

# APNIC Executive Council

## Minutes of meeting

Executive Council Meeting of 7 and 11 February 2026

<b>Location</b>	Sheraton Jakarta -Jakarta, Indonesia
<b>Attendees</b>	<p>Kenny Huang, EC member and Chair          Yoshinobu Matsuzaki, EC member and Treasurer          Roopinder Singh Perhar, EC member and Secretary          Achie Atienza, EC member          Anlei Hu, EC member          Sumon Sabir, EC member          Kams Yeung, EC member          Jia Rong Low, Director General and ex-officio EC member</p>
<b>Observers</b>	<p>Connie Chan, Strategic Executive Assistant          Jeremy Harrison, General Counsel &amp; Company Secretary          Michelle Mizutani, Deputy General Counsel          Tony Smith, Director – Strategy and Deputy Director General          Nathan Harvey, Director – Corporate Services</p>
<b>Guests</b>	<p>Jun Murai, Director – APIDT (Agenda Item 10)          Greg Seeto, Senior Legal Counsel - APIDT (Agenda Item 10)          Janice Lo, Financial Controller (Agenda Items 11, 20)</p>
<b>Apologies</b>	Nil.

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# Minutes

## 1. Opening of meeting and declaration of quorum

The Chair of the Executive Council, Kenny Huang (**Chair**), welcomed all attendees to the meeting.

The Chair declared the Executive Council (**EC**) meeting open at 11:00 (UTC +7) with a quorum present.

## 2. Agenda review

The Chair called for comments on the agenda. There were no new agenda items raised.

## 3. Declaration of interests

The EC members present confirmed their entries in the Register of Interests were complete and correct, subject to the following changes:

- Sumon Sabir confirmed that his position at Fiber@Home Limited has changed from CIO to CIO and Deputy Managing Director;
- Anlei Hu confirmed that he no longer holds the position of Secretary-General of Internet Infrastructure Resources Working Committee of ISC (Internet Society of China) and that he has become a Member of the Network and Data Security Professional Committee of the China Institute of Communications;
- Roopinder Singh Perhar confirmed his position at Netplus Broadband Services Pvt Ltd has changed from President Strategy and Planning to Consultant at large; and
- Jia Rong Low confirmed he now serves as the NRO Chair for the period of 2026.

## 4. Minutes and circular resolutions

The following circular resolutions were confirmed as passed by the EC during the period between the EC meeting held in December 2025 and this meeting and are recorded in these minutes for completeness.

Resolution No.	Resolution text
2026-01	The Executive Council resolves to adopt the minutes of the Executive Council meeting of 2-4 December 2025 as <b>attached</b> .

## 5. Matters arising from past meeting

The matters arising from prior EC meetings were considered and updated as appropriate.

## 6. EC Chair update

Jia Rong Low (Director General) referred to the December 2025 EC meeting decision to streamline the AGM and spoke to the 2026 Annual General Meeting (**AGM**) agenda, which contained changes in the order of presentation of the EC Report, Treasurer's Report, Annual Report, and DG Report (compared to prior years) to improve the flow of the meeting and avoid repetition of content.

The following resolution was proposed by Roopinder Singh Perhar and seconded by Vincent "Achie" Atienza.

### Resolution 2026-02

The EC resolves to adopt the agenda for the 2026 Annual General Meeting of APNIC as presented.

The resolution was passed unanimously.

## 7. Director General update

Jia Rong Low provided a summary of the focus areas for 2026 and beyond.

Jia Rong shared the Secretariat's priorities across the organization's four strategic pillars: Registry, Development, Engagement, and Capability. The focus is on adding value for Members.

Jia Rong said that APNIC is working on improvements across three interconnected pillars to uplift APNIC's Registry Services to Members. These are: Member experience, Member relations, and compliance. APNIC's Registry Products will be grouped into six outcome-based themes, which will help Members get a better sense of how APNIC's products add value to them in managing their number resources. Expected delivery for 2026 include a refreshed APNIC website, a new CRM for smoother support, ASPA implementation, stronger routing security support, proactive vulnerability scanning of APNIC-developed software, and enhanced DASH reporting.

Development activities in 2026 will focus on boosting IPv6 and RPKI adoption through training, technical assistance, updated labs, and closer cooperation with IXPs and security communities.

In Engagement, Jia Rong further noted continued work on Member relations including new initiatives such as sub-regional forums in collaboration with SANOG and PACNOG; continuing engagement in Internet governance and the NRO's deliverables with APNIC in the steering seat as NRO Chair. In Capability, financial prudence, investing in people, and strategic planning, including the APNIC Survey and early work on the 2028 - 2032 Strategic Plan are key focus areas for 2026.

## 8. Fee Schedule

Tony Smith (Director – Strategy and Deputy Director General) spoke to the proposed amendment to the fees for temporary assignment of resources following EC Resolution 2024-42, which set fees for temporary assignment of resources at a fixed rate of 50% of the Annual Fee otherwise applicable to such resources. The Secretariat had received feedback at the 2025 AMM that the cost of temporary assignments can be disproportionately high in circumstances where a Member only requires a temporary assignment for one or two months. The feedback also included a recommendation to define a minimum term for temporary assignments to avoid unreasonable requests.

Tony noted that while a monthly option would provide flexibility and lower costs, a minimum term of one or two months is likely to be too short a period to minimise potential routing issues that could occur with a block used for different events; and for these reasons, it is proposed that the fee be adjusted to 25% of annual fees of the temporarily assigned resources, with a three-month delegation term.

The EC queried the current usage of temporary assignments. Tony noted that APNIC has received only one request for a temporary assignment to date, which was then withdrawn by the applicant upon being informed of the fee.

The following resolution was proposed by Roopinder Singh Perhar and seconded by Anlei Hu.

### Resolution 2026-03

The EC resolves to:

1. modify the APNIC Member and Non-Member Fee Schedules such that the fees for any Internet Number Resources temporarily assigned pursuant to prop-156 be fixed at 25% of the Annual Fee for such resources at the time of assignment for each period of three months, irrespective of the other resource holdings of the relevant Member or Non-Member;
2. exclude such assignments from the relevant Member's membership tier; and
3. direct the APNIC Secretariat to make all necessary changes to implement this resolution.

The resolution was passed unanimously.

## 9. Annual Report (Activity Plan)

Tony Smith spoke to the draft Annual Report and provided the EC with the highlights under each pillar. Eleven of the 115 total Success Indicators in 2025 were incomplete, with six under the Registry pillar, two under the Development pillar, one under the Engagement pillar, and two under the Capability pillar. Explanations were provided to the EC for each of the incomplete Success Indicators, largely grouped as needing to be

reprioritised given the realignment, or that the Success Indicators were – in retrospect – not worded well. In response to a query from the EC, Jia Rong Low noted that the EC will be updated on the feasibility of DASH for NIRs once project scoping is completed in February.

Jia Rong Low also mentioned that there is a need to revisit promotion methodology for APNIC’s services and products at APNIC conferences; this is in progress.

The following resolution was proposed by Sumon Sabir and seconded by Roopinder Singh Perhar.

#### **Resolution 2026-04**

The Executive Council resolves to adopt the 2025 APNIC Annual Report (as **attached**).

The resolution was passed unanimously.

## **10. APIDT Update**

Jun Murai (Director of the Asia Pacific Internet Development Trust [**APIDT**]) and Greg Seeto (Senior Legal Counsel of APIDT) provided an update on APIDT including the status of APIDT’s funding activities, the performance of APIDT’s trust fund, and APIDT’s plans for the ARENA-PAC project.

## **11. Financial Reports and FRAC Report**

Nathan Harvey (Director – Corporate Services) provided the EC with essential updates on APNIC’s finances.

### **December 2025 Financial Report**

Nathan spoke to APNIC’s financial performance (Profit & Loss) and position (Balance Sheet) for the year ended 31 December 2025.

The EC considered the Annual Financial Report **attached**.

Nathan provided an update on the financial highlights, noting an operating surplus for the year ended 31 December 2025 of AUD 87,025 versus a budgeted operating deficit of AUD 1,146,552. The variance between the budgeted deficit and actual surplus was a result of unbudgeted revenues of AUD 142,626 and lower than budgeted costs of AUD 1,109,034.

The full year net surplus was AUD 837,230 after AUD 750,205 of unrealised gains from revaluation of the investment portfolio. APNIC does not budget for investment valuation gains or losses due to market volatility. Therefore, the appreciation in market value of the portfolio impacts the actual net deficit vs. budget.

APNIC's net surplus after tax was AUD 1,420,174 after an income tax benefit of AUD 582,944.

The EC considered the key revenue balances and major variances, querying their sources and future volatility. Nathan noted that there were some unexpected costs in 2025, such as the increase in professional services fees arising due to unforeseen circumstances where additional external advice was required. Additionally, the choice of conference locations and venues can result in significant variations year to year and noted by way of example that APNIC 60, held in Da Nang, Vietnam, will be materially lower in cost than APNIC 62, scheduled to be held in Mumbai, India.

Jia Rong Low noted the likely cost savings of the software licensing project, which will also result in material savings gradually realised in future years.

Nathan also advised that APNIC holds net assets of AUD 42,102,125, which is 3.5% higher than 31 December 2024. Key Balance Sheet movements include increases in total assets of AUD 1,709,623 and in total liabilities of AUD 289,449.

Further, as at 31 December 2025, the number of Months of expenses covered by Equity was 16.61 (December 2024: 16.66).

## 2026 Outlook

Nathan spoke to the 2026 outlook, noting that barring any unforeseen challenges, a minor deficit is budgeted for 2026 but otherwise it is expected that balanced budgets will be maintained hereon.

Nathan also noted that fee reforms have contributed significantly to APNIC's stability despite declining Membership growth and increasing trends of resource holder consolidations, outward transfers, and account closures.

## Financial Audit

Nathan advised the EC that Ernst & Young (**EY**), APNIC's appointed auditors, have substantially completed the annual audit of APNIC's financial report for the year ended 31 December 2025. While the final audit opinion has not yet been issued, EY have not identified any unadjusted audited differences, and have no matters to report to management. Furthermore, EY anticipate issuing an unqualified audit opinion.

The EC agreed to maintain the Director General and Treasurer as signatories for the financial report. Nathan also noted that the Management Representation Letter would need to be signed and returned to EY.

Roopinder Singh Perhar, Finance, Risk, and Audit Committee (**FRAC**) Chair, provided the EC with a summary of the FRAC's discussions with the EY audit partner, held on 6 February 2026, noting that the audit partner was satisfied with the present status of the audit and was positive when asked about the support provided by the Secretariat to facilitate the audit.

## Investment Portfolio Update

Nathan provided an update on the investment portfolio performance.

As at 31 December 2025, market value of the consolidated APNIC Investment Portfolio was AUD 39,268,4601 (December 2024: AUD 37,703,317), comprising AUD 30,804,939 in the Contingency Reserve Fund and AUD 8,463,521 in the Operational Reserve Fund. Movement in the portfolio between 31 December 2024 and 31 December 2025 includes income from dividends and distributions after fees of AUD 820,641 and unrealised gains of AUD 750,205.

Since inception on 30 May 2025, APNIC's multi-fund investment approach, comprising the APNIC Contingency Reserve and APNIC Operational Reserve, has returned +2.7% and +3.5% respectively. This has produced a consolidated result of +2.8% or AUD +1.1M for the APNIC portfolio.

## 12. Internal Audit Report

Nathan Harvey provided an update on the activities and outcomes of APNIC's Internal Audit function.

Preliminary review and updates to APNIC's Quality Policy and Quality Management Systems have been made to reflect the changed focus and priorities for APNIC's risk and audit function; delegation audits have been identified as the priority and will be the primary audit focus until completed.

## 13. EC Meeting Locations

Nathan Harvey led a discussion on the potential locations of the Q2 and Q4 2026 EC meetings.

The EC agreed to proceed with Taiwan as the location for the Q2 meeting, and Bangladesh for the Q4 meeting.

## 14. Compliance report

Jeremy Harrison (General Counsel) and Michelle Mizutani (Deputy General Counsel) provided an update on APNIC's compliance matters.

## 15. RIR Governance Document

Jeremy Harrison provided an update on the RIR Governance Document following the NRO NC (Number Resource Organization Number Council) meeting in Montevideo, Uruguay.

Jeremy advised that the NRO NC had issued a Status Report for Q1 2026, outlining the items they have identified that will require changes following the conclusion of community consultations in 2025. The items have been split into two categories, with 'Items in Progress' comprising those which require further consideration and discussion

by the NRO NC, and 'Items Under Drafting', where the NRO NC have determined the changes necessary and have begun the redrafting process.

Jeremy provided an overview of the Items in Progress, including:

- the recognition threshold of unanimity (or unanimity minus one), which had been identified during community consultations as an item of concern particularly with respect to where an RIR has a conflict of interest;
- the threshold for Members of an RIR to call for an ad hoc audit of their RIR; and
- the threshold for initiation of Emergency Continuity under the document.

The Secretariat will work with the EC to solicit further feedback from them on the draft RIR Governance Document prior to, and during, the Q2 2026 APNIC EC meeting as the NRO NC progresses their final rounds of drafting.

## 16. Delegation Review Update

Tony Smith provided an update on the resource delegation review program, including an overview of the indicative timetable of future reviews, as well as the review of APNIC's own delegations. The aggregated data analysis of all NIRs and APNIC is scheduled to be completed by the end of 2026.

## 17. NRO Update

The EC was provided with an update on AFRINIC's recent developments and the NRO EC face-to-face meeting taking place in Jakarta during APRICOT 2026 / APNIC 61.

## 18. People and Productivity Report Q4

The EC was provided with an update on key human resources and workplace health and safety data. No material HR or WHS matters were noted for Q4 2025.

## 19. AOB

### APNIC Foundation Director Appointment

The EC Chair spoke to the progress of the small working group established between APNIC Foundation and APNIC to identify and select a candidate to replace Jeremy Harrison on the APNIC Foundation board.

***The Chair adjourned the meeting, noting it would be reconvened on 11 February 2026 for the purpose of reviewing and adopting the Audited Financial Statements.***

***The Chair reconvened the meeting at 14:31 (UTC +7) on Wednesday, 11 February 2026 with a quorum present.***

## 20. Adoption of Audited Financial Statements

Nathan Harvey advised the EC that APNIC's auditor, EY, had issued an unqualified audit opinion. Further to this, EY had not identified any unadjusted audited differences and had no matters to report to management in relation to significant deficiencies in internal controls.

The EC considered the final audited financial report and confirmed that there had been no subsequent events, either adjusting or non-adjusting, favourable or unfavourable that have occurred to the date of adoption of APNIC's 2025 financial report.

The following resolution was moved by Yoshinobu Matsuzaki and seconded by Vincent "Achie" Atienza:

### Resolution 2026-06

The Executive Council resolves:

1. To adopt the Special Purpose Financial Report for 2025 as representing the financial position of APNIC as at 31 December 2025, noting that APNIC is solvent and able to pay its debts as and when they fall due;
2. To accept the Auditor's Report (as tabled at the meeting); and
3. Any two members of the Executive Council, in their capacity as Directors of the Company be authorised to sign the Special Purpose Financial Report and any other documents necessary to give effect to these resolutions.

The resolution was passed unanimously.

Nathan provided the EC with an overview of the process for signing and publishing the Audited Financial Statements, noting they would be published today (11 February 2026) to allow for Member review prior to the AGM tomorrow (12 February 2026).

Nathan noted that due to the earlier timing of the AGM and audited financials this year, the company statement issued by the Australian corporate regulator was not yet ready for confirmation. This would be addressed in between this meeting and the Q2 EC meeting.

## 21. Meeting Finalisation

The EC reviewed and confirmed the action items from the meeting.

## 22. Meeting close

The Chair thanked the EC Members and Secretariat staff for their efforts and contributions to the meeting.

The Chair declared the meeting closed.

**Meeting closed at 14:54 (UTC +7), Wednesday, 11 February 2026.**

## Attachments

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Attachment: Quarterly Investment Portfolio Update Q4 .....	14
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## **Attachment: 2025 APNIC Annual Report**

### **Agenda Item 9**

52 pages



Serving the Asia Pacific Internet community

# 2025 Annual Report



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## EXECUTIVE COUNCIL



**Kenny Huang, PhD, Chair**  
Chairman,  
TWNIC



**Vincent "Achie" Atienza**  
Peering, Interconnection & Strategy,  
Globe Telecom



**Roopinder Singh Perhar, Secretary**  
Principal Advisor,  
Conjoinix Total Solutions Pvt. Ltd.



**Sumon Ahmed Sabir**  
Chief Technology Officer and  
Deputy Managing Director,  
Fibre@Home Limited



**Yoshinobu Matsuzaki, Treasurer**  
Senior Engineer,  
Internet Initiative Japan Inc



**Kam Sze Yeung**  
Principal Network Architect,  
Akamai Technologies



**Anlei Hu**  
Chief Scientist,  
China Internet Network Information Center  
(CNNIC)



**Jia Rong Low, Ex-officio**  
Director General,  
APNIC



## WELCOME FROM YOUR EXECUTIVE COUNCIL CHAIR

On behalf of the APNIC Executive Council (EC), I'm pleased to present the 2025 Annual Report. I'd like to start by acknowledging APNIC's Members, community, and stakeholders, and to thank you for your continued collaboration and engagement.

Significant governance initiatives were a feature across APNIC and the Regional Internet Registry (RIR) system in 2025, including discussions on potential by-laws updates in response to community feedback, and the global review of Internet Coordination Policy 2 (ICP-2). Community input is crucial to the final outcomes of these initiatives, and it was pleasing to see Member participation.

### **Improving the RIR system**

ICP-2, first published in 2001, established the foundational principles for recognizing and evaluating new RIRs, and remains an important feature of the multistakeholder Internet governance model. In October 2023, the NRO Executive Council asked the Address Supporting Organization Address Council (ASO AC) to establish and manage a process to update the ICP-2 document, and 2025 was a milestone year in that process.

Two rounds of global community consultations were completed in 2025, with strong engagement from APNIC Members and the wider APNIC community.

Over 157 participated in four webinars and one in-person session at APNIC 60, including contributing 28 posts to the ICP-2 mailing list.

The input and feedback provided in 2025 will be consolidated through 2026, with APNIC Secretariat staff taking their turn to chair the global process towards the publication of a final revised RIR Governance Document by the end of the year.

The RIR Governance Document is very important, as it will strengthen the governance of the Internet numbering system and require RIRs to meet specific standards. On behalf of the APNIC EC, I'd like to thank the community for constructively participating.

### **Potential changes to EC term limits**

The APNIC EC provides strategic guidance to the Secretariat, drawing on deep experience and knowledge of the Internet ecosystem. A continuing governance challenge is balancing the introduction of new perspectives with the retention of institutional knowledge and experience.

In response to community feedback, consultation was sought on proposals to amend the APNIC By-laws by extending EC terms from two to three years, and introducing terms limits of three terms for EC members.

Longer terms are consistent with industry practice, and are intended to strengthen governance by promoting greater leadership stability, deeper accountability across multi-year planning cycles, and enhanced expertise in addressing the evolving needs and priorities of Members. The introduction of term limits would complement this approach by introducing fresh perspectives, supporting diversity, and reinforcing good governance through a clear commitment to succession planning.

The EC acknowledges and appreciates the feedback from our Members in shaping these potential reforms. Voting on the proposed resolutions will take place at the APRICOT 2026 Annual General Meeting (AGM).

### **Supporting Members through LDC graduation**

Least Developed Country (LDC) graduation is the formal UN process recognizing an economy's sustained progress in income, human development, and resilience. Graduation from LDC status is a positive achievement, however the transition to Developing Economy status can present practical challenges for organizations operating within these economies.

APNIC has long recognized the importance of supporting Members from LDC economies through discounted (50% reduced) membership fees. In 2025, we reaffirmed this commitment by announcing a phased approach



## WELCOME FROM YOUR EXECUTIVE COUNCIL CHAIR – CONTINUED

to the removal of fee discounts for Members in the Very Small tier following LDC graduation. Under this arrangement, Very Small Members will continue to receive a 25% discount on the full membership fee at their first renewal after graduation.

The EC's approach was informed by community consultation, which highlighted that Very Small Members – whose revenue is typically small – are most sensitive to an increase in fees, and therefore, were in most need of fee assistance. The same discount will also be extended to Very Small Members in economies that have graduated from LDC status since 2009, provided they were account holders at the time of graduation.

### **Acknowledging community leadership**

The APNIC community is strengthened by the dedication and generosity of those who volunteer their time to take up leadership positions. On behalf of the EC, I congratulate and thank those elected or re-elected to positions on the Number Resource Organization Number Council (NRO NC), Special Interest Groups (SIGs), the IANA Number Services Review Committee (IANA RC) as well as those who continue in their service. I also extend our appreciation to outgoing community leaders for their valuable contributions.

### **A commitment to the APNIC community**

The APNIC EC is committed to transparency, careful stewardship, and service to the community. The minutes of EC meetings are available on the APNIC website, as is all official EC correspondence. We value the feedback and suggestions provided by Members and I encourage you to share any thoughts you may have with the EC at any time.

Thank you again for the trust that you have extended to us, and the ongoing collaboration to build a global, open, stable, and secure Internet that serves the entire Asia Pacific community.

**Kenny Huang**





## WELCOME FROM THE DIRECTOR GENERAL

Welcome to the 2025 Annual Report.

2025 was a significant year of change for APNIC. We underwent a strategic organizational realignment to better serve Members in a financially sustainable manner, while continuing to deliver on key initiatives.

### **Realigning our strategy and financial rigour**

The organizational realignment saw changes to strategy and structure throughout APNIC.

Member & Registry Services was refocused on its core registry role — timely and accurate processing of resource allocations, Member support requests, and maintaining strict compliance with policy and process.

To achieve greater synergies and sharing of skillsets, all technical development and engineering resources across the organization were pooled. Corporate functions were also streamlined and merged.

Our Development strategy was redefined to improve the deployment and management of Internet number resources in the region, leading to modifications to the training curriculum, training labs, online Academy platform, Community Trainer program, and M-Root deployment support.

Research and communication functions were shifted to the Engagement pillar, where APNIC aims to be a knowledge exchange space to foster dialogue for Members and the community and facilitate, among others, policy development. The building and management of relationships with key stakeholders such as governments and industry leaders is now led by a focused Strategic Relations function.

The realignment was an important step in APNIC's journey to return to a balanced budget. While I'd announced in September 2025 that we will meet this target in 2027, I'm pleased to report that the realignment, coupled with other initiatives to contain costs, means we will likely reach this milestone earlier than expected. Barring unforeseen challenges, APNIC expects to maintain a balanced budget from 2026 onwards.

I would like to acknowledge the contributions of staff, past and present, whose dedication continues to support APNIC's mission. Their commitment during a year of transition was critical to maintaining service continuity and delivering value to Members.

### **Increasing participation**

Community and Member engagement was a recurring highlight. The conferences in Malaysia and Viet Nam were well attended and highly

rated, with more than 1,300 participants and a Net Promoter Score (NPS) of 63 and 60 respectively, which are "above excellent" ratings.

There was excellent participation in the APNIC 60 Open Policy Meeting, with six proposals discussed and three reaching consensus. Participants highlighted the value of networking opportunities, and the support provided by APNIC staff.

APNIC staff and EC Members also participated in 25 NOGs plus dozens of other events focused on network operations, security, and Internet governance to connect with Members, share knowledge and advocate for the technical community.

### **A significant IPv6 milestone**

In April, APNIC Labs recorded that IPv6 capability exceeded 50% across all 56 APNIC economies for the first time. This is a significant achievement by the Asia Pacific technical community, 25 years after the journey with IPv6 first began.

With our updated Development strategy, we will be more focused on partnering and supporting Members to achieve full IPv6 readiness across the region.

### **Contributing to a more secure Internet**

Network security vulnerability detection capabilities were added to our monitoring and alerting platform DASH, enabling Members to see where open or



## WELCOME FROM THE DIRECTOR GENERAL - CONTINUED



misconfigured services within their address space may introduce risk. DASH subscribers grew 35%. Training and technical support was provided to national CERTs/CSIRTs in Kiribati, Tonga, Vanuatu, Fiji and Bhutan during the year, with APNIC staff also delivering threat intelligence presentations – based on HoneyNet Project data – at five additional events.

As part of our Resource Public Key Infrastructure (RPKI) efforts, APNIC staff co-authored an IETF draft addressing technical community RPKI concerns related to Trust Anchors claiming resources for which they are not authoritative.

### **Maintaining registry trust**

Significant progress was made on resource delegation reviews with the National Internet Registries (NIRs) during the year. Data analysis of 10 years of NIR registration data for JPNIC, TWNIC, VNNIC and IDNIC (five years) was completed, and work progressed on addressing any issues found. The delegation review program represents a collective investment by APNIC and the NIRs in the integrity of the registry system. It demonstrates our shared commitment to registry accuracy, transparency and responsible stewardship of Internet number resources.

The program will continue in 2026 with the aim to complete the remaining delegation reviews for all NIRs and APNIC itself.

### **We need your input**

2026 will see the next iteration of the APNIC Survey. The Survey provides Members with a direct channel to help shape APNIC's priorities. When the survey is released, please take the time to share your views – it is much appreciated and helps APNIC serve you better. Your feedback will dovetail into our planning work for the 2028-2032 Strategic Plan, as well as our five-year budget forecast and plan.

Thank you for your continued support and collaboration throughout 2025. We look forward to continuing working with you in 2026 to build and maintain a global, open, stable and secure Internet that serves the entire Asia Pacific community.

A handwritten signature in black ink that reads "Jia Rong Low".

**Jia Rong Low**



# VISION

A global, open, stable, and secure Internet.

# MISSION

To provide essential services as a Regional Internet Registry, and to support Internet development in the Asia Pacific region.



# 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.

## 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

## 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 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.*
- 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.*



# 2025 at a Glance


**Conferences**



**920** participants  
855 in-person; 65 remote

---

**423** participants  
349 in-person; 74 remote



**v6**

**IPv6 growth**  
Members with IPv6 addresses

**69.55%**  
Asia Pacific IPv6 capability

**54.91%**

**Blog and Podcast**

**331** posts; **24** podcasts;

**117,422** views per month

**35,578** total listens


**120** guest Posts

**13,718** impactful plays

## 2025

**Engagement**

**276**  
engagements in the region



**DASH**

**1,392** alerts

---

**713** alert subscribers

---

**129** suspicious traffic report subscriptions

**Available resources**

**0.4%** IPv4 | **93.5%** IPv6 | **4.7%** ASNs



**Training**

**122** courses

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**3,676** participants



**Academy**

**4,008** courses

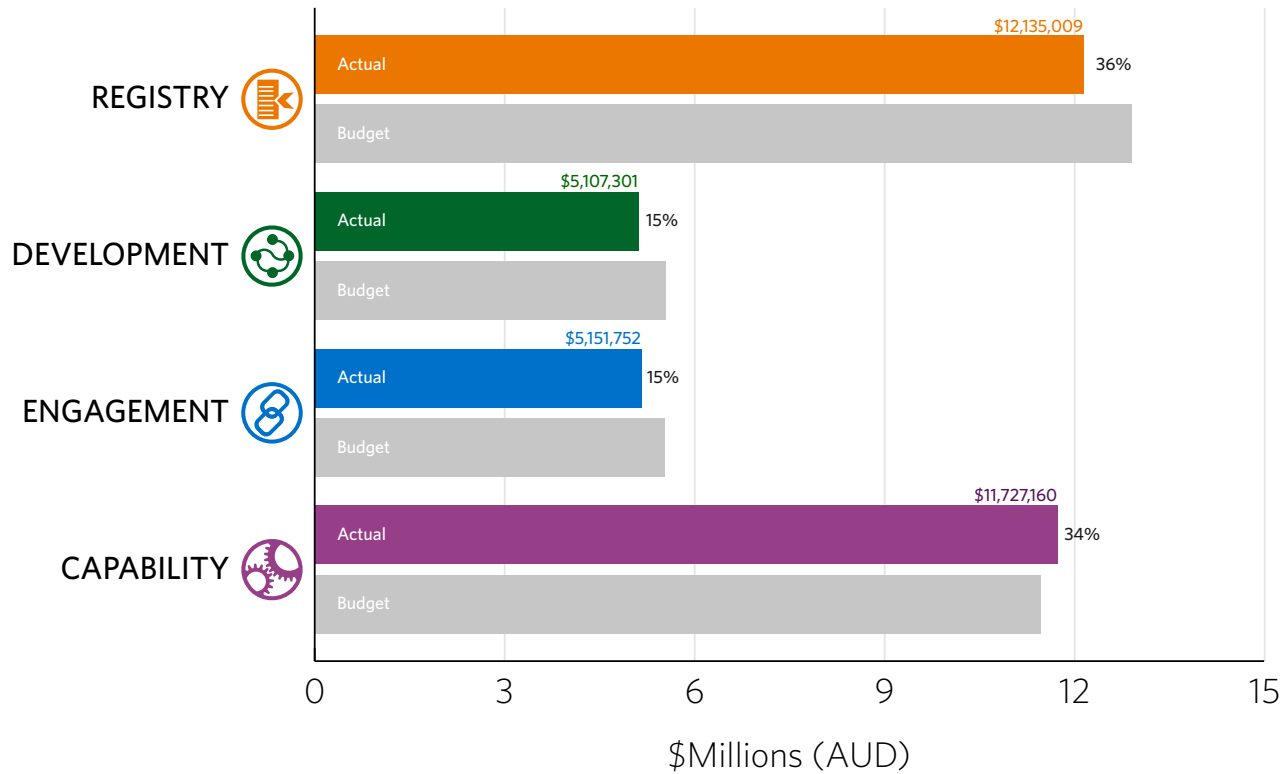
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**9,935** contact hours



# Financial Performance Summary

## OPERATING EXPENSES BY OUTCOME AREA



Note: Some numbers presented in this chart may not add up precisely due to rounding.

