APNIC EC Meeting Minutes

Online meeting

Monday, 7 December 2020, 11:05 – 16:00 (UTC +10)
Tuesday, 8 December 2020, 11:00 – 15:15 (UTC +10)

Meeting started at 11:05 (UTC +10), Monday, 7 December 2020

Present
Gaurab Raj Upadhaya, EC Chair
Kam Sze Yeung
Kenny Huang, Treasurer
Paul Wilson, Director General
Sumon Ahmed Sabir
Vincent Achie Atienza, Secretary
Yoshinobu Matsuzaki
Yuedong Zhang

Connie Chan, Senior Executive Assistant (minutes)
Craig Ng, General Counsel
Richard Brown, Business Director
Sanjaya, Deputy Director General

Apologies
Nil

Agenda
1. Opening of meeting and declaration of quorum
2. Agenda bashing
3. Declaration of interests
4. Review of minutes of last meeting and record of circular resolutions passed since the last meeting
5. Matters arising from the last meeting
6. EC Chair update
7. WH&S update
8. Service Partner update
9. Secretariat report
10. IANA RC appointment
11. APNIC EC election chair appointment
12. Financial reports
13. APNIC Survey response
14. APNIC conference update
15. SIG elections proposal
16. Discussion of activity plan 2021
17. Approval of activity plan and budget 2021
18. APIDT update
19. APNIC Foundation update
20. Review of Non-Member and historical resource holders' structure
21. Risk register
22. Any other business
23. Next EC meeting

Minutes

1. **Opening of meeting and declaration of quorum**

   The Chair of the Executive Council (EC Chair) welcomed all attendees to the meeting. The EC Chair declared the meeting open at 11:05 (UTC +10) on Monday, 7 December 2020, and noted that a quorum was present.

   The EC Chair designated Yoshinobu Matsuzaki as the Chair of this meeting (Meeting Chair) and handed over the chairing of the meeting to him.

2. **Agenda bashing**

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

3. **Declaration of interests**

   The Meeting Chair asked the EC members to review the Register of Interests (attached), declare any potential conflicts of interests, and for any such declaration to be recorded in the minutes.

   Gaurab Raj Upadhaya declared that he was no longer a member of the Program Committee for APRICOT and the Global Peering Forum.

   Kam Sze Yeung declared that he was a member of the TWNOG Multi-stakeholder Steering Group (MSG).

   Vincent Achie Atienza declared that he was a member of the Program Committee of APRICOT.

   All other EC members present confirmed their entries in the Register of Interests are complete and correct.

4. **Review of minutes of last meeting and record of circular resolutions passed since the last meeting**

   The following circular resolutions (that require the agreement of all EC members who are entitled to vote on the resolution) were passed by the EC during the period between the last EC meeting and this meeting and are recorded in these minutes for completeness.

   > **Resolution 2020-24: The EC resolved to adopt the minutes of the EC meeting of 4 and 11 September 2020.**

5. **Matters arising from the last meeting**

   The following matters from the previous meetings were completed:

   Action item 2020-08: The DG to contact Nicole Chan to confirm her willingness to accept the NC appointment.

   Action item 2020-09: The Secretariat to update the risk register.

   Action item 2020-10: The DG to sign APNIC up as a founding member of the WIC.

The following matters from the previous meetings will be covered in the agenda:

Action item 2020-06: Craig Ng to draft the Constitution of APNIC Foundation Australia for the EC to approve at the next EC meeting. [See agenda item #19]

[Confidential material redacted]

Action item 2020-11: The Secretariat to document the nomination criteria for EC consideration at the next EC meeting. [See agenda item #15]

6. EC Chair update

The EC Chair provided the Chair update. He noted that there had not been much to report since the last meeting. He noted the discussions on the root zone signing he was involved as a Trusted Community Representative.

7. WH&S update

Kam Sze Yeung spoke to the Workplace Health and Safety quarterly update. The EC also noted APNIC's COVID-19 safe plan.

8. Service Partner update

Sanjaya spoke to the Service Partner update presentation.
The EC considered the recommendations with respect to the continuation of the Service Partner trial project. The EC agreed to explore further partnership opportunities across the economies and industries, and delegated authority to the Director General to approve new partners.

9. Secretariat report

The Director General spoke to the Secretariat Report (attached).

The EC discussed several items in the Secretariat Report at length.

The Director General then presented the HR report.

10. IANA RC appointment

The EC considered the candidate for the IANA Review Committee (RC).

Resolution 2020-25: The EC resolved to appoint Satoru Tsurumaki to the IANA RC for a two-year term from 1 January 2021 to 31 December 2022.

Motion proposed by Paul Wilson; seconded by Yoshinobu Matsuzaki. Passed unanimously.

11. APNIC EC election chair appointment

Paul Wilson assumed the role of Chair of the Meeting for this topic. Gaurab Raj Upadhaya, Yoshinobu Matsuzaki and Kenny Huang abstained from discussions.

The EC discussed and considered the candidates for the APNIC election chair for the next EC election, during APNIC 51.

Vincent Achie Atienza will approach the preferred candidate and seek his agreement to the proposed appointment before the EC passes the resolution.

Yoshinobu Matsuzaki assumed the role of chair of the Meeting.

Meeting adjourned at 12:58 (UTC +10), Monday, 7 December 2020

Meeting resumed at 13:25 (UTC +10), Monday, 7 December 2020

12. Financial reports

Irene Chan joined the meeting.

Andrew McAuley and Patrick Armitage from Credit Suisse joined the meeting for this agenda item.

Patrick Armitage spoke to the APNIC portfolio review presentation (attached). Andrew McAuley highlighted the market commentary and noted the equity markets continue to look attractive. There are risks that still need to be monitored carefully. Rising inflation might follow from a continued economic recovery. Another risk that remains is the possibility of a further escalation of the US-China trade dispute in 2021. Bond yields and borrowing rates will remain low for a long period of time.

[Andrew McAuley and Patrick Armitage left the meeting at 13:42 (UTC +10)]

Richard Brown spoke to the October financial report presentation (attached).

The EC considered the monthly financial report and the investment report for October 2020 (attached). The EC noted that APNIC is solvent and able to meet all current debts.

The October financial report highlights a net surplus of AUD 3.3M to date, with revenue tracking very close to the budget and expenses tracking at 10% under the budget forecast. At the end of October 2020, APNIC had a total of 8,282 Members serving 53 economies.

13. APNIC Survey response

The EC discussed the draft EC response to the 2020 Survey report.

Action item 2020-12: The Secretariat to upload the word version of the EC response to the EC wiki for further comments and changes from the EC.

14. APNIC conference update

Tony Smith joined the meeting and spoke to the conferences update presentation.

Due to the COVID-19 pandemic, APRICOT 2021 will take place as an online event.

It was suggested to pause the official conference rotation until we could resume travel and hold face-to-face conferences again. Tony Smith will raise the matter with APNOG Board and report back to the EC.

15. SIG elections proposal

Tony Smith spoke to the SIG elections update presentation (attached).

The EC discussed the recommendations at length, and asked Tony Smith to share their views on the options presented with the SIG Chairs and let the community further consider the issues. The EC agreed to postpone the election by six months, and will revisit the proposals at the next APRICOT after community consultation.

16. Discussion of activity plan 2021

The APNIC executive leadership team (ELT) joined the meeting for this agenda item. Pablo Hinojosa and Geoff Huston joined the meeting via zoom. Che-Hoo Cheng, Anton Strydom and Louise Tromp attended the on-site meeting.

The Director General spoke to the 2021 activity plan proposal (attached) and discussed the overall themes and budget for 2021. The activity plan 2021 is framed across five strategic pillars.

Sanjaya then presented the Membership pillar and the detailed workstreams.

Anton Strydom presented the Registry pillar and the detailed workstreams.

Che-Hoo Cheng presented the Development pillar and the detailed workstreams.

Anton Strydom presented the Information pillar and the detailed workstreams.

Richard Brown presented the Capability pillar. Che-Hoo presented on internal technical infrastructure. Richard presented on finance and business services, employee experience and governance.

Meeting adjourned at 16:00 (UTC +10), Monday, 7 December 2020

Meeting resumed at 11:00 (UTC +10), Tuesday, 8 December 2020

17. Approval of activity plan and budget 2021

Richard Brown spoke to the proposed budget presentation for 2021 (attached).

The Director General highlighted some provisions for the 2021 Budget in light of uncertainties in the context of the COVID-19 pandemic. It is customary to develop a revised budget at the half-year mark in response to changes in the environment, providing a greater understanding of the pandemic's implications on 2021's budget results.

The EC considered the activity and resourcing plan that is required to align with the financial targets of the 2021 Budget. They also discussed the success measures at length.

> **Resolution 2020-26: The EC resolved to approve and adopt the 2021 Budget (as attached) that provides authority to the Director General for a total operational**

expenditure of AUD 25,503,657 and a total capital expenditure of AUD 2,741,350 for 2021.

Motion proposed by Kenny Huang; seconded by Yoshinobu Matsuzaki. Passed unanimously.

[Irene Chan, Pablo Hinojosa, Geoff Huston, Louise Tromp, Tony Smith, and Anton Strydom left the meeting at 12:50 (UTC +10)]

Meeting adjourned at 12:50 (UTC +10), Tuesday, 8 December 2020

Meeting resumed at 13:15 (UTC +10), Tuesday, 8 December 2020

Duncan Macintosh joined the meeting for the next two agenda items.

18. APIDT update

The Director General spoke to the APIDT update presentation.

19. APNIC Foundation update

Duncan Macintosh spoke to the APNIC Foundation update presentation (attached).

[Che-Hoo Cheng left the meeting at 14:00 (UTC +10)]

Craig Ng spoke to the APNIC Foundation Limited Australia proposal.

> **Resolution 2020-27: The EC resolved to incorporate APNIC Foundation Limited as a public company limited by guarantee in Australia, on the basis of the document in the form, or substantially in the form, of the draft constitution attached.**

Motion proposed by Kenny Huang; seconded by Gaurab Raj Upadhaya. Passed unanimously.

> **Resolution 2020-28: The EC resolved to appoint with Michael Malone, Paul Wilson and Duncan Macintosh as the founding directors and Duncan Macintosh as the company secretary of APNIC Foundation Limited.**

Motion proposed by Gaurab Raj Upadhaya; seconded by Vincent Achie Atienza. The Director General abstained from voting.

[Duncan Macintosh left the meeting at 14:23 (UTC +10)]

20. Review of Non-Member and historical resource holders' structure

Sanjaya spoke to the Non-Member and historical resource accounts analysis presentation.

[Confidential material redacted]

21. Risk register

Richard Brown spoke to the risk register presentation. There was no significant change to the current register.

22. Any other business

The Meeting Chair called for any other business.

The Director General thanked everyone for their contribution to the meeting.

23. Next EC meeting

The next EC meeting is tentatively scheduled for Monday, 22 February 2021.

Meeting closed at 15:15 (UTC +10), Tuesday, 8 December 2020

Attachments:

- A. **Register of interests**
- B. **[Confidential material redacted]**
- C. **[Confidential material redacted]**
- D. **Secretariat report and presentation**
- E. **[Confidential material redacted]**
- F. **APNIC portfolio review presentation**
- G. **October 2020 Credit Suisse investment report**
- H. **October 2020 Credit Suisse commentary**
- I. **October 2020 finance presentation**
- J. **October 2020 monthly financial report**
- K. **[Confidential material redacted]**
- L. **[Confidential material redacted]**
- M. **SIG elections update presentation**
- N. **2021 activity plan and presentation**
- O. **2021 budget document and presentation**
- P. **[Confidential material redacted]**
- Q. **APNIC Foundation update presentation**
- R. **Draft constitution of APNIC Foundation**
- S. **[Confidential material redacted]**
- T. **[Confidential material redacted]**
- U. **[Confidential material redacted]**

Agenda Item 3
Declaration of Interests

APNIC EC Register of Interests

Declaration of interests of EC members

This register records the interests of EC members, which may conflict with the EC members' duties to APNIC. This register is accurate as at **7 December 2020**.

Gaurab Raj Upadhaya declared that he currently holds the following positions:

- Employee of Amazon Web Services (AWS/Amazon) as the Principal for Infrastructure/IP Strategy Development
- Founder of the Nepal Research and Education Network (NREN)
- Chairman of Nepal Internet Exchange (NPIX)
- Standing member of the Program Committee of SANOG
- Board Member of Internet Foundation Nepal

Kam Sze Yeung declared that he currently holds the following positions:

- Member of the HKNOG Program Committee
- Employee of Akamai Technologies, Inc
- Member of the Working Group of Peering Asia
- Member of the TWNOG Multi-stakeholder Steering Group (MSG)

Kenny Huang declared that he currently holds the following positions:

- Chair and CEO of TWNIC
- Member of the Advisory Council of [DotAsia](#) Organization

Yoshinobu Matsuzaki declared that he currently holds the following positions:

- Employee of Internet Initiative Japan Inc. (IIJ) as a Senior Engineer
- Board of Director of JPNIC
- Board of Director of APNOG/APIA
- Member of JANOG Committee
- Technical Advisor of JPCERT/CC
- Contact person at IIJ Europe (RIPE member) for RIPE
- Ph.D. student of Keio University Graduate School of Media Design
- TAC (Technical Advisory Council) of Team Cymru, Inc.

Yuedong Zhang declared that he currently holds the following position:

- Employee of CNCERT/CC as Deputy Chief Engineer, under the Ministry of the Cyberspace Administration of China

Vincent Achie Atienza declared that he currently holds the following positions:

- Employee of Globe Telecom
- Chair of the Philippine Network Operators Group ([PhNOG](#))
- Board member of Internet Society Philippines (ISOC-Ph)
- Member of Ph Technical working group for IPv6 & DNSSEC

- Member of Ph Technical working group for RPKI
- Member (Ph Representative) - APIX - Asia Pacific Internet Exchange Association)
- Member/Evangelist - Philippine Open Internet eXchange ([PhOpenIX](#))
- Member of the Program Committee of APRICOT

Sumon Ahmed Sabir declared that he currently holds the following positions:

- CTO, Fiber@Home Limited
- Sponsor of BDCOM Online Limited
- Member, Board of Trustee, BDIX
- Member, Board of Trustee, BDNOG
- Member, Corecom, SANOG
- Member, Board of Trustee, ISOC, Bangladesh, Dhaka Chapter

Paul Wilson declared that he currently holds the following position:

- Director of APIDTT Pty Ltd
- Director of APIDT Infrastructure Pty Ltd

Agenda Item 9
Secretariat report

APNIC Secretariat Report

To 31 October 2020

CONFIDENTIAL DRAFT 1.0

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Executive Summary

Introduction

This report is provided to the APNIC Executive Council (EC) for the quarterly meeting held online from 7 to 8 December 2020. **It provides a summary of activities from 1 January 2020 to 31 October 2020.**

The structure of this report reflects the APNIC Strategic Plan 2020-2023 and the 2020 Operational Plan, with activities reported according to Strategic Pillar and Workstream, and against their current Success Measures. Future reports will provide more complete performance details as the year progresses, and continuous improvement to the reporting of numeric and graphical data.

Feedback on this report is very welcome.

Highlights

The following is a summary of significant highlights for the year to date, also grouped according to Strategic Pillar.

Membership

- APNIC Membership passed 8,000, with 8,287 Members as of 31 October. (1A.1).

- The 2020 APNIC Survey was conducted from 13 to 31 July. Participation increased by 31% compared to 2018, with 1,624 responses, and 35% of respondents used the translated versions (available in 16 languages). The final results were reported at APNIC 50 (1A.4)

- The new MyAPNIC portal was released in February and was migrated to the 'APNIC Login' SSO (1B.1).

- The whois 'abuse-c' attribute was reinstated to parent objects and will reference the IRT objects via a newly created 'Role' object ([prop-125](#)) (1B.1).

- A fully online election platform was used for the EC election at APNIC 49 and the NRO NC election at APNIC 50. (1B.3).

- A new APNIC membership application form was launched in June, resulting in a 70% reduction of fake applications. (1B.1).

- The 2020-2023 Strategic Plan, 2020 Activity Plan, and 2019 Annual Report were published (1C.1).

Registry

- The annual target of 65%+ APNIC Members holding IPv6 address space was reached in April (2A.1).

- Around 1.1 million historical IPv4 addresses were voluntarily returned to the available pool in August following APNIC contact with the resource custodians (2A.4).

- A new IPv4 Listing Service for Members to publish available IPv4 address space was deployed in July (2A.4).

- The first RDAP cloud deployment was completed, resulting in higher availability and a significant reduction in RTT (2B.2).

- The AS0 ROA Service ([prop-132](#)) was deployed to production with full monitoring and reporting (2B.3).

- Results of the Policy documentation review were presented at APNIC 50, with a further two-hour community consultation held on 30 October to discuss the report (2C.4).

Development

- There were 473 Zoom remote attendees and 659 live YouTube views (4,003 total YouTube views) for APNIC 50. There were 505 newcomers at APNIC conferences this year. (3A.1 and 3D.3).

- Shubham Saran was elected to the NRO NC for a two-year term beginning 1 January 2020. The EC appointed Nicole Chen to the NRO NC for a one-year term, also beginning 1 January 2020 (3A.1).

- Funding of the ISIF Asia 2020 Network Operations Research Grants was expanded to USD 120K to select four projects (3B.2).

- The Networking from Home (NFH) event series was held in collaboration with 21 NOGs. Four events were held between June and August, with 1,219 participants from 45 economies (3C.1).

- Staff participated in 22 security events and 5 CERT engagements (3C.2).

- APNIC staff authored the chapter 'Putting the technical community back into cyber (policy)' of the *Routledge Handbook of International Cybersecurity*, published in February (3C.4).

- A sector membership application was submitted to the ITU-T, subject to a requested fee exemption (3C.5).

- APNIC participated in regional preparations for ITU's World Telecommunication Standardization Assembly (WTSA) and World Telecommunication Development Conference (WTDC) (3C.5).

- The first two meetings of the new Routing Security SIG were held at APNIC 49 and 50 (3D.1).

- The NFH project was a finalist in three Asia Pacific SABRE Award categories, winning a certificate of excellence for branding and design (3D.2)

- The online participation campaign for APNIC Academy helped attract 2,263 attendees to 16 webinars, and 687 new Academy user registrations (3D.2).

- Two new Academy courses are in development, Network Management and Monitoring, and Network Automation. A new course catalogue and learning pathways guide was added to the website (3E.1 and 3E.8).

- Contracts were renewed for 18 Community Trainers and three new CTs were recruited, bringing the total to 21 (3E.4).

- RPKI adoption has increased in 2020. Members with ROAs have increased from 27.2% in January to 48.8% in October. (3E.6).

- An MoU was signed with WIDE and JPRS on M-root collaboration, and the first deployments in Brisbane and Viet Nam are in progress (3F.3).

Information

- The APNIC Blog experienced a 36% increase in views and has passed 2.5 million views (all time) (4A.1).

- Updates were launched to the DASH and NetOX products, resulting in a substantial increase in users (4A.2).

- APNIC Labs published 26 blog articles on research findings (4B.2).

Capability

- A new gigabit IX connection was established with EdgeIX Australia at NextDC B1, as well as redundant peering with Google via PCCW Console Connect (5A.2).

- Deprecation of TLS v1.0 and v1.1 was completed across all APNIC web services, with API/machine accessed services completed in August 2020 (5A.3).

- External penetration testing was completed with the final report detecting no high severity vulnerabilities (5A.4).

- Internal Acceptable Use Policy (AUP) and Bring Your Own Device (BYOD) policies were updated (5A.4 and 5A.5).

- A Vulnerability Reporting Program was announced in July. Eight vulnerability reports from external security researchers have been received. (5A.4).

- A remote connection to Equinix IX in Singapore was established to allow direct peering with networks in South East Asia and South Asia to reduce network latency (5A.6).

- A COVID-19 BCP response team monitors and advises on APNIC staff travel, office operations and events during the pandemic. (5B.3 and 5C.2).

- APNIC filled 11 vacant permanent roles (5C.3).

- Updated privacy statements for APNIC and the Foundation were published (5D.2).

Budget Performance

The following table summarizes budget performance to date, for FTE (staff time) allocation, and operational and capital expenditure, across all workstreams.

Workstream	FTE			Expense			Capital		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Member Services	9.8	8.9	9%	2,005,530	1,817,812	-9%			
Membership Products	7.15	6.9	-3%	906,253	933,213	3%			
Membership Reporting	0.6	0.9	57%	523,923	370,550	-29%			
Registration Services	3.7	4.5	21%	518,446	525,159	1%			
Registry Products	5.3	4.6	-13%	663,649	725,144	9%			
Policy Development	0.85	0.6	-32%	400,229	233,590	-42%			
APNIC Conferences	4.6	4.3	-6%	1,232,554	847,060	-31%	830	4,174	403%
Foundation Support	1.15	1.4	22%	737,880	752,066	2%	-	-	
Community Engagement	7.15	5.5	-23%	2,035,039	1,432,044	-30%	-	-	
Community Participation	1.1	0.5	-51%	163,867	144,759	-12%	-	-	
APNIC Academy	8.45	9.3	10%	1,899,417	1,362,707	-28%	-	14,771	100%
Internet Infrastructure Support	1.1	0.8	-31%	1,098,373	839,692	-24%	329,170	7,957	-98%
Information Products	4.9	6.1	24%	638,058	679,848	7%			
Research and Analysis	0.85	1.0	16%	700,136	572,966	-18%	66,670	48,643	-27%
Internal Technical Infrastructure	13.1	13.0	-1%	2,554,480	2,585,489	1%	184,670	217,829	18%
Finance and Business Services	8.2	8.0	-3%	1,599,492	1,396,072	-13%	45,830	14,408	-69%
Employee Experience	2.45	5.5	124%	1,368,165	1,194,044	-13%			
Governance	1.55	1.5	-5%	704,999	593,319	-16%			
	82	83.3	2%	19,750,490	17,005,531	-14%	627,170	307,782	-51%

Notes: 🟩 <= 25% variance 🟨 > 25% <= 50% variance 🟥 > 50% variance

Table 1: Budget performance summary

1   Membership

1A   Member Services

Operations

1A.1   Member services

SLA for service requests

▪ While maintaining an average above 99%, SLA achievement was slightly reduced during March and April this year as the Services team adjusted to working from home due to COVID-19.
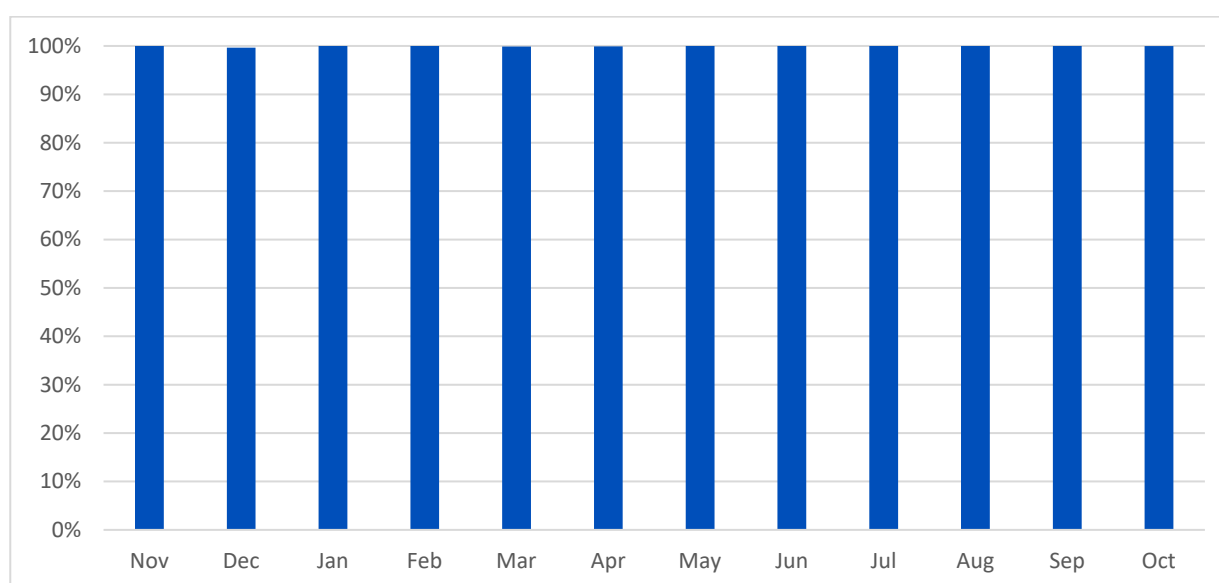
Figure 1: Service SLA

Service satisfaction ratings

▪ Service satisfaction remained high with 92.3% 'excellent' and 'above average' scores, and 4.5% 'below average' and 'poor' scores.
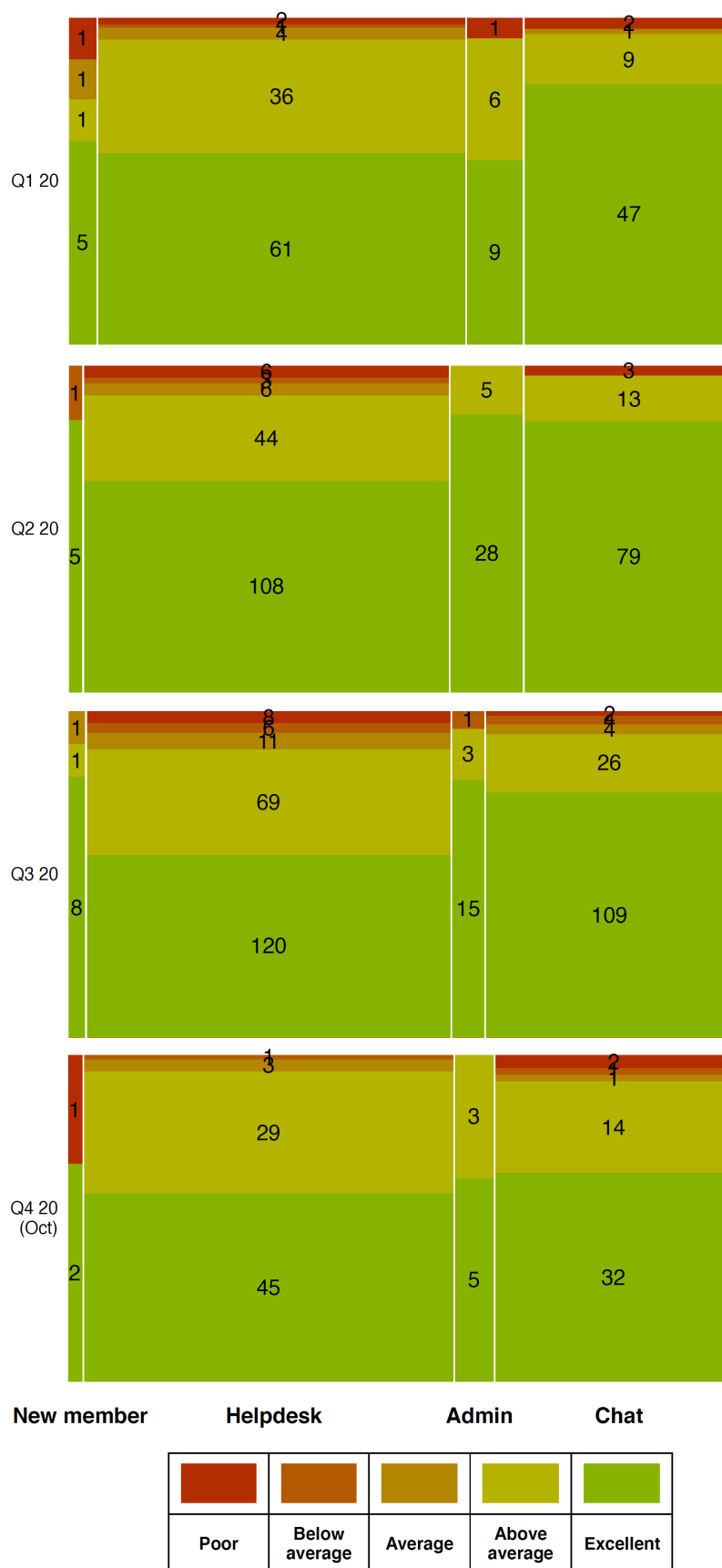
Figure 2: Service satisfaction

Membership Growth
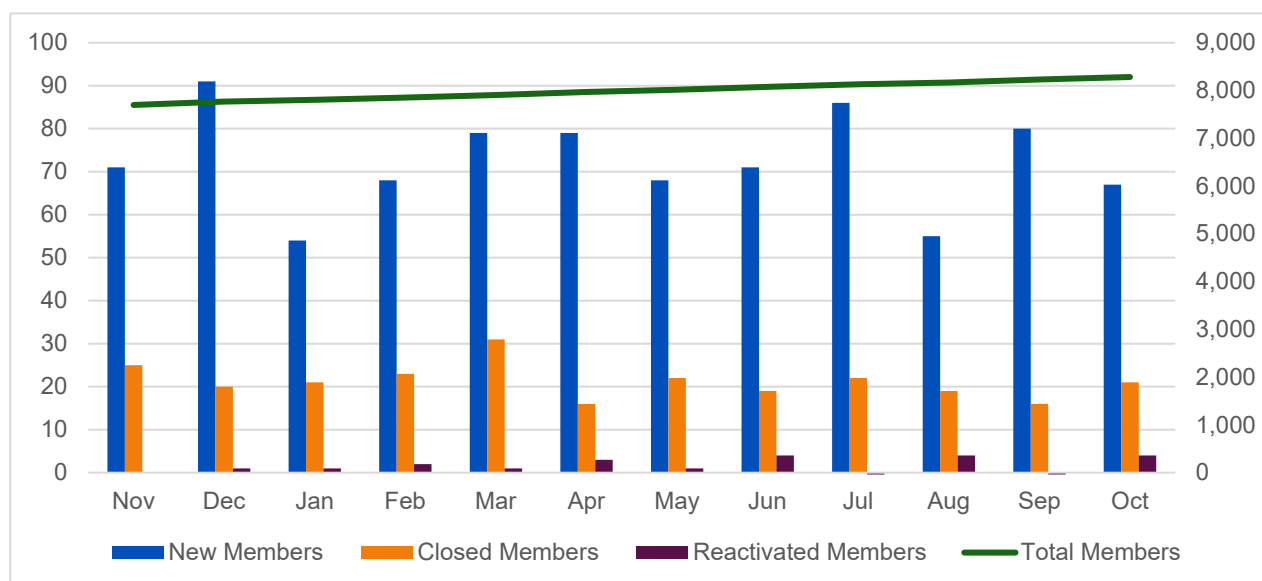
Figure 3: Membership transactions
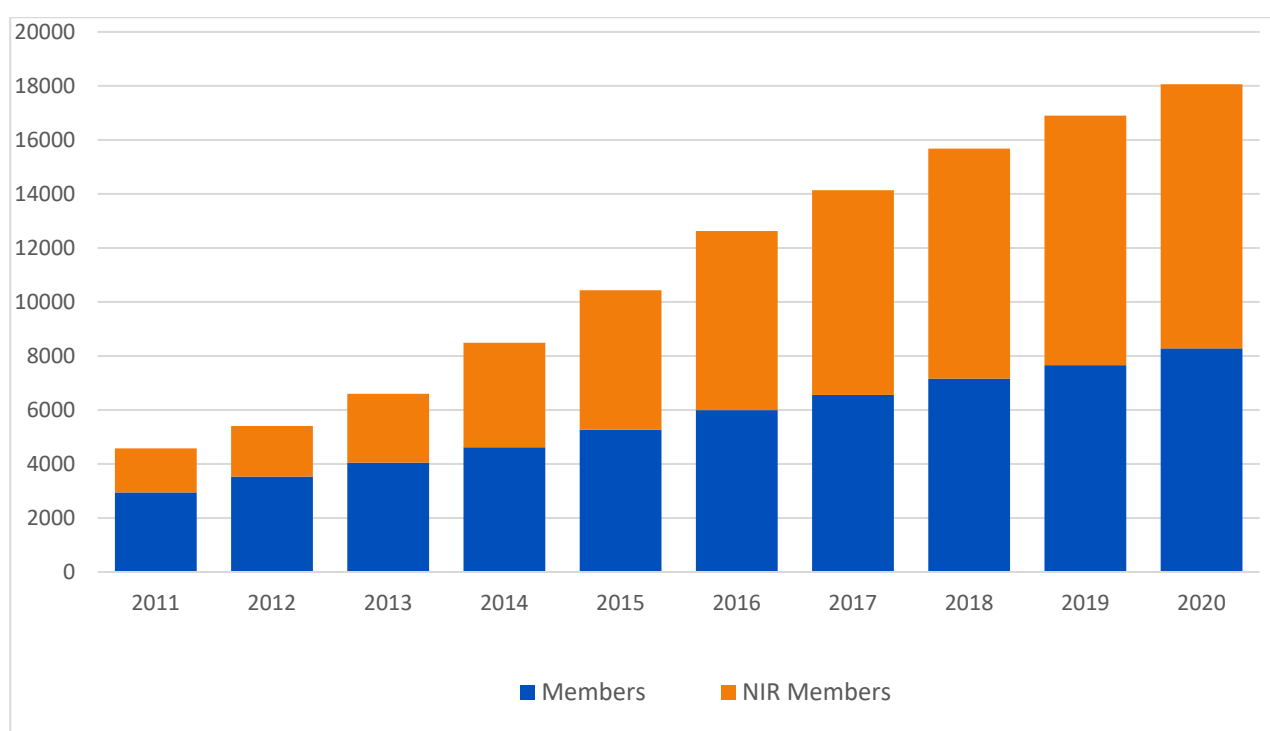
Figure 4: Total membership
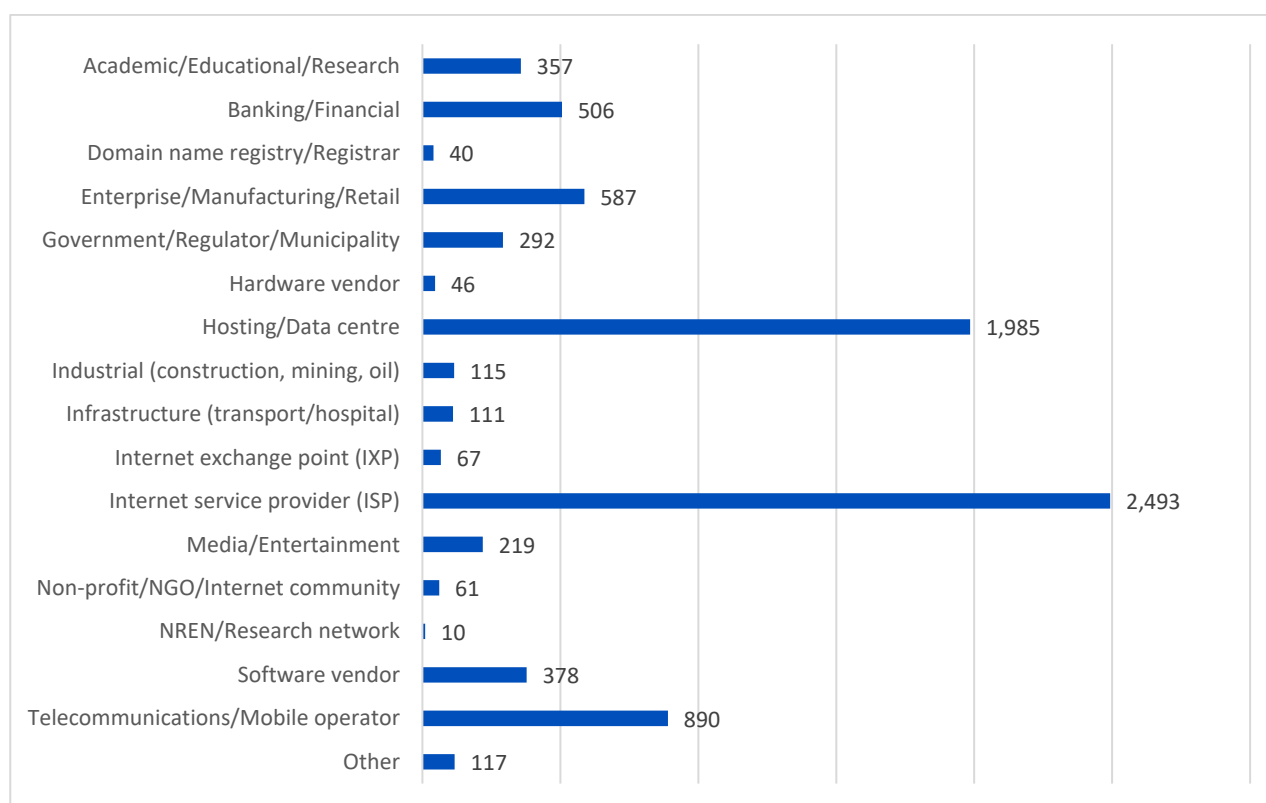
Figure 5: Membership by industry type

Fraud Handling

▪ Fraud cases increased during March and April, with more attempts detected to open APNIC accounts with fabricated documents. Cases returned to lower levels from May to October.

▪ An audit of similar past cases resulted in some account cancellations due to breach of the membership agreement.

Type	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct
Identity theft	-	2	-	-	1	1	1	-	-	-	-	-
Fabricated documents	-	1	1	-	5	6	1	-	1	3	-	2
Fabricated needs	-	-	-	-	-	-	-	-	-	-	-	-
Total fraud cases	**0**	**3**	**1**	**0**	**6**	**7**	**2**	**0**	**1**	**3**	**0**	**2**

Table 2: Fraud cases

1A.2   Member experience

▪ A monthly review of feedback collected across all channels was established, with results shared in fortnightly leadership team meetings.

▪ An independent third-party audit on the accessibility of APNIC websites was completed. Activity to address the recommendations will be included in 2021 planning.

1A.3   Membership development

- New Member outreach was conducted at APRICOT 2020 and at NOGs including SANOG 35, JANOG 45 and MMIX and MMNOG Forum 2020. APNIC also participated in the first fully online ConnecTechAsia 2020.

- A total of 707 new Members have joined APNIC in 2020 (see 1A.1).

- Sixteen new Members came from Member referrals, seven of which were from Service Partners.

1A.4   APNIC Survey

- Survey Matters attended the EC meeting during APNIC 49 and presented recommendations for the 2020 APNIC Survey.

- In place of previous Focus Group meetings, 41 remote interviews with APNIC Members and other stakeholders were conducted across 24 economies (including all seven NIRs) providing direction for the development of the online survey questionnaire.

- The final survey questionnaire was approved by the EC in June and the survey was held from 13 to 31 July.

- Survey participation increased by 31% compared to 2018, with 1,624 responses; and 35% of respondents used the translated versions (available in 16 languages).

- Final results were reported by Survey Matters at APNIC 50.

Success measures – 1A

Targets	Progress (to date)	On Target?
Maintain helpdesk SLA of 48-hour business day response to enquiries	99% SLA	🟢
Maintain service satisfaction ratings of at least 92% "excellent and above average" feedback, and less than 5% "poor and below average" feedback.	92.3% excellent and above average 4.5% poor and below average	🟢
Total number of Members at end of 2020 to match or exceed the 2020 budget assumption of 8,262	8,282 Members	🟢
Member outreach activities in 90% of economies with APNIC Members	90% economies covered	🟢
Baseline measurement of membership data currency and accuracy established	In progress	🟢
Successful completion of the APNIC Survey 2020, with at least 10% more respondents	Complete	🟢
APNIC Survey follow-up actions monitoring page updated	In progress	🟢

1B   Membership Products

Operations

1B.1   Membership product management

MyAPNIC

- Updates released in February included a new dashboard for APNIC tools, services and activities.

- Access authentication was migrated to the 'APNIC Login' Single Sign On (SSO).

- User research and usage patterns are being analysed to improve user experience and prioritize feature developments.

Prop-125 validate IRT emails

- The process for IRT email validation was presented at APNIC 49 and implementation was completed in May.

- An 'abuse-c' attribute was reinstated to every parent resource object and will reference the IRT object via a newly created 'Role' object.

- An alternative method to validate the IRT object and changes to the validation cycle (for revalidation every 6 months) were implemented in Q3 following user feedback.

Membership application form

- The new membership application form was launched in June, producing a 30% decrease in correspondence needed to process a new application and a 70% decrease in fake applications, compared with the same period in 2019.

- The ability to add a trading name to the form was implemented in Q3.

- Developed an application dashboard for easier Secretariat access to statistics on membership applications.

Process and system improvements

- A new internal API was developed to allow Member data to be shared between authenticated internal applications.

- Transfer invoicing was fully automated, saving an estimated three hours per week of work by the Services and Finance teams.

Success measures – 1B

Targets	Progress (to date)	On Target?
Creation of baseline metrics, segmentation and categorization of RT tickets	In progress	🟢
Identification and analysis of online features with high latency; issues solved where possible	3 high latency features identified, 1 solved	🟢
Create a baseline measurement of "mean time to deploy"	Complete	🟢

Investments

1B.2   Online community platform

Developing a prototype online participation platform for community members to share knowledge and experience related to APNIC products and services.

Objectives:

- Identify and implement a common platform to support online participation by the APNIC community.
- Configure and populate the platform with related FAQ and knowledge base information.

Status:

- Initial target communities have been identified as Members, training participants, network engineers, and SIG members.
- User needs from these communities will be validated before prototype design.
- A Help Centre prototype (providing FAQs and other product/service information) is being developed.

1B.3   Election system

Replacing the previous in-house online election system with an external voting platform (BigPulse).

Objectives:

- Introduce trusted online participation independent third-party voting platform, removing reliance on internal APNIC software.
- Eliminate paper forms used for proxy assignment and on-site voting during APNIC Member Meetings.

Status:

- Following a trial with 73 community participants, BigPulse was implemented and integrated into MyAPNIC ahead of the EC election at APNIC 49 (February 2020).
- All voting, including proxy appointment, was completed online by 913 participants without any paper forms required. The total votes received in this election (13,603) was the highest on record.
- Online voting was successfully conducted on the BigPulse platform for the NRO NC election at APNIC 50.

1C   Membership Reporting

Operations

1C.1   Planning and reporting

- The 2020-2023 Strategic Plan was presented at the APNIC AGM on 21 February. The plan introduced five 'Strategic Pillars' and 18 'workstreams' that form the structure of the 2020 Activity Plan.
- The 2020 Activity Plan and Budget, and the 2019 Annual Report, were presented at the APNIC AGM on 21 February. A Secretariat Report update was presented during the AMM at APNIC 50.
- The 2020 Budget was revised due to impacts of the COVID-19 pandemic, and is being reviewed monthly during the remainder of 2020.
- Event Wraps (all but two) have been published in line with the KPI.
- The draft 2021 Activity Plan and Budget is in development and will be presented to the EC in December.

Success measures – 1C

Targets	Progress (to date)	On Target?
On-time publishing of required reports at the APNIC AGM and at APNIC 50	Completed	🟢
Publishing of EC Minutes within two months of each EC meeting	Minutes published on time	🟢
Event Wraps published for 100% of reportable events within one month of event	42/44 published within one month	🟠

2   Registry

2A   Registration Services

Operations

2A.1   IPv4, IPv6 and ASN delegation and registration services

Resource pools

▪ The following table shows the current status of all APNIC number resource pools.

	Total at 1 Jan 2020	From IANA	Transfers in	Transfers out	Total at 31 Oct 2020	Total delegated	Total reserved	Total available
IPv4 (/24s)	3,479,169	0	3,976	516	3,482,625	3,456,721	9,554	16,350
IPv6 (/32s)	1,067,008	0	0	0	1,067,008	87,188	127,338	852,482
ASNs	19,094	2,048	2	1	21,143	18,096	0	3,047

Table 3: Resource pool status

IPv4, IPv6 and ASN delegations

▪ The following graphs show the number of delegations for each resource type, and the distribution of delegations by sub-region.

▪ The peak in ASN delegations in March was due to a bulk allocation to a confederation Member in CN. The smaller peaks in June, September and October were bulk allocations to NIRs (VNNIC, IDNIC, and IRINN respectively). IPv4 delegations peaked in September due to higher activities in IN, ID and VN.
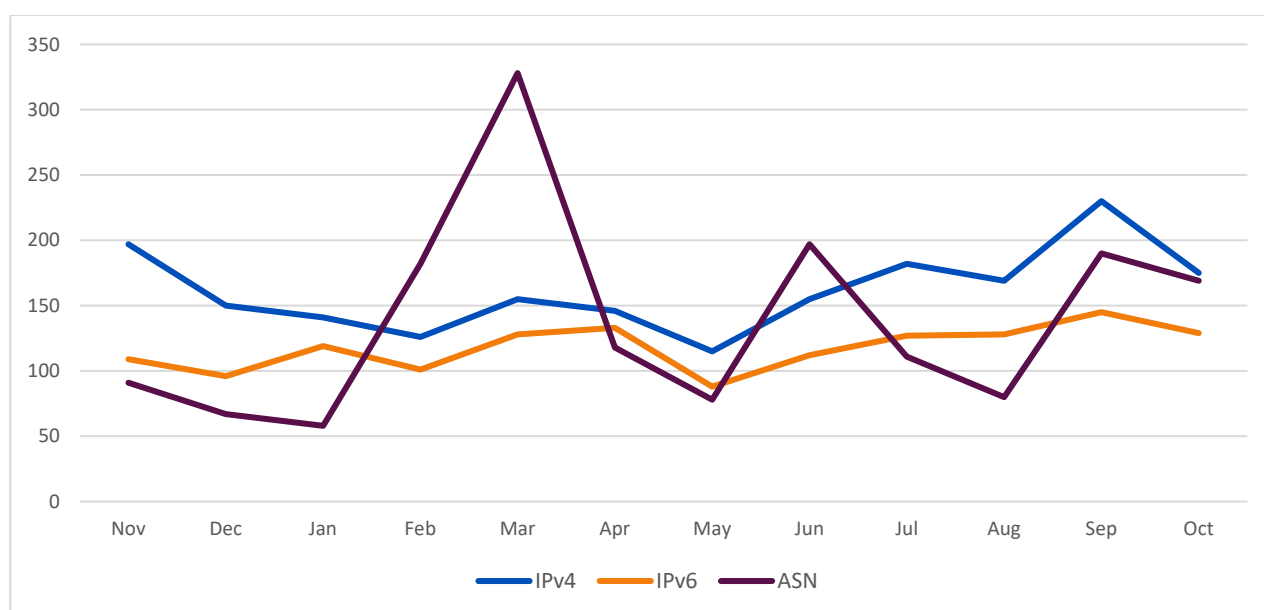
Figure 6: Internet number resource delegations
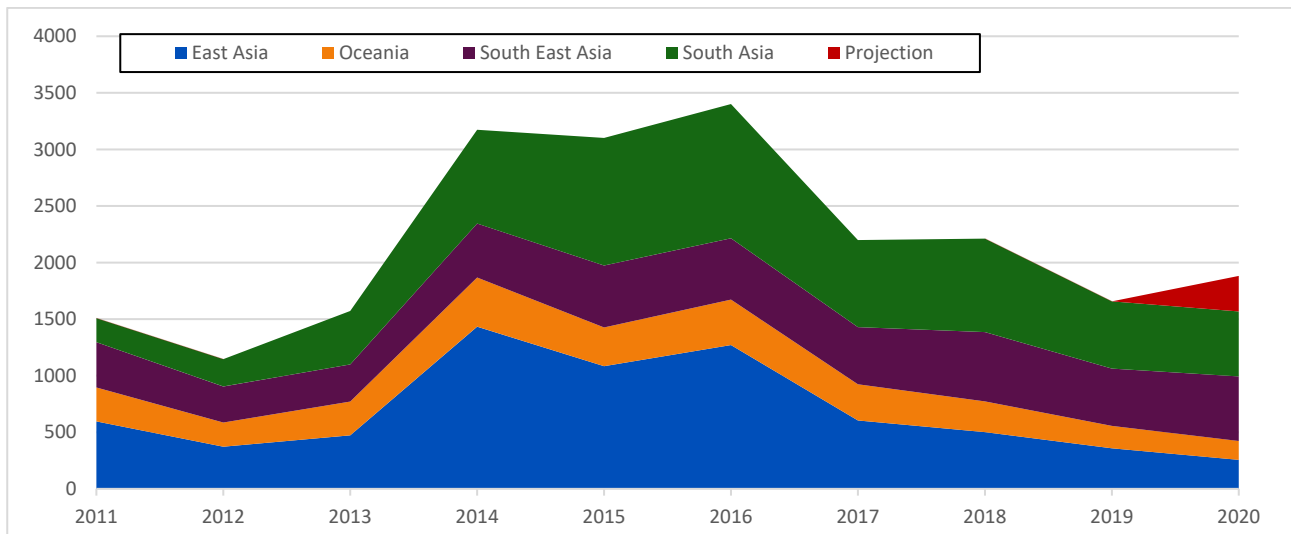
Figure 7: IPv4 delegations
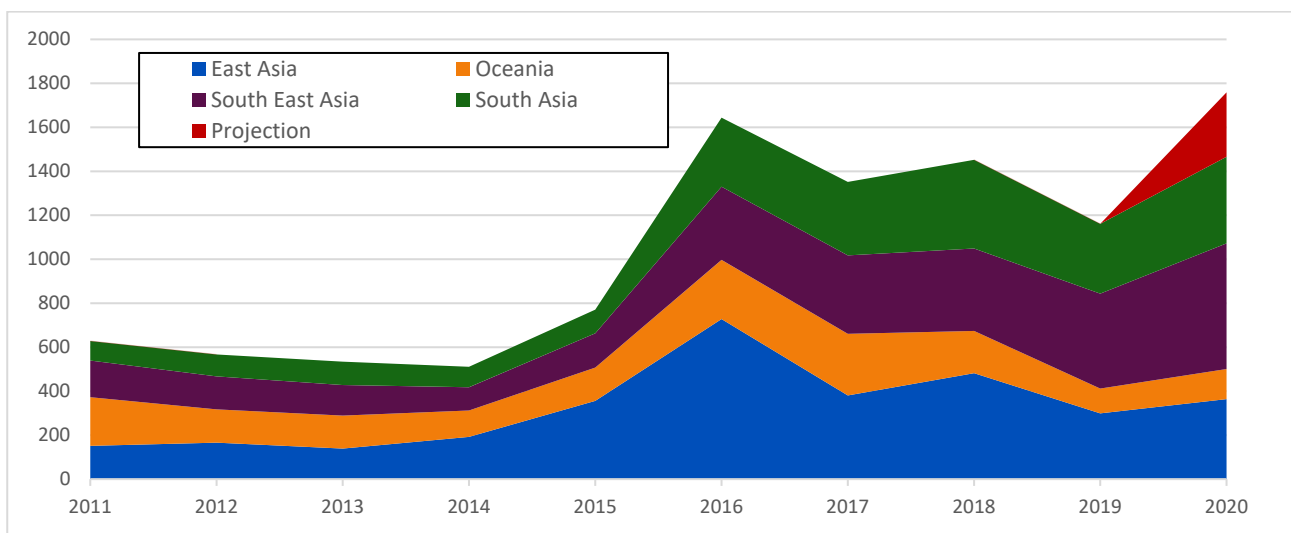
Figure 8: IPv6 delegations
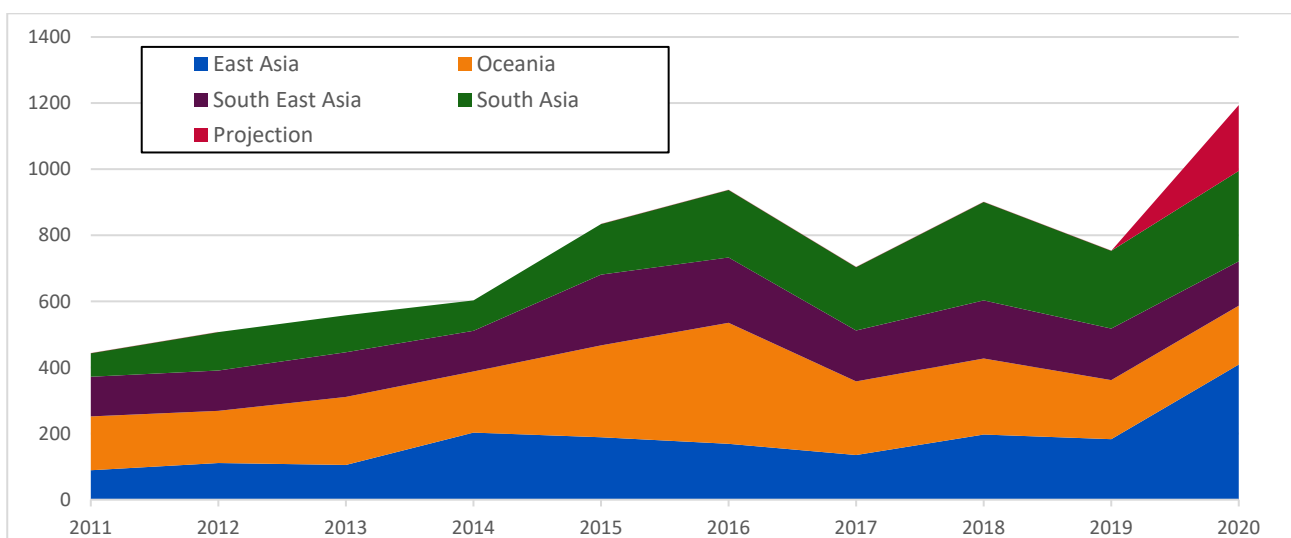
Figure 9: ASN delegations

Member resource holdings

- The proportion of APNIC Members holding specific resource types is as follows. The percentage of Members holding IPv6 exceeded 65% (a target for 2020) in April.
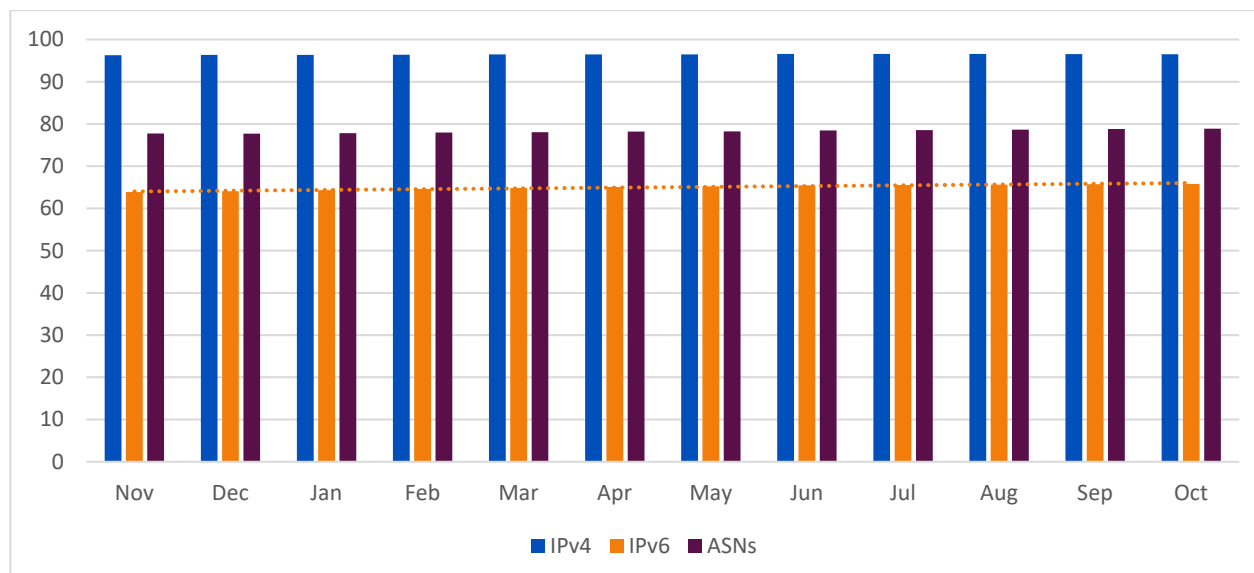
Figure 10: Member resource type holdings

IPv4 pool status

- The following chart shows the number of reserved and available space in APNIC's IPv4 pool.

- The increased available space in April, July and August was due to reserved space (previously returned from account closures) that passed resource quality checks and was returned to the available pool, under the IPv4 resource recovery project. There were increased delegation activities in IN, ID and VN during September.
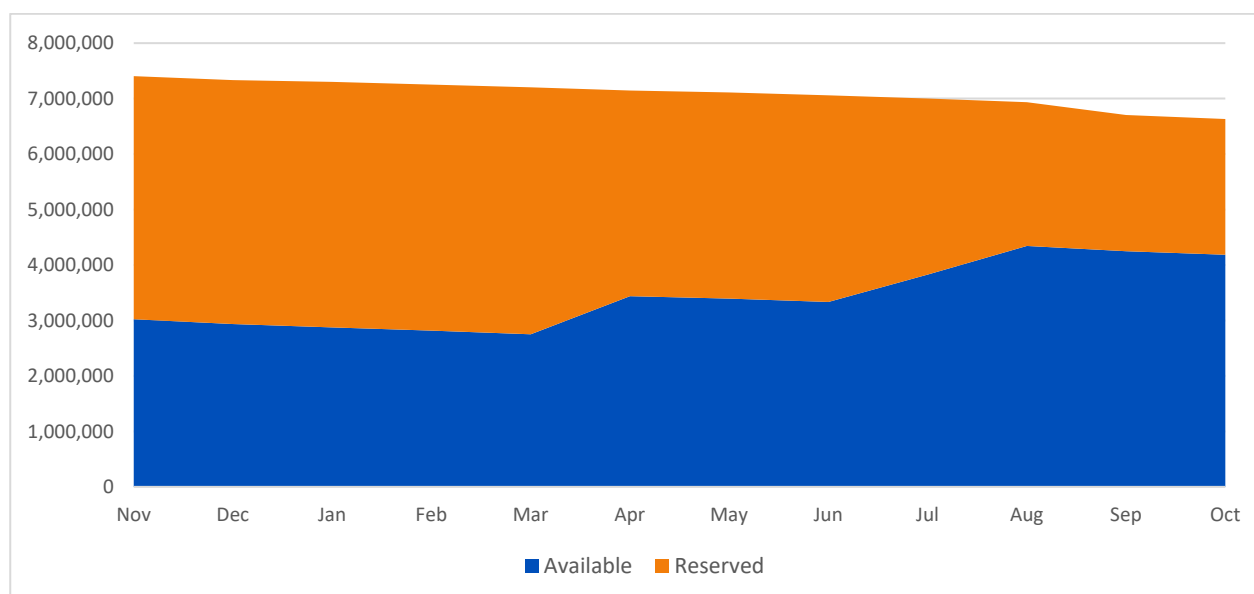
Figure 11: IPv4 pool status

IPv4 transfers: Mergers/acquisitions and historical

▪ M&A transfer activity increased in May and June (mostly occurring in East Asia economies).

▪ A single large historical resource transfer (/9 + /10 + /11) was completed in March (3B.1).
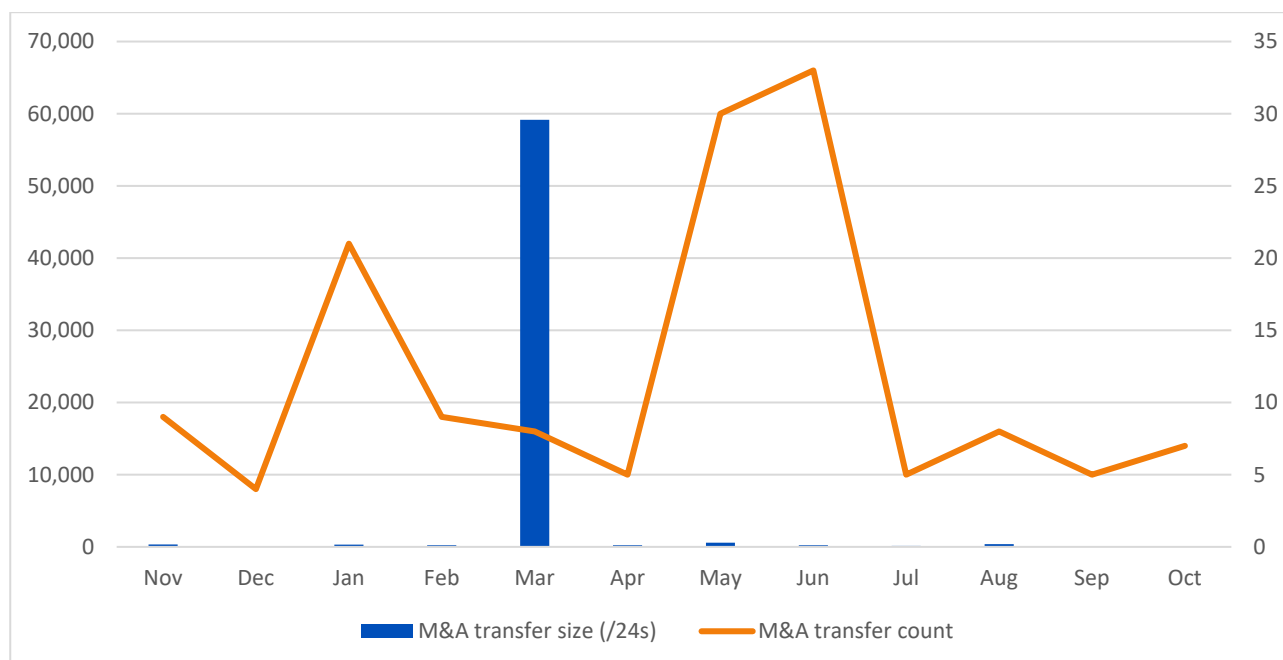
Figure 12: M&A and historical transfers

IPv4 market transfers

▪ CNNIC made some administrative changes in November and December last year that appear as transfers between CNNIC members.

▪ A /9 was transferred in August, and a /10 in October, both from APIDT.
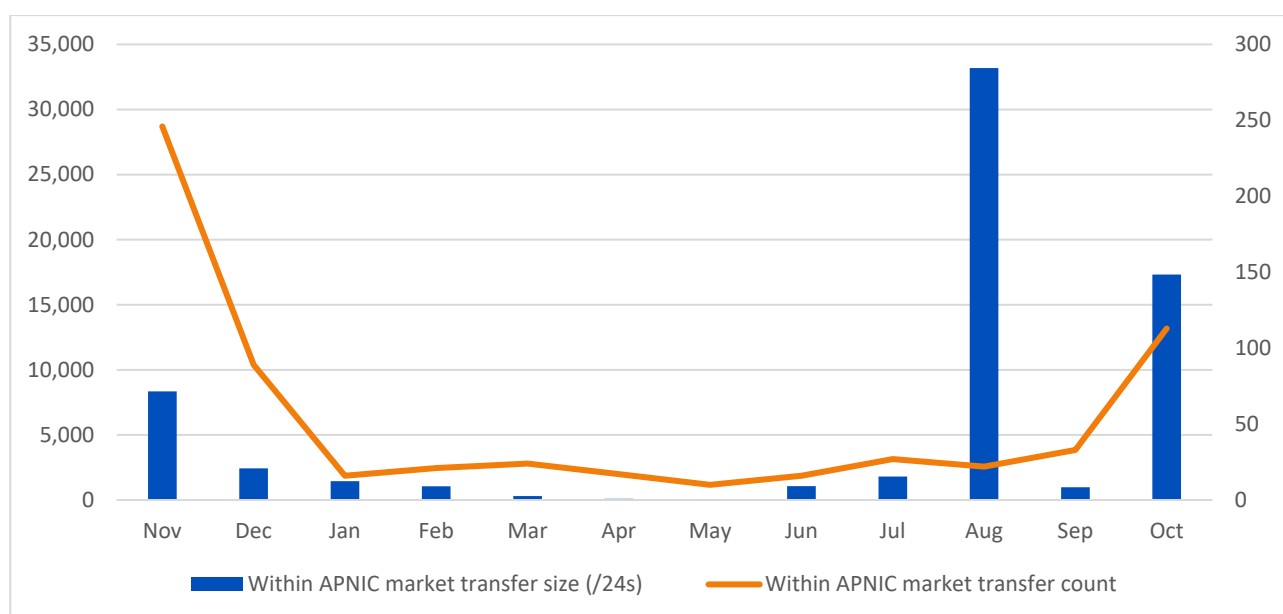
Figure 13: Market transfers

Market transfers: Inter-RIR

▪ No large inter-RIR market transfers have occurred so far during 2020.
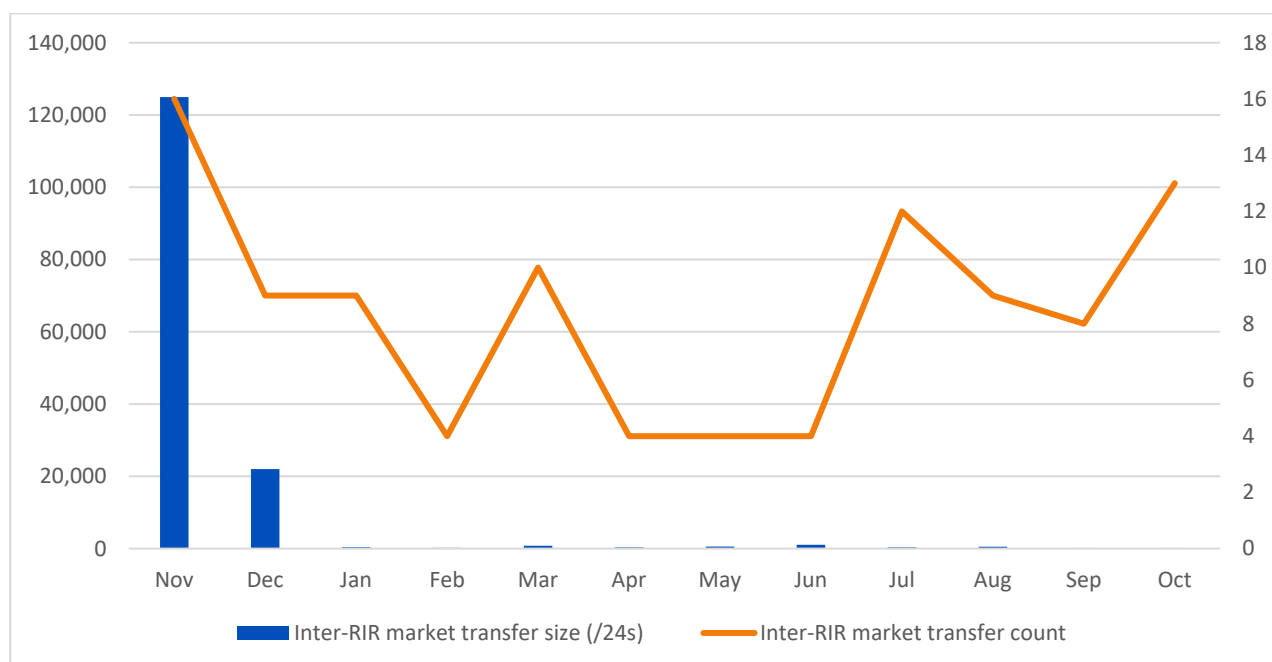
Figure 14: Inter-RIR IPv4 transfers

2A.2   Resource Quality Check (RQC)

▪ RQC functionality in the Network Operators ToolbOX (NetOX) provides routing history, transfer history, geolocation and blacklist information.

▪ Usage measurement was implemented in March 2020 and the RQC page received 1,123 views from March-October with 680 unique resources queried.

2A.3   Maintain correct and current registry data

▪ Identified 500 accounts that have not yet created their organization objects. These Members are being assisted to create the objects and associate them with their Internet number resources by the end of 2020.

