



addressing the Internet in the Asia Pacific

The year "2026" is displayed in a large, bold, purple font. The numbers are filled with a diagonal hatching pattern. The text is set against a background of a light gray grid with thin lines.

Activity Plan and Budget



Contents

INTRODUCTION	3	DEVELOPMENT (D)	16
APNIC Planning Process	4	D1. Infrastructure Development	17
Strategic Pillars	5	D2. APNIC Academy	18
Value Streams	5	D3. Technical and Security Community Support.....	19
Enablers	5	ENGAGEMENT (E)	20
APNIC Activities	6	E1. Community Engagement.....	21
2026 ACTIVITY SUMMARY	7	E2. Policy Development.....	24
Activity Summary	8	E3. Stakeholder Cooperation.....	26
Notes on the Activities.....	9	CAPABILITY (C)	28
REGISTRY (R).....	10	C1. Business Systems	29
R1. Registry Services	11	C2. Finance	30
R2. Registry Technology	12	C3. Employee Experience	31
R3. Member Service	13	C4. Governance	32
R4. Product Development.....	14	APPENDICES	33
R5. Technical Infrastructure.....	15	A. 2026 Budget Summary	33
		B. APNIC Foundation Funded Activity	34
		C. 2026 Budget vs 2025 Forecast.....	35



Introduction

This document explains APNIC's 2026 Activity Plan and Budget, for the information of APNIC Members and the wider community.

Under the Four Year Strategic Plan (2024-2027), adopted by the APNIC EC on 27 November 2023 (and revised on 9 December 2024), activity is structured under four pillars, aligned with APNIC's Vision and Mission.

The four Strategic Pillars are:



REGISTRY



DEVELOPMENT



ENGAGEMENT



CAPABILITY

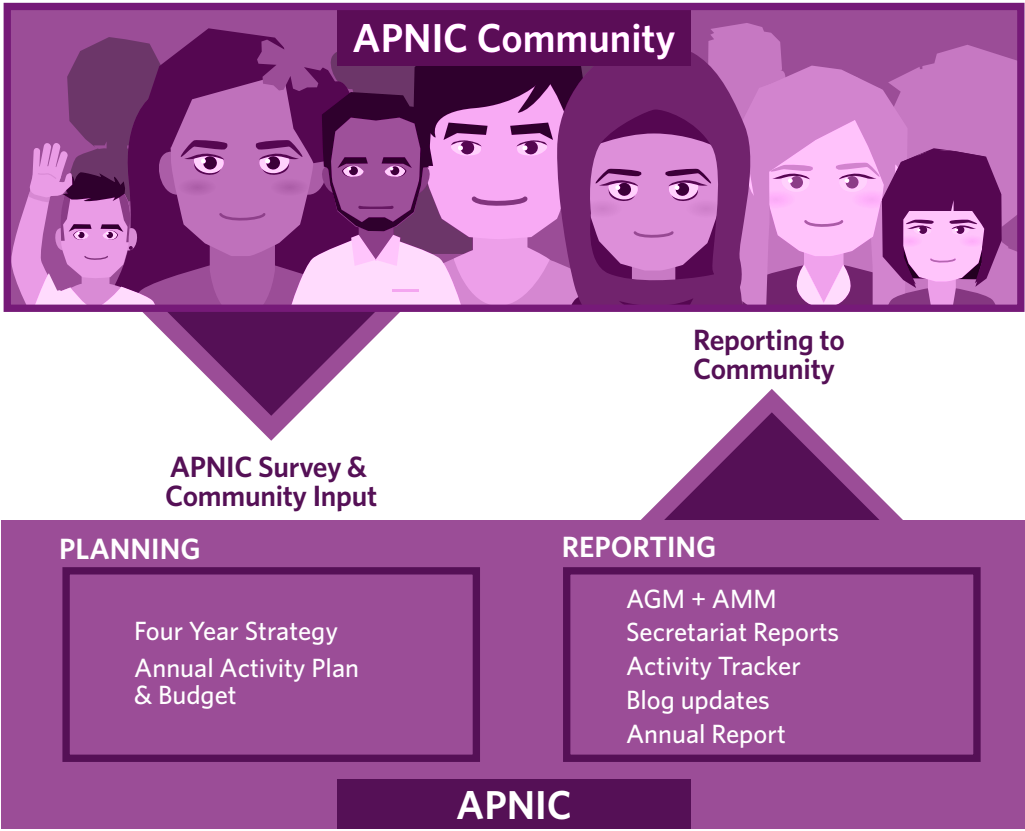
The 2026 Activity Plan and Budget follows the same pillar structure, and under those pillars it describes activities that are planned for 2026, along with budget allocations.

Feedback on the 2026 Activity Plan and Budget is welcome. If you would like to comment, please contact the [APNIC EC](#).



Annual Planning Process

The APNIC EC and Secretariat receive input from the community through the biennial survey (apnic.net/survey), APNIC Conferences, and other interactions. These inputs guide APNIC’s strategy and annual planning, and the Secretariat reports progress on its activities back to the community during the year.





Strategic Pillars

The Four Year Strategic Plan (2024-2027) defines four pillars of APNIC activity, including two ‘Value Streams’ – APNIC’s core work delivering value to Members and the community – and two ‘Enablers’, which cover activities required for the Value Streams to be successful.

Each Value Stream and Enabler is defined with a primary purpose and a number of goals to achieve during the life of the plan.

Activities have been allocated to achieve each of the Strategic Plan’s goals in this document.

VALUE STREAMS

ENABLERS



REGISTRY

APNIC allocates Internet number resources in the Asia Pacific region according to community-developed policies.