In addition to standard financial reporting, APNIC also reports activities and expenses under the four pillars and 15 workstreams detailed on pages 9 and 10.

The chart on this page illustrates 2025's actual operating expenses compared to the budget in the 2024 Activity Plan. The percentage for each area indicates the proportion of the total budget it represents.

For more details on APNIC's 2025 finances, please refer to pages 48-51 to view:

- Financial Report by Activity
- Statement of Financial Position
- Statement of Income
- Cash Flow Statement



A table summarizes the resources (financial and human) needed to successfully complete the activities in each pillar.

**All monetary figures are quoted in Australian Dollars (AUD).**

		Budget	Actual
①	PY	32.70	31.55
②	Expenses	7,876,406	7,498,887
③	CAPEX	241,000	243,451

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, comprises contributions from multiple employees. For example, a PY value of 1.6 may comprise four employees who each contribute 40% of their time for a period of one year (0.4 PY). The detailed account of these allocations is provided in Appendix B.

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).



# 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)





# Registry

APNIC processed 1,240 IPv6 delegations, 1,401 IPv4 delegations, and 1,214 ASN assignments in 2025. There were also 696 IPv4 market transfers (both intra- and inter-RIR transfers) and 269 merger and acquisition IPv4 transfers.

At year end, 69.55% of Members held IPv6 resources. APNIC had allocated 99.6% of its IPv4 pool, 6.7% of its IPv6 pool, and 91.9% of its ASN pool. The Member satisfaction rate for resource delegation and transfer services was 100%.

A strong focus on Member service also maintained high levels of Helpdesk service satisfaction (95% of ratings were 'excellent and above average') and timely responses (average 7.62 hours).

The first year of the resource delegation review program concluded, with data analysis of 10 years of National Internet Registry (NIR) registration data for JPNIC, TWNIC, VNNIC and IDNIC (five years) completed. Other initiatives to further strengthen policy compliance, including spot checks on new delegations and account accuracy checks to help Members to keep their registry data accurate, were introduced. A full resource delegation procedure and process review was completed.

The remaining NIR delegation reviews for IRINN, KRNIC and CNNIC will be undertaken in 2026. The analysis of APNIC's own registry data will also occur next year with outcomes continuing to be reported regularly to the community.

Product and platform development met quarterly roadmap targets, delivering security enhancements, online service upgrades, workflow automation, and user experience improvements across APNIC's systems. The authorization mechanisms for whois changes were updated and the development work to provide RPKI Signed Checklists was completed.

Product and service improvements were informed by 425 community participants in user feedback and research activities.

	Budget	Actual
PY	55.77	51.58
Expenses	12,897,785	12,135,009
CAPEX	120,000	85,795

## Registry – continued

The Dashboard for Autonomous System Health (DASH) service in particular continued to grow in popularity, with subscribers growing 35% to 713.

Technical infrastructure improvements in 2025 included upgrading the perimeter firewall architecture, introducing dynamic application security testing to all product pipelines, and replacing the virtualization platform APNIC uses across all servers.

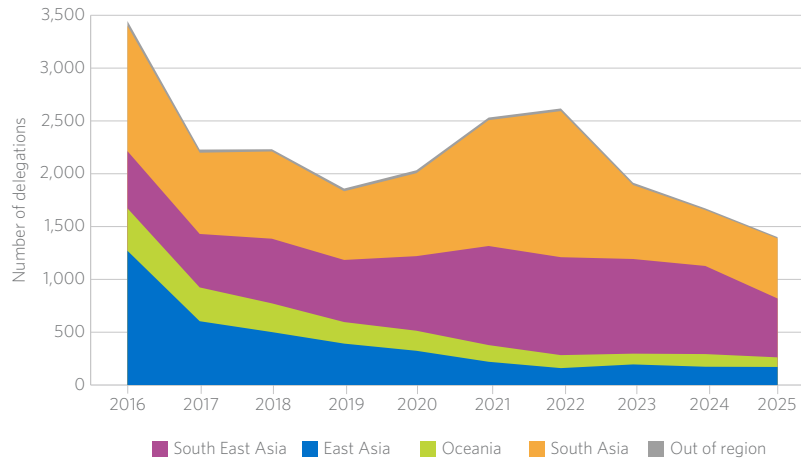
The availability of APNIC's core registry services – Whois, RDAP, RPKI, IRR and RDNS – remained high with all maintained at 99.990% or above.



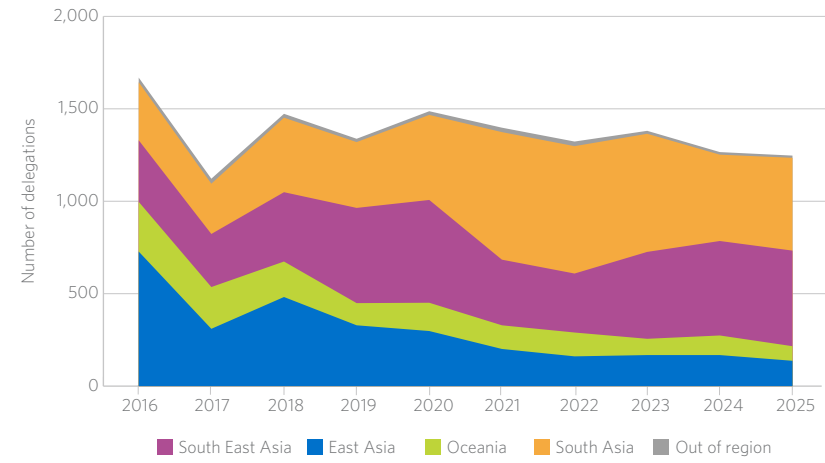


# Registry - continued

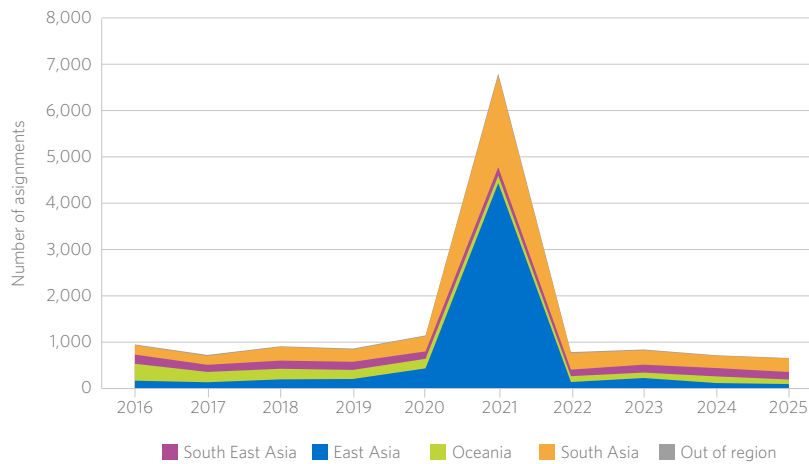
IPv4 DELEGATIONS



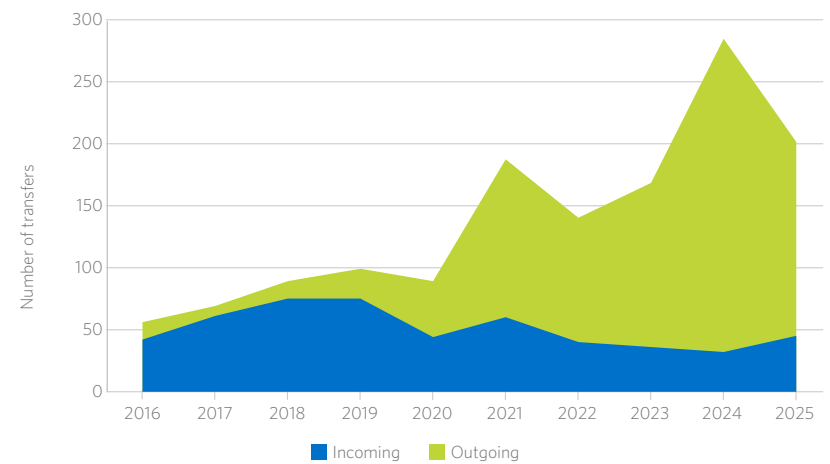
IPv6 DELEGATIONS



ASN ASSIGNMENTS



IPv4 MARKET TRANSFERS

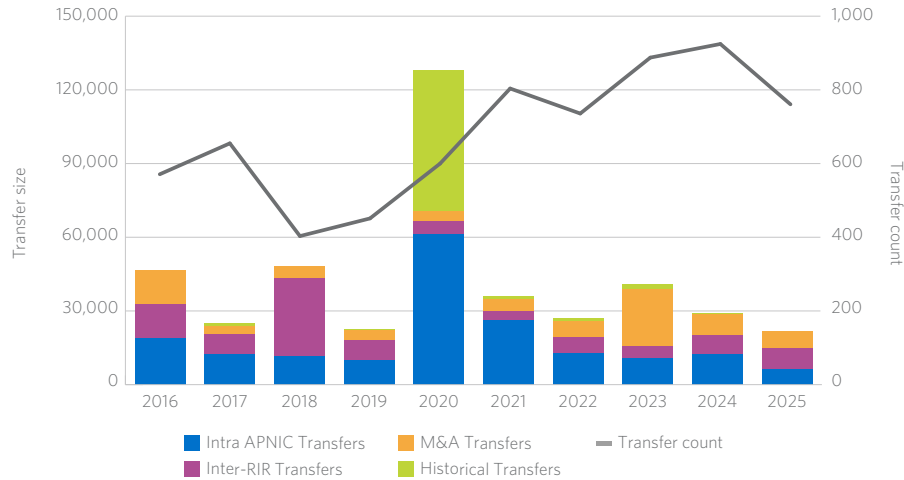


Note: Large requests from networks in China and India account for the significant rise in ASN assignments in 2021.

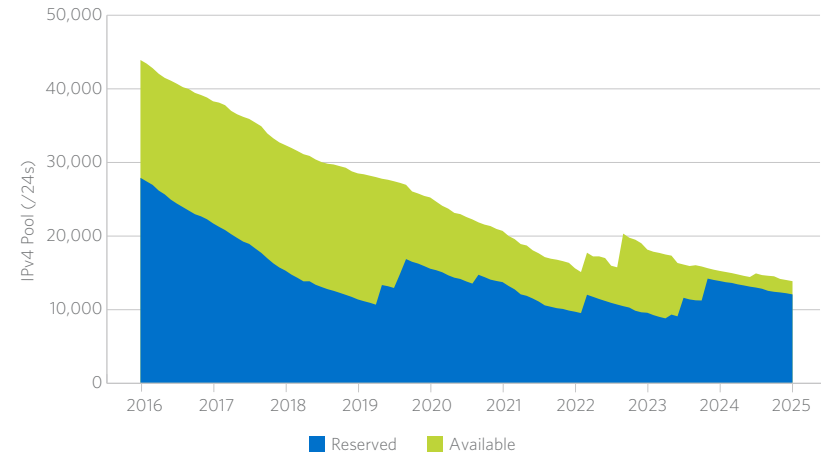


# Registry - continued

TRANSFERS



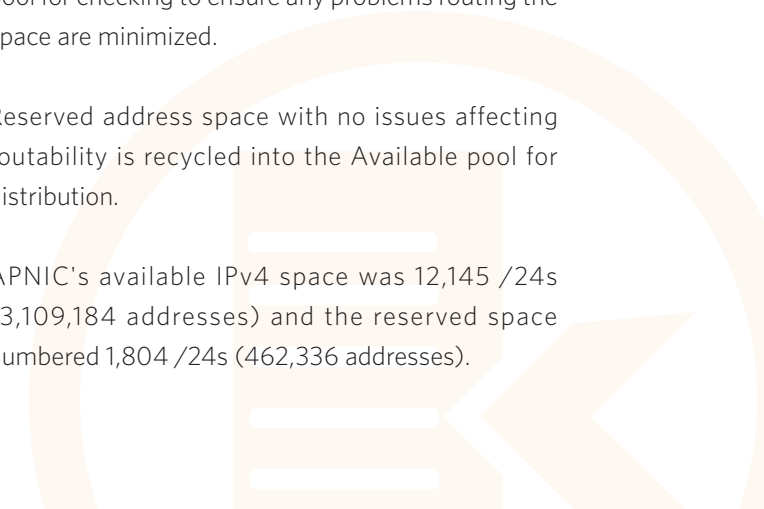
IPv4 POOL



Reclaimed addresses are moved to APNIC's reserved pool for checking to ensure any problems routing the space are minimized.

Reserved address space with no issues affecting routability is recycled into the Available pool for distribution.

APNIC's available IPv4 space was 12,145 /24s (3,109,184 addresses) and the reserved space numbered 1,804 /24s (462,336 addresses).





# R1 Registry Services

Objectives	Target Outcomes	Actual Outcome
Provide delegation and registration services for Internet numbers according to current policies (Ongoing).	Average satisfaction score of at least 90% for resource delegation and transfers achieved.  Statistics on new resource delegations reported.	Satisfaction score of 100% achieved.  APNIC <ul style="list-style-type: none"> <li>● 624 IPv4 delegations</li> <li>● 541 IPv6 delegations</li> <li>● 649 ASN delegations</li> </ul> NIR <ul style="list-style-type: none"> <li>● 777 IPv4 delegations</li> <li>● 699 IPv6 delegations</li> <li>● 565 ASN delegations</li> </ul>
All tickets receiving 'poor' feedback ratings are investigated for policy and procedure compliance (Ongoing).	Findings of feedback reviews and subsequent action items reported.	No 'poor' feedback ratings received in 2025.
Conduct a systematic program of resource delegation audits across all NIRs and APNIC's registry, including: <ul style="list-style-type: none"> <li>● Aggregated data analysis of all delegations and transfers – NIRs and APNIC (Q1-Q4).</li> <li>● Review of all resource delegation processes and workflows (Q2).</li> <li>● Develop process and collateral for proactive account accuracy checks (Q2) and implement (Q3-Q4).</li> <li>● Additional policy compliance spot checks on new delegations (Ongoing).</li> </ul>	Ensure delegation processes and policy have been strictly followed and the integrity of the APNIC/NIR registries are maintained.  Complete process review conducted, and policy compliance strengthened further where opportunities identified.  Account accuracy checks process developed and implemented.  New delegation spot checks implemented and actions taken as necessary.  Results of all audit activity regularly reported to the community.	APNIC data analysis completed for JPNIC, TWNIC, VNNIC and IDNIC (partial).  Review of all resource delegation processes and workflows completed.  Account accuracy checks process developed and implemented.  Delegation spot checks implemented with no adverse findings.  Quarterly updates published and presentations made at APNIC 59 and 60.
Perform a gap analysis to identify consistency improvements between APNIC and NIR operational practices (Q4).	Gap analysis completed and improvements identified.	Gap analysis for all NIRs completed and improvements identified.
Implement approved resource policies to agreed community deadlines (Ongoing).	Quarterly policy implementation targets (published in the APNIC Product Roadmap) achieved.	Policy implementation targets achieved.



# R2 Registry Technology

Objectives	Target Outcomes	Actual Outcomes
<p>Achieve availability of at least 99.99% for Core Registry Services: whois, RDAP, RPKI, RDNS and IRR (Ongoing).</p> <ul style="list-style-type: none"> <li>Additional measurement of availability and performance using user metrics added to RDAP and RPKI (Q2); Whois and RDNS (Q4).</li> </ul>	<p>Quarterly report on the availability of Whois, RDAP, RPKI, IRR and RDNS published.</p>	<p>Availability achieved:</p> <ul style="list-style-type: none"> <li>Whois - 99.995%</li> <li>RDAP - 99.996%</li> <li>RPKI - 99.990%</li> <li>IRR - 99.995%</li> <li>RDNS - 99.999%</li> </ul>
	<p>User-driven availability and performance metrics added.</p>	<p>Metrics added and contributing to Core Registry Service health monitoring.</p>
<p>Develop and modernize core registry services to align with standards and policy, while strengthening security and reliability (Ongoing).</p>	<p>Achieve quarterly targets as published in the APNIC Product Roadmap.</p>	<p>Quarterly targets achieved - see <a href="https://roadmap.apnic.net">roadmap.apnic.net</a></p> <ul style="list-style-type: none"> <li>Updated authorization mechanisms for Whois</li> <li>RPKI RSC objects provided</li> <li>RDAP Server Re-architecture - Proof of Concept phase</li> </ul>
<p>Publish verifiable daily business-level changes in the APNIC registry - pending NRO Engineering Coordination Group (ECG) review (Q3).</p>	<p>Consultation with NRO ECG completed.</p> <p>New business-level change reporting feature released (if ECG approved).</p>	<p>Consultation completed with no objections from ECG.</p> <p>Implementation completed.</p>
<p>Reduce technical debt by moving route management processing logic from Perl to Java (Q3).</p>	<p>New Java code to handle route management processing deployed.</p>	<p>Implementation postponed to Q2/2026 due to RDAP re-architecture taking longer than expected.</p>





# R3 Member Service

Objectives	Target Outcomes	Actual Outcomes
Provide responsive support to Members using APNIC products and services, including maintaining an accessible Helpdesk (Ongoing).	<p>An average Helpdesk ticket response time of 12 business hours or less maintained.</p> <p>Service satisfaction ratings of at least 93% 'excellent and above average' maintained and all feedback actioned.</p>	<p>Average Helpdesk response time of 7.62 business hours achieved.</p> <p>Service satisfaction rating of 95% 'excellent and above average' achieved. All feedback actioned.</p>
Update knowledge base to provide Members with more self-help articles and video guides to common problems (Q4).	<p>Ten new Help Centre articles published (five by Q2).</p> <p>Video guide content on MyAPNIC updated.</p> <p>Increased proactive engagement resulting from staff time unlocked.</p>	<p>Five new Help Centre guides published and six updated.</p> <p>Video guide updates to be included in 2026 website refresh.</p> <p>Services staff time refocused on core registry activity following organizational realignment.</p>
Review Member acquisition, onboarding and retention strategies (Q3).	Improved new Member strategy/framework developed.	New Member strategy developed for 2026 implementation.
Cooperate with NIRs on membership development (Ongoing).	Partner with NIRs at two industry exhibitions.	Partnered with IRINN at the 32nd Convergence India in March.





# R4 Product Development

Objectives	Target Outcomes	Actual Outcomes
Enhance usability, reliability, and support features to maintain or improve Member satisfaction with MyAPNIC (Ongoing, measured).	Minimum 80% satisfaction rating for MyAPNIC achieved.	Average satisfaction rating of 87% achieved.
<p>Improve Membership Products, digital service delivery and interfaces that allow Members to efficiently and effectively interact with APNIC (Ongoing).</p> <ul style="list-style-type: none"> <li>● Complete and maintain digital design system and guidelines for all APNIC products and services (Q3).</li> </ul>	Achieve quarterly targets as published in the APNIC Product Roadmap.	<p>Quarterly targets achieved - see <a href="https://roadmap.apnic.net">roadmap.apnic.net</a>.</p> <ul style="list-style-type: none"> <li>- Fellowship app redevelopment</li> <li>- Mandatory MyAPNIC multi-factor authentication</li> <li>- prop-154 and 156 implementation</li> <li>- Overhaul of conference platform</li> <li>- Phase 1 of a user preference centre</li> <li>- Phase 2 of testing environment enhancements</li> <li>- New event reporting process</li> <li>- User experience improvements</li> <li>- Account closure workflow automation</li> </ul>
	Design system and guidelines published.	Digital design system complete and guidelines published.
Conduct Member research, consultations and product testing to inform improvements to APNIC products and services (Ongoing).	Two public reports (in Q2 and Q4) presented on feedback received and actioned.	Public reporting of feedback and actions published in Q2 and Q4.
	User research and testing completed to identify opportunities for improvement (at least 400 users by Q4).	User research and testing completed with 425 participants.
<p>Improve Member enquiry handling and communication systems including:</p> <ul style="list-style-type: none"> <li>- Transition to integrated ticketing system(Q3)</li> <li>- Upgraded chat functionality (Q3)</li> <li>- Migration to cost-effective bulk email system (Q3)</li> </ul>	<p>All support and finance ticketing operations migrated.</p> <p>Upgraded Helpdesk chat functions implemented.</p> <p>30% cost savings in email operations achieved.</p>	<p>Postponed to Q2 2026 due to organizational realignment.</p> <p>Upgraded Helpdesk chat functions implemented.</p> <p>Email system migration completed; 60% cost saving in email operations achieved.</p>





## R4 Product Development – continued

Operate and enhance DASH and REX based on user feedback (Ongoing).

DASH alert volumes and alert subscribers reported.

DASH user statistics:

- 1,392 DASH alerts (43% growth from 2024).
- 713 DASH alert subscribers (35% growth from 2024).
- 129 suspicious traffic report subscriptions (15% growth from 2024).

Product enhancements – see [roadmap.apnic.net](https://roadmap.apnic.net)

- Augmented APNIC DASH with additional BGP sources for improved global routing visibility
- Published APNIC Labs QUIC uptake stats in REX
- DASH alerts for bogons added
- Added potential security vulnerabilities service in DASH





# R5 Technical Infrastructure

Objectives	Target Outcomes	Actual Outcomes
Monitor and report on infrastructure and service outages (Ongoing).	Incident reports and follow-up completed.	Reports and follow-up completed on 21 incidents.
Automate data centre network device configuration: <ul style="list-style-type: none"> <li>- Access policy review (Q2)</li> <li>- Data centre switches (Q3)</li> <li>- Data centre routers (Q4)</li> </ul>	Network device configuration automated.	Access policy review completed. Switch and router automation reprioritized to Q4 2026.
Migrate existing projects on virtual machines to Kubernetes (Q4).	Migration completed.	Migration completed.
Select replacement virtualization platform and complete implementation (Q3).	Alternative platform identified and implemented, and migration completed.	Platform identified and implemented; migration completed.
Conduct weekly vulnerability scans of internal infrastructure (Ongoing) and further strengthen systems security.	Vulnerability findings investigated and rectified.	Six critical vulnerabilities identified and rectified.
Revamp network firewall design and configuration (Q4).	Host firewall coverage completed (40% by Q2), and perimeter firewall architecture completed.	Perimeter firewall architecture completed. Host firewall coverage to be completed by Q1 2026.
Implement dynamic application security testing in all product pipelines (Q4).	Dynamic application security testing (DAST) implemented (with pilot implementation Q2).	DAST scanning implemented.





# DEVELOPMENT (D)

## 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)





# Development

APNIC embraced a new Development strategy in 2025 which saw several modifications to its Internet development initiatives.

With a primary focus to improve the deployment and management of Internet number resources in the region, changes were made to:

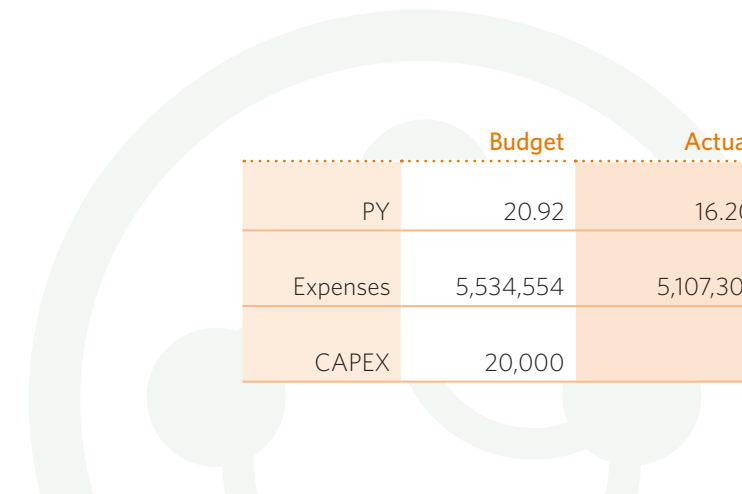
- Training curriculum, with content streamlined to core and foundational topics;
- Training labs, with all labs moved to be hosted at our own data centres rather than a third-party cloud provider;
- Online Academy platform, where the number of virtual labs were reduced;
- Community Trainer program, which returns to a voluntary-only model; and
- M-Root deployment support, with APNIC’s role to centre on the identification of root server sites and administrative support transitioned to JPRS.

Throughout what was a year of change, APNIC continued to support the development of regional Internet infrastructure, build technical and security capability across the region, and support technical community events.

Working with ISOC, equipment was upgraded at the Vanuatu IX and 12 engineers were trained. Training and technical support was also provided to national CERTs/CSIRTs in Kiribati, Tonga, Vanuatu, Fiji and Bhutan. Thirty-seven instances of technical assistance were provided to Members during the year, with a 94% satisfaction rating. Administrative support was also provided in the deployment of M-Root servers in New Zealand and Sri Lanka.

APNIC delivered 122 instructor-led training courses to 3,676 participants, while a further 1,789 people completed 4,008 self-paced courses on the Academy platform. This included train-the-trainer workshops held in Indonesia, Viet Nam and Bangladesh on IPv6 deployment, advanced routing, and network and DNS security. More than 91% of the technical training delivered this year was at either an advanced or intermediate level, and training satisfaction stood at 99%.

	Budget	Actual
PY	20.92	16.20
Expenses	5,534,554	5,107,301
CAPEX	20,000	-



## Development – continued

Thirty-five technical and security community events were provided with either sponsorship, speakers, training, and logistical assistance, or a combination of support. This included support for 25 Network Operator Group (NOG) meetings as part of our commitment to technical capacity development across the region.