▪ CNNIC was assisted to correct a set of IPv4 transfer records and the updated transfer log was published on 28 April.

▪ Members validate their IRT email every six months following the prop-125 policy.

▪ All NIRs with historical IPv4 and ASN block-assignments were contacted to identify NIR sub-account corrections for transfers, mergers and accuracy.

2A.4   Reclaiming unused IPv4 address space

▪ Reclamation work has progressed under three categories of unrouted IPv4 space:

• Current address space, delegated under the last /8 policy less than five years ago

– Around 370,000 unadvertised IPv4 addresses were identified, held by 604 Members.

– These Members have been contacted and asked to return these addresses if not needed.

• Current address space, including "last /8" space delegated more than 5 years ago.

– Around 54 million unadvertised IPv4 addresses were identified, held by 1,309 Members.

– These Members have been contacted and asked to either return the resources to APNIC or make them available for transfer.

- Historical address space

– Around 2.3 million unadvertised historical IPv4 addresses were identified.

– Final attempts are being made to contact the resource custodians. If the custodians cannot be contacted, the resources will be marked for recovery.

– Around 1.1 million historical IPv4 addresses were voluntarily returned to the available pool in August 2020 as a result of APNIC contact.

▪ A new service allows Members to list IPv4 address space that is available for market transfer.

Success measures – 2A

Targets	Progress (to date)	On Target?
Maintain Helpdesk SLA of 48-hour business day response to enquiries	99% SLA	🟢
Maintain service satisfaction ratings of at least 92% "excellent and above average" feedback and less than 5% "poor and below average" feedback	92.3% excellent and above average 4.5% poor and below average	🟢
Percentage of Members holding IPv6 address space increased to 65%	65.82%	🟢
Measurement system for APNIC RQC service implemented	Completed	🟢
A method to measure whois contact accuracy and currency established	In progress	🟢
Attempt contact with all (2,800+) identified resource holders with potentially unused IPv4 addresses, to offer options for return or transfer of resources	Completed	🟢

2B   Registry Products

Operations

2B.1   Internet number resource management

▪ ARMS (APNIC Registry Management System) was updated to support return of terminated resources to the available pool, for subsequent redelegation.

▪ ARMS updates were also completed to support audited correction of errors in historical resource records.

2B.2   Registry product management

▪ Five meetings were held with NIRs at APRICOT 2020/APNIC 49 and direct online engagement has been subsequently held with all NIRs.

- Online workshops with VNNIC were held to coordinate the deployment of a new VNNIC registry system which will improve data alignment with APNIC and improve VNNIC service delivery.

- The first RDAP cloud deployment was completed in Q1 2020 (in Sydney, Australia), resulting in significant reduction in RTT and improvement in availability. A second deployment is planned for Q3/Q4.

- Thirteen user experience (UX) interviews were held at APRICOT 2020/APNIC 49 regarding route management systems.

- Review of the RPKI Certification Practice Statement is underway, for completion in 2020. This work has been shared with the RIPE NCC as part of RIR cooperation on RPKI resilience.

- RPKI resiliency has been improved with the adoption of Cloudflare 'spectrum' and Google Cloud for delivery of the rrdp and rsync service in AS0. It will be deployed in 2020 and 2021 to the main RPKI service.

Success measures – 2B

Targets	Progress (to date)	On Target?
Successful implementation of pool service changes for historical record amendment	Completed	🟢
Seven product development engagements at APNIC conferences	Five engagements completed	🟢
RDAP service deployed to the cloud in two regions	First region complete Second region underway	🟢
Fifteen user experience interviews for registry products and APRICOT and IETF meetings	Thirteen UX interviews completed	🟢
RPKI Certification Practice Statement review completed	In progress	🟢

Investments

2B.3   RPKI AS0 ROA

Publication of AS0 ROA, according to prop-132.

Objectives:

- Complete proposed implementation plan, and report at APNIC 49.

- Redesign of internal (ARMS) tools and deploy services during 2020, with updates provided at APNIC 50.

Status:

- A public testbed of the AS0 ROA was deployed for APNIC 49 and the production service was deployed before APNIC 50. Ongoing service reports will be made to the APNIC Routing Security SIG at future meetings.

- Liaison continues among the RIRs where AS0 ROA proposals are under discussion.

Additional investments:

- Funding for OpenBSD to implement RRDP in their codebase; this was completed and will be released in 2021.

- APNIC became an annual 'bronze' supporter of NLnet, supporting development of RPKI 'Krill' (CA) and 'Routinator' (RP).

▪ Funding for NLnet to implement Resource Tagged Attestations (RTA), which was completed and released in Q4.

2C   Policy development

Operations

2C.1   Policy development

APNIC 49

▪ Three policy proposals were considered at the APNIC 49 Policy SIG; two did not reach consensus and were returned to the mailing list for further discussion:

   o   prop-130: Modification of transfer policies

   o   prop-133: Clarification on Sub-Assignments

▪ The third proposal was discussed but did not reach consensus and was withdrawn by the author:

   o   prop-134: PDP Update

▪ Ching-Heng Ku and Bertrand Cherrier were re-elected as Policy SIG Co-Chairs during APNIC 49.

▪ Following his appointment to the APNIC EC, Sumon Ahmed Sabir resigned as Policy SIG Chair, and was replaced by Bertrand Cherrier as Acting Chair.

APNIC 50

▪ Discussion of prop-130 and prop-133 at APNIC 50 was deferred by the Chairs at the request of the proposals' author.

2C.2   Policy implementation

▪ Progress on implementing prop-132 is detailed above (2B.3). An update was presented at APNIC 50.

▪ Updates on the prop-125 (IRT email validation) implementation were presented at APNIC 49 and APNIC 50.

2C.3   Policy analysis

▪ Impact assessments of the three policy proposals submitted for APNIC 49 were conducted by APNIC staff and sent to the Policy SIG, and then presented during the meeting.

▪ Staff also presented observations on the current experimental allocations policy, and on consolidation trends identified in transfers of 103/8 space.

Success measures – 2C

Targets	Progress (to date)	On Target?
Two Policy SIG meetings held	Completed	🟢
Delivery of two policy analysis presentations at SIG meetings	Completed	🟢
High satisfaction rating from Policy Chairs in annual review of policy support	N/A	🟠
Meeting agreed implementation timelines 100% of the time	On target	🟢
Publishing of a 'policy proposals analysis' before each Policy SIG meeting	Completed	🟢
Achieve a service quality rating of 5.75 or above for Policy Development in the APNIC Survey	Rating of 5.98	🟢

Investments

2C.4 Policy documentation review

Reviewing APNIC policy documentation, including policies, guidelines and related supporting documents to determine how improvements can be made.

Objectives:

- Review APNIC policy documentation to improve clarity and readability, and identify any areas needing additional community input.

Status:

- Consultant appointed and review reports received.
- An overview of the report findings was presented at APNIC 50 and shared on the mailing list.
- A two-hour community consultation was held online on 30 October to discuss the findings of the PDP review report. Further community discussion will take place at APNIC 51.
- A meeting of all SIG Chairs (Policy, Cooperation, NIR, and Routing Security) was held on 27 October to discuss recommended changes to SIG elections in the review report.

3   Development

Operations

3A   APNIC Conferences

3A.1   APNIC conferences

APRICOT 2020

- APRICOT 2020 was held in Australia from 12 to 21 February 2020 at the Crown Promenade Melbourne. The event celebrated its 25th year.

Conference statistics	
Total number of on-site delegates	563
Economies represented	60
APNIC Member organizations represented	142
Remote Participants – Zoom	185
Remote Participants – YouTube	2,313 views; 29,190 minutes
#apricot2020 tweets	827 from 277 users

Table 4: APRICOT 2020 statistics

- The third APNIC Hackathon attracted 13 participants who worked on three projects under the 'Network Tools' theme.

- APNIC held an RPKI Deployathon at APRICOT 2020, with support from JPNIC for 40 participants. The APNIC Foundation supported four fellows from IXPs in Bhutan, Nepal, Myanmar and Fiji to attend the event.

- At the APNIC EC election, Sumon Ahmed Sabir (4,135 votes), Kams Sze Yeung (3,524 votes), and Achie Atienza (3,067 votes) were elected for two-year terms.

- Other Internet community events held at APRICOT included a FIRST TC, the DotAsia AGM, APIX meeting, AP* Retreat, a MANRS Community Meeting, and an ISOC Social.

APNIC 50

- APNIC 50 was held online from 8 to 10 September 2020.

Conference statistics	
Total number of remote attendees (Zoom)	473
Economies represented	48
APNIC Member organizations represented	120
Remote Participants – YouTube	4,003 views; 43,567 minutes
#apnic50 tweets	248 from 106 users

Table 5: APNIC 50 statistics

- Held five coordination calls with ISPAB, as the intended host of APNIC 50, to prepare for the event and review the emerging COVID-19 situation. Venue and supplier negotiations, and all other conference arrangements progressed as normal until April when Dhaka entered a lockdown period.

- On 26 May, it was announced that APNIC 50 will be an online-only event. The closure of international borders and ongoing health risks meant the conference could not go ahead in its original format.

- The Program Committee was formed on 5 May, following a call for volunteers, and the call for papers was announced 12 May. A revised program structure to suit an online-only conference was developed and published. Keynote presenters Phillip Grasso (Google) and Alex Leung (Akamai) were confirmed.

- Meetings were held with ICANN and RIPE NCC event staff to discuss their experience of hosting the online-only ICANN 67 and RIPE 80 meetings.

- A simplified conference registration was developed and implemented in Salesforce, with web platform development and integration of multiple systems (Wordpress, Salesforce, Zoom, Hopin) to support a 100% online conference experience.

- Final registrations reached 1,279 with 473 attending via Zoom. The YouTube stream attracted an additional 659 live views, with total YouTube views reaching 4,003 during the conference week (including session views that were not live).

- Other Internet community events held at APNIC 50 included the APIX meeting, AP* Retreat, and an APNG Seminar. FIRST hosted two security sessions as part of the main conference program.

- An election for one available NRO NC position was held with Shubham Saran elected to serve a two-year term, beginning 1 January 2021. The APNIC EC subsequently appointed Nicole Chen to the second available NRO NC seat for a one-year term beginning 1 January 2021.

- The scheduled IANA Numbering Services Review Committee election for 2020 was deferred by the EC and the term of the current community-elected member, Bertrand Cherrier (Micro Logic Systems, New Caledonia), was extended until 31 December 2021.

Success measures – 3A

Targets	Progress (to date)	On Target?
Delivery of two conferences (in Oceania and South Asia)	Complete	🟢
Achieve attendance of 1,000 delegates	1,036 attendees	🟢
Achieve 4,000 remote conference session views	6,974 views	🟢
Achieve a minimum average conference participant satisfaction survey rating of 90%	94.8%	🟢
Achieve a service quality rating of 6.0 or above for APNIC Conferences in the APNIC Survey	6.33	🟢

Investments

3A.2   Fellowships

Supporting fellows to participate in APNIC conferences and workshops, including 'returning' and 'youth' fellowships, with a continued focus on diversity.

Objectives:

- Provide support for selected community members from developing economies to attend and participate in APNIC conferences.

- Attract community sponsorship to expand number of fellowships offered.

Status:

- Due to APNIC 50 being held online, travel fellowships were not offered, but will reopen in 2021 for APNIC 52.

3B   Foundation support

Investments

3B.1   Operational and administrative support

Providing support for Foundation operations and administration, according to APNIC standards and underwritten by APNIC in accordance with the AoC of 2018:

- Two full time staff seconded to the Foundation.

- A total of one FTE in operational support.

- Office space, equipment and online system support as required.

Objective:

- Provide support for smooth and reliable Foundation operations.

Status:

- Two seconded full-time staff continued to manage the Foundation's operations and projects. Overhead and project budgets were used to hire additional administrative support and project coordination positions.

- APNIC staff have provided:

  - Finance support — audited financial statements; project budget implementation; APNIC cost-recovery.

  - HR support — employing project coordinators and contractors; workplace facilities, health and safety.

  - Communications support — production of the Foundation's 2019 Annual Report, website improvements and social media management.

- APNIC staff supported the independent audit of the Foundation's 2019 accounts, which was completed and approved at the Foundation Board's third Annual General Meeting (AGM) on 2 May.

- APNIC staff supported the creation of the Asia Pacific Internet Development Trust (APIDT), including website development, communications, financial and legal services.

3B.2   ISIF Asia contribution

Providing an annual contribution of AUD 100,000 to ISIF Asia for network operations research grants, and staff participation in grant selection process.

Objective:

▪ Encourage Internet innovation and network operations research in the Asia Pacific.

Status:

▪ The 2020 Network Operations Research Grants opened on 2 April, focused on the availability, reliability, and security of the Internet, with a focus on practical solutions around operational stability and security.

▪ Two grants of USD 30,000 were advertised, for a total of USD 60,000 in funding.

▪ Following the completion of reviews by the Selection Committee, APNIC extended its support to four projects with total funding of USD 120,000, as follows:

Selected projects		
Open lawful Intercept for Asia Pacific	New Zealand	University of Waikato
IPv6 Deployment at Enterprises	India	IIESoc
Collaborative Honeynet Threat Sharing Platform	Indonesia	Swiss German University
Experiment and improve reinforcement learning algorithms to enhance anomalous network behaviour detection	Australia	TeleMARS Pty Ltd

Table 6: ISIF Asia 2020 grant recipients

▪ Due to logistical difficulties of COVID-19, a no-cost extension of six months has been provided to all grants currently open.

3C   Community Engagement

▪ Due to COVID-19 and related travel restrictions, APNIC's participation at face-to-face events shifted to wholly online representation. See Appendix A for more information.

Operations

3C.1   Technical community support

NOG support

▪ Supported volunteers from PNG to establish PNGNOG as an open, community-led initiative. Its first online gathering, PNGNOG v0.1, was held on 17 June 2020.

▪ Supported the following NOGs with sponsorship (s), presentations (p), technical support (t) and program committee (c) contributions in 2020 to date

	South Asia	South East Asia	East Asia	Oceania
Jan	bdNOG (s) (p) (c) SANOG 35 (s) (p) (c)	MMIX/MMNOG (s) (p) (c)	JANOG 45 (s) (p)	NZNOG (p)
Feb		PhNOG (s) (p) (c)		
June				PNGNOG v0.1 (s) (p) (c) (t) PacNOG (p) (c)
July		PhNOG (p) (c) (t)		
Aug	INNOG (s) (p) (c)	KHNOG (t) (p)	JANOG 46 (s)	
Sep		VNIXNOG (s) (p)	HKNOG (s) (p) (t)	
Oct	bdNOG (p) btNOG (s) (p) (t)		mnNOG (p)	

Table 7: NOG support

- After NOG meeting cancellations, APNIC developed the 'Networking from Home' (NFH) series of four, half-day, online technical events serving NOG communities in four sub-regions.

- Out of 22 NOGs in the region, 21 agreed to collaborate on NFH.

- Four NFH program committees (including NOG representatives) were established, and a new NFH website and communications materials were created.

- Four events were held between June and August, with 1,219 participants from 45 economies attending, 91% from within the APNIC region. Average watch time for the events was 1hr 40mins (67% of each 2.5hr event).

IXP support

- Sponsored the development and operations of PeeringDB and IXPDB.

- Work continues with local communities to help establish an IXP in the Maldives and re-establish an IXP in Samoa.

NREN support

- Sponsorship for APAN 49 was credited to APNIC after cancellation of the event.

- APNIC staff joined the APAN 50 Technical Committee, Co-Chaired the Security WG, and provided training and technical presentations at the online event in August.

- Staff continue to support APAN as part of the Technical Committee for APAN 51 being held in February 2021.

3C.2   Security community support

- January

  o Sri Lanka Research and Education Network, LEARN: Video presentation, Introduction to CSIRTs

  o Pakistan Telecom Authority: Two 90-minute remote workshops on CERT establishment.

- February

- o APRICOT 2020: Organized the FIRST TC security track, in collaboration with FIRST.org and APCERT members.

- o GFCE Pacific Regional Meeting, Melbourne: Presentation on APNIC's experience working with the Pacific security community.

- o Samoa IT Association's first Security Seminar: Security workshop, presentation and sponsorship.

- o Hong Kong Police Force (HKPF): Presentation on the Community Honeynet.

- o Australian Federal Police (AFP): Meeting on Cyber Safety Pasifika program.

- o RISE-Japan 2020, Team Cymru: Confirmed sponsorship for event in November.

- March

  - o Shadowserver: Sponsorship for its data centre relocation and 2020 operations.

- April

  - o APNIC Academy: Presented a webinar on Physical Information Security.

  - o Cambodia Cyber Security Community (Secudemy): Presented a webinar.

- May

  - o FIRST.org: Moderated a session at Cyber Threat Intelligence Summit.

  - o EU ATT&CK: Attended Community Workshop.

  - o MYREN: Intrusion Detection and Network Security Monitoring tutorial.

  - o Indonesian security community session: Spoke on CERTs/CSIRTs

  - o Solomon Islands Government Data Centre: Delivered tutorials on Elastic Stack.

- June

  - o PacSON: Delivered a Suricata tutorial.

  - o Mobicom Mongolia: Presented at the IX 2020 Internet Security and Mitigation of Risk Webinar.

  - o Attended the OWASP Thailand meetup, FIRST.org Special Interest Groups (SIGs) meeting, and Reversing Labs 2020.

  - o PITA: Presented at the Technical and Business Forum.

- July

  - o PacSON: Delivered a Suricata signature writing tutorial.

  - o UCENET and INTERPOL: Presented on Linux malware threats.

  - o APNIC Academy: Presented webinars on Incident Response and Threat Sharing and DNS Security (Client Perspective).

  - o Attended the SANS DFIR Summit.

  - o Pakistan Telecom Authority (PTA): Delivered a workshop on Incident Response and Digital Forensics.

  - o GEMNET, Mongolia: Delivered workshop on security monitoring and analysis with Elastic Stack.

  - o UN International Narcotics Control Board (INCB): Spoke at session while representing NRO Public Safety Coordination Group (PSCG).

- August

  - o APNIC Academy: Presented three webinars on DNS Ecosystem Security, Reverse DNS for IPv4 and IPv6 and Email-based Attacks and Mitigation.

    o   APAN 50: Delivered tutorial on Vulnerability Assessment and Penetration Testing.

- September
  - APNIC Academy: Presented awebinar on Operation Models for IXPs.
  - APNIC 50: Organized FIRST TC security track.
  - AusCERT 2020: Part of Program Committee and attended conference.
- October
  - APNIC Academy: Presented a webinar on Routing Basics.
  - Attended the 2020 International Symposium on Cybercrime Response (ISCR).
  - Attended the INTERPOL-Europol Cybercrime Conference.
  - ITU Global CyberDrill 2020 webinar: Presented on Cyber Crisis Management Planning.
  - Cyber Safety Pasifika: Presented on Cyber Security Threat Landscape and Introduction to Cyber Investigations.

3C.3   Internet organization cooperation

- February
  - Hosted meetings with new AFRINIC CEO, Eddy Kayihura, in Brisbane.
- March
  - Participated in ICANN 67.
  - IETF 107: Participated in SIDROPS, REGEXT and DNSOP sessions.
- May
  - Participated in LACNIC 33 and RIPE 80.
  - Participated in NRO EC virtual retreat.
- June
  - Participated in the virtual Policy Forum at ICANN 68.
  - Participated in the I-star organizations' leadership meeting.
  - Participated in the NRO Resource Services Coordination Group (RSCG) and Legal Team joint meeting.
  - Participated in AFRINIC 'Internet Infrastructure Support in Times of Crisis' webinar.
- July
  - Participated in ARIN 45.
  - IETF 108: Participated in SIDROPS, REGEXT, ANRW, IABopen, GROW and DNSOP sessions.
- September
  - Participated in APTLD 78. Paul Wilson spoke at the opening plenary.
  - Participated in AFRINIC 32.
- October
  - Participated in the ICANN 69 virtual AGM.
  - Attended a coordination call for Internet organizations to prepare for ITU WTSA-21.
  - Participated in LACNIC 34, ARIN 46, and RIPE 81.

- Between January and October: Attended nine regular NRO EC, 12 Internet Technical Collaboration Group (ITCG), four Engineering Coordination Group (ECG) and five NRO Public Safety PSCG calls.

3C.4   Internet governance participation

- February
    - APNIC staff authored the chapter "Putting the technical community back into cyber (policy)" of the *Routledge Handbook of International Cybersecurity*. The book was published in February.
    - APrIGF: Submitted three workshop proposals.
- April
    - IGF 2020: Submitted a workshop proposal entitled 'Flattening the curve of irresponsible state behaviour online'.
    - Joyce Chen was appointed as a member of the APrIGF Program Committee.
- May
    - Pablo Hinojosa was appointed as a member of the ITCG nomination committee to recommend technical community representatives for the IGF Multistakeholder Advisory Group (MAG).
- June
    - Participated in the IGF 2nd Open Consultations and MAG meeting.
    - Participated in a series of dialogues organized by the UN Secretary General on a Roadmap for Digital Cooperation.
    - Participated in the Hong Kong IGF 2020.
    - Began participating in ongoing preparation for the WSIS Forum 2020 September 2020 event.
- July
    - Broadband India Forum: Paul Wilson gave a keynote address.
    - China IGF 2020: Paul Wilson delivered a welcome message.
    - Participated in RightsCon Online 2020.
    - EU Cyber Direct's 'Closing the Gap' Conference: Participated in sessions about Knowledge, Gender and Diversity gaps, and International Law and Accountability.
    - Fair Tech Forum (Access Partnership): Participated at a panel entitled 'Is APAC cyberspace secure'.
- August
    - PKSIG 2020: Paul Wilson gave the keynote address.
- September
    - Participated in the WSIS Forum 2020 main event.
    - Participated in South Eastern European Dialogue on Internet Governance (SEEDIG) 6.
    - APrIGF 2020: Participated and organized three sessions. Joyce Chen was appointed Co-Chair of the APrIGF Drafting Committee to produce the APrIGF Synthesis Document.
    - BDSIG 2020: Sponsored and participated.
- October
    - NetThing 2020: Sponsored, participated, and provided technical support.
    - NetHui 2020: Sponsored and participated.

- o Participated in IGF MAG Chair dialogue web series in the lead up to IGF 2020.

- o Attended the Geneva Dialogue on Responsible Behaviour in Cyberspace.

- o inSIG 2020: Presented and moderated at two sessions.

- o Pacific Women in ICT Meetup: Spoke at an IGF introduction session.

- o Youth IGF India: Presented on how the Internet works.

- Between January and October: participated in 33 preparatory calls for APrIGF, 10 calls for Net-Thing (Australia) and discussions for TWIGF and a national IGF initiative in China (launched in May).

3C.5   Government engagement

- January

  - o Participated in a public consultation about responsible state behaviour in cyberspace conducted by the Australian government.

- February

  - o Participated in the 2020 Global Cybersecurity Capacity Building Conference and the GFCE Pacific Regional Meeting in Melbourne.

  - o Australian Federal Police (AFP): Discussed continued training for Law Enforcement Agencies (LEAs) in the Pacific region as part of the Cyber Safety Pasifika program.

- March

  - o Met with the ITU to discuss the re-establishment of an IXP in Samoa (discussions continued in July).

- April

  - o Joyce Chen joined APNIC as Senior Advisor — Strategic Engagement.

  - o ITU:

    - Met with the new Director of ITU's Regional Office for Asia and the Pacific, Ms Atsuko Okuda, regarding capacity-building on IPv6 and Internet governance.

    - Submitted a membership application to ITU's Telecommunication Standardization Sector (ITU-T), subject to a fee exemption. The membership will allow APNIC to participate in the World Telecommunication Standardization Assembly (WTSA).

    - Monitored progress of Global Cybersecurity Agenda (GCA) and the World Telecommunication/ICT Policy Forum (WTPF).

  - o Australia: Presented at a webinar on the UN Open Ended Working Group (OEWG) and the UN Governmental Group of Experts (GGE) processes.

  - • Asia Pacific Telecommunity (APT): discussed capacity-building partnerships and a possible expert mission on IPv6 for Sri Lanka.

- May

  - o APT:

    - Participated in the second APT regional preparatory meeting for WTSA 2020.

    - Participated in regional preparations for ITU's 2021 World Telecommunication Development Conference (WTDC).

  - • Global Forum on Cyber Expertise (GFCE): Spoke at virtual meetings commemorating GFCE's fifth anniversary.

- June

- o ITU: Monitored progress in the Telecommunication Development Advisory Group (TDAG) meeting, ITU Virtual Consultation of the Council, and virtual interim meeting of the ITU APT WTSA20 Working Group 3.

  - o MPTC, Cambodia: Met with the Secretary of State from the Ministry of Posts and Telecommunications (MPTC) to discuss number resources and technical training.

  - o UN Institute for Disarmament Research (UNIDIR): Spoke at the 'Implementing Cyber Norms: National Experiences and Emerging Good Practices' session.

- July

  - UN International Narcotics Control Board (INCB): Spoke at session while representing NRO Public Safety Coordination Group (PSCG).

  - o ITU:

    - Monitored progress in the ITU APT WTSA20-3 Preparatory Meeting, ITU Study Groups 11 and 13, and the WTDC 21-1 Preparatory meeting.

    - Participated in the ITU Global Symposium for Regulators 2020 (GSR) (ongoing), World Summit on the Information Society (WSIS) Forum (ongoing), and UN High Level Political Forum (HLPF) 2020.

- August

  - o APT: Participated in the 17th APT Telecommunication/ICT Development Forum (ADF-17); monitored progress in the Virtual Interim Meeting of Working Groups of the APT WTSA-20.

- September

  - o ITU:

    - Participated in the Global Symposium for Regulators 2020 (GSR-20).

    - Global Cyberdrill 2020: Paul Wilson and Adli Wahid spoke in several sessions.

    - Monitored progress in the Telecommunication Standardization Advisory Group (TSAG) virtual meeting.

  - o Attended the UN General Debate of the 75th Session (UN 75th General Assembly).

- October

  - o Participated in APECTEL 61 and APEC Security and Prosperity Working Group (SPSG) virtual meeting.

  - o APT: Monitored progress in the APT Virtual Interim Meeting for Working Groups; participated in the 20th APT Policy and Regulatory Forum (PRF-20).

Success measures – 3C

Targets	Progress (to date)	On Target?
Sponsor or participate in 30 technical community events including NOGs, Peering Forums and Research & Education community events	Sponsored/participated in 30 technical events	🟢
Facilitate and support two new/revived NOGs	One new NOG supported	🟠
Sponsor or participate in 10 security community events	Sponsored/participated in 22 security community events	🟢
Support targeted development of three new/existing CERTs/CSIRTs	Supported development of 5 new/existing CERTs/CSIRTs	🟢
Ensure APNIC participation in each of the RIR meetings	7/7 RIR meetings participated virtually	🟢
Provide APrIGF sponsorship and participate in APrIGF and IGF with workshop proposals, MSG/MAG participation, and speaking roles	Proposed and delivered 3 APrIGF workshops Sponsored APrIGF Participated in IGF MAG and APrIGF MSG	🟢
Participate in at least three national Internet governance initiatives	5 engagements	🟢
Provide sponsorship/speaker support to at least two schools of Internet governance	3 engagements	🟢
At least 12 engagements with governments and intergovernmental organizations, including capacity-building partnerships	29 engagements	🟢
At least six engagements with the Public Safety community	8 engagements	🟢

3D   Community Participation

Operations

3D.1   Community-led processes

- Promotion of APRICOT 2020 and APNIC 50 included 10 email bulletins; social media promotion via Facebook, Twitter and LinkedIn; and blog posts. The APNIC Blog's 'AUSeries', a week of posts profiling Australian Internet identities, was also published in the lead up to APRICOT 2020.

- Summaries of policies being discussed at APNIC 49, and the results, were published in eight languages. Email invitations to the Policy SIG meetings at APNIC 49 and 50 were sent to all Members and a blog post preview was published.

- At APNIC 49, 242 people participated in SIG meetings, and 391 joined online. At APNIC 50, 396 people participated in SIG meetings online.

Cooperation SIG

- The theme of the Cooperation SIG at APNIC 49 was 'Internet and Jurisdiction', with discussions on transnational legal frameworks, cybernorms and technical cybersecurity challenges.

- Bikram Shrestha was re-elected as Co-Chair at APNIC 49.

- The theme of the Cooperation SIG at APNIC 50 was 'Lawful Intercept' (LI), with discussions on interception of communications by LEAs including a perspective from an LI vendor.

Routing Security SIG

- The first meeting of the new Routing Security SIG was held at APNIC 49, and the SIG's charter agreed. Aftab Siddiqui was elected as Chair.

- There were four presentations at the Routing Security SIG at APNIC 50, including updates from the IETF SIDROPS Working Group and an AS0 implementation report from APNIC.

NIR SIG

- Six NIRs presented at the NIR SIG at APNIC 49 and five presented at APNIC 50.

3D.2   Online participation

- Social media and blog posts on APNIC Academy's Virtual Training Program helped attract 2,263 attendees to 16 webinars.

- 687 new APNIC Academy users registered as a result of APNIC's Facebook posts (389), the APNIC Blog (176), and other APNIC social media activity (122 – Twitter and LinkedIn).

- Three live, 45-minute 'APNIC Academy Socials' were hosted on Facebook with guests from NTT, Reliance Jio, Virgin Media, Google, ACT Fibrenet, ISOC and APNIC technical staff. The video posts reached 120,720 people for a total of 22,952 minutes viewed, and 1,614 post engagements.

- Promotion of Networking from Home (NFH) attracted 146 NFH email subscribers (in addition to the attendee statistics reported in 3C.1)

- The NFH project was a finalist in three Asia Pacific SABRE Award categories, winning a Certificate of Excellence for branding and design.

- Visitor numbers to apnic.net have steadily increased since April, while time on site has decreased over the same period. The top five visitor economies were the United States, India, China, Japan and Australia. Twenty-six percent of visitors used a mobile device to access apnic.net.

	Total Sessions	Unique Users	Pages per session	Time on site
January	81,052	56,436	1.78	1:29
February	82,294	55,357	1.76	1:34
March	81,861	55,306	1.72	1:25
April	89,096	60,609	1.70	1:24
May	90,925	63,678	1.69	1:20
June	87,433	60,465	1.71	1:20
July	89,502	60,351	1.73	1:20
August	90,159	59,479	1.80	1:21
September	100,702	67,881	1.78	1:20
October	104,433	72,939	1.75	1:14
Total	897,457	612,501	1.74	1:23

Table 8: 2020 apnic.net website visits
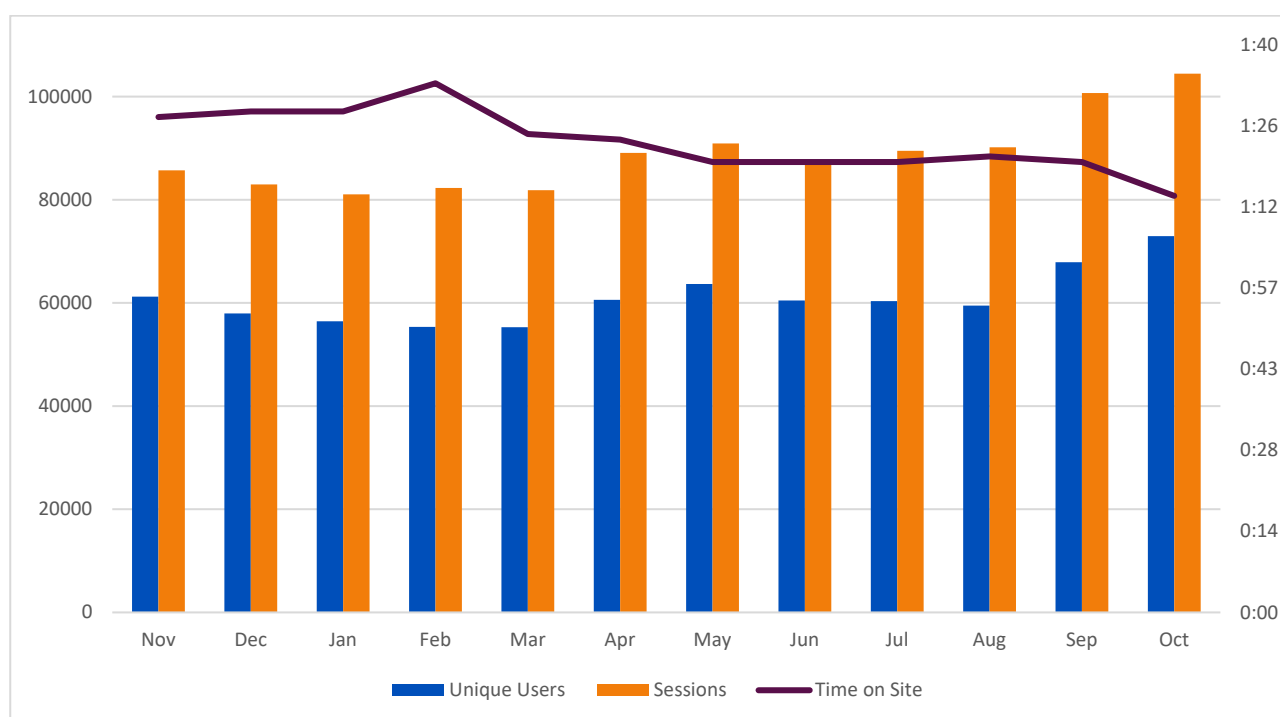
Figure 15: apnic.net website visits

Economy	Total Sessions	Unique Users
India	109,268	71,574
United States	102,548	80,399
China	84,034	53,309
Australia	60,810	34,442
Hong Kong	57,229	15,203
Japan	55,033	39,531
Bangladesh	54,239	26,684
Indonesia	31,913	18,580
Philippines	25,008	15,119
Brazil	14,733	13,908

Table 9: Top 10 economies - apnic.net website sessions and visitors

		2019 Mthly Avg	Jan	Feb	Mar	Apr	May	Jun
Facebook	Reach	189,613	78,781	61,064	97,002	729,780	349,168	445,218
	Likes	N/A	29,307	29,487	29,583	29,686	29,861	30,022
Twitter	Followers	N/A	10,975	11,128	11,205	11,332	11,488	11,648
	Engage	3,891	4,165	6,770	3,824	5,897	6,364	7,424
YouTube	Views	3,296	2,430	7,433	3,561	3,508	3,077	3,779
	Hours	375.21	256.68	1,037.4	354.79	308.71	311.12	387.1
Slideshare	Views	12,975	12,633	14,710	13,429	13,479	12,539	12,119
LinkedIn	Reach	4,131	7,734	11,488	15,803	7,997	8,206	8,403
	Followers	N/A	4,354	4,454	4,545	4,632	4,730	4,825

		Jul	Aug	Sep	Oct	Total
Facebook	Reach	208,839	172,445	54,496	673,685	2,870,478
	Likes	30,030	30,151	30,192	30,235	30,235
Twitter	Followers	11,738	11,870	11,964	12,070	12,070
	Engage	5,212	5,564	5,078	4,767	55,065
YouTube	Views	2,612	2,493	7,662	2,386	38,941
	Hours	241.8	245.3	1,035	199.8	4,377.7
Slideshare	Views	11,610	10,882	13,770	15,421	130,592
LinkedIn	Reach	18,039	14,585	13,962	9,422	77,670
	Followers	4,930	5,017	5,149	5,225	5,225

Table 10: Social Media reach

3D.3   Encouraging newcomers

▪ NextGen BoFs were held at APRICOT 2020 and APNIC 50 (following the first NextGen BoF at APNIC 48). While attendance was disappointing at APRICOT 2020, the NextGen BoF at APNIC 50 was a success, with 63 attendees hearing career advice from the heads of the five RIRs.

▪ Sixty percent of APRICOT attendees (336) and 36% of APNIC 50 attendees (169) were newcomers.

▪ Achieved 219 new blog subscribers, 1,188 new Twitter followers, 939 new LinkedIn followers, and 944 new people liked APNIC's Facebook page.

Success measures – 3D

Targets	Progress (to date)	On Target?
Attract 300 in-person participants at SIG sessions	242 participants	🟠
Achieve 800 online SIG participants	787 participants	🟠
Reach 1,250 subscribers to SIG mailing lists	1,268 subscribers	🟢
Reach 2.4 million blog views (all time)	2,514,073 views	🟢
Achieve 4,000 remote conference session views	6,974 views	🟢
Achieve attendance of 1,000 conference delegates	1,036 attendees	🟢
Reach 11,900 Twitter followers	12,070 followers	🟢
Achieve Facebook reach of 2 million	2,870,478 reach	🟢
Attract 350 newcomers to APNIC conferences	505 newcomers	🟢
Attract 75 new blog email subscribers	219 new subscribers	🟢

Investments

3D.4   Community diversity

Monitoring and improving diversity (including gender, age, language and dis/abilities) of community participation in APNIC events and activities.

Objectives:

▪ Gather demographics of conferences and other APNIC activities.

▪ Support increased diversity through APNIC fellowship, conference and community activities.

▪ Review the APNIC website to identify translation opportunities and accessibility improvements.

Status:

▪ Source data is being consolidated, producing a single dataset for future reporting.

▪ New demographic questions were included in the 2020 APNIC Survey.

3E   APNIC Academy

Operations

3E.1   Curriculum development

▪ Reviewed current training materials, standardized outlines for existing courses, and identified new modules to enhance current courses (based on workshop feedback and industry trends).

▪ Work started in May on two new courses — Network Management and Monitoring, and Network Automation (with industry subject matter experts), both due for completion in December.

▪ Redevelopment of the online Routing Basics course began in July and completion is expected in December.

▪ New routing labs were added to the APNIC Academy in OSPF, IS-IS, BGP, IPSec and Segment Routing.

▪ A new course catalogue and learning pathways guide were added to the APNIC Academy.

3E.2   Face-to-Face training

▪ Due to COVID-19, the training delivery team was only able to provide face-to-face training in January and February.

January-February	Face-to-Face
Courses (by topic)	10 courses/workshops
Locations	7 cities / 6 economies
Training Days	25
Students	244
Student-days/hours	658 student-days/4,096 student-hours

Table 11: Face-to-Face training

3E.3   Online training

▪ Training delivery focused on live online training while COVID-19 restrictions remain in place.

▪ A program of live online tutorials, in three different times zones (East Asia/South East Asia, South Asia, Oceania) has been established, focusing on RPKI, Network Security, DNS/DNSSEC, Advanced Routing (with Multihoming and ROV), IPv6 Deployment, and Segment Routing.

▪ Live online training was delivered for:

- PacNOG 26

- PhNOG Virtual 2020

- Pakistan Internet eXchange (through the Pakistan Telecommunications Authority)

- The Institute of Electronics Engineers of the Philippines

- Tencent (China)

- APAN 50

- Maxis Broadband, Malaysia

- Focus Infocom, Maldives

- Ministry of Transport and Communications, Timor-Leste (for local ISPs)

- Authority for Info-Communications Technology Industry (AITI), Brunei (for local ISPs)

- bdNOG 12

- Women in ICT Tonga

- Pactraining: Solomon Islands and Samoa

- The APNIC Academy exceeded 10,000 registered users, delivered 6,413 hours of online course and virtual lab training, and issued 2,365 certificates.

- In addition, sixteen live webinars were hosted by the Academy, attracting 2,263 attendees, and guest speakers from the Internet Society (ISOC), AusCERT, Internet System Consortium (ISC) and ICANN.

	APNIC Live Online (Instructor-Led) Training
Courses (by topic)	34 courses
Training days	41
Students	2,261
Student-days/hours	1,373 student-days/10,984 student-hours

Table 12: Live online training delivery

January to October	APNIC Academy
Courses (by topic)	7 courses / 2,365 certs / 2,677 hours completed
Virtual Labs	4,104 labs launched; 3,736 hours completed
Webinars	16 webinars / 2,263 attendees
Students	7,489 active users from 10,805 users (cumulative)
Locations	37 economies
YouTube Training Channel	21,206 views / 345 new subscribers

Table 13: APNIC Academy training

3E.4   Community Trainers

- Completed a review of the contracted Community Trainers (CTs) based on feedback from participants and lead trainers. Contracts were renewed for 18 CTs in May.

- Recruited three new CTs from Fiji, Indonesia, and India.

- Engaged four CTs at three face-face events (two at bdNOG 11, one at MMNOG, and one at SANOG 35) in January and February.

- Engaged four CTs at four online events in August and September (three for the Advanced Routing tutorial series and one for the Internet Routing online workshop for Timor-Leste).

- Provided additional CT support through improved onboarding, presentation skills development, and access to collaboration tools and additional content.

3E.5   Technical assistance

- IXPs

- Fiji IX: Helped design the IX upgrade (route server, IXP Manager, redundant switches, looking glass and IX website).

- VNIX: Helped develop a route server filtering policy template.

- HKIX: Helped validate ROV deployment plan and configurations.

- MyIX: Helped plan ROV deployment.

- Maldives IX: Operating principles and high-level design shared.

- Delivered an ISP start-up webinar for Timor-Leste in line with its IX development plan.

- IPv6

- Maldives (Focus Infocom):

- Completed high-level address plan based on current services and network design.

- Agreed a network assessment plan due for completion by the end of 2020.

3E.6   RPKI awareness and deployment support

- In partnership with JPNIC, APNIC hosted the RPKI Deployathon at APRICOT 2020, with 40 participants.

- Current ongoing activities include:

- ROA outreach work in Australia, Maldives, Mongolia, Myanmar, and Pakistan.

- ROA/ROV deployment support in Australia, Mongolia, Tonga, and Sri Lanka.

- Mongolia achieved 100% ROA coverage in October

- APNIC delivered 17 RPKI-focused training events (3 face-to-face and 14 online tutorials).

- Published 29 RPKI-tagged posts on the APNIC Blog.

- RPKI adoption has increased in 2020. Members with ROAs have significantly increased from 27.2% in January to 48.8% in October.
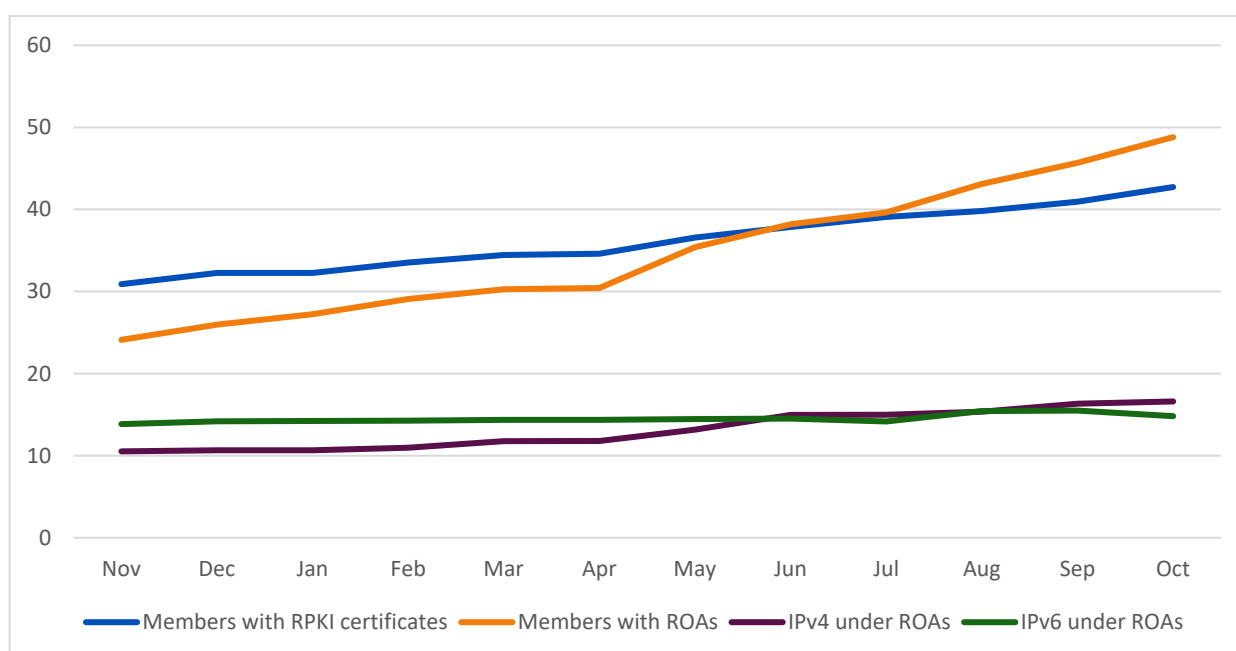
Figure 16: RPKI usage

3E.7   IPv6 awareness and deployment support

▪ APNIC delivered nine IPv6 deployment focused training sessions:

    o   Three face-to-face at bdNOG 11, SANOG 35, and PhNOG 2020 (Feb)

    o   Six online tutorials

▪ Published 38 IPv6-tagged posts on the APNIC Blog.

▪ Published new IPv6 deployment success stories on 3BB (Thailand), Mytel (Myanmar) and Worldlink (Nepal), bringing the total number of IPv6 deployment stories on the APNIC website to 38.

Success measures – 3E

Targets	Progress (to date)	On Target?
Add Bengali language to APNIC Academy online platform	In progress	🟢
Convert three old online training courses to new video-based format	Two courses in progress	🟠
Develop new training content (labs, modules or courses) in the areas of IPv6, Internet Routing, Network Security, SDN & Automation, Network Management & Monitoring and Linux System Administration	6 new virtual labs 1 new IPv6 lab (464XLAT) NMM & Network Automation courses in progress	🟢
Conduct 60+ face-to-face training sessions equitably across the four sub-regions	**Pre-COVID**: 10 F2F training sessions in 3 sub-regions **During COVID**: 34 live online training sessions and 16 live webinars	🟢
Recruit and maintain a pool of 25 qualified Community Trainers from four sub-regions	21 Community Trainers	🟠
Start conducting structured technical assistance over the APNIC Academy online platform	APNIC Academy TA platform feature in development	🟠
Publish four IPv6 deployment case studies	3 published	🟢

Investments

3E.8   APNIC Academy development

Developing the APNIC Academy as a cohesive learning environment integrating blended face-to-face and online training services.

Objectives:

▪ Integrate various training administration systems (for example, registration, calendar and training wiki) into APNIC Academy.

- Establish an online technical assistance platform that connect Members with experts in the Internet community.

- Increase multilingual support by adding more languages to more courses, and engaging community reviewers.

- Develop a new digital badging and recognition system.

Status:

- New Full Stack and UI/UX developers have joined the Academy's product team.

- New course catalogue and learning pathways guide added to the APNIC Academy.

- Course outline pages migrated from training.apnic.net to the APNIC Academy.

- Integrated Keycloak with the Academy for improved demographic reporting.

- Improved Zoom integration is being tested on the Academy platform in Q4.

- Additional language support for Bengali is in progress.

- Technical Assistance functionality is being designed using a software architecture including GraphQL and NoSQL.

- Collaborating in the development of online community platform (see 1B.2).

3F   Internet Infrastructure Deployment

Operations

3F.1   Internet infrastructure deployment

- Donated used switches to Fiji IXP as part of its upgrade, to Lahore IX to support its set up, and to BKNIX in Chiang Mai.

- Provided advice on IXP design and operation to the Maldives IXP through MoCST, Maldives.

- Helped develop a route server filtering policy template for VNIX.

- Helped with technical validation of ROV deployment at MyIX and HKIX.

- Assisted with K-Root deployment in China with CAICT.

- Upgraded J and K-Root instances in Brisbane.

- Deployment of K-Root at VNIX (Ho Chi Minh City) and M-Root in Brisbane and at VNIX (Hanoi) are in progress.

- The RIPE Atlas Anchor in Brisbane was upgraded to a VM version and one in Tokyo is being added.

3F.2   Honeynet deployment

- The backend systems serving the Community Honeynet were upgraded and enhanced.

- New partners from Hong Kong, Bangladesh and Japan joined the project.

Success measures – 3F

Targets	Progress (to date)	On Target?
Support deployment of at least two new or upgraded IXPs	3 IXPs in progress	🟢
Support deployment of at least six new rootserver instances at IXPs or other networks	2 complete, 3 in progress	🟠
Support at least six IXPs to deploy RPKI on their route servers	2 IXPs deploying RPKI/ROV	🟠
Deploy at least four RIPE Atlas anchors at various networks	1 deployment	🔴
Establish five new Community Honeynet partners	3 new partners	🟢

Investments

3F.3   M-root anycast instance deployment

Establishing a new partnership with the WIDE Project and JPRS to support anycast deployment of M-root.

Objectives:

- Help streamline M-root deployment and operations by improving process and automation.

Status:

- MoU signed. Preparations for the first deployments in Brisbane and Viet Nam are in progress.

3F.4   Security threat sharing platform

Extending the APNIC Community Honeynet as a platform for APNIC Members to share cybersecurity threat information so they can take necessary action.

Objectives:

- Create platform for APNIC Members to share threat information and develop a trusted community culture.

- Encourage development of analysis and incident response capabilities among Members.

Status:

- Started to develop plans, identify partners, tools, and current state of sharing in the community.

4 Information

Operations

4A Information Products

4A.1 APNIC Blog

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	YTD	All time
Views	50,420	51,231	58,448	56,343	68,882	67,795	61,627	103,908	67,078	66,744	652,476	2,514,073
Posts	35	28	30	26	25	27	39	32	31	39	312	2,317

Table 14: APNIC Blog activity
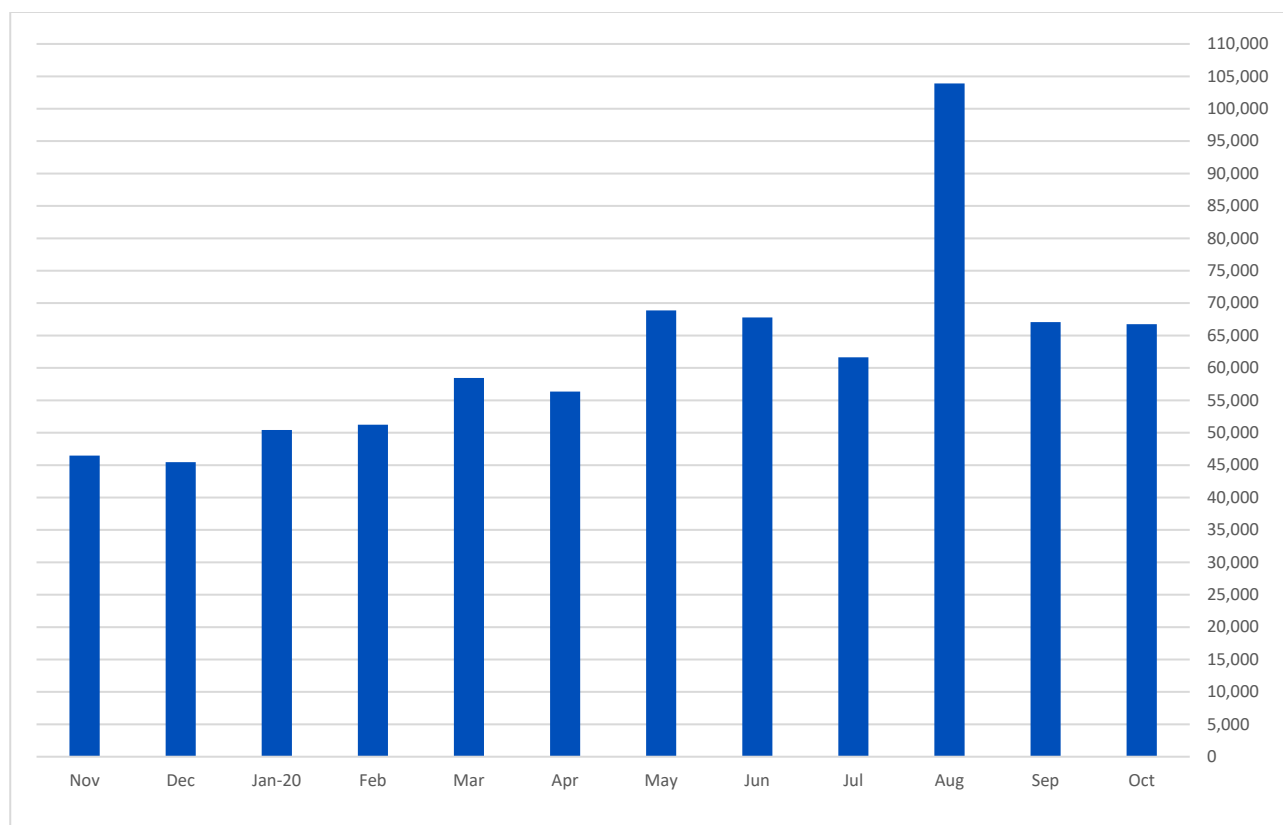
Figure 17: APNIC Blog views
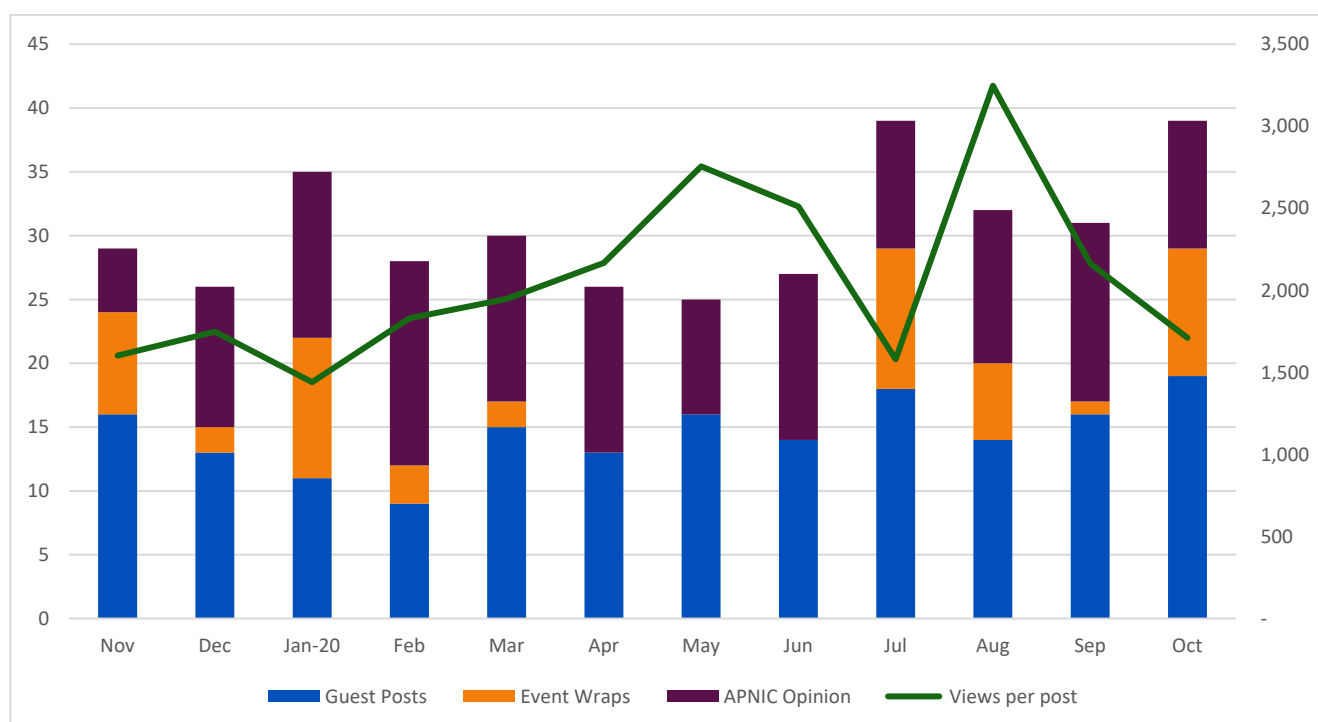
Figure 18: APNIC Blog posts

▪ The Blog averaged 65,248 views per month, a 36% increase on 2019's monthly average of 48,026. The Blog passed the milestone of 2.5 million views (all-time) in October.

▪ There have been 145 Guest Posts in 2020, representing 54% of total opinion posts (an increase on 2019's 49%).

▪ While the number of opinion posts has remained relatively steady, the number of Event Wraps has decreased in 2020 due to the cancellation/postponement of many events.

▪ Popular posts included:

  • A Guest Post on Chromium's impact on root DNS traffic by Matthew Thomas (this post also generated seven media articles on tech news sites around the world).

  • A Guest Post on changing attitudes to IPv6 by Avery Pennarun.

  • A Guest Post on network topology for satellite systems by Debopam Bhattacherjee.

  • Jun Murai's announcement regarding the future of 43/8.

  • Geoff Huston's review of BGP in 2019.

  • A Guest Post on IPv6 private addressing by Mark Smith.

4A.2   Information product management

▪ UX/UI improvements were made to all information products, based on user data and feedback (ongoing activity).

▪ Internet Directory

  o RDAP and whowas tabs were added.

  o New information architecture is under development.

  o Overview section (to offer a snapshot of an economy or sub-region) is under development.

  o Interface improvements for consistency and usability.

▪ DASH

- o DASH v1.0 was released during APNIC 50.
- o DASH users increased from 99 in Q2 to 1,652 in Q3.
- o 20 user requests for additional information from APNIC's security team have been received.
- NetOX
  - o A new version of NetOX was released at APNIC 50, including a new welcome page and pilot Chinese language options (simplified and traditional).
  - o NetOX users increased from 347 in Q2 to 883 in Q3.
  - o A user survey to validate ideas for new widgets is in progress.

Success measures – 4A

Targets	Progress (to date)	On Target?
Reach 2.4 million blog views (all time)	2,514,073 views	🟢
Average 50,000 blog views per month	65,248/month	🟢
Maintain blog Guest Post ratio between 45 to 50%	54% Guest Posts	🟢
Achieve a net promoter score higher than 70 for Internet Directory, NetOx and DASH	33, 80 and 74 respectively (in the last Q)	🟠
Achieve a usability score higher than 4.5 for Internet Directory, NetOx and DASH	4.6, 4.6 and 4.5 respectively (in the last Q)	🟢
Achieve at least 30% returning users to the Internet Directory, NetOX and DASH	10.77%, 17.03% and 18.62% respectively (in the last Q)	🟠
Participation in user research activities of at least eight users per product during the year	14, 4 and 9 respectively	🟢

4B   Research and Analysis

Operations

4B.1   Conducting research and measurements

- New measurements on the use of IPv6 as a transport protocol for the DNS and IPv6 Extension Header handling.

- Analysis of advertised, unadvertised and reserved address pools over time.

- Reporting on the annual state of BGP, and further development of routing bogon and CIDR reports, as input to the ISOC MANRS activity. Work continues on automated BGP anomaly detection.

- An RPKI ROV monitor has been developed, looking at progressive deployment of ROV filters in the network.

- Current DNS research includes analysis of the handling of large DNS responses, adoption of DOH, and DNS query patterns.

4B.2   Sharing research outcomes

- Published 26 blog articles, including research findings, analysis of trust infrastructure, and a commentary on new Internet technologies.

- Delivered 39 event presentations (all online since February).

4B.3   Cooperative research

- Entered a cooperative research program with ISOC in support of the MANRS, providing a feed of routing data.

- Work on measurement framework for the Identifier Health Indicators program, as well as collaborative measurements on aspects of the DNS and DNSSEC, as part of a cooperative research agreement with ICANN.

Success measures – 4B

Targets	Progress (to date)	On Target?
Twelve research articles and reports published	26 published	🟢
Ten research presentations delivered	39 presentations	🟢
Two presentations to Policy SIG meetings	1 presentation	🟠

5   Capability

Operations

5A   Internal Technical Infrastructure

5A.1   Information architecture and management

- For internal systems integration, six APIs have been specified using the OpenAPI standard, automatically translated to developer documentation and code libraries to improve developer productivity.

- Requirements for inter-system dependency tracking have been included in the F5 replacement project.

- Technical selection guidelines have been improved for product development teams designing new features or considering improvements.

5A.2   Network and infrastructure operations

- Reviewed costs of existing transit and peering connectivity in Brisbane. A new gigabit IX peering connection was established with EdgeIX Australia from NextDC B1.

- Redundant peering with Google was established via PCCW Console Connect from NextDC B1, in addition to an existing peering arrangement via Megaport.

- The APNIC network was deemed MANRS-compliant after an ISOC evaluation. APNIC is an official MANRS participant.

- Office Wi-Fi was upgraded to support the Wi-Fi 6 standard, providing better coverage.

5A.3   System and platform operations

- A Google Cloud Platform (GCP) facility was established with a Kubernetes (GKE) cluster in Sydney. RDAP was deployed as a highly available service, with rolling update capability to allow zero-downtime upgrades.

- Cloudflare was configured to load balance production traffic to the GKE cluster supporting RDAP, with the goal of directing traffic to the closest multi-region cluster in future.

- The infrastructure-as-code (terraform) is being written to allow deployment of GKE clusters to multiple regions within the same GCP Virtual Private Cloud (VPC) network.

- Production usage data from the Sydney cluster is being analysed to determine best cost options for multiple RDAP deployments. Individual NIR RDAP services were also deployed on the GCP.

- The deprecation of TLSv1.0 and TLSv1.1 was completed all APNIC services, and a blog post was published.

- The Hardware Security Module (HSM) was reconfigured to create a separate key for the RPKI AS0 ROA (see 2B.3).

- Work is in progress to consolidate and upgrade the registry backend database (MySQL).

- Cloudflare was reconfigured to use heavy caching of APNIC public websites to improve response and availability.

- Annual asset review and stocktake of office IT hardware is in progress.

5A.4   CSIRT operations

- As part of ISMS for ISO 27001 preparations, the internal Acceptable Use Policy (AUP) and Bring Your Own Device (BYOD) policy were updated.

- A Vulnerability Reporting Program was announced in July, along with a new GPG key for the CSIRT email (csirt@apnic.net). Eight vulnerability reports from external security researchers have been received.

- External penetration testing was completed and detected no high severity vulnerabilities. Mitigation tasks have been assigned to the responsible teams. Additional testing is ongoing, focusing on potential network vulnerabilities.

- Regular security awareness training for all staff continued during the COVID-19 work from home period.

- Audits of administrator access accounts, and of current technical controls against CIS Controls, were conducted in June.

- Seven security advice documents were issued internally.

- An ISO 27001 gap analysis was conducted in August, with analysis and remediation work in progress.

5A.5   Enterprise application management

- Litmos was implemented for tracking of staff compliance training and policy compliance.

- All staff and Community Trainers were migrated to Okta authentication for web application access.

- S/MIME Digital Signing and email encryption is now implemented using an external CA for better efficiency.

- A Legacy Application Roadmap is being developed to move internal applications away from certificate-based authentication to modern OpenID Connect standards.

Success measures – 5A

Targets	Progress (to date)	On Target?
Develop dependency management framework using APIs to map system dependencies	Framework complete 12 APIs defined	🟢
Availability of 99.95% for critical APNIC services and 99.9% for non-critical APNIC services	99.98% critical services 99.99% non-critical services	🟢
Annual stocktake and audit of all IT hardware completed	In progress	🟢
Begin investigations and notify senior management within two hours of on-call notification and achieve containment within four hours for any critical incident	No critical incident reported	🟢
All EC, Community Trainers, and APNIC staff credentials managed under OKTA	95% complete	🟢
Roadmap completed for removal of legacy data systems	In progress	🟠

Investments

5A.6   Network presence at Asia Pacific Internet hubs

Improving APNIC online service performance with better network presence and interconnection in the region.

Objectives:

- Review options for improving performance of APNIC services by direct peering at co-located Internet hub locations.

▪ Make deployment of APNIC's critical services more effective.

Status:

▪ A new direct remote connection from Brisbane to Equinix IX in Singapore was established, for direct peering and reduced latency with networks in South and South East Asia.

▪ A direct remote connection from Brisbane to HKIX in Hong Kong is in progress.

▪ Reachability is currently being monitored using RIPE Atlas anchors from several locations.

5B   Finance and Business Services

Operations

5B.1   Knowledge management

▪ The staff intranet is being transferred from Foswiki to Confluence.

5B.2   Financial services

▪ The implementation of the new PBCS financial reporting tool was completed in July. Financial reports and forecasting are being transitioned to the platform.

▪ The annual audit of APNIC's 2019 financial accounts was completed by Deloitte and presented to the EC at APNIC 49.

5B.3   Business services

▪ An external full recertification audit of APNIC's ISO9001:2016 quality management system was successfully completed in August.

▪ A new travel request process integrating with External Relations functions has been developed in Salesforce for a Q4 implementation.

▪ A COVID-19 BCP response team was established in January to oversee APNIC staff travel, office operations, and APRICOT 2020. A staff 'work from home' plan was implemented in March. The COVID-19 situation is reviewed weekly and policies adjusted as needed.

▪ A project to digitize membership forms is in progress.

Success measures – 5B

Targets	Progress (to date)	On Target?
Knowledge management tools identified, and implementation project plan developed	In progress	🟢
Successful audit of APNIC's annual financial accounts	Completed	🟢
Successful completion of annual ISO quality management compliance audit	Completed	🟢
Successful implementation of the new PBCS financial reporting tool and framework	Completed	🟢
Quarterly BCP scenario testing undertaken	2/2 tests completed	🟢

Investments

5B.4   Business intelligence

Establishing a comprehensive business intelligence facility that integrates data from a range of systems to produce better analysis and consistent reporting, for internal use and for reporting to EC and members.

Objectives:

▪ Implement a data warehouse incorporating customer and registration data, providing analysable structures suitable for use with tools such as Tableau.

▪ Migrate recurring reporting to the new system.

Status:

▪ A data warehousing system was developed and deployed for production in August 2020.

▪ The initial data mart is in development, with a feedback cycle to improve the data warehouse. The data mart is expected to be completed by the end of the year.

5C   Employee Experience

Operations

5C.1   Organizational development

▪ During 2020, there is a focus on increasing the use of 'Agile' by both technical and non-technical teams. ICAgile Certification in Agile Fundamentals is underway for all non-product teams.

5C.2   Physical work environment management

▪ A COVID-19 BCP response team was established (5B.3).

▪ Work from Home arrangements have been in place for eight months with no service or performance interruptions.

▪ The security surveillance system was upgraded in August.

5C.3   Talent attraction and retention

- Permanent roles filled:
  - o   Senior DevOps Engineer
  - o   Systems Administrator (Internal Services)
  - o   Senior Full Stack Developer
  - o   Senior Digital Communications Officer
  - o   Network Analyst (x2)
  - o   Salesforce Developer / Admin
  - o   Senior Advisor – Strategic Engagement
  - o   Senior Network Analyst/Technical Trainer
  - o   Salesforce Developer/Administrator
  - o   Finance Manager/Management Accountant
- Casual roles filled:
  - o   Internet Resource Analyst
  - o   People Operations Co-ordinator
- Contractors engaged:
  - o   Foundation:
    - -   Community Engagement Officers (x2)
  - o   APNIC:
    - -   UX/UI Designer
    - -   Lead Full Stack Web Developer
    - -   Full Stack Web Developer (x2)
- Leadership Development: All members of the APNIC executive, management team and specialists are participating in a 'DRIVERS' Leadership Development Program between July and November.
- Presentation Skills: Virtual presentation skills training was provided to staff and Community Trainers.

5C.4   Policies and benefits management

- Policies are under review to accommodate legislative changes and organizational requirements. New policies in Q4 are the Whistle-blower Policy and Gifts and Benefits Policy.
- Salary and benefits reviews are scheduled for December, following annual performance reviews and an audit of role market pricing.

