



2025 INCOSE ANNUAL REPORT



Membership | Chapters | Corporate Advisory Board (CAB) Organizations |
Certification | Events | Products & Publications | Financial Overview

INCOSE Annual Report 2025

This annual report provides a comprehensive overview of INCOSE's activities and achievements throughout 2025. It includes insights on members and associates, chapters, organizational updates, certification, events, products and publications, and a financial overview.

All data in this report was collected on **31 December 2025**.

INCOSE

INTRODUCTION

The International Council on Systems Engineering (INCOSE) is a not-for-profit membership organization founded to develop and disseminate the transdisciplinary principles and practices that enable the realization of successful systems.

ABOUT US

INCOSE is designed to connect systems engineering professionals with educational, networking, and career-advancement opportunities in the interest of developing the global community of systems engineers and systems approaches to problems.

We are also focused on producing state-of-the-art work products that support and enhance this discipline's visibility in the world.

OUR MISSION

INCOSE fosters systems engineering knowledge exchange, application, education, and research. We are dedicated to being the world's trusted authority and forum for the practice, science, and art of systems engineering.

OUR VISION

To unite and advance the global systems community.



MESSAGE FROM THE PRESIDENT



The year 2025 marked another period of continued organic growth for INCOSE, with our global membership reaching nearly 28,000 members. A particularly remarkable development was the expansion of our geographic reach: members now reside in 88 countries, including 17 new countries added in 2025 alone. In addition, 16 new corporate members joined our community during the year. Together, these developments reflect the steadily growing recognition of systems engineering as a critical discipline worldwide.

At the beginning of the year, we also celebrated an important milestone: the first INCOSE International Workshop held outside the United States, hosted in Seville, Spain. The event successfully brought together leaders and members from across our global community, strengthening connections and reinforcing our shared purpose.

From my perspective, 2025 represents a true strategic pivot toward the future. It was a year focused on action and implementation following the publication of our strategic plan in mid-2024. The continued maturation of the INCOSE staff team, under the leadership of our Executive Director, has strengthened operational excellence across the organization. At the same time, the Board of Directors has set itself on a clear path toward greater focus on long-term strategy and governance, moving away from detailed tactical oversight.



Throughout the year, we also continued to deliver high-quality products, publications, services, and events that support our members and advance the practice of systems engineering worldwide. These offerings remain at the core of our mission and demonstrate the vitality of our global volunteer community.

During the 2025 election cycle, our global membership approved the necessary bylaw evolutions and elected the first Director-at-Large, enabling us to begin 2026 with four Directors-at-Large on the Board. Throughout the year, we also made significant progress on several tactical priorities, including defining a clear approach to education and training, establishing an organizational AI policy, and developing recommendations for INCOSE's future role within the standards ecosystem.

One particularly noteworthy step toward advancing systems engineering as the world's trusted authority was our successful proposal to the World Federation of Engineering Organizations (WFEO). INCOSE now leads a Working Group on Systems Engineering within this prestigious global engineering community operating under the auspices of UNESCO.

Looking back, 2025 demonstrated that we have clearly recognized the evolving global challenges facing our discipline and have begun to pursue a consistent strategic direction. It was a year marked by strong progress in implementing our strategic priorities and building the foundation for the future.

I am deeply grateful for the dedication and commitment of our global volunteer leaders and members, supported by a highly motivated and capable staff team. Their contributions make INCOSE the extraordinary professional organization it is today. I look to the future with great optimism and confidence that our discipline will continue to play a vital role in contributing to a better world through a systems approach.

A handwritten signature in black ink that reads "Ralf Hartmann". The signature is written in a cursive style with a large, prominent "R" and "H".

INCOSE President 2023-2025

INCOSE BOARD OF DIRECTORS

Ralf Hartmann President	Michael Watson President-Elect	Stueti Gupta Secretary
Alice Squires Treasurer	Michael Dahlberg Director, Corporate Advisory Board (CAB)	Heidi Davidz Director, Services
Annika Meijer- Henriksson Director At Large	Tami Katz Director, Technical Operations	Quoc Do Director, Asia-Oceania (Sector III)
David Long Director, Strategic Integration	Alejandro Salado Director, Academic Matters	Sven-Olaf Schulze Director, EMEA (Sector II)
Renee Steinwand Director, Americas (Sector I)		

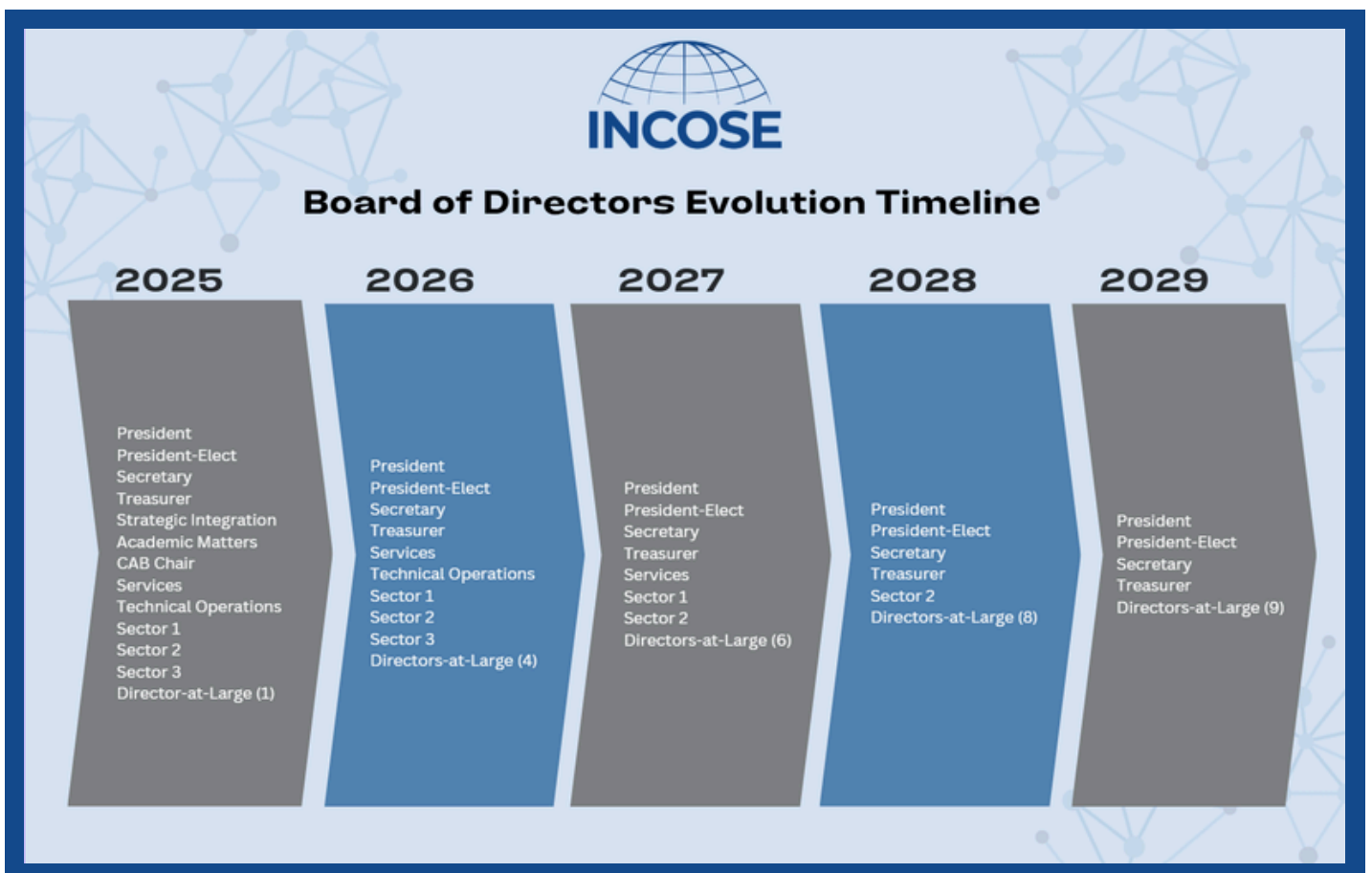
NON-VOTING MEMBERS

Steve Records Executive Director	Robert Bordley Deputy Director, Corporate Advisory Board	Chris Browne Deputy Director, Services
Jimmie McEver Deputy Director, Technical Operations		

A STRATEGIC PIVOT FOR THE FUTURE

Since our inception, INCOSE has grown and expanded our global influence. Historically, INCOSE leadership was deeply rooted in operational execution, with many volunteer leader roles dedicated to the day-to-day management of the organization; however, we are successfully transforming our organizational structure and transitioning these responsibilities to ensure our leadership remains agile and future-ready. This shift allows the INCOSE Board of Directors to move away from tactical oversight and toward a focus on long-term strategy and governance. While our Board elevates its focus to the "big picture," the vital spirit of volunteerism remains: essential operational volunteer roles will continue to thrive within our committees, working groups, sectors, and chapters to ensure our mission is executed with excellence.