It maintains the verifiable public registry of those resources and provides support and technical tools to help Members operate and improve their networks.



DEVELOPMENT

APNIC supports development of the Internet in the Asia Pacific by providing technical training, helping deploy critical Internet infrastructure, and supporting the growth of technical and security communities.



ENGAGEMENT

APNIC undertakes authoritative research, shares data, and encourages community discussions via two annual conferences and other communication/discussion platforms.

Members and the community participate in the development of number resource policies.

APNIC participates and contributes to the global Internet governance ecosystem, and helps advocate for the technical community with relevant stakeholders.



CAPABILITY

As an open, member-based, not-for-profit organization, APNIC must serve its Members and the community with integrity, transparency, financial responsibility and accountability.

This takes the form of effective organizational policies, financial management, risk mitigation, operational technologies, communication and governance structures that allow APNIC’s team of committed staff to deliver its mission.



APNIC Activities

The Strategic Plan defines 15 Goals to be achieved over a four year period and this plan details the 15 workstreams that correspond to each of the Goals.

REGISTRY (R)

- R1 REGISTRY SERVICES**
Execute APNIC's core responsibility to maintain an accurate registry and provide delegation and registration services for Internet numbers (ASN, IPv4, IPv6).
- R2 REGISTRY TECHNOLOGY**
Provide core registry services to help maintain a global, secure, available and stable Internet.
- R3 MEMBER SERVICE**
Deliver excellence in service and value to Members.
- R4 PRODUCT DEVELOPMENT**
Develop and maintain high quality products and services to Members with a focus on continuous improvement.
- R5 TECHNICAL INFRASTRUCTURE**
Ensure APNIC's online services are underpinned by high-performance infrastructure that is reliable, available, and secure.

DEVELOPMENT (D)

- D1 INFRASTRUCTURE DEVELOPMENT**
Assist Members and the community to deploy critical Internet infrastructure, essential cybersecurity operations, and advanced network technologies.
- D2 APNIC ACADEMY**
Build and maintain cost-effective and scalable capacity building models to meet the needs of the APNIC region.
- D3 TECHNICAL AND SECURITY COMMUNITY SUPPORT**
Support and encourage the sustainable development of healthy Asia Pacific technical and security communities.

ENGAGEMENT (E)

- E1 COMMUNITY ENGAGEMENT**
Be recognised as the main knowledge exchange for the diverse Asia Pacific Internet operations community to discuss and share experience on technical research, network operations, security matters, Internet development, and policy.
- E2 POLICY DEVELOPMENT**
Facilitate diverse participation in policy to ensure the development of relevant and timely number resource policies for the Asia Pacific.
- E3 STAKEHOLDER COOPERATION**
Play a responsible role in the global, multistakeholder Internet governance ecosystem through active collaboration and engage in public policy discussions for the benefit of Members.

CAPABILITY (C)

- C1 BUSINESS SYSTEMS**
Maintain secure and reliable enterprise technologies and data to underpin operational efficiency.
- C2 FINANCE**
Effectively manage APNIC's financial affairs to achieve long term financial sustainability.
- C3 EMPLOYEE EXPERIENCE**
Sustain a highly engaged and productive workforce by optimizing strategy, structure, policies and culture in a safe and inclusive working environment.
- C4 GOVERNANCE**
Operate a responsive and trusted organization that is transparent, accountable, adheres to strong governance, complies with applicable laws, mitigates risks, and delivers on its promises.



2026 Activity Summary

The following table and chart provide a breakdown of APNIC’s 2026 budget by pillar. Activities receiving funding from the APNIC Foundation are detailed in Appendix C.

2026 Activity Budget (AUD)

		PY		OPEX		CAPEX	
Strategic Pillar		PY	%	OPEX (AUD)	%	CAPEX (AUD)	%
1	Registry	45.89	42%	12,129,570	35%	122,000	8%
2	Development	13.55	12%	3,471,302	10%	40,000	3%
3	Engagement	16.05	15%	7,249,049	21%	100,000	7%
4	Capability	34.41	31%	11,468,081	33%	1,270,200	83%
Total		109.90	100%	34,318,002	100%	1,532,200	100%



