

## **APNIC EC Meeting Minutes**

### **Face-to-Face meeting, Wellington, New Zealand**

Monday, 2 September 2024, 09:00 – 17:04 (UTC +12)

Tuesday, 3 September 2024, 09:01 – 16:02 (UTC +12)

***Meeting started at 09:00 (UTC +12), Monday, 2 September 2024***

#### **Present**

Kenny Huang, Chair  
Yoshinobu Matsuzaki, Treasurer  
Roopinder Singh Perhar, Secretary  
Vincent Achie Atienza, EC member  
Kam Sze Yeung, EC member  
Sumon Ahmed Sabir, EC member  
Anlei Hu, EC member

Jia Rong Low, Observer  
Paul Wilson, Observer (remote)  
Connie Chan, Strategic Executive Assistant (minutes)  
Jeremy Harrison, General Counsel  
Che-Hoo Cheng, Senior Director, Development  
Karla Skarda, Senior Director, Registry  
Pablo Hinojosa, Senior Director, Engagement  
Tony Smith, Senior Director, Operations  
Nathan Harvey, Director, Finance  
Louise Tromp, Director, People and Productivity  
Trace Wu, Legal Counsel

#### **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. HR report
9. Legal and governance
10. NRO update
11. Financial reports
12. Secretariat report
13. Risk register
14. 2024 APNIC Survey
15. APNIC Foundation update
16. APIDT update
17. Conference update
18. 2025 activity plan
19. 2025 budget
20. Any other business

- 21. Closing the meeting
- 22. Next meeting

## Minutes

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

The EC had an in-camera session from 9:00 to 10:20 (UTC +12), on Monday, 2 September 2024.

The Chair of the Executive Council (EC Chair) welcomed all attendees to the meeting. The EC Chair declared the formal EC meeting open at 10:20 (UTC +12) on Monday, 2 September 2024, 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.

The 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 2024-27: The EC resolved to adopt the minutes of the EC meeting of 3-4 June 2024.**

### 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 2023-05: The Secretariat to revise and update the EC Handbook for review in 2024. (See agenda item 9)*

*Action item 2024-04: The Secretariat to provide the EC with further analysis on economies where account closures are higher than openings. (See agenda item 11)*

*Action item 2024-05: The General Counsel to review the recommendations of the Electoral Committee and report back to the EC at the September EC meeting. (See agenda item 9)*

*Action Item 2024-06: The Secretariat to consider potential candidates for the 2025 Electoral Committee for the EC to consider at the September EC Meeting. (See agenda item 9)*

*Action item 2024-07: The General Counsel to report back on the enhanced sanctions compliance at the September EC meeting. (See agenda item 9)*

*Action item 2024-08: The Secretariat to provide a summarized overview of key risk treatment actions under the ISMS program. (See agenda item 13)*

*Action Item 2024-09: The Secretariat to prepare a list of candidate profiles for the IANA RC appointment. (See agenda item 9)*

*Action Item 2024-10: The Secretariat to prepare a list of candidate profiles for the NRO NC appointment. (See agenda item 9)*

## **6. EC Chair update**

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

The EC discussed the location of the final EC meeting of the year and agreed to hold the meeting at the APNIC office in Brisbane.

## **7. WH&S update**

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

It was noted that the WHS dashboard benchmarks should be revised to improve clarity in the reporting of goals and successes.

## **8. HR report**

Louise Tromp spoke to the HR report presentation.

Louise Tromp noted that the car park rectification works have not yet commenced, and further engineering reports are being prepared.

[Confidential information redacted]

***Meeting adjourned at 11:05 (UTC +12), Monday, 2 September 2024***

***Meeting resumed at 11:30 (UTC +12), Monday, 2 September 2024***

## **9. Legal and Governance**

Jeremy Harrison and Trace Wu spoke to the Legal and Governance update presentation. The EC discussed and supported the role appointments and proposed changes to the APNIC corporate documents in preparation for the incoming APNIC Director General.

**Resolution 2024-28: The EC resolved to appoint Jia Rong Low as APNIC's representative on the Number Resource Organization's Executive Council effective from 1 October 2024 and authorises the Chair, Kenny Huang, to notify the NRO of such appointment.**

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

**Resolution 2024-29: The Executive Council resolved to direct APNIC EC Limited, in its capacity as trustee of the sole share in APNIC Pty Ltd held on trust for the members of the Executive Council, to resolve as the sole member of APNIC Pty Ltd to implement the following changes:**

**1. Amend the Articles of Association of APNIC Pty Ltd by replacing Article 8.2 with the following:**

**8.2 The minimum number of directors shall be one and the maximum number shall be nine.**

**2. Amend the Articles of Association of APNIC Pty Ltd by replacing Article 8.5 with the following:**

**8.5 Despite any other Article, any director who is not an elected or ex-officio Council member of a Special Committee pursuant to Articles 9.3 and 9.5:**

- a. is not entitled to exercise voting rights in respect to any decisions put to the directors under these Articles;**
- b. will not be counted as a director for the purposes of determining whether quorum is present; and**
- c. may be removed from office at any time, with or without cause, by a resolution of directors.**

Motion proposed by Yoshinobu Matsuzaki; seconded by Vincent Achie Atienza. Passed unanimously.

The EC considered the recommendations of the 2024 Electoral Committee and agreed to defer the matter to the scheduled EC meeting in December 2024.

The EC considered the prospective appointees to the 2025 Electoral Committee.

[Confidential information redacted]

It was noted that the appointee shortlists for the IANA RC will be postponed and presented at the scheduled EC meeting in December 2024.

The EC requested that the appointee shortlist for the NRO NC appointment be expedited so that it can be considered prior to the next EC Meeting.

***Meeting adjourned at 13:00 (UTC +12), Monday, 2 September 2024***

***Meeting resumed at 14:00 (UTC +12), Monday, 2 September 2024***

## **10. NRO update**

Jeremy Harrison and Pablo Hinojosa spoke to the NRO update.

The EC discussed the update on ICP-2 at length, including the agreed timeline and current status of the implementation procedures and the NRO NC/ASO led long-term review of ICP-2.

## 11. Financial reports

Janice Lo joined the meeting at 14:34 (UTC +12).

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

Nathan Harvey provided an update on the year to date financial highlights, noting operating expenditure is 6.5% below forecast. The investment portfolio has performed better than expected, however returns on the investment portfolio are not budgeted due to their variability. If performance continues, the forecast net surplus for the year could increase.

The EC considered the monthly financial report and the investment report for July 2024 (attached) and noted that APNIC is solvent and able to meet all current debts.

It was noted that membership growth has continued to decline. The immediate financial impact is not considerable, however if the trend continues over time it will begin to impact the ongoing budget. At the end of July 2024, APNIC had a total of 10,080 Members serving 53 economies.

Nathan Harvey presented the information requested by the EC regarding analysis of economies where account closures are highest. It was noted that merger and acquisition activity was higher, as well as voluntary closures and non-payment closures. Australia and Bangladesh continue to be the highest growth economies, however their closure rates are also increasing meaning that the overall net-growth is slowing.

Cash and equivalents were down by AUD 734,624 however this should not cause alarm as it is cyclical with lower renewals over the relevant reporting period.

The EC considered the impending graduation of some economies from the Least Developed Countries (LDC) status.

Nathan Harvey provided an overview of the work conducted to date by the Investment Review Sub-committee which has considered alternative investment manager offerings in line with the direction of the Executive Council.

[Confidential information redacted]

Nathan Harvey provided an update on the current review of international GST/VAT compliance requirements. Preliminary advice has now been received and being reviewed by the Secretariat, with an update to be provided to the EC at the next meeting.

*[Janice Lo left the meeting at 15:30 (UTC +12)]*

## 12. Secretariat report

The four Senior Directors jointly presented the Secretariat Report (attached).

Karla Skarda spoke to the Registry presentation.

It was noted that the IPv4 free pool has increased due to the return of the historical resources previously held in the reserve for a 12-month period.

Che-Hoo Cheng spoke to the Development presentation.

The EC was informed that APNIC Academy is being used as the brand for training going forward.

A discussion was held to discuss the alignment between Development and the APNIC Foundation. The EC also noted that further discussion should occur during the Foundation session on 3 September.

Pablo Hinojosa spoke to the Engagement presentation.

Pablo Hinojosa noted that the PING podcast would cease in 2025 due to re-prioritization of resources.

Tony Smith spoke to the Capability presentation.

[Confidential information redacted]

The EC considered the draft agenda for the APNIC Members Meeting.

**Resolution 2024-32: The EC resolved to approve the draft agenda (as tabled at this meeting) for the APNIC Members Meeting of 6 September 2024.**

Motion proposed by Yoshinobu Matsuzaki; seconded by Vincent Achie Atienza. Passed unanimously.

*[Paul Wilson left the meeting at 16:25 (UTC +12)]*

***Meeting adjourned at 16:25 (UTC +12), Monday, 2 September 2024***

***Meeting resumed at 16:45 (UTC +12), Monday, 2 September 2024***

### **13. Risk register**

Nathan Harvey spoke to the strategic risk register presentation.

It was noted that the Secretariat has focused on interrogating the existing risk mitigants to test whether they are fully deployed and adequate. This has resulted in a change of rating to some strategic risks.

***Meeting adjourned at 17:04 (UTC +12), Monday, 2 September 2024***

***Meeting resumed at 09:01 (UTC +12), Tuesday, 3 September 2024***

Raj Singh and Brenda Mainland joined the meeting at 09:01 (UTC +12).

### **14. 2024 APNIC Survey**

Brenda Mainland from Survey Matters spoke to the 2024 APNIC Survey report presentation (attached).

There were 1,173 valid responses. Of the responses received, 78% were received from APNIC Members or Account Holders.

A total of 347 surveys were completed in a language other than English, representing 30% of total responses.

Quality of APNIC Services was rated at 95% above average, up slightly from 94% in 2022.

Overall, 82% of respondents believe the APNIC EC election process has been improved and are satisfied with the new governance structure.

The EC noted the positive results of the APNIC Survey and discussed a few areas for further improvement.

Brenda Mainland will present the report during the APNIC Member Meeting on 6 September 2024.

*[Brenda Mainland left the meeting at 09:46 (UTC +12)]*

## **15. APNIC Foundation Update**

Raj Singh spoke to the APNIC Foundation update presentation (attached).

*[Raj Singh left the meeting at 10:10 (UTC +12)]*

***Meeting adjourned at 10:10 (UTC +12), Tuesday, 3 September 2024***

***Meeting resumed at 10:20 (UTC +12), Tuesday, 3 September 2024***

## **16. APIDT update**

Richard Brown joined the meeting at 10:20 (UTC +12).

Richard Brown spoke to the APIDT update presentation (attached).

*[Richard Brown left the meeting at 10:36 (UTC +12)]*

## **17. Conference update**

Siena Perry joined the meeting at 10:36 (UTC +12).

Siena Perry spoke to the APNIC conference presentation (attached).

[Confidential information redacted]

*[Siena Perry left the meeting at 10:45 (UTC +12)]*

***Meeting adjourned at 10:45 (UTC +12), Tuesday, 3 September 2024***

***Meeting resumed at 11:41 (UTC +12), Tuesday, 3 September 2024***

## **18. 2025 activity plan**

Tony Smith spoke to the draft Activity Plan for 2025 (attached).

It was noted that the focus of registration and member services remains to provide outstanding service to Members. The Survey has also provided good feedback from which APNIC can act on.

It was noted that the training program is evolving to put a greater focus on Train the trainer sessions, in line with EC and community feedback.

The EC discussed with the SLT the internal budget preparation process and how it has developed under the new structure, noting they appreciated the collaborative process adopted particularly in their focus to constrain expense growth within 4% year on year.

The EC discussed the issues of Internet blackouts and impacts on the open Internet and requested the Secretariat to consider whether there is the ability to provide economy by economy reporting on these issues.

The EC expressed support for the 2025 activity plan.

Jia Rong Low thanked the EC for their feedback and noted that he will take it on board when he commences as Director General.

***Meeting adjourned at 12:56 (UTC +12), Tuesday, 3 September 2024***

***Meeting resumed at 14:04 (UTC +12), Tuesday, 3 September 2024***

## **19. 2025 budget**

Nathan Harvey presented the draft budget for 2025 (attached).

It was noted that the budget has been approached in line with the EC direction to cap operating costs to a 4% increase. It was noted that the base line is the 2024 budget, excluding Foundation receipts. This is to ensure that fluctuations in Foundation funding do not skew the results.

It was noted that the DG transition costs incurred in 2024 would not be replicated in 2025 and this has resulted in a significant reduction in consultancy fees. It was also noted that these unanticipated costs in 2024 were absorbed into the budget and additional savings made elsewhere which meant no net increase in operating expenses of actuals versus budget in 2024 to date.

It was noted that the budget for 2025 contains an average monthly gain of 17 new members. This is to reflect the downward trend in new members over time and also reflects the increase in closures which are primarily due to a combination of consolidation, either through mergers and acquisitions or transfers. Revenue from membership fees would overall decrease as the increase in member numbers is generally at the very small level, whilst average value of closures is greater resulting in a net reduction in income (excluding the inbuilt fee adjustments which commence next year).

The strategic goal to produce a balanced budget by the end of the Strategic Plan period is on track and reductions in expenditure are already ahead of projections.

The EC discussed the reduction in Foundation funding which has occurred as a result of a decrease in the funding received from APIDTT Pty Ltd as trustee for the Asia Pacific Internet Development Trust. It was noted that the reason for this reduction is due to the poor performance of the Trust's investment portfolio in prior years.

**Resolution 2024-33: The EC resolved to approve and adopt the 2025 budget (as attached) that provides authority to the Director General for a total operational**



**expenditure of AUD 35,419,627 and a total capital expenditure of AUD 1,512,800 for 2025.**

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

## **20. Any other business**

The Meeting Chair called for any other business.

### **a. Expanding DASH to NIRs**

Karla Skarda spoke to a presentation on requests from some NIRs to have access to APNIC's DASH product.

[Confidential information redacted]

### **b. Request from Member for multi-tier fees for IPv6**

The Chair noted that the EC had received feedback from a Member regarding IPv6 allocations and a suggestion that the pricing be decoupled from an initial IPv4 allocation.

The EC requested the Secretariat to respond by asking the Member to make a formal proposal to the EC but at present there is no consensus on this issue.

*Action Item 2024-13: The EC requested the Secretariat to respond to the Member regarding multi-tier fees for IPv6.*

[Confidential information redacted]

## **21. Closing the meeting**

The EC Chair thanked everyone for their participation in the meeting.

## **22. Next meeting**

The next EC meeting is scheduled for 9-10 December 2024 in Brisbane, Australia.

***Meeting closed at 16:02 (UTC +12), Tuesday, 3 September 2024***

### **Attachments:**

- A. Register of interest**
- B. [Confidential information redacted]**
- C. [Confidential information redacted]**
- D. [Confidential information redacted]**
- E. [Confidential information redacted]**
- F. Finance presentation**
- G. July 2024 monthly financial report**
- H. July 2024 Credit Suisse investment report**
- I. July 2024 Credit Suisse commentary**
- J. Secretariat report and presentation**
- K. AMM agenda for APNIC 58**
- L. [Confidential information redacted]**

- M. 2024 APNIC Survey report and presentation**
- N. APNIC Foundation update**
- O. APIDT update presentation**
- P. Conference update presentation**
- Q. Draft activity plan for 2025**
- R. Draft budget for 2025**

# 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 20 August 2024.

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 SGNORG Organising Committee

Kenny Huang declared that he currently holds the following positions:

- Chairman of TWNIC
- Member of the Advisory Council of DotAsia Organization
- Chair of NII-EPA
- Chair of ICANN ccPDP4 WG
- Co-Chair of ICANN CGP
- Chair of TWIA (Taiwan Internet Association)

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.
- Secretary, Internet Society Japan Chapter (ISOC-JP)

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 (Co-Chair) of the Program Committee for APRICOT 2024
- ISIF Selection Committee Member
- Chair of Asia Open RAN Academy (AORA)

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 positions:

- Employee of CNNIC as Chief Scientist
- Executive Deputy Secretary-General of Internet Infrastructure Resources Working Committee of ISC (Internet Society of China)
- Member of National Network Security Standardization Technical Committee

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

- President Strategy and Planning, Netplus Broadband Services Pvt. Ltd
- Executive Council member of ISPAI
- Principal Advisor, Conjoinix Total Solutions Pvt Ltd

# Agenda Item 11

## Financial reports



**Monthly Financial Report (in AUD) July 2024**

## Contents

<b>1 Executive Summary</b>	<b>4</b>
<b>2 Statement of Financial Position</b>	<b>5</b>
<b>3 Statement of Income</b>	<b>7</b>
<b>4 Capital Expenditure</b>	<b>9</b>
<b>5 Activity Summary</b>	<b>10</b>
5.1 Expenses	10
5.2 Capital Expenditure	12
<b>6 APNIC Reserve</b>	<b>14</b>
6.1 Cash Flow Statement	14
6.2 Capital Reserve	15
6.3 APNIC's Equity and Reserves	16
<b>7 Membership</b>	<b>17</b>
7.1 Membership Summary	17
7.2 Membership by Category	17
7.3 Membership by Economy	18
7.4 Membership fees by Economy	18
7.5 Membership Growth	19
7.6 Year-to-Date Membership Movement by Economy	20
7.7 Membership Closures Analysis	21
7.8 Membership Closures by Year Joined	22
7.9 Membership Closures by Economy	23
<b>8 APNIC Foundation Funded Activities</b>	<b>24</b>
8.1 Foundation Summary	24

## Table of Figures

Figure 1: Budget vs Forecast	4
Figure 2: Changes in Equity	6
Figure 3: Operating Budget Utilisation by Pillars	11
Figure 4: YTD Budget and Actual Operating Expenditure by Pillars	11
Figure 5: Capital Budget Utilisation by Pillars	12
Figure 6: YTD Budget and Actual Capital Expenditure by Pillars	13
Figure 7: APNIC Reserves	15
Figure 8: Membership by Economy	18
Figure 9: Membership fees by Economy	18
Figure 10: Monthly Membership Movement	19
Figure 11: Total Membership by Tier	19
Figure 12: Membership Movement by Economy	20
Figure 13: Closure Analysis	21
Figure 14: Foundation Funded Activities Budget vs Forecast	24

## Table of Tables

Table 1: Statement of Financial Position	5
Table 2: Statement of Income	7
Table 3: Capital Expenditure	9
Table 4: Expenses by Pillars and Workstreams	10
Table 5: Capital Expenditure by Pillars and Workstreams	12
Table 6: Cash Flow Statement	14



Table 7: Equity and Reserves	16
Table 8: Net Membership Growth YTD	17
Table 9: Membership by Category	17
Table 10: Membership Closure by Year Joined	22
Table 11: Membership Closures by Economy	23

## 1 Executive Summary

APNIC’s operating surplus for the period ended July 2024 was \$684,302. APNIC holds net assets of \$40,424,209, which was a 5% increase year-to-date.

APNIC forecasts a full year operating deficit of \$1,221,940 vs. budgeted operating deficit of \$1,235,762. The variance between the year-to-date operating surplus and full year forecast operating deficit results from a larger portion of APNIC’s expenses falling in the second half of the year.

APNIC’s net surplus for the period ended July was \$2,043,968 including revaluation of the investment portfolio.

Figure 1 below shows the key drivers to the variance between full year budget and forecast performance.

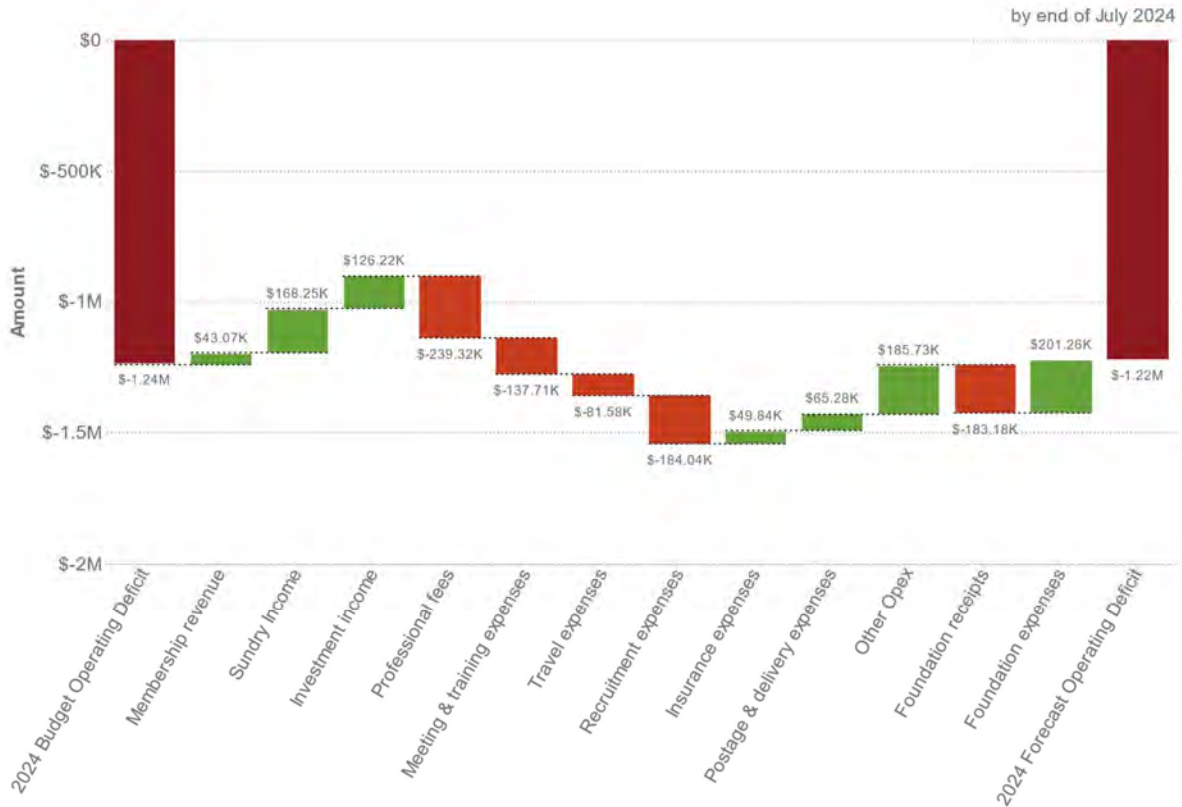


Figure 1: Budget vs Forecast

## 2 Statement of Financial Position

The Statement of Financial Position compares APNIC's assets, liabilities and equity at the end of July 2024 against the 2023 year end balances.

Amount (AUD)	As at Jul-24	Year End Dec-23	Change \$	Change %
<b>CURRENT ASSETS</b>				
Cash/ Term Deposits	9,305,073	10,039,697	(734,624)	-7%
Receivables	3,365,293	2,372,956	992,337	42%
Others	1,983,568	1,520,890	462,677	30%
<b>TOTAL CURRENT ASSETS</b>	<b>14,653,934</b>	<b>13,933,543</b>	<b>720,390</b>	<b>5%</b>
<b>NON-CURRENT ASSETS</b>				
Financial Assets	37,314,961	35,554,548	1,760,413	5%
Property, Plant and Equipment	8,585,156	8,716,661	(131,504)	-2%
Deferred Tax Assets	828,806	828,806	0	0%
<b>TOTAL NON-CURRENT ASSETS</b>	<b>46,728,924</b>	<b>45,100,015</b>	<b>1,628,909</b>	<b>4%</b>
<b>TOTAL ASSETS</b>	<b>61,382,857</b>	<b>59,033,558</b>	<b>2,349,299</b>	<b>4%</b>
<b>CURRENT LIABILITIES</b>				
Payables	1,966,271	2,158,304	(192,033)	-9%
Current Provisions	3,169,058	3,338,476	(169,418)	-5%
Unearned Revenue	13,908,681	13,263,073	645,608	5%
<b>TOTAL CURRENT LIABILITIES</b>	<b>19,044,011</b>	<b>18,759,853</b>	<b>284,158</b>	<b>2%</b>
<b>NON-CURRENT LIABILITIES</b>				
Non-Current Provisions	546,032	524,859	21,173	4%
Deferred Tax Liabilities	1,368,605	1,368,605	0	0%
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>1,914,637</b>	<b>1,893,464</b>	<b>21,173</b>	<b>1%</b>
<b>TOTAL LIABILITIES</b>	<b>20,958,648</b>	<b>20,653,317</b>	<b>305,331</b>	<b>1%</b>
<b>NET ASSETS</b>	<b>40,424,209</b>	<b>38,380,241</b>	<b>2,043,968</b>	<b>5%</b>
<b>EQUITY</b>				
Share Capital	1	1	0	0%
Reserves	1,645,064	1,645,064	0	0%
Retained earnings	36,735,176	35,585,301	1,149,875	3%
Net Surplus/ (Deficit)	2,043,968	1,149,875	894,093	78%
<b>TOTAL EQUITY</b>	<b>40,424,209</b>	<b>38,380,241</b>	<b>2,043,968</b>	<b>5%</b>

Table 1: Statement of Financial Position

Equity has increased by 5% or \$2,043,968 since December 2023. Key drivers are shown in Figure 2 below:

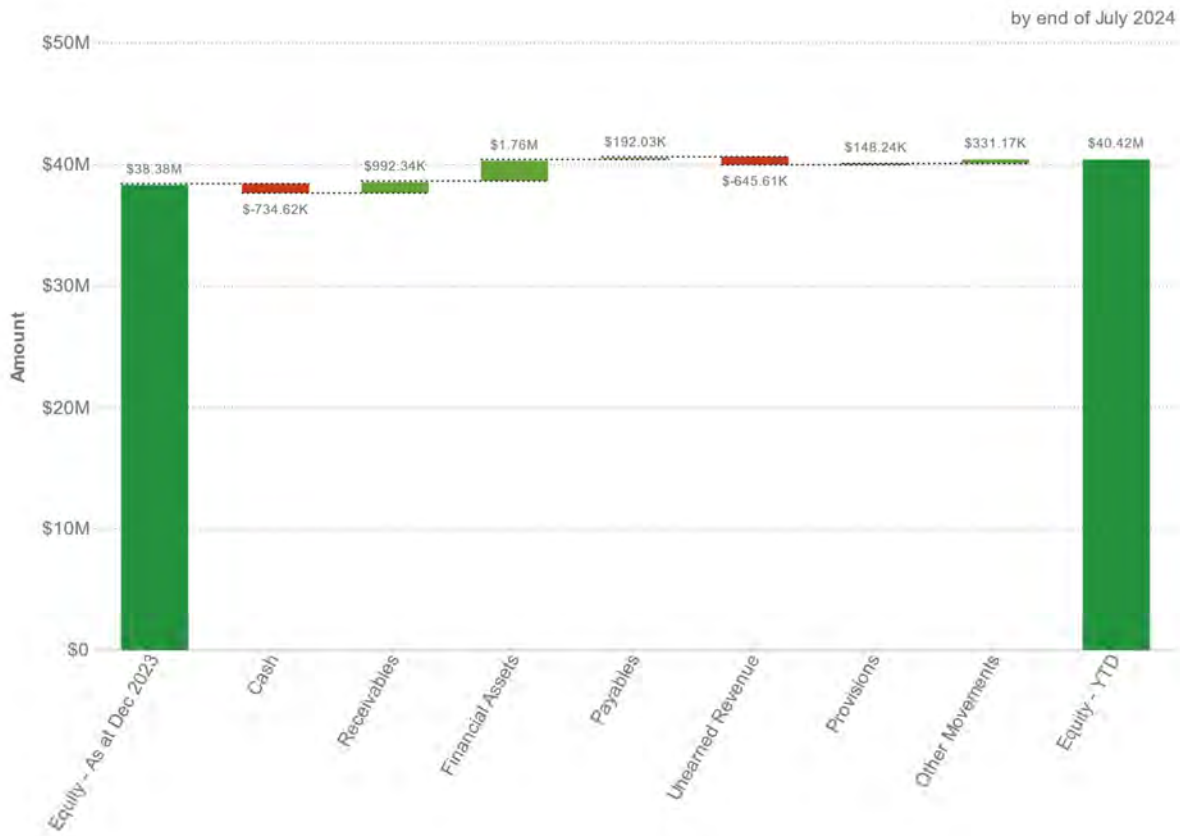


Figure 2: Changes in Equity

### 3 Statement of Income

The Statement of Income compares APNIC's year-to-date July 2024 revenue and expenditure against the comparative period for 2023. It also compares the full year budget against the full year forecast for 2024.

Amount (AUD)	2024 YTD	2023 YTD	Change (%)	2024 Forecast	2024 Budget	Variance (%)
Membership fees	15,621,062	14,807,075	6%	26,825,976	26,760,390	0%
Non-Member fees	205,828	170,831	20%	345,663	310,560	11%
Reactivation fees	13,500	13,000	4%	22,000	20,000	10%
Sign-Up fees	139,500	142,250	-2%	238,500	326,667	-27%
Transfer fees	154,549	153,436	1%	247,049	218,500	13%
Sundry income	251,331	179,143	40%	572,926	404,680	42%
Foundation receipts	2,114,129	2,348,733	-10%	4,084,406	4,267,584	-4%
<b>Operating Revenue</b>	<b>18,499,899</b>	<b>17,814,468</b>	<b>4%</b>	<b>32,336,521</b>	<b>32,308,381</b>	<b>0%</b>
Investment income	560,698	375,460	49%	1,149,952	1,023,728	12%
<b>TOTAL REVENUE</b>	<b>19,060,597</b>	<b>18,189,928</b>	<b>5%</b>	<b>33,486,472</b>	<b>33,332,109</b>	<b>0%</b>
Application expenses	1,293,460	1,190,586	9%	2,295,623	2,291,963	0%
Bank service fees	176,208	165,801	6%	325,208	344,000	-5%
Communication expenses	418,599	396,293	6%	720,957	718,625	0%
Foundation funded project expenses	2,096,047	2,348,733	-11%	4,066,324	4,267,584	-5%
Depreciation expenses	318,219	407,559	-22%	662,557	722,414	-8%
Doubtful debt expenses	4,176	41,493	-90%	20,000	20,000	0%
ICANN contract fees	142,089	154,000	-8%	243,581	246,200	-1%
Insurance expenses	140,720	152,477	-8%	218,437	268,277	-19%
Meeting & training expenses	253,331	158,345	60%	870,006	732,300	19%
Membership fees expenses	52,675	43,914	20%	88,278	90,902	-3%
Office operating expenses	212,337	197,193	8%	359,014	364,762	-2%
Postage & delivery expenses	1,321	18,567	-93%	6,121	71,400	-91%
Printing & photocopy expenses	14,672	14,526	1%	28,198	30,000	-6%
Professional fees	689,041	860,994	-20%	1,635,117	1,395,796	17%
Recruitment expenses	278,725	49,999	457%	349,040	165,000	112%
Salaries & personnel expenses	10,995,059	10,360,813	6%	19,857,290	19,923,034	-0%
Sponsorship & publicity expenses	295,142	488,426	-40%	661,796	674,970	-2%
Staff training expenses	99,427	133,684	-26%	219,283	240,644	-9%
Travel expenses	895,047	1,120,426	-20%	2,081,582	2,000,000	4%
<b>TOTAL EXPENSES</b>	<b>18,376,295</b>	<b>18,303,831</b>	<b>0%</b>	<b>34,708,412</b>	<b>34,567,870</b>	<b>0%</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>684,302</b>	<b>(113,903)</b>	<b>701%</b>	<b>(1,221,940)</b>	<b>(1,235,762)</b>	<b>1%</b>
Revaluation of Financial Assets	1,359,666	1,530,886	-11%	1,359,666	0	0%
<b>SURPLUS / (DEFICIT) BEFORE TAX</b>	<b>2,043,968</b>	<b>1,416,984</b>	<b>44%</b>	<b>137,726</b>	<b>(1,235,762)</b>	<b>111%</b>

Table 2: Statement of Income

Year-to-date, APNIC has delivered an operating surplus of \$684,302 and a net surplus after fair value gain on financial assets of \$2,043,968. The full year forecast operating deficit is \$1,221,940 vs budget operating deficit of \$1,235,762. The full year forecast net surplus is \$137,726 after revaluation of the investment portfolio.

The full year forecast includes budgeted meeting and training, personnel costs, professional fees and other expenses that are expected to be incurred in the second half of the year.

**Revenue:** Revenue (excluding Foundation projects) for the full year is forecast to be \$337,541 above budget. Key revenue balances and major variances include:

- **Membership revenue:** Membership Revenue is forecast to be \$43,072 above budget for the full year due to higher member, non-member and transfer fees revenue, offset by lower sign-up fees revenue due to lower new member onboarding and sign-up fee waivers for historical resource transfers related new members.
- **Investment Income:** Interest and portfolio investment for the year is forecast to be \$126,224 above budget due to higher forecast investment income. 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 \$168,246 above budget for the full year due to an increase in partner training program income and unrealised foreign exchange gains.