Success measures – 5C

Targets	Progress (to date)	On Target?
Strategic goals clearly cascade to individual performance measures in 2020 annual reviews	Postponed to Jan 2021	🔴
Risk management data demonstrating any WHS incidents are not caused by APNIC's local or remote environments	In progress	🟢
Building surveillance system upgraded	Completed	🟢
Staff turnover rate is within acceptable benchmarks of between 5 and 15%	3.5 % turnover	🟢
Professional development budget is fully spent, and addresses needs identified in performance reviews wherever possible	Completed	🟢
Identify workplace policies that are not aligned with best practice in Australia and provide recommendations for 2021 budget	In progress	🟢

Investments

5C.5   Product management

Establishing two new product teams (with assignments of existing staff), extending APNIC's product management framework to other areas of the organization.

Objectives:

- Establish product teams for the APNIC Academy online platform and enterprise applications.

- Provide training and coaching for product managers and teams.

Status:

- Product teams for Academy and Enterprise systems were established in Q1.

- Product management training was completed in Q1. Ongoing coaching is provided by both external consultants and an internal product management coach.

5D   Governance

Operations

5D.1   Executive Council (EC) support

- Sumon Ahmed Sabir and Achie Atienza were elected to the APNIC EC for the first time at APNIC 49, with Kam Sze Yeung being re-elected to the EC for a third term.

- Sumon and Achie participated in the EC induction program in early April.

- The first EC meeting of the year was held in Melbourne on 18 and 21 February, followed by online meetings on 17 March, 4 May, 22-24 June, 4 and 11 September 2020.

5D.2   Corporate governance and legal

- A revised Strategic Risk Register was presented to the EC in June, incorporating feedback from the EC meeting held at APNIC 49, and the strategic planning workshops in 2019.

- An updated APNIC Privacy Statement was published on 31 March 2020. Staff were provided with privacy training on 18 March and 2 April to ensure awareness of privacy law obligations. A separate Privacy Statement for the APNIC Foundation was published on 26 March.

- Crisis management and communication training was provided to all members of the Leadership Team in March.

Success measures – 5D

Targets	Progress (to date)	On Target?
Revised Strategic Risk Register fully implemented	In progress	🟢

Appendix A: Engagement Summary

Community engagement summary
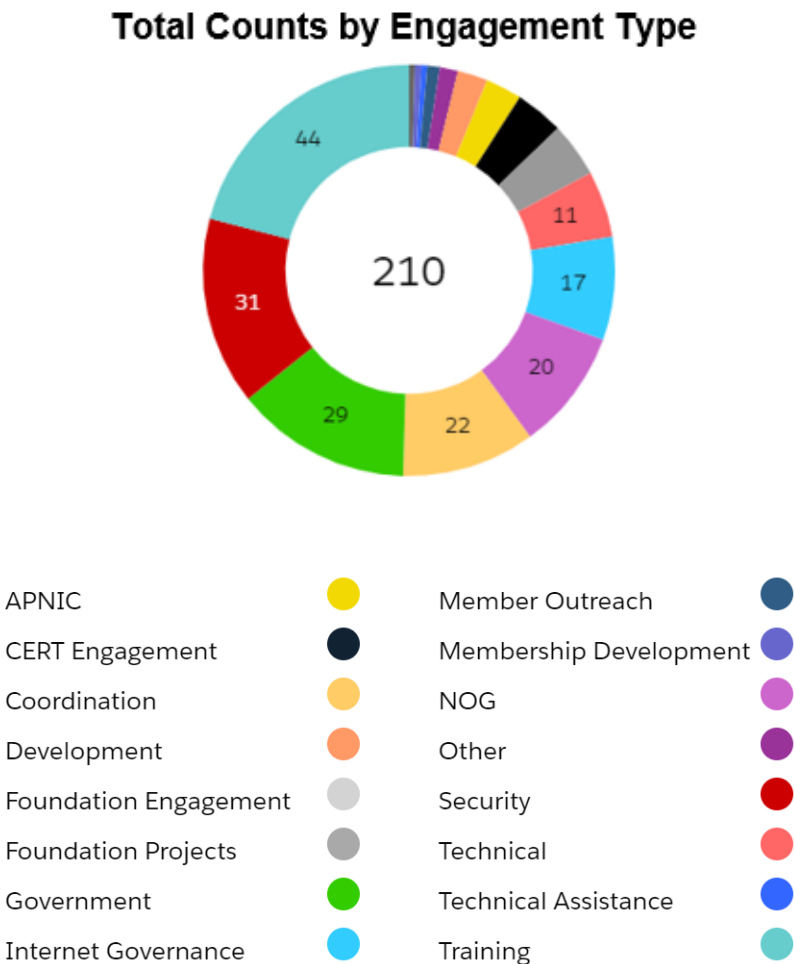
Figure 19: Engagements summary by type

Events vs Engagements by month
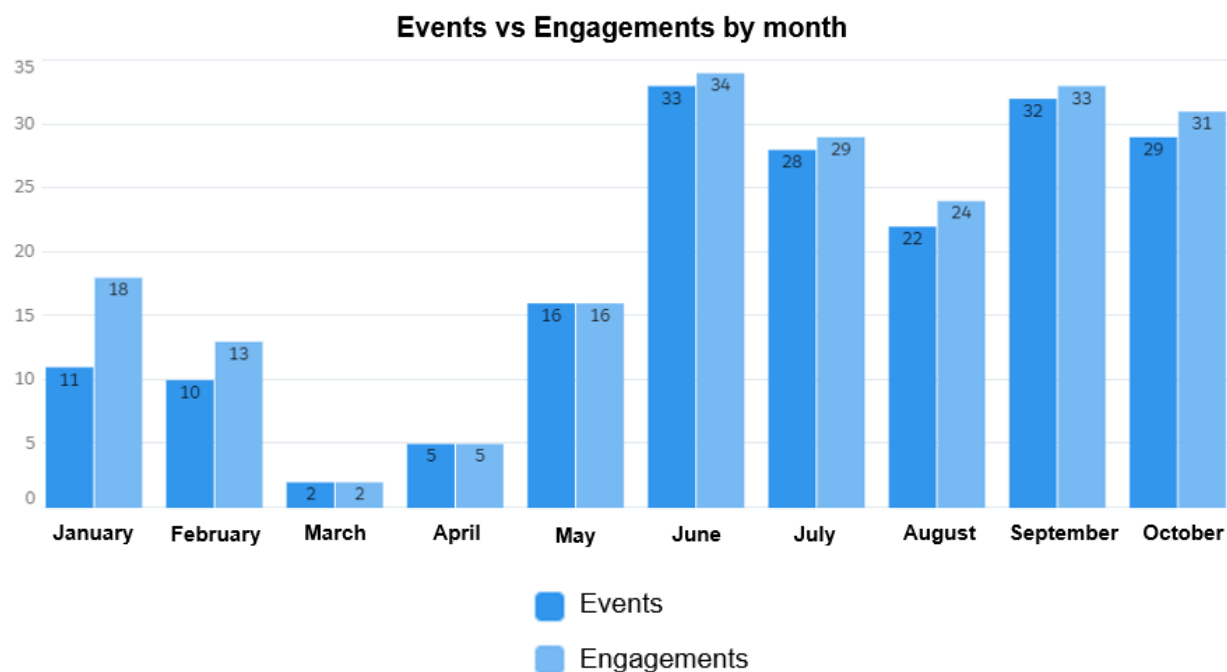
Figure 20: Engagement summary by month

Number of Engagements by Subregion
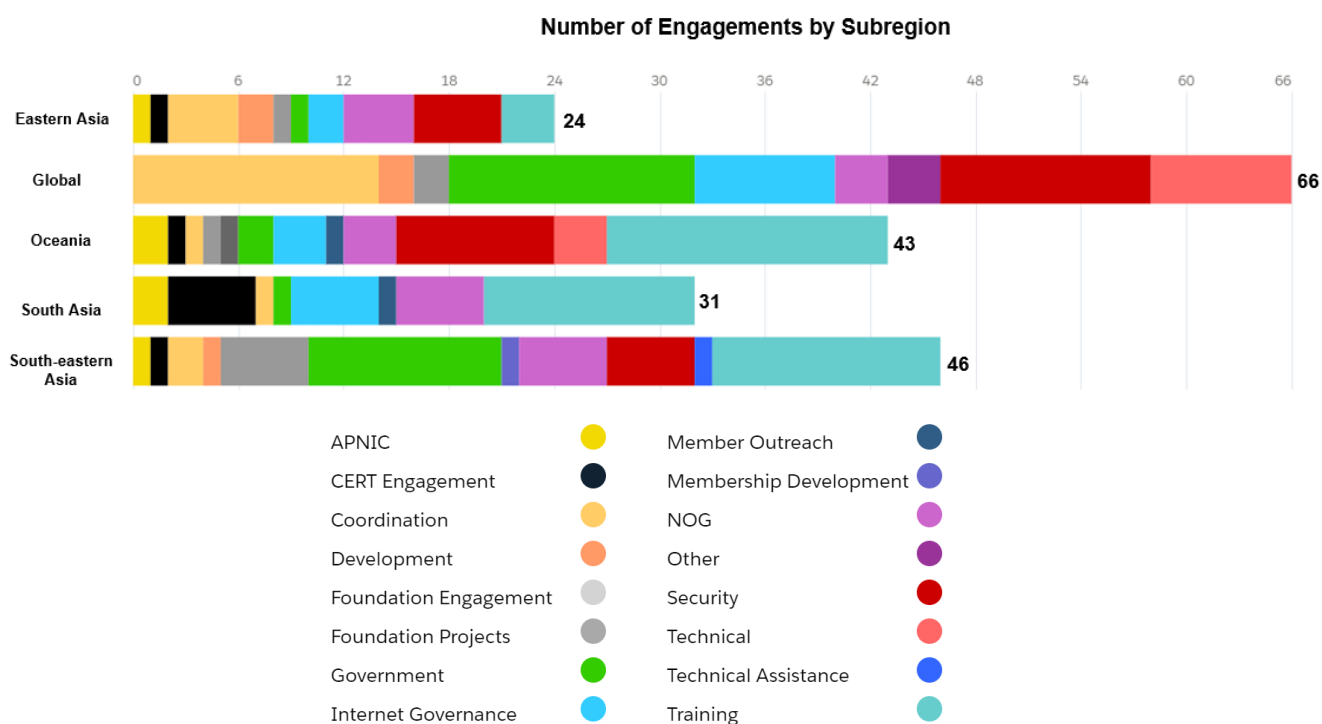
Figure 21: Engagement summary by subregion/type

Complete

Planned

Foundation Supported

Remote

APNIC	Member Outreach
CERT Engagement	Membership Development
Coordination	NOG
Development	Other
Foundation Engagement	Security
Foundation Projects	Technical
Government	Technical Assistance
Internet Governance	Training

South Asia	Oceania
· AF	Australia and New Zealand
· BD	· AU
· BT	· CC
· IN	· CX
· IO	· NF
· LK	· NZ
· MV	Melanesia
· NP	· FJ
· PK	· NC
South-eastern Asia	· PG
· BN	· SB
· CX	Micronesia
· ID	· FM
· KH	· GU
· LA	· KI
· MM	· MH
· MY	· MP
· PH	· NR
· SG	· PW
· TH	Polynesia
· TL	· AS
· VN	· CK
Eastern Asia	· NU
· CN	· PF
· HK	· PN

Figure 22: Engagement detail by economy

Touchpoint Total Counts by Month

Record Count

Date	Record Count
January 2020	33
February 2020	114
March 2020	12
April 2020	38
May 2020	46
June 2020	71
July 2020	65
August 2020	56
September 2020	74
October 2020	33
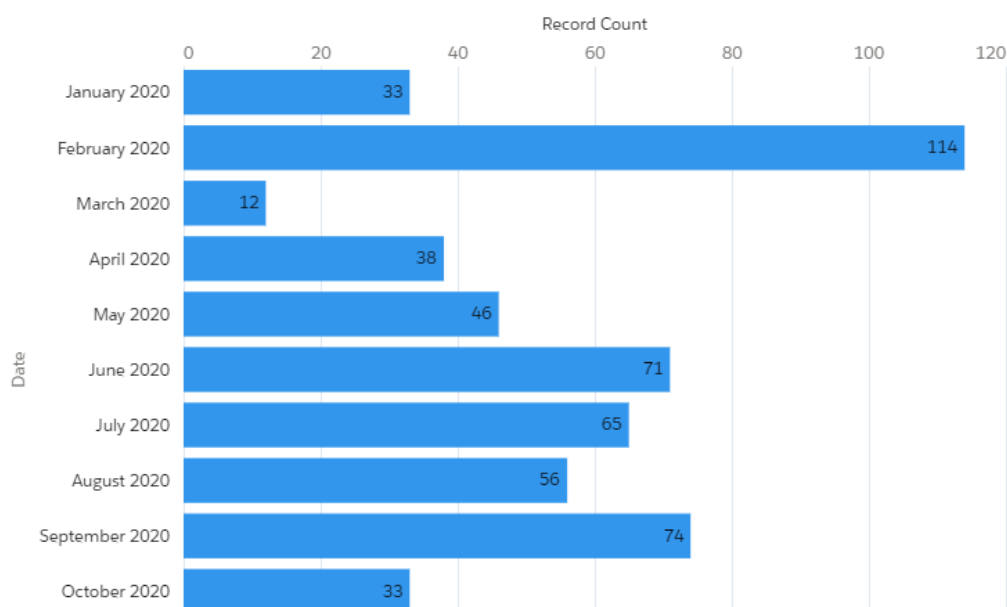
Touchpoints by Contacts Subregion

Record Count

Subregion	Record Count
Eastern Asia	212
Global	264
Oceania	230
South Asia	178
South-eastern Asia	145
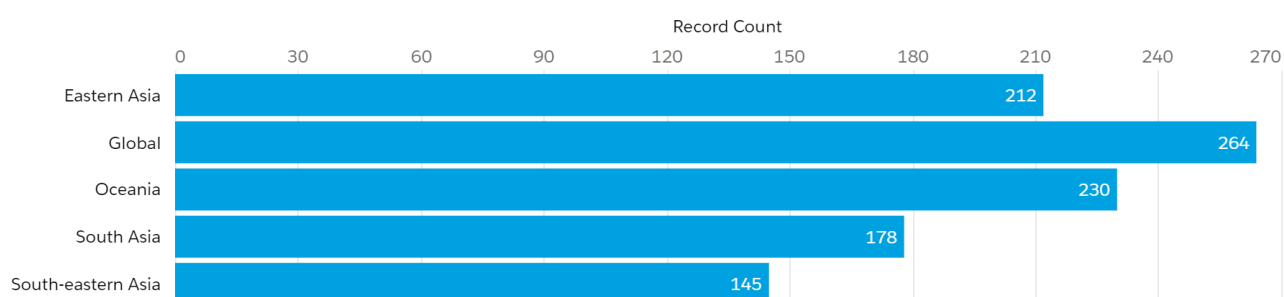
Figure 23: Touchpoints summary

Touchpoints are interactions by APNIC staff with a contact (APNIC Member or Non-Member), usually during an event.

Event attended in 2020 (to date)

Month	Event name	Economy	F2F or Virtual
Jan	Foundation meetings - Tokyo Jan 2020	JP	F2F
Jan	Securing Internet Routing Workshop	AU	F2F
Jan	3rd ACEMS Workshop on Challenges of Data and Control of Networks (ACDCN)	AU	F2F
Jan	MMIX Peering Forum & MMNOG 2020	MM	F2F
Jan	JANOG 45	JP	F2F
Jan	SANOG 35	PK	F2F
Jan	NZNOG 2020	NZ	F2F
Jan	BDNOG11	BD	F2F
Jan	PNGTRAINING WS 15 - DNS & DNSSEC	PG	F2F
Jan	CERT Support for Pakistan Telecom Authority	PK	Virtual
Jan	Intro to CSIRTs with LEARN	LK	Virtual
Feb	NANOG 78	US	F2F
Feb	PhNOG 2020	PH	F2F
Feb	2020 Global Cybersecurity Capacity Building Conference	AU	F2F
Feb	2020 Australasian Aid Conference	AU	F2F
Feb	APRICOT 2020	AU	F2F
Feb	Cyber Safety Pasifika - Content Review Workshop	AU	F2F
Feb	NRO ECG	NL	F2F
Feb	Samoa IT Association (SITA) IT Security Seminar	WS	F2F
Feb	APTLD77 Members Meeting & 2020 AGM	AU	F2F
Feb	Honeypot Project for HKPF	HK	Virtual
Mar	ICANN 67	MX	Virtual
Mar	IETF 107	CA	Virtual
Apr	GFCE-V Meeting 2020	NL	Virtual

Apr	Securing Internet Routing tutorial	AU	Virtual
Apr	Securing Internet Routing tutorial	AU	Virtual
Apr	Cambodia CERT Security Talk	KH	Virtual
Apr	ISOC-APNIC Tech Talk on RPKI 101	AU	Virtual
May	APT WTSA20-2	TH	Virtual
May	Securing Internet Routing tutorial	AU	Virtual
May	EU ATT&CK Community Workshop	BE	Virtual
May	Infosec Jupyterthon 2020	US	Virtual
May	NRO EC Virtual Meeting	MY	Virtual
May	Panel Discussion on CERT/CSIRT	ID	Virtual
May	Suricata IDS / NSM Developer Webminar	US	Virtual
May	APT Web Dialogue Series	TH	Virtual
May	LACNIC 33	CO	Virtual
May	RIPE 80	DE	Virtual
May	FIRST Cyber Threat Intelligence Summit (CTI)	CH	Virtual
May	Foundation Board Meeting 2020	SG	Virtual
May	Suricata IDS Tutorial with MYREN Community	MY	Virtual
May	Securing Internet Routing tutorial	PH	Virtual
May	Securing Internet Routing tutorial	IN	Virtual
May	Security Analysis Tutorial for Solomon Island Government Data Centre Team	SB	Virtual
Jun	NANOG 79	US	Virtual
Jun	ITU Telecommunication Development Advisory Group Meeting	CH	Virtual
Jun	Global Stakeholders Dialogue on the Future of the Internet	FR	Virtual
Jun	Introduction to IPv6 Webinar	PH	Virtual
Jun	AVPN Conference 2020	SG	Virtual
Jun	Advanced Routing with Multihoming Online Workshop	PK	Virtual

Jun	ITU 2020 Council Meeting	CH	Virtual
Jun	I-star Leaders Meeting	US	Virtual
Jun	DNS OARC 32a Workshop	FR	Virtual
Jun	PITA Technical and Business Session	SB	Virtual
Jun	PacSON 2020 Virtual Session	NZ	Virtual
Jun	Securing Internet Routing tutorial	AU	Virtual
Jun	UNIDIR: Implementing Cyber Norms, National Experiences Good Practices	CH	Virtual
Jun	RSCG and Legal Team Joint Meeting	NL	Virtual
Jun	2nd MAG Meeting 2020	CH	Virtual
Jun	IX 2020 - Internet Security & Mitigation of Risk Webinar	MN	Virtual
Jun	Interim Meeting of the APT-WTSA20 Working Group 3	TH	Virtual
Jun	ARIN 45	US	Virtual
Jun	ROW #9	US	Virtual
Jun	PNGNOG Meet Up	PG	Virtual
Jun	FIRST.org Special Interest Groups (SIGs) Meetings	US	Virtual
Jun	ICANN 68	MY	Virtual
Jun	WSIS Forum 2020	CH	Virtual
Jun	HKIGF 2020	HK	Virtual
Jun	ISOC ICOMM Virtual Event (MANRS)	US	Virtual
Jun	38th JPOPM	JP	Virtual
Jun	Network Security tutorial	PH	Virtual
Jun	AFRINIC Webinar 'Internet Infrastructure Support in Times of Crisis'	MU	Virtual
Jun	UN INCB - Experts on Drug Trafficking	AT	Virtual
Jun	PACNOG 26	FJ	Virtual
Jun	ReversingLabs 2020	US	Virtual

Jun	Networking from Home (South East Asia)	SG	Virtual
Jun	Networking from Home (South Asia)	BD	Virtual
Jul	UNESCAP Webinar: Bringing affordable and reliable Internet to all (IXP)	TH	Virtual
Jul	PacSON Follow Up Virtual Session	NZ	Virtual
Jul	VNNIC-APNIC Engagement Series	VN	Virtual
Jul	Securing Internet Routing online tutorial	FJ	Virtual
Jul	Network Security tutorial	PK	Virtual
Jul	Broadband India Forum	IN	Virtual
Jul	UN High Level Political Forum on Sustainable Development 2020	US	Virtual
Jul	Network Security tutorial	AU	Virtual
Jul	PHNOG Virtual 2020	PH	Virtual
Jul	APT WTSA20-3	CN	Virtual
Jul	EU Cyber Direct - Closing the Gap	BE	Virtual
Jul	UCEnet / LEA Engagement	NL	Virtual
Jul	Networking From Home (East Asia)	HK	Virtual
Jul	Fair Tech Forum	SG	Virtual
Jul	SANS DFIR Summit	US	Virtual
Jul	PhNOG DNSSEC tutorial	PH	Virtual
Jul	Security Engagement with PK community	PK	Virtual
Jul	ITU-T Study Group 13 Virtual Meeting	CH	Virtual
Jul	IAA Webinar: Life Under Lockdown: How to stop heists, hijacks, and hostages	AU	Virtual
Jul	ITU-T Study Group 11 Virtual Meeting	CH	Virtual
Jul	DNS/DNSSEC tutorial	PH	Virtual
Jul	Digital Infrastructure: Building Our Digital World	US	Virtual
Jul	Honeynet Threat Sharing Platform Webinar	ID	Virtual

Jul	China IGF 2020	CN	Virtual
Jul	IPv6 tutorial	CN	Virtual
Jul	APT WTDC21-1	TH	Virtual
Jul	IETF 108	ES	Virtual
Jul	RightsCon Online	US	Virtual
Jul	Log Analysis Tutorial for Security Analysts	MN	Virtual
Jul	DNS/DNSSEC tutorial (part 1)	IN	Virtual
Aug	KHNOG 2 Online Webinar	KH	Virtual
Aug	APAN 50	HK	Virtual
Aug	APAN 50 Introduction to Vulnerability Assessment and Penetration Testing tutorial and Segment Routing tutorial	HK	Virtual
Aug	Networking from Home (Oceania)	AU	Virtual
Aug	DNS/DNSSEC tutorial for Pacific	AU	Virtual
Aug	2nd WG on Pacific IXP and Capacity Training Workshop	TH	Virtual
Aug	Digital Infrastructure:Equity & Sustainability in Open Source	US	Virtual
Aug	INNOG 3	IN	Virtual
Aug	AVPN Webinar: Shifts in Chinese Private Sector Giving	SG	Virtual
Aug	Global Cyber Policy Dialogues: Southeast Asia	SG	Virtual
Aug	7th IRINN OPM	IN	Virtual
Aug	DNS-OARC 32b	US	Virtual
Aug	RPKI Deployment for Maxis Broadband	MY	Virtual
Aug	Global Cyber Policy Dialogues: Southeast Asia	SG	Virtual
Aug	Security Webinar with Universiti Teknologi Malaysia	MY	Virtual
Aug	4th AP Information Superhighway (AP-IS) SC 2020	TH	Virtual
Aug	KubeCon + CloudNativeCon Virtual 2020	NL	Virtual
Aug	PKSIG 2020	PK	Virtual
Aug	APAC Online Policy Forum	RU	Virtual

Aug	Virtual Interim Meeting of Working Groups of the APT WTSA-20	TH	Virtual
Aug	Advanced Routing tutorial (SE Asia/East Asia)	SG	Virtual
Aug	Advanced Routing tutorial (South Asia)	IN	Virtual
Aug	JANOG 46	JP	Virtual
Aug	17th APT Telecommunication/ICT Development Forum (ADF-17)	TH	Virtual
Aug	IPv6 Deloyment tutorial	MV	Virtual
Sep	ITU Global Symposium for Regulators 2020 (GSR-20)	CH	Virtual
Sep	Advanced Routing tutorial	AU	Virtual
Sep	APTLD 78	TW	Virtual
Sep	APNIC 50 (AP* and APIX Meeting)	*BD	Virtual
Sep	AIS'20 (AFRINIC 32)	CD	Virtual
Sep	EU Cyber Forum 2020	BE	Virtual
Sep	GNA Community VCs 2020Q3	DK	Virtual
Sep	Virtual AusCERT 2020 Conference	AU	Virtual
Sep	ITU Global Cyberdrill 2020 (Asia Pacific Regional Dialogue: CIRTs, Lessons Learnt from COVID-19 Crisis and Webinar: How to Reduce Cyber Risk and Increase National Cyber Resilience)	CH	Virtual
Sep	IPv6 Deployment tutorial (SE Asia/ East Asia)	PH	Virtual
Sep	LINX Presents: Steve Crocker and Geoff Huston	GB	Virtual
Sep	ITU Interregional Meeting for WTSA-20	IN	Virtual
Sep	ISP start-up webinar	TL	Virtual
Sep	SEEDIG 6	MD	Virtual
Sep	UN75 Commemoration	US	Virtual
Sep	ITU-T Telecommunication Standardization Advisory Group (TSAG) Virtual Meeting	CH	Virtual
Sep	Internet Routing tutorial	TL	Virtual

Sep	UN General Debate of 75th Session	US	Virtual
Sep	Microsoft Ignite 2020	US	Virtual
Sep	Web Dialogue: New IP and global Internet governance	US	Virtual
Sep	UN Digital Cooperation: Action Today for Future Generations	US	Virtual
Sep	IPv6 Deployment tutorial (South Asia)	IN	Virtual
Sep	HKNOG 9.0	HK	Virtual
Sep	RPKI Support for IN operators	IN	Virtual
Sep	Security Workshop (Women in ICT Tonga)	TO	Virtual
Sep	APrIGF 2020	NP	Virtual
Sep	AI3 & SOI Asia Joint ONLINE Meeting 2020 FALL	JP	Virtual
Sep	DNS-OARC 33	FR	Virtual
Sep	TWNIC RPKI Day	TW	Virtual
Sep	APCERT AGM	JP	Virtual
Sep	ConnecTechAsia 2020	SG	Virtual
Sep	APT PRFP-13	TH	Virtual
Sep	VNIX-NOG 2020	VN	Virtual
Sep	IPv6 Deployment tutorial (Oceania)	AU	Virtual
Sep	Security talk for Universiti Kuala Lumpur	MY	Virtual
Oct	NetThing 2020	AU	Virtual
Oct	LACNIC 34/LACNOG 2020	BO	Virtual
Oct	8th INTERPOL-Europol Cybercrime Conference 2020	NL	Virtual
Oct	Slack Frontiers	US	Virtual
Oct	IPv6 Deployment online tutorial	BN	Virtual
Oct	inSIG 2020	IN	Virtual
Oct	34th TWNIC OPM	TW	Virtual
Oct	bdNOG 12	BD	Virtual

Oct	Cyber Safety Pasifika East Pacific (Tier 2 Internet Fundamentals)	FJ	Virtual
Oct	ICANN 69 (22nd AGM)	DE	Virtual
Oct	NetHui 2020	NZ	Virtual
Oct	Internet Routing Security tutorial	BD	Virtual
Oct	APT WTSA-20 Virtual Interim Meeting for Working Groups	TH	Virtual
Oct	ARIN 46	US	Virtual
Oct	APEC TEL 61	MY	Virtual
Oct	btNOG 7	BT	Virtual
Oct	NANOG 80	US	Virtual
Oct	Internet Routing with RPKI - Solomon Islands -Pacific Technical Training Project	SB	Virtual
Oct	ISCR 2020	KR	Virtual
Oct	Sri Lanka CERT Cyber Security Week	LK	Virtual
Oct	Cyber Safety Pasifika West Pacific (Tier 2 Internet Fundamentals)	VU	Virtual
Oct	APT PRF-20 (20th APT Policy and Regulatory Forum)	TH	Virtual
Oct	LINX Presents: The Internet model: fit for the future or creaking at the seams?	GB	Virtual
Oct	SDN session for Women in ICT Tonga	TO	Virtual
Oct	FIRST Regional Symposium Africa & Arab Region Plenary	MU	Virtual
Oct	Network Security - Samoa - Pacific Technical Training Project	WS	Virtual
Oct	Pacific Women in ICT October Meetup	FJ	Virtual
Oct	RIPE 81	IT	Virtual
Oct	mnNOG 2	MN	Virtual
Oct	MNSEC 2020	MN	Virtual
Oct	Cyber Safety Pasifika Tier 2	PW	Virtual
Oct	Youth IGF India 2020	IN	Virtual

Table 15: Events attended

APNIC Secretariat Report

EC meeting

7-8 December 2020

Online

Strategic Plan

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

1 MEMBERSHIP
2 REGISTRY
3 DEVELOPMENT
4 INFORMATION
5 CAPABILITY

VALUES — Passion – Trust – Curiosity – Accountability – Inclusion

CREDO — **WE ARE APNIC**

APNIC

MEMBERSHIP
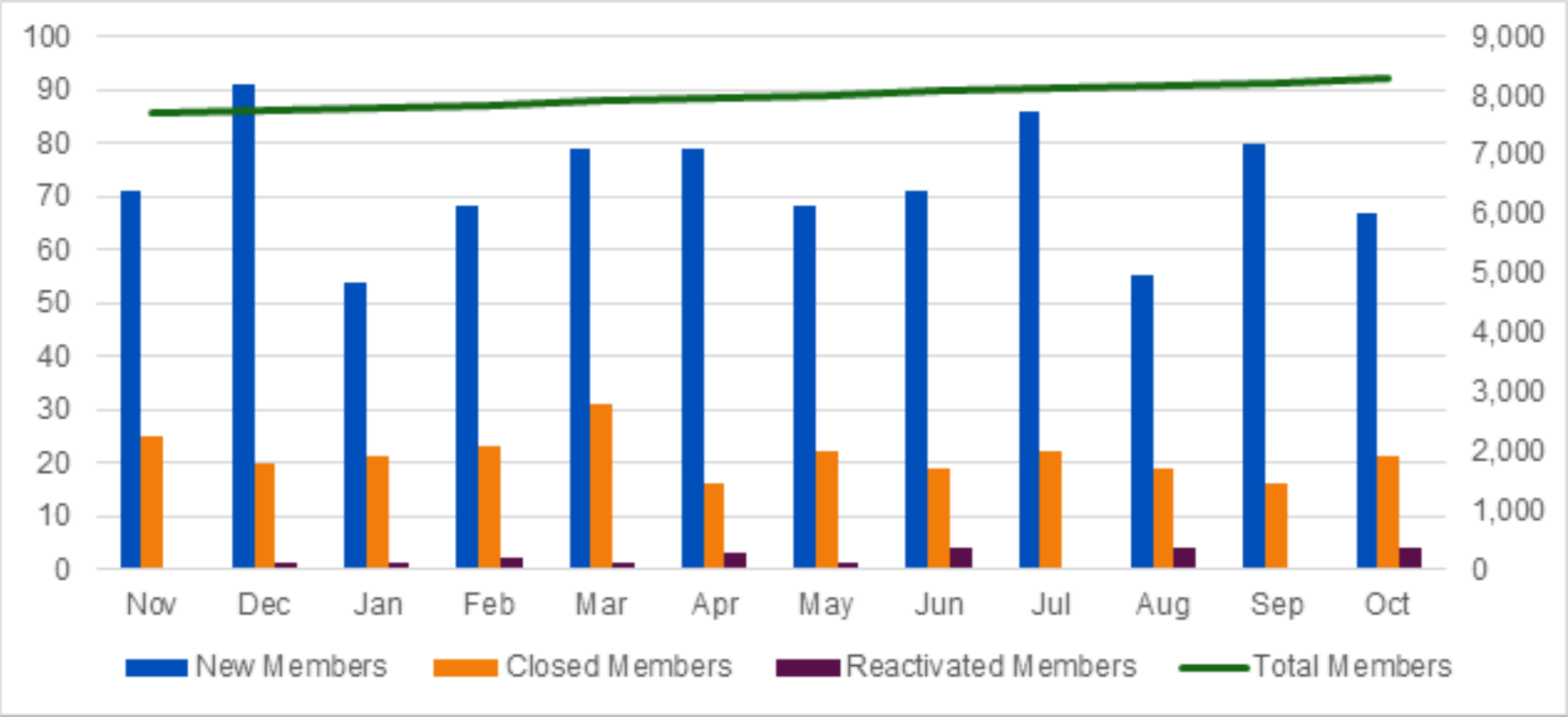
1A Member Services

1A Member Services

- Total APNIC Members 8,282
  - plus 9,779 NIR members = 18,061

- Service satisfaction 92.3% 'excellent' and 'above average'
  - 4.5% 'below average' and 'poor'

- 99%+ SLA response time on Helpdesk queries

- Survey 2020 complete
  - Highest-ever response of 1,624, 31% more than 2018
  - EC response in preparation

1A Success Measures

Targets	Progress (to date)	On Target?
Maintain helpdesk SLA of 48-hour business day response to enquiries	99% SLA	🟢
Maintain service satisfaction ratings of at least 92% "excellent and above average" feedback, and less than 5% "poor and below average" feedback.	92.3% excellent and above average 4.5% poor and below average	🟢
Total number of Members at end of 2020 to match or exceed the 2020 budget assumption of 8,262	8,282 Members	🟢
Member outreach activities in 90% of economies with APNIC Members	90% economies covered	🟢
Baseline measurement of membership data currency and accuracy established	In progress	🟢
Successful completion of the APNIC Survey 2020, with at least 10% more respondents	Complete	🟢
APNIC Survey follow-up actions monitoring page updated	In progress	🟢

1B Membership Products

- MyAPNIC
  - New front end, authentication via 'APNIC Login' SSO
  - 'abuse-c' and 'Role' updates for IRT objects (prop-125)

- Elections
  - Fully online implementation for EC and NC/AC elections

- Other
  - New membership form produced 70% decrease in fake applications
  - Transfer invoicing now fully automated
  - Internal member data API

1B Success Measures

Targets	Progress (to date)	On Target?
Creation of baseline metrics, segmentation and categorization of RT tickets	In progress	🟢
Identification and analysis of online features with high latency; issues solved where possible	3 high latency features identified, 1 solved	🟢
Create a baseline measurement of "mean time to deploy"	Complete	🟢

1C Membership Reporting

- 2020-2023 Strategic Plan published
  - 2020 Activity Plan and budget

- 2020 Budget revisions
  - Major revisions in response to COVID-19 impacts

- 2021 Activity Plan and Budget
  - For presentation to EC in this meeting

1C Investments

Online community platform	• Platform for improved online participation • Target communities identified • Help Centre prototype being developed

Election system	• BigPulse implemented • APNIC 49: 13,063 total votes (highest on record) • Voting, proxy appointment successfully completed online by 913 Members • Used for NRO NC elections at APNIC 50

1C Success Measures

Targets	Progress (to date)	On Target?
On-time publishing of required reports at the APNIC AGM and at APNIC 50	Completed	🟢
Publishing of EC Minutes within two months of each EC meeting	Minutes published on time	🟢
Event Wraps published for 100% of reportable events within one month of event	42/44 published within one month	🟠

APNIC

REGISTRY

2A Registration Services

- Resource Quality Check (RQC)
  - New functionality in NetOX
  - Since launch: 1,123 views, 680 unique resources queries

- Registry accuracy
  - Org object creation (500 Members)
  - Correction of NIR transfer records
  - Validation of IRT email every six months (prop-125)

- Reclaiming unused IPv4 addresses
  - 1.1M historical IPv4 addresses voluntarily returned
  - New listing service for Members on MyAPNIC

2A Resource Delegations
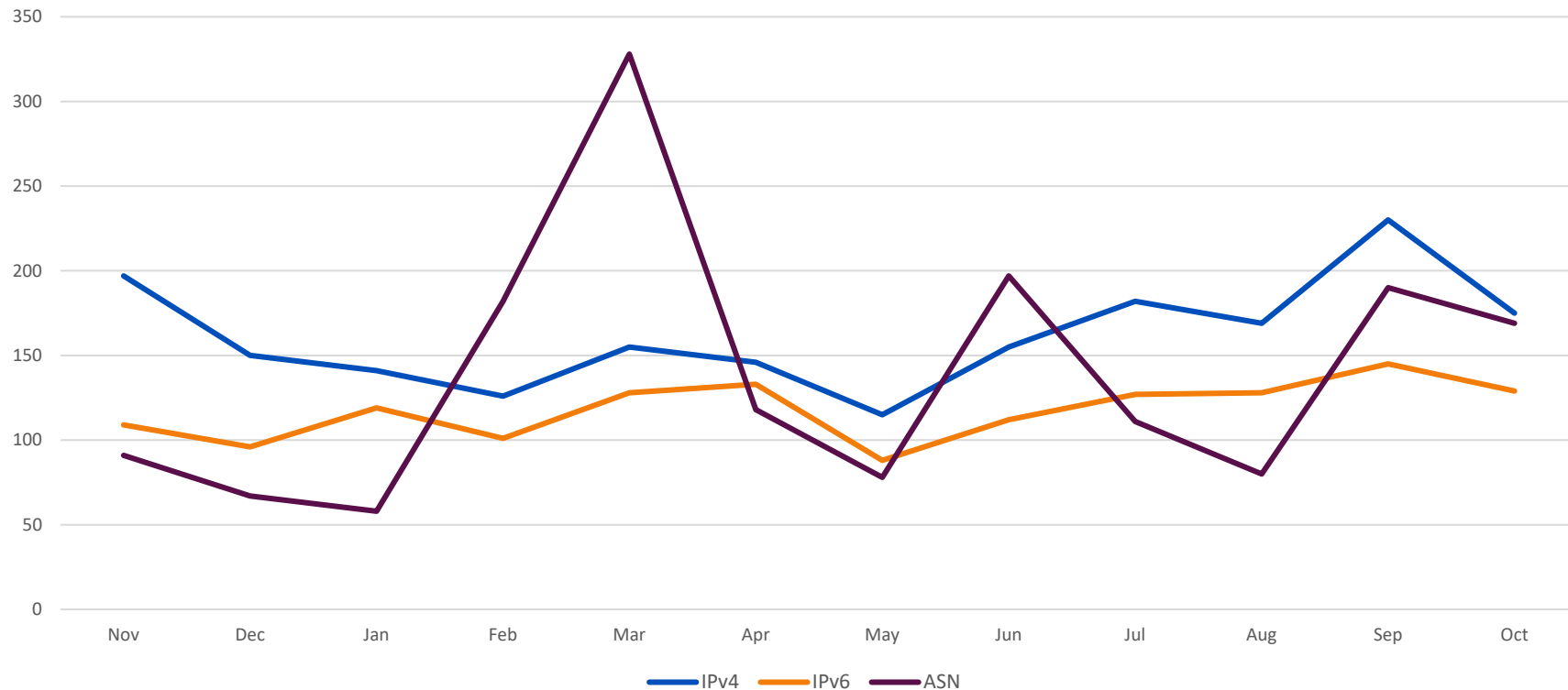
To 31 Oct 2020

2A Resource Delegations
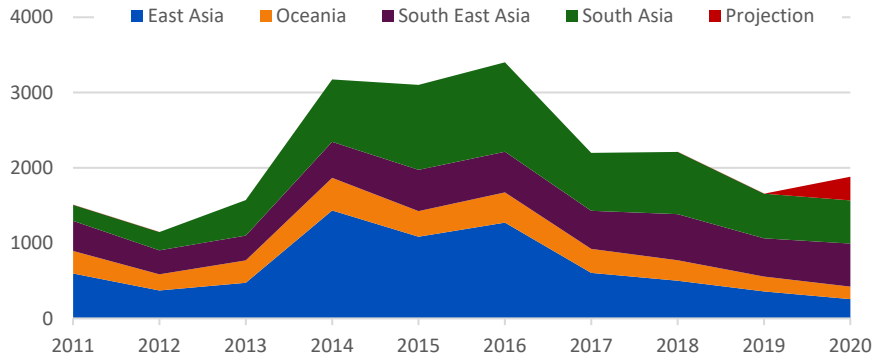
IPv4
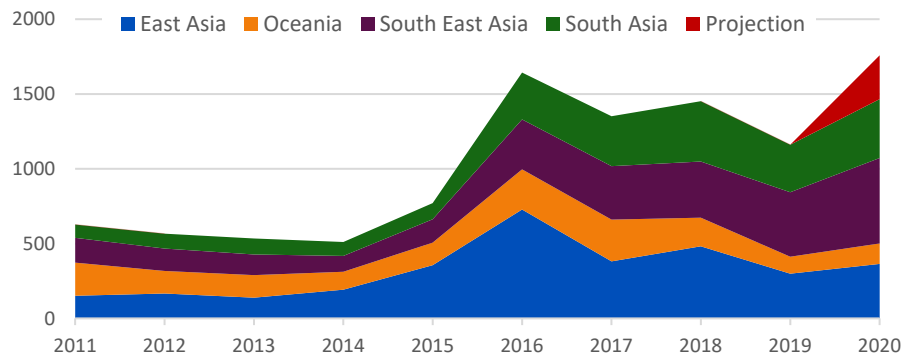
IPv6

ASNs

To 31 Oct 2020

APNIC
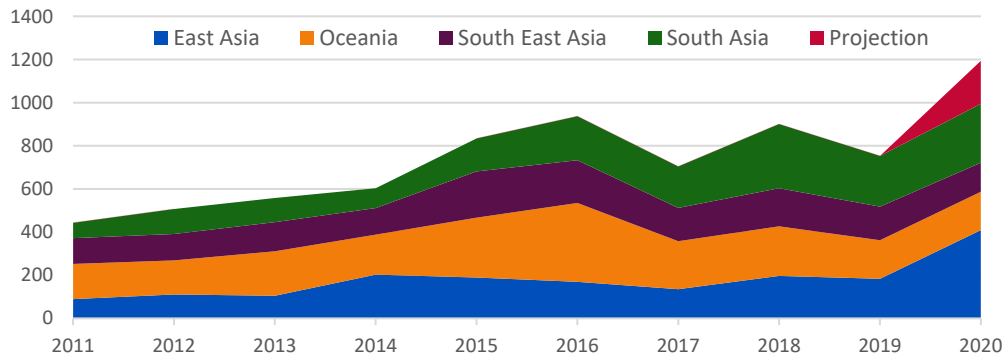
2A IPv4 Pool Status
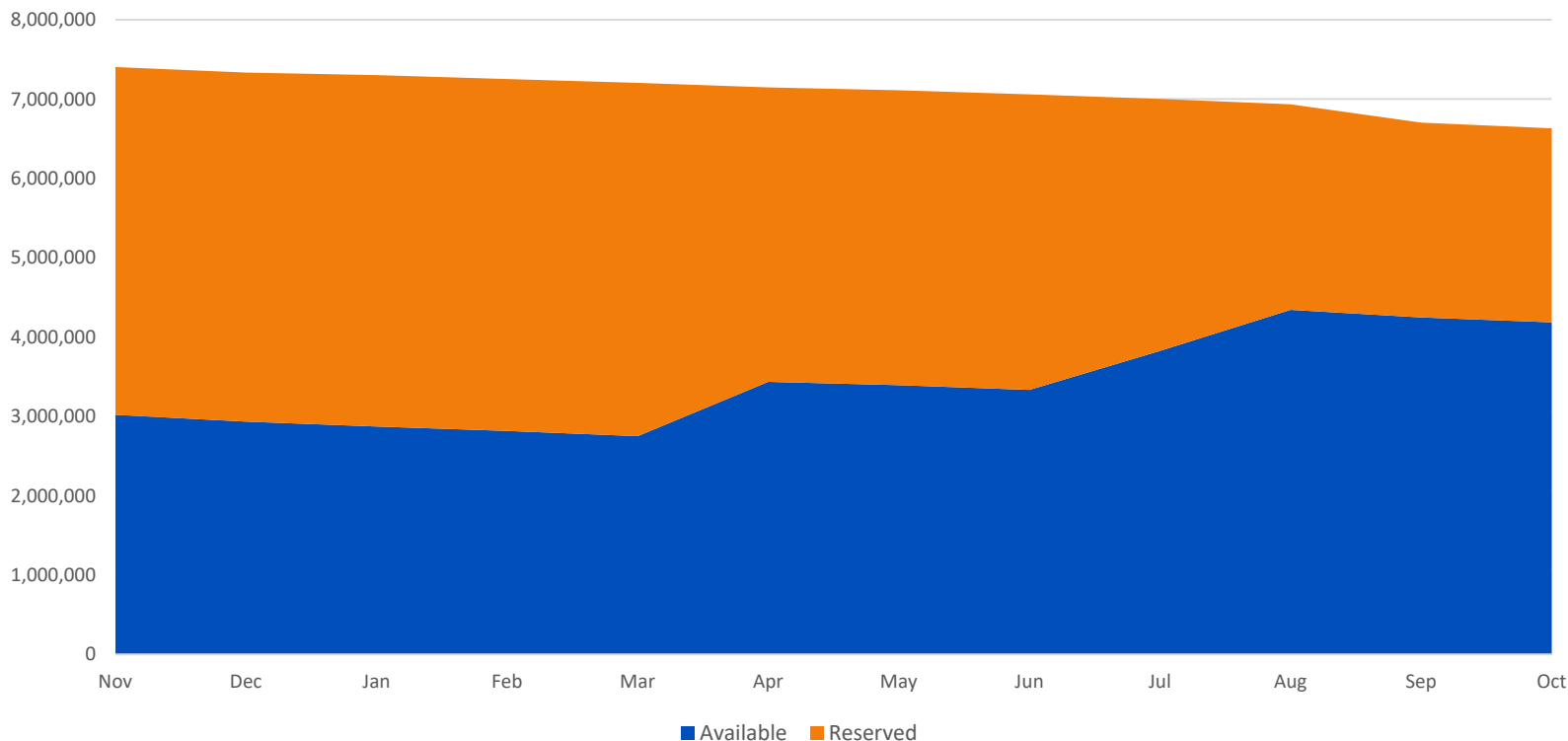
To 31 Oct 2020

2A IPv4 Market Transfers (within region)

To 31 Oct 2020

2A IPv4 Market Transfers (Inter-RIR)

Legend: Inter-RIR market transfer size (/24s) — Inter-RIR market transfer count
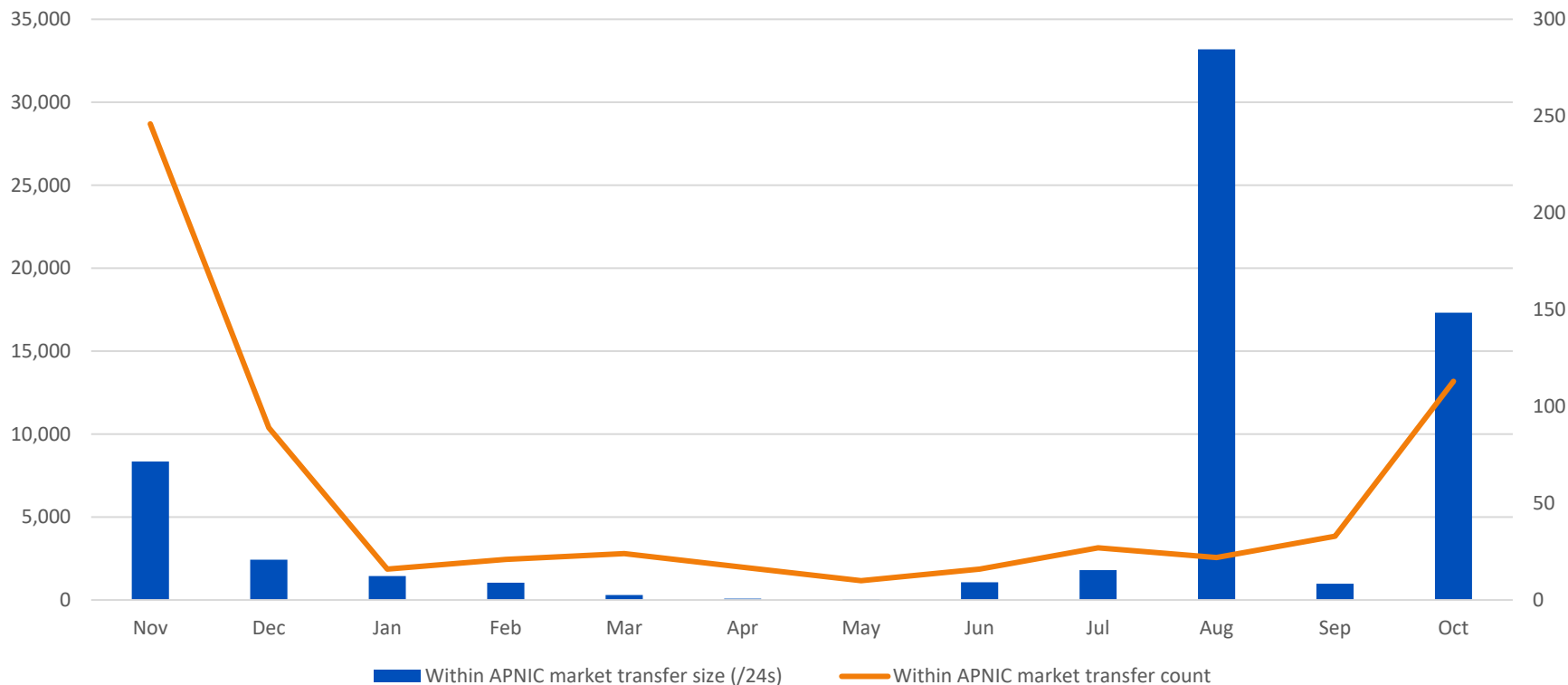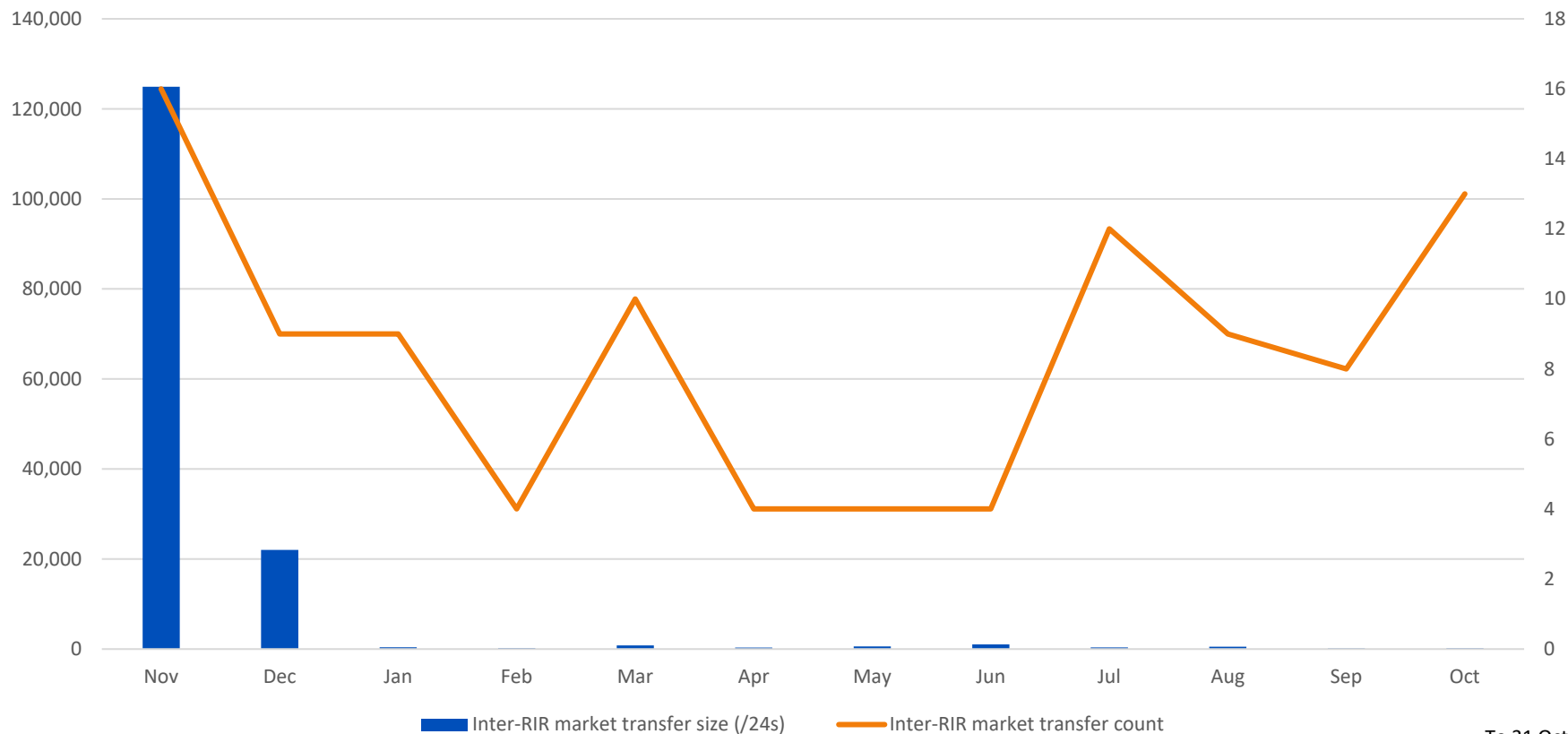
To 31 Oct 2020

2A Success Measures

Targets	Progress (to date)	On Target?
Maintain Helpdesk SLA of 48-hour business day response to enquiries	99% SLA	🟢
Maintain service satisfaction ratings of at least 92% "excellent and above average" feedback and less than 5% "poor and below average" feedback	92.3% excellent and above average 4.5% poor and below average	🟢
Percentage of Members holding IPv6 address space increased to 65%	65.82%	🟢
Measurement system for APNIC RQC service implemented	Completed	🟢
A method to measure whois contact accuracy and currency established	In progress	🟢
Attempt contact with all (2,800+) identified resource holders with potentially unused IPv4 addresses, to offer options for return or transfer of resources	Completed	🟢

2B Registry Products

- Internet number resource management
  - ARMS updated to return terminated addresses to free pool
  - Assisted VNNIC with new registry system deployment

- Registry product management
  - First Google cloud-based APNIC RDAP service deployed
  - Five product meetings with NIRs and 13 UX interviews at APRICOT 2020
  - RPKI CPS (Certification Practice Statement) review with RIPE NCC
  - Adopted Cloudflare 'spectrum' and Google Cloud for delivery of rrdp and rsync service in AS0

2B Investments

RPKI AS0 ROA	• Public testbed deployed for APNIC 49 • Production service deployed for APNIC 50

Additional Investments	• Funding for OpenBSD to implement RDAP • Support for 'Krill' and 'Routinator' development • Support for NLNET to implement RTA

2B Success Measures

Targets	Progress (to date)	On Target?
Successful implementation of pool service changes for historical record amendment	Completed	🟢
Seven product development engagements at APNIC conferences	Five engagements completed	🟢
RDAP service deployed to the cloud in two regions	First region complete Second region underway	🟢
Fifteen user experience interviews for registry products and APRICOT and IETF meetings	Thirteen UX interviews completed	🟢
RPKI Certification Practice Statement review completed	In progress	🟢

2C Policy Development

- Policy development
  - No new policies approved in 2020

- Policy implementation
  - Prop-125 - IRT email validation
  - Prop-132 - RPKI AS0 ROA

- Policy analysis
  - Policy impact assessments
  - Analysis of experimental allocations policy, and of consolidation of "Last /8" allocations.

2C Investments

Policy documentation review

- Findings presented at APNIC 50
- Community consultation, 30 October
- Meeting of SIG Chairs on 27 October

2C Success Measures

Targets	Progress (to date)	On Target?
Two Policy SIG meetings held	Completed	🟢
Delivery of two policy analysis presentations at SIG meetings	Completed	🟢
High satisfaction rating from Policy Chairs in annual review of policy support	N/A	🟠
Meeting agreed implementation timelines 100% of the time	On target	🟢
Publishing of a 'policy proposals analysis' before each Policy SIG meeting	Completed	🟢
Achieve a service quality rating of 5.75 or above for Policy Development in the APNIC Survey	Rating of 5.98	🟢

DEVELOPMENT

APNIC

3A APNIC Conferences

On-site delegates	563
Economies	60
APNIC Members	142
Remote participants – Zoom	185
Remote participants – YouTube	2,313 views; 29,190 minutes
#apricot2020 tweets	827 from 277 users

Total number of remote attendees (Zoom)	473
Economies	48
APNIC Members	120
Remote participants – YouTube	4,003 views; 43,567 minutes
#apnic50 tweets	248 from 106 users

3B Foundation Support

Foundation support	- Project budget supported additional administrative positions - APNIC staff support for finance, HR and communications - Independent financial audit - Support for APIDT creation
ISIF Asia	2020 Network Operations Research Grants opened 2 April - Expanded funding to USD 120K for four grants

3A Success Measures

Targets	Progress (to date)	On Target?
Delivery of two conferences (in Oceania and South Asia)	Complete	🟢
Achieve attendance of 1,000 delegates	1,036 attendees	🟢
Achieve 4,000 remote conference session views	6,974 views	🟢
Achieve a minimum average conference participant satisfaction survey rating of 90%	94.8%	🟢
Achieve a service quality rating of 6.0 or above for APNIC Conferences in the APNIC Survey	6.33	🟢

3C Community Engagement
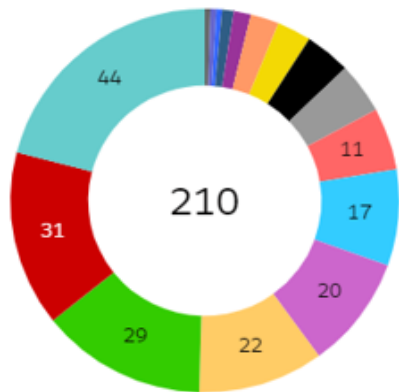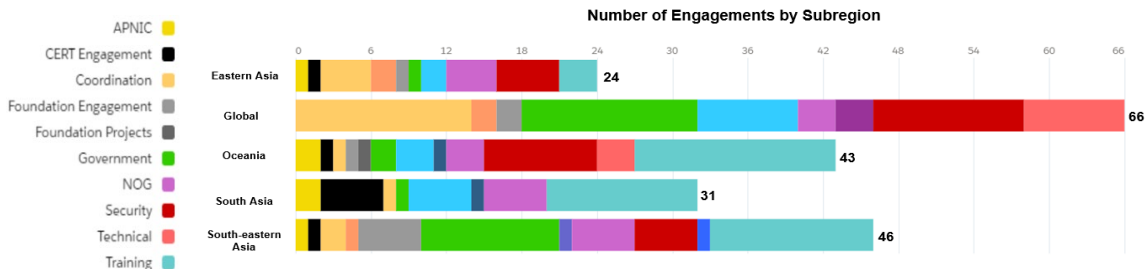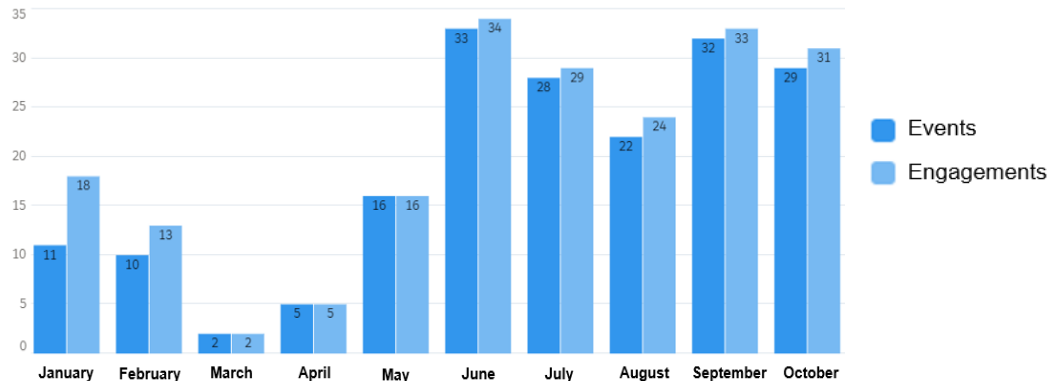
Participation online from March 2020

3C Success Measures

Targets	Progress (to date)	On Target?
Sponsor or participate in 30 technical community events including NOGs, Peering Forums and Research & Education events	30 events	🟢
Facilitate and support two new/revived NOGs	One new NOG supported	🟠
Sponsor or participate in 10 security community events	22 events	🟢
Support targeted development of three new/existing CERTs/CSIRTs	5 new/existing CERTs/CSIRTs	🟢
Ensure APNIC participation in each of the RIR meetings	7/7 RIR meetings participated virtually	🟢
Provide APrIGF sponsorship and participate in APrIGF and IGF with workshop proposals, MSG/MAG participation, and speaking roles	Covered all events	🟢
Participate in at least three national Internet governance initiatives	5 engagements	🟢
Provide sponsorship/speaker support to at least two schools of Internet governance	3 engagements	🟢
>12 engagements with governments and IGOs, including capacity-building partnerships	29 engagements	🟢
At least six engagements with the Public Safety community	8 engagements	🟢

3D Community Participation

- Community-led processes
  - 242 attendees and 391 remote participants in APNIC 49 SIG meetings

- Online participation
  - Detailed social media analytics an analysis

- Encouraging newcomers
  - 505 conference newcomers
  - 219 new Blog, 1,188 new Twitter, 939 new LinkedIn followers
  - 944 new people liked APNIC's Facebook

3D Online Participation

Facebook	Reach		2,870,478
	Likes		30,235
Twitter	Followers		12,070
	Engagement		55,065
YouTube	Views		38,941
	Hours		4,377.7
Slideshare	Views		130,592
LinkedIn	Reach		77,670
	Followers		5,225

3D Online Participation

3D Success Measures

Targets	Progress (to date)	On Target?
Attract 300 in-person participants at SIG sessions	242 participants	🟠
Achieve 800 online SIG participants	787 participants	🟠
Reach 1,250 subscribers to SIG mailing lists	1,268 subscribers	🟢
Reach 2.4 million blog views (all time)	2,514,073 views	🟢
Achieve 4,000 remote conference session views	6,974 views	🟢
Achieve attendance of 1,000 conference delegates	1,036 attendees	🟢
Reach 11,900 Twitter followers	12,070 followers	🟢
Achieve Facebook reach of 2 million	2,870,478 reach	🟢
Attract 350 newcomers to APNIC conferences	505 newcomers	🟢
Attract 75 new blog email subscribers	219 new subscribers	🟢

3E APNIC Academy

- Curriculum development
  - New courses: Network Management and Monitoring, Network Automation
  - Redeveloped Routing Basics course
  - New routing labs (OSPF, IS-IS, BGP, IPSec and Segment Routing)

- Face-to-Face training
  - None since Feb 2020

- Online training
  - Live tutorials on RPKI, Network Security, DNS/DNSSEC, Advanced Routing, IPv6, and Segment Routing
  - Live online training at 13 events
  - Academy: 10,000 registered users, 6,413 hours of online course ands virtual labs, issued 2,365 certificates.
  - Sixteen Adademy webinars, attracting 2,263 attendees

3E APNIC Academy

- Community Trainers
  - 18 Community Trainer contracts renewed

- Technical assistance
  - IXP support to Fiji IX, VNIX, Maldives IX, HKIX, MyIX, Timor-Leste IX
  - Academy platform TA feature in developme

- RPKI awareness and deployment support
  - ROA/ROV support in AU, MV, MM, PK, MN, TG, LK
  - RPKI adoption increased from 27.2% in Jan to 48.8% in Oct

- IPv6 awareness and deployment support
  - training sessions at bdNOG 11, SANOG 35, PhNOG 2020 (Feb event)
  - 38 IPv6 Blog post, 3 deployment success stories (total 38)

3E Investments

APNIC Academy development	- Academy product team established - New course catalogue and learning paths - training.apnic.net → Academy - Adding Bengali language support - Designing TA functionality - Keycloak and Zoom integration

3E Success Measures

Targets	Progress (to date)	On Target?
Add Bengali language to APNIC Academy online platform	In progress	🟢
Convert three old online training courses to new video-based format	Two courses in progress	🟠
Develop new training content (labs, modules or courses) in the areas of IPv6, Internet Routing, Network Security, SDN & Automation, Network Management & Monitoring and Linux System Administration	6 new virtual labs 1 new IPv6 lab (464XLAT) NMM & Network Automation courses in progress	🟢
Conduct 60+ face-to-face training sessions equitably across the four sub-regions	**Pre-COVID**: 10 F2F training sessions in 3 sub-regions **During COVID**: 34 live online training sessions and 16 live webinars	🟢
Recruit and maintain a pool of 25 qualified Community Trainers from four sub-regions	21 Community Trainers	🟠
Start conducting structured technical assistance over the APNIC Academy online platform	APNIC Academy TA platform feature in development	🟠
Publish four IPv6 deployment case studies	3 published	🟢

3F Internet Infrastructure Support

- Community Infrastructure
  - Equipment for Fiji IXP (upgrade), Lahore IX (for setup), BKNIX
  - Support for Maldives IXP, VNIX, MyIX, HKIX
  - Upgraded J and K-Root; deployed K-Root at VNIX

- Honeynet deployment
  - Backend systems upgraded
  - Three new partners from HK, BD, and JP

3F Investments

M-root anycast instance deployment	• MoU with WIDE Project and JPRS signed • Preparing for first deployments in Brisbane and Viet Nam
Security threat sharing platform	• Developing plans, identifying potential partners, tools and current state of sharing in community

APNIC

3F Success Measures

Targets	Progress (to date)	On Target?
Support deployment of at least two new or upgraded IXPs	3 IXPs in progress	🟢
Support deployment of at least six new rootserver instances at IXPs or other networks	2 complete, 3 in progress	🟠
Support at least six IXPs to deploy RPKI on their route servers	2 IXPs deploying RPKI/ROV	🟠
Deploy at least four RIPE Atlas anchors at various networks	1 deployment	🔴
Establish five new Community Honeynet partners	3 new partners	🟢

INFORMATION

4A Information Products – Blog

Monthly Unique Views
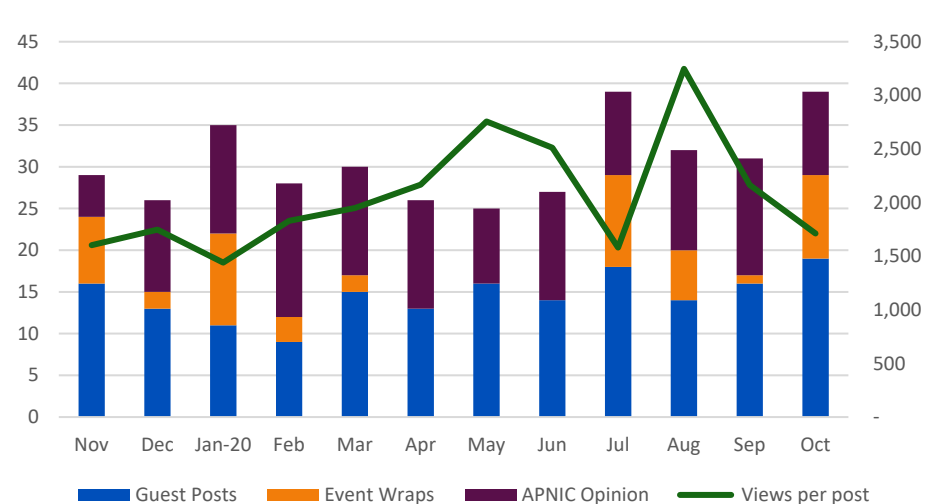
Monthly Blog Posts

- 65,248 views/month (⇧ 36% on 2019)
- 2.5m views (all-time) milestone in October
- 54% Guest Post ratio