REGISTRY



DEVELOPMENT



ENGAGEMENT

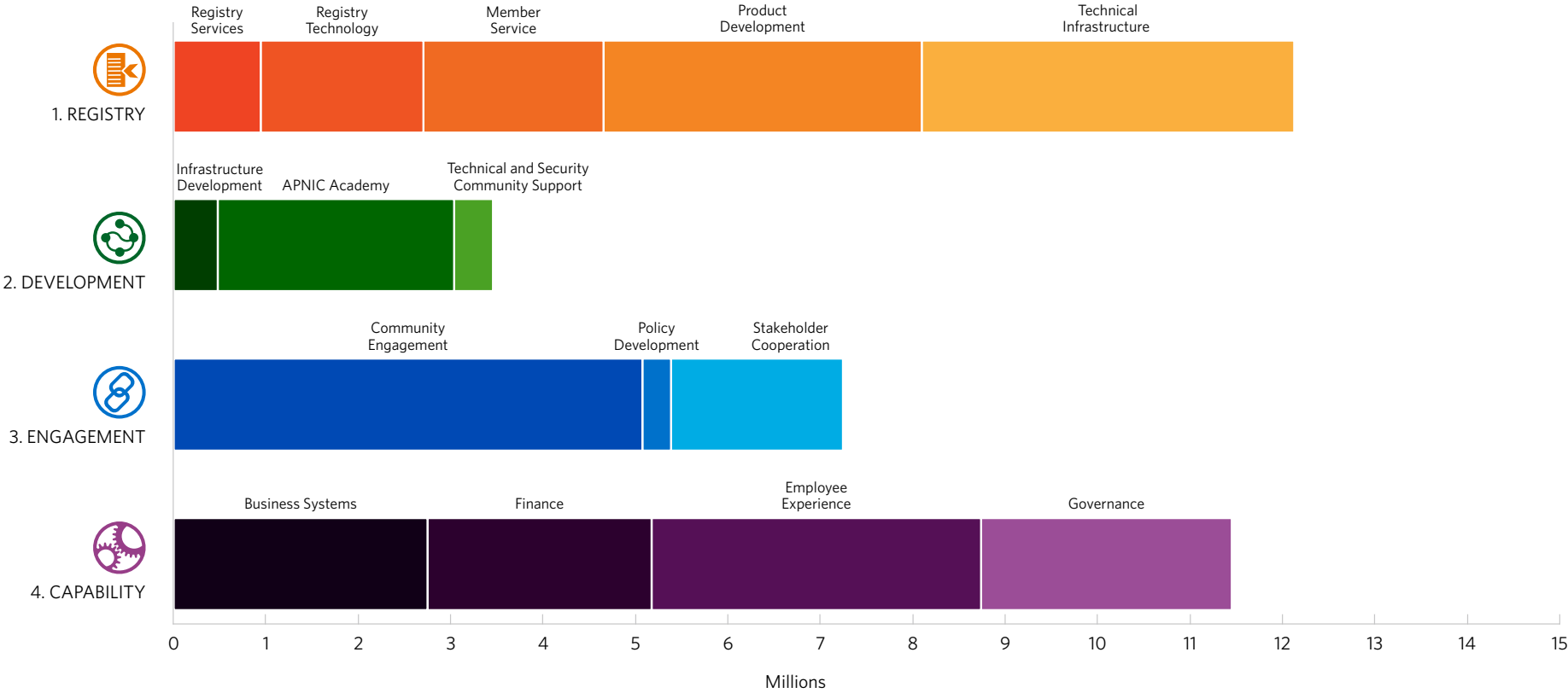


CAPABILITY

Note: Some numbers presented in this table may not add up precisely to the totals provided due to rounding.



2026 Budget OPEX Distribution (AUD)





Notes on the Activities

APNIC’s activities are described in this document under the four pillars and 15 workstreams described in the previous section.

For each workstream in this report, a table summarizes the resources (financial and human) needed to successfully complete all activities. All monetary figures quoted are in Australian Dollars (AUD).

	1 PY	2 OPEX	3 CAPEX
Workstream	32.70	7,876,406	241,000

- 1 **PY:** A “person year”, representing the amount of work done by one full-time staff member in one year. Most activities incur a staffing cost, expressed in PY, and in most cases, this comprises contributions from multiple employees. For example – a PY value of 1.6 may be made up of four employees who each contribute 40% of their time for a period of one year (0.4 PY).
- 2 **OPEX:** Refers to all operational costs directly incurred by the activity (in AUD).
- 3 **CAPEX:** Provides the provision for capital expenditure required by the activity (in AUD).

Please refer to the online [APNIC Glossary](#) for further explanation of terms used in this document.



REGISTRY (R)

PURPOSE

APNIC allocates Internet number resources in the Asia Pacific region according to community-developed policies.

It maintains the verifiable public registry of those resources and provides support and technical tools to help Members operate and improve their networks.

GOALS

- Execute APNIC's core responsibility to maintain an accurate registry and provide delegation and registration services for Internet numbers (ASN, IPv4, IPv6).
- Provide core registry services to help maintain a global, secure, available and stable Internet.
- Deliver excellence in service and value to Members.
- Develop and maintain high quality products and services to Members with a focus on continuous improvement.
- Ensure APNIC's online services are underpinned by high-performance infrastructure that is reliable, available, and secure.

WORKSTREAMS

- Registry Services (R1)
- Registry Technology (R2)
- Member Service (R3)
- Product Development (R4)
- Technical Infrastructure (R5)



R1. Registry Services

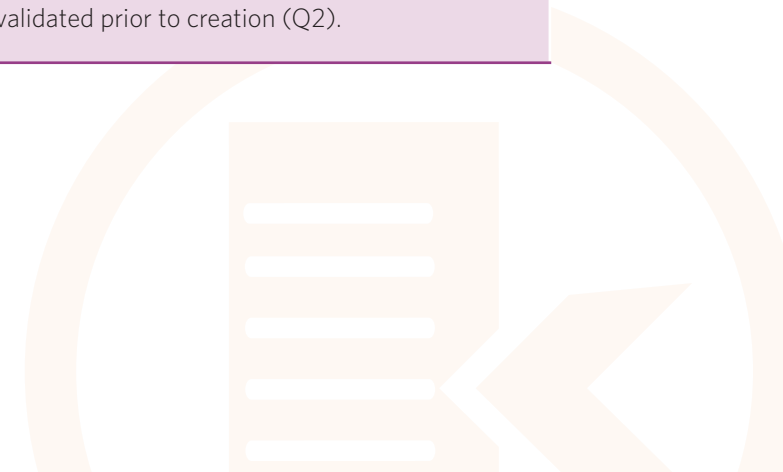
	PY	OPEX	CAPEX
Registry Services	5.72	959,118	-