**Expenses:** Operating expenses (excluding Foundation projects) for the full year is forecast to be \$382,825 above budget. Key expense balances and major variances include:

- **Professional fees:** Full year expenses are forecast to exceed budget by \$239,321 due to a consultancy provision for Director General (DG) transition and unbudgeted payroll outsource expenses, offset by savings from insourced 24X7 Tier 1 support.
- **Meeting and training expenses:** Full year expenses are forecast to exceed budget by \$137,706 due to unbudgeted equipment hiring cost for the APRICOT conference and rechargeable partner training program expenses being accounted for, offset by the reallocation of savings on conference shipment costs under Postage & delivery expenses.
- **Travel expenses:** Full year expenses are forecast to exceed budget by \$81,582 due to a provision for the new DG to shadow senior Secretariat staff at key stakeholder engagement events.
- **Recruitment expenses:** Full year expenses are forecast to exceed budget by \$184,040 due to unbudgeted recruitment for the new DG.
- **Insurance expenses:** Full year expenses are forecast to be under budget by \$49,840 as a result of the savings realised through the insurance renewal.
- **Postage & delivery expenses:** Full year expenses are forecast to be under budget by \$65,279 due to the decision of hiring equipment locally for conferences.
- **Revaluation of Financial Assets:** Fair value of the investment portfolio has increased by \$1,359,666. Since inception in September 2013, the portfolio has returned 4.41% (after fees but before franking) against the benchmark (CPI + 2.5%) of 5.29%. 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. budget.

**Foundation receipts and expenses:** Full year Foundation project receipts are forecast to be \$183,178 below budget. Full year Foundation expenses are forecast to be \$201,260 below budget. The difference represents Foundation partner training program surplus. Further details are provided in Section 8 – Foundation Funded Activities.

## 4 Capital Expenditure

The table below provides an overview of current capital expenditure as of July 2024.

Amount (AUD)	2024 YTD	2023 YTD	Change (%)	2024 Forecast	2024 Budget	Variance (%)
Equipment & Software	190,522	273,274	-30%	608,072	717,700	-15%
Office Furniture & Fittings	961	33,739	-97%	38,331	20,000	92%
<b>Total - Capital Expenditure</b>	<b>191,482</b>	<b>307,013</b>	<b>-38%</b>	<b>646,403</b>	<b>737,700</b>	<b>-12%</b>

**Table 3: Capital Expenditure**

- The full year forecast is \$91,297 below budget due to deferral of Lab server purchase beyond 2024 and savings from conference related equipment and accessories replacement.

## 5 Activity Summary

### 5.1 Expenses

Expenses (AUD)	2024 YTD	2024 Forecast	2024 Budget	Variance (%)
Registry Services	2,538,481	4,123,643	4,144,055	-0%
Products and Infrastructure	4,218,594	7,879,026	7,876,406	0%
<b>Total - Registry</b>	<b>6,757,075</b>	<b>12,002,668</b>	<b>12,020,461</b>	<b>-0%</b>
APNIC Academy	2,625,050	4,648,346	4,587,078	1%
Technical and Security Community Support	683,803	1,553,676	1,657,688	-6%
APNIC Labs	621,697	1,130,480	1,280,261	-12%
<b>Total - Development</b>	<b>3,930,550</b>	<b>7,332,503</b>	<b>7,525,027</b>	<b>-3%</b>
Relationship Coordination	444,262	956,629	776,868	23%
Online Communication	537,654	958,980	928,026	3%
Stakeholder Cooperation	590,877	1,214,089	1,285,630	-6%
Community Participation	1,064,474	2,421,421	2,318,948	4%
<b>Total - Engagement</b>	<b>2,637,267</b>	<b>5,551,119</b>	<b>5,309,472</b>	<b>5%</b>
Business Systems	1,421,052	2,741,728	2,806,994	-2%
Finance and Business Services	1,393,978	2,772,232	1,918,961	44%
Employee Experience	1,274,295	2,279,546	2,947,719	-23%
Governance	962,078	2,028,616	2,039,236	-1%
<b>Total - Capability</b>	<b>5,051,402</b>	<b>9,822,122</b>	<b>9,712,910</b>	<b>1%</b>
<b>Total - Expenses</b>	<b>18,376,295</b>	<b>34,708,412</b>	<b>34,567,870</b>	<b>0%</b>

**Table 4: Expenses by Pillars and Workstreams**

This summary includes expenses grouped into pillars and workstreams as outlined in the 2024 Activity Plan.

- Development Pillar expenses for the year are forecast to be \$192,525 below budget
  - Foundation funded project expenses \$203,743 below budget offset by unbudgeted partner training program expenses of \$2,484
- Engagement Pillar expenses for the year are forecast to be \$241,647 above budget
  - Salary and personnel expenses \$176,096 above budget as a result of the new structure and staff conversion to full time arrangements.
  - Additional travel provision of \$60,000 for the new DG to shadow senior Secretariat staff at key stakeholder engagement events.
- Capability Pillar expenses for the year are forecast to be \$109,212 above budget.
  - \$514,810 expense provision for DG transition offset by \$49,840 insurance savings, \$235,403 salaries reallocation to other pillars and \$113,500 salaries savings from backfilling various roles.
  - The Capability Pillar also includes a \$589,649 reallocation of costs from Employee Experience to Finance and Business Services between the budget and forecast.



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

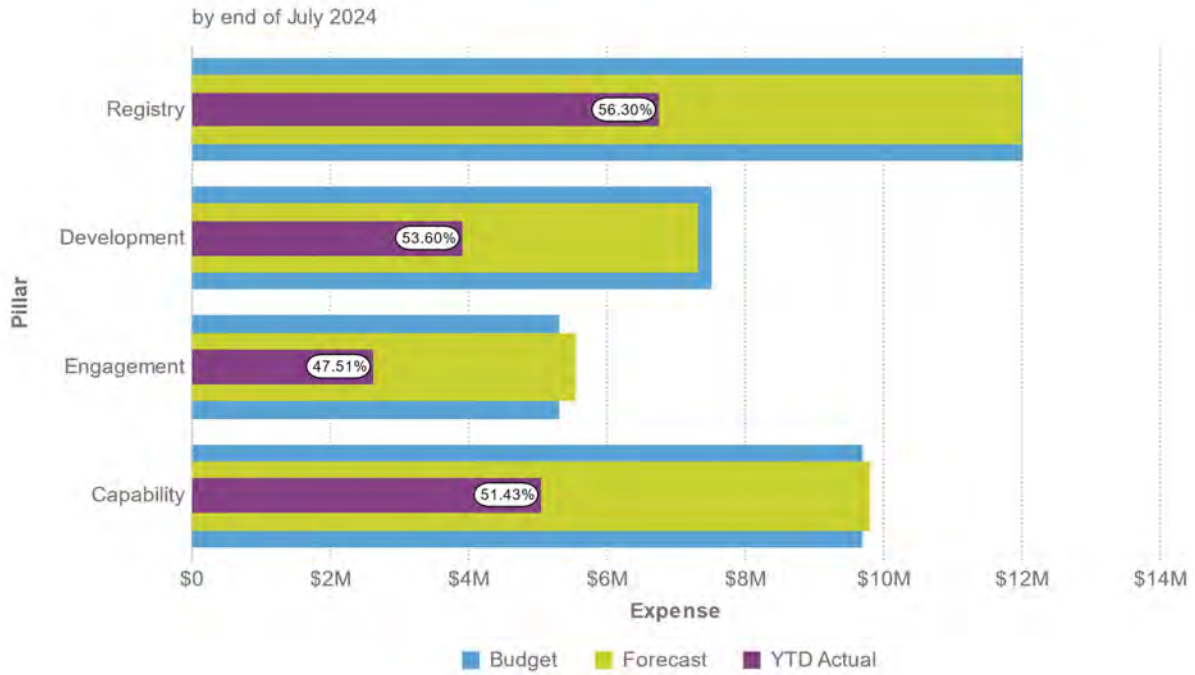


Figure 3: Operating Budget Utilisation by Pillars

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.

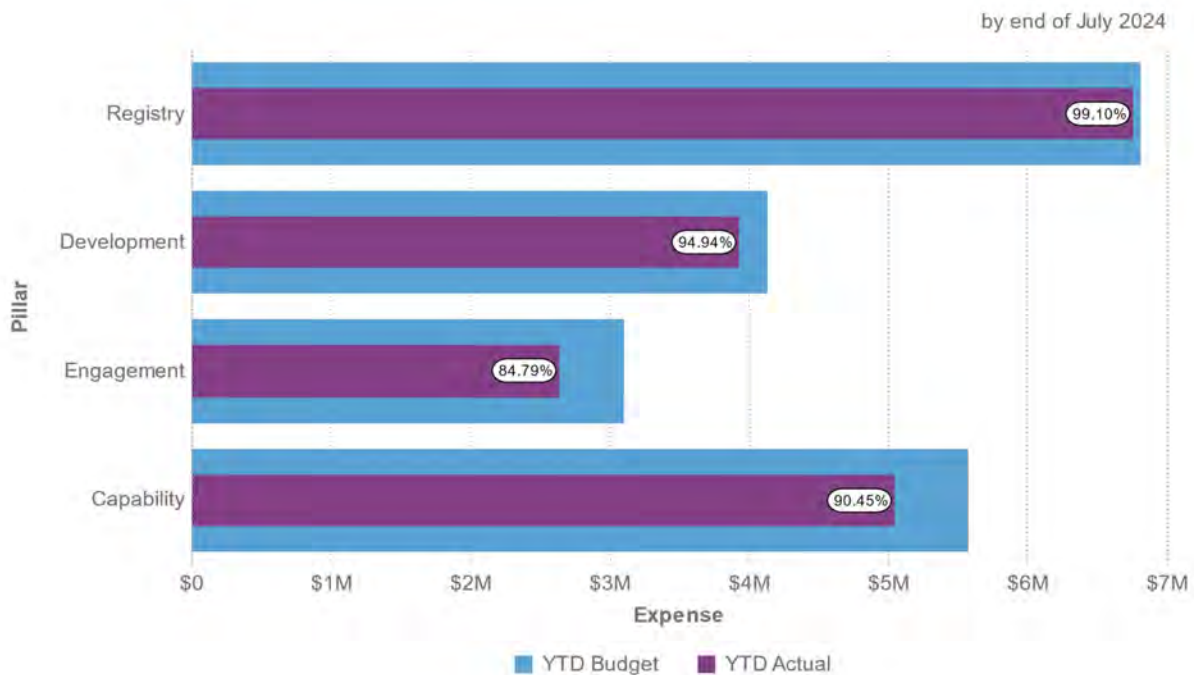


Figure 4: YTD Budget and Actual Operating Expenditure by Pillars

## 5.2 Capital Expenditure

Capex (AUD)	2024 YTD	2024 Forecast	2024 Budget	Variance (%)
Products and Infrastructure	6,692	240,084	241,000	-0%
<b>Total - Registry</b>	<b>6,692</b>	<b>240,084</b>	<b>241,000</b>	<b>-0%</b>
APNIC Academy	13,952	20,000	20,000	0%
APNIC Labs	65,161	75,161	150,000	-50%
<b>Total - Development</b>	<b>79,113</b>	<b>95,161</b>	<b>170,000</b>	<b>-44%</b>
Community Participation	5,222	5,222	25,000	-79%
<b>Total - Engagement</b>	<b>5,222</b>	<b>5,222</b>	<b>25,000</b>	<b>-79%</b>
Business Systems	99,495	232,605	246,700	-6%
Finance and Business Services	961	73,331	55,000	33%
<b>Total - Capability</b>	<b>100,456</b>	<b>305,935</b>	<b>301,700</b>	<b>1%</b>
<b>Total - Capital Expenses</b>	<b>191,482</b>	<b>646,403</b>	<b>737,700</b>	<b>-12%</b>

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.

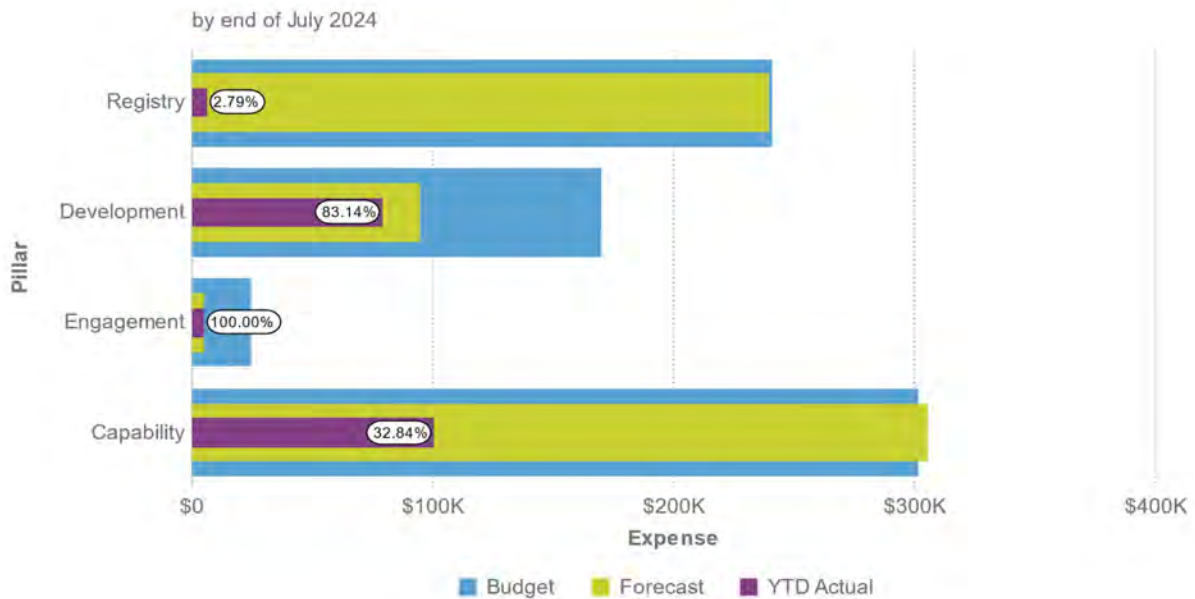


Figure 5: Capital Budget Utilisation by Pillars

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.

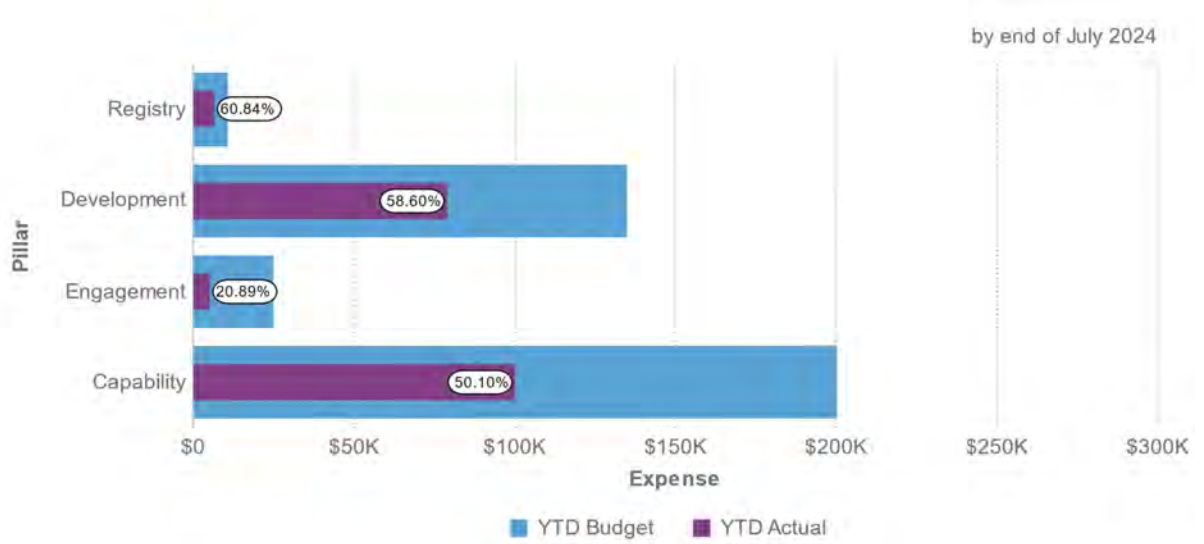


Figure 6: YTD Budget and Actual Capital Expenditure by Pillars

## 6 APNIC Reserve

### 6.1 Cash Flow Statement

This report shows the cash flow status as at the end of July 2024.

Amount (AUD)	2024 YTD
<b>Operating Activities</b>	
<b>YTD Net Surplus</b>	<b>2,043,968</b>
Receivables	(1,342,582)
Other Current Asset	(112,432)
Payables	224,853
Goods & Services Tax Payable	(7,792)
Other Current Liabilities	67,097
<b>Total Adjustments to Surplus</b>	<b>(1,170,857)</b>
<b>Total Operating Activities</b>	<b>873,112</b>
<b>Investing Activities</b>	
Financial Assets	(1,760,413)
Property, Plant and Equipment	131,504
<b>Total Investing Activities</b>	<b>(1,628,909)</b>
<b>Financing Activities</b>	
Long Term Liabilities	21,173
<b>Total Financing Activities</b>	<b>21,173</b>
<b>Net Change in Cash for Period</b>	<b>(734,624)</b>
<b>Cash at Beginning of Period</b>	<b>10,039,697</b>
<b>Cash at End of Period</b>	<b>9,305,073</b>

**Table 6: Cash Flow Statement**

- \$1,342,582 increase in membership receivables was due to increased membership and NIR renewal.
- \$112,432 increase in current asset was due to increase in prepayment net of other receivables
- \$1,760,413 increase in financial assets was 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 July 2024, APNIC maintained \$9,305,073 in cash reserves, \$37,314,961 has been invested in the investment portfolio and \$7,449,504 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 2023 and July 2024 was mainly due to the reduction in cash position offset by the increase in investment valuation.

### 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 2024	Forecast 2024	Actual 2023	Actual 2022	Actual 2021	Actual 2020	Actual 2019
Total Equity (AUD)	40,424,209	38,517,967	38,380,241	35,585,302	38,845,560	34,176,883	30,724,702
% Equity Covered By Cash/ Cash Equivalentents	115%	121%	119%	121%	123%	124%	117%
Monthly Operating Expenses (AUD)	2,325,750	2,553,507	2,406,281	2,239,789	2,125,305	2,024,419	1,914,554
<b>Number of Months of expenses covered by Equity</b>	<b>17.38</b>	<b>15.08</b>	<b>15.95</b>	<b>15.89</b>	<b>18.28</b>	<b>16.88</b>	<b>16.05</b>

Table 7: Equity and Reserves

## 7 Membership

### 7.1 Membership Summary

	2024 YTD	2023 YTD	Forecast 2024	Budget 2024
New Members	405	543	695	764
Reactivated / Adjustment	5	127	5	0
Closure	(274)	(203)	(469)	(391)
<b>Net Change</b>	<b>136</b>	<b>467</b>	<b>231</b>	<b>373</b>
As at 1-Jan	9,944	9,268	9,944	9,944
<b>Net Change</b>	<b>136</b>	<b>467</b>	<b>231</b>	<b>373</b>
As at 31-Jul	10,080	9,735	10,175	10,317
<b>Growth %</b>	<b>1.37%</b>	<b>5.04%</b>	<b>2.32%</b>	<b>3.75%</b>

**Table 8: Net Membership Growth YTD**

Net membership growth (new & re-activated members less closures) is 1.37% for the period vs 5.04% at the same time last year.

Full Year net membership growth (new & re-activated members less closures) is forecast to be 2.32% vs 3.75% budget.

### 7.2 Membership by Category

Membership	Total Dec-23	YTD New Jul-24	Reactivation / Adjustment	YTD Closed Jul-24	YTD Size Change Jul-24	Total Jul-24	% Total
Extra Large	27	0	0	0	0	27	0%
Very Large	47	0	0	0	0	47	0%
Large	177	1	0	(1)	(22)	155	2%
Medium	609	5	0	(5)	(5)	604	6%
Small	3,831	78	5	(108)	(9)	3,797	38%
Very Small	4,802	258	0	(118)	(130)	4,812	48%
Associate	451	63	0	(42)	166	638	6%
<b>TOTAL</b>	<b>9,944</b>	<b>405</b>	<b>5</b>	<b>(274)</b>	<b>0</b>	<b>10,080</b>	<b>100%</b>

**Table 9: Membership by Category**

There were 40 new member and 38 closed members in June 2024. Overall net membership growth for the month was 2 members.

Year-to-date, there have been:

- 405 new members vs. 446 budgeted new members.
- 274 closures vs. 228 budgeted account closures.
- 1 non-member to member conversion under the category of “Reactivation / Adjustment”.

As at the end of July 2024, APNIC had a total of 10,080 members serving 53 economies.

### 7.3 Membership by Economy

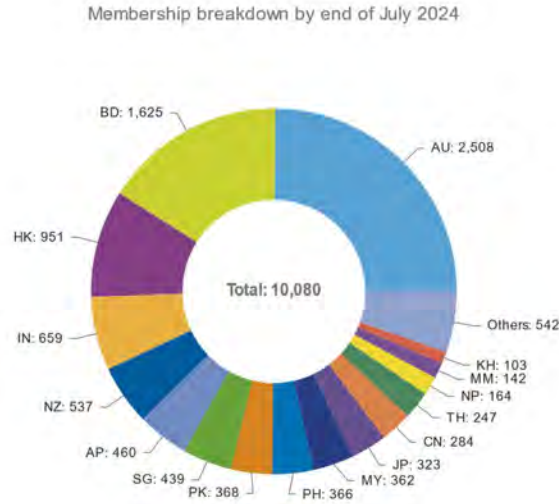


Figure 8: Membership by Economy

### 7.4 Membership fees by Economy

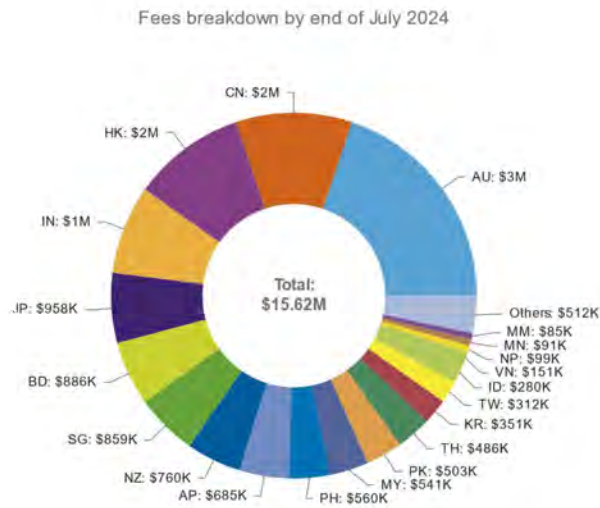


Figure 9: Membership fees by Economy



### 7.5 Membership Growth

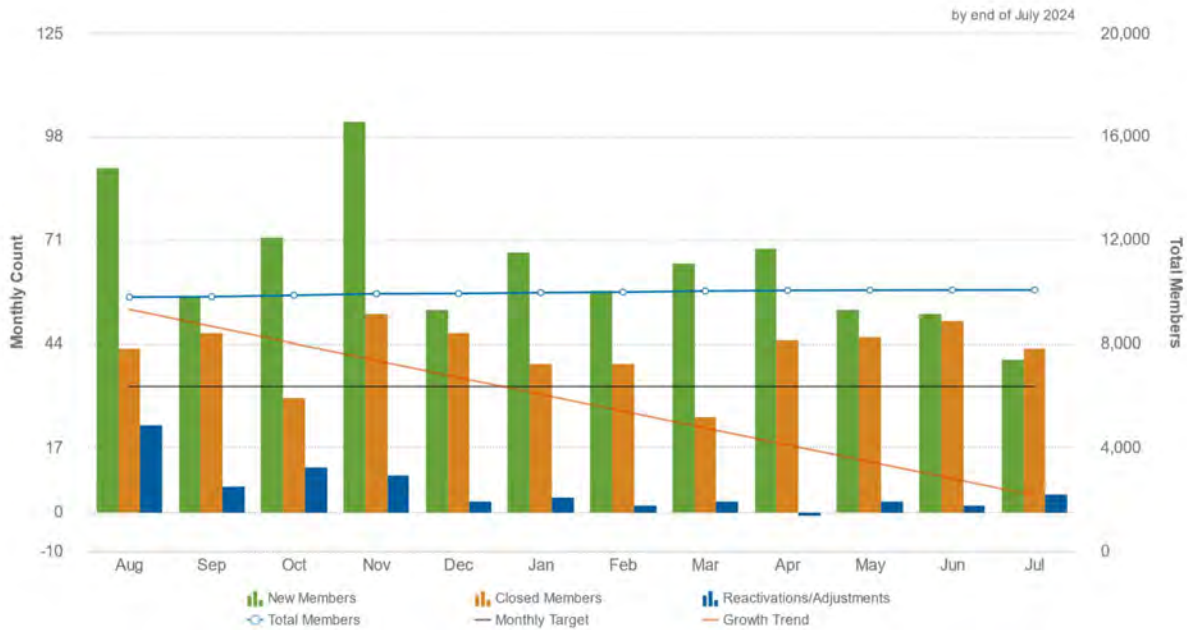


Figure 10: Monthly Membership Movement

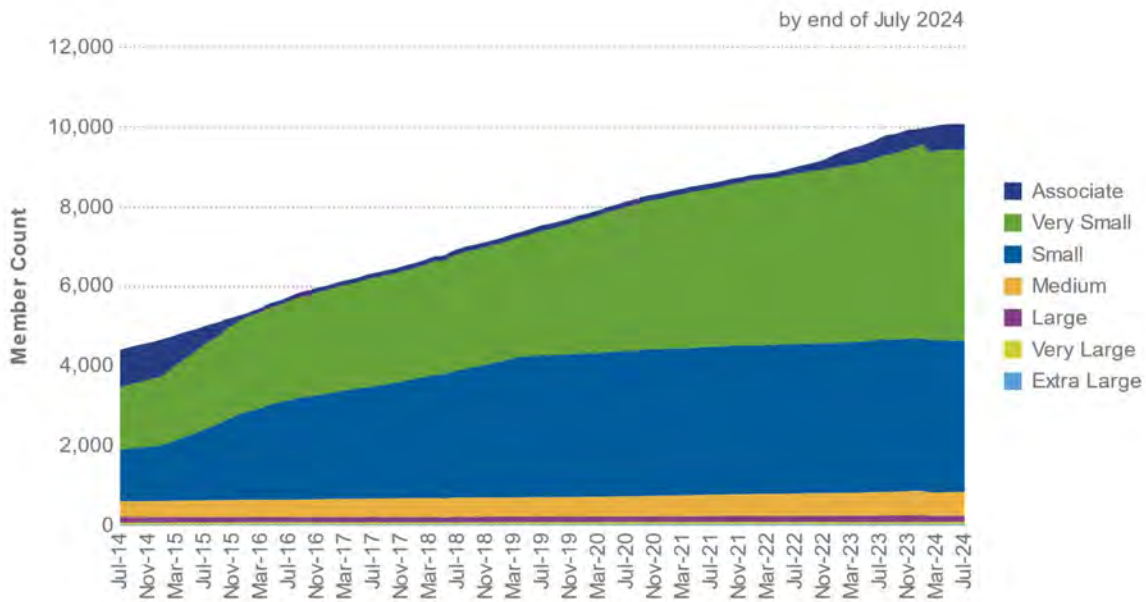
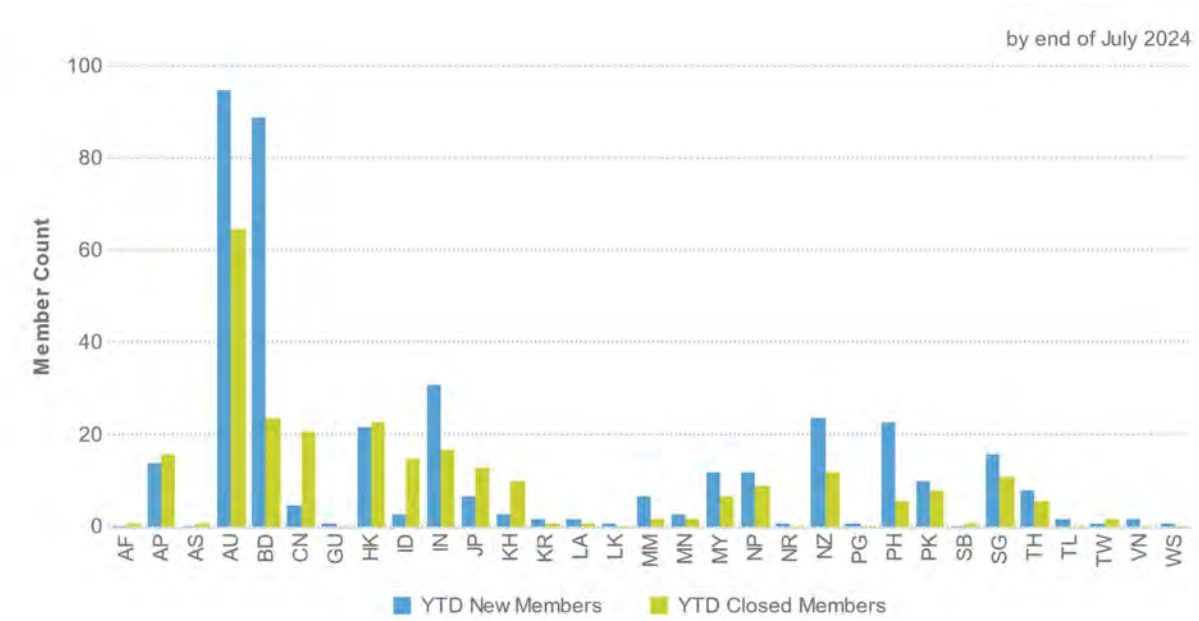


Figure 11: Total Membership by Tier

## 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 July 2024.

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

## 7.7 Membership Closures Analysis

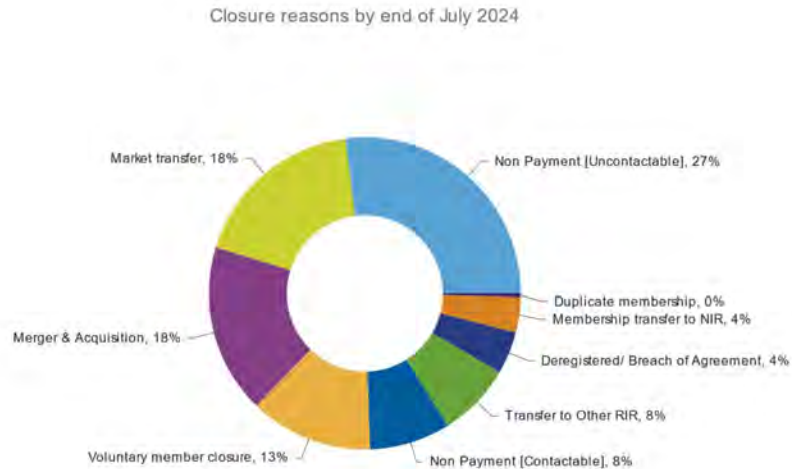


Figure 13: Closure Analysis

Figure 13 provides an analysis of Membership account closures as at end of July 2024.

- 18% of account closure are due to merger & acquisition activity.
- 18% of account closures are due to market transfer activity.
- 53% 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					1					1			
1998							1			1	1		
2001			2							2		1	
2004					1	1		1	1	4	32	1	7
2005					1				1	2			
2006					2				1	3	8	0	1
2007					2					2			
2008			1		1					2			
2009					1					1			
2010			1		2					3			
2011					2	2	3		1	8	21	1	7
2012					1		3	2	2	8	8	0	4
2013	1		1		5		5		1	13	24	2	4
2014			2		1	2	7	3	2	17	39	3	10
2015	6		6		8	1	7	2	3	33	69	6	15
2016			3	8	6	2	3	3	2	27	18	11	15
2017	2		15		5	2	4	1	1	30	30	10	11
2018	2		8		5	2		2	1	20	17	11	9
2019			2		3		5	1	1	12	14	5	5
2020	1					2	7		2	12	18	3	9
2021					1	2	9		3	15	68	3	12
2022			5	1		1	9	3	4	23	17	4	8
2023			4	1		5	8	3	6	27	24	5	11
2024		1				1	3		3	8			
<b>TOTAL</b>	<b>12</b>	<b>1</b>	<b>50</b>	<b>10</b>	<b>48</b>	<b>23</b>	<b>74</b>	<b>21</b>	<b>35</b>	<b>274</b>	<b>408</b>	<b>66</b>	<b>128</b>

**Table 10: Membership Closure by Year Joined**

Table 10 shows membership closures by year joined as at end of July 2024.

## 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				1	2		1
AP					4	1	6	4	1	16	18	7	7
AS						1				1	2		1
AU			11	1	17	7	10	6	13	65	69	12	24
BD		1	10		1	4	6	2		24	18	12	21
CN	5		7	1	2		2	1	3	21	30	7	7
HK	6		5		4		4		4	23	81	6	9
ID			3	8		1	2		1	15	41	4	8
IN						2	10		5	17	41	0	15
JP			3		4		1	4	1	13	8		
KH			1		3		6			10	18	1	2
KR									1	1			
LA							1			1	1		1
MM					1		1			2	2		1
MN					1				1	2	1		1
MY			1			1	3		2	7	10	2	5
NP			4			2	1	2		9	6	7	5
NZ			1		5	3	1	2		12	5	2	4
PH					1		3		2	6	5	1	3
PK					1		7			8	7	0	2
SB							1			1	1	0	1
SG			2		3		5		1	11	17	2	6
TH			2				4			6	21	2	4
TW	1				1					2	4	1	
<b>TOTAL</b>	<b>12</b>	<b>1</b>	<b>50</b>	<b>10</b>	<b>48</b>	<b>23</b>	<b>74</b>	<b>21</b>	<b>35</b>	<b>274</b>	<b>408</b>	<b>66</b>	<b>128</b>

**Table 11: Membership Closures by Economy**

Table 11 shows membership closures by Economy as at end of July 2024.