4A Information Products

- Internet Directory
  - RDAP and whowas tabs added
  - New information architecture in development
  - Usability score 4.6 (Target 4.5)

- DASH
  - DASH v1.0 released during APNIC 50
  - Users increased from 99 in Q2 to 1,652 in Q3
  - Usability score 4.5 (Target 4.5)

- NetOX
  - New version released dduring APNIC 50
  - Chinese language pilot (simplified and traditional)
  - Users increased from 347 in Q2 to 883 in Q3
  - Usability score 4.6 (Target 4.5)

4A Success Measures

Targets	Progress (to date)	On Target?
Reach 2.4 million blog views (all time)	2,514,073 views	🟢
Average 50,000 blog views per month	65,248/month	🟢
Maintain blog Guest Post ratio between 45 to 50%	54% Guest Posts	🟢
Achieve a net promoter score higher than 70 for Internet Directory, NetOx and DASH	33 / 80 / 74	🟠
Achieve a usability score >4.5 for Internet Directory, NetOx and DASH	4.6 / 4.6 / 4.5	🟢
Achieve >30% returning users to the Internet Directory, NetOX and DASH	10.77% / 17.03% / 18.62%	🟠
Participation in user research activities of >eight users per product	14 / 4 / 9	🟢

4B Research and Analysis

Geoff Huston
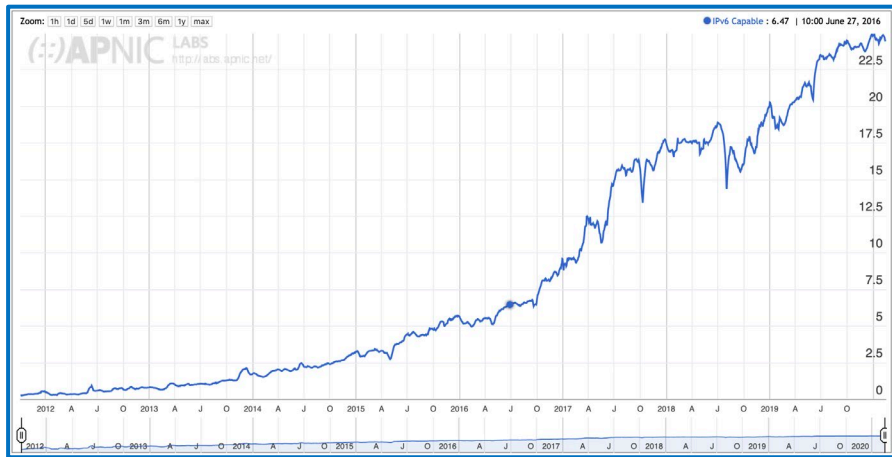
- 39 presentations (F2F and online) at RIRs, NOGs, IETF
- 26 research blog posts in 2020 to date
- Research projects
  - IPv6 capability
  - Advertised, unadvertised and reserved pools analysis
  - BGP growth and anomaly detection
  - RPKI ROV monitor in development
  - DNS research — DOH usage, large responses
- Cooperative research
  - Routing data for MANRS
  - ITHI measurement framework
  - Measurement on DNS and DNSSEC with ICANN

4B Success Measures

Targets	Progress (to date)	On Target?
Twelve research articles and reports published	26 published	🟢
Ten research presentations delivered	39 presentations	🟢
Two presentations to Policy SIG meetings	1 presentation	🟠

CAPABILITY
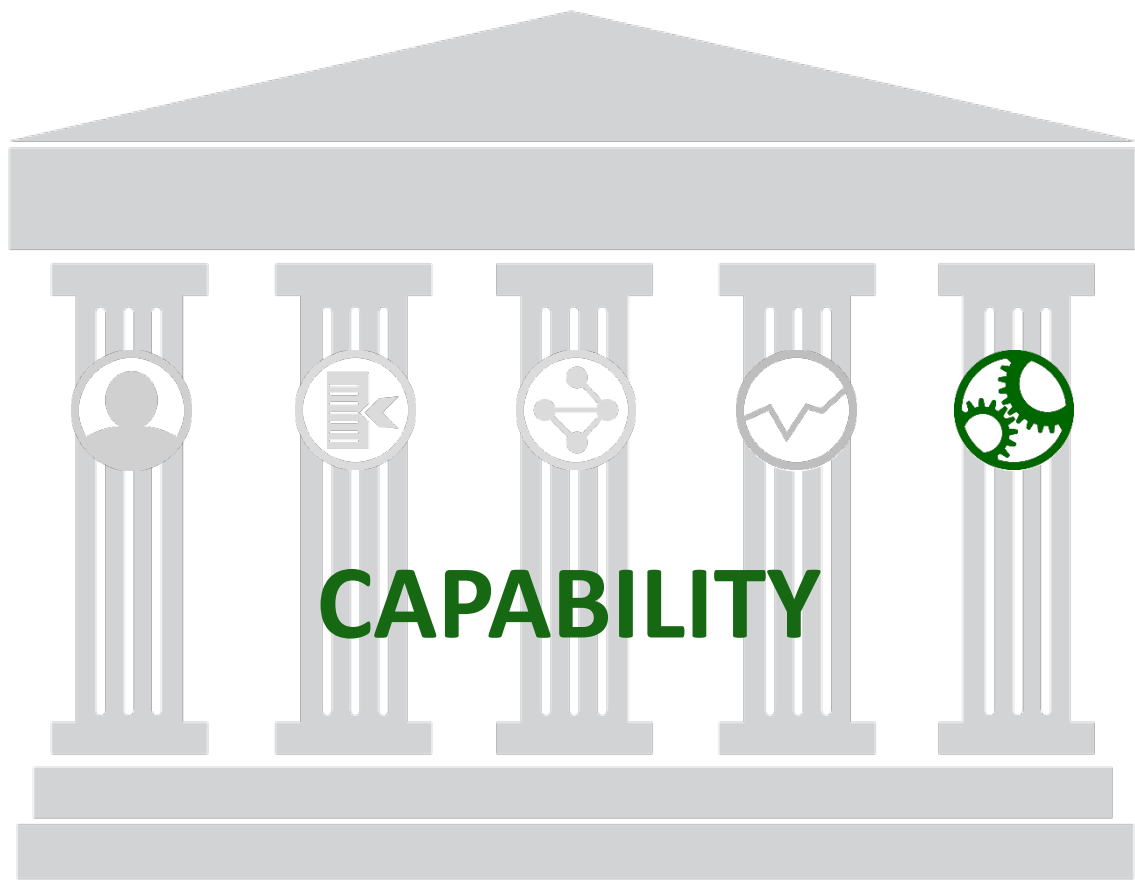
5A Internal Technical Infrastructure

Information architecture and management	• Dependency management framework complete • Six **new APIs specified** to improve internal system integration • Improvements to technical selection guidelines for Product Managers
Network and infrastructure operations	• **Transit and peering** connectivity reviewed • New gigabyte IX peering established with EdgeIX from NextDC B1 • Redundant peering with Google established • **MANRS compliant** after ISOC evaluation • Wi-Fi upgraded to support Wi-Fi 6 standard
System and platform operations	• **RDAP deployed to Google Cloud** GKE cluster • Cloudflare configured to load balance production traffic to the GKE cluster supporting RDAP • TLSv1.0 and TLSv1.1 deprecation across all APNIC services • HSM configured to create a separate key **for RPKI AS0 ROA** • Work in progress to consolidate and upgrade MySQL • Cloudflare reconfigured to use heavy caching to improve response and availability • Annual asset review and stocktake of office IT hardware in progress

5A Internal Technical Infrastructure

CSIRT operations	• AUP and BYOD policy updated as part of ISO 27001 ISMS • **Vulnerability Reporting Program** published and new GPG key for CSIRT email (csirt@apnic.net) • **External penetration testing** completed with no high severity vulnerabilities • Security awareness training for staff during COVID-19 WFH period • Audit of administrator accounts and review of current technical controls conducted • **ISO 27001 gap analysis** conducted with remediation work in progress
Enterprise application management	• Litmos implemented for staff compliance with internal policies • All staff and Community Trainers migrated to OKTA for web application access • S/MIME Digital Signing and email encryption being implemented • Legacy Application Roadmap to move internal apps to Open ID Connect standards
Service availability	• 99.98% Critical services; 99.99% Non-critical services

5A Investments

Network presence at Asia Pacific Internet hubs	- Remote connection to Equinix IX established with significant reduction in latency - Direct remote connection to HKIX in progress - Reachability being measured using RIPE Atlas anchors from several locations to provide baseline data for comparison

5A Success Measures

Targets	Progress (to date)	On Target?
Develop dependency management framework using APIs to map system dependencies	Framework complete 12 APIs defined	🟢
Availability of 99.95% for critical APNIC services and 99.9% for non-critical APNIC services	99.98% critical services 99.99% non-critical services	🟢
Annual stocktake and audit of all IT hardware completed	In progress	🟢
Begin investigations and notify senior management within two hours of on-call notification and achieve containment within four hours for any critical incident	No critical incident reported	🟢
All EC, Community Trainers, and APNIC staff credentials managed under OKTA	95% complete	🟢
Roadmap completed for removal of legacy data systems	In progress	🟠

5B Finance and Business Services

- Audit of APNIC's financial accounts completed by Deloitte

- New PBCS financial reporting tool implemented

- External full recertification audit of ISO9001:2016 QMS successfully completed

- Project to digitize membership forms in progress

- COVID-19 response
  - Dedicated BCP team established, meeting weekly
  - WFH planned and implemented from March
  - Office access and facilities/hygiene management

5B Investments

| Business intelligence | • Data warehousing system deployed for production in August
• Initial data mart in development, including feedback cycle to improve data warehouse |

5B Success Measures

Targets	Progress (to date)	On Target?
Knowledge management tools identified, and implementation project plan developed	In progress	🟢
Successful audit of APNIC's annual financial accounts	Completed	🟢
Successful completion of annual ISO quality management compliance audit	Completed	🟢
Successful implementation of the new PBCS financial reporting tool and framework	Completed	🟢
Quarterly BCP scenario testing undertaken	2/2 tests completed	🟢

5C Employee Experience

- Adoption of 'Agile' practices throughout APNIC
  - Training underway

- 13 permanent/casual roles successfully filled; 5 contractors engaged
  - Staff turnover rate at 3.5% (benchmark between 5 and 15%)

- All ELT, management and specialists participating in leadership development program

- Whistle-blower and Gifts and Benefits policies in development

- Building surveillance system upgrade

5C Investments

Product management	• Product teams for Academy online platform and enterprise applications established • Product management training completed with ongoing coaching provided

5C Success Measures

Targets	Progress (to date)	On Target?
Strategic goals clearly cascade to individual performance measures in 2020 annual reviews	Postponed to Jan 2021	🔴
Risk management data demonstrating any WHS incidents are not caused by APNIC's local or remote environments	In progress	🟢
Building surveillance system upgraded	Completed	🟢
Staff turnover rate is within acceptable benchmarks of between 5 and 15%	3.5 % turnover	🟢
Professional development budget is fully spent, and addresses needs identified in performance reviews wherever possible	Completed	🟢
Identify workplace policies that are not aligned with best practice in Australia and provide recommendations for 2021 budget	In progress	🟢

5D Governance

- EC support
  - Sumon Ahmed Sabir and Achie Atienza elected to EC for the first time, Kam Sze Yeung re-elected for a third term
  - EC meeting held in Melbourne in February, teleconferences in March, May, June, and September

- Corporate governance and legal
  - Revised Strategic Risk Register under Strategic Plan 2020-2023
  - Updated Privacy Statements published for APNIC and APNIC Foundation
  - Crisis management and communication training provided to Leadership Team in March

THANKS!

Agenda Item 12
Financial reports

APNIC
Portfolio Review

November 2020

Credit Suisse AG
Private Banking Australia

Confidential

CREDIT SUISSE

Key Highlights – Market Commentary
Period Ending 31/10/2020

- Global equity markets entered October strongly on the back of optimism for a "blue wave" Democratic US election victory but equity market performance diverged by month end depending on how well the underlying countries did at managing the COVID virus. As a result and in AUD terms, Emerging Markets (of which China is a significant constituent) and Australian equities, advanced 4.26% and 1.93% during October while US and Europe equities declined -0.53% and -3.58%, respectively. Australian bonds advanced 0.28%, reflecting the increasing likelihood of further monetary stimulus.

- The Australian economy has been more resilient than expected. The National Australia Bank September quarter business survey showed there has also been a modest improvement in activity. Corelogic recorded 0.4% home value growth in October, the first positive reading in 6 months. The September unemployment rate of 6.9% beat expectations and inflation quarter on quarter rose to 1.6% from -1.2%, suggesting a steady recovery. The Reserve Bank of Australia cash rate was cut to 0.10% at the November meeting which added further stimulus to the local economy.

- The US economy continued to recover as COVID related restrictions eased further. The October labour report surprised to the upside with 638k new jobs created and a reduction in the unemployment rate to 6.9%. Gross Domestic Product (GDP) printed at an annualised 33.1% increase for the September quarter versus a decrease of 31.4% in the second Quarter. That said, a second wave of COVID cases largely concentrated in the mid-west weakened growth momentum with services and manufacturing October Purchasing Manager Indices (PMI) falling to 54.6 and 53.4, respectively. Consumer sentiment data followed a similar path, disappointing in the recent October Consumer Confidence Index.

- Europe was impacted by a resurgence in COVID cases, with harsher lockdown restrictions being enforced in an attempt to control the spread. Despite a recovery in manufacturing, a struggling services sector continued to drag on the European economy and saw the Composite PMI fall from 50.4 to 49.4 in October. The unemployment rate increased to 8.1% and inflation is showing no signs of improvement. A hard BREXIT is also simmering in the background.

- The Chinese economy continues to recover in line with the market consensus view that China is "first in, first out" of the COVID pandemic. Quarter 3 GDP grew 4.9% Year on Year (YoY), September industrial production increased 6.9% YoY and October manufacturing PMI continued to signal mild expansion with a reading of 51.4. Perhaps the strongest signal of the current strength of the recovery is September retail sales, which increased to 3.3% YoY compared to an improvement of 0.5% in the prior month. The key downside risk here is whether this level of sustained economic growth can continue.

Asset Allocation
Period Ending 31/10/2020

- The portfolio finished October underweight cash, neutral bonds, overweight equities and underweight alternatives.

- A full allocation to bonds and exposure to gold is maintained to protect the portfolio against heightened levels of volatility.

- As we have moved through the month of November, with the Biden US Presidential victory and the positive COVID vaccine trial results, the portfolio positioning has become tactically more positive, with a further reduction in the cash levels, which has been used to neutralise the underweight to alternatives at the end of October and increase the overweight to equities, particularly emerging market equities.

Current Asset Allocation

- Cash
- Fixed Income
- Australian Equities
- International Equities
- Alternative Investments

4.1%
16.6%
11.4%
12.7%
55.2%

Benchmark Asset Allocation

- Cash
- Fixed Income
- Australian Equities
- International Equities
- Alternative Investments

5.0%
17.5%
11.25%
11.25%
55.0%

Performance Statistics
Period as at 30/11/2020

Yield Strategy
Portfolio Value as at 30 November 2020 AUD $30,985,157

APNIC Portfolio	Portfolio[1]	Benchmark	Relative Performance	CPI + 2.5%
November*	3.28%	3.39%	-0.11%	0.27%
3 Months	3.41%	3.72%	-0.31%	0.80%
Calendar Year 2020 to date	4.26%	5.10%	-0.84%	2.88%
One Year	2.74%	3.80%	-1.06%	3.25%
3 Years p.a.	5.75%	6.01%	-0.26%	3.99%
5 Years p.a.	5.46%	5.89%	-0.43%	4.19%
Since Inception[2] p.a.	5.59%	5.85%	-0.25%	4.26%

[1] Performance is after fees but before franking
[2] Inception September 2013
* Indicative numbers for November month to date

Outlook
As at 31/10/2020

- Equity markets had a roller coaster ride in October with COVID resurgences driving declines in the US and Europe. The worsening pandemic and partial lockdowns have also led our economists to again consider revising down their growth forecasts. Nevertheless, a number of factors suggest that the economic impact of the second wave of the pandemic will be considerably milder than the first. This also implies that any further setbacks in risk assets should be less pronounced. But we have to acknowledge various jurisdictions in the Northern Hemisphere are moving to institute restrictions which will have an impact on activity.

- Also, the outcome of the US election has only just been called in favour of the Democrats. Although Biden appears to have won the presidential election in practical terms, the legal action taken by the Trump administration means the final election outcome could remain technically undecided for weeks. That said, the Global Investment Committee has just moved global equities to overweight, as a result of a positive view on Chinese equities. The Chinese economy continues to strengthen on the back of effective COVID controls.

- During November, the portfolio positioning has become tactically more positive. The position in listed property has been increased from underweight to neutral and the portfolio managers have increased exposure to emerging market equities, in line with the Global Investment Committee view.

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APNIC Monthly Reporting
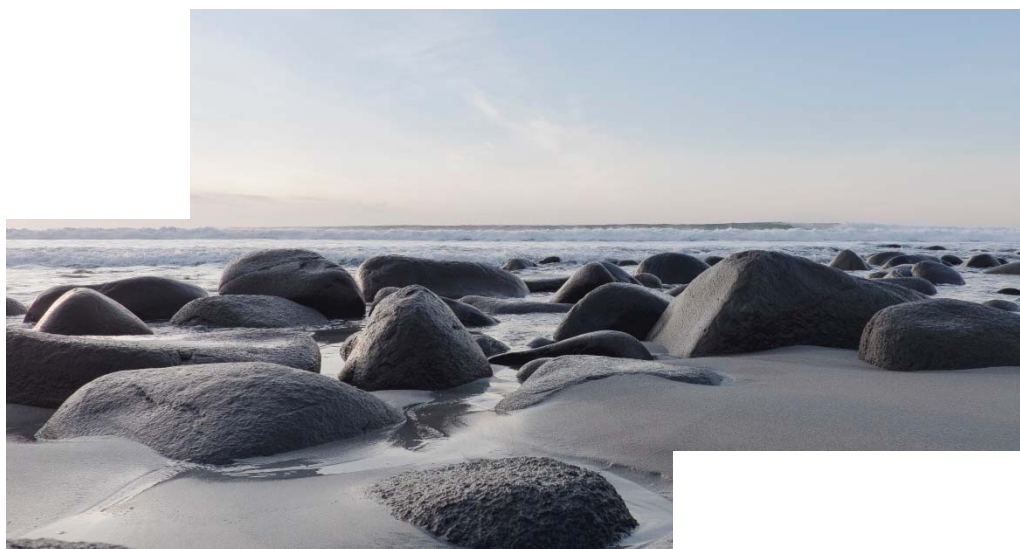
Summary

- The APNIC portfolio resumed its positive momentum in October, up 0.39% for the month.

- Global equities ex-Australia started the month off strongly but finished down 0.37% in AUD terms on the back of surging COVID-19 cases.

- Australian equities advanced 1.93%.

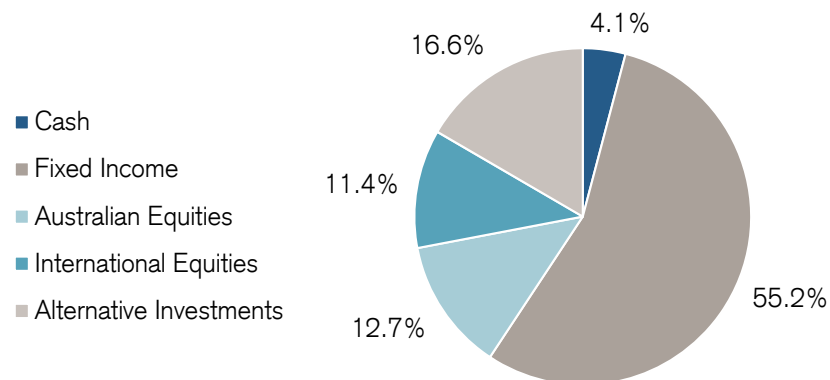- AUD bonds were up 0.28% while US 10-year treasury bonds fell 1.78%.

Market Commentary

Global equites markets entered October strongly on the back of optimism for a "blue wave" Democratic US election victory. However, this confidence waned as month end approached and there was a resurgence of COVID-19 cases in some countries. Areas that saw surging COVID-19 cases, including the US and Europe, experienced declining equity markets whereas those that demonstrated greater success in virus management including Emerging Markets (of which China is a significant constituent) and Australia, advanced. This corresponded to AUD returns of -0.53%, -3.58%, 4.26% and 1.93%, respectively. On the other hand, bond markets reflected changing expectations for further economic stimulus. Australian bonds advanced 0.28%, reflecting the increasing likelihood of further monetary stimulus while US Treasury bonds retreated, amidst increasing expectations for greater fiscal stimulus in the new year.

The Australian economy has been more resilient than expected. The NAB September quarter business survey showed that, although businesses continued to be cautious with the employment index remaining in negative territory, there has also been a modest improvement in activity. Corelogic recorded 0.4% home value growth in October, the first positive reading in 6 months. The September unemployment rate of 6.9% beat expectations and CPI quarter on quarter rose to 1.6% from -1.2%, suggesting a steady recovery aided by the fiscal and monetary stimulus injected over the year. The RBA cash rate was held at 0.25% at the October meeting but was then cut to 0.10% at the November meeting.

The US economy continued to recover as COVID-19 related restrictions eased further. The October labour report surprised to the upside with 638k new jobs created and a reduction in the unemployment rate to 6.9%. GDP printed at an annualised 33.1% increase for the September quarter versus a decrease of 31.4% in Q2. That said, a second wave of COVID-19 cases largely concentrated in the mid-west weakened growth momentum with services and manufacturing October PMIs falling to 54.6 and 53.4, respectively. Consumer sentiment data followed a similar path, initially improving according to the September University of Michigan Sentiment Index but disappointing in the more recent October Consumer Confidence Index.

Europe was impacted by a resurgence in COVID-19 cases, with harsher lockdown restrictions being enforced in an attempt to control the spread. Despite a recovery in manufacturing, a struggling services sector continued to drag on the European economy and saw the Composite PMI fall from 50.4 to 49.4 in October. The unemployment rate increased to 8.1% and inflation is showing no signs of improvement. A hard Brexit is also simmering in the background.

The Chinese economy continues to recover in line with the market consensus view that China is "first in, first out" of the coronavirus pandemic. Q3 GDP grew 4.9% YoY, September industrial production increased 6.9% YoY and October manufacturing PMI continued to signal mild expansion with a reading of 51.4. Perhaps the strongest signal of the current strength of the recovery is September retail sales, which increased to 3.3% YoY compared to an improvement of 0.5% in the prior month. The key downside risk here is whether this level of sustained economic growth can continue.

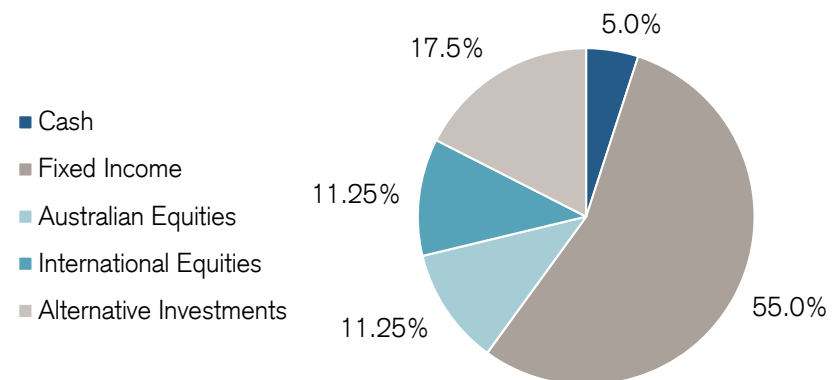In the local market, the top performing sectors were Information Technology (+8.96%), Financials (+6.27%) and Consumer Staples (+4.75%) while Industrials (-3.92%), Utilities (-1.49%) and Materials (-1.23%) were the worst performers.

Market Value as at 31 October 2020

	Market Value
APNIC Portfolio	A$29,998,467

Performance as of 31 October 2020

	APNIC Portfolio			
	Portfolio	Benchmark	Relative	CPI + 2.5%
Month	0.39%	0.44%	-0.05%	0.27%
3 Months	1.05%	1.31%	-0.26%	0.58%
Year To Date	0.94%	1.65%	-0.71%	2.60%
1 Year	1.06%	1.74%	-0.68%	3.33%
3 Years pa	5.04%	5.28%	-0.24%	4.02%
Since Inception pa	5.18%	5.42%	-0.24%	4.27%

* Performance is after fees but before franking

Current Asset Allocation

Asset Class	Tactical Position
Cash	Neutral
Bonds	Slightly Overweight
Australian Equities	Neutral
International Equities	Neutral
Alternative Investments	Slightly Underweight

Main Positive Contributors to Performance

Australian stocks performing well included:

Coca-Cola Amatil (+30.84%)
Australia's leading soft drink manufacturer received a takeover proposal from Coca-Cola European Partners (CCEP) at $12.75 for all shareholders outside of The Coca-Cola Company (TCCC) who are the largest shareholder. Given support for the proposal from TCCC and the independent Coca-Cola Amatil directors, investors expect the CCEP proposal to succeed leading to a small discount in the share price relative to the offer price.

Resmed (+16.83%)
The world's leading supplier of medical devices for sleep disorder reported a strong profit result for 1Q21. Investors responded positively to a stronger underlying recovery in CPAP device sales than previously flagged by management given disruption to sleep disorder treatment due to Covid-19. The company also benefited from an unexpected US government decision to remove a proposal for competitive bidding on CPAP devices in 2021 providing pricing stability to the industry for at least three years.

Xero (+9.33%)
The share price of the region's leading provider of accounting software rallied on improved investor confidence in its business resilience to disruption from Covid-19. Concerns on subscriber growth given pressure on small business customers has alleviated as lockdowns ease and their resilience is supported by fiscal policy. The company also has discretion on its rate of growth investment that can be adjusted to tougher conditions to maintain positive cash flow.

Significant Portfolio Changes

Position	Comments
Aurizon Holdings	Increased: Guidance reiterated at Annual General Meeting confirming overreaction to coal export volume concerns..
Coles / Woolworths	Increased / Increased: Strong, defensive sales momentum, trading at an attractive valuation.
Resmed	Decreased: Fully priced with risk around Covid-19 impact on new sleep diagnoses.
Marshal Wace Global Opportunities Fund	Increased: Increased hedge fund allocation to neutral. Marshall Wace chosen due to strong recent performance.

Outlook

As mentioned above, equity markets had a roller coaster ride in October with COVID-19 resurgences driving declines in the US and Europe. The worsening pandemic and partial lockdowns has also led our economists to again consider revising down their growth forecasts. Nevertheless, a number of factors suggest that the economic impact of the second wave of the pandemic will be considerably milder than the first. This also implies that any further setbacks in risk assets should be less pronounced.

That said, the outcome of the US election has only just been called in favour of the Democrats. Although Biden appears to have won the presidential election, the legal action taken by the Trump administration means the final election outcome could remain officially undecided for weeks. This suggests staying on the sidelines regarding risk assets until the political outlook becomes clearer. The portfolios are broadly neutral across each asset class, and have a full allocation to cash ready to be deployed once we have more certainty.

Data Sources
Credit Suisse, unless otherwise specified.

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Private Banking

Investment Report 1.10.2020 – 31.10.2020

APNIC PTY LTD
Portfolio Group: 3000039

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Private Banking

Investment Report 1.10.2020 – 31.10.2020

Portfolio Group	**3000039**	APNIC PTY LTD
		PO BOX 3646
In the Name of	APNIC PTY LTD	SOUTH BRISBANE, QLD 4101
		AUSTRALIA

Produced on   3.11.2020
Reporting Currency   AUD

Relationship Manager   Patrick Armitage
Phone   +61 2 8205 4451

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Scope of Analysis
as of 31.10.2020

Components	Portfolio	Asset Value in AUD	Discretionary Mandate	Opened	Closed	Performance Activation	Performance Deactivation
Portfolio Group: 3000039							
Investment related Positions							
AUD Portfolio	3000039-10	0		16.08.2013		31.12.2013	
AUD Portfolio	3000039-70	29,982,372	Yes	16.08.2013		31.12.2013	
Total Investments		**29,982,372**					
Total Wealth		**29,982,372**					

1. Overview

1.1. Asset Allocation

Asset Allocation by Asset Category
Period 1.10.2020 - 31.10.2020

	Beginning Market Value in AUD	Change	Ending Market Value in AUD	Ending Market Value Prop.
◼ Liquidity & Similar Investments	1,363,942	-184,568	1,179,374	3.93%
◻ Fixed Income & Similar Investments	16,479,002	51,045	16,530,048	55.13%
◼ Equities & Similar Investments	7,422,334	86,050	7,508,384	25.04%
◻ Alternative Investments, Commodities & Real Estate	4,590,224	12,147	4,602,371	15.35%
◻ Mixed & Other Investments	0	162,195	162,195	0.54%
Total Investments	**29,855,502**		**29,982,372**	**100.00%**
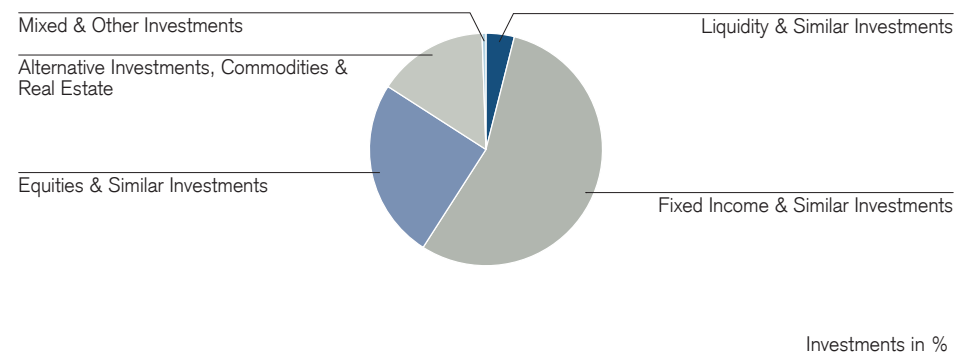
Asset Allocation by Currency
Period 1.10.2020 - 31.10.2020

	Beginning Market Value in AUD	Change	Ending Market Value in AUD	Ending Market Value Prop.
◼ AUD - Australian Dollar	25,533,832	90,002	25,623,834	85.46%
◻ USD - US Dollar	3,466,002	54,844	3,520,847	11.74%
◼ EUR - Euro	582,301	-22,773	559,528	1.87%
◻ JPY - Japan Yen	273,367	4,797	278,163	0.93%
Total Investments	**29,855,502**		**29,982,372**	**100.00%**

Mixed & Other Investments
Alternative Investments, Commodities & Real Estate
Equities & Similar Investments
Liquidity & Similar Investments
Fixed Income & Similar Investments

Investments in %

JPY
EUR
USD
AUD

Investments in %

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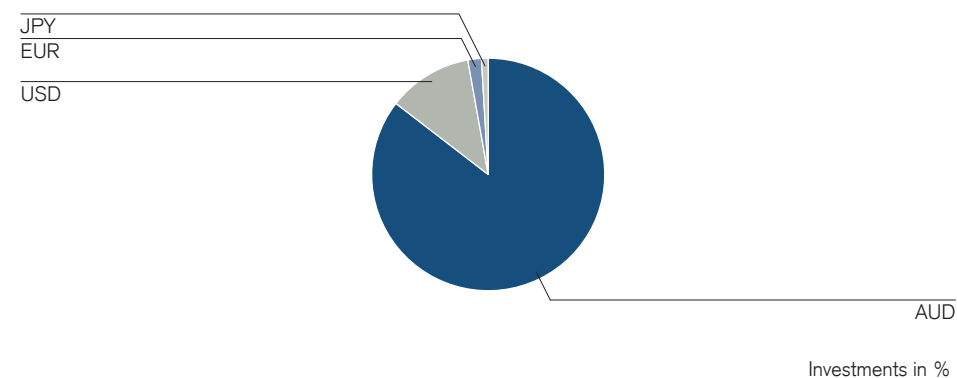
1.2.   Income and Activity

Income Summary
Period 1.10.2020 - 31.10.2020

	Current Period in AUD	Year to Date in AUD
Cash Dividend	62,800	757,899
Coupon Received/Paid	0	37,826
Interest Earned	0	2,942
Interest Paid	0	-1
Net Income	**62,800**	**798,665**

Activity Summary
Period 1.10.2020 - 31.10.2020

	Current Period in AUD	Year to Date in AUD
Asset Inflows	0	3,000,000
Asset Outflows	0	-1,000,000
Net Investment Asset Flows	**0**	**2,000,000**
Net Non-Investment Flows	0	0

1.3. Performance

Performance Summary
Period 1.10.2020 - 31.10.2020

	Asset Value in AUD	Asset Value in AUD
Ending Market Value		29,982,372
Beginning Market Value		29,855,502
Asset Flows including		0
Inflows	0	
Outflows	0	
Net Non-Investment Flows	0	
Taxes	0	
Flow Adjusted Value Change		126,870
Cumulative Portfolio Return – net		**0.42%**
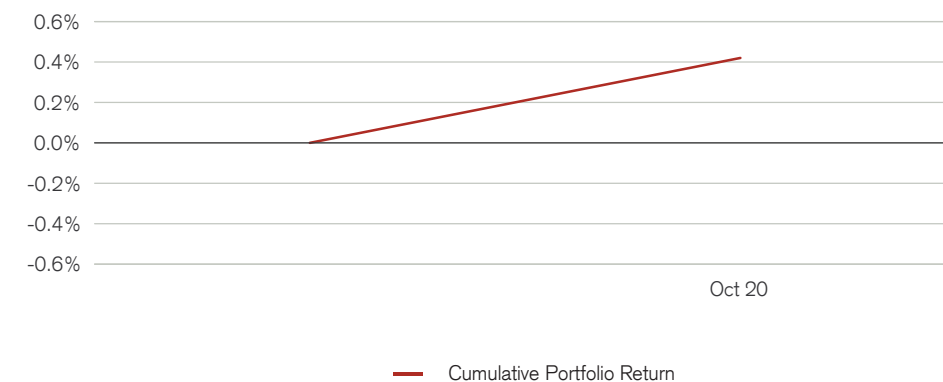
Performance Year-to-date
Period 1.1.2020 - 31.10.2020

	Asset Value in AUD	Asset Value in AUD
Ending Market Value		29,982,372
Beginning Market Value		27,725,032
Asset Flows including		1,988,614
Inflows	3,000,000	
Outflows	-1,000,000	
Net Non-Investment Flows	0	
Taxes	-11,386	
Flow Adjusted Value Change		268,725
Cumulative Portfolio Return – net		**0.89%**

Cumulative Portfolio Return

Cumulative Portfolio Return

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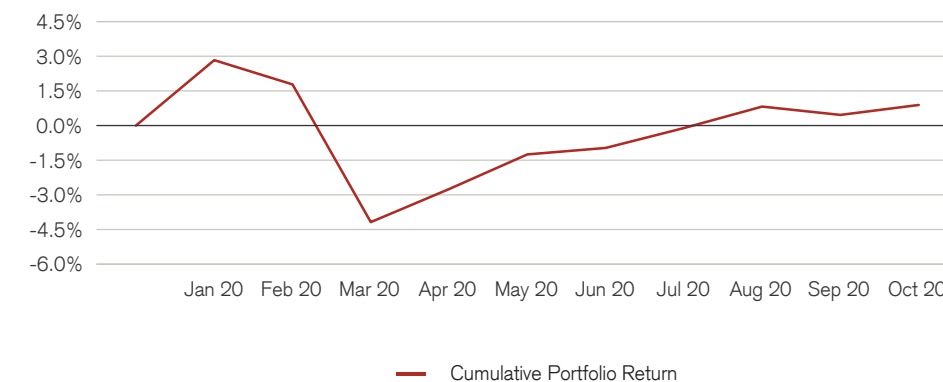
2. Analyses

2.1. Performance

Performance Details
Period 1.10.2019 - 31.10.2020

	Since Start of Period	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20
Ending Market Value	27,687,497	28,138,498	27,725,032	28,510,970	28,219,493	26,561,105	26,959,853	27,374,714	27,447,506	28,691,351	28,959,381	29,855,502	29,982,372
Beginning Market Value	27,758,521	27,687,497	28,138,498	27,725,032	28,510,970	28,219,493	26,561,105	26,959,853	27,374,714	27,447,506	28,691,351	28,959,381	29,855,502
Asset Flows including	0	0	-3,803	0	0	-3,846	0	0	-3,675	1,000,000	0	996,136	0
Inflows	0	0	0	0	0	0	0	0	0	1,500,000	0	1,500,000	0
Outflows	0	0	0	0	0	0	0	0	0	-500,000	0	-500,000	0
Net Non-Investment Flows	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes	0	0	-3,803	0	0	-3,846	0	0	-3,675	0	0	-3,864	0
Performance Activated/Deactivated Portfolios	27,687,497												
Flow Adjusted Value Change	-27,758,521	451,001	-409,663	785,937	-291,476	-1,654,543	398,749	414,860	76,468	243,845	268,030	-100,015	126,870
■ **Portfolio Return** – net	**-0.26%**	**1.63%**	**-1.46%**	**2.83%**	**-1.02%**	**-5.86%**	**1.50%**	**1.54%**	**0.28%**	**0.87%**	**0.93%**	**-0.36%**	**0.42%**
— **Cumulative Portfolio Return**	**-0.26%**	**1.37%**	**-0.11%**	**2.72%**	**1.67%**	**-4.29%**	**-2.85%**	**-1.35%**	**-1.08%**	**-0.22%**	**0.71%**	**0.35%**	**0.78%**

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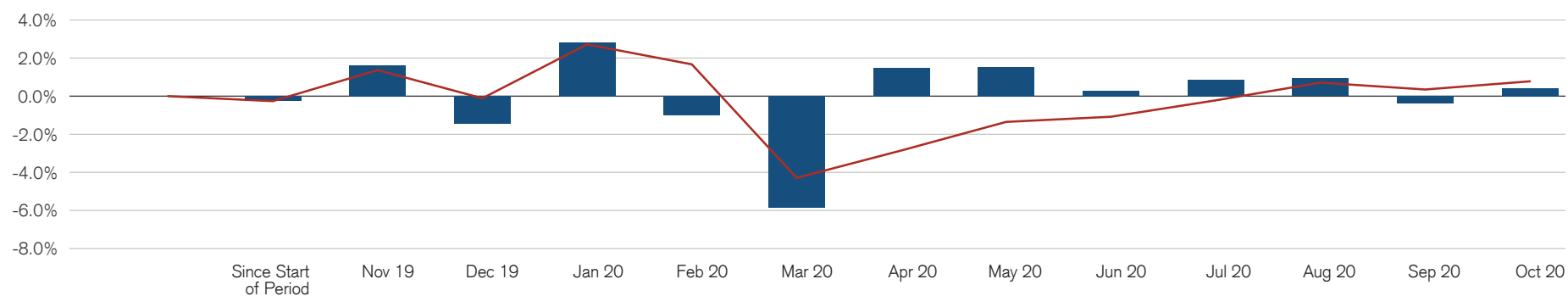
3. Positions

3.1. Investment Related Positions
as of 31.10.2020

Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
Liquidity & Similar Investments								
Accounts								
AUD	1,177,901.43	Current Account -20300003970945 AUD Portfolio: 3000039-70		1.0000		1,177,901 3.93%		
USD	1,033.62	Current Account -20300003970780 AUD Portfolio: 3000039-70		1.0000 0.7019 AUD/USD		1,473		
Total Liquidity & Similar Investments						**1,179,374** **0** **3.93%**		
Fixed Income & Similar Investments								
Fixed Income & Similar Investments AUD								
AUD	1,310,130.2	UNITS -D- ISHARES AUSTRALIAN BOND INDEX FUND AUD Portfolio: 3000039-70	AU60BGL01056 2244170	1.0417	1.0912 NAV 30.10.2020	1,429,605 4.77%	64,886 64,886	4.75% 4.75%
AUD	2,460,297.69630	UNITS PERPETUAL ACTIVE FIXED INTEREST FUND AUD Portfolio: 3000039-70	AU60PER02627 35661784	1.0665	1.0738 NAV 26.10.2020	2,641,959 8.81%	18,017 18,017	0.69% 0.69%
AUD	4,267,495.3017	UNITS LEGG MASON WESTERN ASSET AUSTRALIAN BOND TRUST CLASS -A- AUD Portfolio: 3000039-70	AU60SSB01221 2248336	1.2514	1.3232 BID 30.10.2020	5,646,920 18.83%	306,492 306,492	5.74% 5.74%
AUD	1,208,436.71	UNITS VANGUARD AUSTRALIAN FIXED INTEREST INDEX FUND AUD Portfolio: 3000039-70	AU60VAN00014 1653500	1.1473	1.2073 NAV 30.10.2020	1,458,946 4.87%	72,552 72,552	5.23% 5.23%

Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
AUD	28,807	SHS -I- AUD NEUBERGER BERMAN INVESTMENT FUNDS PLC - NEUBERGER BERMAN EMERGING MARKET DEBT - HARD CURRENCY FUND AUD Portfolio: 3000039-70	IE00B986FB81 53616359	10.5258	10.4100 NAV 30.10.2020	299,881 1.00%	-3,337 -3,337	-1.10% -1.10%
AUD	233,719	SHS PIMCO FUNDS: GLOBAL INVESTORS SERIES PLC - GLOBAL INVESTMENT GRADE CREDIT FUND INSTITUTIONAL CLASS AUD (HEDGED) AUD Portfolio: 3000039-70	IE00BL0BLL78 3752613	10.7673	10.7800 NAV 30.10.2020	2,519,491 8.40%	2,962 2,962	0.12% 0.12%
AUD	298,789	SHS -L3- HEDGED AUD FEDERATED HERMES INVESTMENT FUNDS PLC - FEDERATED HERMES GLOBAL HIGH YIELD CREDIT FUND AUD Portfolio: 3000039-70	IE00BMZ15N91 57259812	3.0474	3.0215 NAV 30.10.2020	902,791 3.01%	-7,739 -7,739	-0.85% -0.85%
AUD	3,944	SHS -I AUD HEDGED- AXA WORLD FUNDS SICAV - GLOBAL INFLATION BONDS DISTRIBUTION AUD Portfolio: 3000039-70	LU1774150491 40510321	113.9233	114.5400 NAV 30.10.2020	451,746 1.51%	2,432 2,432	0.54% 0.54%
AUD	4,401	SHS -RA- GAM MULTIBOND SICAV - LOCAL EMERGING BOND DISTRIBUTION AUD Portfolio: 3000039-70	LU2128492191 52867287	96.1440	95.3000 NAV 30.10.2020	419,415 1.40%	-3,715 -3,715	-0.88% -0.88%
AUD	67,391	SHS -I MINC HEDGED AUD- ABERDEEN STANDARD SICAV I SICAV - EMERGING MARKETS CORPORATE BOND FUND DISTRIBUTION AUD Portfolio: 3000039-70	LU2146569814 53902295	11.0585	11.2670 NAV 30.10.2020	759,294 2.53%	14,053 14,053	1.89% 1.89%
Total Fixed Income & Similar Investments						**16,530,048** **0** **55.13%**		

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Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
Equities & Similar Investments								
Equities & Similar Investments AUD								
AUD	5,320	REGISTERED SHS AUSTRALIA & NEW ZEALAND BANKING GROUP LTD AUD Portfolio: 3000039-70	AU000000ANZ3 640139 ANZ.AX	28.2441	18.8100 CLO 30.10.2020	100,069 0.33%	-50,189 -50,189	-33.40% -33.40%
AUD	24,195	REGISTERED SHS AURIZON HOLDINGS LTD AUD Portfolio: 3000039-70	AU000000AZJ1 20175896 AZJ.AX	4.8781	3.7700 CLO 30.10.2020	91,215 0.30%	-26,810 -26,810	-22.72% -22.72%
AUD	7,601	REGISTERED SHS BHP GROUP LTD AUD Portfolio: 3000039-70	AU000000BHP4 640390 BHP.AX	30.4103	33.7800 CLO 30.10.2020	256,762 0.86%	25,613 25,613	11.08% 11.08%
AUD	2,316	REGISTERED SHS CARSALES.COM LTD AUD Portfolio: 3000039-70	AU000000CAR3 10476764 CAR.AX	15.8638	20.7700 CLO 30.10.2020	48,103 0.16%	11,363 11,363	30.93% 30.93%
AUD	3,399	REGISTERED SHS COMMONWEALTH BANK OF AUSTRALIA AUD Portfolio: 3000039-70	AU000000CBA7 646758 CBA.AX	75.5562	69.0200 CLO 30.10.2020	234,599 0.78%	-22,217 -22,217	-8.65% -8.65%
AUD	6,355	REGISTERED SHS COCA-COLA AMATIL LTD AUD Portfolio: 3000039-70	AU000000CCL2 646945 CCL.AX	8.8405	12.4300 CLO 30.10.2020	78,993 0.26%	22,811 22,811	40.60% 40.60%
AUD	3,104	REGISTERED SHS COMPUTERSHARE LTD AUD Portfolio: 3000039-70	AU000000CPU5 241285 CPU.AX	16.0565	12.1500 CLO 30.10.2020	37,714 0.13%	-12,126 -12,126	-24.33% -24.33%

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Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
AUD	1,257	REGISTERED SHS CSL LTD AUD Portfolio: 3000039-70	AU000000CSL8 241548 CSL.AX	139.1435	287.5600 CLO 30.10.2020	361,463 1.21%	186,560 186,560	106.66% 106.66%
AUD	1,789	REGISTERED SHS FLIGHT CENTRE TRAVEL GROUP LTD AUD Portfolio: 3000039-70	AU000000FLT9 90307 FLT.AX	19.8880	11.2600 CLO 30.10.2020	20,144 0.07%	-15,435 -15,435	-43.38% -43.38%
AUD	2,322	REGISTERED SHS FORTESCUE METALS GROUP LTD AUD Portfolio: 3000039-70	AU000000FMG4 1655130 FMG.AX	8.4965	17.3700 CLO 30.10.2020	40,333 0.13%	20,604 20,604	104.44% 104.44%
AUD	2,165	CHESS UNITS OF FOREIGN SECURITIES JAMES HARDIE INDUSTRIES PLC AUD Portfolio: 3000039-70	AU000000JHX1 1303670 JHX.AX	23.8012	34.5800 CLO 30.10.2020	74,866 0.25%	23,336 23,336	45.29% 45.29%
AUD	1,640	REGISTERED SHS MAGELLAN FINANCIAL GROUP LTD AUD Portfolio: 3000039-70	AU000000MFG4 2807450 MFG.AX	38.0717	55.1000 CLO 30.10.2020	90,364 0.30%	27,926 27,926	44.73% 44.73%
AUD	587	REGISTERED SHS MACQUARIE GROUP LTD AUD Portfolio: 3000039-70	AU000000MQG1 3422370 MQG.AX	74.1362	126.7500 CLO 30.10.2020	74,402 0.25%	30,884 30,884	70.97% 70.97%
AUD	9,618	REGISTERED SHS NATIONAL AUSTRALIA BANK LTD AUD Portfolio: 3000039-70	AU000000NAB4 641643 NAB.AX	24.0162	18.6000 CLO 30.10.2020	178,895 0.60%	-52,093 -52,093	-22.55% -22.55%
AUD	3,642	REGISTERED SHS NEWCREST MINING LTD AUD Portfolio: 3000039-70	AU000000NCM7 650853 NCM.AX	27.0187	29.2400 CLO 30.10.2020	106,492 0.36%	8,090 8,090	8.22% 8.22%

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Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
AUD	11,106	REGISTERED SHS ORIGIN ENERGY LTD AUD Portfolio: 3000039-70	AU000000ORG5 1051439 ORG.AX	7.8653	4.0000 CLO 30.10.2020	44,424 0.15%	-42,928 -42,928	-49.14% -49.14%
AUD	2,172	REGISTERED SHS OZ MINERALS LTD AUD Portfolio: 3000039-70	AU000000OZL8 4334812 OZL.AX	10.0782	14.8600 CLO 30.10.2020	32,276 0.11%	10,386 10,386	47.45% 47.45%
AUD	13,146	REGISTERED SHS QANTAS AIRWAYS LTD AUD Portfolio: 3000039-70	AU000000QAN2 390413 QAN.AX	5.8966	4.1900 CLO 30.10.2020	55,082 0.18%	-22,434 -22,434	-28.94% -28.94%
AUD	6,263	REGISTERED SHS QBE INSURANCE GROUP LTD AUD Portfolio: 3000039-70	AU000000QBE9 641857 QBE.AX	11.5743	8.2500 CLO 30.10.2020	51,670 0.17%	-20,820 -20,820	-28.72% -28.72%
AUD	1,659	REGISTERED SHS RIO TINTO LTD AUD Portfolio: 3000039-70	AU000000RIO1 603520 RIO.AX	72.7603	92.4300 CLO 30.10.2020	153,341 0.51%	32,632 32,632	27.03% 27.03%
AUD	1,345	SHS RESMED INC CHESS DEPOSITORY INTERESTS REPR 1/10 SH AUD Portfolio: 3000039-70	AU000000RMD6 1058638 RMD.AX	14.4915	27.9200 CLO 30.10.2020	37,552 0.13%	18,061 18,061	92.67% 92.67%
AUD	41,098	UNITS SPDR S&P/ASX 200 LISTED PROPERTY FUND EXCHANGE TRADED FUND AUD Portfolio: 3000039-70	AU000000SLF1 1377855 SLF.AX	12.7103	10.7800 CLO 30.10.2020	443,036 1.48%	-79,332 -79,332	-15.19% -15.19%
AUD	11,480	UNITS SPDR S&P/ASX 200 FUND ETF AUSTRALIAN EQUITY EXCHANGE TRADED FUNDS AUD Portfolio: 3000039-70	AU000000STW9 1285707 STW.AX	54.0731	55.0500 CLO 30.10.2020	631,974 2.11%	11,215 11,215	1.81% 1.81%

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Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
AUD	13,494	REGISTERED SHS TELSTRA CORPORATION LTD AUD Portfolio: 3000039-70	AU000000TLS2 720464 TLS.AX	4.5954	2.6800 CLO 30.10.2020	36,164 0.12%	-25,846 -25,846	-41.68% -41.68%
AUD	2,899	SHS VANGUARD MSCI AUSTRALIAN SMALL COMPANIES INDEX ETF EXCHANGE TRADED FUND AUD Portfolio: 3000039-70	AU000000VSO2 13053435 VSO.AX	59.1150	56.9300 CLO 30.10.2020	165,040 0.55%	-6,334 -6,334	-3.70% -3.70%
AUD	10,751	REGISTERED SHS WESTPAC BANKING CORP AUD Portfolio: 3000039-70	AU000000WBC1 642372 WBC.AX	27.1618	17.9100 CLO 30.10.2020	192,550 0.64%	-99,466 -99,466	-34.06% -34.06%
AUD	981	REGISTERED SHS WESFARMERS LTD AUD Portfolio: 3000039-70	AU000000WES1 642397 WES.AX	32.9532	45.9600 CLO 30.10.2020	45,087 0.15%	12,760 12,760	39.47% 39.47%
AUD	4,033	REGISTERED SHS WOOLWORTHS GROUP LTD AUD Portfolio: 3000039-70	AU000000WOW2 81350 WOW.AX	32.4384	38.1600 CLO 30.10.2020	153,899 0.51%	23,075 23,075	17.64% 17.64%
AUD	3,176	REGISTERED SHS WOODSIDE PETROLEUM LTD AUD Portfolio: 3000039-70	AU000000WPL2 642429 WPL.AX	33.3412	17.5200 CLO 30.10.2020	55,644 0.19%	-50,248 -50,248	-47.45% -47.45%
AUD	6,582	REGISTERED SHS COLES GROUP LTD AUD Portfolio: 3000039-70	AU0000030678 44059594 COL.AX	16.9559	17.7500 CLO 30.10.2020	116,831 0.39%	5,227 5,227	4.68% 4.68%
AUD	0	UNITS ABERDEEN STANDARD EMERGING OPPORTUNITIES FUND AUD Portfolio: 3000039-70	AU60ETL00329 2220820		2.1557 NAV 30.10.2020			

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Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
AUD	3,961	REGISTERED SHS THE A2 MILK COMPANY LTD AUD Portfolio: 3000039-70	NZATME0002S8 1841567 A2M.AX	14.6615	13.6700 CLO 30.10.2020	54,147 0.18%	-3,927 -3,927	-6.76% -6.76%
AUD	83	REGISTERED SHS XERO LTD AUD Portfolio: 3000039-70	NZXROE0001S2 3118197 XRO.AX	92.2489	110.1500 CLO 30.10.2020	9,142 0.03%	1,486 1,486	19.41% 19.41%
AUD	21,360	PENDING SUCCESSFUL SUBSCRIPTION OF UNITS PARTNERS GROUP GLOBAL VALUE FUND (AUD) WHOLESALE AUD Portfolio: 3000039-70		1.0000	1.0000 MID 25.08.2016	21,360 0.07%		
Total Equities & Similar Investments AUD						**4,093,633** **0** **13.65%**		
Equities & Similar Investments EUR								
EUR	5,779	SHS EUR ISHARES II PLC - ISHARES CORE MSCI EUROPE UCITS ETF AUD Portfolio: 3000039-70	IE00B1YZSC51 3246398 IQQY.DE	23.9487 1.5707 EUR/AUD	21.0600 CLO 30.10.2020	202,503 0.68%	-14,876 -27,777 12,900	-6.84% -12.06% 5.22%
EUR	13,180	ACCUM.PTG.SHS WELLINGTON MANAGEMENT FUNDS (IRELAND) PLC - WELLINGTON STRATEGIC EUROPEAN EQUITY FUND CLASS -N- UNHEDGED EUR AUD Portfolio: 3000039-70	IE00B9DPD161 20938626	14.9673 1.5282 EUR/AUD	16.2803 NAV 30.10.2020	357,025 1.19%	55,551 28,794 26,757	18.43% 8.77% 9.65%
Total Equities & Similar Investments EUR						**559,528** **0** **1.87%**		

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Number/ Nominal	Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
Equities & Similar Investments JPY							
JPY 860	UNITS NEXT FUNDS NIKKEI 225 EXCHANGE TRADED FUND AUD Portfolio: 3000039-70	JP3027650005 1264151 1321.T	20,119.1547 83.4958 AUD/JPY	23,680.0000 CLO 30.10.2020	278,163 0.93%	70,938 41,828 29,109	34.23% 17.70% 16.53%
Total Equities & Similar Investments JPY					278,163 0 0.93%		
Equities & Similar Investments USD							
USD 314	ACCUM.PTG.SHS ISHARES VII PLC - ISHARES NASDAQ 100 UCITS ETF USD AUD Portfolio: 3000039-70	IE00B53SZB19 10737617 CSNDX.S	286.7120 0.7948 AUD/USD	623.4000 CLO 30.10.2020	278,882 0.93%	165,610 150,620 14,990	146.21% 117.43% 28.77%
USD 4,853	ACCUM SHS -1C- USD XTRACKERS (IE) PLC - XTRACKERS MSCI USA UCITS ETF AUD Portfolio: 3000039-70	IE00BJ0KDR00 24268896 XD9U.L	92.2228 0.7098 AUD/USD	91.9800 OFF 30.10.2020	635,958 2.12%	5,444 -1,679 7,122	0.86% -0.26% 1.13%
USD 6,709	SHS -1C- XTRACKERS SICAV - XTRACKERS CSI300 SWAP UCITS ETF CAPITALISATION AUD Portfolio: 3000039-70	LU0779800910 18841290 XCHA.L	15.4300 0.7212 AUD/USD	16.2825 OFF 30.10.2020	155,634 0.52%	12,105 8,148 3,957	8.43% 5.52% 2.91%
USD 18,058	SHS -R (ACC.)- GOLDMAN SACHS FUNDS SICAV - GOLDMAN SACHS EMERGING MARKETS EQUITY PORTFOLIO CAPITALISATION AUD Portfolio: 3000039-70	LU0830622741 19578737	14.7192 0.7015 AUD/USD	17.0200 NAV 29.10.2020	437,879 1.46%	58,962 59,192 -230	15.56% 15.63% -0.07%
USD 56,288	SHS -UCITS ETF USD C- AMUNDI INDEX SOLUTIONS SICAV - AMUNDI MSCI EMERGING MARKETS CAPITALISATION AUD Portfolio: 3000039-70	LU1681045453 38785088 AUEM.PA	4.8465 0.7269 AUD/USD	5.0145 CLO 30.10.2020	402,132 1.34%	26,831 13,473 13,357	7.15% 3.47% 3.68%

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Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
USD	1,117	SHS ISHARES GLOBAL HEALTHCARE ETF AUD Portfolio: 3000039-70	US4642873255 1352444 IXJ.P	64.2835 0.6276 AUD/USD	68.2500 CLO 30.10.2020	108,613 0.36%	-5,801 6,312 -12,113	-5.07% 6.17% -11.24%
USD	942	TRUST UNITS SPDR S&P 500 ETF TRUST AUD Portfolio: 3000039-70	US78462F1030 45088 SPY.P	241.9643 0.7565 AUD/USD	326.5400 CLO 30.10.2020	438,240 1.46%	136,939 113,507 23,432	45.45% 34.95% 10.50%
USD	282	SHS VANGUARD INFORMATION TECHNOLOGY ETF AUD Portfolio: 3000039-70	US92204A7028 1781764 VGT.P	238.1592 0.7071 AUD/USD	297.9900 CLO 30.10.2020	119,722 0.40%	24,735 24,038 697	26.04% 25.12% 0.92%
Total Equities & Similar Investments USD						2,577,060 0 8.60%		
Total Equities & Similar Investments						7,508,384 0 25.04%		

Alternative Investments, Commodities & Real Estate

Hedge Funds

Number/ Nominal		Description	Identification	Cost Valuation	Current Valuation	Value in AUD	Profit/ Loss	P/L
AUD	490,914.23	UNITS BLACKROCK GLOBAL ALLOCATION FUND (AUST) CLASS -D- WHOLESALE AUD Portfolio: 3000039-70	AU60MAL00181 3379478	1.2334	1.2134 NAV 30.10.2020	595,692 1.99%	-9,797 -9,797	-1.62% -1.62%
AUD	2,733	ACCUM SHS -I- HEDGED AUD PGIM FUNDS PLC - PGIM QMAW KEYNES SYSTEMATIC ABSOLUTE RETURN FUND AUD Portfolio: 3000039-70	IE00BKV41X02 54282717	101.1169	101.1230 NAV 30.10.2020	276,369 0.92%	17 17	0.01% 0.01%

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Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
AUD	2,895	ACCUM SHS -A- AUD MARSHALL WACE FUNDS PLC - MW GLOBAL OPPORTUNITIES FUND AUD Portfolio: 3000039-70	IE00BMPRT797 56741323	100.0098	100.0000 NAV 27.08.2020	289,500 0.97%	-28 -28	-0.01% -0.01%
AUD	159,505	RED.PTG.SHS -A1- AHL (CAYMAN) SPC AUD CLASS A EVOLUTION SEGREGATED PORTFOLIO AUD Portfolio: 3000039-70	KYG012291145 22393979	1.1382	2.0370 NAV 30.09.2020	324,912 1.08%	143,362 143,362	78.97% 78.97%
USD	149	RED.PTG.SHS -A- CS RENAISSANCE ALTERNATIVE ACCESS FUND LTD USD AUD Portfolio: 3000039-70	KYG258511099 34032546	1,160.0017 0.7191 AUD/USD	893.3294 EST 23.10.2020	189,637 0.63%	-50,720 -56,609 5,890	-21.10% -22.99% 1.89%
USD	83.17	RED.PTG.SHS -C- CS RENAISSANCE EQUITY ACCESS FUND LTD AUD Portfolio: 3000039-70	KYG258691271 39462785	1,135.2262 0.6894 AUD/USD	999.5719 EST 23.10.2020	118,442 0.40%	-18,518 -16,074 -2,444	-13.52% -11.95% -1.57%
USD	13,495	PENDING SUCCESSFUL SUBSCRIPTION OF RED.PTG.SHS -A- CS RENAISSANCE ALTERNATIVE ACCESS FUND LTD USD AUD Portfolio: 3000039-70		1.0000 0.7082 AUD/USD	1.0000 MID 24.10.2016	19,226 0.06%	170 170	0.89% 0.89%
Total Hedge Funds						**1,813,778** **0** **6.05%**		
Private Equity								
AUD	240,472.52	UNITS PARTNERS GROUP GLOBAL VALUE FUND (AUD) WHOLESALE AUD Portfolio: 3000039-70	AU60ETL02762 26607292	2.0454	2.4114 NAV 31.08.2020	579,875 1.93%	88,017 88,017	17.89% 17.89%
Total Private Equity						**579,875** **0** **1.93%**		

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Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
Commodities & Precious Metals								
AUD	1,194	ETC SECURITY ETFS METAL SECURITIES AUSTRALIA LTD 2003-WITHOUT FIXED MATURITY ON GOLD COMMODITY AUD Portfolio: 3000039-70	AU00000GOLD7 1583458 GOLD.AX	172.2598	248.9900 CLO 30.10.2020	297,294 0.99%	91,616 91,616	44.54% 44.54%
USD	557	UBS ETC UBS AG, LONDON BRANCH 2007-OPEN END ON UBS BLOOMBER CMCI COMPOSITE TOTAL RETURN AUD Portfolio: 3000039-70	CH0031794263 3179426 TCMCI.S	993.4046 0.8284 AUD/USD	775.0000 CLO 30.10.2020	615,009 2.05%	-52,975 -173,317 120,342	-7.93% -21.99% 14.05%
Total Commodities & Precious Metals						912,303 0 3.04%		
Real Estate								
AUD	22,775	STAPLED SECURITY DEXUS AUD Portfolio: 3000039-70	AU000000DXS1 3819970 DXS.AX	11.1990	8.6100 CLO 30.10.2020	196,093 0.65%	-58,964 -58,964	-23.12% -23.12%
AUD	26,011	STAPLED SECURITY GOODMAN GROUP AUD Portfolio: 3000039-70	AU000000GMG2 18079202 GMG.AX	9.6273	18.4000 CLO 30.10.2020	478,602 1.60%	228,186 228,186	91.12% 91.12%
AUD	48,048	STAPLED SECURITY MIRVAC GROUP AUD Portfolio: 3000039-70	AU000000MGR9 821911 MGR.AX	1.8618	2.1100 CLO 30.10.2020	101,381 0.34%	11,923 11,923	13.33% 13.33%
Total Real Estate						776,076 0 2.59%		

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Number/ Nominal		Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
Other Alternative Investments								
AUD	4,689	PTG.SHS LEGG MASON GLOBAL FUNDS PLC - LEGG MASON WESTERN ASSET MACRO OPPORTUNITIES BOND FUND PREMIER CLASS DISTRIBUTING (S) HEDGED AUD AUD Portfolio: 3000039-70	IE00BYYQZZ17 28828240	102.6787	110.9700 NAV 30.10.2020	520,338 1.74%	38,878 38,878	8.07% 8.07%
Total Other Alternative Investments						520,338 0 1.74%		
Total Alternative Investments, Commodities & Real Estate						4,602,371 0 15.35%		
Mixed & Other Investments								
AUD	162,195	PENDING SUCCESSFUL SUBSCRIPTION OF ACCUM SHS -A- AUD MARSHALL WACE FUNDS PLC - MW GLOBAL OPPORTUNITIES FUND AUD Portfolio: 3000039-70		1.0000	1.0000 MID 28.10.2020	162,195 0.54%		
Total Mixed & Other Investments						162,195 0 0.54%		
Total Investments						29,982,372 100.00%		
of which Accrued Interest						0		

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4. Appendix

4.1. Explanations

Accrued Interest

Accrued interest is not displayed for financial instruments with variable interest rate or frequency within the same interest period, except for Floating Rate Notes. For FINER Revexus, the accrued interest displayed is based on the deposit currency for reference purpose only. Entitlement to the accrued interest depends on the product features. All accrued interests are displayed in the reporting currency of the portfolio and are calculated recognizing trades end of day. The FX conversion rates (reflected below) are used to convert the amount from original currency to reporting currency. The accrued interest payable/receivable is displayed as the net amount on Current Account balances. As a result of the foregoing and other factors, the accrued interest is only an estimate and may not reflect the actual interest accrued, if any.

Activity Summary

The asset inflows and outflows include client-instructed transactions, which are aggregated as Net Investment Asset Flows. Non-Investment Flows refer to transactions related to Non-Investment Related Positions such as loan transactions to finance such Non-Investment Related Positions. Non-investment Flows do not contribute to the performance of the account. Such asset inflows and outflows do not include fees and taxes.

Analyses

Values displayed for the respective month labels are as of month-end dates. If the report end period is not a month-end, the report period end month label will show the values as of the report period end date.

Asset Classification

If an instrument is classified as 'not classifiable', the instrument is pending its proper classification. As soon this is available in the system, the instrument will reflect the correct classification.

Cost Valuation Exchange Rates

For the Positions section, the cost valuation exchange rate displayed is always the instrument currency against the portfolio currency.

For the Transactions section, the cost valuation exchange rate displayed is always between the instrument currency and reporting currency. For execution of FX purchase/sale transactions, the transaction valuation is based on the end of day exchange rate on the value date and the cost valuation is based on the FX contract rate.

Duration

Modified duration is a change in the price of a bond arising from a change in market yields. Modified duration is expressed as an approximate percentage. The investment report displays the Modified Duration method for all Fixed Income instruments.

Fees/ Taxes

Fees include management or safekeeping fees.

Taxes include value-added taxes and service related taxes, depending on country specific rules.

Income Summary

Coupon received and coupon paid, as well as interest earned and interest paid, does not include accrued or unpaid coupon or interest.

Year to date figures include the addition of the monthly figures inclusive of any backdated income processing/ adjustments.

Figures shown can be gross or net depending on the specific country and market practice. Non-Investment related Income is included in the Income Summary.

Market Value

The values stated as begin of period are asset values as of the last reported statement period. The values stated as beginning/ ending market values are asset values that are inclusive of most updated market prices and backdated transactions.

Non-Investment Related Positions

Non-Investment Related Positions refer to non-asset/ non-investment type positions such as those relating to insurance policies or mortgages. Guarantees, standby letters of credit, holdcovers or other credit instruments which have been issued by the Bank pursuant to facilities granted are reflected under the sub-section entitled "Pro Memoria Positions".

Non-Investment Related Positions are displayed in the Scope of Analysis and in the Non-Investment Related Positions section. However, they are not included in any other analyses.

Performance Calculation

The performance figures are calculated based on investment related positions using the TWR Daily method (Time Weighted Rate of Return), which is based on geometrically linking daily rates of return.

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The start of period displayed for the performance calculation is referring to Beginning Market Value, which is the closing balance of the previous day. The end of period displayed is referring to Ending Market Value, which is the closing balance of the day.
The net of fees and gross of taxes return is calculated after deduction of fees and before deduction of taxes.
The cumulative return calculation is reset, every time when geometrically linking the rates of return would render distorted values. Such scenarios can happen when the market values fluctuate around zero.
Return values prior 2015 displayed in this report might be different from previously reported return values.

Profit/ Loss Calculation
Realized and unrealized profit and loss are calculated by comparing the market or transaction value with the average cost value. For every trade date the system computes the average cost, first processing investments before disinvestments. Transaction costs are included in both realized and unrealized profit/loss calculation.
Unrealized profit/ loss displayed in the Positions section are calculated as of the reporting date. FX conversion rates used in the computation of the unrealized profit/loss is the derived rate based on the average price as of the individual transaction date.