Aside from developing a new composition and focus for the INCOSE Board of Directors, one of the main changes is a reaffirmation of the INCOSE Committee structure and the intentional differentiation of purpose between Advisory Committees and Operational Committees.





ADVISORY COMMITTEES

INCOSE utilizes several Advisory Committees to serve as critical feedback loops, ensuring that high-level decisions are informed by the varied needs of our global community. By providing specialized expertise and "voice of the stakeholder" input, these groups enable the Board to maintain oversight while remaining connected to the evolving systems engineering landscape across industry, academia, and local chapters.

ACADEMIC COUNCIL

Acting as the "Voice of the Academic Community," the AC has been revised to be open to all academic representatives. It provides recommendations on policy issues, curriculum design, and research relevant to the health of systems engineering education.

The AC spent 2025 focused on foundational growth and external engagement, successfully establishing its new structure while nurturing vital relationships with partner organizations such as CSER and CESUN. By opening the Council to all academic representatives, INCOSE has created a more inclusive platform for scholarly dialogue.



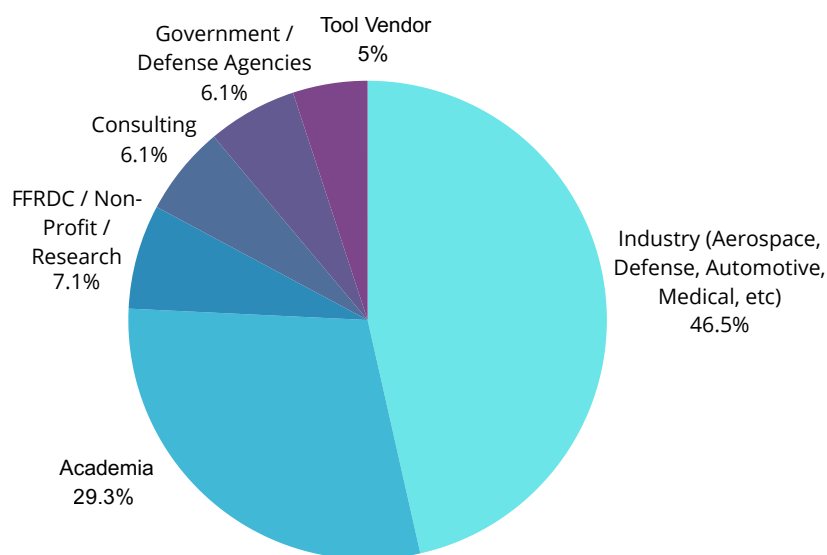
[Learn more about the Academic Council](#)

CORPORATE ADVISORY BOARD

Known as the "Voice of the Customer," the CAB has been reformulated to ensure the Board receives clear, strategic guidance from our industry and government partners. This helps prioritize the development of products and standards that meet real-world organizational needs.

2025 HIGHLIGHTS AND SUCCESSES

- **Membership Growth:** The CAB grew by 16 new member organizations, reaching 163 by the end of the year.
- **Strategic Technical Collaboration:** The CAB significantly strengthened its partnership with INCOSE's technical community this year by synchronizing industry "Needs and Recommendations" with Technical Operations and Services and getting directly involved with several INCOSE Working Groups.
- **Enhanced Representation:** A CAB representative was added to the Strategic Event Oversight Committee (SEOC) to ensure industry perspectives are integrated into INCOSE's global event strategy.



CAB Composition

ACTIVE CAB ORGANIZATIONS

3DSE Management Consultants
Advanced Systems Engineering, LLC
Aerospace Corporation, The
Airbus
Albers Aerospace
AM General LLC
Analog Devices, Inc.
ANSYS, Inc
Arcfield
Auburn University
Australian National University
AVIAGE SYSTEMS
Aviation Industry Corporation of China, LTD
BAE Systems
Bechtel
Becton Dickinson
Belcan Engineering Group LLC
BlueHalo Labs An AV Company
BMT Canada
Boeing Company, The
Booz Allen Hamilton Inc.
Boston Scientific Corporation
BTS Software Solutions
C.S. Draper Laboratory, Inc.
California State University Dominguez Hills
Caltech
Capgemini Engineering
Carnegie Mellon University Software
Engineering Institute
Change Vision, Inc.
Colorado State University Systems
Engineering Programs
Commercial Aircraft Corporation of China,
Ltd (COMAC)
Cornell University
Cranfield University
Cubic Corporation
Cummins, Inc.
Dassault Systèmes
Defense Acquisition University
Deloitte Consulting, LLC
Denso Create Inc

DENTSU SOKEN INC
DigiFlight , Inc.
Drexel University
Eaton
EMBRAER
FAMU-FSU College of Engineering
Federal Aviation Administration (U.S.)
Florida Institute of Technology
Ford Motor Company
GE Aerospace
General Dynamics
General Motors
George Mason University
Georgia Institute of Technology
Hitachi Energy
Honeywell Aerospace Technologies
Huawei Technologies Co. Ltd
Idaho National Laboratory
IQNOX, LLC
ISAE - Supaero
ISDEFE
IVECO Group
Jama Software
Jet Propulsion Laboratory
John Deere & Company
Johns Hopkins University
KBR, Inc.
KEIO University
L3Harris Technologies
Lawrence Livermore National Laboratory
Leidos
LEONARDO
Lockheed Martin Corporation
Los Alamos National Laboratory
Loyola Marymount University
Magna
ManTech International Corporation
Marquette University
Massachusetts Institute of Technology
MBDA (UK) Ltd
Medtronic
MetaTech Consulting Inc.

Missouri University of Science & Technology
MITRE Corporation, The
Mitsubishi Electric Corporation
Mitsubishi Heavy Industries, Ltd
Modern Technology Solutions Inc
National Aeronautics and Space
Administration (NASA)
National Reconnaissance Office (NRO)
Naval Postgraduate School
Nissan Motor Co, Ltd
Northrop Grumman Corporation
Pacific Northwest National Laboratory
PARAMETRIC TECHNOLOGY GMBH PTC
Pennsylvania State University
Petronas International Corporation Limited
Prime Solutions Group, Inc
Project Performance International (PPI)
Purdue University
RealmOne
Redwire Space
Rolls-Royce
RTX
Saab AB
SAFRAN
SAIC
Sandia National Laboratories
Saudi Railway Company
Shanghai Formal-Tech Information
Technology Co., Ltd
Shell
Siemens
Sierra Nevada Corporation
Singapore Institute of Technology
Southern Methodist University
Space Dynamics Laboratory
SPEC Innovations
Stevens Institute of Technology
Strategic Technical Services LLC
Studio SE, Ltd.
Swedish Defence Materiel Administration
(FMV)
Systems Planning and Analysis
Taiwan Space Agency
Tata Consultancy Services

Terumo BCT
Thales
The George Washington University
The University of Arizona
The University of Texas at Arlington
The University of Utah
Torch Technologies
TOSHIBA Corporation
Trane Technologies
Tsinghua University
UK MoD
UNCOMN
Universidade Federal De Minas Gerais
University of Alabama in Huntsville
University of Arkansas
University of California San Diego
University of Connecticut
University of Maryland
University of Maryland Global Campus
University of Maryland, Baltimore County
University of Michigan, Ann Arbor
University of New South Wales, The,
Canberra
University of South Alabama
University of South-Eastern Norway (USN)
University of Texas at Austin
University of Texas at El Paso (UTEP)
US Department of Defense
Vector Informatik GmbH
Veoneer US Safety Systems, LLC
Virginia Tech
Volvo Cars Corporation
Volvo Construction Equipment
Wabtec Corporation
Wayne State University
Weber State University
Wichita State University College of
Engineering
Woodward Inc
Worcester Polytechnic Institute (WPI)
Woven by Toyota, Inc.
Yulista Services , Inc.
Zuken, Inc



DIVERSITY, EQUITY, AND INCLUSION (DEI) ADVISORY COMMITTEE

This committee provides a dedicated space to reflect on how varied perspectives are considered within INCOSE. Its mission is to enable all members to contribute meaningfully and foster a welcoming culture.

