

APNIC EC Meeting Minutes

Face-to-Face meeting, Rome, Italy

Sunday, 26 November 2023, 09:00 – 17:00 (UTC +1)

Monday, 27 November 2023, 09:30 – 13:08 (UTC +1)

Tuesday, 28 November 2023, 09:03 – 11:30 (UTC +1)

Meeting started at 09:00 (UTC +1), Sunday, 26 November 2023

Present

Kenny Huang, Chair
Vincent Achie Atienza, Secretary
Yoshinobu Matsuzaki, Treasurer
Kam Sze Yeung, EC member
Sumon Ahmed Sabir, EC member (remote)
Roopinder Singh Perhar, EC member
Anlei Hu, EC member
Paul Wilson, Director General

Connie Chan, Strategic Executive Assistant (minutes)
Nathan Harvey, Finance Director
Jeremy Harrison, General Counsel
Tony Smith, Planning and Communications Director

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. Financial reports
9. HR report
10. Secretariat report
11. Policy endorsement
12. Legal and governance update
13. Conference update
14. Risk register
15. EC satisfaction survey
16. EC election at APNIC 57
17. APNIC Foundation update
18. APIDT update
19. APNIC Survey
20. Strategic Planning 2024-2027
21. 2024 activity plan and budget (1)
22. 2024 activity plan and budget (2)
23. Any other business
24. Closing the meeting
25. Next 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 09:00 (UTC +1) on Sunday, 26 November 2023, and noted that a quorum was present.

2. Agenda bashing

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

3. Declaration of interests

The EC 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.

Roopinder Singh Perhar advised that he had been appointed as Principal Advisor to Conjoinix Total Solutions Pvt Ltd, a software development company.

Action item 2023-07: The Secretariat to update the Register of Interests.

All other EC members present confirmed their entries in the Register of Interests were 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 2023-38: The EC resolved to adopt the minutes of the EC meeting of 10 September 2023.

5. Matters arising from the last meeting

The following matters from the previous meeting were to be completed. Updates on the actions are provided below where relevant.

Action item 2023-04: The Secretariat to prepare on the impacts of the voting rights relating to historical resources. (Refer to agenda item 12).

Action item 2023-05: The Secretariat to revise and update the EC Handbook for review in 2024. (In progress - discussion in 2024).

Action item 2023-06: The Secretariat to prepare a process for all EC appointments for EC's consideration. (Refer to agenda item 12).

6. EC Chair update

The EC Chair presented on the benefits of authentication under ec.apnic.net, including a new email address for the EC. This would streamline access to services for the EC and

would work well with the EC onboarding and offboarding processes. The EC agreed that this was a good idea and requested the Secretariat to proceed with implementation.

Action item 2023-08: The Secretariat to set up ec.apnic.net for the EC, and prepare a document with detailed instructions on how to use the new email service and related logins.

The EC Chair provided an update on the EC travel matrix for 2024.

The EC discussed the potential locations for the EC meetings in 2024. It was proposed that the second EC meeting be held in conjunction with MyNOG 11 in Petaling Jaya, and the fourth EC meeting be held in Hainan, China.

7. WH&S update

Louise Tromp joined the meeting via Zoom at 9:25 (UTC +1).

Vincent Achie Atienza and Louise Tromp spoke to the Workplace Health and Safety quarterly update presentation.

Louise Tromp provided a detailed update on APNIC's WHS compliance program, including stepping through the annual due diligence review. She also confirmed that she would send through the annual due diligence form for the EC's review in the coming week.

[Louise Tromp left the meeting at 9:37 (UTC +1)]

8. Financial reports

Patrick Armitage from Credit Suisse joined the meeting via Zoom at 9:40 (UTC +1).

Patrick Armitage spoke to the investment update presentation (attached).

It was noted that Credit Suisse as a brand will cease to exist from next year and will be fully incorporated into UBS.

Patrick Armitage gave an update on the current investment strategy for the APNIC investment portfolio, which was subject to a two-year review process, and was completed in July 2023.

The EC expressed concern about the investment performance. Patrick Armitage noted that APNIC's current investment strategy was very low risk, therefore it would not be possible to have a higher return without taking on a higher risk profile.

[Patrick Armitage left the meeting at 10:25 (UTC +1)]

The EC continued the discussions on the investment performance, noting that Credit Suisse has not met its targets over the last 10 years, five years, and one year. The EC considered whether a focus on greater returns should be pursued with a higher risk appetite. It was noted that more work is needed to ensure that the levels of risk and return are appropriate for the desired investment profile.

Nathan Harvey spoke to the financial report presentation (attached).

The EC considered the monthly financial report and the investment report for October 2023 (attached). The EC noted that APNIC is solvent and able to meet all current debts.

The October financial report highlights an operating surplus of AUD 79K, and a net deficit of AUD 334K year to date, with revenue and expenses tracking very close to the budget. At the end of October 2023, APNIC had a total of 9,875 Members serving 53 economies. It was expected that APNIC would reach 10,000 Members in early 2024.

Meeting adjourned at 11:30 (UTC +1), Sunday, 26 November 2023

Meeting resumed at 11:45 (UTC +1), Sunday, 26 November 2023

9. HR report

Louise Tromp joined the meeting via Zoom at 11:45 (UTC +1) and spoke to the HR report presentation.

[Louise Tromp left the meeting at 12:02 (UTC +1)]

10. Secretariat report

Tony Smith spoke to the Secretariat Report presentation (attached).

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

11. Policy endorsement

Tony Smith spoke to the presentation relating to the adoption of prop-155: IPv6 PI assignment for Associate Members.

The EC discussed prop-155 at length and unanimously endorsed prop-155 for adoption by APNIC.

Resolution 2023-39: The EC resolved to:

- (a) Endorse the adoption of prop-155: IPv6 PI assignment for Associate Members; and**
- (b) Amend the APNIC Member and Non-Member Fee Schedules so that a Member of Non-Member's first /48 IPv6 PI assignment will be treated as a non-chargeable resource for a period of 12-months from the date of delegation. After the 12 month-period expires, the resources will become chargeable.**

Motion proposed by Roopinder Singh Perhar; seconded by Vincent Achie Atienza.
Passed unanimously.

Meeting adjourned at 13:30 (UTC +1), Sunday, 26 November 2023

Meeting resumed at 14:45 (UTC +1), Sunday, 26 November 2023

12. Legal and Governance update

Jeremy Harrison spoke to the legal and governance update presentation.

The EC considered the impact of historical resources on APNIC voting tiers.

Resolution 2023-40: The EC resolved that only chargeable resources will be included in the assessment of the amount of address space a Member holds for the purposes of determining their tier of membership.

Motion proposed by Roopinder Singh Perhar; seconded by Paul Wilson. Passed unanimously.

Jeremy Harrison presented a review of the 2023 APNIC By-laws reform process and recommendations for future consultation processes.

The EC considered the draft appointment criteria for the Electoral Committee.

Jeremy Harrison also spoke to the draft procedure for the EC appointed positions, which will be incorporated into the EC Handbook in early 2024.

13. EC election at APNIC 57

Jeremy Harrison spoke to the 2024 EC election procedures (attached).

Resolution 2023-41: The EC resolved to appoint Connie Chan and Andre Gelderblom of the APNIC Secretariat as Election Officers, and endorsed the APNIC 57 EC Election procedures.

Motion proposed by Yoshinobu Matsuzaki; seconded by Anlei Hu.

Kam Sze Yeung, Sumon Ahmed Sabir and Vincent Achie Atienza abstained from voting.

14. Conference update

Tony Smith spoke to the Conference update presentation (attached).

15. Risk register

Nathan Harvey spoke to the strategic risk register presentation.

The EC reviewed the current strategic risk register.

16. EC satisfaction survey

Connie Chan spoke to the results of the EC satisfaction survey.

Meeting adjourned at 17:00 (UTC +1), Sunday, 26 November 2023

The EC had an in-camera session from 8:00 to 9:30 (UTC +1), Monday, 27 November 2023.

The formal EC meeting resumed at 9:30 (UTC +1), Monday, 27 November 2023.

Meeting resumed at 9:30 (UTC +1), Monday, 27 November 2023

17. APNIC Foundation update

Sylvia Cadena joined the meeting via Zoom at 9:33 (UTC +1) and spoke to the APNIC Foundation update presentation (attached).

Sylvia Cadena provided an update on the APNIC Foundation projects currently underway and potential funding and activities for 2024.

[Sylvia Cadena left the meeting at 10:01 (UTC +1)]

18. APIDT update

Richard Brown joined the meeting via Zoom at 10:01 (UTC +1) and spoke to the APIDT update presentation (attached).

Two flythrough videos for the new office building at Breakfast Creek Road were shown.

[Richard Brown left the meeting at 10:40 (UTC +1)]

19. 2024 APNIC Survey

Brenda Mainland from Survey Matters joined the meeting via Zoom at 10:40 (UTC +1).

Brenda Mainland and Tony Smith spoke to the 2024 APNIC Survey proposal presentation (attached).

The EC considered the new approach with in-depth in-person interviews at APRICOT 2024 and agreed to proceed with the proposed approach for conducting the 2024 APNIC Survey as presented.

[Brenda Mainland left the meeting at 11:10 (UTC +1)]

Meeting adjourned at 11:10 (UTC +1), Monday, 27 November 2023

Meeting resumed at 11:27 (UTC +1), Monday, 27 November 2023

20. Strategic Planning 2024-2027

Louise Tromp joined the meeting via Zoom at 11:27 (UTC +1).

Paul Wilson spoke to the four-year Strategic Plan for 2024-2027 (attached).

Louise Tromp spoke to the organizational structure based on the new Strategic Plan.

The EC considered whether there was need for a deputy role to the Director General. It was noted that the four Senior Directors sitting under the Director General would provide the necessary support to help achieve the strategic objectives, but the EC may consider the option again in future.

Resolution 2023-42: The EC resolved to adopt the strategic plan for 2024-2027 (as attached).

Motion proposed by Roopinder Singh Perhar; seconded by Yoshinobu Matsuzaki.
Passed unanimously.

[Louise Tromp left the meeting at 12:00 (UTC +1)]

21. 2024 activity plan and budget (1)

Tony Smith spoke to the 2024 activity plan (attached).

The EC welcomed the significant amount of work that was being done to support the delivery of the 2024 activity plan.

The EC discussed the proposed activity plan at length, noting that the use of different success indicators for user or Member satisfaction was appropriate.

The EC noted that feedback had been received regarding SIG Chair support and requested the Secretariat consider ways to improve engagement with and support of the SIG Chairs and community leaders.

The EC expressed support for the 2024 activity plan.

Meeting adjourned at 13:08 (UTC +1), Monday, 27 November 2023

Meeting resumed at 9:03 (UTC +1), Tuesday, 28 November 2023

22. 2024 activity plan and budget (2)

Nathan Harvey spoke to the proposed budget presentation for 2024 (attached).

Nathan Harvey noted that the 2024 budget would undergo some changes in presentation as the budget codes will be aligned against the new Strategic Plan for 2024-2027.

The EC expressed its appreciation of the Secretariat's efforts in reducing the operational costs in line with the EC's direction.

There were clarifications given for various specific budget items.

There was a discussion of the reasons for membership closure and impact of LDC graduation.

Resolution 2023-43: The EC resolved to approve and adopt the 2024 budget (as attached) that provides authority to the Director General for a total operational expenditure of AUD 34,567,870 and a total capital expenditure of AUD 737,700 for 2024.

Motion proposed by Yoshinobu Matsuzaki; seconded by Kam Sze Yeung. Passed unanimously.

23. Any other business

The EC Chair called for any other business.

a. Feedback re fee and governance change

The EC discussed feedback received from the community regarding the fee reforms and governance changes.

It was noted that most contact with the Secretariat had been information requests only to confirm what their fees would be from 2025. The Secretariat confirmed that additional information is being prepared for publication and the Fee Calculator is being updated to allow Members to calculate their future fees.

b. NIR

It was noted that the Executive Council had received an enquiry regarding the establishment of new National Internet Registries. The EC noted the existing moratorium on the establishment of new NIRs and considered that there should be no change in this policy at this time.

c. Community elections

The EC discussed the implications of the change to the SIG Guidelines last year to require onsite attendance, which resulted in a number of candidates having to withdraw due to visa issues. It was noted that this was a restriction under the SIG Guidelines and as such would be for the community to consider whether an amendment is required.

24. Closing the meeting

The EC Chair thanked everyone for their contributions to the meeting.

25. Next meeting

The next EC meeting is scheduled for 26 February 2024 in Bangkok, Thailand.

Meeting closed at 11:30 (UTC +1) Tuesday, 28 November 2023.

Attachments:

- A. Register of interest**
- B. [Confidential information redacted]**
- C. APNIC investment update presentation**
- D. October 2023 financial report presentation**
- E. October 2023 monthly financial report**
- F. October 2023 Credit Suisse investment report**
- G. October 2023 Credit Suisse commentary**
- H. [Confidential information redacted]**
- I. Secretariat report and presentation**
- J. [Confidential information redacted]**
- K. [Confidential information redacted]**
- L. EC election procedures presentation**
- M. Conference update**
- N. [Confidential information redacted]**
- O. [Confidential information redacted]**
- P. APNIC Foundation update presentation**
- Q. APIDT update presentation**
- R. 2024 APNIC Survey proposal presentation**
- S. [Confidential information redacted]**
- T. Strategic Plan for 2024-2027**
- U. 2024 activity plan**
- V. 2024 budget document and presentation**

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 **13 November 2023**.

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)
- Member of the SGN OG Organising Committee

Kenny Huang declared that he currently holds the following positions:

- Chairman and CEO of TWNIC
- Member of the Advisory Council of DotAsia Organization
- Chair of NII EPA
- Chair of ICANN ccPDP4 WG
- Co-Chair of ICANN CGP
- Board of Director of TWIA

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
- TAC (Technical Advisory Council) of Team Cymru, Inc.

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

- Employee of Globe Telecom (Peering, Interconnection & Strategy - IP Ecosystem)
- Chair of the Philippine Network Operators Group (PhNOG)
- Member, Board of Trustee, Internet Society Philippines (ISOC-Ph)
- Member of Ph Technical working group for IPv6, DNSSEC, RPKI
- Member (Ph Representative) - APIX - Asia Pacific Internet Exchange Association)
- Member/Evangelist - Philippine Open Internet eXchange (PhOpenIX)
- Member of the Program Committee of APRICOT 2024
- ISIF Selection Committee Member
- Chair of Asia Open RAN Academy(AORA) 2023

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

- CTO, Fiber@Home Limited
- Technical Advisor, Fiber@Global Limited

- Advisor, Felicity IDC 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
- Chair, WEEE Society Bangladesh

Anlei Hu declared that he currently holds the following position:

- Employee of CNNIC as Chief Network Security Officer
- Guest researcher of CNIC
- Member of National Information Security Standardization Technical Committee

Roopinder Singh Perhar declared that he currently holds the following position:

- President Strategy and Planning, Netplus Broadband Services Pvt. Ltd
- Executive Council member of ISPAI

Paul Wilson declared that he currently holds the following position:

- Director of APIDTT Pty Ltd (trustee for the Asia Pacific Internet Development Trust)
- Director of APIDT Infrastructure Pty Ltd
- Member, Advisory Council of DotAsia

Agenda Item 8

Financial reports



Monthly Financial Report (in AUD) October 2023

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1 Executive Summary

APNIC's operating surplus for the period ended October 2023 was \$79,118. APNIC holds net assets of \$36,896,143 which was a 4% increase year-to-date.

APNIC forecasts a full year operating deficit of \$1,110,544 vs. budgeted operating deficit of \$1,099,393.

APNIC's full year forecast net deficit increased to \$1,523,884 in the October 2023 Financial Report due to a market value reduction of investment portfolio.

Figure 1 below shows the key drivers to the variance between budget and forecast operating deficit.

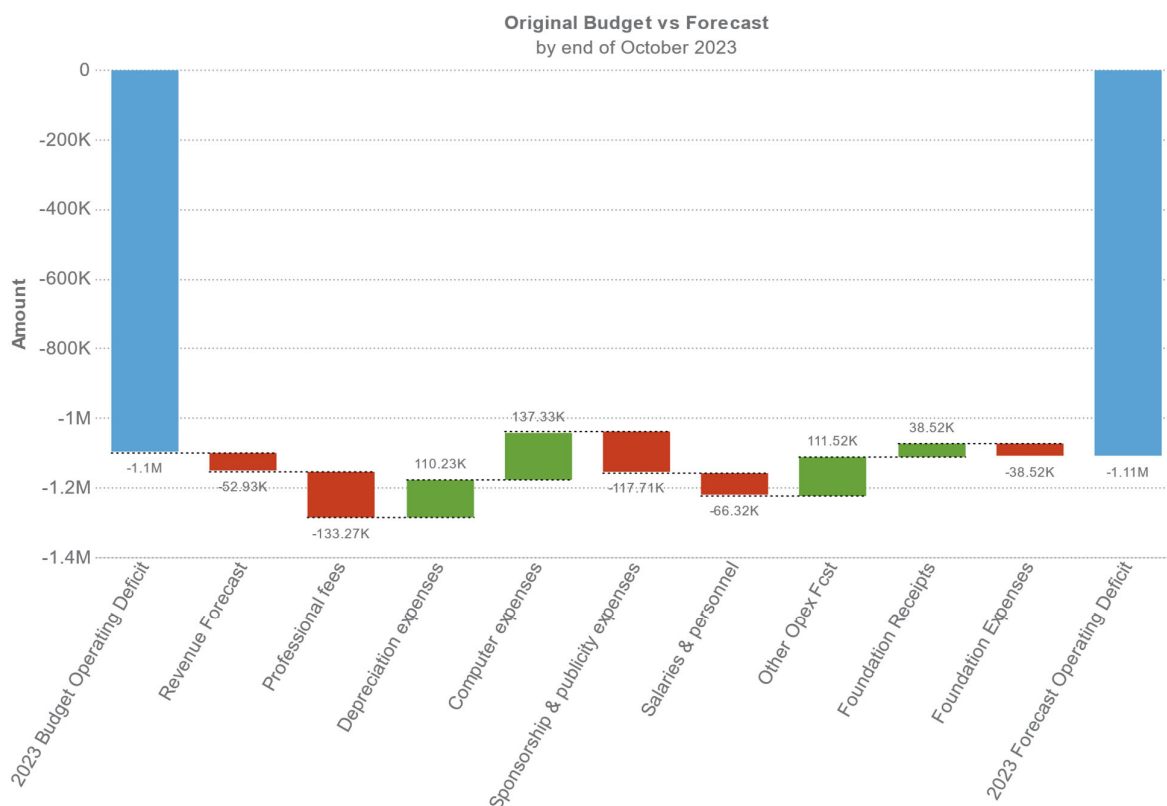


Figure 1: Original Budget vs Forecast

2 Statement of Financial Position

The Statement of Financial Position compares APNIC's assets, liabilities and equity at the end of October 2023 against the 2022 year end balances.

Amount (AUD)	As at Oct-23	Year End Dec-22	Change \$	Change %
CURRENT ASSETS				
Cash/ Term Deposits	8,621,623	10,008,537	(1,386,914)	-14%
Receivables	3,657,351	2,020,438	1,636,913	81%
Others	1,736,874	1,257,264	479,610	38%
TOTAL CURRENT ASSETS	14,015,848	13,286,239	729,609	5%
NON-CURRENT ASSETS				
Financial Assets	33,338,046	33,161,465	176,581	1%
Property, Plant and Equipment	8,799,711	6,803,389	1,996,322	29%
Deferred Tax Assets	340,025	340,025	0	0%
TOTAL NON-CURRENT ASSETS	42,477,783	40,304,880	2,172,903	5%
TOTAL ASSETS	56,493,630	53,591,119	2,902,511	5%
CURRENT LIABILITIES				
Payables	1,277,230	1,780,433	(503,204)	-28%
Current Provisions	3,419,925	3,086,849	333,076	11%
Unearned Revenue	13,620,509	12,379,552	1,240,957	10%
TOTAL CURRENT LIABILITIES	18,317,663	17,246,834	1,070,830	6%
NON-CURRENT LIABILITIES				
Non-Current Provisions	334,230	361,744	(27,514)	-8%
Deferred Tax Liabilities	945,594	397,240	548,354	138%
TOTAL NON-CURRENT LIABILITIES	1,279,824	758,984	520,840	69%
TOTAL LIABILITIES	19,597,487	18,005,817	1,591,670	9%
NET ASSETS	36,896,143	35,585,302	1,310,842	4%
EQUITY				
Share Capital	1	1	0	0%
Reserves	1,645,064	0	1,645,064	100%
Retained earnings	35,585,301	38,845,559	(3,260,258)	-8%
Net Surplus/ (Deficit)	(334,222)	(3,260,258)	2,926,036	90%
TOTAL EQUITY	36,896,143	35,585,302	1,310,842	4%

Table 1: Statement of Financial Position

Equity has increased by 4% or \$1,310,842 since December 2022. Key drivers are shown in Figure 2 below:

As at end of February 2023, APNIC adopted a fair value accounting measurement for its owned office at 6 Cordelia Street, South Brisbane. Under the fair value accounting measurement, the property was revalued to \$7,500,000. This change in accounting measurement resulted in a revaluation gain of \$2,376,289, offset by an increase in deferred tax liabilities of \$548,354 and adjustments to depreciation of \$182,871. The net impact of \$1,645,064 was recognised through Reserves which form part of Equity on the Balance Sheet.

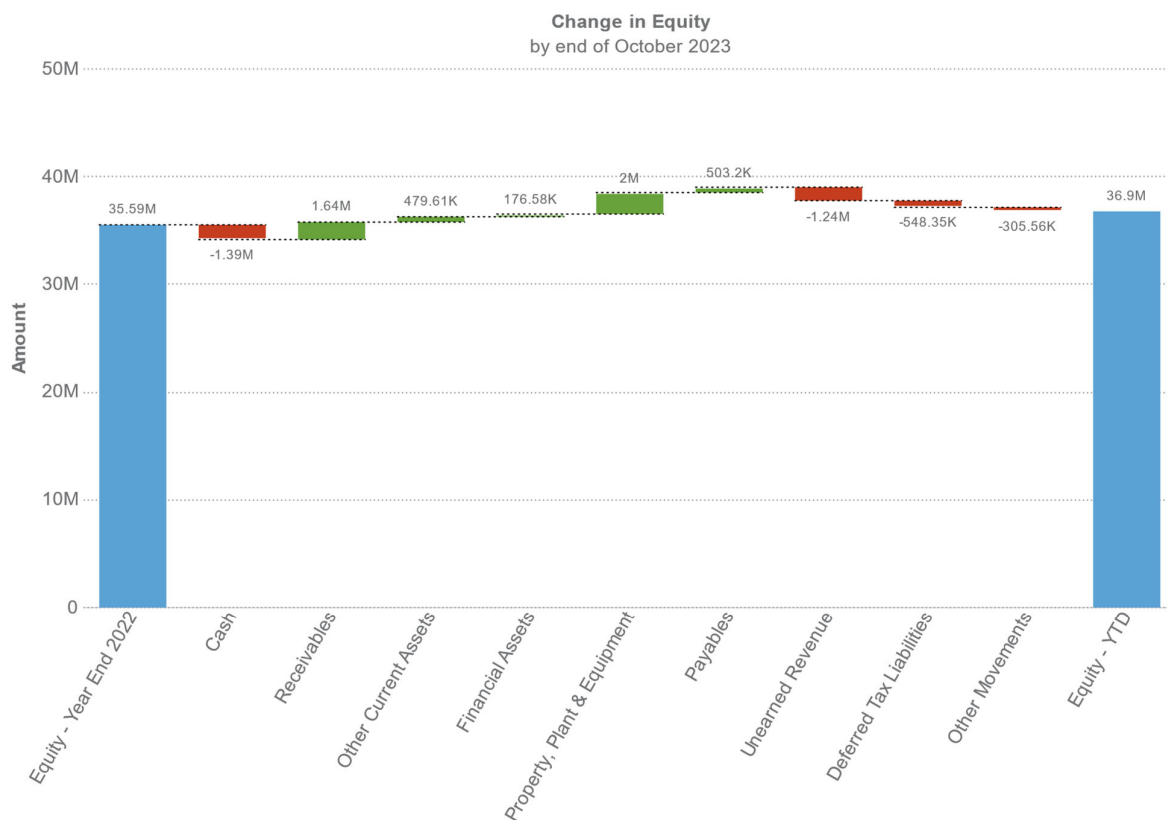


Figure 2: Changes in Equity

3 Statement of Income

The Statement of Income compares APNIC's year-to-date October 2023 revenue and expenditure against the comparative period for 2022. It also compares the full year budget against the full year forecast for 2023.

Amount (AUD)	2023 YTD	2022 YTD	Change (%)	2023 Forecast	2023 Budget	Budget (%)
Membership fees	21,357,404	20,575,349	4%	25,795,051	26,565,676	-3%
Non-Member fees	255,431	216,835	18%	313,264	267,578	17%
Reactivation fees	15,500	15,600	-1%	19,200	22,500	-15%
Sign-Up fees	208,750	219,500	-5%	256,410	294,200	-13%
Transfer fees	235,639	140,678	68%	271,690	216,251	26%
Sundry income	529,558	298,524	77%	630,405	267,450	136%
Foundation receipts	3,448,773	2,722,481	27%	4,440,933	4,402,418	1%
Operating Revenue	26,051,056	24,188,967	8%	31,726,954	32,036,073	-1%
Investment income	816,006	631,923	29%	951,807	657,100	45%
TOTAL REVENUE	26,867,062	24,820,891	8%	32,678,760	32,693,173	-0%
Bank service fees	245,015	230,084	6%	297,015	261,000	14%
Communication expenses	581,550	523,759	11%	709,249	730,600	-3%
Computer expenses	1,703,454	1,473,485	16%	2,099,482	2,236,814	-6%
Foundation funded project expenses	3,448,773	2,693,418	28%	4,440,933	4,402,418	1%
Depreciation expenses	552,593	541,019	2%	692,555	802,789	-14%
Doubtful debt expenses	28,686	(7,025)	508%	20,000	20,000	0%
ICANN contract fees	200,964	193,135	4%	244,964	238,600	3%
Insurance expenses	208,437	214,171	-3%	242,108	238,899	1%
Meeting & training expenses	728,268	558,454	30%	781,817	820,400	-5%
Membership fees expenses	62,379	63,544	-2%	75,609	72,000	5%
Office operating expenses	320,786	341,043	-6%	391,684	427,839	-8%
Postage & delivery expenses	49,151	37,501	31%	48,774	71,500	-32%
Printing & photocopy expenses	23,114	19,157	21%	33,314	30,500	9%
Professional fees	1,131,605	1,473,788	-23%	1,524,225	1,390,950	10%
Recruitment expenses	86,942	406,061	-79%	121,608	182,500	-33%
Salaries & personnel expenses	14,894,484	13,238,751	13%	19,120,859	19,054,538	0%
Sponsorship & publicity expenses	787,840	422,360	87%	900,092	782,380	15%
Staff training expenses	209,492	220,245	-5%	250,707	268,839	-7%
Translation expenses	3,951	16,455	-76%	9,310	10,000	-7%
Travel expenses	1,520,459	1,221,891	24%	1,785,000	1,750,000	2%
TOTAL EXPENSES	26,787,944	23,881,296	12%	33,789,304	33,792,566	-0%
OPERATING SURPLUS / (DEFICIT)	79,118	939,594	-92%	(1,110,544)	(1,099,393)	-1%
Revaluation of Financial Assets	(413,341)	(4,312,864)	90%	(413,341)	0	0%
SURPLUS / (DEFICIT) BEFORE TAX	(334,222)	(3,373,270)	90%	(1,523,884)	(1,099,393)	-39%

Table 2: Statement of Income

Year-to-date, APNIC has delivered an operating surplus of \$79,118 and a net deficit after fair value gain on financial assets of \$334,222.

The full year forecast operating deficit is \$1,110,544 vs an original budget operating deficit of \$1,099,393.

APNIC's full year forecast net deficit increased to \$1,523,884 in the October 2023 Financial Report due to a market value reduction of the investment portfolio.

Revenue: Revenue (excluding Foundation projects) for the full year is forecast to be \$52,928 below budget. Major variances to budget include:

- **Membership revenue:** Membership Revenue is forecast to be \$770,625 below budget for the full year due to phasing of the new fee schedule and impacts of the HRM project.
- **Foundation receipts and expenses:** Both Foundation project receipts and expenses for the year are forecast to be \$38,516 above budget due to project costs that were expected to be funded directly through APNIC Foundation now being funded via APNIC. Further details are provided in Section 8 – Foundation Funded Activities.
- **Investment Income:** Interest and portfolio investment income for the year is forecast to be \$294,707 above budget. Interest income and Investment distribution income are forecast to be above budget by \$112,732 and \$171,975 respectively. Investment income forecasts are based on information provided by APNIC's investment advisors. Further details are contained in the Credit Suisse investment report and commentary that accompany this financial report.
 - **Sundry Income:** Sundry income is forecast to be \$362,955 above budget for the full year. Major drivers include additional \$21,946 meeting registration income, \$235,956 in conference sponsorship and grants, and \$88,000 forecast Comcast research grant.

Expenses: Operating expenses (excluding Foundation projects) for the period are forecast to be \$41,777 below budget. Major variances to budget include:

- **Professional fees:** Full year expenses are forecast to exceed budget by \$141,317 due to increased legal fees related to employment matters of \$100,000, APNIC 55 election matters and the APNIC governance review and structure changes \$141,31, additional conference transcript services \$15,420 and additional tax consulting fees of \$14,000 for tax compliance reviews in Singapore and Cambodia. These increases are offset by \$150,000 forecast savings from: 59s tier 1 support review, sanctions compliance regime, strategic planning services, productivity coaching, Web accessibility audit training, Orbit open source community platform and enhancement of the Sage application.
- **Computer expenses:** Full year expenses are forecast to below budget by \$137,332 due to deferral in deployment of security compliance tool, savings from critical monitoring improvement, firewall threat defence subscription renewal, local network storage support maintenance and source vulnerability scanner.
- **Sponsorship & publicity expenses:** Full year expenses are forecast to exceed budget by \$117,712 due to \$114,871 increase in APNIC's expected share of NRO costs.
- **Travel expenses:** Full year expenses are forecast to exceed budget by \$35,000 due to unplanned travel requirements in the second half of the year and ongoing high costs of airfares.
- **Revaluation of Financial Assets:** Fair value of the investment portfolio has reduced by \$413,341. Since inception in September 2013, the portfolio has returned 3.53% (after fees but before franking) against the benchmark (CPI + 2.5%) of 5.17%. The Credit Suisse investment report and commentary that accompany this financial report provide detailed analysis of the portfolio's performance over time. APNIC does not budget for investment valuation changes due to market volatility. Therefore, the appreciation in market value of the portfolio has impacted the actual net deficit vs. original budget.

4 Capital Expenditure

The table below provides an overview of current capital expenditure as of October 2023.

Amount (AUD)	2023 YTD	2022 YTD	Change (%)	2023 Forecast	2023 Budget	Budget (%)
Equipment & Software	345,222	485,939	-29%	402,786	470,700	-14%
Office Furniture & Fittings	19,876	112,969	-82%	24,876	628,700	-96%
Total - Capital Expenditure	365,098	598,908	-39%	427,662	1,099,400	-61%

Table 3: Capital Expenditure

- Year-to-date spending on equipment and software includes cyclical renewal of laptops, building air conditioning, server and switch purchases.
- Equipment and software spend is expected to be lower than budget due to deferral of IXP and Root server deployment, savings from conference equipment and Interactive switch replacement.
- Office furniture and fittings includes a budget provision of \$593,700 for rectification of subsidence issues at APNIC's owned office premises. The rectification works are subject to the outcomes of ongoing investigations and it has been determined that no works will be completed in 2023, so the provision has been dropped.

5 Activity Summary

5.1 Expenses

Expenses (AUD)	2023 YTD	2022 YTD	Change (%)	2023 Forecast	2023 Budget	Budget (%)
Member services	2,366,019	2,187,135	8%	2,937,762	2,859,774	3%
Membership products	1,301,593	1,329,832	-2%	1,670,794	1,656,941	1%
Membership reporting	893,170	571,162	56%	1,062,687	974,739	9%
Total - Membership	4,560,783	4,088,129	12%	5,671,244	5,491,454	3%
Registration services	606,376	616,961	-2%	777,621	773,260	1%
Registry products	2,210,969	1,905,755	16%	2,820,352	2,672,833	6%
Policy development	741,658	375,102	98%	883,202	756,472	17%
Total - Registry	3,559,003	2,897,817	23%	4,481,175	4,202,565	7%
APNIC conferences	1,579,664	1,412,938	12%	1,783,810	1,789,436	-0%
Foundation support	0	0	0%	0	0	0%
Community engagement	1,837,435	1,530,006	20%	2,280,612	2,243,177	2%
Community participation	616,787	311,408	98%	782,820	758,604	3%
APNIC academy	3,683,329	3,023,810	22%	4,518,407	4,364,434	4%
Internet infrastructure support	668,392	663,930	1%	1,088,555	1,203,453	-10%
Total - Development	8,385,607	6,942,091	21%	10,454,204	10,359,105	1%
Information products	1,459,889	1,119,495	30%	1,879,740	1,889,141	-0%
Research and analysis	858,898	754,540	14%	1,068,506	1,029,352	4%
Total - Information	2,318,787	1,874,035	24%	2,948,246	2,918,493	1%
Internal technical infrastructure	3,082,079	2,607,468	18%	3,983,514	4,244,591	-6%
Finance and business services	2,363,715	2,663,693	-11%	2,993,865	3,300,638	-9%
Employee experience	1,497,806	2,085,283	-28%	1,943,923	2,125,241	-9%
Governance	1,020,164	722,781	41%	1,313,132	1,150,479	14%
Total - Capability	7,963,764	8,079,224	-1%	10,234,434	10,820,949	-5%
Total - Expenses	26,787,944	23,881,296	12%	33,789,304	33,792,566	-0%

Table 4: Expenses by Pillars and Workstreams

This summary includes expenses grouped into pillars and workstreams as outlined in the 2023 Activity Plan.

- Membership Pillar full year expenses are forecast to be \$179,790 above budget.
 - Travel activities for member purposes are \$120,823 over budget.
 - Personnel expenses are \$71,100 higher than budget.
 - Saving from Orbit open source community platform \$10,000.
- Registry Pillar full year expenses are forecast to be \$278,610 above budget.
 - Additional \$114,871 of expenditure due to an anticipated increase in APNIC's share of NRO expenses.
 - Computer cloud infrastructure expenses are \$159,667 above budget due to increased data warehouse activity.
 - Personnel expenses are \$119,829 higher than budget.

- Offset with \$110,896 savings from NRO NC travel activity, firewall threat defence subscription renewal and network equipment support maintenance.
- Capability Pillar full year expenses are forecast to be \$586,515 below budget.
 - Personnel expenses are \$145,493 lower than budget.
 - Depreciation expenses reduction due to dropping of the premises rectification provision \$114,813.
 - Computer expense savings of \$79,433 due to part year savings from source code vulnerability scanner and deferral in deployment of security compliance tool.
 - Savings of \$160,276 from sage application, recruitment relocation, study assistance and productivity coaching.
 - Other savings from travel activities \$85,252

Operating Budget Utilisation by Pillars is shown below in Figure 3. The percentages compare year-to-date actual expenditure against full year forecast expenditure.

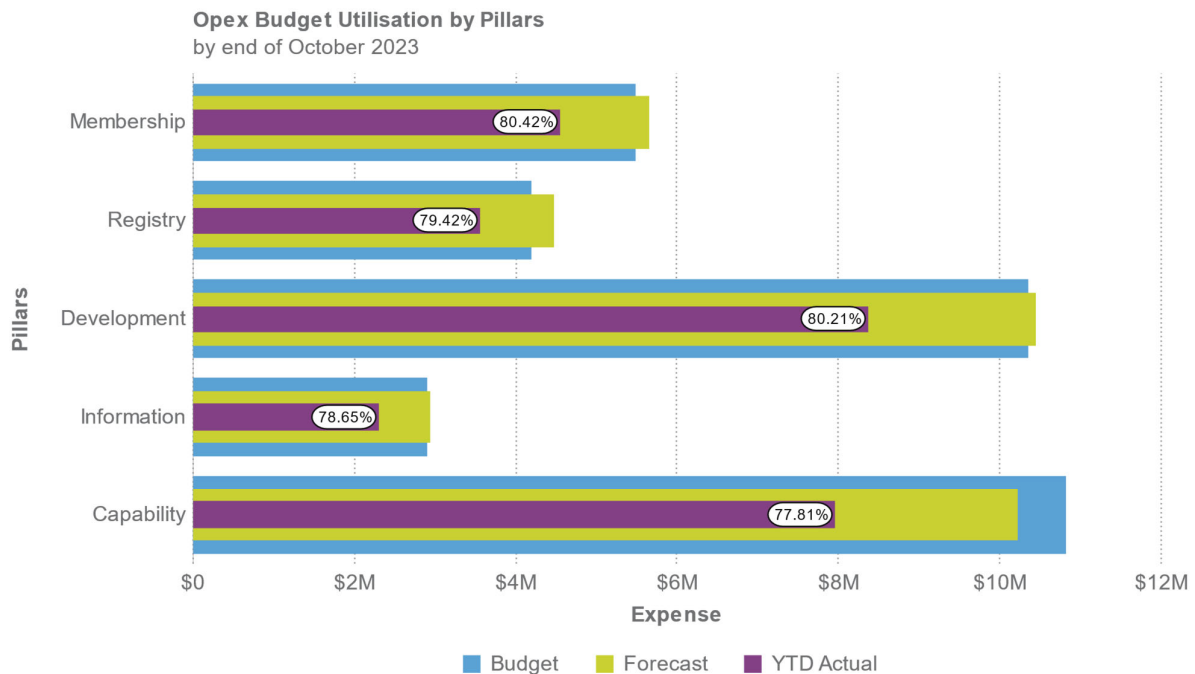


Figure 3: Operating Budget Utilisation by Pillars

Year-to-date Budget and Actual expenditure by Pillars is shown below in Figure 4. The percentages compare year-to-date actual expenditure against year-to-date budget expenditure.

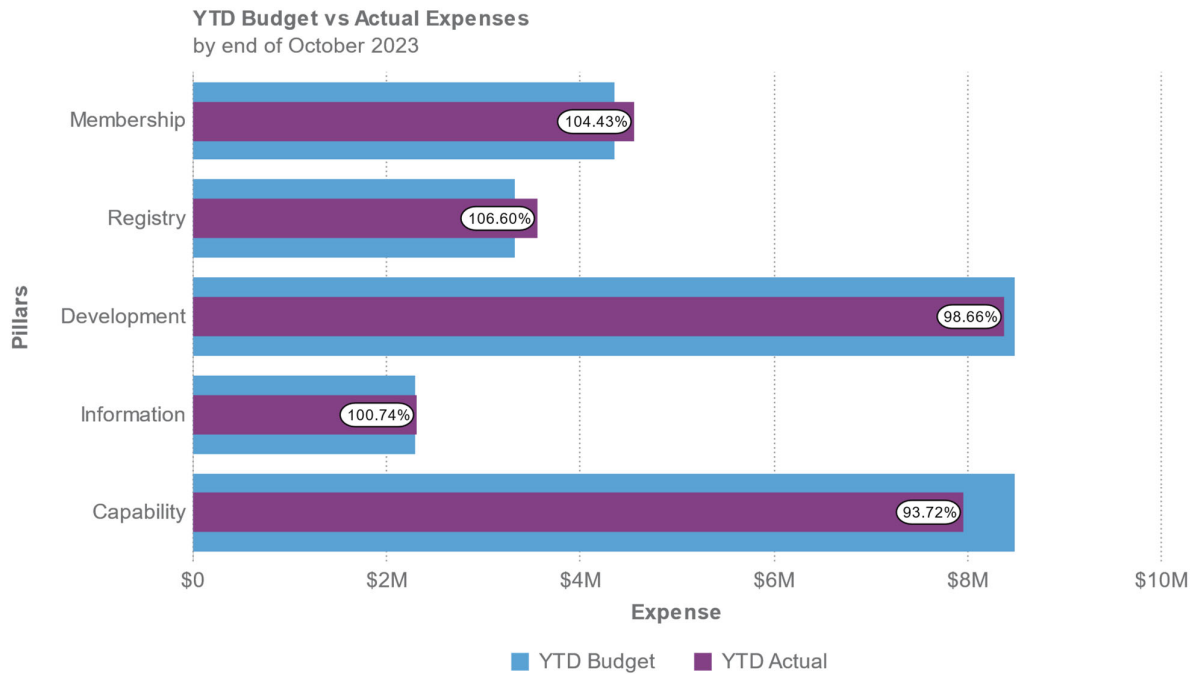


Figure 4: YTD Budget and Actual Operating Expenditure by Pillars

5.2 Capital Expenditure

Capex (AUD)	2023 YTD	2022 YTD	Change (%)	2023 Forecast	2023 Budget	Budget (%)
Registry products	0	2,002	-100%	0	0	0%
Total - Registry	0	2,002	-100%	0	0	0%
APNIC conferences	23,154	51,197	-55%	23,154	33,500	-31%
APNIC academy	13,183	3,217	310%	15,000	15,000	0%
Internet infrastructure support	0	0	0%	0	10,000	-100%
Total - Development	36,337	54,413	-33%	38,154	58,500	-35%
Research and analysis	21,941	55,517	-60%	45,000	45,000	0%
Total - Information	21,941	55,517	-60%	45,000	45,000	0%
Internal technical infrastructure	294,283	374,007	-21%	326,970	367,200	-11%
Finance and business services	12,537	7,381	70%	17,537	628,700	-97%
Employee experience	0	105,588	-100%	0	0	0%
Total - Capability	306,820	486,976	-37%	344,507	995,900	-65%
Total - Capital Expenses	365,098	598,908	-39%	427,662	1,099,400	-61%

Table 5: Capital Expenditure by Pillars and Workstreams

Only those workstreams with year to date actual, forecast or budget spend are shown. Workstreams not shown currently have zero actual, forecast or budget spend for the period.

Capital Budget Utilisation by Pillars is shown below in Figure 5. The percentage compares year-to-date actual expenditure against full year forecast capital expenditure.

Year-to-date Budget and Actual Capital expenditure by Pillars is shown below in Figure 6. Percentage is comparing year-to-date actual on year-to-date budget capital expenditure.

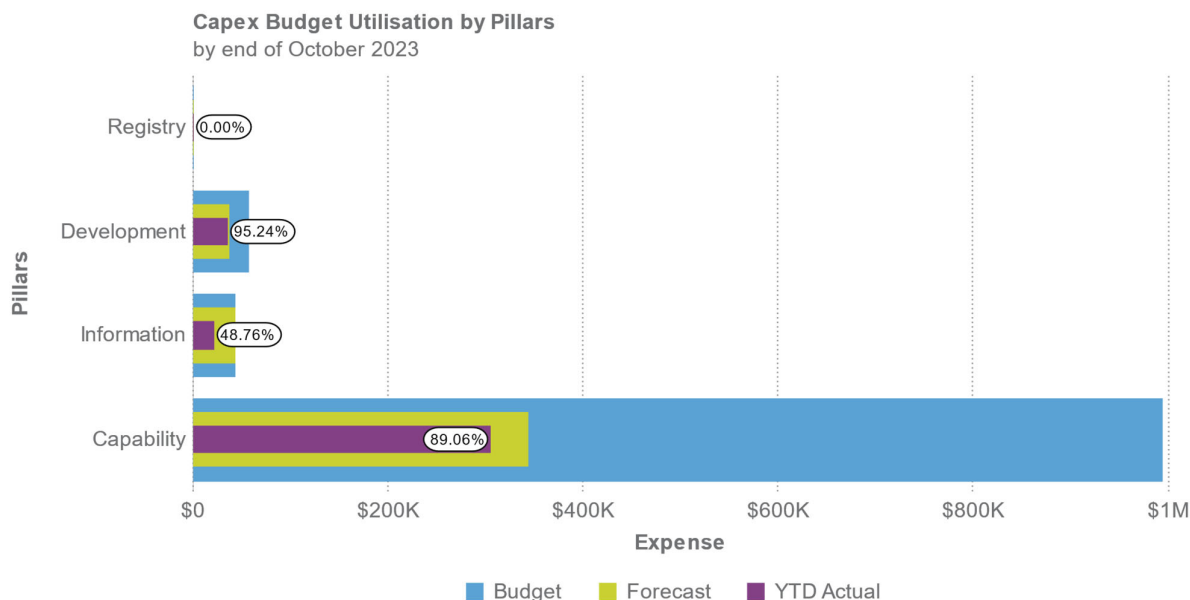


Figure 5: Capital Budget Utilisation by Pillars

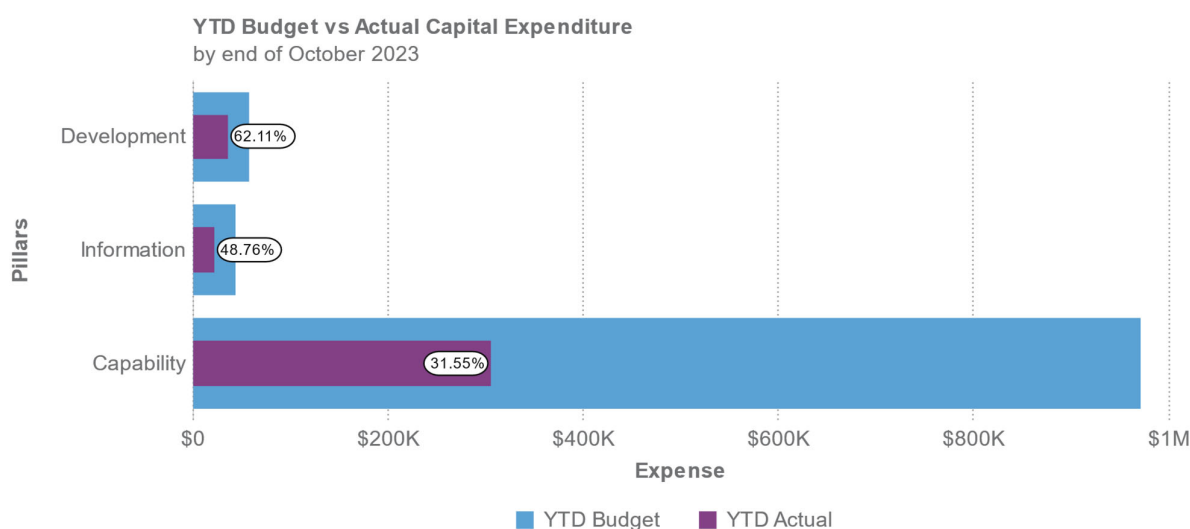


Figure 6: YTD Budget and Actual Capital Expenditure by Pillars

6 APNIC Reserve

6.1 Cash Flow Statement

This report shows the cash flow status as at the end of October 2023.

Amount (AUD)	2023 YTD
Operating Activities	
YTD Net Surplus	(334,222)
Receivables	(1,439,331)
Other Current Asset	(677,192)
Payables	(242,384)
Goods & Services Tax Payable	138,523
Other Current Liabilities	1,723,044
Total Adjustments to Surplus	(497,339)
Total Operating Activities	(831,561)
Investing Activities	
Financial Assets	(176,581)
Property, Plant and Equipment	(1,996,322)
Total Investing Activities	(2,172,903)
Financing Activities	
Long Term Liabilities	(27,514)
Equity	1,645,064
Total Financing Activities	1,617,550
Net Change in Cash for Period	(1,386,914)
Cash at Beginning of Period	10,008,537
Cash at End of Period	8,621,623

Table 6: Cash Flow Statement

- \$1,439,331 increase in receivables is due to increased members renewal together with RIR renewal, Foundation invoicing, and NRO shared expenses in October 2023 as compared to December 2022.
- \$677,192 increase in other current assets is due to increase in prepayments.
- \$1,723,044 increase in other current liabilities is due to increase in unearned revenue, staff entitlement provision and accrued expenses.
- \$176,581 increase in financial assets is due to increases in the value of investment portfolio.

6.2 Capital Reserve

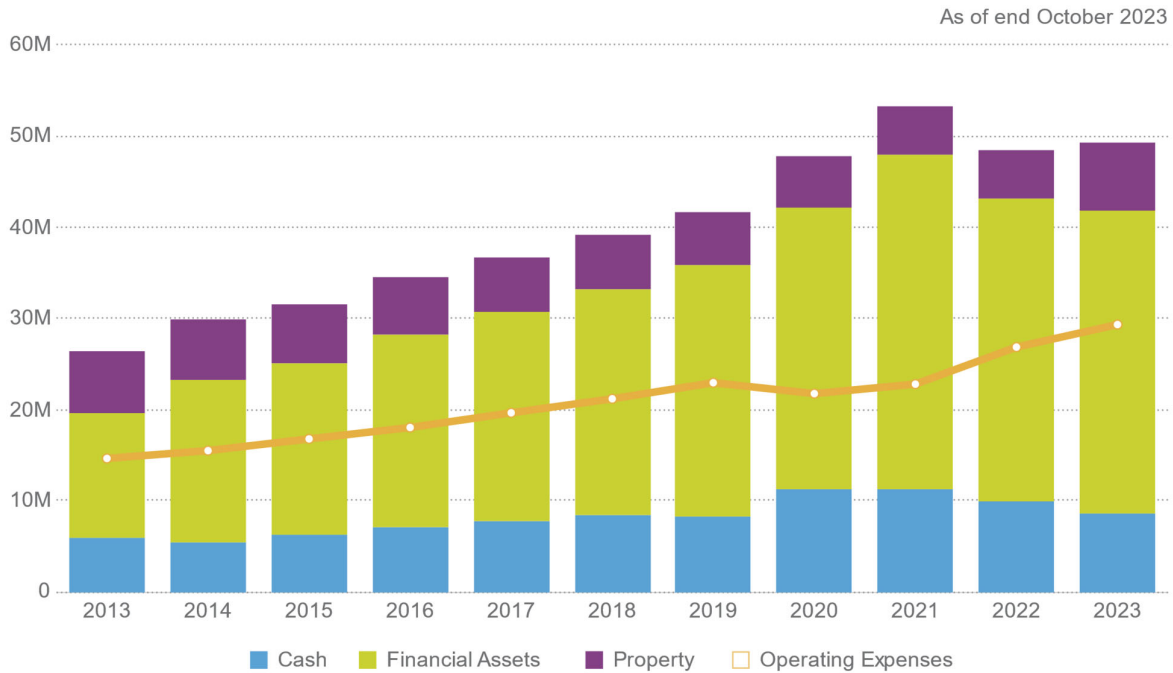


Figure 7: APNIC Reserves

The Reserve is diversified between cash reserves, investment portfolio, and APNIC property (i.e. APNIC Office). At the end of October 2023, APNIC maintained \$8,621,623 in cash reserves, \$33,338,046 has been invested in the investment portfolio and \$7,448,505 invested in APNIC Property.

Figure 7 above tracks the value and the allocation of these assets over time against the operating expenses for each year for comparison. The movement in the reserve between December 2022 and October 2023 was mainly due to the increase in value of the investment portfolio asset revaluation of the APNIC Office.

6.3 APNIC's Equity and Reserves

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

	YTD 2023	Forecast 2023	Budget 2023	Actual 2022	Actual 2021*	Actual 2020*	Actual 2019
Total Equity (AUD)	36,896,143	35,706,481	34,485,909	35,585,302	38,845,560	34,176,883	30,724,702
% Equity Covered By Cash/ Cash Equivalents	114%	118%	125%	121%	123%	124%	117%
Monthly Operating Expenses (AUD)	2,333,917	2,445,698	2,449,179	2,239,789	2,125,305	2,024,419	1,914,554
Number of Months of expenses covered by Equity	15.81	14.60	14.08	15.89	18.28	16.88	16.05

Table 7: Equity and Reserves

* Calculation is based on the average monthly operating expenses of the approved budget, excluding Foundation project expenses, as it better reflects the APNIC operating cost base in a COVID-free course of business.

7 Membership

7.1 Membership Summary

	2023 YTD	2022 YTD	Forecast 2023	Budget 2023
New Members	761	628	886	748
Reactivated / Adjustment	169	9	169	0
Closure	(323)	(283)	(388)	(344)
Net Change	607	354	667	404
As at 1-Jan	9,268	8,768	9,268	9,268
Net Change	607	354	667	404
As at 31-Oct	9,875	9,122	9,935	9,672
Growth %	6.55%	4.04%	7.20%	4.36%

Table 8: Net Membership Growth YTD

Year-to-date new members include 116 HRM account holder conversions.

Net membership growth (new & re-activated members less closures) is 6.55% for October 2023 vs 4.04% at the same time last year.

Effective from July 2023, APNIC changed the recognition date for new members from “date of invoice payment” to “date of invoice issuance” to better reflect membership start date and align with financial accounting recognition. The impact at date of implementation was the upfront recognition of an additional 37 account holders that would have been recognised on invoice payment date under the old methodology.

Full Year net membership growth (new & re-activated members less closures) is forecast to be 7.20% vs 4.36% budget.

7.2 Membership by Category

Membership	Total Dec-22	YTD New Oct-23	Reactivation / Adjustment	YTD Closed Oct-23	YTD Size Change Oct-23	Total Oct-23	% Total
Extra Large	27	0	0	0	0	27	0%
Very Large	49	0	0	(4)	2	47	0%
Large	158	0	3	(5)	13	169	2%
Medium	571	9	8	(14)	28	602	6%
Small	3,766	126	22	(123)	38	3,829	39%
Very Small	4,389	392	105	(123)	(46)	4,717	48%
Associate	308	234	31	(54)	(35)	484	5%
TOTAL	9,268	761	169	(323)	0	9,875	100%

Table 9: Membership by Category

There were 84 new and reactivated members and 30 closed members in October 2023. Overall net membership growth for the month was 16 members.

Year-to-date, there have been:

- 761 new members (including 116 HRM account holder conversions) vs. 623 budgeted new members.
- 323 closures vs. 287 budgeted account closures.
- 109 non-member to member conversion under the category of “Reactivation / Adjustment”.

As at the end of October 2023, APNIC had a total of 9,875 members serving 53 economies.

7.3 Membership by Economy

Membership breakdown by end of October 2023

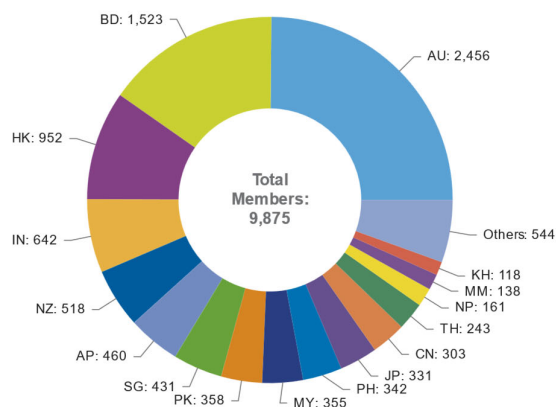


Figure 8: Membership by Economy

7.4 Membership fees by Economy

Fees breakdown by end of October 2023

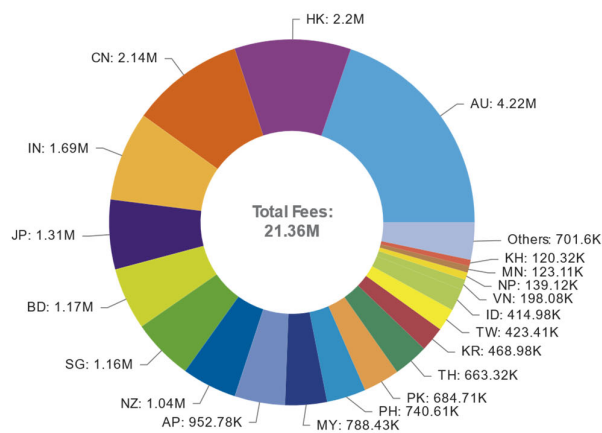


Figure 9: Membership fees by Economy

7.5 Membership Growth

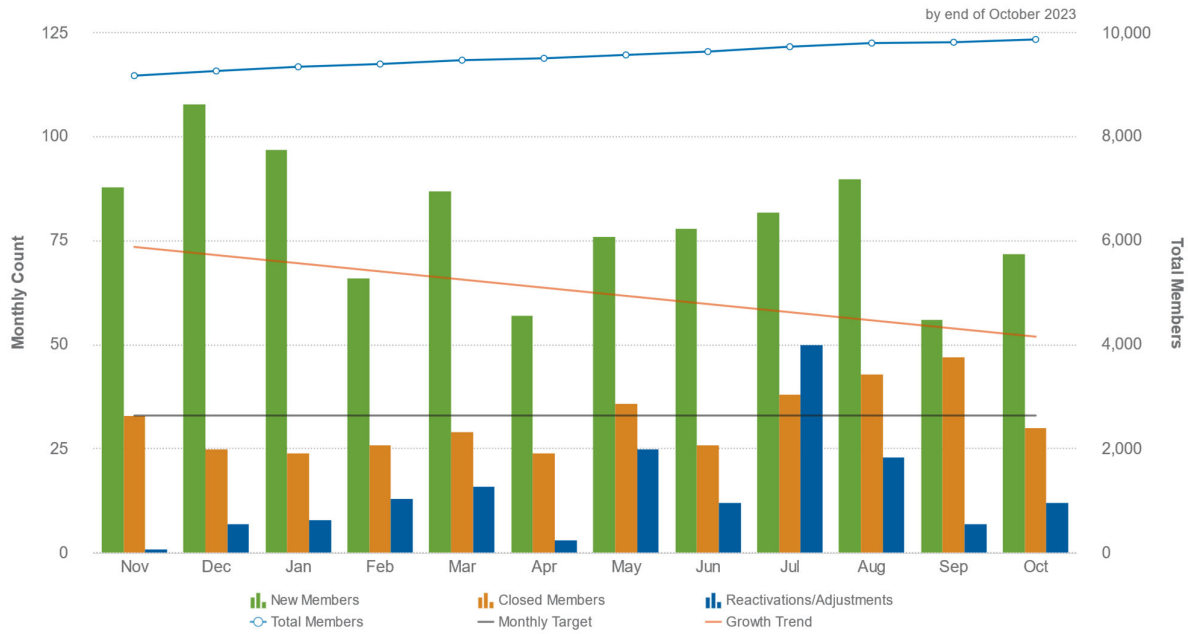


Figure 10: Monthly Membership Movement

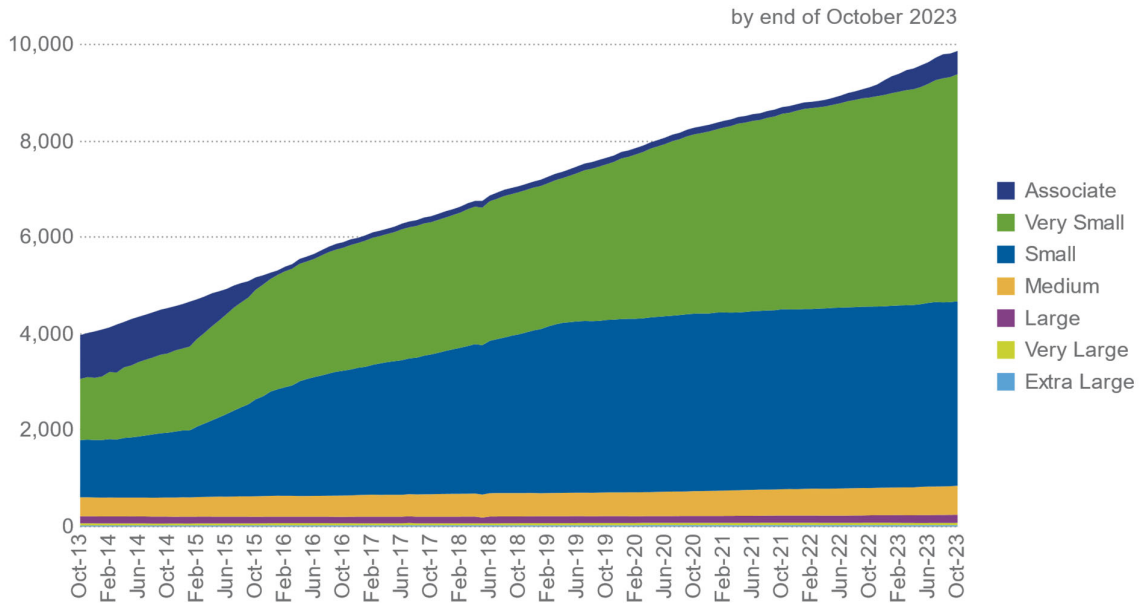


Figure 11: Total Membership by Tier

7.6 Year-to-Date Membership Movement by Economy

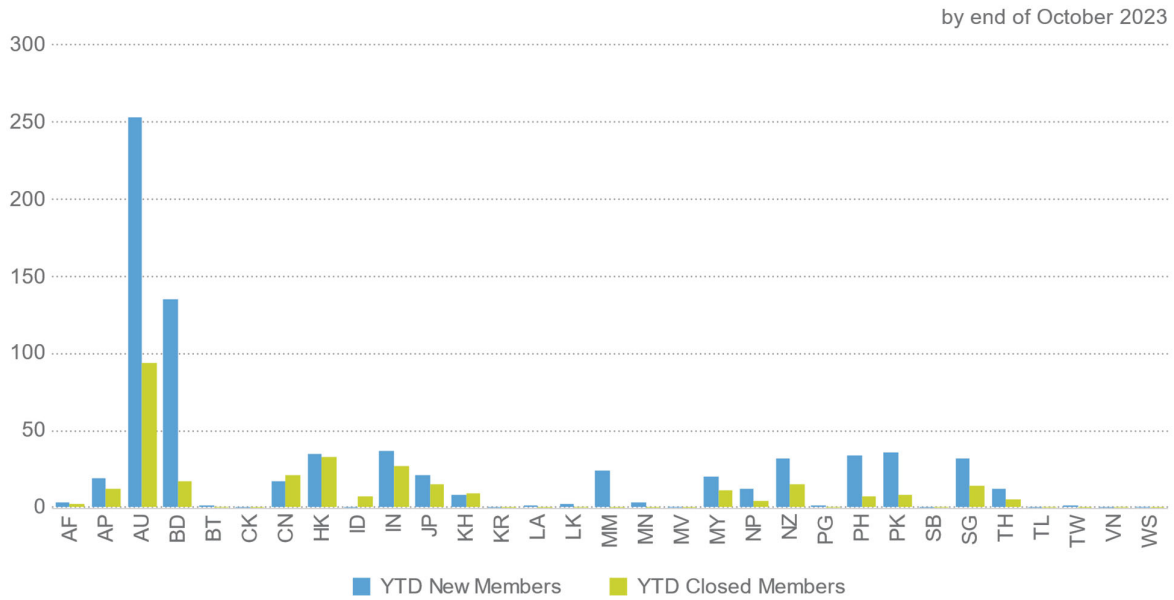


Figure 12: Membership Movement by Economy

Figure 12 shows new and closed membership movement by economy as at end of October 2023.

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

7.7 Membership Closures Analysis

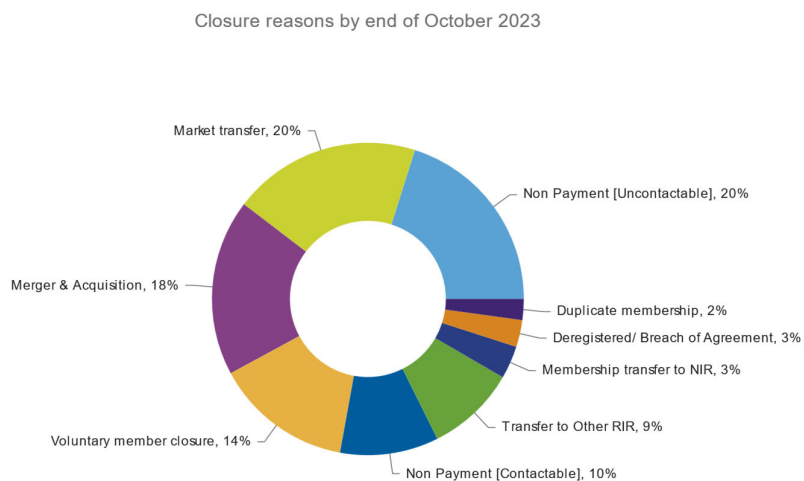


Figure 13: Closure Analysis

Figure 13 provides an analysis of Membership account closures as at the end of October 2023.

- 18% of account closure are due to merger & acquisition activity.
- 20% of account closures are due to market transfer activity.
- 47% of account closures are due to voluntary member closure, failure to establish contact, deregistration, or breach of agreement, where resource holdings are returned to APNIC.

7.8 Membership Closures by Year Joined

Year	Deregistered/ Breach of Agreement	Duplicate membership	Market transfer	Membership transfer to NIR	Merger & Acquisition	Non Payment [Contactable]	Non Payment [Uncontactable]	Transfer to Other RIR	Voluntary member closure	Total	Reclaimed IPv4 (/24s)	Reclaimed IPv6 (/32s)	Reclaimed ASN
1997					3					3			
1999					1					1			
2001					1					1			
2002				1	1					2			
2003					1	1				2	1		1
2004					1					1			
2005		1			3					4			1
2006					3					3	8		
2007					4	1				5	6	1	1
2008					5	1				6	4		1
2009		1	3		1	1	2			8	62	3	7
2010		2			1	2	2	2	1	10	23	2	7
2011			3		3	1		1	2	10	4	2	3
2012			2		3		2		3	10	8	2	6
2013			5		2		2	3	2	14	5	7	3
2014	4		7		6	3	2		1	23	69	5	4
2015			13		5	1	7	1	5	32	57	9	13
2016	1		9	4	3	2	4	4	5	32	40	12	15
2017			7	3	11	2	5	6	2	36	30	12	14
2018	3		7		1	1	2	2	5	21	23	12	13
2019	1			2		2	6		4	15	17	0	8
2020						4	7		1	12	21	4	13
2021			1			3	12	1	2	19	36	4	12
2022		1	5	1		4	8	9	5	33	19	4	10
2023		2	1			4	4	1	8	20			
TOTAL	9	7	63	11	59	33	65	30	46	323	433	79	132

Table 10: Membership Closure by Year Joined

Monthly Financial Report (in AUD) October 2023

Table 10 shows membership closures by year joined as at end of October 2023.

- APNIC does not allow the transfer of addresses delegated from the 103/8 free pool for a minimum of five years after the original delegation.
- Five instances of member closures who joined in 2022 and One instance of member closure who joined in 2023 were observed in the period to October 2023. It was noted that the members joined as associate members in 2022, claimed historical resources, subsequently transferred the resources and closed out the accounts.

7.9 Membership Closures by Economy

Economy	Deregistered/ Breach of Agreement	Duplicate membership	Market transfer	Membership transfer to NIR	Merger & Acquisition	Non Payment [Contactable]	Non Payment [Uncontactable]	Transfer to Other RIR	Voluntary member closure	Total	Reclaimed IPv4 (/24s)	Reclaimed IPv6 (/32s)	Reclaimed ASN
AF			1			2				3	3		2
AP					4		3	2	4	13	6	2	3
AU	1	2	19	1	30	13	5	9	14	94	73	18	26
BD			2			5	6	3	2	18	21	8	18
CK									1	1	2	1	1
CN			11		2	2	2	5		22	4	10	10
HK	8		11		1		8	3	2	33	148	17	14
ID				7					1	8	2	0	7
IN		1	6	2	5	4	4		5	27	17	2	10
JP			3	1	2		1	2	7	16	21	1	
KH			3		1		6			10	22	4	5
KR							1			1	2	0	
LA			1							1		1	2
MM							1			1	1		1
MN							1			1			1
MV							1			1	2		1
MY			1		6		2		3	12	10	1	5
NP						1	4			5	10	4	4
NZ		4	2		1	1	3	4	1	16	5	2	2
PH			1		1	3	1	1	1	8	14	1	3
PK						1	7		1	9	10	1	5
SG			1		5		6	1	2	15	35	4	9
TH					1		3		2	6	23	2	2
TW			1							1			
WS						1				1	2	0	1
TOTAL	9	7	63	11	59	33	65	30	46	323	433	79	132

Table 11: Membership Closures by Economy

Table 11 shows membership closures by Economy as at end of October 2023.

8 APNIC Foundation Funded Activities

8.1 Foundation Summary

For greater transparency, APNIC reports Foundation receipts and Foundation expenses separately as 'Foundation receipts' (revenue) and 'Foundation funded project expenses' (expenses) in the Statement of Income.

Major variances in Foundation receipts and expenses include:

- Training Delivery: Forecast additional costs of relocation for new trainer from overseas, forecast additional spending on travel and training support for face to face training events and reallocation of budget from non-manpower lines of other projects to training manpower line.
- M-Root Program expenditure: Forecast reduction in server installation and operating costs.
- M-Root Manpower: JPRS manpower costs previously to be distributed by APNIC Foundation, will now be distributed by APNIC.

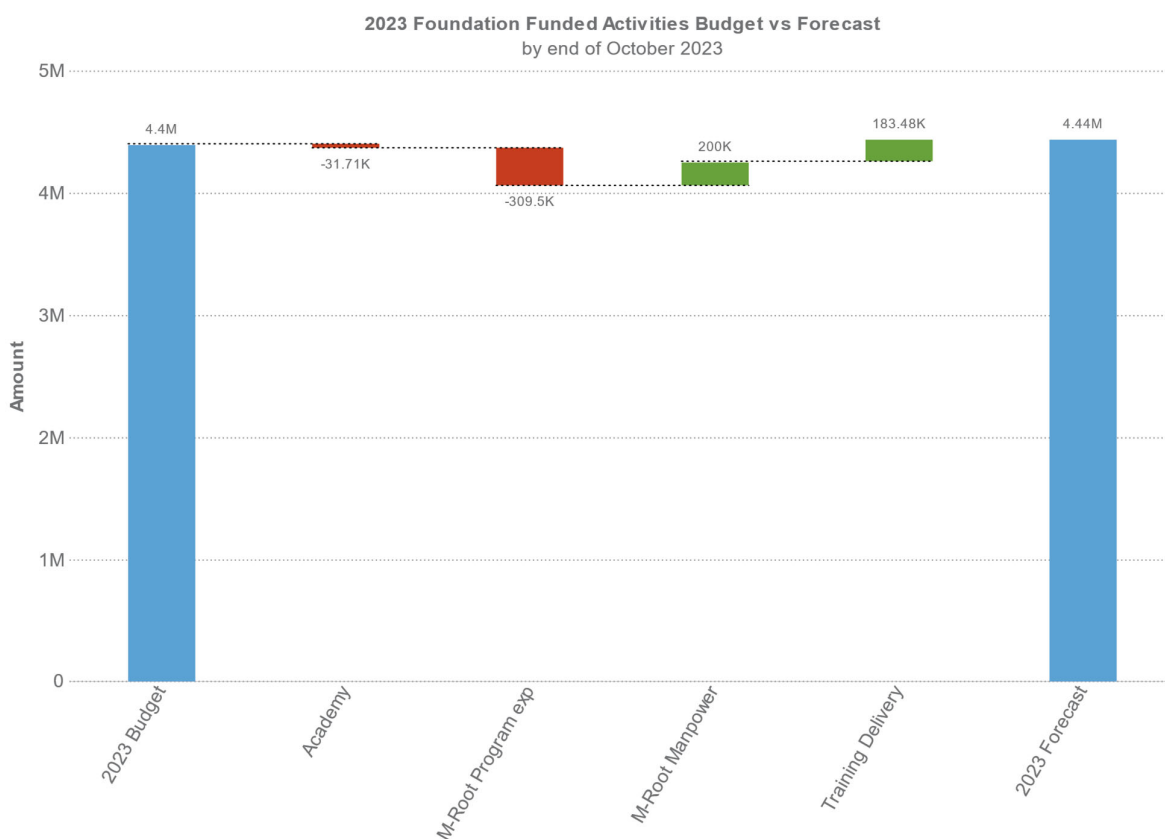


Figure 14: Foundation Funded Activities Budget vs Forecast

Finance Presentation

EC Meeting

26 November 2023

Rome, Italy

All dollar values are denoted in Australian dollars (unless otherwise stated)

Finance Presentation

- Year to date October 2023 Financial Performance
- 2023 Full Year Forecast
- International Tax update
- Appendix 1 – Income Statement and Balance Sheet
- Appendix 2 – Membership Closure Reporting
- Appendix 3 – Expenses Reporting by Activity

Year to date October 2023

FINANCIAL PERFORMANCE

2023 YTD Financial Highlights

TOTAL REVENUE (2023 YTD)

\$26,867,062

\$27,240,810

 -1.37%

OPERATING EXPENSE (2023 YTD)

\$26,787,944

\$27,004,284

 -0.8%

OPERATING SURPLUS (2023 YTD)

\$79,118

\$236,526

 -66.55%

TOTAL EQUITY (OCT 2023)

\$36,896,143

\$35,585,302

 3.68%

TOTAL REVENUE (Forecast FY)

\$32,678,760

\$32,693,173

 -0.04%

OPERATING EXPENSE (Forecast FY)

\$33,789,304

\$33,792,566

 -0.01%

OPERATING DEFICIT (Forecast FY)

-\$1,110,544


-\$1,099,393

 -1.01%

TOTAL EQUITY (Forecast Dec 2023)

\$34,061,417

\$34,485,909

 -1.23%

FINANCIAL PERFORMANCE

- ▶ Membership revenue: YTD 3.0% behind budget.
- ▶ Total income excluding Foundation: YTD 0.77% behind budget.
- ▶ Total expenditure excluding Foundation: YTD 0.1% behind budget.
- ▶ Foundation projects: YTD 5.3% behind budget.
- ▶ Investment: Fair value loss of \$413K YTD.

FINANCIAL POSITION

- ▶ Cash and current assets of \$14.0M is 5.5% up from LY.
- ▶ Financial investment of \$33.3M is 0.5% up from LY.
- ▶ Total liabilities of \$19.6M is 8.8% up from LY.
- ▶ Financial stability of 15.8 months coverage is down from 15.9 months LY.