Rating
Rating refers to the rating of an investment product and is either based on information available to the Bank or is obtained from sources believed to be reliable by the Bank as of the investment report date.

Yield
The investment report displays Yield for all Fixed Income instruments and is displayed per market price.

Abbreviations
BID = Bid Price
CLO = Closing Price
EST =
MID = Average Price
NAV = Net Asset Value
OFF = Official Price

Rounding logic
Values in this investment report are calculated with exact numbers, however when presenting the data, values are rounded and therefore minor rounding differences might occur.

Large Numbers
The figures are consolidated and shown in denominations of thousands, millions and billions where applicable. If a value is too long to be displayed in the report itself, e.g. 1,526,555,333.26 the figure is consolidated and displayed as 1,526,555.33 in thousands in the report. If the value exceeds the column limit, a further division will take place and the phrase in millions/in billions will be displayed.

Conversion Rates as of 31.10.2020
AUD 1.0000 = JPY 73.2117
AUD 1.0000 = USD 0.7019
EUR 1.0000 = AUD 1.6639

4.2.   Legal Information

According to the Account Opening Terms and Conditions, this investment report shall be conclusive and binding if the Bank does not receive your objection in writing to any matters contained in this investment report within 14 days from the issue date.

Deposits with Credit Suisse are not subject to Division 2 of the Banking Act - Protection of Depositors.

If your account is booked with Credit Suisse AG, Sydney Branch or if your Relationship Manager (RM) or Investment Consultant is located in Australia, please refer to the Important Notice on Sales Disclosure to Investors for sales related information including information on monetary benefits received by the Bank where it distributes an investment product to you.

The Bank provides price indications for financial derivatives transactions, structured products and non-listed financial instruments based upon available market reference prices believed to be reliable. The Bank does not make any representation as to the accuracy or completeness of price indications for transactions nor the guarantee to buy/sell at the price indicated. The Bank does not accept liability for any loss arising from the client's use of, or reliance on, such price indications. The price indications of the initial purchase price may be different from the actual purchase price.

In the absence of reliable market reference prices, the Bank may assign a nominal value or make an appropriate comment on your investment report. As a result, the investment report may contain price indications or comments as the Bank sees appropriate in the prevailing circumstances. If you have any queries in this respect, please contact your Relationship Manager.

The Bank will, at the time of printing this investment report, use the last price indications available to it. Due to the time differences between the Asia Pacific region and markets in other regions, the price indications reflected in the Bank's investment report will not always reflect the price indications available on the last business day of the month in certain markets.

The Bank may use either an onshore or offshore CNY rate for FX conversion to reporting currency depending on the asset. Please note that there may be a differential between the onshore and offshore rate. Please refer to your RM if you need further information on the FX conversion rate applied in relation to your CNY positions.

The information in this investment report does not constitute legal or tax advice. You should consult your legal and/or tax experts if you need any such advice. The investment report does not take tax rules and regulations into consideration, and thus it cannot be used for tax reporting purposes.

This investment report is an electronically generated report and does not require a signature.

Finance Presentation APNIC EC Meeting

December 2020

APNIC

Financial Performance

Year to date October 2020

APNIC

Financial Highlights YTD October 2020

- Equity Position increased by 11% to date in 2020 ✔

- 2020 Revenue forecast close to budget ✔

- 2020 Expenses forecast 10% below budget ✔

- 2020 Operating surplus forecast at $3.2m ✔

- YTD Cash Flow +$2.2m in 2020 ✔

- Activity expenditure below budget estimates due to COVID-19 restrictions ✔

- New Member Growth in line with budget estimates ✔

Statement of Financial Position

Amount (AUD)	31/10/2020	Year End 2019	Change	% Change
ASSETS				
Total Current Assets	13,004,195	10,508,471	*2,495,724*	*24%*
Total Non-Current Assets	37,176,098	35,186,026	*1,990,072*	*6%*
TOTAL ASSETS	**50,180,293**	**45,694,497**	**4,485,796**	*10%*
LIABILITIES				
Total Current Liabilities	14,641,427	13,538,676	*1,102,751*	*8%*
Total Non-Current Liabilities	1,465,049	1,431,119	*33,930*	*2%*
TOTAL LIABILITIES	**16,106,477**	**14,969,795**	**1,136,682**	*8%*
NET ASSETS/ TOTAL EQUITY	**34,073,817**	**30,724,702**	**3,349,115**	*11%*

All amounts in AUD – Australian Dollars

APNIC

Statement of Financial Position

Net Equity position to 31 October 2020 has increased by 11% ($3.3m)

- Current Assets increased by 24% $2.5m
  - Increase in cash by $2.2m
  - Membership renewals effect on receivables increased by $87k
  - Expenses incurred for NRO to be recovered increased by $405k
  - Prepayment of deferred expenses increased by $71k

- Non-Current Assets increased by 6% $2m
  - Reduction in Property & Equipment of $289k
  - $2M YTD transferred to the Investment Portfolio (July $1M, Sept $1M)

All amounts in AUD – Australian Dollars

APNIC

Statement of Financial Position

- Current Liabilities increased by 8% $1.1m
  - Staff Leave Provisions increased by $448k
  - Accounts Payable decreased by $693k
  - Unearned Revenue increased by $1,347k
    - Members Prepaid fees increased by $1,374k
    - Prepaid Sponsorship decreased by $14k

- Non-Current Liabilities increased by 2% $34k
  - Long Service Leave Provisions increased by $34k

All amounts in AUD – Australian Dollars

Financial Stability Measure

	YTD 2020	Actual 2019	Actual 2018
Total Equity (AUD)	$34,073,817	$30,724,702	$28,820,985
% Equity covered by Cash/ Cash Equivalents	118.5%	116.9%	115.6%
Daily Operating Expenses (AUD) *	$66,374	$62,944	$58,122
Number of Months of expenses covered by Equity	**16.83**	**16.05**	**16.30**

* Daily Operating Expenses for 2020 is calculated on the approved budget

All amounts in AUD – Australian Dollars

APNIC Capital Reserve
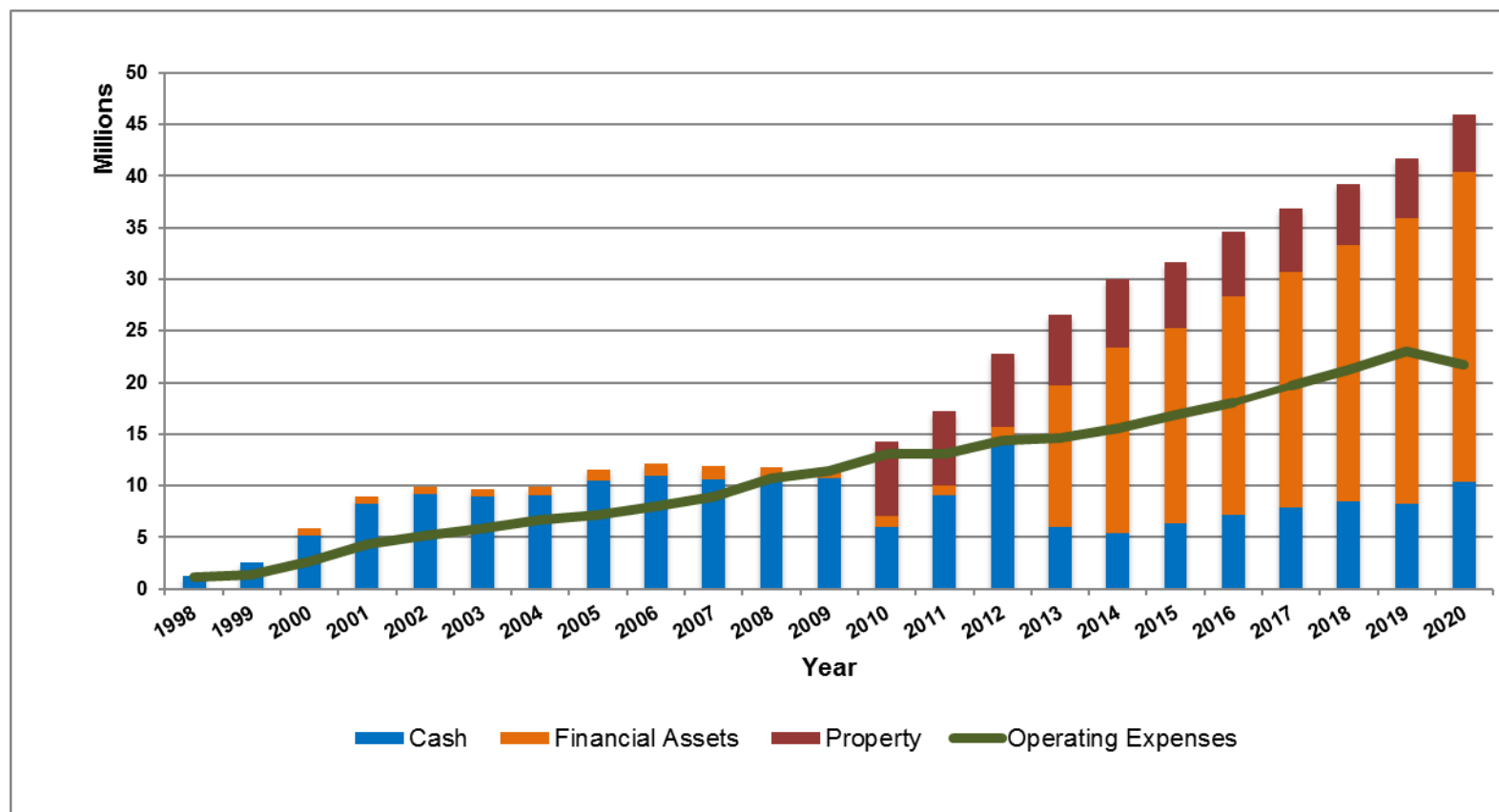
All amounts in AUD – Australian Dollars

Statement of Income - Surplus

REVENUE and EXPENSES (AUD)	YTD Actual Oct 2020	YTD Actual Oct 2019	Variance %	Budget 2020	Forecast 2020	Budget Variance %
Total Revenue	20,748,536	19,455,240	7%	24,869,233	24,945,710	0%
Total Expenses	17,005,531	18,843,366	-10%	24,293,024	21,772,332	-10%
Operating Surplus/ (Deficit)	**3,743,006**	**611,874**	*512%*	**576,209**	**3,173,379**	*451%*
Fair value gain/ (loss) on financial assets	-393,891	2,177,034	-118%		-393,891	
SURPLUS/ (DEFICIT)	**3,349,115**	**2,788,908**	*20%*	**576,209**	**2,779,488**	*382%*

- *2020 Operating surplus forecast at $3.2m*

Statement of Income – Revenue

REVENUE (AUD)	YTD Actual Oct 2020	YTD Actual Oct 2019	Variance %	Budget 2020	Forecast 2020	Budget Variance %
Membership fees	18,784,915	17,496,383	7%	22,625,005	22,756,739	1%
Non-members fees	217,205	214,249	1%	265,300	261,425	-1%
Reactivation fees	15,200	14,700	3%	25,000	17,370	-31%
Sign-Up fees	294,000	282,000	4%	331,750	348,620	5%
Transfer fees	175,567	141,896	24%	269,400	200,467	-26%
Sundry income	401,335	371,141	8%	387,778	436,291	13%
Operating Revenue	**19,888,222**	**18,520,368**	**7%**	**23,904,233**	**24,020,911**	**0%**
Investment income	860,314	934,872	-8%	965,000	924,799	-4%
TOTAL REVENUE	**20,748,536**	**19,455,240**	**7%**	**24,869,233**	**24,945,710**	**0%**

- *2020 Operating revenue forecast at $24m*

All amounts in AUD – Australian Dollars

Statement of Income – Revenue

Operating Revenue tracking in line with budget:-

- YTD Investment income $56k above budget, forecast to be 4% below budget by end of 2020

- YTD Membership fees tracking in line with budget assumptions
  - New Member growth continues above budget estimates
    - 707 Actual vs 650 New member Budget to 31 October
    - 210 Actual vs 200 Closed member Budget to 31 October
  - Impacting on Sign-Up fees above budget
  - 9 Reactivations
  - Around 27.5% of new Members from LDC's compared to Budget 31%

- Transfer fees tracking below YTD budget, forecast to be 26% below budget by end of 2020

- Sundry income tracking above YTD budget, forecast to 13% above budget, affected by:
  - Support for Research activities
  - Tax Office COVID-19 Boost

YTD Fair value loss on financial assets -$394K

Investment Fund Update

Market Value as at 31 October 2020

	Market Value
APNIC Portfolio	A$29,998,467

Performance as of 31 October 2020

APNIC Portfolio				
	Portfolio	Benchmark	Relative	CPI + 2.5%
Month	0.39%	0.44%	-0.05%	0.27%
3 Months	1.05%	1.31%	-0.26%	0.58%
Year To Date	0.94%	1.65%	-0.71%	2.60%
1 Year	1.06%	1.74%	-0.68%	3.33%
3 Years pa	5.04%	5.28%	-0.24%	4.02%
Since Inception pa	5.18%	5.42%	-0.24%	4.27%

* Performance is after fees but before franking

Membership Tracking

Membership	Total Dec 2019	YTD New Oct 2020	Reactivation Adjustment	YTD Closed Oct 2020	YTD Size Change Oct 2020	Total Oct 2020	% Total
Extra Large	24	1	0	0	1	26	0%
Very Large	46	0	0	0	2	48	1%
Large	143	0	0	-3	2	142	2%
Medium	493	5	1	-6	25	518	6%
Small	3,601	124	2	-92	49	3,684	44%
Very Small	3,334	561	5	-89	-87	3,724	45%
Associate	135	16	1	-20	8	140	2%
TOTAL	**7,776**	**707**	**9**	**-210**	**0**	**8,282**	**100%**

New Extra Large Members YTD 2020:

- APIDTT Pty Ltd
- CERNET New Technology Co., Ltd

Membership Growth
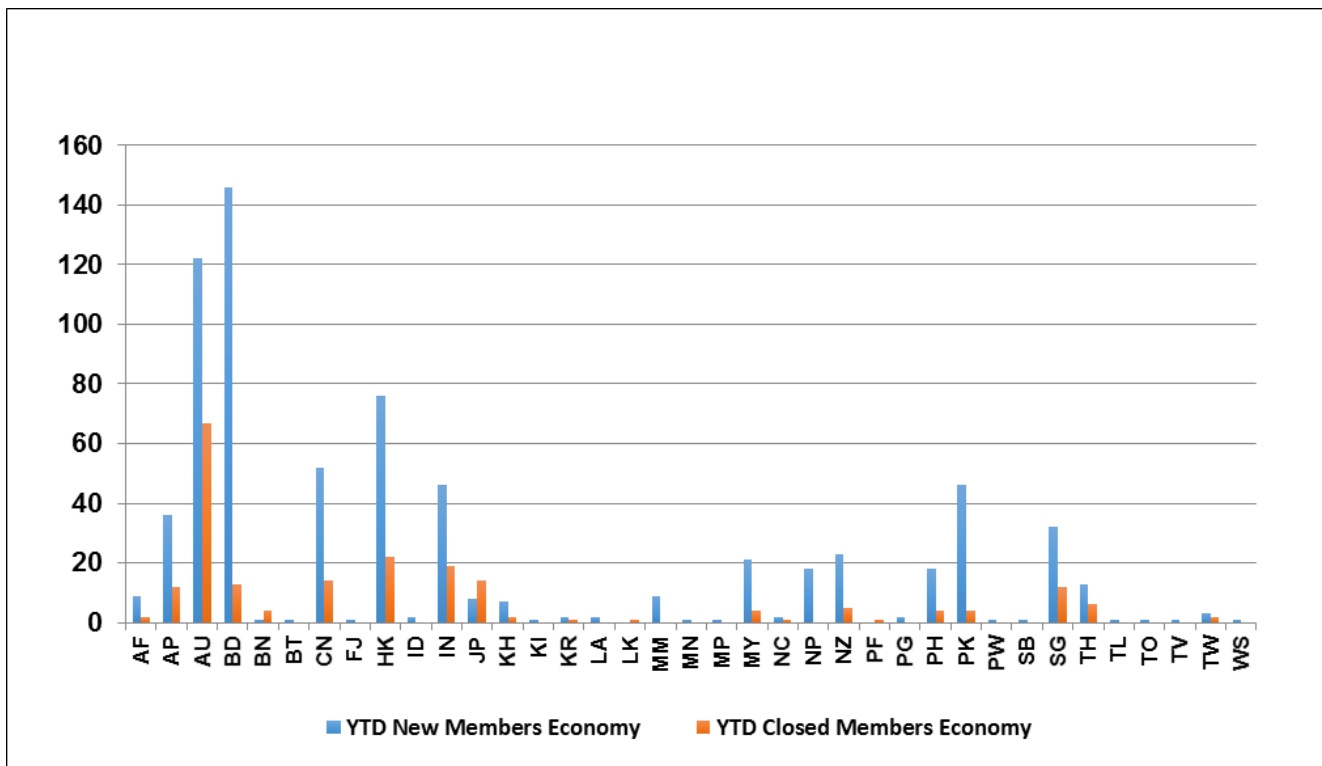
- *Most new members joined from Bangladesh*

- *Highest closure members from Australia*

Membership Tracking – Closures by Economy

Economy	Breach of Agreement	Fraud	Market transfer	Membership transfer to NIR	Merger & Acquisition	Non Payment [Uncontactable]	Non Payment [Contactable]	Voluntary member closure	Grand Total	IPV4 Resources Reclaimed (/24's)	IPV6 Resources Reclaimed (/32's)	ASN Reclaimed
AF						1	1		2	7	2	2
AP					2	4		6	12	4	5	8
AU			5		20	9	10	23	67	83	14	30
BD			1		1	4		7	13	46	10	10
BN					3			1	4			1
CN			3		1	6	1	3	14	23	8	2
HK	6		5			7		4	22	42	2	11
IN			1		3	6	4	5	19	25	2	12
JP			1		3	8		2	14	48	1	2
KH						1		1	2	6	2	2
KR						1			1			
LK					1				1			
MY						2	1	1	4	10	3	4
NC								1	1	1	0	1
NZ			1		2	1		1	5	1	0	1
PF						1			1			
PH						3		1	4	7	0	5
PK		1			1	1		1	4	10	1	2
SG			1		2	2	3	4	12	23	2	10
TH						4		2	6	16	5	5
TW				1		1			2			1
Grand Total	**6**	**1**	**18**	**1**	**39**	**62**	**20**	**63**	**210**	**352**	**57**	**109**

APNIC

Membership Tracking – Closures by Year Joined

Year Joined	Breach of Agreement	Fraud	Market transfer	Membership transfer to NIR	Merger & Acquisition	Non Payment [Uncontactable]	Non Payment [Contactable]	Voluntary member closure	Grand Total
1999					2	1			**3**
2002			1						**1**
2003					4				**4**
2004					2	1	1		**4**
2005						1	1	1	**3**
2006					4	1	1		**6**
2007			1		3			3	**7**
2008					1	3	1	1	**6**
2009			1		2	1	1	1	**6**
2010			1		3	5		4	**13**
2011			1					3	**4**
2012			1		2	2		5	**10**
2013	1		2		3	8	1	5	**20**
2014			2		5	5	3	8	**23**
2015	1		7		3	5	1	5	**22**
2016	1				3	13	1	6	**24**
2017				1	1	7	3	7	**19**
2018		1			1	5	5	9	**21**
2019	1					4	1	5	**11**
2020	2		1						**3**
Grand Total	**6**	**1**	**18**	**1**	**39**	**62**	**20**	**63**	**210**

Statement of Income - Expenses

EXPENSES (AUD)	YTD Actual Oct 2020	YTD Actual Oct 2019	Variance %	Budget 2020	Forecast 2020	Budget Variance %
Bank service fees	201,300	171,564	17%	207,200	246,423	19%
Communication expenses	569,113	461,056	23%	753,550	697,846	-7%
Computer expenses	1,016,818	891,557	14%	1,154,458	1,244,212	8%
Contribution to APNIC Foundation	547,577	603,573	-9%	750,463	687,092	-8%
Depreciation expense	596,033	717,398	-17%	862,000	701,971	-19%
Doubtful debt expenses	-6,136	17,193	-136%	25,000	8,034	-68%
ICANN contract fee	183,352	219,488	-16%	238,000	223,436	-6%
Insurance expense	193,570	174,306	11%	231,833	229,242	-1%
Meeting and training expenses	104,106	395,880	-74%	561,100	164,952	-71%
Membership fees expenses	54,224	55,701	-3%	54,029	64,199	19%
Office operating expenses	235,735	286,204	-18%	391,300	296,408	-24%
Postage & delivery	23,212	34,533	-33%	39,700	24,492	-38%
Printing & photocopy	28,655	30,236	-5%	40,500	34,485	-15%
Professional fees	1,313,258	1,498,606	-12%	2,051,021	2,072,609	1%
Recruitment expense	144,008	86,868	66%	145,000	168,178	16%
Salaries and personnel expenses	10,976,768	10,266,434	7%	13,561,230	13,849,028	2%
Sponsorship and Publicity expenses	317,216	445,782	-29%	679,640	479,630	-29%
Staff training/ Conference expenses	181,575	310,506	-42%	175,000	241,575	38%
Translation expenses	3,007	6,062	-50%	20,000	8,007	-60%
Travel expenses	322,140	2,170,421	-85%	2,352,000	330,510	-86%
TOTAL EXPENSES	**17,005,531**	**18,843,366**	**-10%**	**24,293,024**	**21,772,332**	**-10%**

All amounts in AUD – Australian Dollars

Statement of Income - Expenses

Expenses tracking below year to date budget and is forecast to be 10% below budget at the end of 2020

- **Salaries & Personnel expenses –** is expected to be above budget
  - Higher staff leave provision
  - Contractors being converted to staff

- **Professional fees** are tracking below YTD budget but are forecast to be above budget by 1% at the end of the year
  - Academy Trainer and Platform Enhancement converted to staff
  - Non-Staff Trainers and Travel activity restricted with COVID restrictions
  - Guest Speakers and other Academy budget tracking well below budget
  - Strategic Engagement Consultant budgeted as staff
  - UX and Fill stack development contractors not budgeted
  - Survey translation

- **Sponsorship Fees** are tracking below budget
  - NRO Expenses will be below budget at the end of 2020, due to a large credit from 2019 and lower expenses caused by travel restrictions
  - NOG Sponsorship and meeting related costs well below budget

- **Meeting and Training Expenses** are below budget as APNIC 50 and training activities, coordination group meetings, EC, ELT and various meetings are moved to the virtual environment. This trend will continue through until the end of 2020

- **Depreciation** is tracking below budget, a result of the timing of capital expenditure and the reduction in planned CAPEX spend

- **Office Operating expenses** tracking below the original budget caused by the office closure resulting from COVID-19 restrictions, costs savings will continue for the remainder of the year

- **Travel expenses** are below budget by around $2m at end of 2020, due to travel restrictions since March. It is expected that travel will not return to normal levels until the second half of 2021

- **Contributions to the APNIC Foundation** are tracking below budget driven by savings in travel expenses

Capital Expenditure

CAPITAL (AUD)	YTD Actual Oct 2020	YTD Actual Oct 2019	Variance %	Budget 2020	Forecast 2020	Budget Variance %
Equipment & Software	293,373	366,175	-20%	683,600	591,374	-13%
Office Furniture & Fittings	14,408	105,787	-86%	55,000	34,408	-37%
Total - Capital Expenditure	**307,782**	**471,963**	**-35%**	**738,600**	**625,782**	**-15%**

- Capital expenditure forecast below budget due to delay on root server deployments

APNIC

Cash Flow YTD October 2020

Amount (AUD)	YTD Oct 2020
Operating Activities	
Net Income	**3,349,115**
Adjustments to Profit/(Loss)	
Accounts Receivable	-81,311
Other Current Asset	-245,075
Accounts Payable	-122,811
Sales Tax Payable	14,241
Other Current Liability	1,211,321
Total Adjustments to Profit/(Loss)	**776,365**
Total Operating Activities	**4,125,480**
Investing Activities	
Fixed Asset	289,459
Other Asset	-2,279,531
Total Investing Activities	**-1,990,072**
Financing Activities	
Long Term Liability	33,930
Equity	0
Total Financing Activities	**33,930**
Net Change in Cash for Period	**2,169,339**
Cash at Beginning of Period	8,219,434
Cash at End of Period	**10,388,773**

YTD Expenses by Pillars
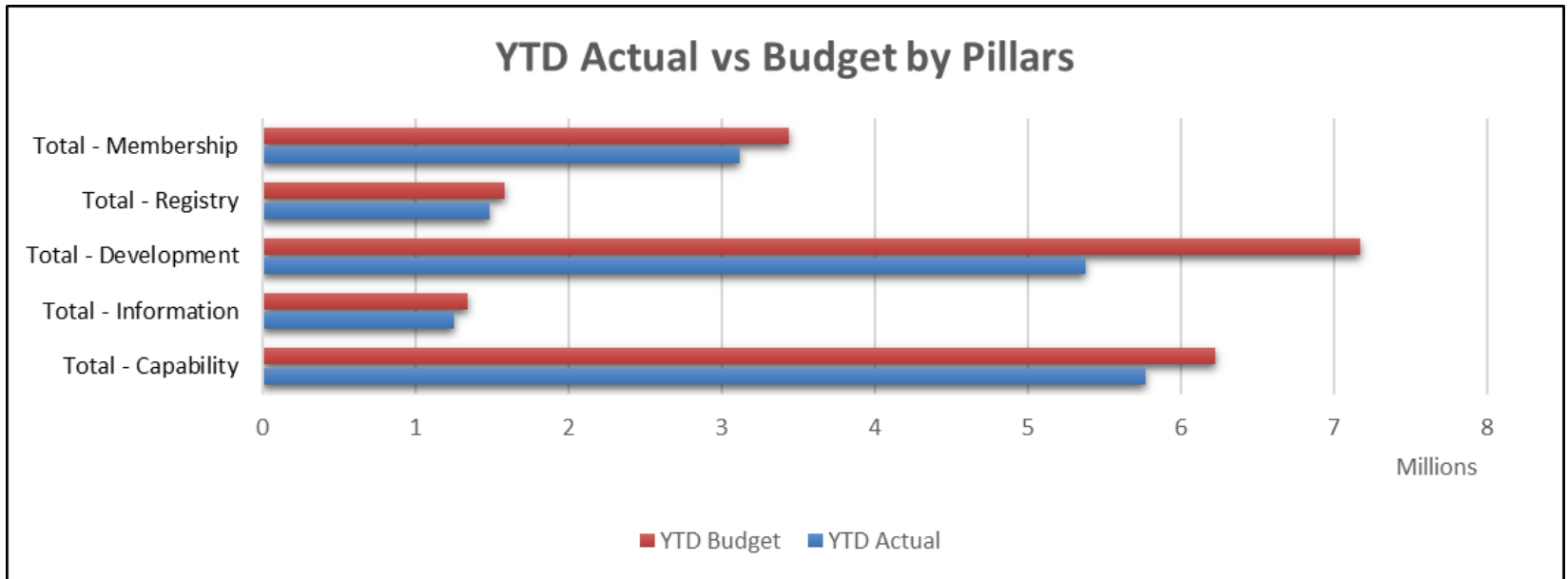
Expenses by Pillars and Workstreams – YTD October

EXPENSES (AUD)	YTD Actual Oct 2020	YTD Budget Oct 2020	Variance $	Variance %
Member services	1,817,812	2,005,530	-187,718	-9%
Membership products	933,213	906,253	26,960	3%
Membership reporting	370,550	523,923	-153,373	-29%
Total - Membership	**3,121,575**	**3,435,706**	**-314,131**	**-9%**
Registration services	525,159	518,446	6,713	1%
Registry products	725,144	663,649	61,495	9%
Policy development	233,590	400,229	-166,639	-42%
Total - Registry	**1,483,893**	**1,582,324**	**-98,431**	**-6%**
APNIC conferences	847,060	1,232,554	-385,494	-31%
Foundation support	752,066	737,880	14,186	2%
Community engagement	1,432,044	2,035,039	-602,995	-30%
Community participation	144,759	163,867	-19,108	-12%
APNIC academy	1,362,707	1,899,417	-536,710	-28%
Internet infrastructure support	839,692	1,098,373	-258,681	-24%
Total - Development	**5,378,326**	**7,167,130**	**-1,788,804**	**-25%**
Information products	679,848	638,058	41,790	7%
Research and analysis	572,966	700,136	-127,170	-18%
Total - Information	**1,252,813**	**1,338,194**	**-85,381**	**-6%**
Internal technical infrastructure	2,585,489	2,554,480	31,009	1%
Finance and business services	1,396,072	1,599,492	-203,420	-13%
Employee experience	1,194,044	1,368,165	-174,121	-13%
Governance	593,319	704,999	-111,680	-16%
Total - Capability	**5,768,924**	**6,227,136**	**-458,212**	**-7%**
Total - Expenses	**17,005,531**	**19,750,490**	**-2,744,959**	**-14%**

Capital Expenditure by Pillars and Workstreams – YTD October

CAPITAL EXPENSES (AUD)	YTD Actual Oct 2020	YTD Budget Oct 2020	Variance $	Variance %
APNIC conferences	4,174	830	3,344	403%
APNIC academy	14,771		14,771	
Internet infrastructure support	7,957	329,170	-321,213	-98%
Total - Development	**26,902**	**330,000**	**-303,098**	**-92%**
Research and analysis	48,643	66,670	-18,027	-27%
Total - Information	**48,643**	**66,670**	**-18,027**	**-27%**
Internal technical infrastructure	217,829	184,670	33,159	18%
Finance and business services	14,408	45,830	-31,422	-69%
Total - Capability	**232,237**	**230,500**	**1,737**	**1%**
Total - Capital Expenses	**307,782**	**627,170**	**-319,388**	**-51%**

Questions?

Monthly Financial Report

(in AUD)

October 2020

APNIC

Table of Contents

1 Executive Summary

This report provides the financial status at the end of October 2020 and includes comparisons to the budget, and last year's YTD and full year forecast results. The year to date operating surplus (before fair value loss on financial assets) is $3.7m.

The latest forecast shows the operating surplus is expected to be around $3.2m, i. e. $2.6m more than budget. The overall net surplus after accounting for the fair value loss on the investment portfolio forecast to be $2.8m.

Statement of Financial position (Table 1)

Equity has increased by 11%, driven by an increase in the cash position, a result of a strong surplus to date due to significant expense reductions resulting from COVID-19 restrictions.

Statement of Income (Table 2)

Revenue is forecast to be close to budget at the end of 2020 with membership growth in line with budget assumptions.

- **Membership fees:** New members up to the end of October was 707 compared to the budget of 650. This is also reflected in higher **Sign-Up fees**. There were 210 closures compared to the budget assumption of 200 over the period.

- **Investment income:** The APNIC portfolio resumed positive in October, up 0.39% for the month. Since inception in October 2013, the portfolio has returned 5.18% (after fees) against the benchmark (CPI +2.5%) of 4.27%.

- **Sundry income –** COVID-19 travel restrictions have impacted heavily on the revenue from training and conference events in 2020. There is however some funding received for Labs research activities and funding received from the not-for-profit business stimulus package provided by the Australian Government as part of the response to the impact of COVID-19.

Operating Expenses are forecast to be more than $2.5m lower than the budget. COVID-19 restrictions continue to have a significant effect on travel activity and expenses, meeting and training expenses and sponsorship. Some of these savings will be offset by increased expenditure in personnel, computer expenses, recruitment, staff training and professional fees to bring forward the work on planned initiatives in 2020.

The forecast for travel expenses assumes that travel will recommence until well into 2021, it is still unclear when normal travel activity will resume.

Fair Value Gain/ (Loss) As outlined in Investment income above, the APNIC portfolio continued to rebound in October as COVID-19 containment measures eased. The value of APNIC's investment portfolio has decreased since the beginning of 2020 by $394k, recovering from a decrease of $1.26m recorded up to the end of March.

Capital Expenditure (Table 3)

Capital Expenditure is currently tracking below budget. This trend will continue for the remainder of 2020. The major variances relate to root server deployments that have been delayed because of the COVID-19 restrictions.

2   Statement of Financial Position

Amount (AUD)	31/10/2020	Year End 2019	% Change
CURRENT ASSETS			
Cash/ Term deposits	10,388,773	8,219,434	*26%*
Receivables	1,697,823	1,445,486	*17%*
Others	917,599	843,550	*9%*
TOTAL CURRENT ASSETS	**13,004,195**	**10,508,471**	**24%**
NON-CURRENT ASSETS			
Other financial assets	29,982,372	27,702,841	*8%*
Property, plant and equipment	6,859,964	7,149,423	*-4%*
Deferred tax assets	333,762	333,762	*0%*
TOTAL NON-CURRENT ASSETS	**37,176,098**	**35,186,026**	**6%**
TOTAL ASSETS	**50,180,293**	**45,694,497**	**10%**
CURRENT LIABILITIES			
Payables	474,052	1,167,175	*-59%*
Provisions	2,249,804	1,801,421	*25%*
Unearned revenue	11,917,571	10,570,081	**13%**
TOTAL CURRENT LIABILITES	**14,641,427**	**13,538,676**	**8%**
NON - CURRENT LIABILITIES			
Deferred tax liabilities	1,054,491	1,054,491	*0%*
Total provisions	410,558	376,628	*9%*
TOTAL NON-CURRENT LIABILITIES	**1,465,049**	**1,431,119**	**2%**
TOTAL LIABILITIES	**16,106,477**	**14,969,795**	**8%**
NET ASSETS	**34,073,817**	**30,724,702**	**11%**
EQUITY			
Share capital	1	1	*0%*
Retained earnings	30,724,701	28,820,984	*7%*
Net Income	3,349,115	1,903,717	*76%*
TOTAL EQUITY	**34,073,817**	**30,724,702**	**11%**

Table 1. Statement of Financial Position

3 Statement of Income

Amount (AUD)	YTD Actual Oct 2020	YTD Actual Oct 2019	Variance %	Budget 2020	Forecast 2020	Budget Variance %
Membership fees	18,784,915	17,496,383	7%	22,625,005	22,756,739	1%
Non-members fees	217,205	214,249	1%	265,300	261,425	-1%
Reactivation fees	15,200	14,700	3%	25,000	17,370	-31%
Sign-Up fees	294,000	282,000	4%	331,750	348,620	5%
Transfer fees	175,567	141,896	24%	269,400	200,467	-26%
Sundry income	401,335	371,141	8%	387,778	436,291	13%
Operating Revenue	**19,888,222**	**18,520,368**	**7%**	**23,904,233**	**24,020,911**	**0%**
Investment income	860,314	934,872	-8%	965,000	924,799	-4%
TOTAL REVENUE	**20,748,536**	**19,455,240**	**7%**	**24,869,233**	**24,945,710**	**0%**
Bank service fees	201,300	171,564	17%	207,200	246,423	19%
Communication expenses	569,113	461,056	23%	753,550	697,846	-7%
Computer expenses	1,016,818	891,557	14%	1,154,458	1,244,212	8%
Contribution to APNIC Foundation	547,577	603,573	-9%	750,463	687,092	-8%
Depreciation expense	596,033	717,398	-17%	862,000	701,971	-19%
Doubtful debt expenses	-6,136	17,193	-136%	25,000	8,034	-68%
ICANN contract fee	183,352	219,488	-16%	238,000	223,436	-6%
Insurance expense	193,570	174,306	11%	231,833	229,242	-1%
Meeting and training expenses	104,106	395,880	-74%	561,100	164,952	-71%
Membership fees expenses	54,224	55,701	-3%	54,029	64,199	19%
Office operating expenses	235,735	286,204	-18%	391,300	296,408	-24%
Postage & delivery	23,212	34,533	-33%	39,700	24,492	-38%
Printing & photocopy	28,655	30,236	-5%	40,500	34,485	-15%
Professional fees	1,313,258	1,498,606	-12%	2,051,021	2,072,609	1%
Recruitment expense	144,008	86,868	66%	145,000	168,178	16%
Salaries and personnel expenses	10,976,768	10,266,434	7%	13,561,230	13,849,028	2%
Sponsorship and Publicity expenses	317,216	445,782	-29%	679,640	479,630	-29%
Staff training/ Conference expenses	181,575	310,506	-42%	175,000	241,575	38%
Translation expenses	3,007	6,062	-50%	20,000	8,007	-60%
Travel expenses	322,140	2,170,421	-85%	2,352,000	330,510	-86%
TOTAL EXPENSES	**17,005,531**	**18,843,366**	**-10%**	**24,293,024**	**21,772,332**	**-10%**
Operating Surplus/ (Deficit)	**3,743,006**	**611,874**	**512%**	**576,209**	**3,173,379**	**451%**
Fair value gain/ (loss) on financial assets	-393,891	2,177,034	-118%		-393,891	
SURPLUS/ (DEFICIT)	**3,349,115**	**2,788,908**	**20%**	**576,209**	**2,779,488**	**382%**

Table 2. Statement of Income

4 Capital Expenditure

CAPITAL (AUD)	YTD Actual Oct 2020	YTD Actual Oct 2019	Variance %	Budget 2020	Forecast 2020	Budget Variance %
Equipment & Software	293,373	366,175	-20%	683,600	591,374	-13%
Office Furniture & Fittings	14,408	105,787	-86%	55,000	34,408	-37%
Total - Capital Expenditure	**307,782**	**471,963**	**-35%**	**738,600**	**625,782**	**-15%**

Table 3. Capital Expenditure by Category

5 Activity Reporting

5.1 Operating Expenses by Pillar and Workstream

EXPENSES (AUD)	YTD Actual Oct 2020	YTD Budget Oct 2020	Variance $	Variance %
Member services	1,817,812	2,005,530	-187,718	-9%
Membership products	933,213	906,253	26,960	3%
Membership reporting	370,550	523,923	-153,373	-29%
Total - Membership	**3,121,575**	**3,435,706**	**-314,131**	**-9%**
Registration services	525,159	518,446	6,713	1%
Registry products	725,144	663,649	61,495	9%
Policy development	233,590	400,229	-166,639	-42%
Total - Registry	**1,483,893**	**1,582,324**	**-98,431**	**-6%**
APNIC conferences	847,060	1,232,554	-385,494	-31%
Foundation support	752,066	737,880	14,186	2%
Community engagement	1,432,044	2,035,039	-602,995	-30%
Community participation	144,759	163,867	-19,108	-12%
APNIC academy	1,362,707	1,899,417	-536,710	-28%
Internet infrastructure support	839,692	1,098,373	-258,681	-24%
Total - Development	**5,378,326**	**7,167,130**	**-1,788,804**	**-25%**
Information products	679,848	638,058	41,790	7%
Research and analysis	572,966	700,136	-127,170	-18%
Total - Information	**1,252,813**	**1,338,194**	**-85,381**	**-6%**
Internal technical infrastructure	2,585,489	2,554,480	31,009	1%
Finance and business services	1,396,072	1,599,492	-203,420	-13%
Employee experience	1,194,044	1,368,165	-174,121	-13%
Governance	593,319	704,999	-111,680	-16%
Total - Capability	**5,768,924**	**6,227,136**	**-458,212**	**-7%**
Total - Expenses	**17,005,531**	**19,750,490**	**-2,744,959**	**-14%**

Table 4. Expense by Activity Pillars and Workstreams
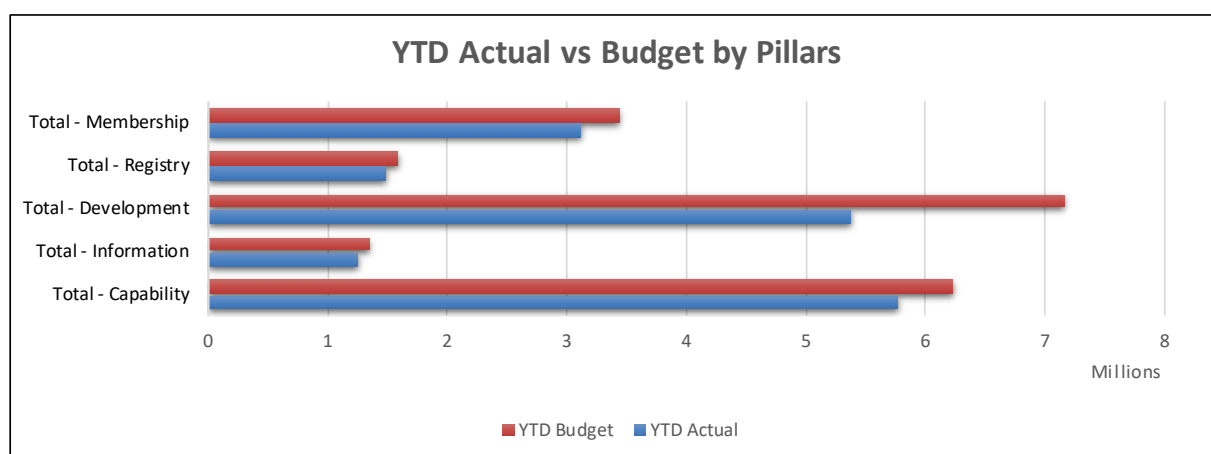
Figure 1. YTD Actual vs. Budget by Pillar

5.2   Capital Expenditure by Pillar and Workstream

CAPITAL EXPENSES (AUD)	YTD Actual Oct 2020	YTD Budget Oct 2020	Variance $	Variance %
APNIC conferences	4,174	830	3,344	403%
APNIC academy	14,771		14,771	
Internet infrastructure support	7,957	329,170	-321,213	-98%
Total - Development	**26,902**	**330,000**	**-303,098**	**-92%**
Research and analysis	48,643	66,670	-18,027	-27%
Total - Information	**48,643**	**66,670**	**-18,027**	**-27%**
Internal technical infrastructure	217,829	184,670	33,159	18%
Finance and business services	14,408	45,830	-31,422	-69%
Total - Capability	**232,237**	**230,500**	**1,737**	**1%**
Total - Capital Expenses	**307,782**	**627,170**	**-319,388**	**-51%**

Table 5. Capital Expenditure by Pillar and Workstream

6 APNIC Reserve

6.1 Cash Flow Statement

Amount (AUD)	YTD Oct 2020
Operating Activities	
Net Income	**3,349,115**
Adjustments to Profit/(Loss)	
Accounts Receivable	-81,311
Other Current Asset	-245,075
Accounts Payable	-122,811
Sales Tax Payable	14,241
Other Current Liability	1,211,321
Total Adjustments to Profit/(Loss)	**776,365**
Total Operating Activities	**4,125,480**
Investing Activities	
Fixed Asset	289,459
Other Asset	-2,279,531
Total Investing Activities	**-1,990,072**
Financing Activities	
Long Term Liability	33,930
Equity	0
Total Financing Activities	**33,930**
Net Change in Cash for Period	**2,169,339**
Cash at Beginning of Period	8,219,434
Cash at End of Period	**10,388,773**

Table 6. Cash Flow Statement

6.2 Capital Reserve

The Reserve is diversified between Cash Investments, Investment Portfolio, and Property (APNIC Office). At the end of October, APNIC maintained $10.4M in cash reserves, $30M has been invested in the investment portfolio and $5.6M invested in Property. Figure 2 below tracks the value and the allocation of these reserves over time and tracks the operating expenses for each year for comparison:
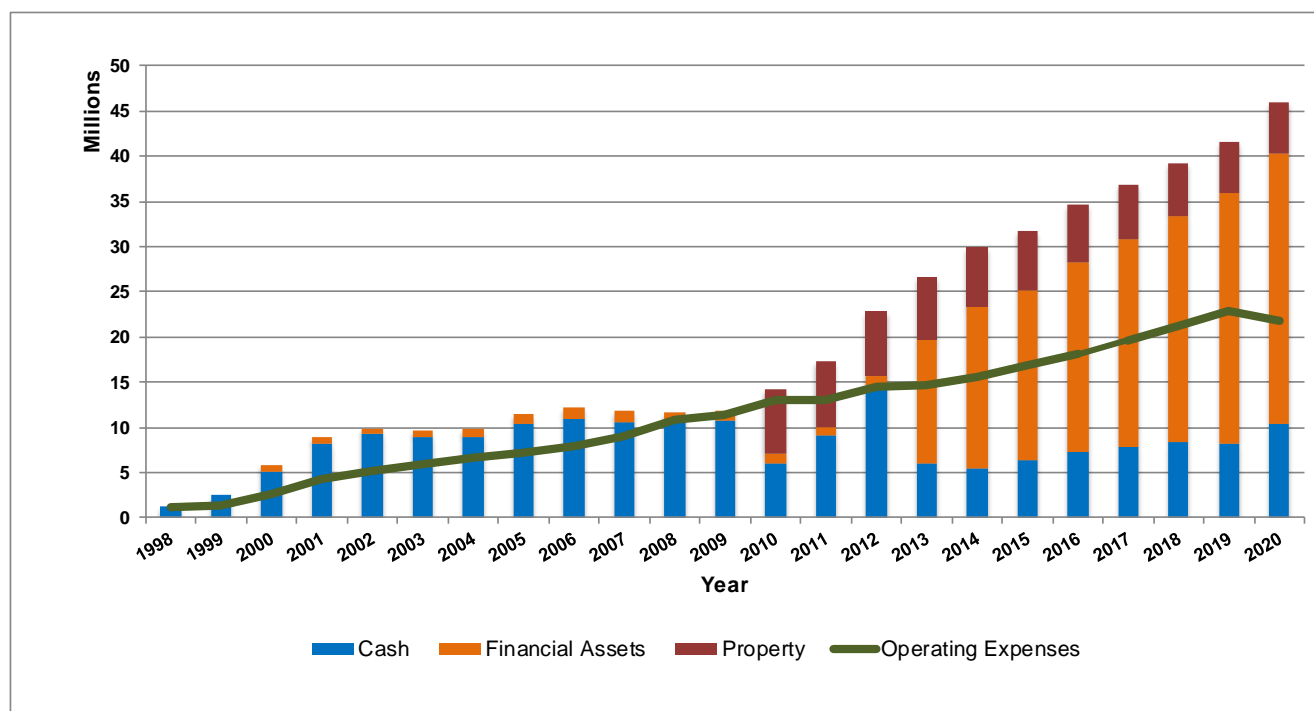
Figure 2. APNIC Reserves

6.3 APNIC's Equity and Reserves

By comparing the YTD Total Equity (including retained earnings and unrealised capital gains), and the Daily Operating Expenses based on the approved budget *, the number of month's coverage of operational expenses is set out below:

	YTD 2020	Actual 2019	Actual 2018
Total Equity (AUD)	$34,073,817	$30,724,702	$28,820,985
% Equity covered by Cash/ Cash Equivalents	118.5%	116.9%	115.6%
Daily Operating Expenses (AUD) *	$66,374	$62,944	$58,122
Number of Months of expenses covered by Equity	**16.83**	**16.05**	**16.30**

Table 7. Equity and Reserves

7 Membership

7.1 Membership by Category

Membership	Total Dec 2019	YTD New Oct 2020	Reactivation Adjustment	YTD Closed Oct 2020	YTD Size Change Oct 2020	Total Oct 2020	%Total
Extra Large	24	1	0	0	1	26	0%
Very Large	46	0	0	0	2	48	1%
Large	143	0	0	-3	2	142	2%
Medium	493	5	1	-6	25	518	6%
Small	3,601	124	2	-92	49	3,684	44%
Very Small	3,334	561	5	-89	-87	3,724	45%
Associate	135	16	1	-20	8	140	2%
TOTAL	**7,776**	**707**	**9**	**-210**	**0**	**8,282**	**100%**

Table 8. Membership by Category

7.2 Membership Growth
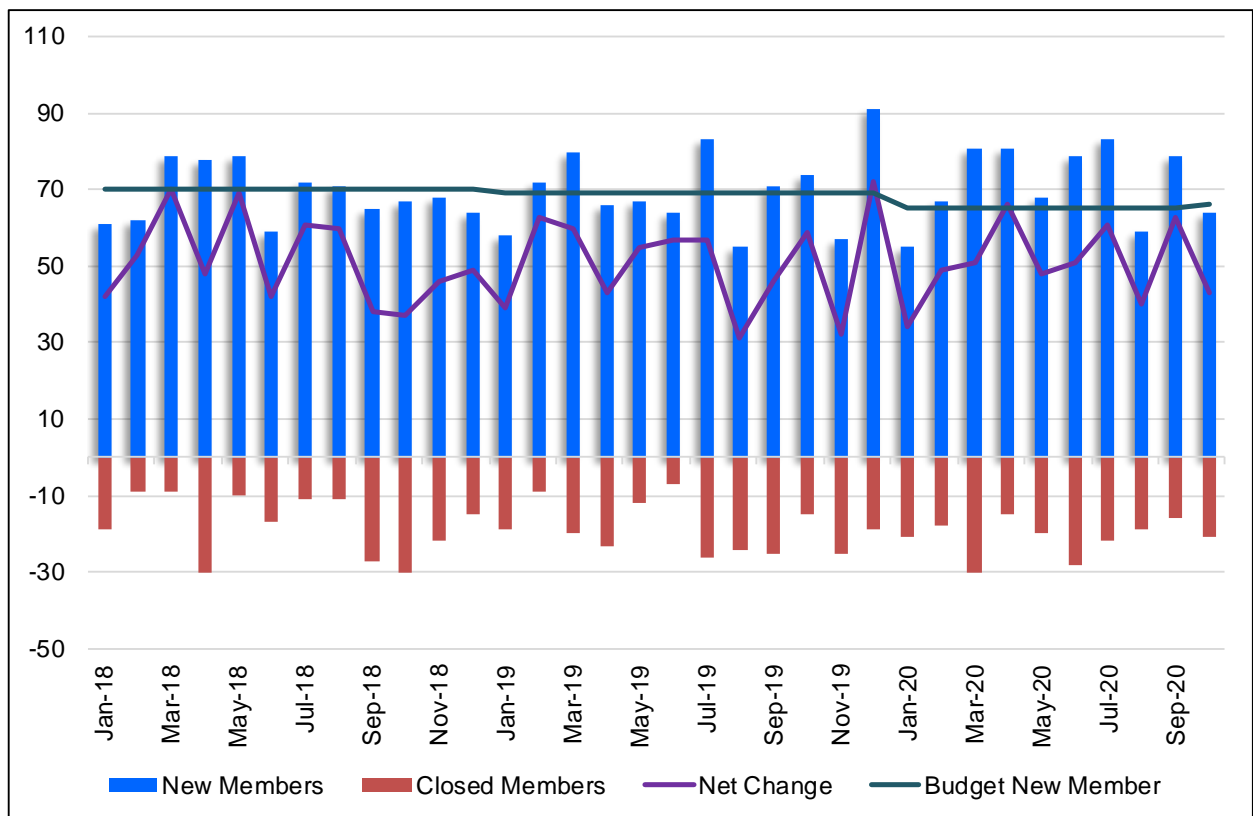
Figure 3. Membership Growth Analysis

7.3   Year-to-Date Membership Movement by Economy
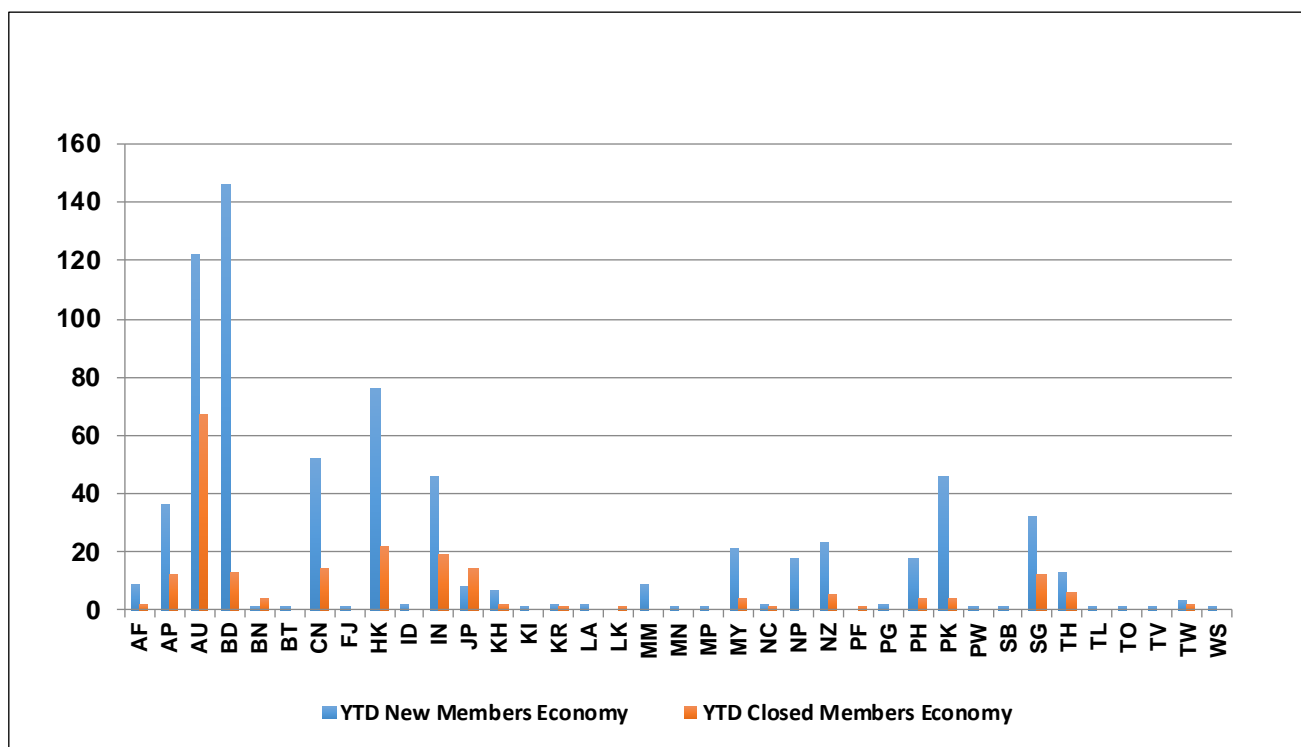
Figure 4. New and Closed Members Analysis

7.4   Membership Closures by Year Joined

Year Joined	Breach of Agreement	Fraud	Market transfer	Membership transfer to NIR	Merger & Acquisition	Non Payment [Uncontactable]	Non Payment [Contactable]	Voluntary member closure	Grand Total
1999					2	1			3
2002			1						1
2003					4				4
2004					2	1	1		4
2005						1	1	1	3
2006					4	1	1		6
2007			1		3			3	7
2008					1	3	1	1	6
2009			1		2	1	1	1	6
2010			1		3	5		4	13
2011			1					3	4
2012			1		2	2		5	10
2013	1		2		3	8	1	5	20
2014			2		5	5	3	8	23
2015	1		7		3	5	1	5	22
2016	1				3	13	1	6	24
2017				1	1	7	3	7	19
2018		1			1	5	5	9	21
2019	1					4	1	5	11
2020	2		1						3
Grand Total	**6**	**1**	**18**	**1**	**39**	**62**	**20**	**63**	**210**

Table 9. Membership Closure by Year Joined

7.5 Membership Closures by Economy

Economy	Breach of Agreement	Fraud	Market transfer	Membership transfer to NIR	Merger & Acquisition	Non Payment [Uncontactable]	Non Payment [Contactable]	Voluntary member closure	Grand Total	IPV4 Resources Reclaimed (/24's)	IPV6 Resources Reclaimed (/32's)	ASN Reclaimed
AF						1	1		**2**	7	2	2
AP					2	4		6	**12**	4	5	8
AU			5		20	9	10	23	**67**	83	14	30
BD			1		1	4		7	**13**	46	10	10
BN					3			1	**4**			1
CN			3		1	6	1	3	**14**	23	8	2
HK	6		5			7		4	**22**	42	2	11
IN			1		3	6	4	5	**19**	25	2	12
JP			1		3	8		2	**14**	48	1	2
KH						1		1	**2**	6	2	2
KR						1			**1**			
LK					1				**1**			
MY						2	1	1	**4**	10	3	4
NC								1	**1**	1	0	1
NZ			1		2	1		1	**5**	1	0	1
PF						1			**1**			
PH						3		1	**4**	7	0	5
PK		1			1	1		1	**4**	10	1	2
SG			1		2	2	3	4	**12**	23	2	10
TH						4		2	**6**	16	5	5
TW				1		1			**2**			1
Grand Total	**6**	**1**	**18**	**1**	**39**	**62**	**20**	**63**	**210**	**352**	**57**	**109**

Table 10. Membership Closure by Economy

Agenda Item 15
SIG elections proposal

SIG Elections Update

APNIC EC Meeting

8 December 2020

SIG Guidelines Update

- Two SIG Chairs meetings held – Oct and Nov

- Agreement to make SIG Guidelines a numbered document, covered by APNIC document editorial policy

- Main outcome from discussions was new recommendations for SIG Elections

- SIG Chairs shared with SIG mailing lists in November

- Community consultation 3 December to discuss proposal

SIG Elections – Main Recommendations

1

Move SIG elections to September APNIC conference and online

2

Use same online voting system as APNIC EC and NRO NC elections

3

Adopt same criteria as NRO NC online elections for consistency

SIG Elections proposal - Timing

- All SIG Elections held at September APNIC conferences (not APRICOT)
  - SIG, NRO NC and IANA RC elections all at September conferences
  - APNIC EC elections at APRICOT conferences

- This would mean some one-off extensions of terms (6 months) for those expiring positions at APNIC 51 and 53 but would be normalized and staggered after that

- Chairs' aim was to ensure community focus on EC elections did not distract from SIG elections

SIG Elections proposal - Eligibility

- Any individual residing within the APNIC service region may be nominated except for RIR staff members

- Adopt same voting eligibility criteria used at APNIC 50 NRO NC election
  - Registered for the current conference with the registration form submitted before the start of the current conference
  - Registered and attended at least one of the past eight APRICOT or APNIC standalone conferences within the last four years (not including the current conference)
  - Eligible registered attendees would vote online
  - They would be entitled to one vote using BigPulse

- Nominees need to meet same eligibility criteria as voters

SIG Elections proposal - Timings

- Nominations
  - Open: five weeks before APNIC conference.
  - Close: four weeks after the initial call.
  - Reminder: seven days before the close date.

- Voting eligibility deadline
  - Start of the conference date and time

- Online voting
  - Open: two hours after the eligibility deadline date and time
  - Close: last day of the conference at the end of the lunch break

- Results
  - Last day of the conference during AMM

For discussion - Community Suggestion

- Observers
  - Suggestion is two APNIC community volunteer observers are appointed for elections (in place of scrutineers – normally drawn from other RIRs)
  - Would need to be from economies not represented by nominees (meaning selection after nominees known)
  - Thoughts?

SIG Elections Update

APNIC EC Meeting

8 December 2020

Agenda Item 16
2021 activity plan

2021 Activity Plan Proposal

EC Meeting – 7-8 December 2020

Overview

- 2021 Themes

- Budget overview

- Strategic Pillars
  - Membership
  - Registry
  - Development
  - Information
  - Capability

- Summary

2021 Themes

- Online Engagement and Participation
  - Continue to improve online Engagement and Participation
  - New online platform, hybrid conference model

- Next Generation Registry
  - Registry Products, with Membership Product support
  - APIs for integration with internal and external systems
  - Harden registry services for production deployment

- Building Development Capability
  - First year of APIDT funded projects: Academy, M-Root, ISIF…
  - Staffing and project management, capability and capacity to execute

- Organisation Agility
  - Continue to mature PM discipline and approach at APNIC
  - Adopting Agile work practices across the organisation
  - Mainstream Agile/PM into APNIC engagement and reporting

Overall budget
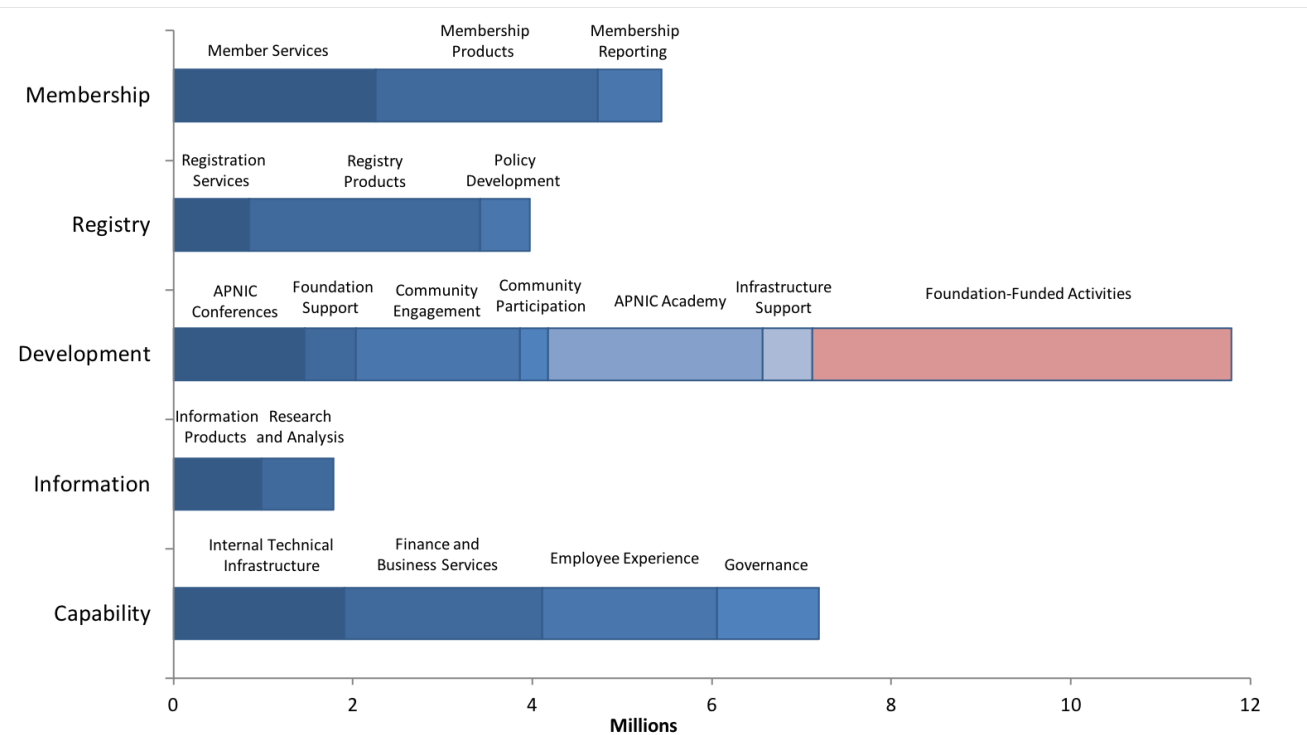
2021 Activity Budget

Pillar	FTE	%	Expenses (AUD $)	%	CAPEX (AUD $)	%
Membership	22.42	24%	5,441,868	21%	-	0%
Registry	14.21	15%	3,968,674	16%	-	0%
Development	26.08	28%	7,118,088	28%	118,150	4%
Information	6.54	7%	1,784,352	7%	80,000	3%
Capability	23.75	26%	7,190,675	28%	2,543,200	93%
Grand Total	**93.00**	**100%**	**25,503,657**	**100%**	**2,741,350**	**100%**

+ APNIC Foundation funded Activities

Investment	Expenses (AUD)
3E.2. Instructor-Led Training	931,000
3E.7. Platform and Curriculum Development	1,286,000
3E.8. Community Trainers Network	636,000
3E.9. Curriculum for Non-technical audiences	714,000
3F.3. M-Root Anycast Instance Deployment Support	1,100,000
Total	**4,667,000**

NOTES ON THE ACTIVITIES

APNIC's activities are reported in this document under the 18 workstreams and five pillars described in the previous section:

Membership	Registry	Development	Information	Capability

The activities are described as either 'Operations' or 'Investments'.

'Operations' includes all ongoing activities required for continued provision of APNIC services.

'Investments' are discrete project activities that result in new products, services, or improvements to APNIC services.

Objective: Success measures

Objective: Completion on time, within budget, and in the expected quality

APNIC

1. Membership

- 1A – Member Services
- 1B – Membership Products
- 1C – Membership Reporting

1A – Member Services

	FTE	Expenses	CAPEX
Operations	8.58	2,253,270	-
Investments	-	-	-
Workstream total	8.58	2,253,270	-

Operations

1A.1. Member Service Delivery
Ongoing service to Members in relation to APNIC products and services. In 2020, APNIC handled a quarterly average of more than 7,000 Member requests, 870 online chat sessions, and processed more than 16,000 Member invoices and receipts. An increased workload is expected in 2021.

1A.2. Member Experience
Capture and analysis of Member feedback on APNIC products and services, for quality control and continuous improvement.

1A.3. Membership Development
Ensure that those organisations that may need APNIC products and services can discover and access them.

Success Measures

- Maintain Helpdesk SLA of 48-hour business day response to enquiries.
- Maintain service satisfaction ratings of at least 93% "excellent and above average" feedback.
- Proactive Member service engagement which covers minimum 90% of economies with APNIC Members.
- At least two membership development activities in each of the sub-regions, focusing on economies with low membership relative to their Internet growth potential.

APNIC

1B – Membership Products

	FTE	Expenses	CAPEX
Operations	10.98	2,208,861	-
Investments	1.30	264,474	-
Workstream total	12.28	2,473,335	-

Operations

1B.1.   Membership Product Management
Operation, development and maintenance of APNIC Membership products, including MyAPNIC, community platforms, online forms and voting systems. A new online Member Help Centre will be deployed in 2021.

Success Measures

- Reduce the number of tickets sent to Helpdesk queue by 10%.
- Migrate 100% of APNIC Logins to a new identity management system.
- Establish comprehensive testing infrastructure for membership product applications.
- Deliver problem-free EC, NRO and SIG Elections via BigPulse.

Investments

1B.2.   Online Community Platform
Prototype an online platform through APNIC Academy for community members to share knowledge and experience, participate in discussions, and host APNIC SIGs in future.
- Objectives
  - Identify and implement a common platform to serve APNIC's community communications needs
  - Configure and populate the platform for the initial scope of the APNIC Academy
  - Monitor and learn from prototype to expand across other APNIC services.
- Benefits to Members
  - Network operators can better learn from each other's experience.
  - Allows network operators to find answers to common questions and issues.
  - Replace or augment aging mailing list facilities.
  - Promotes online engagement between the APNIC community.

APNIC

1C – Membership Reporting

	FTE	Expenses	CAPEX
Operations	1.56	715,263	-
Investments	-	-	-
Workstream total	1.56	715,263	-

Operations

1C.1. **Planning and Reporting**
Develop and publish APNIC's 2021 Activity Plan and Budget, Four Year Strategy document, 2020 Annual Report, and other reports to the community at events, as part of APNIC's commitment to transparency and accountability.

Success Measures

- On-time publishing of required reports at the APNIC AGM and at APNIC 52.
- Publishing of EC Minutes within two months of each EC meeting.
- Event Wraps published for 100% of reportable events within one month of event.

2. Registry

- 2A – Registration Services

- 2B – Registry Products

- 2C – Policy Development

2A – Registration Services

	FTE	Expenses	CAPEX
Operations	4.53	842,899	-
Investments	-	-	-
Workstream total	4.53	842,899	-

Operations

2A.1. IPv4, IPv6 and ASN delegation and registration services
Provide delegation and registration services for Internet numbers according to current policies. In 2020, APNIC processed 5,400 resource delegations and transfer requests. It is assumed that this activity will continue at a similar level in 2021. More efforts will be made to promote and support IPv4 transfers, to those Members who need them.