PacNOG 35





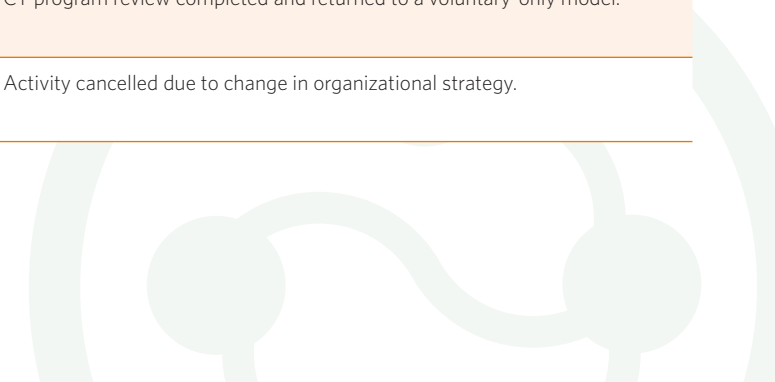
# D1 Infrastructure Development

Objectives	Target Outcomes	Actual Outcome
Establish a new IXP in Samoa (Q4) and upgrade Vanuatu IX (Q1) with equipment supplied by ISOC.	Improved Internet performance in Samoa and Vanuatu as measured by RIPE Atlas.	Vanuatu IX hardware upgraded and 12 engineers trained. Samoa IXP scheduled for 2026.
Deploy RIPE Atlas infrastructure to improve Internet measurement (Ongoing).	50 new RIPE Atlas Probes deployed in the region.	60 probes distributed and 23 deployed. 2 RIPE Atlas Anchors deployed.
Provide advice, technical support and training to national CERTs/ CSIRTs (Ongoing). <ul style="list-style-type: none"> <li>● Assist CERT Kiribati to deliver its Cybersecurity Boot Camp (moved to Q3).</li> <li>● Assist Security Operations Centre (SOC) Projects of CERT VU, CERT Tonga and BtCIRT (Q3).</li> <li>● Assist in CERT/CSIRT development in Fiji (Q4).</li> </ul>	CERT Kiribati's Cybersecurity Boot Camp delivered. SOC Projects completed in VU, TO, BT. National Critical Infrastructure CSIRT development in Fiji supported with training and advice.	CERT Kiribati Cybersecurity Boot Camp delivered. SOC Projects in VU, TO, KI and BT completed. National Critical Infrastructure CSIRT training delivered.
Provide ad-hoc deployment and operational technical assistance to Members on technologies including IPv6, RPKI/routing security, CERT/CSIRT and IXP/peering (Ongoing).	Average technical assistance satisfaction rating of 80% achieved. Reporting of case types published.	Average satisfaction rating of 94% achieved. 37 technical assistance cases completed: <ul style="list-style-type: none"> <li>- Operational troubleshooting &amp; support (13)</li> <li>- Infrastructure design &amp; deployment (11)</li> <li>- Knowledge transfer &amp; awareness (8)</li> <li>- Internet Resource Management &amp; Policy (5)</li> </ul>
Deploy M-Root anycast instances and identify new sites in partnership with WIDE Project and JPRS (Q4).	Improved root server performance as measured by RIPE Atlas  Eight root servers deployed (four by Q2) and six new sites identified (two by Q2).	M-Root New Zealand <ul style="list-style-type: none"> <li>- Before: 51.7ms</li> <li>- After: 13.6ms</li> </ul> M-Root Sri Lanka measurement unavailable.  4 root servers deployed. 4 new sites identified in the Asia Pacific. 3 new sites identified out of region.
Diversify APNIC Community HoneyNet sensors and provide data feeds to DASH (Q4).	HoneyNet sensors in community infrastructure increased by 100 (40 by Q2)	100 honeypot sensors deployed.
Improve security information and guidance on apnic.net (Q4).	Updated information published.	Completed.



# D2 APNIC Academy

Objectives	Target Outcomes	Actual Outcome
<p>Provide current and accurate training content with standardized modular design to support blended learning (instructor-led and self-paced) (Ongoing).</p> <ul style="list-style-type: none"> <li>● Convert Network Security content (Q2) and IPv6 and/or routing content (Q4) to modular design.</li> </ul>	<p>Consistent content with regular updates provided for use by APNIC trainers and community.</p> <hr/> <p>Ten days of content converted to modular design.</p>	<p>Network Security course and IPv6 Deployment course updated. Network Management and Monitoring labs and IXP manager setup lab updated.</p> <hr/> <p>Network Security content and IPv6 deployment content converted to modular design.</p>
<p>Progress APNIC Academy IPv6 Certification (Associate) to BETA Trial from ALPHA Trial (Q4).</p>	<p>BETA Trial with four workshops completed (two by Q2).</p>	<p>Three IPv6 certification BETA Trial workshops completed in BD, TH and ID. Certification trial ended early due to change in organizational strategy.</p>
<p>Modernize Academy Platform infrastructure and refresh the user experience (Ongoing).</p>	<p>Academy Product quarterly targets achieved as published in the APNIC Product Roadmap (<a href="http://roadmap.apnic.net">roadmap.apnic.net</a>).</p>	<p>Quarterly targets achieved – see <a href="http://roadmap.apnic.net">roadmap.apnic.net</a></p> <ul style="list-style-type: none"> <li>- Academy platform redevelopment</li> </ul>
<p>Deliver quality face-to-face, online, and blended training (Ongoing). Trial an open access 'Train the Trainer' program for supporting community-led training (Q2).</p>	<p>Average training satisfaction rating of 85% achieved.</p> <hr/> <p>Intermediate and advanced training comprises the majority of face-to-face training delivered.</p> <hr/> <p>Four 'Train the Trainer' workshops delivered (two by Q2, two by Q4).</p>	<p>Average training satisfaction rating of 99.2% achieved.</p> <hr/> <p>91.7% of training delivered at intermediate or advanced level.</p> <hr/> <p>Three workshops completed:</p> <ul style="list-style-type: none"> <li>- APJII &amp; APNIC: IPv6 Deployment</li> <li>- APNIC 60: Advanced Routing</li> <li>- bdNOG 20: Network and DNS Security</li> </ul> <p>An additional four train the trainer sessions were held for Community Trainers.</p>
<p>Review the Community Trainer (CT) program with focus on cost-effectiveness (Q2).</p>	<p>Retained Community Trainer (RCT) and Voluntary Community Trainer (VCT) arrangements adjusted.</p>	<p>CT program review completed and returned to a voluntary-only model.</p>
<p>Trial a training partner program to scale APNIC Academy training (Q4).</p>	<p>Training partner program developed, and initial trial partner identified.</p>	<p>Activity cancelled due to change in organizational strategy.</p>





# D3 Technical and Security Community Support

## Objectives

Provide assistance needed to help sustain successful Asia Pacific technical and security community events (Ongoing).

Provide sponsorship, speakers and/or meeting support to:

- Existing Network Operator Groups (NOGs) (Ongoing).
- Research and Education Network (REN) events (Ongoing).
- Peering forums and co-host APIX meetings at APNIC conferences (Ongoing).
- Provide sponsorship and/or speakers to security community events (Ongoing).

## Target Outcomes

27 NOGs in APNIC region supported based on need.

Main REN forums supported based on need.

Non-profit peering forums supported based on need.

Non-profit security forums supported based on need.

New/revived NOGs supported based on need.

## Actual Outcomes

25 NOG events:

JANOG 55 (Jan)	JANOG 56 (Jul)	HKNOG 14.0 (Oct)
TWNOG 6 (Apr)	IDNOG 10 (Jul)	KRNOG 3.0 (Oct)
NZNOG 2025 (Apr)	PHNOG 2025 (Jul)	VNIX-NOG 2025 (Oct)
INNOG 8 (May)	LKNOG 9 (Jul)	KHNOG7 (Nov)
bdNOG 19 (May)	SANOG 43 (Aug)	TLNOG 2 (Nov)
ThaiNOG 7 (May)	btNOG 12 (Aug)	LANOG 3.0 (Nov)
MyNOG 12 (Jun)	mnNOG 7 (Sept)	bdNOG 20 (Nov)
npNOG 11 (Jun)	AFNOG 3 (Sep)	PACNOG 36 (Nov)
PACNOG 35 (Jun)		

APAN 59 & 60 (Mar, Jul)

APIX (Feb, Sep)  
BKNIX Peering Forum 2025 (May)  
Peering Asia (Nov)

ACAD CSIRT Summit 2025 (Jul)  
APISC (Aug)  
FIRST/APNIC Security Track at APNIC 60 (Sep)  
MNSEC Conference (Sep)  
APCERT Annual Conference (Nov)  
RISE Asia (Dec)

Support provided to:

- TWNOG
- LANOG
- TLNOG

Assist new NOGs to launch with advice, technical support, sponsorship, meeting support, speakers and/or promotion (Ongoing).



## ENGAGEMENT (E)

### 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.

### MOST IMPORTANT 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)





# Engagement

There was strong community participation at APNIC conferences in 2025, with more than 1,300 people in total joining APRICOT 2025 / APNIC 59 in Malaysia and APNIC 60 in Viet Nam and an additional 125 participating online. Satisfaction with the conferences was high, with Net Promoter Scores (NPS) of 63 and 60 respectively. Policy discussions were a feature, with six proposals discussed and three reaching consensus.

As part of a pilot program, three Policy Fellows joined APNIC 60, along with 42 others from the fellowship program after completing six months of training and preparation, including community mentoring. Eleven youth fellows were part of the cohort, with 52% of all fellows being female.

APNIC Labs research was shared via 32 presentations at technical events around the world, as well as through blog posts and podcast discussions. Insights derived from HoneyNet research were also shared at 11 security events in the region.

The APNIC Blog published 331 posts, including 120 posts from community guest authors, achieving more than 1.4 million unique views during the year. The PING podcast published 24 episodes and achieved 13,718 ‘impactful listens’ (listens of 75% or more of an episode).

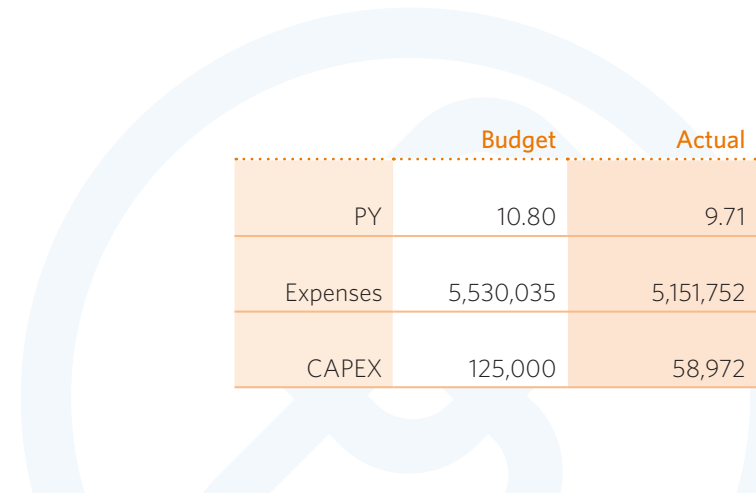
Substantial engagement with regional and global Internet organizations, governments and Internet governance processes occurred during the year. In particular, considerable support was provided to the NRO NC as ICP-2 review progressed during the year. Two community consultations with the APNIC community were held to inform Members and ensure regional views were considered in the update of the RIR Governance Document.

Other RIR cooperation included contributions to the development of shared RPKI documentation and the first draft of an IETF memo on RPKI Trust Anchor Constraints. The joint ARIN and APNIC staff-authored RFC on RDAP geofeed extension was also published as RFC 9877 by the IETF.

The ITU’s 20 year review of the World Summit on the Information Society process, or WSIS+20, was a focus of APNIC’s global cooperation efforts with other technical stakeholders as the process included a review of the



	Budget	Actual
PY	10.80	9.71
Expenses	5,530,035	5,151,752
CAPEX	125,000	58,972





## Engagement – continued

mandate of the Internet Governance Forum (IGF). The year-long process concluded with the IGF being made a permanent forum of the United Nations.

APNIC also contributed to local, regional and global Internet governance forums throughout the year.



'Multistakeholder Digital Governance Beyond 2025' session at IGF 2025





# E1 Community Engagement

## Objectives

APNIC Labs – produce best-in-class research on Internet infrastructure to support APNIC’s position as a source of independent and well researched information.

Share outcomes of APNIC Honeynet research, to support APNIC’s position as a source of independent and well researched information:

- Open quarterly threat-sharing sessions.
- Quarterly presentations at technical and security events.

## Target Outcomes

Data, analyses and commentaries delivered on key topics including IP addressing, routing, DNS, security, and policy.

Four threat-sharing sessions held with Members and the wider community.

Four presentations at Asia Pacific technical events delivered.

Two blog posts, and a PING episode on the Honeynet project published.

## Actual Outcome

32 blog posts, 32 presentations, 12 podcasts on Labs research delivered.

Five threat sharing sessions delivered:

- MyCERT, Kuala Lumpur, Malaysia (Feb)
- Phoenix Summit, Dhaka, Bangladesh (May)
- INTERPOL Head of Cyber Crime Unit, Hanoi, Viet Nam (Jul)
- KrCERT/CC APISC 2025, Seoul, Korea (Aug)
- Critical Infrastructure CSIRT workshop in Suva, Fiji (Nov)

Six presentations delivered:

- Cyber Safety Pasifika, Cook Islands (Feb)
- Cybersecurity Bootcamp 2025, Vanuatu (May)
- TWICT Cybersecurity seminar, Nukua’lofa, Tonga (Jul)
- MJIB Internet Investigation Workshop, Taipei (Sep)
- BtCIRT Annual Conference (Oct)
- APCERT Annual Conference (Nov)

Two blog posts and PING episode published.





# E1 Community Engagement – continued

Facilitate knowledge exchange with engaging, relevant and informative content on APNIC's online platforms:

- APNIC Blog – world-renowned source on Internet operations and development (Ongoing)
- PING – podcast with Internet research and measurement experts (Ongoing)
- Orbit – community discussion platform (Ongoing)

APNIC Blog maintains high quality reputation with 25 posts per month, quarterly economy-focused posts, and statistics reported biannually.

Average 28 posts per month published.  
Economy-focused posts published for Bangladesh, Fiji, Viet Nam and China.

- Annual statistics:
- Averaged 117,422 views per month, a 13.5% increase on 2024's monthly average (103,438)
  - Published 331 posts, including 120 Guest Posts

Five PING podcast episodes released per quarter and statistics reported biannually.

- 24 podcasts published:
- 35,578 total listens
  - 13,718 impactful plays (listens of 75% or longer), average of 1,150 per month

Orbit discussion statistics reported in Q3.

- Annual statistics:
- 816 new Orbit users
  - 691 posts through Orbit
  - 14 new mailing lists

Deliver two high quality conferences for the APNIC community to learn, share and build professional networks:

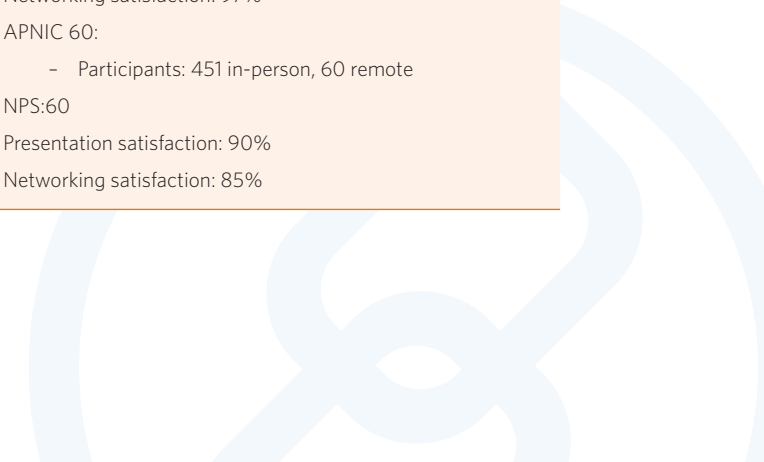
- APRICOT 2025 / APNIC 59 in Petaling Jaya, Malaysia (Q1)
- APNIC 60 in Da Nang, Viet Nam (Q3)

Achieve across two conferences:

- Net Promoter Score of 50 or above
- Satisfaction rating of 85% for presentations
- Satisfaction rating of 85% for networking opportunities
- Detailed attendee statistics reported

APRICOT 2025 / APNIC 59:  
- Participants: 859 in-person, 65 remote  
NPS: 63  
Presentation satisfaction: 91%  
Networking satisfaction: 97%

APNIC 60:  
- Participants: 451 in-person, 60 remote  
NPS: 60  
Presentation satisfaction: 90%  
Networking satisfaction: 85%





# E1 Community Engagement – continued

Encourage diverse participation in APNIC activities and community leadership roles (Ongoing).

- Deliver a six-month Fellowship program with a focus on the next generation of network engineers (Q3).

Activities and support to community-elected leaders of SIGs and Working Groups reported.

Four elected leaders meetings held.

SIG participation reviewed and action plans created with SIG leaders.

Completed onboarding of two new SIG Chairs and new NRO NC member.

Seven elected leaders profiled on the APNIC blog.

Three diversity-related sessions convened at APNIC 60: NextGen, Newcomers and Inclusion and Diversity.

NextGen, Newcomers and Inclusion and Diversity sessions delivered.

Fellowship program achieves:

- Net Promoter Score of at least 80
- Minimum 80% graduation rate
- 50-50 gender split and 20% youth fellows

NPS: 95

93.18% graduation rate

Gender split - 52% female and 48% male

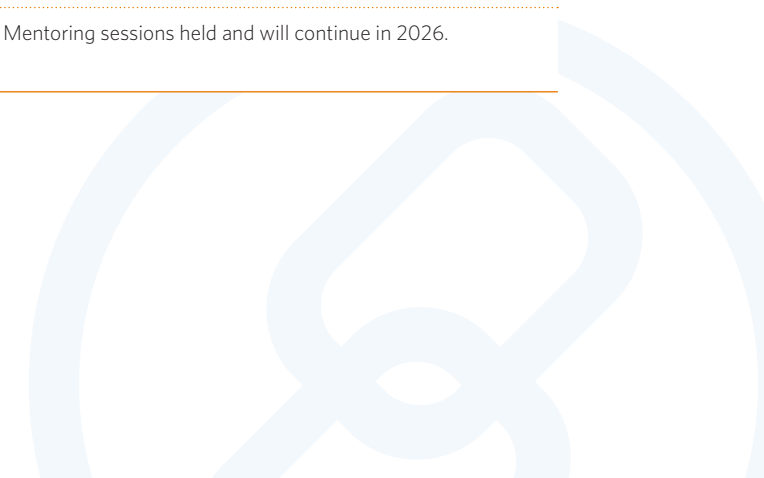
Youth fellows: 21%





## E2 Policy Development

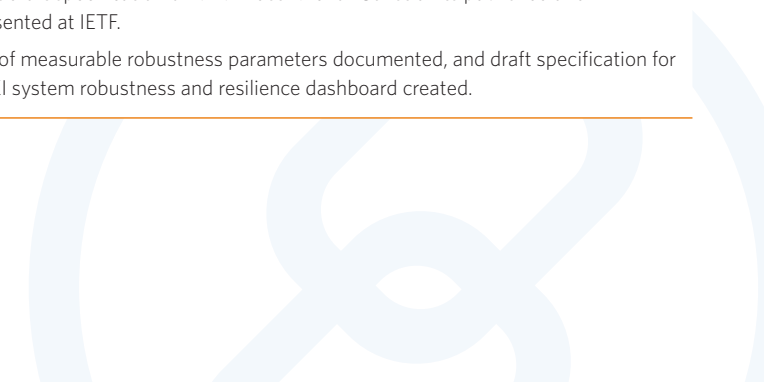
Objectives	Target Outcomes	Actual Outcome
Support APNIC's Policy Development Process by delivering: <ul style="list-style-type: none"> <li>- Two Open Policy Meetings (OPMs) (Q1/Q3)</li> <li>- Policy SIG Chair secretarial support (Ongoing)</li> <li>- Policy proposal impact analyses (Q1/Q3)</li> </ul>	OPMs held at both APNIC conferences. All accepted policy proposals published. Policy proposal impact analyses published before each OPM.	Two OPMs held at APNIC conferences. Six proposals published. Impact analyses published and presented at both OPMs.
Exchange policy-related information and coordinate with global and regional policy stakeholders (Ongoing).	Quarterly RIR Comparative Policy Matrix updated. Participation in NRO NC meetings and NIR OPMs reported.	Policy Matrix updated. Participated in 10 NRO NC meetings and TWNIC OPM..
Promote understanding of draft policies and the APNIC PDP (Ongoing). <ul style="list-style-type: none"> <li>● Publish accessible 'explainer' articles on policy proposals (Q1/Q3).</li> <li>● Highlight the PDP at NOGs and Internet governance events (Ongoing).</li> </ul>	Policy 'explainer' articles published for all proposals. Report number of technical and Internet governance events where the PDP is promoted and presented.	Policy explainers for all proposals published. PDP promoted at six events: <ul style="list-style-type: none"> <li>- Local APIGA Taiwan 2025 (Apr)</li> <li>- APIE e-Workshop on Internet governance (May)</li> <li>- APIGA 2025 (Aug)</li> <li>- SANOG 43 (Aug)</li> <li>- AusNOG 2025 (Sep)</li> <li>- APIGA 2025 (Oct)</li> </ul>
Implement a Policy Fellowship stream pilot to facilitate participation in policy development (Q3).	Policy Fellowship stream piloted at APNIC 60 with four participants. Selected policy fellows receive one-on-one mentoring from Policy SIG leaders.	Three Policy Fellows attended APNIC 60. Mentoring sessions held and will continue in 2026.





## E3 Stakeholder Cooperation

Objectives	Target Outcomes	Actual Outcome
<p>Collaborate with and contribute to key Internet organizations including the NRO, RIRs, ICANN, IETF, ISOC, ccTLDs in the region and others (Ongoing).</p>	<p>Participate in all NRO EC, NRO Coordination Groups and report on developments/contributions where relevant.</p> <hr/> <p>Report on collaborations with Internet organizations.</p> <hr/> <p>Participate at IETF Bangkok (Mar), IETF Madrid (Jul), IETF Montreal (Nov) and report on developments and contributions.</p>	<p>Participated in all NRO EC / CG meetings.</p> <hr/> <p>Presented and/or participated at Internet organizations' events including ICANN meetings, RIR meetings, APTLD 87, CIRA Technical Summit, IETF 122's ISOC Policymakers session, and the 6th ICANN APAC-TWNIC Engagement Forum.</p> <p>Participated in all Technical Community Coalition for Multistakeholderism (TCCM) coordination meetings.</p> <p>Co-organized APIGA 2025.</p> <hr/> <p>Participated in all IETF meetings, with contributions including:</p> <ul style="list-style-type: none"> <li>- Presentations on Measuring ECN and RDAP RIR Search</li> <li>- RRDP performance evaluated in conjunction with JPNIC</li> <li>- First draft of RPKI Trust Anchor Constraints published and presented</li> <li>- RDAP geofeed extension published as RFC 9877</li> <li>- George Michaelson appointed to IETF LLC Board</li> </ul>
<p>Contribute to the NRO RPKI program to provide a consistent, secure global RPKI service, including:</p> <ul style="list-style-type: none"> <li>- Agreed features and user experience (Q4)</li> <li>- Trust Anchor configuration solution (Q4)</li> <li>- Improved understanding of the robustness of the APNIC RPKI implementation (Q4)</li> </ul>	<p>All expected contributions delivered.</p>	<p>Series of joint RPKI baseline documents outlining process of creating ROAs through each RIR portal published.</p> <ul style="list-style-type: none"> <li>- They provide an overview of RPKI services and features currently offered by each RIR</li> </ul> <p>First draft specification of RPKI Trust Anchor Constraints published and presented at IETF.</p> <p>Set of measurable robustness parameters documented, and draft specification for RPKI system robustness and resilience dashboard created.</p>



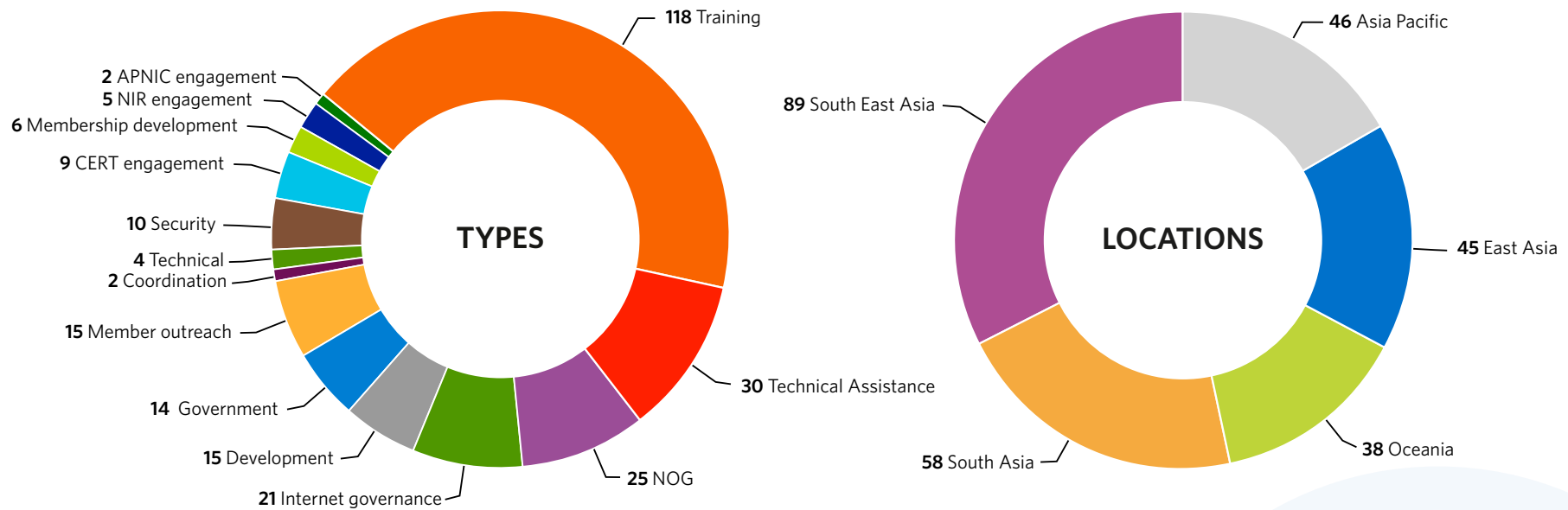


## E3 Stakeholder Cooperation – continued

<p>Monitor, participate in and contribute to developments in:</p> <ul style="list-style-type: none"> <li>- ITU-WTDC and its regional preparatory process at APT (Ongoing)</li> <li>- Global UN and intergovernmental processes affecting APNIC (Ongoing). including the WSIS+20 review (Q3)</li> <li>- Global IGF and Asia Pacific Internet governance initiatives (regional/national), and schools/academies of Internet governance (Ongoing)</li> </ul>	<p>Quarterly reports on activities related to WTDC and APT published.</p> <hr/> <p>Contributions to the WSIS+20 review and the renewal of the IGF's mandate.</p> <hr/> <p>Biannual reports on key contributions to Internet governance fora.</p>	<p>Report on APT WTDC25-3 and ITU events published (Apr). Report on APT WTDC 25-5 published (Oct). Participated in ITU WTDC-25 (Nov).</p> <hr/> <p>Cooperation SIG on WSIS+20 review held (Feb). Blog post on WSIS+20 review process published (Feb). Participated in the Technical Community Coalition for Multistakeholderism (TCCM) (Jan-Mar) to coordinate on developing arguments for the IGF, and a position on WSIS action lines. Co-organized APT Web Dialogue 'WSIS+20 Review Process' (Apr). Joint Statements with TCCM signed (Jan, Mar, Jun, Jul, Oct, Nov, Dec). Statements delivered to UN Co-Facilitators' Consultation with Stakeholders (Jun, Oct, Nov). Written input on WSIS+20 Elements Paper submitted to UN Co-Facilitators (Jul). Written input on WSIS+20 Zero Draft submitted to UN Co-Facilitators (Sep). Chair of APriIGF WSIS+20 Working Group; organized 3 APriIGF webinars on WSIS+20 (Jun, Sep, Nov). Organized WSIS+20 High Level session in APriIGF 2025. UN Co-Facilitators were invited and spoke (Oct). Blog post on WSIS+20 contributions published (Oct). Blog post on WSIS+20 statement published (Dec).</p> <hr/> <p>Participated in IGF 2025 and spoke in three sessions (Jun).</p> <hr/> <p>Blog on IGF 2025 and WSIS+20 published (Jul).</p> <hr/> <p>Spoke in APriIGF 2025 - "Internet Governance at a Crossroads: Asia-Pacific Priorities for WSIS+20 and Beyond" (Oct).</p>
<p>Encourage APNIC community participation in the process to update ICP-2 (Q4).</p>	<p>Report on community participation in the various ICP-2 consultation stages.</p>	<p>Five community consultation sessions held (one in-person, four webinars) with 157 participants.</p>



## E3 Stakeholder Cooperation – continued



Engagements are units of measurement for meaningful interactions by APNIC staff with the community through events. There are currently 14 types of engagements at APNIC.



## CAPABILITY (C)

### 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)





# Capability

All APNIC activities were delivered within the approved 2025 budget.

The review of APNIC’s investment policy statement and the financial reserve policy was completed and approved by the EC. APNIC met all of its tax obligations in Australia and completed a review of emerging international tax obligations to ensure compliance. An enhanced contract lifecycle management system was also established.