Goal	Objectives	Outcomes
Execute APNIC's core responsibility to maintain an accurate registry and provide delegation and registration services for Internet numbers (ASN, IPv4, IPv6).	1. Provide delegation and registration services for Internet numbers according to current policies.	▪ Average satisfaction score of at least 90% for resource delegation and transfers achieved (Ongoing). ▪ Statistics on new resource delegations reported (Q1 and Q3).
	2. All tickets receiving "poor" feedback ratings are investigated for policy and procedure compliance.	▪ Findings of feedback reviews and subsequent action items reported (Ongoing).
	3. Conduct a full resource delegation review across APNIC's registry and ensure NIR reviews and any remediation processes are completed.	▪ Ensure delegation processes and policy have been followed and the integrity of the APNIC/NIR registries are maintained (Ongoing). ▪ Process for ongoing NIR compliance reviews developed (Q3).
	4. Assist Members to improve and maintain accuracy and currency of their registry data.	▪ Quarterly reports on registry data updates published (Ongoing).
	5. Implement approved resource policies to agreed community deadlines.	▪ Quarterly policy implementation targets (published in the APNIC Product Roadmap) achieved (Ongoing).

R2. Registry Technology

	PY	OPEX	CAPEX
Registry Technology	7.52	1,741,511	-

Goal	Objectives	Outcomes
Provide core registry services to help maintain a global secure, available and stable Internet.	1. Achieve availability of at least 99.99% for Core Registry Services: Whois, RDAP, RPKI, RDNS and IRR.	Availability of core registry services target of 99.99% met (Ongoing).
	2. Develop and modernize core registry services to align with standards and policy, while strengthening security and reliability.	Achieve quarterly targets as published in the APNIC Product Roadmap (Ongoing).
	3. Deploy Autonomous System Provider Authorization (ASPA) functionality to Members.	- ASPA management functionality via MyAPNIC and the registry API provided (Q2). - ASPAs pre-validated prior to creation (Q2).



R3. Member Service

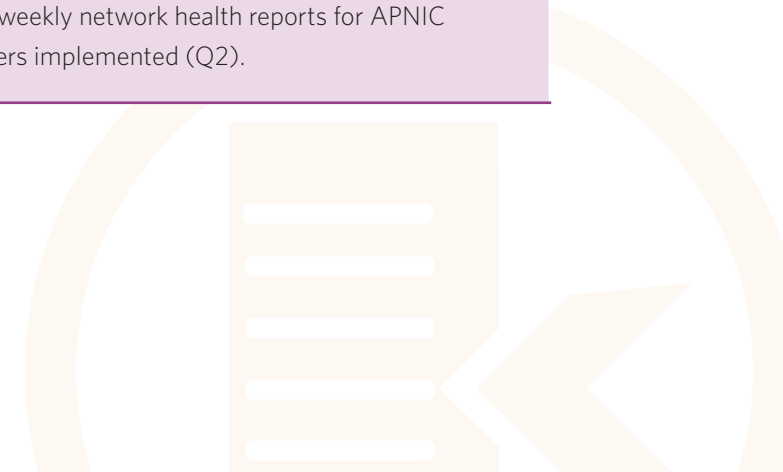
	PY	OPEX	CAPEX
Member Service	7.02	1,963,403	-

Goal	Objectives	Outcomes
Deliver excellence in service and value to Members.	1. Provide responsive support to Members using APNIC products and services, including maintaining an accessible Helpdesk.	▪ An average Helpdesk ticket response time of 12 business hours or less maintained (Ongoing). ▪ Service satisfaction ratings of at least 93% 'excellent and above average' maintained and all feedback actioned (Ongoing). ▪ Maintain rating of 85% or higher ('Good' and 'Excellent') for Quality of Services, Value of Services and Value of Membership as measured by the APNIC Survey (Q3).
	2. Proactively engage with Members to understand and assist with their registry needs.	▪ Improved MyAPNIC Internet Resource Management (IRM) educational materials developed (Q1). ▪ One Member gathering held per quarter (Ongoing). ▪ Member visits conducted around each community event attended; reported quarterly (Ongoing).
	3. Conduct the APNIC Member and stakeholder survey (APNIC Survey) to better understand issues affecting the membership and wider community.	▪ APNIC Survey results published online and reported to the community at APNIC 62 (Q3).

R4. Product Development

	PY	OPEX	CAPEX
Product Development	15.12	3,435,143	-

Goal	Objectives	Outcomes
Develop and maintain high quality products and services to Members with a focus on continuous improvement.	1. Enhance usability, reliability, and support features to maintain or improve Member satisfaction with MyAPNIC.	Minimum 80% satisfaction rating for MyAPNIC achieved (Q1 and Q3).
	2. Improve Membership Products, digital service delivery and interfaces that allow Members to efficiently and effectively interact with APNIC.	Achieve quarterly targets as published in the APNIC Product Roadmap (Ongoing).
	3. Develop and maintain Information Products (DASH and REx) that support the development of a stable and secure Internet.	- Achieve quarterly targets as published in the APNIC Product Roadmap (Ongoing). - DASH weekly network health reports for APNIC Members implemented (Q2).



R5. Technical Infrastructure

	PY	OPEX	CAPEX
Technical Infrastructure	10.52	4,030,395	122,000

Goal	Objectives	Outcomes
Ensure APNIC's public services are underpinned by high-performance systems and infrastructure that is reliable, available, and secure.	1. Monitor and report on infrastructure and service outages.	Incident reports and follow-up completed (Ongoing).
	2. Implement network separation of on-premise data centre networks to improve resiliency.	Brisbane data centre edge and server networks are separated to operate independently (Q4).
	3. Maintain and strengthen systems security. - Implementation of vulnerability scanning of public web services - Maintain Vulnerability Reporting and Bug Bounty Programs - Improve resiliency of network firewall deployment - Implement an internal 'red team' security testing program to simulate real-world attack and response scenarios	- Initial scanning of public Wordpress sites completed (Q3). - Critical vulnerabilities triaged and remediated within 30 days (Ongoing). - Network firewalls deployed to network edge in active-active mode (Q2). - Attack detection pathways across critical infrastructure components validated (Q2).
	4. Update APNIC's testing infrastructure to improve consistency and functionality.	- On-premise testing environment updated for greater consistency with production environment (Q3). - Google Cloud environment new feature-set evaluated (Q2) and migrated (Q4).