2025 HIGHLIGHTS AND SUCCESSES

- **Global Advocacy and Partnerships:** The committee completed its contribution to the WFEO Women in Engineering (WiE) Theme 3 white paper and is currently developing a WiE-focused asynchronous webinar to reach a global audience.
- **Professional Development:** The committee increased its internal capacity by training three additional #IAMREMARKABLE facilitators and continued to foster peer-to-peer mentorship through ongoing EWLSE 'Community Connect' sessions.



Learn more about Diversity,
Equity, & Inclusion (DEI)

OPERATIONAL COMMITTEES

These volunteer-led groups work in tandem with professional staff to execute the tactical goals of our strategic plan. By focusing on specific functional domains, these committees ensure that the Board's high-level vision is translated into high-quality products, services, and events for our members.

ACADEMIC MATTERS

INCOSE has successfully bifurcated its academic leadership into a strategic Advisory Committee—the Academic Council—and a dedicated Academic Matters operational committee. This committee handles the operational execution of academic strategic objectives, leading initiatives focused on academic growth and rigor while creating pathways to support high-level academic publishing in world-class journals.

This new structure was designed to separate high-level scholarly advocacy from tactical execution, ensuring a more streamlined approach to supporting systems engineering education and research. Consequently, the Academic Matters operational committee spent the final months of 2025 establishing its governance framework and coordinating with staff to hit the ground running for a full slate of initiatives in 2026.



TECHNICAL OPERATIONS

Tasked with the lifecycle of our technical output, this group implements sustainable processes for Technical Product Plan (TPP) approvals, metric reporting, and publishing logistics.

2025 HIGHLIGHTS AND SUCCESSES

- **Infrastructure and Support:** TechOps successfully rolled out comprehensive guidance for technical products and Working Group (WG) leaders.
- **Strategic Alignment:** Every Technical Product Plan (TPP) and WG charter is now approved and prioritized based on its direct alignment with INCOSE Strategic Objectives, ensuring all technical output moves the organization forward in a unified direction.
- **Technical Excellence and Review:** A new technical review process for documents and models was successfully piloted in 2025. Additionally, a new interface was established to provide organized WG inputs for SEBoK and future SE Handbook updates.
- **Tactic Execution and Policy:** TechOps helped the organization successfully define INCOSE's position in global standards, proposed a new INCOSE AI Policy, completed a five-year "to-be" portfolio definition for products and alliances, and initiated a course correction for the Future of SE (FuSE) Roadmap to ensure a high-impact release in Q2 2026.



Learn more about
Technical Operations

SERVICES OPERATIONS

This committee focuses on developing programs within the broader global systems engineering ecosystem to deliver value to our members and ensure our offerings remain relevant and impactful.

This year focused on transitioning from high-level task force recommendations to active implementation, ensuring that INCOSE's suite of services—from training to technical tools—remains a cornerstone of the member experience.

2025 HIGHLIGHTS AND SUCCESSES

- **Training Strategy and Staff Support:** Following the conclusion of the Board of Directors task force on INCOSE's role in the global training ecosystem, the committee has moved into the implementation phase, supported by new staff working to develop a comprehensive Professional Development (PD) roadmap.
- **Modernizing the Professional Development:** Significant progress has been made on the "new look" for the INCOSE's professional development offerings within the refreshed INCOSE website, complemented by a data call to Working Groups to curate "best of" resources for member use.
- **Event Innovation:** While webinars and demo days continue to enjoy robust attendance, a dedicated mini-committee was established this year to develop a more holistic approach for all web-based events scheduled for 2026.

STRATEGIC EVENTS OVERSIGHT COMMITTEE

This committee manages the organization's events as a comprehensive portfolio. In 2025, the SEOC transitioned from a conceptual framework into an operational pillar of INCOSE. The committee's focus this year was on maturing its "ways of working" to enable a truly strategic portfolio perspective across all INCOSE events and timelines.

2025 HIGHLIGHTS AND SUCCESSES

- **Strategic Framework Development:** The committee established a comprehensive four-part framework consisting of a Vision, Mission, Goals, and Objectives to guide INCOSE's events portfolio.
- **Portfolio Visibility:** A major success was the publication of a comprehensive calendar for Flagship International and Major Sector Events, looking 36 months ahead, significantly improving a proactive approach to event management.
- **Regional Integration:** The SEOC finalized the 2026 Events Portfolio, which for the first time strategically integrates key regional events alongside international workshops and symposia to better serve our global chapters.



2025 INCOSE MEMBERS & ASSOCIATES

INCOSE's influence extends worldwide, with a thriving community of members and associates actively shaping the landscape of systems engineering. This collaborative network spans countries, embodying the organization's commitment to fostering a global community dedicated to advancing the practice and impact of systems engineering.

TYPES OF INCOSE **MEMBERSHIP**

Regular

Systems engineering professionals from corporate management, government & program management, academia, research & development, science and engineering, business development, and many more.

Senior

Individual members qualify for the Senior category if they are at least 65 years of age at the time they join or renew their membership

Student

Students enrolled in universities or colleges pursuing degrees in systems engineering or related fields

INCOSE ASSOCIATES

In addition to individual members, INCOSE has **Corporate Advisory Board (CAB) Associates**.

A **CAB Associate** is a complimentary membership offered to employees or students of organizations that are members of the CAB. Each CAB organization is allocated a maximum number of CAB Associates based on their CAB membership status. Those Associates can upgrade their membership to individual membership (full or student) at a discounted rate.

All INCOSE Associates gain access to valuable resources not available to the public, including:

- Past symposia papers and proceedings
- SE Handbook
- Systems Engineering Journal
- Technical products
- Past webinar recordings

INCOSE's Corporate Advisory Board (CAB) acts as the "Voice of the Customer" for the organization's leadership team. The CAB comprises organizations working in and supporting systems engineering, including large corporations, government agencies, engineering and consulting firms, not-for-profit organizations, universities, and more. By having this broad representation, the CAB can ensure that INCOSE considers the perspectives of various stakeholders within the systems engineering field. This fosters the development of resources and standards that benefit a wide range of organizations.

To learn more about the CAB and view a list of all current CAB members, visit the [Corporate Advisory Board Webpage](#).