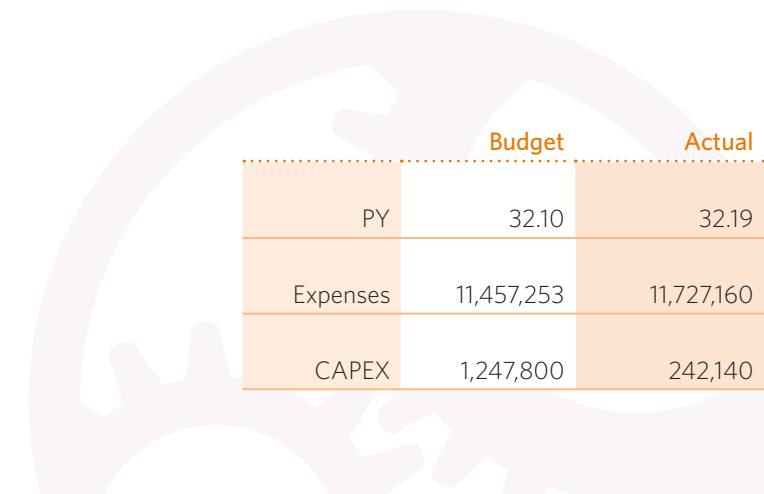
The strategic risk register was reviewed with the EC and adjusted accordingly each quarter. APNIC’s continued improvements in its information security management system (ISMS) was recognised with the achievement of ISO 27001: 2022. The certification is a higher standard than the previous ISO 27001: 2013, adding 11 new controls to the previous standard.

Employee engagement continued to exceed global benchmarks across culture, role satisfaction, inclusivity, diversity and overall engagement. All workplace health and safety compliance requirements were met.

The implementation of end-to-end in-house travel services was completed, which resulted in a reduction in travel administration costs.

Finally, the data warehouse project was completed with all information catalogued and a business intelligence front-end query capability implemented.

	Budget	Actual
PY	32.10	32.19
Expenses	11,457,253	11,727,160
CAPEX	1,247,800	242,140





# C1 Business Systems

Objectives	Target Outcomes	Actual Outcome
<p>Provide all required IT systems, security and platform support to all APNIC users (Ongoing).</p> <ul style="list-style-type: none"> <li>● Review APNIC's systems capabilities and licencing to reduce cost (Q1).</li> <li>● Upgrade security procedures consistent with ISO 27001: 2022 requirements (Q3).</li> </ul>	<p>2025-2026 systems cost reduction roadmap implemented.</p> <p>ISO 27001: 2022 ISMS certification achieved.</p>	<p>Licensing review completed and roadmap implemented.</p> <p>ISO 27001: 2022 ISMS certification achieved.</p>
<p>Complete the data warehouse project:</p> <ul style="list-style-type: none"> <li>- Implement the data catalogue (Q1)</li> <li>- Complete data classification (Q4)</li> <li>- Business intelligence implementation (Q3)</li> <li>- Improve visualizations and report automation (Ongoing)</li> </ul>	<p>All information in the Data Warehouse catalogued and classified.</p> <p>Data Warehouse self-service query capability implemented.</p> <p>Visualizations and report automation system improved.</p>	<p>Data catalogue completed.</p> <p>Power BI to Snowflake Datamart connection implemented.</p> <p>Report visualizations and improvements deployed.</p>





## C2 Finance

Objectives	Target Outcomes	Actual Outcome
Strengthen APNIC's long-term fiscal management structures, including forecasting, financial modelling, and EC oversight (Q2).	APNIC activities delivered within approved budget.	Achieved within approved budget. Draft long range financial targets established.
Meet APNIC's ongoing statutory financial obligations (Ongoing).	Successful audit of APNIC's annual financial accounts achieved.	Successful audit achieved.
Complete risk-based review of international tax obligations (Q2); prioritization and implementation of review recommendations (Q4).	Compliance with Australian and identified international tax obligations maintained.	All Australian tax obligations met. Review of international tax obligations complete and implementation timeframe established.
Review of APNIC's investment and capital reserve management (Q2) and active performance monitoring (Ongoing).	Review of the Investment Policy Statement completed, including risk appetite and agreed success measures.	Review completed. Revised policy approved by EC and implemented.
	Reserve policy reviewed, including targets, measurement and reporting.	Completed as part of Investment Policy Review. Ongoing performance monitoring in place with reporting to EC.





# C3 Employee Experience

## Objectives

Deliver an engaging employee experience, by nurturing a respectful, diverse and inclusive culture; remunerating staff fairly; and developing skills (Ongoing).

- Establish diversity, equity and inclusion policies and gender pay equity metrics in line with Workplace Gender Equality Agency (WGEA) guidelines (Q3).

## Target Outcomes

Glint global benchmarks for Employee Engagement (75%) are met, including:

- Rewards (63%).
- Culture (73%).
- Satisfaction with Role (78%)

Glint global benchmarks are exceeded for:

- Inclusiveness (77%+).
- Diversity (74%+).

Employee turnover remains within or below the Human Capital Index global benchmark of 5-15%.

WGEA metrics established.

## Actual Outcome

Global benchmarks exceeded:

- Engagement (78%)
- Rewards (73%)
- Culture (77%)
- Role (82%)

Global benchmarks exceeded:

- Inclusiveness (78%)
- Diversity (78%)

Employee turnover 18.95% due to organizational realignment.

Diversity and Inclusion Policy launched, and representative appointed.

Provide cost-effective business support services to help enable a productive workforce (Ongoing).

End-to-end in-house travel services are fully implemented, and travel management costs are reduced.

Completed and travel booking/management costs reduced.

Meet all statutory Workplace Health and Safety (WHS) requirements (Ongoing).

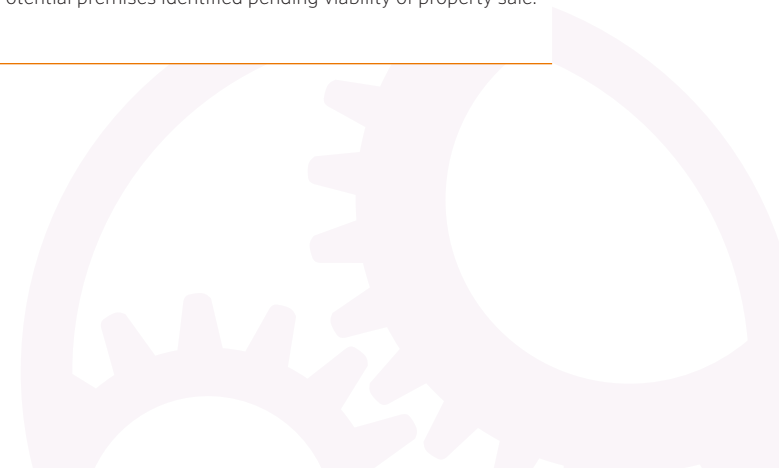
WHS regulatory compliance requirements are met.

Compliance requirements met.

Assess the viability of APNIC's existing office premises in line with the organization's long-term requirements (Q3).

Future office plan (that reduces facilities maintenance costs) is agreed and implemented.

Potential premises identified pending viability of property sale.





# C4 Governance

Objectives	Target Outcomes	Actual Outcome
Meet APNIC's contractual, regulatory, risk, and legal compliance obligations (Ongoing).	Quarterly reviews of the Strategic Risk Register with the APNIC EC completed.	Completed.
Develop and implement an updated privacy compliance program (Q4).	Enhanced contract lifecycle management system established.	Completed.
Establish enhanced quality audit program to replace the ISO 9001 process (Q2).	Revised Privacy Statement published.	Revised Privacy Statement to be published in Q1 2026.
	Enhanced quality audit program implemented.	Internal Audit Workplan approved by EC.
Publish timely and accurate plans and reports to the community including:	All required reports and plans published.	All reports and plans published.
<ul style="list-style-type: none"> <li>- 2024 Annual Report (Q1)</li> <li>- 2026 Activity Plan and Budget (Q4)</li> <li>- AGM and AMM reporting (Q1 and Q3)</li> <li>- EC Minutes (Ongoing)</li> </ul>	EC Minutes published within two months of each EC meeting.	Completed.





## 2025 FINANCIAL REPORT BY ACTIVITY

Activity	PY			OPEX			CAPEX		
	Budget 2025	Actual 2025	Variance %	Budget (AUD) 2025	Actual (AUD) 2025	Variance %	Budget (AUD) 2025	Actual (AUD) 2025	Variance %
Registry Services	7.12	5.73	-20%	1,123,087	1,052,752	-6%			
Registry Technology	8.22	8.02	-2%	1,841,149	1,699,842	-8%			
Member Service	8.27	8.24	0%	1,563,109	1,426,692	-9%			
Product Development	20.56	18.64	-9%	4,497,236	4,276,697	-5%			
Technical Infrastructure	11.60	10.95	-6%	3,873,205	3,679,025	-5%	120,000	85,795	-29%
<b>Registry - Total</b>	<b>55.77</b>	<b>51.58</b>	<b>-8%</b>	<b>12,897,786</b>	<b>12,135,009</b>	<b>-6%</b>	<b>120,000</b>	<b>85,795</b>	<b>-29%</b>
Infrastructure Development	1.29	0.34	-74%	970,614	854,946	-12%			
APNIC Academy	17.67	14.91	-16%	4,095,312	3,751,060	-8%	20,000		-100%
Technical and Security	1.96	0.95	-52%	468,628	501,295	7%			
Community Support									
<b>Development - Total</b>	<b>20.92</b>	<b>16.20</b>	<b>-23%</b>	<b>5,534,554</b>	<b>5,107,301</b>	<b>-8%</b>	<b>20,000</b>		<b>-100%</b>
Community Engagement	8.30	8.04	-3%	4,007,031	3,795,408	-5%	125,000	58,972	-53%
Policy Development	0.70	0.50	-29%	193,355	139,209	-28%			
Stakeholder Cooperation	1.80	1.16	-35%	1,329,649	1,217,135	-8%			
<b>Engagement - Total</b>	<b>10.80</b>	<b>9.71</b>	<b>-10%</b>	<b>5,530,035</b>	<b>5,151,752</b>	<b>-7%</b>	<b>125,000</b>	<b>58,972</b>	<b>-53%</b>
Business Systems	7.38	7.23	-2%	3,115,366	2,952,889	-5%	247,800	240,069	-3%
Finance	8.75	8.56	-2%	2,252,711	2,373,752	5%			
Employee Experience	10.56	10.27	-3%	3,256,405	3,274,820	1%	1,000,000	2,071	-100%
Governance	5.41	6.14	13%	2,832,770	3,125,699	10%			
<b>Capability - Total</b>	<b>32.10</b>	<b>32.19</b>	<b>0%</b>	<b>11,457,252</b>	<b>11,727,160</b>	<b>2%</b>	<b>1,247,800</b>	<b>242,140</b>	<b>-81%</b>
<b>Total</b>	<b>119.59</b>	<b>109.68</b>	<b>-8%</b>	<b>35,419,627</b>	<b>34,121,223</b>	<b>-4%</b>	<b>1,512,800</b>	<b>386,907</b>	<b>-74%</b>

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



## STATEMENT OF FINANCIAL POSITION

For a better understanding of APNIC Pty Ltd's financial position and performance, as represented by the results of its operations for the financial year ended 31 December 2025, the statement of financial position, and statement of income, should be read in conjunction with the annual statutory financial report and the audit report contained therein.

	2025 (AUD)	2024 (AUD)	% change
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	7,350,665	6,152,472	19%
Trade and other receivables	5,147,246	5,924,139	-13%
Other current assets	1,512,858	1,564,288	-3%
<b>Total current assets</b>	<b>14,010,769</b>	<b>13,640,899</b>	<b>3%</b>
<b>Non-current assets</b>			
Financial assets	39,264,557	37,703,317	4%
Property, plant and equipment	10,931,257	11,152,743	-2%
<b>Total non-current assets</b>	<b>50,195,814</b>	<b>48,856,060</b>	<b>3%</b>
<b>Total assets</b>	<b>64,206,583</b>	<b>62,496,959</b>	<b>3%</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	2,301,125	2,273,056	1%
Employee benefit liabilities	2,931,351	3,258,812	-10%
Contract liabilities	14,619,589	13,459,627	9%
<b>Total current liabilities</b>	<b>19,852,065</b>	<b>18,991,495</b>	<b>5%</b>
<b>Non-current liabilities</b>			
Employee benefit liabilities	510,909	499,085	2%
Net deferred tax liabilities	1,741,485	2,324,429	-25%
<b>Total non-current liabilities</b>	<b>2,252,393</b>	<b>2,823,514</b>	<b>-23%</b>
<b>Total liabilities</b>	<b>22,104,458</b>	<b>21,815,009</b>	<b>1%</b>
<b>Net assets</b>	<b>42,102,124</b>	<b>40,681,950</b>	<b>3%</b>
<b>Equity</b>			
Contributed equity	1	1	0%
Asset revaluation reserve	3,569,075	3,569,075	0%
Retained earnings	38,533,048	37,112,874	4%
<b>Total equity</b>	<b>42,102,124</b>	<b>40,681,950</b>	<b>3%</b>



## STATEMENT OF PROFIT OR LOSS

	2025 (AUD)	2024 (AUD)	% change
<b>Revenue</b>			
Membership fees	28,186,268	26,830,097	5%
Non-member fees	341,832	350,049	-2%
Reactivation fees	36,900	24,200	52%
Sign-Up fees	258,750	243,000	6%
Transfer fees	232,234	276,590	-16%
APNIC Foundation funded projects receipts	3,706,691	3,969,214	-7%
Sundry income	396,219	553,205	-28%
Foreign exchange gain/ (loss)	(38,251)	51,875	-174%
<b>Operating revenue</b>	<b>33,120,643</b>	<b>32,298,230</b>	<b>3%</b>
Investment income	1,087,605	1,342,685	-19%
<b>Total revenue</b>	<b>34,208,249</b>	<b>33,640,916</b>	<b>2%</b>
<b>Expenses</b>			
APNIC Foundation funded project expenses	3,706,691	3,949,047	-6%
Communication expenses	677,273	712,261	-5%
Contribution to ICANN	263,155	243,581	8%
Depreciation expense	565,163	572,672	-1%
Meeting and training expenses	554,826	675,752	-18%
Office operating expenses	478,025	379,281	26%
Professional fees	1,674,069	1,410,617	19%
Salaries and personnel expenses	20,706,616	19,864,813	4%
Software application expenses	2,238,854	2,207,089	1%
Sponsorship and publicity expenses	646,159	543,397	19%
Travel expenses	1,645,330	1,516,644	8%
Other operating expenses	965,063	1,169,033	-17%
<b>Total expenses</b>	<b>34,121,223</b>	<b>33,244,186</b>	<b>3%</b>
<b>Operating surplus</b>			
<b>Surplus / (Deficit) before tax and fair value gain on financial assets</b>	<b>87,025</b>	<b>396,730</b>	<b>78%</b>
Fair value gain on financial assets at fair value through profit or loss	750,205	1,124,260	-33%
<b>Surplus/ (Deficit) before income tax</b>	<b>837,230</b>	<b>1,520,990</b>	<b>-45%</b>
Income tax benefit / (expense)	582,944	(1,143,293)	-151%
<b>Surplus/ (Deficit) for the year</b>	<b>1,420,174</b>	<b>377,698</b>	<b>276%</b>



## CASH FLOW STATEMENT

	2025 (AUD)	2024 (AUD)	% change
<b>Cash flows from operating activities</b>			
Receipts from customers	35,120,429	31,687,997	11%
Payments to suppliers and employees	(33,919,727)	(32,903,742)	3%
Interest received	269,189	300,209	-10%
<b>Net cash flows from/ (used in) operating activities</b>	<b>1,469,891</b>	<b>(915,536)</b>	<b>-261%</b>
<b>Cash flows from investing activities</b>			
Proceeds from sale of property, plant and equipment	365	1,871	-80%
Purchase of property, plant and equipment	(386,907)	(452,605)	-15%
Investment distribution income	925,879	1,245,035	-26%
Purchase of financial assets	(811,035)	(1,024,509)	-21%
<b>Net cash flows used in investing activities</b>	<b>(271,698)</b>	<b>(230,208)</b>	<b>18%</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>1,198,193</b>	<b>(1,145,744)</b>	<b>-205%</b>
Cash and cash equivalents at the beginning of the year	6,152,472	7,298,216	-16%
<b>Cash and cash equivalents at the end of year</b>	<b>7,350,665</b>	<b>6,152,472</b>	<b>19%</b>



## 2025 Conference and Training Sponsors

APNIC acknowledges and thanks the following organizations for their generous support for APNIC conferences and training events.

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## **Attachment: Annual Financial Report (in AUD) December 2025**

### **Agenda Item 11**

20 pages



**Annual Financial Report (in AUD) December 2025**

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## 1 Executive Summary

APNIC's operating surplus for the year ended December 2025 was \$87,025. APNIC holds net assets of \$42,102,125 which was an increase of 3% year on year.

APNIC's net surplus for the year ended December 2025 was \$1,420,174 including revaluation of the investment portfolio and income tax expenses.

Operating Revenue (2025 YTD)	Operating Expenses (2025 YTD)	Operating Surplus (2025 YTD)	Foundation Project (2025 YTD)
<b>\$34,208,249</b>	<b>\$34,121,223</b>	<b>\$87,025</b>	<b>\$3,706,691</b>
\$34,273,074	\$35,419,626	(\$1,146,552)	\$3,896,060
-0.2% ▼	-3.7% ▼	107.6% ▲	-4.9% ▼
YTD Actual vs YTD Budget	YTD Actual vs YTD Budget	YTD Actual vs YTD Budget	YTD Actual vs YTD Budget
Total Assets (Dec 2025)	Financial Investments (Dec 2025)	Total Liabilities (Dec 2025)	Total Equity (Dec 2025)
<b>\$64,206,583</b>	<b>\$39,264,557</b>	<b>\$22,104,458</b>	<b>\$42,102,125</b>
\$62,496,960	\$37,703,317	\$21,815,009	\$40,681,951
2.7% ▲	4.1% ▲	1.3% ▲	3.5% ▲
YTD Actual vs LY Actual	YTD Actual vs LY Actual	YTD Actual vs LY Actual	YTD Actual vs LY Actual

**Table 1: Highlights**

Financial Performance for the year ended 31 December 2025:

- Membership revenue of \$29.1M was 1.3% higher than budget
- Operating revenue (excluding Foundation projects) of \$30.5M was 0.5% higher than budget
- Operating expenses (excluding Foundation projects) of \$30.4M were 3.5% lower than budget
- Foundation project expenses of \$3.7M were 4.9% lower than budget
- Investment fair value gain of \$0.8M was not budgeted

Financial Position as of 31 December 2025:

- Cash and current assets of \$14.0M were 2.7% higher than last year
- Financial investment of \$39.3M was 4.1% higher than last year
- Total net assets of \$42.1M were 3.5% higher than last year

## 2 Statement of Financial Position

The Statement of Financial Position compares APNIC's assets, liabilities, and equity at the end of December 2025 against the 2024 year-end balances.

Amount (AUD)	As at Dec-25	As at Dec-24	Change \$	Change %
<b>CURRENT ASSETS</b>				
Cash/ Term deposits	10,011,486	8,823,522	1,187,964	13%
Receivables	2,477,274	3,241,714	(764,440)	-24%
Others	1,522,010	1,575,664	(53,654)	-3%
<b>TOTAL CURRENT ASSETS</b>	<b>14,010,769</b>	<b>13,640,900</b>	<b>369,869</b>	<b>3%</b>
<b>NON-CURRENT ASSETS</b>				
Financial assets	39,264,557	37,703,317	1,561,240	4%
Property, plant and equipment	10,931,257	11,152,743	(221,486)	-2%
<b>TOTAL NON-CURRENT ASSETS</b>	<b>50,195,814</b>	<b>48,856,060</b>	<b>1,339,754</b>	<b>3%</b>
<b>TOTAL ASSETS</b>	<b>64,206,583</b>	<b>62,496,960</b>	<b>1,709,623</b>	<b>3%</b>
<b>CURRENT LIABILITIES</b>				
Payables	2,301,125	2,273,056	28,068	1%
Current provisions	2,931,351	3,258,813	(327,461)	-10%
Unearned revenue	14,619,589	13,459,626	1,159,963	9%
<b>TOTAL CURRENT LIABILITIES</b>	<b>19,852,065</b>	<b>18,991,495</b>	<b>860,569</b>	<b>5%</b>
<b>NON-CURRENT LIABILITIES</b>				
Non-current provisions	510,909	499,085	11,824	2%
Net deferred tax liabilities	1,741,485	2,324,429	(582,944)	-25%
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,252,393</b>	<b>2,823,513</b>	<b>(571,120)</b>	<b>-20%</b>
<b>TOTAL LIABILITIES</b>	<b>22,104,458</b>	<b>21,815,009</b>	<b>289,449</b>	<b>1%</b>
<b>NET ASSETS</b>	<b>42,102,125</b>	<b>40,681,951</b>	<b>1,420,174</b>	<b>3%</b>
<b>EQUITY</b>				
Share capital	1	1	0	0%
Reserves	3,569,075	3,569,075	0	0%
Retained earnings	37,112,875	36,735,176	377,699	1%
Net Surplus/ (Deficit)	1,420,174	377,699	1,042,475	276%
<b>TOTAL EQUITY</b>	<b>42,102,125</b>	<b>40,681,951</b>	<b>1,420,174</b>	<b>3%</b>

Table 2: Statement of Financial Position

Equity has increased by 3.5% or \$1,420,174 since December 2024. Key drivers are shown in Figure 1 below:



**Figure 1: Changes in Equity**

### 3 Statement of Income

The Statement of Income compares APNIC's full year 2025 revenue and expenditure against budget and 2024 result.

Amount (AUD)	2025 Actual	2024 Actual	Change (%)	2025 Budget	Variance (%)
Membership fees	28,186,268	26,830,097	5%	27,858,259	1%
Non-Member fees	341,832	350,049	-2%	339,021	1%
Reactivation fees	36,900	24,200	52%	20,000	84%
Sign-Up fees	258,750	243,000	6%	249,000	4%
Transfer fees	232,234	276,590	-16%	218,500	6%
Sundry income	357,968	605,081	-41%	604,152	-41%
Foundation receipts	3,706,691	3,969,214	-7%	3,914,142	-5%
<b>Operating Revenue</b>	<b>33,120,643</b>	<b>32,298,231</b>	<b>3%</b>	<b>33,203,074</b>	<b>-0%</b>
Investment income	1,087,605	1,342,685	-19%	1,070,000	2%
<b>TOTAL REVENUE</b>	<b>34,208,249</b>	<b>33,640,916</b>	<b>2%</b>	<b>34,273,074</b>	<b>-0%</b>
APNIC Foundation funded project expenses	3,706,691	3,949,047	-6%	3,896,060	-5%
Bank service fees	305,636	300,921	2%	354,800	-14%
Communication expenses	677,273	712,261	-5%	733,600	-8%
Depreciation expenses	565,163	572,672	-1%	699,461	-19%
Doubtful debt expenses	(49,695)	28,921	-272%	20,000	-348%
ICANN contract fees	263,155	243,581	8%	256,048	3%
Insurance expenses	219,130	221,899	-1%	243,616	-10%
Meeting & training expenses	554,826	675,752	-18%	858,330	-35%
Membership fees expenses	70,884	85,427	-17%	100,810	-30%
Office operating expenses	478,025	379,281	26%	458,582	4%
Professional fees	1,674,069	1,410,617	19%	1,259,020	33%
Recruitment expenses	220,402	324,926	-32%	165,000	34%
Salaries & personnel expenses	20,706,616	19,864,813	4%	20,873,447	-1%
Software application expenses	2,238,854	2,207,089	1%	2,568,971	-13%
Sponsorship & publicity expenses	646,159	543,397	19%	672,609	-4%
Staff training expenses	198,707	206,939	-4%	217,064	-8%
Travel expenses	1,645,330	1,516,644	8%	2,042,208	-19%
<b>TOTAL EXPENSES</b>	<b>34,121,223</b>	<b>33,244,185</b>	<b>3%</b>	<b>35,419,626</b>	<b>-4%</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>87,025</b>	<b>396,732</b>	<b>-78%</b>	<b>(1,146,552)</b>	<b>108%</b>
Revaluation of Financial Assets	750,205	1,124,260	-33%	0	0%
<b>SURPLUS / (DEFICIT) BEFORE TAX</b>	<b>837,230</b>	<b>1,520,992</b>	<b>-45%</b>	<b>(1,146,552)</b>	<b>173%</b>
Income Tax (expense) / benefit	582,944	(1,143,293)	151%	0	0%
<b>NET SURPLUS / (DEFICIT) FOR THE YEAR</b>	<b>1,420,174</b>	<b>377,699</b>	<b>276%</b>	<b>(1,146,552)</b>	<b>224%</b>

Table 3: Statement of Income

Figure 2 below shows the key drivers to the variance between budget and full year operating result.

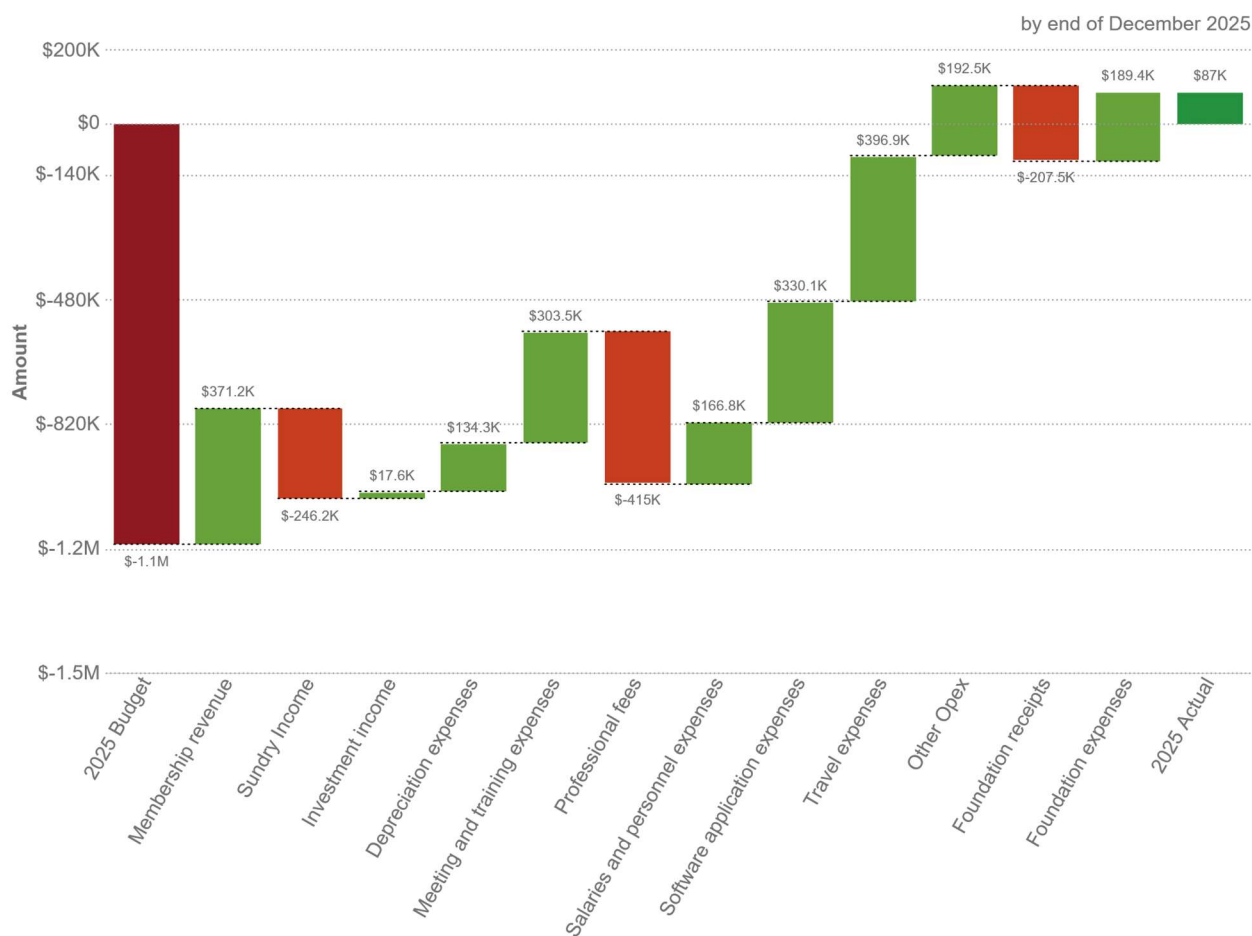


Figure 2: Budget vs Forecast

At the end of 2025, APNIC has delivered an operating surplus of \$87,025 and a net surplus after fair value gain on financial assets and income tax expenses of \$1,420,174.