## 8 APNIC Foundation Funded Activities

### 8.1 Foundation Summary

APNIC Foundation funded projects full year cost is forecast to be \$201,260 below budget.

- Research and Analysis project expenses are forecast to be \$121,576 below budget due to discount received on Google cloud spending.
- M-Root Deployment project expenses are forecast to \$79,055 below budget due to lower than expected anycast nodes spending and recruitment of WIDE manpower is not going ahead.
- Foundation Partner training program forecast program income is \$20,566 with corresponding forecast program expenses of \$2,484.

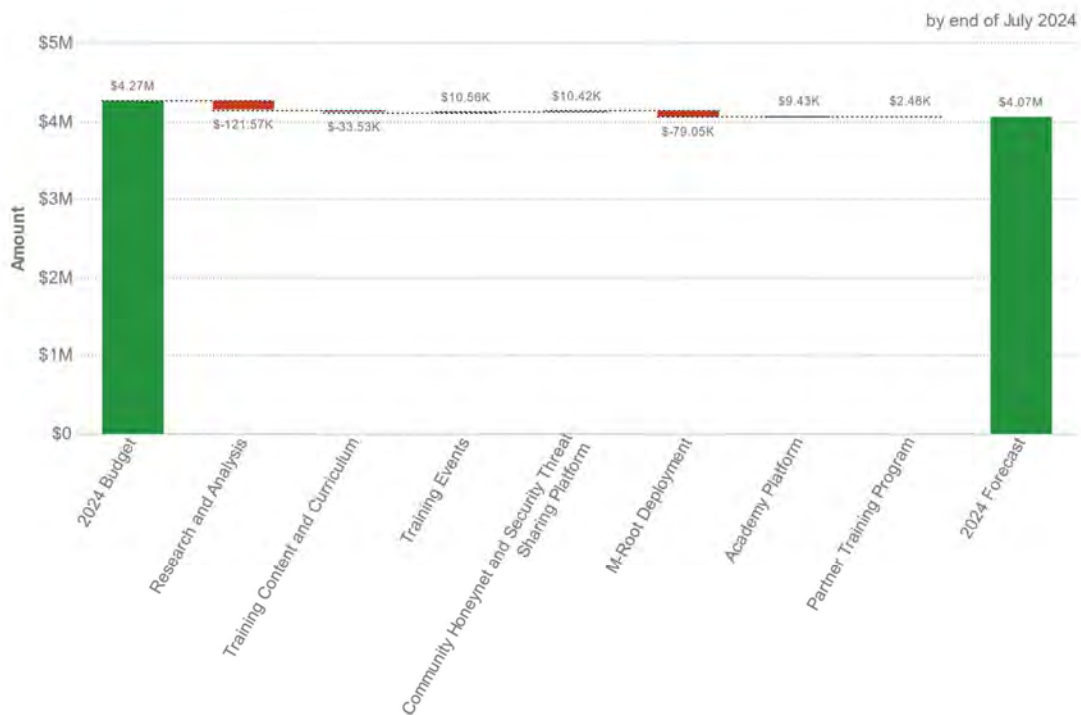


Figure 14: Foundation Funded Activities Budget vs Forecast

# Finance Presentation

## EC Meeting

2 – 3 September 2024

Wellington, New Zealand

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

# Finance Presentation

- Year to date July 2024 Financial Performance
- 2024 Full Year Forecast
- Investment Review
- International Tax
- Appendixes:
  - Appendix 1 – Income Statement and Balance Sheet
  - Appendix 2 – Membership Closure Reporting
  - Appendix 3 – Expenses Reporting by Activity



Year to date July 2024

# FINANCIAL PERFORMANCE

# 2024 YTD Financial Highlights

## TOTAL REVENUE (2024 YTD)

\$19,060,597

\$19,194,193

-0.7%

## TOTAL REVENUE (Forecast FY)

\$33,486,472

\$33,332,109

0.5%

## REVENUE

- ▶ Member related revenues: \$16.13M YTD vs. \$16.11M budget (on budget)
- ▶ Investment income: \$561K YTD vs. \$523K budget (\$37K over budget)
- ▶ Foundation receipts: \$2.11M YTD vs. \$2.30M budget (\$185K under budget)

## OPERATING EXPENSE (2024 YTD)

\$18,376,295

\$19,653,716

-6.5%

## OPERATING EXPENSE (Forecast FY)

\$34,708,412

\$34,567,870

0.4%

## EXPENSES

- ▶ Travel expenses: \$895K YTD vs. \$1.16M budget (\$267K under budget)
- ▶ Meeting & training expenses: \$253K YTD vs. \$505K budget (\$252K under budget)
- ▶ Personnel expenses: \$11.0M YTD vs. \$11.22M budget (\$220K under budget)

## OPERATING SURPLUS (2024 YTD)

\$684,302

-\$459,523

248.9%

## OPERATING DEFICIT (Forecast FY)

-\$1,221,940

-\$1,235,762

1.1%

## INVESTMENT ACCOUNT

- ▶ Investment portfolio value \$37.31M as at Jul-24
- ▶ Fair value gain of \$1.36M since Dec-23

## TOTAL EQUITY (Apr 2024)

\$40,424,209

\$38,380,241

5.3%

## TOTAL EQUITY (Forecast Dec 2024)

\$38,517,967

\$37,144,479

3.7%

## FINANCIAL POSITION

- ▶ Number of Months of expenses covered by Equity: 17.38 vs 15.95 at Dec-23
- ▶ Cash and current assets of \$14.65M were 5% higher than LY
- ▶ Total liabilities of \$20.96M were 1% higher than LY

# 2024 YTD Financial Performance

Amount (AUD)	2024 YTD	2023 YTD	Change (%)	2024 Forecast	2024 Budget	Variance (%)
Total Revenue	19,060,597	18,189,928	5%	33,486,472	33,332,109	0%
Total Expenses	18,376,295	18,303,831	0%	34,708,412	34,567,870	0%
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>684,302</b>	<b>(113,903)</b>	<b>701%</b>	<b>(1,221,940)</b>	<b>(1,235,762)</b>	<b>1%</b>
Revaluation of Financial Assets	1,359,666	1,530,886	-11%	1,359,666	0	0%
<b>SURPLUS / (DEFICIT) BEFORE TAX</b>	<b>2,043,968</b>	<b>1,416,984</b>	<b>44%</b>	<b>137,726</b>	<b>(1,235,762)</b>	<b>111%</b>

YTD operating surplus \$684K

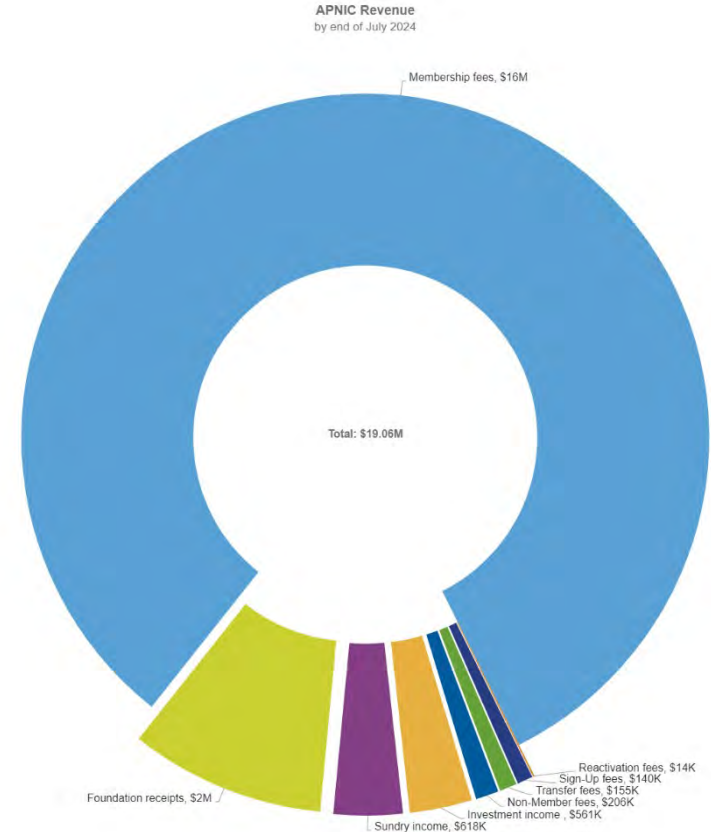
Forecast operating deficit \$1.2M

Forecast net surplus \$138K

YTD net surplus \$2.0M

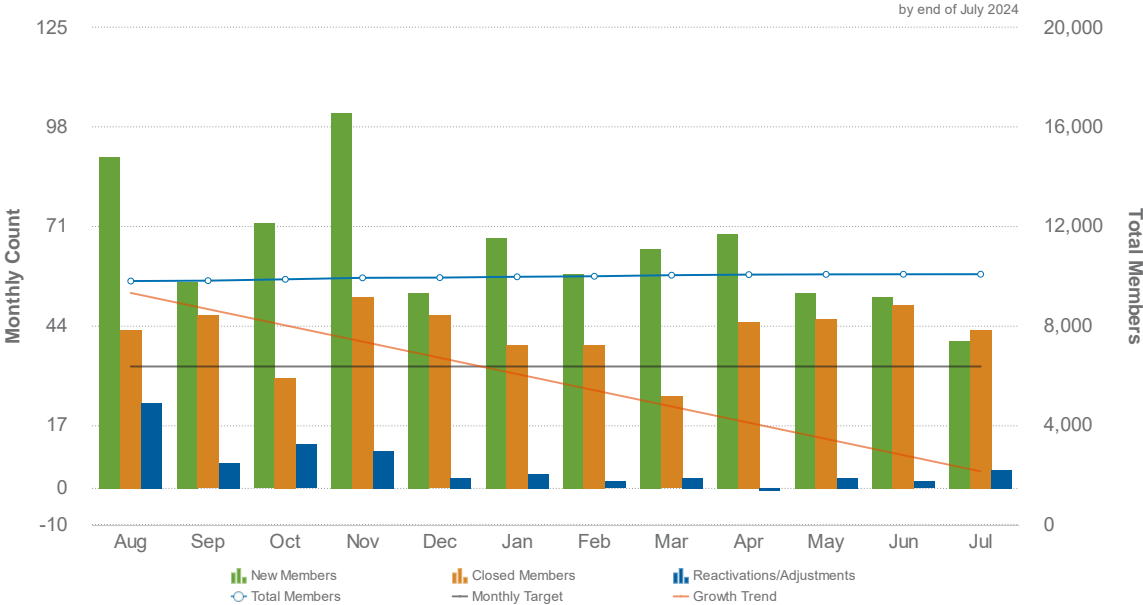
# Financial Performance YTD – Revenue

- **Membership fees**
  - \$15,621,062 actual vs \$15,600,135 budget (on budget)
  - \$14,807,075 last year to date (5% ↑)
- **Non-Member fees**
  - \$205,828 actual vs \$181,160 budget (14% ↑ budget)
  - \$170,831 last year to date (20% ↑)
- **Foundation receipts**
  - \$2,114,129 actual vs. \$2,299,469 budget (8% ↓ budget)
  - \$2,348,733 last year to date (10% ↓)
- **Investment income**
  - \$560,698 actual vs \$523,439 budget (7% ↑ budget)
  - \$375,460 last year to date (49% ↑)
- **Total revenue**
  - \$19,060,597 actual vs \$19,194,193 budget (1% ↓ budget)
  - \$18,189,928 last year to date (5% ↑)



# Membership growth

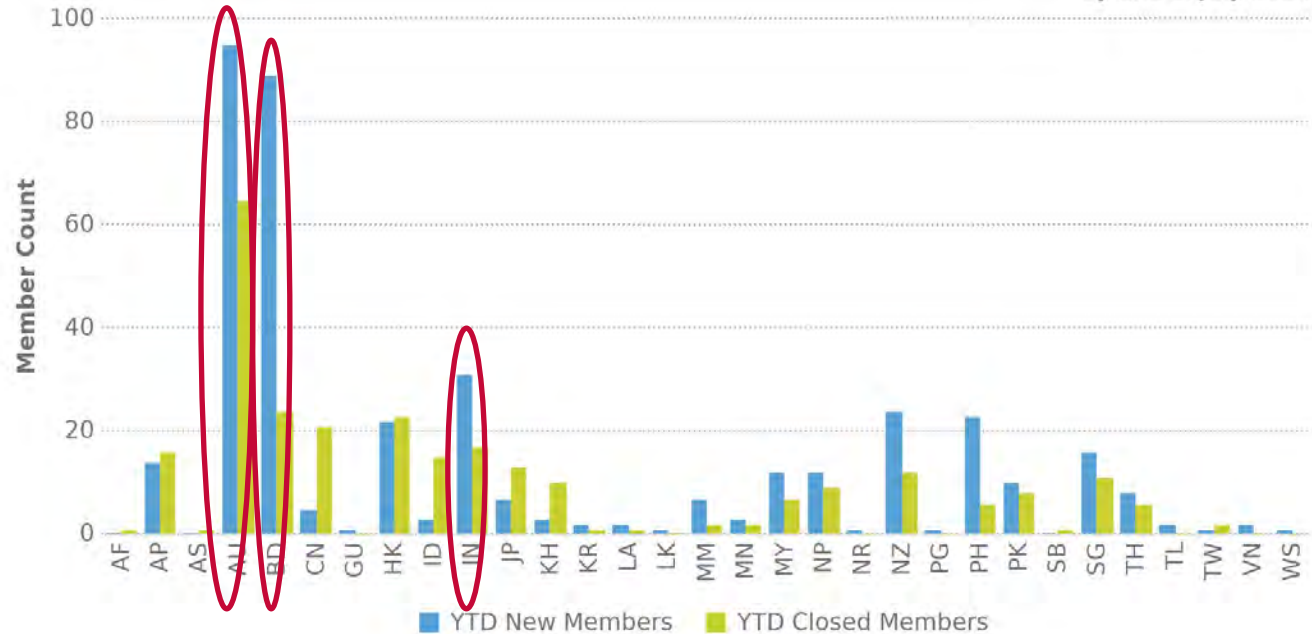
- **New Members:**
  - 405 actual vs 446 budget
  - \$1,223 average new Member fee vs \$1,235 budget
- **Closed Members:**
  - 274 closures vs. 228 budget
- **As at July 2024:**
  - 10,080 Members



# Membership growth by economies

by end of July 2024

- Top new Member economies:
  - Australia
  - Bangladesh
  - India



# Membership growth by economies

by end of July 2024

- Top closure economies:
  - Australia
  - Bangladesh
  - Hong Kong



# Membership closure analysis

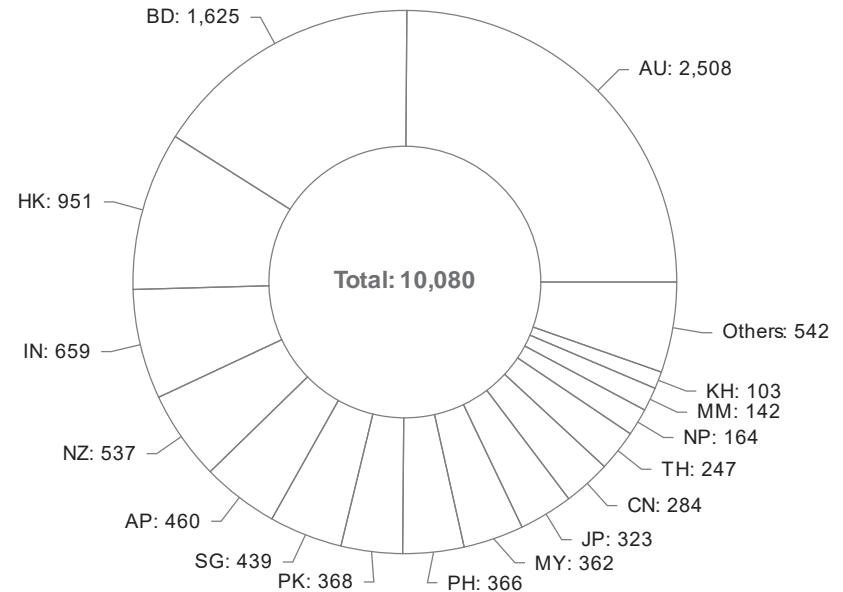
Economy	New	Closed	Net New	Comments
Australia	96	(65)	31	<ul style="list-style-type: none"> <li>AU is APNIC's highest closure economy, despite positive net new Member growth.</li> <li>30 accounts closure due to voluntary closure and non-payment</li> <li>11 HRM type Associate Members were closed, most of them due to outbound transfers.</li> <li>24 accounts closure due to M&amp;A, NIR, RIR and market transfer</li> </ul>
Bangladesh	90	(24)	66	<ul style="list-style-type: none"> <li>BD is APNIC's second highest closure economy, despite positive net new Member growth</li> <li>New Member growth is slowing (169 sign-ups in 2023 vs. 12 in the past 3 months)</li> <li>11 accounts closure due to non-payment and duplicated membership</li> <li>13 accounts closure due to M&amp;A, RIR and market transfer</li> </ul>
Hong Kong	22	(23)	(1)	<ul style="list-style-type: none"> <li>6 Members closed due to company de-registration</li> <li>8 accounts closure due to voluntary closure and non-payment</li> <li>4 accounts closure due to M&amp;A and 5 due to market transfer</li> </ul>
China	5	(21)	(16)	<ul style="list-style-type: none"> <li>5 accounts closed due to company de-registration</li> <li>5 due to voluntary closure &amp; non-payment</li> <li>11 closure due to M&amp;A, NIR, RIR and market transfer</li> </ul>
Indonesia	3	(15)	(12)	<ul style="list-style-type: none"> <li>Traditionally few new Members due to NIR</li> <li>8 Members closed as they requested to transfer their Membership to IDNIC</li> <li>4 accounts closed due to non-payment &amp; voluntary closure; 3 closed due to market transfer</li> </ul>
Japan	6	(13)	(7)	<ul style="list-style-type: none"> <li>Traditionally few new Members due to NIR</li> <li>4 accounts closed due to M&amp;A and the other 4 to RIR</li> <li>3 HRM type associate Members were also closed due to outgoing transfers</li> <li>2 accounts closed due to non-payment and voluntary transfer</li> </ul>
Cambodia	3	(10)	(7)	<ul style="list-style-type: none"> <li>Traditionally not a high growth economy (16 new Members between 2022 – 2023)</li> <li>6 closures due to non-payment. We suspect the business stopped trading.</li> <li>3 accounts closed due to M&amp;A and 1 due to market transfer</li> </ul>



# Membership by economies

Membership breakdown by end of July 2024

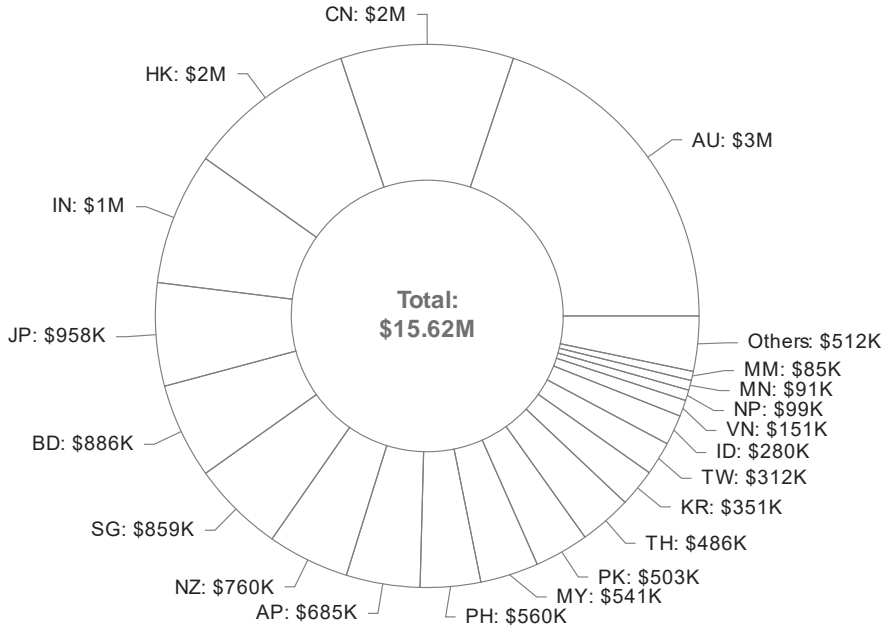
- Top 5 Member economies (62.3% of total Members):
  - Australia (24.9% of total Members)
  - Bangladesh (16.1% of total Members)
  - Hong Kong (9.4% of total Members)
  - India (6.5% of total Members)
  - New Zealand (5.3% of total Members)



# Membership revenue by economies

Fees breakdown by end of July 2024

- Top 5 Member revenue economies (54.2% of Member revenue):
  - Australia (19.9% of Member revenue)
  - China (10.3% of Member revenue)
  - Hong Kong (10.0% of Member revenue)
  - India (7.9% of Member revenue)
  - Japan (6.1% of Member revenue)



# Membership by tiers

Membership	Total Dec-23	YTD New Jul-24	Reactivation / Adjustment	YTD Closed Jul-24	YTD Size Change Jul-24	Total Jul-24	% Total
Extra Large	27	0	0	0	0	27	0%
Very Large	47	0	0	0	0	47	0%
Large	177	1	0	(1)	(22)	155	2%
Medium	609	5	0	(5)	(5)	604	6%
Small	3,831	78	5	(108)	(9)	3,797	38%
Very Small	4,802	258	0	(118)	(130)	4,812	48%
Associate	451	63	0	(42)	166	638	6%
<b>TOTAL</b>	<b>9,944</b>	<b>405</b>	<b>5</b>	<b>(274)</b>	<b>0</b>	<b>10,080</b>	<b>100%</b>

- 405 new Members vs. 446 budgeted new Members
- 274 closures vs. 228 budgeted account closures
- 1 Non-Member to Member conversions under the category of “Reactivation / Adjustment”
- As at the end of July 2024, APNIC had a total of 10,080 Members serving 53 economies

# Investment income

## Investment portfolio

- \$393,108 actual vs \$374,388 budget year to date
- 5.42% performance after fees, year to date

	Portfolio	SAA	Relative	CPI + 2.5%
Month	2.22%	2.18%	+0.04%	0.21%
3 Months	4.14%	3.71%	+0.43%	1.29%
Year To Date	5.42%	4.18%	+1.24%	3.49%
<b>1 Year</b>	7.30%	7.13%	+0.17%	6.02%
3 Years pa	0.83%	1.31%	-0.48%	7.86%
5 Years pa	2.51%	2.97%	-0.46%	6.44%
Since Inception pa	4.41%	4.63%	-0.22%	5.29%

\* Performance is after fees and does not include franking. Inception is September 2013.

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

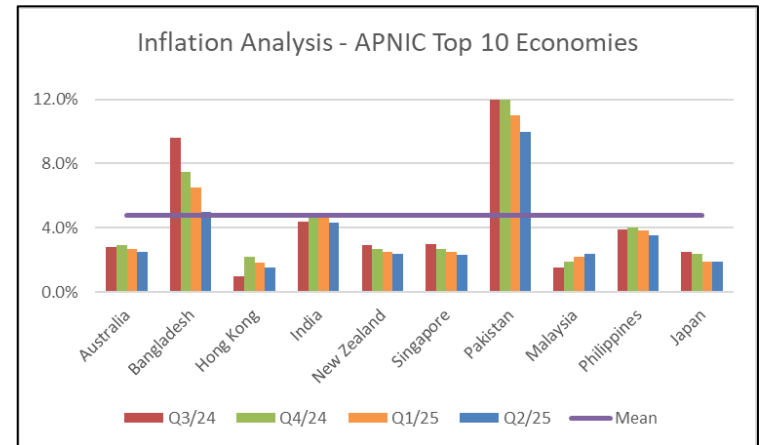
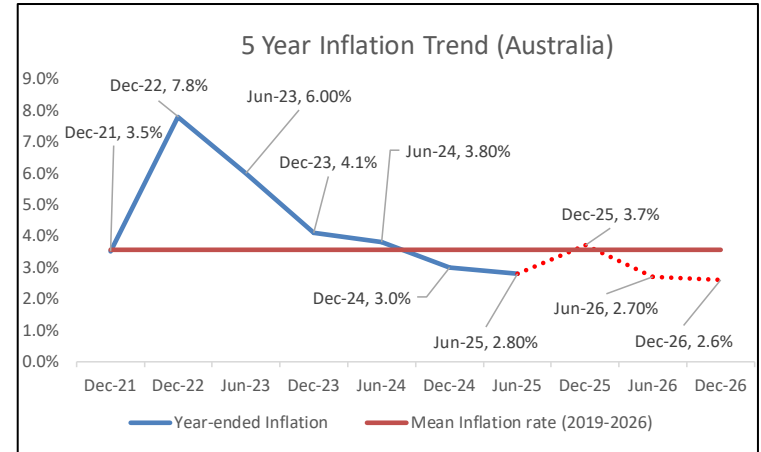
## Bank deposits

- \$167,590 actual vs \$149,051 budget year to date
- 12-month security deposits of:
  - \$1.4M renewed at 4.94% in September 2024
  - \$1.25M renewed at 5.27% in November 2024
- Notice Saver accounts:
  - \$1.05M in 31D Notice Saver with 4.6% interest

Notice Saver account	Funds on Hold	Funds on Notice	Funds at Call
<b>31 days</b>	4.60%	2.35%	0%
<b>60 days</b>	4.75%	2.75%	0%
<b>90 days</b>	5.10%	3.00%	0%

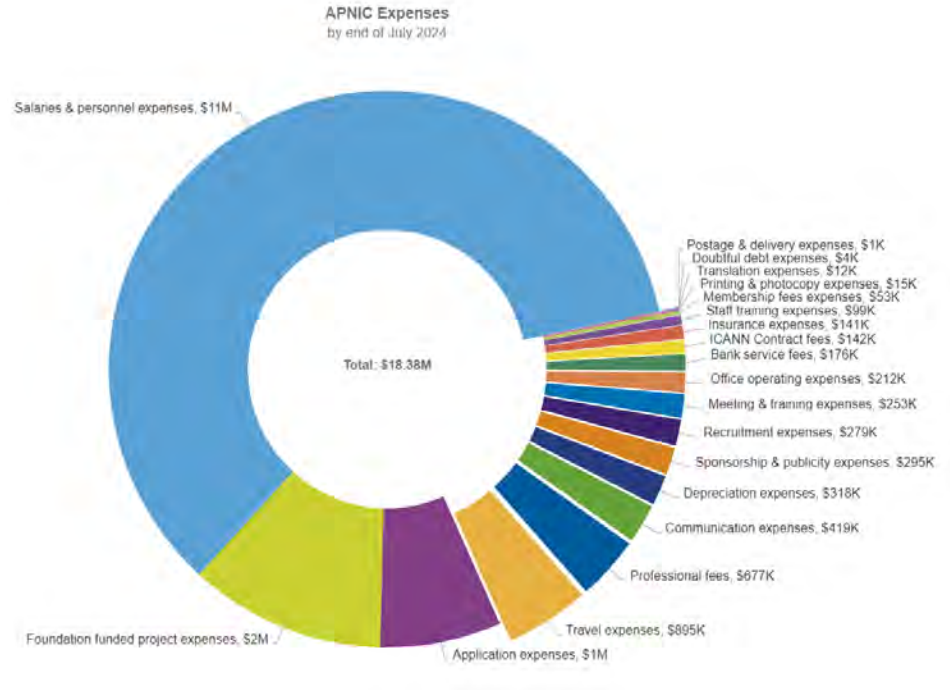
# Inflationary pressures

- Australian Inflation analysis: *(Source: RBA)*
  - Inflation remains higher than expected:
    - June 2024 inflation: 3.8%
    - December 2024 inflation forecast: 3.0%
    - Wage growth: 4.0%
- APNIC impacts:
  - Salary & personnel costs + professional fees account for 61.9% of APNIC's expenses and have increased 6% in 2024.
  - Application expenses account for 6.6% of APNIC's expenses and have increased 9% in 2024
- Regional Inflation: *(Source: Trading Economics)*
  - Avg. inflation of 4.8% across APNIC Top 10 economies by fees
  - 3 of 10 economies experienced annual inflation of +4% to end of Q2 2024
  - Most economies are experiencing a gradual slowdown in inflation



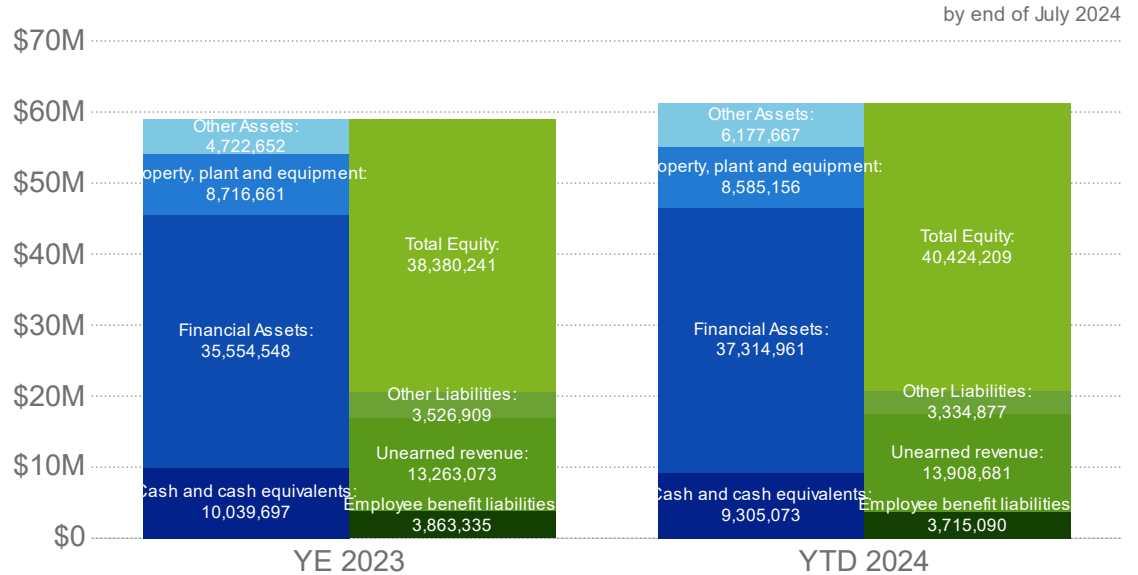
# Financial Performance YTD – Expenses

- Salaries & personnel expenses
  - \$10,995,059 actual vs \$11,215,188 budget (2% ↓ budget)
  - \$10,360,813 last year (6% ↑)
- Application expenses
  - \$1,293,460 actual vs \$1,341,766 budget (4% ↓ budget)
  - \$1,190,586 last year (9% ↑)
- Travel expenses
  - \$895,047 actual vs \$1,162,443 budget(23% ↓ budget)
  - \$1,120,426 last year (20% ↓)
- Professional fees
  - \$689,041 actual vs \$829,127 budget(17% ↓ budget)
  - \$860,994 last year (20% ↓)
- Total expense
  - \$18,376,295 actual vs \$19,653,716 budget (6% ↓ budget)
  - \$18,303,831 last year (0.4% ↑)



# Financial Position – Assets & Liabilities

- Cash and equivalents
  - \$734,624 ↓
  - Usually lower level of cash mid-year
- Financial Assets
  - \$1,760,413 ↑
  - Portfolio revaluation and income reinvested
- Other Assets
  - \$1,455,014 ↑
  - NIR renewal invoices and prepayments
- Other Liabilities
  - \$192,033 ↓
  - Accrued expenses reduction (year-end)
- Unearned revenue
  - \$645,608 ↑
  - Cyclical fluctuation (Members’ renewal cycle)
- Equity
  - \$2,043,968 ↑
  - Movements in assets and liabilities as above