2023 YTD Financial Performance

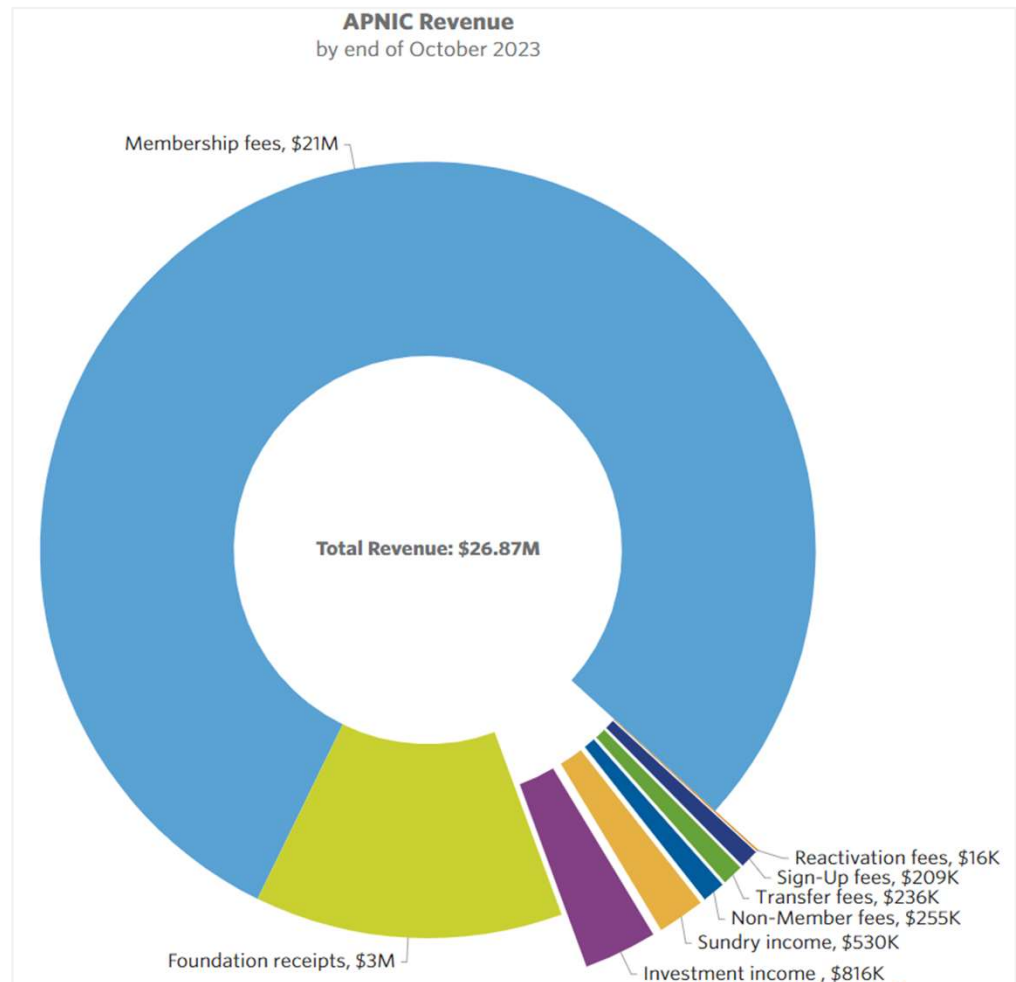
Amount (AUD)	Year-on-Year				Forecast vs	
	2023 YTD	2022 YTD	Change (%)	2023 Forecast	2023 Budget	Budget (%)
Total Revenue	26,867,062	24,820,891	8%	32,678,760	32,693,173	0%
Total Expenses	26,787,944	23,881,296	12%	33,789,304	33,792,566	0%
OPERATING SURPLUS / (DEFICIT)	79,118	939,594	-92%	(1,110,544)	(1,099,393)	-1%
Revaluation of Financial Assets	(413,341)	(4,312,864)	90%	(413,341)	0	0%
SURPLUS / (DEFICIT) BEFORE TAX	(334,222)	(3,373,270)	90%	(1,523,884)	(1,099,393)	-39%

YTD operating surplus \$79K
YTD net deficit \$334K

Forecast operating deficit \$1.1M
Forecast net deficit \$1.5M

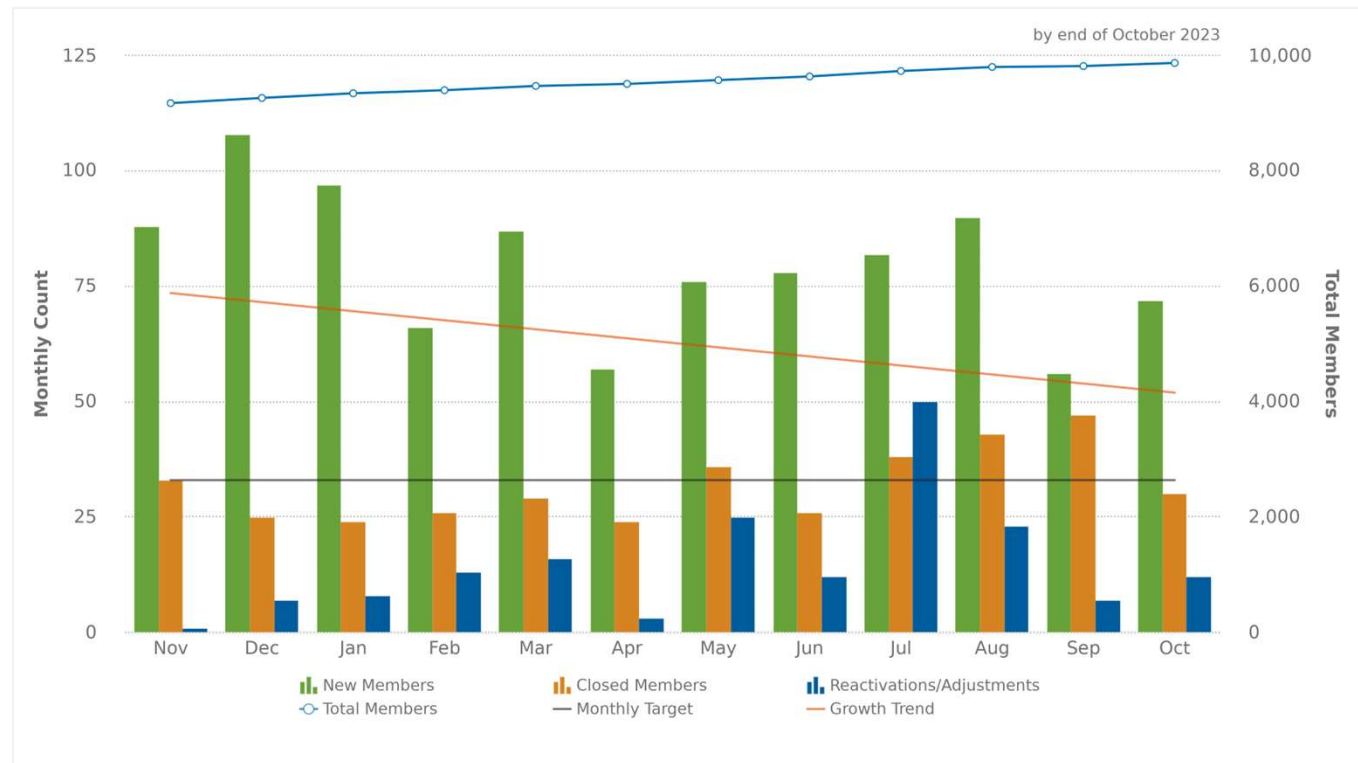
Financial Performance YTD – Revenue

- Membership fees
 - \$21,357,404 actual vs \$22,094,222 budget (↓3%)
 - \$20,575,349 last year to date (↑4%)
- Sign-up fees
 - \$208,750 actual vs \$245,170 budget (↓15%)
 - \$219,500 last year to date (↓5%)
- Foundation receipts
 - \$3,448,773 actual vs. \$3,641,712 budget (↓5%)
 - \$2,707,949 last year to date (↑27%)
- Investment income
 - \$816,006 actual vs \$588,306 budget (↑39%)
 - \$631,923 last year to date (↑29%)
- Total revenue
 - \$26,867,062 actual vs \$27,240,810 budget (↓1%)
 - \$24,820,891 last year to date (↑8%)



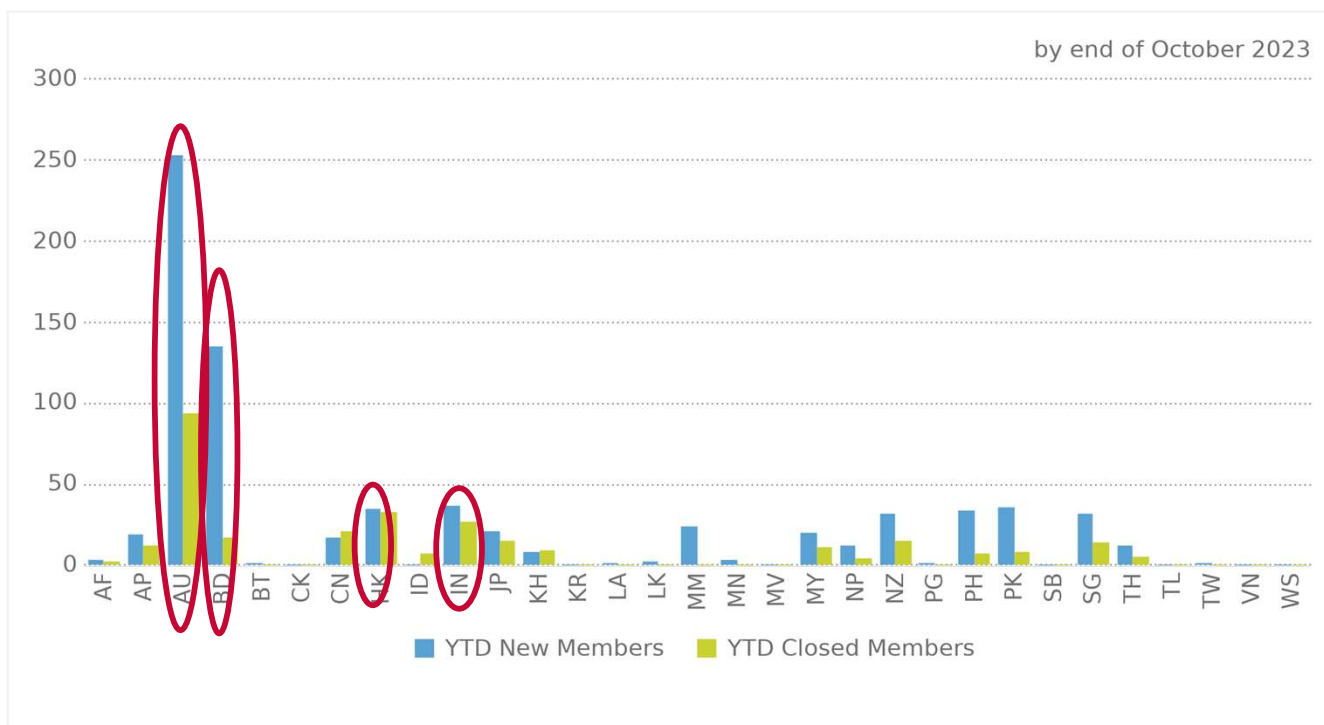
Membership growth

- New members:
 - 761 actual vs 623 budget
 - 116 HRM conversion
 - \$1,120 average new member fee vs \$1,435 budget (HRM impact)
- Closed members:
 - 323 closures vs. 287 budget
- HRM conversions:
 - 266 new members (150 in 2022 and 116 YTD 2023) – ongoing annual revenue impact ~\$130K
 - 117 HRM conversion from Non-member to member (8 in 2022 and 109 in 2023) – ongoing annual revenue impact ~\$26K
 - HRM Non-member fee change ongoing revenue impact approx. \$26K



Membership growth by economies

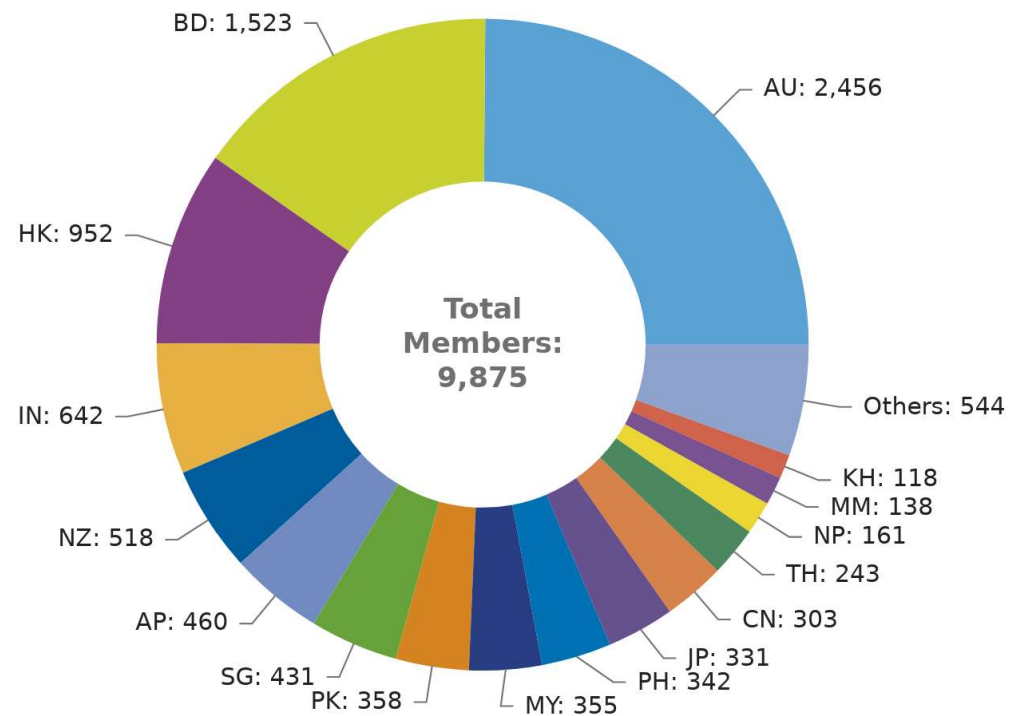
- Top new member economies:
 - AU: Member growth stronger than 2022 due to HRM conversions, but now slowing
 - BD: Member growth is slower than 2022
 - IN: Member growth higher in Q3 this year
- Top closure economies:
 - AU: consistent with 2022
 - HK: lower than 2022
 - IN: consistent with 2022



Membership by economies

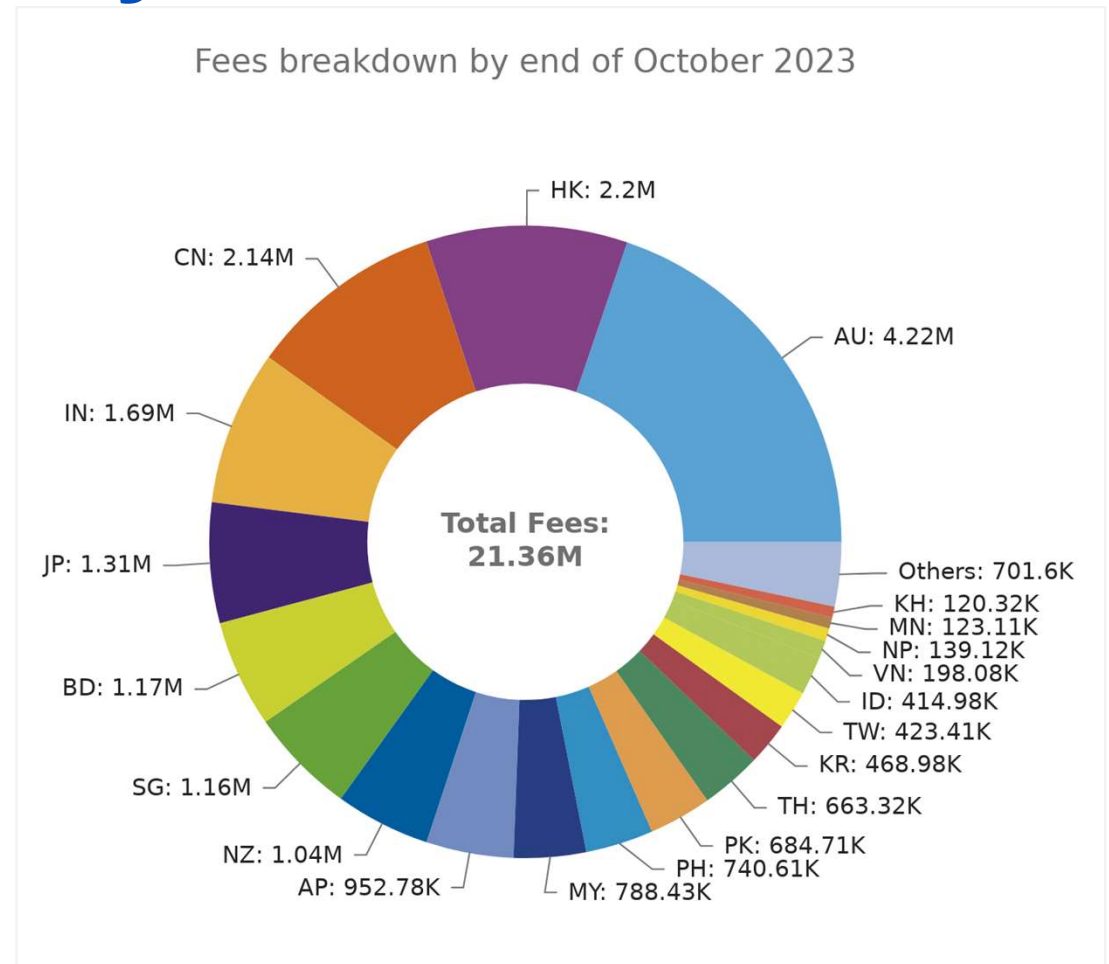
- Top 5 member economies (61.7% of total members):
 - Australia (24.9% of total members)
 - Bangladesh (15.4% of total members)
 - Hong Kong (9.6% of total members)
 - India (6.5% of total members)
 - New Zealand (5.2% of total members)

Membership breakdown by end of October 2023



Membership revenue by economies

- Top 5 member revenue economies (54.1% of member revenue):
 - Australia (19.8% of member revenue)
 - Hong Kong (10.3% of member revenue)
 - China (10.0% of member revenue)
 - India (7.9% of member revenue)
 - Japan (6.1% of member revenue)



Membership by tiers

Membership	Total Dec-22	YTD New Oct-23	Reactivation / Adjustment	YTD Closed Oct-23	YTD Size Change Oct-23	Total Oct-23	% Total
Extra Large	27	0	0	0	0	27	0%
Very Large	49	0	0	(4)	2	47	0%
Large	158	0	3	(5)	13	169	2%
Medium	571	9	8	(14)	28	602	6%
Small	3,766	126	22	(123)	38	3,829	39%
Very Small	4,389	392	105	(123)	(46)	4,717	48%
Associate	308	234	31	(54)	(35)	484	5%
TOTAL	9,268	761	169	(323)	0	9,875	100%

- 761 new members (including 116 HRM account holder conversions) vs. 623 budgeted new members
- 47 additional new & adjusted members count attributed to change in recognition date from invoice payment to invoice issuance
- 323 closures vs. 287 budgeted account closures
- 109 non-member to member conversions under the category of “Reactivation / Adjustment”.
- As at the end of October 2023, APNIC had a total of 9,875 members serving 53 economies.

Investment income

Investment portfolio

- \$588,409 actual vs \$462,792 budget year to date
- 0.58% performance after fees, year to date

Performance as of 31 October 2023

APNIC Portfolio				
	Portfolio	SAA	Relative	CPI + 2.5%
Month	-1.98%	-1.87%	-0.11%	0.66%
3 Months	-4.53%	-4.15%	-0.39%	2.04%
Year To Date	0.58%	1.41%	-0.83%	7.79%
1 Year	1.63%	2.16%	-0.53%	9.61%
5 Years pa	2.22%	2.84%	-0.61%	5.90%
Since Inception pa	3.53%	3.95%	-0.41%	5.17%

* Performance is after fees but before franking. Inception is September 2013.

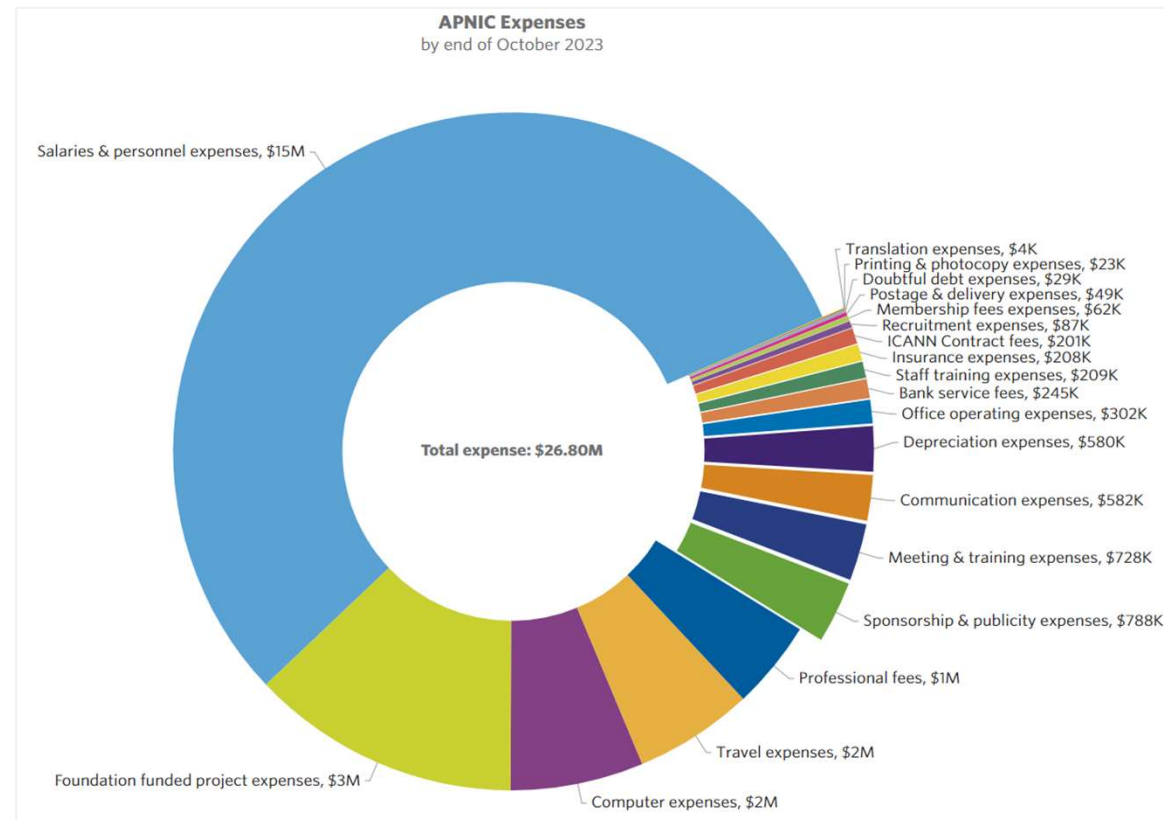
** SAA = Strategic Asset Allocation. This changed to the Sustainable Yield SAA in August 2023

Bank deposits

- \$227,597 actual vs \$125,514 budget earnings year to date
- 12-month security deposits of:
 - \$1.4M renewed at 4.94% in September 2023
 - \$1.25M renewed at 5.27% in November 2023

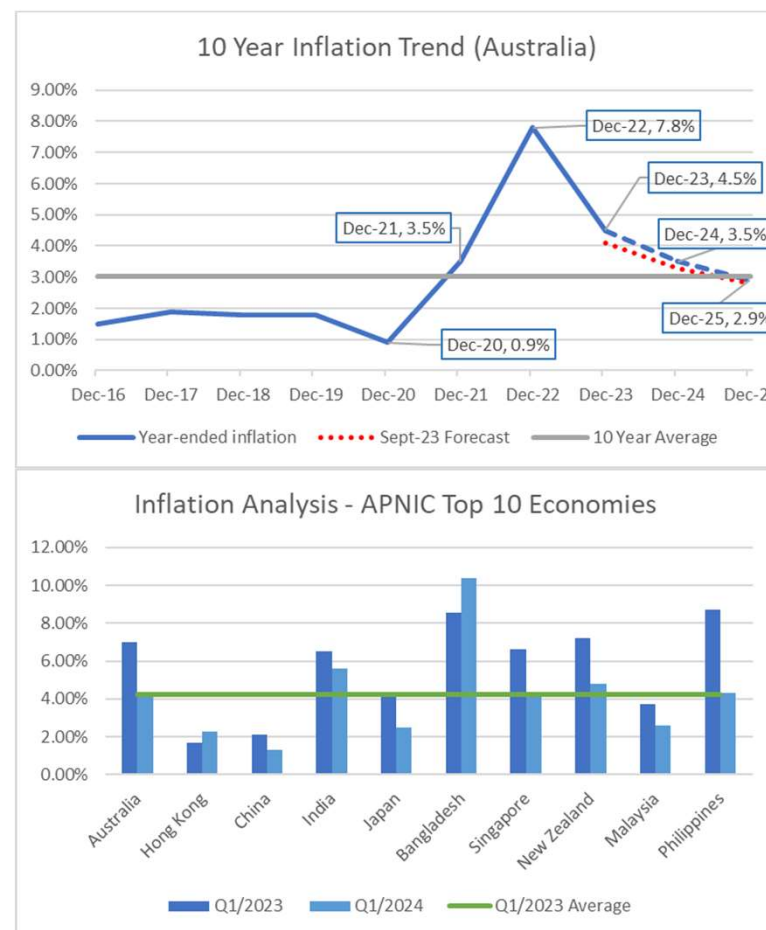
Financial Performance YTD – Expenses

- Salaries & personnel expenses
 - \$14,894,485 actual vs \$14,669,546 budget (2% above budget)
 - \$13,238,751 last year (13% increase)
- Computer expenses
 - \$1,703,454 actual vs \$1,861,857 budget (9% below budget)
 - \$1,473,485 last year (16% increase)
- Travel expenses
 - \$1,520,459 actual vs \$1,464,830 budget (4% above budget)
 - \$1,221,891 last year (24% increase)
- Professional fees
 - \$1,131,605 actual vs \$1,127,959 budget (on budget)
 - \$1,473,788 last year (23% decrease)
- Total expense
 - \$26,787,945 actual vs \$27,004,284 budget (1% below budget)
 - \$23,881,296 last year (12% increase)



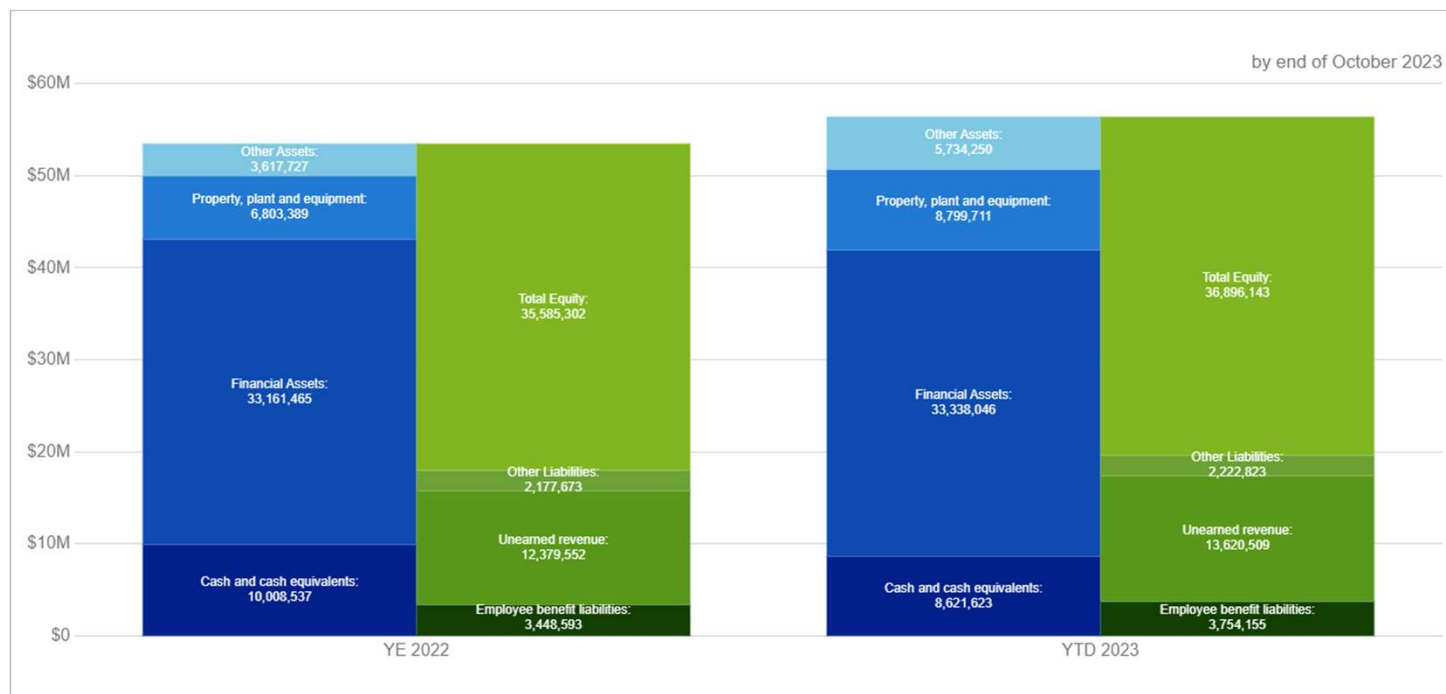
Inflationary pressures

- Australian Inflation: *(Source: RBA)*
 - Peaked at 7.8% (Dec 2022)
 - FY23 Forecast 4.5% (Dec 2023)
 - Is remaining higher, for longer
 - Expected remain above 3% target until late 2025
- Regional Inflation: *(Source: Trading Economics)*
 - Avg. inflation of 4.2% across APNIC Top 10 economies by fees
 - 6 of 10 economies experienced annual inflation of +4.5% to end of Q4 2023
 - Most economies are experiencing a gradual slowdown in inflation



Financial Position – Assets & Liabilities

- Cash and equivalents
 - \$1,386,914 decrease
 - Balance continue to reduce due to operating deficit
- Financial Assets
 - \$176,581 increase
 - Fair value gain on investment portfolio
- Property, plant and equipment
 - \$1,996,322 increase
 - \$2,115,726 was recognised for revaluation to APNIC's owned office, with a corresponding increase to equity and deferred tax liability.
- Other Assets
 - \$2,116,523 increase
 - Foundation, NIR renewal invoices, NRO shared expenses and increase in prepayments
- Unearned revenue
 - \$1,240,957 increase
 - Cyclical fluctuation related to members' renewal cycle
- Equity
 - \$1,310,842 increase
 - Includes movements in assets and liabilities above



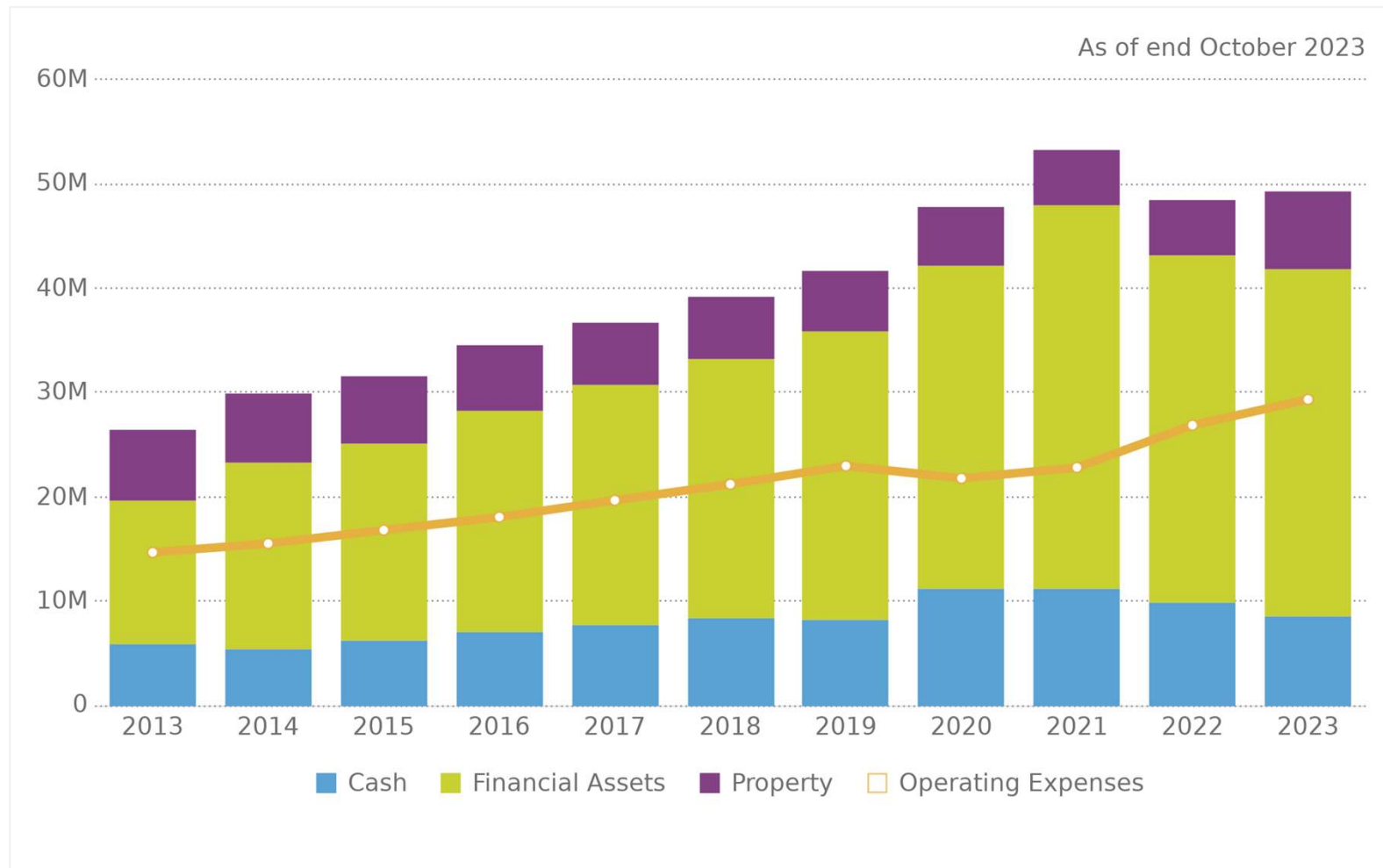
Financial Position – Stability Measure

	YTD 2023	Forecast 2023	Budget 2023	Actual 2022	Actual 2021*	Actual 2020*	Actual 2019
Total Equity (AUD)	36,896,142	35,854,463	34,485,909	35,585,302	38,845,560	34,176,883	30,724,702
% Equity Covered By Cash/ Cash Equivalents	114%	117%	125%	121%	123%	124%	117%
Monthly Operating Expenses (AUD)	2,333,917	2,445,698	2,449,179	2,239,789	2,125,305	2,024,419	1,914,554
Number of Months of expenses covered by Equity	15.81	14.66	14.08	15.89	18.28	16.88	16.05

- The financial stability measure has been calculated for YTD actual (15.81 months) and Full Year Forecast (14.66 months)
- The financial stability measure includes a \$1.6M increase in equity from the increase of the investment portfolio value.
- During the 2023 budget presentation, APNIC projected a decline in the stability measure due to the budget deficit.

** The 2020 & 2021 financial stability measures are based on budgeted monthly operating expenses as this provides a more realistic expectation of coverage in a non-COVID operating environment.*

Financial Position - APNIC Reserve



2023 Full Year

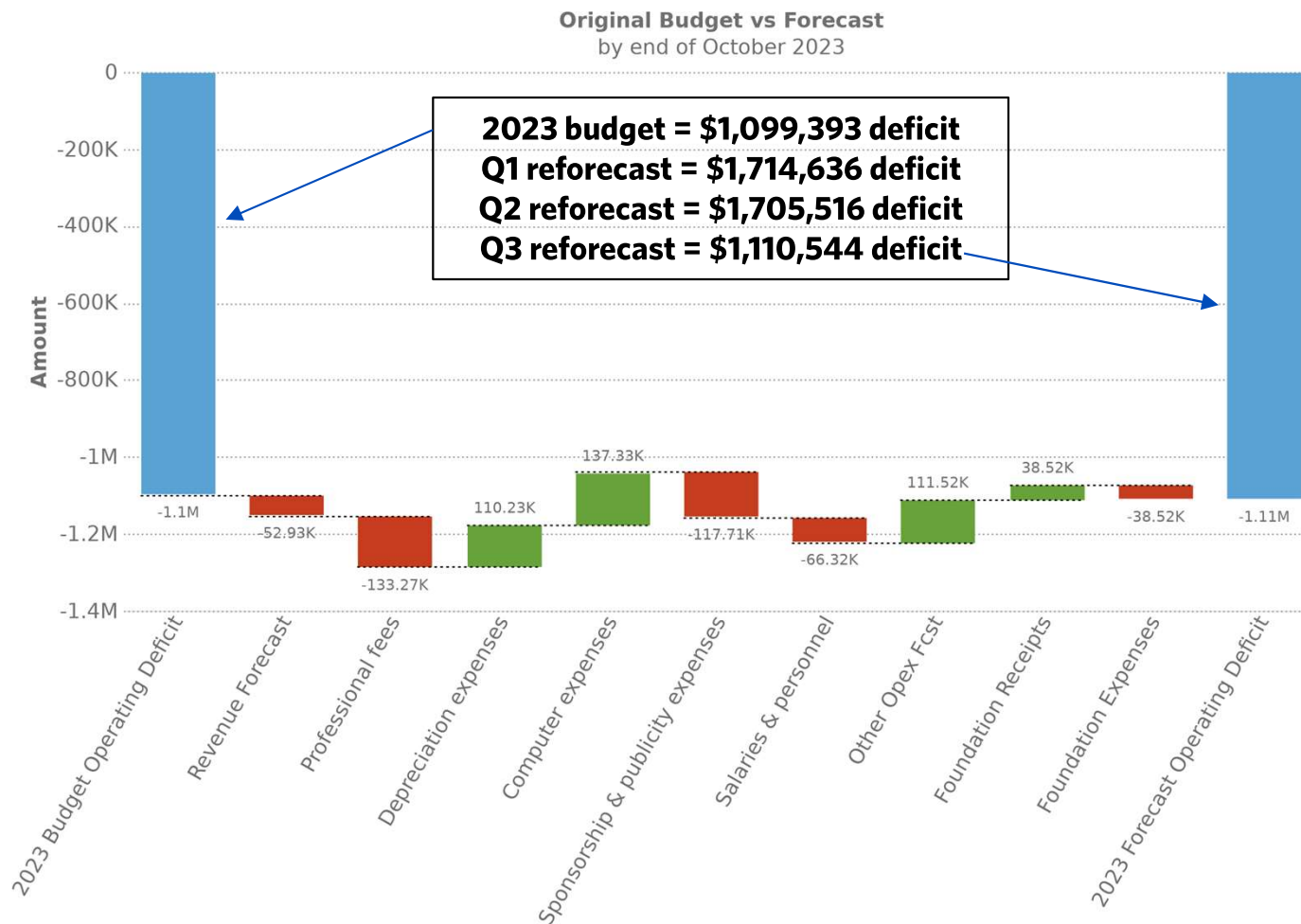
FINANCIAL REFORECAST

Year to Date vs. Full Year Forecast Summary

Amount (AUD)	2023 YTD	2022 YTD	Year-on-Year Change (%)	2023 Forecast	2023 Budget	Forecast vs Budget (%)
Membership fees	21,357,404	20,575,349	4%	25,795,051	26,565,676	-3%
Non-Member fees	255,431	216,835	18%	313,264	267,578	17%
Reactivation fees	15,500	15,600	-1%	19,200	22,500	-15%
Sign-Up fees	208,750	219,500	-5%	256,410	294,200	-13%
Transfer fees	235,639	140,678	68%	271,690	216,251	26%
Sundry income	529,558	298,524	77%	630,405	267,450	136%
Foundation receipts	3,448,773	2,722,481	27%	4,440,933	4,402,418	1%
Operating Revenue	26,051,056	24,188,967	8%	31,726,954	32,036,073	-1%
Investment income	816,006	631,923	29%	951,807	657,100	45%
TOTAL REVENUE	26,867,062	24,820,891	8%	32,678,760	32,693,173	0%
Bank service fees	245,015	230,084	6%	297,015	261,000	14%
Communication expenses	581,550	523,759	11%	709,249	730,600	-3%
Computer expenses	1,703,454	1,473,485	16%	2,099,482	2,236,814	-6%
Foundation funded project expenses	3,448,773	2,693,418	28%	4,440,933	4,402,418	1%
Depreciation expenses	552,593	541,019	2%	692,555	802,789	-14%
Doubtful debt expenses	28,686	(7,025)	508%	20,000	20,000	0%
ICANN contract fees	200,964	193,135	4%	244,964	238,600	3%
Insurance expenses	208,437	214,171	-3%	242,108	238,899	1%
Meeting & training expenses	728,269	558,454	30%	781,817	820,400	-5%
Membership fees expenses	62,379	63,544	-2%	75,609	72,000	5%
Office operating expenses	320,786	341,043	-6%	391,684	427,839	-8%
Postage & delivery expenses	49,151	37,501	31%	48,774	71,500	-32%
Printing & photocopy expenses	23,114	19,157	21%	33,314	30,500	9%
Professional fees	1,131,605	1,473,788	-23%	1,524,225	1,390,950	10%
Recruitment expenses	86,942	406,061	-79%	121,608	182,500	-33%
Salaries & personnel expenses	14,894,484	13,238,751	13%	19,120,859	19,054,538	0%
Sponsorship & publicity expenses	787,840	422,360	87%	900,092	782,380	15%
Staff training expenses	209,492	220,245	-5%	250,707	268,839	-7%
Translation expenses	3,951	16,455	-76%	9,310	10,000	-7%
Travel expenses	1,520,459	1,221,891	24%	1,785,000	1,750,000	2%
TOTAL EXPENSES	26,787,944	23,881,296	12%	33,789,304	33,792,566	0%
OPERATING SURPLUS / (DEFICIT)	79,118	939,594	-92%	(1,110,544)	(1,099,393)	-1%
Revaluation of Financial Assets	(413,341)	(4,312,864)	90%	(413,341)	0	0%
SURPLUS / (DEFICIT) BEFORE TAX	(334,222)	(3,373,270)	90%	(1,523,884)	(1,099,393)	-39%

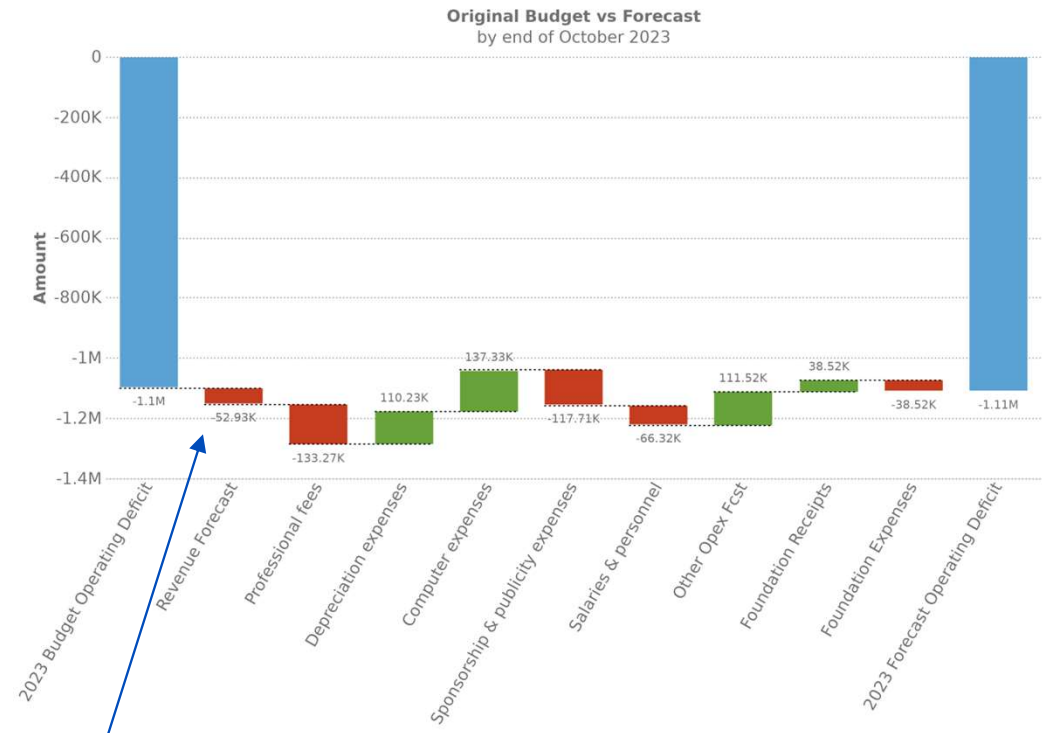
- Full year budget operating deficit = **\$1,099,393**
- Full year forecast operating deficit = **\$1,110,544**
 - An increase in revenue of \$52,928
 - A decrease in expenses of \$41,777
 - An increase in Foundation funding of \$38,516
- The reforecast includes **\$369,188** of extraordinary & unexpected expenditure:
 - \$241,317 of legal fees for employment matters, APNIC 55 Elections & governance reviews
 - \$13,000 International tax advice
 - \$114,871 additional NRO expenses
 - Partially offset by \$150,000 savings in professional fees.
- Full year net deficit = **\$1,523,884**
 - \$413,341 decrease in value of the investment portfolio

2023 Forecast - Summary Waterfall



Forecast – Revenue

- Membership fees:
 - \$21,357,404 YTD Oct Actual
 - \$26,565,676 Full Year Budget
 - \$26,098,511 Q1 Forecast
 - \$25,845,989 Q2 Forecast
 - \$25,795,051 Q3 Forecast
- Membership revenue – \$710,590 below budget
 - Membership fees \$770,625 below budget
 - Sign-up fees \$37,790 below budget
 - Non-Member fees \$45,686 above budget
 - Transfer fees \$55,439 above budget
- Investment income – \$294,707 above budget
 - Credit Suisse distributions \$171,975 above budget
 - Interest income \$122,732 above budget
- Sundry income – \$362,955 above budget
 - Conference Sponsorship \$173,105
 - Conference Meeting Registration \$22,992
 - Comcast research grant \$88,000
 - Singapore Tourism Board grant \$55,691

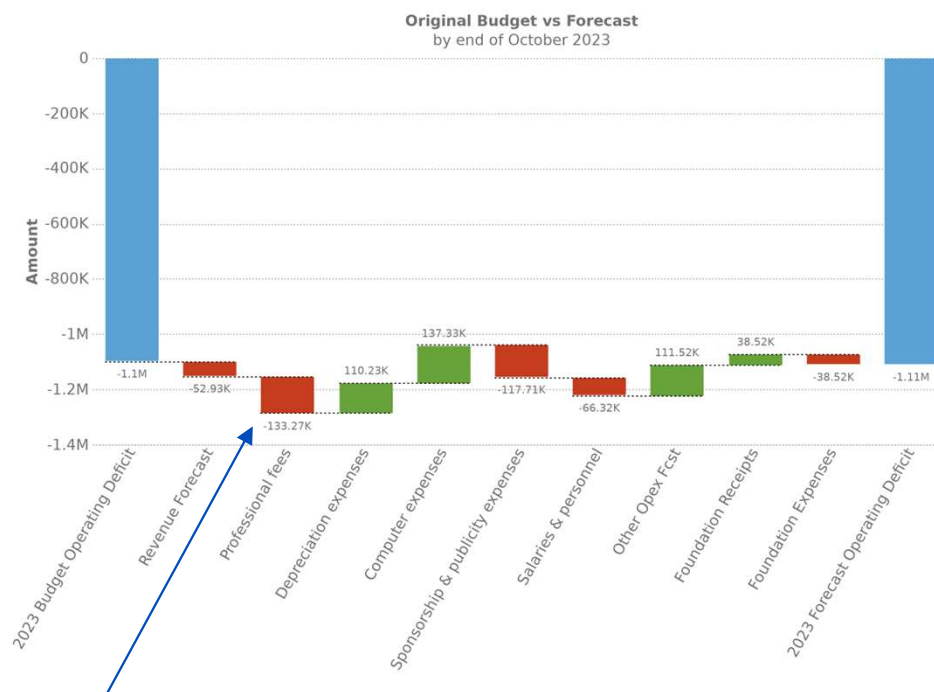


Revenue forecast drivers:

Membership revenue	(\$710,590)
Investment income	\$294,707
Sundry income	\$362,955
Total	(\$ 52,928)

Forecast – Professional fees

- Professional fees:
 - \$1,131,605 YTD Oct Actual
 - \$1,390,950 Full Year Budget
 - \$1,426,505 Q1 Forecast
 - \$1,558,706 Q2 Forecast
 - \$1,524,225 Q3 Forecast
- Extraordinary and unbudgeted expenditure \$254,317
 - Legal fee on employment matters – \$100,000
 - APNIC 55 Election Matters – \$90,388
 - Governance review and structural changes – \$50,929
 - Foreign VAT tax requirement (SG, KH) – \$13,000
- Other savings against budget \$150,000
 - Sage application consulting – \$55,000
 - 59s Tier 1 support – \$50,000
 - Productivity Coaching – \$20,000
 - Web accessibility audit and training – \$15,000
 - Orbit open source - \$10,000
- Other unfavourable variances of \$28,958
 - Conference transcript secretarial services – \$15,420
 - APNIC video production & Cordelia Street property valuation - \$10,472

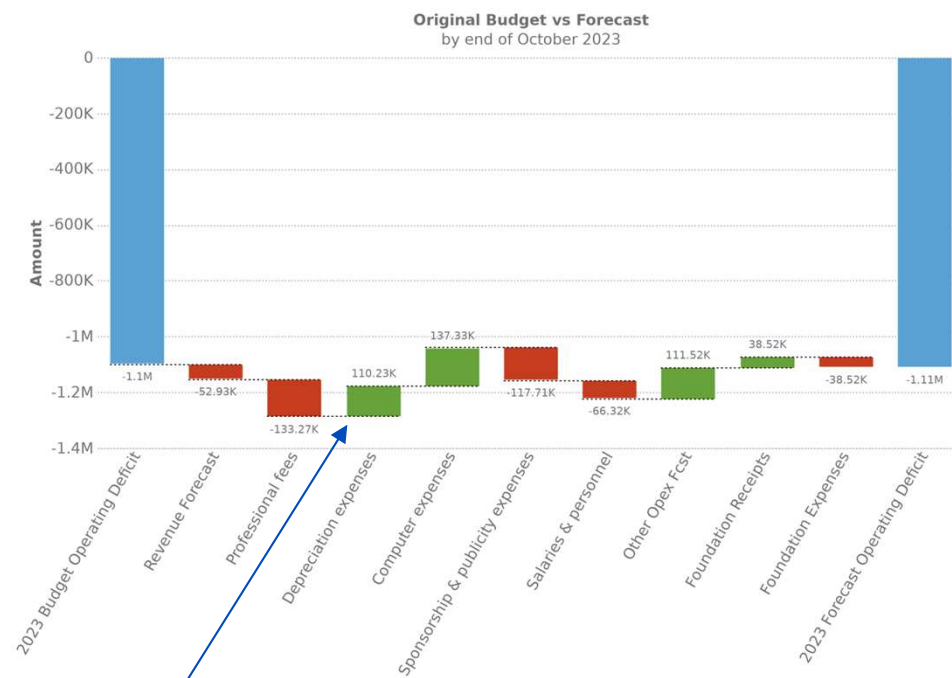


Professional fees:

Unbudgeted expenditure	(\$254,317)
Other savings	\$150,000
Other variances	(\$ 28,958)
Total	(\$ 133,275)

Forecast – Depreciation expenses

- Depreciation expenses:
 - \$552,593 YTD Oct Actual
 - \$802,789 Full Year Budget
 - \$733,831 Q1 Forecast
 - \$717,742 Q2 Forecast
 - \$692,555 Q3 Forecast
- Depreciation expenses \$110,234 below budget
 - Deferral of budgeted new purchase - \$48,996
 - Provision for rectification of subsidence issues at APNIC's owned office premises dropped as subject to the outcomes of ongoing investigations and has been determined that no works will be completed in 2023 – \$25,300
 - Fixed asset threshold change. Legacy assets with value below \$1K were written off in Dec 22 - \$21,497
 - Lower 2022 Nov & Dec purchase than forecasted - \$18,231

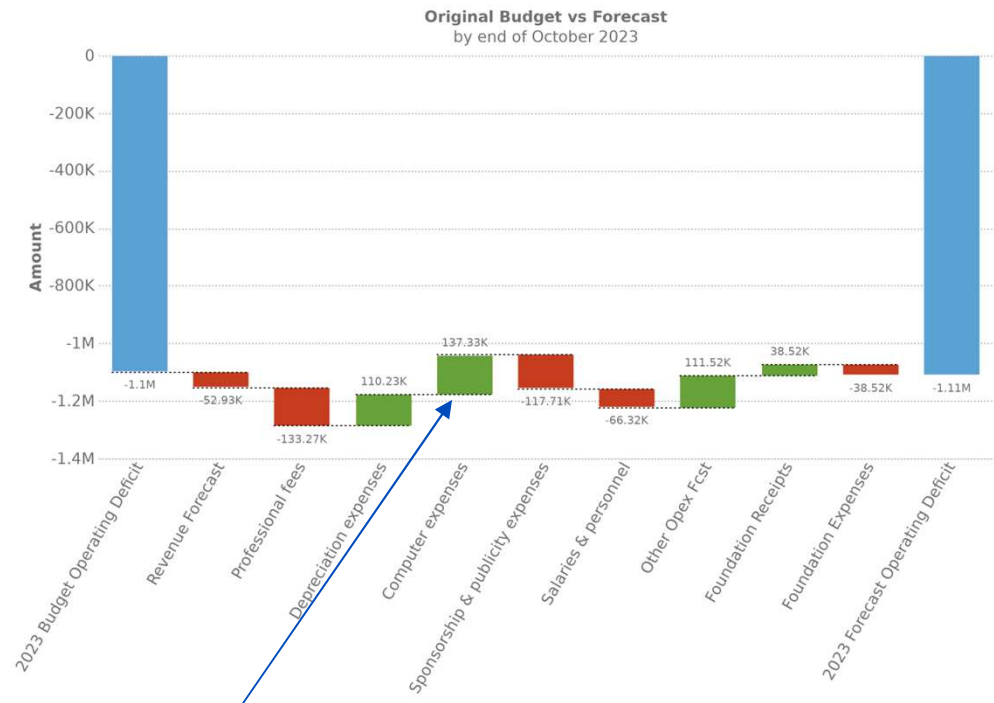


Depreciation expenses:

New purchase deferral	\$ 48,996
APNIC office rectification provision drop	\$ 25,300
Fixed asset threshold change	\$ 21,497
Lower 2022 Nov & Dec purchase	\$ 18,231
Total	\$ 110,234

Forecast – Computer expenses

- Travel expenses:
 - \$1,703,454 YTD Oct Actual
 - \$2,236,814 Full Year Budget
 - \$2,209,598 Q1 Forecast
 - \$2,215,362 Q2 Forecast
 - \$2,099,482 Q3 Forecast
- Computer expenses \$137,332 below budget
 - Deferral in deployment of security compliance tool \$58,000
 - Savings from critical service monitoring improvement \$13,000
 - Savings from Firewall defence subscription renewal and network storage support maintenance \$47,631
 - Part year savings from Source vulnerability scanner \$21,433

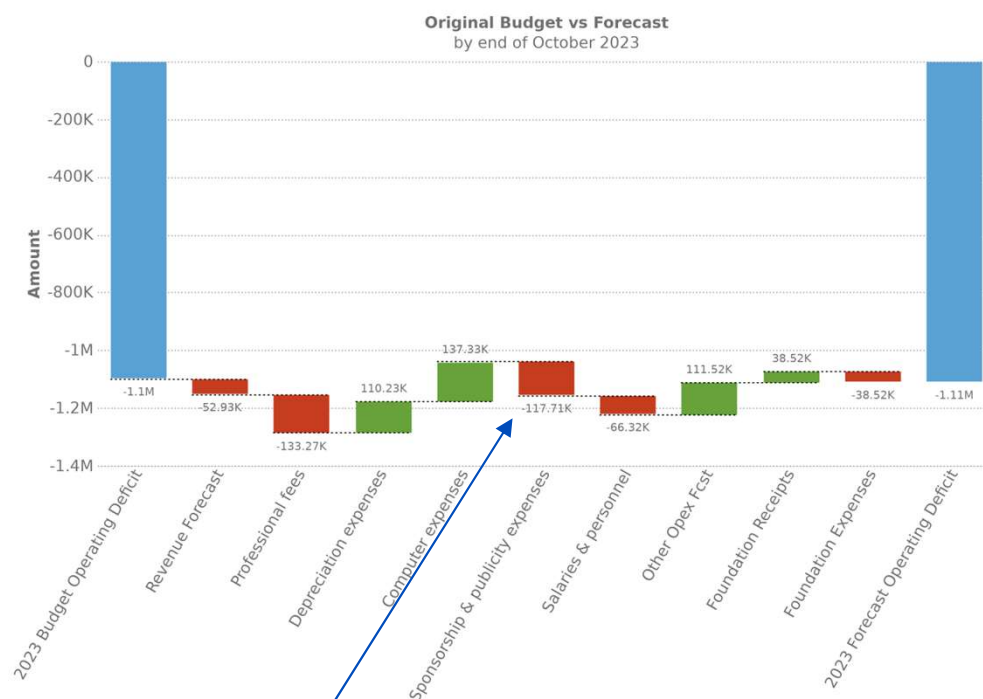


Computer expenses:

Project deferral	(\$ 58,000)
Other savings	(\$ 79,332)
Total	(\$137,332)

Forecast – Sponsorship & publicity expenses

- Sponsorship & publicity expenses:
 - \$787,840 YTD Oct Actual
 - \$782,380 Full Year Budget
 - \$1,035,380 Q1 Forecast
 - \$914,829 Q2 Forecast
 - \$900,092 Q3 Forecast
- Sponsorship & publicity expenses \$117,712 above budget
 - Increase in APNIC's expected share of NRO costs - \$114,871

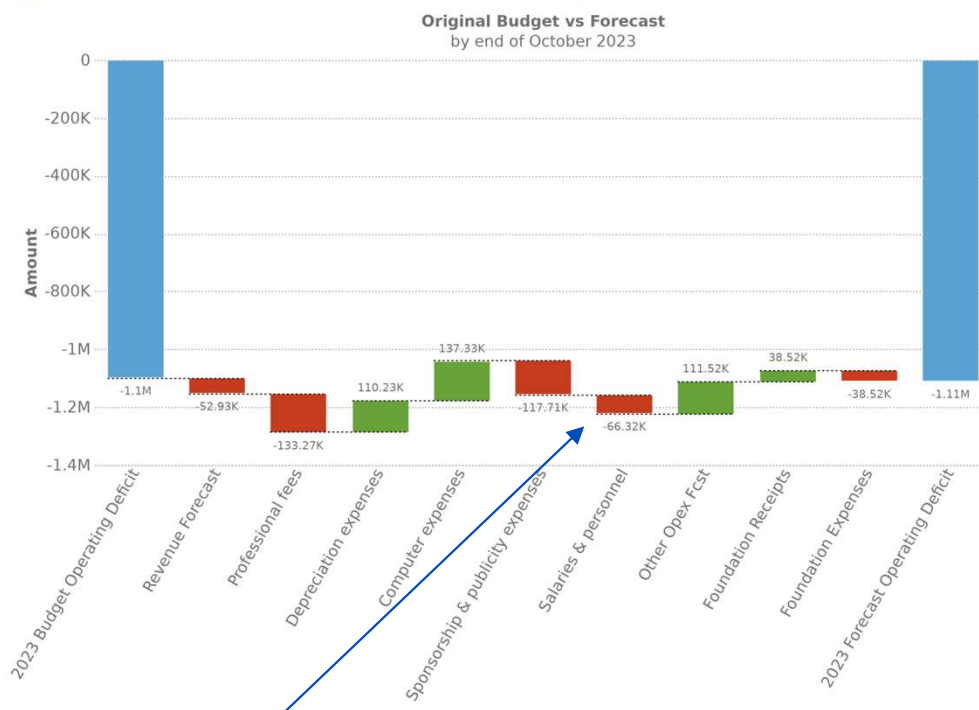


Sponsorship & publicity expenses:

NRO expenses	(\$114,871)
Minor variances	(\$ 2,841)
Total	(\$117,712)

Forecast – Salaries and personnel expenses

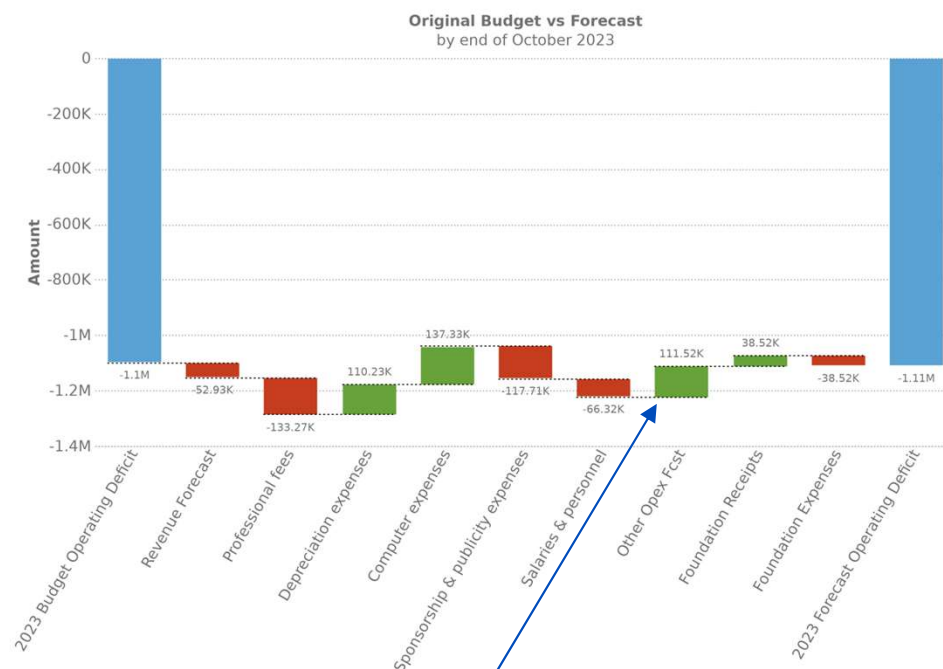
- Salaries & personnel expenses:
 - \$14,894,484 YTD Oct Actual
 - \$19,054,538 Full Year Budget
 - \$18,993,892 Q1 Forecast
 - \$19,033,185 Q2 Forecast
 - \$19,120,859 Q3 Forecast
- Salaries and personnel expenses – \$66,321 above budget
 - A detailed Q3 reforecast has been undertaken
 - The provision exceeds the budget allowance by \$66K, which includes one-off redundancy provisions of \$150K
 - Excluding these one-off costs, the salaries & personnel expense forecast is \$18.97M vs budget of \$19.05M



Salaries and personnel:	
Redundancy provisions	(\$150,000)
Minor variances	\$ 83,679
Total	(\$ 66,321)

Forecast – Other Operating expenses

- Other operating expenses:
 - \$4,269,195 YTD Oct Actual
 - \$5,122,677 Full Year Budget
 - \$5,225,544 Q1 Forecast
 - \$5,173,405 Q2 Forecast
 - \$5,011,159 Q3 Forecast
- Other operating expenses – \$111,518 below budget
 - Recruitment expense forecast reduction due to savings in recruitment relocation expenses (\$60,892 reduction)
 - Meeting & training expenses forecast reduction due to savings from the APNIC conference costs (\$38,583 reduction)
 - Staff training expenses forecast reduction due to savings from study assistance (\$18,132 reduction)

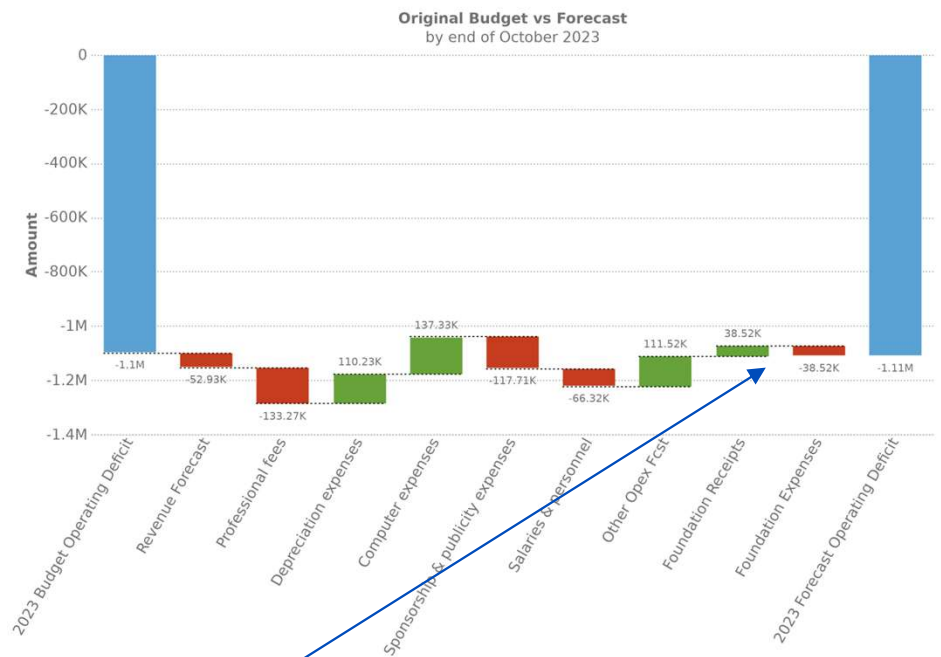


Other operating expenses:

Recruitment expenses	\$ 60,892
Office operating expenses	\$ 38,583
Bank service fees	\$ 18,132
Other variances	(\$ 6,089)
Total	\$ 111,518

Forecast – Foundation Activities

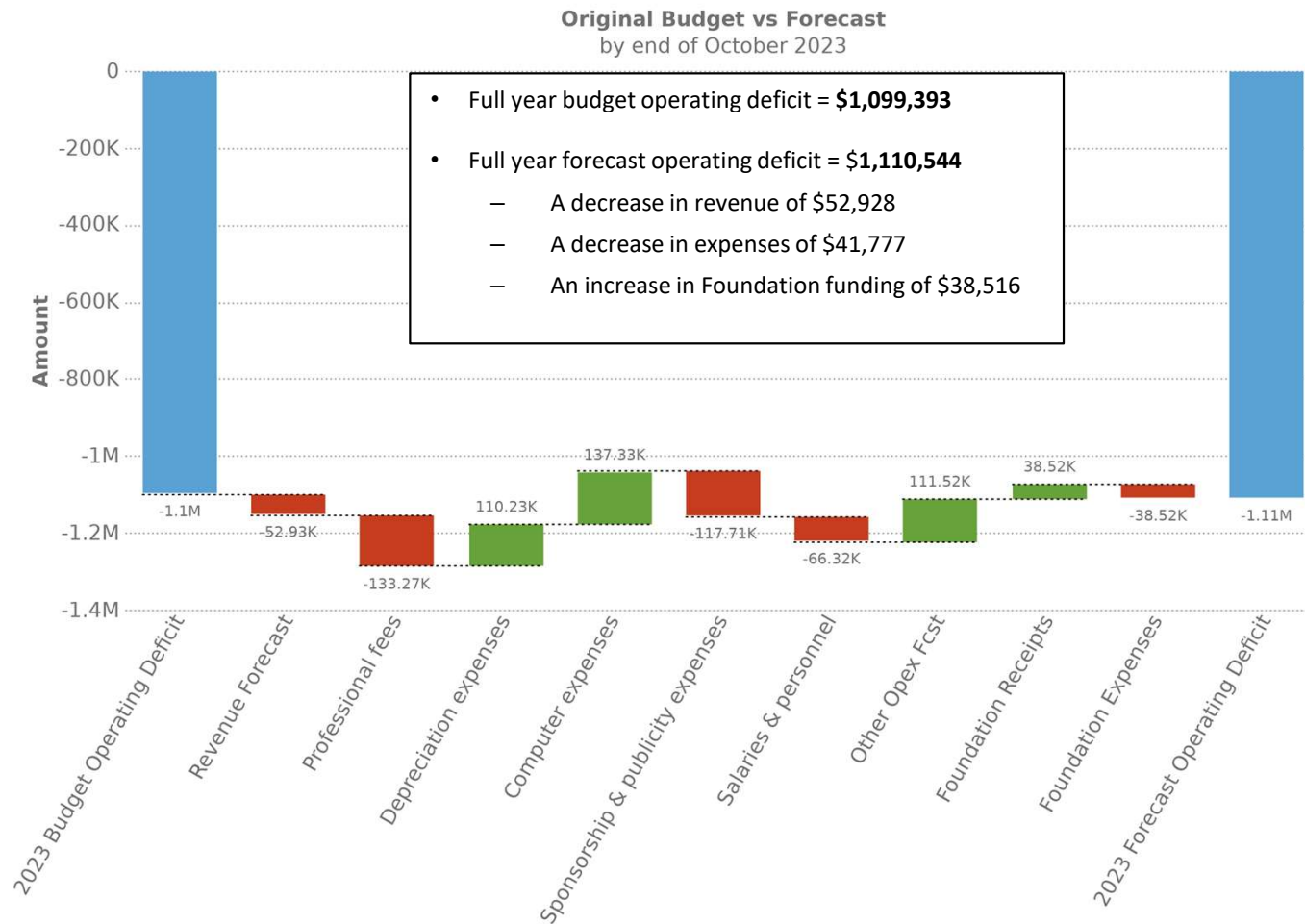
- Foundation activities expenses:
 - \$3,448,773 YTD Oct Actual
 - \$4,402,418 Full Year Budget
 - \$4,702,418 Q1 Forecast
 - \$4,752,362 Q2 Forecast
 - \$4,440,933 Q3 Forecast
- M-Root Manpower – \$200,000 above budget
 - JPRS manpower was previously to be distributed by Foundation, will now be distributed by APNIC
- M-Root Program expenditure – \$309,500 below budget
 - Reduction in server installation and operation cost
- Training Delivery – \$183,484 above budget
 - Additional cost for trainer relocation
 - Additional cost on travel and training support for face-to-face training events
 - Reallocation of budget from non-manpower of other projects to training manpower
- Academy – \$31,706 below budget
 - Savings in Developer and Designer manpower, platform content development and translation services offset by additional cost in virtual lab usage



Foundation activities expenses:

M-Root Manpower	(\$200,000)
M-Root Program expenditure	\$309,500
Training Delivery	(\$183,484)
Academy	\$ 31,706
Cybersecurity & Curriculum	\$ 3,762
Total	(\$38,516)

2023 Forecast – Recap



INTERNATIONAL TAX UPDATE

International Tax Issues

- Increasingly foreign jurisdictions are looking to apply ‘tax at destination’ principles
- APNIC is reviewing its liability in economies that it services, primarily for indirect taxes (GST, VAT and Sales Tax)
- APNIC’s position for assessed economies:
 - **Australia:** APNIC Pty Ltd is domiciled in Australia for tax purposes and has liability for taxable supplies of goods and services connected with Australia. APNIC Pty Ltd is GST registered in Australia.
 - **India:** APNIC does not consider it has a liability for Tax Deducted at Source “TDS” and has communicated its position to the Indian Tax Authorities on three separate occasions in the past 2 years following enquiries.
 - **Singapore:** APNIC has a liability under Singapore’s Overseas Vendor Registration “OVR” regime, has registered for GST and submitted returns for the periods commencing 1 January 2023.
 - **Cambodia:** APNIC has a liability under Cambodia’s Sub-Decree no. 65 which covers the imposition of VAT on E-commerce supplies provided by non-residents, has registered for VAT and submitted return for the periods commencing 1 October 2023.
- APNIC position for all other economies:
 - APNIC is planning a risk-based review of its exposure to indirect taxes in all economies that it services.
 - The review will initially seek to determine where APNIC has a potential current or future exposure
 - External advice will be required in each jurisdiction where a potential exposure is identified
 - APNIC’s largest economies (by member revenue) will be assessed first
 - The review will consider any other relevant taxes identified.

QUESTIONS?

2023 Full Year Forecast

APPENDIX 1 – INCOME STATEMENT AND BALANCE SHEET

Income Statement – YTD 2023 & Forecast

Amount (AUD)	Year-on-Year			Forecast vs		
	2023 YTD	2022 YTD	Change (%)	2023 Forecast	2023 Budget	Budget (%)
Membership fees	21,357,404	20,575,349	4%	25,795,051	26,565,676	-3%
Non-Member fees	255,431	216,835	18%	313,264	267,578	17%
Reactivation fees	15,500	15,600	-1%	19,200	22,500	-15%
Sign-Up fees	208,750	219,500	-5%	256,410	294,200	-13%
Transfer fees	235,639	140,678	68%	271,690	216,251	26%
Sundry income	529,558	298,524	77%	630,405	267,450	136%
Foundation receipts	3,448,773	2,722,481	27%	4,440,933	4,402,418	1%
Operating Revenue	26,051,056	24,188,967	8%	31,726,954	32,036,073	-1%
Investment income	816,006	631,923	29%	951,807	657,100	45%
TOTAL REVENUE	26,867,062	24,820,891	8%	32,678,760	32,693,173	0%
Bank service fees	245,015	230,084	6%	297,015	261,000	14%
Communication expenses	581,550	523,759	11%	709,249	730,600	-3%
Computer expenses	1,703,454	1,473,485	16%	2,099,482	2,236,814	-6%
Foundation funded project expenses	3,448,773	2,693,418	28%	4,440,933	4,402,418	1%
Depreciation expenses	552,593	541,019	2%	692,555	802,789	-14%
Doubtful debt expenses	28,686	(7,025)	508%	20,000	20,000	0%
ICANN contract fees	200,964	193,135	4%	244,964	238,600	3%
Insurance expenses	208,437	214,171	-3%	242,108	238,899	1%
Meeting & training expenses	728,269	558,454	30%	781,817	820,400	-5%
Membership fees expenses	62,379	63,544	-2%	75,609	72,000	5%
Office operating expenses	320,786	341,043	-6%	391,684	427,839	-8%
Postage & delivery expenses	49,151	37,501	31%	48,774	71,500	-32%
Printing & photocopy expenses	23,114	19,157	21%	33,314	30,500	9%
Professional fees	1,131,605	1,473,788	-23%	1,524,225	1,390,950	10%
Recruitment expenses	86,942	406,061	-79%	121,608	182,500	-33%
Salaries & personnel expenses	14,894,484	13,238,751	13%	19,120,859	19,054,538	0%
Sponsorship & publicity expenses	787,840	422,360	87%	900,092	782,380	15%
Staff training expenses	209,492	220,245	-5%	250,707	268,839	-7%
Translation expenses	3,951	16,455	-76%	9,310	10,000	-7%
Travel expenses	1,520,459	1,221,891	24%	1,785,000	1,750,000	2%
TOTAL EXPENSES	26,787,944	23,881,296	12%	33,789,304	33,792,566	0%
OPERATING SURPLUS / (DEFICIT)	79,118	939,594	-92%	(1,110,544)	(1,099,393)	-1%
Revaluation of Financial Assets	(413,341)	(4,312,864)	90%	(413,341)	0	0%
SURPLUS / (DEFICIT) BEFORE TAX	(334,222)	(3,373,270)	90%	(1,523,884)	(1,099,393)	-39%

Balance Sheet – As at October 2023

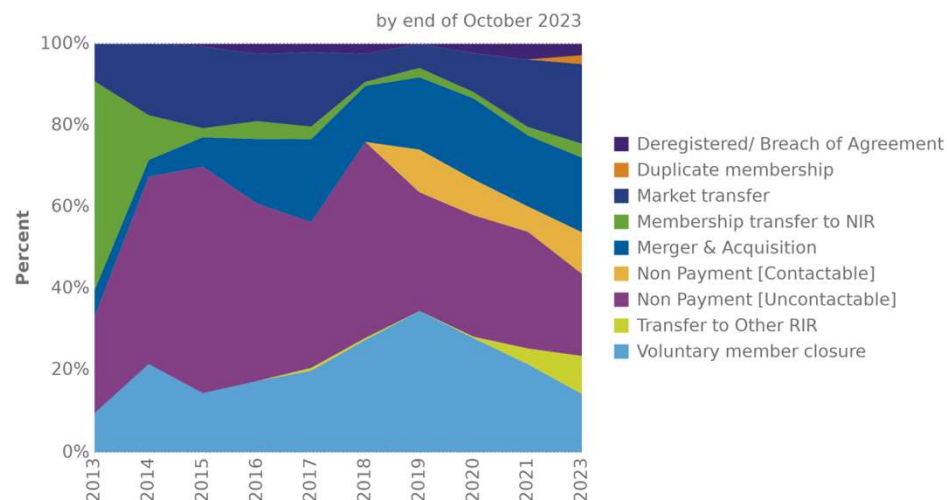
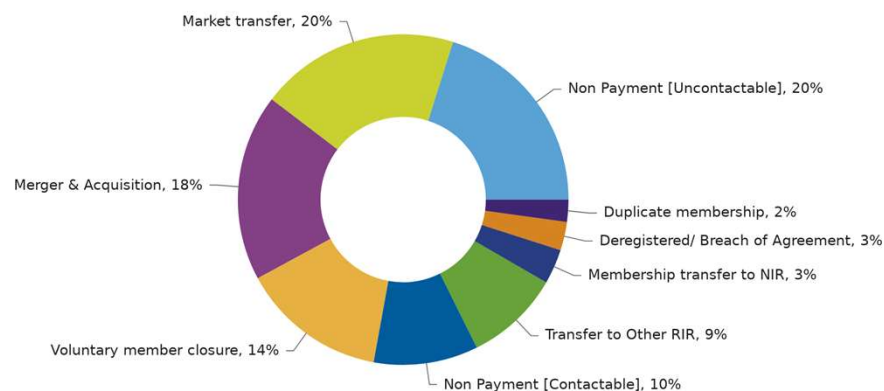
Amount (AUD)	As at Oct 2023	Year End Dec 2022	Change \$	Change %
CURRENT ASSETS				
Cash/ Term Deposits	8,621,623	10,008,537	(1,386,914)	-13.9%
Receivables	3,657,351	2,020,438	1,636,913	81.0%
Others	1,736,874	1,257,264	479,610	38.1%
TOTAL CURRENT ASSETS	14,015,848	13,286,239	729,609	5.5%
NON-CURRENT ASSETS				
Financial Assets	33,338,046	33,161,465	176,581	0.5%
Property, Plant and Equipment	8,799,711	6,803,389	1,996,322	29.3%
Deferred Tax Assets	340,025	340,025	0	0.0%
TOTAL NON-CURRENT ASSETS	42,477,783	40,304,880	2,172,903	5.4%
TOTAL ASSETS	56,493,630	53,591,119	2,902,511	5.4%
CURRENT LIABILITIES				
Payables	1,277,230	1,780,433	(503,204)	-28.3%
Current Provisions	3,419,925	3,086,849	333,076	10.8%
Unearned Revenue	13,620,509	12,379,552	1,240,957	10.0%
TOTAL CURRENT LIABILITIES	18,317,663	17,246,834	1,070,830	6.2%
NON-CURRENT LIABILITIES				
Non-Current Provisions	334,230	361,744	(27,514)	-7.6%
Deferred Tax Liabilities	945,594	397,240	548,354	138.0%
TOTAL NON-CURRENT LIABILITIES	1,279,824	758,984	520,840	68.6%
TOTAL LIABILITIES	19,597,487	18,005,817	1,591,670	8.8%
NET ASSETS	36,896,143	35,585,302	1,310,842	3.7%
EQUITY				
Share Capital	1	1	0	0%
Reserves	1,645,064	0	1,645,064	100%
Retained earnings	35,585,301	38,845,559	(3,260,258)	-8%
Net Surplus/ (Deficit)	(334,222)	(3,260,258)	2,926,036	90%
TOTAL EQUITY	36,896,143	35,585,302	1,310,842	4%

2023 Full Year Forecast

APPENDIX 2- MEMBERSHIP CLOSURE REPORTING

Membership Closures

Closure reasons by end of October 2023



- 18% of account closures are due to merger & acquisition activity
- 20% of account closures are due to market transfer activity
- 47% of account closures are due to voluntary member closure, failure to establish contact, deregistration, or breach of agreement, where resource holdings are returned to APNIC

Membership – closures by economy

Economy	Deregistered/ Breach of Agreement	Duplicate membership	Market transfer	Membership transfer to NIR	Merger & Acquisition	Non Payment [Contactable]	Non Payment [Uncontactable]	Transfer to Other RIR	Voluntary member closure	Total	IPv4 Resources Reclaimed (/24's)	IPv6 Resources Reclaimed (/32's)	ASN Reclaimed
AF			1			2				3	3		2
AP					4		3	2	4	13	6	2	3
AU	1	2	19	1	30	13	5	9	14	94	73	18	26
BD			2			5	6	3	2	18	21	8	18
CK									1	1	2	1	1
CN			11		2	2	2	5		22	4	10	10
HK	8		11		1		8	3	2	33	148	17	14
ID				7					1	8	2	0	7
IN		1	6	2	5	4	4		5	27	17	2	10
JP			3	1	2		1	2	7	16	21	1	
KH			3		1		6			10	22	4	5
KR							1			1	2	0	
MM							1			1	1		1
MN							1			1			1
MY			1		6		2		3	12	10	1	5
NP						1	4			5	10	4	4
NZ		4	2		1	1	3	4	1	16	5	2	2
PH			1		1	3	1	1	1	8	14	1	3
PK						1	7		1	9	10	1	5
SG			1		5		6	1	2	15	35	4	9
TH					1		3		2	6	23	2	2
LA			1							1		1	2
TW			1							1			
MV							1			1	2		1
WS						1				1	2	0	1
TOTAL	9	7	63	11	59	33	65	30	46	323	433	79	132

Membership – closures by year joined

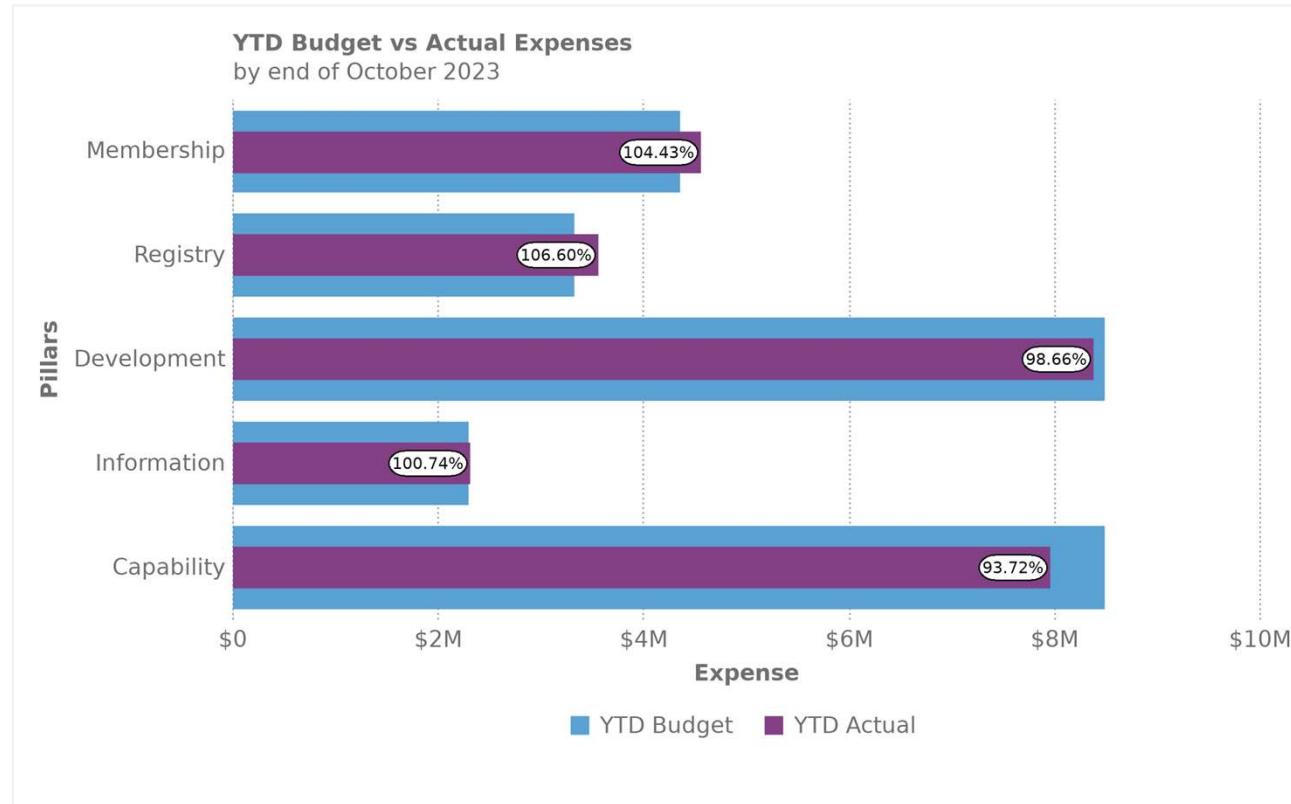
Year Joined	Deregistered/ Breach of Agreement	Duplicate membership	Market transfer	Membership transfer to NIR	Merger & Acquisition	Non Payment [Contactable]	Non Payment [Uncontactable]	Transfer to Other RIR	Voluntary member closure	Total	IPv4 Resources Reclaimed (/24's)	IPv6 Resources Reclaimed (/32's)	ASN Reclaimed
1997					3					3			
1999					1					1			
2001					1					1			
2002				1	1					2			
2003					1	1				2	1		1
2004					1					1			
2005		1			3					4			1
2006					3					3	8		
2007					4	1				5	6	1	1
2008					5	1				6	4		1
2009		1	3		1	1	2			8	62	3	7
2010		2			1	2	2	2	1	10	23	2	7
2011			3		3	1		1	2	10	4	2	3
2012			2		3		2		3	10	8	2	6
2013			5		2		2	3	2	14	5	7	3
2014	4		7		6	3	2		1	23	69	5	4
2015			13		5	1	7	1	5	32	57	9	13
2016	1		9	4	3	2	4	4	5	32	40	12	15
2017			7	3	11	2	5	6	2	36	30	12	14
2018	3		7		1	1	2	2	5	21	23	12	13
2019	1			2		2	6		4	15	17	0	8
2020						4	7		1	12	21	4	13
2021			1			3	12	1	2	19	36	4	12
2022		1	5	1		4	8	9	5	33	19	4	10
2023		2	1			4	4	1	8	20			
TOTAL	9	7	63	11	59	33	65	30	46	323	433	79	132

2023 Full Year Forecast

APPENDIX 3 – EXPENSES BY PILLARS

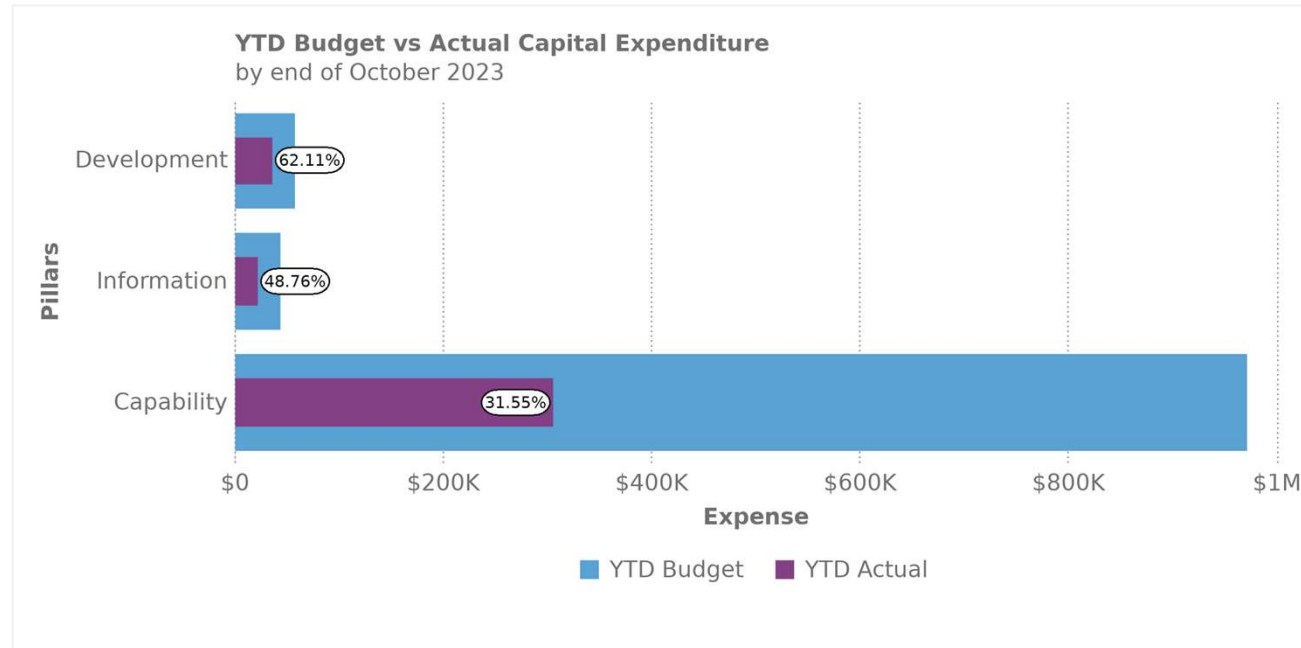
Operating Expenses YTD Actual by Pillars

- **Membership Pillar:**
 - \$193,575 above budget YTD
 - Unplanned travel requirements in the second half of the year and ongoing high costs of airfares. YTD personnel expenses above budget.
- **Registry Pillar:**
 - \$220,243 above budget YTD
 - YTD personnel cost above budget and additional unexpected NRO costs
- **Development Pillar:**
 - \$113,681 below budget YTD
 - Reallocation of Foundation funding between Foundation funded projects but tracking to budget overall
- **Information Pillar:**
 - \$17,014 above budget YTD
 - YTD personnel expenses above budget.
- **Capability Pillar:**
 - \$533,491 below budget YTD
 - Savings in software licenses, computer accessories and 59s tier 1 support, recruitment migration and study assistance, travel and depreciation.

