

# ● Board of Trustees decision record

Meeting held on  
27 November 2025

# 1. Attendees

## Participants with voting rights

- Mr André Schwob, by the Inria President,
- Ms Isabelle Amaglio-Terisse, by the French Ministry for Industry
- Ms Mireille Campana, by the French Ministry for Electronic Communications
- Mr Boris Dintrans, appointed by the Ministry of Research, having given power to Ms Mireille Campana
- Mr Luc Saccavini, by the Inria President
- Mr Sébastien Almiron, by the “Registrars” College
- Mr Eric Lantonnet, by the “Registrars” College
- Mr Nicolas Pawlak, by the “Users” College
- Mr Paul Perpère, by the “Users” College
- Mr Raft Razafindrakoto, by the “International” College

## Participants in an advisory capacity

- Mr Pierre Bonis, CEO of Afnic
- Mr Laurent Toutain, Chair of the Scientific Council

## Other participants

- Mr Benoit Ampeau, Partnerships and Innovations Director, Afnic
- Ms Gabrielle Apfelbaum, Communication Director, Afnic
- Ms Sophie Canac, Head of Associative Governance, Afnic
- Ms Caroline Duval-Favre, Purchasing and Finance Director, Afnic
- Ms Marianne Georgelin, Legal Director, Afnic
- Mr Régis Massé, Director of Information Systems, Afnic
- Ms Emilie Turbat, Marketing and Sales Director, Afnic

## 2. Working papers

- Meeting notification
- List of participants
- Agenda
- Authorised representative template
- Draft resolutions submitted for approval by the Board of Trustees
- Presentation material
- Minutes of the meeting held on 1 October 2025
- Dashboard for October 2025

# 3. Agenda

- Welcome and appointment of the Recording Secretary
- Approval of the Minutes of the Board meeting held on 1 October 2025
- Update and follow-up of requests expressed at the Board of Trustee meeting
- Dashboard
- Report on the Registrar and User Consultative Committee meetings
- Adoption of the 2026–2028 Strategy and priorities and objectives of the 2026 Action Plan
- Report of the Finance Committee
- Finances: 2025 estimated closing and budgetary forecasts for 2026
- 2026 membership prices
- 2026 schedule of Board and association meetings
- Discussion on points of substance and information on upcoming Board Meetings
- Miscellaneous

## 4. Decision record

### Resolution 1:

Approval of the Minutes of the Board meeting held on 1 October 2025

The Board of Trustees approves the draft minutes of the meeting held on 1 October 2025.

### Resolution 2

2026–2028 Strategy

The Board of Trustees approves the strategy presented for the years 2026 to 2028 covering the following points:

- Strengthen the commercial dynamism of the .fr to make it a tool for French digital autonomy and sovereignty.
- Establish Afnic as the reference internet registry in Europe for a safe and secure internet that limits abuse.
- Leverage Afnic's associative and multi-stakeholder model for a sober, solidarity-based, and responsible internet.
- Affirm Afnic's role as a resource and expertise center by developing the skills of its employees and the technical and organizational capabilities of the association.

### Resolution 3

#### 2026 Strategic Priorities

The Board of Trustees approves the priorities for 2026 as proposed based on the 2026–2028 strategic objectives.

### Resolution 4

#### 2026 Budget

Based on the report of the Finance & Risk Management Committee, the Board of Trustees, taking into account the multi-annual forecast presented, adopts the 2026 budget including:

€24,730k of operating revenue

€23,217k of operating expenses

€1,512k of operating profit

€1,253k of reported net income

## Resolution 5

### 2026 membership prices

The Board of Trustees sets annual membership fees for 2026 as follows:

- Registrars: €190 incl. tax
- User members, corporations: €190 incl. tax
- User members, individuals: €50 incl. tax
  - Reduced price for individual student user members (on presentation of supporting documentation): €20 incl. tax
- Correspondent members of the International College: €50 incl. tax

## Resolution 6

### Board of Trustees' 2026 Roadmap

The Board of Trustees adopts the 2026 roadmap discussed at the meeting.

Drawn up in Guyancourt on 27 November 2025

Chair

Trustee

Recording Secretary

André Schwob

Sophie Canac