15,220

INDIVIDUAL
MEMBERS

13,225

REGULAR
MEMBERS

763

SENIOR
MEMBERS

1,232

STUDENT
MEMBERS

12,702

CAB
ASSOCIATES

27,922

MEMBERS & ASSOCIATES

+2.7%

in comparison with 2024

15,220

INDIVIDUAL
MEMBERS

13,225

REGULAR
MEMBERS

763

SENIOR
MEMBERS

1,232

STUDENT
MEMBERS

+8.1%

in comparison with 2024

12,702

CAB
ASSOCIATES

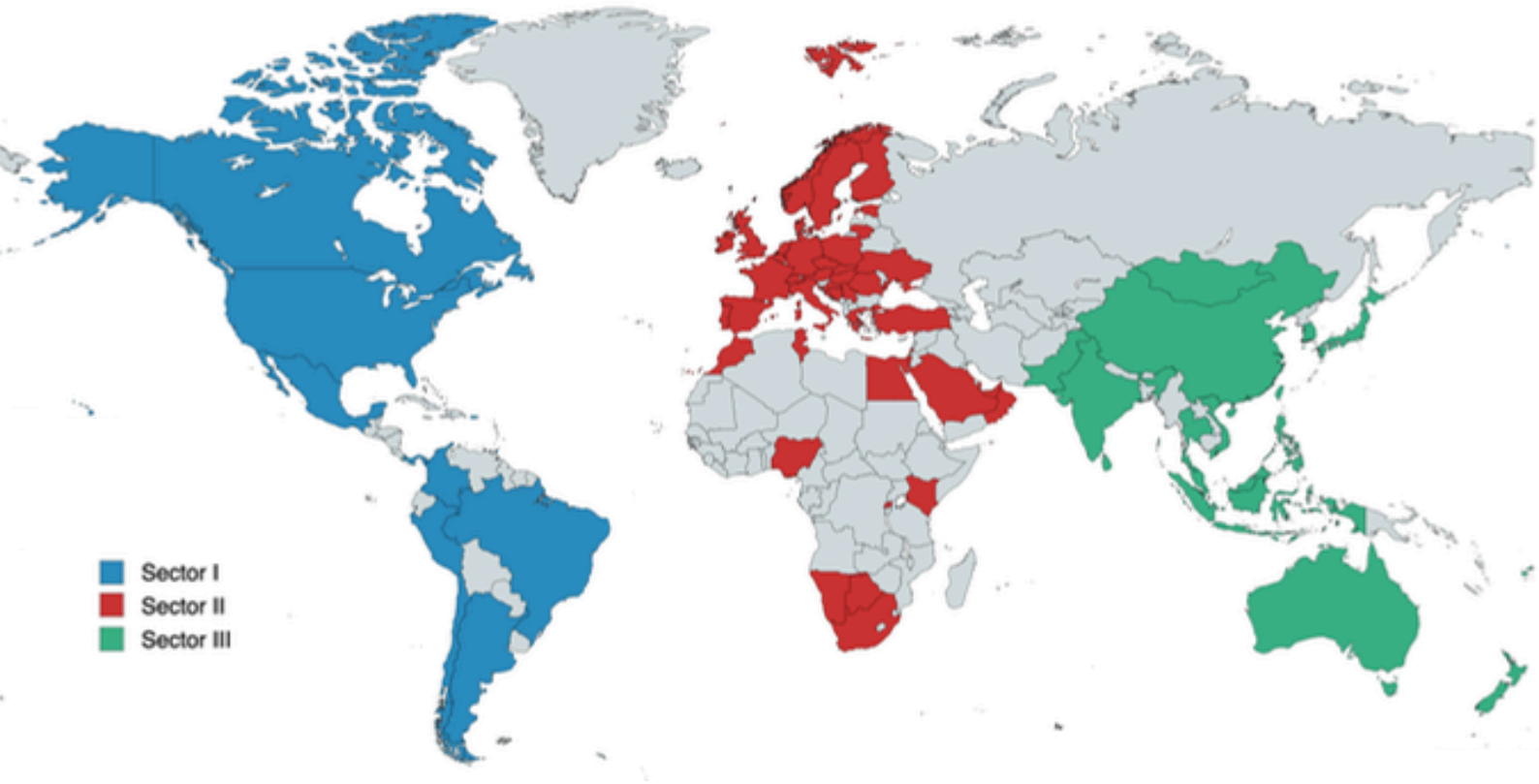
+5.1%

in comparison with 2024

27,922

MEMBERS & ASSOCIATES

COUNTRIES WITH INCOSE MEMBERS



INCOSE members are geographically distributed across a diverse and expansive network, spanning 88 countries and organized into three major sectors:

- Sector I: Americas
- Sector II: Europe, Middle East, and Africa (EMEA)
- Sector III: Asia-Oceania

PERCENTAGE OF MEMBERS BY SECTOR



MEMBERS ARE LOCATED IN 88 COUNTRIES



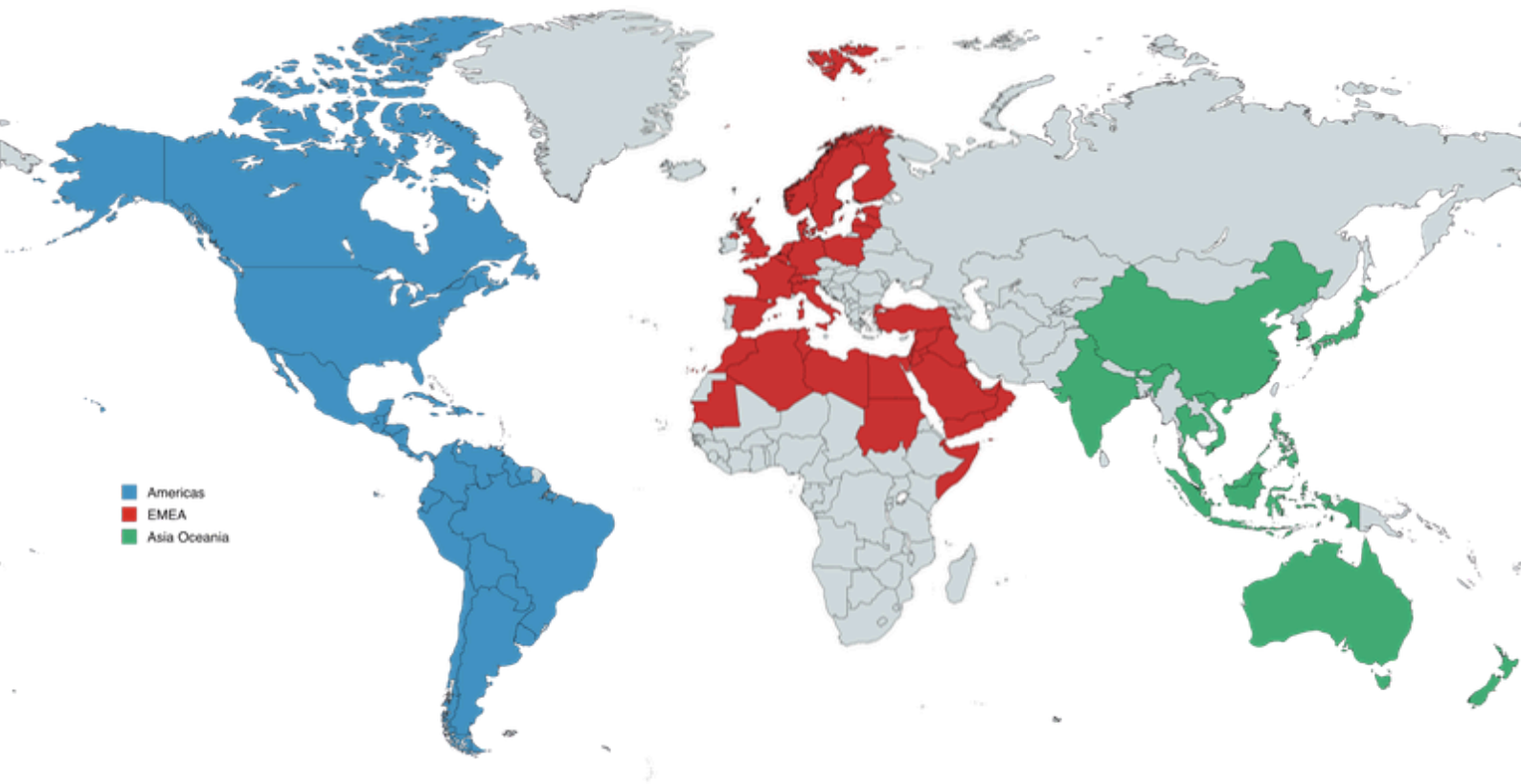
Argentina	Jamaica
Brazil	Mexico
Canada	Panama
Chile	Peru
Colombia	Puerto Rico
Costa Rica	Trinidad and Tobago
Ecuador	United States
French Guiana	



Australia	New Zealand
China	Pakistan
French Polynesia	Papua New Guinea
Guam	Philippines
Hong Kong	Samoa
India	Singapore
Indonesia	Sri Lanka
Japan	Taiwan
Korea	Thailand
Macau	Vietnam
Malaysia	
Nepal	



Austria	France	Moldova	Serbia
Azerbaijan	Germany	Morocco	South Africa
Belgium	Greece	Namibia	Spain
Bosnia-Herzegovina	Guinea	Netherlands	Svalbard and Jan Meyer
Botswana	Hungary	Nigeria	Sweden
Bulgaria	Iraq	Norway	Switzerland
Cyprus	Ireland	Oman	Tunisia
Czech Republic	Israel	Poland	Turkey
Denmark	Italy	Portugal	UAE
Egypt	Jordan	Qatar	Uganda
Estonia	Kosovo	Romania	Ukraine
Ethiopia	Lithuania	Rwanda	United Kingdom
Finland	Luxembourg	Saudi Arabia	Zimbabwe



2025 NUMBER OF CHAPTERS

Americas

Established	42
At-large	1
<hr/>	
	43

Asia-Oceania

Established	7
Emerging	1
At-large	1
<hr/>	
	9

Europe, Middle East & Africa

Established	15
Emerging	2
At-large	1
<hr/>	
	18

70 Established, Emerging & At-large Chapters

INCOSE CERTIFICATION

A major objective of INCOSE is to promote systems engineering knowledge, and one way of doing this is through our three-tiered certification program. INCOSE offers three levels of certification ASEP, CSEP and ESEP.