**Revenue:** Revenue (excluding Foundation projects) for the full year was \$142,626 above budget. Key revenue balances and major variances include:

- **Membership revenue:** Membership Revenue was \$371,204 above budget for the full year due to higher member, transfer and reactivation fees due to a large IPv6 allocation that was completed after the 2025 budget was finalised and minor fluctuations resulting from the phase in of the new fee schedule.
- **Investment Income:** Interest and portfolio investment income was \$17,605 above budget for the full year due to higher interest income, offset by lower investment income from the transition.
- **Sundry Income:** Sundry income was \$246,184 below budget for the full year due to reduction in partner training program income and lower than budgeted conference sponsorship.

**Expenses:** Operating expenses (excluding Foundation projects) for the full year was \$1,109,034 below budget. Key expense balances and major variances include:

- **Depreciation expenses:** Full year expenses were under budget by \$134,299 due to deferral of building improvement works to 2026 and timing difference of equipment purchases as compared to budget.

- **Meeting & training expenses:** Full year expenses were under budget by \$303,504 due to savings from APRICOT and APNIC conference venue and event costs and reduction in partner training expenses, offset by reduction in partner training program income.
- **Professional fees:** Full year expenses were above budget by \$415,049 due to additional international tax review and unbudgeted regional office feasibility study. Reallocation of personnel budget to cover realignment costs and consultancy.
- **Salaries & personnel expenses:** Full year expenses were under budget by \$166,831 due to \$188,514 reallocation of personnel budget to cover realignment costs in professional fees. Outcomes of APNIC's realignment process were delivered within the approved personnel expenses budget.
- **Software application expenses:** Full year expenses were under budget by \$330,117 due to savings from applications contract negotiation outcomes, applications deployment and license rationalisation.
- **Travel expenses:** Full year expenses were under budget by \$396,878 due to savings on travel management fees from insourced travel services, ISOS membership renewal and lower travel spend with reduced travellers.
- **Revaluation of financial assets:** The fair value of the investment portfolio has increased by \$750,205. No investment deposits or withdrawals were made during the year. This report should be read in conjunction with the December 2025 LGT Crestone's Investment Portfolio Statements. APNIC does not budget for investment valuation changes due to market volatility. Therefore, the appreciation in market value of the portfolio impacts the actual net deficit vs. budget.

**Foundation receipts and expenses:** Full year Foundation project receipts and expenses were under budget by \$207,451 and \$189,369 respectively. The variance represents combined reductions in:

- APNIC Foundation funded project spend; and
- Budgeted partner training program surplus due to anticipated training arrangements that have not materialised.

Further details are provided in Section 8 – Foundation Funded Activities.

## 4 Capital Expenditure

The table below provides an overview of current capital expenditure as of December 2025.

Amount (AUD)	2025 Actual	2024 Actual	Change (%)	2025 Budget	Variance (%)
Equipment & Software	384,836	448,055	-14%	447,800	-14%
Office Furniture & Fittings	2,071	961	116%	1,065,000	-100%
<b>Total - Capital Expenditure</b>	<b>386,907</b>	<b>449,016</b>	<b>-14%</b>	<b>1,512,800</b>	<b>-74%</b>

**Table 4: Capital Expenditure**

- Full year spending on equipment and software includes cyclical renewal of laptops, server and network device purchases.
- Full year spending was \$1,125,893 below budget due to the deferral of building improvements and lower than budgeted spend on lab servers.

## 5 Activity Summary

### 5.1 Expenses

Expenses (AUD)	2025 Actual	2025 Budget	Variance (%)
Registry Services	1,052,752	1,123,087	-6%
Registry Technology	1,699,842	1,841,149	-8%
Member Service	1,426,692	1,563,109	-9%
Product Development	4,276,697	4,497,236	-5%
Technical Infrastructure	3,679,025	3,873,205	-5%
<b>Total - Registry</b>	<b>12,135,009</b>	<b>12,897,785</b>	<b>-6%</b>
Infrastructure Development	854,946	970,614	-12%
APNIC Academy	3,751,060	4,095,312	-8%
Technical and Security Community Support	501,295	468,628	7%
<b>Total - Development</b>	<b>5,107,301</b>	<b>5,534,554</b>	<b>-8%</b>
Community Engagement	3,795,408	4,007,031	-5%
Policy Development	139,209	193,355	-28%
Stakeholder Cooperation	1,217,135	1,329,649	-8%
<b>Total - Engagement</b>	<b>5,151,753</b>	<b>5,530,035</b>	<b>-7%</b>
Business Systems	2,952,889	3,115,366	-5%
Finance	2,373,753	2,252,711	5%
Employee Experience	3,274,820	3,256,405	1%
Governance	3,125,699	2,832,770	10%
<b>Total - Capability</b>	<b>11,727,160</b>	<b>11,457,253</b>	<b>2%</b>
<b>Total - Expenses</b>	<b>34,121,223</b>	<b>35,419,626</b>	<b>-4%</b>

**Table 5: Expenses by Pillars and Workstreams**

This summary includes expenses grouped into pillars and workstreams as outlined in the 2025 Activity Plan.

- Registry Pillar expenses for the year were \$762,776 below budget.
  - Savings of \$241,241 on salaries and personnel expenses as a result of realignment.
  - Savings of \$261,050 on travel costs with reduced travellers.
  - Savings of \$158,705 on application licenses due to deployment deferral, applications and license rationalisation, and \$59,856 on communication costs due to consolidating server locations.
- Development Pillar expenses for the year were \$427,253 below budget.
  - Savings of \$247,314 on salaries and personnel expenses as a result of realignment.
  - Reduction of \$165,833 in foundation funded projects and partner training expenses.
- Engagement Pillar expenses for the year were \$378,282 below budget.
  - Savings of \$265,261 on APRICOT and APNIC conference expenses
  - Savings of \$92,220 on NRO's shared of expenses.
- Capability Pillar expenses for the year were \$269,908 above budget.

- Additional cost of \$361,835 on salaries and personnel expenses due to hiring of essential positions and increased costs of some positions as compared to budget.
- Additional \$393,062 of professional fees due to higher than budgeted consultancy on international tax, unbudgeted regional office feasibility study and consultancy support on realignment funded by salaries budget reallocation
- Offset by net savings of \$500,467 from other expense variances from application, bank service fees, depreciation, insurance, and travel lines.

Full year budget and actual expenditure by Pillars is shown below in Figure 3. The percentages compare full year actual expenditure against full year budget expenditure.

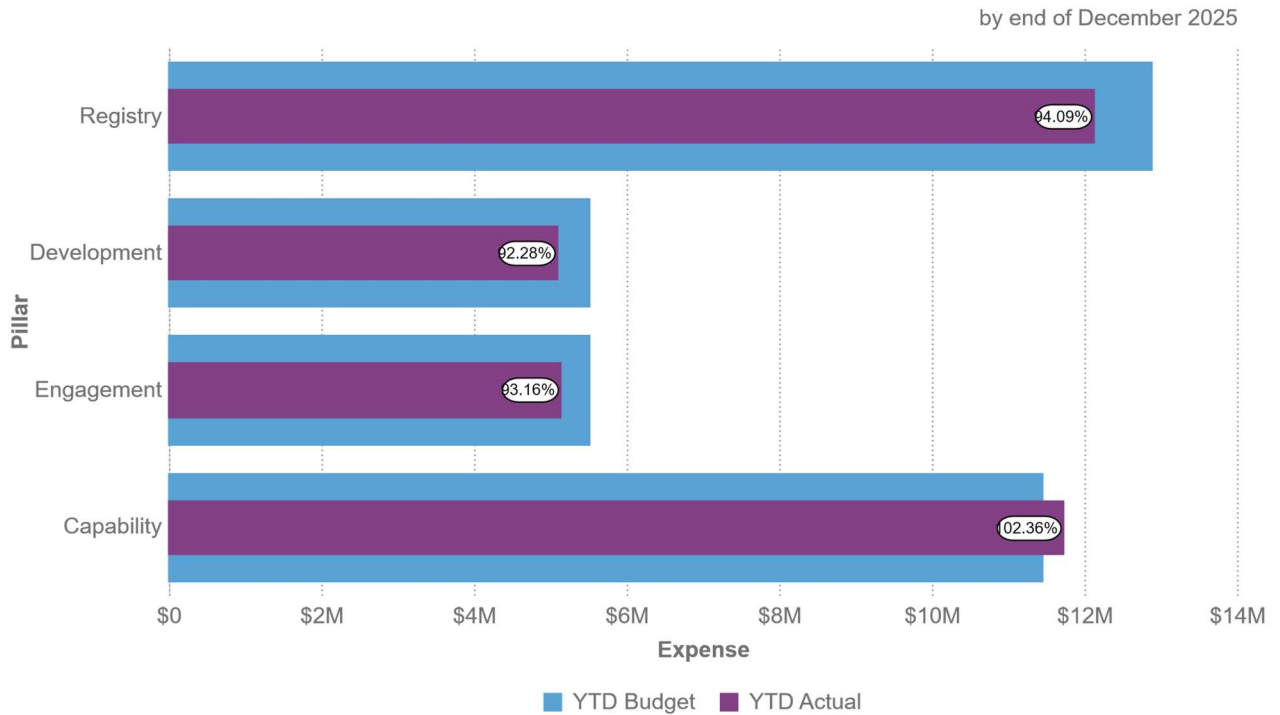


Figure 3: YTD Budget and Actual Operating Expenditure by Pillars

## 5.2 Capital Expenditure

Capex (AUD)	2025 Actual	2025 Budget	Variance (%)
Technical Infrastructure	85,795	120,000	-28%
<b>Total - Registry</b>	<b>85,795</b>	<b>120,000</b>	<b>-28%</b>
APNIC Academy	0	20,000	-100%
<b>Total - Development</b>	<b>0</b>	<b>20,000</b>	<b>-100%</b>
Community Engagement	58,972	125,000	-53%
<b>Total - Engagement</b>	<b>58,972</b>	<b>125,000</b>	<b>-53%</b>
Business Systems	240,069	247,800	-3%
Employee Experience	2,071	1,000,000	-100%
<b>Total - Capability</b>	<b>242,140</b>	<b>1,247,800</b>	<b>-81%</b>
<b>Total - Capital Expenses</b>	<b>386,907</b>	<b>1,512,800</b>	<b>-74%</b>

Table 6: Capital Expenditure by Pillars and Workstreams

Full year budget and actual capital expenditure by Pillars is shown below in Figure 4. The percentage compares full year actual on full year budget capital expenditure.

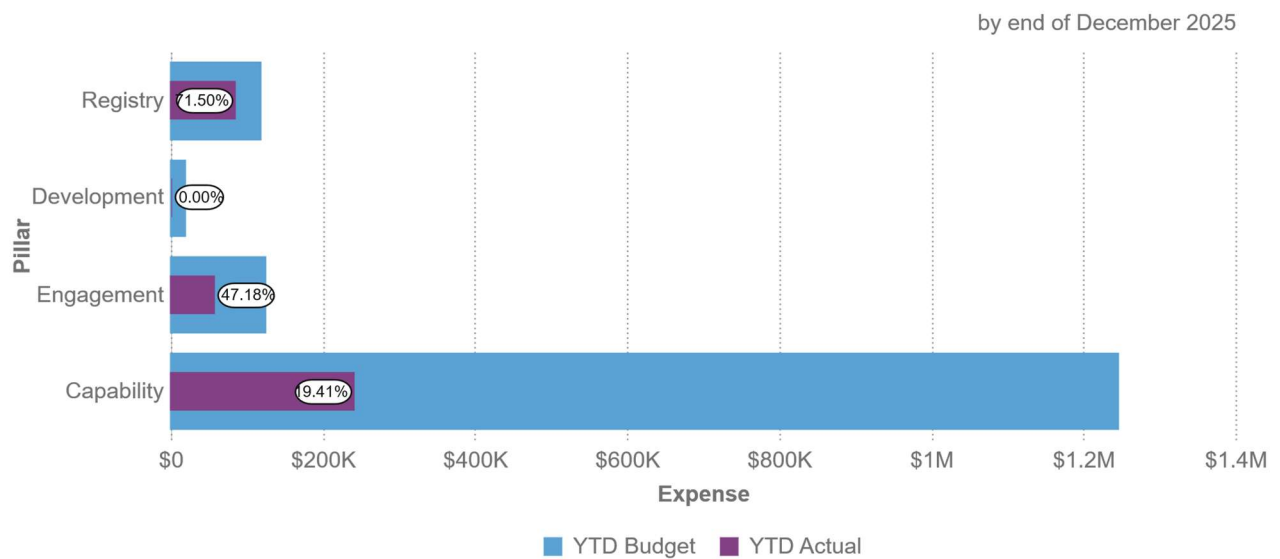


Figure 4: YTD Budget and Actual Capital Expenditure by Pillars

## 6 APNIC Reserve

### 6.1 Cash Flow Statement

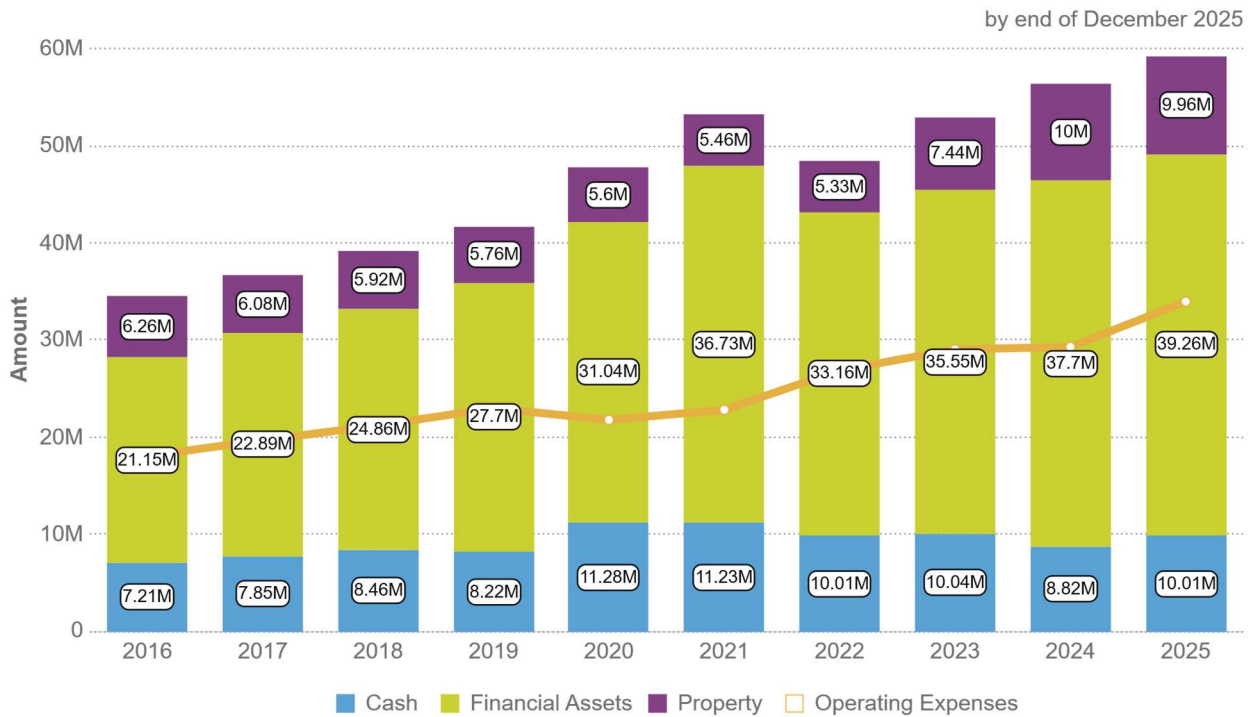
This report shows the cash flow status as at the end of December 2025.

Amount (AUD)	2025 YTD
<b>Cash and cash equivalents at beginning of period</b>	<b>8,823,522</b>
<b>YTD Net Surplus</b>	<b>1,420,174</b>
Receivables	657,894
Payables	(554,876)
Employee entitlement provisions	(315,638)
Other current assets	160,201
Other current liabilities	1,159,963
<b>Net cash flows (used in)/ from operating activities</b>	<b>2,527,717</b>
Financial assets	(1,561,240)
Property, plant and equipment	221,486
<b>Net cash flows used in Investing activities</b>	<b>(1,339,754)</b>
<b>Net change in cash and cash equivalents</b>	<b>1,187,964</b>
<b>Cash and cash equivalents at end of period</b>	<b>10,011,486</b>

**Table 7: Cash Flow Statement**

- \$657,894 reduction in receivables was due to reduced intercompany receivables balance.
- \$554,876 reduction in payable was due to reduction in net deferred tax liabilities.
- \$315,638 reduction in employee entitlement provisions was due to reduction in leave provision.
- \$1,159,963 increase in other current liabilities was due to increase in unearned revenue.
- \$1,561,240 increase in financial assets was due to increase in the value of investment portfolio.

## 6.2 Capital Reserve



**Figure 5: APNIC Reserves**

The Reserve is diversified between cash reserves, investment portfolio, and APNIC property (i.e. APNIC office). At the end of December 2025, APNIC maintained \$10,011,486 in cash reserves, \$39,264,557 has been invested in the investment portfolio and \$9,964,953 has been invested in APNIC property.

Figure 5 above tracks the value and the allocation of these assets over time against the operating expenses each year for comparison. The movement in the reserves between December 2024 and December 2025 was due to increase in cash reserves and investment portfolio.

### 6.3 APNIC’s Equity and Reserves

By comparing the Total Equity (including retained earnings and unrealised gains / losses on the investment portfolio and APNIC property), and the monthly operating expenses (excluding APNIC Foundation project expenses), the number of month’s coverage of operational expenses is set out below:

	Actual 2025	Budget 2025	Actual 2024	Actual 2023	Actual 2022	Actual 2021
Total Equity (AUD)	42,102,125	39,535,398	40,681,951	38,380,241	35,585,302	38,845,560
% Equity Covered By Cash/ Cash Equivalentents	117%	118%	114%	119%	121%	123%
Monthly Operating Expenses (AUD)	2,534,544	2,626,964	2,441,261	2,406,281	2,239,789	2,125,305
<b>Number of Months of expenses covered by Equity</b>	<b>16.61</b>	<b>15.05</b>	<b>16.66</b>	<b>15.95</b>	<b>15.89</b>	<b>18.28</b>

**Table 8: Equity and Reserves**

## 7 Membership

### 7.1 Membership Summary

Member Count	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Extra Large	22	23	24	24	26	26	27	27	27	28
Very Large	43	41	44	46	48	49	49	47	47	46
Large	138	138	143	143	143	151	158	177	154	151
Medium	449	473	483	493	521	548	571	609	612	622
Small	2,643	2,971	3,376	3,601	3,685	3,733	3,767	3,831	3,796	3,832
Very Small	2,590	2,769	2,967	3,334	3,778	4,126	4,388	4,802	4,892	5,045
Associate	109	132	125	135	140	135	308	451	642	606
<b>Total</b>	<b>5,994</b>	<b>6,547</b>	<b>7,162</b>	<b>7,776</b>	<b>8,341</b>	<b>8,768</b>	<b>9,268</b>	<b>9,944</b>	<b>10,170</b>	<b>10,330</b>
New & Reactivation Adjust	1,048	849	825	838	833	770	841	1,092	671	632
Close	(322)	(296)	(210)	(224)	(268)	(343)	(341)	(416)	(445)	(472)
<b>Net Growth</b>	<b>726</b>	<b>553</b>	<b>615</b>	<b>614</b>	<b>565</b>	<b>427</b>	<b>500</b>	<b>676</b>	<b>226</b>	<b>160</b>
<b>Average Monthly Gain</b>	<b>60</b>	<b>46</b>	<b>51</b>	<b>51</b>	<b>47</b>	<b>36</b>	<b>42</b>	<b>56</b>	<b>19</b>	<b>13</b>
<b>Growth %</b>	<b>13.78%</b>	<b>9.23%</b>	<b>9.39%</b>	<b>8.57%</b>	<b>7.27%</b>	<b>5.12%</b>	<b>5.70%</b>	<b>7.29%</b>	<b>2.27%</b>	<b>1.57%</b>

**Table 9: Net Membership Growth YTD**

Net membership growth (new & re-activated members less closures) was 1.57% for the year vs 2.27% in 2024.

### 7.2 Membership by Category

Membership	Total Dec-24	YTD New Dec-25	Reactivation / Adjustment	YTD Closed Dec-25	YTD Size Change Dec-25	Total Dec-25	% Total
Extra Large	27	0	0	0	1	28	0%
Very Large	47	0	1	(1)	(1)	46	0%
Large	154	0	0	0	(3)	151	1%
Medium	612	0	0	(17)	27	622	6%
Small	3,796	144	2	(152)	42	3,832	37%
Very Small	4,892	418	6	(219)	(52)	5,045	49%
Associate	642	59	2	(83)	(14)	606	6%
<b>TOTAL</b>	<b>10,170</b>	<b>621</b>	<b>11</b>	<b>(472)</b>	<b>0</b>	<b>10,330</b>	<b>100%</b>

**Table 10: Membership by Category**

There were 144 new and reactivated members and 117 closed members in quarter 4 of 2025. Overall net membership growth for the quarter was 27.

Year-to-date, there have been:

- 621 new members vs. 696 budgeted new members.
- 472 closures vs. 492 budgeted account closures.

As at the end of December 2025, APNIC had a total of 10,330 members serving 53 economies.

### 7.3 Membership by Economy

Membership breakdown by end of December 2025

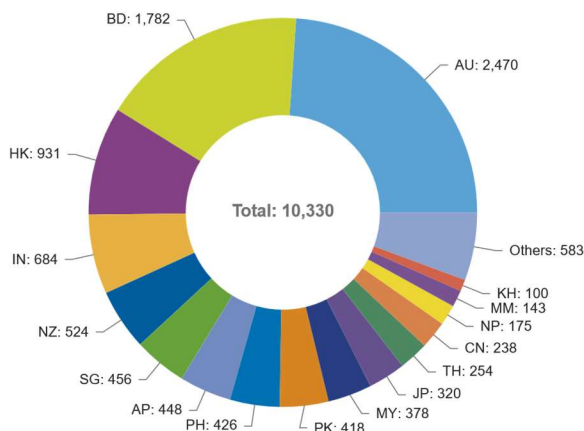


Figure 6: Membership by Economy

### 7.4 Membership fees by Economy

Fees breakdown by end of December 2025

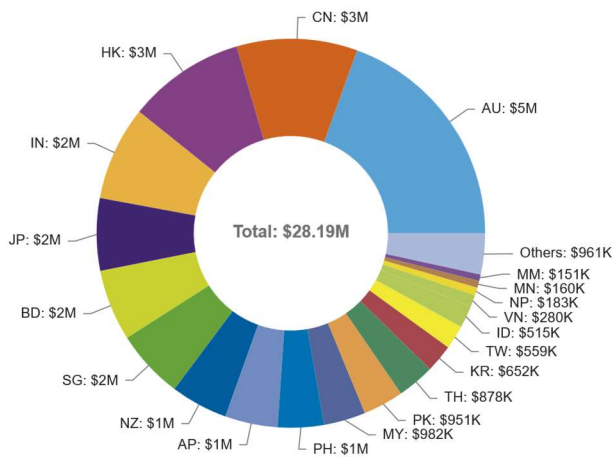
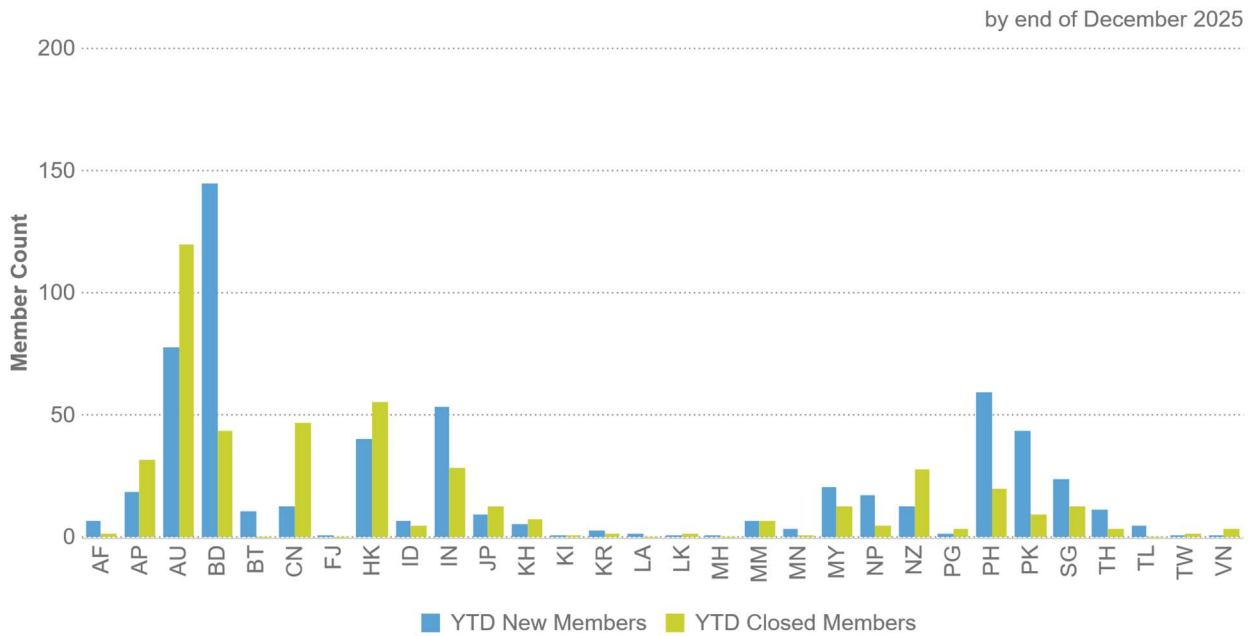


Figure 7: Membership fees by Economy

## 7.5 Year-to-Date Membership Movement by Economy



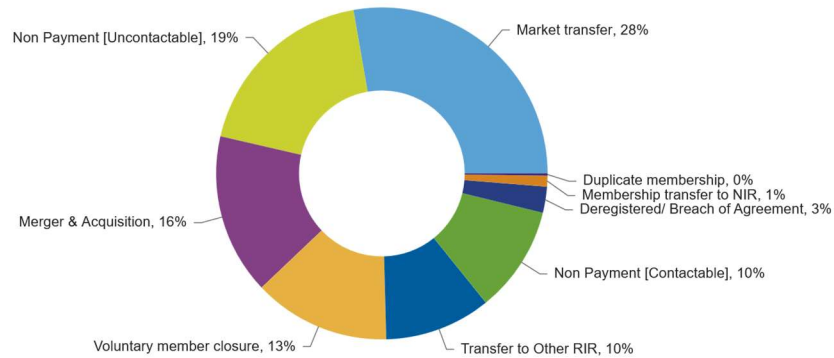
**Figure 8: Membership Movement by Economy**

Figure 8 shows new and closed membership movement by economy as at end of December 2025.

- Top new member economies are Bangladesh, Australia and Philippines.
- Top closed member economies are Australia, Hong Kong and China.

## 7.6 Membership Closures Analysis

Closure reasons by end of December 2025



**Figure 9: Closure Analysis**

Figure 9 provides an analysis of Membership account closures as at end of December 2025.

- 16% of account closures are due to merger & acquisition activity.
- 28% of account closures are due to market transfer activity.
- 45% of account closures are due to voluntary member closure, failure to establish contact, de-registration, or breach of agreement, where resource holdings are returned to APNIC.

## 8 APNIC Foundation Funded Activities

### 8.1 Foundation Summary

APNIC Foundation funded expenses full year cost were \$189,369 below budget.

- M-Root Deployment project expenses were \$50,666 below budget due to deferral in nodes deployment offset by unbudgeted equipment purchases and legal advice fees for the project.
- Training Events project expenses were \$205,803 below budget due to lower manpower and travel spend in FY25, in preparation for reduction in funding envelope in future years.
- Training content and curriculum project expenses were \$71,493 higher than budget as a result of manpower funding reallocation into the project.
- Foundation Partner training program income of \$20,566 with corresponding program expenses of \$2,484 are both removed as the budgeted training arrangement will not proceed.