# Financial Position – Stability Measure

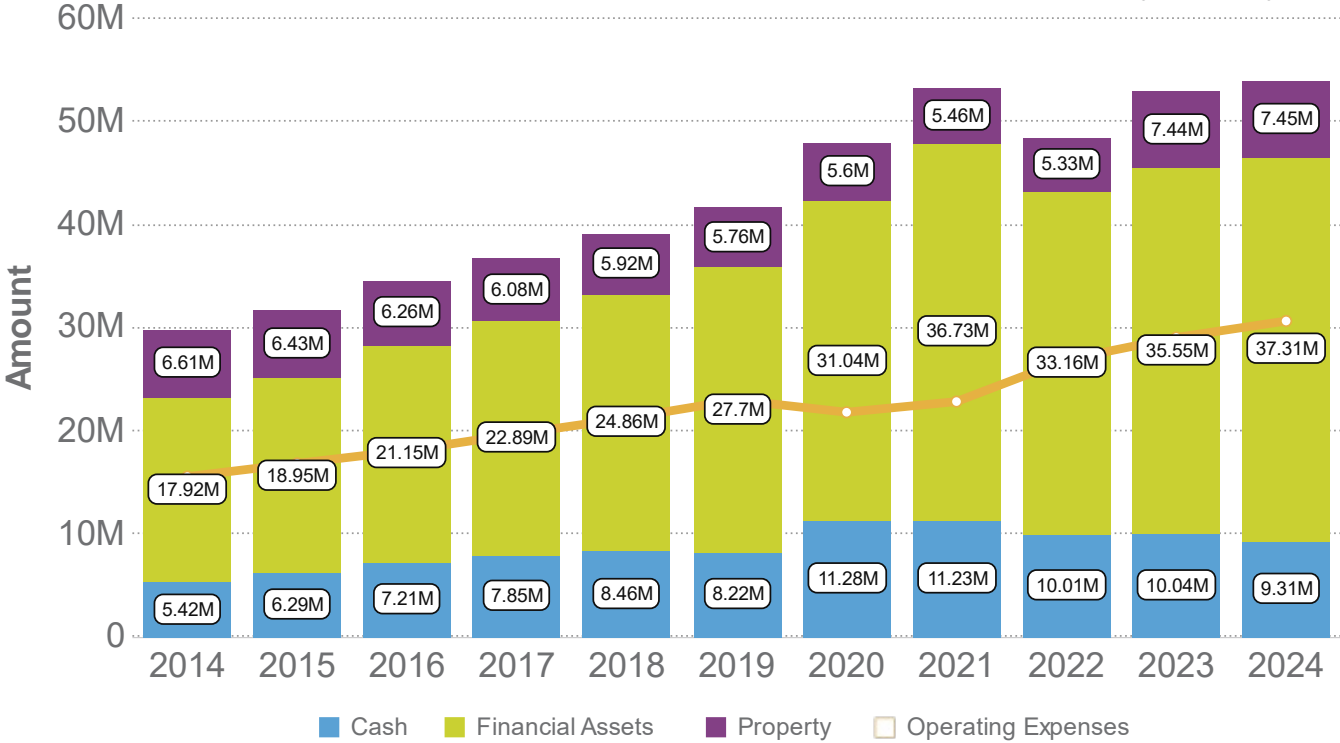
	YTD 2024	Forecast 2024	Budget 2024	Actual 2023	Actual 2022	Actual 2021	Actual 2020
Total Equity (AUD)	40,424,209	38,517,967	37,144,479	38,380,241	35,585,302	38,845,560	34,176,883
% Equity Covered By Cash/ Cash Equivalents	115%	121%	123%	119%	121%	123%	124%
Monthly Operating Expenses (AUD)	2,325,750	2,553,507	2,525,024	2,406,281	2,239,789	2,125,305	2,024,419
<b>Number of Months of expenses covered by Equity</b>	<b>17.38</b>	<b>15.08</b>	<b>14.71</b>	<b>15.95</b>	<b>15.89</b>	<b>18.28</b>	<b>16.88</b>

- The financial stability measure has been calculated as:
  - Year to date actual of 17.38 months
  - Full Year Forecast of 15.08 months
- During the 2024 budget presentation, APNIC projected a year-on-year decline in the stability measure due to the budget deficit



# Financial Position – APNIC Reserve

by end of July 2024



2024 Full Year

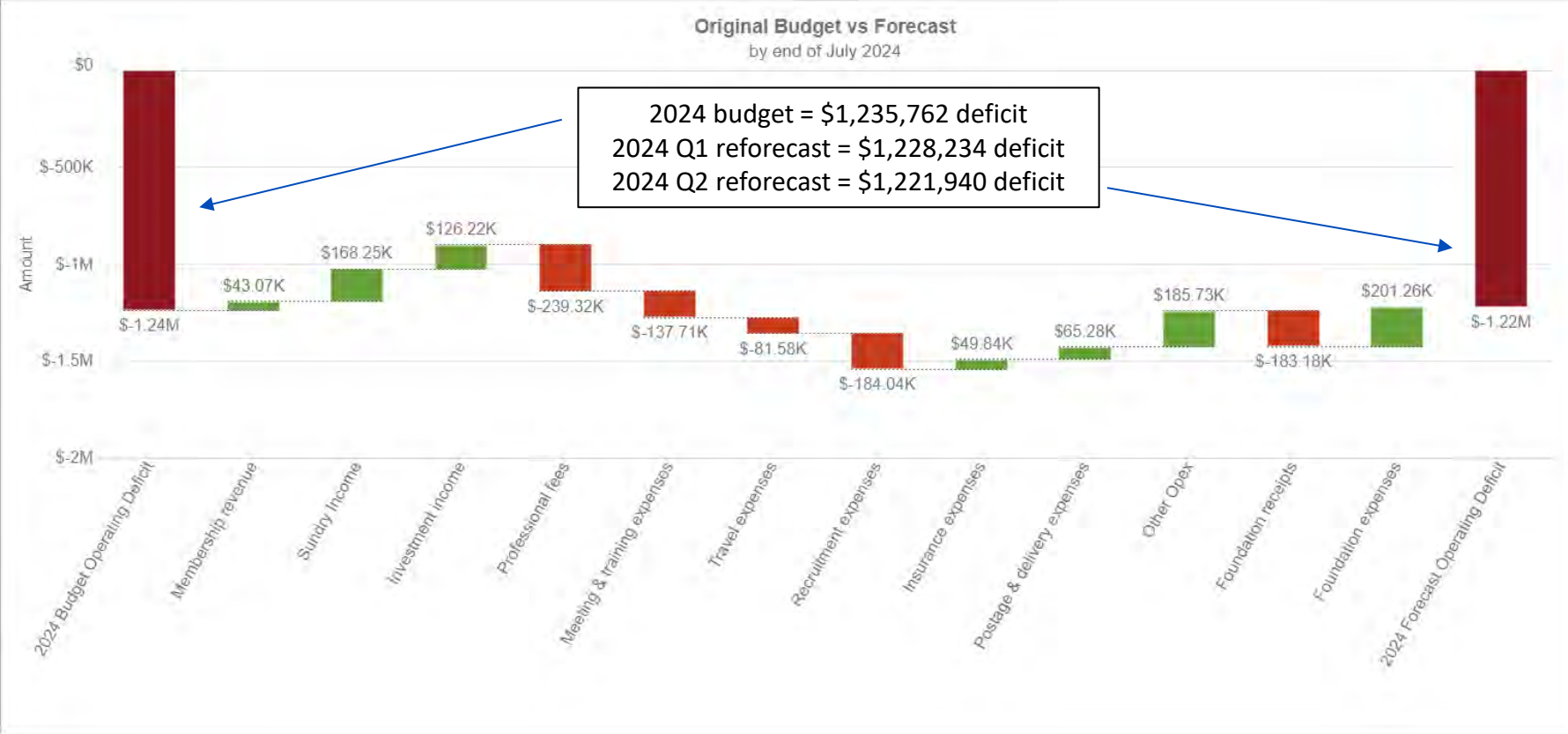
# FINANCIAL REFORECAST

# Year to Date vs. Full Year Forecast Summary

Amount (AUD)	2024 YTD	2023 YTD	Change (%)	2024 Forecast	2024 Budget	Variance (%)
Membership fees	15,621,062	14,807,075	5%	26,825,976	26,760,390	0%
Non-Member fees	205,828	170,831	20%	345,663	310,560	11%
Reactivation fees	13,500	13,000	4%	22,000	20,000	10%
Sign-Up fees	139,500	142,250	-2%	238,500	326,667	-27%
Transfer fees	154,549	153,436	1%	247,049	218,500	13%
Sundry income	251,331	179,143	40%	572,926	404,680	42%
Foundation receipts	2,114,129	2,348,733	-10%	4,084,406	4,267,584	-4%
<b>Operating Revenue</b>	<b>18,499,899</b>	<b>17,814,468</b>	<b>4%</b>	<b>32,336,521</b>	<b>32,308,381</b>	<b>0%</b>
Investment income	560,698	375,460	49%	1,149,952	1,023,728	12%
<b>TOTAL REVENUE</b>	<b>19,060,597</b>	<b>18,189,928</b>	<b>5%</b>	<b>33,486,472</b>	<b>33,332,109</b>	<b>0%</b>
Application expenses	1,293,460	1,190,586	9%	2,295,623	2,291,963	0%
Bank service fees	176,208	165,801	6%	325,208	344,000	-5%
Communication expenses	418,599	396,293	6%	720,957	718,625	0%
Foundation funded project expenses	2,096,047	2,348,733	-11%	4,066,324	4,267,584	-5%
Depreciation expenses	318,219	407,559	-22%	662,557	722,414	-8%
Doubtful debt expenses	4,176	41,493	-90%	20,000	20,000	0%
ICANN contract fees	142,089	154,000	-8%	243,581	246,200	-1%
Insurance expenses	140,720	152,477	-8%	218,437	268,277	-19%
Meeting & training expenses	253,331	158,345	60%	870,006	732,300	19%
Membership fees expenses	52,675	43,914	20%	88,278	90,902	-3%
Office operating expenses	212,337	197,193	8%	359,014	364,762	-2%
Postage & delivery expenses	1,321	18,567	-93%	6,121	71,400	-91%
Printing & photocopy expenses	14,672	14,526	1%	28,198	30,000	-6%
Professional fees	689,041	860,994	-20%	1,635,117	1,395,796	17%
Recruitment expenses	278,725	49,999	457%	349,040	165,000	112%
Salaries & personnel expenses	10,995,059	10,360,813	6%	19,857,290	19,923,034	0%
Sponsorship & publicity expenses	295,142	488,426	-40%	661,796	674,970	-2%
Staff training expenses	99,427	133,684	-26%	219,283	240,644	-9%
Travel expenses	895,047	1,120,426	-20%	2,081,582	2,000,000	4%
<b>TOTAL EXPENSES</b>	<b>18,376,295</b>	<b>18,303,831</b>	<b>0%</b>	<b>34,708,412</b>	<b>34,567,870</b>	<b>0%</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>684,302</b>	<b>(113,903)</b>	<b>701%</b>	<b>(1,221,940)</b>	<b>(1,235,762)</b>	<b>1%</b>
Revaluation of Financial Assets	1,359,666	1,530,886	-11%	1,359,666	0	0%
<b>SURPLUS / (DEFICIT) BEFORE TAX</b>	<b>2,043,968</b>	<b>1,416,984</b>	<b>44%</b>	<b>137,726</b>	<b>(1,235,762)</b>	<b>111%</b>

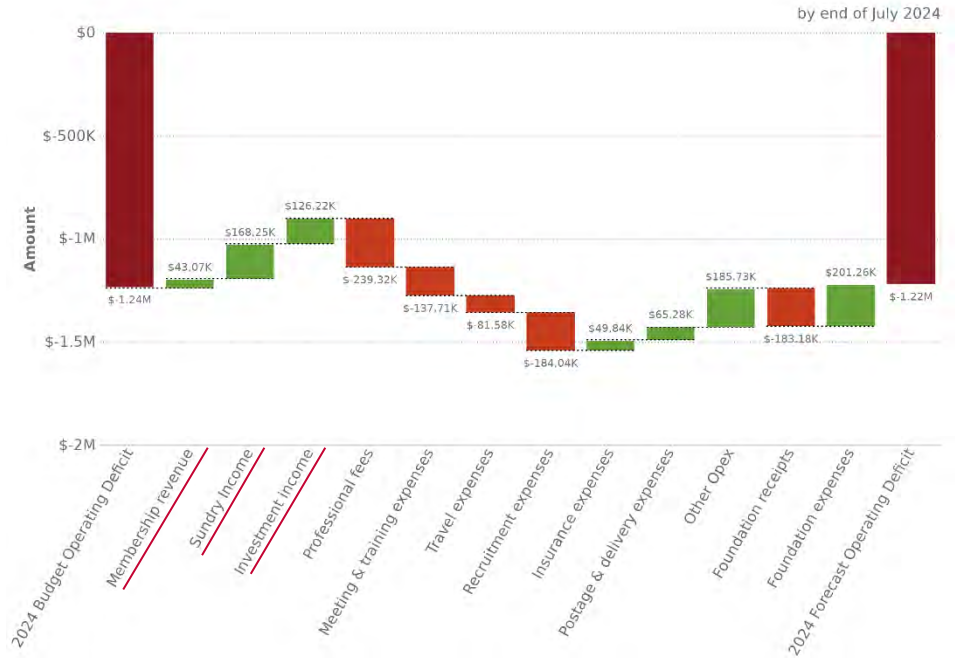
- Full year budget operating deficit = **\$1,235,762**
- Full year forecast operating deficit = **\$1,221,940**
  - An increase in revenue of \$337,541
  - An increase in expenses of \$341,802
  - A decrease in Foundation funded project and partner training expenses of \$201,260 with corresponding decrease in Foundation receipts of \$183,178
- The reforecast includes **\$574,810** of extraordinary & unexpected expenditure:
  - \$290,000 consultancy provision for DG transition.
  - \$90,000 additional travel provision for new DG shadow trips
  - \$194,810 additional for unbudgeted DG recruitment
- Full year net surplus = **\$137,726**
  - \$1,359,666 increase in value of the investment portfolio

# 2024 Forecast – Summary Waterfall



# Forecast – Revenue

- Membership fees:
  - \$15,621,062 YTD July Actual
  - \$26,760,390 Full Year Budget
  - \$26,763,105 Q1 Forecast
  - \$26,825,976 Q2 Forecast
- Membership revenue – \$43,072 above budget
  - Membership fees \$65,586 above budget
  - Sign-up fees \$88,167 below budget
  - Non-Member fees \$35,103 above budget
  - Transfer fees \$28,549 above budget
- Investment income – \$126,224 above budget
  - Credit Suisse distributions \$109,054 above budget
  - Interest income \$17,170 above budget
- Sundry income – \$168,246 above budget
  - Partner Training Program income \$163,050

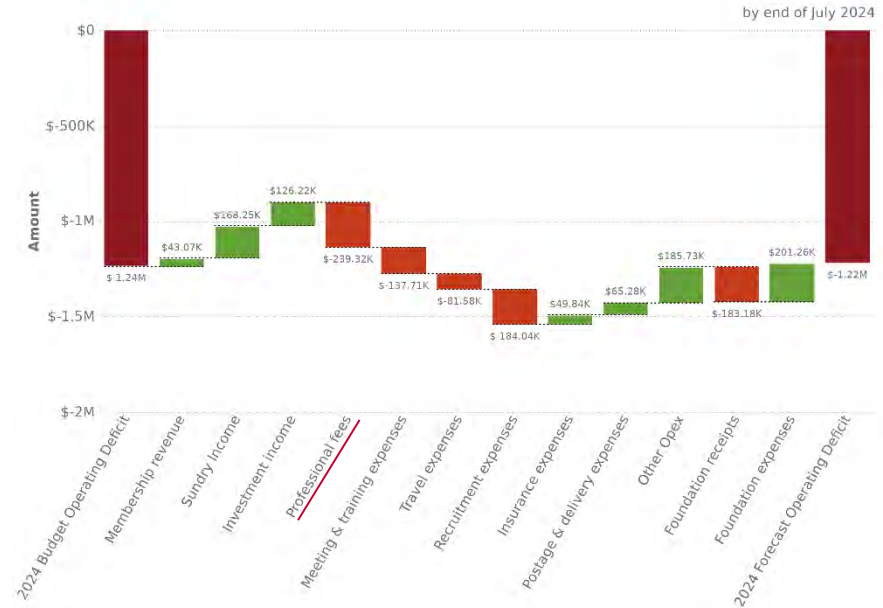


## Revenue forecast drivers:

Membership revenue	\$43,072
Investment income	\$126,224
Sundry income	\$168,246
<b>Total</b>	<b>\$337,541</b>

# Forecast – Professional fees

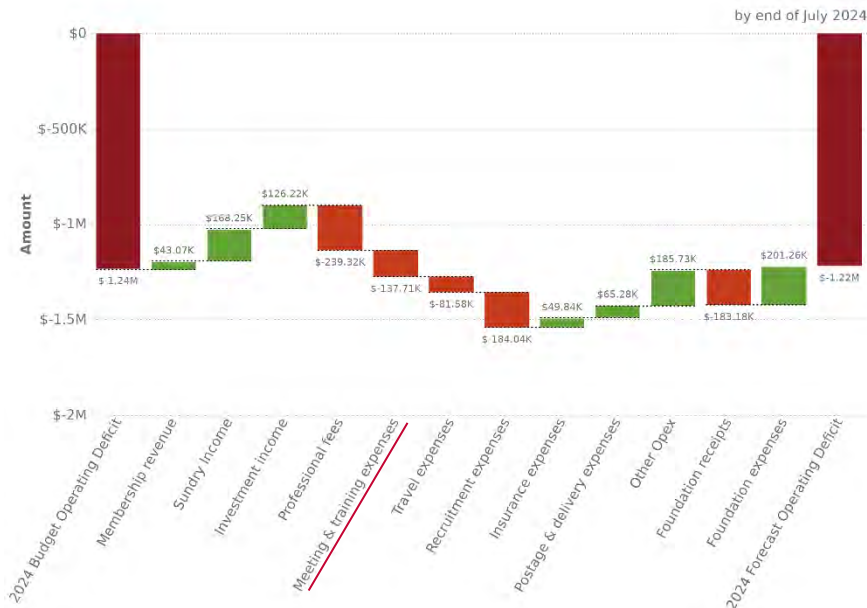
- Professional fees:
  - \$689,041 YTD July Actual
  - \$1,395,796 Full Year Budget
  - \$1,599,030 Q1 Forecast
  - \$1,635,117 Q2 Forecast
- Professional fees – \$239,321 above budget
  - Unbudgeted expenditure \$345,514
    - Consultancy provision for DG transition – \$290,000
    - Payroll outsource expenses – \$55,514
  - Other savings against budget \$126,000
    - Strategy and Training consultant – \$30,000
    - 24\*7 Tier 1 support – \$96,000
  - Unfavourable variances \$19,807
    - Audit and International Tax advice costs - \$17,000



<b>Professional fees:</b>	
Unbudgeted expenditure	(\$345,514)
Other savings	\$126,000
Other variances	(\$19,807)
<b>Total</b>	<b>(\$239,321)</b>

# Forecast – Meeting and training expenses

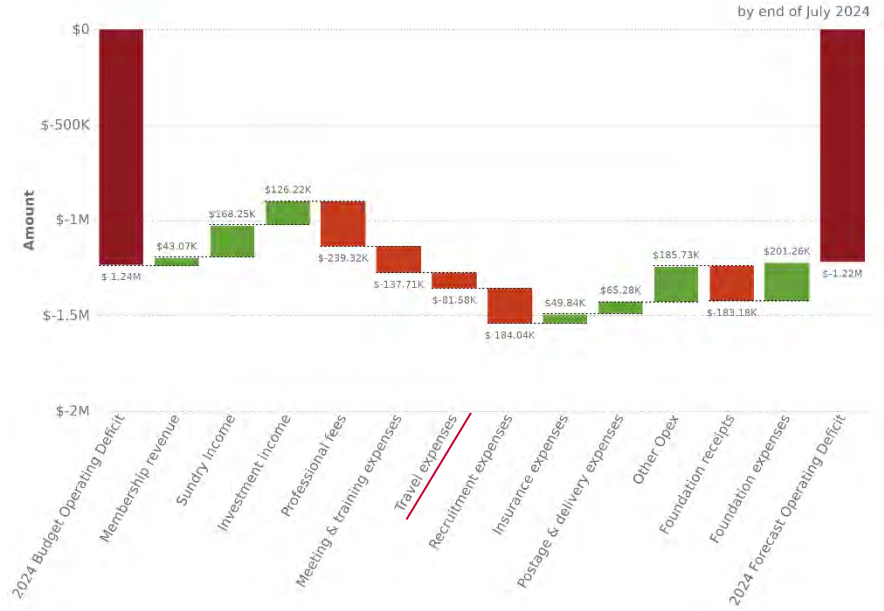
- Meeting and training expenses:
  - \$253,331 YTD July Actual
  - \$732,300 Full Year Budget
  - \$847,640 Q1 Forecast
  - \$870,006 Q2 Forecast
- Meeting and training expenses – \$137,706 above budget:
  - Unbudgeted equipment hiring cost for APRICOT conference due to carnet shipment issues, offset by savings in courier expenses \$53,083
  - Additional \$87,344 partner training program expenses, recouped through sundry income



<b>Meeting and training expenses:</b>	
APRICOT equipment hiring	(\$53,083)
Rechargeable partner training	(\$87,344)
Other savings	\$2,721
<b>Total</b>	<b>(\$137,706)</b>

# Forecast – Travel expenses

- Travel expenses:
  - \$895,047 YTD July Actual
  - \$2,000,000 Full Year Budget
  - \$2,090,000 Q1 Forecast
  - \$2,081,582 Q2 Forecast
- Travel expenses – \$81,582 above budget
  - Provision for the new DG to shadow senior Secretariat staff at key stakeholder engagement events

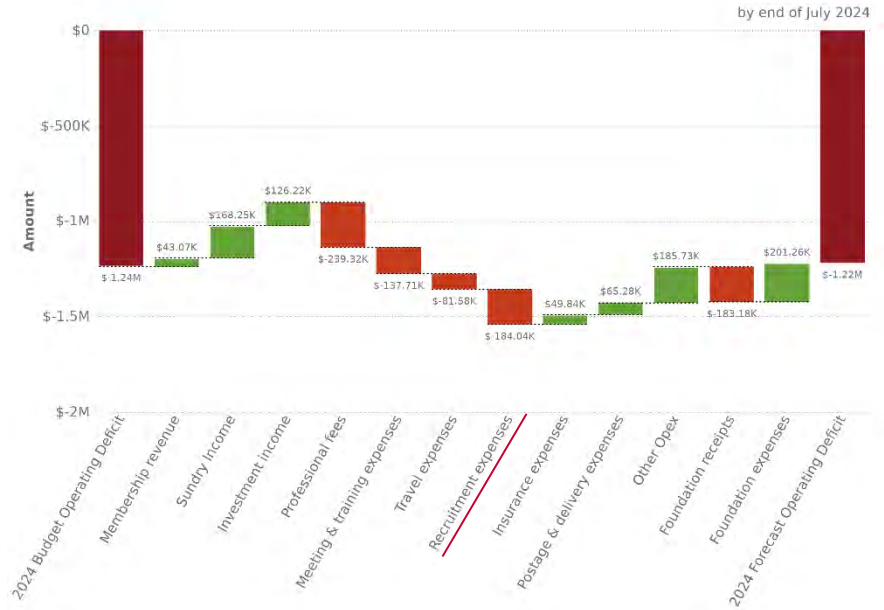


<b>Travel expenses:</b>	
New DG travel	(\$90,000)
Other savings	\$8,418
<b>Total</b>	<b>(\$81,582)</b>



# Forecast – Recruitment expenses

- Recruitment expenses:
  - \$278,725 YTD July Actual
  - \$165,000 Full Year Budget
  - \$245,000 Q1 Forecast
  - \$349,040 Q2 Forecast
- Recruitment expenses – \$184,040 above budget
  - Unbudgeted recruitment for new DG - \$194,810
- Other Savings - \$10,770
  - Savings from recruitment job revaluation and migration expenditure - \$10,000

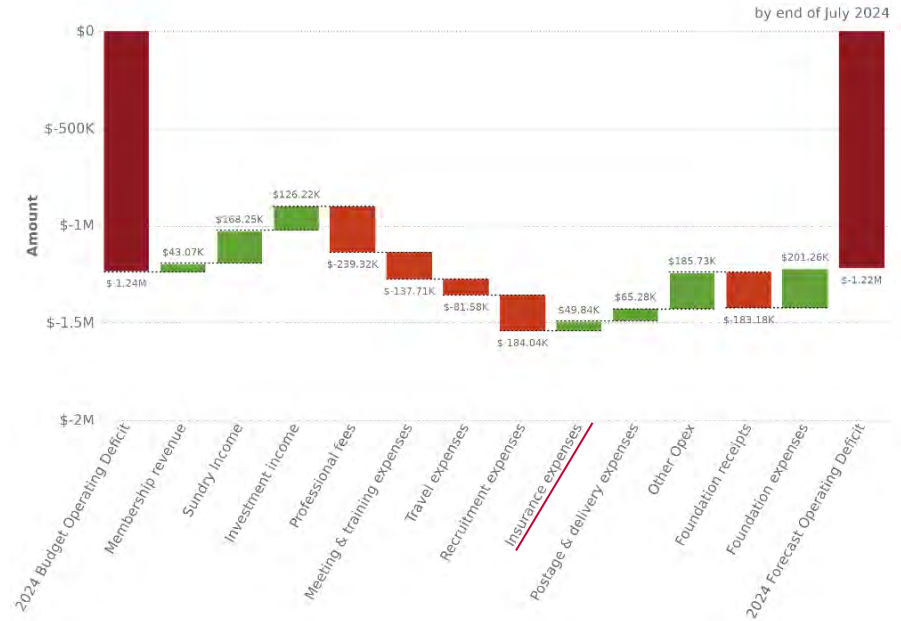


## Recruitment expenses:

DG recruitment	(\$ 194,810)
Other savings	\$10,770
<b>Total</b>	<b>(\$ 184,040)</b>

# Forecast – Insurance expenses

- Insurance expenses:
  - \$140,720 YTD July Actual
  - \$268,277 Full Year Budget
  - \$217,465 Q1 Forecast
  - \$218,437 Q2 Forecast
- Insurance expenses – \$49,840 below budget
  - Savings achieved through annual insurance renewal



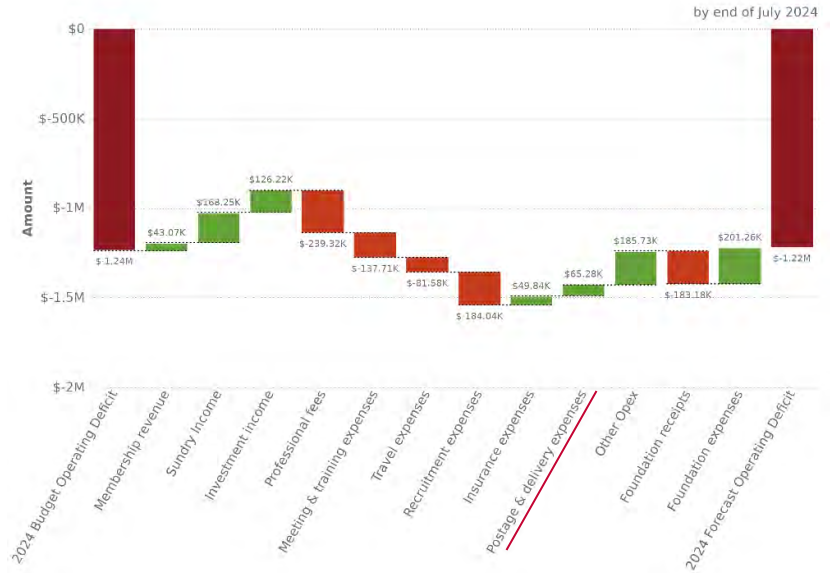
## Insurance expenses:

Insurance policies renewal savings \$49,840

**Total \$49,840**

# Forecast – Postage & delivery expenses

- Postage & delivery expenses:
  - \$1,321 YTD July Actual
  - \$71,400 Full Year Budget
  - \$49,098 Q1 Forecast
  - \$6,121 Q2 Forecast
- Other operating expenses – \$65,279 below budget
  - Reallocation of shipment budget for conference AV equipment local hire - \$47,500
  - Other postage and delivery savings \$17,779

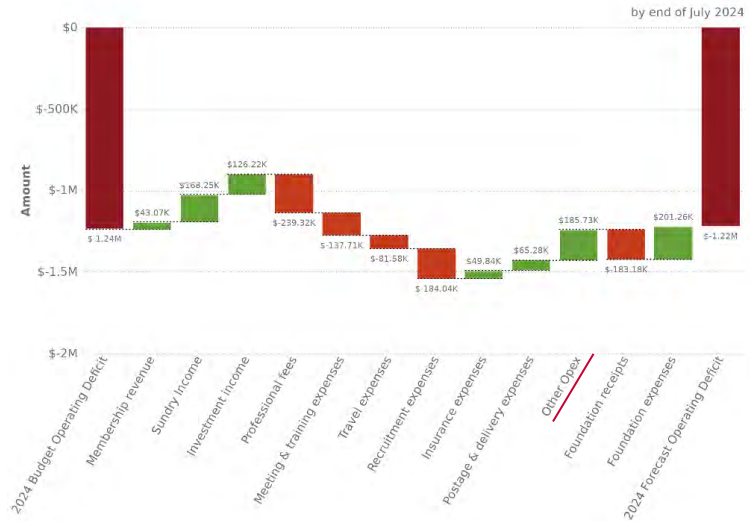


## Postage & delivery expenses:

Reallocate for Conference equipment hire	\$47,500
Other savings	\$17,779
<b>Total</b>	<b>\$65,279</b>

# Forecast – Other Operating expenses

- Other operating expenses:
  - \$14,022,062 YTD July Actual
  - \$25,667,513 Full Year Budget
  - \$25,672,566 Q1 Forecast
  - \$25,481,785 Q2 Forecast
- Other operating expenses – \$185,728 below budget
  - Depreciation expense forecast reduction due to purchase deferral (\$59,856 decrease)
  - Salaries & Personnel expenses forecast savings from staff movement (\$65,744 decrease)
  - Lower staff training requests (\$21,361 decrease)
  - Savings from bank service fees (\$18,792 decrease)
  - Sponsorship & publicity expenses savings due to reduction in NRO shared expenses (\$13,174 decrease)



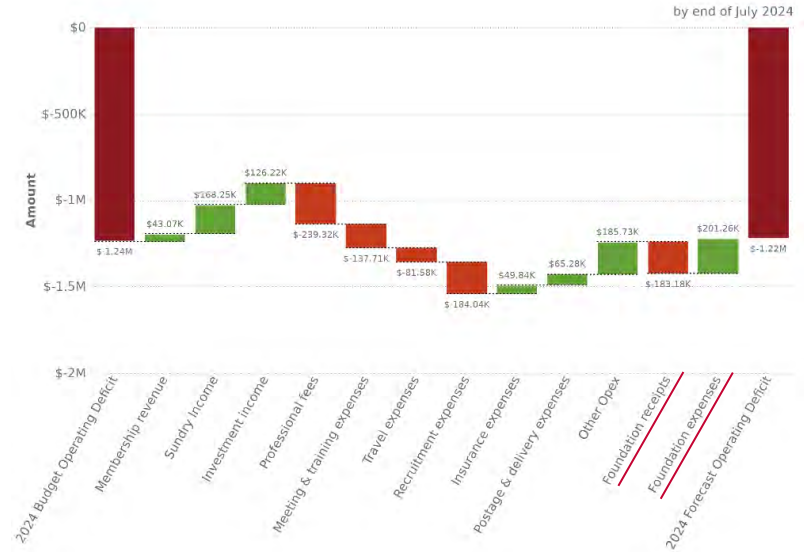
## Other operating expenses:

Depreciation expenses	\$59,856
Salaries & Personnel expenses	\$65,744
Staff training expenses	\$21,361
Bank service fees	\$18,792
Sponsorship & publicity expenses	\$13,174
Other variances	\$6,801
<b>Total</b>	<b>\$185,728</b>

# Forecast – Foundation Activities

- Foundation activities expenses:
  - \$2,096,047 YTD July Actual
  - \$4,267,584 Full Year Budget
  - \$4,206,860 Q1 Forecast
  - \$4,066,324 Q2 Forecast
- Research and Analysis – \$121,566 below budget
  - Discounted pricing on Google cloud spend
- M-Root Deployment project – \$79,055 below budget
  - lower than expected anycast nodes spending
  - Recruitment of WIDE manpower is not going ahead
- Foundation Partner training program forecast program income is \$20,566 with corresponding forecast program expenses of \$2,484