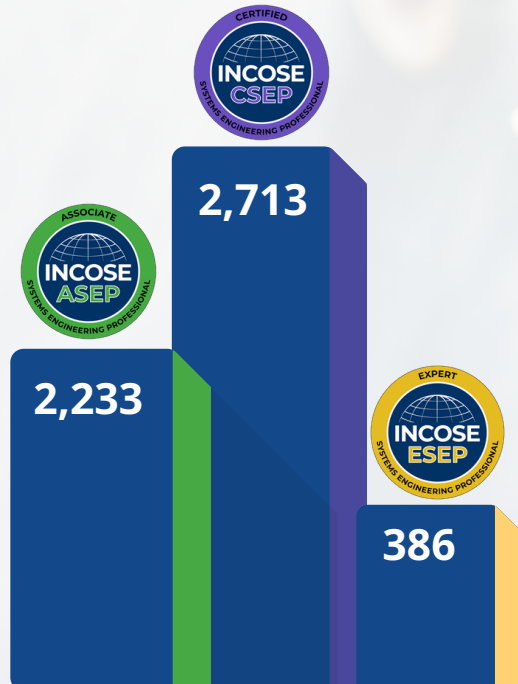
The **Associate Systems Engineering Professional (ASEP)** recognizes individuals as knowledgeable but without demonstrated SE experience. The qualification for the ASEP is possession of SE knowledge typical of a junior systems engineer, as evidenced by meeting the knowledge requirement.

The **Certified Systems Engineering Professional (CSEP)** recognizes systems engineering practitioners who have demonstrated knowledge and experience in many aspects of the discipline. The qualifications for this level include both SE knowledge and SE experience that serve various job profiles of an independent, all-round systems engineer.

The **Expert Systems Engineering Professional (ESEP)** certification is for those system engineers who have distinguished themselves by demonstrating both substantial experience and technical leadership. The ESEP has at least twenty years of systems engineering experience and is the person others seek with specific, challenging, technical questions. He or she is not an expert in all aspects of systems engineering but is the expert for some aspects of SE and could perform well in many.

**DEMONSTRATING
KNOWLEDGE AND
EXPERIENCE IN THE
PRACTICE OF SYSTEMS
ENGINEERING**

5,332 ACTIVE INCOSE SEP IN 2025



49
Exam Sessions



3,017
Exam Takers



1,235

Applications Received



971

ASEP Granted



620

Applications Received



463

CSEP Granted



51

Applications Received



43

ESEP Granted



13 New AcEq
Recognitions



1,769

students qualifying for the AcEq
and bypassing the SEP exam





2025 CERTIFICATION PROGRAM HIGHLIGHTS

- Averaged approximately 205 applications processed and 110 certificates activated per month.
- Out of only seven non-member applicants, five were CAB associates, demonstrating strong corporate partner integration.
- Expanded the AcEq network to 40 partner universities, including the addition of 13 new courses in 2025.
- Approved a new academic pathway for non-degree-granting courses, with Caltech becoming the first institution to utilize this route.
- Currently reviewing two university applications, with four additional institutions completing pre-application calls in late 2025, signaling a robust outlook for 2026.

2025 INCOSE EVENTS

**INCOSE
INTERNATIONAL
WORKSHOP**

**INCOSE
INTERNATIONAL
SYMPOSIUM**

**INCOSE ASIA OCEANIA
SYSTEMS ENGINEERING
CONFERENCE**

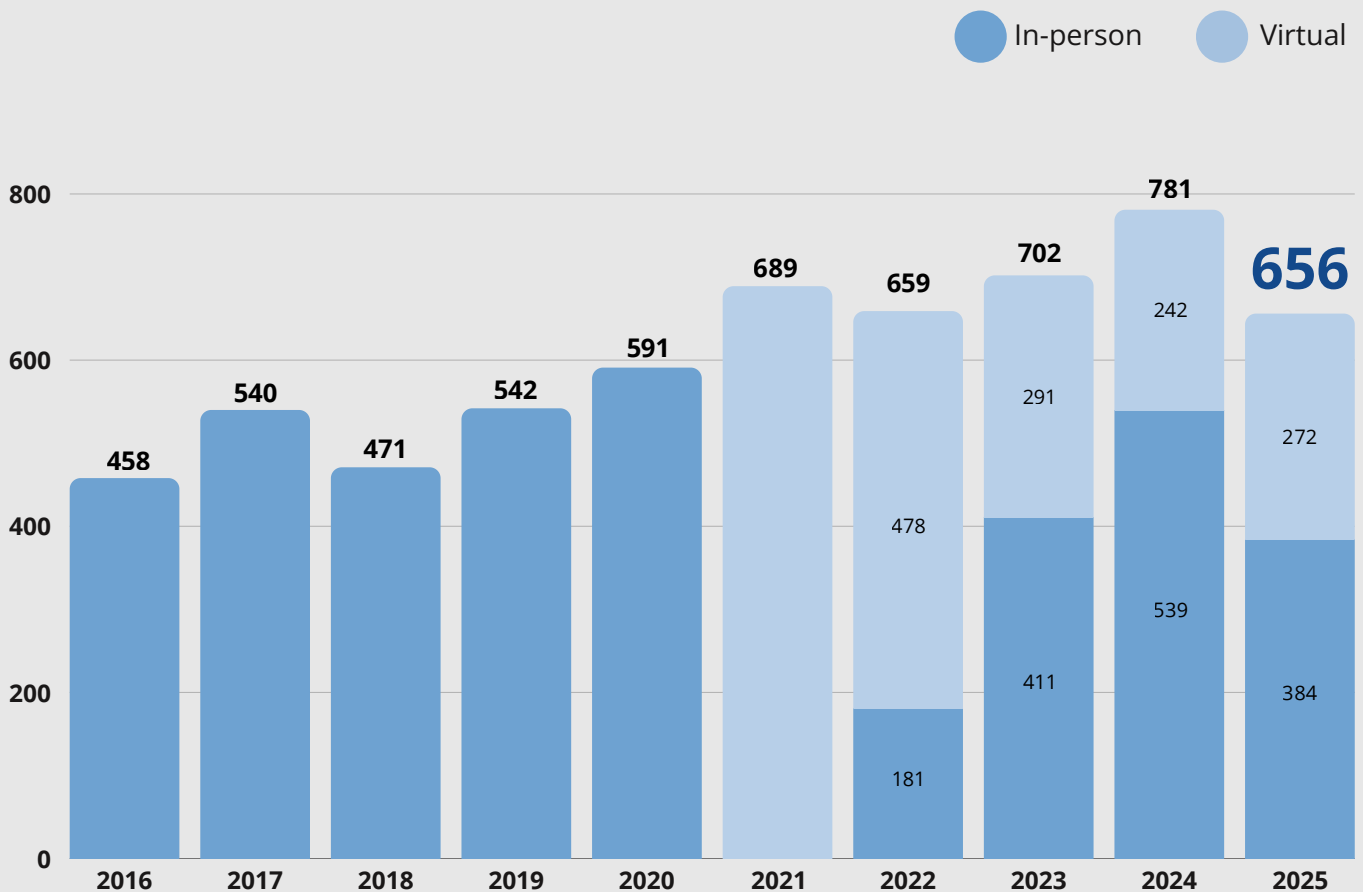
**INCOSE DIGITAL
EVENTS**

**ADDITIONAL INCOSE
EVENTS AND
CONFERENCES**

**INCOSE CSER
PARTNERSHIP**

INCOSE INTERNATIONAL WORKSHOP

The **INCOSE International Workshop (IW)** is the premier collaborative systems engineering event where professionals can contribute knowledge and experience to advance the discipline. Unlike INCOSE's annual International Symposium and other conferences, there are no papers, panels, or tutorial presentations. Instead, attendees spend four focused days working alongside fellow systems engineers who are there to make a difference. IW2025 was held in Seville, Spain, and brought together **656 attendees** from across the globe.