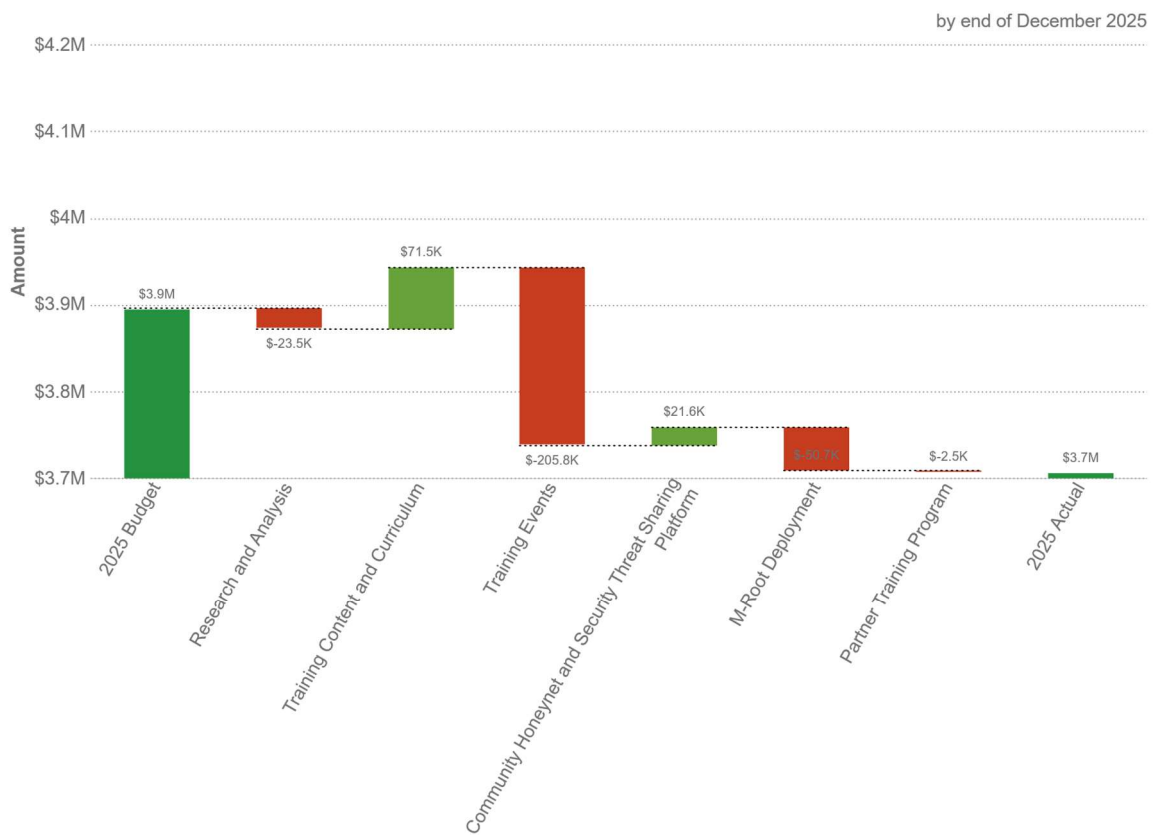


Figure 10: Foundation Funded Activities Budget vs Actual

## **Attachment: Quarterly Investment Portfolio Update Q4**

### **Agenda Item 11**

30 pages



Wealth  
Management

Forward-looking  
for generations

# APNIC Pty Ltd

## Portfolio Update

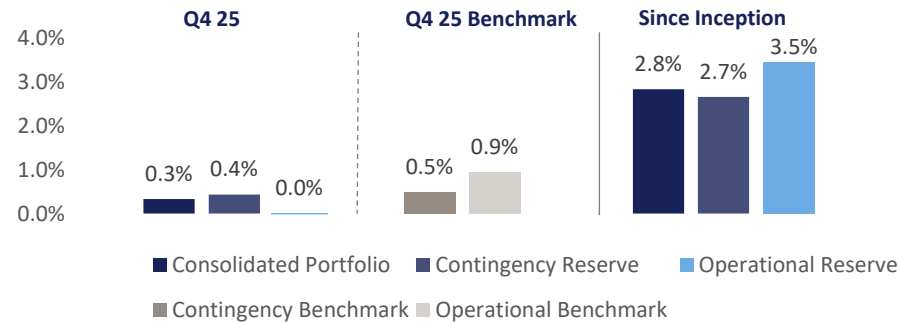
LGT Wealth Management Limited | AFSL 231127

JANUARY 2026 | CONFIDENTIAL

# Executive Summary Dashboard to 31<sup>st</sup> December 2025

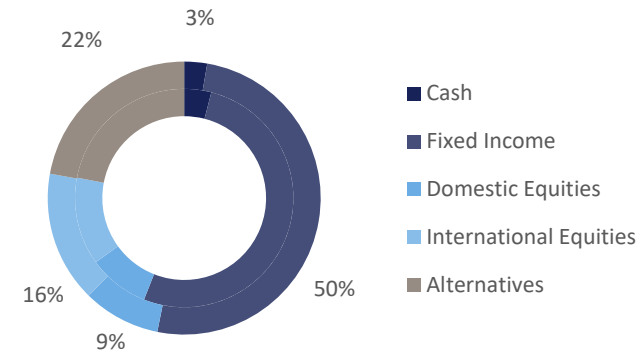
## Key Portfolio Activity/Discussion

- As at 31<sup>st</sup> December 2025, the market value of the consolidated APNIC Investment Portfolio was AUD \$39.3m, comprising:
  - Contingency Reserve Fund (\$30.8m)
  - Operational Reserve Fund (\$8.5m)
- Following ratification of the refreshed investment management structure, the APNIC LGT portfolios were inceptioned on 30<sup>th</sup> May 2025. The portfolios were then implemented in a careful manner, with the 3<sup>rd</sup> and final tranche completed in late September 2025.
- While it is still early days for the portfolios, the APNIC Contingency Reserve and Operational Reserve Funds have returned +2.7% and +3.5% respectively, since inception. On a consolidated basis, the Funds have delivered +2.8% or \$1.1m in profit.
- From an asset class perspective, International Equities have led returns, posting +8.6% since inception. Our exposure to "Alternatives" (across defensive Hedge Funds, Private Markets and Real Assets) is also off to a solid start, +4.2%.
- Today, the Funds are in line with the parameters set out in the IPS and the portfolios are well positioned to deliver on each of their long-term objectives.

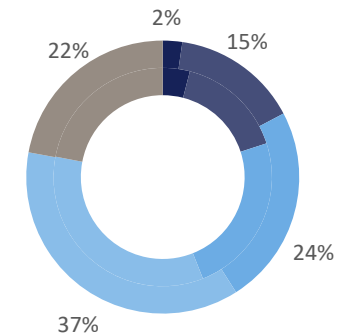


## Asset Allocation

**Contingency Reserve Fund (\$30.8m)**  
"Yield" (70% Defensive/30% Growth)



**Operational Reserve Fund (\$8.5m)**  
"Growth" (30% Defensive/70% Growth)

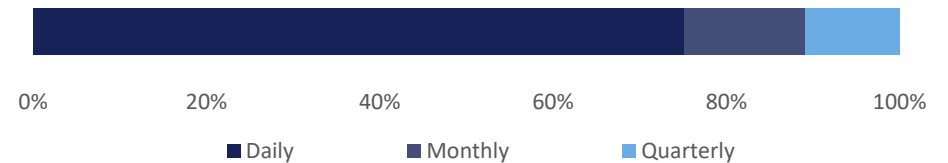


The inner circle represents the strategic asset allocation of the Fund, while the outer circle represents the current asset allocation.

## Consolidated APNIC Portfolio: Top 5 Portfolio Positions as at 31<sup>st</sup> December 2025

Position	Asset Class	Market Value (\$m)	Allocation (%)
Pendal Sustainable Aust. Fixed Interest Fund	Fixed Income	4.2	10.8
Robeco Global Developed 3D Enhanced Index	International Equities	2.9	7.3
Wellington Global Impact Bond Fund	Fixed Income	2.3	5.8
Pendal Sustainable Australian Share Fund	Domestic Equities	2.1	5.3
iShares Core MSCI World ex Australia ESG ETF	International Equities	1.9	4.8

## Consolidated APNIC Investment Portfolio: Liquidity



## Consolidated APNIC Investment Portfolio: FX Exposure



# Market Update



# Market Update

## Key developments for Q4 2025

### Global economy closes out 2025 in resilient fashion

The anticipated slowdown in global economic activity in H2 2025 has proven more benign than expected, especially set against the cavalcade of geo-macro developments over the year. The world navigated Liberation Day, the US' One Big Beautiful (Tax) Bill, through to unrest across the Middle East, Europe, and South America, but is still expected to notch growth near 3% for 2025 (only modestly below trend).

Easing monetary and financial conditions, fiscal stimulus (particular from Europe and Japan), and the ongoing roll-out of artificial intelligence (AI) proved sufficient to support the economy in 2025 and could continue to underpin global growth in 2026.

### Still-benign inflation is keeping monetary policy easy...

We continue to believe that tariffs are ultimately disinflationary. In addition, a cooling US labour market and China's economic torpor has continued to export its deflation worldwide. While the pace of central bank rate cuts is slowing, the global bias remains towards easy policy, adding further support to economies and markets.

### ...propelling markets to fresh (and potentially euphoric) highs

Despite some wobbles in November, global equity markets pushed to fresh record highs over the December quarter, with investor sentiment approaching euphoric levels amid the combination of fiscal easing, central bank cuts, and AI optimism.

### Rate cuts, reflation, and AI to continue dominating in 2026

Markets posted a third consecutive year of double-digit performance in 2025. However, history tells us that multi-year bull markets are possible during technological revolutions. With supportive macro tailwinds, we retain our reflationary outlook and emphasise that having a prudent strategic framework, robust portfolio construction, and being appropriately diversified should serve investors well as we enter 2026.

## Our outlook for markets

### 2026's watchwords: discipline and diversification

As we look to 2026, we anticipate ongoing geo-political volatility, as well as more intense scrutiny into the substance of the AI boom. That said, we believe more fundamental macro factors will still present a constructive backdrop for astute investors.

The lagged impacts of prior monetary policy easing should continue to ease monetary and financial conditions through the year, unlocking a cyclical credit-led growth recovery across the developed world. Fiscal stimulus across Europe, Japan, and potentially China should further support activity, though this reacceleration may raise inflation pressures in H2 2026.

While geo-politics remains a risk, we believe the world is increasingly coming to terms with the reality of a multi-polar backdrop, one that may be rife with near-term shocks and norm-disrupting behaviours, but also laden with opportunity for those who are thoughtful and disciplined enough to pursue them.

Our constraints-based framework served us well in this regard in 2025, and we expect will continue to prove its worth this year. Beyond this, we expect active management will act as effective defence and offence for investor portfolios amid increasing index concentration and rising dispersion. Inflation protection and portfolio resilience will likely prove vital in the second half of the year; real assets (infrastructure and commodities) and other uncorrelated opportunities should increasingly be on investors' radar.

### Positioning for reflation risks in H1 2026

We remain constructively positioned, reflecting our reflationary outlook with an overweight to equities and an underweight to fixed income. Within this, we favour less expensive non-US regions like Japan and Europe, which are also poised to benefit from fiscal stimulus. We remain primed to respond to emerging risks and opportunities.

# Tactical Asset Allocation

## We remain constructive and positioned for reflationary risks as we enter 2026

- We believe that trade and geo-political uncertainty have peaked, reducing left-tail (downside) risks to markets and the global economy.
- Reflation is our base case scenario for 2026 which should support risk assets but impart upward pressure on bond yields. A disinflationary negative growth shock also remains the key downside risk on our radar.
- The ongoing roll-out of AI presents a potentially enduring tailwind to productivity and earnings, though it brings with it risks longer-term to current labour structures.

### Cash

- We remain underweight cash this month, though we retain ample dry powder to deploy into any buying opportunities that may emerge.

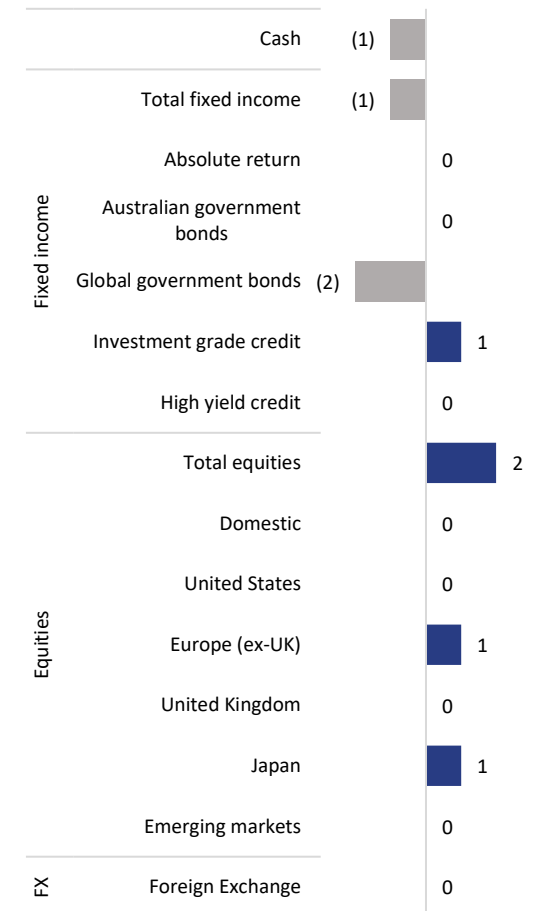
### Fixed income

- We have moved underweight fixed income, favouring investment grade credit over global government bonds, reflecting our positioning for reflationary risks and also recognising ongoing tightening of credit spreads.

### Equities

- We have closed our underweight to Australia, harvesting some profits from the local bourse's underperformance in recent months. We remain overweight equities and retain our preference for European and Japanese equities.

## Our latest tactical asset allocation positions (%)



Source: LGT Wealth Management. Units refer to the percentage point deviation from strategic asset allocations. Investment grade credit includes Australian listed hybrid securities. Data as at 31 December 2025.

# Investment Policy Attestation

APNIC Pty Ltd








# APNIC Investment Framework Adherence to 31<sup>st</sup> December 2025

The following requirements relate to the APNIC Investment Framework as enshrined in the March 2025 Investment Policy






Reference	Requirement	Compliance Statement (Y/N) & Commentary	Date
Portfolio return objective	Over rolling periods, achieve a return (after fees and expenses) in the order of: <ul style="list-style-type: none"> <li>- Contingency Reserve Fund: CPI + 2% on a rolling 3-year basis</li> <li>- Operational Reserve Fund: CPI + 3% on a rolling 5-year basis</li> </ul>	On track	31/12/2025
Asset allocation parameters	All asset classes are within strategic benchmark ranges	Y	31/12/2025
Portfolio liquidity	Minimum 70% of the portfolio with daily liquidity or monthly liquidity profiles in ordinary market conditions	Y	31/12/2025
Return volatility	Target an annualised volatility profile of: <ul style="list-style-type: none"> <li>- ~5% p.a. for the Contingency Reserve Fund:</li> <li>- ~9% p.a. for the Operational Reserve Fund</li> </ul>	On track	31/12/2025
Screening	Underlying fund exposures comply to sector screens provided by external research providers	Y	31/12/2025

# Asset Allocation Parameters to 31<sup>st</sup> December 2025

## Contingency Reserve Fund

Asset Class	Strategic Asset Allocation	Minimum Allocation	Current Allocation	Maximum Allocation	Complying (Y/N)
Cash	4%	0%	3%	20%	Y 
Fixed Income	52%	35%	50%	85%	Y 
Domestic Equities	9%	5%	9%	45%	Y 
International Equities	13%	5%	16%	45%	Y 
Alternatives	22%	10%	22%	35%	Y 
<b>Total</b>	<b>100%</b>		<b>100%</b>		

## Operational Reserve Fund

Asset Class	Strategic Asset Allocation	Minimum Allocation	Current Allocation	Maximum Allocation	Complying (Y/N)
Cash	4%	0%	2%	20%	Y 
Fixed Income	16%	10%	15%	45%	Y 
Domestic Equities	24%	10%	24%	80%	Y 
International Equities	34%	10%	37%	80%	Y 
Alternatives	22%	10%	22%	35%	Y 
<b>Total</b>	<b>100%</b>		<b>100%</b>		

# Portfolio Performance

Consolidated Investment Portfolio



# APNIC Consolidated Portfolio Snapshot

1 October 2025 – 31 December 2025

## ▲ Portfolio value

 **\$39.3m**

Market value of your portfolio at the end of the period

## ▶ Subs/Withdrawals

 **\$0**

Net investment value you have added or withdrawn from your portfolio during the period

## ▲ Net return (%)

 **0.3%**

Performance return for the period

## ▲ Income

 **\$115k**

Net income received during the period

## ▲ Capital growth

 **\$15k**

The capital growth of your portfolio during the period

## ▲ Net return (\$)

 **\$130k**

Net return during the period

Note: 1. Portfolio percentage returns based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations are based on a money-weighted return methodology and do not include franking credits, unless where otherwise stated.

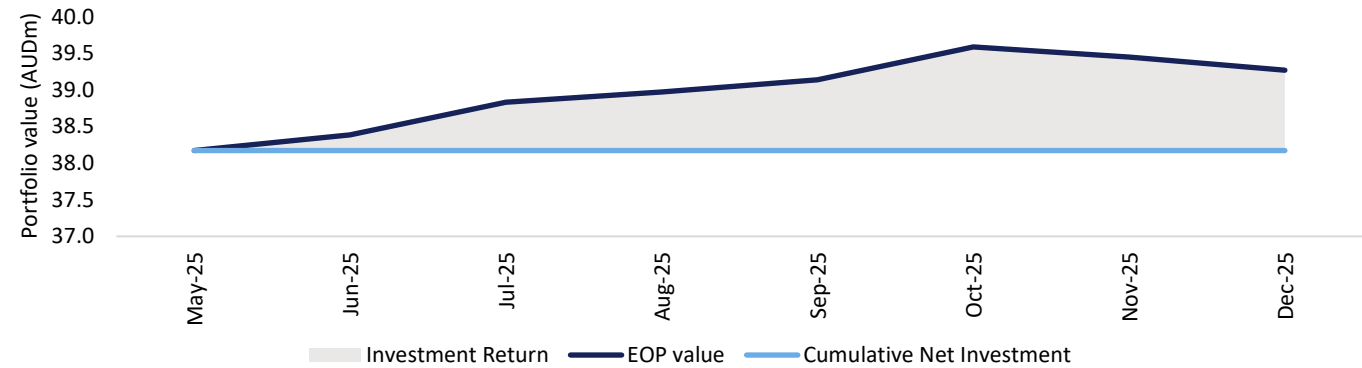
# APNIC Consolidated Portfolio – Cumulative Performance

30 April 2025 – 31 December 2025

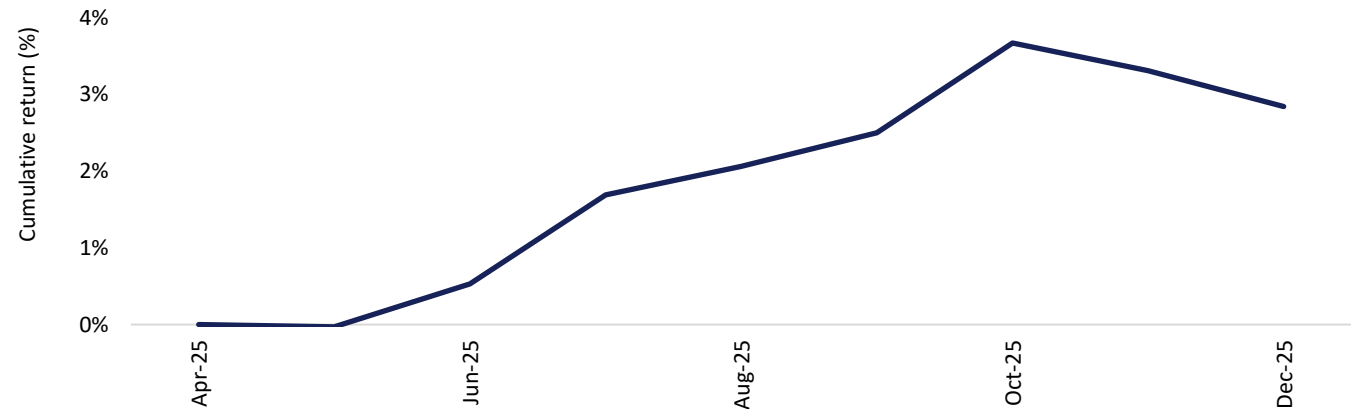
## Financial year return since inception

Period	Return (%)
FY To Date	2.3

### Cumulative net investment



### Cumulative performance



Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations for 'Financial year return since inception' figures are based on a money-weighted return methodology and does not include franking credits, unless where otherwise stated. 3. Cumulative graphs are both based on a time-weighted return methodology and do not include franking credits, unless otherwise stated.

# Portfolio Performance

Contingency Reserve Fund

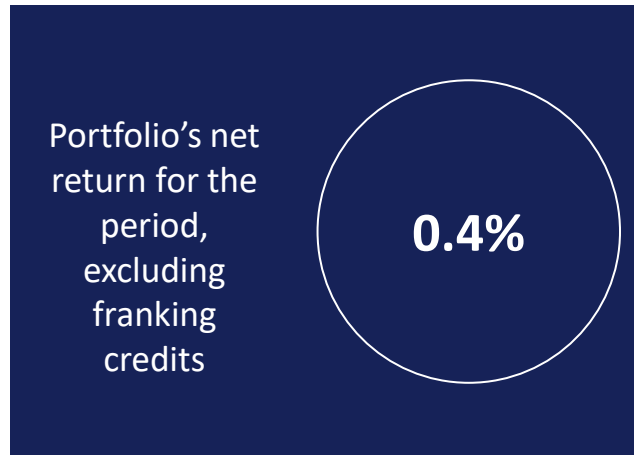


# Portfolio Performance – Contingency Reserve Fund

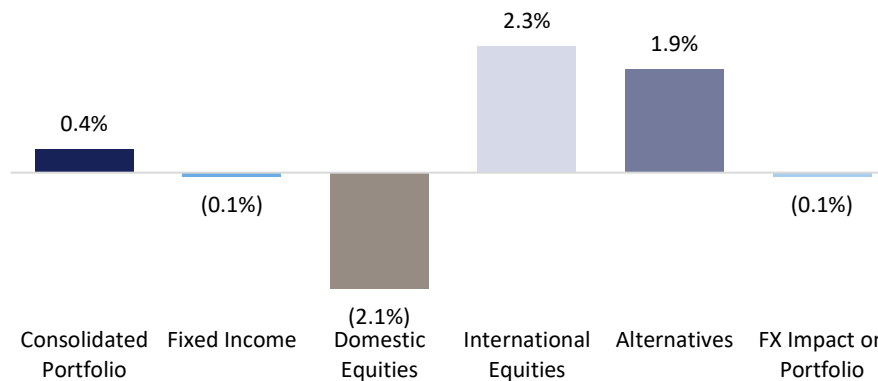
1 October 2025 – 31 December 2025

## Portfolio performance

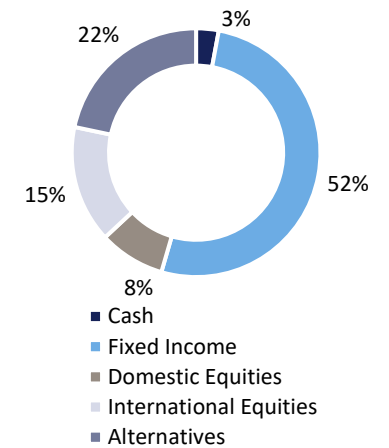
	Start of period value \$	Net cash flow \$	Capital growth \$	Income \$	End of period value \$	Net return \$	Net return %
Contingency Reserve Fund	30,674,169	0	26,642	104,129	30,804,939	130,771	0.4



## Asset class performance



## Average weight



Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations are based on a money-weighted return methodology and do not include franking credits, unless where otherwise stated. 3. Balancing item is Cash within "Asset class performance" table.

# Performance Summary – Contingency Reserve Fund

30 May 2025 – 31 December 2025

Portfolio value as at 31 December 2025: \$30,804,939

	1mth	Q4 25	1yr	3yr	3yr (% p.a.)	Since fully implemented <sup>3</sup>	Since inception
<b>PORTFOLIO PERFORMANCE</b>							
Portfolio Return (%)	(0.4)	0.4				0.4	2.7
Annualised Volatility							
Profit	(134,249)	130,771				130,771	799,401
Net cash flow							(8,179,724)
APNIC Benchmark Return (%)	0.1	0.5				0.5	-

Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations are based on a money-weighted return methodology and do not include franking credits, unless where otherwise stated. 3. Fully implemented date is 1/10/2025.

# Quarterly Performance and Portfolio Value – Contingency Reserve Fund

30 May 2025 – 31 December 2025

## Quarterly performance and portfolio value



	Q2 25	Q3 25	Q4 25
Net qtr return (%)	0.5	1.8	0.4
Portfolio value (\$m)	30.1	30.7	30.8
Net cash flow (\$m)	(8.2)	0.0	0.0

Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations are based on a money-weighted return methodology and do not include franking credits, unless where otherwise stated.

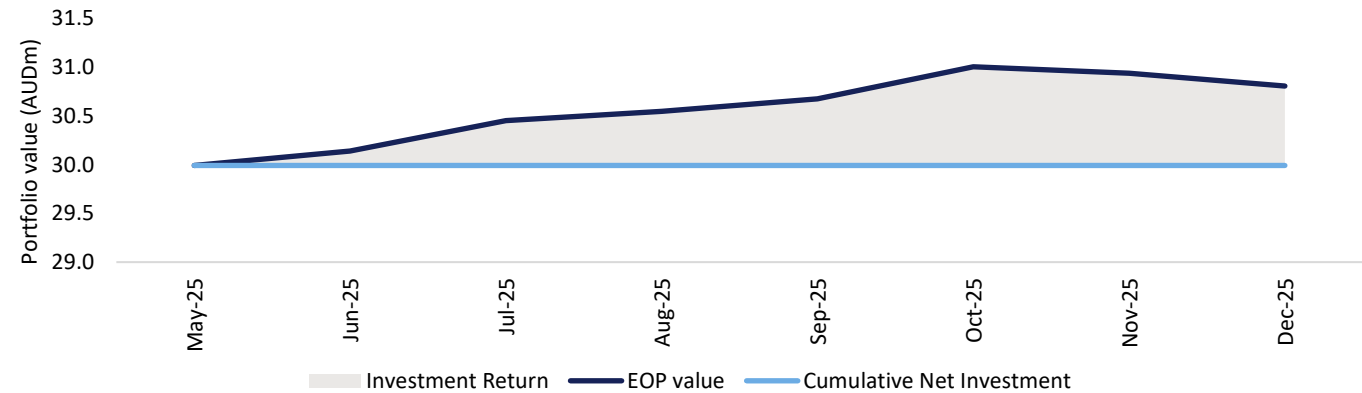
# Cumulative Performance – Contingency Reserve Fund

30 April 2025 – 31 December 2025

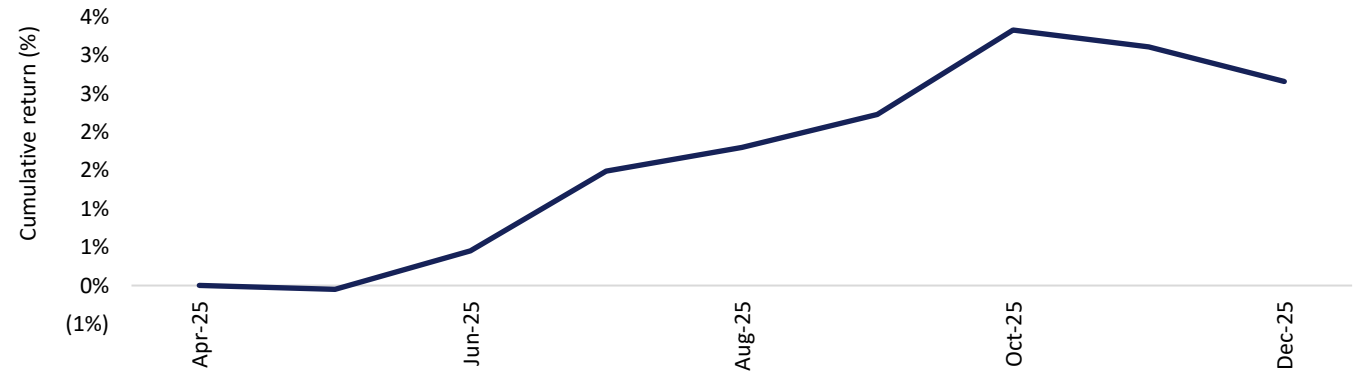
## Financial year return since inception

Period	Return (%)
FY To Date	2.2

Cumulative net investment



Cumulative performance



Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations for 'Financial year return since inception' figures are based on a money-weighted return methodology and does not include franking credits, unless where otherwise stated. 3. Cumulative graphs are both based on a time-weighted return methodology and do not include franking credits, unless otherwise stated.