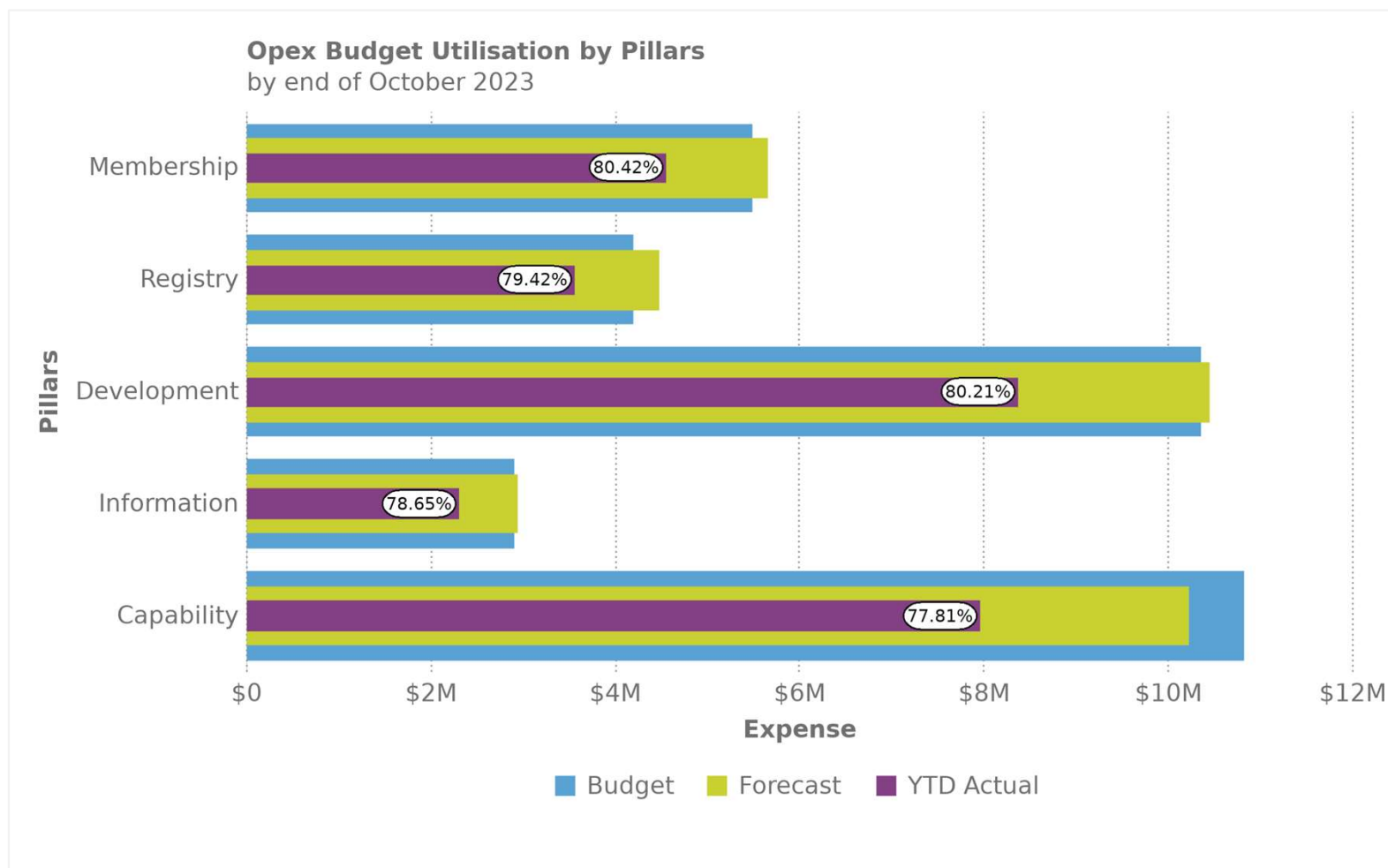


Capital Expenditure YTD Actual by Pillars

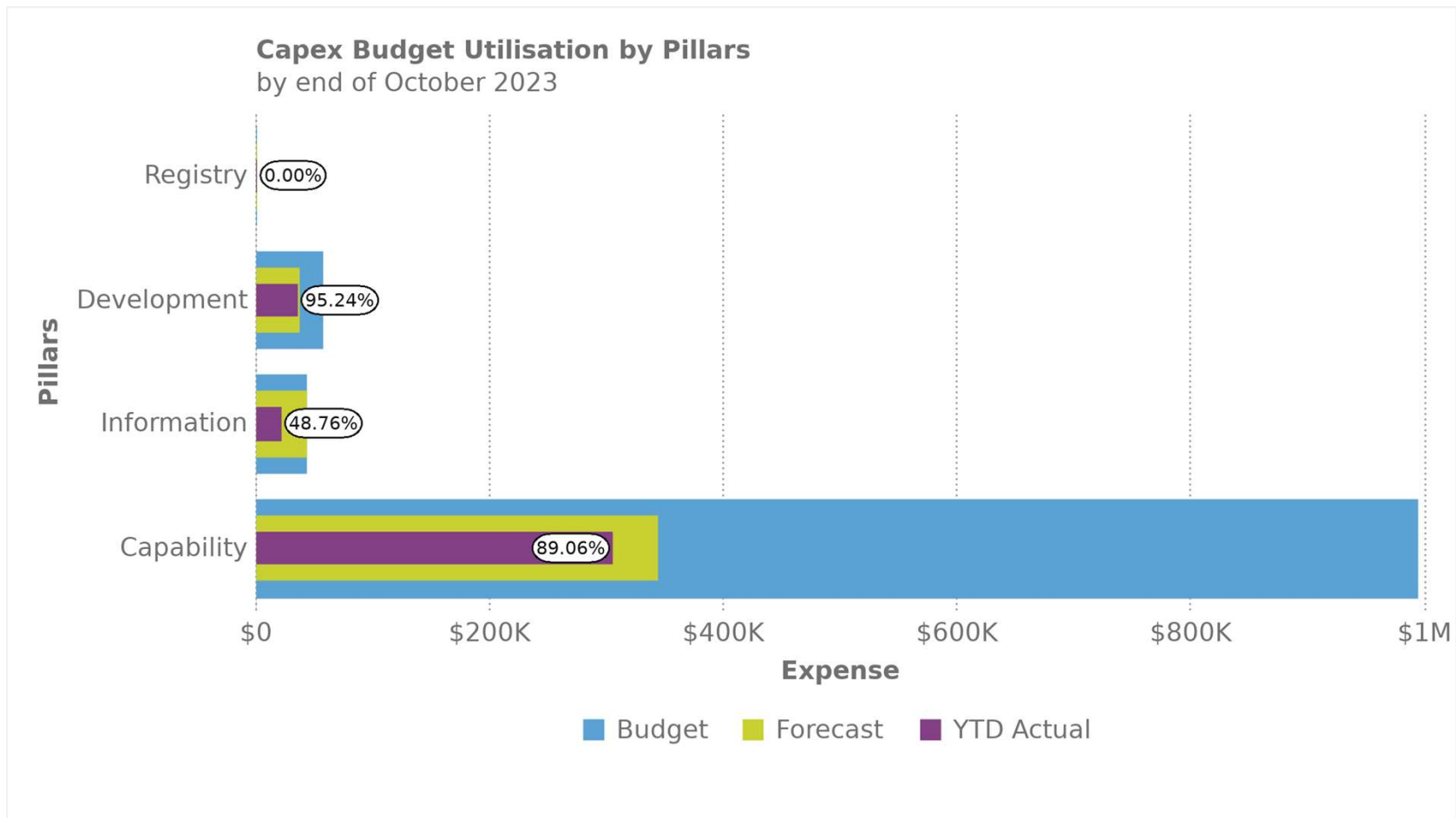
- Development Pillar:
 - \$22,163 below budget YTD.
 - IXP and Root server deployment deferral (focus on M-Root deployment)
 - Savings from conference wifi network and accessories
- Information Pillar:
 - \$23,059 below budget YTD.
 - Timing difference of actual research server replacement vs budget phasing
- Capabilities Pillar:
 - \$644,479 below budget YTD.
 - Provision for the rectification of subsidence issues at APNIC's office premises is subject to the outcomes of ongoing investigations.
 - Interactive switch replacement costed less than expected



Operating Expenses YTD Budget utilisation



Capital Expenditure YTD Budget utilisation



APNIC PTY LTD
PO BOX 3646
SOUTH BRISBANE, QLD 4101
AUSTRALIA

Wealth Management

Investment Report 1.10.2023 – 31.10.2023

APNIC PTY LTD

Portfolio Group: 3000039

Wealth Management

Investment Report 1.10.2023 – 31.10.2023

Portfolio Group 3000039
In the Name of APNIC PTY LTD
Produced on 1.11.2023
Reporting Currency AUD
Relationship Manager Patrick Armitage
Phone +61 2 8205 4451

APNIC PTY LTD
PO BOX 3646
SOUTH BRISBANE, QLD 4101
AUSTRALIA

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Scope of Analysis
as of 31.10.2023

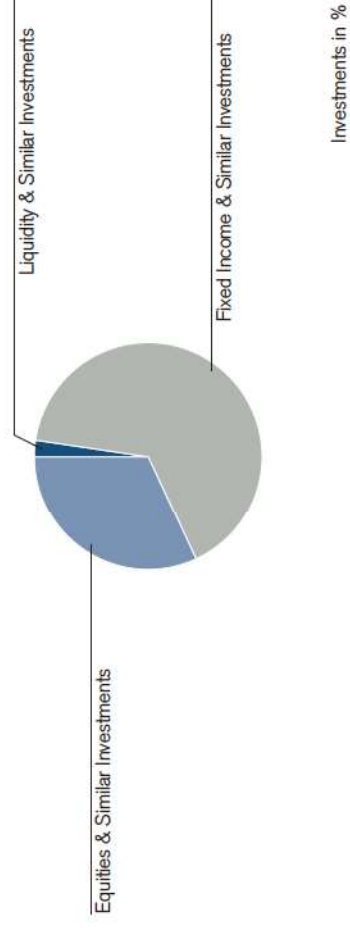
Components	Portfolio	Asset Value in AUD	Discretionary Mandate	Opened	Closed	Performance Activation	Performance Deactivation
Portfolio Group: 3000039							
Investment related Positions							
AUD Portfolio	3000039-10	0		16.08.2013		31.12.2013	
AUD Portfolio	3000039-70	33,338,046	Yes	16.08.2013		31.12.2013	
Total Investments		33,338,046					
Total Wealth		33,338,046					

1. Overview

1.1. Asset Allocation

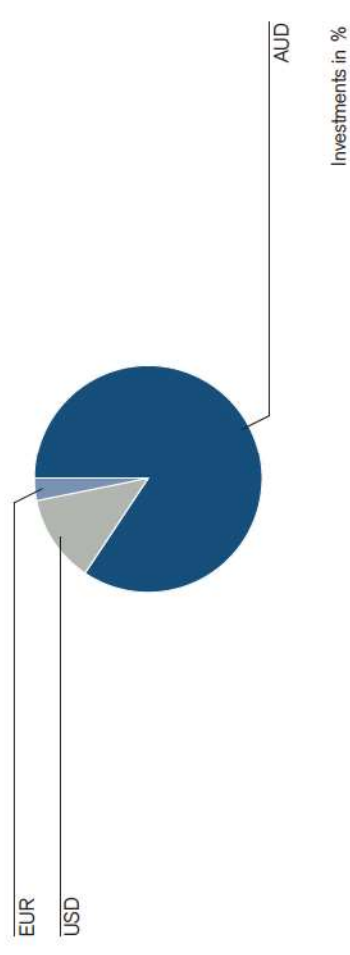
Asset Allocation by Asset Category Period 1.10.2023 – 31.10.2023

	Beginning Market Value in AUD	Change	Ending Market Value in AUD	Ending Market Value Prop.
Liquidity & Similar Investments	473,338	305,697	779,035	2.34 %
Fixed Income & Similar Investments	22,072,856	-152,392	21,920,464	65.75 %
Equities & Similar Investments	10,846,464	-207,918	10,638,547	31.91 %
Alternative Investments, Commodities & Real Estate	633,786	-633,786	0	
Total Investments	34,026,445		33,338,046	100.00 %



Asset Allocation by Currency Period 1.10.2023 – 31.10.2023

	Beginning Market Value in AUD	Change	Ending Market Value in AUD	Ending Market Value Prop.
AUD - Australian Dollar	28,652,490	-527,139	28,125,351	84.36 %
USD - US Dollar	4,283,861	-126,443	4,157,418	12.47 %
EUR - Euro	1,090,081	-34,817	1,055,263	3.17 %
GBP - Pound Sterling	13	0	13	
Total Investments	34,026,445		33,338,046	100.00 %



1.2. Income and Activity

Income Summary

Period 1.10.2023 – 31.10.2023

	Current Period in AUD	Year to Date in AUD
Cash Dividend	62,626	616,814
Coupon Received/Paid	176,574	93,684
Interest Earned	2,167	33,782
Interest Paid	0	0
Net Income	241,367	744,279
Non-Investment Related Income	0	0

Activity Summary

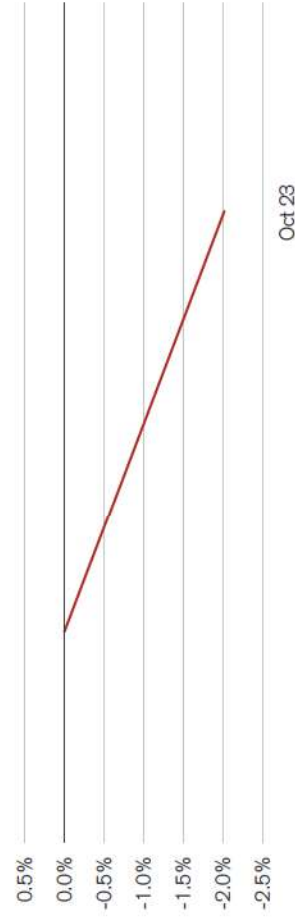
Period 1.10.2023 – 31.10.2023

	Current Period in AUD	Year to Date in AUD
Asset Inflows	0	0
Asset Outflows	0	0
Net Investment Asset Flows	0	0
Net Non-Investment Flows	0	0

1.3. Performance

Performance Summary Period 1.10.2023 – 31.10.2023

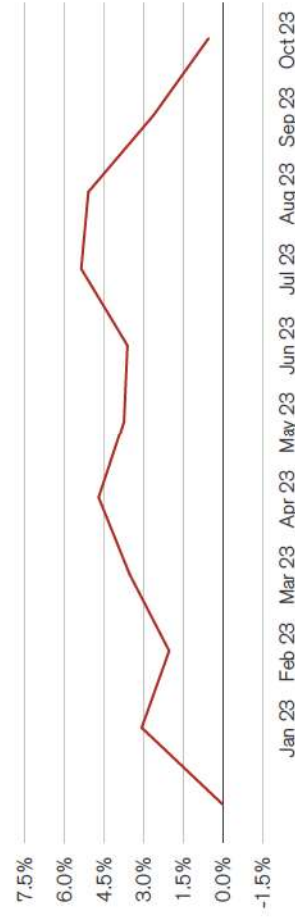
	Asset Value in AUD	Asset Value in AUD
Ending Market Value	33,338,046	
Beginning Market Value	34,026,878	
Asset Flows including	0	
Inflows	0	
Outflows	0	
Net Non-Investment Flows	0	
Taxes	0	
Flow Adjusted Value Change	-688,833	
Cumulative Portfolio Return – net	-2.02%	



— Cumulative Portfolio Return

Performance Year-to-date Period 1.1.2023 – 31.10.2023

	Asset Value in AUD	Asset Value in AUD
Ending Market Value	33,338,046	
Beginning Market Value	33,172,172	
Asset Flows including	-14,033	
Inflows	0	
Outflows	0	
Net Non-Investment Flows	0	
Taxes	-14,033	
Flow Adjusted Value Change	179,906	
Cumulative Portfolio Return – net	0.54%	



— Cumulative Portfolio Return

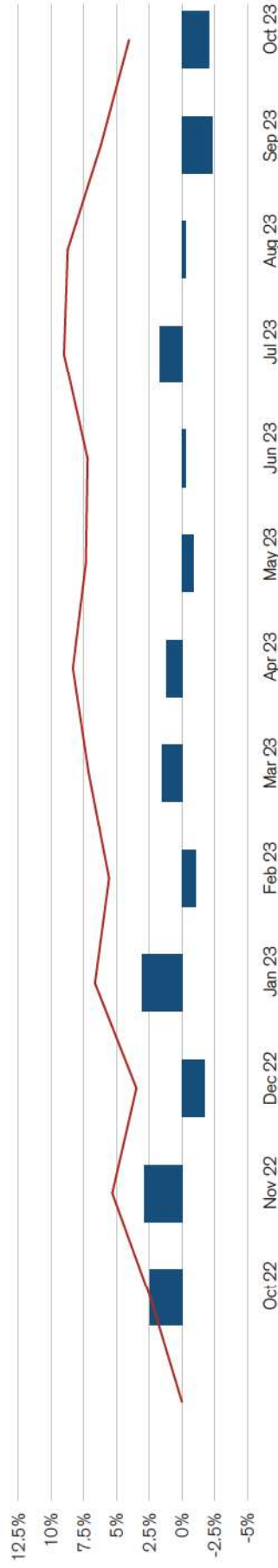
2. Analyses

2.1. Performance

Performance Details

Period 1.10.2022 – 31.10.2023

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23
Ending Market Value	32,837,433	33,770,984	33,172,172	34,189,184	33,844,690	34,339,324	34,725,869	34,408,745	34,361,843	34,939,591	34,850,465	34,026,878	33,338,046
Beginning Market Value	32,062,231	32,837,433	33,770,984	33,172,172	34,189,184	33,844,690	34,339,324	34,725,869	34,408,745	34,361,843	34,939,591	34,850,465	34,026,878
Asset Flows including	0	0	-4,475	0	0	-4,601	0	0	-4,698	0	0	-4,734	0
Inflows	0	0	0	0	0	0	0	0	0	0	0	0	0
Outflows	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Non-Investment Flows	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes	0	0	-4,475	0	0	-4,601	0	0	-4,698	0	0	-4,734	0
Flow Adjusted Value Change	775,202	933,551	-594,337	1,017,012	-344,494	499,235	386,544	-317,124	-42,204	577,748	-89,126	-818,852	-688,833
Portfolio Return – net	2.42%	2.84%	-1.76%	3.07%	-1.01%	1.48%	1.13%	-0.91%	-0.12%	1.68%	-0.26%	-2.35%	-2.02%
Cumulative Portfolio Return	2.42%	5.33%	3.48%	6.65%	5.57%	7.13%	8.34%	7.35%	7.22%	9.02%	8.74%	6.19%	4.04%



2.2. Contribution Analysis

Multi-Period Contribution by Asset Category in % as of 31.10.2023

	Month To Date	Quarter To Date	Year To Date	1 Year	Current Period
Liquidity & Similar Investments	0.01	0.01	-0.19	-0.34	0.01
Fixed Income & Similar Investments	-1.05	-1.05	-0.30	0.24	-1.05
Equities & Similar Investments	-0.98	-0.98	0.80	1.34	-0.98
Alternative Investments, Commodities & Real Estate	-0.01	-0.01	0.19	0.31	-0.01
Mixed & Other Investments	-	-	0.06	0.05	-
Non-Allocable Effect	-	-	-0.02	-0.02	-
Total – net ***	-2.02	-2.02	0.54	1.58	-2.02

Multi-Period Contribution by Currency in % as of 31.10.2023

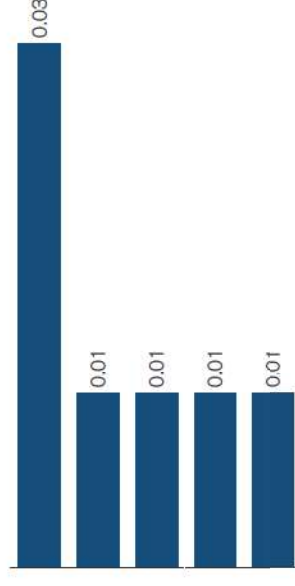
	Month To Date	Quarter To Date	Year To Date	1 Year	Current Period
AUD - Australian Dollar	-1.55	-1.55	-0.22	1.02	-1.55
USD - US Dollar	-0.37	-0.37	0.24	0.11	-0.37
EUR - Euro	-0.10	-0.10	0.54	0.45	-0.10
CHF - Swiss Franc	-	-	0.04	0.05	-
JPY - Japan Yen	-	-	-0.04	-0.03	-
Non-Allocable Effect	-	-	-0.02	-0.02	-
Total – net ***	-2.02	-2.02	0.54	1.58	-2.02

*** If applicable, fees charged in the relevant currency will be deducted from the cash account contribution, which is part of the Liquidity & Similar Investments asset category.

2.3. Contribution - Top Contributors & Detractors

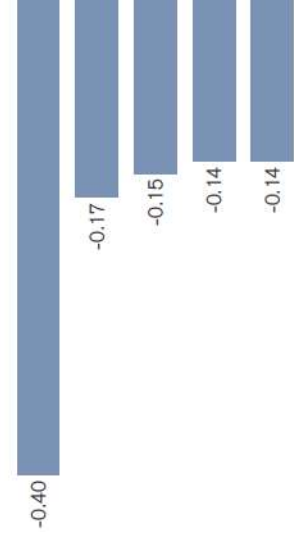
Top Contributors in % as of 31.10.2023

	Total Return	Average Weight	Contribution
REGISTERED SHS RIO TINTO LTD	3.56	0.57	0.03
REGISTERED SHS ORIGIN ENERGY LTD	3.99	0.31	0.01
REGISTERED SHS BHP GROUP LTD	0.66	2.16	0.01
REGISTERED SHS NEWCREST MINING LTD	2.26	0.38	0.01
Current Account -20300003970945	0.28	3.09	0.01
Total – net ***		6.50	0.06



Top Detractors in % as of 31.10.2023

	Total Return	Average Weight	Contribution
4.5 % NOTES COMMONWEALTH OF AUSTRALIA 2013-21.4.33 SR. UNSEC. SERIES 140	-3.64	10.90	-0.40
SHS-CH- ROBECO CAPITAL GROWTH FUNDS SICAV - ROBECOSAM GLOBAL SDG CREDITS DISTRIBUTION	-1.28	13.56	-0.17
2.25 % NOTES COMMONWEALTH OF AUSTRALIA 2016-21.05.28	-1.10	14.20	-0.15
UNITS VANGUARD ETHICALLY CONSCIOUS AUST ETF EXCHANGE TRADED FUND	-4.67	2.97	-0.14
1.75 % NOTES COMMONWEALTH OF AUSTRALIA 2020-21.06.51 SERIES 162	-6.28	2.15	-0.14
Total – net ***		43.79	-1.00



*** If applicable, fees charged in the relevant currency will be deducted from the cash account contribution, which is part of the Liquidity & Similar Investments asset category.

2. Analyses / 2.3. Contribution - Top Contributors & Detractors

8/23

001970938 012 058

3. Positions

3.1. Investment Related Positions as of 31.10.2023

Number/ Nominal	Description	Identification Valoren Number ISIN 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	772,705.43	Current Account -20300003970945 AUD Portfolio: 3000039-70	1.0000		772,705		
					2.32%		
EUR	69.38	Current Account -20300003970056 AUD Portfolio: 3000039-70	1.0000 1.6358 EUR/AUD		116	2	2.09%
						2	2.09%
GBP	6.99	Current Account -20300003970089 AUD Portfolio: 3000039-70	1.0000 1.8602 GBP/AUD		13	0	2.82%
						0	2.82%
USD	3,892.45	Current Account -20300003970780 AUD Portfolio: 3000039-70	1.0000 0.6429 AUD/USD		6,128	73	1.20%
					0.02%	73	1.20%
Total Accounts					778,962		
					0		
					2.34 %		
FX Spots, Forwards and Swaps							
EUR	13,076.39	EUR/AUD purchase / Trade Date 31.10.2023 Value Date 02.11.2023 AUD Portfolio: 3000039-70	1.6716 EUR/AUD	1.6700 EUR/AUD 31.10.2023	-20	-20	

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	20,966.05 AUD/USD purchase / Trade Date 31.10.2023 Value Date 02.11.2023 AUD Portfolio: 3000039-70		0.6370 AUD/USD	0.6352 AUD/USD 31.10.2023	93	93	93
Total FX Spots, Forwards and Swaps							
					73		
					0		
Total Liquidity & Similar Investments							
					779,035		
					0		
					2.34%		
Fixed Income & Similar Investments							
Fixed Income & Similar Investments AUD							
AUD	500,000 2.75 % NOTES COMMONWEALTH OF AUSTRALIA 2012-21.4.24 SERIES TB137 AUD Portfolio: 3000039-70 Duration: 0.4597 / Rating: Moody's Aaa Yield to Maturity: 4.44% AUD Portfolio: 3000039-70	AU8TB0000143 18879096	98.9550%	99.2000% BID 30.10.2023	496,376 376 1.49%	1,225 1,225	0.25% 0.25%
AUD	4,344,000 4.25 % NOTES COMMONWEALTH OF AUSTRALIA 2013-21.4.26 SR. UNSEC. AUD Portfolio: 3000039-70 Duration: 2.3177 / Rating: Moody's Aaa Yield to Maturity: 4.33% of which is pending settlement AUD Portfolio: 3000039-70	AU000XCLWA8 23948710	100.1530%	99.7080% CLO 30.10.2023	4,336,360 5,044 13.01%	-19,331 -19,331	-0.44% -0.44%
AUD	425,000 0.5 % BONDS COMMONWEALTH OF AUSTRALIA 2020-21.09.26 AUD Portfolio: 3000039-70 10,000 of which is pending settlement AUD Portfolio: 3000039-70	AU0000106411 57312089	89.8618%	89.6270% CLO 30.10.2023	381,148 234 1.14%	-998 -998	-0.26% -0.26%

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 5,319,000	2.25 % NOTES COMMONWEALTH OF AUSTRALIA 2016-21.05.28 AUD Portfolio: 3000039-70 Duration: 4.2024 / Rating: Moody's Aaa Yield to Maturity: 4.43% of which is pending settlement AUD Portfolio: 3000039-70	AU000XCLWAR9 32560721	92.4129%	90.9840% CLO 30.10.2023	4,892,738 53,299 14.68%	-76,001 -76,001	-1.55% -1.55%
AUD 738,100	2 % NOTES NEW SOUTH WALES TREASURY CORP 2019-20.03.31 AUD Portfolio: 3000039-70 Duration: 6.6378 / Rating: S&P AA+ Yield to Maturity: 5.24% of which is pending settlement AUD Portfolio: 3000039-70	AU3SG0001944 49256623	83.5535%	79.6600% BID 30.10.2023	589,633 1,653 1.77%	-28,738 -28,738	-4.66% -4.66%
AUD 3,758,000	4.5 % NOTES COMMONWEALTH OF AUSTRALIA 2013-21.4.33 SR. UNSEC. SERIES 140 AUD Portfolio: 3000039-70 Duration: 7.5964 / Rating: Moody's Aaa Yield to Maturity: 4.82% of which is pending settlement AUD Portfolio: 3000039-70	AU000XCLWAG2 22910336	102.9552%	96.5100% BID 30.10.2023	3,631,466 4,620 10.89%	-242,210 -242,210	-6.26% -6.26%
AUD 1,436,000	1.75 % NOTES COMMONWEALTH OF AUSTRALIA 2020-21.06.51 SERIES 162 AUD Portfolio: 3000039-70 Duration: 18.3292 Yield to Maturity: 5.21% of which is pending settlement AUD Portfolio: 3000039-70	AU0000097495 56284817	58.7816%	49.3200% BID 30.10.2023	717,298 9,063 2.15%	-135,869 -135,869	-16.10% -16.10%

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 894,847	SHS -L3- HEDGED AUD FEDERATED HERMES INVESTMENT FUNDS PLC - FEDERATED HERMES GLOBAL HIGH YIELD CREDIT FUND AUD Portfolio: 3000039-70	IE00BMZ15N91 57259812	2,8065	2,5756 NAV 26.10.2023	2,304,768 6.91%	-206,655 -206,655	-8.23% -8.23%
AUD 60,331	SHS -CH- ROBECO CAPITAL GROWTH FUNDS SICAV - ROBECOSAM GLOBAL SDG CREDITS DISTRIBUTION AUD Portfolio: 3000039-70	LU2207422291 56320962	83.1678	75.7600 NAV 30.10.2023	4,570,677 13.71%	-446,922 -446,922	-8.91% -8.91%
Total Fixed Income & Similar Investments					21,920,464 74,299 65.75%		
Equities & Similar Investments							
Equities & Similar Investments AUD							
AUD 13,371	REGISTERED SHS ANZ GROUP HOLDINGS LIMITED AUD Portfolio: 3000039-70 of which is pending settlement AUD Portfolio: 3000039-70	AU000000ANZ3 122827935 ANZ.AX	25.7738	24,7100 CLO 31.10.2023	330,397 0.99%	-14,224 -14,224	-4.13% -4.13%
AUD 15,553	REGISTERED SHS BHP GROUP LTD AUD Portfolio: 3000039-70 of which is pending settlement AUD Portfolio: 3000039-70	AU000000BHP4 640390 BHP.AX	37.2723	44,5000 CLO 31.10.2023	692,109 2.08%	112,413 112,413	19.39% 19.39%
AUD 7,443	REGISTERED SHS BRAMBLES LTD AUD Portfolio: 3000039-70 of which is pending settlement AUD Portfolio: 3000039-70	AU000000BXB1 2373150 BXB.AX	13.9681	13,1100 CLO 31.10.2023	97,578 0.29%	-6,387 -6,387	-6.14% -6.14%

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 4,381	REGISTERED SHS CARSALES.COM LTD AUD Portfolio: 3000039-70	AU000000CAR3 10476764 CAR.AX	18.0010	27.6300 CLO 31.10.2023	121,047 0.36%	42,185 42,185	53.49% 53.49%
AUD 2,738	REGISTERED SHS COMMONWEALTH BANK OF AUSTRALIA AUD Portfolio: 3000039-70 78 of which is pending settlement AUD Portfolio: 3000039-70	AU000000CBA7 646758 CBA.AX	85.2729	96.5600 CLO 31.10.2023	264,381 0.79%	30,904 30,904	13.24% 13.24%
AUD 5,688	REGISTERED SHS COMPUTERSHARE LTD AUD Portfolio: 3000039-70	AU000000CPU5 241285 CFU.AX	17.3507	24.7900 CLO 31.10.2023	141,006 0.42%	42,315 42,315	42.88% 42.88%
AUD 1,010	REGISTERED SHS CSL LTD AUD Portfolio: 3000039-70	AU000000CSL8 241548 CSL.AX	194.0444	232.3500 CLO 31.10.2023	234,674 0.70%	38,689 38,689	19.74% 19.74%
AUD 3,457	REGISTERED SHS FLIGHT CENTRE TRAVEL GROUP LTD AUD Portfolio: 3000039-70	AU000000FLT9 90307 FLT.AX	18.2122	18.6300 CLO 31.10.2023	64,404 0.19%	1,444 1,444	2.29% 2.29%
AUD 12,732	REGISTERED SHS INSURANCE AUSTRALIA GROUP LTD AUD Portfolio: 3000039-70	AU000000IAG3 1360427 IAG.AX	5.2395	5.6700 CLO 31.10.2023	72,190 0.22%	5,481 5,481	8.22% 8.22%
AUD 695	REGISTERED SHS JB HI-FI LIMITED AUD Portfolio: 3000039-70	AU000000JBH7 1700999 JBH.AX	46.3391	45.1700 CLO 31.10.2023	31,393 0.09%	-813 -813	-2.52% -2.52%

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 12,369	REGISTERED SHS NATIONAL AUSTRALIA BANK LTD AUD Portfolio: 3000039-70 350 of which is pending settlement AUD Portfolio: 3000039-70	AU000000NAB4 641643 NAB.AX	25.0707	28.0500 CLO 31.10.2023	346,950 1.04%	36,851 36,851	11.88% 11.88%
AUD 5,228	REGISTERED SHS NEWCREST MINING LTD AUD Portfolio: 3000039-70	AU000000NCM7 650853 NCM.AX	27.6900	23.3500 CLO 26.10.2023	122,074 0.37%	-22,689 -22,689	-15.67% -15.67%
AUD 34,423	REGISTERED SHS NINE ENTERTAINMENT CO. HOLDINGS LTD AUD Portfolio: 3000039-70	AU000000NEC4 22858707 NEC.AX	2.5951	1.8450 CLO 31.10.2023	63,510 0.19%	-25,822 -25,822	-28.91% -28.91%
AUD 11,368	REGISTERED SHS ORIGIN ENERGY LTD AUD Portfolio: 3000039-70	AU000000ORG5 1051439 ORG.AX	7.6667	9.1300 CLO 31.10.2023	103,790 0.31%	16,635 16,635	19.09% 19.09%
AUD 17,702	REGISTERED SHS QANTAS AIRWAYS LTD AUD Portfolio: 3000039-70	AU000000QAN2 390413 QAN.AX	5.4838	4.9100 CLO 31.10.2023	86,917 0.26%	-10,158 -10,158	-10.46% -10.46%
AUD 10,011	REGISTERED SHS QBE INSURANCE GROUP LTD AUD Portfolio: 3000039-70	AU000000QBE9 641857 QBE.AX	12.2178	15.6000 CLO 31.10.2023	156,172 0.47%	33,860 33,860	27.68% 27.68%
AUD 2,246	REGISTERED SHS RIO TINTO LTD AUD Portfolio: 3000039-70	AU000000RIO1 603620 RIO.AX	113.5347	117.5800 CLO 31.10.2023	264,085 0.79%	9,086 9,086	3.56% 3.56%
AUD 4,197	SHS RESMED INC CHESS DEPOSITORY INTERESTS REPR 1/10 SH AUD Portfolio: 3000039-70	AU000000RMD6 1058638 RMD.AX	26.5515	21.7900 CLO 31.10.2023	91,453 0.27%	-19,984 -19,984	-17.93% -17.93%

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 36,655	REGISTERED SHS SOUTH32 LTD AUD Portfolio: 3000039-70	AU000000S320 27547963 S32.AX	3.1553	3.3200 CLO 31.10.2023	121,695 0.37%	6,038 6,038	5.22% 5.22%
AUD 16,754	REGISTERED SHS TELSTRA GROUP LIMITED AUD Portfolio: 3000039-70	AU000000TLS2 122480384 TLS.AX	4.5101	3.8100 CLO 31.10.2023	63,833 0.19%	-11,730 -11,730	-15.52% -15.52%
AUD 15,697	REGISTERED SHS WESTPAC BANKING CORP AUD Portfolio: 3000039-70 456 of which is pending settlement AUD Portfolio: 3000039-70	AU000000WBC1 642372 WBC.AX	25.0431	20.6000 CLO 31.10.2023	323,358 0.97%	-69,743 -69,743	-17.74% -17.74%
AUD 5,205	REGISTERED SHS WORLEY LTD AUD Portfolio: 3000039-70	AU000000WOR2 1524357 WOR.AX	13.3381	16.3900 CLO 31.10.2023	85,310 0.26%	15,885 15,885	22.88% 22.88%
AUD 2,261	REGISTERED SHS WOOLWORTHS GROUP LTD AUD Portfolio: 3000039-70	AU000000WOW2 81350 WOW.AX	35.0404	35.2200 CLO 31.10.2023	79,632 0.24%	406 406	0.51% 0.51%
AUD 9,127	REGISTERED SHS COLES GROUP LTD AUD Portfolio: 3000039-70	AU00000030678 44059594 COL.AX	17.1407	15.2700 CLO 31.10.2023	139,369 0.42%	-17,074 -17,074	-10.91% -10.91%
AUD 19,515	UNITS VANGUARD ETHICALLY CONSCIOUS AUST ETF EXCHANGE TRADED FUND AUD Portfolio: 3000039-70 538 of which is pending settlement AUD Portfolio: 3000039-70	AU0000103633 57145371 VETH.AX	55.9578	51.0800 CLO 31.10.2023	996,826 2.99%	-95,190 -95,190	-8.72% -8.72%

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	307,746.9049 UNITS PERENNIAL BETTER FUTURE TRUST AUD Portfolio: 3000039-70	AU60WPC56007 112127492	1.2701	1.0984 NAV 30.10.2023	338,029 1.01%	-52,827 -52,827	-13.52% -13.52%
Total Equities & Similar Investments AUD					5,432,181 0 16.29%		
Equities & Similar Investments EUR							
EUR	43,379 ACCUM SHS USD ISHARES IV PLC - ISHARES MSCI WORLD VALUE FACTOR ESG UCITS ETF AUD Portfolio: 3000039-70	IE000H1H16W5 112589729 CBUI.DE	4.7350 1.6799 EUR/AUD	4.4693 NAV 26.10.2023	323,777 0.97%	-21,281 -19,249 -2,032	-6.17% -5.61% -0.56%
EUR	4,525 ACCUM SHS EUR SHARES II PLC - ISHARES MSCI EUROPE SRI UCITS ETF AUD Portfolio: 3000039-70	IE00B52VJ196 12592862 IUSK.AS	61.3447 1.6377 EUR/AUD	57.2200 CLO 30.10.2023	432,408 1.30%	-22,205 -31,170 8,965	-4.88% -6.72% 1.84%
EUR	1,166 SHS -N- VONTOBEL FUND SICAV - GLOBAL ENVIRONMENTAL CHANGE CAPITALISATION AUD Portfolio: 3000039-70	LU1598842364 36446865	176.4200 1.6414 EUR/AUD	153.5400 NAV 30.10.2023	298,983 0.90%	-38,663 -44,553 5,890	-11.45% -12.97% 1.52%
Total Equities & Similar Investments EUR					1,055,168 0 3.17%		
Equities & Similar Investments USD							
USD	93,177 ACCUM SHS USD ISHARES IV PLC - ISHARES MSCI EM SRI UCITS ETF EXCHANGE TRADED FUND AUD Portfolio: 3000039-70	IE00BYVJRP78 31605972 SUSM.L	6.9298 0.6678 AUD/USD	6.3910 CLO 30.10.2023	937,454 2.81%	-29,413 -79,033 49,620	-3.04% -7.78% 4.73%

Number/ Nominal	Description	Identification Valoren Number ISIN 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	28,057 ACCUM SHS USD ISHARES IV PUBLIC LIMITED COMPANY - ISHARES MSCI JAPAN SRI UCITS ETF AUD Portfolio: 3000039-70	IE00BYX8XC17 34426292 SUPL	6.5483 0.6677 AUD/USD	5.9520 CLO 30.10.2023	262,892 0.79%	-12,270 -26,338 14,067	-4.46% -9.11% 4.65%
USD	1,918 SHS-I USD ACC- JSS INVESTMENTFONDS SICAV - JSS SUSTAINABLE EQUITY - GLOBAL DIVIDEND CAPITALISATION AUD Portfolio: 3000039-70	LU1111703044 25494732	103.1400 0.6677 AUD/USD	96.4800 NAV 30.10.2023	291,312 0.87%	-4,963 -20,109 15,147	-1.68% -6.46% 4.78%
USD	106 SHS -OB- CREDIT SUISSE INDEX FUND (LUX) SICAV - CSIF (LUX) EQUITY CHINA TOTAL MARKET ESG BLUE CAPITALISATION AUD Portfolio: 3000039-70	LU1815001661 41549295	972.7847 0.6678 AUD/USD	900.2400 NAV 30.10.2023	150,223 0.45%	-4,181 -12,106 7,924	-2.71% -7.46% 4.75%
USD	674 SHS -C- SCHRODER INTERNATIONAL SELECTION FUND SICAV - GLOBAL ENERGY TRANSITION CAPITALISATION AUD Portfolio: 3000039-70	LU2016063229 48843442	196.8352 0.6684 AUD/USD	143.7138 NAV 30.10.2023	152,486 0.46%	-45,998 -56,364 10,366	-23.18% -26.99% 3.81%
USD	1,294 SHS-F USD- ROBECO CAPITAL GROWTH FUNDS SICAV - ROBECOSAM SMART MOBILITY EQUITIES CAPITALISATION AUD Portfolio: 3000039-70	LU2145466046 55746776	182.4700 0.6678 AUD/USD	141.6600 NAV 30.10.2023	288,572 0.87%	-64,988 -83,133 18,145	-18.38% -22.37% 3.98%
USD	3,609 SHS -JB- CREDIT SUISSE WEALTH FUNDS 1 SICAV - CREDIT SUISSE ROCKEFELLER OCEAN ENGAGEMENT FUND CAPITALISATION AUD Portfolio: 3000039-70	LU2194262916 55585233	112.0400 0.6630 AUD/USD	98.4000 NAV 30.10.2023	559,055 1.68%	-50,828 -77,495 26,667	-8.33% -12.17% 3.84%

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	12,197 SHS ISHARES MSCI KLD 400 SOCIAL ETF AUD Portfolio: 3000039-70	US4642885705 2795632 DSLP	83.4307 0.6638 AUD/USD	78.6000 CLO 30.10.2023	1,509,204 4.53%	-23,716 -92,754 69,038	-1.55% -5.79% 4.24%
Total Equities & Similar Investments USD							
			4,151,198 0 12.45%				
Total Equities & Similar Investments							
			10,638,547 0 31.91%				
Total Investments							
			33,338,046 100.00%				
of which Accrued Interest							
			74,299				

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-allocable Effect

As a general rule, in most cases the sum of all the return contributions usually equal the portfolio return figure indicated. In some cases, however, the two figures may not tally exactly (for example, due to rounding differences). These discrepancies are being accounted for and indicated as "Non-allocable effect" return contribution.

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.

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.

For realized profit and loss for FX Spots, Forwards and Swaps (including all currencies and Precious Metals) in Transactions section, in the 'Execution of FX Purchase' and 'Execution of FX Sales' rows, the value in the realized Profit/Loss column is calculated by comparing the Transaction Valuation based on the end of day exchange rate on the Value Date against the Cost Valuation based on the FX contract rate; this does not mean that the Profit/Loss for that transaction can be or has been cashed out.

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.

For unrealized profit and loss for Precious Metal Account and Current Account in Position Section, where there have been FX Spots, Forwards and Swaps transactions (including all currencies and Precious Metals), the Cost Valuation exchange rate is calculated based on the weighted average end of day exchange rate on respective transactions' value date. The value

in the unrealized Profit/Loss column is calculated by comparing the Current Valuation (based on conversion rates stated in the statement) as of reporting date against Cost Valuation.

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.

Return contribution

The contribution figure refers to the contribution of an individual asset category and/or currency to the overall performance on a portfolio level. The figure is calculated based on investment related positions using the TWR Daily method (Time Weighted Rate of Return), the return is computed by aggregating the daily returns.

Reference to the average weight of an instrument is computed by dividing the aggregated daily instrument weight by the number of days in the reporting period. The daily weight of an instrument is calculated by dividing the instrument's start of day market value and cash flow by the portfolio's start of day market value and cash flow.

Yield

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

Abbreviations

BID = Bid Price
CLO = Closing Price
NAV = Net Asset Value

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 31.10.2023

AUD 1 = USD 0.6352
EUR 1 = AUD 1.6700
GBP 1 = AUD 1.9126

4.2. Legal Information

This ad-hoc investment report is a statement of account provided to you upon your request and in accordance with and subject to the Account Opening Terms and Conditions.

Deposits with Credit Suisse are not subject to Division 2 of the Banking Act - Protection of Depositors. In Australia, Credit Suisse Group entities, other than Credit Suisse AG, Sydney Branch, are not authorised deposit-taking institutions for the purposes of the Banking Act 1959 (Cth.) and their obligations do not represent deposits or other liabilities of Credit Suisse AG, Sydney Branch. Credit Suisse AG, Sydney Branch does not guarantee or otherwise provide assurance in respect of the obligations of such Credit Suisse entities or the funds.

This ad-hoc investment report shall be conclusive and binding if the Bank does not receive your objection in writing to any matters contained in this ad-hoc investment report within two (2) days from the issue date. Assets detailed within this ad-hoc investment report will not be directly custodied by Credit Suisse AG, Sydney Branch but with third party custodians in accounts for and on behalf of Credit Suisse AG, Sydney Branch, unless otherwise informed by the Bank.

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 prices reflected for instruments and other information detailed within this ad-hoc investment report are attained or derived by the Bank from market data sources believed to be reliable, however the Bank does not make any representation as to the accuracy or completeness of such prices or information. In the absence of reliable market reference prices, the Bank may assign a nominal value or make an appropriate comment on the ad-hoc investment report. As a result, this ad-hoc 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 (RM).

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.

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APNIC Executive Council



Prepared for the November 2023 Meeting

Credit Suisse AG
Private Banking Australia

Confidential

CREDIT SUISSE 

Agenda

1. UBS and Credit Suisse Together
2. Current Risk Profile
3. Framework for Sustainability in the APNIC Portfolio
4. Portfolio Manager Commentary
5. Performance of the Portfolio
6. Outlook

UBS and Credit Suisse Together

In March this year, UBS announced the acquisition of Credit Suisse, which settled in June 2023.

The integration of the two businesses is on track, with the combined leadership structures, and research and portfolio management functions all already in place.

In September, UBS announced its second-quarter results. This marked another important milestone in the integration as it was the first time a **combined view of** the UBS and Credit Suisse Group has been presented to the markets.

The key highlights of the results were: **clarity, safety, and stability.**

- Rock-solid balance sheet: CET1 ratio 14.4%. Liquidity coverage ratio 175%.
- Full repayment of acquisition-related Swiss National Bank emergency facilities.
- Legal merger of UBS AG and Credit Suisse AG planned to be completed in 2024.

These results clearly illustrate the financial strength and stability of UBS. This confidence is shared by the markets, as shown in the UBS share price appreciation since the closing of the acquisition in June (currently approximately +20% in CHF terms).

UBS already had a rock-solid foundation and was on a strong trajectory for the future. Adding Credit Suisse will accelerate the UBS strategy.

Importantly, the Australian team which has served APNIC since 2013 remains the same. We are eager to work with you and to deliver the full strength and capabilities of UBS to our clients around Australia.

Current APNIC Risk Profile




An overview as at 31/10/2023

APNIC Sustainable Yield Portfolio: Account 3000039-70 (A\$33,352,499)

Risk Profile	<ul style="list-style-type: none"> Moderate - Yield
Investment Objectives	<ul style="list-style-type: none"> Real capital preservation Generation of returns using current income
Return Objective	<ul style="list-style-type: none"> CPI + 2.5%pa
Risk Tolerance	<ul style="list-style-type: none"> Below-average risk tolerance Volatility as low as possible
Asset Classes	<ul style="list-style-type: none"> Liquidity Bonds Equities
Recommended Investment Horizon	3–5 years
Liquidity	100% of the portfolio in cash within T+4
Sustainability (ESG – Environmental, Social, Governance)	Full sustainable investment framework based on hard exclusions, ESG integration and thematic and impact investing

- Our risk profiling analysis is reconfirmed with APNIC every two years. It was last reconfirmed in July 2023.
- The Credit Suisse Portfolio Management Fee for the discretionary APNIC Sustainable Yield mandate is 0.60%pa including GST and is charged quarterly in arrears on 31 March, 30 June, 30 September and 31 December each year. The current Management Expense Ratio for the active managers and ETFs used within the APNIC Sustainable Yield mandate is 0.13%pa.

Current APNIC Sustainable Yield SAA

			
Investment Profiles	Yield (67/33)	Balanced (45/55)	Growth (25/75)
Liquidity	5.0%	5.0%	5.0%
Bonds	62.0%	40.0%	20.0%
Equities - Domestic	16.5%	27.5%	37.5%
Equities - International	16.5%	27.5%	37.5%
Historic Analysis			
Annualised Average Return	9.2%	9.8%	10.3%
Annualised Average Return Last 5 Years	3.7%	5.6%	7.2%
Annualised Average Return Last 10 Years	5.7%	7.8%	9.7%
Annualised Average Return Last 20 Years	5.8%	6.7%	7.4%
Worst 12 Month Return	-9.6%	-13.9%	-22.7%
Best 12 Month Return	32.8%	41.0%	48.8%
Max Drawdown (%)	-11.2%	-19.1%	-29.2%
Portfolio Standard Deviation	5.6%	7.6%	9.8%
Negative Annual Return is Incurred	1 in 10.2 years	1 in 7.3 years	1 in 5.5 years
Credit Suisse Research Projections			
Total Return	4.8%	5.7%	6.5%
Income	3.5%	3.4%	3.3%
Standard Deviation	4.9%	7.1%	9.6%

Source: Bloomberg, Credit Suisse, Thomson Reuters

Incorporates data from January 1981 through to December 2022 and uses the longest data set available for each asset class. Please refer to "Notes on Credit Suisse Benchmark Asset Allocation Framework".

SAA = Strategic Asset Allocation

Framework for Sustainability in the APNIC Portfolio

The Credit Suisse sustainable investing framework The three pillars in our investment process

(Hard) Exclusions

Avoiding harmful investments

- Systematic avoidance of exposure to controversial areas or unethical behaviors
- Norms-based exclusions – excluding companies that violate international treaties on controversial weapons
- Values-based exclusions – excluding companies whose activities have a negative impact on society and/or the environment
- Business conduct policy – excluding companies involved in severe violations of the UN Global Compact

ESG integration

Better-informed investment decisions

- Considering financially material ESG risks and opportunities
- Based on industry specific sustainability expertise
- Reflects the Credit Suisse House View on ESG topics
- Integrating ESG into investment processes alongside financial analysis
- Approach adapted to asset class, product features, and investment objectives

Thematic and impact

Mobilizing capital

Sustainable Thematic and Impact Aligned

- Participation in sustainable growth themes
- Companies making positive contributions to the SDGs
- Mostly liquid strategies

Impact investing

- Intentionality: achieve specific impact
- Strategy of change: proven how to achieve this impact
- Measurable: measures in place for positive social or environmental impact
- Additionality: investors are contributing to the impact of the company by financing growth or through active ownership (direct engagement)
- Mostly illiquid and engagement strategies

ESG = Environmental (E), Social (S) and (Corporate) Governance (G)
SDGs = UN Sustainable Development Goals

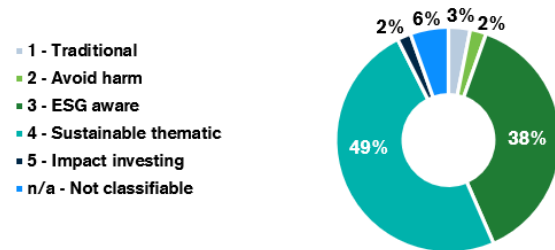
Source: Credit Suisse AG

Current Portfolio Sustainability

Sustainable KPIs Quarter Ending 30/09/2023*

Sustainable Yield

Distribution of Credit Suisse Sustainability Rating



E Portfolio Weighted Credit Suisse Environmental Score

Based on factors such as CO2 emissions efforts to reduce these emissions, energy and resource efficiency, waste management, etc.



6.1/10

S Portfolio Weighted Credit Suisse Social Score

Based on factors such as human rights policies and implementation, labour standards and conditions, diversity and inclusion, etc.



6.0/10

G Portfolio Weighted Credit Suisse Governance Score

Based on factors such as involvement in corruption and bribery, quality and diversity of the board of directors, shareholder rights, etc.



6.8/10

Investment Management Australia | October 2023

The disclaimer mentioned at the end of this document also applies to this page

* Sustainable KPIs represents the latest available information.

Portfolio Manager Comments

Period Ending 30/10/2023

- The portfolio finished October underweight cash, overweight bonds, neutral Australian equities and neutral international equities.
- October was another difficult month for risk assets, as geopolitical tensions in the Middle East, mixed corporate earnings, and a strengthening US dollar cast a spell on markets.
- Global equity markets extended their losing streak for a third straight month. The outbreak of war in the Middle East quickly raised fears of destabilisation in the region and triggered a spike in volatility.
- Despite inflation trending lower, the September US inflation print was higher than expected. With growth and employment indicating an economy closer to reaccelerating rather than facing recession, this gives cause for the US Federal Reserve (Fed) to maintain a hawkish stance.
- However, the downward trend in inflation is encouraging and higher yields and the conflict in the Middle East are likely to discourage the Fed from tightening policy further.
- Locally, Australian shares fell as the rise in 10-year yields drove another month of Price to Earnings multiple compression. Gold and Utilities were the best performers with Gold's gain driven by the geopolitical uncertainty and the flight to safety. Technology and Health were the worst performers as these growth sectors, which are on expensive valuations, were more negatively impacted by the continued rise in long bond yields. The Reserve Bank of Australia (RBA) kept rates on hold in October at 4.10% but the big news was September's quarterly inflation print. The RBA's preferred underlying inflation measure (the trimmed mean) was materially higher than expected by the RBA. For months, the RBA maintained their 'data-dependent' view to hike but given domestic inflation appears stickier and above the global trend in most other major economies, the RBA decided to raise Australian interest rates again in November to 4.35%.

Performance*

APNIC Portfolio Over Last 13 Months



Investment Report 1.11.2023 – 9.11.2023
 APNIC PTY LTD
 Portfolio Group: 3000039
 Reporting Currency: AUD

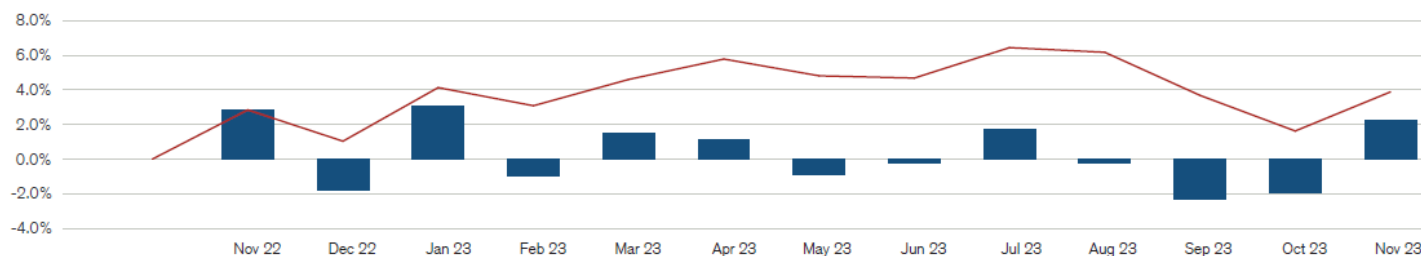
2. Analyses

2.1. Performance

Performance Details

Period 1.11.2022 - 9.11.2023

	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23
Ending Market Value	33,770,984	33,172,172	34,189,184	33,844,690	34,339,324	34,725,869	34,408,745	34,361,843	34,939,591	34,850,465	34,026,445	33,352,499	34,094,517
Beginning Market Value	32,837,433	33,770,984	33,172,172	34,189,184	33,844,690	34,339,324	34,725,869	34,408,745	34,361,843	34,939,591	34,850,465	34,026,445	33,352,499
Asset Flows including	0	-4,475	0	0	-4,601	0	0	-4,698	0	0	-4,734	0	0
Inflows	0	0	0	0	0	0	0	0	0	0	0	0	0
Outflows	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Non-Investment Flows	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes	0	-4,475	0	0	-4,601	0	0	-4,698	0	0	-4,734	0	0
Flow Adjusted Value Change	933,551	-594,337	1,017,012	-344,494	499,235	386,544	-317,124	-42,204	577,748	-89,126	-819,286	-673,946	742,018
■ Portfolio Return – net	2.84%	-1.76%	3.07%	-1.01%	1.48%	1.13%	-0.91%	-0.12%	1.68%	-0.26%	-2.35%	-1.98%	2.22%
— Cumulative Portfolio Return	2.84%	1.03%	4.13%	3.08%	4.60%	5.78%	4.81%	4.68%	6.44%	6.17%	3.68%	1.62%	3.88%



*Performance is after fees but before franking

Performance Comparison*

APNIC Portfolio to 31 October 2023

Sustainable Yield Strategy

APNIC Portfolio				
	Portfolio	SAA	Relative	CPI + 2.5%
October-2023	-1.98%	-1.87%	-0.11%	0.66%
3 Months	-4.53%	-4.15%	-0.39%	2.04%
Year To Date	0.58%	1.41%	-0.83%	7.79%
1 Year	1.63%	2.16%	-0.53%	9.61%
5 Years pa	2.22%	2.84%	-0.61%	5.90%
Since Inception** pa	3.53%	3.95%	-0.41%	5.17%

*Performance is after fees but before franking

**Inception is September 2013

***SAA = Strategic Asset Allocation

Market Outlook

- In assessing the global opportunity set we consider the outlook for fixed income markets to offer the most attractive return outlook over the coming 6-12 months, with up to double digit returns forecast by our Global Chief Investment Officer. Equity markets too are projected to offer good returns in our baseline scenario, but as a cyclically exposed asset class, are vulnerable to more downside than bonds in the risk scenario in which the global economy falters and earnings growth turns negative. So, from a risk and reward perspective bonds, and in particular investment grade corporate bonds, are our preferred asset class.
- Looking ahead, we see opportunities we can exploit within equities by rotating to regions which screen attractively from a valuation perspective – such as emerging markets over the US – and styles – such as value over growth stocks, and lastly sectors, such as consumer staples and energy over healthcare.
- In Australia, we see a soft-landing scenario ahead, as record immigration growth adds to employment gains without sparking excessive wage growth (but rather through reducing previously open and hard-to-fill vacancies), supports housing demand, house prices and overall resilience in aggregate activity. This will soften the hit to disposable income from higher borrowing costs and allow the cash rate to remain at the current level for the months and quarters ahead.

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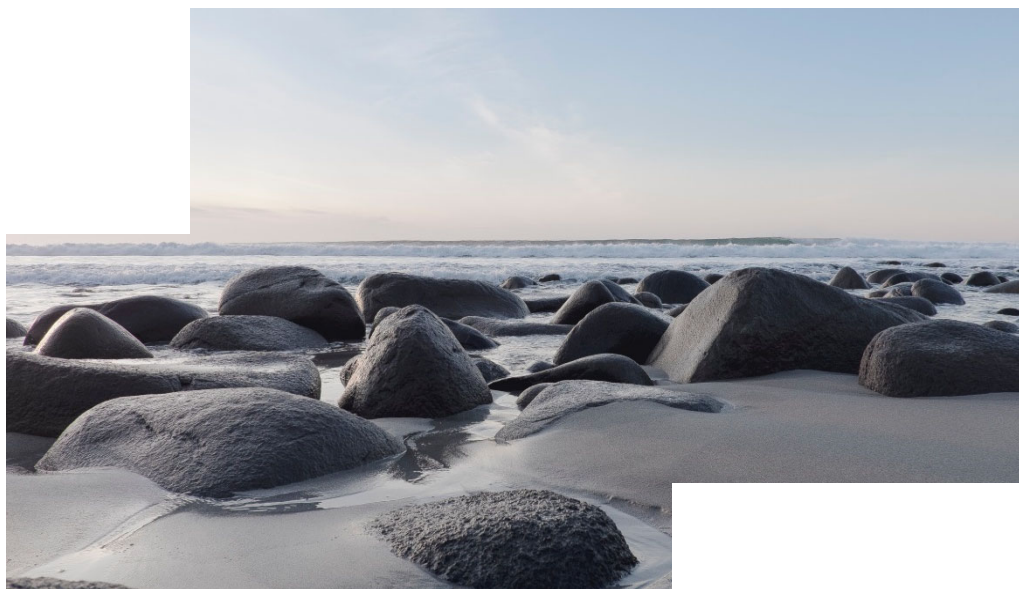
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APNIC Monthly Commentary



Summary

- The APNIC portfolio was indicatively down 1.98% in October.

Market Commentary

Volatility in the bond market spilled over to equity markets in late September and the outbreak of war in the Middle East led to a retreat in risk appetite. The MSCI All Country World Index retreated 3% in October but maintained a strong positive year-to-date return of 9.7%. The ASX 200 has lagged the rest of the world and is down 0.2% since the start of the year. Differences in industry composition with the US and World equity markets have caused the Australian equity market to be left behind. The Australian bond index is marginally lower since the start of the year, weathering well an almost 100 basis point jump in yields thanks to a large income buffer.

Global bond yields have risen sharply over the past two consecutive months, and Australia ten-year yields ended the month at 4.95%, the highest level in over ten years. The steady accumulation of better-than-expected economic data in the US reflects a surprising resilience to higher borrowing rates. At its September Federal Open Market Committee meeting, the Federal Reserve kept the Federal Funds rate unchanged at the range of 5.25 to 5.5 per cent and provided projections of the policy rate which included substantial upward revisions for 2024 and 2025 compared to June. This sent a message to financial markets: the level of interest rates needed to maintain a given level of inflation, is higher than previously thought and higher than in previous years. The bond market swiftly re-priced the future path of the Fed Funds rate, to factor in a shallower

normalization to lower rates over the next years. In other words, the 'higher for longer' narrative for policy rates is now more fully priced. While the speed of the increase in bond yields has been disruptive, the reasons behind it are positive, insofar as a strong macro-economic environment is ultimately positive for corporate earnings and equity markets.

Higher bond yields generally have a disproportionate impact on stocks known as 'growth stocks' with an earnings profile that spans long into the future. Some stocks can withstand the headwind of rising yields if they can benefit from some new idiosyncratic long term growth drivers, such as the emergence of AI technology. The opportunities we have identified in this environment lie in the style of stocks, value stocks, which have lagged the equity market rally this year, and will better withstand higher yields against a backdrop of still vibrant spending (as value-oriented stocks better capture the near-term demand pulse). Additionally, EM equity markets screen attractively from a tactical perspective, and recent steps from the Chinese authorities to stimulate the economy and shore up growth may help create a rebound.

Market Value as at 31 October 2023

	Market Value
APNIC Portfolio	A\$33,352,499

Performance as of 31 October 2023

APNIC Portfolio				
	Portfolio	SAA	Relative	CPI + 2.5%
Month	-1.98%	-1.87%	-0.11%	0.66%
3 Months	-4.53%	-4.15%	-0.39%	2.04%
Year To Date	0.58%	1.41%	-0.83%	7.79%
1 Year	1.63%	2.16%	-0.53%	9.61%
5 Years pa	2.22%	2.84%	-0.61%	5.90%
Since Inception pa	3.53%	3.95%	-0.41%	5.17%

* Performance is after fees but before franking. Inception is September 2013.

** SAA = Strategic Asset Allocation. This changed to the Sustainable Yield SAA in August 2023

Australian Equities:

The ASX200 corrected further in October, declining 3.8% as rising long-term bond yields continued to place pressure on valuations. Returns are now relatively flat for the year. Stickier than expected Australian inflation has also shifted expectations on RBA monetary policy with further interest rate rises priced by the market.

As noted last month, the rise in long term interest rates has significant implications for several ASX sectors. Richly valued growth exposures such as information technology and healthcare risk further downward adjustment in PEs while commercial real estate and infrastructure continue to face headwinds from higher cost of capital. These sectors led the market decline over the month while adding to previous declines. Over the last two months technology, commercial real estate and healthcare have declined by 14.9%, 13.9% and 13.0% respectively. Although our global view expects long-term interest rates to come down from current levels, we remain concerned that investors and participants in these affected sectors are yet to adjust balance sheet structures and valuations to the likelihood of higher long-term rates when compared to the pre-pandemic regime.

On the positive side, domestic economic growth remains resilient while resource commodity prices are supported by a recovering Chinese economy. Financials such as banks, industrial cyclicals, mining exposures and energy are beneficiaries of a resilient growth environment while sector valuations are more conservative given long standing investor concerns on downside cyclical risk. These sectors remain large enough on the ASX to mitigate downside pressures from higher long-term interest rates, leaving us broadly comfortable with prospective returns from Australian Equities. Our portfolio tilt towards these cheaper economically sensitive sectors has benefited relative performance during the recent market correction. The market decline has also provided reinvestment opportunities from a higher-than-average cash position into attractive exposures. We have initiated new portfolio positions in Brambles and JB Hi-Fi while adding to existing positions in Qantas.

International Equities:

The AUD global equities return of -0.78% was assisted by AUD depreciation of 1.9% against the USD, allowing international portfolios to partially offset larger equity market corrections through unhedged positioning. In AUD terms, US equities outperformed, declining by only 0.26%, versus Europe, which fell 1.66%, Japan declined by 2.92% and Emerging Markets dropped by 1.83%. Rising global bond yields, outbreak of conflict in the Middle East and a mixed US earnings season were key contributing factors to pressure on equities.

Our tactical equity view remains neutral. Lofty equity valuations are being reduced by higher real bond yields while the earnings outlook remains positive given an economic soft landing is looking more likely. With stock market gains this year concentrated in a few companies and more investors actively seeking cheaper stocks, we see opportunity in the parts of the market that have lagged global indexes this year. Across regions, we retain a preference for Emerging Markets led by China while our least preferred region is the US, given valuations are on the expensive side while a benign earnings cycle is already expected by investors. On a style basis, we also expect value and quality income exposures to outperform growth as

they remain historically cheap.

Bonds:

The outlook for bonds in absolute terms and relative to other asset classes has rarely been stronger. With entry level for yields at 15-year highs investors can lock in good income without needing to move far into the riskier spectrum of the corporate bond universe. Equally compelling is the bond market's capacity to rally in a risk scenario in which a hard landing occurs and central banks are forced to cut policy rates. This favourable risk/reward trade-off argues for good opportunities to add to multi-asset investments and tactically we have increased our allocation to bonds out of cash. We expect that in AUD bonds our next shift will be to add exposure to longer dated bonds, should yields continue to rise to levels that are sufficiently mis-priced against our fair value estimates.

Investment grade credit exposure has delivered solid outperformance this year, thanks to additional carry locked in late last year and a narrowing in credit spreads (the additional yield demanded for investing in corporate bonds over government bonds).

Outlook:

The next 6-12 months will deliver solid returns for both bonds and equity markets in our global CIO central case. This provides a window of opportunity to add to diversified portfolios to capture double digit returns from both asset classes. Our corporate earnings outlook for S&P 500 stocks is solid with 9% growth in 2024.

We are neutral equities, which means we hold a position equal to the long-term strategic asset allocation. This reflects a balanced view. On the one hand, our expectation is that the Federal Reserve has concluded the monetary tightening cycle and is landing the economy softly and the authorities in China have re-started the engine of fiscal expansion. On the other hand, elevated and rapidly rising real yields siphon demand from equity markets and challenge the valuation of stocks that have been dependent on low yields in the past. This outlook also underpins our preference for value-oriented stocks and EM equities. Eventually, even a soft landing involves a moderation in activity, and this should lead to additional downward pressure on wages and consumer prices and down the track, also on bond yields. This will result in very strong returns from bonds in the higher quality spectrum of the fixed income universe.

In Australia the historical barometer of the overall economy, the housing market, has rebounded and house prices are up 8% versus the lows earlier in the year. There is some moderation in consumer spending and hours worked, but the economy is at full capacity and the savings pool is still providing a sufficient offset to higher mortgage repayments. Looking ahead, we expect the RBA will re-start monetary tightening in response to a slower-than-anticipated reduction in inflation. This comes at a time when mortgage buffers are due to run out for many borrowers, creating stress in pockets of the economy. This is likely to be masked by aggregate strength on the back of fast population growth and the attendant demand for housing and related goods and services. As such, we expect upside potential for the AUD as interest rate differentials begin to favour Australian bonds and risk appetite returns.

Data Sources

Credit Suisse, unless otherwise specified.

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Agenda Item 10

Secretariat report



Secretariat Report – November 2023

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Executive Summary




Introduction

This report is provided to the APNIC Executive Council (EC) for the quarterly meeting on 26-28 November 2023. It provides a summary of activities from 1 January to 31 October 2023.

The structure of this report reflects the APNIC Strategic Plan 2020-2023 and the 2023 Activity Plan, with activities reported according to strategic pillar and workstream, and against their success indicators.




Success Indicators summary

The 2023 Activity Plan includes 123 success indicators, representing specific targets for activities within the plan. The status of success indicators is represented by a coloured circle as follows.

Pillar	Completed 	In progress 	At risk 
1. Membership	4	8	2
2. Registry	5	5	2
3. Development	36	12	6
4. Information	6	6	0
5. Capability	13	13	5
TOTAL	64	44	15
Percentage	52%	36%	12%

A summary of activities in each pillar and workstream is below.

1 Membership

	Completed 	In progress 	At risk 
Membership	4	8	2
Percentage	29%	57%	14%

1A Member Services

- The Helpdesk met its response time SLA (99.97%) with 96% (501/522) of service satisfaction ratings being 'Excellent' or 'Above Average' ([1A.1](#)).
- There were 252 Member Services engagements across 35 economies, including quarterly meetings with all NIRs, visits to CNNIC, KRNIC, JPNIC and IRINN, and visits from VNNIC and KRNIC ([1A.1](#)).
- Final attempts to contact and help remaining historical custodians claim their resources is nearing completion (only 148 cases remain). Registration was removed for 1,946,624 IPs associated with 2,145 cases, and 665,856 IPs associated with 180 cases were recycled ([1A.1](#)).
- There were 352 user research engagements (user experience tests, surveys, and one-on-one interviews). 96% of feedback items were resolved ([1A.2](#)).
- New Member outreach was conducted at ITCN Expo 2023 (Islamabad), APNIC 55 (Manila), Convergence India 2023 (New Delhi), CommunicAsia 2023 (Singapore), ISPIA Conclave (Pune), PCTA Convention 2023 (Manila), Indonesia Internet Expo (Jakarta), and APNIC 56 (Kyoto) ([1A.3](#)).
- 607 (net) new Members brought total APNIC membership to 9,875 ([1A.3](#)).

1B Membership Products

- MyAPNIC achieved a Customer Effort Score (CES) – a measure of website ease of use – of 4 out of 5, and maintained availability at 99.99% (1B.1).
- Five membership product [roadmap](#) goals are in progress:
 - Improve Member contact management in MyAPNIC
 - Improve internal API authentication
 - Adding more widgets to the MyAPNIC dashboard
 - Re-architecting the workflow code off end-of-life OS servers
 - Automating and improving account closure processes
- An additional four goals are in progress:
 - APNIC fee adjustments
 - Renewal workflow
 - Orbit platform improvements
 - RT to Salesforce migration
- An additional five goals were completed:
 - Organization name change improvements
 - Orbit UX improvements to list management and subscription display
 - System updates for historical resources transition project including billing improvements
 - System updates for GST in Singapore and future changes to other economies regarding GST
 - New voting processes for APNIC By-laws Reform and updates to SIG and IANA RC voting (1B.2)

1C Membership Reporting

- The 2023 Activity Plan and Budget and 2022 Annual Report were published and presented at the APNIC AGM (1C.1).
- The 2024-2027 Strategic Plan was completed and an overview presented at APNIC 56 (1C.1).

2 Registry

	Completed 	In progress 	At risk 
Registry	5	5	2
Percentage	42%	42%	16%

2A Registration Services

- APNIC received an additional 2,048 ASNs from IANA in May 2023 (2A.1).
- APNIC's available and reserved IPv4 space increased due to the historical resources transition project. 1,946,624 addresses were reclaimed, with 665,856 recycled back into the available pool (2A.1).
- 8,299 of 10,320 active accounts have a validated IRT object, a validation rate of 80.4% (2A.2).

2B Registry Products




- Work continues on understanding and documenting RPKI failure modes, and developing mitigation and recovery procedures (2B.2).
- All registry services (Whois, RDAP, RPKI, RDNS, IRR) maintained availability of 99.99% (2B.2).

- Two registry product roadmap goals are completed ([2B.3](#)):
 - Pre-validation of all RPKI changes to avoid errors
 - Improving ASN delegation identity in whois and MyAPNIC
- Two roadmap goals are in progress:
 - RPKI Signed Checklists (RSC) object implementation (creation/validation)
 - Updating authorization mechanisms for whois
- One roadmap goal has not started:
 - NIR ASN direct assignments
- An additional five goals were completed:
 - prop-150 implementation
 - prop-151 implementation
 - ROA publication speed improvements
 - Geofeed attribute added to whois objects
 - Core registry operation updates
- Two additional goals are in progress:
 - RPKI resilience
 - Six IETF drafts
- Reimplementation of core internal registry features has been deferred to 2024 ([2B.4](#)).
- The results of a community consultation to determine the scope, feasibility and appetite for further investments in critical service availability was published. 99.99% was endorsed by the EC as the availability target for critical services ([2B.5](#)).

2C Policy Development

- Three policy proposals were endorsed by the EC for adoption following APNIC 55: [prop-147](#), [prop-150](#), and [prop-151](#) ([2C.1](#)) and were implemented ([2C.2](#)).
- Five policy proposals were considered at the APNIC 56 OPM ([prop-148](#), [prop-152](#), [prop-153](#), [prop-154](#), and [prop-155](#)). Prop-155 reached consensus and was sent to the EC for endorsement ([2C.3](#)).

3 Development

	Completed 	In progress 	At risk 
Development	36	12	6
Percentage	67%	22%	11%

3A APNIC Conferences

- APRICOT 2023 / APNIC 55 attracted 848 attendees (740 in-person and 108 online), and achieved a Net Promoter Score (NPS) of 80 ([3A.1](#)).
- APNIC 56 attracted 611 attendees (504 in-person and 111 online), and achieved an NPS of 76 ([3A.1](#)).
- APNIC's 30th Anniversary was celebrated at APNIC 56.

3B Foundation Support

- Ongoing staff and technical support was provided to the APNIC Foundation by APNIC. These support costs continue to be recovered from the Foundation ([3B.1](#)).

- A new Foundation website was developed ([3B.2](#)).
- Support was provided to help establish a NOG in Afghanistan ([3B.2](#)).

3C Community Engagement

- Event support - including sponsorship, presentations, training or technical support - was provided to 49 technical community events, including 20 NOGs and 18 security community events ([3C.1/3C.2](#)).
- Staff participated in NRO EC/CG meetings (14), ITCG calls (9), and RIR, ICANN and IETF meetings ([3C.3](#)).
- Staff participated in meetings for the IGF MAG (8), IGFSa Executive Committee (3), APriIGF MSG (9) and APriIGF Program Committee (16) ([3C.4](#)).
- APNIC co-organized sessions on Internet fragmentation the IGF 2023 and APriIGF 2023 ([3C.4](#)).
- Technical training to seven APT member states is ongoing ([3C.5](#)).
- APNIC has applied to the UN ECOSOC for renewal of APNIC's 'consultative status' ([3C.5](#)).
- Staff participated in 356 engagements with Members and the community ([3C.6](#)).

3D Community Participation

- Updates to the SIG Guidelines and election procedures reached consensus at APNIC 55 ([3D.1](#)).
- Following community consultation, five proposals to amend the APNIC By-laws were put to a vote of the membership and [all resolutions passed](#) at APNIC 56 ([3D.1](#)).
- The number of new Orbit users (1,198) grew strongly, as did public Orbit list posts (1,571 new posts) ([3D.2](#)).
- Forty-two percent of APRICOT 2023 (387) and APNIC 56 (233) attendees were newcomers ([3D.3](#)).
- Thirty-two fellows were selected (19 female, 12 male, 1 unspecified; 22 professionals, 8 youth and 2 returning fellows) for the APNIC 56 Fellowship program from 491 applicants. 94% graduated the program and it achieved an NPS of 100 ([3D.3](#)).

3E APNIC Academy




- Two new online courses (Cybersecurity Fundamentals and Intro to BGP) and six new labs (hashing, DNS tunnelling, brute-force SSH, syslog detection, IXP Manager Setup, and IXP Peering) were launched ([3E.1](#)).
- Training was provided in face-to-face, online and hybrid formats, including at 32 technical community events, 20 NOGs, APRICOT 2023 and APNIC 56. Instructors have delivered 324 courses (face-to-face, online and hybrid) to 7,718 attendees ([3E.2](#)).
- Community Trainers (CTs) have led 61 training events including 24 open lab sessions. Nine new CTs were recruited from Sri Lanka, Bangladesh, Laos PDR, Papua New Guinea, Thailand, India and Nepal. ([3E.3](#)).
- APNIC provided technical assistance to Members in Bangladesh, Philippines, Nepal, Maldives, Micronesia, Australia, and Mongolia ([3E.4](#)).
- Twenty-eight RPKI training sessions were conducted, with ten delivered by CTs. Lao PDR reached 93.29% ROA coverage in July following training. ([3E.5](#)).
- Forty-eight IPv6 training events were conducted, with 21 led by RCTs. IPv6 capability for the Asia Pacific region was 43.56% as measured by APNIC Labs. ([3E.6](#)).
- Three Academy product [roadmap](#) goals are in progress:
 - Improve Academy data reporting with BI tools
 - Design training certification program
 - Integrate TA platform with Salesforce case management tools
- One additional goal is in progress:

- Stage 2 of the Training Wiki migration to APNIC Academy ([3E.8](#)).
- The IPGO app was launched in August ([3E.9](#)).