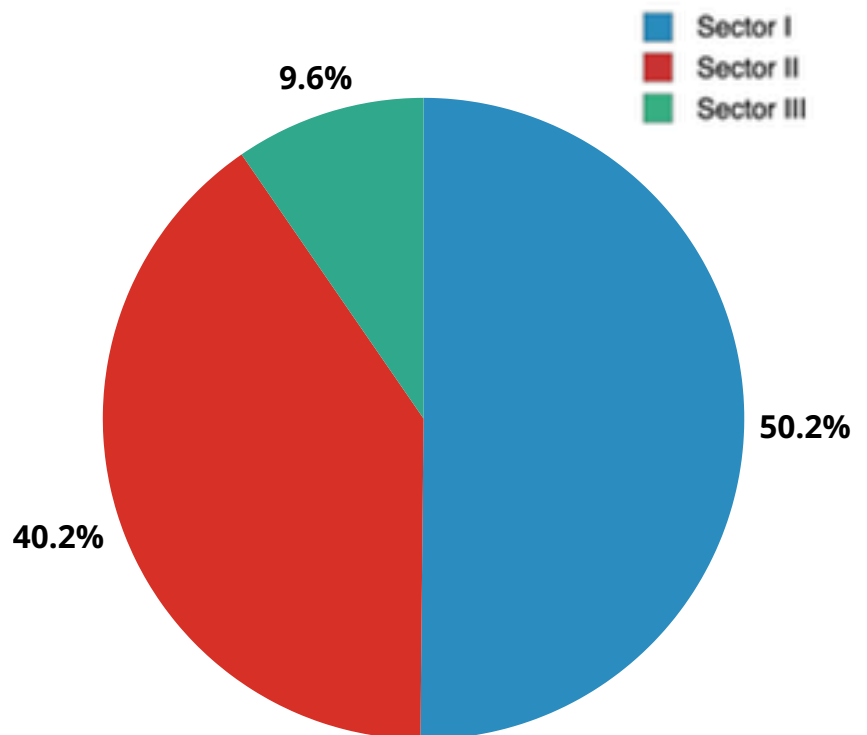


INCOSE International Workshop Attendance Figures (2016-2025)

IW2025 was the first INCOSE International Workshop to be held in **Sector 2**

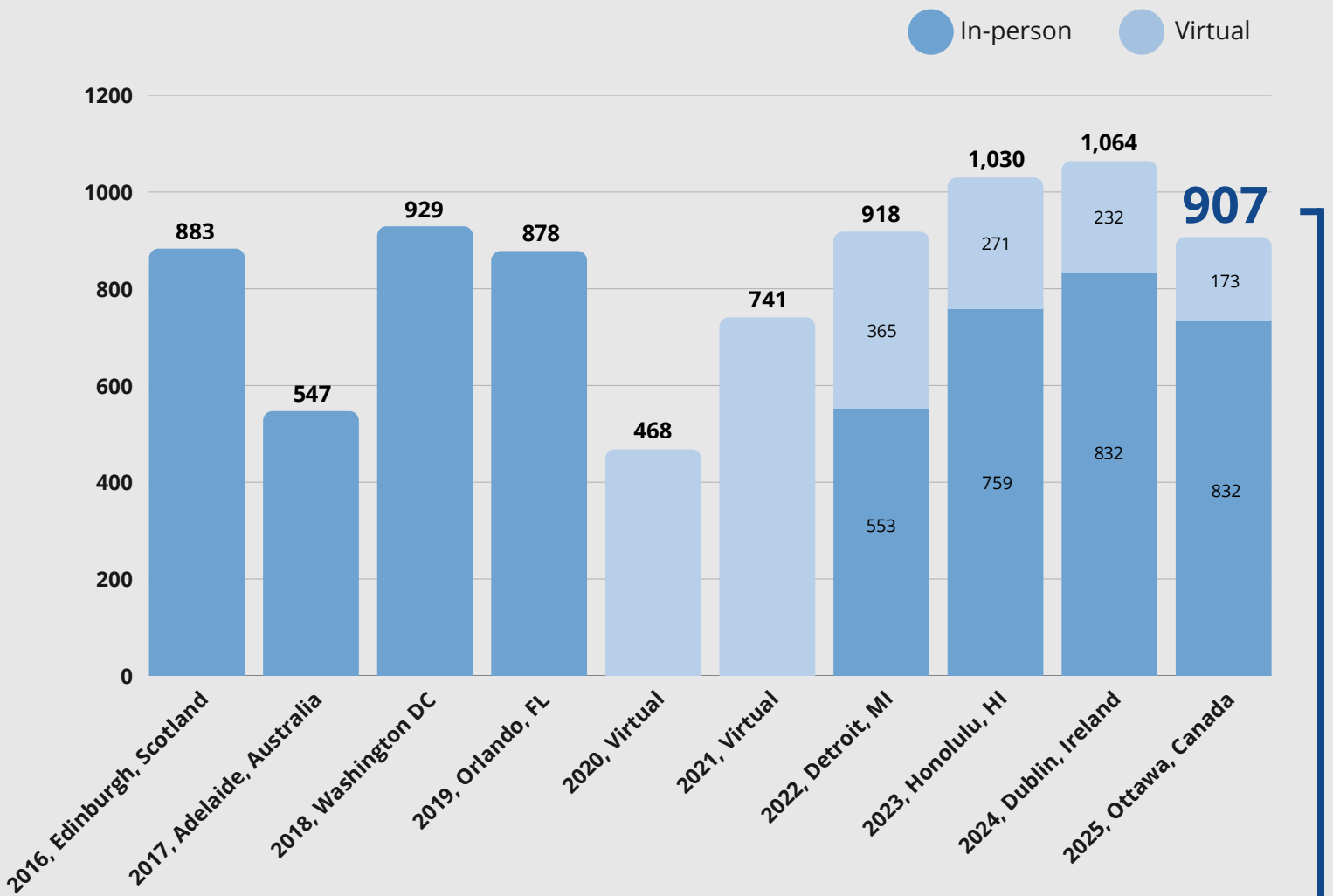
IW2025 PARTICIPANTS BY COUNTRY & SECTOR

Australia 2.74%	Lithuania 0.76%
Austria 0.61%	Netherlands 4.57%
Belgium 0.15%	Norway 0.76%
Brazil 0.76%	Peru 0.15%
Bulgaria 0.15%	Poland 0.3%
Canada 0.76%	Portugal 0.46%
China 0.46%	Saudi Arabia 0.15%
Denmark 0.46%	Singapore 0.3%
England 0.15%	South Africa 0.61%
Finland 0.15%	Spain 3.66%
France 7.62%	Sweden 1.37%
Germany 8.08%	Switzerland 0.15%
Hungary 0.46%	Türkiye 0.91%
India 0.76%	United Kingdom 5.34%
Israel 0.91%	United States 48.48%
Italy 2.44%	
Japan 5.34%	



INCOSE INTERNATIONAL SYMPOSIUM

The INCOSE International Symposium (IS) is the premier international forum where practitioners, researchers, and educators share their insights, experiences, and innovations, furthering the practice of systems engineering. The symposium has occurred every year since 1991 and is the largest annual gathering of the systems engineering community. IS2025 was held in Ottawa, Canada, and gathered **907 attendees**.