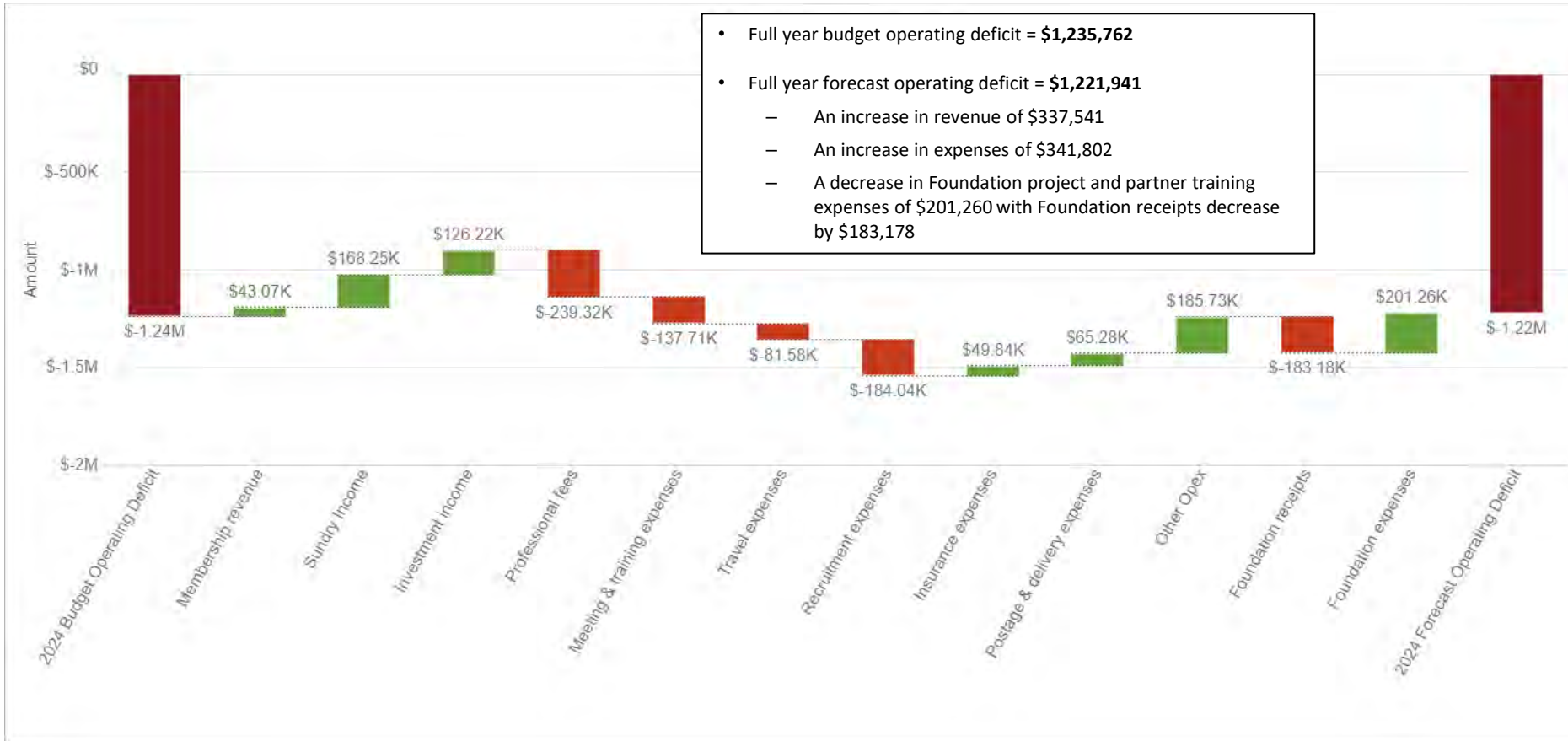
*Note: Project budget reallocations will require approval of the APNIC Foundation (and ultimately APIDT), this is yet to be done.*



## Foundation activities expenses:

Research and Analysis	\$121,566
M-Root Deployment	\$79,055
Others (incl partner training expenses)	(\$639)
<b>Total</b>	<b>\$201,260</b>

# 2023 Forecast – Recap



# INVESTMENT REVIEW

# Investment Review – Process and timeline

Chronology	Process
26 Feb 2024	<ul style="list-style-type: none"><li>The EC requested The Secretariat to solicit proposals from suitability qualified investment advisors that will enable the EC to review options for the ongoing management of APNIC's investment portfolio.</li></ul>
28 Mar 2024	<ul style="list-style-type: none"><li>The Secretariat issued a closed market Request for Proposal (RFP) to seven* Investment Managers</li></ul>
10 May 2024	<ul style="list-style-type: none"><li>Proposal submissions closed – 5 submissions received</li></ul>
3 June 2024	<ul style="list-style-type: none"><li>The EC reviewed submissions and shortlisted 3 preferred proposals (UBS, Morgan Stanley, LGT Crestone)</li><li>The EC appointed an Investment Review sub-committee to progress the selection process</li></ul>
July – August 2024	<ul style="list-style-type: none"><li>Each of the three shortlisted Investment Managers presented to the Investment Review sub-committee</li><li>The Investment Review sub-committee met on two occasions to evaluate presentations and shortlist a preferred candidate</li></ul>

*\*Eight invitations to tender were extended, but one investment manager failed to respond to the initial invitation.*



[Confidential information redacted]

[Confidential information redacted]

[Confidential information redacted]

[Confidential information redacted]

[Confidential information redacted]

[Confidential information redacted]

# INTERNATIONAL TAX UPDATE

# International Tax Issues – India recap

- On 28 April 2024, the Indian Tax Department made an Assessment Order against APNIC, wherein Member receipts amounting to Rs. 840,706, have been treated as unexplained money u/s 69A of the IT Act. Tax has been levied on such income at 60%. The total tax liability has been raised for Rs.202,608.
- APNIC engaged Lakshmikumaran Shridharan Attorneys (LKS) to validate its position and advise on its response to the Assessment Order.
- At the June 2024 EC Meeting, the EC passed a resolution to File a Writ Petition before the High Court of Delhi to challenge the Assessment Order
- A High Court appeal was preferred over an appeal to the Commissioner of Income Tax (CIT) as it was deemed to be
  - A more expedient remedy to the current Assessment Order
  - A precedent for any subsequent Assessment Orders
  - Will enable APNIC to apply for a Private Ruling on treatment of all Member income in India



# International Tax Issues – India update

- APNIC lodged a writ petition to High Court of Delhi on 13 June 2024.
- The writ petition was heard on 9 July 2024.
- The High Court was not in favour of entertaining the writ petition in view of a statutory appeal being an available remedy to APNIC.
- A subsequent appeal to the CIT was lodged on 26 July 2024.
- The Appeal is expected to take 6 – 12 months to be heard.
- APNIC have also filed to keep the matter in abeyance until the appeal is heard.
- It is possible that APNIC may receive further notices or communication from the Indian Tax Authorities relating to other assessments while the current matter is in abeyance.

# QUESTIONS?

2024 Full Year Forecast

# APPENDIX 1 – INCOME STATEMENT AND BALANCE SHEET

# Income Statement – YTD 2024 & Forecast

Amount (AUD)	2024 YTD	2023 YTD	Change (%)	2024 Forecast	2024 Budget	Variance (%)
Membership fees	15,621,062	14,807,075	5%	26,825,976	26,760,390	0%
Non-Member fees	205,828	170,831	20%	345,663	310,560	11%
Reactivation fees	13,500	13,000	4%	22,000	20,000	10%
Sign-Up fees	139,500	142,250	-2%	238,500	326,667	-27%
Transfer fees	154,549	153,436	1%	247,049	218,500	13%
Sundry income	251,331	179,143	40%	572,926	404,680	42%
Foundation receipts	2,114,129	2,348,733	-10%	4,084,406	4,267,584	-4%
<b>Operating Revenue</b>	<b>18,499,899</b>	<b>17,814,468</b>	<b>4%</b>	<b>32,336,521</b>	<b>32,308,381</b>	<b>0%</b>
Investment income	560,698	375,460	49%	1,149,952	1,023,728	12%
<b>TOTAL REVENUE</b>	<b>19,060,597</b>	<b>18,189,928</b>	<b>5%</b>	<b>33,486,472</b>	<b>33,332,109</b>	<b>0%</b>
Application expenses	1,293,460	1,190,586	9%	2,295,623	2,291,963	0%
Bank service fees	176,208	165,801	6%	325,208	344,000	-5%
Communication expenses	418,599	396,293	6%	720,957	718,625	0%
Foundation funded project expenses	2,096,047	2,348,733	-11%	4,066,324	4,267,584	-5%
Depreciation expenses	318,219	407,559	-22%	662,557	722,414	-8%
Doubtful debt expenses	4,176	41,493	-90%	20,000	20,000	0%
ICANN contract fees	142,089	154,000	-8%	243,581	246,200	-1%
Insurance expenses	140,720	152,477	-8%	218,437	268,277	-19%
Meeting & training expenses	253,331	158,345	60%	870,006	732,300	19%
Membership fees expenses	52,675	43,914	20%	88,278	90,902	-3%
Office operating expenses	212,337	197,193	8%	359,014	364,762	-2%
Postage & delivery expenses	1,321	18,567	-93%	6,121	71,400	-91%
Printing & photocopy expenses	14,672	14,526	1%	28,198	30,000	-6%
Professional fees	689,041	860,994	-20%	1,635,117	1,395,796	17%
Recruitment expenses	278,725	49,999	457%	349,040	165,000	112%
Salaries & personnel expenses	10,995,059	10,360,813	6%	19,857,290	19,923,034	0%
Sponsorship & publicity expenses	295,142	488,426	-40%	661,796	674,970	-2%
Staff training expenses	99,427	133,684	-26%	219,283	240,644	-9%
Travel expenses	895,047	1,120,426	-20%	2,081,582	2,000,000	4%
<b>TOTAL EXPENSES</b>	<b>18,376,295</b>	<b>18,303,831</b>	<b>0%</b>	<b>34,708,412</b>	<b>34,567,870</b>	<b>0%</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>684,302</b>	<b>(113,903)</b>	<b>701%</b>	<b>(1,221,940)</b>	<b>(1,235,762)</b>	<b>1%</b>
Revaluation of Financial Assets	1,359,666	1,530,886	-11%	1,359,666	0	0%
<b>SURPLUS / (DEFICIT) BEFORE TAX</b>	<b>2,043,968</b>	<b>1,416,984</b>	<b>44%</b>	<b>137,726</b>	<b>(1,235,762)</b>	<b>111%</b>

# Balance Sheet – As at July 2024

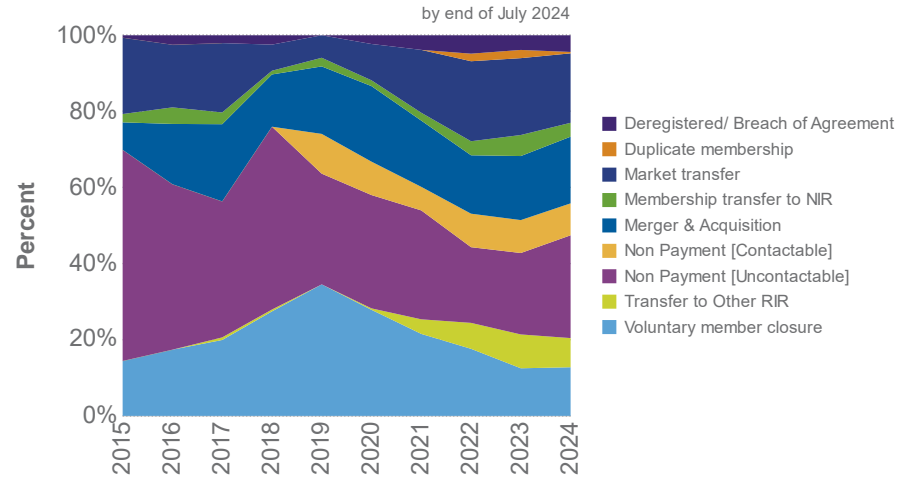
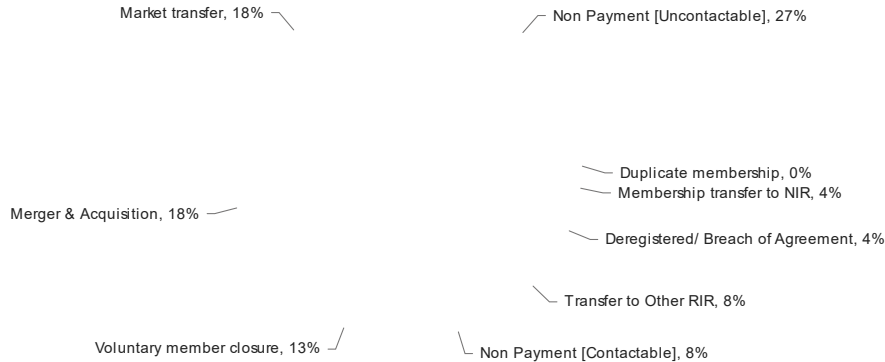
Amount (AUD)	As at Jul 2024	As at Dec 2023	Change \$	Change %
<b>CURRENT ASSETS</b>				
Cash/ Term Deposits	9,305,073	10,039,697	(734,624)	-7%
Receivables	3,365,293	2,372,956	992,337	42%
Others	1,983,568	1,520,890	462,677	30%
<b>TOTAL CURRENT ASSETS</b>	<b>14,653,934</b>	<b>13,933,543</b>	<b>720,390</b>	<b>5%</b>
<b>NON-CURRENT ASSETS</b>				
Financial Assets	37,314,961	35,554,548	1,760,413	5%
Property, Plant and Equipment	8,585,156	8,716,661	(131,504)	-2%
Deferred Tax Assets	828,806	828,806	0	0%
<b>TOTAL NON-CURRENT ASSETS</b>	<b>46,728,924</b>	<b>45,100,015</b>	<b>1,628,909</b>	<b>4%</b>
<b>TOTAL ASSETS</b>	<b>61,382,857</b>	<b>59,033,558</b>	<b>2,349,299</b>	<b>4%</b>
<b>CURRENT LIABILITIES</b>				
Payables	1,966,271	2,158,304	(192,033)	-9%
Current Provisions	3,169,058	3,338,476	(169,418)	-5%
Unearned Revenue	13,908,681	13,263,073	645,608	5%
<b>TOTAL CURRENT LIABILITIES</b>	<b>19,044,011</b>	<b>18,759,853</b>	<b>284,158</b>	<b>2%</b>
<b>NON-CURRENT LIABILITIES</b>				
Non-Current Provisions	546,032	524,859	21,173	4%
Deferred Tax Liabilities	1,368,605	1,368,605	0	0%
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>1,914,637</b>	<b>1,893,464</b>	<b>21,173</b>	<b>1%</b>
<b>TOTAL LIABILITIES</b>	<b>20,958,648</b>	<b>20,653,317</b>	<b>305,331</b>	<b>1%</b>
<b>NET ASSETS</b>	<b>40,424,209</b>	<b>38,380,241</b>	<b>2,043,968</b>	<b>5%</b>
<b>EQUITY</b>				
Share Capital	1	1	0	0%
Reserves	1,645,064	1,645,064	0	0%
Retained earnings	36,735,176	35,585,301	1,149,875	3%
Net Surplus/ (Deficit)	2,043,968	1,149,875	894,093	78%
<b>TOTAL EQUITY</b>	<b>40,424,209</b>	<b>38,380,241</b>	<b>2,043,968</b>	<b>5%</b>

2024 Full Year Forecast

# APPENDIX 2– MEMBERSHIP CLOSURE REPORTING

# Membership Closures

Closure reasons by end of July 2024



- 18% of account closures are due to merger & acquisition activity
- 18% of account closures are due to market transfer activity
- 53% 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				1	2		1
AP					4	1	6	4	1	16	18	7	7
AS						1				1	2		1
AU			11	1	17	7	10	6	13	65	69	12	24
BD		1	10		1	4	6	2		24	18	12	21
CN	5		7	1	2		2	1	3	21	30	7	7
HK	6		5		4		4		4	23	81	6	9
ID			3	8		1	2		1	15	41	4	8
IN						2	10		5	17	41	0	15
JP			3		4		1	4	1	13	8		
KH			1		3		6			10	18	1	2
KR									1	1			
LA							1			1	1		1
MM					1		1			2	2		1
MN					1				1	2	1		1
MY			1			1	3		2	7	10	2	5
NP			4			2	1	2		9	6	7	5
NZ			1		5	3	1	2		12	5	2	4
PH					1		3		2	6	5	1	3
PK					1		7			8	7	0	2
SB							1			1	1	0	1
SG			2		3		5		1	11	17	2	6
TH			2				4			6	21	2	4
TW	1				1					2	4	1	
<b>TOTAL</b>	<b>12</b>	<b>1</b>	<b>50</b>	<b>10</b>	<b>48</b>	<b>23</b>	<b>74</b>	<b>21</b>	<b>35</b>	<b>274</b>	<b>408</b>	<b>66</b>	<b>128</b>



# Membership – closures by year joined

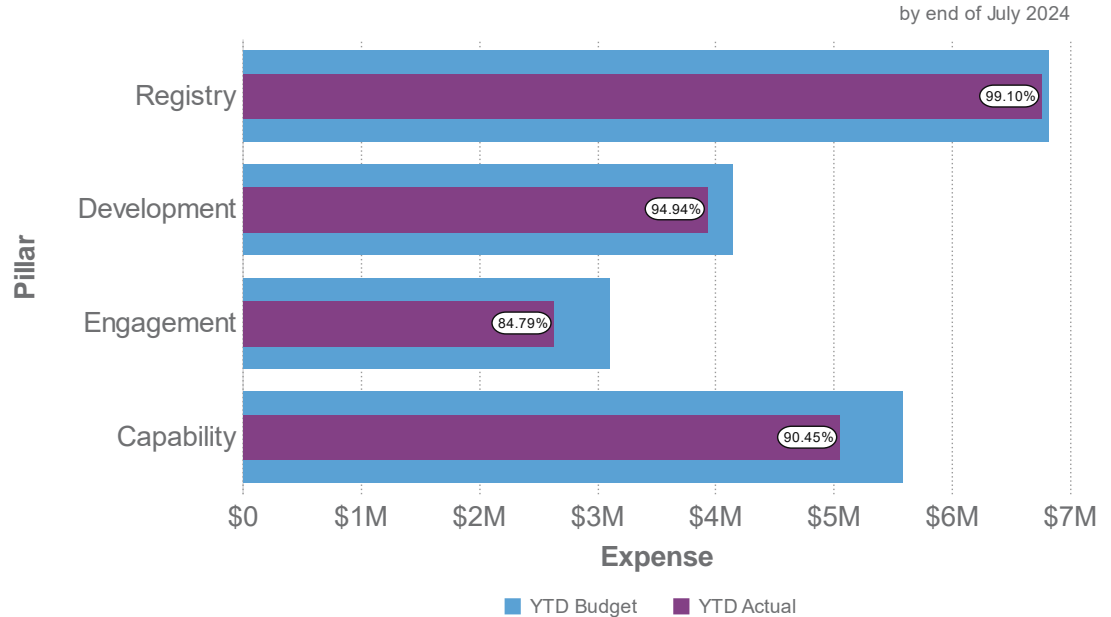
Year Joined	Deregistered/ Breach of Agreement	Duplicate membership	Market transfer	Membership transfer to NIR	Merger & Acquisition	Non Payment [Contactable]	Non Payment [Uncontactable]	Transfer to Other RIR	Voluntary member closure	Total	IPv4 Resources Reclaimed (/24's)	IPv6 Resources Reclaimed (/32's)	ASN Reclaimed
1997					1					1			
1998							1			1	1		
2001			2							2		1	
2004					1	1		1	1	4	32	1	7
2005					1				1	2			
2006					2				1	3	8	0	1
2007					2					2			
2008			1		1					2			
2009					1					1			
2010			1		2					3			
2011					2	2	3		1	8	21	1	7
2012					1		3	2	2	8	8	0	4
2013	1		1		5		5		1	13	24	2	4
2014			2		1	2	7	3	2	17	39	3	10
2015	6		6		8	1	7	2	3	33	69	6	15
2016			3	8	6	2	3	3	2	27	18	11	15
2017	2		15		5	2	4	1	1	30	30	10	11
2018	2		8		5	2		2	1	20	17	11	9
2019			2		3		5	1	1	12	14	5	5
2020	1					2	7		2	12	18	3	9
2021					1	2	9		3	15	68	3	12
2022			5	1		1	9	3	4	23	17	4	8
2023			4	1		5	8	3	6	27	24	5	11
2024		1				1	3		3	8			
<b>TOTAL</b>	<b>12</b>	<b>1</b>	<b>50</b>	<b>10</b>	<b>48</b>	<b>23</b>	<b>74</b>	<b>21</b>	<b>35</b>	<b>274</b>	<b>408</b>	<b>66</b>	<b>128</b>

2024 Full Year Forecast

# APPENDIX 3 – EXPENSES BY PILLARS

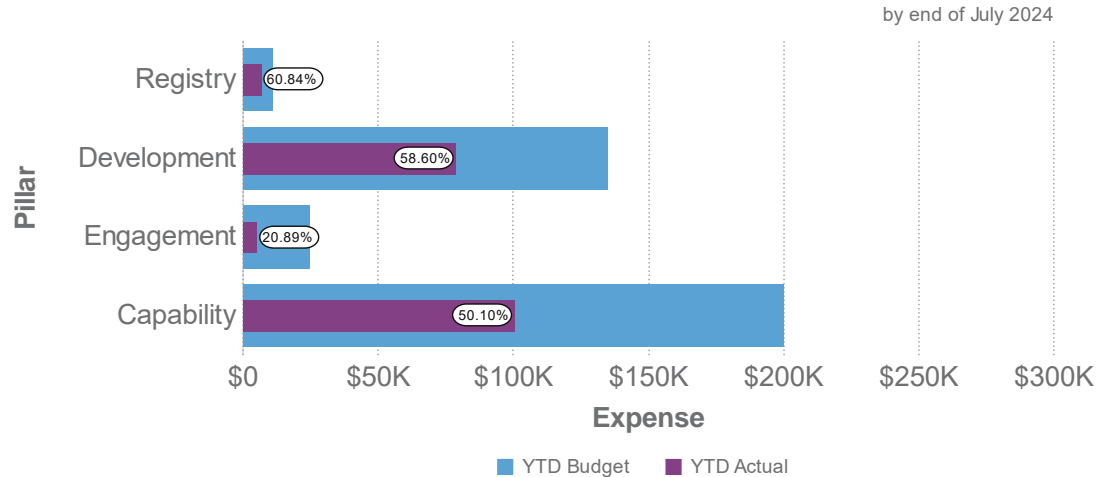
# Operating Expenses YTD Actual by Pillars

- Registry Pillar:
  - \$61,286 ↓ budget YTD
  - Savings from new internal arrangement for Tier 1 support and Professional strategy and training consultant
- Development Pillar:
  - \$209,552 ↓ budget YTD
  - Savings from Foundation funded projects and partner training program expenses
- Engagement Pillar:
  - \$473,082 ↓ budget YTD
  - APNIC conference cost phasing
  - Other costs like travel, community sponsorship and professional consultants cost phasing
  - 2023 NRO shared expenses lower than expected
- Capability Pillar:
  - \$533,502 ↓ budget YTD
  - Building depreciation adjustment and purchase deferral
  - Security Compliance Tool project revisit and deferral
  - Travel and staff training cost phasing



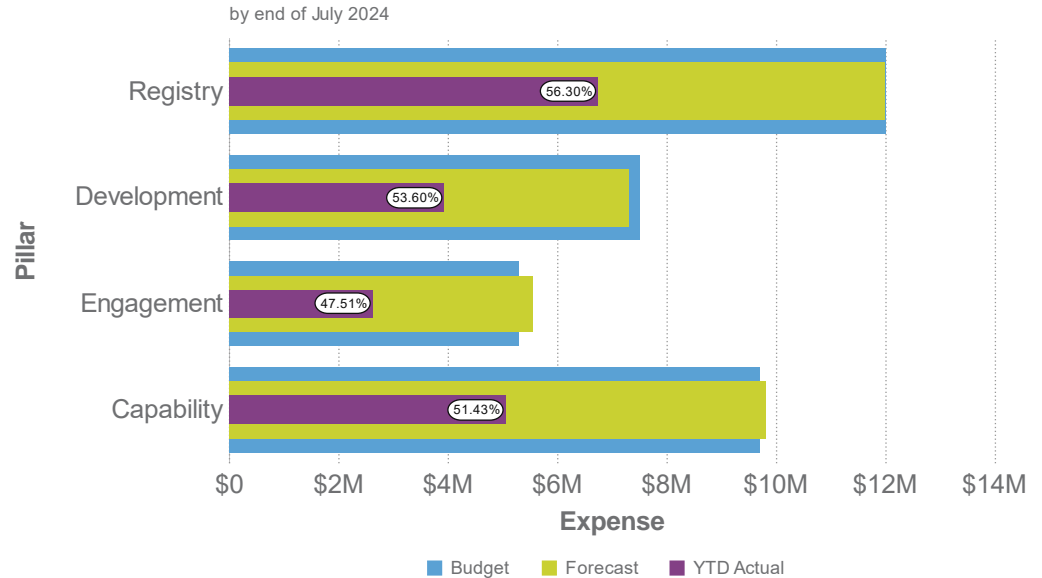
# Capital Expenditure YTD Actual by Pillars

- Registry Pillar:
  - \$4,308 ↓ budget YTD.
  - Deferral of NexDC and Interactive Switch replacement
- Development Pillar:
  - \$55,887 ↓ budget YTD.
  - Savings from research server purchase
- Engagement Pillar:
  - \$19,778 ↓ budget YTD.
  - Savings from Conference equipment purchase
- Capabilities Pillar:
  - \$100,044 ↓ budget YTD.
  - Server room hardware, office WIFI replacement, staff laptop purchase timing difference
  - Savings from conference laptop purchase



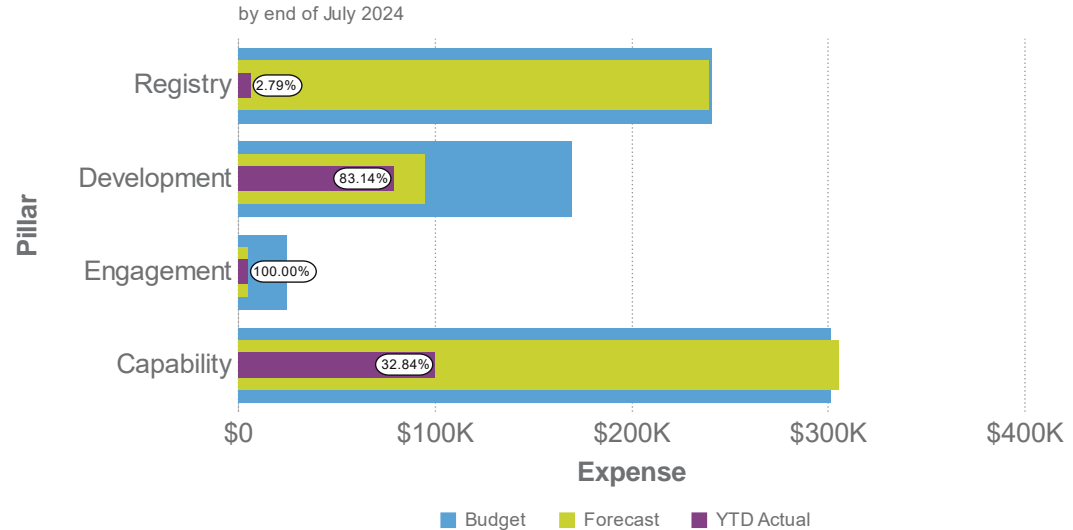
# Operating Expenses Forecast by Pillar

- Registry Pillar:
  - Full year forecast \$17,792 ↓ budget
  - Savings from new internal arrangement for Tier 1 support and Professional strategy and training consultant
  - Offset with Salaries and personnel expenses
- Development Pillar:
  - Full year forecast \$192,525 ↓ budget
  - Savings from Foundation funded projects and partner training program expenses
- Engagement Pillar:
  - Full year forecast \$241,647 ↑ budget
  - New structure and staff conversion to full time resulted higher salaries and personnel expenses
  - Additional travel provision for new DG shadow senior Secretariat staff at stakeholder engagement events
- Capability Pillar:
  - Full year forecast \$109,212 ↑ budget
  - Provision for DG transition
  - Offset with savings from insurance renewal, salaries reallocation and savings from backfilling various roles.



# Capital Expenditure Forecast by Pillar

- Registry Pillar:
  - Full year forecast \$916 ↓ budget.
- Development Pillar:
  - Full year forecast \$74,839 ↓ budget.
  - Savings from research server purchase
- Engagement Pillar:
  - Full year forecast \$19,778 ↓ budget.
  - Savings from Conference equipment purchase
- Capability Pillar:
  - Full year \$4,235 ↑ budget.
  - Savings from conference laptop purchase



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

This page is intentionally left blank.



Wealth Management

## **Investment Report 1.7.2024 – 31.7.2024**

### **APNIC PTY LTD**

Portfolio Group: 3000039

---

This page is intentionally left blank.

**UBS AG, Australia Branch**

Level 31, Gateway  
1 Macquarie Place  
Sydney  
NSW 2000  
Australia

Phone  
ABN  
AFSL

+612 8205 4888  
47 088 129 613  
231087

Wealth Management

## Investment Report 1.7.2024 – 31.7.2024

**Portfolio Group**            **3000039**

In the Name of            APNIC PTY LTD

Produced on                1.8.2024  
Reporting Currency        AUD

Relationship Manager     Patrick Armitage  
Phone                        +61 2 8205 4451

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

### Table of Contents

	<b>Page</b>
1. Overview	
1.1. Asset Allocation	3
1.2. Income and Activity	4
1.3. Performance	5
2. Analyses	
2.1. Asset Allocation	6
2.2. Performance	8
2.3. Contribution Analysis	9
2.4. Contribution - Top Contributors & Detractors	10
3. Positions	
3.1. Investment Related Positions	11
4. Appendix	
4.1. Explanations	23
4.2. Legal Information	26

**Scope of Analysis**  
as of 31.7.2024

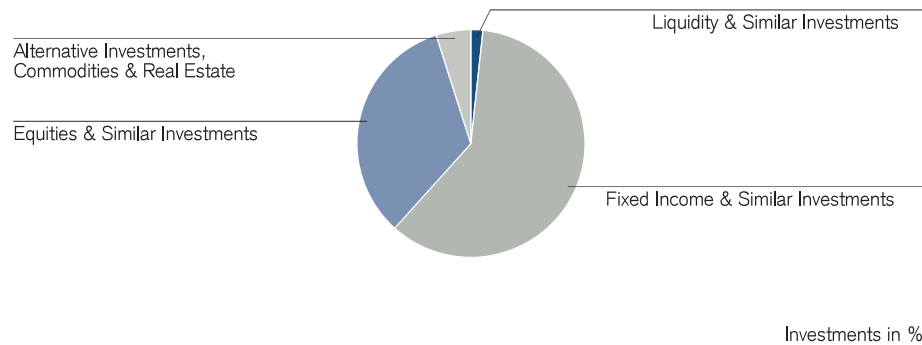
Components	Portfolio	Asset Value in AUD	Discretionary Mandate	Opened	Closed	Performance Activation	Performance Deactivation
Portfolio Group: 3000039							
<b>Investment related Positions</b>							
AUD Portfolio	3000039-10	0		16.08.2013		31.12.2013	
AUD Portfolio	3000039-70	37,314,961	Yes	16.08.2013		31.12.2013	
<b>Total Investments</b>		<b>37,314,961</b>					
<b>Total Wealth</b>		<b>37,314,961</b>					

# 1. Overview

## 1.1. Asset Allocation

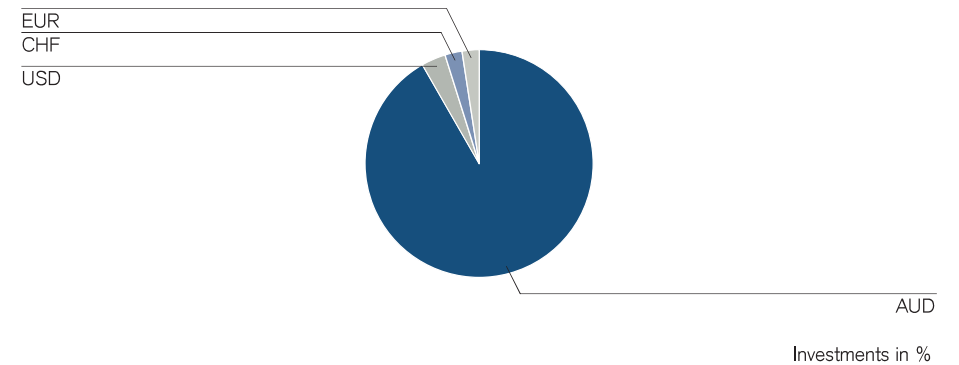
**Asset Allocation by Asset Category**  
Period 1.7.2024 - 31.7.2024

	Beginning Market Value in AUD	Change	Ending Market Value in AUD	Ending Market Value Prop.
■ Liquidity & Similar Investments	2,635,053	-2,011,077	623,975	1.67%
■ Fixed Income & Similar Investments	21,873,872	506,529	22,380,402	59.98%
■ Equities & Similar Investments	12,150,596	323,779	12,474,374	33.43%
■ Alternative Investments, Commodities & Real Estate	0	1,836,210	1,836,210	4.92%
<b>Total Investments</b>	<b>36,659,521</b>		<b>37,314,961</b>	<b>100.00%</b>



**Asset Allocation by Currency**  
Period 1.7.2024 - 31.7.2024

	Beginning Market Value in AUD	Change	Ending Market Value in AUD	Ending Market Value Prop.
■ AUD - Australian Dollar	31,589,630	2,633,884	34,223,514	91.72%
■ USD - US Dollar	2,650,041	-1,367,049	1,282,992	3.44%
■ CHF - Swiss Franc	748,019	158,357	906,376	2.43%
■ EUR - Euro	1,671,830	-769,751	902,079	2.42%
<b>Total Investments</b>	<b>36,659,521</b>		<b>37,314,961</b>	<b>100.00%</b>



## 1.2. Income and Activity

### Income Summary

Period 1.7.2024 - 31.7.2024

	Current Period in AUD	Year to Date in AUD
Cash Dividend	26,662	247,053
Coupon Received/Paid	7,125	238,106
Interest Earned	5,447	24,956
Interest Paid	0	-1,292
<b>Net Income</b>	<b>39,235</b>	<b>508,823</b>
Non-Investment Related Income	0	0