2A.2. Maintain correct and current registry data
Encourage Members to improve and maintain accuracy and currency of their registry data.

2A.3. Reclaiming unused IPv4 address space
Identify and contact holders of unused IPv4 address space to encourage the return or transfer of unused resources; promote and support IPv4 transfers, from Members holding unused resources.

Success Measures

- Maintain Registration Services SLA of 2-business-day response to enquiries.
- Comply with NRO RSCG/ECG-defined Identifier Technology Health Indicators (ITHI) reporting.
- Increase percentage of Members holding IPv6 address space.
- Increase rate of validation by Members of registration records .
- Unrouted historical resource prefixes identified under policy prop-017 are claimed, transferred, or returned to APNIC.

2B – Registry Products

	FTE	Expenses	CAPEX
Operations	9.04	2,580,512	-
Investments	-	-	-
Workstream total	9.04	2,580,512	-

Operations

2B.1. Internet Number Registry Management
Operate and manage the Internet number registry, identify areas for improvement and development, and implement changes according to needs and priorities.

2B.2. Registry Product Management
Operate, develop and maintain APNIC Registry products including Whois, RDAP, RPKI, RDNS and IRR including IETF and other standardization work.

Success Measures

- Operate an upgraded RPKI service on Centos 8 with system monitoring and reporting.
- Implement a Bulk Update method in MyAPNIC Routing Management.
- Implement support for "BYO IP" services with cloud providers.
- Create a public specification of a general Member registry API.
- Implement the NIR API and operate in conjunction with the NIRs.
- Implement the NIR KPI monitor for RPKI.
- Create an initial design and documentation to inform follow-up activities for the "Next-generation Registry".

2C – Policy Development

	FTE	Expenses	CAPEX
Operations	0.64	545,263	-
Investments	-	-	-
Workstream total	0.64	545,263	-

Operations

2C.1. Policy Development
Facilitate the open Policy Development Process to ensure that APNIC resource policies are developed according to agreed rules and community expectations. This includes support for:
- Policy SIG meetings (twice per year) and mailing lists
- Exchange of policy-related information with other RIRs
- ASO Address Council Members and processes in the APNIC region.

2C.2. Policy Implementation
Implement approved resource policies in a timely and effective manner.

2C.3. Policy Analysis
Analyse the impact of policy proposals and inform the community accordingly; identify areas of policy or registry operations where policies may be required, or existing policies clarified by the community; and articulate in policy discussions as appropriate.

Success Measures
- Hold two Policy SIG meetings.
- Deliver of two policy analysis presentations at SIG meetings.
- High satisfaction rating from Policy Chairs in annual review of policy support.
- Meet agreed implementation timelines 100% of the time.
- Publish a policy proposals analysis before each Policy SIG meeting.

3. Development

- 3A – APNIC Conferences
- 3B – Foundation Support
- 3C – Community Engagement
- 3D – Community Participation
- 3E – APNIC Academy
- 3F – Internet Infrastructure Support

3A – APNIC Conferences

	FTE	Expenses	CAPEX
Operations	4.74	1,352,760	43,150
Investments	0.30	113,403	-
Workstream total	5.04	1,466,163	43,150

Operations

3A.1. APNIC Conferences
Deliver well-organized, high-quality events for the APNIC community with consistently interesting and relevant program content. Due to ongoing travel restrictions, APRICOT 2021 will be a virtual event and APNIC 52 may also be held wholly online.
- APRICOT 2021 will be online-only (22 February – 4 March 2021).
- APNIC 52 is scheduled for Sapporo, Japan (8 – 16 September 2021).

Success Measures
- Deliver two APNIC conferences.
- Achieve total attendance of 1,000 delegates.
- Achieve 6,000 remote conference session views.
- Achieve a minimum average conference participant satisfaction survey rating of 90%.

Investments

3A.2. Fellowships
Support participation in APNIC conferences and workshops, including "returning" and "youth" fellowships, with a continued focus on diversity.
- o Objectives
  - Provide support for selected community members from the region's developing economies to attend and participate in APNIC 52
  - Develop an 'online fellowships' program of activity if APNIC 52 becomes online-only due to COVID travel restrictions
- o Benefits to Members
  - Diversity of participation in APNIC conferences
  - Opportunities for more Members to attend APNIC conferences

APNIC

3B – Foundation Support

	FTE	Expenses	CAPEX
Operations	-	-	-
Investments	1.58	571,518	-
Workstream total	1.58	571,518	-

Investments

3B.1. Operational and Administrative Support
Provision for support for Foundation operations and administration, according to APNIC standards and underwritten by APNIC in accordance with the AoC of 2018:
- Three full time staff seconded to the Foundation
- Up to a total of 1.58 FTE in operational support
- Office space, equipment and online systems support as required

o Objectives
  ▪ Provide support required for smooth and reliable Foundation operations while it progresses towards self-funding.
o Benefits to Members
  ▪ A well-run Foundation delivering successful and valuable Internet development activities in the APNIC region.

3C – Community Engagement

	FTE	Expenses	CAPEX
Operations	6.38	1,826,724	-
Investments	-	-	-
Workstream total	6.38	1,826,724	-

Operations

3C.1. Technical Community Support
Sponsor and participate in NOGs, IXPs, Peering Forums; and Research & Education activities.

3C.2. Security Community Support
Work with security organizations such as APCERT, FIRST, and local CERTs/CSIRTs; support the development of CERT/CSIRTs, and best cybersecurity practices.

3C.3. Internet Organisation Cooperation
Play a responsible role in the global Internet ecosystem through active collaboration with other Internet organizations.

3C.4. Internet Governance Participation
Strengthen global Internet Governance by continued support for the IGF and related events at a regional and national level.

3C.5. Government Engagement
Participate in inter-governmental forums such as ITU, APT and APECTEL, and engage with relevant government and public safety agencies in the region, advocating for APNIC's vision and mission, technical capacity building and adoption of best practices.

3C.6. External Relations Coordination
Coordination of external relations and sub-regional engagements across all stakeholder segments above.

Success Measures

- Sponsor or participate in 30 technical community events including NOGs, Peering Forums and Research & Education community events.
- Facilitate and support 20+ NOGs to conduct their own online events if physical events are not possible.
- Facilitate and support two new/revived NOGs in two sub-regions.
- Sponsor or participate in 10 security community events.
- Support targeted development of four new/existing CERTs/CSIRTs.
- Deliver six presentations/training sessions on the Security Threat Sharing Platform.
- Participate in each of the RIR meetings.
- Participate in all NRO EC coordination activities and I* leadership coordination meetings.
- Provide APrIGF sponsorship and participate in APrIGF and IGF with workshop proposals, MSG/MAG participation, and speaking roles.
- Participate in all NIR Open Policy Meetings.
- Participate in at least three national Internet governance initiatives.
- Provide sponsorship / speaker support to at least two schools of Internet governance.
- Participate in at least 12 engagements with governments / intergovernmental organizations.
- Participate in at least three capacity building partnerships with governments / intergovernmental organizations.
- Participate in at least six engagements with the Public Safety Community.

3D – Community Participation

	FTE	Expenses	CAPEX
Operations	1.52	310,076	-
Investments	-	-	-
Workstream total	1.52	310,076	-

Operations

3D.1. Community-led Processes
Increase awareness of, and continuing participation in, community-led APNIC processes including the PDP, Special Interest Groups (Policy, Cooperation, NIR, Routing Security), and BOFs. Both online and face-to-face participation is encouraged.

3D.2. Online Participation
Use online tools to increase awareness and facilitate participation in APNIC services and initiatives available to benefit APNIC Members and the wider community.

3D.3. Encouraging Newcomers and Diversity
Encourage new and continuing participants from diverse backgrounds in the APNIC community – both online and face-to-face – particularly the next generation of network engineers.

Success Measures

- Achieve 800 online SIG participants.
- Reach 1,300 subscribers to SIG mailing lists.
- Reach 3.4 million Blog views (all-time).
- Achieve 6,000 remote conference session views.
- Achieve attendance of 1,000 conference delegates.
- Reach 13,250 Twitter followers.
- Achieve Facebook reach of 3 million.
- Attract 400 newcomers to APNIC conferences.
- Attract 125 new Blog email subscribers.

APNIC

3E – APNIC Academy

	FTE	Expenses	CAPEX
Operations	10.04	2,269,250	15,000
Investments	0.76	122,972	-
Workstream total	10.80	2,392,222	15,000

Operations

3E.1. Product Management
Operate and maintain APNIC Academy products and services including Academy online portal and curriculum for instructor-led and self-paced training.

3E.2. Instructor-Led Training [Foundation funded (partial)]
Deliver instructor-led training around the APNIC region (face-to-face, online or hybrid) to increase knowledge and skills in the community. While pandemic travel restrictions persist, this training will be provided remotely.

3E.3. Self-Paced Training
Provide on-demand, self-paced online courses and virtual labs to increase knowledge and skills in the community via the APNIC Academy platform.

3E.4. Technical Assistance
Respond where possible to requests from Members for technical assistance, both online via the APNIC Academy platform and face to face, on a cost-recovery basis.

3E.5. RPKI Awareness and Deployment Support
Increase adoption of RPKI and routing security through training, technical assistance, presentations at relevant events, online information, and encouraging deployment of RPKI ROV in IXPs.

3E.6. IPv6 Awareness and Deployment Support
Encourage deployment of IPv6 through training and technical assistance, and sharing of IPv6 best practices, information resources and case studies.

Success Measures

- Migrate legacy training site information to APNIC Academy.
- Begin conducting Technical Assistance (TA) via the APNIC Academy online platform.
- Develop two new/updated courses for instructor-led tutorials/workshops.
- Publish four new/revised self-paced online courses.
- Conduct at least two RPKI/ROV focused instructor-led tutorials/workshops per sub-region.
- Conduct at least two IPv6 deployment focused instructor-led tutorials/workshops per sub-region.
- Conduct 18 live webinars.
- Publish five new self-paced Virtual Labs.
- Achieve 90% ROA coverage for at least one additional economy per sub-region.
- Conduct 70+ instructor-led tutorials/workshops across four sub-regions.
- Publish three IPv6 deployment case studies.

3E – APNIC Academy (continued)

Investments

3E.7. Platform and Curriculum Development [Foundation funded]

Develop integrated APNIC Academy online platform to support training and technical assistance and develop a comprehensive curriculum for self-paced and instructor-led training.

- o Objectives
  - ▪ Integrate various training systems (including registration, calendar and training wiki) into APNIC Academy
  - ▪ Establish online technical assistance functionality to connect Members with community experts
  - ▪ Extend multilingual support to more courses
  - ▪ Build a comprehensive Internet infrastructure-focused training curriculum ready for future certification
- o Benefits to Members
  - ▪ Improved access to training and technical assistance.
  - ▪ Improved technical capacity in the APNIC region.

3E.8. Community Trainers Network [Foundation funded]

Recruit, retain and develop more Community Trainers to expand the scope and effectiveness of APNIC Academy training.

- o Objectives
  - ▪ Provide relevant, best practice technical training at a local level (and in local language where needed).
  - ▪ Develop and maintain a sustainable, scalable model to support the Community Trainer network.
- o Benefits to Members
  - ▪ Local support for APNIC training and technical assistance
  - ▪ Increased instructor-led APNIC training in targeted economies.
  - ▪ Options for training in local language and improved translation support for training content.

3E.9. Curriculum for Non-technical audiences [Foundation funded]

Build introductory courseware about fundamental Internet concepts, IP address management, and Internet governance for non-technical audiences.

- o Objectives
  - ▪ Develop a digital educational game to increase understanding of Internet fundamentals among newcomers, government representatives and other non-technical audiences.
- o Benefits to Members
  - ▪ More informed government decision-making on issues that impact Internet operations.
  - ▪ Better prepared fellows for APNIC conference participation.
  - ▪ More meaningful engagements with non-technical audiences.

APNIC

3F – Internet Infrastructure Support

	FTE	Expenses	CAPEX
Operations	0.63	530,967	60,000
Investments	0.13	20,417	-
Workstream total	0.76	551,384	60,000

Operations

3F.1. **Internet Infrastructure Deployment**
Support the deployment and management of IXPs (with technical assistance), DNS anycast rootservers and ROV support, and deployment of anchors and probes for the RIPE Atlas program.

3F.2. **Community Honeynet and Security Threat Sharing Platform**
Maintain and grow the APNIC Community Honeynet and Security Threat Sharing Platform to help network operators understand online adversaries.

Success Measures

- Support deployment of at least two new or upgraded IXPs.
- Support at least four IXPs to deploy RPKI/ROV on their route servers.
- Deploy or upgrade at least four RIPE Atlas anchors at various networks.
- Establish five new Community Honeynet partners.
- Deploy at least 12 new root server instances in 2021.

Investments

3F.3. **M-Root Anycast Instance Deployment Support [Foundation funded]**
Collaborate with the WIDE Project and JPRS to accelerate anycast deployment of M-Root around the region.
- Objectives
  - Help streamline M-Root deployment and operations by improving process and automation
  - Deploy 12 new M-Root instances in 2021
- Benefits to Members
  - Faster and more reliable DNS service
  - Faster and easier deployment of Root DNS anycast instances at desirable or underserved locations

4. Information

- 4A – Information Products

- 4B – Research and Analysis

4A – Information Products

	FTE	Expenses	CAPEX
Operations	5.52	985,151	-
Investments	-	-	-
Workstream total	5.52	985,151	-

Operations

4A.1. APNIC Blog
Maintain the APNIC Blog's position as the Internet operations community's leading daily news and opinion portal in the Asia Pacific and beyond.

4A.2. Information Product Management
Operate, develop and maintain APNIC information products including the Internet Directory, NetOX and DASH to improve value, ease of use, availability and performance for the APNIC community.

Success Measures

- Reach 3.4 million Blog views (all-time).
- Average 66,000 Blog views per month.
- Maintain Blog Guest Post ratio between 45-55%.
- Reach 400 users per month to NetOX and DASH, and 700 users per month to the Internet Directory.
- Achieve a net promoter of 80+ for the Internet Directory, NetOX and DASH.
- Achieve a usability score of at least 4.5/5 for the Internet Directory, NetOX and DASH.

4B – Research and Analysis

	FTE	Expenses	CAPEX
Operations	1.02	799,201	80,000
Investments	-	-	-
Workstream total	1.02	799,201	80,000

Operations

4B.1. **Conducting research and measurements**
Conduct research experiments on topics including IP addressing, routing, DNS and other critical Internet infrastructure matters.

4B.2. **Cooperative Research Opportunities**
Engage in research partnerships with other reputable organizations.

4B.3. **Sharing Research Outcomes**
Share research insights online and at selected events to raise awareness of issues and trends which may impact Internet operations and assist policy discussions.

Success Measures
- Twelve research articles and reports published.
- Ten research presentations delivered.
- At least one presentation to Policy SIG meetings.

5. Capability

- 5A – Internal Technical Infrastructure
- 5B – Finance and Business Services
- 5C – Employee Experience
- 5D – Governance

APNIC

5A – Internal Technical Infrastructure

	FTE	Expenses	CAPEX
Operations	6.00	1,623,421	353,200
Investments	0.20	279,611	-
Workstream total	6.20	1,903,032	353,200

Operations

5A.1. Architecture and Technical Coordination
Manage and improve APNIC's information architecture for better integration and coordination of systems and business processes.

5A.2. Network and Infrastructure Operations
Manage APNIC data centre presence in the region, interconnections between the APNIC network and peer/upstream networks, appropriate peering relationships, and maintain a 24x7 Incident Response Team.

5A.3. System and Platform Operations
Migrate services to virtualized and 'cloud' infrastructure to improve online service performance; manage IT assets including maintenance, depreciation, and licensing associated with APNIC systems.

5A.4. Internal Security Operations
Maintain strong internal security practices and a CSIRT to strengthen security incident response and management within APNIC (relating to APNIC systems and services).

5A.5. Enterprise Application Management
Manage and improve enterprise applications supporting APNIC operations. In 2021, APNIC's CRM will be extended to provide the online Member Help Centre.

Success Measures

- Complete review of testing environment and practices.
- Complete service migration to cloud for six services/websites.
- Complete quarterly data centre failover tests.
- Achieve readiness for ISO27001 certification.
- Track and resolve all vulnerability reports within 90 days.
- Maintain availability of 99.99% for critical APNIC services and 99.95% for less-critical APNIC services.
- Upgrade internal infrastructure NOC from overnight 'on-call' to full 24x7 public operation.

Investments

5A.6. Product Platform Development
Further development of infrastructure and services platforms common to APNIC products to streamline product development, integration and consistency.
- Objectives
  - Develop common software services used by multiple APNIC products, including Single Sign-On improvements and Event Notifications.
  - Improve product development infrastructure and techniques (DevOps) for more effective product deployment.
- Benefits to Members
  - Standardised user experience across products
  - Faster access to new products and services
  - Improved maintenance of online infrastructure to reduce operational risk

5B – Finance and Business Services

	FTE	Expenses	CAPEX
Operations	10.14	2,207,847	30,000
Investments	-	-	-
Workstream total	10.14	2,207,847	30,000

Operations

5B.1. **Knowledge Management**
Maintain effective methods, structures and tools to retain and retrieve corporate information within APNIC.

5B.2. **Financial Services**
Undertake transparent and efficient management and reporting of APNIC's financial affairs. In 2021, APNIC's finance team is expected to issue in excess of 10,000 invoices, reconcile more than 10,200 payments, make 2,750 supplier payments, process 1,000 journals, and settle over 750 expense claims.

5B.3. **Business Services**
Effectively manage office facilities, administration and travel, and maintain APNIC's adherence to the ISO 9001 quality management system. Continue to undertake regular scenario testing of its Business Continuity Plan within the risk management framework.

5B.4. **Data Governance and Business Intelligence**
Establish a comprehensive business intelligence facility that integrates data from a range of systems to produce better analysis and consistent reporting.

Success Measures

- Implement Knowledge management tools.
- Achieve a successful audit of APNIC's annual financial accounts.
- Complete annual ISO Quality management compliance audit successfully.
- Undertake quarterly BCP scenario testing.
- Generate Secretariat report data/charts from BI system.
- Complete APNIC-wide data model and data dictionary.

5C – Employee Experience

	FTE	Expenses	CAPEX
Operations	4.13	1,855,224	-
Investments	0.52	90,765	2,160,000
Workstream total	4.65	1,945,989	2,160,000

Operations

5C.1. Organisational Development
Optimise organisational structure for the achievement of Member-focused objectives, with clear lines of accountability.

5C.2. Work Environment Management
Ensure all places of work for APNIC staff (both the office and remote locations) are fit for purpose, and safe.

5C.3. Talent Attraction and Retention
Recruit and onboard staff to fill vacancies, and provide all staff with opportunities to develop skills to meet business requirements and aid retention.

5C.4. People Operations Management
Aim to provide policies and benefits which meet current best practice for market competitiveness and employee retention.

Success Measures

- Strategic goals clearly cascade to individual performance measures in 2021.
- Risk management data demonstrates that any WHS incidents are not caused by APNIC's local or remote work environments.
- Staff turnover rate is within acceptable benchmarks of between 5 and 15%.
- Professional development focuses on business needs and budget is fully spent.
- Workplace policies are aligned with best practice for legal compliance and staff retention.

Investments

5C.5. People management portal
Implement a new system to unify recruitment, onboarding, performance management, learning and development, salary data and reporting under one HR platform.
- o Objectives
  - Use a comprehensive platform to manage a more distributed workforce including non-employees (community trainers, consultants).
- o Benefits to Members
  - Improved reporting on HR analytics.
  - Reduced HR administration to focus instead on improvement initiatives.

5C.6. APNIC Workspace Remodelling
On the 10-year anniversary of the establishment of the Brisbane office, remodel premises to accommodate an increased workforce and better integrate with remote working and hot-desking practices.
- o Objectives
  - Adapt to changing office usage patterns and staff growth in a cost-effective way that meets all health and safety obligations.
- o Benefits to Members
  - Improved organisational flexibility and productivity
  - Allows full benefits of a distributed workforce

5D – Governance

	FTE	Expenses	CAPEX
Operations	2.77	1,133,807	-
Investments	-	-	-
Workstream total	2.77	1,133,807	-

Operations

5D.1. **Executive Council (EC) Support**
Facilitate EC processes and activities of the highest integrity, in line with the APNIC By-laws and Member expectations, and support EC members to perform their roles.

5D.2. **Corporate Governance and Legal**
Mitigate legal risk in all APNIC activities through timely legal advice, contract management, corporate governance guidance, organizational risk management and legal cooperation with other organizations.

Success Measures
- Quarterly Strategic Risk Register updated and reviewed.

Summary

2021 Budget Summary and FTE Distributions

Activity	FTE	%	Expenses (AU$)	%	CAPEX (AU$)	%
Membership	**22.42**	**24%**	**5,441,868**	**21%**	**-**	**-**
Member Services	8.58	9%	2,253,270	9%	-	-
Membership Products	12.28	13%	2,473,335	10%	-	-
Membership Reporting	1.56	2%	715,263	3%	-	-
Registry	**14.21**	**15%**	**3,968,674**	**16%**	**-**	**-**
Registration Services	4.53	5%	842,899	3%	-	-
Registry Products	9.04	10%	2,580,512	10%	-	-
Policy Development	0.64	1%	545,263	2%	-	-
Development	**26.08**	**28%**	**7,118,088**	**28%**	**118,150**	**4%**
APNIC Conferences	5.04	5%	1,466,163	6%	43,150	2%
Foundation Support	1.58	2%	571,518	2%	-	-
Community Engagement	6.38	7%	1,826,724	7%	-	-
Community Participation	1.52	2%	310,076	1%	-	-
APNIC Academy	10.80	12%	2,392,222	9%	15,000	1%
Internet Infrastructure Support	0.76	1%	551,384	2%	60,000	2%
Information	**6.54**	**7%**	**1,784,352**	**7%**	**80,000**	**3%**
Information Products	5.52	6%	985,151	4%	-	-
Research and Analysis	1.02	1%	799,201	3%	80,000	3%
Capability	**23.75**	**26%**	**7,190,675**	**28%**	**2,543,200**	**93%**
Internal Technical Infrastructure	6.20	7%	1,903,032	7%	353,200	13%
Finance and Business Services	10.14	11%	2,207,847	9%	30,000	1%
Employee Experience	4.65	5%	1,945,989	8%	2,160,000	79%
Governance	2.77	3%	1,133,807	4%	-	-
Total	**93.00**	**100%**	**25,503,657**	**100%**	**2,741,350**	**100%**

Activity	Total FTE	Bus	Comms	DG	I&D	P&P	Prod Dev	Srvcs	SE
Membership	**22.42**								
Member Services	8.58	2.44	-	0.43	-	-	0.21	5.35	0.15
Membership Products	12.28	0.20	0.10	0.10	1.25	-	9.88	0.75	-
Membership Reporting	1.56	0.01	0.40	0.60	-	-	0.50	0.05	-
Registry	**14.21**								
Registration Services	4.53	-	0.30	0.30	-	-	0.08	3.85	-
Registry Products	9.04	-	0.10	-	3.70	-	4.44	0.80	-
Policy Development	0.64	-	0.30	0.06	-	-	0.03	0.25	-
Development	**26.08**								
APNIC Conferences	5.04	0.41	2.85	0.05	0.39	-	1.03	0.15	0.15
Foundation Support	1.58	0.37	0.20	0.35	0.06	0.45	0.05	-	0.10
Community Engagement	6.38	0.06	0.30	0.31	1.95	-	0.61	1.20	1.95
Community Participation	1.52	-	1.05	-	0.10	0.10	0.26	-	-
APNIC Academy	10.80	0.12	-	-	9.12	-	1.06	0.25	0.25
Internet Infrastructure Support	0.76	-	-	0.76	-	-	-	-	-
Information	**6.54**								
Information Products	5.52	-	2.20	-	0.25	-	2.96	0.10	-
Research and Analysis	1.02	-	-	0.92	-	-	0.10	-	-
Capability	**23.75**								
Internal Technical Infrastructure	6.20	4.12	-	0.05	1.20	-	0.58	0.05	0.25
Finance and Business Services	10.14	9.28	-	-	-	-	0.81	-	-
Employee Experience	4.65	0.86	0.20	0.20	0.21	2.45	0.37	0.20	0.15
Governance	2.77	0.14	-	2.62	-	-	-	-	-
Total	**93.00**	**18.00**	**8.00**	**6.00**	**19.00**	**3.00**	**23.00**	**13.00**	**3.00**

APNIC

Q & A

2021 Activity Plan and Budget

APNIC

Contents

Introduction

This document explains APNIC's 2021 Activity Plan and Budget, for the information of APNIC Members and the wider community.

Under the Four Year Strategic Direction (2020-2023), adopted by the APNIC EC on 3 December 2019, activity is structured under five pillars and 18 workstreams, aligned with APNIC's Vision and Mission.

The five pillars are:
- Membership
- Registry
- Development
- Information
- Capability

The 2021 Activity Plan and Budget describes activities according to the same structure; and provides under each workstream, the activities which are planned for 2021, along with budget allocations.

Feedback on the 2021 Activity Plan and Budget is welcome. If you would like to comment, please contact the APNIC Executive Council (EC).

APNIC Planning Process

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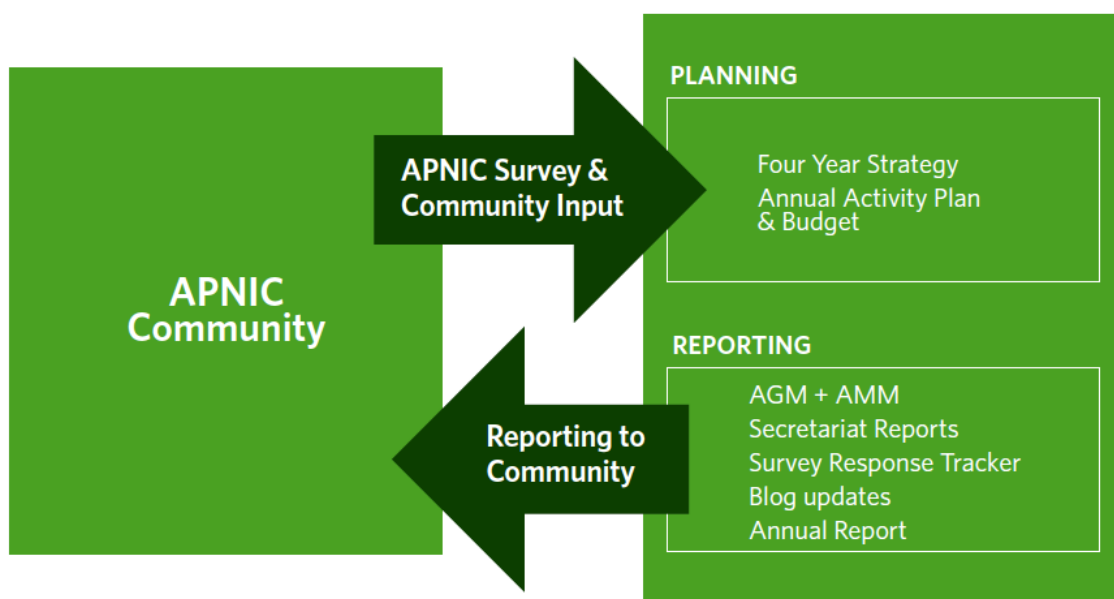
Strategic Pillars

The Four Year Strategic Direction (2020-2023) defines five 'pillars' of APNIC activity.

Membership
- Develop and deliver world-class products and services required by APNIC Members
- Engage with Members in building a global, open, stable and secure Internet
- Ensure accountable governance of APNIC as a membership organization

Registry
- Develop and deliver world class registry products and services required by the community
- Ensure responsible stewardship of Internet number resources and deliver accurate registry services

Development
- Invest in sustainable development of the regional Internet community, industry and infrastructure
- Build capacity for best-practice Internet operations across the Internet technical community

Information
- Support Internet development with needed network information services, and research outcomes which are of demonstrated value to the community

Capability
- Provide stable and secure technical infrastructure to support APNIC operations and services
- Develop a strong service culture driven by people committed to APNIC's vision and values
- Sustain a healthy and resilient organization

APNIC Activities

The Four Year Strategic Direction (2020-2023) defines 18 workstreams, across the five pillars, as follows. Each workstream includes a number of activities which are described in this plan.

1. Membership

1A.   Member Services
   o   Deliver excellence in service and value to Members through active and quality engagement.
1B.   Membership Products
   o   Apply best practice in development of membership products which meet Members' needs and exceed their expectations.
1C.   Membership Reporting
   o   Ensure that APNIC remains fully accountable to its Members, by providing timely and accurate information about APNIC operations.

2. Registry

2A.   Registration Services
   o   Provide delegation and registration services for Internet numbers (ASN, IPv4, IPv6) according to the community developed policies.
2B.   Registry Products
   o   Maintain an accurate number registry and reliable registry services.
2C.   Policy Development
   o   Facilitate the open Policy Development Process to ensure resource policies in the APNIC region are developed and implemented in a neutral manner consistent with agreed rules and community expectations.

3. Development

3A.   APNIC Conferences
   o   Deliver engaging and relevant APNIC conferences for learning, sharing ideas and experience, professional networking, and Internet policy development.
3B.   Foundation Support
   o   Provide financial and operational support to ensure the success of the APNIC Foundation.
3C.   Community Engagement
   o   Build and maintain close and meaningful relationships between APNIC and its various communities.
3D.   Community Participation
   o   Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities.
3E.   APNIC Academy
   o   Scale up training and technical assistance infrastructure with high-quality training content and curriculum.
3F.   Internet Infrastructure Support
   o   Promote and support the deployment of critical Internet infrastructure and deploy tools for operational infrastructure monitoring.

4. Information

4A.   Information Products

o   Provide meaningful information services to the communities APNIC serves.

4B.　　Research and Analysis
o   Analyse the pressures shaping the evolution and future demands of Internet names and numbers infrastructure, and their impacts.

5. Capability

5A.　　Internal Technical Infrastructure
o   Provide stable and secure technical infrastructure to support APNIC operations and services.

5B.　　Finance and Business Services
o   Provide efficient and robust finance and business services and facilities to effectively support APNIC's operations.

5C.　　Employee Experience
o   Attract, develop and retain talented, service-oriented people to deliver APNIC's mission and exceed organization and community expectations.

5D.　　Governance
o   Provide the legal, economic and governance framework and professional services to support APNIC's operations to minimise risk and ensure compliance and continuity.

2021 Activity Summary

Activity Summary

The following table and chart provide a breakdown of APNIC's 2021 budget by pillar and workstream. Activities funded by the APNIC Foundation are detailed in Appendix D.

2021 Activity Budget

Pillar	FTE	%	Expenses (AUD $)	%	CAPEX (AUD $)	%
Membership	22.42	24%	5,441,868	21%	-	0%
Registry	14.21	15%	3,968,674	16%	-	0%
Development	26.08	28%	7,118,088	28%	118,150	4%
Information	6.54	7%	1,784,352	7%	80,000	3%
Capability	23.75	26%	7,190,675	28%	2,543,200	93%
Grand Total	**93.00**	**100%**	**25,503,657**	**100%**	**2,741,350**	**100%**

2021 Budget Expense Distribution
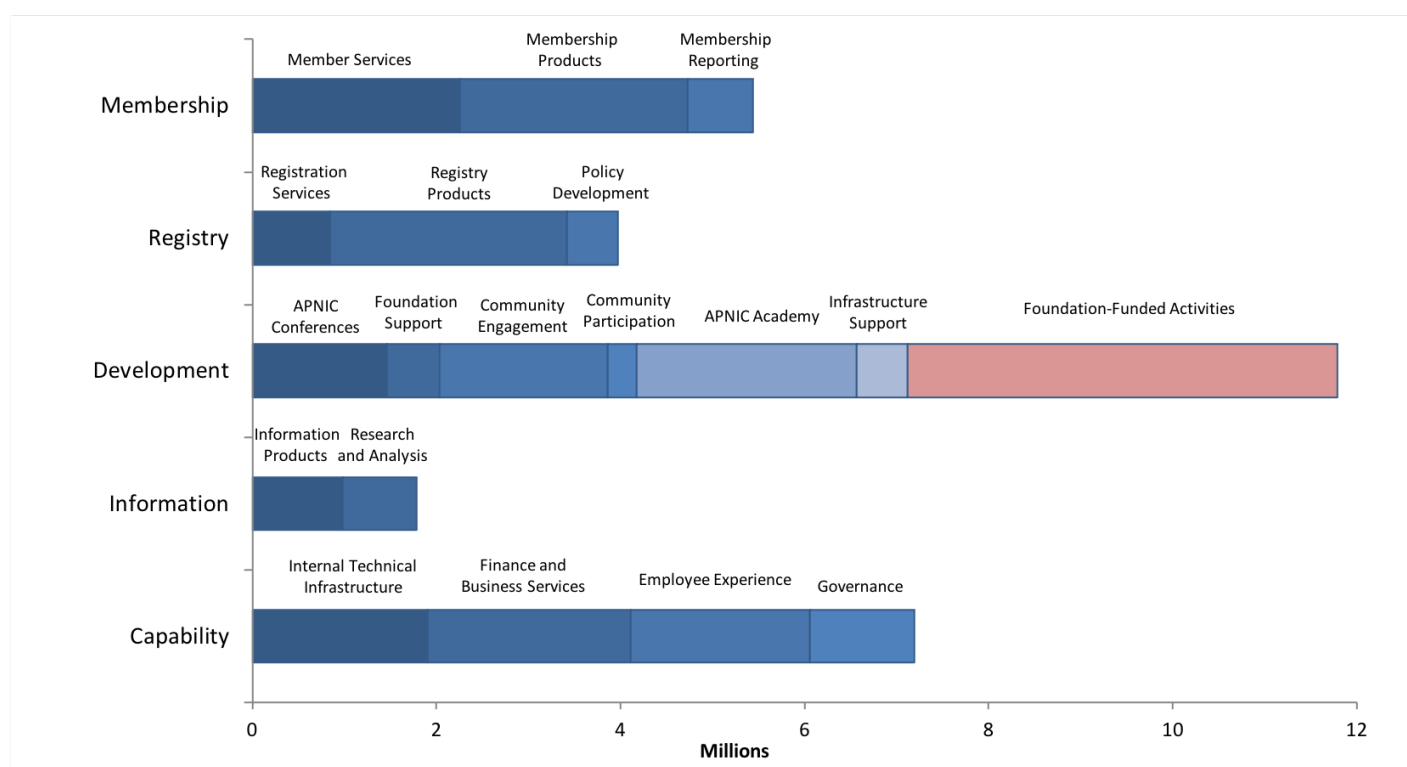
Notes on the Activities

APNIC's activities are reported in this document under the 18 workstreams and five pillars described in the previous section:
- Membership
- Registry
- Development
- Information
- Capability

The activities are described as either 'Operations' or 'Investments'.
- 'Operations' includes all ongoing activities required for continued provision of APNIC services.
- 'Investments' are discrete project activities which result in new products, services, or improvements to APNIC services. Where these Investments are funded by the APNIC Foundation (not Member funds), it is clearly noted.

A table summarizes the resources (financial and human) needed to successfully complete the operations and investments in each workstream. All monetary figures quoted are in Australian Dollars (AUD).
- **FTE:** The number of Full-Time Equivalent employees required for the activity. In all cases FTE figures comprise contributions from multiple employees. For example – an FTE of 1.6 may be made up of four employees who each contribute 40% of their time (0.4 FTE), for a period of one year. The detailed account of these allocations is provided in section 4.2, FTE Distribution.
- **Expenses:** Refers to all operational costs directly incurred by the activity (in AUD).
- **CAPEX:** Provides the provision for capital expenditure required by the activity (in AUD).

Please refer to the online APNIC Glossary for further explanation of technical terms used in this document.

APNIC 2021 Activity Plan

1.   Membership

The objectives of the Membership pillar are:

- Develop and deliver world-class products and services required by APNIC Members
- Engage with Members in building a global, open, stable and secure Internet
- Ensure accountable governance of APNIC as a membership organization

The workstreams within the Membership pillar include:

1A. Member Services
1B. Membership Products
1C. Membership Reporting

1A.   Member Services

Deliver excellence in service and value to Members through active and quality engagement.

Member Services	FTE	Expenses	CAPEX
Operations	8.58	2,253,270	-
Investments	-	-	-
Workstream total	8.58	2,253,270	-

Operations

Activities	Success Measures
1A.1. Member Service Delivery	
Ongoing service to Members in relation to APNIC products and services. In 2020, APNIC handled a quarterly average of more than 7,000 Member requests, 870 online chat sessions, and generate and reconcile more than 10,000 Member invoices. Helpdesk automation and self-service tools will be deployed this year to manage increased workload from membership growth.	1. Maintain Helpdesk SLA of two business day response to enquiries. 2. Maintain service satisfaction ratings of at least 93% "excellent and above average" feedback. 3. All "poor and below average" feedback is followed-up and actioned. 4. Proactive Member service engagement in a minimum of 47 economies.
1A.2. Member Experience	
Capture and analysis of Member feedback on APNIC products and services, for quality control and continuous improvement.	1. All improvement suggestions received from all feedback channels are followed up and actioned.

	2. All critical and high accessibility issues are resolved. 3. Grow product and service user feedback group from 300 to 500 members. 4. One-on-one feedback sessions with at least 50 Members.
1A.3. Membership Development	
Ensure that those organisations that may need APNIC products and services such as ISPs, data centres, banks and financial institutions, government agencies and enterprises can discover and access them.	1. At least eight membership development activities, in economies with low membership relative to their Internet growth potential.

1B.   Membership Products

Apply best practice in development of membership products which meet Members' needs and exceed their expectations.

Membership Products	FTE	Expenses	CAPEX
Operations	10.98	2,208,861	-
Investments	1.30	264,474	-
Workstream total	12.28	2,473,335	-

Operations

Activities	Success Measures
1B.1. Membership Product Management	
Operation, development and maintenance of APNIC Membership products, including MyAPNIC, community platforms, online forms and voting systems. A new online Member Help Centre will be deployed in 2021.	1. Reduce the number of tickets per member sent to Helpdesk queue by 10%. 2. Migrate 100% of APNIC Logins to a new identity management system. 3. Establish comprehensive testing infrastructure for membership product applications. 4. Deliver problem-free EC, NRO and SIG Elections via BigPulse.

Investments

1B.2.   Online Community Platform
Validate community requirements and prototype an online platform through APNIC Academy for community members to share knowledge and experience, and participate in discussions. Complete further user research to establish if community need exists to expand the platform to other areas in future.
- o Objectives
    - ▪ Identify and implement a platform to serve APNIC Academy's user communications needs

- Configure and populate the platform for the initial scope of the APNIC Academy
- Monitor prototype and research community for potential expansion across other APNIC services if needed.
  - Benefits to Members
    - Network operators can better learn from each other's experience.
    - Allows network operators to find answers to common questions and issues.
    - Replace or augment aging mailing list facilities.
    - Promotes online engagement between the APNIC community.

1C.   Membership Reporting

Ensure that APNIC remains fully accountable to its Members, by providing timely and accurate information about APNIC operations.

Membership Reporting	FTE	Expenses	CAPEX
Operations	1.56	715,263	-
Investments	-	-	-
Workstream total	1.56	715,263	-

Operations

Activities	Success Measures
1C.1. Planning and Reporting	
Develop and publish APNIC's 2021 Activity Plan and Budget, Four Year Strategy document, 2020 Annual Report, and other reports to the community at events, as part of APNIC's commitment to transparency and accountability.	1. Publishing of required reports on the day of the APNIC Member Meetings. 2. Publishing of EC Minutes within two months of each EC meeting. 3. Event Wraps published for 100% of reportable events within one month of event.

2.   Registry

The objectives of the Registry pillar are:

- Develop and deliver world class registry products and services required by the community
- Ensure responsible stewardship of Internet number resources and deliver accurate registry services

The workstreams within the Registry pillar include:

2A. Registration Services
2B. Registry Products

2C. Policy Development

2A. Registration Services

Provide delegation and registration services for Internet numbers (ASN, IPv4, IPv6) according to the community developed policies.

Registration Services	FTE	Expenses	CAPEX
Operations	4.53	842,899	-
Investments	-	-	-
Workstream total	4.53	842,899	-

Operations

Activities	Success Measures
2A.1. IPv4, IPv6 and ASN delegation and registration services	
Provide delegation and registration services for Internet numbers according to current policies. In 2020, APNIC processed 5,400 resource delegations and transfer requests. It is assumed that this activity will continue at a similar level in 2021. More efforts will be made to promote and support IPv4 transfers, to those Members who need them.	1. Maintain Registration Services SLA of 2 business day response to enquiries. 2. Increase percentage of Members holding IPv6 address space to 70%.
2A.2. Maintain correct and current registry data	
Encourage Members to improve and maintain accuracy and currency of their registry data.	1. Comply with NRO-defined Identifier Technology Health Indicators (ITHI) reporting. 2. Increase rate of validation by Members of registration records.
2A.3. Reclaiming unused IPv4 address space	
Identify and contact holders of unused IPv4 address space to encourage the return or transfer of unused resources; promote and support IPv4 transfers, from Members holding unused resources.	1. All unrouted historical resource prefixes identified under policy prop-017 are claimed, transferred, or returned to APNIC.

2B. Registry Products

Maintain an accurate number registry and reliable registry services.

Registry Products	FTE	Expenses	CAPEX
Operations	9.04	2,580,512	-
Investments	-	-	-

Workstream total	9.04	2,580,512	-

Operations

Activities	Success Measures
2B.1. Internet Number Registry Management	
Operate and manage the Internet number registry, identify areas for improvement and development, and implement changes according to needs and priorities.	1. Implement the NIR API and operate in conjunction with the NIRs. 2. Create initial design documentation for the "Next-generation Registry" by the end of Q4.
2B.2. Registry Product Management	
Operate, develop and maintain APNIC Registry products including Whois, RDAP, RPKI, RDNS and IRR. This includes participation in related IETF standardization work.	1. Implement a Bulk Update method to improve usability of the MyAPNIC Routing Management feature. 2. Improved support for "BYO IP" services in MyAPNIC. 3. Create a public specification of a general Member registry API. 4. Implement the NIR KPI monitor for RPKI.

2C. Policy Development

Facilitate the open Policy Development Process to ensure resource policies in the APNIC region are developed and implemented in a neutral manner consistent with agreed processes and community expectations.

Policy Development	FTE	Expenses	CAPEX
Operations	0.64	545,263	-
Investments	-	-	-
Workstream total	0.64	545,263	-

Operations

Activities	Success Measures
2C.1. Policy Development	
Facilitate the open Policy Development Process to ensure that APNIC resource policies are developed according to agreed rules and community expectations. This includes support for: • Policy SIG meetings (twice per year) and mailing lists • Exchange of policy-related information with other RIRs • ASO Address Council Members and processes in the APNIC region.	1. Achieve minimum overall satisfaction rating of 6/7 from Policy Chairs in annual review of SIG Chair support.

2C.2. Policy Implementation	
Initiate and coordinate the implementation of approved resource policies in a timely and effective manner.	1. Meet 100% of implementation timelines.

2C.3. Policy Analysis	
Analyse the impact of policy proposals and inform the community accordingly; identify areas of policy or registry operations where policies may be required, or existing policies clarified by the community; and articulate in policy discussions as appropriate.	1. Deliver two policy analysis presentations at SIG meetings. 2. Publish a policy proposals analysis before each Policy SIG meeting.

3. Development

The objectives of the Development pillar are:

- Invest in sustainable development of the regional Internet community, industry and infrastructure
- Build capacity for best-practice Internet operations across the Internet technical community

The workstreams within the Development pillar include:

3A. APNIC Conferences
3B. Foundation Support
3C. Community Engagement
3D. Community Participation
3E. APNIC Academy
3F. Internet Infrastructure Support

3A. APNIC Conferences

Deliver engaging and relevant APNIC conferences for learning, sharing ideas and experience, professional networking, and Internet policy development.

APNIC Conferences	FTE	Expenses	CAPEX
Operations	4.74	1,352,760	43,150
Investments	0.30	113,403	-
Workstream total	5.04	1,466,163	43,150

Operations

Activities	Success Measures
3A.1. APNIC Conferences	
Deliver well-organized, high-quality events for the APNIC community with	1. Achieve total attendance of 1,000 delegates across two conferences.

consistently interesting and relevant program content. Due to ongoing travel restrictions, APRICOT 2021 will be a virtual event and APNIC 52 may also be held wholly online. • APRICOT 2021 will be online-only (22 February – 4 March 2021). • APNIC 52 is scheduled for Sapporo, Japan (8 – 16 September 2021).	2. Achieve 6,000 remote conference session views. 3. Achieve average conference participant satisfaction survey rating of 90%. 4. Achieve average participant satisfaction of 85% for speakers. 5. Select and integrate online meeting technologies to provide a seamless online experience for APNIC 51 and 52.

Investments

3A.2. Fellowships
Support participation in APNIC conferences and workshops, including "returning" and "youth" fellowships, with a continued focus on diversity.
- o Objectives
  - ▪ Provide support for selected community members from the region's developing economies to attend and participate in APNIC 52
  - ▪ Develop an 'online fellowships' program of activity if APNIC 52 becomes online-only due to COVID travel restrictions
- o Benefits to Members
  - ▪ Diversity of participation in APNIC conferences
  - ▪ Opportunities for more Members to attend APNIC conferences

3B.   Foundation Support

Provide financial and operational support to ensure the success of the APNIC Foundation.

Foundation Support	FTE	Expenses	CAPEX
Operations	-	-	-
Investments	1.58	571,518	-
Workstream total	1.58	571,518	-

Investments

3B.1. Operational and Administrative Support
Provision for support for Foundation operations and administration, according to APNIC standards and underwritten by APNIC in accordance with the AoC of 2018:
- Three full time staff seconded to the Foundation
- Up to a total of 1.58 FTE in operational support
- Office space, equipment and online systems support as required
- o Objectives
  - ▪ Provide support required for smooth and reliable Foundation operations while it progresses towards self-funding.
- o Benefits to Members
  - ▪ A well-run Foundation delivering successful and valuable Internet development activities in the APNIC region.

3C. Community Engagement

Build and maintain close and meaningful relationships between APNIC and its various communities.

Community Engagement	FTE	Expenses	CAPEX
Operations	6.38	1,826,724	-
Investments	-	-	-
Workstream total	6.38	1,826,724	-

Operations

Activities	Success Measures
3C.1. Technical Community Support	
Sponsor and participate in NOGs, IXPs, Peering Forums; and Research & Education activities.	1. Sponsor or participate in 30 technical community events including NOGs, Peering Forums and Research & Education events. 2. Support 20 NOGs to conduct online events if physical events are not possible. 3. Facilitate and support two new/revived NOGs in two sub-regions.
3C.2. Security Community Support	
Work with security organizations such as APCERT, FIRST, and local CERTs/CSIRTs; support the development of CERT/CSIRTs, and best cybersecurity practices.	1. Sponsor or participate in 10 security community events. 2. Support targeted development of four new/existing CERTs/CSIRTs. 3. Deliver six presentations/training sessions on the Security Threat Sharing Platform.
3C.3. Internet Organisation Cooperation	
Play a responsible role in the global Internet ecosystem through active collaboration with other Internet organizations such as the NRO, RIRs, ICANN, IETF, ISOC and others.	1. Participate in all NRO and 'I*' coordination meetings. 2. Participate in all NIR and RIR Open Policy Meetings.
3C.4. Internet Governance Participation	
Strengthen global Internet Governance by continued support for the IGF and related events at a regional and national level, such as APrIGF, Nethui and others.	1. Sponsor and participate in APrIGF and IGF with workshop proposals, MSG/MAG participation, and speaking roles. 2. Participate in at least three national Internet governance initiatives. 3. Sponsor and participate in at least two schools of Internet governance.
3C.5. Government Engagement	
Participate in inter-governmental forums such as ITU, APT and APECTEL, and engage with relevant government and public	1. Participate in at least 12 engagements with governments / intergovernmental organizations.

safety agencies in the region, advocating for APNIC's vision and mission, technical capacity building and adoption of best practices.	2. Participate in at least three capacity building partnerships with governments / intergovernmental organizations. 3. Participate in six engagements with the Public Safety Community.
3C.6. External Relations Coordination	
Coordination of external relations and sub-regional engagements across all stakeholder segments above.	1. Facilitate one External Relations coordination retreat. 2. Facilitate 10 External Relations team coordination meetings.

3D.   Community Participation

Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities.

Community Participation	FTE	Expenses	CAPEX
Operations	1.52	310,076	-
Investments	-	-	-
Workstream total	1.52	310,076	-

Operations

Activities	Success Measures
3D.1. Community-led Processes	
Increase awareness of, and continuing participation in, community-led APNIC processes including the PDP, Special Interest Groups (Policy, Cooperation, NIR, Routing Security), and BoFs. Both online and face-to-face participation is encouraged. Complete the SIG Guidelines review community consultation and implementation.	1. Achieve 800 online SIG participants across two conferences. 2. Grow SIG mailing lists subscribers from 1,268 to 1,325. 3. Achieve 6,000 remote conference session views. 4. Achieve attendance of 1,000 conference delegates across two conferences.
3D.2. Online Participation	
Use online tools to increase awareness and facilitate participation in APNIC services and initiatives available to benefit APNIC Members and the wider community.	1. Grow all-time Blog views from 2.6 million to 3.4 million. 2. Increase 12-month tweet engagements from 60,000 to 62,000. 3. Increase annual Facebook posts reach from 3 million to 3.2 million.
3D.3. Encouraging Newcomers and Diversity	
Encourage new and continuing participants from diverse backgrounds in the APNIC community – both online and	1. Attract 400 newcomers to APNIC conferences.

face-to-face – particularly the next generation of network engineers.	2. Attract 125 new Blog email subscribers to reach 1,225 total. 3. Grow Twitter followers from 12,100 to 13,250.

3E.   APNIC Academy

Scale up training and technical assistance infrastructure with high-quality training content and curriculum.

APNIC Academy	FTE	Expenses	CAPEX
Operations	10.04	2,269,250	15,000
Investments	0.76	122,972	-
Workstream total	10.80	2,392,222	15,000

Operations

Activities	Success Measures
3E.1. Product Management	
Operate and maintain APNIC Academy products and services including Academy online portal and curriculum for instructor-led and self-paced training.	1. Migrate legacy training site information to APNIC Academy and decommission previous site. 2. Develop a comprehensive curriculum of blended learning for future certification.
3E.2. Instructor-Led Training [Foundation funded (partial) – see Appendix D]	
Deliver instructor-led training around the APNIC region (face-to-face, online or hybrid) to increase knowledge and skills in the community. While pandemic travel restrictions persist, this training will be provided remotely.	1. Develop two new/updated courses for instructor-led tutorials/workshops. 2. Conduct 70 instructor-led tutorials/workshops across four sub-regions. 3. Conduct 18 live webinars.
3E.3. Self-Paced Training	
Provide on-demand, self-paced online courses and virtual labs to increase knowledge and skills in the community via the APNIC Academy platform.	1. Publish four new/revised self-paced online courses. 2. Publish five new self-paced Virtual Labs (associated with multiple courses).
3E.4. Technical Assistance	
Respond where possible to requests from Members for technical assistance, both online via the APNIC Academy platform and face to face, on a cost-recovery basis.	1. Begin conducting Technical Assistance via the APNIC Academy online platform.
3E.5. RPKI Awareness and Deployment Support	
Increase adoption of RPKI and routing security through training, technical assistance, presentations at relevant	1. Conduct eight RPKI/ROV focused instructor-led tutorials/workshops spread equally across sub-regions.

events, online information, and encouraging deployment of RPKI ROV in IXPs.	2. Achieve 90% ROA coverage for four additional economies. 3. Publish four RPKI/ROA/ROV deployment case studies.
3E.6. IPv6 Awareness and Deployment Support	
Encourage deployment of IPv6 through training and technical assistance, and sharing of IPv6 best practices, information resources and case studies.	1. Conduct eight IPv6 deployment focused instructor-led tutorials/workshops spread equally across sub-regions. 2. Publish three IPv6 deployment case studies.

Investments

3E.7. Platform and Curriculum Development [Foundation funded – see Appendix D]
Develop integrated APNIC Academy online platform to support training and technical assistance and develop a comprehensive curriculum for self-paced and instructor-led training to help meet increasing community demand for technical skills development.
- o Objectives
    - ▪ Integrate various training systems (including registration, calendar and training wiki) into APNIC Academy platform
    - ▪ Establish online technical assistance functionality to connect Members with community experts
    - ▪ Extend multilingual support to more courses
    - ▪ Build a comprehensive Internet infrastructure-focused training curriculum ready for future certification
- o Benefits to Members
    - ▪ Improved access to training and technical assistance.
    - ▪ Improved technical capacity in the APNIC region.

3E.8. Community Trainers Network [Foundation funded – see Appendix D]
Recruit, retain and develop more Community Trainers to expand the scope and effectiveness of APNIC Academy training to help meet increasing community demand for technical skills development.
- o Objectives
    - ▪ Provide relevant, best practice technical training at a local level (and in local language where needed).
    - ▪ Develop and maintain a sustainable, scalable model to support the Community Trainers network.
- o Benefits to Members
    - ▪ Local support for APNIC training and technical assistance
    - ▪ Increased instructor-led APNIC training in targeted economies.
    - ▪ Options for training in local language and improved translation support for training content.

3E.9. Curriculum for Non-technical audiences [Foundation funded – see Appendix D]
Build introductory courseware about fundamental Internet concepts, IP address management, and Internet governance to help non-technical audiences better

understand Internet operations and improve interactions with the technical community.
- o Objectives
  - ▪ Develop a digital educational game to increase understanding of Internet fundamentals among newcomers, government representatives and other non-technical audiences.
- o Benefits to Members
  - ▪ More informed government decision-making on issues that impact Internet operations.
  - ▪ Better prepared fellows for APNIC conference participation.
  - ▪ More meaningful engagements with non-technical audiences.

3F.   Internet Infrastructure Support

Promote and support the deployment of critical Internet infrastructure and deploy tools for operational infrastructure monitoring.

Internet Infrastructure Support	FTE	Expenses	CAPEX
Operations	0.63	530,967	60,000
Investments	0.13	20,417	-
Workstream total	0.76	551,384	60,000

Operations

Activities	Success Measures
3F.1. Internet Infrastructure Deployment	
Support the deployment and management of IXPs (with technical assistance), DNS anycast rootservers and ROV support, and deployment of anchors and probes for the RIPE Atlas program.	1. Support deployment of two new or upgraded IXPs. 2. Support four additional IXPs to deploy RPKI/ROV on their route servers. 3. Deploy or upgrade four RIPE Atlas anchors at various networks. 4. Deploy 12 new root server instances.
3F.2. Community Honeynet and Security Threat Sharing Platform	
Maintain and grow the APNIC Community Honeynet and Security Threat Sharing Platform to help network operators understand online adversaries.	1. Increase Community Honeynet partners from 10 to 15.

Investments

3F.3.   M-Root Anycast Instance Deployment Support [Foundation funded – see Appendix D]
Collaborate with the WIDE Project and JPRS to accelerate anycast deployment of M-Root around the region in order to improve the DNS infrastructure in the region.
- o Objectives

- Help streamline M-Root deployment and operations by improving process and automation
- Deploy new M-Root instances around the region
  - o Benefits to Members
    - Faster and more reliable DNS service
    - Faster and easier deployment of Root DNS anycast instances at desirable or underserved locations

4. Information

The objective of the Information pillar is:

- Support Internet development with needed network information services and research outcomes which are of demonstrated value to the community

The workstreams within the Information pillar include:

4A. Information Products
4B. Research and Analysis

4A. Information Products

Provide meaningful information services to the communities APNIC serves.

Information Products	FTE	Expenses	CAPEX
Operations	5.52	985,151	-
Investments	-	-	-
Workstream total	5.52	985,151	-

Operations

Activities	Success Measures
4A.1. APNIC Blog	
Maintain the APNIC Blog's position as the Internet operations community's leading daily news and opinion portal in the Asia Pacific and beyond.	1. Grow all-time Blog views from 2.6 million to 3.4 million. 2. Average 66,000 Blog views per month. 3. Maintain Blog Guest Post ratio between 45-55%.
4A.2. Information Product Management	
Operate, develop and maintain APNIC information products including the Internet Directory, NetOX and DASH to improve value, ease of use, availability and performance for the APNIC community.	1. Reach 400 users per month to NetOX and DASH, and 700 users per month to the Internet Directory. 2. Achieve a net promoter score of 80+ for all products. 3. Achieve a usability score of at least 4.5/5 for all products.

4B.   Research and Analysis

Analyse the pressures shaping the evolution and future demands of Internet names and numbers infrastructure, and their impacts.

Research and Analysis	FTE	Expenses	CAPEX
Operations	1.02	799,201	80,000
Investments	-	-	-
Workstream total	1.02	799,201	80,000

Operations

Activities	Success Measures
4B.1. Conducting research and measurements	
Conduct research experiments on topics including IP addressing, routing, DNS and other critical Internet infrastructure matters.	1. Twelve research articles and reports published.
4B.2. Cooperative Research Opportunities	
Engage in research partnerships with other reputable organizations.	1. Conduct cooperative research with organizations such as CloudFlare, ICANN, RIPE NCC and others.
4B.3. Sharing Research Outcomes	
Share research insights online and at selected events to raise awareness of issues and trends which may impact Internet operations and assist policy discussions.	1. Ten research presentations delivered. 2. At least two research presentations at APNIC Conferences.

5.   Capability

The objectives of the Capability pillar are:

- Provide stable and secure technical infrastructure to support APNIC operations and services
- Develop a strong service culture driven by people committed to APNIC's vision and values
- Sustain a healthy and resilient organization

The workstreams within the Capability pillar include:

5A. Internal Technical Infrastructure
5B. Finance and Business Services
5C. Employee Experience
5D. Governance

5A. Internal Technical Infrastructure

Provide stable and secure technical infrastructure to support APNIC operations and services.

Internal Technical Infrastructure	FTE	Expenses	CAPEX
Operations	6.00	1,623,421	353,200
Investments	0.20	279,611	-
Workstream total	6.20	1,903,032	353,200

Operations

Activities	Success Measures
5A.1. Architecture and Technical Coordination	
Manage and improve APNIC's information architecture for better integration and coordination of systems and business processes.	1. Complete review of testing environment and practices.
5A.2. Network and Infrastructure Operations	
Manage APNIC data centre presence in the region, interconnections between the APNIC network and peer/upstream networks, appropriate peering relationships, and maintain a 24x7 Incident Response Team.	1. Complete quarterly data centre failover tests. 2. Upgrade internal infrastructure NOC from overnight 'on-call' to full 24x7 operation. 3. Maintain availability of 99.99% for critical APNIC services and 99.95% for less-critical services.
5A.3. System and Platform Operations	
Migrate suitable services to virtualized and 'cloud' infrastructure to improve online service performance; manage IT assets including maintenance, depreciation, and licensing associated with APNIC systems.	1. Develop strategy for cloud and interconnection. 2. Complete service migration to cloud for six services/websites.
5A.4. Internal Security Operations	
Maintain strong internal security practices and a CSIRT to strengthen security incident response and management (relating to APNIC systems and services).	1. Achieve readiness for ISO27001 certification. 2. Track and resolve all vulnerability reports within 90 days.
5A.5. Enterprise Application Management	
Manage and improve enterprise applications supporting APNIC operations. In 2021, APNIC's CRM will be extended to provide the online Member Help Centre.	1. CRM roadmap established.

5A.6. **Product Platform Development**
Further development of infrastructure and services platforms common to APNIC products to streamline product development, integration and consistency.
- o Objectives
  - ▪ Develop common software services used by multiple APNIC products, including Single Sign-On improvements and Event Notifications.
  - ▪ Improve product development infrastructure and techniques (DevOps) for more effective product deployment.
- o Benefits to Members
  - ▪ Standardised user experience across products
  - ▪ Faster access to new products and services
  - ▪ Improved maintenance of online infrastructure to reduce operational risk

5B. **Finance and Business Services**

Provide efficient and robust finance and business services and facilities to effectively support APNIC's operations.

Finance and Business Services	FTE	Expenses	CAPEX
Operations	10.14	2,207,847	30,000
Investments	-	-	-
Workstream total	10.14	2,207,847	30,000

Operations

Activities	Success Measures
5B.1. Internal Knowledge Management	
Maintain effective methods, structures and tools to retain and retrieve corporate information within APNIC.	1. Successful implementation of Internal Knowledge management tools with increased user satisfaction and experience
5B.2. Financial Services	
Undertake transparent and efficient management and reporting of APNIC's financial affairs. Start preparations for application for new special tax ruling for 2022/23.	1. Achieve a successful audit of APNIC's annual financial accounts.
5B.3. Business Services	
Effectively manage office facilities, administration and travel, and maintain APNIC's adherence to the ISO 9001 quality management system. Continue to undertake regular scenario testing of its Business Continuity Plan (BCP) within the risk management framework.	1. Complete annual ISO Quality management compliance audit successfully. 2. Undertake quarterly BCP scenario testing.

5B.4. Data Governance and Business Intelligence	
Establish a comprehensive business intelligence facility that integrates data from a range of systems to produce better analysis and consistent reporting.	1. Complete APNIC-wide data model and data dictionary. 2. Generate all Secretariat report data/charts from BI system.

5C.   Employee Experience

Attract, develop and retain talented, service-oriented people to deliver APNIC's mission and exceed organization and community expectations.

Employee Experience	FTE	Expenses	CAPEX
Operations	4.13	1,855,224	-
Investments	0.52	90,765	2,160,000
Workstream total	4.65	1,945,989	2,160,000

Operations

Activities	Success Measures
5C.1. Organisational Development	
Optimise organisational structure for the achievement of Member-focused objectives, with clear lines of accountability.	1. Strategic goals clearly cascade to individual performance measures in performance management system in 2021.
5C.2. Work Environment Management	
Ensure all places of work for APNIC staff (both the office and remote locations) are fit for purpose, and safe.	1. No WHS incidents caused by APNIC's local or remote work environments – zero fault incident reports.
5C.3. Talent Attraction and Retention	
Recruit and onboard staff to fill vacancies, and provide all staff with opportunities to develop skills to meet business requirements and aid retention.	1. Maintain staff turnover rate within acceptable benchmarks of 5–15%. 2. Training budget is 100% allocated and distributed across the organisation.
5C.4. People Operations Management	
Aim to provide policies and benefits which meet current best practice for market competitiveness and employee retention.	1. All HR policies, in particular flexible work, parental leave and oncall allowance policies, reflect best practice.

Investments

5C.5.   People management portal
Procure and implement a cloud-based solution to unify recruitment, onboarding, performance management, learning and development, salary data and reporting under one HR platform.
  o Objectives

- Use a comprehensive platform to manage a more distributed workforce including non-employees (community trainers, consultants).
  - o Benefits to Members
    - ▪ Improved reporting on HR analytics.
    - ▪ Reduced HR administration to focus instead on improvement initiatives.

5C.6. APNIC Workspace Remodelling

On the 10-year anniversary of the establishment of the Brisbane office, remodel premises to accommodate an increased workforce and better integrate with remote working and hot-desking practices.
  - o Objectives
    - ▪ Adapt to changing office usage patterns and staff growth in a cost-effective way that meets all health and safety obligations.
  - o Benefits to Members
    - ▪ Improved organisational flexibility and productivity
    - ▪ Allows full benefits of a distributed workforce

5D.   Governance

Provide the legal, economic and governance framework and professional services to support APNIC's operations to minimise risk and ensure compliance and continuity.

Governance	FTE	Expenses	CAPEX
Operations	2.77	1,133,807	-
Investments	-	-	-
Workstream total	2.77	1,133,807	-

Operations

Activities	Success Measures
5D.1. Executive Council (EC) Support	
Facilitate EC processes and activities of the highest integrity, in line with the APNIC By-laws and Member expectations, and support EC members to perform their roles.	1. Achieve a high level of satisfaction from a survey of EC members.
5D.2. Corporate Governance and Legal	
Mitigate legal risk in all APNIC activities through timely legal advice, contract management, corporate governance guidance, organizational risk management and legal cooperation with other organizations.	1. Quarterly Strategic Risk Register updated and reviewed.

Appendices

A. 2021 Budget Summary

Activity	FTE	%	Expenses (AU$)	%	CAPEX (AU$)	%
Membership	**22.42**	**24%**	**5,441,868**	**21%**	**-**	**-**
Member Services	8.58	9%	2,253,270	9%	-	-
Membership Products	12.28	13%	2,473,335	10%	-	-
Membership Reporting	1.56	2%	715,263	3%	-	-
Registry	**14.21**	**15%**	**3,968,674**	**16%**	**-**	**-**
Registration Services	4.53	5%	842,899	3%	-	-
Registry Products	9.04	10%	2,580,512	10%	-	-
Policy Development	0.64	1%	545,263	2%	-	-
Development	**26.08**	**28%**	**7,118,088**	**28%**	**118,150**	**4%**
APNIC Conferences	5.04	5%	1,466,163	6%	43,150	2%
Foundation Support	1.58	2%	571,518	2%	-	-
Community Engagement	6.38	7%	1,826,724	7%	-	-
Community Participation	1.52	2%	310,076	1%	-	-
APNIC Academy	10.80	12%	2,392,222	9%	15,000	1%
Internet Infrastructure Support	0.76	1%	551,384	2%	60,000	2%
Information	**6.54**	**7%**	**1,784,352**	**7%**	**80,000**	**3%**
Information Products	5.52	6%	985,151	4%	-	-
Research and Analysis	1.02	1%	799,201	3%	80,000	3%
Capability	**23.75**	**26%**	**7,190,675**	**28%**	**2,543,200**	**93%**
Internal Technical Infrastructure	6.20	7%	1,903,032	7%	353,200	13%
Finance and Business Services	10.14	11%	2,207,847	9%	30,000	1%
Employee Experience	4.65	5%	1,945,989	8%	2,160,000	79%
Governance	2.77	3%	1,133,807	4%	-	-
Total	**93.00**	**100%**	**25,503,657**	**100%**	**2,741,350**	**100%**

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

B. FTE Distribution

Activity	Total FTE	Bus	Comms	DG	I&D	P&P	Prod Dev	Srvcs	SE
Membership	**22.42**								
Member Services	**8.58**	2.44	-	0.43	-	-	0.21	5.35	0.15
Membership Products	**12.28**	0.20	0.10	0.10	1.25	-	9.88	0.75	-
Membership Reporting	**1.56**	0.01	0.40	0.60	-	-	0.50	0.05	-
Registry	**14.21**								
Registration Services	**4.53**	-	0.30	0.30	-	-	0.08	3.85	-
Registry Products	**9.04**	-	0.10	-	3.70	-	4.44	0.80	-
Policy Development	**0.64**	-	0.30	0.06	-	-	0.03	0.25	-
Development	**26.08**								
APNIC Conferences	**5.04**	0.41	2.85	0.05	0.39	-	1.03	0.15	0.15
Foundation Support	**1.58**	0.37	0.20	0.35	0.06	0.45	0.05	-	0.10
Community Engagement	**6.38**	0.06	0.30	0.31	1.95	-	0.61	1.20	1.95
Community Participation	**1.52**	-	1.05	-	0.10	0.10	0.26	-	-
APNIC Academy	**10.80**	0.12	-	-	9.12	-	1.06	0.25	0.25
Internet Infrastructure Support	**0.76**	-	-	-	0.76	-	-	-	-
Information	**6.54**								
Information Products	**5.52**	-	2.20	-	0.25	-	2.96	0.10	-
Research and Analysis	**1.02**	-	-	0.92	-	-	0.10	-	-
Capability	**23.75**								
Internal Technical Infrastructure	**6.20**	4.12	-	0.05	1.20	-	0.58	0.05	0.25
Finance and Business Services	**10.14**	9.28	-	-	-	-	0.81	-	-
Employee Experience	**4.65**	0.86	0.20	0.20	0.21	2.45	0.37	0.20	0.15
Governance	**2.77**	0.14	-	2.62	-	-	-	-	-
Total	**93.00**	**18.00**	**8.00**	**6.00**	**19.00**	**3.00**	**23.00**	**13.00**	**3.00**

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

C. APNIC-Funded Investments by Workstream

Activity	FTE	%	Expenses (AUD)	%	Capex (AUD)	%	Investment
Membership	**1.30**	**33%**	**264,474**	**20%**	**-**	**0%**	
Member Services	-		-		-		
Membership Products	1.30	33%	264,474	20%	-		Online Community Platform
Membership Reporting	-		-		-		
Registry	**-**	**0%**	**-**	**0%**	**-**	**0%**	
Registration Services	-		-		-		
Registry Products	-		-		-		
Policy Development	-		-		-		
Development	**1.88**	**48%**	**684,922**	**52%**	**-**	**0%**	
APNIC Conferences	0.3	8%	113,403	9%		-	Fellowships
Foundation Support	1.58	41%	571,518	43%		-	Operational and Admin Support
Community Engagement	-		-				
Community Participation	-		-		-		
APNIC Academy	-		-		-		
Internet Infrastructure Support	-		-		-		
Information	**-**	**0%**	**-**	**0%**	**-**	**0%**	
Information Products	-		-				
Research and Analysis	-		-				
Capability	**0.72**	**18%**	**370,377**	**28%**	**2,160,000**	**100%**	
Internal Technical Infrastructure	0.2	5%	279,611	21%		-	Product Platform Development
Finance and Business Services	-		-		-		
Employee Experience	0.25	6%	57,289	4%	160,000	7%	People Management Portal
	0.27	7%	33,477	3%	2,000,000	93%	APNIC Workspace Remodelling
Governance	-		-		-		
Total	**3.90**	**100%**	**1,319,722**	**100%**	**2,160,000**	**100%**	

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

D.   APNIC Foundation Funded Activities

Investment	Expenses (AUD)
3E.2. Instructor-Led Training	931,000
3E.7. Platform and Curriculum Development	1,286,000
3E.8. Community Trainers Network	636,000
3E.9. Curriculum for Non-technical audiences	714,000
3F.3. M-Root Anycast Instance Deployment Support	1,100,000
Total	**4,667,000**

Note: Some numbers presented in this table may not add up precisely to the totals provided due to rounding. All investments from the APNIC Foundation are provided in USD.