DEVELOPMENT

PURPOSE

APNIC supports development of the Internet in the Asia Pacific by providing technical training, helping deploy critical Internet infrastructure, and supporting the growth of technical and security communities.

GOALS

- Assist Members and the community to deploy critical Internet infrastructure, essential cybersecurity operations, and advanced network technologies.
- Build and maintain cost-effective and scalable capacity building models to meet the needs of the APNIC region.
- Support and encourage the sustainable development of healthy Asia Pacific technical and security communities.

WORKSTREAMS

- Infrastructure Development (D1)
- APNIC Academy (D2)
- Technical and Security Community Support (D3)

D1. Infrastructure Development

	PY	OPEX	CAPEX
Infrastructure Development	1.47	482,536	-

Goal	Objectives	Outcomes
Assist Members and the community to deploy critical Internet infrastructure, essential cybersecurity operations, and advanced network technologies.	1. Work with partners to help establish and support open IXPs in the region, and identify potential root server sites for deployment partners.	Report Internet performance changes in newly-established IXP economies using RIPE Atlas data (Ongoing).
	2. Provide targeted IPv6 deployment assistance to increase IPv6 adoption in lower-penetration economies.	- Report IPv6 deployment assistance provided to identified operators (Ongoing). - Contribute to a sustained regional IPv6 capability rate of 50–55% (Q4).
	3. Increase the awareness and deployment of RPKI among APNIC Members. Improve Route Origin Authorization (ROA) coverage and reduce RPKI invalids caused by incorrect ROA creation by Members.	- Report assistance provided to Members to create/maintain valid ROAs and the measurable impact (Ongoing). - Report Route Origin Validation (ROV) deployment assistance provided to identified operators and the measurable impact (Ongoing). - Report on Asia Pacific RPKI usage rate every six months (Q2 and Q4).
	4. Provide advice, technical support and training to national CERTs/CSIRTs.	- Workshops delivered for: - NT CERT, Pakistan (Q2) - CERT LK, Sri Lanka (Q3) - Solomon Islands CERT (Q2)
	5. Provide deployment and operational technical assistance (TA) to Members on technologies including IPv6, RPKI/routing security, and IXP/peering.	- Implement new TA framework (Q1). - Average TA satisfaction rating of 80% achieved (Ongoing). - TA case types reported (Ongoing).

D2. APNIC Academy

	PY	OPEX	CAPEX
APNIC Academy	11.02	2,556,785	40,000

Goal	Objectives	Outcomes
Build and maintain cost-effective and scalable capacity building models to meet the needs of the APNIC region.	1. Deliver quality face-to-face, online, and blended technical training.	▪ Average training delivery satisfaction rating of 90% achieved (Ongoing). ▪ Number of instructor-led training participants reached reported (Ongoing). ▪ Number of completed self-paced training courses reported (Ongoing).
	2. Provide current and accurate training content (instructor-led and self-paced) in line with APNIC's Development Strategy to improve the deployment and management of Internet number resources in the region.	▪ Curriculum transition to focus on core training content completed (Q1). ▪ Four 'Train the Trainer' workshops delivered (two by Q3, remaining by Q4); and to transition non-core content to community (Q4). ▪ Report updates to training content and labs provided for use by APNIC trainers and community (Ongoing). ▪ Average training content satisfaction rating of 90% achieved (Ongoing).
	3. Complete the modernization of the Academy Platform infrastructure and user experience.	▪ 'Academy 3.0' modernization project completed (Q4). ▪ Academy Product quarterly targets achieved as published in the APNIC Product Roadmap (Ongoing)

D3. Technical and Security Community Support

	PY	OPEX	CAPEX
Technical and Security Community Support	1.07	431,981	-

Goal	Objectives	Outcomes
Support and encourage the development of healthy Asia Pacific technical and security communities.	- Provide assistance needed to help sustain successful Asia Pacific technical and security groups. - Sponsorship, speakers and/or organizational support provided to: - Existing Network Operator Groups (NOGs). - Research and Education Network (REN) events. - Peering forums and co-hosting APIX meetings at APNIC conferences. - Sponsorship and/or speaker support provided to security community events (Ongoing).	- NOGs in APNIC region supported based on need (Ongoing). - Main REN forums supported based on need (Ongoing). - Non-profit peering forums supported based on need (Ongoing). - Non-profit security events supported based on need (Ongoing).



ENGAGEMENT

PURPOSE

APNIC undertakes authoritative research, shares data, and encourages community discussions via two annual conferences and other communication/discussion platforms.

Members and the community participate in the development of number resource policies.

APNIC participates and contributes to the global Internet governance ecosystem, and helps advocate for the technical community with relevant stakeholders.

GOALS

- Be recognized as the main knowledge exchange for the diverse Asia Pacific Internet operations community to discuss and share experience on technical research, network operations, security matters, Internet development, and policy.
- Facilitate diverse participation in policy to ensure the development of relevant and timely number resource policies for the Asia Pacific.
- Play a responsible role in the global, multistakeholder Internet governance ecosystem through active collaboration and engage in public policy discussions for the benefit of Members.