### Activity Summary

Period 1.7.2024 - 31.7.2024

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

**1.3. Performance**

**Performance Summary**

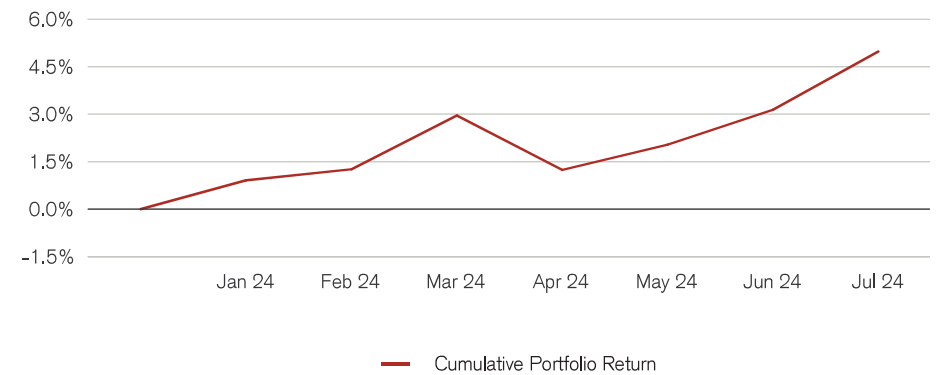
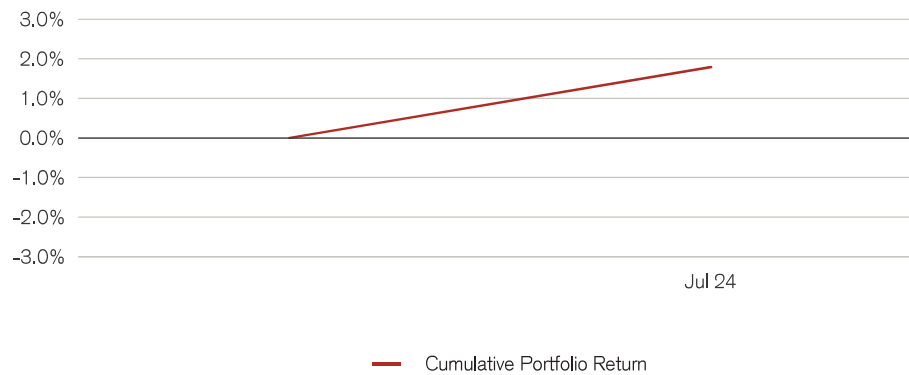
Period 1.7.2024 - 31.7.2024

	Asset Value in AUD	Asset Value in AUD
Ending Market Value		37,314,961
Beginning Market Value		36,659,521
Asset Flows including		0
Inflows	0	
Outflows	0	
Net Non-Investment Flows	0	
Taxes	0	
Flow Adjusted Value Change		655,441
<b>Cumulative Portfolio Return – net</b>		<b>1.79%</b>

**Performance Year-to-date**

Period 1.1.2024 - 31.7.2024

	Asset Value in AUD	Asset Value in AUD
Ending Market Value		37,314,961
Beginning Market Value		35,554,548
Asset Flows including		-9,825
Inflows	0	
Outflows	0	
Net Non-Investment Flows	0	
Taxes	-9,825	
Flow Adjusted Value Change		1,770,239
<b>Cumulative Portfolio Return – net</b>		<b>4.98%</b>



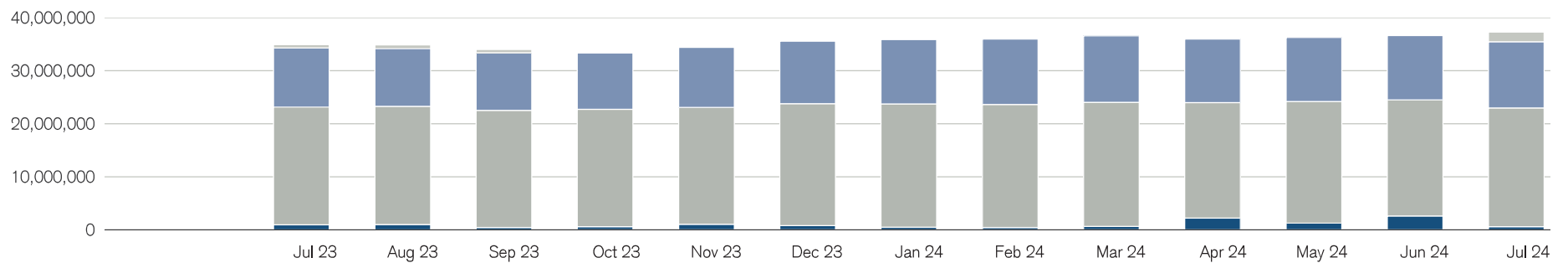
## 2. Analyses

### 2.1. Asset Allocation

#### Asset Allocation by Asset Category Details

Period 1.7.2023 - 31.7.2024

	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Jul 24
■ Liquidity & Similar Investments	936,153	1,018,971	473,338	603,021	1,039,031	805,375	495,243	459,520	670,974	2,230,390	1,285,324	2,635,053	623,975
■ Fixed Income & Similar Investments	22,232,509	22,278,822	22,072,856	22,115,742	22,050,040	22,971,961	23,264,629	23,189,789	23,378,634	21,786,647	22,935,502	21,873,872	22,380,402
■ Equities & Similar Investments	11,125,750	10,889,308	10,846,464	10,633,736	11,345,807	11,777,212	12,117,193	12,352,766	12,553,306	11,972,013	12,055,406	12,150,596	12,474,374
■ Alternative Investments, Commodities & Real Estate	645,180	663,364	633,786	0	0	0	0	0	0	0	0	0	1,836,210
<b>Total Ending Market Value in AUD</b>	<b>34,939,591</b>	<b>34,850,465</b>	<b>34,026,445</b>	<b>33,352,499</b>	<b>34,434,879</b>	<b>35,554,548</b>	<b>35,877,065</b>	<b>36,002,075</b>	<b>36,602,914</b>	<b>35,989,049</b>	<b>36,276,231</b>	<b>36,659,521</b>	<b>37,314,961</b>

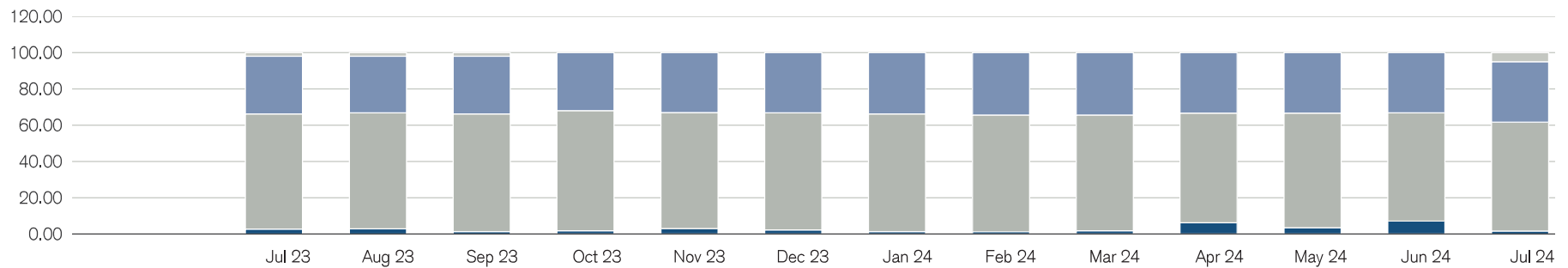


Investments in AUD



**Asset Allocation by Asset Category Details in %**  
Period 1.7.2023 - 31.7.2024

	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Jul 24
■ Liquidity & Similar Investments	2.68	2.92	1.39	1.81	3.02	2.27	1.38	1.28	1.83	6.20	3.54	7.19	1.67
■ Fixed Income & Similar Investments	63.63	63.93	64.87	66.31	64.03	64.61	64.85	64.41	63.87	60.54	63.22	59.67	59.98
■ Equities & Similar Investments	31.84	31.25	31.88	31.88	32.95	33.12	33.77	34.31	34.30	33.27	33.23	33.14	33.43
■ Alternative Investments, Commodities & Real Estate	1.85	1.90	1.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.92
<b>Total Ending Market Value in %</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>



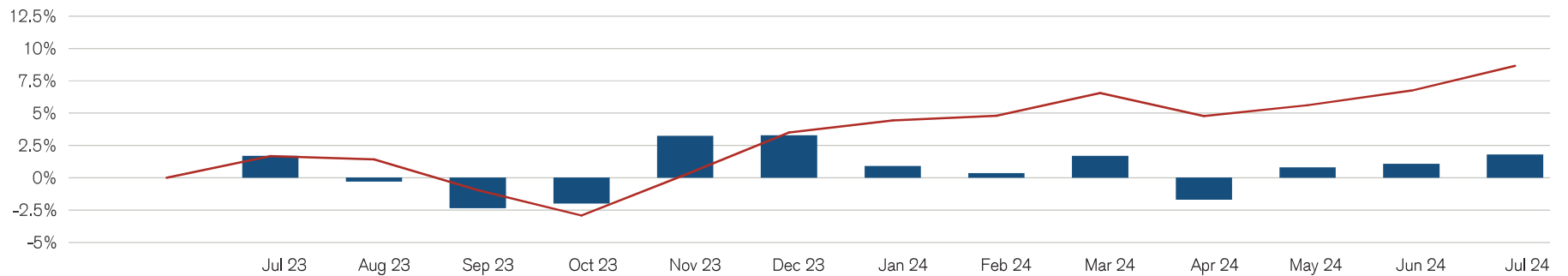
Investments in %

## 2.2. Performance

### Performance Details

Period 1.7.2023 - 31.7.2024

	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Jul 24
Ending Market Value	34,939,591	34,850,465	34,026,445	33,352,645	34,434,879	35,554,548	35,877,065	36,002,075	36,602,914	35,989,049	36,276,231	36,659,521	37,314,961
Beginning Market Value	34,361,843	34,939,591	34,850,465	34,026,445	33,352,645	34,434,879	35,554,548	35,877,065	36,002,075	36,602,914	35,989,049	36,276,231	36,659,521
Asset Flows including	0	0	-4,734	0	0	-4,625	0	0	-4,878	0	0	-4,947	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	-4,734	0	0	-4,625	0	0	-4,878	0	0	-4,947	0
Flow Adjusted Value Change	577,748	-89,126	-819,286	-673,800	1,082,234	1,124,294	322,517	125,011	605,716	-613,864	287,182	388,237	655,441
<b>■ Portfolio Return – net</b>	<b>1.68%</b>	<b>-0.26%</b>	<b>-2.35%</b>	<b>-1.98%</b>	<b>3.24%</b>	<b>3.27%</b>	<b>0.91%</b>	<b>0.35%</b>	<b>1.68%</b>	<b>-1.68%</b>	<b>0.80%</b>	<b>1.07%</b>	<b>1.79%</b>
<b>— Cumulative Portfolio Return</b>	<b>1.68%</b>	<b>1.42%</b>	<b>-0.96%</b>	<b>-2.92%</b>	<b>0.23%</b>	<b>3.50%</b>	<b>4.44%</b>	<b>4.80%</b>	<b>6.56%</b>	<b>4.78%</b>	<b>5.61%</b>	<b>6.74%</b>	<b>8.65%</b>



### 2.3. Contribution Analysis

#### Multi-Period Contribution by Asset Category in % as of 31.7.2024

	Month To Date	Quarter To Date	Year To Date	1 Year	Current Period
Liquidity & Similar Investments	0.03	0.03	-0.17	-0.42	0.03
Fixed Income & Similar Investments	0.94	0.94	1.42	3.56	0.94
Equities & Similar Investments	0.81	0.81	3.73	3.62	0.81
Alternative Investments, Commodities & Real Estate	-	-	-	0.09	-
<b>Total – net ***</b>	<b>1.79</b>	<b>1.79</b>	<b>4.98</b>	<b>6.86</b>	<b>1.79</b>

#### Multi-Period Contribution by Currency in % as of 31.7.2024

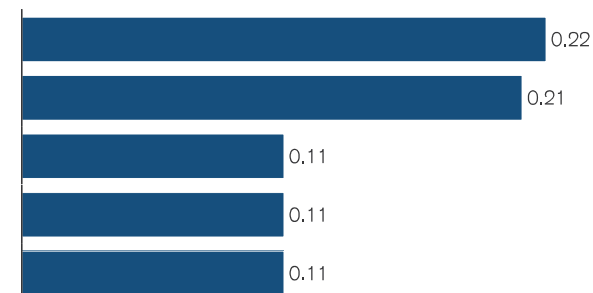
	Month To Date	Quarter To Date	Year To Date	1 Year	Current Period
AUD – Australian Dollar	1.58	1.58	2.89	5.34	1.58
USD – US Dollar	0.11	0.11	1.55	0.86	0.11
CHF – Swiss Franc	0.08	0.08	0.20	0.20	0.08
EUR – Euro	0.02	0.02	0.36	0.45	0.02
JPY – Japan Yen	-	-	-	0.02	-
Non-Allocable Effect	-	-	-0.02	-0.01	-
<b>Total – net ***</b>	<b>1.79</b>	<b>1.79</b>	<b>4.98</b>	<b>6.86</b>	<b>1.79</b>

\*\*\* 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.

## 2.4. Contribution - Top Contributors & Detractors

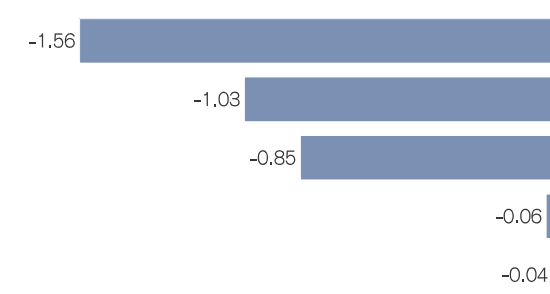
### Top Contributors in % as of 31.7.2024

	Total Return	Average Weight	Contribution
SHS -(AUD HEDGED) F-ACC- FOCUSED SICAV - WORLD BANK LONG TERM BOND USD CAPITALISATION	2.03	10.62	0.22
SHS -AUD-HEDGED F-ACC- MULTI MANAGER ACCESS SICAV - GREEN SOCIAL AND SUSTAINABILITY BONDS CAPITALISATION	1.62	12.93	0.21
SHS -F HEDGED- MULTI MANAGER ACCESS II SICAV - EUROPEAN MULTI CREDIT SUSTAINABLE CAPITALISATION	1.65	6.95	0.11
SHS -F HEDGED- MULTI MANAGER ACCESS II SICAV - US MULTI CREDIT SUSTAINABLE CAPITALISATION	1.44	7.71	0.11
ACCUM SHS -X- HEDGED AUD FEDERATED HERMES INVESTMENT FUNDS PLC - FEDERATED HERMES SDG ENGAGEMENT EQUITY FUND	6.23	1.82	0.11
<b>Total – net ***</b>		<b>40.03</b>	<b>0.76</b>



### Top Detractors in % as of 31.7.2024

	Total Return	Average Weight	Contribution
SHS -(AUD HEDGED) F- UBS (LUX) EQUITY SICAV - LONG TERM THEMES (USD) CAPITALISATION	-100.00	0.62	-1.56
SHS -HEDGED F- MULTI MANAGER ACCESS II SICAV - FUTURE OF EARTH CAPITALISATION	-100.00	0.42	-1.03
UNITS -F- UBS (LUX) EQUITY FUND FCP - GLOBAL SUSTAINABLE (USD) CAPITALISATION	-100.00	0.35	-0.85
MINI FUTURE UBS AG, LONDON BRANCH 2024-25.06.25 (RED.02.07.25) ON 10Y EURO BTP FUTURE	-13.96	0.37	-0.06
REGISTERED SHS FORTESCUE LTD	-11.84	0.40	-0.04
<b>Total – net ***</b>		<b>2.16</b>	<b>-3.55</b>



\*\*\* 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.

### 3. Positions

#### 3.1. Investment Related Positions as of 31.7.2024

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 %
<b>Liquidity &amp; Similar Investments</b>							
<b>Accounts</b>							
AUD	426,589.29	Current Account -20300003970945 AUD Portfolio: 3000039-70	1.0000		426,589		
					1.14%		
EUR	23.85	Current Account -20300003970056 AUD Portfolio: 3000039-70	1.0000	1.6635 EUR/AUD	40		
USD	-236,923.90	Current Account -20300003970780 AUD Portfolio: 3000039-70	1.0000	0.6556 AUD/USD	-364,078	-2,666	-0.74%
					-0.98%	-2,666	-0.74%
<b>Total Accounts</b>					<b>62,551</b>	<b>0</b>	<b>0.17%</b>
<b>FX Options and Warrants</b>							
CHF	1,947	WARRANT SG ISSUER SA 2024-22.04.25 ON LONG CHF SHORT CNY AUD Portfolio: 3000039-70	XS2395099679 126391231	28.9600 0.5779 AUD/CHF	28,4700 BID 31.07.2024	96,636 -938	-0.96% -1.69%
					0.26%	726	0.73%
USD	1,770	WARRANT SG ISSUER SA 2024-22.04.25 ON LONG USD SHORT CNY AUD Portfolio: 3000039-70	XS2395099596 126391232	34.7600 0.6554 AUD/USD	33,7700 BID 31.07.2024	91,852 -2,022	-2.15% -2.85%
					0.25%	671	0.69%
<b>Total FX Options and Warrants</b>					<b>188,489</b>	<b>0</b>	<b>0.51%</b>

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 %
<b>Structured FX Investments</b>							
USD	2,400	SG 3M USD CERTIFICATE ON USDTRY 2024-10.4.2024 AUD Portfolio: 3000039-70 of which is pending settlement AUD Portfolio: 3000039-70	XS2814142837 126390857	101.7600 0.6556 AUD/USD	101.1200 BID 31.07.2024	372,936  388 -2,360 2,748 1.00%	0.10%  -0.63% 0.73%
<b>Total Structured FX Investments</b>					<b>372,936</b>	<b>0</b>	<b>1.00%</b>
<b>Total Liquidity &amp; Similar Investments</b>					<b>623,975</b>	<b>0</b>	<b>1.67%</b>
<b>Fixed Income &amp; Similar Investments</b>							
<b>Fixed Income &amp; Similar Investments AUD</b>							
AUD	300,000	1.25 % BONDS NEW SOUTH WALES TREASURY CORP 2019-20.03.25 AUD Portfolio: 3000039-70 Duration: 0.6168 / Rating: S&P AA+ Yield to Maturity: 4.27% AUD Portfolio: 3000039-70	AU3SG0002025 51264582	97.5490%	98.1400% BID 31.07.2024	295,775 1,355 0.79%	1,773 1,773 0.61%
AUD	100,000	3.25 % NOTES COMMONWEALTH OF AUSTRALIA 2013-21.4.25 SERIES TB139 AUD Portfolio: 3000039-70 Duration: 0.6954 / Rating: Moody's Aaa Yield to Maturity: 4.36% AUD Portfolio: 3000039-70	AU3TB0000168 21489990	99.1000%	99.2170% VPR 31.07.2024	100,116 899 0.27%	117 117 0.12%

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	7,320 MINI FUTURE UBS AG, LONDON BRANCH 2024-25.06.25 (RED.02.07.25) ON 10 YEAR COMMONWEALTH AUD Portfolio: 3000039-70	CH1353417848 135341784	19.2700	21.8200 BID 31.07.2024	159,722 0.43%	18,666 18,666	13.23% 13.23%
AUD	300,000 4.75 % MEDIUM TERM NOTES QUEENSLAND TREASURY CORP 2014-21.7.25 SR, UNSEC. AUD Portfolio: 3000039-70 Duration: 0.9354 / Rating: S&P AA+ Yield to Maturity: 4.37% AUD Portfolio: 3000039-70	AU0000XQLQZ9 24138446	100.3920%	100.3500% VPR 31.07.2024	301,437 387 0.81%	-126 -126	-0.04% -0.04%
AUD	11,342.3 ACCUM SHS -A (H)- AUD RECORD UCITS ICAV - RECORD EM SUSTAINABLE FINANCE FUND AUD Portfolio: 3000039-70	IE000LJ69QX1 132865051	99.9085	97.6559 NAV 30.07.2024	1,107,643 2.97%	-25,550 -25,550	-2.25% -2.25%
AUD	53,877 ACCUM SHS -I4- AUD NEUBERGER BERMAN INVESTMENT FUNDS PLC - NEUBERGER BERMAN GLOBAL HIGH YIELD SDG ENGAGEMENT FUND AUD Portfolio: 3000039-70	IE000RAQS8J1 132628436	10.1300	10.3700 NAV 30.07.2024	558,704 1.50%	12,930 12,930	2.37% 2.37%
AUD	418,411 ACCUM SHS -Y- HEDGE AUD FEDERATED HERMES INVESTMENT FUNDS PLC - FEDERATED HERMES SDG ENGAGEMENT HIGH YIELD CREDIT FUND AUD Portfolio: 3000039-70	IE000Y3Y1C01 132618295	3.0421	3.1009 NAV 30.07.2024	1,297,451 3.48%	24,603 24,603	1.93% 1.93%
AUD	27,947 SHS -F HEDGED- MULTI MANAGER ACCESS II SICAV - US MULTI CREDIT SUSTAINABLE CAPITALISATION AUD Portfolio: 3000039-70	LU2766828227 132899785	100.0000	102.4300 NAV 30.07.2024	2,862,611 7.67%	67,911 67,911	2.43% 2.43%

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		P/L Unreal. in % Instr. in % FX in %
						Unrealized in AUD of which Instrument of which Forex		
AUD	47,184 SHS -AUD-HEDGED F-ACC- MULTI MANAGER ACCESS SICAV - GREEN SOCIAL AND SUSTAINABILITY BONDS CAPITALISATION AUD Portfolio: 3000039-70	LU2766828573 132903462	100.0000	101.9700 NAV 30.07.2024	4,811,352 12.89%	92,952 92,952		1.97% 1.97%
AUD	25,538 SHS -(AUD HEDGED) F-ACC- FOCUSED SICAV - WORLD BANK BOND USD CAPITALISATION AUD Portfolio: 3000039-70	LU2767223444 132899617	100.0000	101.9600 NAV 30.07.2024	2,603,854 6.98%	50,054 50,054		1.96% 1.96%
AUD	38,040 SHS -(AUD HEDGED) F-ACC- FOCUSED SICAV - WORLD BANK LONG TERM BOND USD CAPITALISATION AUD Portfolio: 3000039-70	LU2767312387 132899626	100.0000	103.0600 NAV 30.07.2024	3,920,402 10.51%	116,402 116,402		3.06% 3.06%
AUD	11,962 SHS -(AUD HEDGED) F-ACC- FOCUSED SICAV - US CORPORATE BOND SUSTAINABLE USD CAPITALISATION AUD Portfolio: 3000039-70	LU2767312460 132899577	100.0000	102.2000 NAV 30.07.2024	1,222,516 3.28%	26,316 26,316		2.20% 2.20%
AUD	25,407 SHS -F HEDGED- MULTI MANAGER ACCESS II SICAV - EUROPEAN MULTI CREDIT SUSTAINABLE CAPITALISATION AUD Portfolio: 3000039-70	LU2781415786 133474488	100.0000	101.9300 NAV 30.07.2024	2,589,736 6.94%	49,036 49,036		1.93% 1.93%
AUD	26,340 SHS -A- UBS (LUX) FUND SOLUTIONS SICAV - SUSTAINABLE DEVELOPMENT BANK BONDS UCITS ETF CAPITALISATION AUD Portfolio: 3000039-70	LU2798094160 135528858 MDBAU.S	7.0303	7.0640 BID 31.07.2024	186,066 0.50%	888 888		0.48% 0.48%
<b>Total Fixed Income &amp; Similar Investments AUD</b>					<b>22,017,387</b>	<b>2,642</b>		<b>59.00%</b>



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 %
<b>Fixed Income &amp; Similar Investments EUR</b>							
EUR	4,560	MINI FUTURE UBS AG, LONDON BRANCH 2024-25.06.25 (RED.02.07.25) ON 10Y EURO BTP FUTURE AUD Portfolio: 3000039-70	CH1353417699 135341769	20.3700 1.6145 EUR/AUD	17.0100 BID 31.07.2024	129,034  -20,928 -25,488 0.35% 4,560	-13.96%  -16.49% 2.54%
<b>Total Fixed Income &amp; Similar Investments EUR</b>					<b>129,034</b>	<b>0</b>	<b>0.35%</b>
<b>Fixed Income &amp; Similar Investments USD</b>							
USD	10,057	MINI FUTURE UBS AG, LONDON BRANCH 2024-24.02.25 (RED.03.03.25) ON 5Y US TN FUTURES STRATEGY AUD Portfolio: 3000039-70	CH1324252738 132425273	13.6782 0.6556 AUD/USD	15.1400 CLO 31.07.2024	233,981  24,147 22,592 0.63% 1,555	11.51%  10.69% 0.82%
<b>Total Fixed Income &amp; Similar Investments USD</b>					<b>233,981</b>	<b>0</b>	<b>0.63%</b>
<b>Total Fixed Income &amp; Similar Investments</b>					<b>22,380,402</b>	<b>2,642</b>	<b>59.98%</b>
<b>Equities &amp; Similar Investments</b>							
<b>Equities &amp; Similar Investments AUD</b>							
AUD	5,354	REGISTERED SHS ALS LTD AUD Portfolio: 3000039-70	AU000000ALQ6 19317630 ALQ.AX	14.4182	15.4400 CLO 31.07.2024	82,666  5,471 0.22%	7.09%  7.09%
AUD	5,037	SHS AMCOR PLC CHESS DEPOSITORY INTERESTS REPR 1 SH AUD Portfolio: 3000039-70	AU000000AMC4 46914139 AMC.AX	15.2716	16.1900 CLO 31.07.2024	81,549  4,626 0.22%	6.01%  6.01%

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	5,798 REGISTERED SHS ANZ GROUP HOLDINGS LIMITED AUD Portfolio: 3000039-70	AU000000ANZ3 122827935 ANZ.AX	25.7738	29,0500 CLO 31.07.2024	168,432 0.45%	18,995 18,995	12.71% 12.71%
AUD	27,209 REGISTERED SHS AURIZON HOLDINGS LTD AUD Portfolio: 3000039-70	AU000000AZJ1 20175896 AZJ.AX	3.6945	3,7200 CLO 31.07.2024	101,217 0.27%	694 694	0.69% 0.69%
AUD	3,538 REGISTERED SHS BLUESCOPE STEEL LTD AUD Portfolio: 3000039-70	AU000000BSLO 1424021 BSL.AX	21.6154	22,1600 CLO 31.07.2024	78,402 0.21%	1,927 1,927	2.52% 2.52%
AUD	7,089 REGISTERED SHS BRAMBLES LTD AUD Portfolio: 3000039-70	AU000000BXB1 2373150 BXB.AX	13.9090	15,5600 CLO 31.07.2024	110,305 0.30%	11,704 11,704	11.87% 11.87%
AUD	938 REGISTERED SHS COMMONWEALTH BANK OF AUSTRALIA AUD Portfolio: 3000039-70	AU000000CBA7 646758 CBA.AX	85.2729	137,4900 CLO 31.07.2024	128,966 0.35%	48,980 48,980	61.24% 61.24%
AUD	435 REGISTERED SHS CSL LTD AUD Portfolio: 3000039-70	AU000000CSL8 241548 CSL.AX	194.0443	309,7200 CLO 31.07.2024	134,728 0.36%	50,319 50,319	59.61% 59.61%
AUD	6,425 REGISTERED SHS FORTESCUE LTD AUD Portfolio: 3000039-70	AU000000FMG4 1655130 FMG.AX	24.6777	18,8700 CLO 31.07.2024	121,240 0.32%	-37,314 -37,314	-23.53% -23.53%
AUD	11,917 REGISTERED SHS INSURANCE AUSTRALIA GROUP LTD AUD Portfolio: 3000039-70	AU000000IAG3 1360427 IAG.AX	5.3906	7,4000 CLO 31.07.2024	88,186 0.24%	23,946 23,946	37.28% 37.28%

Number/ Nominal	Description	Identification ISIN Valoren Number Ticker	Cost Valuation Price Exchange Rate	Current Valuation Price/ Type Date	Value in AUD of which Accrued Interest Proportion in %	Profit/ Loss Unrealized in AUD of which Instrument of which Forex	P/L Unreal. in % Instr. in % FX in %
AUD	1,004 REGISTERED SHS MINERAL RESOURCES LTD AUD Portfolio: 3000039-70	AU000000MIN4 2621968 MIN.AX	72.1127	54.2800 CLO 31.07.2024	54,497 0.15%	-17,904 -17,904	-24.73% -24.73%
AUD	16,941 REGISTERED SHS MEDIBANK PRIVATE LTD AUD Portfolio: 3000039-70	AU000000MPL3 25835091 MPL.AX	3.7695	3.9800 CLO 31.07.2024	67,425 0.18%	3,566 3,566	5.58% 5.58%
AUD	2,603 REGISTERED SHS NATIONAL AUSTRALIA BANK LTD AUD Portfolio: 3000039-70	AU000000NAB4 641643 NAB.AX	25.0707	38.5800 CLO 31.07.2024	100,424 0.27%	35,165 35,165	53.88% 53.88%
AUD	6,862 REGISTERED SHS NORTHERN STAR RESOURCES LTD AUD Portfolio: 3000039-70	AU000000NST8 1748667 NST.AX	14.3113	14.0800 CLO 31.07.2024	96,617 0.26%	-1,587 -1,587	-1.62% -1.62%
AUD	4,942 REGISTERED SHS QBE INSURANCE GROUP LTD AUD Portfolio: 3000039-70	AU000000QBE9 641857 QBE.AX	12.2178	18.0800 CLO 31.07.2024	89,351 0.24%	28,971 28,971	47.98% 47.98%
AUD	5,569 REGISTERED SHS SANDFIRE RESOURCES LTD AUD Portfolio: 3000039-70	AU000000SFR8 1808027 SFR.AX	8.8061	8.7000 CLO 31.07.2024	48,450 0.13%	-591 -591	-1.21% -1.21%
AUD	2,046 REGISTERED SHS SONIC HEALTHCARE LIMITED AUD Portfolio: 3000039-70	AU000000SHL7 163147 SHL.AX	24.2574	27.6600 CLO 31.07.2024	56,592 0.15%	6,962 6,962	14.03% 14.03%
AUD	3,830 REGISTERED SHS SUPER RETAIL GROUP LTD AUD Portfolio: 3000039-70	AU000000SULO 1873663 SUL.AX	13.1621	15.9700 CLO 31.07.2024	61,165 0.16%	10,754 10,754	21.33% 21.33%

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		P/L Unreal. in % Instr. in % FX in %
						Unrealized in AUD of which Instrument	of which Forex	
AUD	32,267 REGISTERED SHS TELSTRA GROUP LIMITED AUD Portfolio: 3000039-70	AU000000TLS2 122480384 TLS.AX	3.9967	3,9400 CLO 31.07.2024	127,132  0.34%	-1,829 -1,829	-1.42% -1.42%	
AUD	6,402 REGISTERED SHS WESTPAC BANKING CORP AUD Portfolio: 3000039-70	AU000000WBC1 642372 WBC.AX	25.0431	29,8000 CLO 31.07.2024	190,780  0.51%	30,454 30,454	18.99% 18.99%	
AUD	1,163 REGISTERED SHS WESFARMERS LTD AUD Portfolio: 3000039-70	AU000000WES1 642397 WES.AX	65.3211	73,6500 CLO 31.07.2024	85,655  0.23%	9,687 9,687	12.75% 12.75%	
AUD	4,994 REGISTERED SHS WORLEY LTD AUD Portfolio: 3000039-70	AU000000WOR2 1524357 WOR.AX	13.6929	15,1800 CLO 31.07.2024	75,809  0.20%	7,427 7,427	10.86% 10.86%	
AUD	7,049 UNITS VANGUARD ETHICALLY CONSCIOUS AUST ETF EXCHANGE TRADED FUND AUD Portfolio: 3000039-70	AU0000103533 57145371 VETH.AX	55.9578	63,8300 CLO 31.07.2024	449,938  1.21%	55,491 55,491	14.07% 14.07%	
AUD	4,939 REGISTERED SHS WOODSIDE ENERGY GROUP LTD AUD Portfolio: 3000039-70	AU0000224040 119209424 WDS.AX	33.7813	27,6000 CLO 31.07.2024	136,316  0.37%	-30,529 -30,529	-18.30% -18.30%	
AUD	155,304.9049 UNITS PERENNIAL BETTER FUTURE TRUST AUD Portfolio: 3000039-70	AU60WPC56007 112127492	1.2701	1,2569 NAV 29.07.2024	195,203  0.52%	-2,043 -2,043	-1.04% -1.04%	

