest Partners, a Swiss firm active in advice and investment in Private Equity. Mr. Fatio has a broad experience in marketing, business development and finance which he has acquired by holding managerial positions in several corporations, both in Switzerland and the USA. He has an academic background in electrical engineering (BS) and in Business Management (MBA).

Alan Bryden
Secretary-General



Alan Bryden took up the post of Secretary-General on 1 March 2003. In October 1999, he was appointed Director General of the French national standards body, AFNOR. Between 1981 and 1999, Alan Bryden was Director General of the French national testing laboratory (LNE). During that period, he founded Eurolab (European Federation of Measurement, Testing and Analytical Laboratories) and served as its first President from 1990 to 1996. He also chaired the Laboratories Committee of ILAC (International Laboratory Accreditation Cooperation). He began his career in metrology, notably with the USA's National Bureau of Standards (today the National Institute of Standards and Technology) and has a strong background in the fields of quality and the rational use of energy. He was Vice-President of the first Committee on Technical Barriers to Trade in GATT (now WTO).

Membership

At the end of 2004, ISO's worldwide membership comprised the principal standards organizations of 146 countries.

Of these, 99 were member bodies, which are entitled to participate and exercise full voting rights within ISO.

ISO also counted 36 correspondent members. These are usually organizations in countries that do not yet have a fully developed national standards activity. Correspondent members do not take an active part in ISO's technical work and have no voting rights, but are entitled to attend meetings as observers and to be kept fully informed about the work of interest to them.

In addition, ISO had 11 subscriber members. These are from countries with very small economies. They pay reduced membership fees that nevertheless allow them to be in contact with international standardization.

Member bodies

A Algeria (IANOR) • Argentina (IRAM) • Armenia (SARM) • Australia (SA) • Austria (ON) • Azerbaijan (AZSTAND) **B** Bahrain (BSMD) • Bangladesh (BSTI) • Barbados (BNSI) • Belarus (BELST) • Belgium (IBN) • Bosnia and Herzegovina (BASMP) • Botswana (BOBS) • Brazil (ABNT) • Bulgaria (BDS) **C** Canada (SCC) • Chile (INN) • China (SAC) • Colombia (ICONTEC) • Costa Rica (INTECO) • Côte d'Ivoire (CODINORM) • Croatia (DZNM) • Cuba (NC) • Cyprus (CYS) • Czech Republic (CSNI) **D** Denmark (DS) **E** Ecuador (INEN) • Egypt (EOS) • Ethiopia (QSAE) **F** Finland (SFS) • France (AFNOR) **G** Germany (DIN) • Ghana (GSB) • Greece (ELOT)

H Hungary (MSZT) **I** Iceland (IST) • India (BIS) • Indonesia (BSN) • Iran, Islamic Republic of (ISIRI) • Iraq (COSQC) • Ireland (NSAI) • Israel (SII) • Italy (UNI) **J** Jamaica (JBS) • Japan (JISC) • Jordan (JISM) **K** Kazakhstan (KAZMEMST) • Kenya (KEBS) • Korea, Democratic People's Republic of (CSK) • Korea, Republic of (KATS) • Kuwait (KOWSMD) **L** Libyan Arab Jamahiriya (LNCMS) • Luxembourg (SEE) **M** Malaysia (DSM) • Malta (MSA) • Mauritius (MSB) • Mexico (DGN) • Mongolia (MASM) • Morocco (SNIMA) **N** Netherlands (NEN) • New Zealand (SNZ) • Nigeria (SON) • Norway (SN) **O** Oman (DGSM) **P** Pakistan (PSQCA) • Panama (COPANIT) • Philippines (BPS) • Poland (PKN) • Portugal (IPQ) **Q** Qatar (QS) **R** Romania (ASRO) • Russian Federation (GOST R) **S** Saint Lucia (SLBS) Saudi Arabia (SASO) • Serbia and Montenegro (ISSM) • Singapore (SPRING SG) • Slovakia (SUTN) • Slovenia (SIST) • South Africa (SABS) • Spain (AENOR) • Sri Lanka (SLSI) • Sweden (SIS) • Switzerland (SNV) • Syrian Arab Republic (SASMO) **T** Tanzania, United Republic of (TBS) • Thailand (TISI) • The Former Yugoslav Republic of Macedonia (ISRM) • Trinidad and Tobago (TTBS) • Tunisia (INORPI) • Turkey (TSE) **U** Ukraine (DSSU) • United Arab Emirates (ESMA) • United Kingdom (BSI) • Uruguay (UNIT) • USA (ANSI) • Uzbekistan (UZSTANDARD) **V** Venezuela (FONDONORMA) • Viet Nam (TCVN) **Z** Zimbabwe (SAZ).