APNIC's 2021 Budget Submission provides more details on the 2021 APNIC Budget and is available with the Minutes of the December 2020 EC meeting.

Agenda Item 17
2021 budget

Budget 2021
EC Meeting December 2020

APNIC

Contents

- Budget outlook and observations

- Summary Budget 2021

- Operational activities vs. Investment activities

- Revenue 2021

- Expenses 2021

- Key statistics

All values in this presentation are in Australian Dollars

APNIC

Budget outlook for 2021

Revenue:

- Membership growth remains steady, expecting similar growth in 2021
  - Around 804 new and 240 closed = net growth of 564
  - Expecting 27.5% of new members coming from LDCs

- Transfer activity expected to be similar to 2020

- While the investment portfolio has performed well, returns on cash investments will continue to decline
  - Deposits maturing from 1.25% are being reinvested at 0.6% to 0.8%
  - This will affect Investment income

Budget outlook for 2021

Expenses:

- The 2021 Activity Plan identifies areas where investment is required

- Staff levels increasing to support increased activity
  - Operating expenses per member continues to decline compared to the 2020 budget
  - CAPEX growth declining with more reliance on cloud solutions

- Travel very unlikely to return to normal levels in 2021, the budget assumes a gradual return to international travel from Q3 in 2021

- Expenses continue to increase in real terms, but at a lower rate than revenues, to support growing activities and membership

- The AUD appears to have stabilized at around USD 0.72

- Increased use of cloud infrastructure see computer and communication expenses continue to rise as CAPEX reduces

Capital Expenditure 2021

- The budget submission includes a provision for a refurbishment of APNIC office
  - Current facility fit-out now > 10 years old
  - Initially designed for a maximum of 81 staff, now over 90
  - Increase in requirements due to organizational growth and increase Foundation activities supported by APIDT grants
  - The office needs to reflect the "new way of working", resulting from the COVID pandemic response
  - This is a provision for late in the year, with no impact on depreciation for 2021
  - Any major commitment will be presented to the Executive Council for consideration

- There is a provision for the implementation of a new Human Resource Management system that will improve efficiency and scale for future requirements

APNIC

Budget outlook into 2022 and 2023

Observations:

- Membership growth likely continue along similar trends through to the next planning cycle

- Need for continued investment in new services, primarily registry functionality and integrity

- The introduction of the new fee schedule in 2020, along with support from APIDT through the APNIC Foundation sees the surplus likely to continue into 2022 and 2023

APNIC

Budget 2021

Budget preparation

There are a range of key inputs that are included in the budget process, including but not limited to:

- The 2020 APNIC Survey

- The 2021 APNIC Activity Plan

- 2021 priorities as established through the operational planning process

- The APNIC organization structure, HR cost analysis and recruitment plans

- Membership projections, derived from analysis of historical membership growth and recent trends

- The asset register and Quantity surveyor reports, which form the basis of depreciation and capital allowance forecast

Budget preparation cont'd

- Interest income is based on analysis of APNIC's existing cash deposits and the contracted rates and maturity dates for fixed deposits. Estimates of interest from the current account are based on current returns

- Investment income predictions are based on forecasts provided by APNIC's investment advisors across the range of investment categories set out in APNIC's Investment Policy

- The ERP system allows for the verification of all current approved spending commitments. This data is combined with new planned expenditure in 2021

- An overall inflation rate of 0.7% was recorded for the 12 months ending September 2020

- APNIC's taxation status as a "Mutual Organisation" by way of a Private Ruling from the Australian Taxation Office was re-confirmed in November 2017 for a further five years ending June 2022

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2021 Budget - Revenue

REVENUE (AUD)	Budget 2020	Forecast 2020	Operations 2021	Investments 2021	Budget 2021
Membership fees	22,625,005	22,756,738	24,300,595		24,300,595
Non-members fees	265,300	261,425	264,392		264,392
Reactivation fees	25,000	17,370	18,091		18,091
Sign-Up fees	331,750	348,620	343,000		343,000
Transfer fees	269,400	200,467	210,000		210,000
Sundry income	387,778	436,291	1,072,960		1,072,960
Operating Revenue	23,904,233	24,020,911	26,209,038		26,209,038
Investment income	965,000	924,799		762,211	762,211
TOTAL REVENUE	24,869,233	24,945,710	26,209,038	762,211	26,971,249

2021 Budget - Expenses

EXPENSES (AUD)	Budget 2020	Forecast 2020	Operations 2021	Investments 2021	Budget 2021
Bank service fees	207,200	246,423	251,212		251,212
Communication expenses	753,550	697,846	1,019,592		1,019,592
Computer expenses	1,154,458	1,244,212	1,683,227	60,000	1,743,227
Contribution to APNIC Foundation	750,463	687,092		565,518	565,518
Depreciation expense	862,000	701,971	770,942		770,942
Doubtful debt expenses	25,000	8,034	20,000		20,000
ICANN contract fee	238,000	223,436	240,000		240,000
Insurance expense	231,833	229,242	231,833		231,833
Meeting and training expenses	561,100	164,952	485,000		485,000
Membership fees	54,029	64,199	60,040		60,040
Office operating expenses	391,300	296,408	385,430		385,430
Postage & delivery	39,700	24,492	37,500		37,500
Printing & photocopy	40,500	34,485	39,500		39,500
Professional fees	2,051,021	2,072,609	2,266,399	253,000	2,519,399
Recruitment expense	145,000	168,178	223,200		223,200
Salaries and personnel expenses	13,561,230	13,849,028	14,485,015	508,998	14,994,013
Sponsorship and Publicity expenses	679,640	479,630	494,400	60,000	554,400
Staff training/ Conference expenses	175,000	241,575	264,650		264,650
Translation expenses	20,000	8,007	20,000		20,000
Travel expenses	2,352,000	330,510	1,062,600	15,600	1,078,200
TOTAL EXPENSES	**24,293,024**	**21,772,332**	**24,040,541**	**1,463,116**	**25,503,657**

2021 Summary

Financial Performance	Budget 2020	Forecast 2020	Operations 2021	Investments 2021	Budget 2021
Operating Revenue	23,904,233	24,020,911	26,209,038		26,209,038
Less: Operating Expenses	21,419,310	20,678,162	24,040,541		24,040,541
OPERATING SURPLUS	2,484,923	3,342,750	2,168,497		2,168,497
Investment Income	965,000	924,799		762,211	762,211
Less: Investment Activity Expenditure	2,873,714	1,094,170		1,463,116	1,463,116
SURPLUS AFTER INVESTMENTS	576,209	3,173,379	2,168,497	-700,905	1,467,592

2021 Budget – Capital Expenditure

CAPITAL (AUD)	Budget 2020	Forecast 2020
Equipment & Software	683,600	577,706
Office Furniture & Fittings	55,000	46,895
Total - Capital Expenditure	**738,600**	**624,601**

Operations 2021	Investments 2021	Budget 2021
551,350	160,000	711,350
30,000	2,000,000	2,030,000
581,350	**2,160,000**	**2,741,350**

Budget 2021 Operations vs Investments

Operations vs Investments

- Operational activities
  - All routine APNIC activities
  - Member and registry services
  - Additional services as established and expected
  - Regular "continuous improvement" activities

- Investment activities
  - New products and services
  - Substantial service improvements and upgrades
  - Internal systems and process upgrades
  - Time-limited project expenses
  - Usually, not "mandatory"

Investments 2021

APNIC Funded Investments 2021

Workstream	Investment	FTE	CAPEX	OPEX
1B – Membership products	1B-2. Online Community Platform	1.30	-	264,474.0
3A – APNIC conferences	3A-2. Fellowships	0.30	-	113,403.0
3B – Foundation Support	3B-1. Operational and Administrative Support	1.58	-	571,518.0
3E – APNIC Academy	3E-7. Foundation Funded APNIC Academy Development	0.41	-	64,390.9
3E – APNIC Academy	3E-8. Foundation Funded Community Trainers Network Expansion	0.25	-	39,262.7
3E – APNIC Academy	3E-9. Foundation Funded Curriculum development for non-technical audience	0.10	-	19,273.6
3F – Internet Infrastructure support	3F-3. M-Root Anycast Instance Deployment Support	0.13	-	20,416.6
5A – Internal Technical Infrastructure	5A.6. Cross-product Services Development	0.20	-	279,611.0
5C – Employee Experience	5C.5. Talent Management Portal	0.25	160,000.0	57,289.0
5C – Employee Experience	5C.6. APNIC Workspace Remodelling	0.27	2,000,000.0	33,477.0
		4.8	**2,160,000**	**1,463,116**

Foundation (APIDT) Funded Activities 2021

Workstream	Investment	FTE	CAPEX	OPEX
3E – APNIC Academy	3E-2 Instructor led training		-	931,000.0
3E – APNIC Academy	3E-7. Foundation Funded APNIC Academy Development		-	1,286,000.0
3E – APNIC Academy	3E-8. Foundation Funded Community Trainers Network Expansion		-	636,000.0
3E – APNIC Academy	3E-9. Foundation Funded Curriculum development for non-technical audience		-	714,000.0
3F – Internet Infrastructure support	3F-3. M-Root Anycast Instance Deployment Support			1,100,000.0
		-	**-**	**4,667,000**

2021 Budget

REVENUE (AUD)	Budget 2020	Forecast 2020	Operations 2021	Investments 2021	Budget 2021
Membership fees	22,625,005	22,756,738	24,300,595		24,300,595
Non-members fees	265,300	261,425	264,392		264,392
Reactivation fees	25,000	17,370	18,091		18,091
Sign-Up fees	331,750	348,620	343,000		343,000
Transfer fees	269,400	200,467	210,000		210,000
Sundry income	387,778	436,291	1,072,960		1,072,960
Operating Revenue	23,904,233	24,020,911	26,209,038		26,209,038
Investment income	965,000	924,799		762,211	762,211
TOTAL REVENUE	24,869,233	24,945,710	26,209,038	762,211	26,971,249
EXPENSES (AUD)					
Bank service fees	207,200	246,423	251,212		251,212
Communication expenses	753,550	697,846	1,019,592		1,019,592
Computer expenses	1,154,458	1,244,212	1,683,227	60,000	1,743,227
Contribution to APNIC Foundation	750,463	687,092		565,518	565,518
Depreciation expense	862,000	701,971	770,942		770,942
Doubtful debt expenses	25,000	8,034	20,000		20,000
ICANN contract fee	238,000	223,436	240,000		240,000
Insurance expense	231,833	229,242	231,833		231,833
Meeting and training expenses	561,100	164,952	485,000		485,000
Membership fees	54,029	64,199	60,040		60,040
Office operating expenses	391,300	296,408	385,430		385,430
Postage & delivery	39,700	24,492	37,500		37,500
Printing & photocopy	40,500	34,485	39,500		39,500
Professional fees	2,051,021	2,072,609	2,266,399	253,000	2,519,399
Recruitment expense	145,000	168,178	223,200		223,200
Salaries and personnel expenses	13,561,230	13,849,028	14,485,015	508,998	14,994,013
Sponsorship and Publicity expenses	679,640	479,630	494,400	60,000	554,400
Staff training/ Conference expenses	175,000	241,575	264,650		264,650
Translation expenses	20,000	8,007	20,000		20,000
Travel expenses	2,352,000	330,510	1,062,600	15,600	1,078,200
TOTAL EXPENSES	24,293,024	21,772,332	24,040,541	1,463,116	25,503,657
TOTAL SURPLUS/(DEFICIT)	576,209	3,173,379	2,168,497	-700,905	1,467,592

CAPITAL (AUD)	Budget 2020	Forecast 2020	Operations 2021	Investments 2021	Budget 2021
Equipment & Software	683,600	577,706	551,350	160,000	711,350
Office Furniture & Fittings	55,000	46,895	30,000	2,000,000	2,030,000
Total - Capital Expenditure	738,600	624,601	581,350	2,160,000	2,741,350

APNIC

Activity Plan 2021

Pillar/Workstream	FTE	%	Expenses (AUD)	%	Capex (AUD)	%
Membership	**22.42**	**24%**	**5,441,868**	**21%**	**-**	**0%**
Membership : Member services	8.58		2,253,270		-	
Membership : Membership products	12.28		2,473,335		-	
Membership : Membership reporting	1.56		715,263		-	
Registry	**14.21**	**15%**	**3,968,674**	**16%**	**-**	**0%**
Registry : Registration services	4.53		842,899		-	
Registry : Registry products	9.04		2,580,512		-	
Registry : Policy development	0.64		545,263		-	
Development	**26.08**	**28%**	**7,118,088**	**28%**	**118,150**	**4%**
Development : APNIC conferences	5.04		1,466,163		43,150	
Development : Foundation Support	1.58		571,518		-	
Development : Community engagement	6.38		1,826,724		-	
Development : Community participation	1.52		310,076		-	
Development : APNIC academy	10.80		2,392,222		15,000	
Development : Internet Infrastructure support	0.76		551,384		60,000	
Information	**6.54**	**7%**	**1,784,352**	**7%**	**80,000**	**3%**
Information : Information products	5.52		985,151		-	
Information : Research and analysis	1.02		799,201		80,000	
Capability	**23.75**	**26%**	**7,190,675**	**28%**	**2,543,200**	**93%**
Capability : Internal technical infrastructure	6.20		1,903,032		353,200	
Capability : Finance and business services	10.14		2,207,847		30,000	
Capability : Employee experience	4.65		1,945,989		2,160,000	
Capability : Governance	2.77		1,133,807		-	
Total	**93.00**	**100%**	**25,503,657**	**100%**	**2,741,350**	**100%**

Activity Plan 2021

FTE BY PILLAR 2021

Membership 24%
Capability 26%
Information 7%
Registry 15%
Development 28%

EXPENSES BY PILLAR 2021

Membership 21%
Capability 28%
Information 7%
Registry 16%
Development 28%
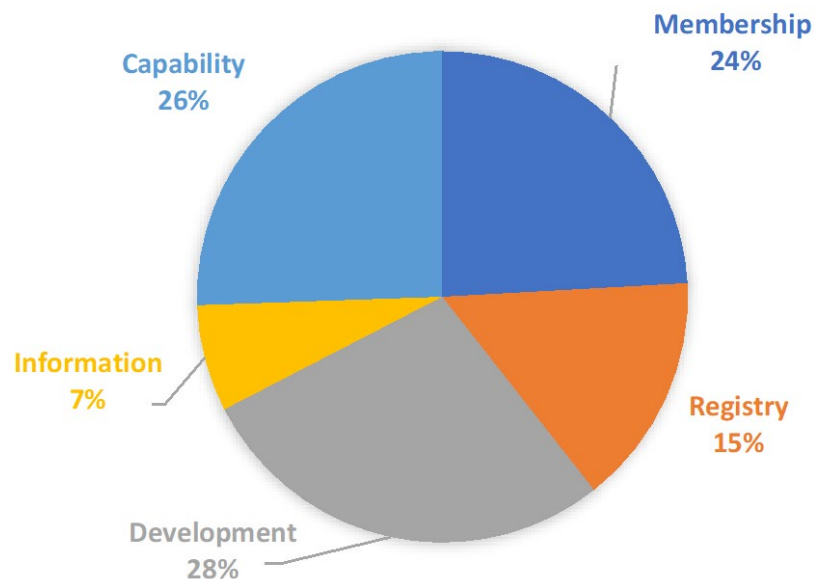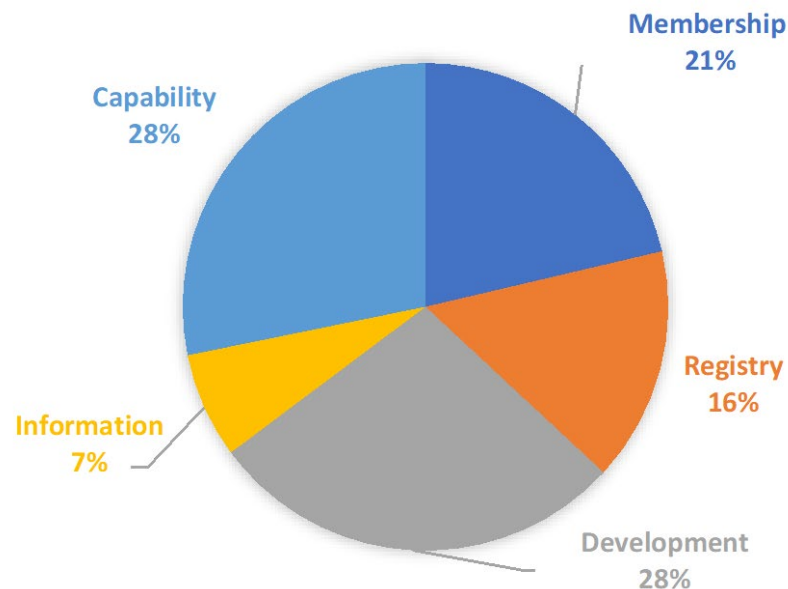
Operations vs Investment

Budget Expenses 2021

Revenue 2021

APNIC

Revenue

REVENUE (AUD)	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	Change to 2020 Budget
Membership fees	16,933,413	18,354,898	19,310,962	20,213,860	21,061,318	22,625,005	22,756,738	24,300,595	7.4%
Non-members fees	243,049	243,923	260,010	251,054	255,751	265,300	261,425	264,392	-0.3%
Reactivation fees	37,600	37,700	27,200	22,000	16,900	25,000	17,370	18,091	-27.6%
Sign-Up fees	456,000	465,000	373,250	330,000	345,500	331,750	348,620	343,000	3.4%
Transfer fees	77,943	130,139	127,440	164,145	173,831	269,400	200,467	210,000	-22.0%
Sundry income	221,968	186,694	218,185	389,984	430,831	387,778	436,291	1,072,960	176.7%
Operating Revenue	17,969,973	19,418,354	20,317,048	21,371,042	22,284,131	23,904,233	24,020,911	26,209,038	9.6%
Investment income	792,041	890,951	841,080	872,034	981,871	965,000	924,799	762,211	-21.0%
TOTAL REVENUE	18,762,014	20,309,305	21,158,128	22,243,077	23,266,002	24,869,233	24,945,710	26,971,249	8.5%
Change		8.2%	4.2%	5.1%	4.6%	6.9%	0.3%	8.5%	

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Revenue Cont'd

Investment Income

- The value APNIC's investments continue to increase as excess funds are transferred from the operating account to the Investment Fund and investment returns are reinvested in line with the Investment Policy

- Investment income projections are based on advice from APNIC's investment advisors

- Interest on cash deposits not held in the fund are forecast to achieve between 0.6% and 0.8% in 2021

Revenue Cont'd

Membership Fees

- For the 2021 budget, the average annual fee a new Member will pay is estimated at $1,451 which accounts for allocations from the last /8 and the IANA reclaimed pool, and for discounts applied to new Members from LDC's, analysis of the 2020 trends show 27.5% of new members are in LDC economies

- Based on analysis of recent trends, it is forecast that 804 new Members will join APNIC in 2021. The average value of closed accounts is estimated at $1,892 and on average, 20 account closures are expected each month

Member Tier	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	F'Cast 2020	Budget 2021
Extra Large	16	21	20	20	21	22	22	23	24	24	26	26
Very Large	33	41	45	42	40	44	43	41	44	46	48	48
Large	141	145	144	147	142	137	138	138	143	143	142	142
Medium	324	378	402	392	402	431	449	473	483	493	518	528
Small	867	970	1114	1198	1388	2165	2643	2971	3376	3601	3730	4001
Very Small	637	817	1021	1294	1701	2336	2590	2769	2967	3334	3772	4050
Associate	503	575	788	957	924	133	109	132	125	135	140	145
Total	2521	2947	3534	4050	4618	5268	5994	6547	7162	7776	8376	8940
New	478	615	832	813	805	968	1048	849	825	838	841	804
Closed	163	189	245	297	237	318	322	296	210	224	250	240
Net Growth	315	426	587	516	568	650	726	553	615	614	591	564
Average Net Monthly Growth	26	36	49	43	47	54	61	46	51	51	49	47

APNIC

Revenue Cont'd

Non-Members Fees

- Fees from Non-Member account holders continue to be very stable and it is anticipated that in 2021 that there will be minimal change to this revenue for this item

Reactivation Fees

- Reactivation Fees are charged to Members to reactivate their accounts after closure. The revenue for this item is expected to be in line with 2020

Sign-Up Fees

- Sign-Up fees are directly related to membership growth, The fee is currently $500 and is discounted by 50% for LDC economies currently making up 27.5% of new members

APNIC

Revenue Cont'd

Transfer Fees

- Revenue from transfer activity is expected to be in line with 2020 with IPv4 reclamation, projections take this into account

Sundry Income

- Sundry income includes revenue for sources such as:
  - APNIC Foundation funds that will fund APNIC's training delivery in 2021
  - APNIC is also expected to recover $100k from the Foundation for support to Foundation projects in 2021
  - Meeting receipt registration – Members/Non-Members
  - Meeting receipt – Sponsorship
  - External training receipts - Members/Non-Members
  - Foreign exchange rate gains/losses

Expenses 2021

Expenses

EXPENSES (AUD)	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	Change to 2020 Budget
Bank service fees	156,496	167,917	177,670	193,762	207,759	207,200	246,423	251,212	21.2%
Communication expenses	591,885	532,212	561,271	542,895	570,832	753,550	697,846	1,019,592	35.3%
Computer expenses	520,784	533,628	647,453	817,599	1,067,957	1,154,458	1,244,212	1,743,227	51.0%
Contribution to APNIC Foundation	0	18,003	665,058	732,710	762,179	750,463	687,092	565,518	-24.6%
Depreciation expense	764,145	785,218	807,596	856,029	862,055	862,000	701,971	770,942	-10.6%
Doubtful debt expenses	-54,293	-6,225	14,653	-1,445	24,302	25,000	8,034	20,000	-20.0%
ICANN contract fee	284,161	243,026	244,657	278,866	263,386	238,000	223,436	240,000	0.8%
Insurance expense	131,550	128,793	173,610	189,738	206,523	231,833	229,242	231,833	0.0%
Meeting and training expenses	350,313	363,343	389,922	396,545	425,704	561,100	164,952	485,000	-13.6%
Membership fees	49,532	48,971	52,296	48,309	58,241	54,029	64,199	60,040	11.1%
Office operating expenses	315,608	324,948	337,207	342,458	342,806	391,300	296,408	385,430	-1.5%
Postage & delivery	51,029	41,893	40,610	42,808	35,060	39,700	24,492	37,500	-5.5%
Printing & photocopy	33,807	38,165	29,311	35,605	36,145	40,500	34,485	39,500	-2.5%
Professional fees	1,195,494	1,409,430	1,304,343	1,458,389	1,820,443	2,051,021	2,072,609	2,519,399	22.8%
Recruitment expense	119,077	94,307	134,793	185,554	95,357	145,000	168,178	223,200	53.9%
Salaries and personnel expenses	9,586,575	10,459,153	11,096,470	11,962,294	12,789,661	13,561,230	13,849,028	14,994,013	10.6%
Sponsorship and Publicity expenses	575,775	624,179	681,342	759,741	627,766	679,640	479,630	554,400	-18.4%
Staff training/ Conference expenses	169,122	164,441	148,603	199,349	381,567	175,000	241,575	264,650	51.2%
Translation expenses	2,883	11,147	9,027	7,855	6,668	20,000	8,007	20,000	0.0%
Travel expenses	1,961,551	2,085,745	2,161,034	2,165,459	2,390,238	2,352,000	330,510	1,078,200	-54.2%
TOTAL EXPENSES	**16,805,493**	**18,068,294**	**19,676,928**	**21,214,519**	**22,974,649**	**24,293,024**	**21,772,332**	**25,503,657**	**5.0%**
Change		7.5%	8.9%	7.8%	8.3%	5.7%	-10.4%	5.0%	

Expenses cont'd

Salary and Personnel Expenses

- Salary and personnel expenses will increase by 10.6% in 2021 when compared to the budget for the 2020 year, and 8.4% compared to the 2020 forecast. The assumptions included in this budget are:
  - Employee superannuation contributions will increase from 9.5% to 10.0% in July 2021
  - All permanent staff will take 3.5 weeks of annual leave
  - The overall allowance for salary increases resulting from role changes and annual performance reviews will be set at 3.5%
  - Existing headcount commitments continue from 2020. There are 4 new staff positions included in the budget submission:
    - Services Director
    - Quality assurance and WH&S Officer
    - Training Officer for Foundation projects funded by APIDT grants
    - External Relations Manager to convert from a contract role once travel restrictions are lifted
  - Three APNIC staff will be seconded to the APNIC Foundation, their costs are included in the expense; Contribution to APNIC Foundation

Expenses cont'd

Travel Expenses

- The outlook for travel remains unclear, the budget submission included a provision for $1M for travel during 2021. The assumption is that travel will commence in the second half of 2021

  - This category includes travel for; APNIC Staff, APNIC EC, NRO AC, Support for SIG Chairs

  - Travel expenses include all corporate travel management fees and International SOS membership, which provides advice and emergency assistance for those travelling on APNIC business

  - In 2021 there is a provision to implement a carbon offset program

Expenses cont'd

Professional Fees

- Professional Fees will increase by 22.8% compared to the 2020 budget, the largest contributor is the increase is the investment in the further development of the infrastructure and services platform common to APNIC products.
- Details of major expenses for 2021 expenses are:

Description	Budget 2021
PE-5A-Professional Developer/ DevOps (i)	248,000
DGE-4B-Professional Joao Damas consultancy	210,000
BE-5B-Professional Investment consultant service	168,000
PE-1B-Professional Full Stack web developer	132,000
CE-1C-Professional iTank design consultancy	123,344
PE-3A-Professional Lead Full Stack web developer (APNIC conferences)	110,400
PE-1B-Professional Lead Full Stack web developer (Membership Products)	88,320
STE-3C-Professional IGF/ICANN/ITU consultants	80,000
CE-4A-Professional Comms contractors	75,000
BE-1B-Professional SSO APNIC Requirements Review & Implementation	70,000
HE-5C-Professional HR consulting	65,000
HE-5C-Professional Leadership consulting	60,000
HE-5C-Professional Product management (i)	60,000
IDE-5A-Professional Cybersecurity Host penetration testing	50,000
PE-2B-Professional Information Architecture	50,000
DGE-1A-Professional Benchmarking consultancy	42,500
IDE-3E-Professional Outsource content development	40,000
PE-2B-Professional RPKI development	40,000

Expenses cont'd

Computer Expenses

- Computer expenses include all non-capital purchases of equipment, consumables, license and support fees for hardware and software. Ongoing transition to cloud services contributes to the increase of 51% in 2021
- Major expenses in 2021 are:

Description	Budget 2021
DGE-4B–Computer Research cloud computing	163,600
BE-1C–Computer NetSuite license	149,864
BE-1A–Computer Salesforce licence	120,000
IDE-2B–Computer Cloud infrastructure	120,000
IDE-3E–Computer APNIC Academy virtual labs licence	120,000
BE-1B–Computer Cloudflare Licence	63,000
PE-1B–Computer Online Community Platform (i)	60,000
BE-1B–Computer SSO APNIC Login	55,000
HE-5C–Computer HRIS Licences	47,365
BE-1A–Computer Pardot licence	44,000
IDE-5A–Computer Source code vulnerability scanner	42,000
IDE-2B–Computer Firewall & intrusion detection/prevention	40,435
BE-5B–Computer Lucidcharts (Corp) licence	37,000
BE-1A–Computer Salesforce premium support	36,000
BE-1B–Computer SSO LifeCycle Okta	30,000
IDE-5A–Computer Hardware maintenance & blades	30,000
IDE-5A–Computer Managed vulnerability reporting program	30,000
IDE-5A–Computer Security information and event management	30,000

Expenses cont'd

Depreciation Expenses

- Depreciation expenses are budgeted based on analysis of the existing depreciation and capital allowance schedules; including anticipated depreciation based on Capital Expenditure planned for 2021. The capital provision for office refurbishment is allocated to December, which will not impact depreciation expenses in 2021

- The amounts budgeted for 2021 are:
  - Equipment depreciation   630,494
  - Capital works allowances - 6 Cordelia St   140,448

APNIC

Expenses cont'd

Sponsorship and Publicity Expenses

- Sponsorship and Publicity expenses include APNIC contributions to the NRO expenses, and sponsorship of NOGs and other community events

- Major expenses for 2021 include:

Description	Budget 2021
IDE-3C-Publicity Sponsorships for NOGs/ IXPs/ Peering	170,000
DGE-2C-Publicity NRO expenses	156,000
CE-3A-Publicity APNIC conference fellowships (i)	60,000
CE-1A-Publicity Google PPC advertising	40,000
STE-3C-Publicity Regional/ National sponsorship	40,000
BE-1A-Publicity General promotional item	24,000
SE-1A-Publicity APNIC lounge gifts and promotion T-shirts	10,000
STE-3C-Publicity Regional community dev conference sponsorship	10,000

APNIC

Expenses cont'd

Communication Expenses

- Communication expenses include data network expenses, Internet connectivity expenses, and telephony expenses. The major contributors to costs here are the ongoing cost of the network connections and the cost of rack-space in the co-locations that are critical to APNIC's network resilience

- The major costs included in the 2021 budget include the following:

Description	Budget 2021
IDE-2B-Communication Data centre rack hire & cross connects	186,000
IDE-2B-Communication Network equipment support & maintenance	150,000
IDE-2B-Communication Transit/Peering/Virtual interconnections	114,000
IDE-2B-Communication 24x7 Emergency hotline service	110,000
IDE-2B-Communication APNIC Network presence & peering	90,000
IDE-2B-Communication DNS anycast & regional whois cloud hosting	77,000
IDE-2B-Communication Dark fibre interconnections	68,000
IDE-1A-Communication VoIP service & call charges	64,000
IDE-3F-Communication Community Honeynet Hosting expenses	50,000
IDE-3F-Communication Root server peering & cross connect & virtual interconne	45,000
IDE-2B-Communication Data network/service monitoring & alerting	35,000
IDE-5A-Communication Backup cloud storage	15,000

APNIC

Expenses cont'd

Contribution to APNIC Foundation

- APNIC will underwrite Foundation costs up to a maximum of $565,518 AUD in 2021. Included in this amount is the costs for the three APNIC staff seconded to the Foundation and recovery of other internal resource costs

	Budget 2020	Forecast 2020	Budget 2021	Change to 2020 Budget
Contribution Received - APNIC	750,463	687,092	565,518	-25%
Contribution Received - Grants	690,000	291,106	7,615,620	1004%
Contribution Received - APIDT Projects Overhead			960,853	0%
Interest Income		91	0	0%
TOTAL REVENUE	1,440,463	978,289	9,141,991	535%
EXPENSES				
Grant Expenses	690,000	291,106	7,615,620	1004%
Operating Expenses				
Bank Service Fees	1,000	1,754	4,300	330%
Communication Expenses	2,000	329	300	-85%
Computer Expenses	6,000	2,459	8,600	43%
Meeting and Training Expenses	3,000	261	2,900	-3%
Personnel Support Expenses	572,163	563,013	1,317,371	130%
Postage & Delivery	500	0	0	-100%
Printing & Photocopy	4,000	13,184	2,900	-28%
Professional Fees	40,000	85,875	121,400	204%
Recruitment Expense	0	0	2,900	0%
Staff Training Expense	0	7,917	4,300	0%
Translation Expense	1,000	0	0	-100%
Travel Expenses	120,800	12,390	61,400	-49%
TOTAL OPERATING EXPENSES	750,463	687,183	1,526,371	103%
TOTAL EXPENSES	1,440,463	978,289	9,141,991	535%
OPERATING SURPLUS/(DEFICIT)	0	0	0	0%

APNIC

Expenses cont'd

Meeting and Training Expenses

- Meeting and Training expenses include all the costs incurred in running the meetings including APNIC conferences and other meeting/training events

- The major contributors to this expense are the APNIC conferences in 2021 with the assumption that APNIC51 will be a virtual conference and APNIC52 will be a Face-to-Face meeting. Major provisions included in the 2021 budget are:

Description	Budget 2021
IDE-3E-Meeting Training support (Venue & catering costs)	100,000
CE-3A-Meeting APNIC Conference week venue hire and catering	80,000
CE-3A-Meeting APNIC Conference Workshop week venue hire and catering	50,000
CE-3A-Meeting APNIC Conference AV rental	40,000
BE-5C-Meeting Xmas and Mid Year Staff events	38,250
CE-3A-Meeting APNIC Conference Opening reception	35,000
CE-3A-Meeting APNIC Conference Closing dinner	25,000
CE-3A-Meeting APNIC Conference Hackathon	10,000
DGE-5D-Meeting Venue Hire Quarterly ELT offsite & EC meeting	9,000
CE-3A-Meeting APNIC Conference social transportation	8,000
CE-3A-Meeting APNIC Conference Workshop week closing dinner	8,000
CE-3A-Meeting APNIC Conference Meet the EC Cocktail	7,500
CE-3A-Meeting APNIC Conference APIX event	7,000
PE-5C-Meeting Product area staff entertainment	6,000
CE-3A-Meeting APNIC Conference signage	5,000
SE-1A-Meeting Member gathering	5,000
SE-1A-Meeting Services outreach exhibition	5,000

Expenses cont'd

Office Operating Expenses

- The major costs in this item include electricity, land tax, council and water rates, cleaning and rubbish removal, air-conditioning and security
- Major expenses in 2021 are:

Description	Budget 2021
BE-5B-Office Cleaning	60,000
BE-5B-Office Electricity	60,000
BE-5C-Office Kitchen supplies and catering	55,000
BE-5B-Office Land tax	51,000
BE-5B-Office BCC rates	39,000
BE-5B-Office General maintenance and repairs	12,000
HE-5C-Office WHS facilitated support/audits	12,000
HE-5C-Office Health promotions	11,000
HE-5C-Office Online and paper subscription	7,700
BE-5B-Office building A/C service	7,200
BE-5B-Office Electrical repairs & testing	7,200
BE-5B-Office Stationery supplies	7,000
BE-5B-Office Plant hire	6,900
BE-5B-Office Water rates	6,000
BE-5B-Office Building security service	5,580
BE-5B-Office Rubbish removal	5,000

Capital Expenditure

- The budget provision includes a provision of $2,000,000 for the refurbishment of the APNIC office
  - The current office fit-out was completed in 2010, with seating capacity for 81 staff. Adapting to a post COVID working environment along with staffing increases driven by the APNIC Foundation and APIDT will require a major review of future requirements and an upgrade of the current office facility

- Provisions in for Capital Expenditure in 2021 include:

Description	Budget 2021
BA-5C-Fittings Workspace remodeling (i)	2,000,000
HA-5C-Capital HRIS Implementation (i)	160,000
BA-5A-Capital IT office/ Projectors/ TVs equipment	85,000
BA-5A-Capital Staff Laptops	84,000
DGA-4B-Capital Labs servers	80,000
IDA-3F-Capital IXP and Root server development	60,000
BA-5A-Capital Elafent Cloud Platform (ECP) implementation	50,000
IDA-3A-Capital Conference WIFI replacement/ Network case and AV accessories	43,150
IDA-5A-Capital Office wired and wireless network upgrade	42,000
IDA-5A-Capital NexDC and Interactive switch replacement	21,200
IDA-5A-Capital Juniper Edge Router	20,000
IDA-5A-Capital RPKI HSM replacement	20,000
BA-5A-Capital Conference Laptops	15,000
IDA-3E-Capital Training Labs server upgrade	15,000
BA-5B- Fittings Office furniture	10,000
BA-5B- Fittings Office improvements/ Lighting/ Security cameras	10,000
BA-5B-Fittings HotDesking equipment	10,000
IDA-5A-Capital Dell server running proxy/ loadbalancers	10,000
BA-5A-Capital Staff monitors	6,000

Key statistics

APNIC

Revenue analysis – per Member
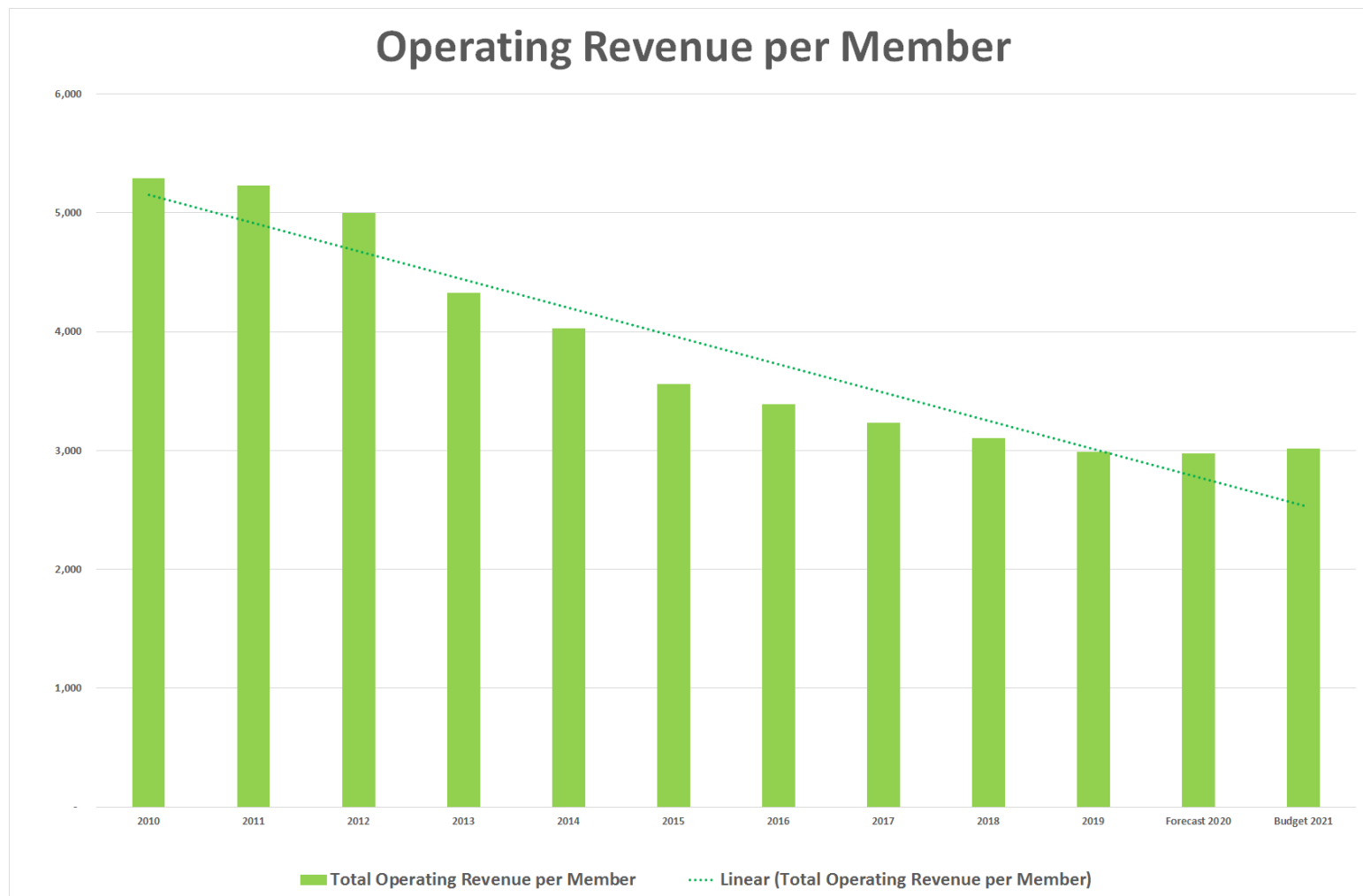
Operating Revenue per Member

	2011	2012	2013	2014	2015	2016	2017	2018	2019	F'Cast 2020	Budget 2021
Operating Revenue	15,416,664	17,658,361	17,531,861	18,592,038	18,743,639	20,309,305	21,158,128	22,243,077	23,266,002	24,945,710	26,971,249
APNIC Members	2,947	3,534	4,051	4,618	5,268	5,994	6,547	7,162	7,776	8,376	8,940
Revenue Per Member	5,231	4,997	4,328	4,026	3,558	3,388	3,232	3,106	2,992	2,978	3,017

APNIC

Efficiency Measures – Members/FTE

Ratio of Members per FTE
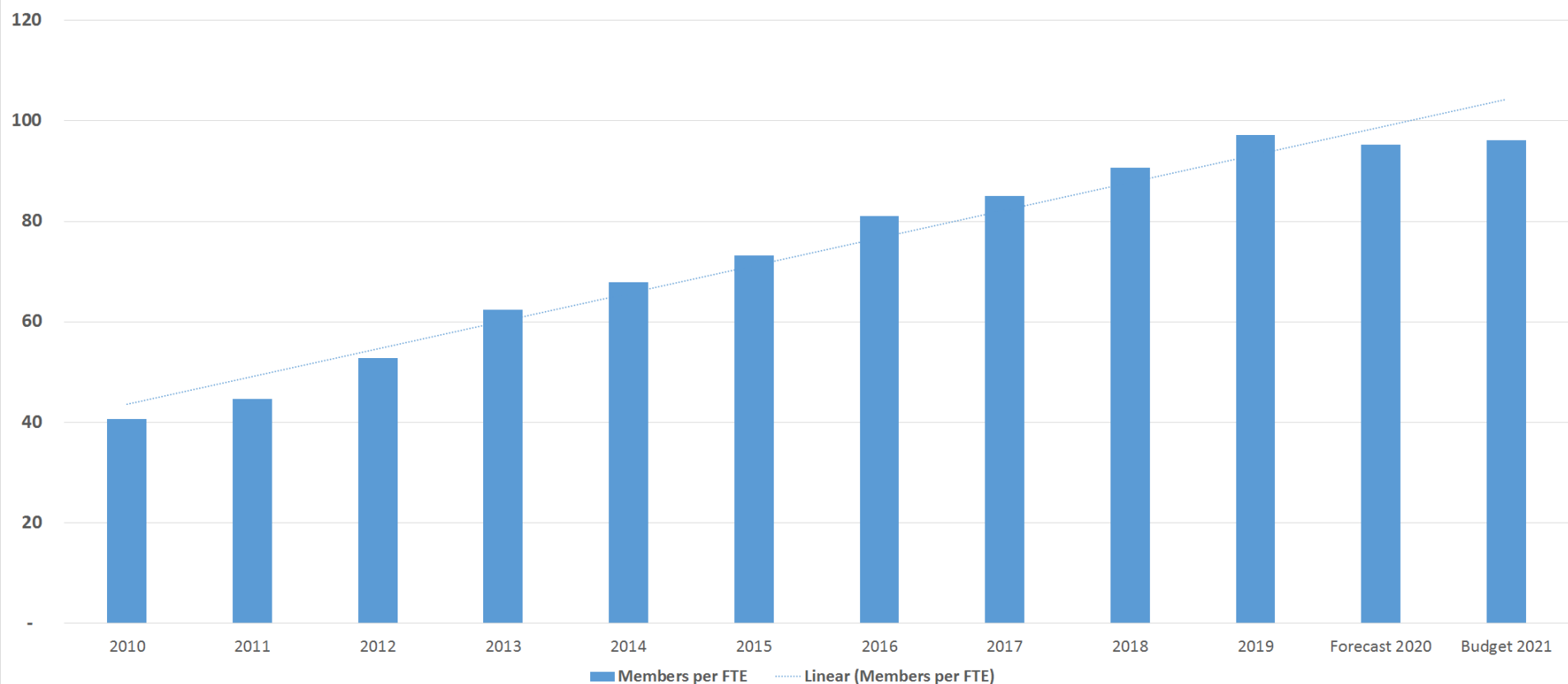
	2011	2012	2013	2014	2015	2016	2017	2018	2019	F'Cast 2020	Budget 2021
FTE	66	67	65	68	72	74	77	79	80	88	93
APNIC Members	2,947	3,534	4,051	4,618	5,268	5,994	6,547	7,162	7,776	8,376	8,940
Members/FTE	**45**	**53**	**62**	**68**	**73**	**81**	**85**	**91**	**97**	**95**	**96**

APNIC

Expense analysis – Opex/Member

Operating Expenses per Member
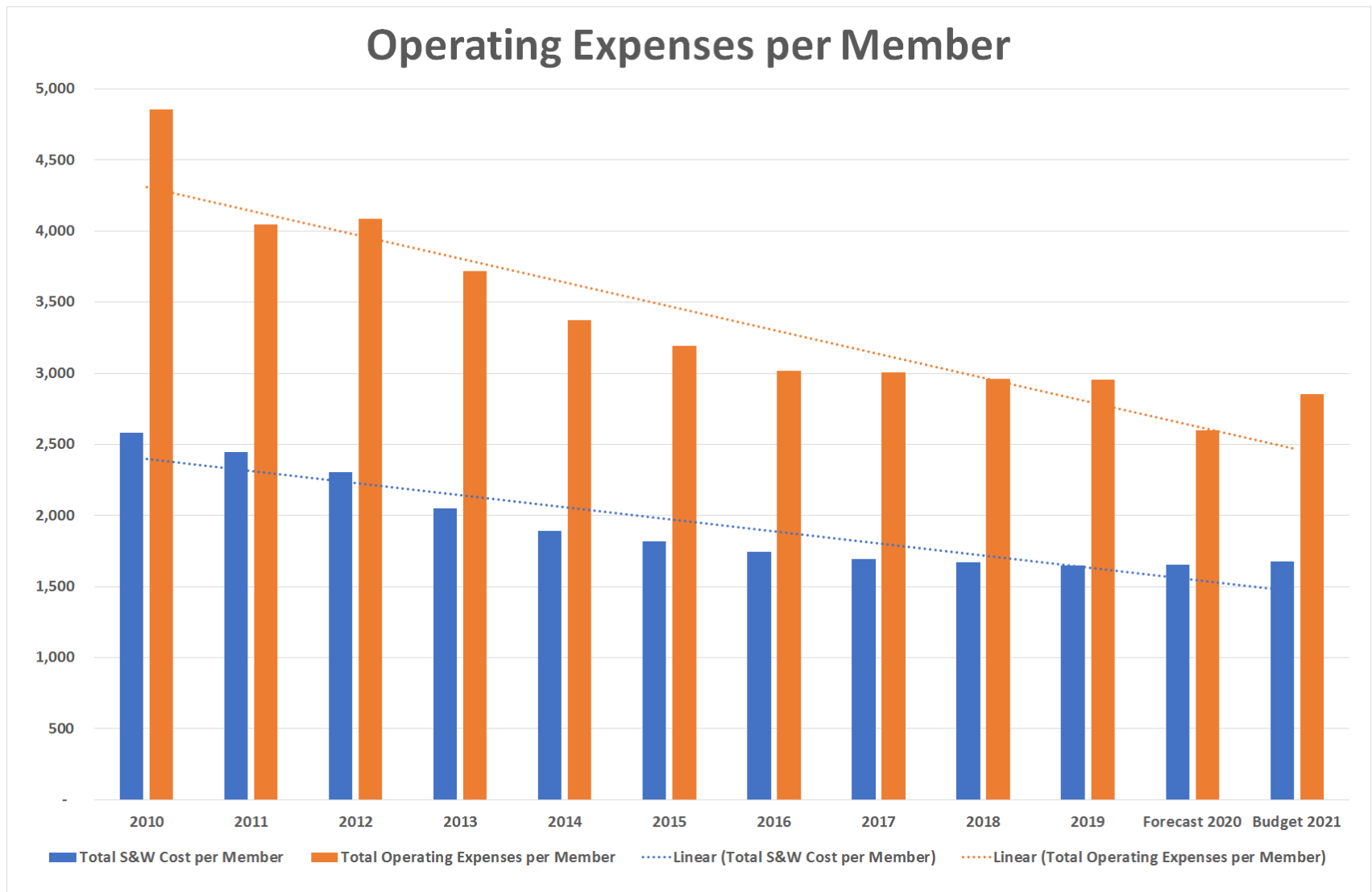
Revenue and Expenses over time
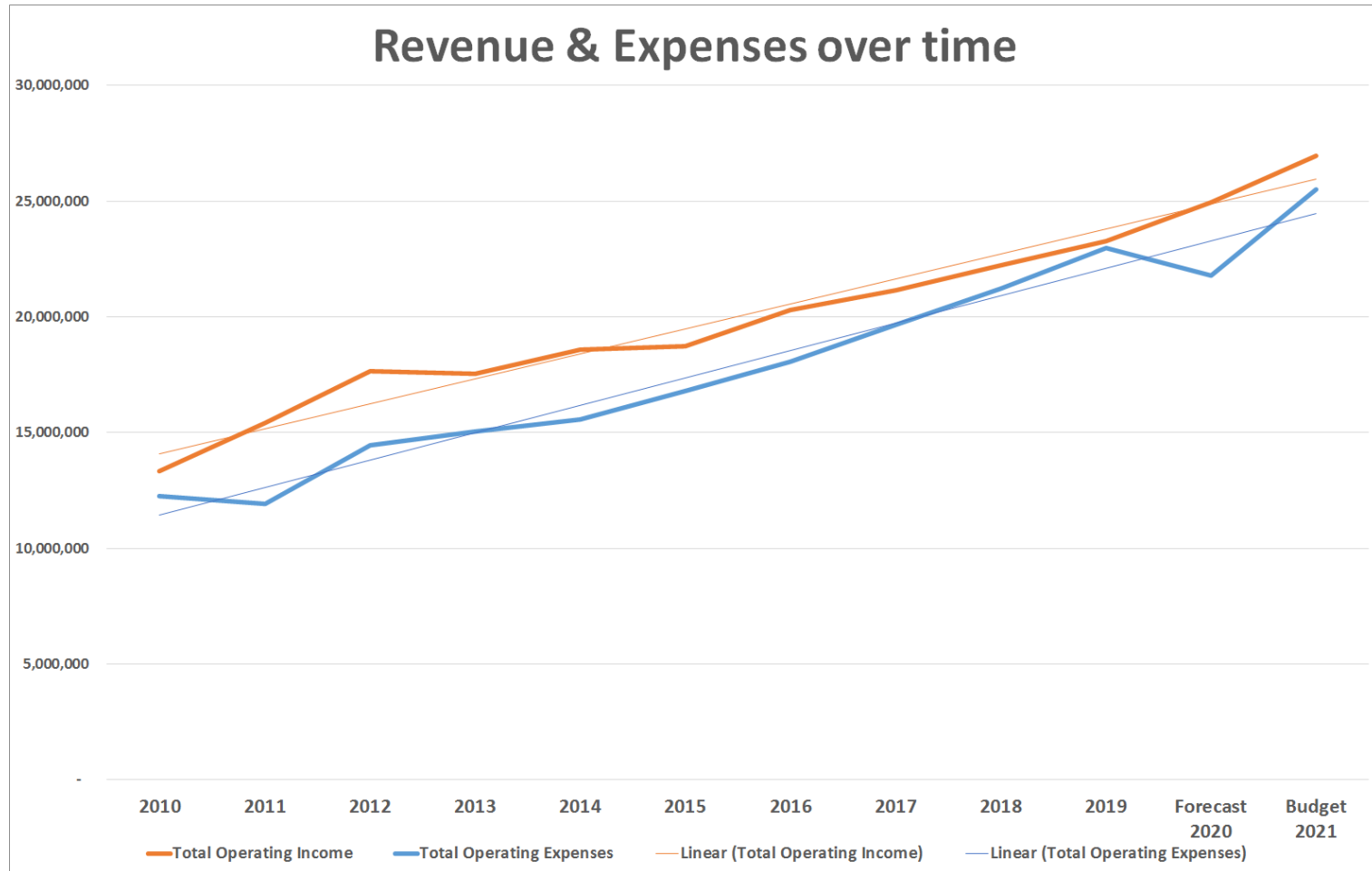
Revenue & Expenses over time

	2011	2012	2013	2014	2015	2016	2017	2018	2019	F'Cast 2020	Budget 2021
Operating Revenue	15,416,664	17,658,361	17,531,861	18,592,038	18,743,639	20,309,305	21,158,128	22,243,077	23,266,002	24,945,710	26,971,249
Operating Expenses	11,932,004	14,434,258	15,058,033	15,568,431	16,805,493	18,068,294	19,676,928	21,214,519	22,974,649	21,772,332	25,503,657
Surplus/(Deficit)	3,484,660	3,224,102	2,473,828	3,023,607	1,938,145	2,241,011	1,481,199	1,028,557	291,353	3,173,378	1,467,592

APNIC

Discussion/Questions?

APNIC

APNIC Budget 2021 - Draft

APNIC

Table of Contents

Table of Tables

1   Executive Summary

This document contains the APNIC budget submission for the financial year from January to December 2021. The budget submission includes revenue, expense, and capital expenditure projections based on the planned activities for the APNIC Secretariat for 2021.

The purpose of this paper is to allow the APNIC Executive Council to approve an expenditure level for 2021, in the manner as described in the APNIC By-laws:

"to establish the basis for the budget of APNIC and determine, in the light of the decisions taken by the Members on the reports referred to in by-law 5(b) above, a ceiling for the expenditure of APNIC until the next AGM after considering all relevant aspects of the work of APNIC in that period" [APNIC By-laws 30 (g)]

The proposed budget includes operational expenditure of AUD $25,503,657 and projected revenue of AUD $26,971,249 providing an operating surplus of AUD $1,467,592 for 2021. The capital expenditure requirements for 2021 are AUD $2,741,350. All values in this document are expressed in Australian Dollars (AUD) unless otherwise indicated.

2   Budget Summary

The 2021 budget for revenue, expenses, and capital expenditure are included in the table below:

REVENUE (AUD)	Budget 2020	Forecast 2020	Budget 2021	Change to 2020 Budget
Membership fees	22,625,005	22,756,738	24,300,595	7.4%
Non-members fees	265,300	261,425	264,392	-0.3%
Reactivation fees	25,000	17,370	18,091	-27.6%
Sign-Up fees	331,750	348,620	343,000	3.4%
Transfer fees	269,400	200,467	210,000	-22.0%
Sundry income	387,778	436,291	1,072,960	176.7%
Operating Revenue	**23,904,233**	**24,020,911**	**26,209,038**	**9.6%**
Investment income	965,000	924,799	762,211	-21.0%
TOTAL REVENUE	**24,869,233**	**24,945,710**	**26,971,249**	**8.5%**
EXPENSES (AUD)				
Bank service fees	207,200	246,423	251,212	21.2%
Communication expenses	753,550	697,846	1,019,592	35.3%
Computer expenses	1,154,458	1,244,212	1,743,227	51.0%
Contribution to APNIC Foundation	750,463	687,092	565,518	-24.6%
Depreciation expense	862,000	701,971	770,942	-10.6%
Doubtful debt expenses	25,000	8,034	20,000	-20.0%
ICANN contract fee	238,000	223,436	240,000	0.8%
Insurance expense	231,833	229,242	231,833	0.0%
Meeting and training expenses	561,100	164,952	485,000	-13.6%
Membership fees	54,029	64,199	60,040	11.1%
Office operating expenses	391,300	296,408	385,430	-1.5%
Postage & delivery	39,700	24,492	37,500	-5.5%
Printing & photocopy	40,500	34,485	39,500	-2.5%
Professional fees	2,051,021	2,072,609	2,519,399	22.8%
Recruitment expense	145,000	168,178	223,200	53.9%
Salaries and personnel expenses	13,561,230	13,849,028	14,994,013	10.6%
Sponsorship and Publicity expenses	679,640	479,630	554,400	-18.4%
Staff training/ Conference expenses	175,000	241,575	264,650	51.2%
Translation expenses	20,000	8,007	20,000	0.0%
Travel expenses	2,352,000	330,510	1,078,200	-54.2%
TOTAL EXPENSES	**24,293,024**	**21,772,332**	**25,503,657**	**5.0%**
TOTAL SURPLUS/(DEFICIT)	**576,209**	**3,173,379**	**1,467,592**	**154.7%**

CAPITAL (AUD)	Budget 2020	Forecast 2020	Budget 2021	Change to 2020 Budget
Equipment & Software	683,600	577,706	711,350	4.1%
Office Furniture & Fittings	55,000	46,895	2,030,000	3590.9%
Total - Capital Expenditure	**738,600**	**624,601**	**2,741,350**	**271.2%**

Table 2.1 2021 Budget summary

3   Budget Preparation Notes

The budget is developed on a zero-based methodology and involves extensive consultation across the organization. There are a range of key inputs which are included in the budget process, including but not limited to the following:

▪ The 2020 APNIC Survey

▪ The 2021 APNIC Activity Plan

▪ 2021 priorities as established through the operational planning process

▪ The APNIC organization structure, HR cost analysis and recruitment plans

▪ Membership projections, derived from analysis of historical membership growth and recent trends

▪ Investment return forecasts provided by APNIC's investment advisors

▪ The asset register and quantity survey reports, forming the basis of depreciation and capital allowance forecast

3.1   Projection techniques

Projections for membership fees are calculated by analysing recent trends in membership activity. 2021 membership revenues budgets are calculated based on the current (2020) fee schedule. A linear projection of membership growth and account closure is used to estimate the incremental growth in revenue for membership fees in 2021.

Interest income is based on analysis of APNIC's existing cash deposits and the contracted rates and maturity dates for fixed deposits. Estimates of interest from the current account are based on current returns. Investment income predictions are based on forecasts provided by APNIC's investment advisors across the range of investment categories set out in APNIC's Investment Policy.

APNIC's ERP system allows for the verification of all current approved spending commitments. This data is combined with new planned expenditure in 2021.

An overall inflation rate of 0.7% was recorded for the 12 months ending September 2020 and this has been used in projecting costs in this submission.

3.2   APNIC's Taxation Status

APNIC's taxation status as a "Mutual Organisation" by way of a Private Ruling from the Australian Taxation Office was re-confirmed in November 2017 for a further five years ending June 2022.

4　　Revenue

The table below tracks APNIC's revenue from 2015 through to the forecast for 2020 and the budget submission for 2021.

REVENUE (AUD)	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	Change to 2020 Budget
Membership fees	16,933,413	18,354,898	19,310,962	20,213,860	21,061,318	22,625,005	22,756,738	24,300,595	7.4%
Non-members fees	243,049	243,923	260,010	251,054	255,751	265,300	261,425	264,392	-0.3%
Reactivation fees	37,600	37,700	27,200	22,000	16,900	25,000	17,370	18,091	-27.6%
Sign-Up fees	456,000	465,000	373,250	330,000	345,500	331,750	348,620	343,000	3.4%
Transfer fees	77,943	130,139	127,440	164,145	173,831	269,400	200,467	210,000	-22.0%
Sundry income	221,968	186,694	218,185	389,984	430,831	387,778	436,291	1,072,960	176.7%
Operating Revenue	17,969,973	19,418,354	20,317,048	21,371,042	22,284,131	23,904,233	24,020,911	26,209,038	9.6%
Investment income	792,041	890,951	841,080	872,034	981,871	965,000	924,799	762,211	-21.0%
TOTAL REVENUE	18,762,014	20,309,305	21,158,128	22,243,077	23,266,002	24,869,233	24,945,710	26,971,249	8.5%
Change		8.2%	4.2%	5.1%	4.6%	6.9%	0.3%	8.5%	

Table 4.1 Revenue over time

4.1　　Investment Income

The value APNIC's investments continue to increase as excess funds are transferred from the operating account to the Investment Fund. Investment returns are reinvested in line with the Investment Policy and the investment income projections are based on advice from APNIC's investment advisors. Interest on cash deposits not held in the fund are forecast to achieve between 0.6% and 0.8% in 2021, significantly down from 1.25% included in the 2020 budget submission.

4.2　　Membership Fees

4.2.1　　Membership growth

APNIC's membership growth continues and the 2021 Budget assumes similar membership growth based on recent trends. The table below shows membership growth since 2010.

Member Tier	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	F'Cast 2020	Budget 2021
Extra Large	16	21	20	20	21	22	22	23	24	24	26	26
Very Large	33	41	45	42	40	44	43	41	44	46	48	48
Large	141	145	144	147	142	137	138	138	143	143	142	142
Medium	324	378	402	392	402	431	449	473	483	493	518	528
Small	867	970	1114	1198	1388	2165	2643	2971	3376	3601	3730	4001
Very Small	637	817	1021	1294	1701	2336	2590	2769	2967	3334	3772	4050
Associate	503	575	788	957	924	133	109	132	125	135	140	145
Total	2521	2947	3534	4050	4618	5268	5994	6547	7162	7776	8376	8940
New	478	615	832	813	805	968	1048	849	825	838	841	804
Closed	163	189	245	297	237	318	322	296	210	224	250	240
Net Growth	315	426	587	516	568	650	726	553	615	614	591	564
Average Net Monthly Growth	26	36	49	43	47	54	61	46	51	51	49	47

Table 4.2 Membership growth over time

4.2.2 Membership and Sign-Up fee revenue – sensitivity analysis

The table below illustrates the potential impact on membership revenue if the actual growth of membership in 2021 varies from the assumptions included in the budget. The average annual fee a new Member will pay is estimated at $1,451 which accounts for allocations from the last /8 and the IANA reclaimed pool, and for discounts applied to new Members from LDC's, analysis of the 2020 trends show 27.5% of new members are in LDC economies.

New Members 2021	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2021
LDC	18	18	18	18	18	18	18	18	18	18	18	18	216
Non LDC	49	49	49	49	49	49	49	49	49	49	49	49	588
Total New	67	67	67	67	67	67	67	67	67	67	67	67	804

Membership Fees from new Members 2021

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2021
Impact of 30% More new Members	2,430	4,861	7,291	9,722	12,152	14,583	17,013	19,443	21,874	24,304	26,735	29,165	189,573
Impact of 20% More new Members	1,620	3,241	4,861	6,481	8,101	9,722	11,342	12,962	14,583	16,203	17,823	19,443	126,382
Impact of 10% More new Members	810	1,620	2,430	3,241	4,051	4,861	5,671	6,481	7,291	8,101	8,912	9,722	63,191
Membership Fees from new Members 2021	8,101	16,203	24,304	32,406	40,507	48,609	56,710	64,811	72,913	81,014	89,116	97,217	631,911
Impact of 10% Less new Members	(810)	(1,620)	(2,430)	(3,241)	(4,051)	(4,861)	(5,671)	(6,481)	(7,291)	(8,101)	(8,912)	(9,722)	(63,191)
Impact of 20% Less new Members	(1,620)	(3,241)	(4,861)	(6,481)	(8,101)	(9,722)	(11,342)	(12,962)	(14,583)	(16,203)	(17,823)	(19,443)	(126,382)
Impact of 30% Less new Members	(2,430)	(4,861)	(7,291)	(9,722)	(12,152)	(14,583)	(17,013)	(19,443)	(21,874)	(24,304)	(26,735)	(29,165)	(189,573)

Sign-Up Fees from new Members 2021

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2021
Impact of 30% More new Members	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	8,700	104,400
Impact of 20% More new Members	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	69,600
Impact of 10% More new Members	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	34,800
Sign-Up Fees from new Members 2021	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	348,000
Impact of 10% Less new Members	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(34,800)
Impact of 20% Less new Members	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)	(69,600)
Impact of 30% Less new Members	(8,700)	(8,700)	(8,700)	(8,700)	(8,700)	(8,700)	(8,700)	(8,700)	(8,700)	(8,700)	(8,700)	(8,700)	(104,400)

Total Fees from new Members 2021

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2021
Impact of 30% More new Members	11,130	13,561	15,991	18,422	20,852	23,283	25,713	28,143	30,574	33,004	35,435	37,865	293,973
Impact of 20% More new Members	7,420	9,041	10,661	12,281	13,901	15,522	17,142	18,762	20,383	22,003	23,623	25,243	195,982
Impact of 10% More new Members	3,710	4,520	5,330	6,141	6,951	7,761	8,571	9,381	10,191	11,001	11,812	12,622	97,991
Fees from new Members 2021	37,101	45,203	53,304	61,406	69,507	77,609	85,710	93,811	101,913	110,014	118,116	126,217	979,911
Impact of 10% Less new Members	(3,710)	(4,520)	(5,330)	(6,141)	(6,951)	(7,761)	(8,571)	(9,381)	(10,191)	(11,001)	(11,812)	(12,622)	(97,991)
Impact of 20% Less new Members	(7,420)	(9,041)	(10,661)	(12,281)	(13,901)	(15,522)	(17,142)	(18,762)	(20,383)	(22,003)	(23,623)	(25,243)	(195,982)
Impact of 30% Less new Members	(11,130)	(13,561)	(15,991)	(18,422)	(20,852)	(23,283)	(25,713)	(28,143)	(30,574)	(33,004)	(35,435)	(37,865)	(293,973)

Table 4.3 Sensitivity analysis – membership growth

Based on analysis of recent trends, it is forecast that 804 new Members will join APNIC in 2021. The average value of closed accounts is estimated at $1,892 and on average, 20 account closures are expected each month, in 75% of cases, resources are returned to APNIC. The table below illustrates the impact on Membership revenue if the actual number of membership closures in 2020 varies from the assumptions included in the budget.