# Portfolio Contributors and Detractors – Contingency Reserve Fund

1 October 2025 – 31 December 2025

## Portfolio contributors

Rank	Asset	Profit \$	Return %	Attribution %
1	Robeco Global Developed 3D Enhanced Index	59,617	3.1	0.2
2	iShares Core MSCI World ex Australia ESG ETF	39,343	3.2	0.1
3	StepStone Private Venture and Growth Fund	34,349	7.5	0.1
4	Hamilton Lane Global Private Assets Fund	23,582	2.2	0.1
5	Partners Group Next Gen Infrastructure Fund	23,557	2.5	0.1

## Portfolio detractors

Rank	Asset	Profit \$	Return %	Attribution %
1	Pendal Sustainable Aust. Fixed Interest Fund	(48,975)	(1.2)	(0.2)
2	Ausbil Active Sustainable Equity Fund	(27,207)	(3.5)	(0.1)
3	Pendal Sustainable Australian Share Fund	(21,676)	(1.7)	(0.1)
4	KKR Global Credit Opportunities Fund	(7,532)	(0.6)	(0.0)
5	iShares Core MSCI Australia ESG Leaders ETF	(7,000)	(2.6)	(0.0)

Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations are based on a time-weighted return methodology and do not include franking credits, unless where otherwise stated.

# Portfolio Performance

Operational Reserve Fund



# Portfolio Performance – Operational Reserve Fund

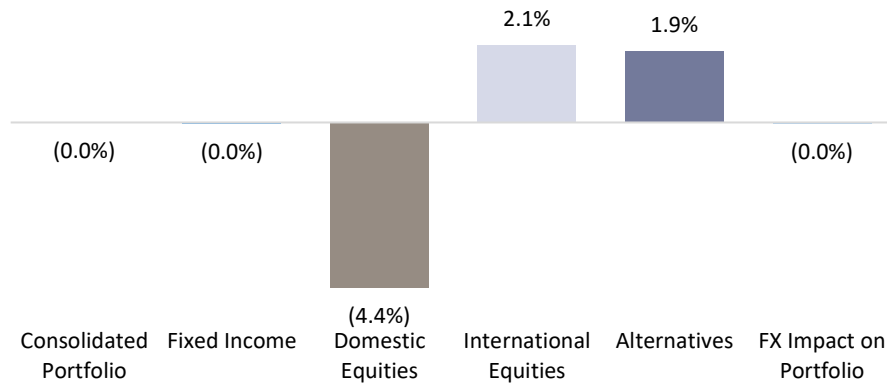
1 October 2025 – 31 December 2025

## Portfolio performance

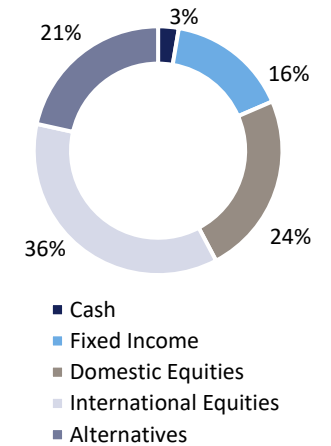
	Start of period value \$	Net cash flow \$	Capital growth \$	Income \$	End of period value \$	Net return \$	Net return %
Operational Reserve Fund	8,464,349	0	(11,463)	10,635	8,463,521	(828)	0.0



## Asset class performance



## Average weight



Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations are based on a money-weighted return methodology and do not include franking credits, unless where otherwise stated. 3. Balancing item is Cash within "Asset class performance" table.



# Performance Summary – Operational Reserve Fund

30 May 2025 – 31 December 2025

Portfolio value as at 31 December 2025: \$8,463,521

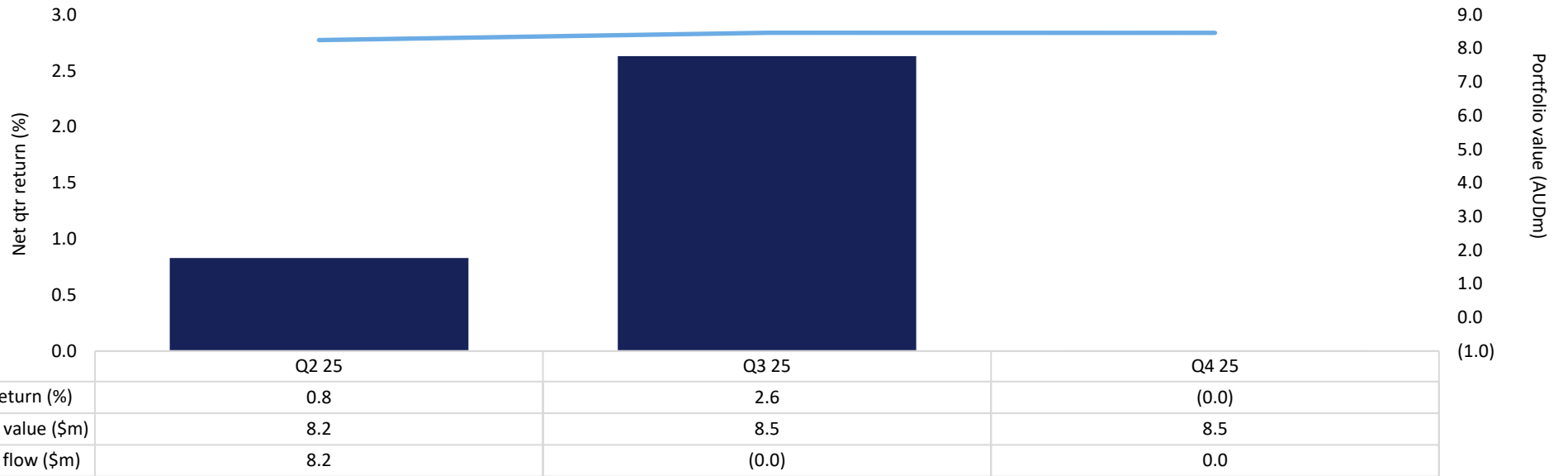
	1mth	Q4 25	1yr	3yr	3yr (% p.a.)	Since fully implemented <sup>3</sup>	Since Inception
<b>PORTFOLIO PERFORMANCE</b>							
Portfolio Return (%)	(0.6)	0.0				0.0	3.5
Annualised Volatility							
Profit	(46,614)	(828)				(828)	283,797
Net cash flow							8,179,724
APNIC Benchmark Return (%)	0.7	0.9				0.9	-

Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations are based on a money-weighted return methodology and do not include franking credits, unless where otherwise stated. 3. Fully implemented date is 1/10/2025.

# Quarterly Performance and Portfolio Value – Operational Reserve Fund

30 May 2025 – 31 December 2025

Quarterly performance and portfolio value



Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations are based on a money-weighted return methodology and do not include franking credits, unless where otherwise stated.

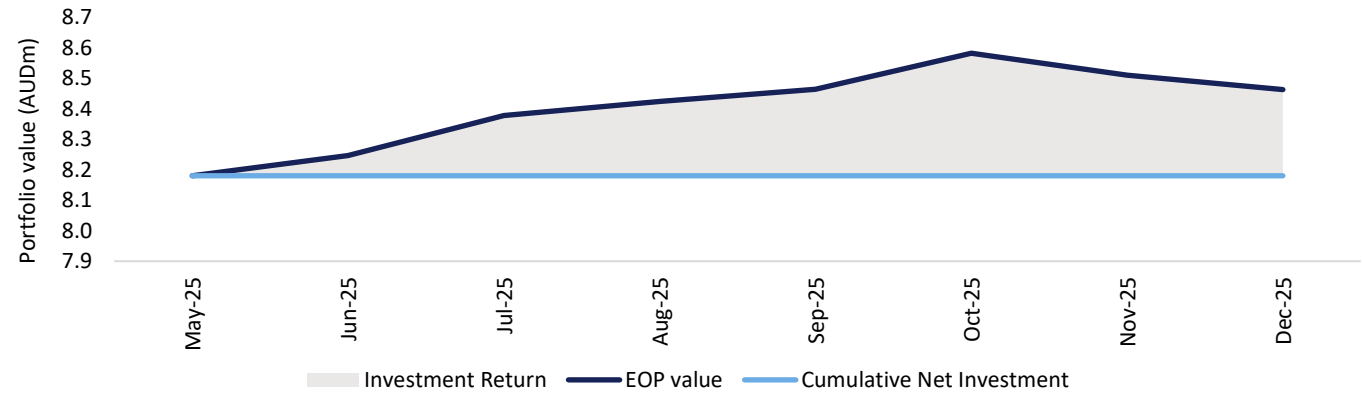
# Cumulative Performance – Operational Reserve Fund

30 April 2025 – 31 December 2025

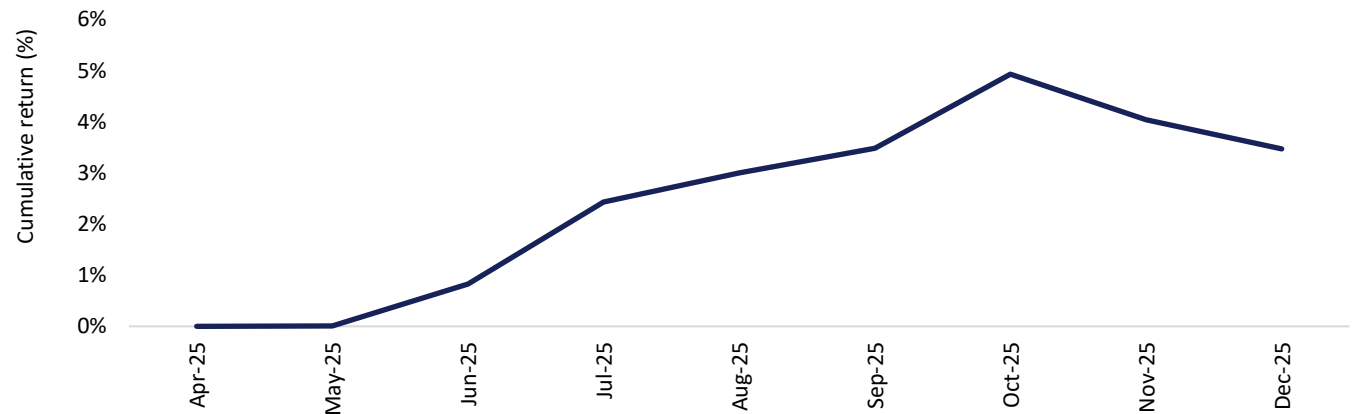
## Financial year return since inception

Period	Return (%)
FY To Date	2.6

Cumulative net investment



Cumulative performance



Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations for 'Financial year return since inception' figures are based on a money-weighted return methodology and does not include franking credits, unless where otherwise stated. 3. Cumulative graphs are both based on a time-weighted return methodology and do not include franking credits, unless otherwise stated.

# Portfolio Contributors and Detractors – Operational Reserve Fund

1 October 2025 – 31 December 2025

## Portfolio contributors

Rank	Asset	Profit \$	Return %	Attribution %
1	Robeco Global Developed 3D Enhanced Index	27,053	3.1	0.3
2	iShares Core MSCI World ex Australia ESG ETF	19,023	3.2	0.2
3	StepStone Private Venture and Growth Fund	9,585	7.5	0.1
4	Brown Advisory Global Leaders Sustainable	8,539	1.7	0.1
5	Partners Group Next Gen Infrastructure Fund	6,503	2.5	0.1

## Portfolio detractors

Rank	Asset	Profit \$	Return %	Attribution %
1	Hyperion Small Growth Companies Fund	(48,305)	(19.4)	(0.6)
2	Ausbil Active Sustainable Equity Fund	(17,764)	(3.5)	(0.2)
3	Pendal Sustainable Australian Share Fund	(13,336)	(1.7)	(0.2)
4	iShares Core MSCI Australia ESG Leaders ETF	(9,100)	(2.6)	(0.1)
5	Nordea 1 Global Climate & Environment Fund	(3,916)	(1.0)	(0.1)

Note: 1. Portfolio percentage returns are based on interim portfolio values. Values may change depending on updated month-end prices and/or updated transactions. 2. Percent return calculations are based on a time-weighted return methodology and do not include franking credits, unless where otherwise stated.

# Sustainability and Risk Assessment



# Sustainable Market Update

## Investor appetite remains muted against a complex geopolitical backdrop

Global sustainable funds continued their downward trend in the back half of 2025 with the vast majority of outflows coming from the United States (US). A muted geopolitical backdrop and continued anti-ESG stance in the US contributed to the continued decline in overall funds under management.

The rest of the world wasn't as bleak, with Europe and the Asia region experiencing relatively flat flows, but not a reversal in trend. In Australia, the majority of positive flows have been into passive ESG ETFs.

## Climate adaptation and resilience remains a focus

In our view, climate adaptation and resilience will remain a key focus of sustainable investors, as highlighted in our research note in October 2025. Physical climate risk will continue to present rising costs and impacts on lives, livelihoods and economies, making climate adaptation and resilience, alongside transition and increasing focus for investors, corporates and governments.

The global economy is not decarbonising fast enough to reach net zero by 2050. Indeed, carbon emissions continue to rise as income levels grow, and efficiency gains are still insufficient to offset this. This further supports our thesis that investors will focus on preparing for the physical and economic impacts of climate change, rather than just focusing on carbon avoidance.

## 2026 sustainable investing outlook

While the political and policy landscape remains uncertain, we recommend proceeding with caution when investing with an ESG lens, ensuring that thorough due diligence on all investments within a robust and adaptable investment framework is undertaken. As we look into the uncertainty in front of us, understanding the long-term implications of ESG risk factors remains crucial for long-term investment success.

## AI surge puts the spotlight on governance and sustainability

The rapid expansion of artificial intelligence (AI) has driven a significant increase in energy consumption required to fuel the data centres, presenting a growing challenge to global decarbonisation efforts. According to the International Energy Agency (IEA), data centres consumed around 1.5% of global electricity in 2025 with expectations that this will double to 3.0% by 2030. Although renewable energy is the fast-growing source for data centres, demand for natural gas and coal-fired generation is also rising.

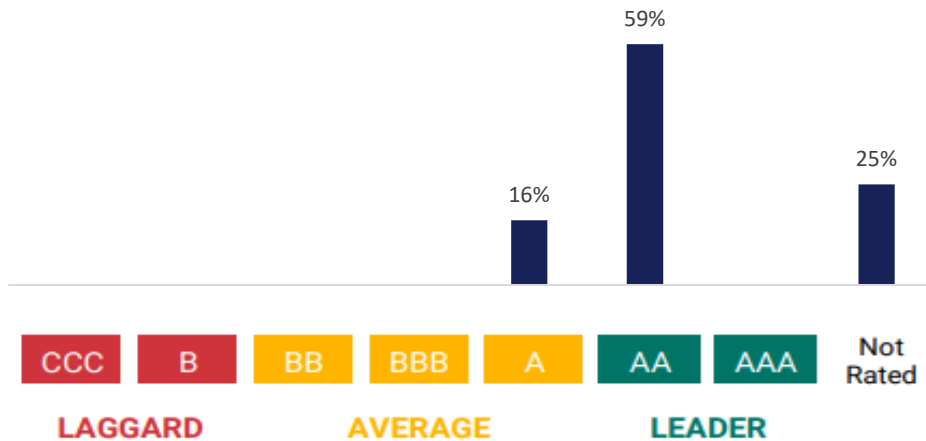
We view that in 2026, there will be an increased focus on 'Responsible AI', from a data centre perspective, but also for transparency and ethical alignment. AI also offers the potential for positive contributions to environmental and social goals, as it can detect patterns in environmental data, improve health analytics and address complex challenges like climate change.

# ESG Overview and Assessment

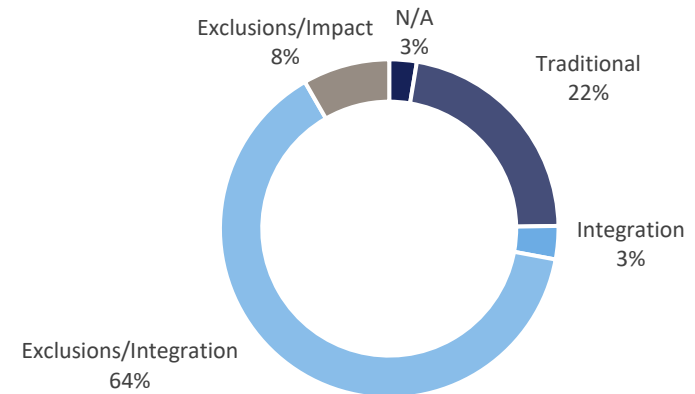
## Consolidated APNIC Investment Portfolio ESG Overview

ASSET CLASS/FUND	WEIGHT (%)	CLASSIFICATION	MSCI ESG RATING	MSCI ESG QUALITY SCORECARD (0-10)	MSCI ENVIRONMENTAL SCORE (0-10)	MSCI SOCIAL SCORE (0-10)	MSCI GOVERNANCE SCORE (0-10)
<b>CASH/LIQUIDITY</b>	<b>2.6</b>	N/A	-	-	-	-	-
<b>FIXED INCOME</b>	<b>42.8</b>						
iShares ESG Screened Global Corporate Bond Index Fund	2.7	Exclusions/Integration	A	6.9	6.5	5.0	6.1
Janus Henderson Sustainable Credit Fund	4.0	Exclusions/Integration	AA	7.8	7.5	4.5	7.5
Janus Henderson Tactical Income Fund	4.8	Exclusions/Integration	AA	7.5	7.1	4.6	7.2
KKR Global Credit Opportunities Fund	2.7	Integration	A	6.4	4.2	4.8	6.7
Pendal Sustainable Australian Fixed Interest Fund	10.8	Exclusions/Integration	AA	7.7	7.5	4.6	7.5
Perpetual ESG Credit Income Fund	4.1	Exclusions/Integration	AA	8.0	7.6	5.1	6.6
PIMCO Enhanced Short Maturity Active ESG ETF	4.1	Exclusions/Integration	AA	7.2	6.5	5.0	6.3
Vanguard Ethically Conscious Global Agg. Bond Index ETF	3.9	Exclusions/Integration	A	7.1	6.8	5.0	6.1
Wellington Global Impact Bond	5.8	Exclusions/Impact	A	7.1	7.4	4.7	6.1
<b>DOMESTIC EQUITIES</b>	<b>12.3</b>						
Ausbil Active Sustainable Equity Fund	3.2	Exclusions/Integration	AA	7.6	5.9	4.9	7.2
Hyperion Small Growth Companies Fund	0.5	Integration	A	6.9	5.9	4.5	6.8
iShares Core MSCI Australia ESG Leaders ETF	3.3	Exclusions/Integration	AA	8.2	5.5	5.5	7.3
Pendal Sustainable Australian Share Fund	5.3	Exclusions/Integration	AA	7.8	5.4	5.1	7.3
<b>INTERNATIONAL EQUITIES</b>	<b>20.1</b>						
Aikya Emerging Market Opportunities Fund	0.4	Exclusions/Integration	A	6.9	5.4	5.4	5.3
BetaShares Global Sustainability Leaders ETF	1.0	Exclusions/Integration	AA	7.5	6.2	5.6	6.3
Brown Advisory Global Sustainable Leaders	3.6	Exclusions/Integration	AA	7.6	6.3	5.6	6.4
Fidelity Emerging Markets Fund	0.5	Exclusions/Integration	A	7.0	5.6	5.4	5.7
iShares Core MSCI World ex Australia ESG ETF	4.8	Exclusions/Integration	AA	7.4	6.4	5.7	6.0
Nordea Global Climate & Environment Fund	2.5	Exclusions/Impact	AA	7.2	5.4	5.7	6.7
Robeco Global Developed 3D Enhanced Index Equities	7.3	Exclusions/Integration	A	7.1	6.5	5.3	6.0
<b>ALTERNATIVES</b>	<b>22.1</b>	Traditional - Refer Supplementary Schedule	Not Rated	-	-	-	-

ESG Rating Distribution
























Sustainability Classification



Source: LGT, MSCI ESG analytics. When ratings are not available, the rating is shown as “not available”. The MSCI ESG rating is for issuers where a position is directly held, or for funds where a position is indirectly held.

# ESG Screening Overview

ASSET CLASS/FUND (% of FUND EXPOSURE)	TOBACCO	THERMAL COAL, ARCTIC OIL, OIL SANDS	CONTROVERSIAL WEAPONS	ALCOHOL	GAMBLING	ADULT ENTERTAINMENT	SUMMARY
<i>Revenue Threshold</i>	>20% 	>20% 	>0% 	>20% 	>20% 	>20% 	
<b>FIXED INCOME</b>							
iShares ESG Screened Global Corporate Bond Index Fund	0.0	0.0	0.0	1.1	0.2	0.0	
Janus Henderson Sustainable Credit Fund	0.0	0.0	0.0	0.0	0.0	0.0	
Janus Henderson Tactical Income Fund	0.0	0.0	0.0	0.0	0.0	0.0	
KKR Global Credit Opportunities Fund	0.0	0.0	0.0	0.0	0.0	0.0	
Pendal Sustainable Australian Fixed Interest Fund	0.0	0.0	0.0	0.0	0.0	0.0	
Perpetual ESG Credit Income Fund	0.0	0.0	0.0	0.0	0.0	0.0	
PIMCO Enhanced Short Maturity Active ESG ETF	0.0	0.9	0.0	0.0	0.0	0.0	
Vanguard Ethically Conscious Global Agg. Bond Index ETF	0.0	0.0	0.0	0.0	0.0	0.0	
Wellington Global Impact Bond	0.0	0.0	0.0	0.0	0.0	0.0	
<b>DOMESTIC EQUITIES</b>							
Ausbil Active Sustainable Equity Fund	0.0	0.0	0.0	0.0	0.0	0.0	
Hyperion Small Growth Companies Fund	0.0	0.0	0.0	0.0	0.0	0.0	
iShares Core MSCI Australia ESG ETF	0.0	0.0	0.0	0.0	0.0	0.0	
Pendal Sustainable Australian Share Fund	0.0	0.0	0.0	0.0	0.0	0.0	
<b>INTERNATIONAL EQUITIES</b>							
Aikya Emerging Market Opportunities Fund	0.0	0.0	0.0	0.0	0.0	0.0	
BetaShares Global Sustainability Leaders ETF	0.0	0.0	0.0	0.0	0.0	0.0	
Brown Advisory Global Sustainable Leaders	0.0	0.0	0.0	0.0	0.0	0.0	
Fidelity Emerging Markets Fund	0.0	0.0	0.0	0.0	0.0	0.0	
iShares Core MSCI World ex Australia ESG ETF	0.0	0.0	0.0	0.0	0.0	0.0	
Nordea Climate & Environment	0.0	0.0	0.0	0.0	0.0	0.0	
Robeco Global Sustainable Enhanced Index	0.0	0.0	0.0	0.0	0.0	0.0	

# Supplementary Schedule – ESG Screening Overview (Alternatives)

Pursuant to the APNIC IPS screening policy, LGT use sector screens supplied by external research providers to assess the indirect holdings universe.

In the case of “Alternatives”, given the idiosyncratic nature of their holdings, these externally provided screens are often unavailable. It’s also worth noting that given the nature of this asset class, data may be provided to us on a lagged basis (e.g. 6 months).

Given the above limitations, and the inherent challenges around screening the “Alternatives” investments, we undertake a detailed surveying process with each manager for this part of the portfolio. This allows us to gauge the extent to which the fund/manager’s underlying holdings are consistent with APNIC’s values, where we then apply a qualitative assessment to align them as best as practical to the below sector screens.

ASSET CLASS/FUND (% of FUND EXPOSURE)	UN PRI SIGNATORY	TOBACCO	THERMAL COAL, ARCTIC OIL, OIL SANDS	CONTROVERSIAL WEAPONS	ALCOHOL	GAMBLING	ADULT ENTERTAINMENT	SUMMARY
<b>ALTERNATIVES</b>								
KKR Global Private Credit Fund	Y	0.0	0.0	0.0	0.0	0.0	0.0	✓
Revolution Private Debt Fund II	Y	0.0	0.0	0.0	0.0	0.0	0.0	✓
HarbourVest HGPS Diversified Private Equity Fund	Y	0.0	0.0	0.0003	0.1	0.1	0.0	✓
Partners Group Next Generation Infrastructure Fund	Y	0.0	0.0	0.0	0.0	0.0	0.0	✓
Hamilton Lane Global Private Assets Fund	Y	0.0	0.2	0.0	0.0	0.0	0.0	✓
StepStone Private Venture and Growth Fund	Y	0.0	0.1	0.0	0.0	0.0	0.0	✓
BlackRock Global Alternative Access Fund <sup>1</sup>	Y	0.1	0.3	0.92	0.0	0.3	0.0	✓
Brookfield Global Core Real Assets Fund	Y	0.0	0.0	0.0	0.0	0.0	0.0	✓
Pantheon Global Credit Secondaries Fund <sup>2</sup>	Y	TBC	TBC	TBC	TBC	TBC	TBC	✓

## Notes

1: As a part of our screening process, we discussed the specific position flagged as having exposure to controversial weapons with BlackRock in detail. They advised that this position (note this is the same position that was flagged last quarter) will be exited in due course with a “hard close”, and owed to the transitory nature of this position, have not flagged for divestment. It’s worth noting that the BlackRock strategy does not invest directly into companies; rather, it is a mandate that invests into ~40 underlying hedge funds, which can employ a variety of different strategies. What this means in practice is that there are likely tens of thousands of underlying positions, which depending on the strategy, can change on a frequent basis. We remain comfortable that, as an organisation, BlackRock’s approach to ESG integration within its investment management framework supports the view that this strategy remains fit for purpose. We note, however, that the structure of this fund may increase the risk of unintended exposures entering the portfolio from time-to-time.

2: This is a new Fund and underlying portfolio data is not yet available. That said, we remain satisfied with the sustainability credentials for Pantheon more broadly. We also note they have an exclusionary policy embedded into their investment process, including themes which are broadly aligned with APNIC’s.

# Your LGT Wealth Management Advisory Team



**Mathew J Camilleri**  
Partner, Adviser

Mathew's approach throughout his career in financial markets has been shaped by his experience as a professional cyclist, where commitment underpins his approach to achieving client outcomes. Mathew focuses on integrating wealth management advice with his clients' wider balance sheet requirements, working closely with large families and not-for-profit organisations.



**Andrew Page**  
Partner, Adviser

Andrew practices a thoughtful approach to wealth management, drawing on almost twenty years of experience at top-tier institutions to help clients understand the complexity of markets and invest to achieve their goals.



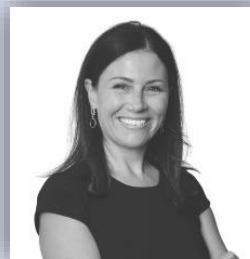
**Esther Chen**  
Associate Adviser

Esther holds a Bachelor of Economics from the University of Sydney and previously worked with a Sydney-based funds management organisation. Esther has worked at LGT for the last 8 years, specialising in client reporting needs, NFP governance adherence, asset allocation analysis and security selection.



**Scott Haslem**  
Chief Investment Officer

Scott Haslem leads the CIO & Investment Strategy Team at LGT, covering strategic and tactical asset allocation, portfolio construction and manager selection across multiple asset classes. Scott began his career at the RBA before moving to UBS for 20 years, where he led the Australasian Economics team that was #1-rated for more than 10 years.



**Amanda MacDonald**  
Head of Sustainable Investment

Amanda brings deep experience in sustainable investing, particularly in ESG integration, engagement and shareholder activism. She holds a Masters in Applied Finance and was previously at Perpetual Private.



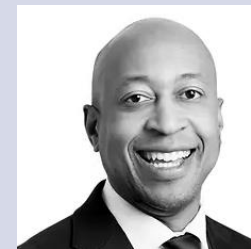
**Matthew Maartensz**  
Associate

Matthew started his career in Medical Science, before moving to BT. At BT, he implemented solutions for clients during his time across the Platforms and Quality teams. Matthew holds a Bachelor of Science and Business from the University of Technology Sydney.



**Matthew Tan**  
Head of Asset Allocation

Prior to joining LGT, Matthew spent 7 years as a Strategist in the Economics and Capital Markets team at the Future Fund. He comes with over 12 years' experience in investment strategy, research and asset allocation. Matthew is a CFA® charterholder and holds a Bachelor of Aerospace Engineering and a Bachelor of Commerce from the University of Sydney.