3F Internet Infrastructure Support

- Upgrade support was provided to an IXP in Fiji, with IXPs in the Philippines, Thailand and Vanuatu identified for upgrades ([3F.1](#)).
- The Community Honeynet server infrastructure was upgraded and 80 new sensors were deployed ([3F.2](#)).
- M-Root instances were deployed in Jakarta (IIX-JK/OpenIXP), Mongolia (MISPA) and Kaohsiung (TWIX). Deployment of ten additional nodes is in progress; twelve new sites have been identified and deployment preparations have commenced ([3F.3](#)).

4 Information

	Completed 	In progress 	At risk 
Information	6	6	0
Percentage	50%	50%	0%

4A Information Products

- The APNIC Blog averaged 88,572 views per month, a 11% increase from 79,707 in 2022. There were 21 PING podcast episodes published, attracting 21,517 'impactful plays' (episode listens of 75% or longer) ([4A.1](#)).
- DASH alert subscriptions increased by 67% to 167 subscribers. There are also 93 subscribers to suspicious traffic reports ([4A.2](#)).
- Two Information product [roadmap](#) goals were completed:
 - Add suspicious traffic alerts to the notification platform
 - Expand REx to cover global RIR delegation data
- Four roadmap goals are in progress:
 - Add DASH widgets to the MyAPNIC dashboard
 - Expand notification channels
 - Add DNSSEC and RPKI statistics to REx
 - Complete a prototype that explores graph database capabilities ([4A.3](#))
- A new <http://apnic.net> information architecture plan has been developed, based on research with 149 community participants ([4A.4](#)).

4B Research and Analysis

- Research collaboration continued with ISOC in support of MANRS, DNS and DNSSEC measurements with ICANN, and DNS query traffic with Cloudflare ([4B.2](#)).
- Labs research featured in 31 articles, 24 event presentations, and 10 podcasts ([4B.3](#)).

5 Capability

	Completed 	In progress 	At risk 
Capability	13	13	5
Percentage	42%	42%	16%

5A Internal Technical Infrastructure

- Quarterly data centre failover testing of the firewall and load balancer was completed ([5A.2](#)).
- The availability monitoring system has been updated ([5A.3](#)).
- Twenty-seven valid vulnerability reports were received for assessment and mitigation; ISO 27001 external surveillance audit was completed with five minor findings ([5A.4](#)).
- Semgrep code testing is actively scanning 50 projects ([5A.6](#)).
- Migration of all hosts away from a legacy operating system is in progress ([5A.7](#)).

5B Finance and Business Services

- The annual audit of APNIC's 2022 financial accounts was presented to the EC at APNIC 55 ([5B.1](#)).
- A revaluation of the Cordelia St property was completed ([5B.1](#)).
- Registration for Singapore GST and Cambodia VAT was completed, following assessment of APNIC's liability for tax in those economies ([5B.1](#)).
- A preferred supplier for travel management services has been shortlisted for a December trial ([5B.2](#)).
- A new report automation platform is now used for activity reporting and monthly financial reports ([5B.3](#)).

5C Employee Experience

- Completed the first 2023 Glint Employee Engagement survey with an overall engagement score exceeding the global benchmark ([5C.1](#)).
- An organizational structure review is complete and a change management process has started ([5C.1](#)).
- A workforce plan is in place for 2023 with zero headcount growth ([5C.2](#)).

5D Governance

- Kenny Huang, Yoshinobu Matsuzaki, Roopinder Singh Perhar, and Anlei Hu were elected to the APNIC EC for two-year terms ([5D.1](#)).
- The Code of Conduct for EC nominees was implemented for the 2023 EC election ([5D.2](#)).
- APNIC's corporate insurance program was reviewed and renewed for 2023 ([5D.2](#)).
- APNIC EC Limited was officially appointed as trustee of the sole share in APNIC Pty Ltd. ([5D.2](#)).
- A majority of EC Members have now been appointed as Directors of APNIC Pty Ltd and APNIC EC Limited ([5D.2](#)).
- APNIC's Members approved all five proposed resolutions to amend APNIC's By-laws to improve the integrity of APNIC's elections, with ~90% votes in favour ([5D.2](#)).
- The external ISO9001 surveillance audit was completed successfully with zero non-conformances ([5D.2](#)).

Budget Performance

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













































Pillar	Workstream	PY				Expense				Capital			
		Budget	Actual		Variance	Budget	Actual		Variance	Budget	Actual		Variance
Membership	Member Services	12.78	13.18		3%	2,264,273	2,366,019		4%				0%
	Membership Products	8.27	8.15		-1%	1,297,120	1,301,593		0%				0%
	Membership Reporting	1.69	1.29		-23%	805,815	893,170		11%				0%
Registry	Registration Services	4.89	5.00		-2%	596,790	606,376		2%				0%
	Registry Products	9.50	9.24		-3%	2,119,270	2,210,969		4%				0%
	Policy Development	0.69	0.87		26%	622,700	741,658		19%				0%
Development	APNIC Conferences	4.35	6.12		41%	1,580,831	1,579,664		0%	33,500	23,154		-31%
	Foundation Support	1.40	0.67		-52%				0%				0%
	Community Engagement	6.24	7.08		14%	1,788,505	1,837,435		3%				0%
	Community Participation	3.77	2.45		-35%	599,805	616,787		3%				0%
	APNIC Academy	19.65	16.74		-15%	3,549,322	3,683,329		4%	15,000	13,183		-12%
	Internet Infrastructure Support	2.01	1.38		-31%	980,825	668,392		-32%	10,000			-100%
Information	Information Products	7.79	6.63		-15%	1,460,600	1,459,889		0%				0%
	Research and Analysis	0.95	1.23		29%	841,173	858,898		2%	45,000	21,941		-51%
Capability	Internal Technical Infrastructure	16.18	17.38		7%	3,341,040	3,082,079		-8%	343,800	294,283		-14%
	Finance and Business Services	14.89	15.21		2%	2,530,650	2,363,715		-7%	628,700	12,537		-98%
	Employee Experience	6.05	5.40		-11%	1,707,185	1,497,806		-12%				0%
	Governance	3.42	3.17		-7%	918,380	1,020,164		11%				0%
Total		124.52	121.21		-3%	27,004,284	26,787,944		-1%	1,076,000	365,098		-66%

Table 1: Budget Performance

Notes:  within 5%  6-25%  26-50%  above 50% variance

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.

1A Member Services

Operations

1A.1 Member service delivery

Objective: Deliver excellence in service to APNIC Members.

Service requests SLA

- The SLA to respond to Member queries within 48 hours (two working days) has been 99.97% met.

Service satisfaction ratings

- 96% of service satisfaction ratings (501/522 requests) were either 'Excellent' or 'Above Average'.
- Follow up of 'Poor' ratings revealed five were submitted in error when completing the feedback form. Other 'Poor' ratings included six requests by Members with additional questions (all resolved), two requests that were out of scope, and one regarding a Membership application that was rejected for providing fabricated documents.

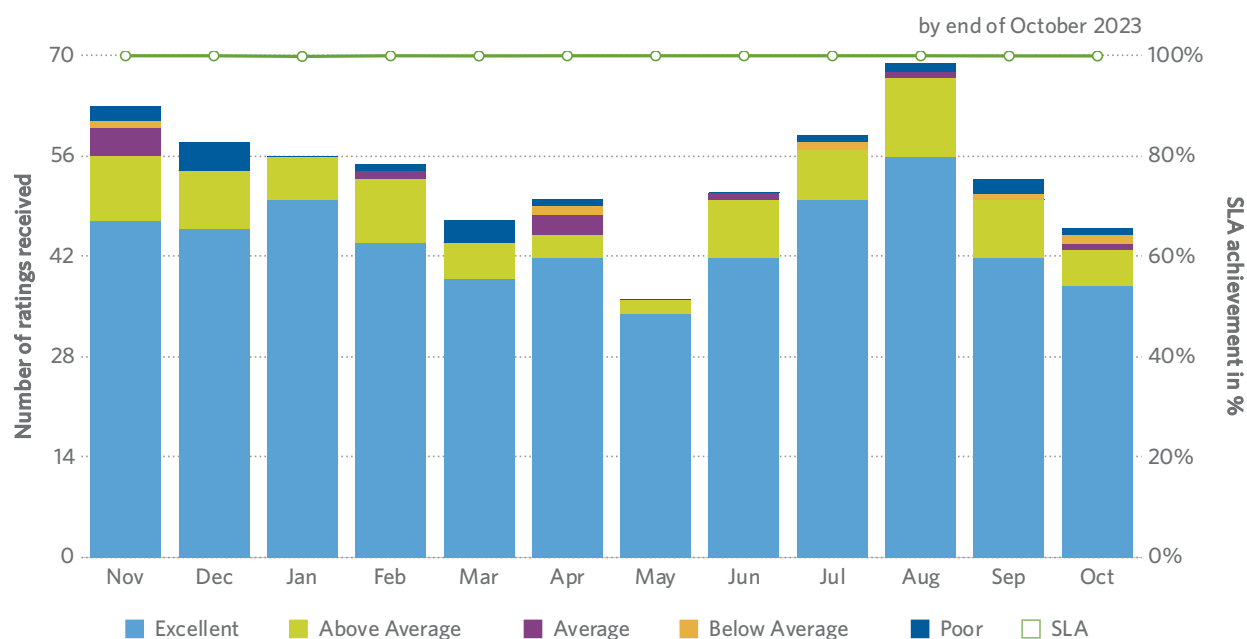


Figure 1: Service SLA and satisfaction

Member Outreach

- Conducted 252 proactive Member outreach engagements across 35 economies, covering RPKI, resource transfers, technical assistance, upcoming events, and the historical resources transition project.
- Visited KRNIC and JPNIC in February, IRINN in March and CNNIC in June, to discuss registry operations. Staff from KRNIC and VNNIC visited APNIC in June and August, respectively, to discuss future collaboration and improve registry operations.
- Held quarterly meetings with all NIRs (Q1 and Q2 online, and Q3 face-to-face at APNIC 56).

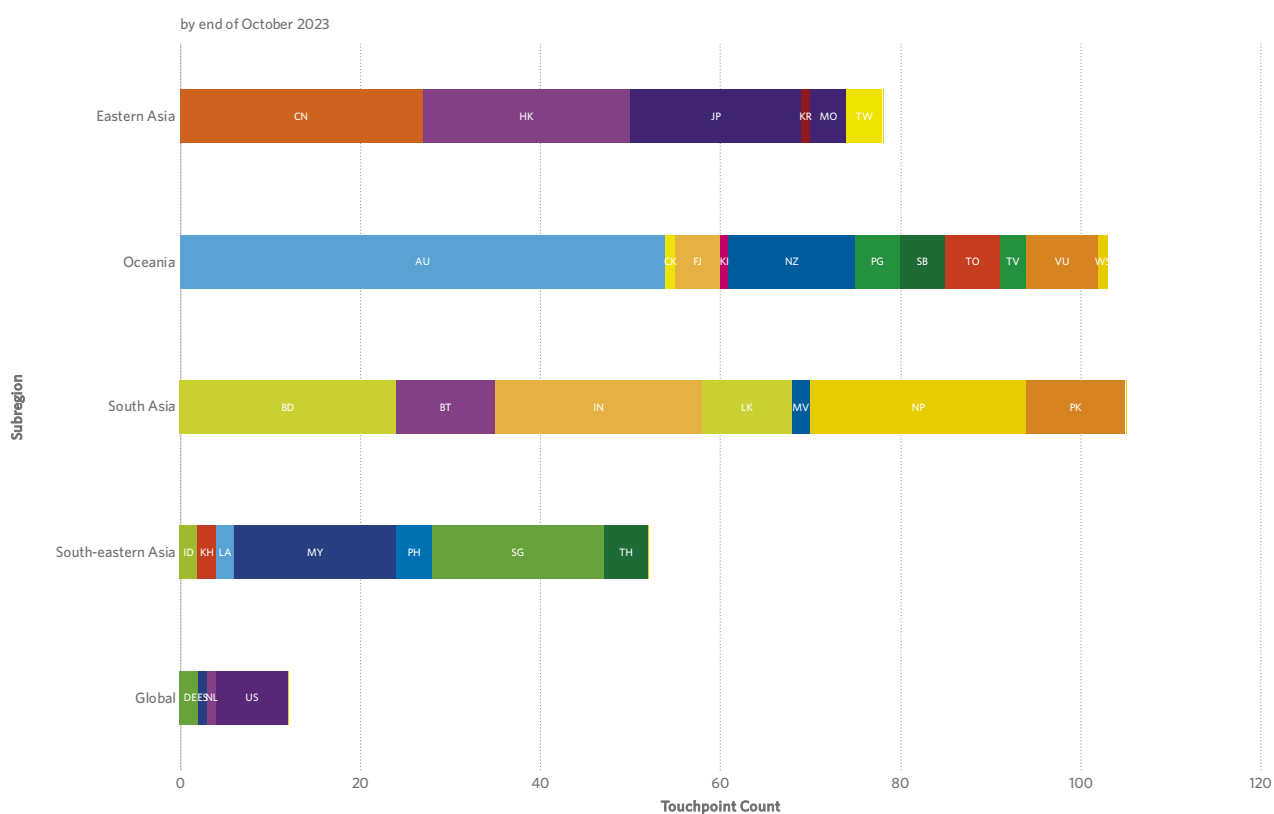


Figure 2: Member outreach touchpoints per economy

Fraud Handling

- Fraud cases remained low, with 20 cases involving attempts to open APNIC accounts with fabricated documents.

Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Identity theft	-	-	-	-	1	-	-	-	-	-
Fabricated documents	3	1	2	1	2	2	-	4	2	2
Fabricated needs	-	-	-	-	-	-	-	-	-	-
Total fraud cases	3	1	2	1	3	2	0	4	2	2

Table 2: Fraud cases

Historical resources transition





- Final attempts to contact and help remaining historical custodians claim their resources are in progress.
- Removed registration for 1,946,624 IPs associated with 2,145 cases, and 665,856 IPs associated with 180 cases were recycled. Address recycling and registration removals are processed in bulk (including reversals).

Outcome	Total		Routed		Unrouted	
	Cases	Addresses	Cases	Addresses	Cases	Addresses
Yet to contact	-	-	-	-	-	-
No Response - Attempting to contact holders - Registration removed*	406	599,808	16	82,432	390	517,376
Not contactable - Registration removed*	1,188	805,888	-	-	1,188	805,888
Retained by holder	822	4,294,912	446	2,523,392	376	1,771,520
Being claimed by holder	148	418,304	148	418,304	-	-
Did not complete the claim process - Registration removed*	257	438,528			257	438,528
Voluntarily returned to APNIC - Recycled**	109	111,872	-	-	109	111,872
Prefixes no longer needed - Registration removed*	294	102,400	-	-	294	102,400
Routed without authority	8	16,384	8	16,384		
Reclaimed under Unused Historical Resource policy - Recycled**	71	553,984	-	-	71	553,984
Total	3,303	7,342,080	618	3,040,512	2,685	4,301,568

Table 3: Cases of historical resources holders

** Total recycled: 180 cases / 665,856 IPv4 addresses

**Total registration removed: 2,145 cases / 1,946,624 IPv4 addresses

Success Indicators – 1A.1.		Results	Status
1	Maintain Helpdesk SLA of two-business day response to enquiries (>99.90%).	99.97%	
2	Maintain Member Service satisfaction of at least 93% “excellent and above average”.	96%	
3	Achieve proactive Member service engagement in a minimum of 40 economies.	35 economies	
4	Membership and resource status of final 1,587 historical resource holders resolved.	1,439/1,587 resolved	

1A.2 Member experience

Objective: Members and the community enjoy a positive user experience using all of APNIC’s products and services and can easily provide feedback for improvements.

Feedback summary

- Members and the community provided 3,447 feedback items, with 922 requiring action. Of those, 891 (96%) were resolved and 31 (4%) are open.

- 73% of feedback received is from the training area. A comprehensive review of training course content is in progress based on feedback from the community.

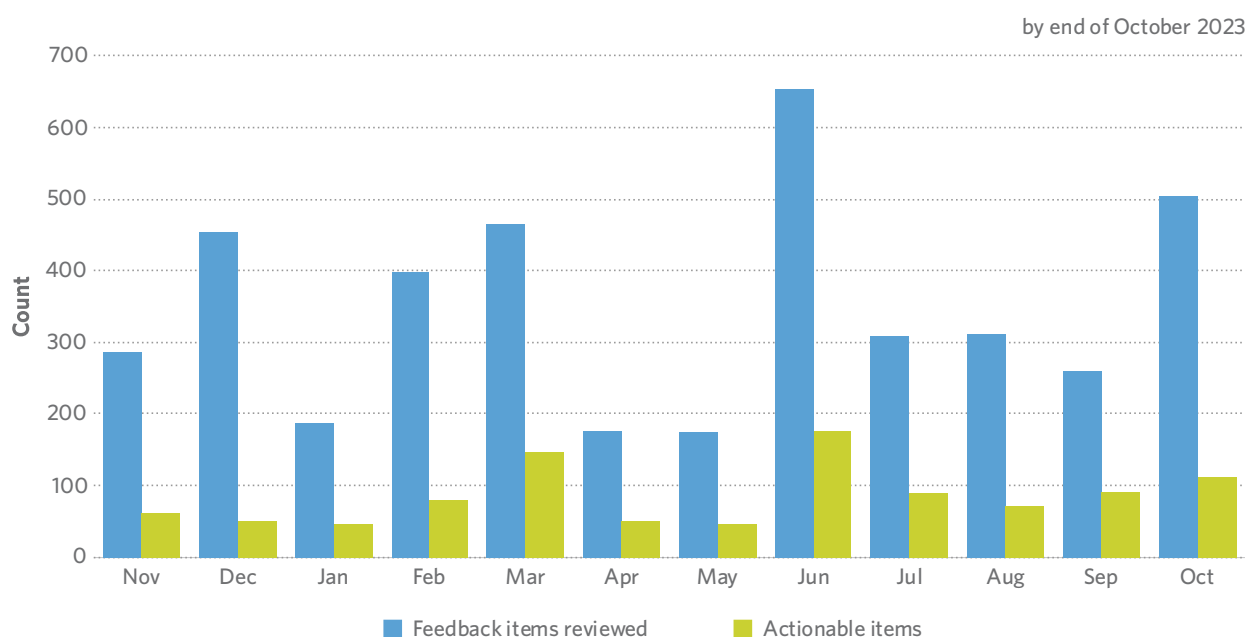


Figure 3: Feedback Received/Actionable

User research

- Conducted 352 user research engagements (user experience tests, surveys, and one-on-one interviews) with Members and the community. Fifty-six of these were face-to-face interviews.
- Managed face-to-face user research at APNIC conferences and at SANOG 40 to better understand community product needs, covering topics such as website information architecture and search, payments and billing, MyAPNIC and APNIC Academy.

Success Indicators – 1A.2.		Results	Status
1	100% of improvement suggestions are assessed and resolved.	96% resolved	🟡
2	Increase total user research to 390 engagements (+10% on 2022).	352	🟡
3	Increase face-to-face user research to 48 engagements (+30% on 2022).	56	🟢

1A.3 Membership development

Objective: Ensure organizations that may need APNIC products and services can discover and access them easily.

- Conducted 69 membership development engagements at events including ITCN Expo 2023 (Islamabad), APNIC 55 (Manila), Convergence India 2023 (New Delhi), CommunicAsia 2023 (Singapore), ISPIA Conclave (Pune), PCTA Convention 2023 (Manila), Indonesia Internet Expo (Jakarta), and APNIC 56 (Kyoto).
- A total of 761 new Members joined APNIC, including eight from Service Partners. The net new Members added (including closures and reactivations) was 607, including 217 new Members via the historical resources transition project.

- Total APNIC membership stood at 9,875.

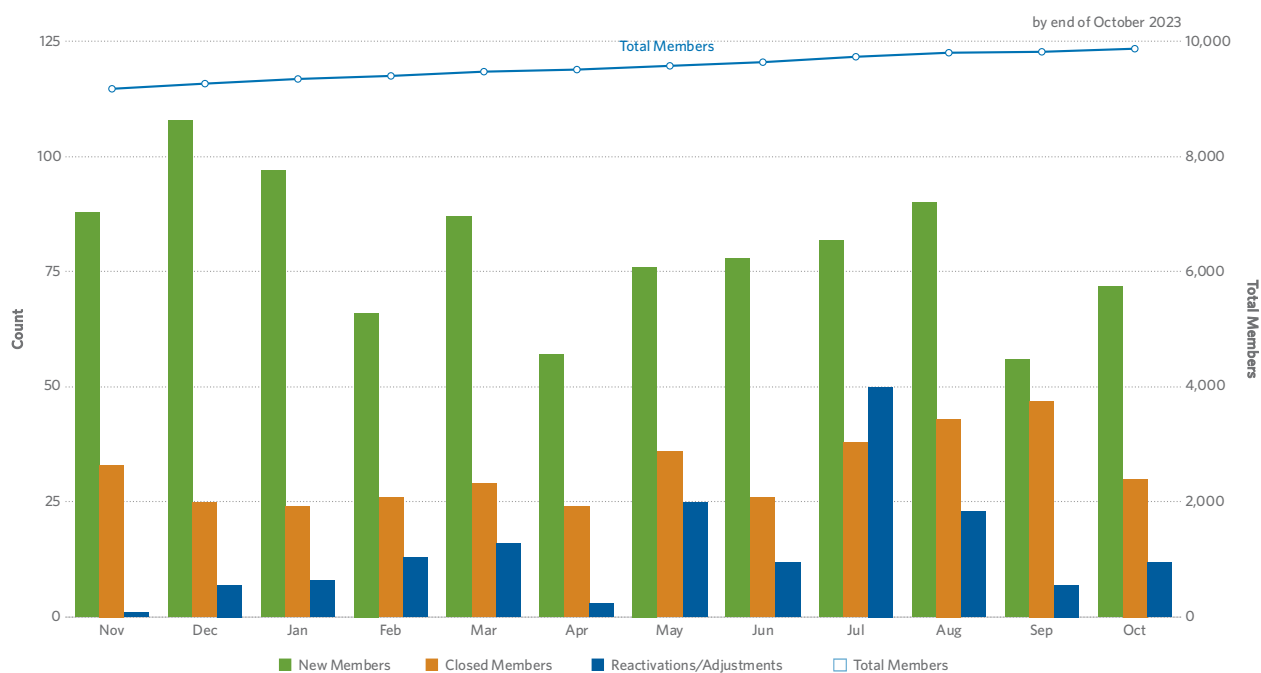


Figure 4: Membership transactions

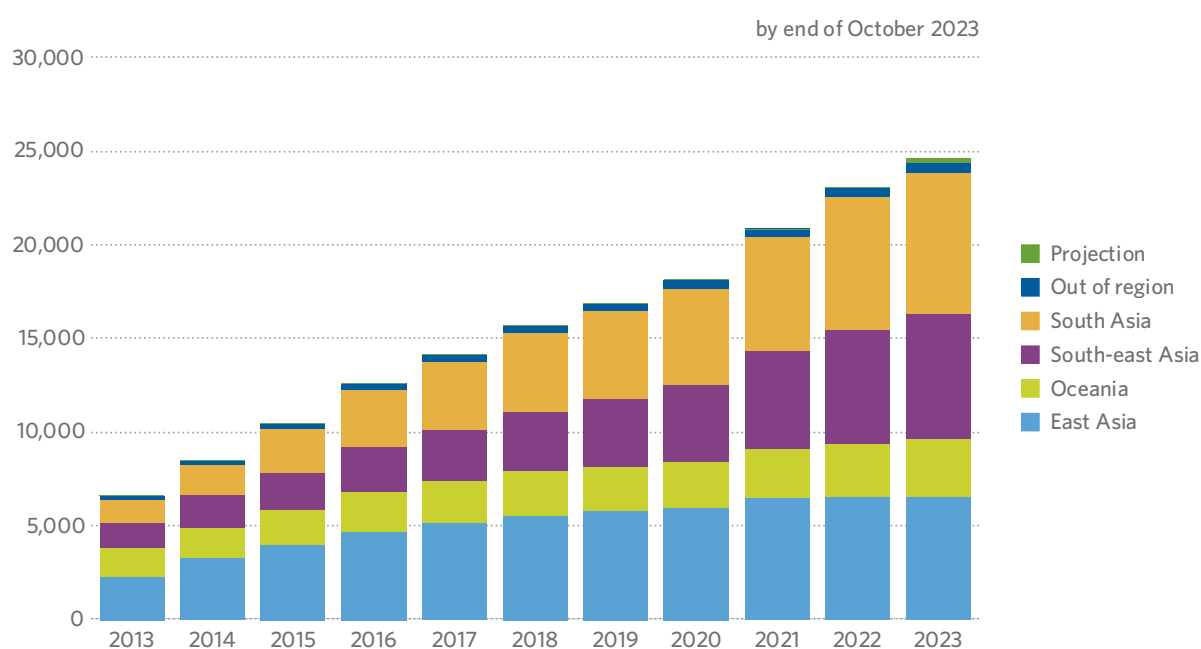


Figure 5: Total membership (APNIC + NIR, by subregion)

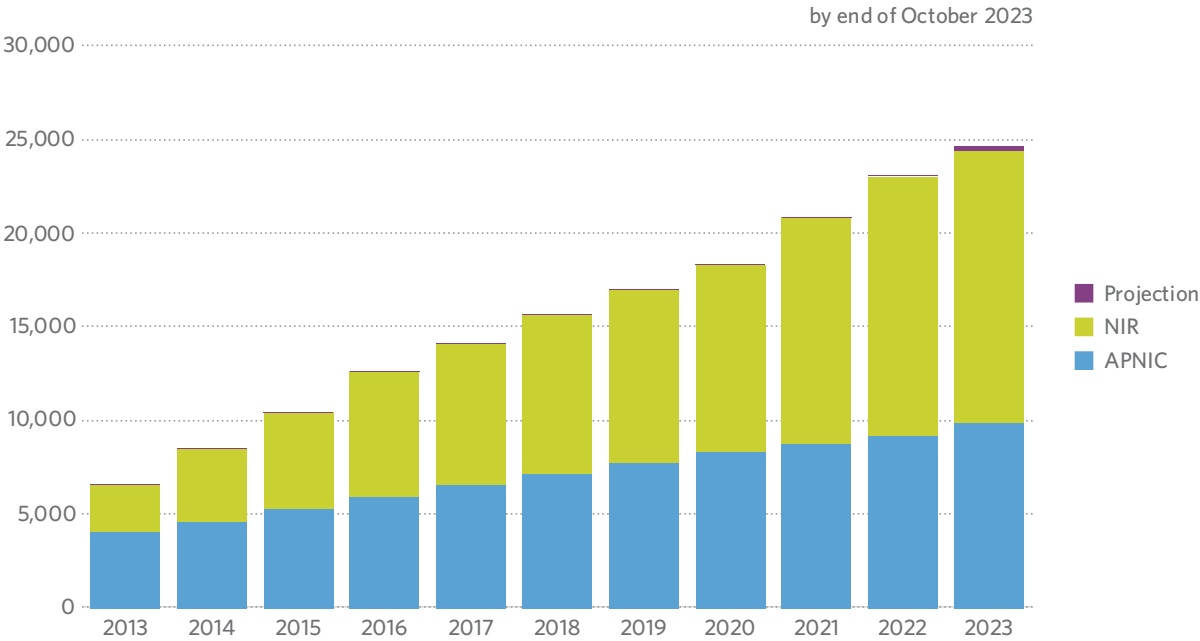


Figure 6: Total membership (APNIC + NIR)

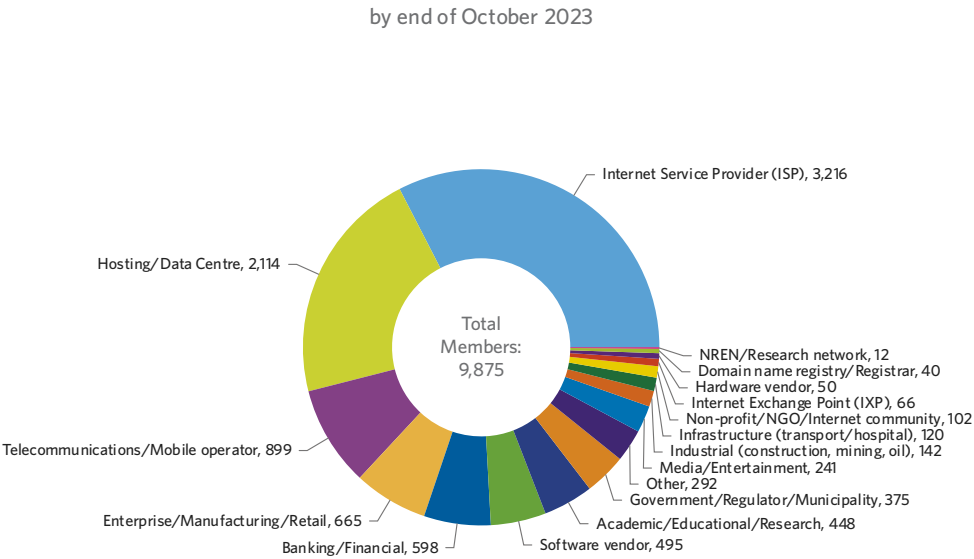




Figure 7: APNIC membership by industry type

	Success Indicators – 1A.3.	Results	Status
1	At least eight membership development activities in target economies.	7 out of 8	
2	Increase total number of net new Members to 530 (+6% on 2022).	607	



1B Membership Products

Operations

1B.1 Membership product management

Objective: Provide products and services that make it easier for APNIC Members to manage their accounts.

- Achieved a score of 4 out of 5 for a Customer Effort Score (CES) survey for MyAPNIC. All survey feedback is being analysed.

	Success Indicators – 1B.1.	Results	Status
1	Maintain MyAPNIC availability of at least 99.99%.	99.99%	
2	For MyAPNIC, achieve a Customer Effort Score (CES) of at least 4 out of 5.	4 out of 5	

Investments

1B.2 Membership product development

Objective: Develop and improve products and services that make it easier for APNIC Members to manage their accounts.

Roadmap goals in progress

- Improve Member contact management in MyAPNIC
 - The update to user management tools for staff is completed.
 - Improvements to the ARMS contact management platform is complete; improvements to the MyAPNIC contact management platform is in progress.
 - Mandatory 2FA rollout is deferred to 2024 due to OKTA upgrade challenges.
- Improve internal API authentication
 - Improvements to 20 application services are being deployed.
- Additional widgets in MyAPNIC dashboard
 - A DASH widget for displaying routing status and suspicious traffic summaries is in development.
- Re-architect workflow code off end-of-life OS servers
 - Implementation is underway.
- Automate and improve account closure processes
 - Work is in progress.


Additional goals in progress

- APNIC fees adjustments
 - Calculators are being updated to show fee adjustments.
 - Membership form being updated to accommodate Cambodian VAT.
- Renewal workflow

- Improvements to the membership renewal workflow identified and documented.
- Orbit platform improvements
 - 'What You See Is What You Get' (WYSIWYG) post editor improvements have been implemented.
 - UI and UX improvements on the list landing page are underway.
- Migrate from RT to Salesforce
 - Migration planning completed; implementation scheduled for 2024.

Additional goals completed

- Organization name change process improvements were deployed.
- Orbit improvements were made to static message content, list management and how subscriptions are displayed.
- System updates for the historical resources transition project, including a fee waiver extension and billing improvements for accounts holding historical and current resources.
- System updates to accommodate registration for Singapore GST and future consumption tax changes for other economies.
- A new voting process was deployed for the APNIC By-laws Reforms, and system updates for SIG and IANA RC elections were implemented.



Success Indicators – 1B.2.		Results	Status
1	Achieve all 2023 goals, according to the Membership Products Roadmap .	5 completed 9 in progress	

1C Membership Reporting Operations

1C.1 Planning and reporting

Objective: Ensure that APNIC remains fully accountable to its Members by providing timely, complete, and accurate information about all activities.

- Presented the 2023 Activity Plan and Budget and the 2022 Annual Report at the APNIC AGM on 2 March and published online.
- The APNIC EC and Secretariat completed the 2024-2027 Strategic Plan. An overview of the new strategic framework was presented at APNIC 56, with the full plan to be released in December.

Success Indicators – 1C.1.		Results	Status
1	Publish required reports on the day of the APNIC Member Meetings.	AGM and AMM reports published	
2	Publish EC Minutes within two months of each EC meeting.	3/3 meeting minutes published	

Registry

- Develop and deliver world-class registry products and service required by the community.
- Ensure responsible stewardship of Internet number resources and deliver accurate registry services.

2A Registration Services

Operations

2A.1 Resource registration and transfer services

Objective: Provide IPv4, IPv6 and ASN delegation, transfer, and registration services to APNIC Members.

Resource pools

- The following table shows the status of all APNIC number resource pools.
- APNIC received an additional 2,048 ASNs from IANA in May 2023.

	Total at 1 Jan 2023	From IANA	Transfers in	Transfers out	Total at 31 Oct 2023	Total delegated	Total reserved	Total available
IPv4 (/24s)	3,481,801	0	1,478	2,210	3,481,069	3,461,334	9,429	10,306
IPv6 (/32s)	1,067,008	0	0	0	1,067,008	103,496	109,480	854,032
ASNs	29,334	2,048	0	3	31,379	28,751	0	2,628

Table 4: Resource pool status

IPv4 pool status

- APNIC's available and reserved IPv4 space increased due to the historical resources transition project, which reclaimed 1,946,624 IP addresses (7,604 /24s) and recycled 665,856 IP addresses (2,601 /24s).

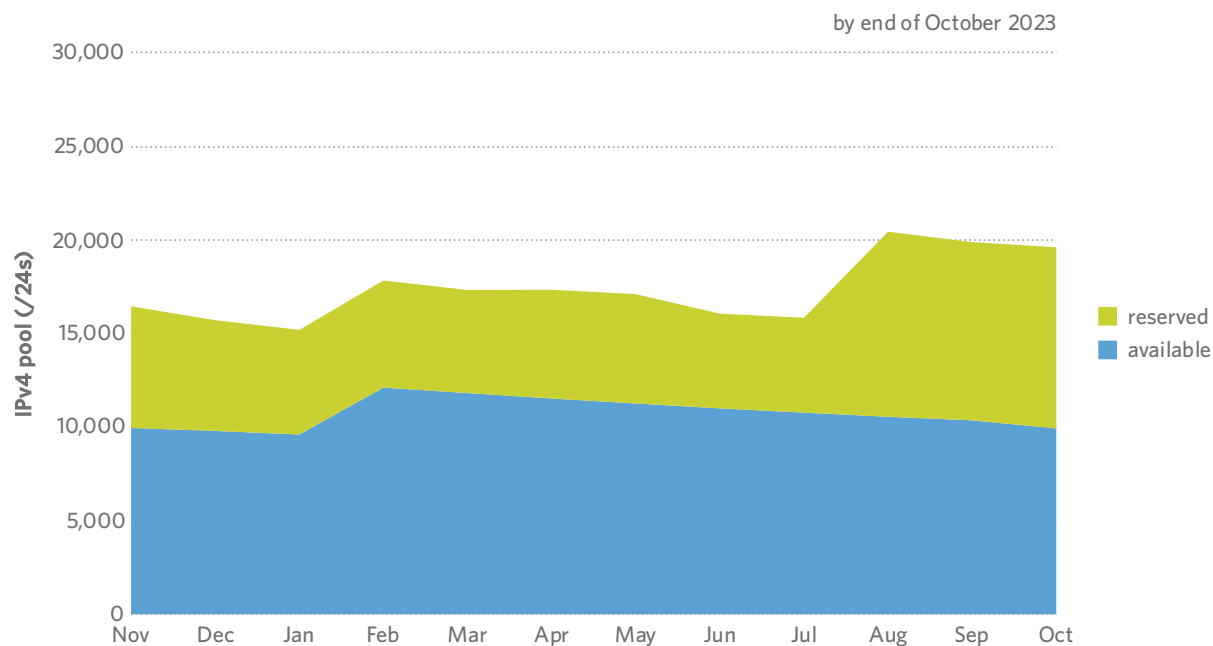


Figure 8: IPv4 pool status (/24s)

IPv4, IPv6 and ASN delegations

- The following graphs show the number of delegations for each resource type by sub-region.
- Higher delegations of IPv4 and IPv6 from IRINN, IDNIC and VNNIC contributed to elevated totals for South Asia and South East Asia compared to other sub-regions (Figures 9 and 10).
- Increased ASN delegations in June were due to ASN blocks allocated to NIRs (Figure 11).

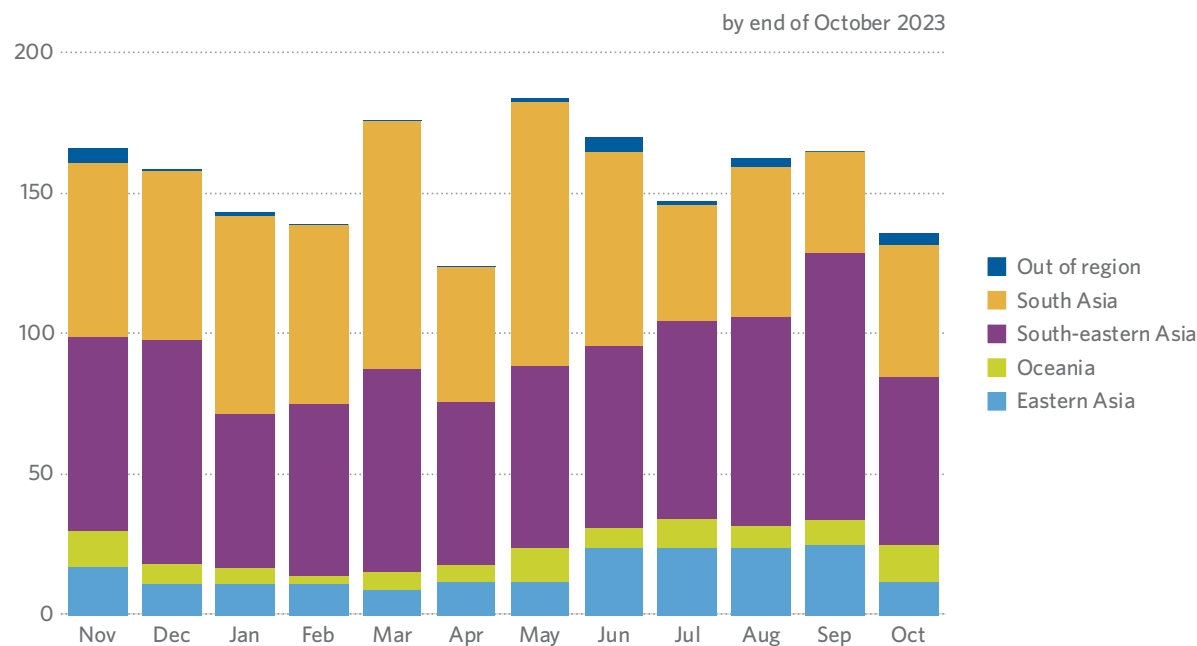


Figure 9: IPv4 delegations by sub-region

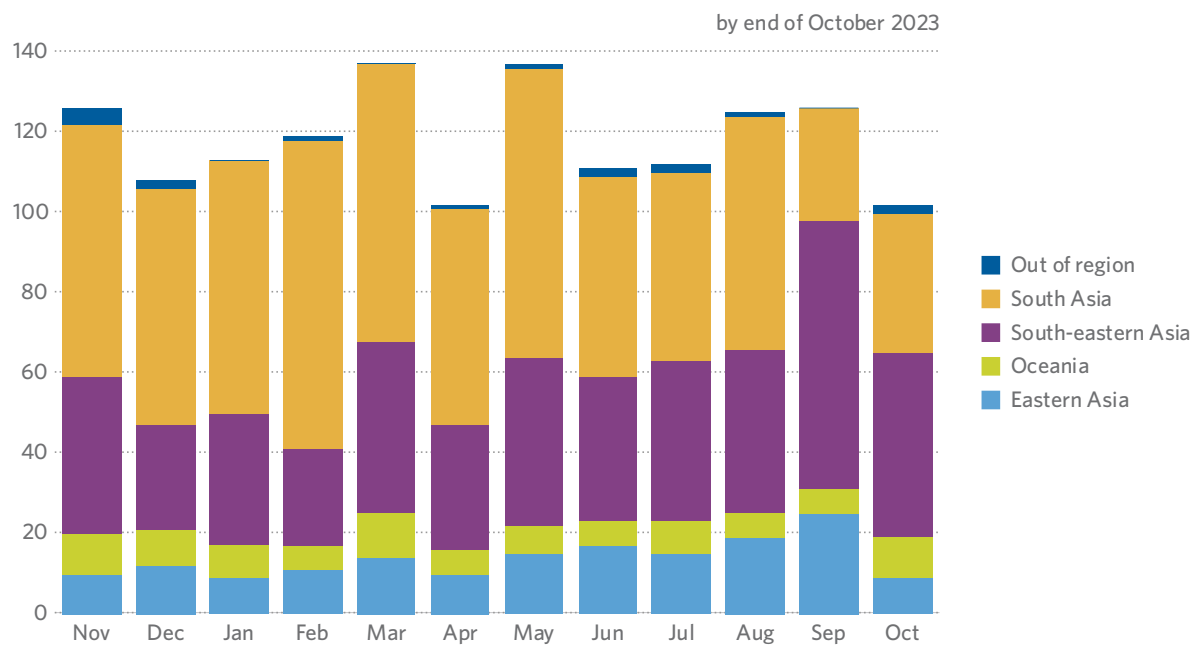


Figure 10: IPv6 delegations by sub-region

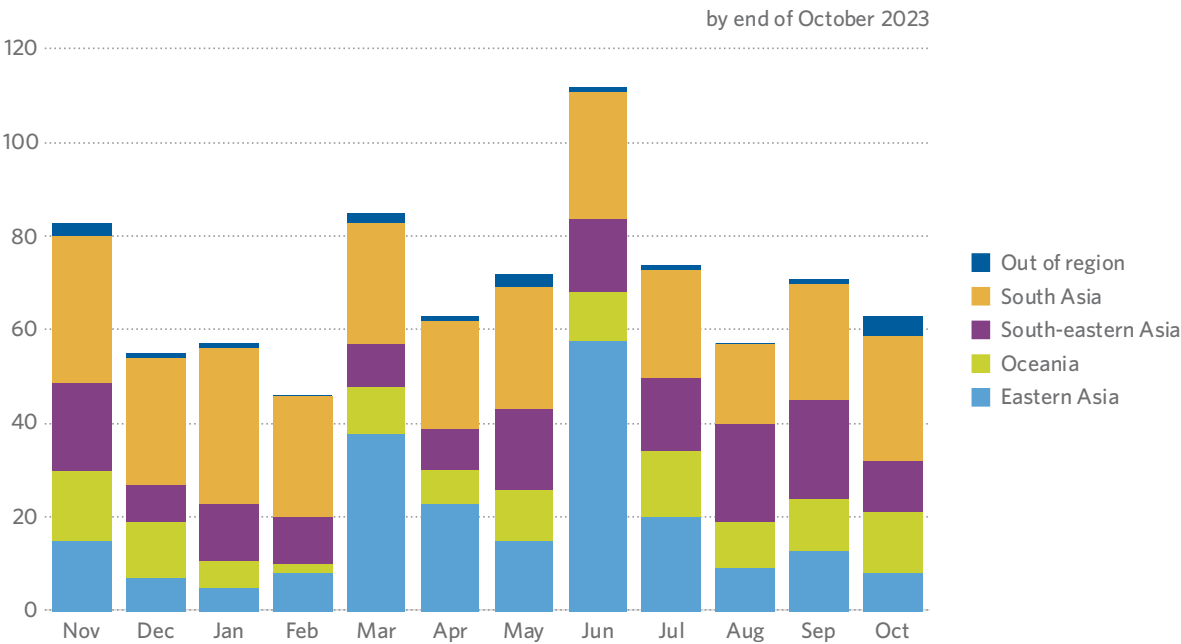


Figure 11: ASN delegations by sub-region

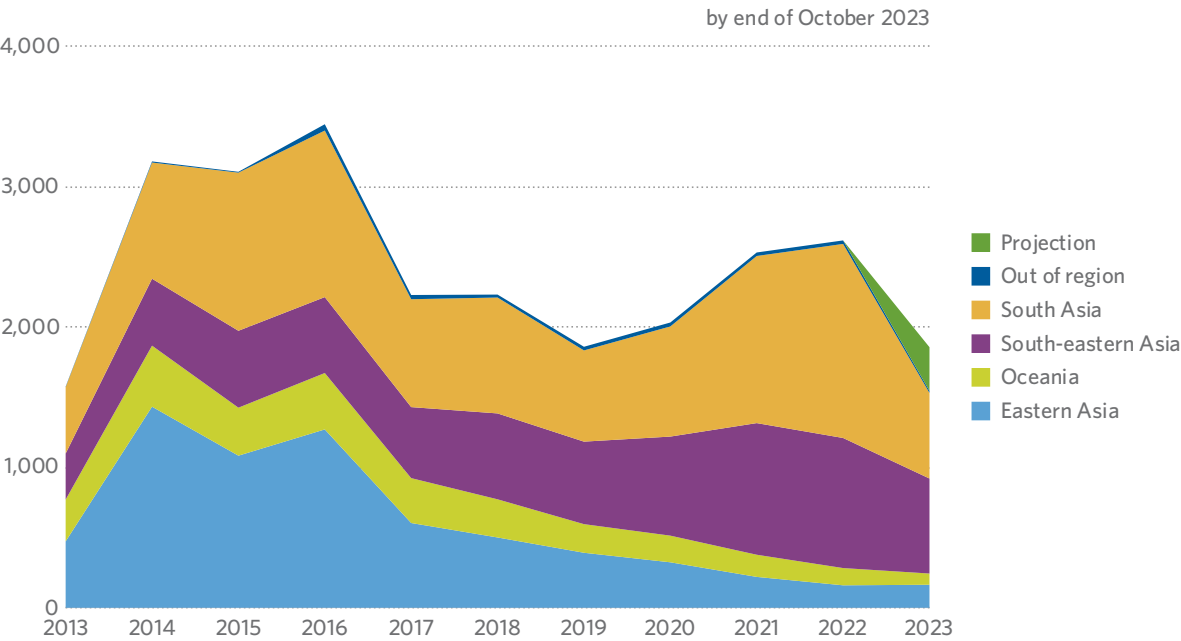


Figure 12: Annual IPv4 delegations

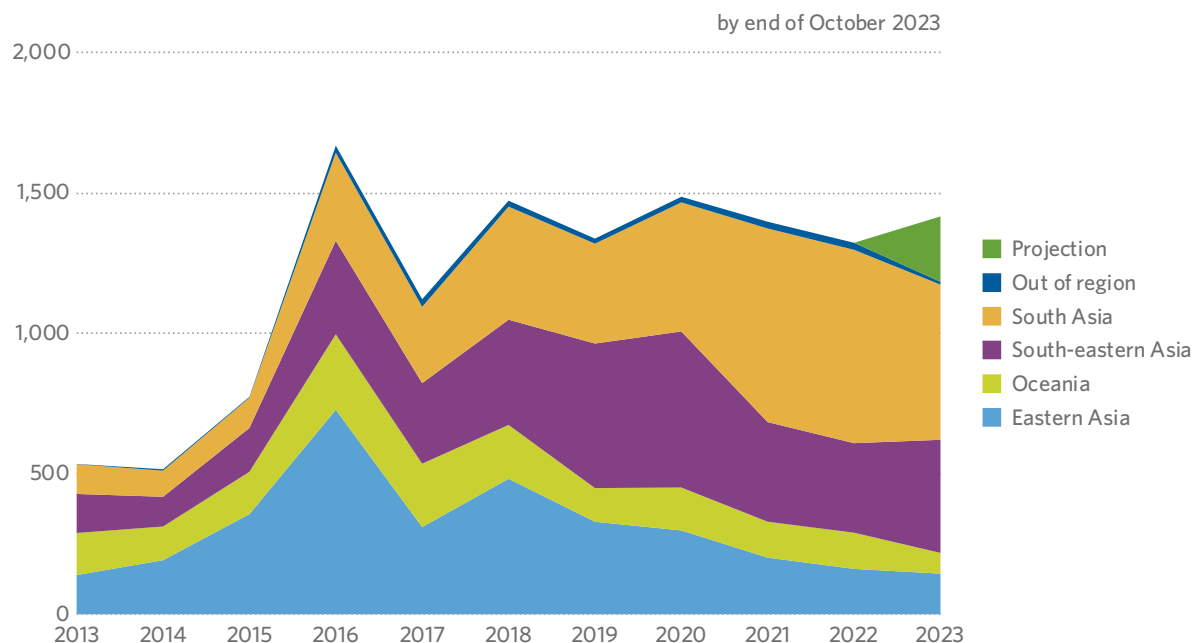


Figure 13: Annual IPv6 delegations

- In Figure 14, the peak in ASN delegations in 2021 was due to large allocations to Education and Research networks in China and India.

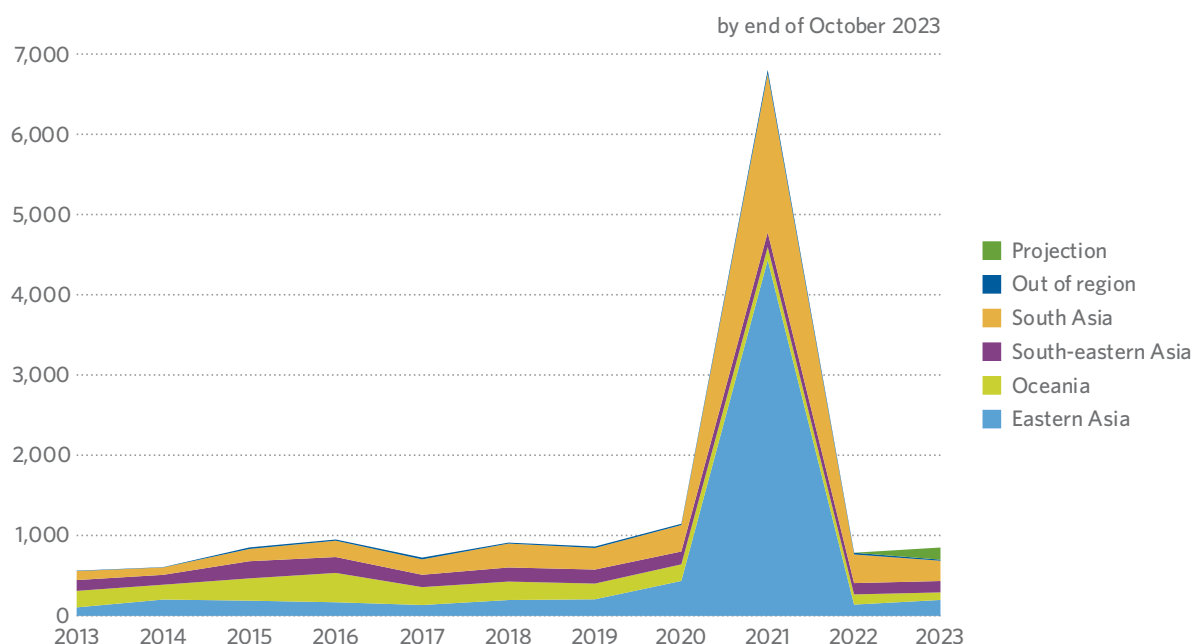


Figure 14: Annual ASN delegations

Member resource holdings

- The percentage of Members holding IPv6 was 67.73%, a decrease from the December 2022 figure of 69.47%. This is due to 217 new Members holding only historical address space. The proportion of APNIC Members holding specific resource types is illustrated below.

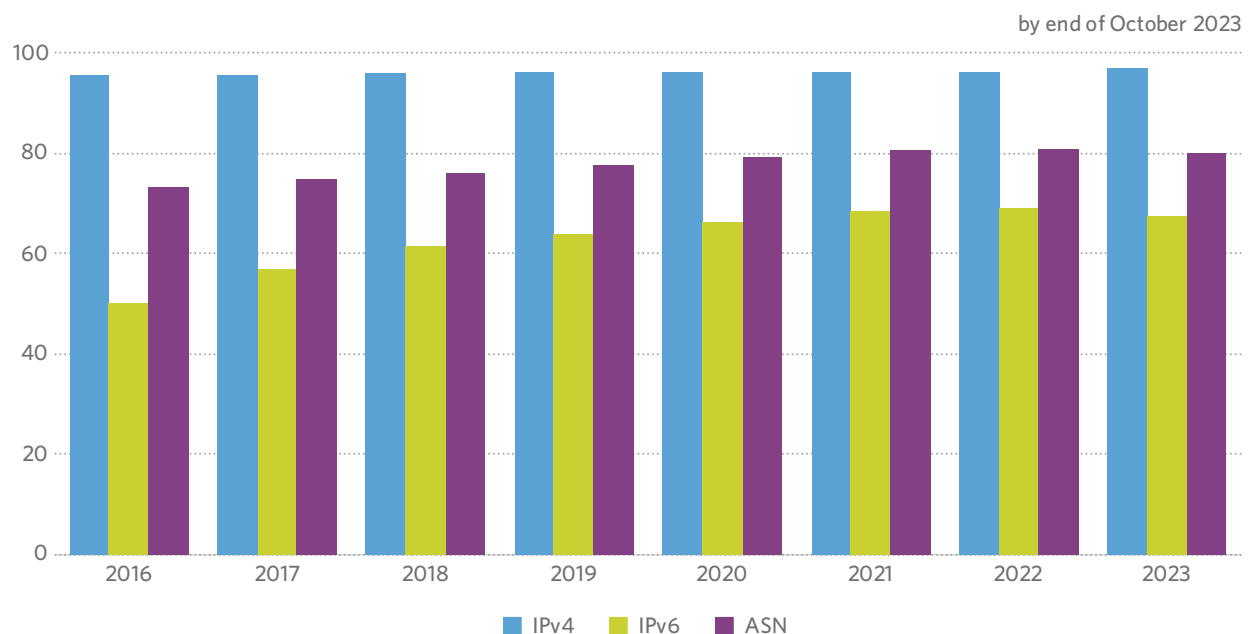


Figure 15: Member resource type holdings

IPv4 transfers: Mergers/acquisitions and historical

- The number of historical address transfers increased in February and August due to the historical resources transition project.
- The merger of Vodafone India and Idea (and subsidiaries) in India resulted in a large M&A transfer in March, and a large transfer by a single Australian Member (Coles Myer) accounted for a spike in June.
- The large figure in August is due to a Telekom Malaysia M&A transfer.

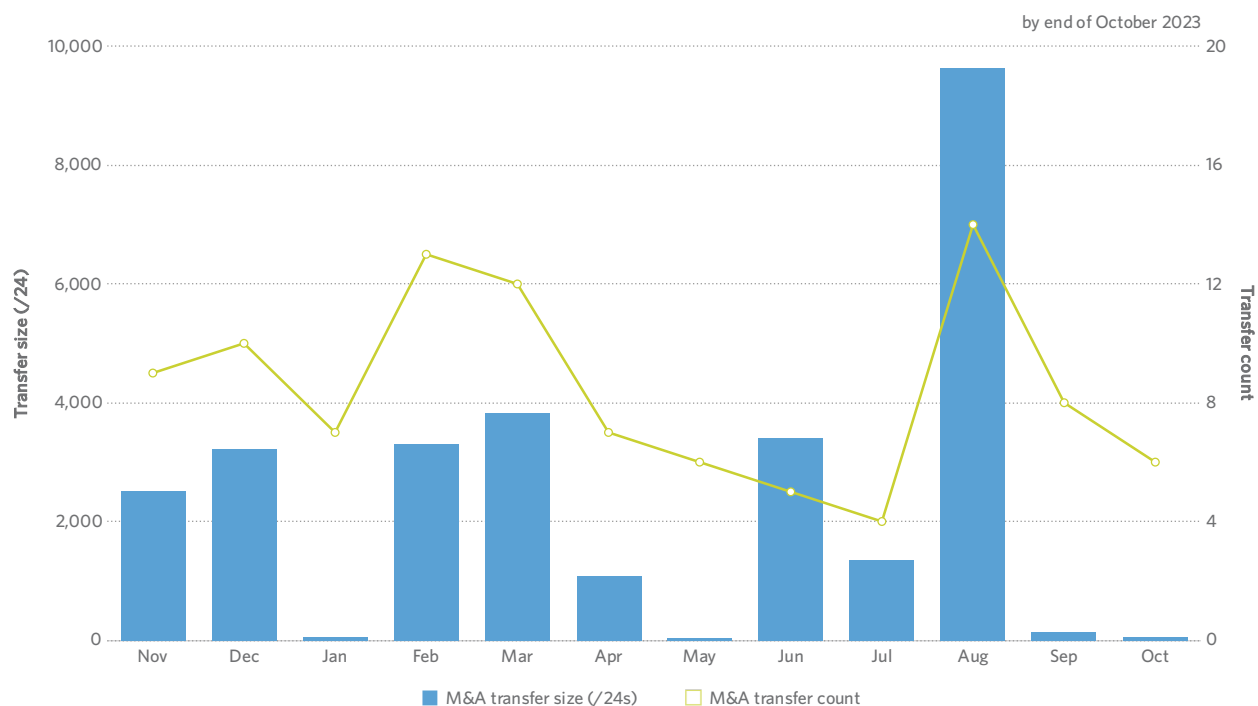


Figure 16: M&A and historical transfers

IPv4 market transfers

- There were large transfers between CNNIC sub-accounts in May, and a large transfer between JPNIC members in October.

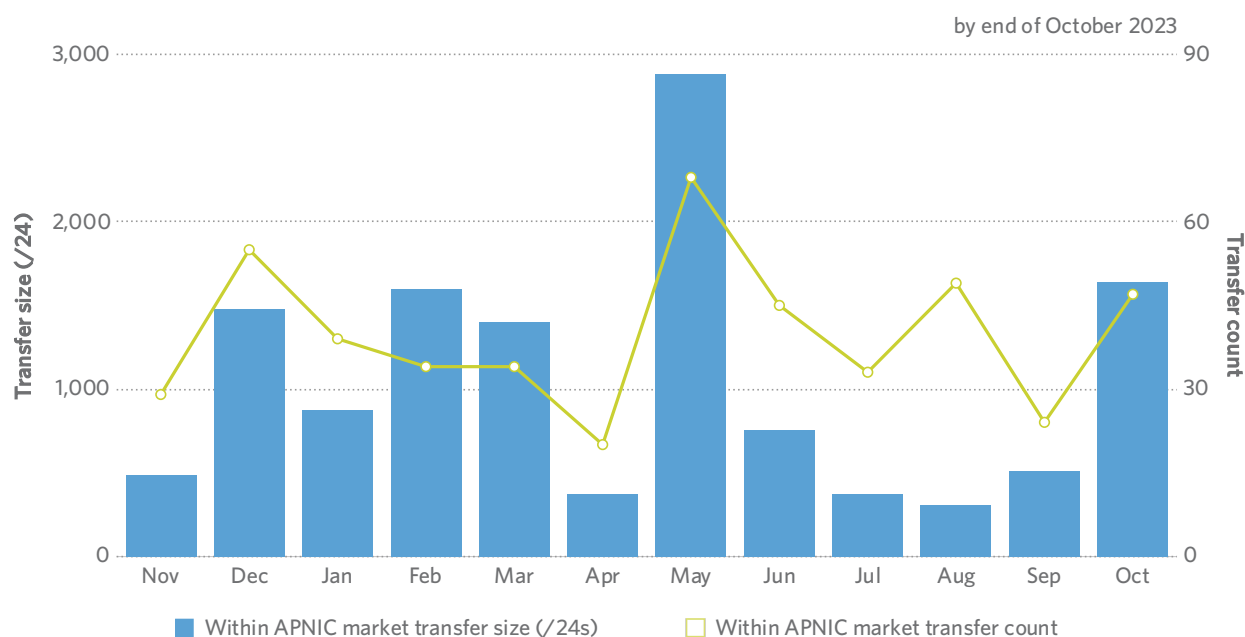


Figure 17: Market transfers within APNIC

Market transfers: Inter-RIR

- Four /16 historical resource blocks were transferred from Japan, Australia and New Zealand to ARIN and RIPE NCC in September, causing the peak in outgoing transfers.
- An outgoing /16 transfer from VOCUS Australia to the RIPE NCC occurred in October.

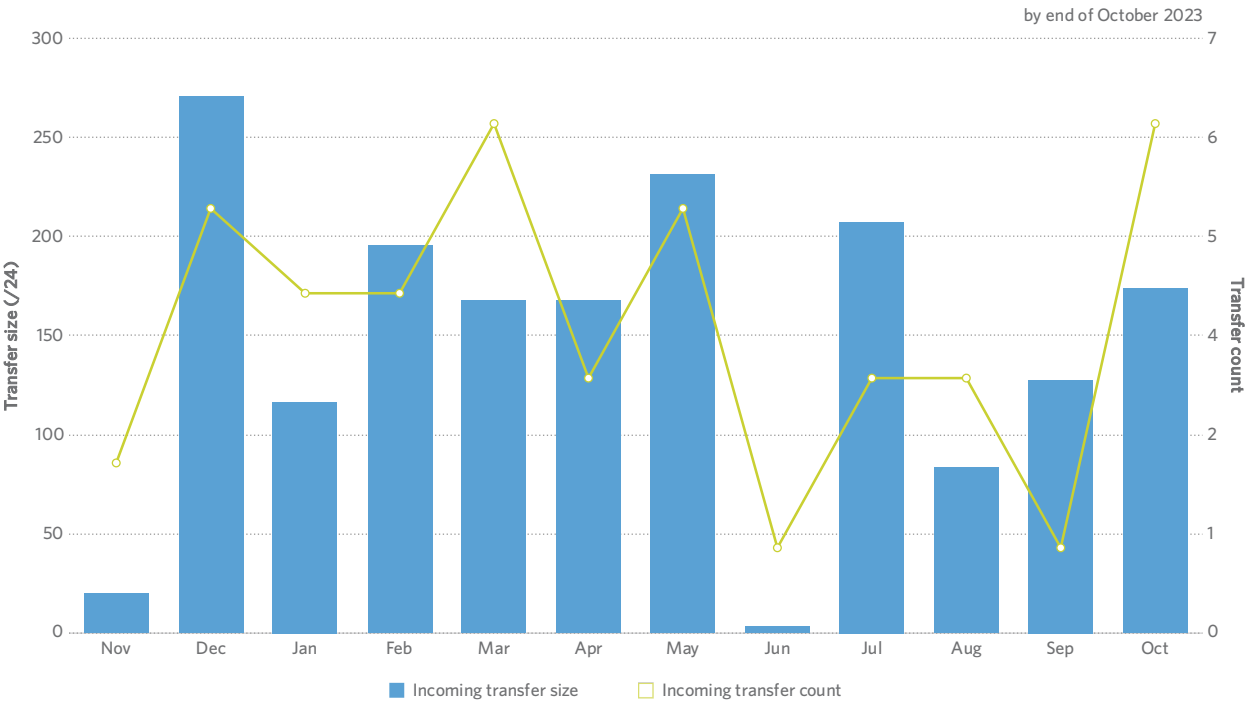


Figure 18: Incoming inter-RIR IPv4 transfers

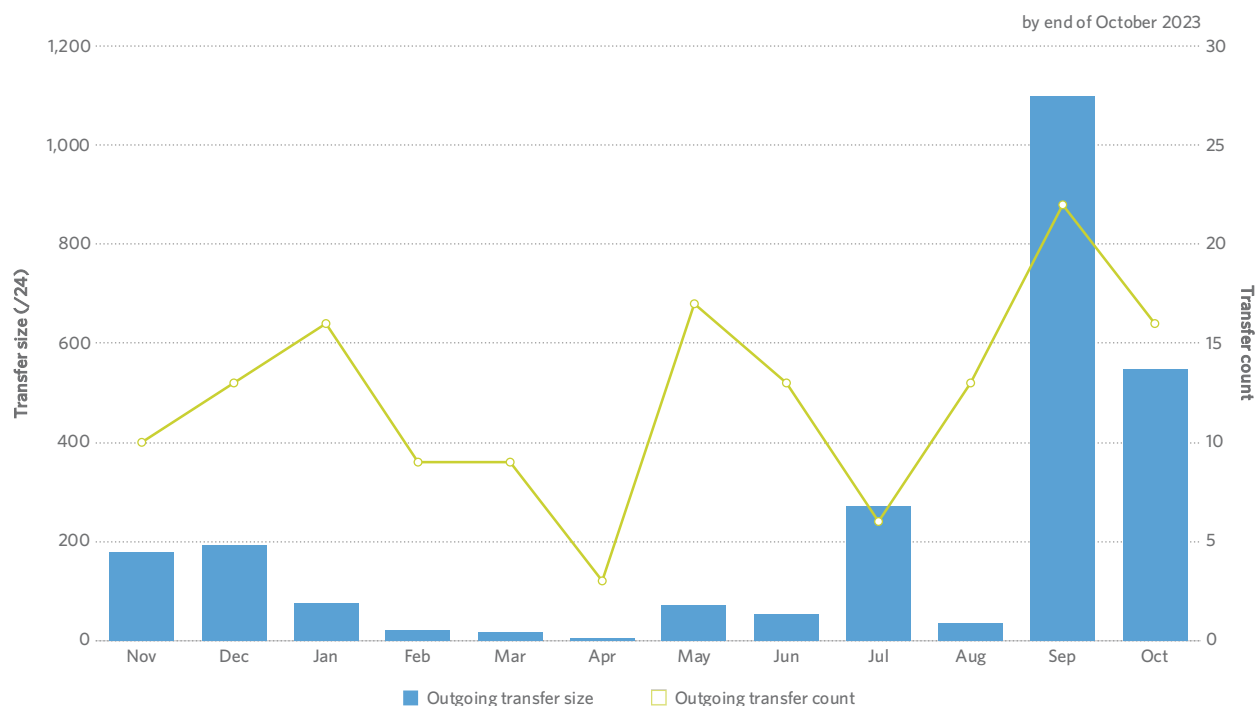


Figure 19: Outgoing inter-RIR IPv4 transfers

Success Indicators – 2A.1.		Results	Status
1	Maintain Helpdesk SLA of two-business day response to enquiries (>99.90%).	100%	
2	Delegation of resources in line with projected community demand:		
	<ul style="list-style-type: none"> IPv4: 200 delegations per month IPv6: 100 delegations per month ASNs: 70 delegations per month 	IPv4: 155/mth IPv6: 118/mth ASNs: 70/mth	

2A.2 Maintain correct and current registry data

Objective: Ensure registry data is comprehensive, current, and correct.

- Identified and assisted Members with invalid IRT objects to complete their validation. 8,299 of 10,320 active accounts have a validated IRT object — a validation rate of 80.4%.
- APNIC resources accounted for in the NRO extended delegation statistics: 100%.
- APNIC resources not duplicated in the NRO extended delegation statistics: 100%.

Resource registration completeness

Type of Record	Number of records	% of total records
Have a parent block with organization object and IRT	41,134	97%
Have a parent block with organization object and validated IRT	32,534	75%
Have a parent block with only organization object	3	.007%
Have a parent block with only IRT	609	1.4%
Have a parent block with no organization object and no IRT	596	1.4%


Success Indicators – 2A.2.		Results	Status
1	New metrics for registry accuracy established.	Achieved	

2B Registry Products Operations

2B.1 Internet number registry management

Objective: Register unique address space allocations and assignments and provide information for Internet troubleshooting at all levels.


- Migration of ARMS from a legacy operating system to Red Hat Enterprise Linux 9 (RHEL9) continued. See 5A.7 for more information.
- See 2B.4 for work related to the core internal registry.

Success Indicators – 2B.1.		Results	Status
1	Maintain APNIC Registry Management System (ARMS) availability of at least 99.99%.	99.99%	

2B.2 Registry product management

Objective: Provide essential registry products and services to help network operators maintain a secure, available, and stable Internet.

- Work continued on understanding and documenting RPKI's failure modes, as well as writing associated mitigation/recovery procedures.

Success Indicators – 2B.2.		Results	Status
1	Maintain availability of registry services:	All 99.99%	
	<ul style="list-style-type: none"> ■ Whois: 99.99% ■ RDAP: 99.99% ■ RPKI: 99.99% ■ RDNS: 99.99% ■ IRR: 99.99% 		

Investments

2B.3 Registry product development

Objective: Develop and improve essential registry products and services.

Roadmap goals completed

- Pre-validate all RPKI changes to avoid errors
 - All updates were deployed.
- Improve ASN delegation identity in whois and MyAPNIC
 - All updates were deployed.

Roadmap goals in progress

- RSC object implementation (creation/validation)

- Planning and documentation are on hold due to policy implementation work and RHEL 9 work taking longer than expected.
- Update authorization mechanisms for whois
 - This is pending final testing. It will be released after registry API work is complete to provide a better transition option for clients who don't want to register as an OAuth client to continue using email.

Roadmap goals not started


- NIR ASN direct assignments
 - This is scheduled for Q4.

Additional goals completed

- prop-150 implementation
 - All updates are deployed, and ongoing monitoring is in place.
 - <https://www.apnic.net/community/policy/proposals/prop-150/>
- prop-151 implementation
 - All updates are deployed.
 - <https://www.apnic.net/community/policy/proposals/prop-151/>
- ROA publication speed improvements
 - Publication time reduced from an average of ~15 minutes to ~3 minutes.
 - See https://www.iijlab.net/en/members/romain/pdf/romain_pam23.pdf.
- Geofeed attribute added to whois objects
 - The 'geofeed' attribute was added to whois inetnum and inet6num objects.
- Core registry operation updates
 - Implemented additional reversal operations in order to properly amend the event history to account for mistakes.

Additional goals in progress

- RPKI resilience
 - This is pending final testing of performance improvements and the reinitialization process.
- IETF drafts
 - <https://datatracker.ietf.org/doc/draft-ietf-regext-rdap-rir-search/>
 - <https://datatracker.ietf.org/doc/draft-jasdips-regext-rdap-geofeed/>
 - <https://datatracker.ietf.org/doc/draft-newton-regext-rdap-simple-contact/>
 - <https://datatracker.ietf.org/doc/draft-newton-regext-rdap-extensions/>
 - <https://datatracker.ietf.org/doc/draft-ietf-sidrops-cms-signing-time/>
 - <https://datatracker.ietf.org/doc/draft-ietf-sidrops-signed-tal/>



Success Indicators – 2B.3.		Results	Status
1	Achieve all 2023 goals, according to the Registry Products Roadmap .	7 completed 4 in progress 1 to start	

2B.4 Registry re-architecture

Objective: Improve security, reliability, and efficiency of the APNIC registry, and facilitate easier development of future registry services and functions required by the community.

- Implementation of the registry API is in progress, with a beta release planned for November.


- Reimplementation of core internal registry features was deferred to 2024 due to policy implementation work, as well as RHEL9 migration taking longer than expected.

Success Indicators – 2B.4.		Results	Status
1	Complete the development of a Registry API.	In progress	
2	Complete the reimplementation of the policy constraint logic and related features in the core internal registry.	Deferred to 2024	

2B.5 Readiness for Five-9s Availability for Highly Critical Services

Objective: Achieve 99.999% availability for APNIC’s highly critical services via phased improvements over multiple years.

- Conducted community consultation in June and July to help determine the scope, feasibility and appetite for further investments in critical service availability. An online feedback form attracted 209 responses from 32 economies, with 11 organizations interviewed for qualitative input.
- Published the results of the consultation on the APNIC Blog: [Results of Community Consultation process on increasing availability of critical APNIC services](#). Following the consultation, the EC endorsed to 99.99% as APNIC’s availability benchmark for critical services.
- Published [APNIC’s cloud and interconnection strategy](#) on the APNIC Blog.

Success Indicators – 2B.5.		Results	Status
1	Complete all preparatory activities by end of Q2.	Completed	

2C Policy development

Operations

2C.1 Policy development

Objective: Ensure resource policies in the APNIC region are developed in line with the community-agreed PDP.


APNIC 55

- Four policy proposals were considered at the APNIC 55 Open Policy Meeting (OPM). A summary of the proposals was [published in eight languages](#). Three reached consensus in the OPM and AMM:
 - [prop-147](#): Historical resources management
 - [prop-150](#): ROA/whois object with private, reserved and unallocated (reserved/available) origin ASN
 - [prop-151](#): Restricting non-hierarchical as-set
- One proposal was not put for consensus as the version discussed at the OPM was not the same version that was submitted to the mailing list. It was returned to the list for further discussion:
 - [prop-149](#): Change of maximum delegation for less than /21 total IPv4 holdings
- Following the meeting, the comment period for prop-147, -150, and -151 closed with no objections raised and the policies were endorsed by the APNIC EC for adoption.

APNIC 56

- Five policy proposals were considered at the APNIC 56 Open Policy Meeting (OPM). A summary of the proposals was [published in eight languages](#). One proposal reached consensus in the OPM and AMM:
 - [prop-155](#): IPv6 PI assignment for Associate Members

- The remaining proposals did not reach consensus and were returned to the list for further discussion:
 - [prop-148](#): Leasing of resources is not acceptable
 - [prop-152](#): Reduce the IPv4 delegation from /23 to /24
 - [prop-153](#): Proposed changes to PDP
 - [prop-154](#): Resizing of IPv4 assignment for the IXPs
- Following the meeting, the comment period for prop-155 closed with no objections raised and the policy was sent to APNIC EC for endorsement.

Success Indicators – 2C.1.		Results	Status
1	Achieve SIG Chair Support satisfaction of at least 6 out of 7.	6.8 out of 7	

2C.2 Policy implementation

Objective: Implement APNIC resource policies in a neutral manner consistent with agreed processes, timings, and community expectations.


- Implemented Prop-147, -150, and -151.

Success Indicators – 2C.2.		Results	Status
1	Meet 100% of implementation timelines.	3 out of 3 implemented	

2C.3 Policy analysis

Objective: Provide neutral policy advice and impact analysis to help the APNIC community make informed policy decisions.

- Published impact assessments of the policy proposals discussed at APNIC 55 and 56 on the Policy SIG mailing list.

Success Indicators – 2C.3.		Results	Status
1	Publish a policy proposal analysis before each Open Policy Meeting (OPM).	2 published	

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.

3A APNIC Conferences

Operations

3A.1 APNIC conferences

Objective: Provide two conferences each year for the APNIC community to learn, share ideas and experiences, build relationships, and develop Internet policy.

APRICOT 2023 / APNIC 55

- APRICOT 2023 / APNIC 55 was held in Manila, Philippines, from 20 February to 2 March 2023.

Conference statistics	
In-person participants	740
Remote participants (Zoom)	108
Economies represented	54
Remote viewers – YouTube	5,119 views; 941.68 hours

Table 5: APRICOT 2023 statistics

- Attracted 134 attendees to the workshops (20-24 February) and 657 in-person attendees to the conference (27 February to 2 March), plus 108 online.
- At the [APNIC EC election](#), Yoshinobu Matsuzaki (5,734 votes), Kenny Huang (5,601 votes), Roopinder Singh Perhar (4,813 votes) and Anlei Hu (4,175 votes) were elected for two-year terms.
- Other Internet community events held at APRICOT 2023 included the DotAsia AGM, APIX meeting, APStar Retreat, APRALO @ APRICOT 2023, and an ISOC MANRS Community Meeting.
- Achieved a delegate survey Net Promoter Score (NPS) of 80.

APNIC 56



- APNIC 56 was held in Kyoto, Japan, from 7 to 14 September 2023.

Conference statistics	
In-person participants	504
Remote participants (Zoom)	111
Economies represented	47
Remote viewers – YouTube	3,966 views; 610.89 hours

Table 6: APNIC 56 statistics

- Celebrated APNIC's 30th Anniversary at APNIC 56 with themed social events, a panel discussion featuring important APNIC contributors, and a special lunch session on the first day of the conference to honour founding contributors from Japan.

- Other community meetings held at APNIC 56 included an APIX Workshop, APStar Retreat, and an ASO AC meeting. The program also included two joint APNIC-FIRST-APCERT sessions, and a JANOG session.
- Achieved a delegate survey Net Promoter Score (NPS) of 76.

Success Indicators – 3A.1.		Results	Status
1	Achieve total attendance of 1,200 (face-to-face and online) across two conferences.	1,463 attendees	
2	Achieve Net Promoter Score of at least 50 at each conference.	NPS 80 and 76	

3B Foundation support

Investments

3B.1 Foundation operations support


Objective: Provide support to the Foundation under the AoC of 2018, as its operations mature and evolve.

- APNIC staff (from Finance, People and Productivity and Infrastructure and Development) continued to provide support on an as-needed basis.
- Ongoing hosting and technical support continues for administrative, project, and financial platforms.
- APNIC continues to recover technical support and staff costs from the Foundation.

3B.2 Foundation projects support

Objective: Provide support to Foundation-delivered projects in the Asia Pacific.

- Provided access to the APNIC Academy platform, online courses and virtual labs to the Switch! SEA, Afghan and SOI Asia projects. Staff participated in project meetings.
- Support was provided for SOI Asia and A3I at APNIC 56.
- Support was provided for the establishment of a NOG in Afghanistan, as a result of the Afghan project engagement.
- Developed a new Foundation website, including integration of the ISIF Asia website.
- Provided technical support for Orbit and to help improve the Switch! SEA administration system.
- Development continued on a Foundation website metrics app to collect data related to project success measures.

Success Indicators – 3B.2.		Results	Status
1	Achieve a satisfaction rating of at least 6/7 from the APNIC Foundation delivery team.	N/A	

3C Community Engagement

Operations

3C.1 Technical community support

Objective: Participate in, and encourage the development of, a healthy Asia Pacific technical community.



- Supported the inaugural KRNOG held in April 2023 and presented remotely on RPKI deployment in the region.

- New AFNOG online event is now scheduled for early December 2023 with APNIC's support.

Technical community events

Month	Event	Location	Sponsor	MC/PC	Present/ Panel	Training	Tech Support	Participation
Jan	MMIX and MMNOG Forum 2023	SEA	✓			✓		✓
Jan	JANOG 49	EA	✓					✓
Jan	npNOG 7	SA	✓					
Feb	APIE Camp 2023	EA				✓		✓
Feb	APRICOT 2023	SEA		✓	✓	✓		✓
Mar	APAN 55	SA	✓	✓	✓	✓		✓
Mar	NZNOG 20	OC			✓	✓		✓
Mar	INNOG 6	SA	✓			✓		✓
Apr	KRNOG 1 2023	EA	✓		✓			
Apr	PCTA Convention 2023	SEA				✓		✓
May	BKNIX Peering Forum 2023 & ThaiNOG 5	SEA	✓			✓		✓
May	SANOG 39	SA	✓	✓		✓		✓
Jun	btNOG 10	SA	✓	✓		✓		✓
Jun	CommunicAsia 2023	SEA			✓			✓
Jun	MyNOG 10	SEA	✓		✓			✓
Jun	npNOG 8	SA	✓			✓		✓
Jun	PacNOG 31	OC				✓		✓
Jun	VNNIC Internet Conference	EA	✓					✓
Jul	JANOG 52	EA	✓					
Jul	ICANN APAC DNS Forum 2023	EA						✓
Jul	PhNOG 2023	SEA	✓	✓	✓	✓		✓
Jul	IDNOG 8	SEA	✓		✓	✓		✓
Aug	APAN	AP	✓	✓		✓		✓
Sep	mnNOG5	EA	✓	✓	✓	✓		✓
Sep	IAASystems Workshop	OC	✓					✓
Sep	inSIG 2023	SA				✓		✓
Sep	SGNOG 10	SEA	✓		✓	✓		✓
Oct	VNIX-NOG 2023	SEA	✓		✓	✓		✓
Oct	RenasCON	SA			✓			
Oct	SANOG 40	SA	✓	✓		✓		✓
Oct	KHNOG 5	SEA	✓	✓	✓			✓
Oct	HKNOG 12.0	EA	✓	✓	✓			✓

Table 7: Technical community events

	Success Indicators – 3C.1.	Results	Status
1	Support at least 22 technical community events (opportunity permitting).	32 events	
2	Support at least one new/revived NOG in two sub-regions (if required).	1 out of 2	

3C.2 Security community support

Objective: Increase collaboration and build trust with the security community, and increase awareness around relevant security issues.