WORKSTREAMS

- Community Engagement (E1)
- Policy Development (E2)
- Stakeholder Cooperation (E3)

E1. Community Engagement

	PY	OPEX	CAPEX
Community Engagement	11.77	5,077,447	100,000

Goal	Objectives	Outcomes
Be recognized as the main knowledge exchange for the diverse Asia Pacific Internet operations community to discuss and share experience on technical research, network operations, security matters, Internet development, and policy.	1. APNIC Labs – Produce best-in-class research on Internet infrastructure to support APNIC's position as a source of independent and well researched information.	▪ Data, analyses and commentaries delivered on key topics: – Addresses and routing in 2025 (Q1). – DNSSEC KSK Key Roll (Q1). – Starlink (Q1). – BGP behaviours (Q2). – IPv6 performance (Q3). – RPKI timers and responsiveness (Ongoing). – DNS behavioural measurements (Ongoing).
	2. To provide clear and accurate technical advice that supports effective decision-making.	▪ Create and implement a framework for technical advice (Q1), with advice delivered and documented as needed (Ongoing).

E1. Community Engagement - continued

3. Facilitate cybersecurity knowledge, data and best practice sharing to help Members' secure their online operations. ▪ Operate the APNIC Community Honeynet and provide data feeds to DASH and community partners. ▪ Foster opportunities for Security community collaboration via APNIC platforms. ▪ Disseminate the findings of APNIC Honeynet research.	▪ Maintain Honeynet availability with <5% downtime of core Honeynet infrastructure (Ongoing). ▪ Security track/session at APNIC 62 delivered (Q3). ▪ Three guest blog posts from the security community published (Q4). ▪ Three threat intelligence sharing sessions held at NOG events (Q2/Q3/Q4). ▪ Three presentations at Asia Pacific technical and security events delivered (Q2/Q3/Q4). ▪ Two Blog posts, and a PING episode on the Honeynet project published (Q2/Q4).
4. Facilitate knowledge exchange with engaging, relevant and informative content on APNIC's online platforms. ▪ APNIC Blog – world-renowned source on Internet operations and development ▪ PING – podcast with Internet research and measurement experts	▪ APNIC Blog maintains high quality reputation with 25 posts per month, quarterly economy-focused posts, and statistics reported biannually (Q1/Q3). ▪ Five PING podcast episodes released per quarter and statistics reported biannually (Q1/Q3).
5. Refresh the APNIC website including content, information architecture and user experience.	▪ APNIC website refresh completed (Q4).

E1. Community Engagement - continued

6. Host an informational webinar series to build Member awareness of APNIC and its services. Topics include: ▪ Using APNIC products ▪ Options for participating in the community ▪ APNIC's role in the Internet governance ecosystem ▪ APNIC learning pathways	▪ A minimum of one live webinar hosted per quarter (Ongoing).
7. Pilot a responsive social networking platform to facilitate community discussion.	▪ Evaluation report on pilot published, with data provided on Member satisfaction, reach and effectiveness (Q3).
8. Deliver two high quality conferences for the APNIC community to learn, share and build professional networks: ▪ APRICOT 2026 / APNIC 61 in Indonesia. ▪ APNIC 62 in India.	▪ Achieve across two conferences (Q1/Q3): – Net Promoter Score of 50 or above. – Satisfaction rating of 85% for presentations. – Satisfaction rating of 85% for networking opportunities. – Detailed attendee statistics reported.
9. Develop and enhance programs to support sustainable, engaged and diverse APNIC community leadership: ▪ APNIC's NextGen program ▪ APNIC's community leaders support program	▪ Fellowship program fostering the next generation of networking professionals delivered (Q3/Q4). ▪ Interactive conference content promoting diverse community participation delivered (Q3). ▪ Report on enhancements to SIG participation, and initiatives to support community leaders (Ongoing).

E2. Policy Development

	PY	OPEX	CAPEX
Policy Development	1.17	320,142	-

Goal	Objectives	Outcomes
Facilitate diverse participation in policy to ensure the development of relevant and timely number resource policies for the Asia Pacific.	1. Support APNIC's Policy Development Process by delivering: - Two Open Policy Meetings (OPMs) - Policy SIG Chair secretarial support - Policy proposal impact analyses - Review and improve the policy section on APNIC website	- OPMs held at both APNIC conferences (Q1/Q3). - All accepted policy proposals published (Q1/Q3). - Policy proposal impact analyses published before each OPM (Q1/Q3). - Policy implementation reported and policy documentation updated as necessary (Ongoing). - Policy content on APNIC website refreshed (Q2).
	2. Exchange policy-related information and coordinate with global and regional policy stakeholders.	- Quarterly RIR Comparative Policy Matrix updated (Ongoing). - Participation in NRO NC meetings and NIR OPMs reported (Ongoing).