**Stan Shamu**  
Head of Portfolio Management

With 12 years' experience in financial markets and managed investments research across multiple asset classes, Stan has a wealth of experience in constructing portfolios and developing strategies for clients. Stan previously worked as a consultant for asset management firm JANA Investment Advisers.

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Cover photo: Brighton Beach, Victoria

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## **Attachment: Special Purpose Financial Report 2025**

### **Agenda Item 20**

25 pages

# APNIC Pty Ltd

ABN 42 081 528 010

## Special Purpose Financial Report For the year ended 31 December 2025

## Contents

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## Directors' report

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Your directors submit their report on APNIC Pty Ltd (the "Company"), for the year ended 31 December 2025.

### Directors

The names of the Company's directors in office during the financial year and until the date of this report are set out below. Directors were in office for this entire period.

Yoshinobu Matsuzaki  
Vincent Bautista Atienza  
Roopinder Singh Perhar  
Kam Sze Yeung  
Sheng-Hsiung Kenny Huang  
Sumon Ahmed Sabir  
Anlei Hu  
Nathan Grant Harvey  
Jia Rong Low

### Dividends

The Company does not pay or declare dividends due to its non-profit status as determined by its constituent documents.

### Principal activity

The principal activity during the year of the Company was to act as a Not-for-profit internet registry organisation for the Asia-Pacific region.

There was no significant change in the nature of the activity during the year.

### Operating results for the year

The net profit after tax of the Company for the year ended 31 December 2025 was \$1,420,174 (2024: \$377,698). Included in the result is a \$750,205 gain on financial assets held at fair value through profit or loss (2024: \$1,124,260).

### Significant changes in the state of affairs

APNIC Pty Ltd as the sole member of APNIC Foundation Limited, an entity registered and domiciled in Hong Kong, resolved to deregister the company on 31 December 2024 as it has ceased to carry on business or hold any investment for more than three months.

As at the date of this financial report, the de-registration of APNIC Foundation Limited (Hong Kong) has not yet been finalised. The Hong Kong Inland Revenue Department informed the Company Secretary of APNIC Foundation Limited (HK) on 19 November 2025 that their review has been completed and they have issued a notice of no objection to the deregistration.

As the notice has been received, the Company Secretary will proceed to the last step in the deregistration process which is to lodge the application for deregistration with the Companies Registry.

There were no other significant changes in the state of affairs of the Company during the year.

### Significant events after the reporting period

There were no significant events occurring after the reporting period which may affect either the Company's operations or results of those operations or the Company's state of affairs.

### Likely developments and expected results

Likely developments in the operations of the Company and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the Company.

### Environmental regulation and performance

The Company is not subject to any particular or significant environmental regulation under laws of the Commonwealth or of a State or Territory.

## Directors' report

---

### Share options

No option to acquire shares in the Company has been granted to any person. No shares have been issued during the financial year or since the end thereof by virtue of the exercise of any options. There are no unissued shares under option at the date of this report.

### Indemnification and insurance of directors and officer

During the financial year, APNIC Pty Ltd paid a premium of \$21,822 (2024: \$25,497) to insure the directors, officeholders (including Executive Council) and staff of the Company.

The liabilities insured are legal costs that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of entities in the Company, and any other payments arising from liabilities incurred by the officers in connection with such proceedings. This does not include such liabilities that arise from conduct involving a wilful breach of duty by the officers or the improper use by the officers of their position or of information to gain advantage for themselves or someone else or to cause detriment to the Company. It is not possible to apportion the premium between amounts relating to the insurance against legal costs and those relating to other liabilities.

### Indemnification of auditors

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young (Australia), as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young (Australia) during or since the financial year.

### Proceedings on behalf of the Company

No person has applied for leave of Court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those. The Company was not a party to any such proceedings during the year.

### Auditor's independence declaration

The directors have received a declaration from the auditor of APNIC Pty Ltd. This has been included on page 3.

Signed in accordance with a resolution of the directors.

Jia Rong Low

Director

11 February 2026

Yoshinobu Matsuzaki

Director

11 February 2026

## Auditor's independence declaration

For the year ended 31 December 2025

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{The Auditor's declaration will be provided by your Auditor.}

## Statement of profit or loss and other comprehensive income

For the year ended 31 December 2025

	Notes	2025 \$	2024 \$
Revenue from contracts with customers	3	29,055,984	27,723,935
Other income	4.a	5,009,032	5,839,791
Finance income	4.b	266,964	299,105
APNIC Foundation funded project expenses		(3,706,691)	(3,949,047)
Communication and meeting expenses		(1,113,513)	(1,221,874)
Contributions to ICANN		(263,155)	(243,581)
Depreciation expenses		(565,162)	(572,672)
Donations and sponsorships		(481,538)	(394,080)
Employee benefits expenses		(20,905,323)	(20,071,752)
Insurance expenses		(219,130)	(221,899)
Occupancy costs		(433,984)	(370,583)
Professional fees		(1,777,688)	(1,599,993)
Software application expenses		(2,238,854)	(2,207,088)
Travel expenses		(1,645,330)	(1,516,644)
Other expenses		(894,587)	(1,096,887)
<b>Profit before income tax and fair value gain on financial assets</b>		87,025	396,731
Gain on financial assets held at fair value through profit or loss		750,205	1,124,260
<b>Profit before income tax</b>		837,230	1,520,991
Income tax benefit/(expense)		582,944	(1,143,293)
<b>Profit for the year</b>		1,420,174	377,698
<b>Other comprehensive income</b>			
<b>Other comprehensive income that may be reclassified to profit or loss in subsequent years:</b>			
Revaluation of land and building	13	-	1,924,011
<b>Total comprehensive income for the year</b>		1,420,174	2,301,709

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

## Statement of financial position

As at 31 December 2025

	Notes	2025 \$	2024 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5	7,350,665	6,152,472
Trade and other receivables	6	2,500,279	3,274,139
Prepayments		1,512,858	1,564,288
Financial assets	7	2,650,000	2,650,000
<b>Total current assets</b>		<b>14,013,802</b>	<b>13,640,899</b>
<b>Non-current assets</b>			
Financial assets	7	39,264,557	37,703,317
Property, plant and equipment	8	10,931,257	11,152,743
<b>Total non-current assets</b>		<b>50,195,814</b>	<b>48,856,060</b>
<b>Total assets</b>		<b>64,209,616</b>	<b>62,496,959</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	10	2,304,159	2,273,056
Employee benefit liabilities	11	2,931,350	3,258,812
Contract liabilities	12	14,619,589	13,459,627
<b>Total current liabilities</b>		<b>19,855,098</b>	<b>18,991,495</b>
<b>Non-current liabilities</b>			
Employee benefit liabilities	11	510,909	499,085
Net deferred tax liabilities	9	1,741,485	2,324,429
<b>Total non-current liabilities</b>		<b>2,252,394</b>	<b>2,823,514</b>
<b>Total liabilities</b>		<b>22,107,492</b>	<b>21,815,009</b>
<b>Net assets</b>		<b>42,102,124</b>	<b>40,681,950</b>
<b>Equity</b>			
Issued capital	13	1	1
Reserve	13	3,569,075	3,569,075
Retained earnings		38,533,048	37,112,874
<b>Total equity</b>		<b>42,102,124</b>	<b>40,681,950</b>

The above statement of financial position should be read in conjunction with the accompanying notes.

## Statement of changes in equity

For the year ended 31 December 2025

	Issued capital \$	Asset revaluation reserve \$	Retained earnings \$	Total equity \$
At 1 January 2025	1	3,569,075	37,112,874	40,681,950
Profit for the year	-	-	1,420,174	1,420,174
Other comprehensive income	-	-	-	-
<b>Total comprehensive income for the year</b>	-	-	1,420,174	1,420,174
<b>At 31 December 2025</b>	<b>1</b>	<b>3,569,075</b>	<b>38,533,048</b>	<b>42,102,124</b>
At 1 January 2024	1	1,645,064	36,735,176	38,380,241
Profit for the year	-	-	377,698	377,698
Other comprehensive income	-	1,924,011	-	1,924,011
<b>Total comprehensive income for the year</b>	-	1,924,011	377,698	2,301,709
<b>At 31 December 2024</b>	<b>1</b>	<b>3,569,075</b>	<b>37,112,874</b>	<b>40,681,950</b>

*The above statement of changes in equity should be read in conjunction with the accompanying notes.*

## Statement of cash flows

For the year ended 31 December 2025

	Note	2025 \$	2024 \$
<b>Operating activities</b>			
Receipts from customers		35,120,429	31,687,997
Payments to suppliers and employees		(33,919,727)	(32,903,742)
Interest received		269,189	300,209
<b>Net cash flows from/(used in) operating activities</b>	5	1,469,891	(915,536)
<b>Investing activities</b>			
Proceeds from sale of property, plant and equipment		365	1,871
Purchase of property, plant and equipment		(386,907)	(452,605)
Investment distribution income		925,879	1,245,035
Purchase of financial assets		(811,035)	(1,024,509)
<b>Net cash flows used in investing activities</b>		(271,698)	(230,208)
<b>Financing activities</b>			
Financing activities		-	-
<b>Net cash flows from financing activities</b>		-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>		1,198,193	(1,145,744)
Cash and cash equivalents at 1 January		6,152,472	7,298,216
<b>Cash and cash equivalents at 31 December</b>	5	7,350,665	6,152,472

The above statement of cash flows should be read in conjunction with the accompanying notes.

# Notes to the financial statements

For the year ended 31 December 2025

## 1. Corporate information

The financial statements of APNIC Pty Ltd (the "Company") for the year ended 31 December 2025 were authorised for issue in accordance with a resolution of the directors on 11 February 2026.

APNIC Pty Ltd is a Not-for-profit (NFP) company limited by shares, incorporated and domiciled in Australia.

The registered office and principal place of business of the Company is 6 Cordelia Street, South Brisbane, Queensland, 4101.

Further information on the nature of the operations and principal activity of the Company are described in the directors' report.

## 2. Accounting policies

### a. Basis of preparation

These are special purpose financial statements that have been prepared at the request of the Executive Council for the interest of the APNIC members and for the purpose of complying with the *Corporations Act 2001* requirements to prepare and distribute financial statements to the members and must not be used for any other purpose.

The financial statements have been prepared in accordance with *Corporations Act 2001* and with the recognition and measurement principles of all applicable Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board. It contains the disclosures that are mandatory under the following Accounting Standards:

AASB 101: *Presentation of Financial statements*

AASB 107: *Cash Flow Statements*

AASB 108: *Accounting Policies, Changes in Accounting Estimates and Errors*

AASB 1054: *Australian Additional Disclosures*

These financial statements have been prepared under the historical cost convention, except for land and building, and financial assets measured at fair value.

### b. Changes in accounting policies, disclosure, standards and interpretations

#### New and amended standards and interpretations

The new and amended Australian Accounting Standards and Interpretations that apply for the first time in 2025 do not materially impact the financial statements of the Company.

#### Accounting Standards and Interpretations issued but not yet effective

Australian Accounting Standards and Interpretations have recently been issued or amended but are not yet effective and have not been adopted by the Company for the annual reporting year ended 31 December 2025. The Company intends to adopt the new or amended standards or interpretations, when they become effective.

#### **AASB 1060 - General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-profit Tier 2 Entities**

Not-for-profit entities will be required to follow the recognition and measurement requirement under Australian Accounting Standards, but may apply the simplified disclosure requirements in AASB 1060. AASB 1060 is the new simplified disclosures standard developed by the AASB based on IFRS for Small and Medium-sized Entities. The standard will be applicable when the AASB removes the ability for Not-for-profit entities to prepare special purpose financial statements.

### c. Going concern

The financial statements have been prepared on a going concern basis, which assumes continuity of normal business activities and the realisation of assets and settlement of liabilities in the ordinary course of business. The financial statements show the Company has negative working capital of \$5,841,296 (2024: \$5,350,596). Whilst the Company is in a negative working capital position, there are non-current financial assets of \$39,264,557 (2024: \$37,703,317) which can be realised on a short-term basis should the Company require funds to meet their current obligations.

## Notes to the financial statements

For the year ended 31 December 2025

### 2. Accounting policies (continued)

#### c. Going concern (continued)

For the year ended 31 December 2025, there was net cash inflow from operating activities amounting to \$1,469,891 (2024: net cash outflow of \$915,536). As at this date, the Company had cash and cash equivalents amounting to \$7,350,665 (2024: \$6,152,472) and total net assets of \$42,102,124 (2024: \$40,681,950). With the strong cash and financial position, the directors believe it remains appropriate to prepare the financial statements on a going concern basis.

#### d. Current versus non-current classification

The Company presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Company classifies all other liabilities as non-current.

Deferred tax liabilities are classified as non-current liabilities.

#### e. Functional and presentation currency

##### i. Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Australian Dollars (\$), which is the Company's functional and presentation currency.

##### ii. Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

#### f. Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash at banks and on hand. Short-term deposits with maturity dates of more than three months are classified as other current financial assets.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash, as defined above.

#### g. Trade and other receivables

Trade receivables are amounts due from customers for services performed in the ordinary course of business. They are generally due for settlement between 30-60 days and therefore are all classified as current. Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Company holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest rate (EIR) method, less loss allowance.

## Notes to the financial statements

For the year ended 31 December 2025

### 2. Accounting policies (continued)

#### g. Trade and other receivables (continued)

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (future expected credit losses) is used when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the trade receivable is impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original EIR. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

The amount of the impairment loss is recognised in profit or loss within other expenses. When a trade receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in profit or loss.

#### h. Investments and other financial assets

##### i. Classification

The Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income (OCI) or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. It has been elected that changes in fair value be designated through profit and loss.

##### ii. Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Company commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

##### iii. Measurement

###### Debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Company classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the EIR method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of profit or loss and other comprehensive income.
- Fair value through other comprehensive income (FVOCI): Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income from these financial assets is included in finance income using the EIR method. Foreign exchange gains and losses are presented in other gains/(losses) and impairment expenses are presented as separate line item in the statement of profit or loss and other comprehensive income.
- Fair value through profit or loss (FVPL): Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

## Notes to the financial statements

For the year ended 31 December 2025

### 2. Accounting policies (continued)

#### h. Investments and other financial assets (continued)

##### iii. Measurement (continued)

###### Equity instruments

The Company subsequently measures all equity investments at fair value. Where the Company's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment.

Dividends from such investments continue to be recognised in profit or loss as other income when the Company's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains/(losses) in the statement of profit or loss and other comprehensive income as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

##### iv. Impairment

The Company assesses on a forward-looking basis, the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Company applies the simplified approach permitted by AASB 9 *Financial Instruments*, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

Impairment losses on equity instruments that were recognised in profit or loss were not reversed through profit or loss in a subsequent year.

##### Subsequent measurement

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the Company establishes fair value by obtaining independent valuation statements or by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity specific inputs.

##### i. Contract liabilities

A contract liability is recognised if a payment is received from or invoice is issued to (whichever is earlier) a customer before the Company transfers the related goods or services. Contract liabilities are recognised as revenue when the Company performs under the contract (i.e., transfers control of the related goods or services to the customer).

##### j. Property, plant and equipment

Plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting year in which they are incurred.

Land and building at 6 Cordelia Street are measured at fair value less accumulated depreciation and impairment losses recognised after the date of revaluation. Valuations are performed with sufficient frequency to ensure that the carrying amount of a revalued asset does not differ materially from its fair value.

A revaluation surplus is recorded in OCI and credited to the asset revaluation reserve in equity. However, to the extent that it reverses a revaluation deficit of a class of assets previously recognised in profit or loss, the increase is recognised in profit and loss. A revaluation deficit is recognised in the statement of profit or loss and other comprehensive income, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation reserve.

## Notes to the financial statements

For the year ended 31 December 2025

### 2. Accounting policies (continued)

#### j. Property, plant and equipment (continued)

Additionally, accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Upon disposal, any revaluation surplus relating to the particular asset being sold is transferred to retained earnings.

Depreciation on assets acquired are calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives as follows:

Building	2.5-50%
Computer equipment	10-50%
Furniture and fittings	2.5-50%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting year. Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss.

#### k. Impairment of non-financial assets

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU)'s fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Company bases its impairment calculation on most recent budgets and forecast calculations, which are prepared separately for each of the Company's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. A long-term growth rate is calculated and applied to project future cash flows after the fifth year.

Impairment losses are recognised in the statement of profit or loss and other comprehensive income as an expense.

An assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Company estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit or loss and other comprehensive income.

## Notes to the financial statements

For the year ended 31 December 2025

### 2. Accounting policies (continued)

#### 1. Employee benefit liabilities

##### **Short-term obligations**

Liabilities for wages and salaries, including non-monetary benefits, bonus, time-in-lieu, long service, and annual leave expected to be settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employee's services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

##### **Other long-term employee benefit obligations**

The Company also has liabilities for long service leave that are not expected to be settled wholly within 12 months after the end of the year in which the employees render the related service. These obligations are therefore measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting year using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and years of service.

Expected future payments are discounted using market yields at the end of the reporting year of high quality corporate bonds with terms and currencies that match, as closely as possible, the estimated future cash outflows. Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The obligations are presented as current liabilities in the statement of financial position if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

#### m. Issued capital

Ordinary shares are classified as equity.

#### n. Revenue from contracts with customers

The Company has applied revenue recognition methodologies provided both under AASB 1058 *Income of Not-for-profit entities* as well as AASB 15 for the purpose of recognising revenue.

##### **Revenue recognition under AASB 15**

Under AASB 15, the Company recognises revenue when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has generally concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer.

##### **Revenue recognition and application of AASB 1058**

AASB 1058 provides that an entity receiving certain 'volunteer services' or entering to 'certain transactions' and where the consideration to acquire an asset is significantly less than the fair value of the asset. In the latter case, the entity will recognise and measure the asset at fair value in accordance with the applicable Australian Accounting Standard (e.g. AASB 116 *Property, Plant and Equipment*).

AASB 1058 does not apply when a transaction completely falls under the scope of AASB 15 as a contract with a customer. This is when the transaction has all the following characteristics:

- The transaction is enforceable and has sufficiently specific obligations;
- The goods or services are not retained by the entity for its own use; and
- The transaction is neither a donation transaction nor a volunteer service.

Accordingly, AASB 1058 applies to entity's transactions that are not ordinarily contracts at fair value with customers. The timing of income recognition depends on whether such a transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by an entity.

## Notes to the financial statements

For the year ended 31 December 2025

### 2. Accounting policies (continued)

#### n. Revenue from contracts with customers (continued)

The Company has confirmed that there are no transactions significantly below the fair value, therefore AASB 1058 has no application on the entity, and therefore revenue is recognised for the major business activities using the methods outlined under AASB 15 as provided below:

##### i. Member and non-member fees

Member and non-member fees are recognised over time where the performance obligation is satisfied over the period of membership. Member and non-member fees received in advance of the service being provided are classified as unearned income. Transfer fees, reactivation fees and application fees are recognised at a point in time where the performance obligation is satisfied when the service is performed.

Under AASB 1058, if the above fees include a donation element, the same is treated as 'donation' transactions and the value of the same is required to be recognised in the financial statements. A donation component, and thereby a donation transaction, exists if:

- The consideration to acquire an asset is significantly less than its fair value; and
- The intent is to primarily to enable the NFP entity to further its objectives

At present, there are no significant 'donation' components included within member and non-member fees. Therefore, there are no donation transactions to be recognised in the financial statements.

##### ii. Grants

Grants relating to costs are deferred and recognised in profit or loss over the period necessary to match them with the costs that they are intended to compensate.

Grants are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Company will comply with all attached conditions.

#### o. Taxes

The income tax expense or revenue for the period is the tax payable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the country where the Company operates and generates taxable income.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects either accounting nor taxable profit or loss.

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled. Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

The Company has self-assessed that the "principle of mutuality" applies to its affairs and has calculated its income tax using this principle for the year ended 31 December 2025.

## Notes to the financial statements

For the year ended 31 December 2025

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### 2. Accounting policies (continued)

#### p. Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

The Company is registered for Australian GST, Singapore GST, and Cambodia VAT.

#### q. Comparatives

Where necessary, comparative figures have been adjusted to conform with changes in presentation in the current period but resulting in no impact to the overall profit for the year.

#### r. Significant accounting judgements, estimates and assumptions

The directors evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Company.

##### Revaluation of land and building

The Company measures the land and building at 6 Cordelia Street at revalued amounts, with changes in fair value being recognised in OCI. The land and building were valued by reference to transactions involving properties of a similar nature, location and condition. The Company engaged an independent valuation specialist to assess fair values in December 2024 for the land and building.

APNIC Pty Ltd intends to revalue its property with sufficient frequency to ensure that the carrying amount does not differ materially from that which would be determined using fair value. APNIC Pty Ltd intends to revalue its property at the sooner of 3 years from valuation date or any material changes in market value of the property.

## Notes to the financial statements

For the year ended 31 December 2025

### 3. Revenue from contracts with customers

#### Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers:

	2025	2024
	\$	\$
<b>Type of service</b>		
Membership fees	28,186,268	26,830,097
Non-membership fees	341,832	350,048
Sign-up fees	258,750	243,000
Transfer fees	232,234	276,590
Member reactivation fees	34,500	23,000
Non-member reactivation fee	2,400	1,200
<b>Total revenue from contracts with customers</b>	<b>29,055,984</b>	<b>27,723,935</b>

#### Timing of revenue recognition

Services transferred over time	28,528,100	27,180,145
Services transferred at a point in time	527,884	543,790
<b>Total revenue from contracts with customers</b>	<b>29,055,984</b>	<b>27,723,935</b>

### 4. Other income

#### a. Other income

	2025	2024
	\$	\$
Investment distribution income	925,879	1,245,035
Sundry income	414,713	573,667
Foundation receipts	3,706,691	3,969,214
Net foreign exchange (loss)/gain	(38,251)	51,875
	5,009,032	5,839,791

#### b. Finance income

	2025	2024
	\$	\$
Interest income	266,964	299,105

## Notes to the financial statements

For the year ended 31 December 2025

### 5. Cash and cash equivalents

	2025	2024
	\$	\$
Petty cash	1,000	1,000
Cash at bank	7,349,665	6,151,472
	<u>7,350,665</u>	<u>6,152,472</u>
	2025	2024
	\$	\$
<b>Cash flow reconciliation</b>		
<b>Reconciliation of net profit after tax to net cash flows from operations</b>		
Profit for the year	1,420,174	377,698
<b>Adjustments for:</b>		
Depreciation expense	565,162	572,672
Investment distribution income	(925,879)	(1,245,035)
Loss on disposal of property, plant and equipment	42,866	3,738
Gain on financial assets held at fair value through profit or loss	(750,205)	(1,124,260)
(Reversal of)/expected credit losses	(49,695)	28,921
Net foreign exchange loss/(gain)	38,251	(51,875)
<b>Changes in assets and liabilities:</b>		
Decrease/(increase) in trade and other receivables	785,304	(774,270)
Decrease/(increase) in prepayments	51,430	(55,877)
(Decrease)/increase in net deferred tax liabilities	(582,944)	1,143,293
Increase in trade and other payables	31,103	118,342
Decrease in employee benefit liabilities	(315,638)	(105,438)
Increase in contract liabilities	1,159,962	196,555
<b>Net cash flows from/(used in) operating activities</b>	<u>1,469,891</u>	<u>(915,536)</u>

### 6. Trade and other receivables

	2025	2024
	\$	\$
Trade receivables	2,026,199	2,733,788
Allowance for expected credit losses	(97,969)	(147,664)
	<u>1,928,230</u>	<u>2,586,124</u>
Interest receivable	9,151	11,376
Other receivables	562,898	676,639
	<u>2,500,279</u>	<u>3,274,139</u>

## Notes to the financial statements

For the year ended 31 December 2025

**7. Financial assets**

	2025	2024
	\$	\$
<b>Current</b>		
Short-term deposits	2,650,000	2,650,000
<b>Non-current</b>		
Units in managed investment funds – at fair value	39,264,557	37,703,317

**8. Property, plant and equipment**

	2025	2024
	\$	\$
<b>Land</b>		
At fair value	9,071,250	9,071,250
<b>Net carrying amount</b>	9,071,250	9,071,250
<b>Building</b>		
At fair value	928,750	928,750
Accumulated depreciation	(35,047)	-
<b>Net carrying amount</b>	893,703	928,750
<b>Computer equipment</b>		
At cost	3,606,672	4,127,436
Accumulated depreciation	(2,804,746)	(3,172,758)
<b>Net carrying amount</b>	801,926	954,678
<b>Furniture and fittings</b>		
At cost	470,197	471,860
Accumulated depreciation	(305,819)	(273,795)
<b>Net carrying amount</b>	164,378	198,065
<b>Total property, plant and equipment</b>		
At cost	4,076,869	4,599,296
Accumulated depreciation	(3,110,565)	(3,446,553)
	966,304	1,152,743
At fair value	10,000,000	10,000,000
Accumulated depreciation	(35,047)	-
	9,964,953	10,000,000
<b>Net carrying amount</b>	10,931,257	11,152,743

## Notes to the financial statements

For the year ended 31 December 2025

**9. Net deferred tax liabilities**

	2025	2024
	\$	\$
Total deferred tax assets	736,284	514,759
Total deferred tax liabilities	(2,477,769)	(2,839,188)
<b>Net deferred tax liabilities</b>	<b>(1,741,485)</b>	<b>(2,324,429)</b>

**10. Trade and other payables**

	2025	2024
	\$	\$
Trade payables	558,811	465,483
Accrued expenses	1,593,823	1,603,894
GST/VAT payable	151,525	203,679
	<b>2,304,159</b>	<b>2,273,056</b>

**11. Employee benefit liabilities**

	2025	2024
	\$	\$
<b>Current</b>		
Annual leave	1,392,769	1,555,494
Long service leave	1,456,369	1,647,984
Superannuation liability	-	3,002
Time in lieu leave	80,787	50,509
Other employee benefit liabilities	1,425	1,823
	<b>2,931,350</b>	<b>3,258,812</b>
<b>Non-current</b>		
Long service leave	510,909	499,085

**12. Contract liabilities**

	2025	2024
	\$	\$
Unearned member and non-member fees	14,536,328	13,384,489
Unearned sponsorship income	30,953	23,432
Unearned research service income	52,308	51,706
	<b>14,619,589</b>	<b>13,459,627</b>

## Notes to the financial statements

For the year ended 31 December 2025

### 13. Issued capital and reserve

#### Issued capital

1 fully paid ordinary share (2024: 1)

2025	2024
\$	\$
1	1

There was no movement in issued capital during the year (2024: nil).

#### Reserve

Asset revaluation reserve

2025	2024
\$	\$
3,569,075	3,569,075

#### Asset revaluation reserve \$

At 1 January 2024

1,645,064

Revaluation of land and building

1,924,011

**At 31 December 2024**

**3,569,075**

**At 31 December 2025**

**3,569,075**

#### Nature and purpose of reserve

##### Asset revaluation reserve

The asset revaluation reserve records fair value movements on property held under the revaluation model.

### 14. Commitments and contingencies

#### Commitments

The Company had no capital commitments at 31 December 2025 (2024: \$nil).

#### Contingencies

The Company had no contingent assets or contingent liabilities at 31 December 2025 (2024: \$nil).

### 15. Auditor's remuneration

The auditor of APNIC Pty Ltd is Ernst & Young (Australia).

#### Amounts received or due and receivable by Ernst & Young (Australia) for:

An audit of the financial report of the entity

56,650

60,700

Other services

7,000

6,800

**63,650**

**67,500**

## Notes to the financial statements

For the year ended 31 December 2025

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### **16. Events after the reporting period**

There were no significant events occurring after the reporting period which may affect either the Company's operations or results of those operations or the Company's state of affairs.

## Directors' declaration

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In accordance with a resolution of the directors of APNIC Pty Ltd (the "Company"), we state that:

In the opinion of the directors:

- a. the Company is not a reporting entity as defined in the Australian Accounting Standards;
- b. the financial statements and notes of the Company are in accordance with the *Corporations Act 2001*, including:
  - i. giving a true and fair view of the Company's financial position as at 31 December 2025 and its performance for the year ended on that date; and
  - ii. complying with Australian Accounting Standards to the extent described in Note 2.a to the financial statements and complying with the *Corporations Regulations 2001*;
- c. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the directors.

Jia Rong Low  
Director  
11 February 2026

Yoshinobu Matsuzaki  
Director  
11 February 2026

## Independent auditor's report

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**{The Auditor's report will be provided by your Auditor.}**