- Provided support for BtCIRT, KrCERT/CC, CERT Vanuatu, Fiji Critical Infrastructure Sector CERT and MNCERT/CC.
- Supported the FIRST mentoring program at the FIRST Annual Conference in Montreal, focusing on CERT representatives from the Asia Pacific.

Security community events

Month	Event	Location	Type	Sponsor	MC / PC	Present / Panel	Training	Participation
Jan	Cyber Defence Bangladesh*	SEA	Security Community	✓	✓	✓		
Feb	Cyber Safety Pasifika Tier 2 Workshop*	OC	Government			✓		
Mar	APAN 55	SEA	Technical Community	✓	✓		✓	✓
Mar	Taiwan ICDF and USAID Workshop on National Cybersecurity Strategies*	OC	Security Community			✓		
Apr	BrisSec 2023	AU	Security Community					✓
May	AusCERT Conference*	OC	Security Community		✓	✓		
May	Australia and Japan Cyber Security Workshop 2023*	OC	Security Community			✓		✓
May	ICANN-TWNIC Engagement Forum	EA	Technical			✓		
May	Internet Fundamentals for Investigators Training*	TW	Government				✓	
May	PITA AGM	OC	Technical/Security			✓	✓	
Jun	FIRST Annual Conference*	Global	CERT		✓			✓
Jul	Cyber Safety Pasifika*	OC	Government			✓		
Jul	INTERPOL Online Workshop*	SEA	Government			✓		
Aug	National Conference on Information Technology*	OC	Security Community	✓				
Sept	THREAT CON 2023*	NP	Security Community	✓				✓

Sept	FIRST Symposium*	OC	CERT and Security Community	✓	✓	✓
Oct	MNSEC 2023*	EA	Security Community	✓		✓
Oct	IGF2023	EA	Government		✓	
Oct	RenasCON*	SA	Security Community	✓		
Oct	DFRWS-APAC 2023*	OC	Security Community	✓		✓
Oct	INTERPOL Global Cybercrime Conference*	Global	Government		✓	✓
Oct	KISA APISC Training*	EA	CERT		✓	
Oct	Cyber Safety Pasifika*	OC	Government		✓	

Table 8: Security community event support

Success Indicators – 3C.2.			Results	Status
1	Support at least 15 security community events (opportunity permitting).		18 events	
2	Support development of at least four new or existing CERTs/CSIRTs (if needed).		5 supported	

3C.3 Internet organization cooperation

Objective: Play a responsible role in the global Internet ecosystem through active collaboration with other regional and global Internet organizations.



APNIC staff participated in the following:

NRO and RIRs

- Six NRO EC meetings, seven NRO CG meetings (PSCG x2, RSCG x2, CCG x2, CFOG), and one cross-CG NRO meeting.
- Visits to AFRINIC to help with community engagement activities.
- Five RIR meetings: ARIN 51, LACNIC 39, RIPE 86, LACNIC 40, and ARIN 52.

I* (ICANN, ISOC, IETF, ITCG)

- Nine Internet Technical Collaboration Group (ITCG) calls and three I* coordination calls.
- ICANN 76, 77 and 78, IETF 116 and 117.
- APTLD 84 (with an APNIC update presentation).

Success Indicators – 3C.3.			Results	Status
1	Participate in all NRO EC and I-star coordination meetings.	6 out of 6 NRO EC meetings 12 out of 12 I* (ITCG and I* coordination) meetings		
2	Participate in all RIR Open Policy Meetings (physically or remotely).	5 out of 5		

3C.4 Internet governance participation

Objective: Engage the community to strengthen open, multistakeholder, bottom-up and transparent Internet governance processes.

IGF, APriGF, and Sub-regional and economy-level IGFs

APNIC participated in the following:

IGF

- IGF 2023 in Kyoto, Japan:
 - Co-organized a town hall session on Internet fragmentation and the UN Global Digital Compact.
 - Supported a networking session for CSIRT practitioners and the IGF community.
- Eight Multistakeholder Advisory Group (MAG) meetings, including the first and second Open Consultations for IGF 2023.
- Three IGF Support Association (IGFSA) Executive Committee meetings and the IGFSA General Assembly.

APriGF




- APriGF 2023 in Brisbane, Australia:
 - Co-organized the session on Internet fragmentation.
 - Participated in several sessions (speaking and moderating), including the yIGF and Parliamentary Track.
- Nine APriGF Multistakeholder Steering Group (MSG) meetings, 16 Program Committee meetings, and one APriGF site visit with the local host.

Sub-regional and economy-level IGFs

- NetThing 2023:
 - Participated in several sessions (speaking and moderating) and provided technical support for remote participation.
 - Nine NetThing Steering Committee meetings.
- Pacific IGF 2023, Vietnam Internet Conference 2023 and TWIGF 2023.
- Two Australian roundtables on Internet governance.
- Local youth initiatives: VNNIC Youth Internet Governance Academy, NII youth capacity workshop, and yIGF Myanmar.

Schools of Internet governance

- Asia Pacific Internet Governance Academy (APIGA).
- inSIG 2023 and PKSIG 2023.

	Success Indicators – 3C.4.	Results	Status
1	Submit at least two workshop proposals at both the APriGF 2023 and IGF 2023.	Completed	
2	Participate and/or sponsor at least five national or sub-regional Internet governance activities.	5 out of 5 events	
3	Participate and/or sponsor at least two schools of Internet governance or academies such as APIGA.	4 events	

3C.5 Government engagement

Objective: Monitor government and intergovernmental activities affecting APNIC’s mission, and build and maintain meaningful relationships between APNIC and government and public safety agencies in the region.

Intergovernmental forums

APNIC participated in the following:

ITU

- ITU WSIS Forum 2023 and ITU Asia and the Pacific Regional Development Forum 2023.

- Discussions with the ITU Regional Office on two Pacific projects related to cybersecurity and technical training for women and diverse communities.
- Monitoring discussions at the ITU TSAG and Council meetings.

APT

- Technical training for seven APT member states.
- 1st Meeting of APT Preparatory Group for WTSA-24 (APT WTSA24-1) and 23rd APT Policy and Regulatory Forum (PRF-23) online.
- APT Symposium on Inclusive Connectivity.

UN



- UN Economic and Social Commission for Asia and the Pacific (ESCAP) Asia Pacific Information Superhighway (APIS) meeting.
- Drafting (and co-signing) four contributions to the GDC open consultations.
- Monitoring discussions at the OEWG-ICT Informal Dialogue and Intercessional Meetings.
- The UN zero draft Convention on Cybercrime.
- An application for 'consultative status' to the UN ECOSOC, which if successful, will allow APNIC to observe and participate in UN processes, such as the WSIS+20 review.
- Meetings with representatives from UN agencies such as the UN DESA and UN Secretary General's Tech Envoy.

Bilateral government engagement

- Organization of a high-level event with CRC Mongolia to support initiatives for IPv6 deployment.
- Providing advice to the Australian government on Internet governance matters.
- A national consultation on the international components of Australia's 2023-2030 cybersecurity strategy.
- The first India ISP Conclave.
- An Australian roundtable on Internet fragmentation.
- Meetings with government representatives from:
 - Bhutan, on national ICT initiatives and capacity building.
 - Cambodia, on capacity building opportunities.
 - Japan, regarding capacity building opportunities and the IGF 2023.
 - Malaysia, on capacity building opportunities.
 - Papua New Guinea, regarding capacity building in 2023 as part of the MoU signed in 2022.
 - Singapore, regarding capacity building opportunities in cybersecurity and UN processes.
 - Pakistan, on capacity building opportunities, Internet governance issues, industry challenges and the future of PKNOW, and other local initiatives.
- A visit to KISA to discuss increased collaboration during 2023.

Law Enforcement and Public Safety

- Presentation delivery at:
 - Three Cyber Safety Pasifika Tier 2 workshops to LEAs in Pacific economies.
 - The G20 International Conference on Crime and Security.
 - The INTERPOL Regional Workshop.
 - The INTERPOL Global Cybercrime Conference.
- Conducting LEA training in Taiwan and Sri Lanka.

	Success Indicators – 3C.5.	Results	Status
1	Complete at least seven capacity building partnerships with governments, intergovernmental agencies, and public safety agencies.	7 out of 7	
2	Achieve at least 25 new touchpoints related to international cyberpolicy processes, such as UN-OEWG.	10 out of 25	

3C.6 External relations coordination

Objective: Build institutional knowledge of APNIC’s relationships with Members and other stakeholders, and improve value and outcomes of engagement activities.

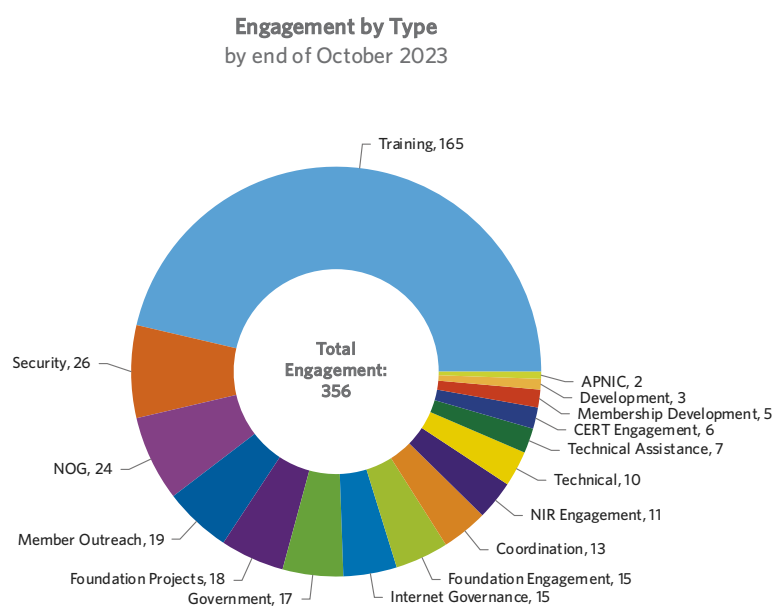


Figure 20: Engagements summary by type

**One Foundation engagement did not involve APNIC staff or resources. See Table 10 for more information.*

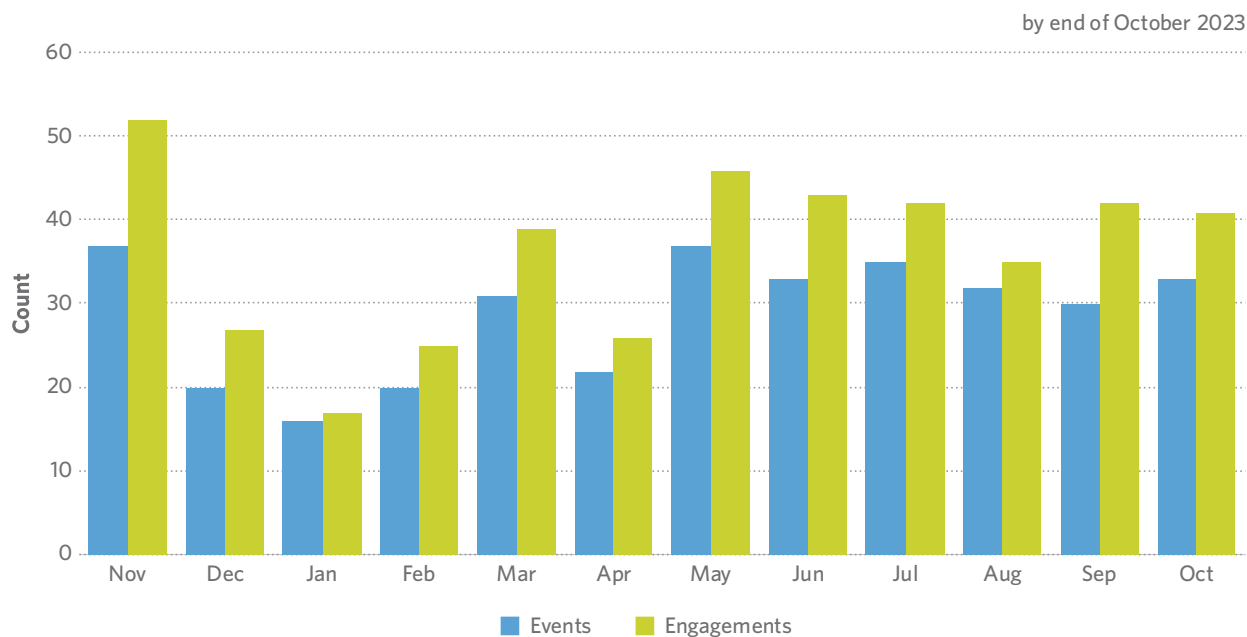


Figure 21: Engagement summary by month

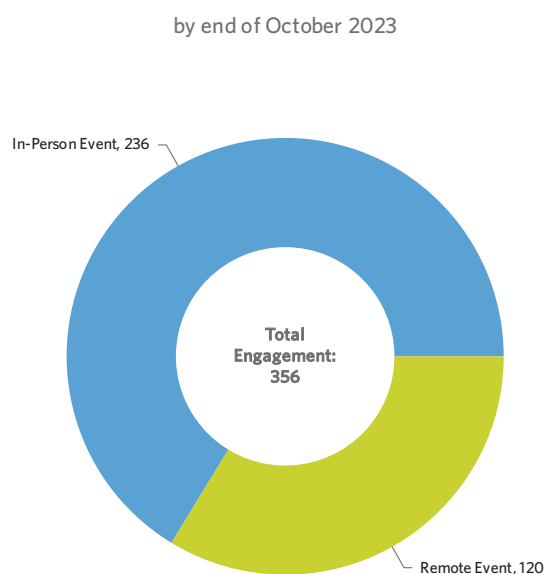


Figure 22: Remote vs physical events

**New subregion added as 'Asia Pacific' to capture live eTutorials delivered for the AP region and regional events that are not economy-specific.*

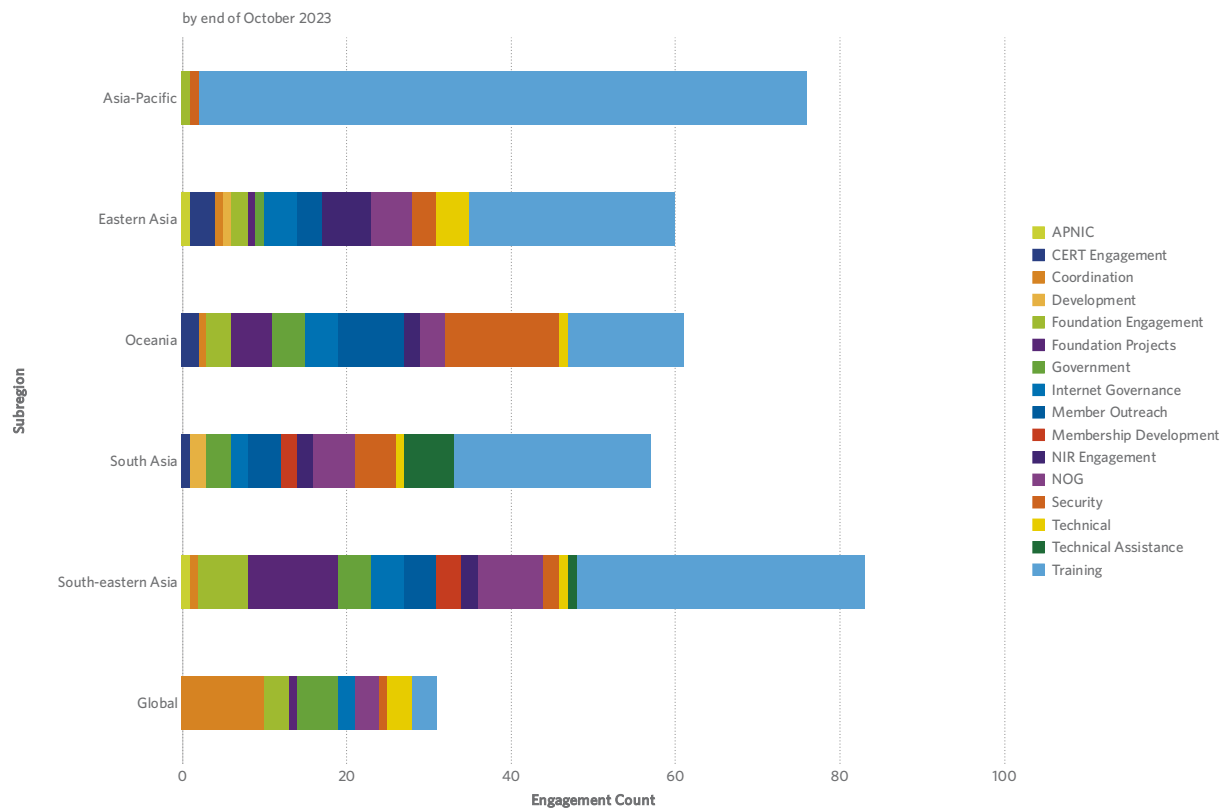


Figure 23: Engagement summary by subregion/type

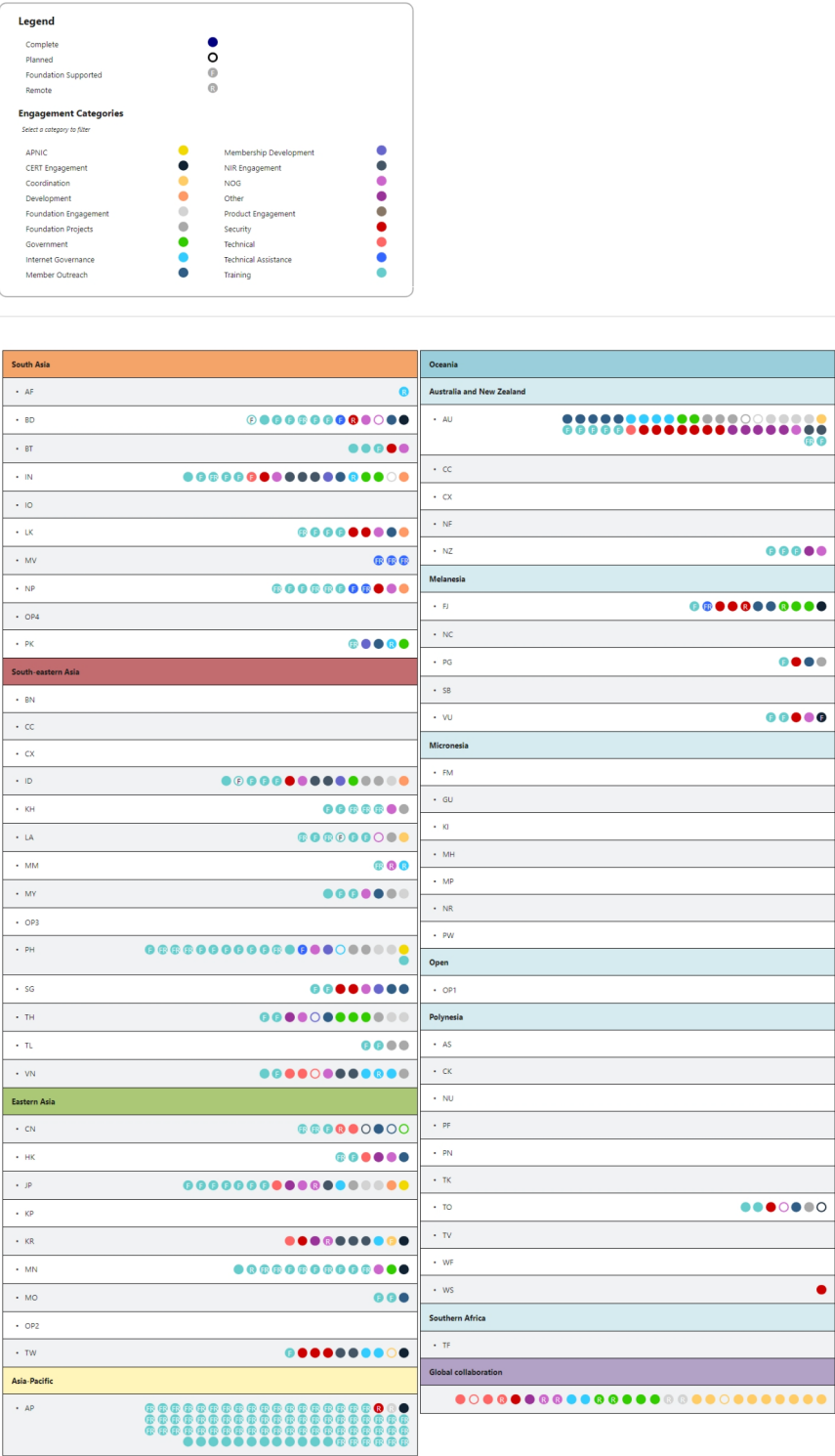


Figure 24: Engagement detail by economy

Touchpoints by month

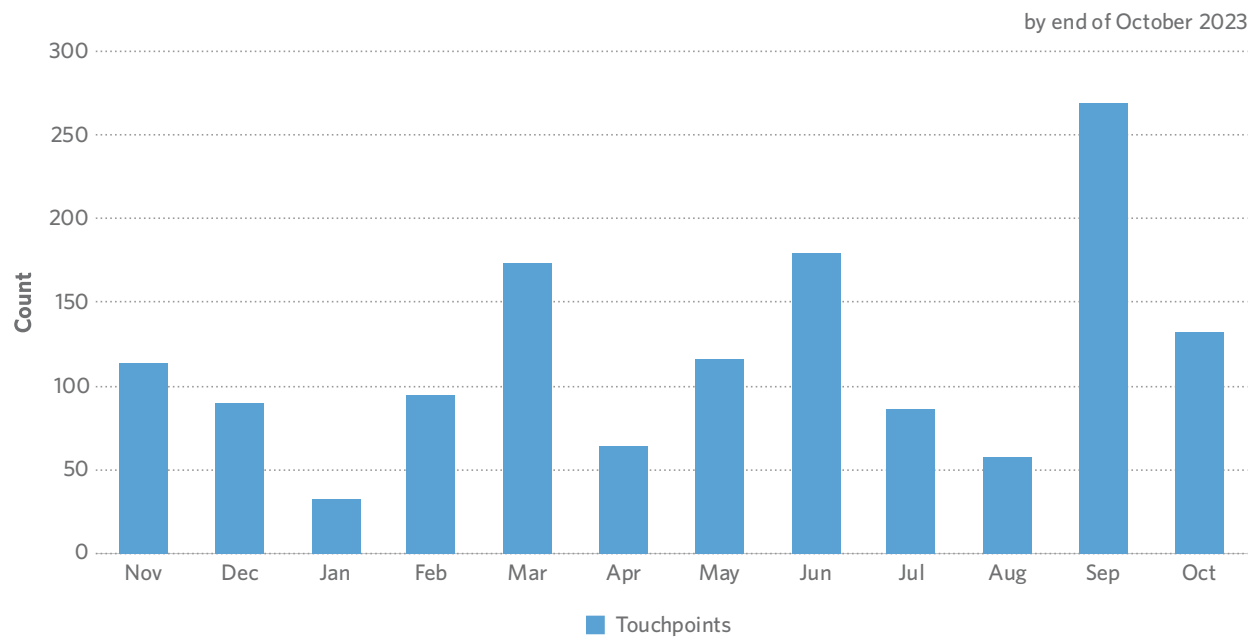
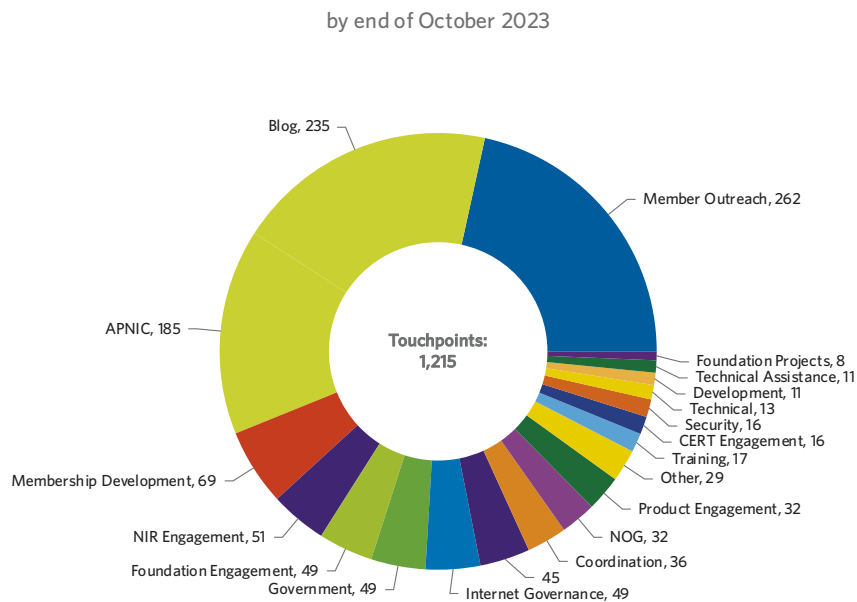




Figure 25: Touchpoints summary

Touchpoints by engagement types



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

- The External Relations team held a planning retreat in January and nine monthly coordination meetings.

	Success Indicators – 3C.6.	Results	Status
1	Achieve at least 300 APNIC engagements.	356 engagements	
2	Participate remotely in at least 30% of total engagements.	33% (121 out of 356)	

3D Community Participation Operations



3D.1 Community-led processes

Objective: Support and increase awareness and participation in APNIC community-led processes including the PDP, SIGs (Policy, Cooperation, NIR, Routing Security), Working Groups, and BoFs.

- The community proposed updates to the SIG Guidelines to ensure the integrity of SIG elections (following anomalies observed at APNIC 54). The proposal reached consensus at a joint sitting of the SIGs and at the AGM at APNIC 55.
- Held two online community consultation sessions on 26 and 27 July to gather feedback on the EC's proposed reforms to the APNIC By-laws. Additional presentations were made to each of the NIRs. Feedback was also solicited on Orbit via apnic-talk for consideration in the final draft of the by-laws reform proposal. Five resolutions for by-laws amendments were put to a vote of the APNIC membership and [all resolutions passed](#) at APNIC 56.

Elected Leaders

- Held three meetings between the APNIC EC and staff with elected community representatives (of SIGs, IANA RC, NRO NC, APIX and APNOG). Topics discussed included governance and by-law changes, future conference structure and locations, policy engagement, and SIG attendance.

	Success Indicators – 3D.1.	Results	Status
1	Achieve at least 400 SIG participants (in person and online) across two conferences.	611	
2	Achieve elected leaders support satisfaction of at least 6 out of 7.	6.75 out of 7	

3D.2 Online participation

Objective: Encourage an active, connected community engaging on Orbit and benefitting from APNIC's available online resources.

- The number of new Orbit users has grown strongly in 2023, as have public Orbit list posts, aided by active discussions on apnic-talk and new discussion lists created in late 2022.

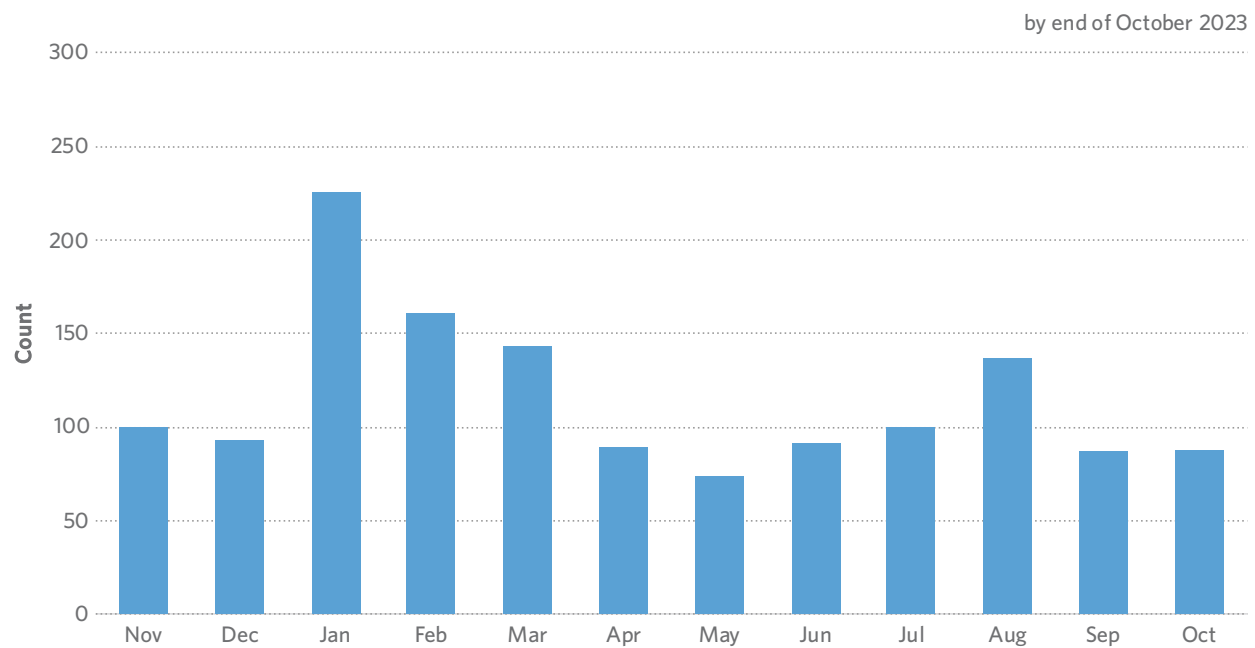


Figure 26: New Orbit users

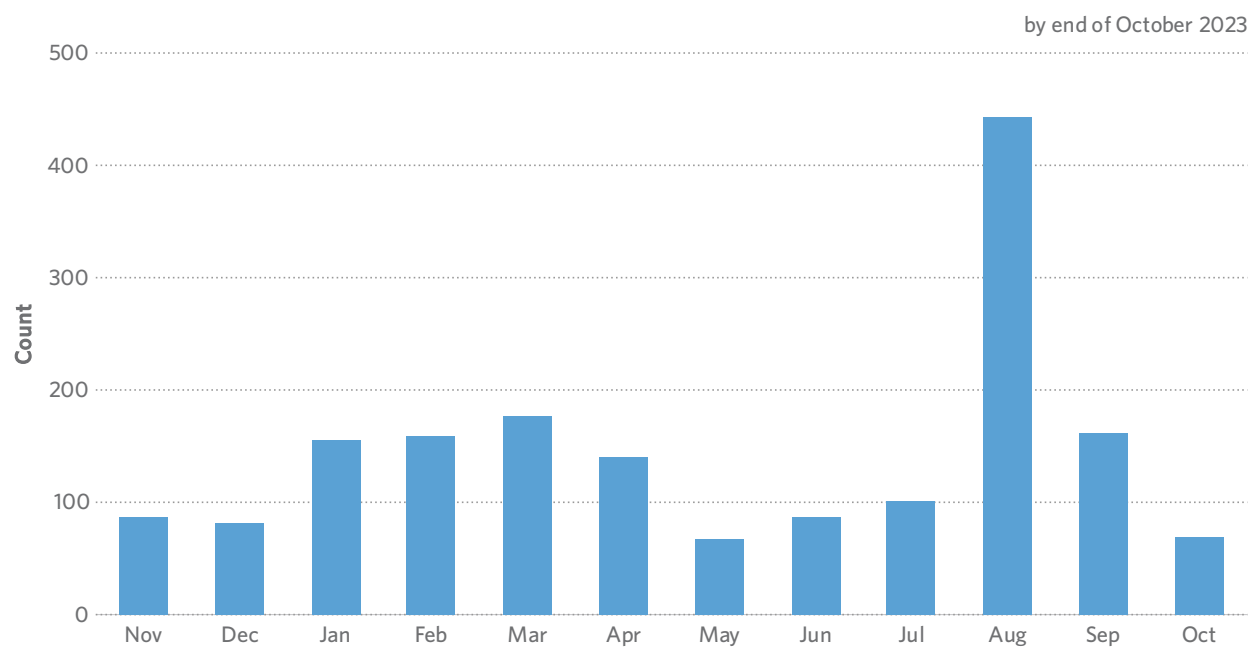






Figure 27: Total list posts

Success Indicators – 3D.2.		Results	Status
1	Attract at least 650 new registered users of Orbit.	1,198 new users	🟢
2	Achieve at least 1,500 new Orbit posts.	1,571 new posts	🟢

3D.3 Encouraging newcomers and diversity

Objective: Encourage new and continuing participants from diverse backgrounds in the APNIC community, particularly the next generation of network engineers.

- Launched the 2023 fellowship program in March, with completion in September.
 - Thirty-two fellows were chosen (19 female, 12 male and 1 unspecified; 22 professionals, 8 youth and 2 returning fellows) from 491 applicants.
 - South East Asia had 17 fellows, South Asia 9, East Asia 4, and Oceania 2.
 - Twelve fellowship webinars were delivered with 95% overall attendance. Each fellow also completed an average of four APNIC Academy courses.
 - 13 volunteer mentors (including 9 from the community) were recruited, with 13 mentoring sessions held for 16 fellows in August and September.
 - 94% of fellows graduated the program and it achieved an NPS of 100.
- Forty-six percent of APRICOT 2023 attendees (387) and APNIC 56 attendees (233) were newcomers.

Success Indicators – 3D.3.		Results	Status
1	Attract at least 400 newcomers to APNIC conferences.	620 newcomers	
2	Maintain fellowship cohort age and gender diversity (50% female and 20% youth in 2022).	59% female 25% youth	
3	Achieve a fellowship graduation of at least 80%.	94%	
4	Achieve a fellowship program NPS of at least 80.	NPS 100	

3E APNIC Academy Operations





3E.1 Academy product management

Objective: Maintain high-quality training platform, content, and curriculum.

- Launched new online, self-paced courses (Cybersecurity Fundamentals and Intro to BGP) on the APNIC Academy.
- Developed new virtual labs on Hashing, DNS Tunnelling, Brute-force SSH, Syslog Detection, IXP Manager Setup and IXP Peering. The following labs were updated: RPKI (with RPKI-Prover), Linux Basics, BGP Traffic Engineering (Cisco IOS), RPKI (Sandbox) and BGP Monitoring with BGPalerter.

January to October 2023	APNIC Academy
Courses (by topic)	2,420 completions; 5,039 contact hours
Virtual Labs	17,591 labs launched; 21,139 hours completed
Students	8,398 new accounts (34,003 in total)

Table 9: APNIC Academy training

	Success Indicators – 3E.1.	Results	Status
1	Maintain Academy platform availability of at least 99.95%.	100% availability	
2	Achieve at least 10,000 hours of usage in self-paced online courses and virtual labs in 2023.	26,178 hours	
3	Achieve a total of 30,000 registered users on the Academy platform in 2023.	34,003 users	
4	Achieve a CES of at least 4 out of 5 for the APNIC Academy platform.	4.4 out of 5	





3E.2 Training events

Objective: Increase knowledge and skills in the community via instructor-led training.

- Conducted training at 19 technical community events, including 13 NOGs (MMNOG, NZNOG, INNOG, ThaiNOG, SANOG, btNOG, npNOG, PacNOG, PhNOG, IDNOG, mnNOG, SGNOC and VNIX-NOG).
- Conducted 34 online Open Tutorials by APNIC trainers.
- Held two workshops, on BGP & IPv6 deployment and Network Monitoring and Management, at APRICOT 2023.
- Held two workshops on SDN and Network Security at APNIC 56 along with four tutorials (co-delivered with JPNIC and industry partners) and an RPKI Deployathon.
- Conducted three workshops with NIRs, both online (CNNIC and IRINN) and face-to-face (TWNIC).
- Conducted four workshops in partnership with APT in Cambodia, Indonesia, Papua New Guinea and Sri Lanka.
- Led two workshops on NMM and Internet Routing in Lao PDR with support from KDDI.

January to July 2023	APNIC Instructor-led training
Courses (by topic)	162 courses delivered/ 3,859 attendees
Online/Hybrid	93 courses delivered /2,141 attendees
Face-to-face	69 courses delivered/ 1,718 attendees

Table 10: Instructor-led training




	Success Indicators – 3E.2.	Results	Status
1	Conduct at least 40 online/hybrid training events led by staff/guest trainers.	54 events	
2	Conduct at least 40 in-person training events led by staff trainers.	46 events	
3	Achieve minimum training topic coverage of 8 RPKI/ROV, 8 IPv6, and 6 IXP and Peering sessions.	28 RPKI/ROV 48 IPv6 7 IXP and Peering	
4	Achieve average training survey rating of 4 out of 5.	4.3 out of 5	

3E.3 Community Trainers network

Objective: Expand the scope and effectiveness of APNIC Academy training to help meet increasing community demand for technical skills development.

- New Retained Community Trainers (RCTs) from Sri Lanka (January), Bangladesh (March), Lao PDR (May), and Papua New Guinea (July) have commenced. New Volunteer Community Trainers (VCTs) from Thailand (March), Bangladesh (May and July), India (July) and Nepal (October) have also been recruited.


- Six RCTs attended APRICOT 2023 to assist with workshops and participate in the conference for professional development.
- RCTs and VCTs have been the primary trainers for 63 training events. Open Labs continue to be facilitated by RCTs with 24 conducted so far. RCTs have also begun to lead Open Tutorials with five conducted to date.

	Success Indicators – 3E.3.	Results	Status
1	Conduct 40 training events led by CTs.	61 events	
2	Retain 12 retained CTs (balanced across sub-regions) by end of 2023.	9 out of 12	
3	Retain 30 volunteering CTs (balanced across sub-regions by end of 2023).	33 VCTs	

3E.4 Technical assistance

Objective: Assist Members to adopt best practices when implementing networking technologies.

- Assisted Members in Bangladesh with IPv6-only network troubleshooting, ROAs for their prefixes, IPv6 address planning and deployment, and domain network management.
- Assisted Members in the Philippines with IPv6 planning and implementation and RPKI validator server setup, and continued to provide technical assistance to two IXPs (see 3E.7).
- Supported a Member in Nepal with a high fragment drop rate in IPv6.
- Provided IX advice on peering configuration, RPKI validator troubleshooting, and PCH route advertisement issue for a Member in the Maldives.
- Supported two Members in Micronesia and Australia regarding IPv6 planning and peering.
- Assisted an IXP in Mongolia on changing their current setup.
- Assisted an IX in Bangladesh to configure RPKI ROV.

	Success Indicators – 3E.4.	Results	Status
1	Respond to all technical assistance requests within seven days.	On track	

3E.5 RPKI awareness and deployment support

Objective: Increase adoption of RPKI and routing security in the APNIC region.

- Conducted 28 RPKI training sessions, with 10 of those led by RCTs (Cambodia, Philippines, Lao PDR (4), India and Nepal (3)).
- Delivered RPKI training in four Australian locations.
- Provided RPKI training with CERNET in February, and face-to-face at APAN 55 in March.
- Lao PDR reached 93.29% ROA coverage in July, after two RPKI/ROV sessions conducted by an RCT.
- Published RPKI deployment case studies on Verisign and Digital Ocean. Ten RPKI-tagged posts were published on the APNIC Blog.

Top 10 economies - networks with ROAs
by end of October 2023

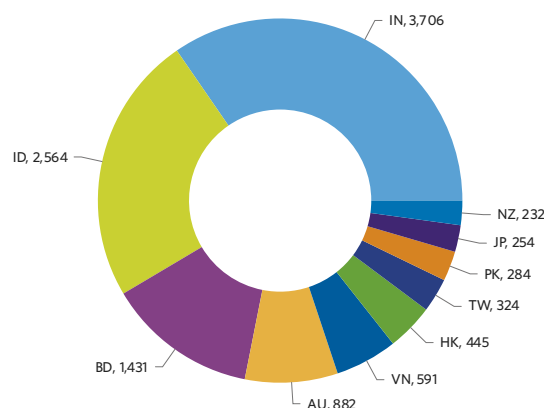


Figure 28: Top 10 Economies – Number of networks with ROAs

Success Indicators – 3E.5.		Results	Status
1	Achieve at least 90% ROA coverage for at least one additional economy per sub-region.	1 out of 4	
2	Maintain at least 90% ROA coverage for all economies past 90% coverage before 2023.	On track	
3	Publish at least two RPKI/ROV deployment case studies.	2 published	
4	See 3E.2. for training success indicators.	N/A	

3E.6 IPv6 awareness and deployment support

Objective: Encourage increased deployment of IPv6 in the region.




- Conducted 48 IPv6 deployment training sessions (21 led by RCTs).
- Delivered IPv6 training with the Mongolian government, and with APT in Papua New Guinea and Cambodia.
- Conducted IPv6 awareness sessions in Mongolia, Philippines and Cambodia.
- Published new IPv6 deployment success stories on Telekom Malaysia and Unitel Group Mongolia, along with 39 IPv6-tagged posts on the APNIC Blog.
- IPv6 capability for the Asia Pacific region was 43.56% as measured by APNIC Labs.

Success Indicators – 3E.6.		Results	Status
1	Publish at least two IPv6 deployment case studies.	2 published	
2	Asia Pacific IPv6 capability continues to increase beyond 35%.	43.56%	
3	See 3E.2. for training success indicators.	N/A	

3E.7 IXP and peering awareness and support

Objective: Promote peering among network operators and provide training and support for IXPs in the region.

- Hosted the APIX Meeting at APRICOT 2023.
- Conducted a DNS tutorial at the Myanmar Peering Forum.
- Delivered an IXP tutorial and technical assistance (ongoing) to a Member in the Philippines (see 3E.4).
- Provided technical assistance to an IX in the Maldives (see 3E.4).
- Held an IXP workshop in Fiji and Pakistan, and an IXP tutorial in Timor Leste. Additional IXP tutorials were held at APAN 21 and APNIC 56.
- Provided technical assistance (ongoing) to an IXP in Mongolia since September.
- Provided technical assistance to an IX in Bangladesh to configure RPKI ROV.
- Published eight posts related to peering and IXPs on the APNIC Blog.

Success Indicators – 3E.7.		Results	Status
1	Conduct at least four IXP technical assistance engagements in 2023.	4 out of 4 (FJ, PH, MN, MV)	
2	Support APIX meetings at two APNIC conferences, Peering Asia, and at least two peering forums.	2 out of 2 APIX meetings 2 out of 2 peering forums	
3	Publish at least eight blog posts related to IXPs and peering.	8 published	
4	See 3E.2. for training success indicators.	N/A	

Investments

3E.8 Academy product development

Objective: Continue developing high-quality training assets — curriculum, labs, platform, and materials — to build capacity in the region.

Roadmap goals in progress

- Improve Academy data reporting with BI tools
 - Data mapping from different data sources is completed.
 - Source files are being prepared for data consumption.
- Design training certification program
 - An IPv6 certification syllabus document was drafted and training materials development is in progress.
 - Design of certification labs and exam commenced.
- Integrate TA platform with Salesforce case management tools
 - User journey mapping, a Salesforce API and field mapping was completed.

Additional goal in progress


- Stage 2 of the Training Wiki migration to APNIC Academy is nearing completion.

	Success Indicators – 3E.8.	Results	Status
1	Achieve all 2023 goals, according to the Academy Products Roadmap .	4 in progress	

3E.9 Curriculum for non-technical audiences

Objective: Demystify how the Internet works to encourage active participation of non-technical audiences in Internet governance.

- Launched the MVP of the online interactive narrative puzzle, IPGO. It is available on the Google Play and Apple App stores.




	Success Indicators – 3E.9.	Results	Status
1	Launch Minimum viable Product (MVP) of the IPGO game before end of Q2.	Completed	

3F Internet Infrastructure Support Operations

3F.1 Internet infrastructure deployment

Objective: Improve the resilience and performance of the Internet in the region by expanding critical infrastructure deployment and measurement.

- Provided upgrade support to an IXP in Fiji. Other IXPs have been identified for upgrade in the Philippines, Thailand and Vanuatu.
- Work is underway to help bootstrap a Samoa IXP.

	Success Indicators – 3F.1.	Results	Status
1	Support deployment of at least two new or upgraded IXPs.	1 out of 2	
2	Support at least two IXPs to deploy ROV.	1 out of 2	
3	Deploy or upgrade at least one RIPE Atlas anchor per sub-region.	1 out of 4	

3F.2 Community Honeynet and Security Threat Sharing Platform

Objective: Increase visibility of security threats and vulnerabilities relevant to Members and the community and encourage information sharing to understand and manage threats.

- Upgraded the Honeynet backend infrastructure and deployed 80 new sensors.
- Held three quarterly threat sharing sessions with topics including using MISP to observe threats, and an analysis of cryptominers.
- Conducted an Introduction to Honeypots workshop in Mongolia in collaboration with the Mongolia University of Science and Technology.



	Success Indicators – 3F.2.	Results	Status
1	Increase the number of honeypot sensors to 200 (+100 on 2022).	80 out of 100	
2	Increase the Community Honeynet and Security Threat Sharing Platform partners to 26 (+30% on 2022).	5 out of 6	
3	Organize quarterly threat sharing community events.	3 out of 4	

Investments

3F.3 M-Root deployment support

Objective: Faster and more reliable DNS service in the APNIC region.

- Deployed three M-Root instances were deployed in Jakarta (IIX-JK/OpenIXP), Mongolia (MISPA), and Kaohsiung (TWIX).
- M-Root anycast nodes are currently being deployed in Bangladesh (BDIX), India/Mumbai (NIXI), India/Kolkata (IIFON), Nepal (NPIX), Philippines (PhOpenIX), Sri Lanka (Dialog), Maldives (MVIX), and Pakistan (PKIX), with additional MOUs signed for Cambodia (CNX) and Hong Kong (HKIX).
- Identified new sites in New Zealand, Lao PDR (LAIC), China (CERNET and CNNIC), Myanmar (MMIX), Papua New Guinea (PNGIX), Samoa (Samoa IX), Tuvalu (Tuvalu Communications), Fiji (FijiIX), Kazakhstan (Kazakh Telecom), and Brazil, and deployment preparations have commenced.

Success Indicators – 3F.3.		Results	Status
1	Complete 12 M-Root server deployments commenced before 2023.	3 out of 12	
2	Identify and prepare at least 12 additional M-Root server sites.	8 out of 12	

Information

- Support Internet development with needed network information services, and research outcomes which are of demonstrated value to the community.

4A Information Products
Operations

4A.1 APNIC Blog and Podcast

Objective: Keep Members and the community informed with the latest news, opinions, and research from APNIC and the wider community.

- The Blog averaged 88,572 views per month, an 11% increase on 2022's monthly average of 79,707. The Blog passed 5 million all-time views in July.
- Published 141 Guest Posts, representing 53% of total opinion posts (a decrease on 2022's 60%).
- Published 21 episodes of the 'PING' Podcast, attracting 21,517 'impactful plays' (episode listens of 75% or longer), an average of 1,025 plays per episode.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	All time
Views	86,184	123,421	79,776	73,065	93,008	73,566	85,166	84,465	76,440	110,625	5,305,782
Posts	30	31	40	25	30	32	29	31	30	30	3,504

Table 11: APNIC Blog activity

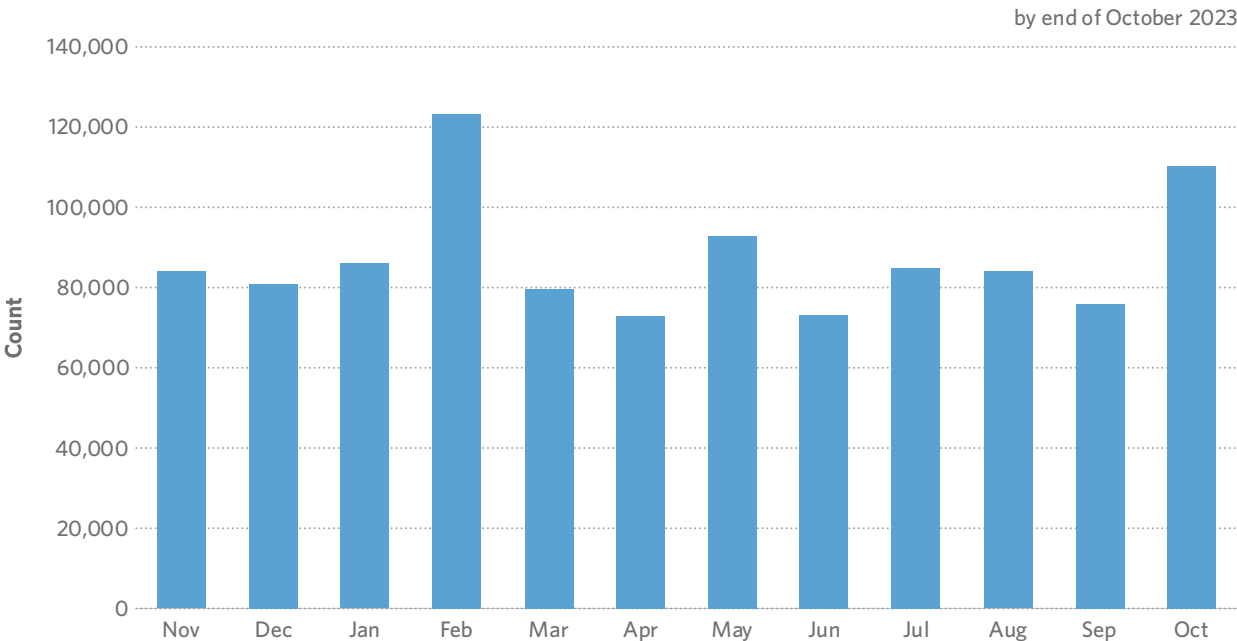


Figure 29: APNIC Blog views

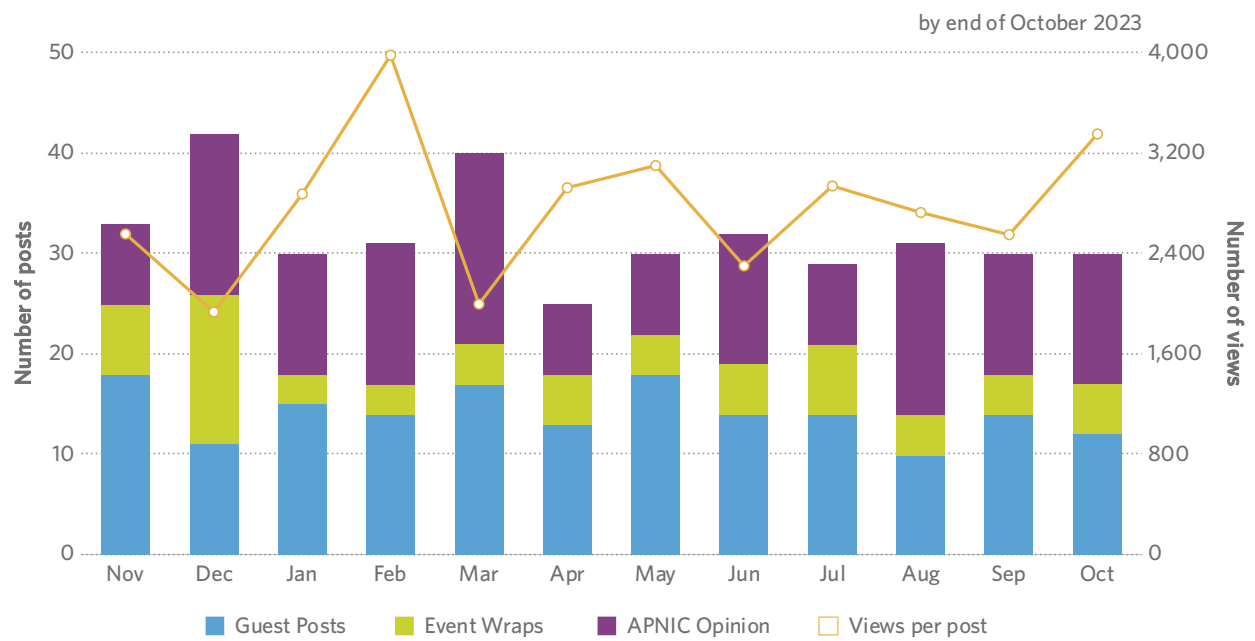


Figure 30: APNIC Blog posts

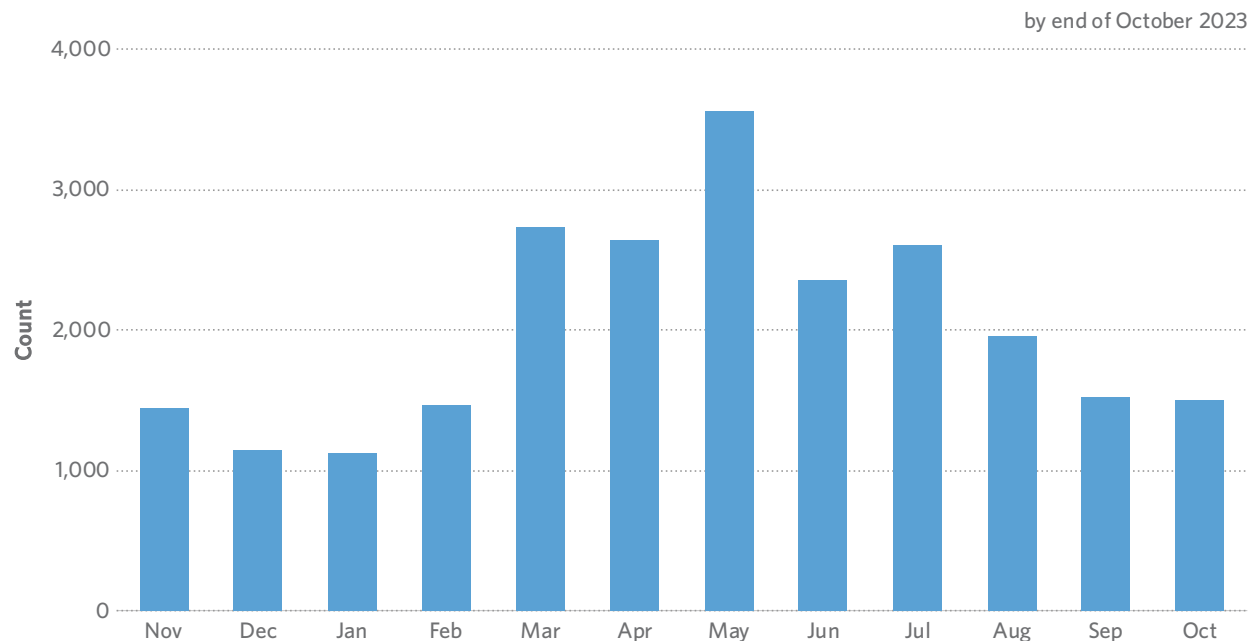





Figure 31: Podcast Impactful Plays

	Success Indicators – 4A.1.	Results	Status
1	Achieve average of at least 78,000 Blog views per month.	88,572	
2	Maintain Blog Guest Post ratio between 45-65%.	53%	
3	Achieve at least 12,000 podcast listens.	21,517	

4A.2 Information product management

Objective: Provide meaningful and useful information services to Members and the community.

- Released a new version of REx, providing worldwide Internet data, statistics, and measurements.
- Increased DASH alerts subscribers by 67%. There are currently 167 subscribers for a total of 263 alerts. There are also 93 subscribers to suspicious traffic reports.

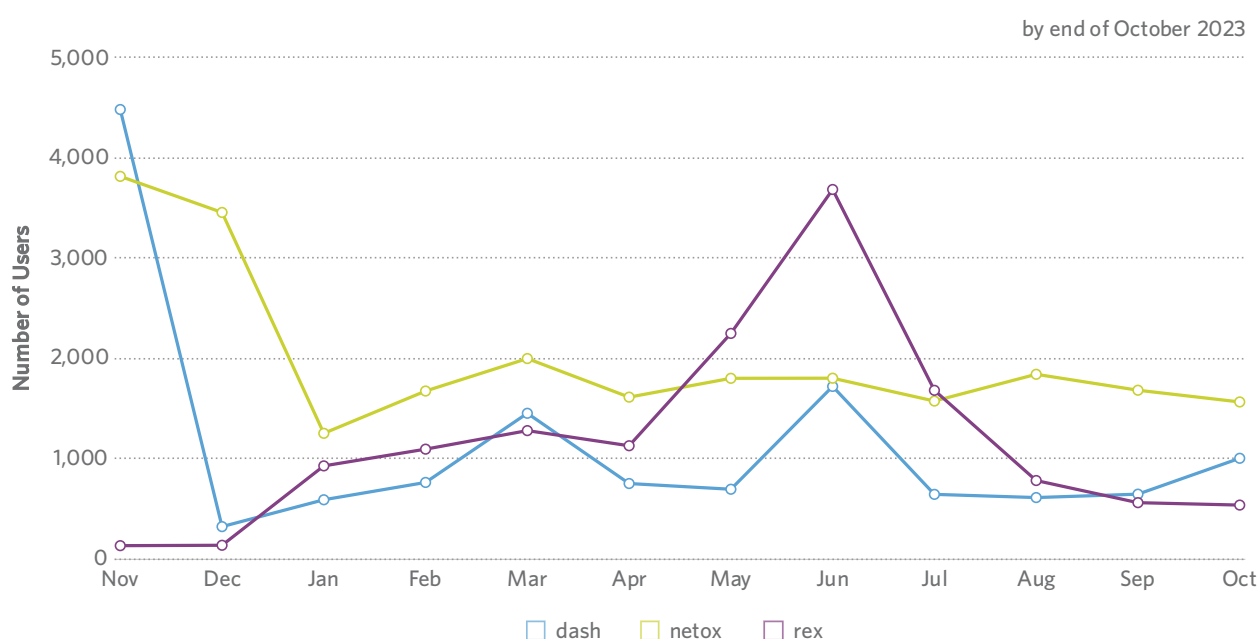




Figure 32: Monthly number of users

	Success Indicators – 4A.2.	Results	Status
1	Maintain Information Product availability of at least 99.95%.	100%	
2	DASH alert subscribers increase to 120 (+20% on 2022).	167	

Investments

4A.3 Information product development

Objective: Develop new information services to help Members and the community improve the reliability and security of the Internet.

Roadmap goals completed

- Add suspicious traffic alerts to the notification platform

- Suspicious traffic alerts now support SMS and Slack, in addition to email.
- Expand REx to cover global RIR delegation data
 - New REx release provides worldwide Internet data, statistics, and measurements.

Roadmap goals in progress

- Add DASH widgets to the MyAPNIC dashboard
 - Implementation is underway.
- Expand notification channels
 - Implementation is underway.
- Add DNSSEC and RPKI statistics to REx
 - Implementation is underway.
- Complete a prototype that explores graph database capabilities
 - Implementation is underway.

Success Indicators – 4A.3.		Results	Status
1	Achieve all 2023 goals, according to the Information Products Roadmap .	2 completed 4 in progress	



Investments

4A.4 APNIC website refresh

Objective: Ensure Members and community can easily find, use, and understand the information, products and services they need on the APNIC website.

Information architecture review

- Completed a full information architecture review of apnic.net following research and consultation with 149 community members. The review recommended navigation improvements so users can find information easier.
- Completed a site content review in June and content updates are in progress.

Success Indicators – 4A.4.		Results	Status
1	Complete information architecture review by the end of Q2.	Done	
2	Complete content review by the end of Q2 and content refresh by the end of Q4.	In progress	

4B Research and Analysis

Operations

4B.1 Conducting research and measurements

Objective: Gain a greater understanding of technical issues, trends, and how the Internet operates.

- Analysis of IPv4 and IPv6 advertised, unadvertised and reserved address pools over time continues.
- Work continues on automated BGP anomaly detection.


- DNS research included analysis of the handling of large DNS responses, adoption of DOH, and DNS query patterns.
- Measurement of QUIC (and HTTP/3) use continues, following the release of beta software that adds QUIC support to NGINX servers.
- Published 31 blog articles and recorded 10 podcasts.

	Success Indicators – 4B.1.	Results	Status
1	See 4B.3		

4B.2 Research cooperation

Objective: Collaborate and share resources to improve research outcomes and impacts.




- Continued cooperative research with ISOC in support of MANRS, providing a feed of routing data.
- Provided collaborative measurements on aspects of the DNS and DNSSEC as part of a cooperative research agreement with ICANN.
- Research is in progress with Cloudflare on the characteristics of DNS query traffic presented to the Cloudflare 1.1.1.1 open recursive resolver.

	Success Indicators – 4B.2.	Results	Status
1	Undertake at least three significant cooperative research activities.	3 activities	

4B.3 Sharing research outcomes

Objective: Help Members make better informed decisions on their network operations.

- Delivered 24 presentations at community and industry events.

	Success Indicators – 4B.3.	Results	Status
1	Publish at least 20 articles or reports on resource outcomes.	31 articles	
2	Present at least 15 research presentations, including at least two at APNIC conferences.	24 presentations	
3	Discuss research on 12 podcasts.	10 out of 12	

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.

5A Internal Technical Infrastructure Operations

5A.1 Architecture and technical coordination

Objective: Build efficiencies and reduce costs through use of a coordinated common infrastructure by multiple product teams.




- Drafted a policy on generative AI usage for implementation.
- Developed a proposal for internal API authentication and authorization in line with zero trust principles.
- Completed selection and testing of the latest production release of Red Hat Enterprise Linux 9 (RHEL9) as the replacement operating system for CentOS 7. Established build infrastructure to assist in migrating code to RHEL9 and began porting projects to the new OS.
- Established the scope of the API portal to cover only the upcoming Registry API release.

	Success Indicators – 5A.1.	Results	Status
1	API portal completed and launched by Q4.	In progress	
2	At least 20 technical coordination meetings held with all product teams.	16 out of 20	

5A.2 Network and infrastructure operations

Objective: Ensure high availability of APNIC's infrastructure.

- Completed the data centre failover on the firewall and F5 load balancer, and validated the backup recovery of the RPKI repository.
- Completed the data centre failover with BGP, including backup recovery and validation of the database, infrastructure DNS zones, conference submission system and DNSSEC signer keys.



	Success Indicators – 5A.2.	Results	Status
1	Complete quarterly data centre failover and backup recovery tests.	3 out of 3 completed	
2	Respond to all critical incidents within 20 minutes.	No critical incidents	
3	Maintain availability of 99.99% for critical APNIC services and 99.95% for less-critical services.	99.99% (critical services) 100% (less critical services)	

5A.3 System and platform operations

Objective: Support APNIC's public service delivery with reliable, secure, and high-performance systems.

- Deferred migration of APNIC's public services to a new load balancer until 2024 while hosts were upgraded from CentOS to RHEL9 as a priority.



- Updated the existing availability monitoring system, with development of the new service availability page in progress.

Success Indicators – 5A.3.		Results	Status
1	Migrate 80% of public services to the new load balancer.	Deferred to 2024	
2	Provide real-time availability monitoring in percentage format to three decimal places.	In progress	

5A.4 Internal security operations

Objective: Maintain strong internal security operations to appropriate standards of best practice to avoid service disruption and data loss.


- Received 27 valid vulnerability reports via the Hacker One Bug Bounty Program and Vulnerability Reporting Program. Assessed and resolved all critical and high severity vulnerability reports within target time frames.
- Completed the annual ISO 27001 annual management review and the ISO 27001 external surveillance audit with five minor findings.

Success Indicators – 5A.4.		Results	Status
1	Achieve a successful ISO 27001 surveillance audit.	Successfully completed	
2	Mitigate all critical vulnerability reports within seven days and resolve within 30 days.	2 out of 2 resolved within target timeframe	

5A.5 Enterprise applications and IT support

Objective: Provide secure and reliable enterprise technologies to support Secretariat operations.

- Resolved 98% of IT support tickets (1,532/1,564) within the two business-day SLA.



Success Indicators – 5A.5.		Results	Status
1	Meet SLA of two business-day response for internal IT support.	98% met SLA	

Investments

5A.6 Security infrastructure upgrades

Objective: Harden APNIC systems and security infrastructure to reduce security risks and protect Member information.


- The rollout of Zero Trust Network Access (ZTNA) is 90% complete.
- Integrated Semgrep code testing into common development pipelines and it is actively scanning 50 projects. It will be rolled out further in 2024 to all production code projects.

Success Indicators – 5A.6.		Results	Status
1	Migrate staff to ZTNA for corporate network access by Q3.	In progress	
2	Introduction of development code vulnerability scanning by Q3.	Complete	

5A.7 Technical infrastructure and operations improvement

Objective: Improving existing technical infrastructure & operations for stable systems, faster response to incidents, and enhanced service management overall.

- The migration of all hosts from the CentOS to RHEL9 operating system is in progress.




Success Indicators – 5A.7.		Results	Status
1	Migrate 80% of hosts to operating systems with long term support.	69% completed	

5B Finance and Business Services Operations

5B.1 Financial services

Objective: Transparent and efficient management and reporting of APNIC's financial affairs.

- Ernst & Young completed the annual audit of APNIC's 2022 financial accounts and the accounts were presented to the EC at APNIC 55.
- Implemented the 2023 Activity Plan and Budget into the APNIC accounts and maintained a monthly forecast process to track income and expenses, and monitor expense variations to the budget.
- Completed a commercial valuation of 6 Cordelia Street which is reflected in APNIC's balance sheet.
- Completed the preparation and lodgement of APNIC's annual Fringe Benefits Tax Return and Income Tax Return in June.
- Completed registration for Singapore GST following assessment of APNIC's liability under the Overseas Vendor Registration (OVR) regime.
- Completed registration for Cambodia VAT following assessment of APNIC's liability under tax obligations related to the provision of digital goods and services for consumption in Cambodia, supplied by non-residents.
- Updated APNIC's Discretionary Portfolio Management Agreement with UBS to reflect the EC's decision to move APNIC's investment portfolio to a 'Sustainable Yield' setting from a 'Yield' setting.
- Completed the mid-year reforecast of APNIC's financial performance against budget and included in APNIC's June 2023 Financial Report.
- Commenced 2024 budgeting processes, along with a review and alignment of activities according to the new strategic plan. The 2024 budget will be approved in February (rather than December 2023) following an EC decision to allow time for the Secretariat's transition to a new organizational structure aligned with the new strategy.

Success Indicators – 5B.1.		Results	Status
1	Achieve a successful audit of APNIC's annual financial accounts.	Completed	
2	Provide APNIC EC with accurate financial reporting each quarter.	3 out of 3 complete	
3	EC approval of the annual budget before 31 December.	In progress	

5B.2 Business services

Objective: Effectively support Secretariat operations and travel.

- Established an updated travel risk assessment framework and WHS Risk Register.



- Automated travel bookings through Salesforce case management.
- Issued an RFP for travel management services and a preferred supplier has been shortlisted for a December trial.

Success Indicators – 5B.2.		Results	Status
1	Zero WHS incidents due to APNIC-controlled environmental factors.	Zero incidents	

5B.3 Business intelligence and data analytics

Objective: Improve decision making from the increased availability and accessibility of relevant, cross-system information sources.

- Re-architected the Data Warehouse back-end to use Snowflake.
 - IRIS now targets Snowflake.
 - Implemented Snowflake permissions via an infrastructure-as-code process.
 - Formalized Snowflake database structure and naming conventions.
- Formalized and began documentation of the Data Warehouse architecture. Work is progressing on designing data transformation models and automation.
- Identification and cataloguing of critical business data from all departments is underway, with a new data governance system implemented to manage the data catalogue.
- Established a new report automation platform to take advantage of existing system capabilities (Confluence, Sharepoint, FusionCharts) and it is now used for activity reporting and monthly financial reports.



Success Indicators – 5B.3.		Results	Status
1	100% of critical business data from all five pillars of activities stored in APNIC data warehouse.	Delayed to 2024	
2	100% report automation data sourced from data warehouse.	Delayed to 2024	

Investments

5B.4 Workspace improvement

Objective: Ensure APNIC's offices are safe and fit for purpose.

- Completed the office refurbishment of 6 Cordelia Street within budget. Hotdesking was introduced and a green space with an edible garden was created as part of the project.
- Completed an office air-conditioning overhaul within budget.
- The internal design of 56 Breakfast Creek Road is nearing completion. Lease contract framework drafted and conditional agreement proposed to be signed in 2024.




Success Indicators – 5B.4.		Results	Status
1	Repairs and upgrades completed in line with budget.	In progress	
2	Finalize contract with APIDT on new office space by end Q4.	Delayed to Q1 2024	

5C Employee Experience Operations

5C.1 Organizational development

Objective: Optimize organizational structure, capability, agility, and culture for the realization of APNIC's vision and mission.



- Completed the first 2023 Glint Employee Engagement survey with an overall engagement score of 79 (+3 on the global benchmark).
- Launched the second 2023 Glint Employee Engagement survey with results available in November.
- Completed an organizational structure review and a change management process has started to move to the new structure.

	Success Indicators – 5C.1.	Results	Status
1	Meet or exceed LinkedIn Glint global benchmark for employee engagement (76).	79	
2	Meet or exceed LinkedIn Glint global benchmark for commitment to diversity (75).	84	
3	Meet or exceed LinkedIn Glint global benchmark for culture (73).	76	

5C.2 Talent attraction and retention

Objective: Attract and retain the best possible talent to deliver APNIC's strategy.



- A workforce plan is in place for 2023 with zero headcount growth.

	Success Indicators – 5C.2.	Results	Status
1	Employee turnover is at or below the Human Capital Index global benchmark of 5-15%.	4.8%	
2	All vacancies are filled within 90 days.	Complete	

5C.3 People services

Objective: Ensure that all people practices for APNIC are inclusive, legally compliant and meet global standards.

- Development of a draft policy for temporary work from an overseas location is underway.
- Completed preparation to meet legislative changes to maximum term contract renewals (effective from December 2023). New contracts have been prepared and impacted staff have been advised.


	Success Indicators – 5C.3.	Results	Status
1	Meet or exceed LinkedIn Glint global benchmark for employee reward (66).	77	
2	No adverse action results from any employment or migration matter.	Nil	

5D Governance Operations

5D.1 Executive Council (EC) support

Objective: Facilitate EC processes and activities of the highest integrity.



- Kenny Huang, Yoshinobu Matsuzaki, Roopinder Singh Perhar, and Anlei Hu were elected to the APNIC EC for two-year terms.
- Held EC meetings on 25-27 February and 2 March 2023, 16-17 May 2023, and 10 September 2023.
- Held a strategic planning meeting on 18-19 May 2023, and a follow up planning meeting on 11 September 2023.
- The EC established a Fee Review Sub-committee in the May 2023 meeting to review APNIC's fee structure. Three meetings of the Fee Review Sub-Committee (FRS) were held on 28 July, 18 August, and 30 August 2023.

Success Indicators – 5D.1.		Results	Status
1	Achieve a satisfaction rating of at least 6/7 from a survey of EC members.	N/A	

5D.2 Corporate governance and legal

Objective: Manage and minimize APNIC's risks through robust corporate governance and compliance with legal obligations.

- Updated and presented the Strategic Risk Register to the EC for quarterly review.
- APNIC EC Limited was officially appointed as trustee of the sole share in APNIC Pty Ltd.
- A majority of EC Members have now been appointed as Directors of APNIC Pty Ltd and APNIC EC Limited.
- APNIC's Members approved all five proposed resolutions to amend APNIC's By-laws to improve the integrity of APNIC's elections, with ~90% votes in favour.
- Conducted the second quarterly BCP scenario test, with opportunities for improvement identified.
- Reviewed and renewed APNIC's corporate insurance program for 2023.
- Completed the ISO9001 external surveillance audit with zero non-conformances.