E2. Policy Development - continued

3. Promote understanding of draft policies and the APNIC PDP. ▪ Publish accessible 'explainer' articles on policy proposals ▪ Highlight the PDP at NOGs and Internet governance events	▪ Policy 'explainer' articles for all proposals published (Q1/Q3). ▪ Report number of technical and Internet governance events where the PDP is promoted and presented (Ongoing).
4. Maintain the Policy Fellowships to facilitate participation in policy development. ▪ Three 2025-26 Policy Fellows participate at APRICOT 2026 and APNIC 62. ▪ Three 2026-27 Policy Fellows participate at APNIC 62.	▪ Policy Fellowship Program progress and results reported (Q1/Q3)



E3. Stakeholder Cooperation

	PY	OPEX	CAPEX
Stakeholder Cooperation	3.12	1,851,460	-

Goal	Objectives	Outcomes
Play a responsible role in the global, multistakeholder Internet governance ecosystem through active collaboration and engage in public policy discussions for the benefit of Members.	1. Collaborate with and contribute to key Internet organizations including the NRO, RIRs, ICANN, IETF, ISOC and others.	- Participate in all NRO groups and report on developments/ contributions where relevant (Ongoing). - Collaboration with Internet organizations reported (Ongoing). - Participate at IETF and report on RFC contributions (Ongoing).
	2. Monitor, participate in and contribute to intergovernmental and Internet governance processes and fora affecting APNIC and the Asia Pacific. - ITU PP-26 and its regional processes via APT - Global IGF and Asia Pacific Internet governance initiatives (regional/national), and schools/academies of Internet governance	- Contributions to intergovernmental activities reported (Ongoing). - Contributions to Internet governance fora reported (Ongoing).

E3. Stakeholder Cooperation - continued

3. Build and maintain bilateral relationships with governments, regulators, industry associations and key stakeholders in the region to ensure understanding and appreciation of APNIC's role.	▪ Report on key relationships and partnerships, including relevant topics discussed / advocated (Ongoing).
4. Partner with NIRs to contribute to the sustainable growth of the Internet in the APNIC region.	▪ Cooperation and joint initiatives with NIRs reported (Ongoing).
5. Encourage APNIC community participation in the creation of the RIR Governance Document (replacing ICP-2) for RIR adoption.	▪ Community participation in the various ICP-2 consultation stages reported (Ongoing).
6. Provide support for regional and global Law Enforcement Agency (LEA) community.	▪ Participate in regional meetings and contribute as subject matter expert (Ongoing).





CAPABILITY

PURPOSE

As an open, member-based, not-for-profit organization, APNIC must serve its Members and the community with integrity, transparency, financial responsibility and accountability.

This takes the form of effective organizational policies, financial management, risk mitigation, operational technologies and governance structures that allow APNIC’s team of committed staff to deliver its mission.

GOALS

- Maintain secure and reliable enterprise technologies and data to underpin operational efficiency.
- Effectively manage APNIC’s financial affairs to achieve long term financial sustainability.
- Sustain a highly engaged and productive workforce by optimizing strategy, structure, policies and culture in a safe and inclusive working environment.
- Operate a responsive and trusted organization that is transparent, accountable, adheres to strong governance, complies with applicable laws, mitigates risks, and delivers on its promises.

WORKSTREAMS

- Business Systems (C1)
- Finance (C2)
- Employee Experience (C3)
- Governance (C4)

C1. Business Systems

	PY	OPEX	CAPEX
Business Systems	7.12	2,749,863	170,200

Goal	Objectives	Outcomes
Maintain secure and reliable enterprise technologies and data to underpin operational efficiency.	1. Provide all required IT systems, security and platform support to all APNIC users. Commence implementation of APNIC's three-year applications roadmap to deliver long term benefits and efficiencies.	- Internal application roadmap implementation progress reported (Ongoing). - Responsible AI Policy established and platforms deployed for agreed use cases (Q2).
	2. Implement Data Governance processes and procedures.	- Classification of data recorded in data governance tool implemented for selected products (Q1). - Governance metadata applied to information stored in data warehouse (Q2). - Data retention policy process established and applied to selected products (Q3).
	3. Maintain and strengthen ISO 27001-certified Information Security Management System.	ISO 27001 certification status maintained with no major nonconformities (Q3).

C2. Finance

	PY	OPEX	CAPEX
Finance	9.17	2,440,900	-

Goal	Objectives	Outcomes
Effectively manage APNIC's financial affairs to achieve long term financial sustainability.	1. Strengthen APNIC's long term fiscal management structures, including forecasting, financial modelling, and EC oversight.	- Expand long term financial targets to Five-Year Financial Modelling (Q4). - APNIC activities delivered within approved budget (Q4).
	2. Meet APNIC's ongoing statutory financial obligations.	Successful audit of APNIC's annual financial accounts achieved (Q1).
	3. Compliance with Australian and identified international tax obligations.	- Indirect tax compliance program for identified economies implemented (Q4). - Compliance with Australian tax obligations maintained (Ongoing).
	4. Management and active performance monitoring of APNIC's capital reserve.	Quarterly reporting to FRAC and EC on investment performance and compliance with Investment Policy Statement completed (Ongoing).

C3. Employee Experience

	PY	OPEX	CAPEX
Employee Experience	11.32	3,557,266	1,100,000

Goal	Objectives	Outcomes
Sustain a highly engaged and productive workforce by optimizing strategy, structure, policies and culture in a safe and inclusive working environment.	1. Deliver an engaging employee experience, by nurturing a respectful, diverse and inclusive culture; remunerating staff fairly. Establish targeted learning and development initiatives for skill enhancement and succession planning.	- Global benchmark for Employee Engagement (75%) is met (Q3). - Employee turnover remains within or below the Human Capital Index global benchmark of 5-15% (Q4). - Leadership and Management Development Curriculum delivered monthly (Ongoing). - Competency framework for development and succession established (Q2) - Full suite of new HR management modules implemented (Q2)
	2. Improve business support services to help enable a productive workforce.	- Travel management reports to inform policy, safety and decision making implemented (Q1). - Travel booking process SLAs met (Ongoing).
	3. Meet all statutory Workplace Health and Safety (WHS) requirements.	WHS regulatory compliance requirements are met with no non-conformances (Ongoing).
	4. Finalize APNIC's long term office accommodation plan.	Most cost-effective office accommodation option identified and implemented (Q3).