Correspondent members

A Albania (DPS) • Angola (IANORQ) **B** Bolivia (IBNORCA) • Brunei Darussalam (CPRU)
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ISO member bodies' contribution to the standards process

(2004-12-31)

Members	Number of secretariats	Number of convenorships
	(TC/SC)	(WG)
ABNT (Brazil)	2	6
AENOR (Spain)	10	9
AFNOR (France)	79	181
ANSI (USA)	130	469
BIS (India)	8	5
BOBS (Botswana)	1	–
BSI (United Kingdom)	99	338
CSNI (Czech Republic)	1	2
DGN (Mexico)	–	1
DIN (Germany)	124	351
DS (Denmark)	7	23
DSM (Malaysia)	4	4
DSSU (Ukraine)	1	1
ELOT (Greece)	1	1
EOS (Egypt)	–	1
GOST R (Russian Fed.)	15	13
IBN (Belgium)	5	29
ICONTEC (Colombia)	1	3
IPQ (Portugal)	3	9
ISIRI (Iran, Islamic Rep. of)	3	2
JBS (Jamaica)	1	–
JISC (Japan)	45	118
KATS (Republic of Korea)	9	12
MSZT (Hungary)	2	1
NEN (Netherlands)	20	78
NSAI (Ireland)	–	3
ON (Austria)	3	7
PKN (Poland)	5	4
SA (Australia)	17	65
SABS (South Africa)	8	3
SAC (China)	9	16
SCC (Canada)	22	71
SFS (Finland)	3	13
SII (Israel)	3	2
SIS (Sweden)	24	103
SN (Norway)	16	41
SNV (Switzerland)	21	30
SNZ (New Zealand)	–	1
SPRING SG (Singapore)	–	2
SUTN (Slovakia)	1	–
TISI (Thailand)	–	1
TSE (Turkey)	3	–
UNI (Italy)	14	37
UNIT (Uruguay)	–	1

Financial statements

Balance sheet at 31 December 2004

		2004	2003	2002
		kCHF	kCHF	kCHF
ASSETS	Fixed assets :			
	<i>Installations and equipment</i>	806	933	1'352
	Long term assets :			
	<i>Securities</i>	5'713	5'953	6'256
	<i>DIN endowment</i>	743	880	870
		6'456	6'833	7'126
	Current and liquid assets :			
	<i>Short-term bank deposits</i>	2'795	896	2'925
	<i>Debtors</i>	1'806	1'813	2'007
	<i>Prepaid expenses and income</i>	795	544	471
	<i>Liquid assets</i>	2'918	2'784	614
		8'314	6'037	6'017
TOTAL ASSETS		15'576	13'803	14'495
LIABILITIES	General fund*	9'869	8'815	8'815
	Reserves and provisions	1'258	1'042	1'596
	Funds received for specific project	1'513	1'591	1'552
	Current and deferred liabilities :			
	<i>Suppliers and other creditors</i>	1'238	958	1'330
	<i>Subscriptions received in advance</i>	724	671	432
	<i>Creditors</i>	974	726	770
		2'936	2'355	2'532
TOTAL LIABILITIES		15'576	13'803	14'495

* after allocation of net result

Revenue and expenditure at 31 December 2004

		2004	2003	2002
		kCHF	kCHF	kCHF
REVENUE	Membership subscriptions	19'052	18'639	18'540
	Sales of publications	3'190	3'251	3'566
	Royalties on copyright	5'640	4'781	4'875
	Contributions for Developing Countries	337	0	0
	Other services and financial income	931	704	836
TOTAL REVENUE		29'150	27'375	27'817
EXPENDITURE	Salaries and social charges	21'646	21'449	21'507
	Other operating expenses	5'299	5'561	6'976
	Amortization	883	954	1'127
TOTAL EXPENDITURE		27'828	27'964	29'610
RESULT BEFORE PROVISIONS		1'322	(589)	(1'793)
(ALLOCATION TO) / DISSOLUTION FROM PROVISIONS		(268)	589	935
NET RESULT		1'054	0	(858)



ISO Central Secretariat

1, rue de Varembé
Case postale 56
CH-1211 Genève 20
Switzerland

Tel. + 41 22 749 01 11
Fax + 41 22 733 34 30
E-mail central@iso.org
Web www.iso.org

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