Success Indicators – 5D.2.		Results	Status
1	Complete quarterly risk reporting to the EC.	3 out of 3 completed	
2	Achieve a successful ISO9001 surveillance audit.	Successfully completed	

Events/Activities in 2023

Month	Event Name	City	Economy
Jan	MMNOG 5	Yangon/Online	MM
	IPv6 Awareness Tutorial - Mongolia	Online	MN
	RPKI/ROV Tutorial and ROA Session Nepal	Online	NP
	RPKI/ROV Tutorial and ROA Session Philippines	Online	PH
	RPKI/ROV Tutorial and ROA Session Cambodia	Online	KH
	Cryptography Fundamentals Tutorial	Online	AP
	IPv6 Protocol, Architecture & Address Planning Tutorial	Online	AP
	Cryptography Fundamentals Tutorial	Online	AP
	IPv6 Protocol, Architecture & Address Planning Tutorial	Online	AP
	Insights on DNS Security	Online	AP
	Open Lab - Linux Basics	Online	AP
	Open Lab - Linux Basics	Online	AP
	PTC'23	Honolulu	US
	JANOG 51	Fujiyoshida, Yamanishi	JP
	Cyberdefcon Bangladesh	Dhaka	BD
	PCTA Executive Cable Conference and Technical Seminar - South Luzon Cluster	Cavite	PH
Feb	APTLD 83	Vientiane	LA
	IPv6 Deployment Workshop Mongolia	Ulaanbaatar	MN
	JPNIC Visit	Tokyo	JP
	APIE Camp	Tokyo	JP
	Network Security Workshop Malaysia	Selangor	MY
	Cyber Safety Pasifika Workshop	Port Vila	VU
	RPKI/ROV Tutorial and ROA Session Nepal	Online	NP
	An Introduction to Cyber Threat Hunting in DNS	Online	BD
	Open Lab - IPv6 Routing	Online	AP
	Open Lab - IPv6 Routing	Online	AP
	DWDM Tutorial	Online	AP
	CERNET: RPKI Online Basic Knowledge Training	Online	AP
	CERNET: RPKI Online Hands-on Training	Online	AP
	KRNIC Visit	Naju-Si, Jeollanam-do	KR
	APRICOT 2023/APNIC 55	Manila	PH
	ITCN Expo 2023	Islamabad	PK
	Australia IG Roundtable (Canberra)	Canberra	AU
	OARC 40	Atlanta	US
	NANOG 87	Atlanta	US
Mar	IETF 116	Yokohama	JP
	Fourth Intersessional Consultation - UN Ad Hoc Committee Cybercrime Convention	Vienna	AT
	IGF 1st Open Consultations and MAG Meeting 2023	Vienna	AT
	TaiwanICDF and USAID Workshop on National Cybersecurity Strategies	Suva	FJ
	NZNOG 2023	Rotorua	NZ
	Foundation PNG Project Meetings	Port Moresby	PG

	IPv6 Awareness Tutorial - Mongolia	Online	MN
	IPv6 Awareness Tutorial - Philippines	Online	PH
	Paptelco - IXP Deployment Tutorial	Online	PH
	IPv6 Awareness Tutorial - Cambodia	Online	KH
	OSPF Operation Tutorial	Online	AP
	DNS Fundamentals/DNS Operations Tutorial	Online	AP
	BGP Fundamentals & Attributes Tutorial	Online	AP
	OSPF Operation Tutorial	Online	AP
	DNS Fundamentals/DNS Operations Tutorial	Online	AP
	IS-IS Operations Tutorial	Online	AP
	Open Lab - Routing / OSPF	Online	AP
	IS-IS Operations Tutorial	Online	AP
	BGP Fundamentals & Attributes Tutorial	Online	AP
	Open Lab - Routing / OSPF	Online	AP
	Convergence India 2023	New Delhi	IN
	Women's Leadership Summit	Melbourne	AU
	APAN 55	Kathmandu	NP
	APAN 55: RPKI/ROV Tutorial and ROA Session Nepal	Kathmandu	NP
	ITU WSIS Forum 2023 (World Summit on the Information Society)	Geneva	CH
	AFRINIC Visit - Stakeholder Engagement	Ebene	MU
	INNOG 6	Delhi	IN
	INNOG 6 DNSSEC Workshop	Delhi	IN
	INNOG 6 RPKI/ROV Tutorial	Delhi	IN
	APNIC Foundation Project Site Visits	Davao	PH
	ICANN 76	Cancun	MX
	4th Social Enterprise Advocacy and Leveraging (SEAL) Conference [no APNIC staff or resources]	Bangkok	TH
	The Asia-Pacific Forum on Sustainable Development (APFSD)	Bangkok	TH
Apr	ARIN 51	Tampa	US
	1st Meeting of APT Preparatory Group for WTSA-24 (APT WTSA24-1)	Bangkok	TH
	PCTA Convention 2023	Boracay	PH
	RPKI/ROV Tutorial Australia (Melbourne)	Melbourne	AU
	Open Lab - Routing / IS-IS	Online	AP
	MPLS Fundamentals Tutorial	Online	AP
	MPLS Fundamentals Tutorial	Online	AP
	RPKI/ROV Tutorial Australia (Adelaide)	Adelaide	AU
	Open Lab - Routing / IS-IS	Online	AP
	Open Lab: Routing / BGP	Online	AP
	Open Lab: Routing / BGP	Online	AP
	PITA Working Group Meeting on Cyber Security & Protection initiatives	Online	FJ
	NMM Fundamentals (Intro to NMM + Linux fundamentals)	Online	AP
	NMM Fundamentals (Intro to NMM + Linux fundamentals)	Online	AP
	IPv6 Awareness Tutorial - Mongolia	Ulaanbaatar	MN
	KRNOG 1 2023	Seoul/Online	KR

	Drawing back the curtain on QUT - A WiT Partner Showcase Event	Brisbane	AU
	BrisSec 2023	Brisbane	AU
	RPKI/ROV Tutorial - South Bank TAFE Brisbane	Brisbane	AU
	SANOG 39	Dhaka	BD
	LACNIC 39	Merida	MX
	RIPE 86	Rotterdam	NL
	APNIC - IPv6 Deployment Workshop Cambodia	Phnom Penh	KH
	APNIC - SDN Workshop Thailand	Bangkok	TH
	ThaiNOG 5 2023	Bangkok	TH
	KDDI Foundation- Network Monitoring and Management	Vientiane	LA
	BKNIX Peering Forum 2023	Bangkok	TH
	AusCERT Conference	Gold Coast	AU
	Internet Fundamentals for Investigators Training - Taiwan LEA	Taipei	TW
	4th ICANN APAC-TWNIC Engagement forum & 39th TWNIC OPM	Taipei	TW
	PITA 27th AGM & Business Forum Expo 23	Port Moresby	PG
	IXP Workshop - Fiji	Suva	FJ
	Digital Infrastructure Fund Launch	New York	US
	Open Lab: DNS	Online	AP
	Open Lab: DNS	Online	AP
	Youth-oriented capacity workshop by NIII	Taipei	TW
May	DNSSEC fundamentals	Online	AP
	DNSSEC fundamentals	Online	AP
	Packet Analysis	Online	AP
	Packet Analysis	Online	AP
	55th AI3 & SOI Asia Directors Meeting	Jakarta	ID
	VNNIC Youth IG Webinar	Hybrid	VN
	Cyber Security Sector Diversity and Interdisciplinary Research Roundtable	Gold Coast	AU
	CERNET-DNSSEC Tutorial	Beijing	CN
	ISIF Asia - Visit to DistantCurve installations	Yulara	AU
	CRC & mnNOG - IPv6 Deployment Workshop Mongolia	Ulaanbaatar	MN
	CNNIC : IPv6 Workshop (Delivered in Mandarin)	Online	CN
	IRINN DNNSEC Tutorial	Online	AP
	Foundation 2023 Second Board Meeting	Online	AP
	OEWG-ICT Informal Dialogue and Intercessional Meetings	New York	US
	OSPF - TAFE Mt Gravatt	Brisbane	AU
	UQ Cybersecurity Workshop	Brisbane	AU
	TW ICDF Information Security Policy Workshop	Online	TW
	ITU 2nd TSAG Meeting 2023	Geneva	CH
	FIRST Annual Conference 2023	Montreal	CA
	RightsCon 2023	San José, Costa Rica	CR
	CommunicAsia 2023	Singapore	SG
Jun	MyNOG10	Kuala Lumpur	MY
	AVPN Global Conference 2023	Kuala Lumpur	MY
	ICANN 77 (Policy Forum)	Washington, D.C.	US

	btNOG 10	Paro	BT
	VNNIC Internet Conference 2023	Ho Chi Minh	VN
	npNOG 8	Kathmandu	NP
	PACNOG 31	Port Vila	VU
	TWNIC - IPv6 Deployment & RPKI Workshop	Taipei	TW
	Internet Fundamentals Workshop - Malaysia	Kuala Lumpur	MY
	APNIC-IPv6 Deployment Tutorial Singapore	Singapore	SG
	23rd APT Policy and Regulatory Forum (PRF-23)	Online/Nadi	FJ
	The seminar of the Asia-Pacific Internet Resources Capacity Building (2023)	Online	CN
	APT - IPv6 Deployment Workshop Cambodia	Online	KH
	CNNIC : IPv6 Tutorial	Online	CN
	Open Lab: IPv6 Security	Online	AP
	Open Lab: IPv6 Security	Online	AP
	BGP Policy Control	Online	AP
	BGP Policy Control	Online	AP
	IPv6 Deployment Planning & IPv6 Security	Online	AP
	IPv6 Deployment Planning & IPv6 Security	Online	AP
	NANOG 88	Online/Seattle	US
	IPv6 Community Event	Nuku'alofa	TO
	1st India ISP Conclave	Pune	IN
	RPKI/ROV Tutorial and ROA Session Laos	Vientiane	LA
	yIGF Myanmar 2023	Online/Yangon	MM
	IPv6 Awareness Tutorial - Mongolia	Online	MN
	IETF 117	San Francisco	US
	HKIRC - Network Security Workshop Hong Kong	Hong Kong	HK
	JANOG 52	Online/Nagasaki City	JP
	IDNOG 8	Jakarta	ID
	PHNOG 2023	Makati	PH
	APIGA 2023	Seoul	KR
	2nd IGF Open Consultations & MAG Meeting 2023	Online/Geneva	CH
	Cyber Safety Pasifika - Tier 2 Course	Apia	WS
	APIE and APNIC Academy planning workshop	Tokyo	JP
	Network Security Tutorial - Macau	Macau	MO
Jul	DNSSEC & NMM Technical Talks - Macau	Macau	MO
	RPKI/ROV Tutorial Australia (Canberra)	Canberra	AU
	RPKI/ROV Tutorial Australia (Sydney)	Sydney	AU
	APT - Network Security Workshop Indonesia	South Tangerang	ID
	G20 International Conference on Crime and Security	Delhi	IN
	SNMP Fundamentals	Online	AP
	SNMP Fundamentals	Online	AP
	TrustCon 2023	San Francisco	US
	Reverse DNS (IPv4/IPv6)	Online	AP
	Reverse DNS (IPv4/IPv6)	Online	AP
	Global Digital Economy Conference	Beijing	CN

	APT-IPv6 Deployment Workshop Papua New Guinea	Port Moresby	PG
	Roundtable Invite - Internet Fragmentation	Canberra	AU
	Open Lab: NMM / LibreNMS	Online	AP
	Open Lab: NMM / LibreNMS	Online	AP
	BSides 2023	Brisbane	AU
	Site Visit for APRICOT 2024	Bangkok	TH
	MANRS Routing Security Summit 2023	Online	AP
	INTERPOL Regional Workshop - How to Preserve and Obtain Electronic Evidence	Online	AP
	APAC DNS Forum 2023	Hong Kong	HK
	Switch! TL Welcome Event	Dili	TL
Aug	VNNIC visit APNIC Office	Brisbane	AU
	Visit to Sydney to work with Aftab Siddiqui	Sydney	AU
	PACIGF 2023	Brisbane	AU
	NetThing 2023	Brisbane	AU
	Security2Cure	Brisbane	AU
	APrIGF 2023	Brisbane	AU
	ISPAB- RPKI, DDoS and Network Security	Dhaka	BD
	ISPAB- Advanced BGP Routing and IXP	Dhaka	BD
	Switch! Cambodia National Event	Sihanoukville	KH
	Critical Infrastructure Cyber Security Workshop	Suva	FJ
	National Conference on Information Technology	Nadi	FJ
	RPKI/ROV Tutorial and ROA Session Hong Kong & Macau (Delivered in Cantonese)	Online	HK
	M-root set up - HKIX	Sha Tin	HK
	IIXS - The 5th Indonesia Internet Expo & Summit	Jakarta	ID
	APIE Camp 2023 Summer	Bandung	ID
	RPKI/ROV Tutorial and ROA Session Laos	Vientiane	LA
	Switch! Laos National Event	Vang Vieng	LA
	OSPF Operation Tutorial Mongolia	Online	MN
	IPv6 Awareness Tutorial - Mongolia	Online	MN
	ISOC IXP Workshop Pakistan	Online	PK
	Sri Lanka Police - Internet Fundamentals for Investigators Training	Colombo	LK
	APAN 56	Colombo	LK
	InfoSec Taiwan 2023	Taipei	TW
	Switch! Thailand National Event	Khao Yai	TH
	IXP Deployment Tutorial - Timor Leste	Dili	TL
	IPv6 Deployment Workshop - Timor Leste	Dili	TL
	CompTIA Summit 2023	Nevada	US
	Open Lab - IPv6 Transition		AP
	Open Lab - IPv6 Transition	Online	AP
	Introduction to SDN/OpenFlow Tutorial	Online	AP
	Introduction to SDN/OpenFlow Tutorial	Online	AP
	IPv6 Transition Techniques	Online	AP
	IPv6 Transition Techniques	Online	AP
Sep	CyberOZ 2023	Sydney	AU

	RPKI/ROV Tutorial - South Asia and Oceania	Brisbane	AU
	IAASystems Workshop	Gold Coast	AU
	AUSNOG 2023	Gold Coast	AU
	GFCE Triple-I Guwahati - RPKI and ROA	Guwahati	IN
	inSIG 2023	Online/Guwahati	IN
	Online Meeting Invitation by the MCIT Department of the Indonesian Government	Online	ID
	Rural ICT Camp 2023	Lapeo	ID
	Foundation 2023 Third Board Meeting	Kyoto	JP
	APNIC 56 - Network Automation Tutorial	Kyoto	JP
	APNIC 56 Conference	Kyoto	JP
	RPKI/ROV Tutorial and ROA Session Laos	Vientiane	LA
	56th AI3 & SOI Asia Joint Meeting	Penang	MY
	BGP Fundamentals & Attributes Tutorial - Mongolia	Online	MN
	mnNOG 5	Ulaanbaatar	MN
	THREAT CON 2023	Kathmandu	NP
	PCTA - Routing Basics and BGP Fundamentals	Davao	PH
	Switch! Philippines National Event	Tagaytay	PH
	SGNOG 10	Singapore	SG
	AIS 2023 - AfNOG	Johannesburg	ZA
	APTLD 84	Seoul	KR
	ITU Asia and the Pacific Regional Development Forum 2023 (RDF)	Bangkok	TH
	APT Symposium on Inclusive Connectivity	Bangkok	TH
	Switch! Timor Leste National Event	Dili	TL
	FIRST Regional Symposium for the Pacific	Port Villa	VU
	Switch! Vietnam National Event	Da Nang	VN
	OARC 41	Da Nang	VN
	Open Lab: IPv6 Routing	Online	AP
	Open Lab: IPv6 Routing	Online	AP
	IPv6 Protocol Architecture & Address Planning	Online	AP
	IPv6 Protocol Architecture & Address Planning	Online	AP
	Open Lab: Linux Basics	Online	AP
	Open Lab: Linux Basics	Online	AP
Oct	Switch! National Coordinator office visit	Brisbane	AU
	RenasCON	Dhaka	BD
	SCITP - IPv6: Introduction, Deployment & Operation for Enterprise Networks	Chattogram	BD
	BT-CIRT National Cybersecurity Conference 2023	Thimpu	BT
	Network Monitoring and Packet Analysis Tutorial	Thimpu	BT
	BtCIRT - Network Security Workshop	Thimpu	BT
	CFO Coordination Group (LACNIC40)	Fortaleza	BR
	LACNIC 40	Fortaleza	BR
	Network Security Workshop - Cambodia	Phnom Penh	KH
	KHNOG 5	Phnom Penh	KH
	Pacific Cyber Capacity Building and Coordination Conference (P4C)	Nadi	FJ
	PITA Strategy Forum 2023	Suva	FJ

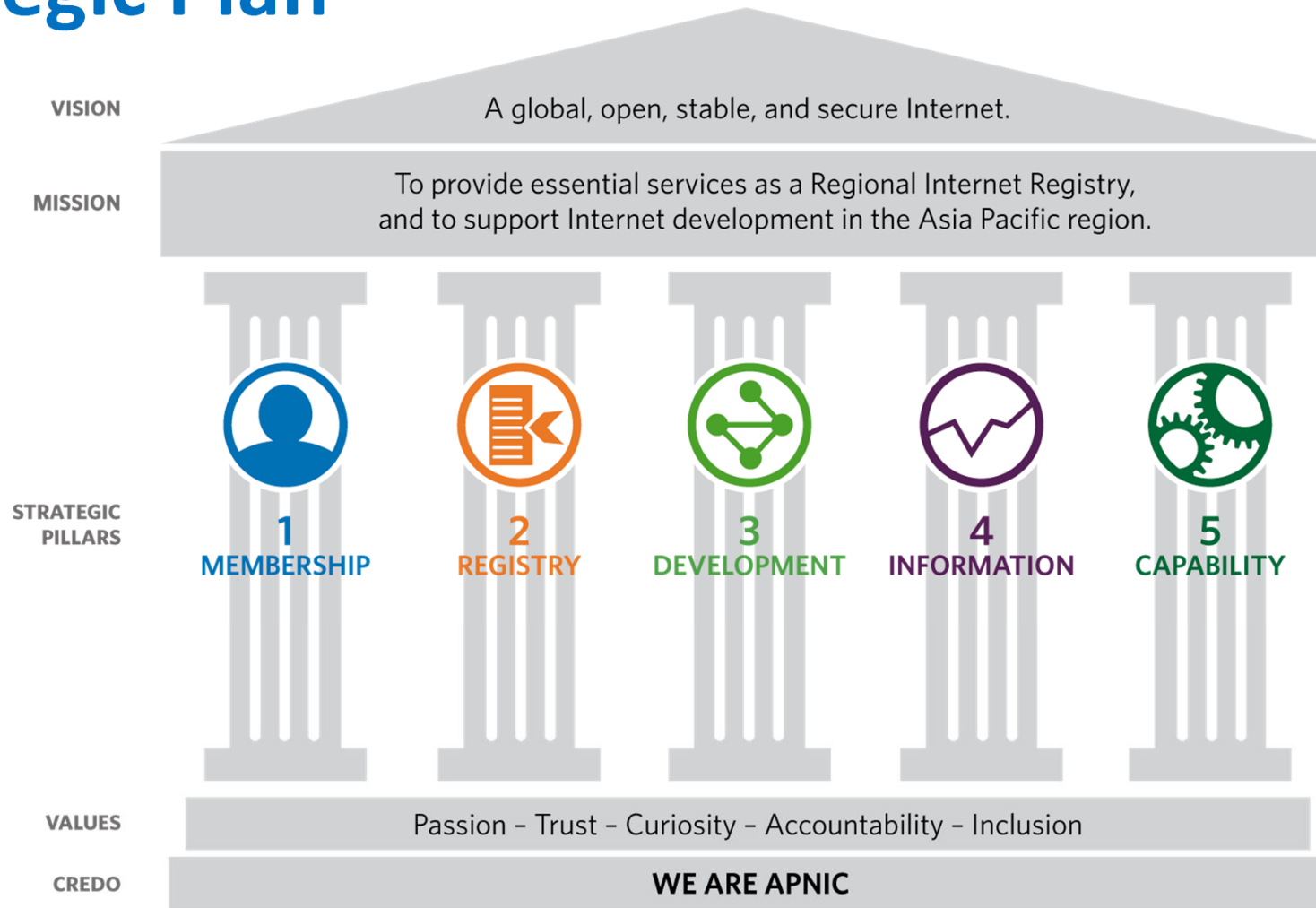
ICANN 78 (25th AGM)	Hamburg	DE
HKNOG 12.0	Hong Kong	HK
IGF 2023	Kyoto	JP
KDDI Foundation – Internet Routing for Beginners	Vientiane	LA
BGP Fundamentals & Attributes Tutorial - Mongolia	Online	MN
MNSEC 2023	Ulaanbaatar	MN
NREN - IPv6 Deployment Workshop	Kathmandu	NP
PKSIG 2023	Gilgit-Baltistan	PK
Visit to Pakistan	Islamabad	PK
PCTA Regional Connectivity Summit and FiBERfest - BGP Fundamentals	Davao	PH
DFRWS-APAC 2023	Singapore	SG
SGNOG - Advance Routing with RPKI Workshop	Singapore	SG
INTERPOL Global Cybercrime Conference 2023	Singapore	SG
KISA /KrCERT CC APISC 2023	Seoul	KR
SANOG40 NETSEC/DNSSEC Workshop	Colombo	LK
SANOG40 BGP/IPv6/RPKI Workshop	Colombo	LK
APT-SDN Workshop Sri Lanka	Colombo	LK
SANOG 40	Colombo	LK
TWIGF 2023	Taipei	TW
Cyber Safety Pasifika 2023-10	Nuku'alofa	TO
NANOG 89	San Diego	US
ARIN 52	San Diego	US
VNIX-NOG 2023 – Workshop on IPv6 Deployment Technology	Da Lat City	VN
VNIX-NOG 2023	Da Lat City	VN
Transport Layer Security (TLS) and Secure Socket Layer (SSL)	Online	AP
Transport Layer Security (TLS) and Secure Socket Layer (SSL)	Online	AP
Open Lab: Routing / OSPF	Online	AP
Open Lab: Routing / OSPF	Online	AP
Round-Robin Database (RRD) Fundamentals	Online	AP
Round-Robin Database (RRD) Fundamentals	Online	AP

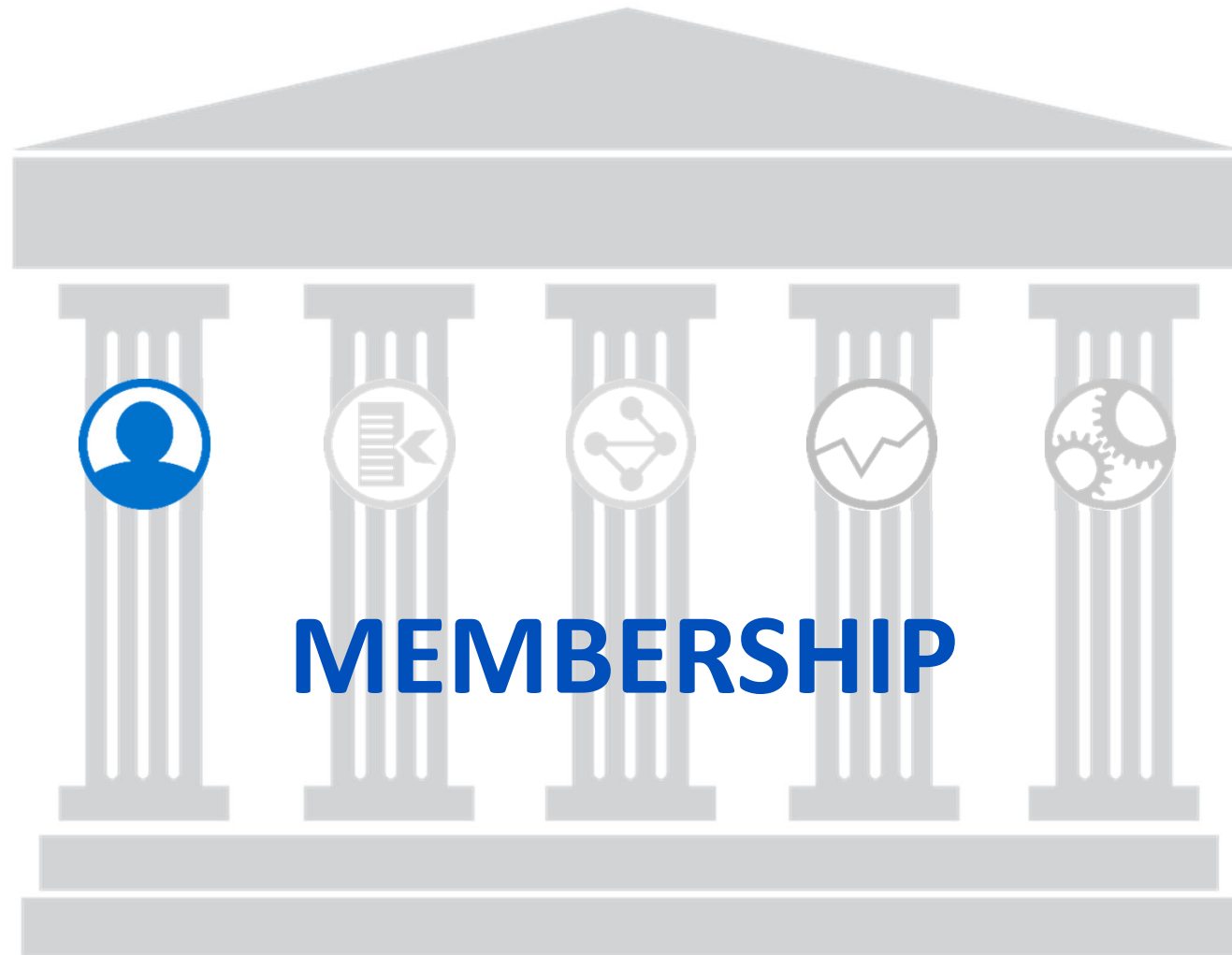
Table 12: Events attended

2023 APNIC Activity Report

EC Meeting, Rome
26 November 2023

Strategic Plan

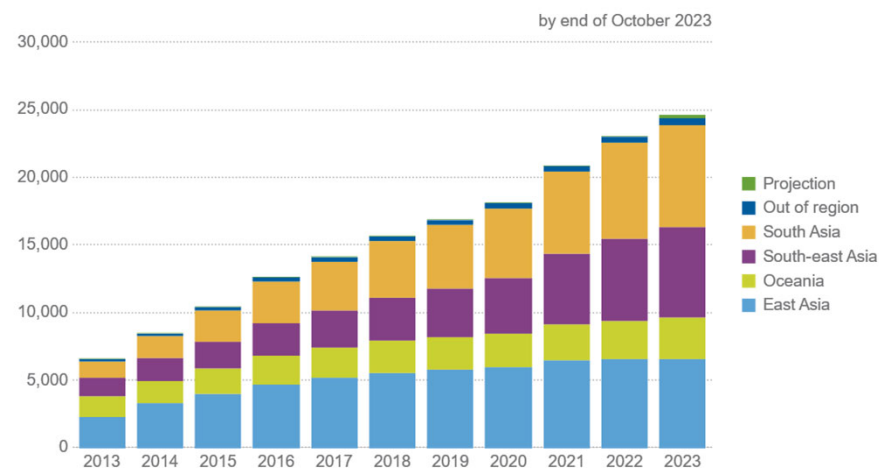
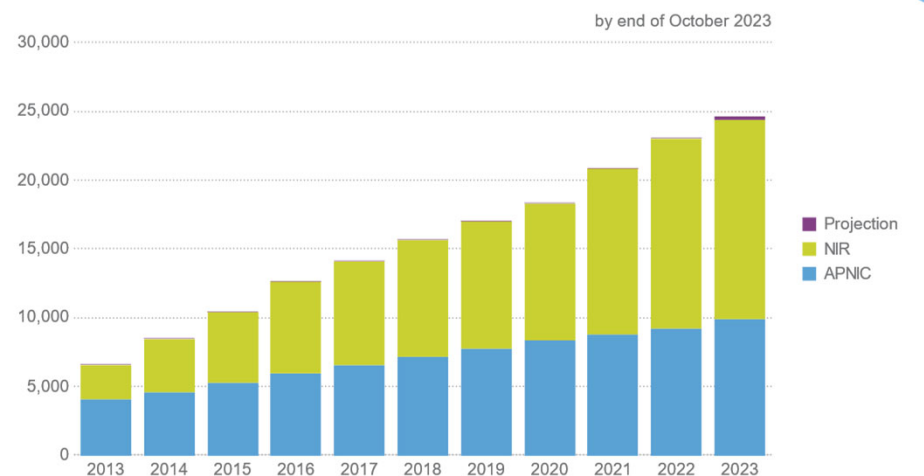




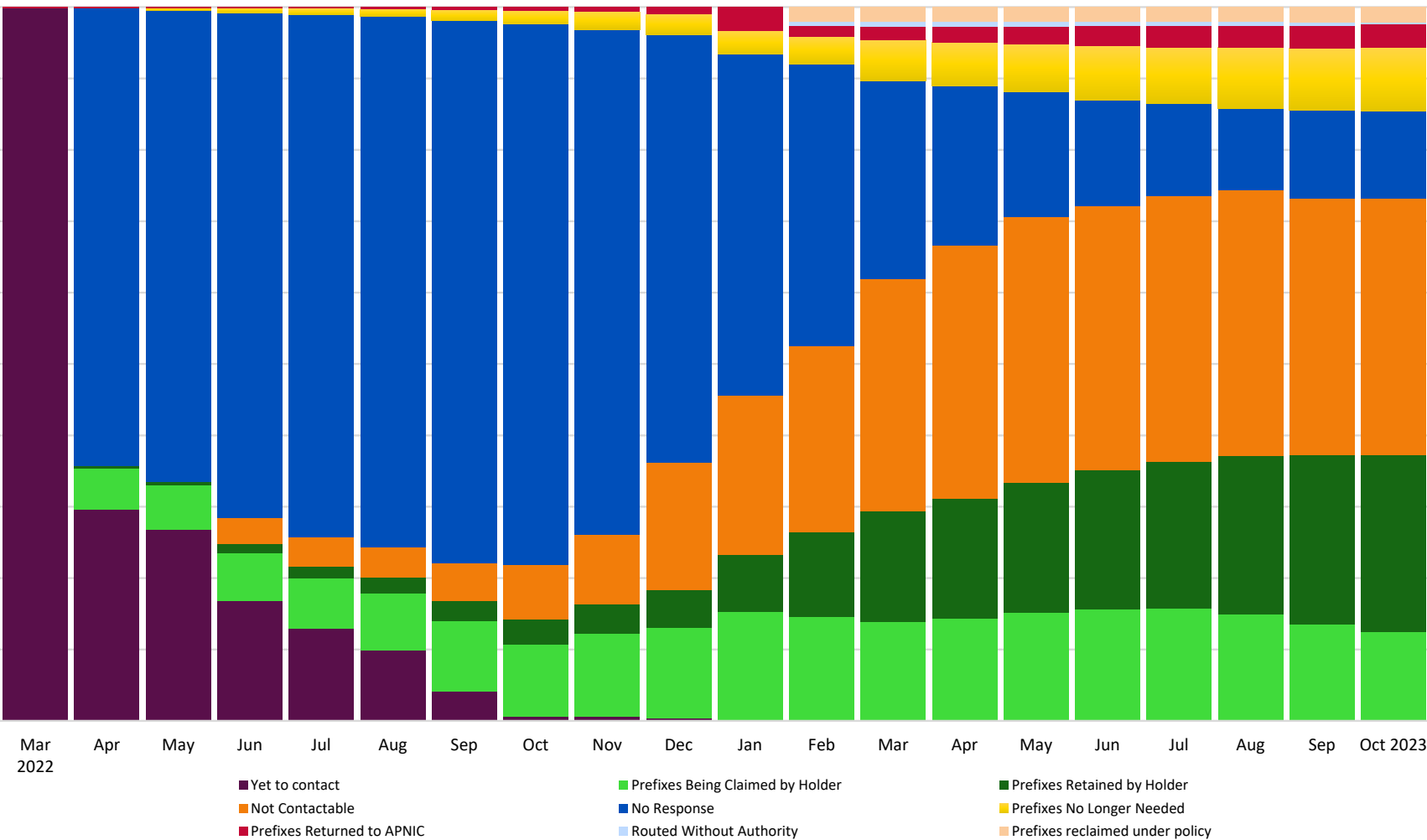
MEMBERSHIP

Member Services

- APNIC Members 9,875
NIR sub accounts 14,495
- Service satisfaction 96% 'excellent' and 'above average' (501/522)
- Member Services 48hr SLA 99.97% met
- 3,447 feedback items received;
922 required action: 891 (96%) resolved, 31 (4%) open
- 352 user research engagements
- 252 Member outreach engagements across 35 economies on RPKI, transfers, TA, upcoming events and historical resource transition
- 20 fraud attempts detected and prevented



Historical Resources Transition Project (Current)



Historical Resources Transition Project (Current)



Outcome	Routed		Unrouted		Total	
	Cases	IPv4	Cases	IPv4	Cases	IPv4
Registration Removed / to be removed	24	98,816	2,129	1,864,192	2,153	1,963,008
Recycled	-	-	180	665,856	180	665,856
Claimed by holder	148*	418,304	-	-	822	4,294,912
Total					3,303	7,342,080

* 148 routed cases comprising 418,304 IP addresses are having their claim reviewed

Membership Product Development



Planned roadmap goals in progress

- Improve Member contact management in MyAPNIC
- Improve internal API authentication
- Additional widgets in MyAPNIC dashboard
- Re-architect workflow code off end-of-life OS servers
- Automate and improve account closure processes

Additional roadmap goals in progress

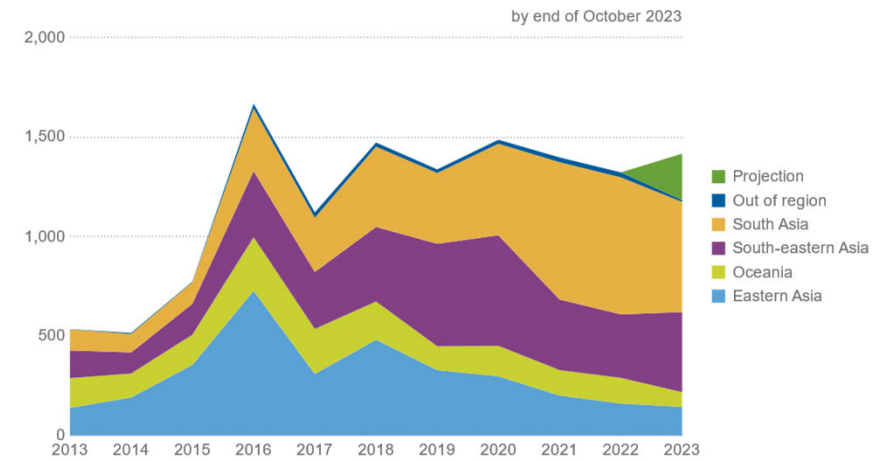
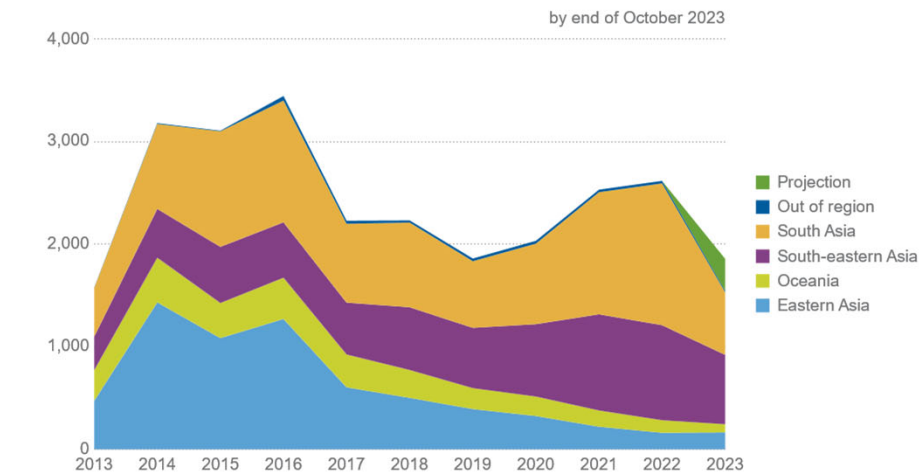
- APNIC fee adjustments
- Renewal workflow
- Orbit platform improvements
- Migrate from RT to Salesforce

Additional roadmap goals completed

- Organization name change process improvements
- Orbit UX improvements to list management and subscription display
- System updates for historical resources transition project including billing improvements
- System updates for GST in Singapore and future consumption tax changes in other economies
- New voting process for APNIC By-law Reforms and system updates for SIG and IANA RC elections

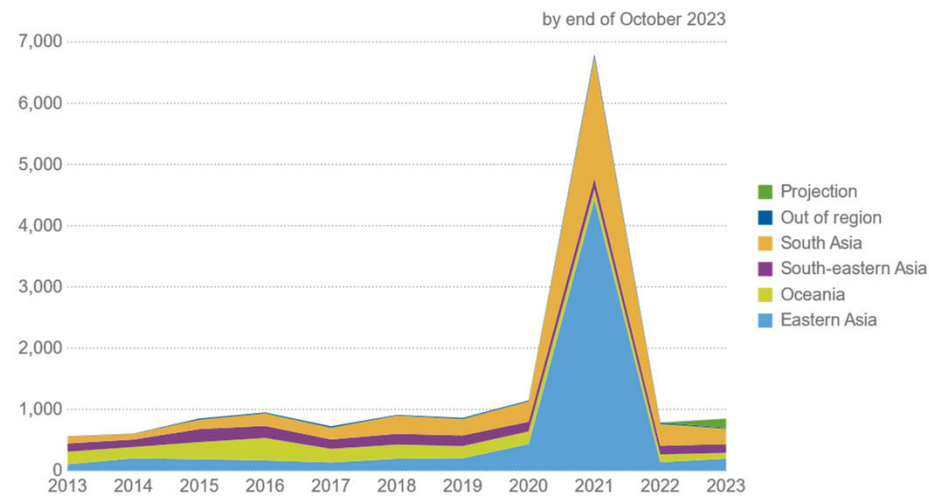


Resource Delegations



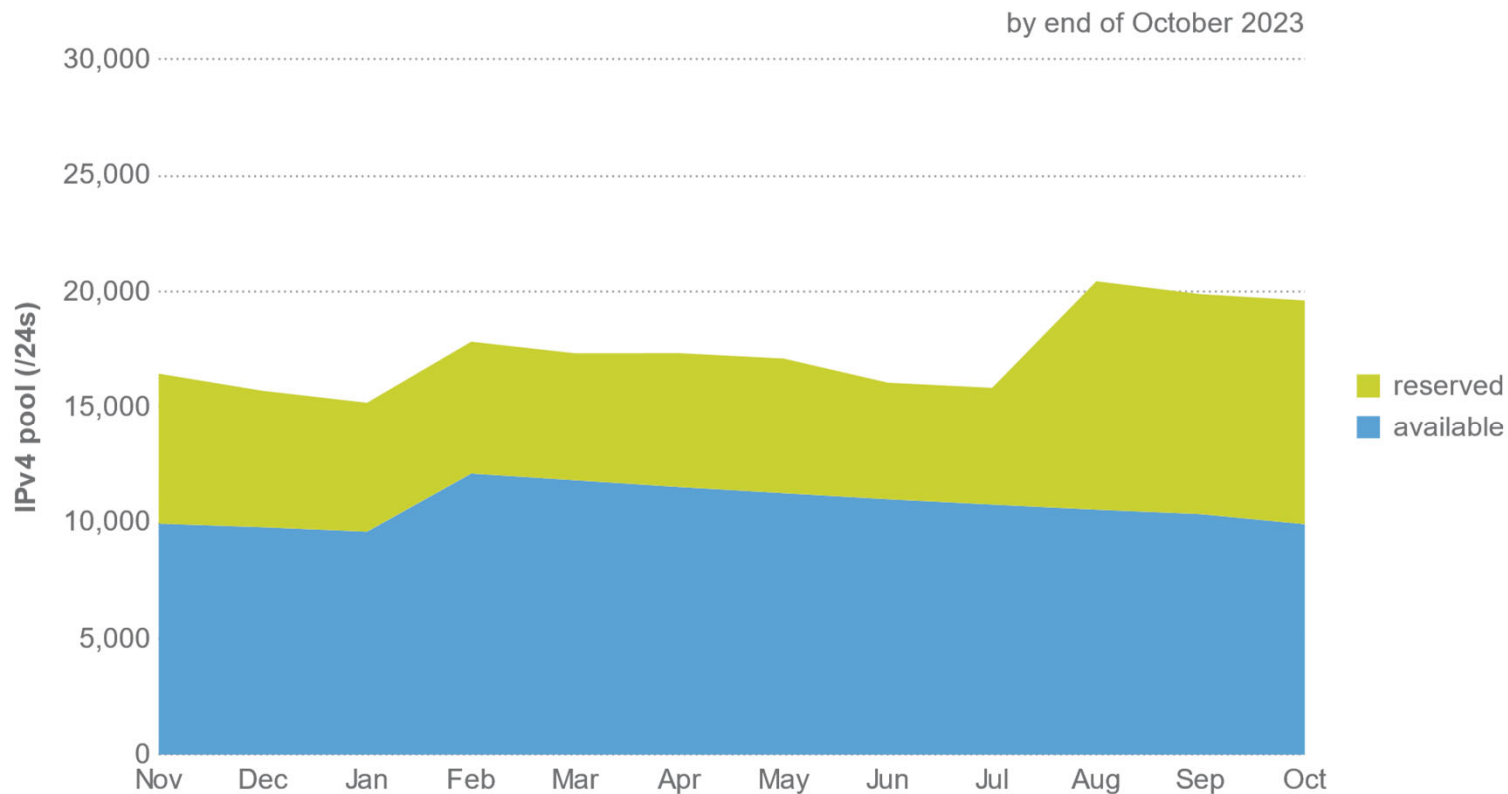
IPv4

IPv6



ASNs

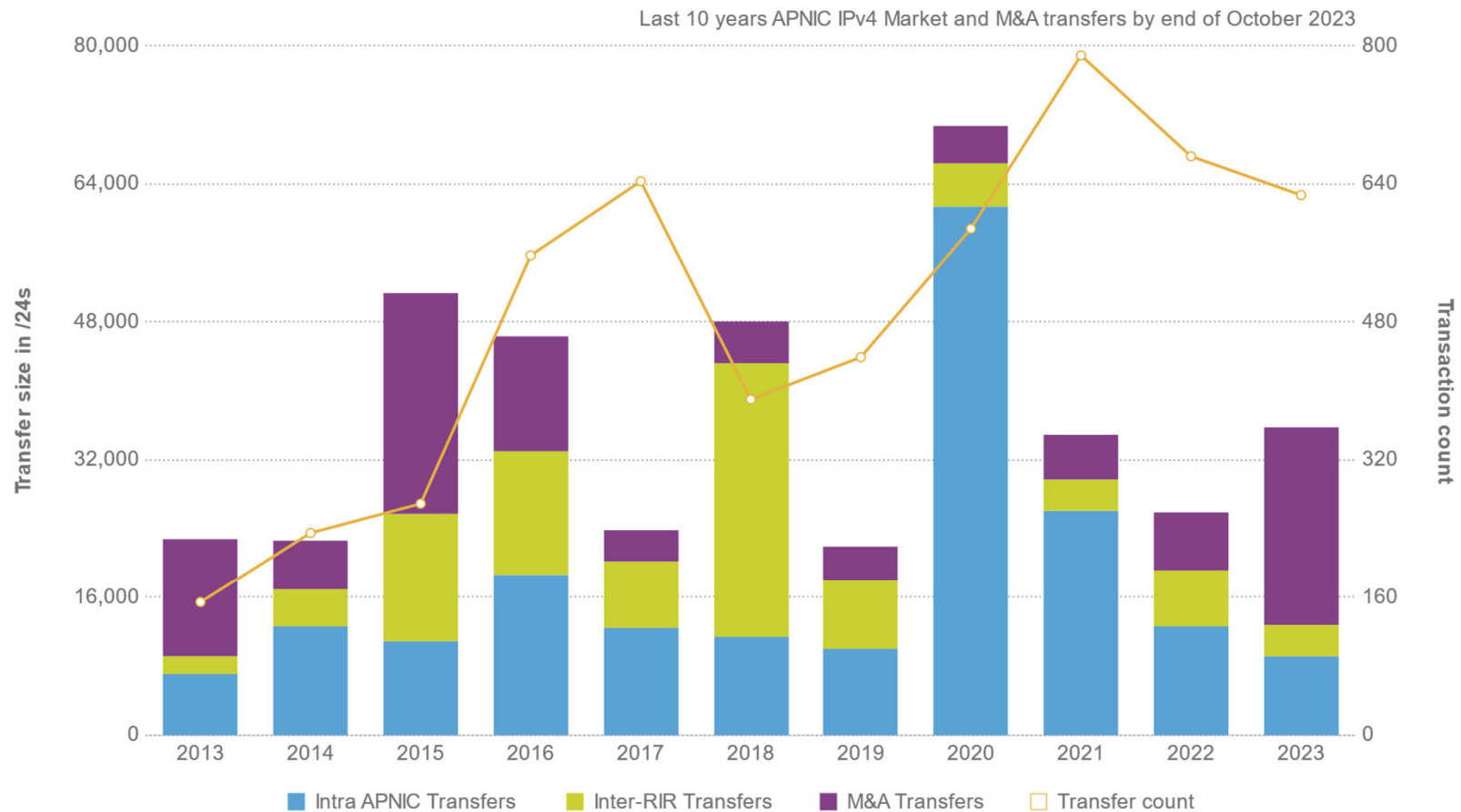
Available IPv4



Available and reserved space increased due to historical resource transition project:

- 1,946,624 IP addresses (7,604 /24s) reclaimed
- 665,856 IP addresses (2,601 /24s) recycled

APNIC Transfers



IPv4 Market and M&A transfers

Registry Products



- Migration of ARMS to RHEL9 from CentOS Linux continued
- Work continues on understanding and documenting RPKI failure modes
- Beta release of Registry API expected this month
- Availability of whois, RDAP, RPKI, RDNS, IRR: 99.99%
- Community consultation on critical service availability
 - 209 responses from 32 economies
 - Results published; EC endorsed APNIC's benchmark of critical services availability to 99.99%

Registry Product Development



Planned roadmap goals completed

- Pre-validate all RPKI changes to avoid errors
- Improve ASN delegation identity in whois and MyAPNIC

Additional roadmap goals completed

- prop-150 and -151 implemented
- ROA publication speed improvements
- Geofeed attribute added to whois objects
- Core registry operation updates

Planned roadmap goals in progress

- RSC object implementation (creation/validation)
- Update authorization mechanisms for whois

Additional roadmap goals in progress

- RPKI resilience
- Six IETF drafts

Policy Development



Proposal	Conference	Status
prop-147: Historical resources management	APNIC 55	Implemented
prop-148: Leasing of resources is not acceptable	APNIC 56	Sent back to the mailing list
prop-149: Change of maximum delegation for less than /21 total IPv4 holdings	APNIC 55	Sent back to the mailing list
prop-150: ROA/whois object with private, reserved and unallocated (reserved/available) origin ASN	APNIC 55	Implemented
prop-151: Restricting non-hierarchical as-set	APNIC 55	Implemented
prop-152: Reduce the IPv4 delegation from /23 to/24	APNIC 56	Sent back to the mailing list
prop-153: Proposed changes to PDP	APNIC 56	Sent back to the mailing list
prop-154: Resizing of IPv4 assignment for the IXPs	APNIC 56	Sent back to the mailing list
prop-155: IPv6 PI assignment for Associate Members	APNIC 56	Reached consensus; sent to EC for endorsement





APNIC Conferences



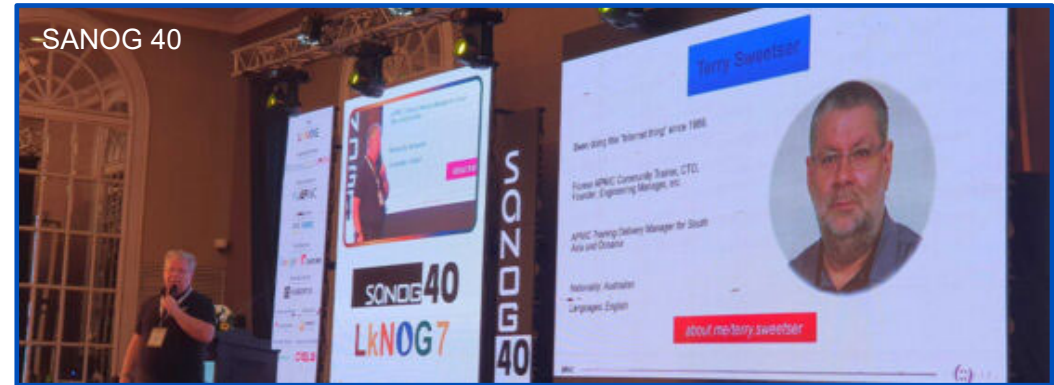
	APRICOT 2023 with APNIC 55	APNIC 56
In-person participants	740	504
Remote participants (Zoom)	108	111
Economies represented	54	47
Remote views (YouTube)	5,119 Hours : 941.68	3,966 Hours: 610.89
NPS	80	76



Technical Community Support



- 32 tech community events
 - 20 NOGs: Sponsorship, speakers, training and technical support
 - Supported inaugural KRNOG
- 18 security events
 - 3 quarterly threat sharing community (Honeynet) events
 - Supported BtCIRT, KrCERT/CC, CERT Vanuatu, Fiji Critical Infrastructure CERT and MNCERT/CC; supported mentoring program at FIRST Annual Conference 2023



Internet Cooperation



Internet organization cooperation

- Participated in NRO EC and Coordination Groups (14 online meetings)
- Participated in RIR (5), ICANN (3) and IETF meetings (2), APTLD; ITCG (9) and I* (3) calls



Internet governance

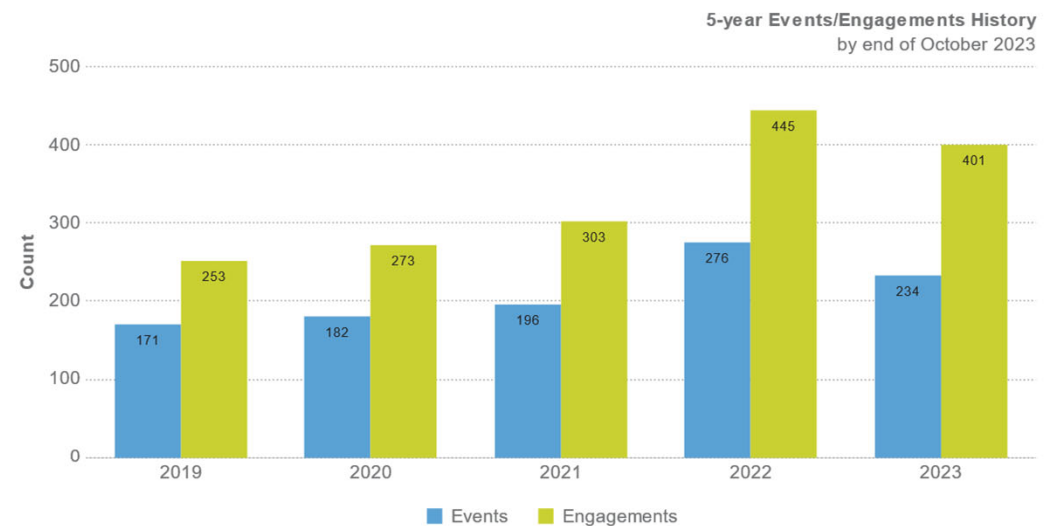
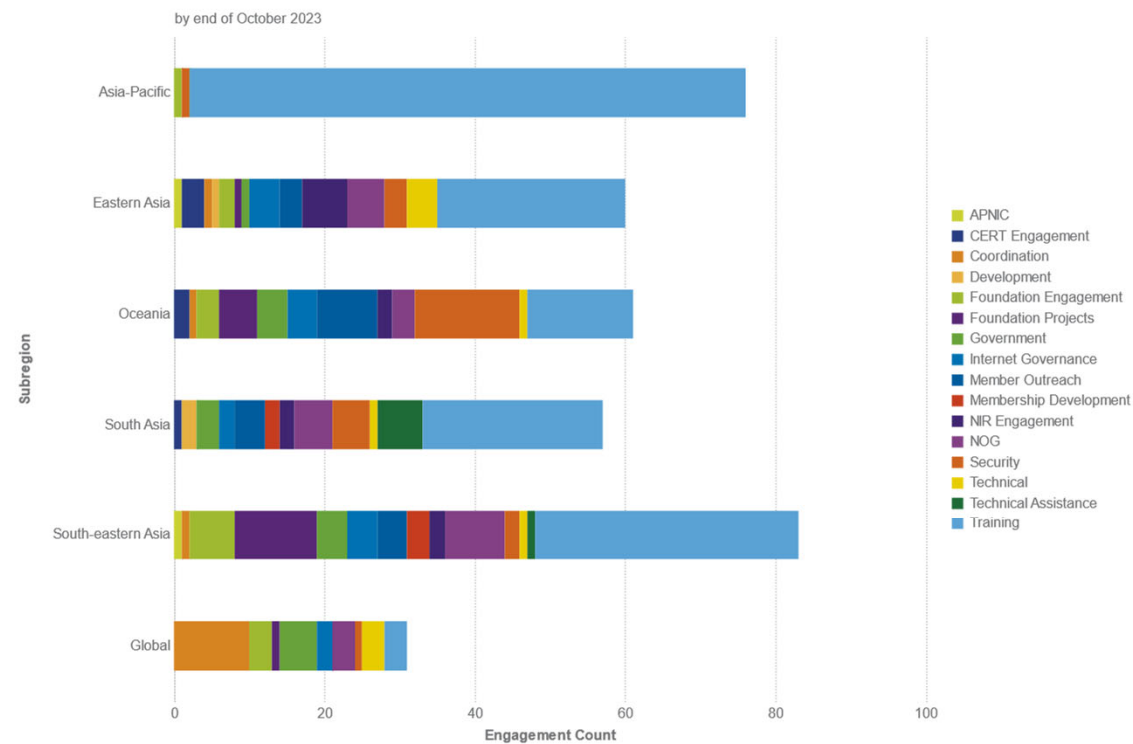
- IGF 2023
 - Co-organized session on Internet fragmentation and GDC
 - 11 meetings (MAG, IGFSAs)
- APrIGF 2023
 - Co-organized session on Internet fragmentation
 - 25 APrIGF MSG and PC meetings, including site visit
- Sub-regional and economy-level
 - NetThing 2023 (AU)
 - VNNIC Internet Conference 2023
 - Pacific IGF 2023
 - Youth initiatives (Viet Nam, Myanmar, NII), APIGA, inSIG and PKSIG 2023

Government Engagement



- ITU – International Telecommunications Union
 - ITU WSIS Forum, ITU Asia and Pacific Regional Development Forum 2023, ITU TSAG, cybersecurity training in Pacific
- APT – Asia-Pacific Telecommunity
 - Prep meetings for WTSA-24, APT PRF-23
 - Training to seven APT member states
 - APT Symposium on Inclusive Connectivity
- UN – United Nations
 - Application for ECOSOC ‘consultative status’
 - Drafted and co-signed four contributions to GDC
 - Contributed to UN Convention on Cybercrime
 - Meetings with representatives from UN agencies (UNDESA and UN SecGen Tech Envoy)
- Government engagement in seven economies on IPv6, Internet governance, Internet fragmentation, cybersecurity and capacity building
- Training for LEAs in Oceania, Taiwan and Sri Lanka; presenting at INTERPOL and G20 events

Community Engagement

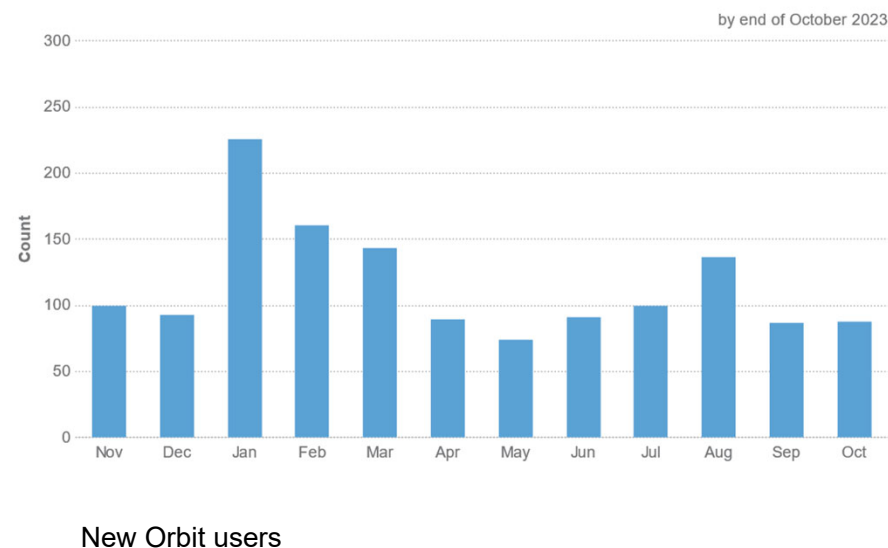


Monthly engagement

Engagement by subregion / type

Community Participation

- 611 participants at SIG meetings
- SIG Guidelines updated
- Community consultations held on proposed reforms to APNIC By-laws; five resolutions were passed at APNIC 56
- Encouraging newcomers
 - 620 conference newcomers
 - 32 Fellows selected from 491 applicants
 - 19 female, 12 male, 1 unspecified, 8 youth
 - 95% attendance at 12 webinars; fellows completed average of 4 Academy courses
 - 13 volunteer mentors including 9 from the community
 - 94% of fellows graduated; NPS 100
- Community Platform – ‘Orbit’
 - Attracted 1,198 new users; 1,571 new posts
 - Improvements to interface and post formatting



APNIC Academy



- Instructor-led training at 19 technical events, including 13 NOGs
- 34 online open tutorials, 2 workshops at APRICOT 2023, 3 workshops with NIRs, 2 workshops and 4 tutorials at APNIC 56
- 4 workshops with APT in Cambodia, Indonesia, Papua New Guinea and Sri Lanka
- New online, self-paced courses
 - Cybersecurity Fundamentals
 - Introduction to BGP
- 5 new virtual Labs + updates to RPKI, Linux and BGP labs
 - Hashing
 - DNS Tunnelling
 - Brute-force SSH
 - IXP Manager Setup and IXP Peering
 - Syslog Detection
- 33 Volunteer Community Trainers and 9 Retained Community Trainers

	Instructor-led	Self-paced
Courses	Face-to-face: 69 Online/Hybrid: 255	2,420 completions; 5,039 contact hours
Students	7,718	8,398 new (34,003 in total)
Virtual Labs		17,591 labs 21,139 hours



APNIC 56 training

Academy Product Development



Planned roadmap goals in progress

- Improve Academy data reporting with BI tools
- Design training certification program
- Integrate TA platform with Salesforce case management tools

Additional roadmap goal in progress

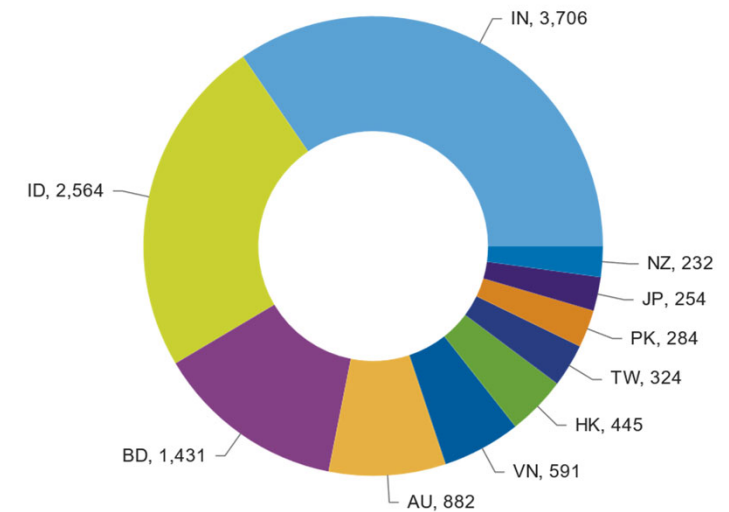
- Commenced stage 2 of the Training wiki migration to APNIC Academy

RPKI



- 28 training sessions (10 led by Community Trainers)
- Supported Members in Bangladesh, Maldives and Philippines with technical assistance
- Two deployment case studies; 10 blog posts
- Lao PDR reached 93.29% ROA coverage in July following training

Top 10 economies - networks with ROAs
by end of October 2023



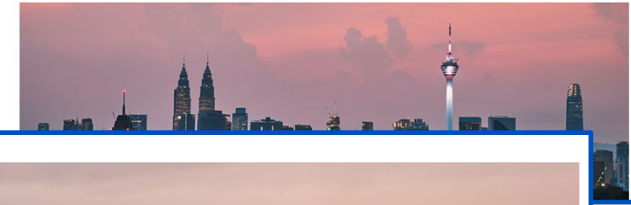
Networks with ROAs – Top 10 CCs

IPv6

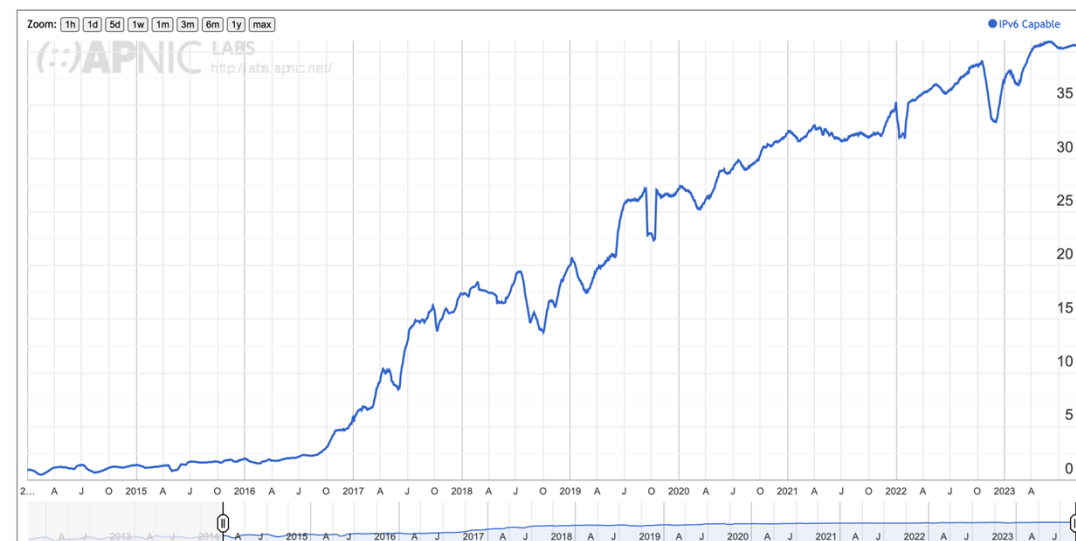


- 48 training sessions
 - 21 led by RCTs
 - Including sessions in partnership with Mongolian government and with APT in Cambodia and Papua New Guinea
 - Awareness sessions in Mongolia, Philippines and Cambodia
- Supported Members in Bangladesh, Philippines, Nepal, Micronesia and Australia with technical assistance
- Two new deployment stories; 39 blog posts
- 43.56% IPv6 capability for Asia Pacific

Telekom Malaysia's
IPv6 readiness
journey



Mongolia's Unitel
Group leads IPv6
usage in Mongolia,
aims higher



Internet Infrastructure Support



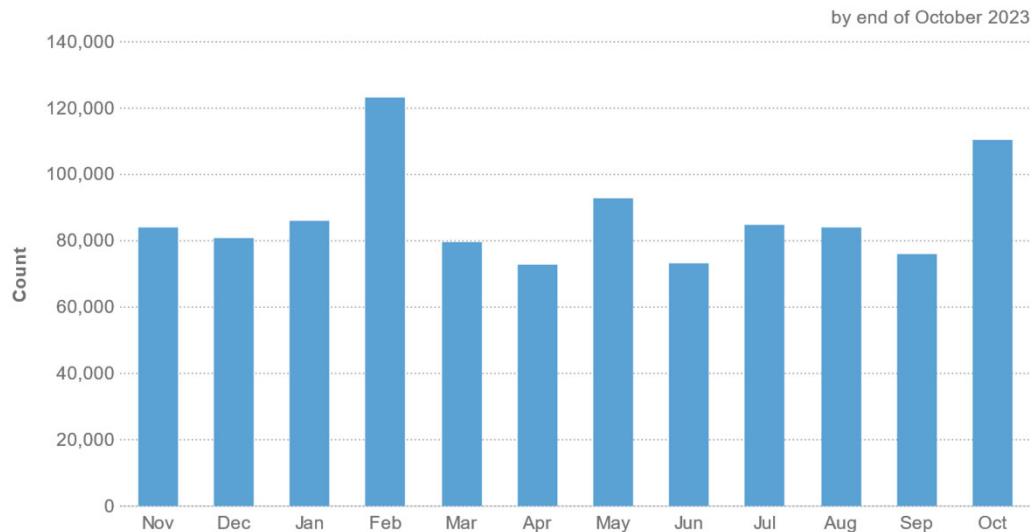
- Root servers
 - M-root instances deployed in Jakarta, Mongolia and Kaohsiung
 - M-root deployment in progress in Bangladesh, India (Mumbai/Kolkata), Nepal, Philippines, Sri Lanka, Maldives, and Pakistan; additional MOUs signed for Cambodia and Hong Kong
 - New sites identified in New Zealand, Lao PDR, China, Myanmar, Papua New Guinea, Samoa, Tuvalu, Fiji, Kazakhstan, and Brazil
- IXPs
 - Provided upgrade support to an IXP in Fiji; IXPs in Philippines, Thailand, and Vanuatu identified for upgrade
 - Work is underway to bootstrap a Samoa IXP
- Community Honeynet and Threat Sharing
 - Platform upgraded to support 80 more sensors
 - Three quarterly threat-sharing sessions on using MISP, and an analysis of cryptominers



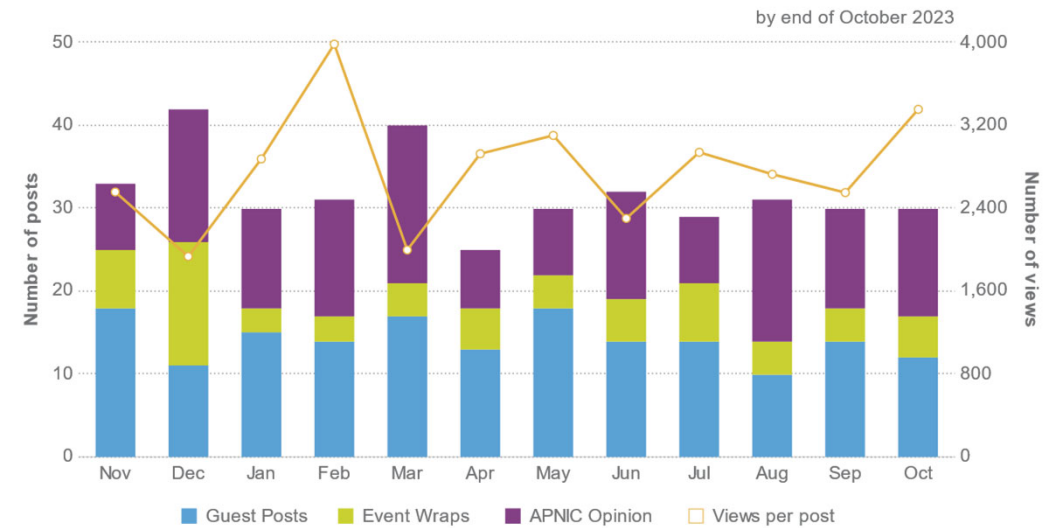
APNIC Blog



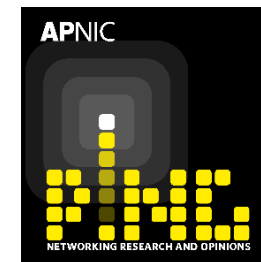
Views



Posts



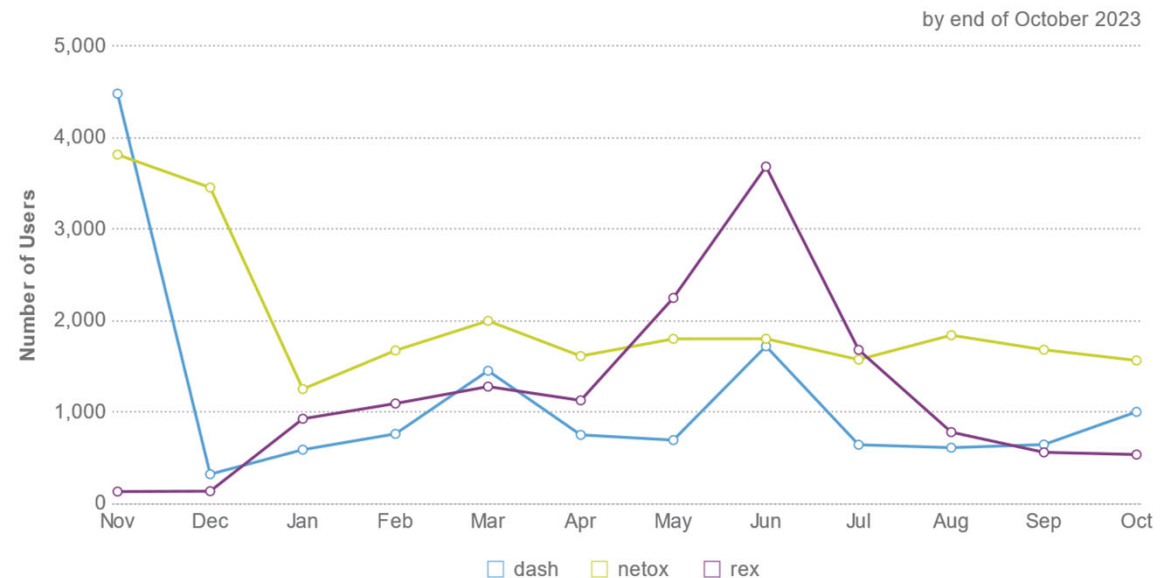
- 88,572 views/month (↑11% on 2022)
 - Blog surpassed 5 million all-time views in July
- 21 podcasts with 21,517 ‘impactful plays’



Information Products



- Resource Explorer (REx)
 - New version released (worldwide Internet data, statistics and measurements)
- DASH
 - Alert subscribers increased 67%
 - 167 subscribers for a total of 263 alerts; 93 subscribers to suspicious traffic reports



Information Product Development



Planned roadmap goals completed

- Add suspicious traffic alerts to the notification platform
- Expand REx to cover global RIR delegation data

Planned roadmap goals in progress

- Add DASH widgets to the MyAPNIC dashboard
- Expand notification channels
- Add DNSSEC and RPKI statistics to Rex
- Complete a prototype that explores graph database capabilities

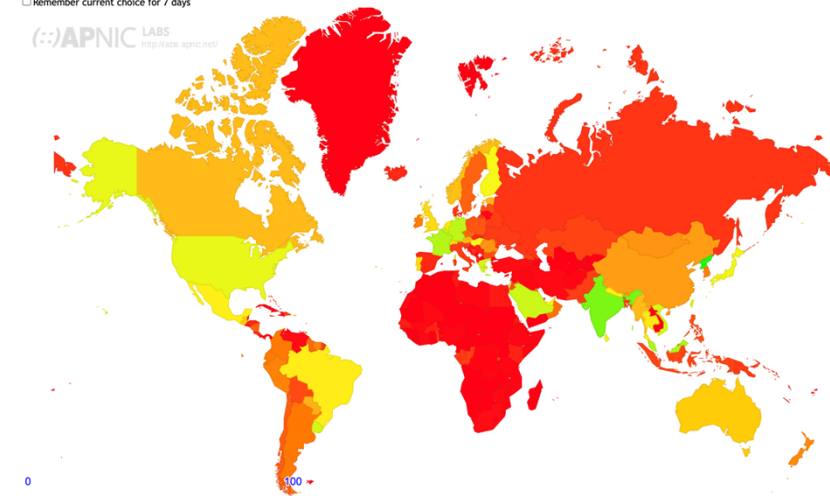
Research and Analysis

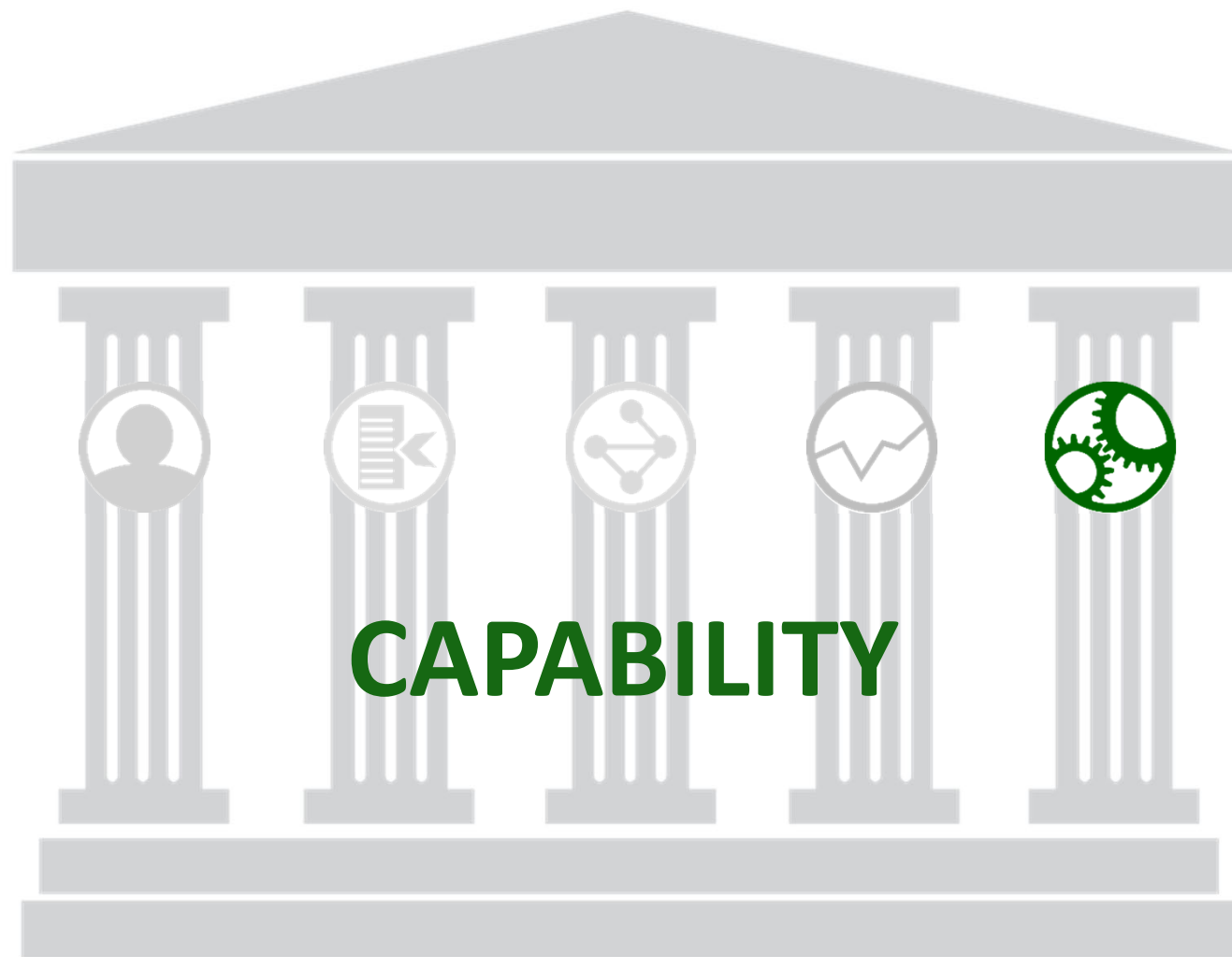
- 24 presentations at RIRs, NOGs, IETFs
- 31 blog posts and 10 podcasts
- Research
 - IPv6 capability
 - Address pools analysis
 - BGP growth and anomaly detection
 - DNS: DOH, large responses
 - QUIC measurements
- Cooperation
 - Routing data for MANRS
 - DNSSEC measurements with ICANN
 - DNS measurement with Cloudflare

IPv6 Capable Rate by country (%)

[Click here for a zoomable map](#)
☐ Remember current choice for 7 days

APNIC LABS
<http://labs.apnic.net/>





Internal Infrastructure



Architecture and technical coordination	<ul style="list-style-type: none">• Proposal for internal API authentication developed• Supporting org-wide migration from CentOS to RedHat 9 with testing and build infrastructure to assist in code migration
Network and infrastructure operations	<ul style="list-style-type: none">• Data centre failover on firewall and load balancer completed• Backup recovery of RPKI repository validated• Data centre failover with BGP completed, including database backup recovery and validation, infrastructure of DNS zones, conference submission system and DNSSEC signer keys
System and platform operations	<ul style="list-style-type: none">• Migration of APNIC's public services to new load balancer deferred; OS upgrade priority• Existing monitoring system updated with development of new service availability page in progress
Internal security operations	<ul style="list-style-type: none">• 27 vulnerability reports; 2/2 critical reports resolved within target timeframes• Achieved a successful ISO 27001 surveillance audit.
Enterprise applications and IT support	<ul style="list-style-type: none">• 98% of support tickets (1,532/1,564) were resolved within the SLA
Security infrastructure upgrades	<ul style="list-style-type: none">• Rollout of ZTNA 90% complete• Code testing integrated into shared development pipeline, actively scanning 50 projects
Technical infrastructure and operations improvement	<ul style="list-style-type: none">• Migration of all hosts to RHEL9 in progress (69% completed)
Service availability	<ul style="list-style-type: none">• 99.99% critical services; 100% non-critical services; no critical incidents

Quality and Capability



- First 2023 employee engagement survey completed — exceeding global benchmarks; second survey launched (results in November)
- Organizational structure review completed
- Workforce plan in place with zero headcount growth
- Revaluation of Cordelia St property completed and reflected in APNIC's balance sheet
- Registration for GST in Singapore and VAT in Cambodia completed
- Preferred supplier for travel management services shortlisted for December trial
- New reporting automation platform established

Corporate Governance



- EC-announced governance changes completed
 - APNIC EC Limited officially appointed as trustee of the sole share in APNIC Pty Ltd
 - Majority of EC members appointed as Directors of APNIC Pty Ltd
 - APNIC Members approved all five proposed resolutions to amend APNIC By-laws (~90% votes in favour)
- APNIC's corporate insurance program reviewed and renewed for 2023
- Completed ISO 9001 external surveillance audit with zero non-conformances

Success Indicator Status

	Completed	In progress	At risk
Membership	4	8	2
Registry	5	5	2
Development	36	12	6
Information	6	6	0
Capability	13	13	5
	52%	36%	12%

THANKS!



2023 APNIC Activity Report

EC Meeting, Rome
26 November 2023

Agenda Item 13

Conference update

Conferences Update

EC Meeting, Rome
26 November 2023

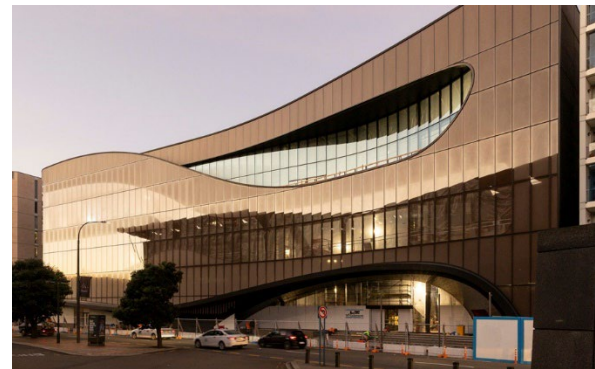
APRICOT 2024 Update – Bangkok, TH

- 21 February – 1 March 2024
 - Workshops: 21 to 23 February 2024
 - Partner meetings: 25 to 26 February 2024
 - Conference: 27 February to 1 March 2024
- Registration open
- Program CFP open until 29 January
- Call for policy proposals open until 12 January
- APNIC Hackathon returns (25-26 Feb)
- Venues
 - The Athenee Hotel (Workshops and Conference)
- Social Venues
 - Opening social at Athenee
 - Closing social at Museum Siam (TBC)
- Accommodation
 - Indigo Hotel or Athenee Hotel



APNIC 58 Update – Wellington, NZ

- 30 August – 6 September 2024
 - Workshops: Fri 30 August – Mon 2 September
 - Partner meetings: Tue 3 September
 - Conference: Wed 4 – Fri 6 September
- Tākina Wellington Convention & Exhibition Centre
 - Contract signed
- Social locations TBC
- [Confidential information redacted]
- Many hotels in walking distance



Future Conferences

Year	Conference	Location
2024	APRICOT 2024 / APNIC 57	Bangkok, TH
	APNIC 58	Wellington, NZ
2025	APRICOT 2025 / APNIC 59	Dhaka, BD
	APNIC 60	Da Nang, VN

APRICOT 2026

- [Confidential information redacted]

Conferences Update

EC Meeting, Rome
26 November 2023

Agenda Item 16

EC election at APNIC 57

APNIC Executive Council (EC) Election 2024

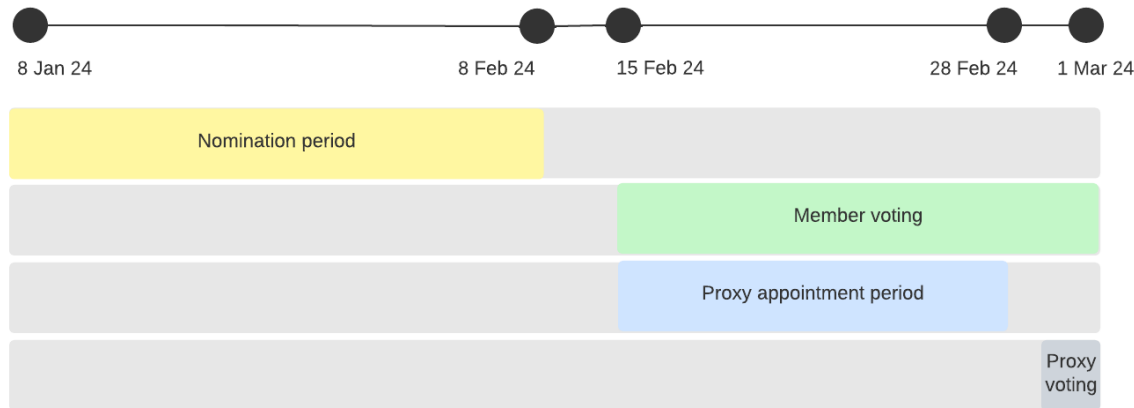
APNIC 57

Bangkok, Thailand

APNIC EC Election 2024

- Three APNIC EC members are retiring by rotation after serving a two-year term
 - They are eligible for re-election under the APNIC By-laws
- Three vacant seats on the APNIC EC
 - Two-year term starting from being elected on 1 March 2024
- See: <https://2024.apricot.net/elections/about/>

APNIC EC Election Timeline



- Nominations open no more than 8 weeks before AGM day
- Nominations close no less than 2 weeks before AGM day
- Member online voting and proxy appointment open approximately 10 working days before AGM, Thursday, 15 February 2024
- Proxy appointment closes 48 hours before the start of the AGM, 09:30 (UTC +7), Wednesday, 28 Feb 2024
- Proxy online voting opens at the start of the AGM, 09:30 (UTC +7), and closes at 14:30 (UTC +7), Friday, 1 March 2024
- Member online voting closes at 14:30 (UTC +7), Friday, 1 March 2024

Voting Entitlement

- APNIC Member Corporate Contacts, Contacts with voting rights and duly-appointed proxies, can vote in the APNIC EC election
- The number of votes are determined by the membership tiers

Membership Tier	Votes
Associate	1 vote
Very Small	2 votes
Small	4 votes
Medium	8 votes
Large	16 votes
Very Large	32 votes
Extra Large	64 votes

Online EC Nomination

- Corporate Contacts are required to complete and submit an online nomination form via the APNIC 57 website
- Four-week nomination period
 - Started: Monday, 8 January 2024
 - Ended: 17:30 (UTC +10) Thursday, 8 February 2024

EC Nominee eligibility and conduct

- Nominees for the Executive Council must:
 - meet the eligibility requirements under the APNIC By-laws
 - agree to abide by the APNIC By-laws and the rules governing the election
- The Electoral Committee oversees Nominee eligibility and conduct in the election
- The Electoral Committee members appointed by the Executive Council are:
 - [x]

Member Online Voting via MyAPNIC

- Only Corporate Contacts and Contacts with voting rights can vote online using the BigPulse voting system
- Two-week voting period
 - Started: Thursday, 15 February 2024
 - Ends: 14:30 (UTC +7), Friday, 1 March 2024

Online Proxy Appointment and Voting

- Corporate Contacts can appoint a proxy who can vote on behalf of a Member; if you appoint a proxy, you will lose the right to vote directly for the APNIC EC election
- Proxy appointment via MyAPNIC
 - Starts: Thursday, 15 February 2024
 - Ends: 09:30 (UTC +7), Wednesday, 28 February 2024
- Proxy voting on AGM day using the BigPulse voting system
 - Starts: 09:30 (UTC +7), Friday, 1 March 2024
 - Ends: 14:30 (UTC +7), Friday, 1 March 2024

Declaration of Result

- At the close of voting, the Election Officers will hold a meeting with the Scrutineers, download the election results and email the results to the Election Chair in the presence of the Scrutineers
- The election results will be announced at 15:45 (UTC +7) today, 1 March 2024
- The Election Chair will also disclose:
 - Notice of any disputes and resolutions
 - Disclosure of any communication from the Election Scrutineers regarding any anomaly or issue

Declaration of Results (example)

APNIC

Poll Result

APNIC 55

Report date: Thursday 02 March 2023 16:31 AEST

APNIC Executive Council Election 2023

As at Poll close: Thursday 02 March 2023 16:30 AEST

Vote counting method: V1 FPTP (first-past-the-post)

Ranked by votes

Rank	Candidate	Votes
1	Yoshinobu Matsuzaki	5734
2	Kenny Huang	5601
3	Roopinder Singh Perhar	4813
4	Anlei Hu	4175
5	Lu Heng	2411
6	Melvin Cheng	2231
7	Masud Rana Jibon	1723
8	Muhammad Kashif Nawaz	1680
9	Rob Thomas	1222
10	Vivian Paris	1205
11	Jonathan Gleeson	1187
12	Muhammad Arif	797
13	Larissa Santos	468
Total votes:		33247

- Similar format as the EC election at APNIC 55

Results generated by [BigPulse Online Voting](#)

Election Chair

- XXX
 - Appointed by the APNIC EC
 - Independent from any APNIC Member, or candidate
 - Has no interest in the election results
- Responsibilities:
 - Oversee the election process
 - Appoint the Election Scrutineers
 - Declare the election results
 - Resolve disputes

Election Officers

- Andre Gelderblom and Connie Chan
 - Appointed by the APNIC EC
 - Selected from APNIC Secretariat staff
- Responsibilities
 - Administer the call for nominations
 - Manage the voting processes
 - Retrieve the online voting results

Election Scrutineers

- Appointed by the Election Chair
 - xxx
 - xxx
 - xxx
 - Selected from staff of Internet organizations such as RIRs, ICANN, and ISOC who are present at the meeting
 - Do not vote and must be independent from any APNIC Member, or candidate
- Responsibilities
 - Observe the downloading of election results by the Election Officers
 - Notify the Election Chair in case any anomaly or issue is identified

Notice of Dispute

- Any complaint regarding the conduct of the election must be lodged in writing with the Election Chair and be lodged no later than one hour before the scheduled Declaration of the Election
- Notices may only be lodged by Nominees or Members through their authorized voting representatives by email to election-chair@apnic.net
- The Election Chair shall resolve the dispute at his/her discretion

Note: Complaints regarding Nominee conduct should be sent to electoral-committee@apnic.net.