C4. Governance

	PY	OPEX	CAPEX
Governance	6.81	2,720,052	-

Goal	Objectives	Outcomes
Operate a trusted organization that is transparent, accountable, adheres to strong governance, complies with applicable laws, mitigates risks, and delivers on its promises.	1. Meet APNIC's contractual, regulatory, risk, and legal compliance obligations. - Develop and implement an enhanced sanctions compliance program - Activate internal audit program - Maintain transparency of official EC and Secretariat correspondence as per policy.	- Quarterly reviews of the Strategic Risk Register with the APNIC EC completed and mitigations implemented (Ongoing). - New sanctions compliance system established (Q4). - Quarterly FRAC reporting on internal audit program outcomes completed (Ongoing). - Implementation of RIR Governance Document commenced (Ongoing). - Official EC and Secretariat correspondence published (Ongoing).
	2. Publish timely and accurate plans and reports to the community	- All required reports and plans published: 2025 Annual Report (Q1) 2027 Activity Plan and Budget (Q4) - AGM and AMM reporting (Q1 and Q3) - EC Minutes published within six weeks of each EC meeting (Ongoing).



A. 2026 Budget Summary

Activity	PY	%	OPEX (AUD)	%	CAPEX (AUD)	%
Registry	45.89	42%	12,129,570	35%	122,000	8%
Registry Services	5.72	5%	959,118	3%	-	0%
Registry Technology	7.52	7%	1,741,511	5%	-	0%
Member Service	7.02	6%	1,963,403	6%	-	0%
Product Development	15.12	14%	3,435,143	10%	-	0%
Technical Infrastructure	10.52	10%	4,030,395	12%	122,000	8%
Development	13.55	12%	3,471,302	10%	40,000	3%
Infrastructure Development	1.47	1%	482,536	1%	-	0%
APNIC Academy	11.02	10%	2,556,785	7%	40,000	3%
Technical and Security Community Support	1.07	1%	431,981	1%	-	0%
Engagement	16.05	15%	7,249,049	21%	100,000	7%
Community Engagement	11.77	11%	5,077,447	15%	100,000	7%
Policy Development	1.17	1%	320,142	1%	-	0%
Stakeholder Cooperation	3.12	3%	1,851,460	5%	-	0%
Capability	34.41	31%	11,468,081	33%	1,270,200	83%
Business Systems	7.12	6%	2,749,863	8%	170,200	11%
Finance	9.17	8%	2,440,900	7%	-	0%
Employee Experience	11.32	10%	3,557,266	10%	1,100,000	72%
Governance	6.81	6%	2,720,052	8%	-	0%
Total	109.90	100%	34,318,002	100%	1,532,200	100%

Note: Some numbers presented in this table may not add up precisely to the totals provided due to rounding.



B. APNIC Foundation Funded Activity

	Activity	PY	OPEX	CAPEX
Workstream				
APNIC Academy	Instructor-led technical training delivery	4.00	733,540	-
APNIC Academy	APNIC Academy Platform	2.00	417,510	-
Infrastructure Development	Cybersecurity: Honeynet and Threat sharing	-	170,000	-
Community Engagement	Internet Research and measurement	-	125,373	-
Total		6.00	1,446,423	-

Note: Some numbers presented in this table may not add precisely to the totals provided due to rounding.



C. Year-on-Year Budget Comparison

Pillars /Workstream	Opex (AUD)			Capex (AUD)		
	Budget 2026	Budget 2025	Change %	Budget 2026	Budget 2025	Change %
Registry	12,129,570	12,897,785	-6%	120,000	100,000	20%
Registry Services	959,118	1,123,087	-15%	-	-	-
Registry Technology	1,741,511	1,841,149	-5%	-	-	-
Member Service	1,963,403	1,563,109	26%	-	-	-
Product Development	3,435,143	4,497,236	-24%	-	-	-
Technical Infrastructure	4,030,395	3,873,205	4%	120,000	100,000	20%
Development	3,471,302	5,534,554	-37%	20,000	20,000	0%
Infrastructure Development	482,536	970,614	-50%	-	-	-
APNIC academy	2,556,785	4,095,312	-38%	20,000	20,000	0%
Technical and Security community support	431,981	468,628	-8%	-	-	-
Engagement	7,249,049	5,530,035	31%	125,000	125,000	0%
Community Engagement	5,077,447	4,007,031	27%	125,000	125,000	0%
Policy Development	320,142	193,355	66%	-	-	-
Stakeholder Cooperation	1,851,460	1,329,649	39%	-	-	-
Capability	11,468,081	11,457,253	0%	1,247,800	1,239,789	1%
Business Systems	2,749,863	3,115,366	-12%	247,800	237,718	4%
Finance	2,440,900	2,252,711	8%	-	-	-
Employee experience	3,557,266	3,256,405	9%	1,000,000	1,002,071	0%
Governance	2,720,052	2,832,770	-4%	-	-	-
Total	34,318,002	35,419,626	-3%	1,512,800	1,484,789	2%

APNIC’s 2026 Budget Submission provides more details on the 2026 APNIC Budget and is available with the Minutes of the September 2025 EC meeting.

**Helpdesk**

Monday–Friday 09:00–21:00 (UTC +10)

Postal address

PO Box 3646
South Brisbane, QLD 4101,
Australia

Email

helpdesk@apnic.net

Phone

+61 7 3858 3188

Chat

apnic.net/helpdesk

www.apnic.net

ABN 42 081 528 010