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 220,943.402	ACCUM SHS -X- HEDGED AUD FEDERATED HERMES INVESTMENT FUNDS PLC - FEDERATED HERMES SDG ENGAGEMENT EQUITY FUND AUD Portfolio: 3000039-70	IE000AM14MM6 132438939	2.9913	3.1573 NAV 31.07.2024	697,585 1.87%	36,677 36,677	5.55% 5.55%
AUD 72,408	ACCU SHS -A- HEDGED AUD UBS (IRL) ETF PLC - GLOBAL GENDER EQUALITY UCITS ETF AUD Portfolio: 3000039-70	IE000AP3J1Y3 135629486 GENDEA.S	5.2120	5.2200 BID 31.07.2024	377,970 1.01%	579 579	0.15% 0.15%
AUD 21,127	ACCUM SHS -SI PH- AUD BROWN ADVISORY FUNDS PLC - BROWN ADVISORY GLOBAL LEADERS SUSTAINABLE FUND AUD Portfolio: 3000039-70	IE000MX25K70 133981707	10.0000	10.2700 NAV 30.07.2024	216,974 0.58%	5,704 5,704	2.70% 2.70%
AUD 20,129	ACCUM SHS -US- UNHEDGED AUD WELLINGTON MANAGEMENT FUNDS (IRELAND) PLC - WELLINGTON GLOBAL STEWARDS FUND AUD Portfolio: 3000039-70	IE000QV7G3G9 132899359	10.1558	10.6964 NAV 31.07.2024	215,308 0.58%	10,882 10,882	5.32% 5.32%
AUD 9,931	ACCUM SHS -U10- AUD ROCKEFELLER CAPITAL MANAGEMENT UCITS ICAV - ROCKEFELLER GLOBAL EQUITY ESG IMPROVERS UCITS AUD Portfolio: 3000039-70	IE000UA912Z7 133240477	100.0000	105.3900 NAV 30.07.2024	1,046,628 2.80%	53,528 53,528	5.39% 5.39%
AUD 335,013.362	ACCUM SHS -L- AUD FEDERATED HERMES INVESTMENT FUNDS PLC - FEDERATED HERMES GLOBAL EQUITY ESG FUND AUD Portfolio: 3000039-70	IE000W9N8GC5 133207547	2.9188	3.1152 NAV 31.07.2024	1,043,634 2.80%	65,797 65,797	6.73% 6.73%

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		P/L Unreal. in % Instr. in % FX in %
						Unrealized in AUD of which Instrument	of which Forex	
AUD	3,714 SHS -HEDGED F- MULTI MANAGER ACCESS II SICAV - FUTURE OF EARTH CAPITALISATION AUD Portfolio: 3000039-70	LU2766828490 132899797	100.0000	98.9100 NAV 30.07.2024	367,352 0.98%	-4,048 -4,048	-1.09% -1.09%	
AUD	5,571 SHS -(AUD HEDGED) F- UBS (LUX) EQUITY SICAV - LONG TERM THEMES (USD) CAPITALISATION AUD Portfolio: 3000039-70	LU2767272060 132899474	100.0000	97.4100 NAV 30.07.2024	542,671 1.45%	-14,429 -14,429	-2.59% -2.59%	
AUD	3,120 UNITS -F- UBS (LUX) EQUITY FUND FCP - GLOBAL SUSTAINABLE (USD) CAPITALISATION AUD Portfolio: 3000039-70	LU2767287506 132910366	100.0000	100.6000 NAV 30.07.2024	313,872 0.84%	1,872 1,872	0.60% 0.60%	
AUD	11,292 SHS -YH- ROBECO CAPITAL GROWTH FUNDS SICAV - ROBECO GLOBAL SDG ENGAGEMENT EQUITIES CAPITALISATION AUD Portfolio: 3000039-70	LU2798266636 134851847	102.0800	106.9200 NAV 30.07.2024	1,207,341 3.24%	54,653 54,653	4.74% 4.74%	
AUD	87,704.082 SHS -XP PTF- COLUMBIA THREADNEEDLE (LUX) III SICAV - CT (LUX) SDG ENGAGEMENT GLOBAL EQUITY FUND CAPITALISATION AUD Portfolio: 3000039-70	LU2832945955 135652880	10.2900	10.3300 NAV 30.07.2024	905,983 2.43%	3,508 3,508	0.39% 0.39%	
AUD	557 REGISTERED SHS XERO LTD AUD Portfolio: 3000039-70	NZXROE0001S2 3118197 XRO.AX	134.4209	138.1800 CLO 31.07.2024	76,966 0.21%	2,094 2,094	2.80% 2.80%	
<b>Total Equities &amp; Similar Investments AUD</b>					<b>9,943,328</b>	<b>0</b>	<b>26.65%</b>	

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 %
<b>Equities &amp; Similar Investments CHF</b>							
CHF	3,738	WARRANT GOLDMAN SACHS INTERNATIONAL 2024-20.09.24 ON SMI AUD Portfolio: 3000039-70	GB00BSGHDG79 135861058	5.0400 0.6030 AUD/CHF	6.1500 BID 31.07.2024	40,078  0.11%	8,834 7,234 22.02% 1,600 6.25%
CHF	28,468	DISTRIB SHS -A- USD UBS (IRL) ETF PLC - MSCI ACWI ESG UNIVERSAL LOW CARBON SELECT UCITS ETF AUD Portfolio: 3000039-70	IE00BDQZMX67 48455495 AWESG.S	15.3387 0.5993 AUD/CHF	15.5080 CLO 31.07.2024	769,662  2.06%	41,060 8,402 1.10% 32,657 4.53%
<b>Total Equities &amp; Similar Investments CHF</b>						<b>809,739 0 2.17%</b>	
<b>Equities &amp; Similar Investments EUR</b>							
EUR	23,327	ACCUM SHS -A- USD UBS (IRL) ETF PLC - MSCI ACWI SOCIALLY RESPONSIBLE UCITS ETF AUD Portfolio: 3000039-70	IE00BDR55471 48525711 AWSRIA.MI	19.0877 1.6348 EUR/AUD	19.9200 CLO 31.07.2024	773,006  2.07%	45,077 32,298 4.36% 12,779 1.83%
<b>Total Equities &amp; Similar Investments EUR</b>						<b>773,006 0 2.07%</b>	
<b>Equities &amp; Similar Investments USD</b>							
USD	883	WARRANT UBS AG, LONDON BRANCH 2024-20.12.24 ON S&P 500 AUD Portfolio: 3000039-70	CH1365124267 136512426	26.2300 0.6626 AUD/USD	25.2900 ISS 19.07.2024	34,316  0.09%	-639 -1,275 -3.58% 637 1.76%

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	17,682 SHS USD ISHARES V PLC - ISHARES MSCI WORLD INFORMATION TECHNOLOGY SECTOR ESG UCITS ETF AUD Portfolio: 3000039-70	IE00BJ5JNY98 47473799 WITS.AS	13.6204 0.6671 AUD/USD	12.9860 CLO 31.07.2024	352,852 0.95%	-8,167 -17,238 9,071	-2.26% -4.66% 2.40%
USD	2,921.728 SHS -S1/A (USD)- MIROVA FUNDS SICAV - MIROVA GLOBAL SUSTAINABLE EQUITY FUND CAPITALISATION AUD Portfolio: 3000039-70	LU2167019509 53852323	117.9100 0.6428 AUD/USD	124.9800 NAV 30.07.2024	561,133 1.50%	25,154 31,743 -6,589	4.69% 6.00% -1.30%
<b>Total Equities &amp; Similar Investments USD</b>					<b>948,301</b>	<b>0</b>	<b>2.54%</b>
<b>Total Equities &amp; Similar Investments</b>					<b>12,474,374</b>	<b>0</b>	<b>33.43%</b>
<b>Alternative Investments, Commodities &amp; Real Estate</b>							
<b>Hedge Funds</b>							
AUD	183,621 ACCUM SHS -A- AUD KEY ALTERNATIVE PLATFORM ICAV - MULTI-MANAGER ESG HEDGE FUND AUD Portfolio: 3000039-70	IE0001AGQQS7 135709808	10.0000	10.0000 NAV 01.07.2024	1,836,210 4.92%		
<b>Total Alternative Investments, Commodities &amp; Real Estate</b>					<b>1,836,210</b>	<b>0</b>	<b>4.92%</b>
<b>Total Investments</b>					<b>37,314,961</b>	<b>100.00%</b>	
<b>of which Accrued Interest</b>					<b>2,642</b>		



## 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  
ISS = Issue Price  
NAV = Net Asset Value  
VPR = Valuation

**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 31.7.2024**

AUD 1 = CHF 0.5736  
AUD 1 = USD 0.6508  
EUR 1 = AUD 1.6635

## 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 UBS are not subject to Division 2 of the Banking Act - Protection of Depositors. In Australia, UBS Group entities, other than UBS AG, Australia 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 UBS AG, Australia Branch. UBS AG, Australia Branch does not guarantee or otherwise provide assurance in respect of the obligations of such UBS 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 UBS AG, Australia Branch but with third party custodians in accounts for and on behalf of UBS AG, Australia 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.

The Bank will, at the time of printing this ad-hoc investment report, use the last price indications available to it. Due to the time differences between the Asia Pacific region and markets in other regions, the price indications reflected by the Bank in this ad-hoc investment report will not always reflect the price indications available on the last business day of the reporting period in certain markets. Furthermore, exceptional circumstances may arise where your investment report may base price indications on different dates for each account.

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

Transactions are reflected in this statement as at the date the transaction occurred. Dividends or distributions may not be reflected in this statement until they are credited to your account. This statement may not include other recent transactions that have not been processed.

Please note that financial institutions may have transitioned away or are transitioning away from London Interbank Offered Rates (LIBORs). This may affect products in your portfolio. Please be aware that the financial industry's transition away from LIBORs may have had or may have an impact on valuations of OTC derivative transactions, as the inputs used to calculate valuations may have changed or may change. For more information about the LIBOR transition please consult your own counsels or reach out to your usual Relationship Manager with any questions you may have.

Reminder: All investments carry some degree of risk, whether it is shares, bonds, managed funds, listed and unlisted products these can all lose value, even all their value, if market or other conditions change. Having a well-diversified portfolio and understanding your attitude to and tolerance to risk are central elements of wealth management.

If you have any credit facilities in place with the Bank, please note that potentially all of the assets detailed within this ad-hoc investment report may be held as collateral for those facilities. If you have any questions in relation to the collateral for your facility, please contact your RM.

The information in this ad-hoc investment report does not constitute legal or tax advice. You should consult your legal and/or tax experts if you need any such advice. The investment report

does not take tax rules and regulations into consideration, and thus it cannot be used for tax reporting purposes.

Please check this report carefully and immediately inform your RM or our Customer Care Centre of any disputed information or transactions.

Please also tell us if you change your address or contact details. Our Customer Care Centre numbers are:

1800 659 902 (free call within Australia)  
+61 2 8205 5902 (if calling from outside of Australia)

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

© UBS 2024. All rights reserved. Issued by UBS AG, AUSTRALIA BRANCH ABN 47 088 129 613/ Australian Financial Services Licence No. 231087 / Australian Credit Licence: 231087.



Confidential

# Monthly Commentary

APNIC Portfolio

Prepared by Patrick Armitage, CFA

August 2024



# Executive Summary

## APNIC Portfolio

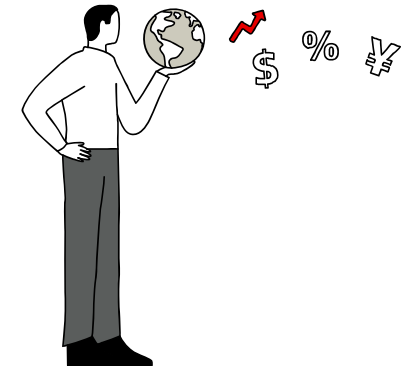
- The APNIC portfolio continued its strong recent performance in July both in absolute and relative terms, up 2.22% for the month.
- The APNIC portfolio is now up 5.42% in calendar year 2024, up 7.30% over the past 12 months and has returned 4.41%pa since inception in September 2013 net of all fees, and not including franking.
- Market Value of Portfolio as at 31 July 2024 was A\$37,471,749.

## Investment Strategy

- The UBS Sustainable Investment portfolios continue to deliver attractive returns with positive Tactical Asset Allocation contribution continuing in July.
- We see a constructive environment for investors across the major asset classes, leading to a desire to be diversified in our exposures across asset classes, regions and sectors.
- We maintain our 'most preferred' view on the higher-quality fixed income segments, as current yields should provide attractive returns.
- In equities, we favour UK equities given the stronger economic momentum and additional benefit of some diversification against US market and political risks.

## Key Portfolio Activity

- Within fixed income, we took some profits on our 5yr US Treasury position in July given the market has swiftly moved from pricing just over one US rate cut this year to nearly three.



# Performance

	Portfolio	SAA	Relative	CPI + 2.5%
<b>Month</b>	2.22%	2.18%	+0.04%	0.21%
<b>3 Months</b>	4.14%	3.71%	+0.43%	1.29%
<b>Year To Date</b>	5.42%	4.18%	+1.24%	3.49%
<b>1 Year</b>	7.30%	7.13%	+0.17%	6.02%
<b>3 Years pa</b>	0.83%	1.31%	-0.48%	7.86%
<b>5 Years pa</b>	2.51%	2.97%	-0.46%	6.44%
<b>Since Inception pa</b>	4.41%	4.63%	-0.22%	5.29%

\* Performance is after fees and does not include franking. Inception is September 2013.

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

## Performance Commentary

- The APNIC portfolio continued to deliver strong results in July and is now up 5.42% in calendar year 2024 to date.
- This calendar year, absolute returns have been strongly positive with UBS tactical calls also adding value overall versus the SAA.
- In our strategy, we continue to maintain a preference for quality. With a slowing economy, quality bonds and companies with strong balance sheets, e.g. technology stocks, are expected to perform well while in Australia we prefer quality exposures that generate strong free cashflow through the economic cycle.
- Artificial intelligence remains a major theme for markets, fueling the US stock rally while returns have been boosted by further evidence that US inflation is moderating, paving the way for US Federal Reserve rate cuts later this year.
- Improving inflation data also supports fixed income returns, hence our 'most preferred' tactical view on the higher-quality fixed income segments.



Please see important disclaimers and disclosures at the end of the document



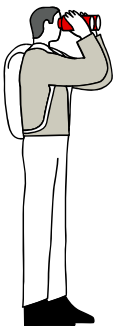
# Markets in Review

## Market Commentary

- In what was a volatile month, the rally in global markets continued in July as investors digested a number of important economic and political developments.
- A favourable US inflation reading early in the month, combined with weaker US labour market data drove optimism that the US Federal Reserve might soon begin to cut interest rates, which drove a rally in small cap and interest-rate sensitive equities. At the same time though, growth stocks were weak. Large technology companies, notably Artificial Intelligence (AI) related stocks, fell sharply as investors worried about the potential for future returns from the monetisation of capital spending.
- Bond performance was positive overall in July where a weakening US labour market heightened investor expectations for Federal Reserve rate cuts in 2024 and 2025.
- Locally, Australian share rose in July. On the macro front though, the Reserve Bank of Australia (RBA) left its policy rate unchanged at 4.35% in July and again in August. In its August statement, the RBA continued to talk tough. While there was an acknowledgement that disinflation had continued, the Board continue to “remain vigilant to upside risks to inflation” noting that it “is not ruling anything in or out” with respect to policy.

## Outlook

- July was a volatile month where markets kept grinding higher but the strong gains were somewhat forgotten by a sharp correction in the first week of August. The early August pullback highlights how data driven markets can be. Weaker US employment data (i.e. unemployment rate rising to 4.3%) and impatience around how AI investment will translate to earnings, drove the early August risk-off sentiment.
- We believe that markets in the short term will continue to be volatile and more technically driven than based on fundamentals but this pullback has improved the risk reward outlook.
- In our asset allocation, fixed income remains our preferred asset class, where we favour quality bonds. With economic growth and inflation slowing, we expect price appreciation as markets start to anticipate a deeper rate-cutting cycle. Despite signs earnings revisions are moderating, we believe conditions are still broadly supportive for equity markets but take a neutral position given valuations versus history are stretched.



# House View: In Summary

- After the first televised debate between the two presidential candidates, and the attempted assassination of Donald Trump, polls have moved in favor of former President Trump.
- Overall, recent events have reinforced our view that the most probable outcome of November's election is a "red sweep," in which the Republicans win the presidency and control of both Houses of Congress.
- Protectionism has been in focus for both sides. Former President Trump instituted significant tariffs during his term in office, and tariffs rose further, selectively during the presidency of Joe Biden, despite his desire to preserve the transatlantic alliance.
- Protectionism is not limited to the US. Economic nationalism has increased, and is often reflected in restrictions on the flow of trade, people, and capital.
- Meanwhile, worries about political stability are not likely to go away in Europe. In France, the popular vote moved toward the extremes; in the UK, support for smaller parties is at its highest since 1918.

## How do we invest?

- Within bonds, we prefer medium-duration quality bonds for their combination of attractive yields and the potential for capital appreciation as interest rates fall. Longer-duration bonds may be more exposed to fears about the US deficit.
- Within equities, solid earnings growth, lower interest rates, and rising investment in AI should be supportive for equities. Structured strategies with capital preservation features can help investors navigate a likely uptick in volatility around the US election.
- We also recommend focusing on building long-term exposure to AI, which is likely to be a key driver of equity returns in the coming years.
- In FX, we like the Swiss franc. The SNB is unlikely to cut interest rates much further, and the currency offers safe-haven qualities amid political uncertainty in the US and Europe.
- In commodities, in addition to oil, we like gold which should be supported by lower US rates, strong central bank buying and recovering investment demand.

	Least preferred	Most preferred
<b>Liquidity</b>	=	
<b>Equities</b>	=	
United States	=	
Eurozone	=	
Switzerland	=	
Emerging markets	=	
Japan	=	
United Kingdom		+
<b>Bonds</b>		+
High grade		+
Investment grade		+
High yield	=	
Emerging markets	=	
<b>Commodities</b>	=	
Oil		+
Gold		+
<b>Foreign exchange</b>		
USD	=	
EUR	=	
JPY	=	
GBP	=	
CHF		+
AUD	=	

Please see important disclaimers and disclosures at the end of the document. Note: The global asset class preferences reflect the high-level UBS House View. The tactical asset allocation (TAA) positioning of our different investment strategies may differ from this view because our strategies seek specific investment objectives and can frequently adjust portfolio allocation to achieve them. Also, these preferences may vary in different regions for various reasons such as currency considerations. **Least preferred** We expect this asset class to deliver the least attractive risk-adjusted returns over the next 12 months within our asset class universe. **Most preferred** We expect this asset class to deliver the most attractive risk-adjusted returns over the next 12 months within our asset class universe.



# Risk information

**Non-traditional asset classes are alternative investments that include hedge funds, private equity, real estate, and managed futures (collectively, alternative investments).** Interests of alternative investment funds are sold only to qualified investors, and only by means of offering documents that include information about the risks, performance and expenses of alternative investment funds, and which clients are urged to read carefully before subscribing and retain. An investment in an alternative investment fund is speculative and involves significant risks. Specifically, these investments (1) are not mutual funds and are not subject to the same regulatory requirements as mutual funds; (2) may have performance that is volatile, and investors may lose all or a substantial amount of their investment; (3) may engage in leverage and other speculative investment practices that may increase the risk of investment loss; (4) are long-term, illiquid investments, there is generally no secondary market for the interests of a fund, and none is expected to develop; (5) interests of alternative investment funds typically will be illiquid and subject to restrictions on transfer; (6) may not be required to provide periodic pricing or valuation information to investors; (7) generally involve complex tax strategies and there may be delays in distributing tax information to investors; (8) are subject to high fees, including management fees and other fees and expenses, all of which will reduce profits.

Interests in alternative investment funds are not deposits or obligations of, or guaranteed or endorsed by, any bank or other insured depository institution, and are not federally insured by the Federal Deposit Insurance Corporation, the Federal Reserve Board, or any other governmental agency. Prospective investors should understand these risks and have the financial ability and willingness to accept them for an extended period of time before making an investment in an alternative investment fund and should consider an alternative investment fund as a supplement to an overall investment program.

In addition to the risks that apply to alternative investments generally, the following are additional risks related to an investment in these strategies:

- Hedge Fund Risk: There are risks specifically associated with investing in hedge funds, which may include risks associated with investing in short sales, options, small-cap stocks, “junk bonds,” derivatives, distressed securities, non-U.S. securities and illiquid investments.
- Managed Futures: There are risks specifically associated with investing in managed futures programs. For example, not all managers focus on all strategies at all times, and managed futures strategies may have material directional elements.
- Real Estate: There are risks specifically associated with investing in real estate products and real estate investment trusts. They involve risks associated with debt, adverse changes in general economic or local market conditions, changes in governmental, tax, real estate and zoning laws or regulations, risks associated with capital calls and, for some real estate products, the risks associated with the ability to qualify for favorable treatment under the federal tax laws.
- Private Equity: There are risks specifically associated with investing in private equity. Capital calls can be made on short notice, and the failure to meet capital calls can result in significant adverse consequences including, but not limited to, a total loss of investment.
- Foreign Exchange/Currency Risk: Investors in securities of issuers located outside of the United States should be aware that even for securities denominated in U.S. dollars, changes in the exchange rate between the U.S. dollar and the issuer’s “home” currency can have unexpected effects on the market value and liquidity of those securities. Those securities may also be affected by other risks (such as political, economic or regulatory changes) that may not be readily known to a U.S. investor.

# Risk information

UBS Chief Investment Office's ("CIO") investment views are prepared and published by the Global Wealth Management business of UBS Switzerland AG (regulated by FINMA in Switzerland) or its affiliates ("UBS"), part of UBS Group AG ("UBS Group"). UBS Group includes Credit Suisse AG, its subsidiaries, branches and affiliates. Additional disclaimer relevant to Credit Suisse Wealth Management follows at the end of this section.

The investment views have been prepared in accordance with legal requirements designed to promote the **independence of investment research**.

## Generic investment research – Risk information:

This publication is **for your information only** and is not intended as an offer, or a solicitation of an offer, to buy or sell any investment or other specific product. The analysis contained herein does not constitute a personal recommendation or take into account the particular investment objectives, investment strategies, financial situation and needs of any specific recipient. It is based on numerous assumptions. Different assumptions could result in materially different results. Certain services and products are subject to legal restrictions and cannot be offered worldwide on an unrestricted basis and/or may not be eligible for sale to all investors. All information and opinions expressed in this document were obtained from sources believed to be reliable and in good faith, but no representation or warranty, express or implied, is made as to its accuracy or completeness (other than disclosures relating to UBS). All information and opinions as well as any forecasts, estimates and market prices indicated are current as of the date of this report, and are subject to change without notice. Opinions expressed herein may differ or be contrary to those expressed by other business areas or divisions of UBS as a result of using different assumptions and/or criteria.

In no circumstances may this document or any of the information (including any forecast, value, index or other calculated amount ("Values")) be used for any of the following purposes (i) valuation or accounting purposes; (ii) to determine the amounts due or payable, the price or the value of any financial instrument or financial contract; or (iii) to measure the performance of any financial instrument including, without limitation, for the purpose of tracking the return or performance of any Value or of defining the asset allocation of portfolio or of computing performance fees. By receiving this document and the information you will be deemed to represent and warrant to UBS that you will not use this document or otherwise rely on any of the information for any of the above purposes. UBS and any of its directors or employees may be entitled at any time to hold long or short positions in investment instruments referred to herein, carry out transactions involving relevant investment instruments in the capacity of principal or agent, or provide any other services or have officers, who serve as directors, either to/for the issuer, the investment instrument itself or to/for any company commercially or financially affiliated to such issuers. At any time, investment decisions (including whether to buy, sell or hold securities) made by UBS and its employees may differ from or be contrary to the opinions expressed in UBS research publications. Some investments may not be readily realizable since the market in the securities is illiquid and therefore valuing the investment and identifying the risk to which you are exposed may be difficult to quantify. UBS relies on information barriers to control the flow of information contained in one or more areas within UBS, into other areas, units, divisions or affiliates of UBS. Futures and options trading is not suitable for every investor as there is a substantial risk of loss, and losses in excess of an initial investment may occur. Past performance of an investment is no guarantee for its future performance. Additional information will be made available upon request. Some investments may be subject to sudden and large falls in value and on realization you may receive back less than you invested or may be required to pay more. Changes in foreign exchange rates may have an adverse effect on the price, value or income of an investment. The analyst(s) responsible for the preparation of this report may interact with trading desk personnel, sales personnel and other constituencies for the purpose of gathering, synthesizing and interpreting market information.

Different areas, groups, and personnel within UBS Group may produce and distribute separate research products **independently of each other**. For example, research publications from **CIO** are produced by UBS Global Wealth Management. **UBS Global Research** is produced by UBS Investment Bank. **Research methodologies and rating systems of each separate research organization may differ**, for example, in terms of investment recommendations, investment horizon, model assumptions, and valuation methods. As a consequence, except for certain economic forecasts (for which UBS CIO and UBS Global Research may collaborate), investment recommendations, ratings, price targets, and valuations provided by each of the separate research organizations may be different, or inconsistent. You should refer to each relevant research product for the details as to their methodologies and rating system. Not all clients may have access to all products from every organization. Each research product is subject to the policies and procedures of the organization that produces it.

The compensation of the analyst(s) who prepared this report is determined exclusively by research management and senior management (not including investment banking). Analyst compensation is not based on investment banking, sales and trading or principal trading revenues, however, compensation may relate to the revenues of UBS Group as a whole, of which investment banking, sales and trading and principal trading are a part.



# Risk information

Tax treatment depends on the individual circumstances and may be subject to change in the future. UBS does not provide legal or tax advice and makes no representations as to the tax treatment of assets or the investment returns thereon both in general or with reference to specific client's circumstances and needs. We are of necessity unable to take into account the particular investment objectives, financial situation and needs of our individual clients and we would recommend that you take financial and/or tax advice as to the implications (including tax) of investing in any of the products mentioned herein.

This material may not be reproduced or copies circulated without prior authority of UBS. Unless otherwise agreed in writing UBS expressly prohibits the distribution and transfer of this material to third parties for any reason. UBS accepts no liability whatsoever for any claims or lawsuits from any third parties arising from the use or distribution of this material. This report is for distribution only under such circumstances as may be permitted by applicable law. For information on the ways in which CIO manages conflicts and maintains independence of its investment views and publication offering, and research and rating methodologies, please visit [www.ubs.com/research-methodology](http://www.ubs.com/research-methodology). Additional information on the relevant authors of this publication and other CIO publication(s) referenced in this report; and copies of any past reports on this topic; are available upon request from your client advisor.

**Important Information About Sustainable Investing Strategies:** Sustainable investing strategies aim to consider and incorporate environmental, social and governance (ESG) factors into investment process and portfolio construction. Strategies across geographies approach ESG analysis and incorporate the findings in a variety of ways. Incorporating ESG factors or Sustainable Investing considerations may inhibit UBS's ability to participate in or to advise on certain investment opportunities that otherwise would be consistent with the Client's investment objectives. The returns on a portfolio incorporating ESG factors or Sustainable Investing considerations may be lower or higher than portfolios where ESG factors, exclusions, or other sustainability issues are not considered by UBS, and the investment opportunities available to such portfolios may differ.

**External Asset Managers / External Financial Consultants:** In case this research or publication is provided to an External Asset Manager or an External Financial Consultant, UBS expressly prohibits that it is redistributed by the External Asset Manager or the External Financial Consultant and is made available to their clients and/or third parties.

**USA:** Distributed to US persons only by UBS Financial Services Inc. or UBS Securities LLC, subsidiaries of UBS AG. UBS Switzerland AG, UBS Europe SE, UBS Bank, S.A., UBS Brasil Administradora de Valores Mobiliarios Ltda, UBS Asesores Mexico, S.A. de C.V., UBS SuMi TRUST Wealth Management Co., Ltd., UBS Wealth Management Israel Ltd and UBS Menkul Degerler AS are affiliates of UBS AG. **UBS Financial Services Inc. accepts responsibility for the content of a report prepared by a non-US affiliate when it distributes reports to US persons. All transactions by a US person in the securities mentioned in this report should be effected through a US-registered broker dealer affiliated with UBS, and not through a non-US affiliate. The contents of this report have not been and will not be approved by any securities or investment authority in the United States or elsewhere. UBS Financial Services Inc. is not acting as a municipal advisor to any municipal entity or obligated person within the meaning of Section 15B of the Securities Exchange Act (the "Municipal Advisor Rule") and the opinions or views contained herein are not intended to be, and do not constitute, advice within the meaning of the Municipal Advisor Rule**

For country information, please visit [ubs.com/cio-country-disclaimer-gr](http://ubs.com/cio-country-disclaimer-gr) or ask your client advisor for the full disclaimer.

Version A/2024. CIO82652744

© UBS 2024. The key symbol and UBS are among the registered and unregistered trademarks of UBS. All rights reserved.



# Notes on Benchmark Asset Allocation Framework

## Notes to Benchmark Allocation Framework:

- This is a theoretical model based on the strategic asset allocation views of UBS
- This model incorporates data from January 2005 through to January 2024 where available
- All calculations use the longest dataset available for each asset class
- Historical returns for each profile are calculated as a weighted composite of index returns for underlying asset classes
- Annualised Average Portfolio Return is calculated by taking the average of the 1-year rolling returns
- Annualised Portfolio Return Over Last 5, and 10 is calculated by taking the most recent data points for the 5 and 10 rolling returns respectively
- The minimum and maximum portfolio return is calculated by determining the lowest and highest 1-year rolling return data points
- The Portfolio Standard Deviation is calculated by taking the standard deviation of monthly returns, and annualising this figure
- Negative Return Incurred is calculated by taking the number of negative 1-year rolling periods and dividing it by the total number of periods and this number is inversed
- Projected Total Returns, Volatility and Income are calculated based on Research views and Capital Market Assumptions based on historical data, economic models and quantitative as well as qualitative analysis
- There is no guarantee that past returns will approximate actual returns in the future

Asset Classes	Expected Return	Projected Volatility
	p.a.	p.a.
Hedge Funds FoF (hedged)	6.0%	5.5%
Global Real Estate (Funds)	7.8%	13.2%
Infrastructure (50% hedged)	8.9%	8.2%
AUD Cash	4.4%	0.0%
Developed Market Equities	8.3%	14.3%
US Equities	7.6%	14.7%
EMU Equities	8.9%	16.4%
UK Equities	7.3%	15.2%
Swiss Equities	10.4%	13.2%
Japanese Equities	7.7%	15.7%
Australian Equities	9.4%	14.7%
Emerging Market Equities	9.7%	15.9%
USD High Yield Bonds (hedged)	7.1%	9.8%
US Inflation-linked Bonds	4.6%	12.5%
EUR High Yield Bonds (hedged)	7.1%	10.1%
Australia Government Bonds	4.1%	4.1%
EM Hard Currency Sovereign Bonds (hedged)	6.5%	10.0%
Private Equity (hedged)	11.4%	14.0%
EM Hard Currency Corporate Bonds (hedged)	7.0%	9.4%
Opportunistic Credit / Private Debt (hedged)	10.0%	7.1%
USD Corporate Bonds, Intermediate Term (hedged)	5.9%	5.0%

# Disclaimer

The contents of this document have not been reviewed by any regulatory authority in Australia or any other jurisdictions. You are advised to exercise caution before you make any investment decision. If you are in any doubt about any of contents of this document, you should obtain independent professional advice. This document is provided only to permitted recipients in Australia who qualify as wholesale clients as that term is defined by section 761G(7) of the Australian Corporations Act 2001 (Cth.) (the “**Act**”) and as sophisticated or professional investors as defined by sections 708(8) and (11) (respectively) of the Act, in respect of which an offer would not require disclosure under Chapter 6D or Part 7.9 of the Act. This document is not a prospectus, product disclosure statement or any other form of prescribed offering document under the Act. This document is not required to, and does not, contain all the information which would be required in either a prospectus, product disclosure statement or any other form of prescribed offering document under the Act, nor is it required to be submitted to the Australian Securities and Investments Commission. The funds referred to in these materials are not registered schemes as defined in the Act.

In Australia, UBS entities, other than UBS AG, Australia Branch, are not authorized deposit-taking institutions for the purposes of the Banking Act 1959 (Cth.) and their obligations do not represent deposits or other liabilities of UBS AG, Australia Branch. UBS AG, Australia Branch does not guarantee or otherwise provide assurance in respect of the obligations of such UBS entities or the funds. An investor is exposed to investment risk including possible delays in repayment and loss of income and principal invested, as relevant.

The information in this document is general in nature and is not intended to address the objectives, financial situation or needs of any particular individual or entity. Each recipient should consider their own objectives, financial situation or needs before acting on the advice and obtain the relevant Product Disclosure Statement (if required) before making any decision whether to acquire any product. The UBS AG, Australia Branch Financial Services Guide is accessible at <https://www.credit-suisse.com/media/assets/apac/docs/financial-services-guide.pdf>.