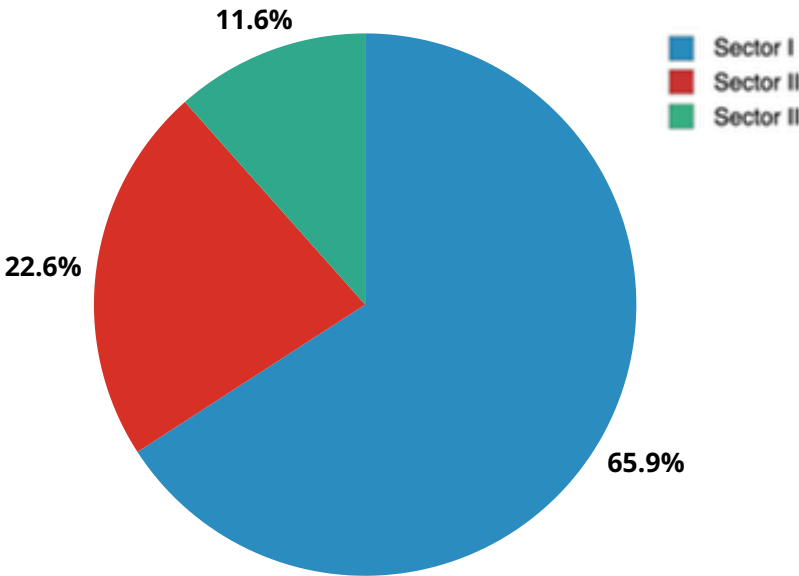


INCOSE International Symposium Attendance Figures (2016-2025)

403 Total Submissions | 160 Accepted
40% Acceptance Rate

IS2025 PARTICIPANTS BY COUNTRY & SECTOR

Argentina 0.23%	Netherlands 1.60%
Australia 2.98%	Norway 1.03%
Austria 0.92%	Poland 0.11%
Belgium 0.46%	Republic of Korea 0.69%
Brazil 2.29%	Romania 0.23%
Bulgaria 0.11%	Saudi Arabia 0.46%
Canada 5.73%	Singapore 0.11%
China 0.46%	South Africa 0.69%
Denmark 0.23%	Spain 1.37%
France 2.86%	Sri Lanka 0.11%
Germany 4.35%	Sweden 1.49%
Hungary 0.23%	Switzerland 0.11%
India 0.80%	Türkiye 1.72%
Ireland 0.11%	United Kingdom 2.18%
Israel 0.80%	United States Minor Outlying Islands 0.11%
Italy 0.57%	United States 57.50%
Japan 6.41%	
Lithuania 0.92%	



INCOSE ASIA OCEANIA SYSTEMS ENGINEERING CONFERENCE

The Asia-Oceania Systems Engineering Conference (AOSEC) has become well-recognised as the premier biannual international conference on Systems Engineering in the Asia-Oceania region. The AOSEC conference brings together systems engineering practitioners across our 7 INCOSE national chapters: Australia, China, India, Korea, Japan, New Zealand, and Singapore, as well as 4 emerging chapters: Thailand, Mongolia, Vietnam, and Taiwan.

AOSEC2025 was held in Singapore.

AOSEC2025 IN NUMBERS



4
Days



7
Keynote Speakers



8
Technical Tracks



10
Sponsors

INCOSE DIGITAL EVENTS

13 Demo Days - New for 2025! Showcases tool vendors and best practices for the free-for-members SE Lab.

9 Webinars - Technical sessions led by industry thought-leaders for in-depth learning.

2 Calling All Systems - High-level panel discussions featuring global experts on emerging SE trends.

ADDITIONAL INCOSE EVENTS AND CONFERENCES

In addition to the IS and IW, the INCOSE community also organizes regional conferences, working group sessions, and various domain-specific interest events and training. These events focus on specific themes or target a particular geographical region.

Any INCOSE Working Group or Chapter can submit an event to be shared with the greater INCOSE membership. Between the ongoing advancements in hybrid event management and the open and welcoming nature of the community, INCOSE brings together the global systems engineering community for learning, networking, and professional development.

For additional details about INCOSE events, conferences, and upcoming opportunities, please visit our dedicated [events page](#) on the INCOSE website.

INCOSE CSER PARTNERSHIP

Since 2003, the Conference on Systems Engineering Research (CSER) has served as a premier international forum for advancing the field through rigorous academic research. In 2025, INCOSE formalised its investment in the research community by partnering with the conference, with notable support from our Los Angeles Chapter to host the event in Long Beach. Our ongoing partnership signifies a steadfast commitment to bridging the gap between innovative research and systems engineering practice.

INCOSE PRODUCTS AND PUBLICATIONS

INCOSE develops cutting-edge resources to share its knowledge with the systems engineering community. These resources are developed by INCOSE experts with vast theoretical and practical knowledge, focusing on providing impactful guides for the community.

The leading publications that INCOSE produces are:

- **INSIGHT Magazine:** a quarterly publication aimed at systems engineering practitioners. It is a critical resource for keeping up to date with the latest advancements and provides practical guidance and real-world examples for systems engineers.
- **Systems Engineering Journal:** an international scholarly journal and a primary source of multidisciplinary information for systems engineering theoretical foundations. Articles present original peer-reviewed research papers that explore new concepts, methodologies, and theoretical underpinnings of systems engineering.
- **Technical Products:** resources developed and published by INCOSE to provide formal information and guidance on various aspects of systems engineering. These products aim to equip practitioners with the knowledge and tools necessary to excel in the field.

You can find ALL INCOSE Products and Publications in the [INCOSE Store](#).

2025 HIGHLIGHTS

6 INSIGHT Issues



3 New Technical Products



6 SE Journal publications

Competency Framework v2
Guidance to ISO42020
Design Dialogues

KEY THEMES

RESILIENCE AND FUNCTIONAL PERSEVERANCE

MBSE AND DIGITAL ENGINEERING EVOLUTION

COMPLEXITY MANAGEMENT AND "ELEGANT" SOLUTIONS

SECURITY AS A FUNCTIONAL REQUIREMENT

ARCHITECTURAL INTEROPERABILITY AND "FEDERATED" SYSTEMS

2025 SERVICES HIGHLIGHTS

WORKING GROUPS



52

Active Working Groups



4

Cross-Working Group Project Team

MENTORING SERVICE

- **57 new mentees** joined and **12 new mentors** volunteered
- Currently have **16 mentors accepting new mentees**, and **10 mentors at capacity**