Thanks

Agenda Item 17

APNIC Foundation update



EC Report Q3 2023

EC meeting - Presented by Sylvia Cadena, Acting CEO

27 November 2023 – online



Key updates

1 People and Productivity

2 Finance and operational plan

3 Impact and projects

4 Fundraising



People and Productivity updates

January to October 2023



[Confidential information redacted]



[Confidential information redacted]



[Confidential information redacted]



[Confidential information redacted]



[Confidential information redacted]



[Confidential information redacted]



[Confidential information redacted]



Finance updates

January to September 2023



[Confidential information redacted]



Project Expense Summary Table

Managed By	Projects	2023 YTD				2023 Full Year			
		Budget	Actuals	Budget Utilisation*	Budget Balance	Budget	Forecast	Change %	Change \$
APNIC	APNIC Academy Platform and Curriculum Development	747,098	780,113	104%	241,432	1,021,545	986,181	-3%	-35,364
	Training delivery & Community Trainers	898,000	958,022	107%	265,417	1,223,439	1,377,350	13%	153,911
	Curriculum Development for non-technical Audiences	55,214	54,316	98%	899	55,214	54,590	-1%	-625
	Cybersecurity: Honeynet and threat sharing	39,848	33,192	83%	19,938	53,130	51,729	-3%	-1,401
	M-Root Deployment	515,683	199,819	39%	526,021	725,840	527,939	-27%	-197,901
	Research and Internet Measurement	150,000	149,810	100%	50,190	200,000	194,724	-3%	-5,276
Foundation	ISIF Asia (incl. IPv6)	1,136,284	1,553,912	137%	1,164,634	2,718,546	2,868,328	6%	149,782
	Foundation Community Assistance	212,330	237,256	112%	65,851	303,107	303,107	0%	0
	SWITCH!	907,305	776,346	86%	609,600	1,385,945	1,188,306	-14%	-197,639
	Mentoring Network – Afghanistan	137,679	127,769	93%	57,803	185,572	205,635	11%	20,063
	Trust Discretionary Fund	187,500	286,716	153%	-36,715	250,000	504,855	102%	254,855
	Other	0	14,907	0%	-14,907	0	0	0%	0
Keio University	AI3 & SOI Asia	1,486,115	1,382,877	93%	1,464,019	2,846,896	2,779,889	-2%	-67,007
	Total Project Expense	6,473,055	6,555,053	101%	4,414,181	10,969,235	11,042,634	1%	73,399

* Budget utilisation % is highlighted in red for less than 50% (of underspending) or greater than 100% (of overspending)

- **APNIC-managed projects:** Expenses are overall on track, with M-root project largely behind the budget, while Academy and Training projects are slightly over the budget.
- **Foundation-managed projects:** ISIF and Foundation Community Assistance are overspending YTD compared to the budget due to budget period spread estimates always differ from the actual situation when grants are dispersed. There is no material concern.
- **Overall,** Foundation is forecasting the projects financial deliverables are on track at the end of the year.



[Confidential information redacted]



Transition Period Summary

- All bank accounts, financial and tax delegations have been updated following Duncan Macintosh's departure from Foundation as the CEO
- Financial approval delegations have also been updated to reflect Sylvia Cadena's acting CEO position
- In the interim, APNIC Finance Director Nathan Harvey has stepped in to assist bank approval process to ensure the sufficient segregation of duties in place
- New financial delegation policy will be drafted when the new CEO is appointed



[Confidential information redacted]



[Confidential information redacted]



Impact and projects updates

January to September 2023



2023 Trust grant agreement implementation

Description	2023 Budget Total	2023 Forecast Total
APNIC Projects	3,771,043	3,530,570
Foundation Projects	5,569,646	5,963,197
Keio University Project	3,273,930	3,196,872
Project Total	12,614,619	12,690,639



APNIC-led projects

- Training delivery and community trainers
- APNIC academy
- Curriculum development for non-technical audiences
- Research and Internet measurement
- M-root deployment
- Cybersecurity: honeynet and threat sharing



Project activities on track
Reporting to the Trust twice a year
End of year reports due in January 2024



2023 USD 3,192,514 annual forecast -3%
YTD Expenditure reported against budget 90% = USD 2,175,272



2024 budget proposals in progress
request for USD 2.8M in final stages



Foundation community assistance



USD 303,107 annual forecast 0%
YTD Expenditure reported against budget 112% = USD 237,256



On track

Funding recipient	Main activity supported	Amount
Ministry of Communication and Aviation	Solomon Islands CERT development	120,000
EngageMedia	Fellowships and logistics support - APAC Digital Rights Festival	20,000
APIA	Fellowships support - SANOG	10,000
IGF Secretariat	IGF 2023 - APAC Remote Hubs and Global South Fellowships	30,000
Dot Asia	APrIGF Fellowships and logistics support	20,000
FIRST	Regional Symposium for the Pacific	20,000
KISA	APIGA Fellowship and Conference	10,000
DEF	CNX 2023	5,000
BKNIX	IXP development*	20,000
APC	Comparative economic and social study of networks*	10,000
World Summit Awards	Travel support for APAC members to Jury Meeting in India*	5,000
Pending confirmation	APNG Camp**	TBC

* In progress for disbursement in Q4



Technical training and mentoring support for Internet professionals in Afghanistan



USD 205,635 annual forecast + 11%

YTD Expenditure reported against budget 93% = USD 127,769



On track

- 32 Afghan participants (Including 9 women)
- 206 courses and learning activities approved
- 40% reported as completed (83 training and professional certifications achieved)
- 88% of the participants reported progress on monthly basis
- Dashboard completed to visualize plans progress





Switch! gender and diversity



USD 1,188,306 forecast -14%

Expenditure reported against budget 86% = USD 776,346



Completed participants support activities: end of year reporting in progress

- 176 participants (KH, LA, TL, TH, PH, VN)
- 84% completion of PD Plans (average 11 courses)
- 90% graduated (65%+ of their plan)
- 91% participants reported active community engagement (722 activities)
- 33% research projects supported already published
- 90% participants completed coaching program
- 6 national events conducted
- Coordination and planning event in Brisbane in October





Trust discretionary fund



USD 504,855 forecast +102%
Expenditure reported against budget 153% = USD 286,716*



On track

Funding recipient	Main activity supported	Amount
Internet Society	Internet Protocol Journal	25,000
Internet Society	Mutually Agreed Norms for Routing (MANRS) - Ambassador and Fellowship Program	12,000
Asian Institute of Technology	AINTEC conference 2023	8,500
Asian Institute of Technology	AP* secretariat support	5,000
auDA	APrIGF support	18,000
APAN	APAN56**	5,000
W3C	W3C APAC**	75,000
PeeringDB	PeeringDB**	10,000
Cybergreen	Cybergreen**	100,000
Island Bridge Networks Limited	IXP Manager**	3,409

* Accrual basis financial reporting differs from project reporting
** In progress for disbursement in Q4



SOI Asia and A3I



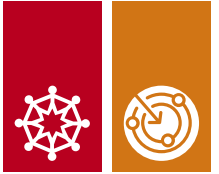
USD 2,779,889 forecast - 2%

Expenditure reported against budget 93% = USD 1,382,877



On track

- MoU between Keio University and six partners formalized for project cooperation
- EBA program fieldwork activities hosted by partner universities commencing
- **APIE program second run of online course "Understanding the Internet" attracted more than 1290 learners from over 90 countries**
- APIE Camps brought students, teaching assistants, mentors, lecturers, and specialists together in onsite workshops in at Keio University in February (Japan) and ITB in August (Indonesia)
- Insignia system has seen growth in number of participating universities and available courses, exploratory phase to transition to Open-badge 3.0
- Community-based research project activities started, involving multiple stakeholders contributing to leverage academic research and strengthening the community
- Universidade Nacional Timor Lorosa'e (UNTL) connectivity started from July, will enable them to connect to RENs via ARENA-PAC
- ARENA-PAC operations in Indonesia started in August, with The Philippines expected to December
- NTN (Non-terrestrial networks) and emergency readiness-related activities started and Keio University and expected to expand to other partners



ISIF Asia at a glance



USD 2,868,328 forecast + 6%

Expenditure reported against budget 137% = USD 1,553,912



On track

- 24 projects selected with 2.4M allocated: 19 contracts processed and 5 pending first disbursement
- Tracking 39 projects from 2021 and 2022 funding cycles (plus 5 already closed)
- Projects reports publication on the website to resume in Q4
- Panel discussion at APriGF on connectivity for communities with four grantees as speakers
- ISIF Asia Awards for IXP development granted to three projects (PK, MY and MM)
- New Flickr account available with photographic archives across 15 years of ISIF Asia operations





Fundraising updates

January to October 2023



[Confidential information redacted]



[Confidential information redacted]



[Confidential information redacted]



Questions, comments and
feedback are always
welcome!

Agenda Item 18

APIDT update

APIDT Update

APNIC EC Meeting – 27 November 2023

APIDT Update

- Funding Activities
 - ARENA-PAC
 - APNIC Foundation
- Investments
 - Fund Performance
- Operations
 - Activities
 - APIDT Resourcing
- Financial Performance
- APIDT Property

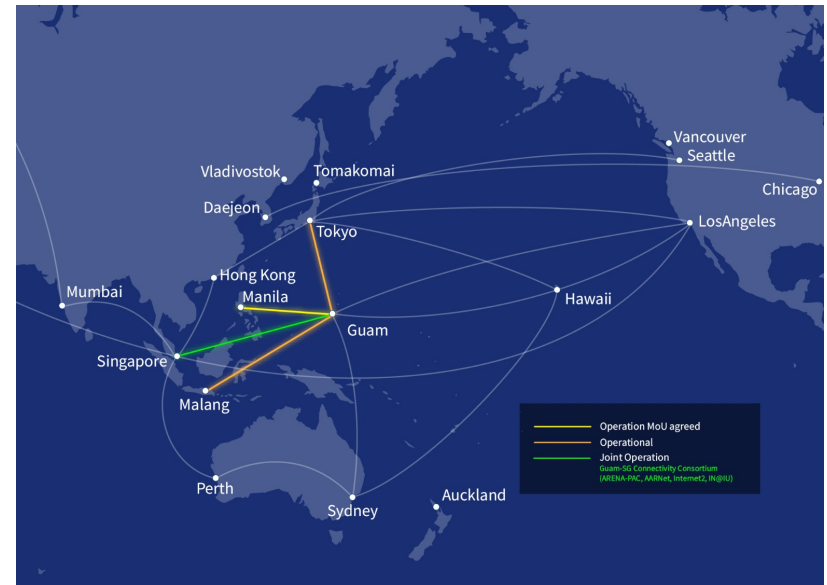
Funding Activities – ARENA-PAC

IRU Agreements

- IRU – Tokyo -> Guam Live ✓
- IRU – Guam -> Singapore Live ✓
 - October 2023 - Remote Surgery Trial - Tokyo < - > Singapore
- IRU – Guam -> Indonesia Live ✓
 - August 2023 - 8K Uncompressed video - Tokyo < - > Malang
- IRU – Guam -> Philippines Live ✓
 - 13 December 2023 – PH Inauguration event scheduled
- Continuing to investigate other option for ARENA-PAC Infrastructure

ARENA-PAC Research Japan company set-up for local network management service

- Annual funding for 2023 transferred to ARENA-PAC Research bank account in Tokyo
- Financial report incorporate to APIDT Consolidate accounts quarterly
- Budget 2024 planning is underway with proposal during December 2023



Funding Activities – APNIC Foundation

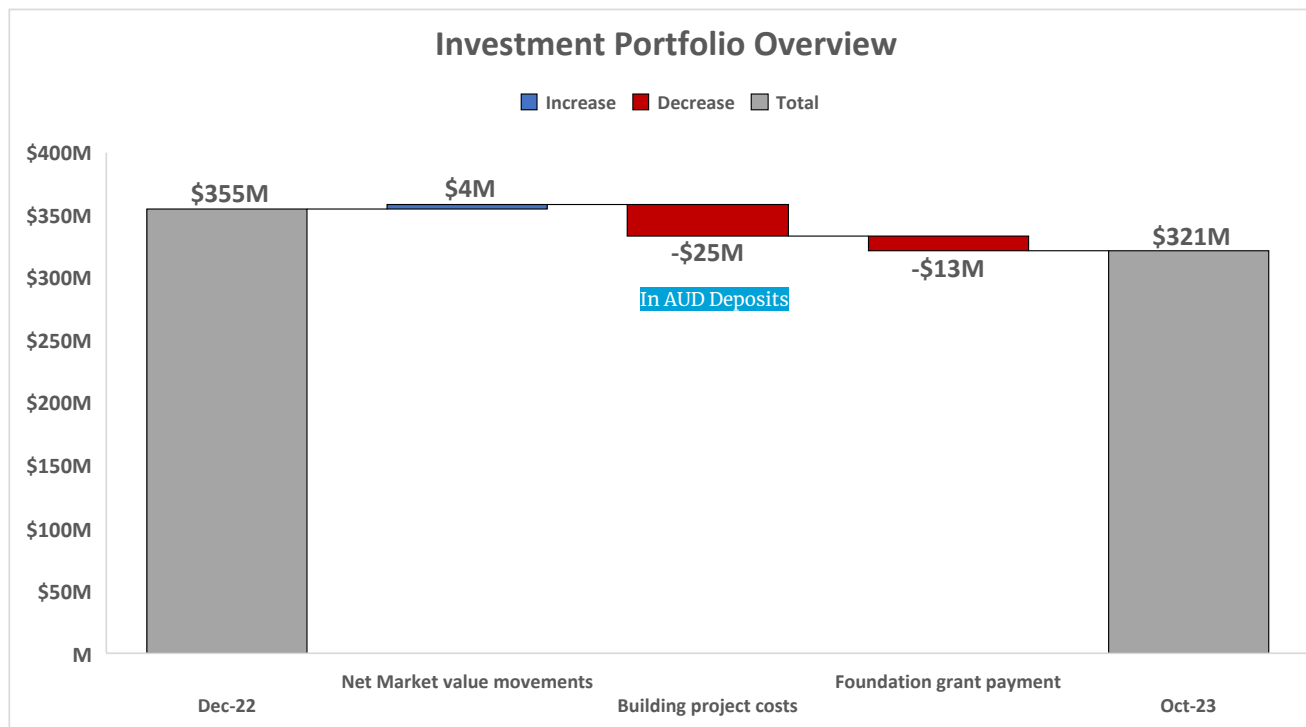
APNIC Foundation Grants:

- Foundation Grant Request for 2023 – \$12.6M USD
 - Tranche 1 – \$7.6M USD => Transferred in March 2023
 - Tranche 2 – \$5.5M USD => Transferred in October 2023
 - Interim report approved
- Foundation Grant for 2024 – \$11M USD



Project Name	2023 Budget
	Project + Overhead
APNIC Academy Platform and Curriculum Development	1,174,777
Training delivery & Community Trainers	1,406,955
Curriculum Development for non-technical Audiences	63,497
Cybersecurity: Honeynet and threat sharing	61,100
M-Root Deployment	834,716
Research and Internet Measurement	230,000
ISIF Asia (incl. IPv6)	3,126,327
Foundation Grants	348,573
SWITCH!	1,593,837
Mentoring Network – Afghanistan	213,408
Trust Discretionary Funds	287,500
AI3 & SOI Asia	3,273,930
Project Total	12,614,620

Investments Performance – YTD October



Investments – YTD Fund Performance



Investment Report 1.10.2023 – 31.10.2023
 APIDTT PTY LTD ATF ASIA PACIFIC
 INTERNET DEVELOPMENT TRUST
 Portfolio Group: 2003288
 Reporting Currency: USD

2. Analyses

2.1. Performance

Performance Details

Period 1.10.2022 - 31.10.2023

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23
Ending Market Value	344,706,648	357,047,122	354,662,891	367,226,104	359,705,839	347,350,224	337,464,019	334,201,614	339,133,884	343,038,253	340,290,837	332,275,215	321,164,521
Beginning Market Value	341,829,170	344,706,648	357,047,122	354,662,891	367,226,104	359,705,839	347,350,224	337,464,019	334,201,614	339,133,884	343,038,253	340,290,837	332,275,215
Asset Flows including	0	0	-24,259	0	0	-19,147,891	-12,448,065	0	-22,445	0	0	-22,837	-5,500,000
Inflows	240,000	0	600,125	0	142,500,000	15,804,722	39,780	500,000	3,300,000	3,800,000	43,684	5,695,000	115,375
Outflows	-240,000	0	-600,125	0	-142,500,000	-34,928,701	-12,487,845	-500,000	-3,300,000	-3,800,000	-43,684	-5,695,000	-5,615,375
Net Non-Investment Flows	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes	0	0	-24,259	0	0	-23,912	0	0	-22,445	0	0	-22,837	0
Flow Adjusted Value Change	2,877,478	12,340,474	-2,359,971	12,563,213	-7,520,265	6,792,277	2,561,860	-3,262,406	4,954,716	3,904,369	-2,747,416	-7,992,785	-5,610,694
■ Portfolio Return – net	0.84%	3.58%	-0.66%	3.54%	-1.96%	2.01%	0.75%	-0.97%	1.48%	1.15%	-0.80%	-2.34%	-1.71%
— Cumulative Portfolio Return	0.84%	4.45%	3.76%	7.44%	5.34%	7.46%	8.27%	7.22%	8.81%	10.07%	9.18%	6.62%	4.80%



Investment Activities

- Continuing to implement the revised Investment Policy Statement

- Focus on increasing exposure to Alternative Investments

Credit Suisse Global Private Equity Funds

- Seasons 6 – US\$10,000,000 – committed 2022
- Seasons 7 – US\$10,000,000 (already commitment 2023)
- Going forward – US\$10,000,000 to each vintage

Climate Innovation Fund

- Round 2 – US\$3,000,000 – committed in 2023
- Going forward – US\$3,000,000 to each vintage

Operations Activities

- KPMG scheduled to conduct APIDT's third external audit for year 2023
 - Planning meetings with KPMG & EY
- Completed APIDT Confluence Site changes and upgrade of SharePoint site
- 2024 Budget preparation underway
- Building Master Plan concept development completed in 2022, architects working on detailed design to meet functional brief.
 - Awaiting BCC Development approval – Draft conditions received and preparing response
 - Asbestos removal and demolition commenced mid November

Operations

Resourcing – Update

- Mariko Kobayashi joined as Internet Development Project Lead
 - Work from Japan before coming to Brisbane in early 2024
 - On-boarding completed on 13 November 2023
- Ongoing support from APNIC

Financial Performance Report – YTD September

Consolidated Statement of Profit or Loss Asia Pacific Internet Development Trust and its controlled entity 1 January 2023 to 30 September 2023

Income	Total Jan to Sep 23 USD	Budget USD Jan to Sep 23	Var to Budget Jan to Sep 23	% Variance
Investment Income				
Interest Income	2,477,027	519,948	1,957,079	376%
Investment Dividend Income	1,721,727	1,800,000	(78,273)	-4%
Realised Foreign Currency Gain	176,314	-	176,314	0%
Gain from Market Value Adjustment	20,293,131	11,743,173	8,549,958	73%
Less: Investment Management Fees	(673,579)	(729,180)	55,601	-8%
Less: Interest Paid	(2)	-	(2)	0%
Total Investment Income after fees	23,994,618	13,333,941	10,660,677	80%
Other income				
Leasing Income 56 BCR	89,182	90,919	(1,737)	-2%
Less: Property Outgoings	(133,422)	(139,185)	5,763	-4%
Outgoing Recoveries Income	5,215	-	5,215	0%
Total Other Income	(39,025)	(48,266)	9,241	-19%
Total Income	23,955,593	13,285,675	10,669,918	80%
Expenses				
Funding Expenses				
Grants - APNIC Foundation	7,645,443	7,568,771	76,672	1%
APIDT Infrastructure - IRU Operating & Management Fees	383,411	420,480	(37,069)	-9%
APIDT Infrastructure - IRU Amortisation of Investments	225,452	308,070	(82,618)	-27%
ARENA-PAC Operating Expenses	133,307	266,358	(133,051)	-50%
Depreciation Expenses - ARENA-PAC Equipment	149,380	272,925	(123,545)	-45%
Total Funding Expenses	8,536,994	8,836,604	(299,610)	-3%
Operating Expenses				
Accounting Fees	75,589	86,310	(10,721)	-12%
Staffing & Professional Fees	197,403	328,608	(131,205)	-40%
Insurance Expenses	23,133	25,524	(2,391)	-9%
Legal Fees	55,741	78,750	(23,009)	-29%
Travel Expenses	83,124	112,500	(29,376)	-26%
Membership Fees	1,724	1,665	59	4%
Other Operating Expenses	9,640	18,747	(9,107)	-49%
Total Operating Expenses	446,355	652,104	(205,749)	-32%
Total Funding and Operating Expenses	8,983,349	9,488,708	(505,359)	-5%
Surplus/ (Deficit) - Investing, Funding, and Operating	14,972,245	3,796,967	11,175,277	
Other Expenses				
Direct Recoverable Expenses	4,705	-	4,705	0%
Loss from market value adjustment	13,869,326	-	13,869,326	0%
Unrealised Foreign Currency Loss	724,872	-	724,872	0%
Total Other Expenses	14,598,902	-	14,598,902	0%
Total Expenses	23,582,250	9,488,708	14,093,542	
Surplus/(Deficit)	373,343	3,796,967	(3,423,624)	

The specific purpose for which the special purpose financial information has been prepared is to provide information relating to the performance and financial position of the Trust that satisfies the information needs of the Board. No audit or review has been performed and accordingly no assurance is expressed. The financial information was prepared exclusively for the Trustees.

Financial Position Report – September 2023

Consolidated Statement of Financial Position Asia Pacific Internet Development Trust and its controlled entity As at 30 September 2023

Assets	Sep 23 USD	Dec 22 USD	Var to Dec 22 and Sep 23	% Variance
Total Bank	24,129,535	6,346,674	17,782,860	280%
Total Current Assets	791,682	108,471	683,211	630%
Total Right-of-Use Assets	5,702,585	3,061,279	2,641,306	86%
Total Fixed Assets	806,375	955,744	(149,369)	-16%
Total Investment property	12,735,452	11,495,385	1,240,067	11%
Total Investment portfolio	332,391,817	354,662,891	(22,271,074)	-6%
Total Assets	376,557,446	376,630,445	(72,998)	-0%
Liabilities				
Total Liabilities	187,542	535,810	(348,268)	-65%
Net Assets	376,369,904	376,094,635	275,270	0%
Equity				
Total Trust Funds	376,369,904	376,094,635	275,270	0%

APIDT Property – Program Update

Activity	Programmed date	Comments / Mitigation strategy
Engage subconsultants	October 2023	Last few minor consultant agreements in process of being tendered and negotiated by ONA including Visual Artist and Water harvesting.
Submit Development Approval (DA) documents to BCC	May 2023	Complete
Brisbane City Council Approvals	November 2023	BCC have requested time extensions to process and release the DA. The request is due to reduce staffing levels. The delay will impact the program by 6 weeks. Release is now anticipated to be 12 December. Received draft conditions of DA.
Demolition Development and Operational Works	December 2023	The piling design and documentation for the Operational works have been completed and they are ready to submit to BCC once the DA is approved. The Civil contractor is gathering the information and details to submit for the traffic management and footpath permits.
Commence Asbestos removal and demolition of buildings	November 2023	Early Works package including the ACM/Demolition of the building to grade have commenced. Scaffolding to be erected this week (weather dependant) and the abatement works commence next week.
Project Main Works Commence	March 2024	Selection for main contractors has progressed with three contractors confirming they will tender the project. Meet and greet are being held with two additional contractors. It is the intent to have at least four contractors submit proposals in February 2024
Practical completion	September 2025	Time based on 18 months (TBC) Includes a 3-month period for weather delays based on start date.

Latest Images



Design Update:

- Questions



Agenda Item 19

APNIC Survey



APNIC

Proposed 2024 Member Survey Approach

Prepared by Survey Matters
November 2023



Agenda

- Background
- Outcomes from the RIPE NCC 2023 survey
- General observations on surveys
- 2024 Survey:
 - Considerations
 - Timelines and approvals
 - Approach
- Conclusion and Next Steps



Introduction



APNIC canvasses the views and opinions of Members and Stakeholders through a survey every two years.

The Survey forms an integral part of APNIC’s strategy and planning and is used to guide decisions about where to focus efforts to provide maximum benefit to Members and the Internet community in the Asia Pacific region. The Survey is a comprehensive process, with qualitative consultations with Members and Stakeholders conducted first, followed by an online quantitative survey which is open for anyone with an interest in the Internet community to participate.

Previous Survey approaches:

Up to 2016	<p>Up to and including 2016, the Survey was conducted as in-person focus groups or discussions, followed by a quantitative online survey</p> <p>Various locations around the APNIC region were selected to conduct focus groups, with different economies chosen across the Survey waves.</p>
2018	<p>Qualitative work moved to online forums and the online survey was fielded in multiple languages</p> <p>In 2018, due to a combination of cost to conduct and low attendance at in person forums, the qualitative work was moved to an online method, using focus group forums. These also saw mixed attendance rates.</p> <p>2018 also saw the introduction of the online survey being fielded in 8 languages other than English</p>
2020-2022	<p>Shift to Individual Depth Interviews and an increase in language translations for the online Survey</p> <p>Since 2020, partly in response to low attendance numbers in the online focus groups, and also as a result of the coronavirus pandemic, the qualitative work has taken the form of Individual Depth Interviews (IDIs), all conducted online. This has allowed APNIC to canvass opinions across a much greater number of economies, with around 40 IDIs conducted in 2022 across 25 economies.</p> <p>The online Survey was fielded in 14 language in 2020, and then 10 languages in 2022, based on the number of responses received in a language other than English.</p>

Overview RIPE NCC 2023 Survey Outcomes

Methodology

- Survey fielded 22 May – 30 June 2023
- Survey contained 52 questions, with an average time to complete of 25 minutes
- 3,899 responses received (decrease of 6% from the RIPE NCC 2019 survey)
- Translated into nine (9) languages, 52% of responses were received in a language other than English

Key Findings

- Satisfaction with the quality of the RIPE NCC's service delivery, resources and customer service remains high
- The RIPE NCC tested a Net Promoter Score question in the 2023 survey, and achieved a score of +43
- Despite this, there were declines in perceptions of value for money, and satisfaction with use of member funds
- Primary challenges facing Members are information (network) security, IPv4 Scarcity and skill shortages. This year cost of operations was also a significant issue for respondents
- More broadly, there are concerns that information and cyber security, and government influences are impacting Internet neutrality, and the operation of a stable, open, and secure Internet globally
- Almost half of respondents have deployed IPv6 in their networks
- Primary reasons for deploying IPv6 are to be ready for future demand, and to gain experience with IPv6. A requirement of partners / customers was also a reason for deployment

General observations over past two years

Survey responses are becoming more difficult to obtain

It is much harder to attract participants to complete surveys largely because of:

- General survey fatigue
- Lower tolerance for long surveys
- Number of questions and average time to complete need to be considered

2024 Survey Approach and Suggested Timelines



Considerations for 2024 Survey



Consultations	<p>We are proposing a slightly different approach for the consultations in 2024</p> <ul style="list-style-type: none">• Aims to:<ul style="list-style-type: none">• Increase number of Members consulted• Provide more depth of information• Reduce time and effort from APNIC
Online survey	<ul style="list-style-type: none">• Recommend translating the survey into the same ten languages as the 2022 Survey• May be useful to test some questions used in the RIPE NCC survey, for example:<ul style="list-style-type: none">• Reasons for deploying IPv6• Issues in the deployment• Need to consider questionnaire length / average time to complete.• Consider other data already collected by APNIC to avoid duplication• Suggest questions are more strategically-oriented than operational

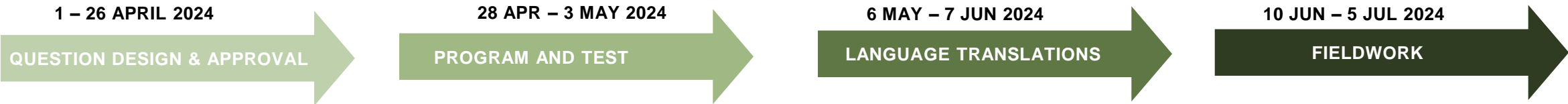


Suggested Timelines

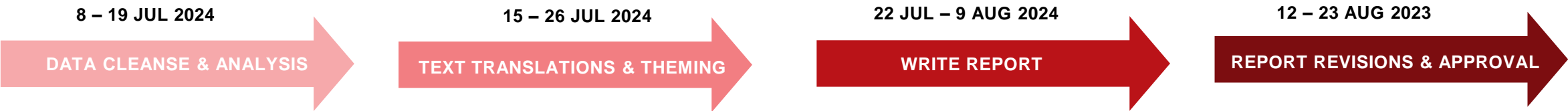
Project Planning and Consultations



Quantitative Survey



Analysis, Report and Presentation



Please note all dates are estimated



Recommendations for 2024



Consultation process	<ul style="list-style-type: none">• Hold in-person focus groups and IDIs with attendees at APRICOT 2024• Aims to increase participation and decrease the effort required by APNIC staff to recruit participants• Supplemented with IDI’s from non-attending economies after APRICOT has closed.
Advantages	Disadvantages
<ul style="list-style-type: none">• In-person discussions allow for better flow of conversation• Focus groups allow for more people to attend, so fewer IDIs need to be conducted• In-person focus groups provide a wider range of opinions to be canvassed in one meeting, so a fewer number of groups need to be held• Being at the meeting also allows for more spontaneous discussions to be held with different types of Members• Being present at the meeting reduces the costs of recruitment• Holding the qualitative part of the project in person decreases the effort from APNIC staff• Reduces the time required to conduct the qualitative work	<ul style="list-style-type: none">• Incurs additional travel costs• Risk that a different format introduces different opinions<ul style="list-style-type: none">• Largely negated because the discussions are not same with each survey iteration• Risk of lack of interest in participating from those attending APRICOT 2024<ul style="list-style-type: none">• Can be mitigated by monitoring the number of registered attendees who have also expressed interest in providing their feedback prior to the meeting

Conclusion and Next Steps



Conclusion

- The approach allows the continuation of the survey process, and ensures consistency across survey waves
- Changes are aimed at
 - Boosting participation
 - Stimulating more engaged discussions
 - Reducing issues of survey fatigue

Next steps

- The APNIC EC approve the approach
- Survey Matters and APNIC commence work on the registration process for the consultation phase



Discussion



Agenda Item 20

Strategic Planning 2024-2027



addressing the Internet in the Asia Pacific

2024-2027



STRATEGIC PLAN



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Our Vision

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.

PURPOSE

To serve our community.

IDENTITY

A not-for-profit trusted and expert authority on Internet infrastructure.



Our Principles

VALUES

Passion

Trust

Curiosity

Accountability

Inclusion

CREDO

We are APNIC.

One team dedicated to making a positive impact.

Our ambition will be achieved by working together.

Trust and respect for each other are not negotiable.

Inclusion and diversity really matter to us.

We take pride and excel in everything we do.

We are curious. We are accountable.

We are APNIC.



APNIC By-laws Objects

- a** To provide the service of allocating and registering Internet resources for the purpose of enabling communications via open system network protocols and to assist in the development and growth of the Internet in the Asia and Pacific Rim region
- b** To assist the Asia and Pacific Rim Internet community in the development of procedures, mechanisms, and standards to efficiently allocate Internet resources as a service to the community as a whole
- c** To provide educational opportunities to further Members' technical and policy understanding of the industry
- d** To develop public policies and public positions in the best interest of the Members and to seek legislative and regulatory consideration of issues of general benefit to the Members, where and when appropriate
- e** To serve as the administrative, managerial and operations arm of APNIC Pty Ltd, and to transact all activities, functions and affairs on behalf, and in the name, of the corporation

References to the APNIC By-laws in the following pages in this document are noted with the letter you see next to each by-law object above.

* APNIC By-laws Part II.2

Strategy Overview



Strategic Pillars



1. REGISTRY

Allocate and register Internet number resources in the Asia Pacific region.



2. DEVELOPMENT

Assist in the sustainable development and growth of the Internet in the Asia Pacific region.



3. ENGAGEMENT

Encourage and support diverse community cooperation in building an open and stable Internet.



4. CAPABILITY

Provide comprehensive organizational support to to increase APNIC Secretariat value to the community.

VALUE STREAMS

ENABLERS

PURPOSE

Allocate and register Internet number resources in the Asia Pacific region. **a**



- Provide registry users with highly responsive and proactive service
- Provide a sustainable, verifiable, current and complete registry for the region
- Ensure responsible resource stewardship in accordance with community developed policies **b**
- Strive to increase the value of registry services to the Internet

MOST IMPORTANT GOALS

- Transform registry services towards proactive, higher quality service.
Lead Indicators
 - Demonstrated quality service levels
 - Increased service transaction automation
 - Increased attention to proactive vs reactive work
- Develop a framework to support authenticity and trust in registry data.
Lead Indicators
 - Mechanisms supporting registry data integrity established and implemented
 - NIR consistency with APNIC standards and services
- Initiate and support activities of the NRO to provide and promote a joint Internet Numbers Registry.
Lead Indicators
 - Agreed set of joint registry services
 - Joint registry services implemented



PURPOSE

Assist in the sustainable development and growth of the Internet in the Asia Pacific region.  


- Build community capacity for sustainable and resilient Internet operations in the region 
- Support the APNIC Foundation in increasing investment in APNIC's development goals
- Undertake unique and relevant research, and provide information products to improve understanding of the Internet operational environment


MOST IMPORTANT GOALS

- Develop adaptable, cost-effective and scalable capacity building models beyond direct delivery.
Lead Indicators
 - Increased adoption of Internet best practices
 - Increased development of certified training courses
 - Successful delivery of certified training courses by partners
- Evolve approach to cybersecurity advice and technical assistance support.
Lead Indicators
 - Improved cybersecurity posture index and risk within Member networks
 - Demonstrated satisfaction with security training content and delivery



PURPOSE

Encourage and support diverse community cooperation in building an open and stable Internet. 

- Strengthen the depth and breadth of Member and community relationships to recognize and respond to their needs
- Encourage interest in Internet infrastructure and participation in the multistakeholder model of Internet governance 
- Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities, with a focus on the next generation

MOST IMPORTANT GOALS

- Proactively engage at all relevant levels—from executives, government officials and policy decision makers through to aspiring network engineers—to increase Member and community involvement in important decisions.

Lead Indicators

- Demonstrated diversity of community contacts in engagements and participation
- Increased participation in decision making, including governance and open policy development


- Improve feedback analysis and coordination to ensure APNIC remains responsive.

Lead Indicators

- Demonstrated action taken in response to feedback
- APNIC Survey satisfaction results



PURPOSE

Provide comprehensive organizational support to increase APNIC's value to the community. 

- Breed a high-performance culture driven by APNIC's vision, mission, values and credo
- Leverage data, collaboration, innovation and knowledge sharing to enhance informed decision making
- Sustain a responsive and resilient organization and technical infrastructure
- Maintain integrity, quality, financial responsibility and accountability

MOST IMPORTANT GOALS

- Effective management of resources and expenditure to achieve financial and activity goals.
 - Lead Indicators
 - Robust, secure and cost-effective business operations and technical infrastructure
 - Deliver a balanced budget over the medium term
- Strengthened governance to increase accountability and reduce risk.
 - Lead Indicators
 - A transparent and robust governance structure
 - Increased participation in APNIC governance activities
 - Successful ISO and financial audits
- A highly engaged and productive workforce.
 - Lead indicators
 - Exceeding staff engagement benchmarks
 - Policies, rewards and benefits meet best practice and legal standards
 - Workplace physical and psychological safety ensured



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Agenda Item 21

2024 activity plan and budget (1)

2024 Activity Plan and Budget

DRAFT v2 – 15 November

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Introduction

This document explains APNIC's 2024 Activity Plan and Budget, for the information of APNIC Members and the wider community.

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

The four Strategic Pillars are:

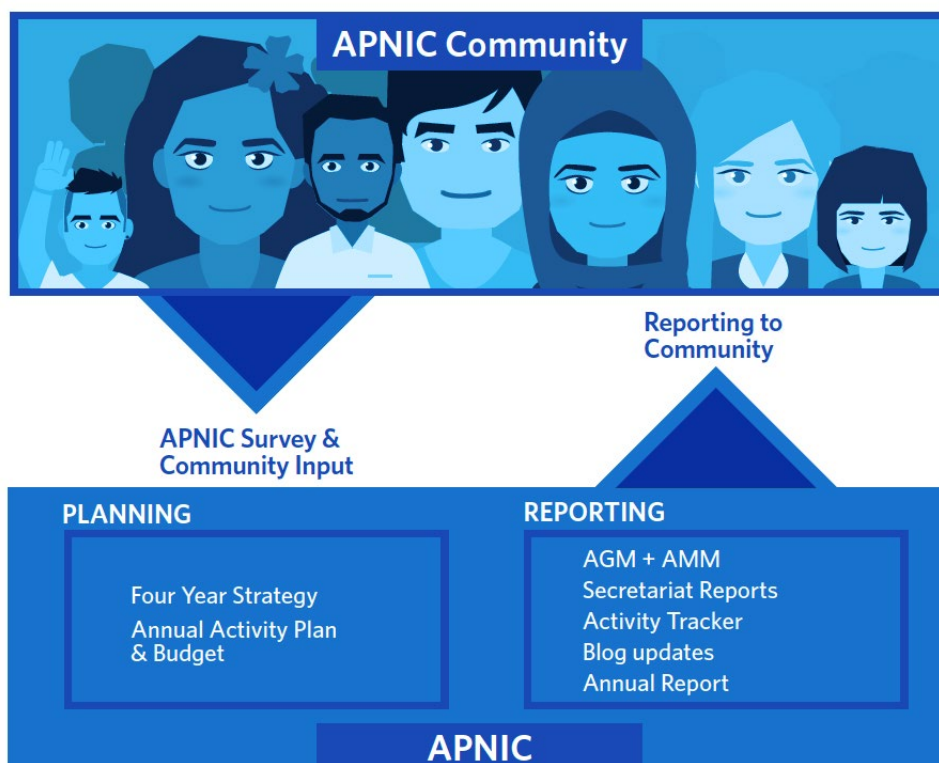
- Registry
- Development
- Engagement
- Capability

The 2024 Activity Plan and Budget follows the same pillar structure, and under those pillars it describes workstreams and activities which are planned for 2024, along with budget allocations. This is the first plan to be developed under the new strategic plan.

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

Value Streams

The two Value Streams are defined with a primary purpose, and a number of objectives, as follows:

Registry

Purpose:

Allocate and register Internet number resources in the Asia Pacific region.

Objectives:

- Provide registry users with highly responsive and proactive service
- Provide a sustainable, verifiable, current and complete registry for the region
- Ensure responsible resource stewardship in accordance with community developed policies
- Strive to increase the value of registry services to the Internet

Development

Purpose:

Assist in the sustainable development and growth of the Internet in the Asia Pacific region.

Objectives:

- Build community capacity for sustainable and resilient Internet operations in the region
- Support the APNIC Foundation in increasing investment in APNIC’s development goals
- Undertake unique and relevant research, and provide information products to improve understanding of the Internet operational environment

Enablers

The two Enablers are defined with a primary purpose, and a number of objectives, as follows:

Engagement

Purpose:

Encourage and support diverse community cooperation in building an open and stable Internet.

Objectives:

- Strengthen the depth and breadth of Member and community relationships to recognize and respond to their needs

- Encourage interest in Internet infrastructure and participation in the multi-stakeholder model of Internet governance
- Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities, with a focus on the next generation

Capability

Purpose:

Provide comprehensive organizational support to increase APNIC's value to the community.

Objectives:

- Breed a high-performance culture driven by APNIC's vision, mission, values and credo
- Leverage data, collaboration, innovation and knowledge sharing to enhance informed decision making
- Sustain a responsive and resilient organization and technical infrastructure
- Maintain integrity, quality, financial responsibility and accountability

Most Important Goals (MIGs)

The Four Year Strategic Plan (2024-2027) identifies 10 “Most Important Goals” representing the major priorities that APNIC plans to address over the four year period of the plan.

These MIGs are associated with individual pillars, as follows, and are supported by the specific activities detailed in the 2024 Activity Plan and Budget.

Registry

- **MIG 1:** Transform registry services towards proactive, higher quality service
- **MIG 2:** Develop a framework to support authenticity and trust in registry data
- **MIG 3:** Initiate and support activities of the NRO to provide and promote a joint Internet

Development

- **MIG 4:** Develop adaptable, cost-effective and scalable capacity building models beyond direct delivery
- **MIG 5:** Evolve approach to cybersecurity advice and technical assistance support

Engagement

- **MIG 6:** Proactively engage at all relevant levels – from executives, government officials and policy decision-makers through to aspiring network engineers – to increase Member and community involvement in important decisions
- **MIG 7:** Improve feedback analysis and coordination to ensure APNIC remains responsive

Capability

- **MIG 8:** Effective management of resources and expenditure to achieve financial and activity goals
- **MIG 9:** Strengthened governance to increase accountability and reduce risk
- **MIG 10:** A highly engaged and productive workforce

APNIC Activities

This plan defines 13 workstreams across the Value Streams and Enablers. Each workstream includes a number of activities which are described in this plan.

Registry ®

- **Registry Services (R1)**
 - Provide delegation and registration services for Internet numbers (ASN, Ipv4, Ipv6) according to the community developed policies, and deliver excellence in service and value to Members.
- **Products and Infrastructure (R2)**
 - Maintain an accurate number registry; provide stable, reliable and secure registry services; and develop products that meet Members' needs and exceed their expectations.

Development (D)

- **APNIC Academy (D1)**
 - Develop and deliver high-quality training content and curriculum via instructor-led and self-paced training courses.
- **Technical and Security Community Support (D2)**
 - Support the deployment of critical Internet infrastructure and encourage the adoption of best practices, while building meaningful relationships with the technical and security communities.
- **APNIC Labs (D3)**
 - Analyse the pressures shaping the evolution and future demands of Internet names and numbers infrastructure, and their impacts.

Engagement (E)

- **Relationship Coordination (E1)**
 - Coordinate the development and maintenance of close and meaningful relationships between APNIC, Members, and the wider community.
- **Online Communication (E2)**
 - Encourage an active, informed and connected community via APNIC's online engagement and information platforms.
- **Stakeholder Cooperation (E3)**
 - Build on APNIC's relationships with Members and the technical community to engage with stakeholders in the wider Internet community, governments, and civil society.
- **Community Participation (E4)**
 - Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities.

Capability (C)

- **Business Systems (C1)**
 - Provide stable and secure systems to support APNIC operations and curated data for decision making.
- **Finance and Business Services (C2)**
 - Provide efficient and robust finance and business services to effectively support APNIC's operations.
- **Employee Experience (C3)**

- Develop and retain talented, service-oriented people to deliver APNIC's mission and exceed organization and community expectations.
- **Governance (C4)**
 - Maintain strong, high-quality business processes and rules, and the commitment to transparency, compliance and accountability to ensure APNIC continues to be a well-governed organization.

2024 Activity Summary

Activity Summary

The following table and chart provide a breakdown of APNIC’s 2024 budget by pillar. Activities receiving funding from the APNIC Foundation are detailed in Appendix C.

2024 Activity Budget (AUD)

Pillar	PY	%	OPEX (AUD)	%	CAPEX (AUD)	%
Registry						
Development						
Engagement						
Capability						
Total						

2024 Budget OPEX Distribution (AUD)

<CHART TO BE ADDED WHEN BUDGET FINALISED>

Notes on Activities

APNIC's activities are described in this document under the four pillars and 13 workstreams described in the previous section.

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

- **PY:** a "person year", representing the amount of work done by one full-time staff member in one year. Most activities incur a staffing cost, expressed in PY, and in most cases, this comprises contributions from multiple employees. For example – an PY value of 1.6 may be made up of four employees who each contribute 40% of their time for a period of one year (0.4 PY). The detailed account of these allocations is provided in Appendix B.
- **OPEX:** 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 terms used in this document.

APNIC 2024 Activity Plan

Registry (R)

Purpose

Allocate and register Internet number resources in the Asia Pacific region.

Objectives

- Provide registry users with highly responsive and proactive service
- Provide a sustainable, verifiable, current and complete registry for the region
- Ensure responsible resource stewardship in accordance with community developed policies
- Strive to increase the value of registry services to the Internet

MIGs

- **MIG 1:** Transform registry services towards proactive, higher quality service
- **MIG 2:** Develop a framework to support authenticity and trust in registry data
- **MIG 3:** Initiate and support activities of the NRO to provide and promote a joint Internet

Workstreams

- Registry Services (R1)
- Products and Infrastructure (R2)

R1 Registry Services

Provide delegation and registration services for Internet numbers (ASN, Ipv4, Ipv6) according to the community developed policies, and deliver excellence in service and value to Members.

Registry Services	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
R1.1. Resource Registration and Transfers		
Provide Ipv4, Ipv6 and ASN delegation, transfer and registration services to APNIC Members.	Provide delegation and registration services for Internet numbers according to current policies.	<ol style="list-style-type: none">1. Achieve and maintain an average satisfaction score of at least 85% for resource delegation and transfers.2. 100% of tickets receiving “poor” ratings are investigated for policy and procedure compliance.
R1.2. Member Services		
Deliver excellence in service to APNIC Members.	Provide proactive and responsive support to Members using APNIC products and services,	<ol style="list-style-type: none">1. Maintain Helpdesk SLA of two business day response to enquiries (>99.90%).

	<p>including maintaining an accessible Helpdesk.</p> <p>Regular engagement with NIRs for alignment of service delivery and registry consistency.</p> <p>Increase awareness of APNIC membership, products and services in economies with low membership relative to their Internet growth potential.</p>	<ol style="list-style-type: none"> 2. Maintain service satisfaction ratings of at least 93% “excellent and above average” feedback. 3. Establish ticket response time baseline measurement by end Q2. 4. Increase total number of Members by 370.
R1.3. Member Experience		
Members and the community enjoy a positive experience using all of APNIC’s products and services and can easily provide feedback for improvement.	<p>Capture, analyse and action feedback provided by Members and the community on APNIC products and services, including maintaining a User Feedback Group.</p> <p>Conduct quality user research and testing to identify opportunities for improvement and consult quarterly on planned work to ensure it meets community expectations.</p> <p>Make improvements to the design system and guidelines for all digital design and implementation across APNIC products and services.</p> <p>Conduct the APNIC Member and stakeholder survey to gather important information on issues affecting Members and the wider community. The results will be reported to the community at APNIC 58.</p>	<ol style="list-style-type: none"> 1. 100% of feedback items are assessed and acted upon. 2. Increase total user research to at least 400 engagements. 3. Face-to-face user research events are held at least once in each sub-region. 4. Achieve total APNIC Survey response of at least 1,500 completions.
R1.4. Policy Development		
Facilitate the open Policy Development Process to ensure resource policies in the APNIC region are developed	<p>PDP facilitation including support for:</p> <ul style="list-style-type: none"> • Two Policy SIG meetings, inter-sessional policy 	<ol style="list-style-type: none"> 1. Achieve Policy SIG Chair Support satisfaction of at least 85%.

and implemented in a neutral manner consistent with agreed processes and community expectations.	<p>meetings, and mailing lists/Orbit</p> <ul style="list-style-type: none"> • Exchange of policy-related information with other RIRs and NRO Secretariat • Support ASO Address Council Members and processes in the APNIC region • NIR cooperation on policy matters and participation at all NIR OPMs. <p>Initiate and coordinate the implementation of approved resource policies to agreed community deadlines.</p> <p>Advise and assist NIRs to implement approved policies.</p>	<ol style="list-style-type: none"> 2. Publish a policy proposal impact analysis before each Open Policy Meeting (OPM). 3. Meet 100% of policy implementation timelines.
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R2 Products and Infrastructure

Maintain an accurate number registry; provide stable, reliable and secure registry services; and develop products that meet Members' needs and exceed their expectations.

Products & Infrastructure	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
R2.1. Registry Products		
Provide essential registry products and services to help network operators maintain a secure, available and stable Internet.	<p>Operate and maintain APNIC Registry Products including whois, RDAP, RPKI, RDNS and IRR.</p> <p>Participate in related IETF standardization work.</p> <p>Ongoing development of Registry Products according to APNIC's Agile Product Management framework. A live roadmap reflecting the current state of product development is available at roadmap.apnic.net.</p>	<ol style="list-style-type: none"> 1. Actively participation in the IETF standardization work as it relates to RPKI, and RDAP services. 2. Complete all goals for Registry products as outlined in the APNIC Product Roadmap.

R2.2. Membership Products		
Provide, develop and improve products and services that make it easier for APNIC Members to manage their accounts and to engage with APNIC online.	<p>Operate and maintain APNIC Membership Products, including MyAPNIC, online forms, online election platform and Member help and support systems.</p> <p>Ongoing development of Membership Products according to APNIC's Agile Product Management framework. A live roadmap reflecting the current state of product development is available at roadmap.apnic.net.</p>	<ol style="list-style-type: none"> 1. Achieve average satisfaction of at least 80% for MyAPNIC. 2. Complete all goals for Membership products as outlined in the APNIC Product Roadmap.
R2.3. Information Products		
Provide meaningful and useful information services to help Members and the community improve the reliability and security of the Internet.	<p>Operate and maintain APNIC Information Products including REx, DASH, NetOX and the Notification Platform.</p> <p>Ongoing development of Information Products according to APNIC's Agile Product Management framework. A live roadmap reflecting the current state of product development is available at roadmap.apnic.net.</p>	<ol style="list-style-type: none"> 1. Achieve at least 20% increase in the number of DASH alert subscribers from 2023 (from xx to xx). 2. Complete all goals for Information products as outlined in the APNIC Product Roadmap.
R2.4. Infrastructure Services		
Support APNIC's public service delivery with high-performance systems and infrastructure that is reliable, available, and secure.	<p>Manage APNIC's data centre presence in the region, interconnections between the APNIC network and others via peering relationships, and maintain a 24x7 Incident Response Team.</p> <p>Standardise architecture, interconnections and services provided on all physical points of presence (POPs).</p> <p>Operate and maintain all systems supporting public services, including regular</p>	<ol style="list-style-type: none"> 1. Complete regularly data centre failover and backup recovery tests. 2. Maintain availability of at least 99.99% for critical APNIC services and at least 99.95% for less-critical services. 3. Respond to all critical incidents within 20 minutes. 4. Migrate all services using end-of-life OS by Q4 2024. 5. Implement product pipeline code scanning by Q4 2024.

	<p>updates and security patches, replacing hardware where necessary, and decommissioning old systems.</p> <p>Improve and streamline the process of software development and infrastructure management through collaboration, integration, automation, and measurement.</p>	<p>6. Migrate all SaaS resources to infrastructure-as-code management by Q4 2024.</p>
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Development (D)

Purpose

Assist in the sustainable development and growth of the Internet in the Asia Pacific region.

Objectives

- Build community capacity for sustainable and resilient Internet operations in the region
- Support the APNIC Foundation in increasing investment in APNIC's development goals
- Undertake unique and relevant research, and provide information products to improve understanding of the Internet operational environment

MIGs

- **MIG 4:** Develop adaptable, cost-effective and scalable capacity building models beyond direct delivery
- **MIG 5:** Evolve approach to cybersecurity advice and technical assistance support

Workstreams

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

D1 APNIC Academy

Develop and deliver high-quality training content and curriculum via instructor-led and self-paced training courses.

APNIC Academy	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
D1.1. Training Content and Curriculum		
Develop and maintain high quality, advanced training content and curriculum, with a view to certification.	<p>Evolve APNIC's training courses, labs and content.</p> <p>Formalise and implement improved lifecycle management processes of APNIC's training content with Creative Commons licensing terms.</p> <p>Finalise a Minimum Viable Product (MVP) of APNIC's Training Certification Program.</p>	<ol style="list-style-type: none">1. Achieve at least 12,000 hours of usage in self-paced online courses and virtual labs in 2024.2. Achieve average satisfaction of at least 80% on training content.
D1.2. Academy Platform		

Develop and maintain the APNIC Academy to serve the training needs of the technical community in Internet-related technologies and best practices.	<p>Modernise the Academy Platform infrastructure for future-proof and refreshing the user experience.</p> <p>Ongoing development of Academy Products according to APNIC's Agile Product Management framework. A live roadmap reflecting the current state of product development is available at roadmap.apnic.net.</p>	<ol style="list-style-type: none"> 1. Maintain Academy platform availability of at least 99.95%. 2. Achieve a total of 38,000 registered users on Academy platform in 2024. 3. Complete all goals for Academy products as outlined in the APNIC Product Roadmap.
D1.3. Training Events		
Increase knowledge and skills in the community via instructor-led training.	<p>Deliver instructor-led training around the APNIC region (face-to-face, online or hybrid) focused on real-world deployment and best practices for core topics:</p> <ul style="list-style-type: none"> - SDN / Segment Routing - Network Automation - IPv6 - Routing Security - IXP and Peering - Cyber security <p>Retain and develop Community Trainers (CTs) to support training delivery across the region.</p>	<ol style="list-style-type: none"> 1. Conduct at least 1,200 hours of instructor-led training. 2. Conduct at least four workshops / tutorials for each core topic. 3. Achieve average training satisfaction of 80% on instructor-led training delivery. 4. Maintain cohort of 30 VCTs and 10 RCTs.

D2 Technical and Security Community Support

Support the deployment of critical Internet infrastructure and encourage the adoption of best practices, while building meaningful relationships with the technical and security communities.

Technical & Security Community Support	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
D2.1. Technical Engagement		
Participate in, and encourage the development of, a healthy Asia Pacific technical and security community.	Support technical and security community events and activities (including NOGs, RENS, Peering Forums,	<ol style="list-style-type: none"> 1. Support at least 35 technical and security community events.

	CERT/CSIRTs and security forums) through participation, content, organizational assistance and sponsorship.	2. Support at least two new/revived community events (opportunity permitting).
D2.2. Technical Assistance and Internet Infrastructure Support		
Improve the resilience and performance of the Internet in the region by expanding critical infrastructure deployment and measurement, and by assisting Members to implement best practices.	<p>Support the deployment and management of IXPs, CERTs/CSIRTs and measurement probes.</p> <p>Provide technical assistance and advice to Members in the deployment of networking technologies, including IPv6 and RPKI.</p>	<p>1. Support at least two IXPs to deploy ROV.</p> <p>2. Overall satisfaction rating of at least 80% for technical assistance.</p>
D2.3. M-Root Deployment		
Faster and more reliable DNS service in the APNIC region and beyond.	Deploy M-Root anycast instances, working in partnership with the WIDE Project and JPRS. High-volume or underserved locations will be preferred.	<p>1. Complete at least eight M-Root server deployments commenced before 2024.</p> <p>2. Identify and prepare at least eight additional M-Root server sites.</p>
D2.4. Community Honeynet and Security Threat Sharing Platform		
Increase visibility of security threats and vulnerabilities relevant to Members and the community, and encourage information sharing to understand and manage threats.	<p>Maintain and grow the APNIC Community Honeynet and Security Threat Sharing Platform, including engaging with partners to host sensors for the project.</p> <p>Provide data feeds to DASH and share research findings via events and the Blog.</p>	<p>1. Increase the number of honeypot sensors to 400 from 200 (+100% on 2023).</p> <p>2. Organise quarterly honeynet and threat sharing community events.</p>

D3 APNIC Labs

Analyse the pressures shaping the evolution and future demands of Internet names and numbers infrastructure, and their impacts.

APNIC Labs	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
D3.1. Research and Analysis		

<p>Gain a greater understanding of technical issues, trends, and how the Internet operates to help Members make better informed decisions on their network operations.</p>	<p>Conduct research experiments on topics including IP addressing, routing, DNS and other critical Internet infrastructure matters.</p> <p>Engage in research partnerships with other reputable organizations such as Cloudflare, ICANN, Internet Society, RIPE NCC and others.</p> <p>Share research insights online and at selected events to raise awareness of issues and trends which may impact Internet operations and assist policy discussions.</p>	<ol style="list-style-type: none"> 1. Publish at least 20 articles or reports on resource outcomes. 2. Present at least 15 research presentations, including at least two at APNIC conferences. 3. Discuss research on 12 podcasts. 4. Undertake at least three significant cooperative research activities.
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Engagement (E)

Purpose

Encourage and support diverse community cooperation in building an open and stable Internet.

Objectives

- Strengthen the depth and breadth of Member and community relationships to recognize and respond to their needs
- Encourage interest in Internet infrastructure and participation in the multi-stakeholder model of Internet governance
- Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities, with focus on the next generation

MIGs

- **MIG 6:** Proactively engage at all relevant levels - from executives, government officials and policy decision-makers through to aspiring network engineers – to increase Member and community involvement in important decisions
- **MIG 7:** Improve feedback analysis and coordination to ensure APNIC remains responsive

Workstreams

- Relationship Coordination (E1)
- Online Communication (E2)
- Stakeholder Cooperation (E3)
- Community Participation (E4)

E1 Relationship Coordination

Coordinate the development and maintenance of close and meaningful relationships between APNIC, Members, and the wider community.

Relationship Coordination	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
E1.1. Outreach Coordination		
Ensure that APNIC's external relations are well coordinated, representatives are aligned and work translates into value adding and impactful engagements.	<p>Coordinate APNIC's engagement activities across all stakeholder segments and sub-regions.</p> <p>Build and share institutional knowledge of relationships with Members and other stakeholders within APNIC to improve service outcomes.</p>	<ol style="list-style-type: none">1. Achieve 300 engagements with at least 30% remote.2. Increase unique contacts in touchpoints by at least 5%.3. Achieve at least 100 unique C-level (inc government) contacts in touchpoints.

	<p>Develop framework of indicators of engagement with the community, their participation in APNIC activities, and actions in response.</p> <p>Upskill staff to take a multidisciplinary approach, bridging technical, corporate and government engagement skills.</p>	
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E2 Online Communication

Encourage an active, informed and connected community via APNIC's online engagement and information platforms.

Online Communication	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
E2.1. Blog and Podcast		
Keep Members and the community informed with the latest news, opinions and research from APNIC and the wider community.	<p>Maintain and grow the Blog's readership with engaging and informative content.</p> <p>Produce a fortnightly podcast ('PING') on the latest Internet measurement research and trends.</p>	<ol style="list-style-type: none"> 1. Achieve average of at least 85,000 Blog views per month. 2. Maintain Blog Guest Post ratio between 50-65%. 3. Achieve at least 19,000 podcast listens. 4. Achieve a Blog satisfaction rating of at least 80% in the APNIC Survey. 5. Achieve a podcast satisfaction rating of at least 80% in the APNIC Survey.
E2.2. Online Community		
Encourage an active, connected community using and benefitting from APNIC's online engagement platform, Orbit.	Promote Orbit and APNIC's online services to increase awareness and encourage greater usage and participation.	<ol style="list-style-type: none"> 1. Attract at least 1,000 new registered users of Orbit. 2. Achieve at least 500 posts from the Orbit web interface. 3. Achieve at least 1,500 new posts to the Orbit platform overall.

E3 Stakeholder Cooperation

Build on APNIC's relationships with Members and the technical community to engage with stakeholders in the wider Internet community, governments, and civil society.

Stakeholder Cooperation	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
E3.1. Government Relations		
Monitor government and intergovernmental activities affecting APNIC's mission, and build and maintain meaningful relationships between APNIC, governments and public safety agencies in the region.	<p>Participate in inter-governmental forums such as the ITU, APT and APEC TEL (including ITU WTSA-24), and engage with other relevant government and public safety agencies in the region.</p> <p>Seek opportunities for capacity building partnerships in collaboration with governments and intergovernmental agencies.</p> <p>Monitor international cyber-policy processes and build relationships with government officials from the Asia-Pacific region following such activities.</p> <p>Increase support from governments and intergovernmental organizations for the stable operation of the RIR system and Internet ecosystem.</p> <p>Encourage participation of policymakers and regulators in APNIC conferences, with emphasis of local host governments and via the Cooperation SIG.</p>	<ol style="list-style-type: none"> 1. Complete at least four capacity building partnerships with governments and intergovernmental agencies. 2. Hold at least two multistakeholder roundtables with government representatives. 3. Complete at least three capacity building partnerships with public safety agencies in the region.
E3.2. Internet Governance		

Engage the community to strengthen open, multistakeholder, bottom-up and transparent Internet governance processes.	<p>Support national, regional, and global Internet governance activities through participation, content and/or sponsorship. Initiatives include:</p> <ul style="list-style-type: none"> • APriGF, sub-regional IGFs, and national IGFs • IGF 2024 (UN global) • Schools/Academies of Internet governance <p>Contribute to ongoing discussions and work related to UN Internet governance activities such as the Global Digital Compact (GDC), WSIS+20, NetMundial +10, and UN Summit of the Future processes.</p>	<ol style="list-style-type: none"> 1. Submit at least two workshop proposals at both the APriGF 2024 and IGF 2024. 2. Participate and/or sponsor at least five national or sub-regional Internet governance activities. 3. Participate and/or sponsor at least two schools of Internet governance or academies such as APIGA.
E3.3. Internet Organization Cooperation		
Play a responsible role in the global Internet ecosystem through active collaboration with other regional and global Internet organizations.	<p>Collaborate in joint initiatives with Internet organizations including the NRO, RIRs, ICANN, IETF, ISOC and others.</p> <p>Provide advice and any necessary support to aid stability of the global RIR ecosystem.</p> <p>Support the implementation of the NRO Strategic Plan and its programs.</p> <p>Support and role model collaboration of technical community in global internet governance discussions.</p> <p>Commission a joint report to support the technical community's position for the UN Global Digital Compact and the WSIS+20 review UN processes.</p>	<ol style="list-style-type: none"> 1. Implement APNIC's commitments under the NRO strategic plan. 2. Participate in all NRO-EC and I-star coordination meetings. 3. Participate in all RIR Open Policy Meetings (physically or remotely).

E4 Community Participation

Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities.

Community Participation	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
E4.1. APNIC Conferences		
Provide two conferences each year for the APNIC community to learn, share ideas and experience, build relationships, and develop Internet policy.	<p>Deliver well-organized, high-quality, hybrid conferences with interesting and relevant program content.</p> <p>APRICOT 2024 / APNIC 57 will be held in Bangkok, Thailand, in February. APNIC 58 will be held in Wellington, New Zealand, in September.</p> <p>Evaluate and select the conference location for APNIC 62.</p>	<ol style="list-style-type: none"> 1. Achieve total attendance of at least 1,200 (face-to-face and online) across two conferences. 2. Achieve Net Promoter Score of at least 50 at each conference. 3. Achieve APNIC conference/event satisfaction of at least 85% in the 2024 APNIC Survey.
E4.2. Diversity and Participation		
Encourage and support community members from diverse backgrounds - particularly the next generation of network engineers - to participate in APNIC activities and community leadership roles.	<p>Create and highlight opportunities for new and diverse participants to take part in APNIC community activities.</p> <p>Provide a six month fellowship program to build understanding of APNIC and core operational concepts, professional networking, and ongoing participation in community activities.</p> <p>Provide support to community-elected leaders of SIGs and help facilitate meetings and processes associated with SIGs and Working Groups.</p>	<ol style="list-style-type: none"> 1. Attract at least 500 newcomers at least 500 SIG participants (in person and online) across two conferences. 2. Achieve at least 50% female and 20% youth participation in 2024 Fellowships. 3. Achieve a fellowship graduation rate of at least 80%. 4. Achieve a fellowship program Net Promoter Score of at least 80. 5. Achieve elected leaders support satisfaction of at least 85%.

Capability (C)

Purpose

Provide comprehensive organizational support to increase APNIC's value to the community.

Objectives

- Breed a high-performance culture driven by APNIC's vision, mission, values and credo
- Leverage data, collaboration, innovation and knowledge sharing to enhance informed decision making
- Sustain a responsive and resilient organization and technical infrastructure
- Maintain integrity, quality, financial responsibility and accountability

MIGs

- **MIG 8:** Effective management of resources and expenditure to achieve financial and activity goals
- **MIG 9:** Strengthened governance to increase accountability and reduce risk
- **MIG 10:** A highly engaged and productive workforce

Workstreams

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

C1 Business Systems

Provide stable and secure systems to support APNIC operations and curated data for decision making.

Business Systems	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
C1.1. Enterprise IT and Internal Security		
Provide secure and reliable enterprise technologies to support Secretariat operations.	<p>Provide all required IT systems and platform support to all APNIC users.</p> <p>Maintain security procedures consistent with ISO 27001 requirements and operate the APNIC CSIRT to coordinate incident response.</p> <p>Improve infrastructure security and resilience of</p>	<ol style="list-style-type: none">1. Achieve a successful ISO 27001 surveillance audit.2. Mitigate all critical vulnerability reports within seven days and resolve within 30 days.

	APNIC systems across areas including: <ul style="list-style-type: none"> • Privilege access management (PAM) for end users • Information security compliance tool (ISO27001). 	
C1.2. Business Intelligence		
Improve decision making from the increased availability and accessibility of relevant, cross-system data sources and analysis.	Maintain organization-wide data model and data governance structure, accessed by a business intelligence facility that integrates data from a range of systems to produce better analysis and consistent reporting. Establish data governance processes for improved data quality. Develop and maintain data analytics, visualisations, and report automation systems.	1. Metrics related to data accuracy, completeness, and consistency established by Q2. 2. Data Vault v2.0 methodology fully deployed by Q4.

C2 Finance and Business Services

Provide efficient and robust finance and business services to effectively support APNIC's operations.

Finance and Business Services	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
C2.1. Financial Services		
Transparent and efficient management and reporting of APNIC's financial affairs.	Meet APNIC's annual financial obligations, including the statutory audit, tax compliance and budgeting. Undertake an assessment of APNIC's obligations for 'tax at destination' exposure in the region.	1. Achieve a successful audit of APNIC's annual financial accounts. 2. Provide APNIC EC with accurate financial reporting each quarter (including key compliance activities).

	<p>Review all systems contracts to ensure they are fit for purpose and value for money.</p> <p>Expand APNIC's long term (4 year) financial forecasts to track progress against financial sustainability expectations.</p>	3. Annual expenses growth will not exceed 4%.
C2.2. Facilities and Business Services		
Provide responsive, efficient and cost effective administrative services and maintain a safe and inclusive working environment.	<p>Provide cost effective business services to support a welcoming, agile and eco-friendly working environment.</p> <p>Manage travel services within policy to ensure travel is safe, efficient and cost effective.</p> <p>Manage workplace health and safety (WHS) practices to ensure a safe and compliant workplace.</p> <p>Facilitate and support staff initiatives and events which promote diversity and inclusion.</p> <p>Partner with APIDT to design APNIC's new offices in a financially prudent and ecologically sustainable way.</p>	<p>1. No preventable incidents or injuries (physical/psychological) occur under APNIC's duty of care.</p> <p>2. Meet or exceed Glint global benchmark for Inclusiveness (77%).</p>

C3 Employee Experience

Develop and retain talented, service-oriented people to deliver APNIC's mission and exceed organization and community expectations.

Employee Experience	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
C3.1. Organizational Development		

Optimise organizational structure, capability, agility and culture for the realization of APNIC's vision and mission.	<p>Align organizational structure and capability to APNIC's strategic plan.</p> <p>Provide quality training and resources to address emerging development needs.</p> <p>Nurture a respectful, safe, diverse and inclusive culture.</p> <p>Attract and retain the best possible talent to deliver APNIC's strategy.</p>	<ol style="list-style-type: none"> 1. Meet or exceed LinkedIn Glint global benchmark for employee engagement (75%). 2. Employee turnover is within or below the Human Capital Index global benchmark of 5-15%. 3. Meet or exceed LinkedIn Glint global benchmark for diversity (74%). 4. Meet or exceed LinkedIn Glint global benchmark for culture (73%).
C3.2. People Operations		
Retain talent by providing best practice people services that are relevant, timely and legally compliant.	<p>Ensure that policies and practices meet global HR standards and meet user needs.</p> <p>Develop meaningful recognition and reward guidelines and maintain competitive remuneration practices.</p> <p>Provide people services to facilitate an effective organizational structure through comprehensive onboarding and role management.</p>	<ol style="list-style-type: none"> 1. Meet or exceed LinkedIn Glint global benchmark for Rewards (63%). 2. Meet or exceed Glint global benchmark for Satisfaction with Role (78%). 3. 100% of HR Services policies are reviewed annually.

C4 Governance

Maintain strong, high-quality business processes and rules, and the commitment to transparency, compliance and accountability, to ensure APNIC continues to be a well-governed organization.

Governance	PY	OPEX	CAPEX

Objective	Sub-Activities	Success Indicators
C4.1. Legal and Corporate Governance		

<p>Maintain an environment of trust, transparency and accountability through robust governance practices and compliance with all legal obligations.</p>	<p>Implement APNIC By-law reforms, including assisting the EC to establish and support the Electoral Committee.</p> <p>Develop APNIC's 2023 Annual Report, 2025 Activity Plan and Budget, and other reports to the community, as required. Publish the 2024 Activity Plan and Budget.</p> <p>Assist EC members to perform their roles, including onboarding, meeting support, travel management, administration and providing information as required.</p> <p>Undertake comprehensive review of APNIC's privacy compliance program.</p>	<ol style="list-style-type: none"> 1. Publish all required reports at APNIC Member Meetings. 2. Publish EC Minutes within two months of each EC meeting. 3. Achieve a satisfaction rating of at least 85% from a survey of EC members.
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C4.2. Quality and Risk Management

<p>Maintain quality management systems and manage APNIC's risk profile within agreed tolerance levels.</p>	<p>Maintain a Risk Management Framework that aligns to APNIC's Strategic Plan and mitigates known risks within agreed tolerance levels.</p> <p>Complete regular Business Continuity Planning scenario tests to validate controls and improve processes.</p> <p>Conduct random resource delegation audits to ensure processes and policy are strictly followed.</p> <p>Maintain APNIC's ISO 9001 Quality Management certification.</p> <p>Undertake annual review and placement of APNIC's corporate insurance program to provide appropriate, cost-</p>	<ol style="list-style-type: none"> 1. Complete quarterly risk review with APNIC leadership and Executive Council. 2. Achieve a successful ISO 9001 surveillance audit. 3. Implementation of new Risk Management System by Q4.
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	effective coverage of core insurable risks.	
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Appendices

A. 2024 Budget Summary

Activity	PY	%	OPEX (AUD)	%	CAPEX (AUD)	%
Registry						
Registry Services						
Products and Infrastructure						
Development						
APNIC Academy						
Technical and Security Community Support						
APNIC Labs						
Engagement						
Relationship Coordination						
Online communication						
Stakeholder Cooperation						
Community Participation						
Capability						
Business Systems						
Finance and Business Services						
Employee Experience						
Governance						
Total						

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

B. Person Year Distribution

Activity	Total PY	Registry	Development	Engagement	Capability
Registry					
Registry Services					
Products and Infrastructure					
Development					
APNIC Academy					
Technical and Security Community Support					
APNIC Labs					
Engagement					
Relationship Coordination					
Online communication					
Stakeholder Cooperation					
Community Participation					
Capability					
Business Systems					
Finance and Business Services					
Employee Experience					
Governance					
Total					

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

C. APNIC Foundation Funded Activity

Workstream	Activity	PY	OPEX	CAPEX
TOTAL				

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

APNIC’s 2024 Budget Submission provides more details on the 2024 APNIC Budget and is available with the Minutes of the February 2024 EC meeting.

Agenda Item 22

2024 activity plan and budget (2)

APNIC 2024 DRAFT Budget

EC Meeting

26 – 28 November 2023

Rome, Italy

Contents

- Budget principles & inputs
- Budget summary
- Revenue
- Expenses
- Foundation funded activity
- Long term outlook
- Budget summary recap

BUDGET PRINCIPLES & INPUTS

Budget Principles & Inputs

Key principles & inputs:

- Long term financial stability:
 - A cumulative surplus across 2019-23 & 2024-27 Strategic Plans and annual breakeven result by 2027 and thereafter (Fee Review Sub-committee assumption)
 - *‘Effective management of resources and expenditure to achieve financial and activity goals’* (Strategic Plan, Capability)
 - “Heavy lifting” in 2024 & 2025 to ensure changes flow through and can withstand risks
- Revenue:
 - Membership projections, derived from analysis of historical membership growth trends
 - 2024 fees remain unchanged from 2023 - \$1,180 base fee and 1.31 bit factor
 - Investment return forecasts provided by APNIC’s investment advisors
- Expenses:
 - Costs for business-as-usual activities need to be kept to a maximum annual increase of 4%
 - APNIC’s 2024-27 Strategic Plan & 2024 Activity Plan
 - Reduction to the APNIC Foundation funding envelope in 2024

Risks to principles:

- Ongoing higher than anticipated inflation
- Unexpected and unavoidable costs such as legal disputes and compliance matters
- Deferral in LDC graduation dates or unexpected changes to member growth trends

BUDGET SUMMARY

2024 Budget Summary

Amount (AUD)	FY24 Budget vs			
	Budget 2023	Forecast 2023	Budget 2024	FY23 Forecast
Membership fees	26,565,676	25,795,051	26,760,390	4%
Non-members fees	267,578	313,264	310,560	-1%
Reactivation fees	22,500	19,200	20,000	4%
Sign-Up fees	294,200	256,410	326,667	27%
Transfer fees	216,251	271,690	218,500	-20%
Sundry income	267,450	630,405	404,680	-36%
Foundation receipts	4,402,418	4,440,934	4,267,584	-4%
Operating Revenue	32,036,073	31,726,954	32,308,381	2%
Investment income	657,100	951,807	1,023,728	8%
TOTAL REVENUE	32,693,173	32,678,760	33,332,109	2%
Bank service fees	261,000	297,015	344,000	16%
Communication expenses	730,600	709,249	718,625	1%
Computer expenses	2,236,814	2,099,482	2,291,963	9%
Foundation funded project expenses	4,402,418	4,440,933	4,267,584	-4%
Depreciation expenses	802,789	692,555	722,414	4%
Doubtful debt expenses	20,000	20,000	20,000	-0%
ICANN contract fees	238,600	244,964	246,200	1%
Insurance expenses	238,899	242,108	268,277	11%
Meeting & training expenses	820,400	781,817	734,100	-6%
Membership fees expenses	72,000	75,609	94,302	25%
Office operating expenses	427,839	391,684	364,762	-7%
Postage & delivery expenses	71,500	48,774	71,400	46%
Printing & photocopy expenses	30,500	33,314	30,000	-10%
Professional fees	1,390,950	1,524,225	1,383,596	-9%
Recruitment expenses	182,500	121,608	165,000	36%
Salaries & personnel expenses	19,054,538	19,120,859	19,923,034	4%
Sponsorship & publicity expenses	782,380	900,092	674,970	-25%
Staff training expenses	268,839	250,707	240,644	-4%
Translation expenses	10,000	9,310	7,000	-25%
Travel expenses	1,750,000	1,785,000	2,000,000	12%
TOTAL EXPENSES	33,792,566	33,789,304	34,567,870	2%
OPERATING SURPLUS/ (DEFICIT)	(1,099,393)	(1,110,544)	(1,235,761)	11%
Revaluation of Financial Assets	0	(413,341)	0	-100%
(DEFICIT) / SURPLUS BEFORE TAX	(1,099,393)	(1,375,905)	(1,235,761)	-10%

Revenue growth of 2.0% vs. 2023 forecast:

- Membership fees of \$26.8M will increase by 3.7%, as the 2023 fee increases have a full year impact in 2024.
- Sundry income includes forecast reductions in research grants and conference sponsorship
- Investment income based on estimates from UBS and forecast returns from deposits, which are now rolling over at +5%

Expense growth of 2.3% vs. 2023 forecast:

- Salaries & personnel expenses of 19.9M have increased by 4.2%, after resourcing adjustments
- APNIC Foundation budget of \$4.3M has been reduced, based on available funding envelope.
- Computer expenses of \$2.3M have increased by 9.2% due to increases in application costs and deferral of 2023 projects.
- Travel expenses of \$2M have increased by 12% and include a \$200K contingency provision for unplanned travel.
- Professional fees of 1.4M have decreased by 9.2% following completion of projects (e.g. Strategic Plan) and review of consultant needs.