Account Closures 2021	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2021
Membership Accounts	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-240

Reduction in Membership Fees from account closures 2021

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2021
Impact of 30% Less closures	946	1,892	2,838	3,784	4,730	5,676	6,622	7,568	8,514	9,460	10,406	11,352	73,788
Impact of 20% Less closures	631	1,261	1,892	2,523	3,153	3,784	4,415	5,045	5,676	6,307	6,937	7,568	49,192
Impact of 10% Less closures	315	631	946	1,261	1,577	1,892	2,207	2,523	2,838	3,153	3,469	3,784	24,596
Reduction in fees from account closures 2021	(3,153)	(6,307)	(9,460)	(12,613)	(15,767)	(18,920)	(22,073)	(25,227)	(28,380)	(31,533)	(34,687)	(37,840)	(245,960)
Impact of 10% More closures	(315)	(631)	(946)	(1,261)	(1,577)	(1,892)	(2,207)	(2,523)	(2,838)	(3,153)	(3,469)	(3,784)	(24,596)
Impact of 20% More closures	(631)	(1,261)	(1,892)	(2,523)	(3,153)	(3,784)	(4,415)	(5,045)	(5,676)	(6,307)	(6,937)	(7,568)	(49,192)
Impact of 30% More closures	(946)	(1,892)	(2,838)	(3,784)	(4,730)	(5,676)	(6,622)	(7,568)	(8,514)	(9,460)	(10,406)	(11,352)	(73,788)

Table 4.4 Sensitivity analysis – membership closures

4.3 Non-Members Fees

Fees from Non-Member account holders continue to be very stable and it is anticipated that in 2021 that there will be minimal change to this revenue for this item.

4.4 Reactivation Fees

Reactivation Fees are charged to Members to reactivate their accounts after closure. The revenue for this item is expected to be in line with 2020.

4.5   Sign-Up Fees

Sign-Up fees are directly related to membership growth as outlined in table 4.2 above. The fee is $500 and is discounted by 50% for LDC economies currently making up 27.5% of new members. The effect of a variance to the budget assumptions for membership growth for this revenue item is outlined above in 4.2.2.

4.6   Transfer Fees

Transfer activity is expected to track in line with 2020 activity.

4.7   Sundry Income

Sundry income includes revenue for sources such as:

- Meeting receipt registration – Members/Non-Members

- Meeting receipt – Sponsorship

- External training receipts - Members/Non-Members

- Income generated from the recovery of APNIC staff costs and travel for work undertaken for Foundation activities, primarily in training delivery

- The APNIC Foundation through a grant will fund a significant portion of APNIC's training delivery costs.

- Foreign exchange gains/losses

    o The budget for exchange rate variances has been set as zero; it is not possible to forecast the total gain or loss on APNIC transactions. APNIC has a low exposure to currency variations as all fees from members and the majority of expenses in running APNIC's operations are paid in Australian dollars.

5   Expenses

The tables below set out APNIC's expenses since 2015, with more detail of the major expenses included below:

EXPENSES (AUD)	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	Change to 2020 Budget
Bank service fees	156,496	167,917	177,670	193,762	207,759	207,200	246,423	251,212	21.2%
Communication expenses	591,885	532,212	561,271	542,895	570,832	753,550	697,846	1,019,592	35.3%
Computer expenses	520,784	533,628	647,453	817,599	1,067,957	1,154,458	1,244,212	1,743,227	51.0%
Contribution to APNIC Foundation	0	18,003	665,058	732,710	762,179	750,463	687,092	565,518	-24.6%
Depreciation expense	764,145	785,218	807,596	856,029	862,055	862,000	701,971	770,942	-10.6%
Doubtful debt expenses	-54,293	-6,225	14,653	-1,445	24,302	25,000	8,034	20,000	-20.0%
ICANN contract fee	284,161	243,026	244,657	278,866	263,386	238,000	223,436	240,000	0.8%
Insurance expense	131,550	128,793	173,610	189,738	206,523	231,833	229,242	231,833	0.0%
Meeting and training expenses	350,313	363,343	389,922	396,545	425,704	561,100	164,952	485,000	-13.6%
Membership fees	49,532	48,971	52,296	48,309	58,241	54,029	64,199	60,040	11.1%
Office operating expenses	315,608	324,948	337,207	342,458	342,806	391,300	296,408	385,430	-1.5%
Postage & delivery	51,029	41,893	40,610	42,808	35,060	39,700	24,492	37,500	-5.5%
Printing & photocopy	33,807	38,165	29,311	35,605	36,145	40,500	34,485	39,500	-2.5%
Professional fees	1,195,494	1,409,430	1,304,343	1,458,389	1,820,443	2,051,021	2,072,609	2,519,399	22.8%
Recruitment expense	119,077	94,307	134,793	185,554	95,357	145,000	168,178	223,200	53.9%
Salaries and personnel expenses	9,586,575	10,459,153	11,096,470	11,962,294	12,789,661	13,561,230	13,849,028	14,994,013	10.6%
Sponsorship and Publicity expenses	575,775	624,179	681,342	759,741	627,766	679,640	479,630	554,400	-18.4%
Staff training/ Conference expenses	169,122	164,441	148,603	199,349	381,567	175,000	241,575	264,650	51.2%
Translation expenses	2,883	11,147	9,027	7,855	6,668	20,000	8,007	20,000	0.0%
Travel expenses	1,961,551	2,085,745	2,161,034	2,165,459	2,390,238	2,352,000	330,510	1,078,200	-54.2%
TOTAL EXPENSES	16,805,493	18,068,294	19,676,928	21,214,519	22,974,649	24,293,024	21,772,332	25,503,657	5.0%
Change		7.5%	8.9%	7.8%	8.3%	5.7%	-10.4%	5.0%	

Table 5.1 Expenses over time

5.2   Salary and Personnel Expenses

Salary and personnel expenses will increase by 8.4% in 2021 when compared to the forecast expenditure for the 2020 year and 10.6% compared to the 2020 budget. The assumptions included in this budget are:

- Employee superannuation contributions will increase from 9.5% to 10.0% in July 2021

- All permanent staff will take 3.5 weeks of annual leave

- The overall allowance for salary increases resulting from role changes and annual performance reviews will be set at 3.5%

- Existing headcount commitments continue from 2020. There are 4 new staff positions included in the budget submission:
  - Services Director
  - Quality assurance and WH&S Officer
  - Training Officer for Foundation projects funded by APIDT grants
  - External Relations Manager to convert from a contract role once travel restrictions are lifted

- Three APNIC staff will be seconded to the APNIC Foundation, their costs are included in the expense; Contribution to APNIC foundation.

5.3   Travel Expenses

The outlook for travel remains unclear, the budget submission included a provision for $1M for travel during 2021, assuming that travel will commence in the second half of 2021. The travel budget also includes costs for international traveller support, corporate travel agency fees and an allowance for a carbon offset program.

5.4   Professional fees

Professional Fees will increase by 22.8% compared to the 2020 budget, the largest contributor is the increase is the investment in the further development of the infrastructure and services platform common to APNIC products.

Details of major expenses for 2021 expenses are:

Description	Budget 2021
PE-5A-Professional Developer/ DevOps (i)	248,000
DGE-4B-Professional Joao Damas consultancy	210,000
BE-5B-Professional Investment consultant service	168,000
PE-1B-Professional Full Stack web developer	132,000
CE-1C-Professional iTank design consultancy	123,344
PE-3A-Professional Lead Full Stack web developer (APNIC conferences)	110,400
PE-1B-Professional Lead Full Stack web developer (Membership Products)	88,320
STE-3C-Professional IGF/ICANN/ITU consultants	80,000
CE-4A-Professional Comms contractors	75,000
BE-1B-Professional SSO APNIC Requirements Review & Implementation	70,000
HE-5C-Professional HR consulting	65,000
HE-5C-Professional Leadership consulting	60,000
HE-5C-Professional Product management (i)	60,000
IDE-5A-Professional Cybersecurity Host penetration testing	50,000
PE-2B-Professional Information Architecture	50,000
DGE-1A-Professional Benchmarking consultancy	42,500
IDE-3E-Professional Outsource content development	40,000
PE-2B-Professional RPKI development	40,000

5.5   Computer Expenses

Computer expenses include all non-capital purchases of equipment, consumables, license and support fees for hardware and software. Ongoing transition to cloud services contributes to the increase of 51% in 2021. Major expenses in 2021 are:

Description	Budget 2021
DGE-4B-Computer Research cloud computing	163,600
BE-1C-Computer NetSuite license	149,864
BE-1A-Computer Salesforce licence	120,000
IDE-2B-Computer Cloud infrastructure	120,000
IDE-3E-Computer APNIC Academy virtual labs licence	120,000
BE-1B-Computer Cloudflare Licence	63,000
PE-1B-Computer Online Community Platform (i)	60,000
BE-1B-Computer SSO APNIC Login	55,000
HE-5C-Computer HRIS Licences	47,365
BE-1A-Computer Pardot licence	44,000
IDE-5A-Computer Source code vulnerability scanner	42,000
IDE-2B-Computer Firewall & intrusion detection/prevention	40,435
BE-5B-Computer Lucidcharts (Corp) licence	37,000
BE-1A-Computer Salesforce premium support	36,000
BE-1B-Computer SSO LifeCycle Okta	30,000
IDE-5A-Computer Hardware maintenance & blades	30,000
IDE-5A-Computer Managed vulnerability reporting program	30,000
IDE-5A-Computer Security information and event management	30,000

5.6 Depreciation Expenses

Depreciation expenses are budgeted based on analysis of the existing depreciation and capital allowance schedules; including anticipated depreciation based on Capital Expenditure planned for 2021. The amounts budgeted for 2021 are:

- Equipment depreciation   630,494
- Capital works allowances - 6 Cordelia St   140,448

5.7 Sponsorship and Publicity Expenses

Sponsorship and Publicity expenses include APNIC contributions to the NRO expenses, and sponsorship of NOG's and other community events. Major expenses in 2021 include:

Description	Budget 2021
IDE-3C-Publicity Sponsorships for NOGs/IXPs/Peering	170,000
DGE-2C-Publicity NRO expenses	156,000
CE-3A-Publicity APNIC conference fellowships (i)	60,000
CE-1A-Publicity Google PPC advertising	40,000
STE-3C-Publicity Regional/National sponsorship	40,000
BE-1A-Publicity General promotional item	24,000
SE-1A-Publicity APNIC lounge gifts and promotion T-shirts	10,000
STE-3C-Publicity Regional community dev conference sponsorship	10,000

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5.8 Communication Expenses

Communication expenses include data network expenses, Internet connectivity expenses, telephony and mobile phone expenses. The major contributors to costs here are the ongoing cost of the network connections and the cost of rack-space in the co-locations that are critical to APNIC's network resilience. The major costs included in the 2021 budget include the following:

Description	Budget 2021
IDE-2B-Communication Data centre rack hire & cross connects	186,000
IDE-2B-Communication Network equipment support & maintenance	150,000
IDE-2B-Communication Transit/Peering/Virtual interconnections	114,000
IDE-2B-Communication 24x7 Emergency hotline service	110,000
IDE-2B-Communication APNIC Network presence & peering	90,000
IDE-2B-Communication DNS anycast & regional whois cloud hosting	77,000
IDE-2B-Communication Dark fibre interconnections	68,000
IDE-1A-Communication VoIP service & call charges	64,000
IDE-3F-Communication Community Honeynet Hosting expenses	50,000
IDE-3F-Communication Root server peering & cross connect & virtual interconne	45,000
IDE-2B-Communication Data network/service monitoring & alerting	35,000
IDE-5A-Communication Backup cloud storage	15,000

5.9 Contribution to APNIC Foundation

APNIC will underwrite Foundation costs up to a maximum of $565,518 in 2021, down from the $687k forecast in 2020. Included in this amount is the costs for the three APNIC staff seconded to the Foundation and recovery of other internal resource costs. Details can be found at 7.1 below.

5.10 Meeting and Training Expenses

Meeting and Training expenses include all the costs incurred in running the meetings including APNIC conferences and other meeting/training events. This expense category includes venue and equipment hire, catering and social events. The major contributors to this expense are the APNIC conferences in 2021 with the assumption that APNIC51 will be a virtual conference and APNIC52 will be a Face-to-Face meeting. Major provisions included in the 2021 budget are:

Description	Budget 2021
IDE-3E-Meeting Training support (Venue & catering costs)	100,000
CE-3A-Meeting APNIC Conference week venue hire and catering	80,000
CE-3A-Meeting APNIC Conference Workshop week venue hire and catering	50,000
CE-3A-Meeting APNIC Conference AV rental	40,000
BE-5C-Meeting Xmas and Mid Year Staff events	38,250
CE-3A-Meeting APNIC Conference Opening reception	35,000
CE-3A-Meeting APNIC Conference Closing dinner	25,000
CE-3A-Meeting APNIC Conference Hackathon	10,000
DGE-5D-Meeting Venue Hire Quarterly ELT offsite & EC meeting	9,000
CE-3A-Meeting APNIC Conference social transportation	8,000
CE-3A-Meeting APNIC Conference Workshop week closing dinner	8,000
CE-3A-Meeting APNIC Conference Meet the EC Cocktail	7,500
CE-3A-Meeting APNIC Conference APIX event	7,000
PE-5C-Meeting Product area staff entertainment	6,000
CE-3A-Meeting APNIC Conference signage	5,000
SE-1A-Meeting Member gathering	5,000
SE-1A-Meeting Services outreach exhibition	5,000

5.11   Office Operating Expenses

The major costs in this item include electricity, land tax, council and water rates, cleaning and rubbish removal, air-conditioning and security. It is assumed that more staff will return to the office as restrictions are lifted early in 2021. Major planned expenditure for 2021 includes:

Description	Budget 2021
BE-5B-Office Cleaning	60,000
BE-5B-Office Electricity	60,000
BE-5C-Office Kitchen supplies and catering	55,000
BE-5B-Office Land tax	51,000
BE-5B-Office BCC rates	39,000
BE-5B-Office General maintenance and repairs	12,000
HE-5C-Office WHS facilitated support/audits	12,000
HE-5C-Office Health promotions	11,000
HE-5C-Office Online and paper subscription	7,700
BE-5B-Office building A/C service	7,200
BE-5B-Office Electrical repairs & testing	7,200
BE-5B-Office Stationery supplies	7,000
BE-5B-Office Plant hire	6,900
BE-5B-Office Water rates	6,000
BE-5B-Office Building security service	5,580
BE-5B-Office Rubbish removal	5,000

6 Capital Expenditure

Capital expenditure comprises equipment & software and office equipment. For the 2021 budget submission capital expenditure provision is $2,741,350. Of this amount, $711,350 relates to Equipment & Software, and $2,030,000 relates to Office Furniture & Fittings as set out in the table below:

CAPITAL (AUD)	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Forecast 2020	Budget 2021	Change to 2020 Budget
Equipment & Software	671,551	809,626	572,206	510,658	552,713	683,600	577,706	711,350	4.1%
Office Furniture & Fittings	36,731	12,136	110,211	91,273	87,098	55,000	46,895	2,030,000	3590.9%
Total - Capital Expenditure	708,282	821,762	682,417	601,930	639,811	738,600	624,601	2,741,350	271.2%
Change		16.0%	-17.0%	-11.8%	6.3%	15.4%	-15.4%	338.9%	

Table 6.1 Capital Expenditure over time

The budget provision includes a provision of $2,000,000 for the refurbishment of the APNIC office. The current office fit-out was completed in 2010, with seating capacity for 81 staff. Adapting to a post COVID working environment along with staffing increases driven by the APNIC Foundation and APIDT will require a major review of future requirements and an upgrade of the current office facility. This provision is allocated to the end of 2021, with no impact on depreciation during the year.

Provisions in for Capital Expenditure in 2021 include:

Description	Budget 2021
BA-5C-Fittings Workspace remodeling (i)	2,000,000
HA-5C-Capital HRIS Implementation (i)	160,000
BA-5A-Capital IT office/ Projectors/TVs equipment	85,000
BA-5A-Capital Staff Laptops	84,000
DGA-4B-Capital Labs servers	80,000
IDA-3F-Capital IXP and Root server development	60,000
BA-5A-Capital Elafent Cloud Platform (ECP) implementation	50,000
IDA-3A-Capital Conference WIFI replacement/ Network case and AV accessories	43,150
IDA-5A-Capital Office wired and wireless network upgrade	42,000
IDA-5A-Capital NexDC and Interactive switch replacement	21,200
IDA-5A-Capital Juniper Edge Router	20,000
IDA-5A-Capital RPKI HSM replacement	20,000
BA-5A-Capital Conference Laptops	15,000
IDA-3E-Capital Training Labs server upgrade	15,000
BA-5B- Fittings Office furniture	10,000
BA-5B- Fittings Office improvements/ Lighting/ Security cameras	10,000
BA-5B-Fittings HotDesking equipment	10,000
IDA-5A-Capital Dell server running proxy/ loadbalancers	10,000
BA-5A-Capital Staff monitors	6,000

7 APNIC Foundation

The APNIC foundation will require up to a maximum of $565,518 of funding in 2021, details of expected revenue and expenses for the foundation are included below:

	Budget 2020	Forecast 2020	Budget 2021	Change to 2020 Budget
Contribution Received – APNIC	750,463	687,092	565,518	-25%
Contribution Received – Grants	690,000	291,106	7,615,620	1004%
Contribution Received – APIDT Projects Overhead			960,853	0%
Interest Income		91	0	0%
TOTAL REVENUE	1,440,463	978,289	9,141,991	535%
EXPENSES				
Grant Expenses	690,000	291,106	7,615,620	1004%
Operating Expenses				
Bank Service Fees	1,000	1,754	4,300	330%
Communication Expenses	2,000	329	300	-85%
Computer Expenses	6,000	2,459	8,600	43%
Meeting and Training Expenses	3,000	261	2,900	-3%
Personnel Support Expenses	572,163	563,013	1,317,371	130%
Postage & Delivery	500	0	0	-100%
Printing & Photocopy	4,000	13,184	2,900	-28%
Professional Fees	40,000	85,875	121,400	204%
Recruitment Expense	0	0	2,900	0%
Staff Training Expense	0	7,917	4,300	0%
Translation Expense	1,000	0	0	-100%
Travel Expenses	120,800	12,390	61,400	-49%
TOTAL OPERATING EXPENSES	750,463	687,183	1,526,371	103%
TOTAL EXPENSES	1,440,463	978,289	9,141,991	535%
OPERATING SURPLUS/(DEFICIT)	0	0	0	0%

Table 7.1 APNIC Foundation – Financial Estimates 2021

Agenda Item 19
APNIC Foundation update

Date

Constitution of the APNIC Foundation Limited

A Public Company Limited by Guarantee
Corporations Act 2001

Contents

Constitution

1. Definitions and interpretation

1.1 Definitions

In this Constitution, unless expressed or implied to the contrary:

APNIC means the Asia Pacific Network Information Centre, an open, member-based, not-for-profit organization, whose primary role is to distribute and manage Internet number resources (IP addresses and AS numbers) in the Asia Pacific region, represented by APNIC Pty Ltd ACN 081 528 010.

Board means the board of directors of the Company.

Business Day means a day other than a Saturday, Sunday or public holiday in Brisbane, Queensland, Australia.

Chairperson means the Director who is elected to this office under clause 15.8.

Chief Executive Officer means the Chief Executive Officer appointed by the Board under clause 15.9.

Company means the company described in clause 2.

Constitution means this constitution, including any amendments.

Corporations Act means the *Corporations Act 2001* (Cth).

Directors means the members individually or collectively of the Board.

Founder means APNIC.

Law includes:

(a)   any law, regulation, authorisation, ruling, judgment, order or decree of any governmental, semi-governmental, administrative, fiscal, judicial or quasi-judicial body, department, commission, authority, tribunal, agency or entity in Australia; and

(b)   any statute, regulation, proclamation, ordinance or by-law in Australia.

Member means a person admitted to membership of the Company in accordance with this Constitution.

Purposes means the purposes of the Company set out in clause 3.

Register means the register of Members kept in accordance with the Corporations Act.

Registered Address means the address of a Member as shown in the Register.

Relevant Law means:

(a)   the *Australian Charities and Not-for-profits Commission Act 2012* (Cth);

(b)   the *Australian Charities and Not-for-profits Commission Regulation 2013* (Cth);

(c)   the *Charities Act 2013* (Cth);

(d)   the Corporations Act;

(e)   the *Corporations Regulations 2001* (Cth); and

(f)   a Ruling.

Representative means a person appointed in accordance with clause 8.

Ruling means any:

(a)   class order or regulatory guide issued by the Australian Securities and Investments Commission;

(b)   public or private ruling issued by the Australian Taxation Office; and

(c)   Commissioner's interpretation statement issued by the Australian Charities and Not-for-profits Commission.

Special Resolution means, subject to any Relevant Law, a resolution:

(a)   of which notice has been in accordance with clause 11.3.3; and

(b)   that has been passed by at least 75% of the votes cast by Members present in person or by proxy and entitled to vote on the resolution.

1.2   Application of the Corporations Act

1.2.1   The replaceable rules of the Corporations Act do not apply to the Company.

1.2.2   A word or expression that is defined in the Corporations Act or used in that Act and covering the same subject has the same meaning in this Constitution, unless it is given a different meaning in this Constitution.

1.3   Inconsistency with Relevant Law

The Relevant Law prevails over any inconsistency with this Constitution.

1.4   Interpretation

In this Constitution, unless the context requires otherwise:

1.4.1   a person includes a firm, partnership or other unincorporated body, joint venture, association, corporation or other body corporate;

1.4.2   any legislation (including subordinate legislation) includes every amendment, re-enactment or replacement of the legislation and any subordinate legislation made under it;

1.4.3   this or any other document includes the document as varied or replaced regardless of any change in the identity of the parties;

1.4.4   any body (**Original Body**) which no longer exists or has been reconstituted, renamed, replaced or whose powers or functions have been removed or transferred to another body or agency, is a reference to the body which most closely serves the purposes or objects of the Original Body;

1.4.5   in general terms, a person holding or occupying an office or position includes a reference to any person who occupies or performs the duties of that office or person for the time being;

1.4.6   a clause, schedule or appendix is a reference to a clause, schedule or appendix in or to this Constitution;

1.4.7   where a word or phrase is defined, another part of speech or grammatical form of that word or phrase has a corresponding meaning;

1.4.8   writing includes all modes of representing or reproducing words in a legible, permanent and visible form;

1.4.9   the singular includes the plural and vice versa;

1.4.10   a gender includes every other gender;

1.4.11   the word **includes** in any form is not a word of limitation; and

1.4.12   headings and sub-headings are inserted for ease of reference only and do not affect the interpretation of this Constitution.

2.   Name

The name of the Company is the APNIC Foundation Limited.

3.   Purposes

The Company is established to:

3.1   undertake, fund, or raise funds to pursue projects or activities that:

3.1.1   advance social or public welfare of the general public in the Asia Pacific region;

3.1.2   relieve the poverty, distress of disadvantage of individuals and families in the Asia Pacific region; and

3.1.3   advance education of the general public in the Asia Pacific region,

through furthering and promoting the increased availability, affordability and accessibility of a global, open, stable and secure public Internet; and

3.2 raise funds to support the training, capacity building and other educational activities undertaken by APNIC that further or promote the increased availability, affordability and accessibility of a global, open, stable and secure public Internet.

4. Powers

Subject to this Constitution and solely for carrying out the Purposes, the Company has the legal capacity and powers of an individual and all the powers of a body corporate under the Corporations Act other than the power to issue shares.

5. Member liability and guarantee

5.1 The liability of each Member is limited to the amount specified in clause 5.2.

5.2 Each Member undertakes to contribute a maximum of $10.00 to the Company if it is wound up:

5.2.1 while the Member is a Member; or

5.2.2 within one year after that Member ceases to be a Member,

for:

5.2.3 the debts and liabilities of the Company contracted before that Member ceases to be a Member; and

5.2.4 the costs, charges and expenses of winding up.

6. Application of income and property

6.1 Promotion of Purposes

6.1.1 The Company must apply all of its income and property solely towards the furtherance and promotion of the Purposes.

6.1.2 Except as provided in clause 6.3, the Company must not pay or transfer directly or indirectly any Company income or property to any of the Members (in their capacity as Members) or Directors.

6.2 No Directors' fees

The Company must not pay a Director any remuneration for services as a Director.

6.3 Payments in good faith

6.3.1 Clauses 6.1 and 6.2 do not prevent payment in good faith to a Member or Director or to a firm of which a Member or Director is a partner:

(a) of remuneration for services to the Company (other than services as a Director or services on a Board committee);

(b)   of reimbursement for expenses properly incurred on behalf of or for the purposes of the Company;

(c)   for goods supplied to the Company in the ordinary course of business;

(d)   of interest on money borrowed by the Company and rent for premises let to the Company, where:

    (i)   the interest or rent of the service has the prior approval of the Board; and

    (ii)   the amount payable is not more than an amount which commercially would be reasonably paid,

provided that any such payment to a Director must comply with clause 6.3.2.

6.3.2   The Company must not make any payment to a Director for goods or services rendered by that Director to the Company, unless:

(a)   the provision of those goods or services has the prior consent of the Board;

(b)   the amount payable is on reasonable commercial terms or at rates more favourable to the Company; and

(c)   the payment has the prior approval of the Board.

6.3.3   This clause does not prohibit indemnification of or payment of premiums on contracts of insurance for any Director to the extent permitted by a Relevant Law and this Constitution.

7. Membership

7.1 General

7.1.1   The following persons are Members:

(a)   the Founder, which has consented to be a Member; and

(b)   any other person the Board admits (with the consent of the Founder, if a Member, under clause 7.2.2) to membership in accordance with this Constitution.

7.1.2   The Company has the following categories of Members:

(a)   the Founder; and

(b)   general members.

7.2 Applying for membership

7.2.1   Each applicant for membership as a general member must apply in the form and manner determined by the Board from time to time and must provide a signed consent to comply with this Constitution.

7.2.2   No person may be admitted to membership unless the Founder (if a Member) has given its prior written consent.

7.2.3   The Board must consider each application for membership and determine whether to accept or reject the application.

7.2.4   The Board does not need to give any reason for rejecting an application.

7.2.5   If the Board approves the application, as soon as practicable thereafter, the secretary will notify the applicant and enter their name in the Register. The applicant becomes a Member when their name is entered in the Register.

7.2.6   If the Board rejects the application, as soon as practicable thereafter the secretary will notify the applicant.

7.3   Register

7.3.1   The Company must establish and maintain a Register at its registered office or its principal place of business.

7.3.2   Any dispute that arises in relation to the Register must be referred to the Board, whose decision will be final and binding on all Members.

7.4   Member's rights generally

A Member has the right to receive notices of any general meeting, to attend and be heard at any general meeting and to one vote at any general meeting.

7.5   Not transferrable

Membership is not transferrable.

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8.   Representative

8.1   Nomination

Where a Member is not a natural person, it must appoint as its Representative a natural person.

8.2   Entry in Register

The name and address of the Representative will be entered in the Register and all correspondence and notices from the Company will be served on that Representative.

8.3   Powers of Representative

The nomination must set out what the Representative is appointed to do and may set out restrictions on the Representative's powers. If the appointment is made by reference to a position held, the appointment must identify the position. Unless otherwise specified, the Representative may exercise on the Member's behalf, all the powers that the Member could exercise at a meeting or in voting on a resolution including a resolution to be passed without a meeting.

8.4 Replacement of Representative

A Member may remove and replace a Representative by giving written notice to the Board in a form approved by the Board.

9. Cessation of Membership

9.1 Grounds for cessation

A Member will cease to be a Member if they:

9.1.1   resign in writing to the Company;

9.1.2   die;

9.1.3   are expelled in accordance with clause 9.2; or

9.1.4   become, as determined by the Board in its absolute discretion, an untraceable Member because they have ceased to be located at, attend or otherwise communicate with their registered address.

9.2 Expulsion

9.2.1   The Board, by a resolution passed by at least 75% of those present and voting, may expel a Member or implement appropriate disciplinary action (including temporary suspension of membership rights) if the Member:

    (a)   has failed to comply with this Constitution;

    (b)   has acted in a way which indicates that the Member will not support the Purposes; or

    (c)   has engaged in conduct detrimental to the interests of the Company.

9.2.2   At least one month before the meeting of the Board at which a resolution referred to in clause 9.2.1 is considered, the Member must be:

    (a)   served notice of the meeting including the particulars of the alleged act, omission or conduct complained of and the intended resolution; and

    (b)   given the opportunity to present in writing or orally (or both) at the meeting and before the passage of the resolution any explanation the Member thinks fit,

and the Board will take the explanation into consideration.

9.2.3   The Board will serve the Member with notice of any Board resolution made at the meeting described in clause 9.2.2. If the Board resolves to expel the Member, that Member will cease to be a Member on the service of such notice.

9.3 Removal from the Register

9.3.1 Where a Member ceases to be a Member, their name must be removed from the Register.

9.3.2 Upon the removal of a Member's name from the Register:

(a) the Member will forfeit all rights and privileges attaching to membership and all rights which the Member may have against the Company arising out of the membership; and

(b) the Company will have no liability to such Member in respect of the removal from the Register.

9.4 Surviving liability

9.4.1 Any Member who ceases to be a Member remains liable:

(a) for any money owing to the Company; and

(b) if the Company is wound up within one year of the date of cessation of Membership, for the Member's contribution under clause 5.2.

10. General meetings

10.1 Single Member Company resolutions

If the Company has only one Member, that Member may pass a resolution by recording and signing the record. The Representative may sign such a resolution.

10.2 General meetings called by the Board

10.2.1 The Board may convene a general meeting at such time and place as the Board thinks fit.

10.2.2 If Members with at least 5% of the votes that may be cast at a general meeting make a written request to the Company for a general meeting to be held, the Board must:

(a) within 21 days of the Members' request, give all Members notice of a general meeting; and

(b) hold the general meeting within 2 months of the Members' request.

10.3 For the purposes of clause 10.2.2, the percentage of votes held by Members requesting the general meeting is calculated as at midnight immediately prior to the request being made of the Company.

10.4 The Members who make the request for a general meeting must:

10.4.1 state in the request any resolution to be proposed at the meeting;

10.4.2 sign the request; and

10.4.3   give the request to the Company.

10.5   Separate copies of a document setting out the request may be signed by Members if the wording of the request is the same in each copy.

10.6   **General meetings called by Members**

10.6.1   If the directors do not call the meeting within 21 days of being requested under clause 10.2.2, 50% or more of the Members who made the request may call and arrange to hold a general meeting.

10.6.2   To call and hold a meeting under clause 10.6.1, the Members must:

(a)   as far as possible, follow the procedures for general meetings set out in this Constitution;

(b)   call the meeting using the list of Members on the Register, which the Company must provide to the Members making the request at no cost; and

(c)   hold the general meeting within 3 months after the request was given to the Company.

10.6.3   The Company must pay the Members who request the general meeting any reasonable expenses they incur because the Board did not call and hold the meeting.

10.7   **Annual general meeting**

10.7.1   The Company must hold a general meeting called an annual general meeting:

(a)   within 18 months after registration as a company; and thereafter

(b)   at least once in every calendar year,

at the time and place determined by the Board.

10.7.2   Even if these items are not set out in the notice of meeting, the business of an annual general meeting may include:

(a)   a review of the Company's activities;

(b)   a review of the Company's finances;

(c)   any auditor's report;

(d)   the election of Directors;

(e)   the appointment and payment of auditors (if any); and

(f)   any other business which may lawfully be transacted at a general meeting.

10.7.3   Before or at the annual general meeting, the Board must give information to the Members on the Company's activities and finances during the period since the last annual general meeting.

10.7.4   The chairperson of the annual general meeting must give Members as a whole a reasonable opportunity at the meeting to ask questions or make comments about the management of the Company.

11.   Notice of general meetings

11.1   General

The Board must give not less than 21 days' written notice of a general meeting to the Members, the Directors and the auditor (if any).

11.2   Shorter notice

11.2.1   Subject to clause 11.2.2, notice of a meeting may be provided less than 21 days before the meeting if:

(a)   for an annual general meeting, all the Members entitled to attend and vote at the annual general meeting agree beforehand; or

(b)   for any other general meeting, Members with at least 95% of the votes that may be cast at the meeting agree beforehand.

11.2.2   Notice of a meeting cannot be provided less than 21 days before the meeting if a resolution will be moved to:

(a)   remove a Director;

(b)   appoint a Director in order to replace a Director who was removed; or

(c)   remove an auditor.

11.3   Contents of notice

The notice of a general meeting must specify the following information:

11.3.1   the place, the day and the hour of meeting (and if the meeting is to be held in 2 or more places, the technology that will be used to facilitate this);

11.3.2   the general nature of the meeting's business;

11.3.3   if applicable, a statement that a Special Resolution is to be proposed and the words of the proposed Special Resolution;

11.3.4   a statement that a Member entitled to vote has the right to appoint a proxy and that, if a Member appoints a proxy:

(a)   the proxy form must be delivered to the Company at its registered address or the address (including an electronic address) specified in the notice of the meeting; and

(b)   the proxy form must be delivered to the Company at least 48 hours before the meeting.

11.4 Failure to receive notice

11.4.1 The accidental omission to give notice of a meeting to any Member or the non-receipt of such notice by any Member does not invalidate any resolution passed at, or proceeding of, that meeting.

11.4.2 A person's attendance at a general meeting waives any objection that the person may have to:

(a) a failure to give notice or to the giving of a defective notice of a general meeting unless, at the beginning of the meeting, the person objects to the holding of the meeting; and

(b) the consideration of a particular matter at the meeting which is not within the business referred to in the notice of the meeting, unless the person objects to considering the matter when it is presented.

12. Proceedings at general meetings

12.1 Quorum

12.1.1 No business may be transacted at a general meeting, except the adjournment of the meeting, unless a quorum is present.

12.1.2 The quorum for a general meeting is:

(a) if the Founder is a Member, the Founder present by proxy or Representative; or

(b) in all other circumstances, 2 general members present in person or by proxy or Representative.

12.1.3 If a quorum is not present within 30 minutes from the time appointed for a general meeting:

(a) if convened on the requisition of Members, the meeting will be dissolved; and

(b) in any other case, the meeting will be adjourned to the same day in the next week at the same time and place or at such other place as the chairperson appoints. If at that adjourned meeting a quorum is not present within 30 minutes from the time appointed for holding the meeting, the Members present will be a quorum.

12.2 Chairperson

12.2.1 The Chairperson will be the chairperson at every general meeting.

12.2.2 If at any general meeting the Chairperson is not present within 15 minutes after the time appointed for holding the meeting or is not willing to preside, the Members present in person or by proxy or Representative will choose a Director to preside as chairperson. If no Director is present or if all Directors present decline to preside, then those Members present will choose a Member who is present to preside as chairperson.

12.2.3   At any time during a meeting and in respect of any specific item or items of business, the chairperson may elect to vacate the chair in favour of another person nominated by the chairperson (which person must be a Director unless no Director is present or is willing to act). That person is to be taken to be the chairperson of the meeting and will have all the powers of the chairperson (other than the power to adjourn the meeting), during the consideration of that item of business or those items of business.

12.2.4   If there is a dispute at a general meeting about a question of procedure, the chairperson may determine the question.

12.3   General conduct of proceedings

12.3.1   The chairperson of a general meeting is responsible for the general conduct of the meeting and for deciding the procedures to be adopted at the meeting.

12.3.2   In particular, the chairperson of a general meeting may:

(a)   require the adoption of any procedure which is, in the chairperson's opinion, necessary or desirable for proper and orderly debate or discussion or for the proper and orderly casting or recording of votes at the meeting; and

(b)   terminate discussion or debate on any matter whenever the chairperson considers it necessary or desirable for the proper conduct of the meeting.

12.3.3   A decision of the chairperson on any matter under clause 12.3.2 is final.

12.4   Adjournment

12.4.1   The chairperson of a general meeting may, with the consent of the Members entitled to vote at any meeting at which a quorum is present, and must, if so directed by a vote at any meeting at which a quorum is present, adjourn the meeting to another time or place (or both).

12.4.2   Only unfinished business may be transacted at any meeting resumed after an adjournment of a general meeting.

12.4.3   Where a general meeting is adjourned for one month or more, new notice of the adjourned meeting must be given.

12.4.4   A poll cannot be demanded on any resolution concerning the adjournment of a general meeting except by the chairperson.

12.5   Members' resolutions and statements

12.5.1   Members with at least 5% of the votes that may be cast on a resolution may give:

(a)   written notice to the Company of a resolution they propose to move at a general meeting (**Members' resolution**); and/or

(b)   a written request to the Company that the Company give all of its Members a statement about a proposed resolution or any other matter that may properly be considered at a general meeting (**Members' statement**).

12.5.2   A notice of a Members' resolution must set out the wording of the proposed resolution and be signed by the Members proposing the resolution.

12.5.3   A request to distribute a Members' statement must set out the statement to be distributed and be signed by the Members making the request.

12.5.4   Separate copies of a document setting out the notice or request may be signed by Members if the wording is the same in each copy.

12.5.5   The percentage of votes that Members have (as described in clause 12.5.1) is to be worked out as at midnight before the request or notice is given to the Company.

12.5.6   If the Company has been given notice of a Members' resolution under clause 12.5.1(a), the resolution must be considered at the next general meeting held more than 2 months after the notice is given.

12.5.7   This clause does not limit any other right that a Member has to propose a resolution at a general meeting.

12.6   **Company must give notice of proposed resolution or distribute statement**

12.6.1   If the Company has been given a notice or request under clause 12.5:

(a)   in time to send the notice of proposed Members' resolution or a copy of the Members' statement to Members with a notice of meeting, it must do so at the Company's cost; or

(b)   too late to send the notice of proposed Members' resolution or a copy of the Members' statement to Members with a notice of meeting, then the Members who proposed the resolution or made the request must pay the expenses reasonably incurred by the Company in giving Members notice of the proposed Members' resolution or a copy of the Members' statement. However, at a general meeting, the Members may pass a resolution that the Company will pay these expenses.

12.6.2   The Company does not need to send the notice of proposed Members' resolution or a copy of the Members' statement to Members if:

(a)   it is more than 1,000 words long;

(b)   the Directors consider it may be defamatory;

(c)   clause 12.6.1(b) applies, and the Members who proposed the resolution or made the request have not paid the Company enough money to cover the cost of sending the notice of the proposed Members' resolution or a copy of the Members' statement to Members; or

(d)   in the case of a proposed Members' resolution, the resolution does not relate to a matter that may be properly considered at a general meeting or is otherwise not a valid resolution able to be put to the Members.

12.7 Show of hands

Every item of business submitted to a general meeting will be decided in the first instance by a show of hands. Those entitled to vote on a show of hands are the Members present in person or by proxy or Representative. The chairperson will not have a casting vote if a vote on a show of hands is tied.

12.8 Poll

12.8.1 The chairperson or Members with at least 5% of the votes that may be cast on a resolution and who are present in person or by proxy or Representative may demand a poll before or on the declaration of the result of a show of hands.

12.8.2 The poll will be taken in the manner and at the time and place as the chairperson of the meeting directs, and either at once or after an interval or adjournment or otherwise.

12.8.3 The result of the poll will be deemed to be the resolution of the meeting at which the poll was demanded.

12.8.4 The demand for a poll may be withdrawn.

12.8.5 If there is a dispute as to the admission or rejection of a vote, the chairperson will finally determine that dispute.

12.8.6 The chairperson will have a casting vote in addition to any deliberative vote they may have if the vote is tied.

12.9 Demand for poll

The demand for a poll will not prevent the continuance of a meeting for the transaction of any business other than the question on which a poll has been demanded. A poll demanded on any question of adjournment will be taken at the meeting and without adjournment.

12.10 Evidence of resolution

A declaration by the chairperson that a resolution has been passed or lost (having regard to the majority required) and an entry to that effect in the books of the Company, signed by the chairperson of that or the next succeeding meeting, will be conclusive evidence that the resolution has been passed or lost without proof of the number or proportion of the votes recorded in favour of or against the resolution.

12.11 Auditor's right to be heard

The auditor (if any) is entitled to:

12.11.1 attend any general meeting of the Company;

12.11.2 be heard at any general meeting of the Company on any part of the business of the meeting that concerns the auditor in their capacity as auditor, even if:

(a) the auditor retires at the general meeting; or

(b) the Members pass a resolution to remove the auditor from office; and

12.11.3 authorise a person in writing to attend and speak at any general meeting as the auditor's representative.

12.12 Meetings conducted by electronic means

12.12.1 All provisions of this Constitution relating to general meetings apply, as far as they can and with any necessary changes, to general meetings by telephone or other electronic means.

12.12.2 The Company may hold a general meeting at 2 or more venues using any technology that gives the Members as a whole a reasonable opportunity to participate, including to hear and be heard.

12.12.3 A Member who participates in a general meeting by telephone or other electronic means is taken to be present in person at the meeting.

12.12.4 A general meeting by telephone or other electronic means is taken as held at the place determined by the chairperson of the meeting, as long as at least one of the Members involved was at the place for the duration of the meeting.

12.13 Circular resolutions of Members

12.13.1 The Company may pass a resolution by the signing of a written record of that resolution by all Members entitled to vote on the resolution, in the manner set out in clauses 12.13.2 or 12.13.3 (**circular resolution**).

12.13.2 Members may sign:

(a) a single document setting out the circular resolution and containing a statement that they agree to the resolution; or

(b) separate copies of that document, as long as the wording is the same in each copy.

12.13.3 The Company may send a circular resolution by email to Members and Members may agree by sending a reply email to that effect, including the text of the resolution in their reply.

12.13.4 The single or several documents constituting the circular resolution under this clause 12.13 must be entered in the relevant book of minutes of the Company.

12.13.5 To the extent permitted by the Relevant Law, a requirement, right or power in this Constitution to pass a resolution in general meeting will be satisfied by the Company passing a resolution in accordance with clause 12.13.1.

13. Proxy

13.1 General

Any Member may appoint a natural person as their proxy to vote on the Member's behalf and may direct the proxy to vote either for or against each or any resolution.

13.2 Instrument appointing proxy

13.2.1 The Company must receive the instrument appointing a proxy (and an original or certified copy of the power of attorney, if any, under which it is signed) at:

    (a) the Registered Office;

    (b) a facsimile number (if any) at the Registered Office;

    (c) a place, facsimile number or electronic address specified for such purpose in the notice of meeting,

not less than 48 hours before the time for holding the meeting or adjourned meeting or poll at which the person named in the instrument is to vote.

13.2.2 Unless the contrary is stated on it, an instrument appointing a proxy is valid for any adjournment of the meeting to which it relates.

13.2.3 An appointment of a proxy may be a standing one.

13.3 Form of proxy

An instrument appointing a proxy must contain the following information:

13.3.1 the Member's name and address;

13.3.2 the Company name;

13.3.3 the type of membership held by the Member;

13.3.4 the proxy's name or the name of the office held by the proxy; and

13.3.5 the meetings at which the appointment may be used,

and be signed by the appointor.

13.4 Voting instructions

An instrument appointing a proxy may specify the way in which the proxy is to vote for a particular resolution and if so, the proxy is not entitled to vote on the resolution except as specified in the instrument.

13.5 Authority

An instrument appointing a proxy will be deemed to confer authority to demand or join in demanding a poll and will (except to the extent to which the proxy is specifically directed to vote for or against any proposal) include power to act generally at the meeting for the person giving the proxy.

14. Attorneys

The Directors may, by power of attorney, appoint any person whether nominated directly or indirectly by the Directors to be an attorney or attorneys of the Company. Such appointment may be for any purposes and with powers, authorities and discretions (not exceeding those vested in or exercisable by the Directors under this Constitution) and for periods and subject to any conditions as the Directors think fit. Any power of attorney may contain provisions for the protection and convenience of persons dealing with any attorney as the Directors think fit and may also authorise any attorney to sub-delegate all or any of the powers, authorities and discretions vested in them.

15. Board

15.1 Number and qualifications of Directors

15.1.1 The Board will consist of no less than 3 and no more than 7 Directors except for any period resulting from a casual vacancy.

15.1.2 The Company may by resolution vary the number of Directors for the purpose of clause 15.1. However, the minimum must not be less than 3 directors.

15.1.3 The Board will comprise individuals who have the skills and experience determined by the Directors from time to time which are relevant to the pursuit of the Company's purpose.

15.1.4 Each candidate for election or appointment as Director must:

(a) be eligible under the Relevant Law to be a Director; and

(b) give their prior written consent to be a Director.

15.2 First Directors

15.2.1 Despite any other provision in this Constitution, the first Directors are:

(a) the persons specified in the application to register the Company lodged under section 117 of the Corporations Act and who have consented to become Directors; and

(b) any other person appointed by resolution of the Members prior to the first annual general meeting of the Company.

15.2.2 The term of office of a first Director commences on the date of appointment as a Director and continues until they retire in accordance with clause 15.3 or vacate office in accordance with clause 15.7.

15.3 Initial rotational retirement of Directors

15.3.1 At the end of the first and second annual general meetings of the Company, the Directors comprising at least one third of the Board will retire from office. Unless they agree otherwise among themselves, the Directors to retire will be:

(a) first, those who wish to retire;

(b) secondly, those who have been longest in office since their appointment; and

(c) thirdly, as between those persons who became Directors on the same day, determined by lot.

15.3.2 At the end of the third annual general meeting of the Company, the balance of Directors appointed prior to the first annual general meeting will retire from office.

15.3.3 A Director retiring under this clause 15.3.1 may be reappointed.

15.4 Term of office generally

15.4.1 Except as provided in clauses 15.2 (first Directors), 15.3 (initial rotational retirement of Directors) and 15.6 (vacancies), a Director will hold office from the end of the annual general meeting at which they are appointed until the end of the third annual general meeting following that appointment, when they must retire (3 year term).

15.4.2 A Director retiring under this clause 15.4 may be reappointed or elected as Director.

15.5 Appointment of Directors

15.5.1 The Company may appoint or remove a person as a Director by resolution passed at a meeting of Members.

15.5.2 No candidate may be appointed as a Director unless they have been considered and approved by the Founder, if a Member.

15.6 Vacancies

15.6.1 The Members may at any time appoint by resolution additional Directors, provided any such candidate has been approved by the Founder, if a Member.

15.6.2 If a casual vacancy arises in the office of a Director, the Members may by resolution appoint a replacement, provided any such person has been approved by the Founder, if a Member.

15.6.3 Any Director appointed under clauses 15.6.1 or 15.6.2 will hold office until the end of the third annual general meeting following that appointment, when they must retire (with this period deemed to be a 3 year term).

15.6.4 A Director retiring under clause 15.6.3 may be reappointed or elected as a Director.

15.7 Vacation of office of Director

The office of a Director will be vacated if:

15.7.1 the Director becomes bankrupt or makes any arrangement or composition with his or her creditors;

15.7.2 the Director becomes of unsound mind or a person who is, or whose estate is, liable to be dealt with in any way under a law relating to mental health;

15.7.3   without leave of the Board the Director is absent from meetings of the Board for 3 consecutive meetings, unless the Board makes a resolution to the contrary;

15.7.4   by notice in writing to the Company the Director resigns from office;

15.7.5   the Director becomes ineligible to be a director under a Relevant Law; or

15.7.6   the Director ceases to hold office by reason of any order made under a Relevant Law.

15.8   **Officers on the Board**

15.8.1   The first Chairperson will hold office from the date of incorporation of the Company until the end of the third annual general meeting at which time they will retire.

15.8.2   If the office of Chairperson is vacant at the end of an annual general meeting, then at the first meeting of the Board after that annual general meeting, the Directors will elect from among their number a Chairperson who will hold office for the duration of their term as Director after which the Chairperson will retire.

15.8.3   A retiring Chairperson will be eligible for re-election.

15.8.4   The Board may from time to time determine other offices of the Board. The Directors may elect from among their number such other office bearers of the Board for an annual term of office.

15.9   **Chief Executive Officer**

15.9.1   The Board may from time to time, if it thinks fit, appoint a Chief Executive Officer at such remuneration and upon such conditions as the Board may think fit to administer and manage the activities of and services provided by the Company.

15.9.2   The Chief Executive Officer may be a Director. If the Chief Executive Officer is also a Director, the Chief Executive Officer is entitled to attend and speak, but not entitled to vote. at meetings of the Board.

15.9.3   Any Chief Executive Officer so appointed may be removed by the Board.

16.   Powers of the Board

The Board is responsible for managing the business of the Company. The Board may exercise all the powers of the Company's power which are not required by the Corporations Act or this Constitution to be exercised by the Company in a general meeting.

17.   Financial management

The Board must decide on the responsible financial management of the Company including:

17.1   any delegations of power under clause 18.6; and

17.2   how money will be managed, including how electronic transfers, cheques, promissory notes, drafts, bills of exchange and other negotiable instruments must be authorised and signed or otherwise approved.

18.   Proceedings of the Board

18.1   General

18.1.1   The Board may meet for the dispatch of business, adjourn and otherwise regulate its meetings as it thinks fit.

18.1.2   The contemporaneous linking together by telephone or other electronic means of a sufficient number of Directors to constitute a quorum constitutes a meeting of the Board. All the provisions in this Constitution relating to meetings of the Board apply, so far as they can and with any necessary changes, to a meeting of the Board by telephone or other electronic means.

18.1.3   A Director who takes part in a meeting by telephone or other electronic means is taken to be present at the meeting.

18.1.4   A meeting by telephone or other electronic means is taken as held at the place determined by the chairperson of the meeting, as long as at least one of the Directors involved was at that place for the duration of the meeting.

18.2   Convening and notice of Board meetings

18.2.1   The Board must meet at least 2 times a year.

18.2.2   The Chairperson may convene a meeting of the Board whenever he or she thinks fit.

18.2.3   The secretary must, on the request of at least 2 Directors, convene a meeting of the Board.

18.2.4   Not less than 7 days' notice of a Board meeting must be given to each person who is a Director, except a Director on leave of absence approved by the Board. Shorter notice may be given if agreed by the majority of Directors.

18.2.5   Notice of a Board meeting:

(a)   must specify the time and place of the meeting;

(b)   need not state the nature of the business to be transacted at the meeting; and

(c)   may be given in person or by post, telephone, fax or other electronic means.

18.2.6   The accidental omission to give notice of a meeting to, or the non-receipt of a notice of meeting by, a Director will not invalidate proceedings at a Board meeting.

18.2.7   A Director's attendance at a Board meeting waives any objection that Director may have to a failure to be given notice of the meeting.

18.3 Quorum

18.3.1 No business may be transacted at a Board meeting unless a quorum is present at the time the business is considered.

18.3.2 A quorum for meetings of the Board is half of the Directors, or if the number of Directors is not a multiple of 2, then the number nearest to and greater than half of the Directors.

18.3.3 If the number of Directors in office at any time is less than the minimum number fixed under this Constitution, then the remaining Directors:

(a) must act as soon as possible to procure the appointment of additional Directors to satisfy the minimum number required under this Constitution; and

(b) until that has happened, may only act if and to the extent that there is an emergency requiring them to act.

18.4 Chairperson and voting

18.4.1 The Chairperson will be the chairperson of the Board meetings.

18.4.2 If the Chairperson is not present at any Board meeting within 10 minutes after the time appointed for the meeting to begin or is present but is unwilling to act, the Directors present must elect another Director to be chairperson of the meeting.

18.4.3 Except as provided by the Corporations Act and by clause 9.2.1, questions arising at any meeting will be decided by a majority of votes and each Director present will be entitled to one vote.

18.4.4 The chairperson of a Board meeting will have a casting vote in addition to any deliberative vote.

18.5 Circular resolutions of the Board

18.5.1 The Directors may pass a circular resolution without a Board meeting being held.

18.5.2 A circular resolution is passed if a majority of the Directors (other than a Director on leave of absence approved by the Directors) entitled to vote on the resolution sign or otherwise agree to the resolution in the manner set out in clauses 18.5.3 or 18.5.4.

18.5.3 Each Director may sign:

(a) a single document setting out the resolution and containing a statement that they agree to the resolution; or

(b) separate copies of that document, as long as the wording of the resolution is the same in each copy.

18.5.4 The Company may send a circular resolution by email to the Directors and the Directors may agree to the resolution by sending a reply email to that effect, including the text of the resolution in their reply.

18.5.5 A circular resolution is passed when the last Director signs or otherwise agrees to the resolution in the manner set out in clauses 18.5.3 or 18.5.4.

18.6 **Delegation by the Board**

18.6.1 The Board may delegate any of its powers to:

(a) Chief Executive Officer;

(b) individual Directors;

(c) employees;

(d) Members;

(e) any other person, including as attorney or agent; or

(f) committees consisting of such Directors, Members, employees or such other individuals as the Board thinks fit.

18.6.2 Any such delegations must be specified in writing and maintained in a register of delegated authorities.

18.6.3 The delegate must exercise the powers delegated in accordance with any directions of the Board.

18.6.4 The exercise of a power by a delegate is as effective as if the Board had exercised it.

18.6.5 The meetings and proceedings of any committee will be governed by the provisions of this Constitution for regulating the meetings and proceedings of the Board so far as applicable and so far as those provisions are not superseded by any other direction given by the Board.

18.7 **Validity of acts**

An act done in good faith by any meeting of the Board, of any committee formed by the Board or by any person acting as a Director is valid despite:

18.7.1 any defect in the election, appointment or tenure of a Director or person acting on any such committee;

18.7.2 the disqualification of any of them; or

18.7.3 the person not being entitled to vote.

19. Secretary

19.1 The Directors will appoint at least one secretary and may at any time suspend or remove a person from that office.

19.2 The secretary holds office on such terms and conditions (including as to remuneration) and with the powers, duties and authorities as determined by the Directors.

20. Minutes and records

20.1 Minutes to be kept

The Board must cause:

20.1.1   proper minutes to be made of the proceedings and resolutions of all meetings of the Company, the Board and committees formed by the Board;

20.1.2   the minutes to be entered in books kept for that purpose; and

20.1.3   the minutes to be signed within a reasonable time by the chairperson of the meeting or by the chairperson of the next meeting.

20.2 Evidence of proceedings and resolutions

A minute that is recorded and signed in accordance with clause 20.1 is evidence of the proceeding or resolution to which it relates, unless the contrary is proved.

21. Accounts

21.1 Books of account to be kept

The Directors will cause to be kept proper books of account in which will be kept true and complete accounts of the affairs and transactions of the Company. Proper books will not be deemed to be kept unless the books give a true and fair view of the state of the Company's affairs and explain its transactions.

21.2 Location of books of account

The books of account will be kept at the registered office or place or places as the Board thinks fit and will be open to the inspection of the Directors during usual business hours.

22. Auditor

The Company will observe the provisions of the Relevant Laws in relation to the appointment, removal and resignation of an auditor.

23. Amendments to this Constitution

Subject to any provision in any Relevant Law to the contrary, the Company may vary, amend or repeal this Constitution by passing a Special Resolution.

24. Indemnity

24.1 For the purposes of this clause 24:

Indemnified Loss means, in relation to any fact, matter or circumstance:

(a) all Loss arising out of or in connection with that fact, matter or circumstance; and

(b) all legal and other professional expenses on a solicitor-client basis incurred in defending or resisting (or otherwise in connection with) proceedings, whether criminal, civil, administrative or investigatory in nature arising out of or connected with the fact, matter or circumstance.

Loss means damage, liability, action, loss, charge, cost or expense.

Officer means:

(a) a Director;

(b) a secretary; or

(c) any other officer of the Company, and includes former officers, but does not include any auditor or agent of the Company.

24.2 Subject to clause 24.3, the Company must pay to a person who is or has been an Officer on demand an amount equal to all Indemnified Loss of the Officer as a result of or in connection with that person's role as an Officer.

24.3 To the extent permitted by Law, the Company may make a payment (whether by way of advance, loan or otherwise) to an Officer for the Officer's legal costs.

24.4 The obligation of the Company in clause 24.2:

24.4.1 is enforceable without the Officer having to first incur any expense or make any payment;

24.4.2 is a continuing obligation and is enforceable by the Officer even though the Officer may have ceased to be an officer of the Company;

24.4.3 applies to Loss incurred both before and after the date of the adoption of this Constitution; and

24.4.4 does not operate in respect of any liability of the Officer to the extent that liability is covered by insurance.

24.5 The obligation of the Company in clauses 24.2 - 24.4 will not apply to the extent that:

24.5.1 the Company is not allowed by Law to indemnify an Officer against the Indemnified Loss;

24.5.2 an indemnity by the Company of the Officer against Indemnified Loss would, if given, be legally ineffective under any Law; or

24.5.3   the Company is not allowed by Law to make a payment for legal costs.

24.6   To the extent allowed by Law, the Company may pay, or agree to pay, a premium in respect of a contract insuring a person who is or has been an Officer against a Loss incurred by the person as an Officer. Any premium will be paid in addition to any remuneration paid to a Director by the Company under this Constitution.

24.7   The Company may enter into an agreement or deed with a person who is or has been an Officer about the matters referred to in this clause 24.

25.   Access to records

25.1   A person who is not a Director does not have the right to inspect any of the board papers, books, records or documents of the Company, except as:

25.1.1   allowed or required by any Law; or

25.1.2   as authorised by the Directors or by resolution of the Members.

25.2   The Company may agree to provide continuing access for a specified period after a person ceases to be an Officer to board papers, books, records or documents of the Company and any relevant related bodies corporate which relate to the period during which the person was an Officer.

26.   Notices

26.1   A notice required by this Constitution must be in writing and may be delivered:

26.1.1   personally;

26.1.2   by leaving it at the person's address in the Register;

26.1.3   by posting it by regular prepaid post, priority prepaid post or express post addressed to that person at the person's address in the Register;

26.1.4   by facsimile to the person's facsimile number (if any); or

26.1.5   by electronic mail to the person's email address.

26.2   If the person receiving the notice is a company, the notice or other communication may be delivered to the company's registered office.

26.3   A person may change their address, facsimile number or email address by giving notice to the Company.

26.4   A notice or other communication is deemed delivered:

26.4.1   if delivered personally or left at the person's address, upon delivery;

26.4.2   if posted within Australia to an Australian address using:

(a)   regular prepaid post, 6 Business Days after posting;

(b)   priority prepaid post, 4 Business Days after posting; or

(c)   express post, 2 Business Days after posting.

26.4.3   if posted from a place to an address in a different country, 10 Business Days after posting;

26.4.4   if delivered by facsimile, subject to clause 26.4.6, at the time indicated on the transmission report produced by the sender's facsimile machine indicating that the facsimile was sent in its entirety to the addressee's facsimile;

26.4.5   if delivered by electronic mail, subject to clause 26.4.6, at the time the email containing the notice left the sender's email system, unless the sender receives notification that the email containing the notice was not received by the recipient; and

26.4.6   if received after 5.00pm in the place it is received or on a day which is not a Business Day in the place it is received, at 9.00am on the next Business Day.

27.   Distribution of property on winding-up

27.1   If the Company is wound up and the assets of the Company are more than sufficient:

27.1.1   to pay all of the debts and liabilities of the Company; and

27.1.2   to pay the costs, charges and expenses of the winding up,

the surplus assets must not be distributed to a Member or former Member unless that Member or former Member is a charity described in 27.2.

27.2   Instead, the surplus assets must be distributed to one or more charities:

27.2.1   with charitable purpose(s) similar to, or inclusive of, the Purposes; and

27.2.2   which prohibits the distribution of its assets to its members to at least the same extent as this Constitution.

27.3   If the Company is endorsed as a deductible gift recipient under subdivision 30BA of the *Income Tax Assessment Act 1997* (Cth) at the time it is wound up, then in addition to the requirements under clause 27.2, the charity or charities to which the suplus assets are distributed must also be endorsed as a deductible gift recipient at the time the distribution is made.

27.4   The charity or charities to be given the surplus assets must be determined:

27.4.1   by a Special Resolution of the Members at or before the time of winding up; or

27.4.2   if no such Special Resolution is passed, by a Judge of the Supreme Court or such other court of competent jurisdiction.
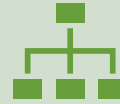
Agenda

Overview

Board

Projects update

APIDT Funding

Report Overview

1) Final Board position; Board meeting held

2) Projects continue in COVID virtual environment

3) APIDT project proposal funding

Board nomination and meeting

Board position

❖ [Confidential information redacted]

APNIC FOUNDATION

Second Board meeting

❖ Held on Saturday, 28 November 2020

❖ Agenda:

    i.   APIDT's development in 2020, 2021 and beyond (Paul)

    ii. APIDT funding to the Foundation (Duncan)

    iii. APNIC Foundation Australia (Duncan and Craig)

    iv. APIDT activities including APIDT Infrastructure; ARENA-PAC and SARENA-PAC (Jun Murai)

❖ Board acknowledged APIDT funding and agreed to move ahead.

Projects Update

SWITCH SEA*

2020 - 2021

DFAT - Australia

Viet Nam, Thailand, Cambodia and The Philippines

USD 336,000

Leadership development for 100 women in South East Asia:

- Community engagement started
- Local coordinators being considered

Supporting Women Leaders in Internet Research in South East Asia

AP NIC
FOUNDATION

Pacific Technical Training

2019 - 2021

DFAT - Australia

Fiji, Solomon Islands, Tonga and Vanuatu

USD 336,000 – additional USD 215,000 for 2021

Moved to full virtual implementation

Myanmar University Network Training

Cancelled for 2020

KDDI Foundation (Japan)

Myanmar

To be determined

Full cost recovery for APNIC for two virtual workshops – routing and information security

ISIF Asia Grant Recipients 2020

Four projects from four economies receive USD 30,000 each

Network Operations Research Grants

1. **Open Lawful Intercept for Asia Pacific:** University of Waikato. New Zealand
2. **IPv6 Deployment at Enterprises:** India Internet Engineering Society. India
3. **Collaborative Honeynet Threat Sharing Platform:** Swiss German University. Indonesia
4. **Experiment and improve reinforcement learning algorithms to enhance anomalous network behaviour detection:** TeleMARS Pty Ltd. Australia

APNIC FOUNDATION

ISIF Asia and APNIC

❖ These will be the last ISIF grants funded by APNIC

❖ APIDT will considerably expand ISIF funding

❖ Thank you - the EC - for 12 years of funding and support

❖ ISIF will continue to engage the EC and APNIC for expertise

Funding Overview

Funding received 2020

Year	Donor	Origin	Project	AUD	USD
2020	DFAT	AU	Pacific Technical Training (3rd tranche)	300,000†	215,290†
2020	DFAT	AU	Pacific Technical Training (2nd tranche)	200,000	126,890
2020	APNIC	AU	ISIF Asia	141,473†	101,526†
2020	JPNIC	JP	RPKI Project Funding	33,891	20,222
2020	DFAT	AU	SWITCH SEA	500,000*	317,670*
Total				**1,175,364**	**781,598**

APNIC FOUNDATION

Funding totals

Year	AUD	USD
2017	407,000	309,328
2018	995,896	731,162
2019	329,783	402,207
2020	1,175,364	781,598
Grand Total	**2,908,043**	**2,224,295**

Funding development - ongoing

- KDDI Foundation

- JICA

- Asia Development Bank (ADB)

- Asia Infrastructure and Investment Bank (AIIB)

- World Bank

APIDT project proposals

❖Provisional

❖To be reviewed by APIDT

❖Subject to change or modification

The Trust project proposal 1

M-Root Deployment

- **Donor:** the Trust
- **Economies:** Asia Pacific
- **Funding amount:** $770,000
- **Potential impact:** Improved performance and resilience of domain name infrastructure in the Asia Pacific

APNIC FOUNDATION

The Trust project proposal 2

APNIC
Academy

- **Donor:** the Trust
- **Economies:** Asia Pacific
- **Funding amount:** $900,000
- **Potential impact:** Greatly increased ability to respond to requests for training from the APNIC community, especially in a virtual (COVID-ready) environment

APNIC
FOUNDATION

The Trust project proposal 3

Local Community Trainers Network

- **Donor:** the Trust
- **Economies:** Asia Pacific
- **Funding amount:** $445,000
- **Potential impact:** Increased ability to provide readily available, operationally relevant, best practice technical training at the local level (and where needed in the local language)

The Trust project proposal 4

ISIF Asia

(Availability, Affordability and Accessibility)

- **Donor:** the Trust
- **Economies:** Asia Pacific
- **Funding amount:** $1,250,000
- **Potential impact:** Increased support for the research, design and implementation of solutions to strengthen Internet availability, affordability and accessibility

APNIC FOUNDATION

The Trust project proposal 5

ISIF Asia
(IPv6)

- **Donor:** the Trust
- **Economies:** Asia Pacific
- **Funding amount:** $1,000,000
- **Potential impact:** Increased deployment and use of IPv6 by network operators in the Asia Pacific

APNIC FOUNDATION

The Trust project proposal 6

Training delivery

- **Donor:** the Trust
- **Economies:** Asia Pacific
- **Funding amount:** $652,000
- **Potential impact:** Empower technical staff with a full understanding of technology and processes, so they can undertake tasks with more confidence and success

APNIC FOUNDATION

The Trust project proposal 7

Curriculum development for non-technical audiences

- **Donor:** the Trust
- **Economies:** Asia Pacific
- **Funding amount:** $500,000
- **Potential impact:** Developing curriculum to support training of non-technical (e.g. government) audiences to help them better understand the technical community

The Trust project proposal 8

Asian Internet Interconnection Initiatives (AI3) and School of Internet Asia (SOI)

- **Donor:** the Trust
- **Economies:** Asia Pacific
- **Funding amount:** $2,000,000
- **Potential impact:** Establishing a wide area Internet education platform utilizing satellite technologies and developing leading edge technologies for the Internet

The Trust funding in 2021 (USD)

Projects	Project Funding	Overhead %	Overhead budget $	Project total
ISIF Asia Grant funding for innovative technical solutions in: 1) infrastructure; 2) inclusion and; 3) knowledge	1,250,000	20	250,000	1,500,000
ISIF Asia – IPv6 Large grants to support IPv6 deployment by network operators	1,000,000	20	200,000	1,200,000
M-Root Support and technical assistance for M-Root deployment	770,000	5	38,500	808,500
Community trainers Developing and expanding the network of community trainers	445,000	10	44,500	489,500
Academy APNIC Supporting the continued development of the APNIC Academy and its curriculum	900,000	10	90,000	990,000

The Trust funding in 2021

Projects	Project Funding	Overhead %	Overhead budget $	Project total
Training delivery Supporting the delivery of best practice, instructor-led training	652,000	10	66,000	718,000
Curriculum development for non-technical audiences Providing training and curriculum to develop the knowledge and expertise of non-technical audiences	500,000	10	50,000	550,000
Asian Internet Interconnection Initiatives (AI3) and School of Internet Asia (SOI Asia) Establishing a wide area Internet education platform utilizing satellite technologies and developing leading edge technologies for the Internet	2,000,000	15	300,000	2,300,000
Grand Total	**7,517,000**		**1,039,000**	**8,556,000**

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Funding process

1. APNIC Foundation will submit overall master proposal to the Trust for consideration

2. APNIC Foundation will sign contract(s) with the Trust for each project, including those to be managed and implemented by APNIC and others

3. APNIC Foundation will receive funding for each project (est. USD 7,592,000 in total)

4. APNIC Foundation has an umbrella agreement with APNIC (and contracts with others for their projects) and will disburse the funding according to this agreement.

Questions?