58

Total number of mentors

164

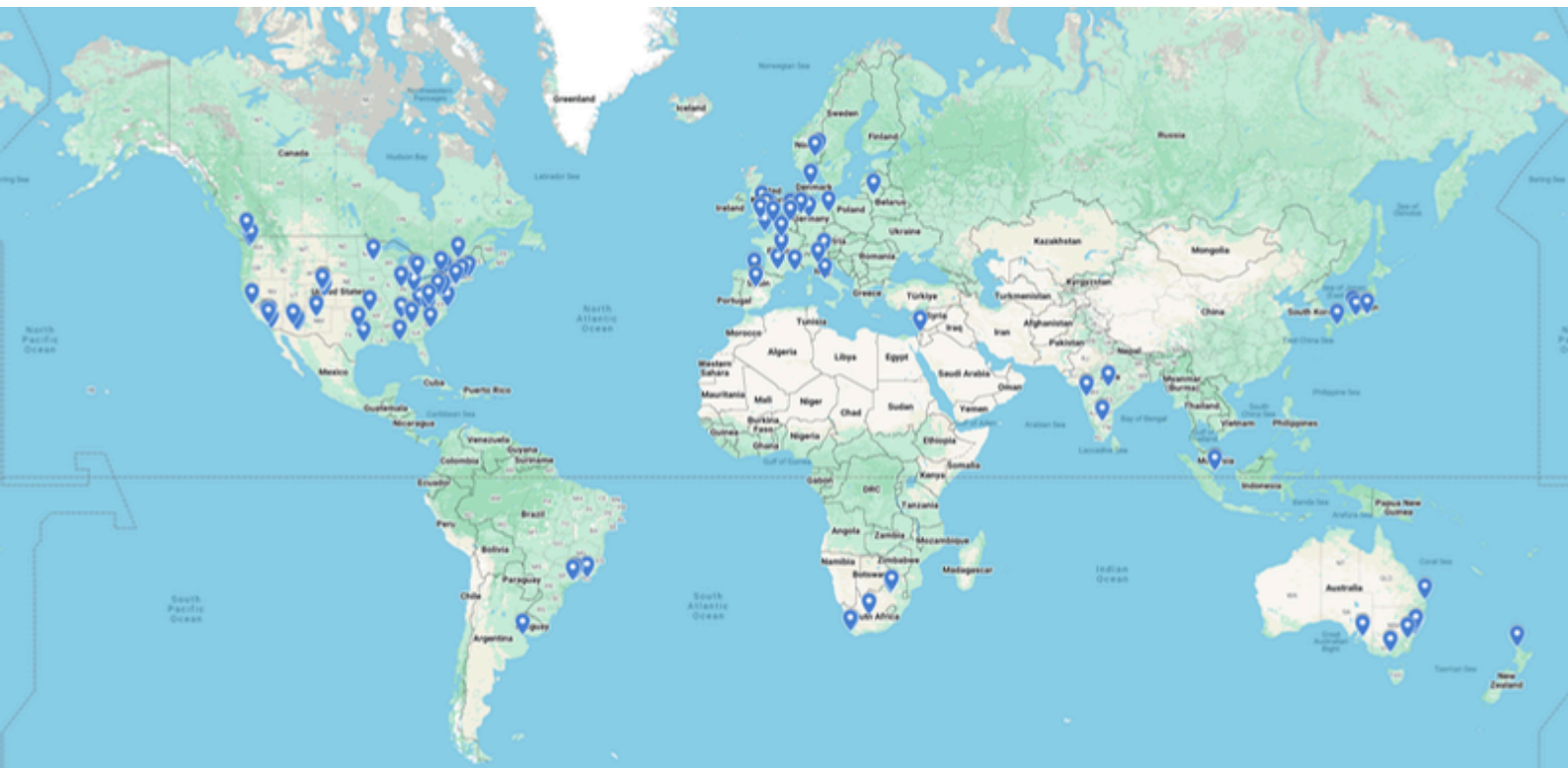
Total number of mentees

TECHNICAL LEADERSHIP INSTITUTE (TLI)

Established in 2015, the Technical Leadership Institute (TLI) is a global learning network of INCOSE members committed to improving technical leadership skills to better address today's product, enterprise, and societal complexity. Following endorsement by an INCOSE leader, participants embark on an initial two-year experience designed to increase their self-awareness, improve their understanding of complexity, and provide experience in leading through influence in the presence of ambiguity and uncertainty.

Throughout the experience, coaching and mentoring help participants maximize the benefits derived from their experiences. Upon completion of the initial two-year experience, participants are inducted as full members of the TLI, after which they continue their journey of learning together, making their own contributions as members of a vibrant, diverse and growing network for the benefit of their organizations, INCOSE, and the world at large.

TLI now counts 177 members from 21 countries

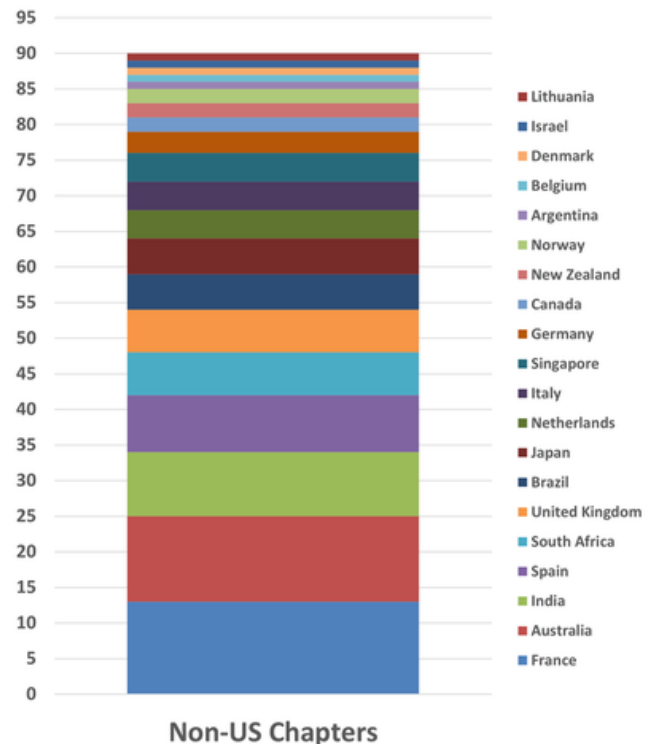
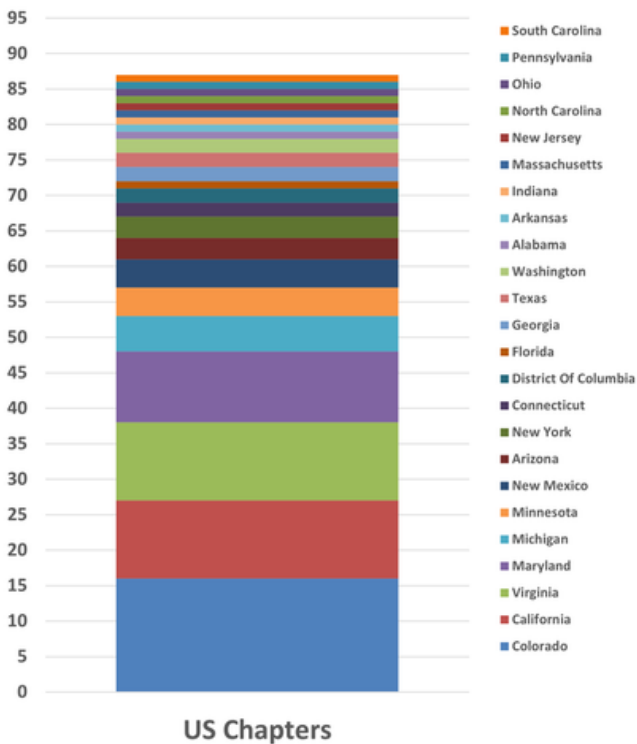


20 members of Cohort 9 inducted

177 members from 21 countries



22 members of Cohort 11 began their journey

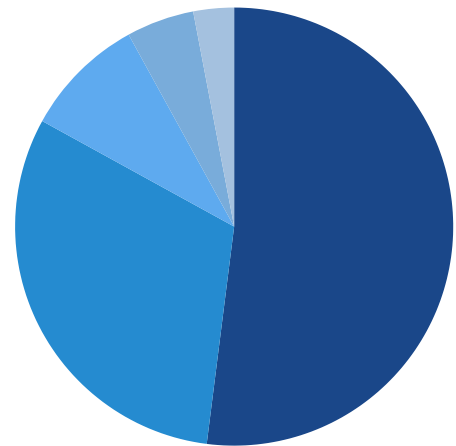


INCOSE FINANCIAL OVERVIEW*

INCOSE is pleased to present a financial performance for the year 2025. We maintain a solid financial position supporting our efforts to create a better world through a systems approach.

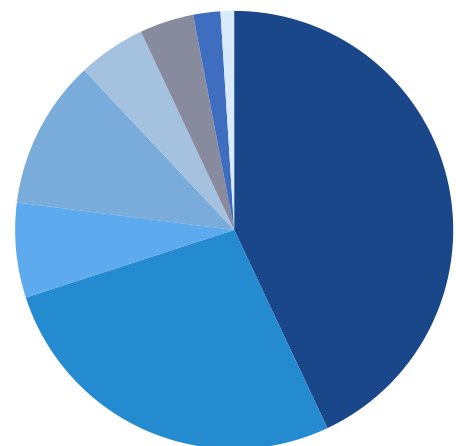
REVENUE

Membership	52%
Events	31%
Certification	9%
Sponsorship & Advertisings	5%
Other Products & Services	3%



EXPENSES

Staffing & Contractors	43%
Events	27%
Operations	7%
IT	11%
Travel	5%
Chapter/Sector	4%
Publishing	2%
Marketing/Outreach	1%



* Unaudited financial report. A copy of the most recent audited financial statements is available to members upon request.



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