Operating deficit of \$1.2M:

- FRS Report and modelling presented at the September EC meeting projected:
 - Revenue growth of 1.5% (**2024 budget projection of 2.0%**)
 - Expense growth of 4.1% (**2024 budget projection of 2.3%**)
 - Forecast 2024 deficit of \$1.9M (**2024 budget submission of \$1.2M**)

2024 Capex Summary

CAPITAL (AUD)	Budget 2023	Forecast 2023	FY24 Budget vs	
			Budget 2024	FY23 Forecast
Equipment & Software	470,700	402,786	717,700	78%
Office Furniture, Fittings & Building Improvements	628,700	24,876	20,000	-20%
TOTAL CAPITAL EXPENDITURE	1,099,400	427,662	737,700	72%

- **Equipment & Software:**

- Cyclical replacement of staff laptops \$189K
- Network equipment (storage, routers, switches & wifi equipment) \$301K
- Server replacements \$188K
- Other equipment \$40K

- **Office Furniture, Fittings & Building Improvements:**

- Provisions for cyclical replacement of furniture and fittings
- Carpark rectification works:
 - APNIC are undertaking investigations to assess the impact of flood damage to the carpark of 6 Cordelia St., South Brisbane (APNIC's office).
 - Investigations have not concluded, and the scope of works and associated budget required to rectify the damage is uncertain.
 - No capex provision has been budgeted in 2024
 - APNIC will update capex requirements through the mid-year reforecast process, on conclusion of its investigations.
 - The building valuation undertaken in 2024 incorporated a \$1M cost to rectify (\$1M was deducted from the valuation for carpark rectification works)

REVENUE

Revenue – 5 Year Trends

REVENUE (AUD)	Actual 2020	Actual 2021	Actual 2022	Forecast 2023	Budget 2024	FY24 Budget vs FY23 Forecast	FY24 Budget vs FY23 Budget
Membership fees	22,766,728	24,252,513	24,717,563	25,795,051	26,760,390	3.7%	1%
Non-members fees	260,483	257,209	259,616	313,264	310,560	-1%	16%
Reactivation fees	18,400	22,400	18,800	19,200	20,000	4%	-11%
Sign-Up fees	347,250	302,750	258,750	256,410	326,667	27%	11%
Transfer fees	216,016	244,156	177,643	271,690	218,500	-20%	1%
Sundry income	314,749	22,516	372,917	630,405	404,680	-35.8%	51%
Foundation receipts	147,110	453,956	3,702,680	4,440,934	4,267,584	-4%	-3%
Operating Revenue	24,070,736	25,555,500	29,507,969	31,726,954	32,308,381	2%	1%
Investment income	924,590	865,457	771,547	951,807	1,023,728	8%	56%
TOTAL REVENUE	24,995,326	26,420,957	30,279,516	32,678,760	33,332,109	2%	2%

YoY Increase (Total Revenue)	7.4%	5.7%	14.6%	7.9%	2.0%
YoY Increase (Ex-APNIC Foundation)	7.3%	4.5%	2.3%	6.2%	2.9%
YoY Increase (Membership fees only)	8.1%	6.5%	1.9%	4.4%	3.7%

- **In 2024:**
 - Membership fees and member income growth remains steady.
 - Sundry income (sponsorship & grants) and Foundation funding growth has decreased

Revenue – Membership fees

Assumptions (New Members)	Year to date (Jan - Sept)			Accounts	Full Year		Pro-rated
	Accounts	Amount	Amount / Acct		Amount	Amount / Acct	
New LDC	166	\$ 127,774	\$ 770	221	\$ 170,365	\$ 770	\$ 90,294
New Non-LDC	407	\$ 580,039	\$ 1,425	543	\$ 773,385	\$ 1,425	\$ 409,894
TOTAL	573	\$ 707,813	\$ 1,235	764	\$ 943,751	\$ 1,235	\$ 500,188
Assumptions (Closed Members)	Year to date (Jan - Sept)			Accounts	Full Year		Pro-rated
	Accounts	Amount	Amount / Acct		Amount	Amount / Acct	
All Closures	293	\$ 645,531	\$ 2,203	391	\$ 860,707	\$ 2,203	\$ 456,175
TOTAL	293	\$ 645,531	\$ 2,203	391	\$ 860,707	\$ 2,203	\$ 456,175
Net Growth	Year to date (Jan - Sept)			Accounts	Full Year		Pro-rated
	Accounts	Amount	Amount / Acct		Amount	Amount / Acct	
New Members	573	\$ 707,813	\$ 1,235	764	\$ 943,751	\$ 1,235	\$ 500,188
Less: Closures	293	\$ 645,531	\$ 2,203	391	\$ 860,707	\$ 2,203	\$ 456,175
Net Growth	280	\$ 62,283		373	\$ 83,043		\$ 44,013

- **Membership fees:**
 - **FY24 Budget – \$26.8M vs. FY23 Forecast – \$25.8M (3.7% Increase)**
 - Full year impact of 2023 fee increases + member growth
- **Membership growth trends:**
 - **FY24 Budget – 373 net new members**
 - 764 new members (29% from LDC economies)
 - 391 closed members
 - 373 net new members
- **Fees per member:**
 - **FY24 Budget – \$1,235 vs. FY23 Budget – \$1,255**
 - New fees per LDC member = \$770
 - New fees per Non-LDC member = \$1,425
 - Fees per closed member = \$2,203
- **Revenue growth:**
 - **FY24 Budget – \$44,013 net additional revenue**
 - \$500,188 additional revenue
 - \$456,175 lost from closures

Revenue – Other Member Revenue

- **Non-Members fees:**
 - **FY24 Budget – \$311K vs. FY23 Forecast – \$313K (0.9% Decrease)**
 - Fees from non-member account holders continues to be stable
 - The revenue for this item is expected to be consistent with 2023
- **Reactivation fees:**
 - **FY24 Budget – \$20K vs. FY23 Forecast – \$19K (4.2% Increase)**
 - Reactivation fees are charged to Members to reactivate their accounts after closure.
 - The revenue for this item is expected to be consistent with 2023
- **Sign-Up fees:**
 - **FY24 Budget – \$327K vs. FY23 Forecast – \$256K (27.4% Increase)**
 - Sign-up fees are directly related to membership growth.
 - Sign-up fees are calculated using the new members assumptions
- **Transfer fees:**
 - **FY24 Budget – \$219K vs. FY23 Forecast – \$272K (19.6% Decrease)**
 - Transfer activity is unpredictable and was unusually high in 2023

Revenue – Other Revenue

- **Sundry Income:**

- **FY24 Budget – \$405K vs. FY23 Forecast – \$630K (35.8% Decrease)**
- Training receipts = FY24 Budget – \$12K vs. FY23 Forecast – \$14K
- Conference registration = FY24 Budget – \$12K vs. FY23 Forecast – \$41K
- Conference sponsorship = FY24 Budget – \$195K vs. FY23 Forecast – \$349K
- Research income = FY24 Budget – \$86K vs. FY23 Forecast – \$172K
- Third party training = FY24 Budget – \$100K vs. FY23 Forecast – \$26K

- **Foundation Receipts:**

- **FY24 Budget – \$4.3M vs. FY23 Forecast – \$4.4M**
- Refer to Foundation Funded Activity section for further details

- **Investment Income:**

- **FY24 Budget – \$1.0M vs. FY23 Forecast – \$952K (7.6% Increase)**
- Credit Suisse / UBS investment income = FY24 Budget – \$768K vs FY23 Forecast – \$678K
- Interest income = FY24 Budget – \$256K vs FY23 Forecast – \$274K

EXPENSES

Expenses – 5 Year Trends

EXPENSES (AUD)	Actual 2020	Actual 2021	Forecast 2022	Forecast 2023	Budget 2024	FY24 Budget vs FY23 Forecast
Bank service fees	241,477	259,116	275,982	297,015	344,000	16%
Communication expenses	697,060	634,015	633,469	709,249	718,625	1%
Computer expenses	1,216,809	1,514,823	1,883,390	2,099,482	2,291,963	9%
Contribution to APNIC Foundation	760,890	0	0	0	0	0%
Foundation funded project expenses	0	0	3,702,680	4,440,933	4,267,584	0%
Depreciation expenses	707,658	652,408	652,215	692,555	722,414	4%
Doubtful debt expenses	-733	13,413	-23,995	20,000	20,000	0%
ICANN contract fees	223,432	197,515	231,762	244,964	246,200	1%
Insurance expenses	229,242	224,060	255,322	242,108	268,277	11%
Meeting & training expenses	135,335	88,785	597,066	781,817	734,100	-6%
Membership fees expenses	62,381	62,720	74,398	75,609	94,302	25%
Office operating expenses	290,543	367,000	611,541	381,061	364,762	-4%
Postage & delivery expenses	26,198	11,674	36,236	59,397	71,400	20%
Printing & photocopy expenses	32,428	22,109	26,078	33,314	30,000	-10%
Professional fees	1,932,613	2,212,254	1,971,461	1,524,225	1,383,596	-9%
Recruitment expenses	165,662	297,997	445,725	121,608	165,000	36%
Salaries & personnel expenses	14,070,813	15,707,940	16,887,009	19,120,860	19,923,034	4%
Sponsorship & publicity expenses	437,724	315,397	639,979	900,092	674,970	-25%
Staff training expenses	218,474	149,705	287,933	250,707	240,644	-4%
Translation expenses	3,007	22,867	21,395	9,310	7,000	-25%
Travel expenses	331,259	65,455	1,370,504	1,785,001	2,000,000	12%
TOTAL EXPENSES	21,782,270	22,819,252	30,580,151	33,789,307	34,567,870	2%

YoY Increase (Total Expenses)	-5.2%	4.8%	34.0%	10.5%	2.3%
YoY Increase (Ex-APNIC Foundation)	-3.6%	4.8%	17.8%	9.2%	3.2%
YoY Increase (Salaries & personnel)	10.0%	11.6%	7.5%	13.2%	4.2%
YoY Increase (Professional fees)	6.2%	14.5%	-10.9%	-22.7%	-9.2%

• In 2024:

- People & Systems (Salaries, Professional fees & Computer expenses) make up 68% of Total Expenses

Expenses – Communication expenses

- **FY24 Budget – \$719K vs. FY23 Forecast – \$709K (1.3% Increase)**
- Budget assumptions:
 - Communication expenses include data network expenses, internet connectivity expenses, telephony and mobile phone expenses
 - Costs increases will be contained to CPI.
- Year on Year changes & improvements:
 - There are no new commitments budgeted for 2024
 - APNIC will be undertaking a review of its data network and internet connectivity expenses as part of the 2024 plan

Expenses – Communication expenses

Description	FY23 Forecast	FY24 Budget
Communication Data centre rack hire & cross connects	225,017	225,180
Communication Data network/ service monitoring & alerting	43,739	67,000
Communication DNS anycast & regional whois cloud hosting	114,795	90,000
Communication Network equipment support & maintenance	120,770	130,000
Communication Transit/ Peering/ Virtual interconnections	194,416	195,310
Sundry Expenses <\$10,000	10,512	11,135
TOTAL	\$ 709,249	\$ 718,625

Expense listing includes all budget line items +\$10K

Expenses – Computer expenses

- **FY24 Budget – \$2.29M vs. FY23 Forecast – \$2.09M (9.2% Increase)**
- Budget assumptions:
 - Computer expense includes all non-capital purchases of equipment, consumables, licenses and support fees for hardware and software
 - APNIC's commitment to cloud services is an ongoing contributor to cost increases, despite benefits from non-profit pricing plans for software and licensing
 - APNIC continues to focus on security, resilience and availability for highly critical services
- Year on Year changes & improvements:
 - Ongoing rollout of Zero Trust Network Access & Privileged Access Management
 - Implementation of a Security & Risk Management reporting application
 - Completion of Centos / Red Hat upgrade
 - Contracted arrangements for cloud computing resources to better control costs
 - Implementation of Infrastructure-as-Code Orchestrator
 - Review of all internal applications and development of a roadmap for long term planning

Expenses – Computer expenses

Description	FY23 Forecast	FY24 Budget
Computer Zoom video conferencing license	64,560	64,730
Computer Salesforce licence	180,518	182,000
Computer Cloudflare Licence	129,005	130,000
Computer SSO APNIC Login	66,575	66,000
Computer NetSuite license	183,104	204,000
Computer SSO LifeCycle Okta	55,960	60,000
Computer Security Compliance Tool	0	54,264
Computer Data Warehouse Licenses	163,643	164,280
Computer Neo4J license	52,006	54,460
Computer HRIS Licences	76,030	60,000
Computer Cloud infrastructure	310,167	276,000
Computer CentOS upgrade path	40,300	95,000
Computer HackerOne VRP & BBP program	83,066	94,700
Sundry Expenses <\$50,000	694,549	786,529
TOTAL	\$ 2,099,482	\$ 2,291,963

Expense listing includes all budget line items +\$50K

Expenses – Depreciation

- **FY24 Budget – \$722K vs. FY23 Forecast – \$693K (4.3% Increase)**
- Budget assumptions:
 - Depreciation is based on existing depreciation and capital allowance schedules and anticipated capital purchases planned for 2024
 - APNIC's capitalization threshold is AUD 1,000
- Depreciation provisions:
 - Capital works provision (6 Cordelia Street) – \$77K
 - Equipment depreciation – \$645K

Expenses – Meeting & training expenses

- **FY24 Budget – \$734K vs. FY23 Forecast – \$782K (6.1% Decrease)**
- Budget assumptions:
 - Meeting and training expenses include all costs incurred in running APNIC meetings, conferences and training events
 - APNIC57 will be hosted in Bangkok, Thailand and APNIC58 will be hosted in Wellington, New Zealand
- Year on Year changes & improvements:
 - Lower conference costs due to more economical destinations
 - Additional costs for 30th anniversary celebrations won't be incurred in 2024
 - Secretariat strategic planning conference costs won't be incurred in 2024

Expenses – Meeting & training expenses

Description ▼	FY23 Forecast ▼	FY24 Budget ▼
Meeting Corporate Staff events	30,003	45,000
Meeting APNIC APRICOT Closing Dinner sponsorship	30,000	32,000
Meeting APNIC Conference Closing dinner	34,427	37,000
Meeting APNIC Conference Opening reception	63,861	50,000
Meeting APNIC Conference Workshop week closing dinner	7,360	13,000
Meeting APNIC Conference AV rental	156,174	140,000
Meeting APNIC Conference signage	24,174	15,000
Meeting APNIC APRICOT APIX event	9,830	11,000
Meeting APNIC APRICOT Conference package	0	15,000
Meeting APNIC Conference week venue hire and catering	205,122	144,000
Meeting APNIC Conference Workshop week venue hire and catering	36,670	48,000
Meeting APRICOT APNIC AGM Room and catering	33,880	35,000
Meeting Services outreach exhibition	20,139	34,000
Sundry Expenses <\$10,000	130,178	115,100
TOTAL	\$ 781,817	\$ 734,100

Expense listing includes all budget line items +\$10K

Expenses – Office Operating Costs

- **FY24 Budget – \$365K vs. FY23 Forecast – \$392K (6.9% Decrease)**
- Budget assumptions:
 - Office Operating Expenses include all the costs associated with maintaining APNIC's office at 6 Cordelia St, Brisbane.
 - Many costs are fixed and cannot be avoided or reduced.
- Year on Year Changes and improvements:
 - Cost recovery of overheads from APNIC Foundation
 - APNIC continues to carry a \$50K provision for repairs and maintenance as air-conditioning has reached end of life (no capex provision made for replacement)

Expenses – Office Operating Expenses

Description ▼	FY23 Forecast ▼	FY24 Budget ▼
Office Cleaning	76,672	84,000
Office Electricity	50,026	52,000
Office BCC rates	42,500	44,000
Office Kitchen supplies and catering	56,458	60,000
Office General maintenance and repairs	57,772	50,000
Rent Canberra office	10,623	16,200
Office Land tax	52,750	55,308
Sundry Expenses <\$10,000	44,883	3,254
TOTAL	\$ 391,684	\$ 364,762

Expense listing includes all budget line items +\$10K

Expenses – Professional fees

- **FY24 Budget – \$1.38M vs. FY23 Forecast – \$1.52M (9.2% Decrease)**
- Budget assumptions:
 - Professional fees include all contractor, consulting and advisory services
 - APNIC uses contractor arrangements for services that do not require full-time in-house resources, delivery of discreet projects and some international arrangements
 - APNIC uses consultant services for specialist legal advice, statutory audit, tax compliance, and other professional services where APNIC does not retain in house expertise.
- Year on Year Changes and improvements:
 - Revision of service needs against the 2024 Activity Plan has resulted in a decrease in budgeted costs
 - Costs for Orbit development, previously funded by APNIC Foundation, will now be funded by APNIC
 - Additional Software QA Tester for quality (functional and performance) improvement of products
 - Provision for legal fees has been reduced to “known” costs, but could easily increase
 - Increase in tax consulting to manage ongoing review and compliance with international obligations
 - Inclusion of estimated costs for Tier One support improvement (previously part of 59s)

Expenses – Professional fees

Description ▼	FY23 Forecast ▼	FY24 Budget ▼
Professional Survey expenses	0	86,000
Professional iTank design consultancy	134,467	141,371
Professional Legal fees	258,014	136,925
Professional Lab research consultancy	235,269	247,100
Professional Audit fees	58,740	60,000
Professional Financial and tax advice	53,000	75,000
Professional NetSuite consultant support	30,000	60,000
Professional HR consulting	180,000	60,000
Professional 59s Tier 1 support improvement	0	96,000
Professional Online Community Platform	0	120,000
Sundry Expenses <\$50,000	574,735	301,200
TOTAL	\$ 1,524,225	\$ 1,383,596

Expense listing includes all budget line items +\$50K

Expenses – Salary & Personnel Costs

- **FY24 Budget – \$19.92M vs. FY23 Forecast – \$19.12M (4.2% Increase)**
- 2023 baseline salary & wages forecast adjusted for:
 - Reduction of 4 FTE's through redundancies and role consolidations (2024 impact: \$585,107)
 - Increase of 3.44 FTE's previously funded by APNIC Foundation now to be funded by APNIC (2024 impact: \$513,052 increase)
 - No planned headcount increases in 2024
 - Forecast average wage growth 4%
- \$250,000 provision for role reclassifications and market adjustments
 - Engagement Operations Manager (no additional headcount, but likely role reclassification)
 - Mid-year salary review & market adjustment
 - Unexpected and unplanned role reviews
- Statutory payments and standing entitlements:
 - Leave loading 17.5%
 - Superannuation increase in July 2024 from 11% to 11.5%
 - Payroll Tax 4.95% (N.B. APNIC now remits in QLD, ACT, SA & VIC)
 - Mental Health Levy 0.25% above \$10M
 - Established Allowances (Telecoms, On-Call, Shift, Warden)
- Bonus provisions:
 - EOY bonus provision 1 week
 - Performance bonus provision 3%

Expenses – Salary & Personnel Costs: 2023 Forecast vs 2024 Budget

2023 vs 2024 Salaries & Personnel expenses reconciliation	Note	Amount	% of 2023 Baseline
2023 forecast salary & personnel costs		19,120,859	
Allowance for salary and statutory Superannuation increases		\$ 812,637	4.3%
Role redundancies and reclassifications	1	-\$ 594,998	-3.1%
Roles previously funded by APNIC Foundation	2	\$ 513,052	2.7%
Ancillary costs	3	\$ 71,484	0.4%
2024 budget salary & personnel costs		19,923,034	104.2%

Note 1 - Reduction of 4 FTE's through redundancies and role consolidations

Note 2 - Increase of 3.44 FTE's previously funded by APNIC Foundation now to be funded by APNIC

Note 3 - Allowance for increases to Work Cover, Income Protection and other overheads

Expenses – Salary & Personnel Costs: 2023 Headcount vs. 2024 Budget

2023 vs 2024 Headcount Reconciliation	APNIC	APNIC Staff Foundation Funded*	APNIC Foundation	Other**	TOTAL
2023 Workforce	110	19	9	3	141
Increase	4	0	0	0	4
Decrease	-4	-4	0	0	-8
2024 Workforce	110	15	9	3	137

*All APNIC resources, funded by APNIC Foundation including for delivery of non-APNIC projects

**Resources funded by APNIC on behalf of NRO and APIDT

Expenses – Sponsorship & publicity

- **FY24 Budget – \$675K vs. FY23 Forecast – \$900K (25.0% Decrease)**
- Budget assumptions:
 - Sponsorship and publicity expenses includes APNIC's contributions to the NRO and sponsorship of NOG's and other community events.
 - In 2024, APNIC's commitment to ongoing work of the NRO includes additional investment into the delivery of the NRO strategic plan.
- Year on Year Changes and improvements:
 - Decrease in NRO expenses assumes AFRINIC resumes responsibility for NRO contributions and additional support costs incurred in 2023 will not recur in 2024
 - Sponsorship budget has been maintained at 2023 levels

Expenses – Sponsorship and publicity

Description ▼	FY23 Forecast ▼	FY24 Budget ▼
Publicity General promotional item	55,602	40,000
Publicity Google PPC advertising	90,000	90,000
Publicity APNIC conference fellowships (i)	80,010	70,000
Publicity NRO expenses	442,871	265,970
Publicity Sponsorships for NOGs/Peering/Security	115,000	115,000
Publicity Community/ non-technical sponsorship	61,199	62,000
Sundry Expenses <\$10,000	55,410	32,000
TOTAL	\$ 900,092	\$ 674,970

Expense listing includes all budget line items +\$10K

Expenses – Travel expense

- **FY24 Budget – \$2.0M vs. FY23 Forecast – \$1.79M (12% Increase)**
- Budget assumptions:
 - Conference travel in economy class
 - Regional travel <10 hours in economy class
 - Travel booking fees, International SOS and other overheads are included in budget
 - APNIC EC, SIG Chair and NRO NC travels are included in the travel budget
 - APNIC Foundation funded project travel is included in APNIC Foundation project expenses and has been excluded from the APNIC travel budget
 - Professional development travel is included in training budget and has been excluded from the APNIC travel budget
 - The travel budget will be allocated to each business area based on 2023 travel patterns
 - Ongoing review and mid-year reforecasts will be undertaken
- Year on Year Changes and improvements:
 - \$200K “contingency” included in budget for unplanned travel

Expenses – All other expenses

- **FY24 Budget – \$1.48M vs. FY23 Forecast – \$1.34M (10.7% Increase)**
- Budget assumptions:
 - Bank service fees – Anticipated receipts from members applied against prevailing merchant rates
 - Doubtful debts – Current year forecast, no change to budgeted costs
 - ICANN contract – Current year forecast applied against budgeted USD rate (1 AUD = 0.67 USD)
 - Insurance – No material change to existing policies. Expected premium increases of 10.8%
 - Membership fees – Minor costs with no material changes
 - Postage & delivery – Minor costs with no material changes
 - Printing & photocopy – Minor costs with no material changes
 - Recruitment expense – Recruitment & migration provision for role replacements only
 - Staff training expense – Reductions to professional development budget. Overall decrease of 9%
 - Translation expense – Minor costs with no material changes
- Year on Year Changes and improvements:
 - Thorough review of discretionary items and costs
 - There are no new material commitments budgeted in 2024

Expenses – All other expenses

Description ▼	FY23 Forecast ▼	FY24 Budget ▼
ICANN Contribution	244,964	246,200
Insurance Combined	236,806	258,500
Bank Merchant fees	277,127	320,000
Recruitment HR fees	92,424	80,000
Training Group/ General workshops	91,426	100,000
Training Staff individual professional development	124,999	100,000
Recruitment Migration Expenses	25,183	75,000
Sundry Expenses <\$50,000	250,479	307,123
TOTAL	\$ 1,343,409	\$ 1,486,823

Expense listing includes all budget line items +\$50K

APNIC FOUNDATION FUNDING

APNIC Foundation Funding Summary

Amount (AUD)	Budget 2023	Forecast 2023	Budget 2024	FY24 Budget vs FY23 Forecast	FY24 Budget vs FY23 Forecast	FY24 Budget vs FY23 Budget	FY24 Budget vs FY23 Budget
APNIC Academy Platform and Curriculum Development	\$ 2,083,600	\$ 2,308,060	\$ 2,093,130	-\$ 214,930	-9%	\$ 9,530	0%
Cybersecurity: Honeynet & threat sharing	\$ 77,000	\$ 72,000	\$ 70,000	-\$ 2,000	-3%	-\$ 7,000	-9%
M-Root deployment	\$ 1,051,942	\$ 592,441	\$ 752,578	\$ 160,137	27%	-\$ 299,364	-28%
Training Delivery & Community Trainers	\$ 1,170,000	\$ 1,097,318	\$ 1,019,761	-\$ 77,557	-7%	-\$ 150,239	-13%
Curriculum development for non-technical audiences	\$ 80,021	\$ 81,259	\$ 71,815	-\$ 9,444	-12%	-\$ 8,206	-10%
Research and internet measurement	\$ 289,855	\$ 289,855	\$ 260,300	-\$ 29,555	-10%	-\$ 29,555	-10%
TOTAL	\$ 4,752,418	\$ 4,440,933	\$ 4,267,584	-\$ 173,349	-4%	-\$ 484,834	-10%

- FY24 Budget – \$4.3M vs. FY23 Forecast – \$4.4M (3.9% Decrease)**

- Budget assumptions:

- Funding envelope reductions have been split equally between:
 - Training & infrastructure programs;
 - Curriculum development for non-technical audiences; and
 - Research and internet measurement
- No new project proposals submitted for FY24

LONG TERM OUTLOOK

Long term outlook – Initial FRS projections

Revenue (AUD)	2020-23					2024	2025	2026	2027	2024-27	
	2020	2021	2022	2023	Cumulative					Cumulative	2020-23 & 2024-27
Membership fees	22,766,728	24,252,513	24,717,563	25,845,989	97,582,793	26,829,265	28,122,341	30,415,256	33,874,504	119,241,366	216,824,159
Non-Member fees	260,483	257,209	259,616	304,107	1,081,414	304,107	304,107	304,107	304,107	1,216,427	2,297,842
Reactivation fees	18,400	22,400	18,800	22,340	81,940	22,340	22,340	22,340	22,340	89,360	171,300
Sign-Up fees	347,250	302,750	258,750	242,540	1,151,290	242,540	242,540	242,540	242,540	970,161	2,121,452
Transfer fees	216,016	244,156	177,643	227,854	865,669	227,854	227,854	227,854	227,854	911,417	1,777,086
Sundry income	299,698	77,792	298,818	412,272	1,088,581	412,272	412,272	412,272	412,272	1,649,090	2,737,671
Foundation receipts	147,110	453,956	3,762,837	4,752,179	9,116,082	4,267,833	4,267,833	4,267,833	4,267,833	17,071,332	26,187,414
Operating Revenue	24,055,684	25,610,776	29,494,027	31,807,282	110,967,769	32,306,212	33,599,288	35,892,203	39,351,450	141,149,154	252,116,923
Investment income	924,590	865,457	771,547	852,611	3,414,204	852,611	852,611	852,611	852,611	3,410,442	6,824,647
TOTAL REVENUE	24,980,274	26,476,233	30,265,574	32,659,892	114,381,974	33,158,822	34,451,899	36,744,814	40,204,061	144,559,596	258,941,569
	7.61%	5.99%	14.31%	7.91%		1.53%	3.90%	6.66%	9.41%		
Expenses (AUD)	2020-23					2024	2025	2026	2027	2024-27	
	2020	2021	2022	2023	Cumulative					Cumulative	2020-23 & 2024-27
Computer expenses	1,216,809	1,514,823	1,883,390	2,215,362	6,830,384	2,306,901	2,402,222	2,501,481	2,604,843	9,815,446	16,645,830
Foundation funded project expenses	760,890	0	3,702,680	4,752,179	9,215,750	4,267,833	4,267,833	4,267,833	4,267,833	17,071,332	26,287,082
Professional fees	1,932,613	2,212,254	1,971,461	1,558,706	7,675,033	1,623,112	1,690,179	1,760,017	1,832,741	6,906,049	14,581,082
Salaries & personnel expenses	14,070,813	15,707,940	16,887,009	19,033,185	65,698,947	19,819,636	20,638,584	21,491,370	22,379,393	84,328,983	150,027,930
Travel expenses	331,259	65,455	1,370,504	1,805,000	3,572,218	1,879,582	1,957,247	2,038,120	2,122,335	7,997,284	11,569,502
Other expenses	3,469,887	3,318,780	4,765,106	5,000,976	16,554,749	5,207,616	5,422,795	5,646,865	5,880,193	22,157,470	38,712,219
TOTAL EXPENSES	21,782,270	22,819,252	30,580,151	34,365,408	109,547,081	35,104,681	36,378,859	37,705,687	39,087,339	148,276,565	257,823,646
	-5.19%	4.76%	34.01%	12.38%		2.15%	3.63%	3.65%	3.66%		
Amount (AUD)	2020-23					2024	2025	2026	2027	2024-27	
	2020	2021	2022	2023	Cumulative					Cumulative	2020-23 & 2024-27
Total Revenue	24,980,274	26,476,233	30,265,574	32,659,892	114,381,974	33,158,822	34,451,899	36,744,814	40,204,061	144,559,596	258,941,569
Total Expenses	21,782,270	22,819,252	30,580,151	34,365,408	109,547,081	35,104,681	36,378,859	37,705,687	39,087,339	148,276,565	257,823,646
OPERATING SURPLUS / (DEFICIT)	3,198,004	3,656,981	(314,576)	(1,705,516)	4,834,893	(1,945,858)	(1,926,960)	(960,873)	1,116,722	(3,716,969)	1,117,924

Long term outlook – 2024: Initial FRS projection vs budget submission

	2024 Fee Reform	2024 Budget Submission	Variance
Revenue (AUD)			
Membership fees	26,829,265	26,760,390	(68,875)
Non-Member fees	304,107	310,560	6,453
Reactivation fees	22,340	20,000	(2,340)
Sign-Up fees	242,540	326,667	84,127
Transfer fees	227,854	218,500	(9,354)
Sundry income	412,272	404,680	(7,592)
Foundation receipts	4,267,833	4,267,584	(249)
Operating Revenue	32,306,212	32,308,381	2,169
Investment income	852,611	1,023,728	171,117
TOTAL REVENUE	33,158,822	33,332,109	173,286

	2024 Original	2024 Submission	Variance
Expenses (AUD)			
Computer expenses	2,306,901	2,291,963	(14,938)
Foundation funded project expenses	4,267,833	4,267,584	(249)
Professional fees	1,623,112	1,383,596	(239,516)
Salaries & personnel expenses	19,819,636	19,923,034	103,397
Travel expenses	1,879,582	2,000,000	120,418
Other expenses	5,207,616	4,701,694	(505,923)
TOTAL EXPENSES	35,104,681	34,567,870	(536,810)

	2024 Original	2024 Submission	Variance
Amount (AUD)			
Total Revenue	33,158,822	33,332,109	173,286
Total Expenses	35,104,681	34,567,870	(536,810)
OPERATING SURPLUS / (DEFICIT)	(1,945,858)	(1,235,761)	710,097

- **Revenue** – improved outlook from investment income
- **Professional fees** – Revision of service needs against the 2024 Activity Plan has resulted in a decrease in budgeted costs
- **Salaries & personnel expense** – Role redundancies partially offset by APNIC absorbing roles previously funded by APNIC Foundation.
- **Travel expenses** – Budget to cope with ongoing volatility and unexpected travel obligations
- **Other expenses** – Substantial review of all cost areas to identify savings opportunities – ‘do the heavy lifting early in the strategic plan’
- **Overall** - \$710K improvement against the fee reform baseline in year 1 of the strategic plan.

Long term outlook – Revised projections

Fee reform projections...

Amount (AUD)	2020	2021	2022	2023	2020-23	2024	2025	2026	2027	2024-27	2020-23 &
					Cumulative					Cumulative	2024-27
Total Revenue	24,980,274	26,476,233	30,265,574	32,659,892	114,381,974	33,158,822	34,451,899	36,744,814	40,204,061	144,559,596	258,941,569
Total Expenses	21,782,270	22,819,252	30,580,151	34,365,408	109,547,081	35,104,681	36,378,859	37,705,687	39,087,339	148,276,565	257,823,646
OPERATING SURPLUS / (DEFICIT)	3,198,004	3,656,981	(314,576)	(1,705,516)	4,834,893	(1,945,858)	(1,926,960)	(960,873)	1,116,722	(3,716,969)	1,117,924

Vs. Impact of 2024 budget...

Amount (AUD)	2020	2021	2022	2023	2020-23	2024	2025	2026	2027	2024-27	2020-23 &
					Cumulative					Cumulative	2024-27
Total Revenue	24,980,274	26,476,233	30,265,574	32,678,760	114,400,842	33,332,109	34,451,899	36,744,814	40,204,061	144,732,882	259,133,724
Total Expenses	21,782,270	22,819,252	30,580,151	33,789,304	108,970,976	34,567,870	35,819,878	37,123,619	38,481,230	145,992,598	254,963,574
OPERATING SURPLUS / (DEFICIT)	3,198,004	3,656,981	(314,576)	(1,110,544)	5,429,865	(1,235,761)	(1,367,979)	(378,805)	1,722,831	(1,259,715)	4,170,150

- \$595K improvement in 2023 forecast between fee reform projections and 2024 budget submission
- \$710K improvement in 2024 budget between fee reform baseline and 2024 budget submission
- No change to revenue assumptions from 2025 – 2027 (the fee reforms will commence 1 January 2025)
- No change to expense assumptions from 2025 – 2027 (i.e. 4% year on year increase to costs. APNIC Foundation funding remains stable)

2024 BUDGET SUMMARY RECAP

2024 Budget Summary recap

Amount (AUD)	FY24 Budget vs			
	Budget 2023	Forecast 2023	Budget 2024	FY23 Forecast
Membership fees	26,565,676	25,795,051	26,760,390	4%
Non-members fees	267,578	313,264	310,560	-1%
Reactivation fees	22,500	19,200	20,000	4%
Sign-Up fees	294,200	256,410	326,667	27%
Transfer fees	216,251	271,690	218,500	-20%
Sundry income	267,450	630,405	404,680	-36%
Foundation receipts	4,402,418	4,440,934	4,267,584	-4%
Operating Revenue	32,036,073	31,726,954	32,308,381	2%
Investment income	657,100	951,807	1,023,728	8%
TOTAL REVENUE	32,693,173	32,678,760	33,332,109	2%
Bank service fees	261,000	297,015	344,000	16%
Communication expenses	730,600	709,249	718,625	1%
Computer expenses	2,236,814	2,099,482	2,291,963	9%
Foundation funded project expenses	4,402,418	4,440,933	4,267,584	-4%
Depreciation expenses	802,789	692,555	722,414	4%
Doubtful debt expenses	20,000	20,000	20,000	-0%
ICANN contract fees	238,600	244,964	246,200	1%
Insurance expenses	238,899	242,108	268,277	11%
Meeting & training expenses	820,400	781,817	734,100	-6%
Membership fees expenses	72,000	75,609	94,302	25%
Office operating expenses	427,839	391,684	364,762	-7%
Postage & delivery expenses	71,500	48,774	71,400	46%
Printing & photocopy expenses	30,500	33,314	30,000	-10%
Professional fees	1,390,950	1,524,225	1,383,596	-9%
Recruitment expenses	182,500	121,608	165,000	36%
Salaries & personnel expenses	19,054,538	19,120,859	19,923,034	4%
Sponsorship & publicity expenses	782,380	900,092	674,970	-25%
Staff training expenses	268,839	250,707	240,644	-4%
Translation expenses	10,000	9,310	7,000	-25%
Travel expenses	1,750,000	1,785,000	2,000,000	12%
TOTAL EXPENSES	33,792,566	33,789,304	34,567,870	2%
OPERATING SURPLUS/ (DEFICIT)	(1,099,393)	(1,110,544)	(1,235,761)	11%
Revaluation of Financial Assets	0	(413,341)	0	-100%
(DEFICIT) / SURPLUS BEFORE TAX	(1,099,393)	(1,375,905)	(1,235,761)	-10%

• Revenue growth of 2.0% vs. 2023 forecast:

- Membership fees of \$26.8M will increase by 3.7%, as the 2023 fee increases have a full year impact in 2024.
- Sundry income includes forecast reductions in research grants and conference sponsorship
- Investment income based on estimates from UBS and forecast returns from deposits, which are now rolling over at +5%

• Expense growth of 2.3% vs. 2023 forecast:

- Salaries & personnel expenses of 19.9M have increased by 4.2%, after resourcing adjustments
- APNIC Foundation budget of \$4.3M has been reduced, based on available funding envelope.
- Computer expenses of \$2.3M have increased by 9.2% due to increases in application costs and deferral of 2023 projects.
- Travel expenses of \$2M have increased by 12% and include a \$200K contingency provision for unplanned travel.
- Professional fees of 1.4M have decreased by 9.2% following completion of projects (e.g. Strategic Plan) and review of consultant needs.

• Operating deficit of \$1.2M:

- FRS Report and modelling presented at the September EC meeting projected:
 - Revenue growth of 1.5% (**2024 budget projection of 2.0%**)
 - Expense growth of 4.1% (**2024 budget projection of 2.3%**)
 - Forecast 2024 deficit of \$1.9M (**2024 budget submission of \$1.2M**)

Proposed resolution

Proposed resolution 2023-44: The EC resolves to approve and adopt the 2024 Budget (as attached) that provides authority to the Director General for a total operational expenditure of AUD 34,567,870 and a total capital expenditure of AUD 737,700 for 2024.

QUESTIONS?

Draft Budget Submission

2024

Insert other cover text if applicable or delete

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1 Executive Summary

This document contains the APNIC budget submission for the financial year from January to December 2024. The budget submission includes revenue, expense, and capital expenditure projections based on the planned activities for the APNIC Secretariat for 2024.

The purpose of this budget submission is to allow the APNIC Executive Council to approve an expenditure level for 2024, 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 expenditure of AUD \$34,567,870 and projected revenue of AUD \$33,332,109 providing an operating deficit of AUD \$1,235,761 for 2024. While APNIC is forecasting an operational deficit for 2024, it is important to highlight that the 2024-27 Strategic Plan has established targets to ensure financial stability over the medium term. APNIC has established initiatives and forecasts to ensure these targets will be met. Further details on the APNIC's long term forecast can be found in Section 8.

Also included in APNIC's 2024 budget is \$4,267,584 of APNIC Foundation funded project expenditure. This expenditure is fully offset by an equivalent amount of APNIC Foundation funding revenue, such that APNIC is fully re-imbursed for these project costs.

APNIC's capital expenditure requirements for 2024 are \$737,700 as outlined in Table 2.2 in Section 2 of this budget submission.

All values in this document are expressed in Australian Dollars (AUD) unless otherwise indicated.

2 Budget Summary

The 2024 budget for revenue and expenses and capital expenditure are included in the tables below:

Amount (AUD)	Budget 2023	Forecast 2023	Budget 2024	FY24 Budget vs FY23 Forecast
Membership fees	26,565,676	25,795,051	26,760,390	4%
Non-members fees	267,578	313,264	310,560	-1%
Reactivation fees	22,500	19,200	20,000	4%
Sign-Up fees	294,200	256,410	326,667	27%
Transfer fees	216,251	271,690	218,500	-20%
Sundry income	267,450	630,405	404,680	-36%
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Operating Revenue	32,036,073	31,726,954	32,308,381	2%
Investment income	657,100	951,807	1,023,728	8%
TOTAL REVENUE	32,693,173	32,678,760	33,332,109	2%
Bank service fees	261,000	297,015	344,000	16%
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Doubtful debt expenses	20,000	20,000	20,000	-0%
ICANN contract fees	238,600	244,964	246,200	1%
Insurance expenses	238,899	242,108	268,277	11%
Meeting & training expenses	820,400	781,817	734,100	-6%
Membership fees expenses	72,000	75,609	94,302	25%
Office operating expenses	427,839	391,684	364,762	-7%
Postage & delivery expenses	71,500	48,774	71,400	46%
Printing & photocopy expenses	30,500	33,314	30,000	-10%
Professional fees	1,390,950	1,524,225	1,383,596	-9%
Recruitment expenses	182,500	121,608	165,000	36%
Salaries & personnel expenses	19,054,538	19,120,859	19,923,034	4%
Sponsorship & publicity expenses	782,380	900,092	674,970	-25%
Staff training expenses	268,839	250,707	240,644	-4%
Translation expenses	10,000	9,310	7,000	-25%
Travel expenses	1,750,000	1,785,000	2,000,000	12%
TOTAL EXPENSES	33,792,566	33,789,304	34,567,870	2%
OPERATING SURPLUS/ (DEFICIT)	(1,099,393)	(1,110,544)	(1,235,761)	11%
Revaluation of Financial Assets	0	(413,341)	0	-100%
(DEFICIT) / SURPLUS BEFORE TAX	(1,099,393)	(1,375,905)	(1,235,761)	-10%

Table 2.1 2024 Opex Budget Summary

CAPITAL (AUD)	Budget 2023	Forecast 2023	Budget 2024	FY24 Budget vs FY23 Forecast
Equipment & Software	470,700	402,786	717,700	78%
Office Furniture, Fittings & Building Imprc	628,700	24,876	20,000	-20%
TOTAL CAPITAL EXPENDITURE	1,099,400	427,662	737,700	72%

Table 2.2 2024 Capex 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 2024 – 2027 Strategic Plan
- The 2024 APNIC Activity Plan
- 2024 priorities as established through the operational planning process
- The APNIC organization structure, HR cost analysis and recruitment plans
- Inflation data and key statistics provided by the Australian Bureau of Statistics
- The asset register and quantity survey reports, forming the basis of depreciation and capital allowances
- Membership projections and associated revenue forecasts derived from analysis of historical membership growth, recent trends and APNIC fee schedules
- Investment return forecasts provided by APNIC's investment advisors
- Activities funded by and undertaken on behalf of the APNIC Foundation

3.1 Projection Techniques

Projections for membership fees are calculated by analysing recent trends in membership activity. A linear projection of membership growth and account closure is used to estimate the incremental growth in revenue for membership fees in 2024.

The following drivers have impacted the membership fees budget for 2024:

- Membership net growth has continued at slower than historical trends throughout 2023. The 2023 trend will impact membership fees for at least the 2024 budget year.
- The share of APNIC membership growth from Least Developed Countries (LDC's) has decreased in 2023 but remains higher than the historical trend. As fees payable by members from LDC's are discounted by 50%, the average membership fee from new members is decreasing.
- Average fees per member has continued to decrease in 2023. Average fees per new member is consistent with the resource allocations from the last /8 and the IANA reclaimed pool. There have been no changes to fees included in the assumptions for the 2024 budget submission.

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. Interest income is based on analysis of APNIC's existing cash deposits, the contracted rates and maturity dates for fixed deposits. Estimates of interest from the current account are based on current returns.

APNIC's ERP system allows for the verification of all current approved spending commitments. This data is combined with new planned expenditure in 2024.

A headline Consumer Price Index (CPI) inflation rate of 5.4% was recorded for the 12 months ending September 2023 (2022: 7.3%). Forecast CPI for the 12 months ending December 2024 is expected to be 3.5% (2023: 4.5%). An aggregate average annual CPI inflation rate of 4% has been used throughout this submission where there is cost uncertainty for 2024. (Sources: ABS, RBA)

Wage Price Index (WPI) inflation of 4.0% has been used in this submission for salary & personnel cost growth estimates. (Sources: Korn Ferry, RBA).

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 (ATO) was re-confirmed in December 2022 for five years ending 30 June 2027.

4 Revenue

The table below tracks APNIC's revenue from 2020 through to the forecast for 2023 and the budget submission for 2024.

REVENUE (AUD)	Actual 2020	Actual 2021	Actual 2022	Forecast 2023	Budget 2024	FY24 Budget vs FY23 Forecast
Membership fees	22,766,728	24,252,513	24,717,563	25,795,051	26,760,390	3.7%
Non-members fees	260,483	257,209	259,616	313,264	310,560	-1%
Reactivation fees	18,400	22,400	18,800	19,200	20,000	4%
Sign-Up fees	347,250	302,750	258,750	256,410	326,667	27%
Transfer fees	216,016	244,156	177,643	271,690	218,500	-20%
Sundry income	314,749	22,516	372,917	630,405	404,680	-35.8%
Foundation receipts	147,110	453,956	3,702,680	4,440,934	4,267,584	-4%
Operating Revenue	24,070,736	25,555,500	29,507,969	31,726,954	32,308,381	2%
Investment income	924,590	865,457	771,547	951,807	1,023,728	8%
TOTAL REVENUE	24,995,326	26,420,957	30,279,516	32,678,760	33,332,109	2%
Change	7.4%	5.7%	14.6%	7.9%	2.0%	

Table 4.1 Revenue over time

2024 revenue budget growth % excluding impacts of receipts from APNIC Foundation is 2.9% (2023: 6.2%)

4.1 Membership Fees

4.1.1 Membership growth

The 2024 membership budget has been built using modelling techniques adopted in previous budget cycles. Projections for membership fees are calculated by analysing recent trends in membership activity. A linear projection of membership growth and account closures is used to estimate the incremental growth in revenue for membership fees in 2024. 2024 membership growth excludes the impacts of one-off impacts associated with the historical resources transition project and adjustments arising from the change in member recognition date (see further details below).

APNIC is forecast to deliver annualized net membership growth (new & re-activated members less closures) of 3.7% in 2024 vs 4.4%¹ in 2023. The decline in net membership growth is driven primarily through an increase in account closures, brought about by merger and acquisition activity.

Additional sensitivity analysis has been performed and is included in Section 4.1.2 below to illustrate the potential impacts on membership revenue if the actual growth of membership in 2024 varies from the assumptions included in the budget.

¹ Actual 2023 member growth of 7.4% has been adjusted to exclude one-off impacts of the HRM project and change in member recognition from "invoice paid" date to "invoice issuance" date. The adjusted growth % of 4.4% better reflects growth trend in a normal year of operation.

The table below shows membership growth since 2020:

Member Count	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Budget
Extra Large	26	26	27	27	27
Very Large	48	49	49	45	45
Large	143	151	158	169	176
Medium	521	548	571	594	609
Small	3,685	3,733	3,767	3,824	3,862
Very Small	3,778	4,126	4,388	4,673	4,864
Associate	140	135	308	489	610
TOTAL	8,341	8,768	9,268	9,953	10,326
New, Reactivations & Adjustments*	833	770	674	965	764
HRM	0	0	150	116	0
Closed	-268	-343	-324	-397	(391)
NET GROWTH	565	427	500	685	373
Average Monthly Gain	47	36	42	57	31
Average Monthly Gain (excluding HRM)	47	36	29	47	31

*Reactivations and adjustments include Non-Member to Member transitions and a one-off adjustment to the member recognition principle from "invoice paid" date to "invoice issuance" date. This was done to better align membership recognition with revenue recognition.

Table 4.2 Membership growth over time

LDC Membership Share

In recent years APNIC has reported an increasing share of member growth from LDC economies, however the trend has stabilized throughout 2023 year to date, with 28.9% of all new members eligible for the LDC discount, compared to the budget assumption of 37.4%. The calculation for LDC share of new members excludes the impact of the historical resources transition project and therefore reflects normal growth trends.

Fees payable by members from LDC's is discounted by 50%.

Fee Structure & fees from New Members

The budget for Member fees is established using APNIC's fee structure whereby a Member's Annual Fee is determined by the (fractional) number of bits of address space (v4 or v6) held, and is calculated as follows:

- Annual Fee = (Base Fee) x (Bit Factor)^(Address Bits)
- For APNIC Members, the Annual Fee parameters are as follows:
 - Base Fee = AUD 1,180
 - Bit Factor = 1.31

In 2023, average fees per new members is \$1,235 compared to the budget assumption of \$1,255. The decrease in fees per new member is consistent with the resource allocations from the last /8 and the IANA reclaimed pool, and for discounts applied to new Members from LDC's

4.1.2 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 2024 varies from the assumptions included in the budget. Based on analysis of recent trends, it is forecast that 764 new Members will join APNIC in 2024 (64 per month). The average annual fee a new Member will pay is estimated at \$1,235 which accounts for allocations from the last /8 and the IANA reclaimed pool, and for discounts applied to new Members from LDC's.

New Members	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
LDC	18	18	18	18	18	18	18	18	18	18	18	18	221
Non LDC	45	45	45	45	45	45	45	45	45	45	45	45	543
Total New	64	64	64	64	64	64	64	64	64	64	64	64	764

Membership Fees from new Members	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Impact of 30% More new Members	\$ 1,966	\$ 3,932	\$ 5,898	\$ 7,865	\$ 9,831	\$ 11,797	\$ 13,763	\$ 15,729	\$ 17,695	\$ 19,661	\$ 21,628	\$ 23,594	\$ 153,359
Impact of 20% More new Members	\$ 1,311	\$ 2,622	\$ 3,932	\$ 5,243	\$ 6,554	\$ 7,865	\$ 9,175	\$ 10,486	\$ 11,797	\$ 13,108	\$ 14,418	\$ 15,729	\$ 102,240
Impact of 10% More new Members	\$ 655	\$ 1,311	\$ 1,966	\$ 2,622	\$ 3,277	\$ 3,932	\$ 4,588	\$ 5,243	\$ 5,898	\$ 6,554	\$ 7,209	\$ 7,865	\$ 51,120
Membership Fees from new Members	\$ 6,554	\$ 13,108	\$ 19,661	\$ 26,215	\$ 32,769	\$ 39,323	\$ 45,877	\$ 52,431	\$ 58,984	\$ 65,538	\$ 72,092	\$ 78,646	\$ 511,198
Impact of 10% Less new Members	\$ (655)	\$ (1,311)	\$ (1,966)	\$ (2,622)	\$ (3,277)	\$ (3,932)	\$ (4,588)	\$ (5,243)	\$ (5,898)	\$ (6,554)	\$ (7,209)	\$ (7,865)	\$ (51,120)
Impact of 20% Less new Members	\$ (1,311)	\$ (2,622)	\$ (3,932)	\$ (5,243)	\$ (6,554)	\$ (7,865)	\$ (9,175)	\$ (10,486)	\$ (11,797)	\$ (13,108)	\$ (14,418)	\$ (15,729)	\$ (102,240)
Impact of 30% Less new Members	\$ (1,966)	\$ (3,932)	\$ (5,898)	\$ (7,865)	\$ (9,831)	\$ (11,797)	\$ (13,763)	\$ (15,729)	\$ (17,695)	\$ (19,661)	\$ (21,628)	\$ (23,594)	\$ (153,359)

Sign-Up Fees from new Members	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Impact of 30% More new Members	\$ 8,167	\$ 8,167	\$ 8,167	\$ 8,167	\$ 8,167	\$ 8,167	\$ 8,167	\$ 8,167	\$ 8,167	\$ 8,167	\$ 8,167	\$ 8,167	\$ 98,000
Impact of 20% More new Members	\$ 5,444	\$ 5,444	\$ 5,444	\$ 5,444	\$ 5,444	\$ 5,444	\$ 5,444	\$ 5,444	\$ 5,444	\$ 5,444	\$ 5,444	\$ 5,444	\$ 65,333
Impact of 10% More new Members	\$ 2,722	\$ 2,722	\$ 2,722	\$ 2,722	\$ 2,722	\$ 2,722	\$ 2,722	\$ 2,722	\$ 2,722	\$ 2,722	\$ 2,722	\$ 2,722	\$ 32,667
Sign-Up Fees from new Members	\$ 27,222	\$ 27,222	\$ 27,222	\$ 27,222	\$ 27,222	\$ 27,222	\$ 27,222	\$ 27,222	\$ 27,222	\$ 27,222	\$ 27,222	\$ 27,222	\$ 326,667
Impact of 10% Less new Members	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (2,722)	\$ (32,667)
Impact of 20% Less new Members	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (5,444)	\$ (65,333)
Impact of 30% Less new Members	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (8,167)	\$ (98,000)

Total Fees from new Members	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Impact of 30% More new Members	\$ 10,133	\$ 12,099	\$ 14,065	\$ 16,031	\$ 17,997	\$ 19,964	\$ 21,930	\$ 23,896	\$ 25,862	\$ 27,828	\$ 29,794	\$ 31,760	\$ 251,359
Impact of 20% More new Members	\$ 6,755	\$ 8,066	\$ 9,377	\$ 10,688	\$ 11,998	\$ 13,309	\$ 14,620	\$ 15,931	\$ 17,241	\$ 18,552	\$ 19,863	\$ 21,174	\$ 167,573
Impact of 10% More new Members	\$ 3,378	\$ 4,033	\$ 4,688	\$ 5,344	\$ 5,999	\$ 6,655	\$ 7,310	\$ 7,965	\$ 8,621	\$ 9,276	\$ 9,931	\$ 10,587	\$ 83,786
Fees from new Members	\$ 33,776	\$ 40,330	\$ 46,884	\$ 53,438	\$ 59,991	\$ 66,545	\$ 73,099	\$ 79,653	\$ 86,207	\$ 92,760	\$ 99,314	\$ 105,868	\$ 837,865
Impact of 10% Less new Members	\$ (3,378)	\$ (4,033)	\$ (4,688)	\$ (5,344)	\$ (5,999)	\$ (6,655)	\$ (7,310)	\$ (7,965)	\$ (8,621)	\$ (9,276)	\$ (9,931)	\$ (10,587)	\$ (83,786)
Impact of 20% Less new Members	\$ (6,755)	\$ (8,066)	\$ (9,377)	\$ (10,688)	\$ (11,998)	\$ (13,309)	\$ (14,620)	\$ (15,931)	\$ (17,241)	\$ (18,552)	\$ (19,863)	\$ (21,174)	\$ (167,573)
Impact of 30% Less new Members	\$ (10,133)	\$ (12,099)	\$ (14,065)	\$ (16,031)	\$ (17,997)	\$ (19,964)	\$ (21,930)	\$ (23,896)	\$ (25,862)	\$ (27,828)	\$ (29,794)	\$ (31,760)	\$ (251,359)

Table 4.3 Sensitivity analysis – Membership growth

The average value of closed accounts is estimated at \$2,203 and on average, 33 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 2024 varies from the assumptions included in the budget.

Account Closures	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Membership Accounts	-33	-33	-33	-33	-33	-33	-33	-33	-33	-33	-33	-33	-391

Reduction in Membership Fees from account closures	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Impact of 30% Less closures	\$ 1,793	\$ 3,586	\$ 5,379	\$ 7,173	\$ 8,966	\$ 10,759	\$ 12,552	\$ 14,345	\$ 16,138	\$ 17,931	\$ 19,725	\$ 21,518	\$ 139,865
Impact of 20% Less closures	\$ 1,195	\$ 2,391	\$ 3,586	\$ 4,782	\$ 5,977	\$ 7,173	\$ 8,368	\$ 9,563	\$ 10,759	\$ 11,954	\$ 13,150	\$ 14,345	\$ 93,243
Impact of 10% Less closures	\$ 598	\$ 1,195	\$ 1,793	\$ 2,391	\$ 2,989	\$ 3,586	\$ 4,184	\$ 4,782	\$ 5,379	\$ 5,977	\$ 6,575	\$ 7,173	\$ 46,622
Reduction in fees from closures	\$ (5,977)	\$ (11,954)	\$ (17,931)	\$ (23,909)	\$ (29,886)	\$ (35,863)	\$ (41,840)	\$ (47,817)	\$ (53,794)	\$ (59,771)	\$ (65,748)	\$ (71,726)	\$ (466,216)
Impact of 10% More closures	\$ (598)	\$ (1,195)	\$ (1,793)	\$ (2,391)	\$ (2,989)	\$ (3,586)	\$ (4,184)	\$ (4,782)	\$ (5,379)	\$ (5,977)	\$ (6,575)	\$ (7,173)	\$ (46,622)
Impact of 20% More closures	\$ (1,195)	\$ (2,391)	\$ (3,586)	\$ (4,782)	\$ (5,977)	\$ (7,173)	\$ (8,368)	\$ (9,563)	\$ (10,759)	\$ (11,954)	\$ (13,150)	\$ (14,345)	\$ (93,243)
Impact of 30% More closures	\$ (1,793)	\$ (3,586)	\$ (5,379)	\$ (7,173)	\$ (8,966)	\$ (10,759)	\$ (12,552)	\$ (14,345)	\$ (16,138)	\$ (17,931)	\$ (19,725)	\$ (21,518)	\$ (139,865)

Table 4.3 Sensitivity analysis – Membership closures

4.2 Other Member Revenues

4.2.1 Non-Member Fees

Fees from Non-Member account holders continue to be stable and it is anticipated that in 2023 that there will be minimal change to this revenue for this item.

4.2.2 Reactivation Fees

Reactivation Fees are charged to Members to reactivate their accounts after closure. It is difficult to predict with certainty the level of account reactivations that will occur in any one period however, reactivation fees form a very small portion of member revenues. The budget estimate for reactivation fees is in line with the 2023 forecast.

4.2.3 Sign-up Fees

Sign-Up fees are directly related to membership growth as outlined in table 4.2 above. The Sign-Up fee is \$500 and is discounted by 50% for LDC economies, currently making up 28.9% of new members. The effect of a variance to the budget assumptions for membership growth for this revenue item is outlined above in 4.1.2.

4.2.4 Transfer Fees

Transfer fees equivalent to 20% of the annual resource holding fee is charged to the source resource holder on transfer of resources. Transfer activity increased in 2023, but remains difficult to predict with certainty. The budget estimate for 2024 is based on a long term average.

4.3 Sundry Income

Sundry income includes revenue from external training, conference registrations, sponsorships, grants & third-party funding, and foreign exchange gains / losses.

APNIC has a low exposure to currency variations as all fees from members and most expenses in running APNIC's operations are paid in Australian dollars. It is not possible to forecast the total gain or loss on foreign exchange translation, therefore the budget variance has been set as zero.

The total 2024 budget provision for Sundry Income is \$404,680 (Forecast 2023: \$618,340), which is a year-on-year decrease of 34.6%.

Major budget provisions include:

Description		FY23 Forecast	FY24 Budget
External training receipts - Members/Non-Members		\$ 12,000	\$ 12,000
Conference registration receipts - Members/Non-Members		\$ 41,310	\$ 12,000
Conference sponsorship		\$ 342,415	\$ 195,000
Research grants		\$ 173,162	\$ 85,680
Third party training funding		\$ 26,042	\$ 100,000
Foreign exchange gains / losses		\$ 23,410	\$ -
TOTAL		\$ 618,340	\$ 404,680

4.4 APNIC Foundation Receipts

Foundation receipts includes all funds received from the APNIC Foundation in respect of projects to be delivered by APNIC. Foundation receipts are offset by a corresponding expenditure budget line 'Foundation funded project expenses'.

Foundation receipts and Foundation funded project expenses are reported as separate line items in APNIC's financial statements to provide transparency over the activities of APNIC that are funded by the APNIC Foundation.

The activities to be funded by the APNIC Foundation are outlined below in Section 7.

4.5 Investment Income

APNIC's investment portfolio has increased by 0.58% in 2023 due to ongoing market volatility which in turn has impacted investment returns. Investment income projections for 2024 have been based on advice from APNIC's investment advisors. Interest on cash deposits not held in the fund are forecast to achieve 5.1% in 2024, which is an increase from 3.95% included in the previous year's budget submission.

5 Expenses

The tables below set out APNIC's expenses since 2020, with more detail of the major expenses included below:

EXPENSES (AUD)	Actual 2020	Actual 2021	Forecast 2022	Forecast 2023	Budget 2024	FY24 Budget vs FY23 Forecast
Bank service fees	241,477	259,116	275,982	297,015	344,000	16%
Communication expenses	697,060	634,015	633,469	709,249	718,625	1%
Computer expenses	1,216,809	1,514,823	1,883,390	2,099,482	2,291,963	9%
Contribution to APNIC Foundation	760,890	0	0	0	0	0%
Foundation funded project expenses	0	0	3,702,680	4,440,933	4,267,584	0%
Depreciation expenses	707,658	652,408	652,215	692,555	722,414	4%
Doubtful debt expenses	-733	13,413	-23,995	20,000	20,000	-0%
ICANN contract fees	223,432	197,515	231,762	244,964	246,200	1%
Insurance expenses	229,242	224,060	255,322	242,108	268,277	11%
Meeting & training expenses	135,335	88,785	597,066	781,817	734,100	-6%
Membership fees expenses	62,381	62,720	74,398	75,609	94,302	25%
Office operating expenses	290,543	367,000	611,541	391,684	364,762	-7%
Postage & delivery expenses	26,198	11,674	36,236	48,774	71,400	46%
Printing & photocopy expenses	32,428	22,109	26,078	33,314	30,000	-10%
Professional fees	1,932,613	2,212,254	1,971,461	1,524,225	1,383,596	-9%
Recruitment expenses	165,662	297,997	445,725	121,608	165,000	36%
Salaries & personnel expenses	14,070,813	15,707,940	16,887,009	19,120,859	19,923,034	4%
Sponsorship & publicity expenses	437,724	315,397	639,979	900,092	674,970	-25%
Staff training expenses	218,474	149,705	287,933	250,707	240,644	-4%
Translation expenses	3,007	22,867	21,395	9,310	7,000	-25%
Travel expenses	331,259	65,455	1,370,504	1,785,000	2,000,000	12%
TOTAL EXPENSES	21,782,270	22,819,252	30,580,151	33,789,304	34,567,870	2%
Change	-5.2%	4.8%	34.0%	10.5%	2.3%	

2024 expense budget growth % excluding impacts of APNIC Foundation funding is 3.2% (2023: 9.2%)

Table 5.1 Expenses over time

5.1 Communication expenses

Communication expenses include data network expenses, Internet connectivity expenses, telephony and mobile phone expenses. The major contributors to costs 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 total 2024 budget provision for Communication expenses is \$718,625 (Forecast 2023: \$709,249), which is a year-on-year increase of 1.3%.

Major budget provisions include:

Description	FY23 Forecast	FY24 Budget
Communication Data centre rack hire & cross connects	225,017	225,180
Communication Data network/ service monitoring & alerting	43,739	67,000
Communication DNS anycast & regional whois cloud hosting	114,795	90,000
Communication Network equipment support & maintenance	120,770	130,000
Communication Transit/ Peering/ Virtual interconnections	194,416	195,310
Sundry Expenses <\$10,000	10,512	11,135
TOTAL	\$ 709,249	\$ 718,625

5.2 Computer Expenses

Computer expenses include all non-capital purchases of equipment, consumables, license and support fees for hardware and software. In many cases APNIC continues to benefit from non-profit pricing plans for the software and licensing that it uses. In 2024, APNIC will review its application architecture and approach to licensing to ensure that systems are fit for purpose and deployed efficiently throughout the organization. APNIC will continue to focus on security, resilience, and availability especially for highly critical services.

The total 2024 budget provision for Computer expenses is \$2,291,963 (Forecast 2023: \$2,099,482), which is a year-on-year increase of 9.2%. APNIC procures equipment, consumables, licenses and support fees on behalf of APNIC Foundation. These expenses are on-charged to the APNIC Foundation on a cost recovery basis. The expenses stated below are net of \$155,278 of cost recoveries from APNIC Foundation.

Major budget provisions include:

Description	FY23 Forecast	FY24 Budget
Computer Zoom video conferencing license	64,560	64,730
Computer Salesforce licence	180,518	182,000
Computer Cloudflare Licence	129,005	130,000
Computer SSO APNIC Login	66,575	66,000
Computer NetSuite license	183,104	204,000
Computer SSO LifeCycle Okta	55,960	60,000
Computer Security Compliance Tool	0	54,264
Computer Data Warehouse Licenses	163,643	164,280
Computer Neo4J license	52,006	54,460
Computer HRIS Licences	76,030	60,000
Computer Cloud infrastructure	310,167	276,000
Computer CentOS upgrade path	40,300	95,000
Computer HackerOne VRP & BBP program	83,066	94,700
Sundry Expenses <\$50,000	694,549	786,529
TOTAL	\$ 2,099,482	\$ 2,291,963

5.3 Foundation funded project expenses

Foundation funded project expenses includes all funds spent on projects delivered by APNIC on behalf of the APNIC Foundation. Foundation funded project expenses are offset by a corresponding revenue budget line 'Foundation receipts'.

Foundation receipts and Foundation funded project expenses are reported as separate line items in APNIC's financial statements to provide transparency over the activities of APNIC that are funded by the APNIC Foundation.

The activities to be funded by the APNIC Foundation are outlined below in Section 7.

5.4 Depreciation

Depreciation expenses are budgeted based on analysis of the existing depreciation and capital allowance schedules, including anticipated depreciation based on Capital Expenditure planned for 2024.

APNIC's capitalization threshold for new assets is \$1,000. The depreciation amounts budgeted for 2024 are:

- Equipment depreciation – \$645,168
- Capital works allowances - 6 Cordelia Street – \$77,246

The total 2024 budget provision for depreciation is \$722,414 (Forecast 2022: \$692,555), which is a year-on-year increase of 4.3%.

5.5 Meeting & Training Expenses

Meeting and training expenses include all costs incurred in running APNIC meetings, conferences, and training events. This expense category includes venue and equipment hire, catering and social events.

The major contributors to this expense are the APNIC conferences. For budgeting purposes, it has been assumed that APNIC57 will be hosted in Bangkok, Thailand and APNIC58 will be hosted in Wellington, New Zealand.

The total 2024 budget provision for Meeting & Training expenses is \$734,100 (Forecast 2023: \$781,817), which is a year-on-year reduction of 6.1%.

Major planned expenditure includes:

Description	FY23 Forecast	FY24 Budget
Meeting Corporate Staff events	30,003	45,000
Meeting APNIC APRICOT Closing Dinner sponsorship	30,000	32,000
Meeting APNIC Conference Closing dinner	34,427	37,000
Meeting APNIC Conference Opening reception	63,861	50,000
Meeting APNIC Conference Workshop week closing dinner	7,360	13,000
Meeting APNIC Conference AV rental	156,174	140,000
Meeting APNIC Conference signage	24,174	15,000
Meeting APNIC APRICOT APIX event	9,830	11,000
Meeting APNIC APRICOT Conference package	0	15,000
Meeting APNIC Conference week venue hire and catering	205,122	144,000
Meeting APNIC Conference Workshop week venue hire and catering	36,670	48,000
Meeting APRICOT APNIC AGM Room and catering	33,880	35,000
Meeting Services outreach exhibition	20,139	34,000
Sundry Expenses <\$10,000	130,178	115,100
TOTAL	\$ 781,817	\$ 734,100

5.6 Office Operating Expenses

Office Operating Expenses include all the costs associated with maintaining APNIC's office at 6 Cordelia St, Brisbane. The total 2024 budget provision for Office Operating Expenses is \$364,762 (Forecast 2023: \$391,684), which is a year-on-year decrease of 6.9%. The expenses stated below are net of \$85,248 of recharges to APNIC Foundation.

Major planned expenditure includes:

Description	FY23 Forecast	FY24 Budget
Office Cleaning	76,672	84,000
Office Electricity	50,026	52,000
Office BCC rates	42,500	44,000
Office Kitchen supplies and catering	56,458	60,000
Office General maintenance and repairs	57,772	50,000
Rent Canberra office	10,623	16,200
Office Land tax	52,750	55,308
Sundry Expenses <\$10,000	44,883	3,254
TOTAL	\$ 391,684	\$ 364,762

5.7 Professional fees

Professional Fees includes all contractor and consultant services and advisory. APNIC continues to use contractor arrangements for services that do not require full-time in-house resources, delivery of discreet projects and some international arrangements where employment arrangements are not practical. APNIC uses consultant services for specialist legal advice, statutory audit, tax compliance, and other professional services where APNIC does not retain in house expertise.

Revision of service needs against the 2024 Activity Plan has resulted in a decrease in professional fees. The total 2024 budget provision for professional fees is \$1,383,596 (Forecast 2023: \$1,524,225), which is a year-on-year decrease of 9.2%.

Major planned expenditure includes:

Description	FY23 Forecast	FY24 Budget
Professional Survey expenses	0	86,000
Professional iTank design consultancy	134,467	141,371
Professional Legal fees	258,014	136,925
Professional Lab research consultancy	235,269	247,100
Professional Audit fees	58,740	60,000
Professional Financial and tax advice	53,000	75,000
Professional NetSuite consultant support	30,000	60,000
Professional HR consulting	180,000	60,000
Professional 59s Tier 1 support improvement	0	96,000
Professional Online Community Platform	0	120,000
Sundry Expenses <\$50,000	574,735	301,200
TOTAL	\$ 1,524,225	\$ 1,383,596

5.8 Salaries & Personnel Expense

Salary and personnel expenses will increase by 4.2% in 2024 compared to the forecast expenditure for 2023. The assumptions included in the budget are:

- The 2023 baseline headcount adjusted for:

- Reduction of 4 FTE's through redundancies and role consolidations (2024 impact: \$585,107)
- Increase of 3.44 FTE's previously funded by APNIC Foundation now to be funded by APNIC (2024 impact: \$513,052 increase)
- Creation of an Engagement Operations Manager role (No increase to headcount. The role will be managed through a role reclassification process)
- No other planned headcount adjustments
- Employer Superannuation contributions will increase from 11% to 11.5% in July 2024
- All other established statutory payments, entitlements, allowances and bonus provisions will continue
- 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 4.0%. This is based benchmarks outlined in the '*Korn Ferry Movements & Forecast Report*'

For completeness, Table 5.2 below shows the APNIC and APNIC Foundation headcounts planned for 2024 vs. the headcount forecast at 31 December 2023. Only the APNIC headcount is relevant for this budget submission.

2023 vs 2024 Headcount Reconciliation	APNIC	APNIC Staff Foundation Funded*	APNIC Foundation	Other**	TOTAL
2023 Workforce	110	19	9	3	141
Increase	4	0	0	0	4
Decrease	-4	-4	0	0	-8
2024 Workforce	110	15	9	3	137

*All APNIC resources, funded by APNIC Foundation including for delivery of non-APNIC projects

**Resources funded by APNIC on behalf of NRO and APIDT

Table 5.2 2024 Workforce

Table 5.3 below shows the reconciliation of salary and wages expenditure from 2023 forecast to 2024 budget (APNIC only).

2023 vs 2024 Salaries & Personnel expenses reconciliation	Note	Amount	% of 2023 Baseline
2023 forecast salary & personnel costs		19,120,859	
Allowance for salary and statutory Superannuation increases		\$ 812,637	4.3%
Role redundancies and reclassifications	1	-\$ 594,998	-3.1%
Roles previously funded by APNIC Foundation	2	\$ 513,052	2.7%
Ancillary costs	3	\$ 71,484	0.4%
2024 budget salary & personnel costs		19,923,034	104.2%

Note 1 - Reduction of 4 FTE's through redundancies and role consolidations

Note 2 - Increase of 3.44 FTE's previously funded by APNIC Foundation now to be funded by APNIC

Note 3 - Allowance for increases to Work Cover, Income Protection and other overheads

Table 5.3 2024 Salary & Personnel expenses

5.9 Sponsorship & Publicity Expense

Sponsorship and publicity expenses includes APNIC's contributions to the NRO and sponsorship of NOG's and other community events. In 2024, APNIC's commitment to ongoing work of the NRO includes additional investment into the delivery of the NRO strategic plan.

The total 2024 budget provision for Sponsorship & publicity expenses is \$674,970 (Forecast 2023: \$900,092), which is a year-on-year decrease of 25.0%.

Major planned expenditure includes:

Description	FY23 Forecast	FY24 Budget
Publicity General promotional item	55,602	40,000
Publicity Google PPC advertising	90,000	90,000
Publicity APNIC conference fellowships (i)	80,010	70,000
Publicity NRO expenses	442,871	265,970
Publicity Sponsorships for NOGs/Peering/Security	115,000	115,000
Publicity Community/ non-technical sponsorship	61,199	62,000
Sundry Expenses <\$10,000	55,410	32,000
TOTAL	\$ 900,092	\$ 674,970

5.10 Travel Expenses

2023 represented the first full year of travel for APNIC, following the COVID-19 pandemic. While capacity gradually returns to the market, the cost of travel remains volatile and unpredictable. APNIC are actively managing its travel expenses both through trip frequency and trip costs. The assumptions included in the budget are:

- All conference travel will be in economy class
- All regional travel will be in economy class
- All travel booking fees, International SOS and other overheads are included in the travel budget
- All APNIC EC, SIG Chair and NRO NC travels are included in the travel budget
- APNIC Foundation funded project travel is included in Foundation funded project expenses and has been excluded from the APNIC travel budget
- Professional development travel is included in APNIC's training & professional development budget and has been excluded from the APNIC travel budget
- Frequent ongoing review of planned travel will continue to ensure that all trips are justified under the APNIC Activity Plan and aligned with the budget assumptions

APNIC has set aside an initial budget provision of \$2,000,000 for travel during 2024 (Forecast 2023: \$1,785,000), which is a year-on-year increase of 12%. The budget has been allocated across business areas based on 2023 travel patterns.

5.11 Other Expenses

Other expenses included in APNIC's budget submission include bank service fees, doubtful debts, ICANN contract fees, insurance expenses, membership fees, postage & delivery, printing & photocopy, recruitment expense, staff training expense, and translation expenses.

The total 2024 budget provision for Other expenses is \$1,486,823 (Forecast 2023: \$1,343,409), which is a year-on-year increase of 10.7%.

Major planned expenditure includes:

Description	FY23 Forecast	FY24 Budget
ICANN Contribution	244,964	246,200
Insurance Combined	236,806	258,500
Bank Merchant fees	277,127	320,000
Recruitment HR fees	92,424	80,000
Training Group/ General workshops	91,426	100,000
Training Staff individual professional development	124,999	100,000
Recruitment Migration Expenses	25,183	75,000
Sundry Expenses <\$50,000	250,479	307,123
TOTAL	\$ 1,343,409	\$ 1,486,823

6 Capital Expenditure

Capital expenditure comprises of equipment & software and office furniture, fittings & building improvements. The 2024 budget submission includes capital expenditure provisions of \$737,700. Of this amount, \$717,700 relates to equipment & software and \$20,000 relates to office furniture, fittings & building improvements, as set out in the table below:

CAPITAL (AUD)	Actual 2020	Actual 2021	Actual 2022	Forecast 2023	Budget 2024	FY24 Budget vs FY23 Forecast	FY24 Budget vs FY23 Budget
Equipment & Software	502,865	540,440	741,850	402,786	717,700	78%	0%
Office Furniture & Fittings	14,408	9,244	85,973	24,876	20,000	-20%	0%
Total - Capital Expenditure	517,273	549,684	827,823	427,662	737,700	72%	0%
Change	-19.2%	6.3%	50.6%	-48.3%	72.5%		

Table 6.1 Capital Expenditure over time

The capital expenditure budget includes cyclical renewal of internal IT equipment, network equipment, servers and minor furniture and fittings. APNIC are currently undertaking investigations to assess the impact of flood damage to the carpark of 6 Cordelia St., South Brisbane (APNIC's office). Investigations have not concluded, and the scope of works and associated budget required to rectify the damage is uncertain. No capex provision has been budgeted for this work in 2024.

APNIC will update capex requirements through the mid-year reforecast process, on conclusion of its investigations.

Major provisions for capital expenditure in 2024 include:

Description	FY23 Forecast	FY24 Budget
Capital Staff Laptops	175,200	188,700
Capital Conference WIFI replacement/ Network case and AV accessories	15,154	301,000
Capital Labs servers	45,000	150,000
Sundry Capex <\$50,000	192,308	98,000
TOTAL	\$ 427,662	\$ 737,700

7 APNIC Foundation Funded Activity

APNIC Foundation funded activities are outlined below:

Amount (AUD)	Budget 2023	Forecast 2023	Budget 2024	FY24 Budget vs FY23 Forecast	FY24 Budget vs FY23 Forecast	FY24 Budget vs FY23 Budget	FY24 Budget vs FY23 Budget
APNIC Academy Platform and Curriculum Development	\$ 2,083,600	\$ 2,308,060	\$ 2,093,130	-\$ 214,930	-9%	\$ 9,530	0%
Cybersecurity: Honeynet & threat sharing	\$ 77,000	\$ 72,000	\$ 70,000	-\$ 2,000	-3%	\$ 7,000	-9%
M-Root deployment	\$ 1,051,942	\$ 592,441	\$ 752,578	\$ 160,137	27%	\$ 299,364	-28%
Training Delivery & Community Trainers	\$ 1,170,000	\$ 1,097,318	\$ 1,019,761	-\$ 77,557	-7%	\$ 150,239	-13%
Curriculum development for non-technical audiences	\$ 80,021	\$ 81,259	\$ 71,815	-\$ 9,444	-12%	\$ 8,206	-10%
Research and internet measurement	\$ 289,855	\$ 289,855	\$ 260,300	-\$ 29,555	-10%	\$ 29,555	-10%
TOTAL	\$ 4,752,418	\$ 4,440,933	\$ 4,267,584	-\$ 173,349	-4%	\$ 484,834	-10%

Table 7.1 APNIC Foundation Funded Activity

7.1 APNIC Academy Platform & Curriculum Development

The goal of the APNIC Academy Platform & Curriculum Development is to serve as an integrated and community-wide online platform for the Asia Pacific region.

This will be achieved through ongoing product management, supporting online technical assistance, self-paced training, training events and evolving, developing and modernising the platform to ensure its long-term success.

The total 2024 budget for APNIC Academy Platform & Curriculum Development is \$2,093,130 (Budget 2023: \$2,083,600), which is a year-on-year increase of 0.5%.

Outputs and indicators include:

7.2 Cybersecurity: Honeynet & threat sharing

The goal of the Honeynet & threat sharing project is to enhance cybersecurity knowledge and capability in the Asia Pacific.

This will be achieved through sensor deployments (building and deploying honeypot sensors and maintaining a scalable infrastructure of honeypot sensor networks), processing and analysis (collecting and processing data collected (including logs and malware samples), sharing and collaboration (sharing feeds and threat indicators with partners and collaborating with external partners to deploy sensors, perform analysis and remediation).

The total 2024 budget for Cybersecurity: Honeynet & threat sharing is \$70,000 (Budget 2023: \$77,000), which is a year-on-year decrease of 9.1%.

7.3 M-Root deployment

The goal of M-Root deployment is to accelerate anycast deployment of M-Root and improve DNS infrastructure in the Asia Pacific Region.

This will be achieved by streamlining M-Root deployment and operations through continuously improved processes and automation and identifying and preparing new M-Root instances across the Asia Pacific Region and beyond in partnership with the WIDE Project and JPRS, simplifying the models for anycast instances, and investigating various deployment options.

The total 2024 budget for M-Root deployment is \$752,578 (Budget 2023: \$1,051,942), which is a year-on-year decrease of 28.5%.

7.4 Training Delivery and Community Trainers

The goal of the training delivery project is to assist the Asia Pacific Internet technical community to operate and manage Internet infrastructure and services according to current industry best practice.

This will be achieved through the implementation of training events and engagement, Internet infrastructure support and technical assistance, technical/security community support, and the development of a sustainable and scalable training and internet infrastructure support.

The total 2024 budget for Training Delivery & Community Trainers is \$1,019,761 (Budget 2023: \$1,170,000), which is a year-on-year decrease of 12.8%.

7.5 Curriculum Development for Non-technical Audiences

The goal of this project is to provide engaging solutions that help non-technical audiences to develop the technical knowledge they require to engage meaningfully in the Internet Governance space. The project aligns strategically with the Foundation's main program area of "knowledge".

Key outcomes for 2024 based on the proposed activities that will be implemented include:

- Ensure continuity of service once the warranty period expires with Chaos Theory Games
- Provide ongoing user and technical support
- Facilitate the handover and control of assets, code, and app-store presence to from Chaos Theory Games to APNIC
- Build awareness of the app with the target audience to facilitate the level of engagement required to move into the Evaluation phase
- Target organisations with the aim of convincing them to use it in their programs (with the target audience).

The total 2024 budget for Curriculum Development for Non-technical Audiences is \$71,815 (Budget 2023: \$80,021), which is a year-on-year decrease of 10.3%.

7.6 Internet Research

The objective of Internet Research is to measure the properties of the network in the same manner as users see the network, by measuring the behaviour of clients of network-hosted services.

This is one of the larger measurement systems on the Internet today, if not the largest.

The data reports, updated daily, are all openly available for all. The reports offer unique insights and usable data for policy analysts, commentators, network operators, service providers, and of course users.

The total 2024 budget for Internet Research is \$260,300 (Budget 2023: \$289,855), which is a year-on-year decrease of 10.3%.

8 Long term forecast

APNIC's long term forecast, covering the life of the 2024-27 Strategic Plan is outlined below:

	2020	2021	2022	2023	2020-23 Cumulative	2024	2025	2026	2027	2024-27 Cumulative	2020-23 & 2024-27
Revenue (AUD)											
Membership fees	22,766,728	24,252,513	24,717,563	25,845,989	97,582,793	26,829,265	28,122,341	30,415,256	33,874,504	119,241,366	216,824,159
Non-Member fees	260,483	257,209	259,616	304,107	1,081,414	304,107	304,107	304,107	304,107	1,216,427	2,297,842
Reactivation fees	18,400	22,400	18,800	22,340	81,940	22,340	22,340	22,340	22,340	89,360	171,300
Sign-Up fees	347,250	302,750	258,750	242,540	1,151,290	242,540	242,540	242,540	242,540	970,161	2,121,452
Transfer fees	216,016	244,156	177,643	227,854	865,669	227,854	227,854	227,854	227,854	911,417	1,777,086
Sundry income	299,698	77,792	298,818	412,272	1,088,581	412,272	412,272	412,272	412,272	1,649,090	2,737,671
Foundation receipts	147,110	453,956	3,762,837	4,752,179	9,116,082	4,267,833	4,267,833	4,267,833	4,267,833	17,071,332	26,187,414
Operating Revenue	24,055,684	25,610,776	29,494,027	31,807,282	110,967,769	32,306,212	33,599,288	35,892,203	39,351,450	141,149,154	252,116,923
Investment income	924,590	865,457	771,547	852,611	3,414,204	852,611	852,611	852,611	852,611	3,410,442	6,824,647
TOTAL REVENUE	24,980,274	26,476,233	30,265,574	32,659,892	114,381,974	33,158,822	34,451,899	36,744,814	40,204,061	144,559,596	258,941,569
	7.61%	5.99%	14.31%	7.91%		1.53%	3.90%	6.66%	9.41%		
Expenses (AUD)											
Computer expenses	1,216,809	1,514,823	1,883,390	2,215,362	6,830,384	2,306,901	2,402,222	2,501,481	2,604,843	9,815,446	16,645,830
Foundation funded project expenses	760,890	0	3,702,680	4,752,179	9,215,750	4,267,833	4,267,833	4,267,833	4,267,833	17,071,332	26,287,082
Professional fees	1,932,613	2,212,254	1,971,461	1,558,706	7,675,033	1,623,112	1,690,179	1,760,017	1,832,741	6,906,049	14,581,082
Salaries & personnel expenses	14,070,813	15,707,940	16,887,009	19,033,185	65,698,947	19,819,636	20,638,584	21,491,370	22,379,393	84,328,983	150,027,930
Travel expenses	331,259	65,455	1,370,504	1,805,000	3,572,218	1,879,582	1,957,247	2,038,120	2,122,335	7,997,284	11,569,502
Other expenses	3,469,887	3,318,780	4,765,106	5,000,976	16,554,749	5,207,616	5,422,795	5,646,865	5,880,193	22,157,470	38,712,219
TOTAL EXPENSES	21,782,270	22,819,252	30,580,151	34,365,408	109,547,081	35,104,681	36,378,859	37,705,687	39,087,339	148,276,565	257,823,646
	-5.19%	4.76%	34.01%	12.38%		2.15%	3.63%	3.65%	3.66%		
Amount (AUD)											
Total Revenue	24,980,274	26,476,233	30,265,574	32,659,892	114,381,974	33,158,822	34,451,899	36,744,814	40,204,061	144,559,596	258,941,569
Total Expenses	21,782,270	22,819,252	30,580,151	34,365,408	109,547,081	35,104,681	36,378,859	37,705,687	39,087,339	148,276,565	257,823,646
OPERATING SURPLUS / (DEFICIT)	3,198,004	3,656,981	(314,576)	(1,705,516)	4,834,893	(1,945,858)	(1,926,960)	(960,873)	1,116,722	(3,716,969)	1,117,924

Table 8.1 Long term forecast

The key principles & inputs for the long term forecast are:

- Long term financial stability:
 - A cumulative surplus across 2019-23 & 2024-27 Strategic Plans and annual breakeven result by 2027 and thereafter
 - *'Effective management of resources and expenditure to achieve financial and activity goals'* (Strategic Plan, Capability)
 - Heavy lifting in 2024 & 2025 to ensure changes flow through and can withstand risks
- Revenue:
 - Membership projections, derived from analysis of historical membership growth trends
 - 2024 fees remain unchanged from 2023 - \$1,180 base fee and 1.31 bit factor
 - Investment return forecasts provided by APNIC's investment advisors
- Expenses:
 - Costs for business-as-usual activities are kept to a maximum annual increase of 4%
 - APNIC's 2024-27 Strategic Plan & 2024 Activity Plan
 - Reduction to the APNIC Foundation funding envelope in 2024.

Risks to principles:

- Ongoing higher than anticipated inflation
- Unexpected and unavoidable costs such as legal disputes and compliance matters
- Deferral in LDC graduation dates or unexpected changes to member growth trends