This document was produced by and the opinions expressed herein are those of UBS AG (“**UBS**”). The content is subject to change. It has been prepared solely for: (i) information purposes, and (ii) the use of the recipient. It does not constitute a request nor an offer or recommendation by or on behalf of UBS to any person to buy or sell any particular investment product or to participate in any other transactions. The only legally binding terms are to be found in the applicable product documentation or specific contracts and confirmations prepared by UBS. No offer of any interest in any product will be made in any jurisdiction in which the offer, solicitation or sale is not permitted, or to whom it is unlawful to make such offer, solicitation or sale. Not all products and services are available to citizens or residents of all countries. Any reference to past performance is not necessarily a guide to the future performance. The information contained in this document is for general purposes and is not intended (and should not be construed) as legal, accounting, tax nor financial advice or opinions provided by UBS. It is recommended that you independently assess, with your professional advisors as you may deem appropriate, the specific financial risks as well as legal, accounting, tax and financial consequences. The product/service/transaction which is the subject of this document may not be applicable or suitable for a client’s specific circumstances or needs. This material is not and does not purport to provide substantive research or analysis and, accordingly, is not investment research or a research recommendation for regulatory purposes.

Recipients of this document should not assume that any investment in securities, companies, sectors or markets identified or discussed herein were or will be profitable. There is no guarantee concerning the achievement of investment objectives or target returns or measurements, such as alpha, tracking error, stock weightings, and information ratios. The use of tools cannot guarantee performance. Any reference to past performance is not indicative of future results and is no guarantee to future results. Risks include but are not necessarily limited to political risks, economic risks, credit risks, currency risks, and market risks. Investing entails risks, including possible loss of principal. Components of the products which are the subject of this document (such as commodities, alternative investments, derivative and structured investments) are complex instruments, typically involve a high degree of risk and are intended for sale only to investors who are capable of understanding and assuming all the risks involved. Hedge funds are alternative investments that, compared to traditional investments, can carry a higher level of risk. Investments in foreign currencies are subject to exchange rate fluctuations. Commodities are liable to experience greater fluctuation in value. Investments in emerging markets are speculative and considerably more volatile than investments in established markets.

# Disclaimer

UBS and/or its affiliates (including their respective officers, directors and employees) may be, or may have been, involved in other transactions with the subject entities specified in this material or other parties specified in this material which are not disclosed in this material. UBS, for itself and on behalf of each of its affiliates, reserves the right to, provide and continue to provide services, and deal and continue to deal with the subject entities of the products specified in this material or other parties in connection with any product specified in this material. UBS or its affiliates may also hold, or may be holding, trading positions in the share capital of any of the subject entities specified in this material.

UBS and/or its affiliates (each a “**UBS Group Company**”) may have acted upon the information and analysis contained in this material before being made available to the recipient. A UBS Group Company may, to the extent permitted by law, participate or invest in other financing transactions with the issuer of any securities referred to herein, perform services or solicit business from such issuers, or have a position or effect transactions in the securities or options thereof. To the fullest extent permitted by law, a UBS Group Company and each of their respective directors, employees, and consultants do not accept any liability arising from an error or omission in this material or for any direct, indirect, incidental, specific or consequential loss and/or damage suffered by the recipient of this material or any other person from the use of or reliance on the information set out in this material. Each UBS Group Company and their respective directors, officers, employees or advisers makes no warranty or representation as to the accuracy, reliability or completeness of the information set out in this material. The information contained in this material has been provided as a general market commentary only and does not constitute any form of regulated financial advice, legal, tax or other regulated service. Observations and views contained in this material may be different from, or inconsistent with, the observations and views of a UBS Group Company’s research analysts, other divisions or the proprietary positions of UBS. UBS is under no obligation to update, notify or provide any additional information to any person if UBS becomes aware of any inaccuracy, incompleteness or change in the information contained in the material. To the extent that this material contains statements about future performance, such statements are forward looking and subject to a number of risks and uncertainties.

Structured financial instruments or securities are complex instruments, typically involve a high degree of risk and are intended for sale only to sophisticated investors who are capable of understanding and assuming the risks involved. The market value of any structured financial instrument may be affected by changes in economic, financial and political factors (including, but not limited to, spot and forward interest and exchange rates), time to maturity, market conditions and volatility and the credit quality of any issuer or reference issuer. Any investor interested in purchasing a structured financial instrument should conduct its own investigation and analysis of the product and consult with its own professional advisers as to the risks involved in making such a purchase and should fully understand its potential risks and rewards and independently determine whether it is appropriate for you given your objectives, experience, financial and operational resources, and other relevant circumstances. If UBS makes a market in any security or financial instrument, there can be no assurance that UBS will continue to do so.

The hypothetical back-tested performance shown is for illustrative purposes and does not represent actual performance of any client account. UBS does not represent that the hypothetical returns would be similar to actual performance had the investment strategy actually been implemented. Back-tested, hypothetical or simulated performance results have inherent limitations. Simulated results are achieved by the retroactive application of a back-tested model itself designed with the benefit of hindsight. The back-testing of performance differs from the actual performance because the investment strategy may be adjusted at any time, for any reason and can continue to be changed until desired or better performance results are achieved. Alternative modelling techniques or assumptions might produce significantly different results and prove to be more appropriate. Past hypothetical back-test results are neither an indicator nor a guarantee of future returns. Actual results will vary from the analysis.

New Zealand: This information has been prepared for and is provided only to permitted recipients in New Zealand who qualify as a wholesale investor within the meaning of clause 3(2) of Schedule 1 of the New Zealand Financial Markets Conduct Act 2013 (“FMCA”) or in other circumstances where there is no contravention of the FMCA.

Neither this document nor any copy thereof may be sent to or taken into the United States or distributed in the United States or to a U.S. person or in any other jurisdiction except under circumstances that will result in compliance with the applicable laws thereof.

If you do not wish to receive marketing materials from UBS, please contact your UBS representative or the contact details listed in the Australia Privacy Notice: <https://www.ubs.com/global/en/legal/privacy.html>. Your personal data will be processed in accordance with this notice.

The entire contents of this document are protected by copyright law (all rights reserved). This document or any part thereof may not be reproduced, transmitted (electronically or otherwise), altered or used for public or commercial purposes, without the prior written permission of UBS.

**Copyright © 2024 UBS AG ABN 47 088 129 613, AFSL and ACL 231087. All rights reserved. The key symbol and UBS are among the registered and unregistered trademarks of UBS. All rights reserved.**





# Agenda Item 12

## Secretariat report



## Secretariat Report

## Contents

<b>Executive Summary</b>	<b>5</b>
<b>Introduction</b>	<b>5</b>
<b>Success Indicators summary</b>	<b>5</b>
<b>Registry</b>	<b>5</b>
R1 Registry Services	5
R2 Products and Infrastructure	6
<b>Development</b>	<b>7</b>
D1 APNIC Academy	7
D2 Technical and Security Community Support	8
D3 APNIC Labs	8
<b>Engagement</b>	<b>8</b>
E1 Relationship Coordination	8
E2 Online Communication	8
E3 Stakeholder Cooperation	8
E4 Community Participation	9
<b>Capability</b>	<b>9</b>
C1 Business Systems	9
C2 Finance and Business Services	9
C3 Employee Experience	9
C4 Governance	9
<b>Budget Performance</b>	<b>11</b>
<b>Registry</b>	<b>12</b>
<b>R1 Registry Services</b>	<b>12</b>
R1.1. Resource registration and transfers	12
R1.2. Member services	23
R1.3. Membership experience	28
R1.4. Policy development	30
<b>R2 Products and Infrastructure</b>	<b>31</b>
R2.1. Registry products	31
R2.2. Membership products	33
R2.3. Information Products	36
R2.4. Infrastructure Services	38
<b>Development</b>	<b>40</b>
<b>D1 APNIC Academy</b>	<b>40</b>
D1.1. Training Content and Curriculum	40
D1.2. Academy platform	40
D1.3. Training events	42
<b>D2 Technical and Security Community Support</b>	<b>44</b>
D2.1. Technical Engagement	44
D2.2. Technical assistance and Internet infrastructure support	47
D2.3. M-Root deployment	48
D2.4. Community Honeynet and Security Threat Sharing Platform	48
<b>D3 APNIC Labs</b>	<b>49</b>
D3.1. Research and analysis	49
<b>Engagement</b>	<b>50</b>
<b>E1. Relationship Coordination</b>	<b>50</b>
E1.1. Outreach coordination	50
<b>E2. Online Communication</b>	<b>53</b>
E2.1. Blog and Podcast	53
E2.2. Online community	56
<b>E3. Stakeholder Cooperation</b>	<b>57</b>
E3.1. Government relations	57
E3.2. Internet governance	58
E3.3. Internet organization cooperation	60

<b>E4 Community Participation</b>	<b>60</b>
E4.1. APNIC conferences	60
E4.2. Diversity and participation	61
<b>Capability</b>	<b>63</b>
<b>C1. Business Systems</b>	<b>63</b>
C1.1. Enterprise IT and internal security	63
C1.2. Business intelligence	63
<b>C2 Finance and Business Services</b>	<b>64</b>
C2.1. Financial services	64
C2.2. Facilities and business services	64
<b>C3 Employee Experience</b>	<b>65</b>
C3.1. Organizational development	65
C3.2. People operations	65
<b>C4 Governance</b>	<b>66</b>
C4.1. Legal and corporate governance	66
C4.2. Quality and risk management	66
<b>Events/Activities in 2024</b>	<b>68</b>

## Table of Figures

Figure 1: IPv4 pool status (/24s)	13
Figure 2: IPv4 delegations by sub-region	13
Figure 3: IPv6 delegations by sub-region	14
Figure 4: ASN delegations by sub-region	14
Figure 5: Annual IPv4 delegations	15
Figure 6: Annual IPv6 delegations	15
Figure 7: Annual ASN delegations	16
Figure 8: Member resource type holdings	17
Figure 9: Historical transfers	18
Figure 10: M&A transfers	19
Figure 11: Market transfers within APNIC	20
Figure 12: Incoming inter-RIR IPv4 transfers	21
Figure 13: Outgoing inter-RIR IPv4 transfers	21
Figure 14: Service SLA and satisfaction	23
Figure 15: Member outreach touchpoints per economy	24
Figure 16: Registry Engagements	25
Figure 17: Registry engagements by sub-region	25
Figure 18: Membership transactions	26
Figure 19: Total membership (APNIC + NIR, by subregion)	27
Figure 20: Total membership (APNIC + NIR)	27
Figure 21: APNIC membership by industry type	28
Figure 22: Feedback Received/Actionable	29
Figure 23: Development engagements	43
Figure 24: Development engagements by sub-region	43
Figure 25: Top 10 Economies - Number of networks with ROAs	47
Figure 26: Engagements summary by type	50
Figure 27: Remote vs physical engagements	51
Figure 28: Engagement summary by subregion/type	51
Figure 29: Engagement detail by economy	52
Figure 30: Touchpoints summary	53
Figure 31: APNIC Blog views	54
Figure 32: APNIC Blog posts	55
Figure 33: Podcast Impactful Plays	55
Figure 34: New Orbit users	56
Figure 35: Total list posts	57

## Table of Tables

Table 1: Success Indicators Summary	5
Table 2: Budget Performance	11
Table 3: Resource pool status	12
Table 4: Resource registration completeness	22
Table 5: Fraud cases	22
Table 6: Registry products development status	32
Table 7: Membership products roadmap status	35
Table 8: Information products roadmap status	37
Table 9: Academy training	40
Table 10: Academy products roadmap status	41
Table 11: Instructor-led training	42
Table 12: Technical community events	45
Table 13: Security community event	46
Table 14: M-root deployment status	48
Table 15: APNIC Blog activity	54
Table 16: APNIC 56 statistics	61
Table 17: Events attended	72




## Executive Summary

### Introduction

This report is provided to the APNIC Executive Council (EC) for the quarterly meeting on 2 September 2024. It provides a summary of activities from 1 January to 31 July 2024.




The structure of this report reflects the APNIC Strategic Plan 2024-2027 and the 2024 Activity Plan, with activities reported according to strategic pillar and workstream, and against their success indicators.

The Success Indicators reflect both the progress towards activity completion (expressed in a percentage) and the level of confidence that the activity will be completed as stated (expressed as a coloured symbol). The confidence levels are:

-  Completed / On Track (High confidence)
-  In progress / Lagging (Medium confidence)
-  At risk (Lower confidence)

### Success Indicators summary

The 2024 Activity Plan includes 93 success indicators, representing specific targets for activities within the plan. The status of success indicators is represented by a coloured circle as follows.

Pillar	Progress Summary				Confidence Summary		
	0-25%	26-50%	51-75%	76-100%			
Registry	3	7	9	6	21	1	3
Development	1	5	8	7	20	1	0
Engagement	6	3	10	9	27	1	0
Capability	1	11	8	1	18	1	3
<b>TOTAL</b>	11	26	35	23	86	4	6

**Table 1: Success Indicators Summary**

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

## Registry

### R1 Registry Services

- The remaining IPv4 address pool stood at 11,574 /24s available and 4,556 /24s reserved ([R1.1](#)).
- The percentage of Members holding IPv6 was 67.67% ([R1.1](#)).
- 100% (21/21) of satisfaction ratings for resource delegations and transfers were either 'Satisfied' or 'Very satisfied' ([R1.1](#)).
- 78.3% (8,224/10,506) active accounts have a validated IRT object ([R1.1](#)).
- 95.3% (344/361) of Member service satisfaction ratings were either 'Excellent' or 'Above Average' ([R1.2](#)).
- 28 proactive Member outreach engagements (creating 131 touchpoints across 30 economies), and 71 membership development touchpoints occurred at events including Convergence India Expo (New Delhi),

APNIC 57 (Bangkok), PCTA Convention (Manila), CommunicAsia 2024 (Singapore) and SANOG 41 (Mumbai) ([R1.2](#)).

- The MoU with VNNIC was renewed and TWNIC's new CEO was hosted at APNIC's offices for three days of meetings ([R1.2](#)).
- 136 (net) new Members increased total APNIC membership to 10,080 ([R1.2](#)).
- 366 user research engagements (user experience tests, surveys, and one-on-one interviews), including 21 face-to-face interviews, were held at APRICOT 2024 ([R1.3](#)).
- 1,995 feedback items were received and 81% assessed. Action is being taken on 404 feedback items with 95 under investigation ([R1.3](#)).
- The 2024 APNIC Survey was held from 12 June to 5 July 2024 survey and received 1,173 valid responses after data cleansing ([R1.3](#)).
- Two policy proposals (prop-154 and prop-156) are being implemented. Four policy proposals (prop-157, -159, -160 and to -161) will be discussed at the APNIC Open Policy Meeting (OPM) ([R1.4](#)).

## R2 Products and Infrastructure

- All core registry products (whois, RDAP, RPKI, RDNS, IRR) maintained availability at 99.99% ([R2.1](#)).
- Seven IETF drafts are in progress and one has been published (RFC 9589) ([R2.1](#)).
- Product updates:
  - Five **Registry** product roadmap goals are in progress ([R2.1](#)):
    - Registry API
    - RDAP server re-architecture
    - Updating the authorization mechanisms for whois
    - RPKI RSC objects
    - NIR ASN direct assignments
  - Two are pending:
    - NIR updates
    - Core registry updates
  - One other goal is completed:
    - RPKI BPKI updates
  - Four other goals are in progress:
    - RPKI resilience
    - IRRd deployment
    - RHEL 9 updates
    - prop-154 implementation
  - Four **Membership** product roadmap goals are completed ([R2.2](#)):
    - Implement prop-155
    - Authenticated chat
    - Upgrade OKTA
    - Improve contact management in MyAPNIC
  - Four roadmap goals are in progress:
    - Migrate Helpdesk queue to CRM
    - Orbit abuse report feature
    - Automated document generation in MyAPNIC
    - Generate renewal quote in MyAPNIC
  - One roadmap goal is pending:

- Test and UAT environment enhancement
- Three other goals are completed:
  - Theme data list usage
  - Orbit 'All Mailing Lists' page improvements
  - Orbit list page improvements
- Three other goals are in progress:
  - Re-architect Member application workflow code
  - 2025 fee increase phase 2
  - prop-154 Implementation IXP Assignment
- One other goal is pending:
  - prop-156: Assignment of Temporary IP Resources
- Three **Information product** roadmap goals are completed ([R2.3](#)):
  - Expand suspicious traffic feature in DASH for Members not holding ASNs
  - Enhance suspicious traffic details in DASH for deeper investigation and resolution
  - Enhanced data filtering with REx with NIR focus
- One roadmap goal is in progress:
  - Leveraging MANRS Readiness Score within APNIC DASH
- One roadmap goal is pending:
  - Augment APNIC DASH with additional BGP sources for improved global routing visibility
- Two roadmap goals were abandoned:
  - DASH domain name abuse feature
  - Graph database dashboard
- Two other goals are completed:
  - Public release of the DASH widget on the MyAPNIC dashboard
  - Upgrade to the DASH web framework
- Completed upgrade to MySQL 8 of the main APNIC database ([R2.4](#)).
- Added two Brisbane nodes and one Singapore node to DNS anycast label, NS1 ([R2.4](#)).

## Development

### D1 APNIC Academy

- Developed new virtual labs on Lawful Intercept using OpenLI and MikroTik OSPF/BGP; shared lab on Deploying BGP (Cisco IOS); new BGP content and improved IPv6 training content. ([D1.1](#)).
- Held new Network Automation workshop including 'Train-the-Trainer' at APRICOT 2024 ([D1.1](#)).
- Online Academy self-paced course / online lab usage reached 25,429 hours, 2,476 courses completed ([D1.1](#) and [D1.2](#)).
- One **Academy product** roadmap goal is completed ([D1.2](#)):
  - Changes to virtual labs
- Two roadmap goals are in progress:
  - Academy platform modernization
  - Rollout of APNIC Academy IPv6 certification (Associate) - ALPHA trial



- Delivered 104 instructor-led courses to 3,032 attendees, including training with nine NOGs, 20 open tutorials and labs online, and 10 training events partnering with Asi@Connect ([D1.3](#)).
- Community Trainers have supported 99 training events, with Retained Community Trainers leading 49 of those events ([D1.3](#)).

### D2 Technical and Security Community Support

- Provided support to 25 technical events including 14 NOGs ([D2.1](#)).
- Acted as local host for IETF 119 in Brisbane ([D2.1](#)).
- Support was provided to 13 security community events and eight CERT/CSIRTs ([D2.1](#)).
- Provided training to Law Enforcement Agencies (LEAs) in Hong Kong, Philippines, and Pacific Island economies ([D2.1](#)).
- Supported six IXPs with technical assistance, IXP redesign, new hardware, and upgrades ([D2.2](#)).
- Provided 19 instances of technical assistance to Members on IPv6, router configuration, network issues, routing, IPv4, BGP, RPKI, M-Root and rDNS ([D2.2](#)).
- M-Root nodes were deployed in Nepal, Pakistan, India, Bangladesh, and Brazil, with four new server sites identified ([D2.3](#)).
- 100 new honeypot sensors were deployed ([D2.4](#)).

### D3 APNIC Labs

- APNIC Labs published 21 blog articles, recorded 8 podcasts and delivered 22 presentations at community and industry events ([D3.1](#)).
- Research collaboration continues with ICANN, Cloudflare, and the Global Cyber Alliance ([D3.1](#)).

## Engagement

### E1 Relationship Coordination

- APNIC participated in 297 engagements, creating 639 touchpoints with unique Member and community contacts ([E1.1](#)).

### E2 Online Communication

- The APNIC Blog averaged 98,977 views per month, a 16.6% increase on 2023's monthly average, and published 15 episodes of the 'PING' Podcast, attracting 10,225 'impactful plays' (listens of 75% or longer) ([E2.1](#)).
- There were 829 new Orbit posts, with 363 via the web interface ([E2.2](#)).

### E3 Stakeholder Cooperation

- Participated in meetings for the ITU and APT, primarily in preparation for WTSA-24, and spoke in the WSIS+20 webinar on the UN GDC ([E3.1](#)).
- Hosted a senior executive lunch at APRICOT 2024/APNIC 57, including NBTC, APT, ITU and the APNOG Board ([E3.1](#)).
- Contributed to five IGF 2024 proposals and three APriGF 2024 proposals ([E3.2](#)).

- Represented the technical community in the High Level Executive Committee (HLEC) of NetMundial+10 ([E3.2](#)).
- Supported the fellowship programs of APIGA, APriGF, APSIG, SANOG and the Pacific IGF 2024 ([E3.3](#)).

### E4 Community Participation

- APRICOT 2024/APNIC 57 attracted 920 attendees (855 in-person and 65 online), and achieved an NPS of 60 ([E4.1](#)).
- APNIC 58 will be held in Wellington, New Zealand from 30 August to 6 September 2024. The conference will be co-located with Pacific IGF 2024 ([E4.1](#)).
- Twenty-eight fellows were selected (14 female, 14 male; 16 professionals, 6 youth and 6 returning fellows) for the APNIC 58 Fellowship program from 761 applicants ([E4.2](#)).
- 37% of APRICOT 2024 attendees (341) were newcomers ([E4.2](#)).

## Capability

### C1 Business Systems

- Resolved 13 valid security vulnerability reports received; no critical reports received ([C1.1](#)).
- Progress continued on ingesting data into Snowflake for the Data Warehouse ([C1.2](#)).
- Implemented UpRaise management tool to track results against objectives and further automate reporting ([C1.2](#)).

### C2 Finance and Business Services

- Ernst & Young completed the annual audit of APNIC's 2023 financial accounts ([C2.1](#)).
- Reconfigured APNIC's finance system and budget to reflect the 2024-2027 Strategic Plan ([C2.1](#)).
- Implemented the 2024 Activity Plan and Budget into the APNIC accounts ([C2.1](#)).
- Commenced a closed market tender process for management of APNIC's investment portfolio ([C2.1](#)).
- Selected GDS booking platform vendor for in-house travel management project and implementation is progressing ([C2.2](#)).
- Completed the draft 2025 budget preparation for EC review and approval ([C2.1](#)).
- Completed international payment process automation ([C2.1](#)).

### C3 Employee Experience

- Completed the first 2024 Glint Employee Engagement Survey with a 90% response rate and overall engagement score of 82% (7% above the global benchmark) ([C3.1](#)).
- Appointed an Executive Search firm to manage recruitment of the Director General role with the EC ([C3.1](#)).
- Developed a transition handover plan in preparation for a new Director General ([C3.1](#)).
- Transitioned payroll to an external provider with no interruption to payroll processing services ([C3.2](#)).

### C4 Governance

- Published the 2024 Activity Plan and Budget and the 2023 Annual Report ([C4.1](#)).

- All EC members have been appointed as Directors of APNIC Pty Ltd and APNIC EC Limited ([C4.1](#)).
- Sumon Ahmed Sabir, Achie Atienza, and Kam Sze Yeung were re-elected to the APNIC EC for two-year terms ([C4.1](#)).
- The inaugural APNIC Electoral Committee oversaw the EC election and did not make any findings of non-compliance by Nominees in the Election ([C4.1](#)).
- The EC held a meeting on 3 and 4 June 2024 at which the decision was made to select Jia Rong Low as the new Director General of APNIC ([C4.1](#)).
- Adopted a revised timetable for 2025 activity planning and budgeting, with the process beginning in March ([C4.1](#)).
- APNIC's corporate insurance program was reviewed and renewed for 2024 (C4.2.).
- The Strategic Risk Register was updated and presented to the EC for quarterly review (C4.2.).

## 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	YTD Budget	YTD Actual	Variance	YTD Budget	YTD Actual	Variance		
Registry	Registry Services	20.31	19.95	 -2%	2,371,638	2,538,481	 7%					
	Products and Infrastructure	32.70	33.15	 1%	4,446,724	4,218,594	 -5%	11,000	6,692	 -39%		
Development	APNIC Academy	19.88	19.68	 -1%	2,605,314	2,625,050	 1%	20,000	13,952	 -30%		
	Technical and Security Community Support	3.12	3.02	 -3%	802,192	683,738	 -15%					
	APNIC Labs	1.20	1.20	 0%	732,596	621,697	 -15%	115,000	65,161	 -43%		
Engagement	Relationship Coordination	1.36	1.58	 16%	462,888	444,327	 -4%					
	Online Communication	3.45	3.45	 0%	526,131	537,654	 2%					
	Stakeholder Cooperation	2.17	2.15	 -1%	735,286	590,877	 -20%					
	Community Participation	5.95	6.69	 12%	1,386,044	1,064,474	 -23%	25,000	5,222	 -79%		
Capability	Business Systems	7.78	7.78	 0%	1,605,090	1,421,052	 -11%	150,500	99,495	 -34%		
	Finance and Business Services	12.62	12.59	 -0%	1,093,018	1,393,978	 28%	50,000	961	 -98%		
	Employee Experience	5.95	4.26	 -28%	1,706,514	1,274,295	 -25%					
	Governance	4.00	4.41	 10%	1,180,281	962,078	 -18%					
	<b>Total</b>	<b>120.49</b>	<b>119.91</b>	 <b>0%</b>	<b>19,653,716</b>	<b>18,376,295</b>	 <b>-6%</b>	<b>371,500</b>	<b>191,482</b>	 <b>-48%</b>		

Table 2: Budget Performance

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

## Registry

- 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.

## R1 Registry Services

### R1.1. Resource registration and transfers

**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.

	Total at 1 Jan 2024	From IANA	Transfers in	Transfers out	Total at 31 Jul 2024	Total delegated	Total reserved	Total available
IPv4 (/24s)	3,479,882	0	305	4,877	3,475,310	3,459,180	4,556	11,574
IPv6 (/32s)	1,067,008	0	0	0	1,067,008	103,744	109,515	853,749
ASNs	31,378	0	2	5	31,375	29,707	0	1,668

**Table 3: Resource pool status**

#### IPv4 pool status

- The available IPv4 pool increased in June following the recycling of 696,832 IPs (2,722 x /24s) that were reserved last year as part of the historical resource transition project.

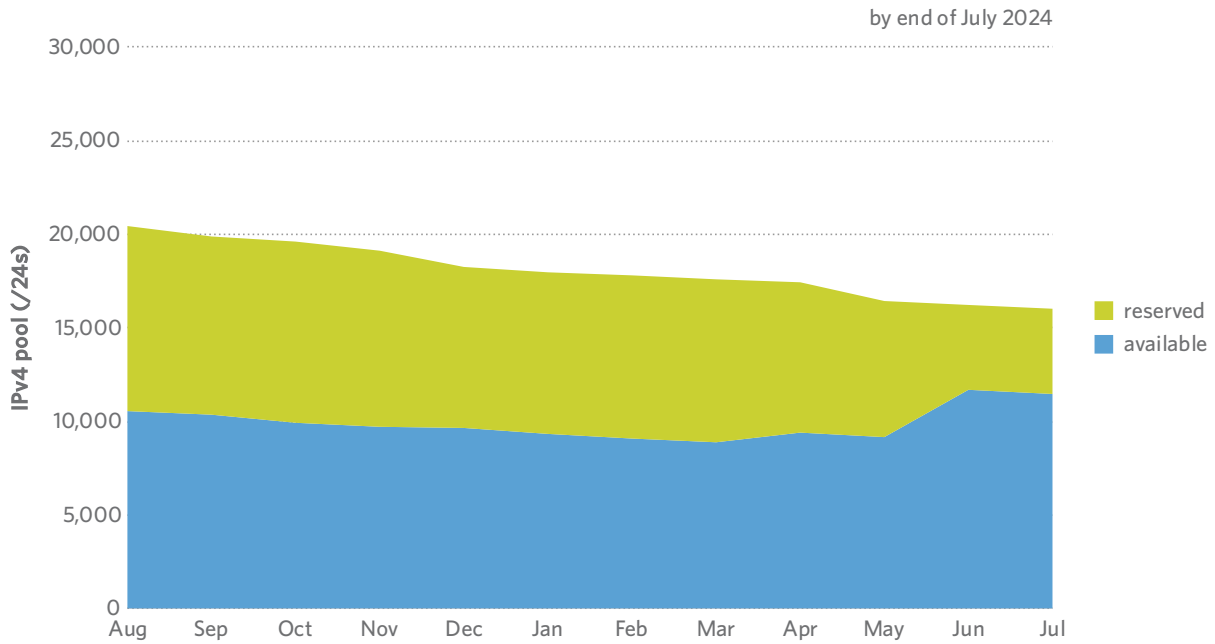


Figure 1: IPv4 pool status (/24s)

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 and IDNIC contributed to elevated totals for South Asia and South East Asia compared to other sub-regions (Figures 2 and 3).

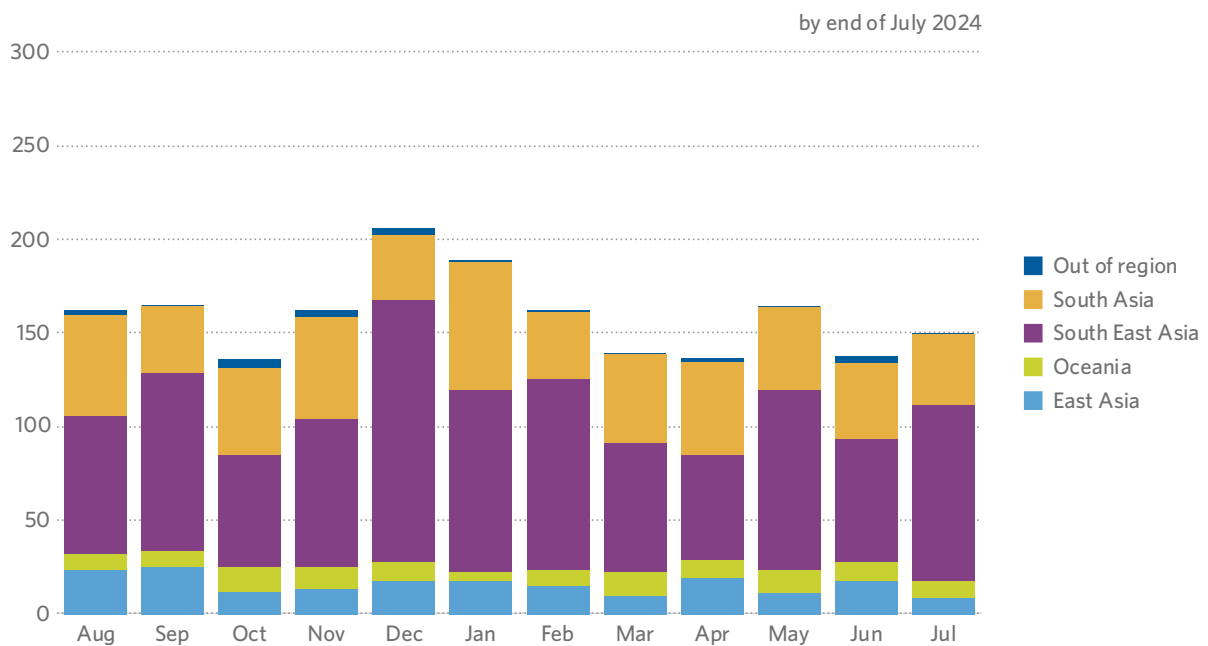


Figure 2: IPv4 delegations by sub-region

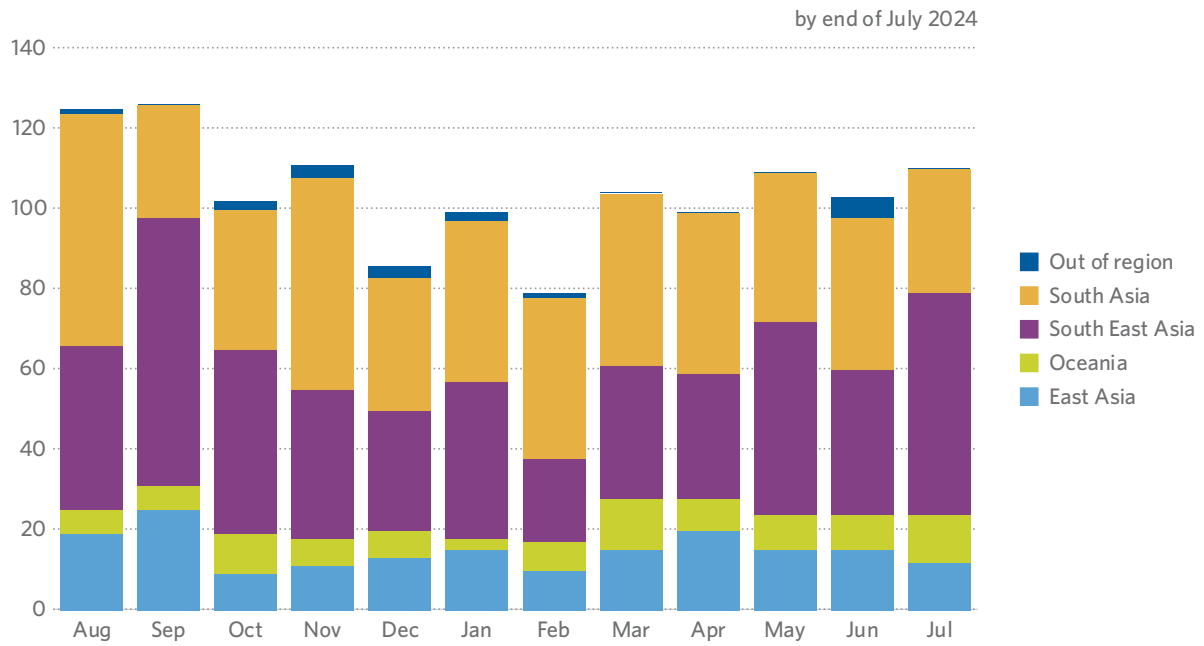


Figure 3: IPv6 delegations by sub-region

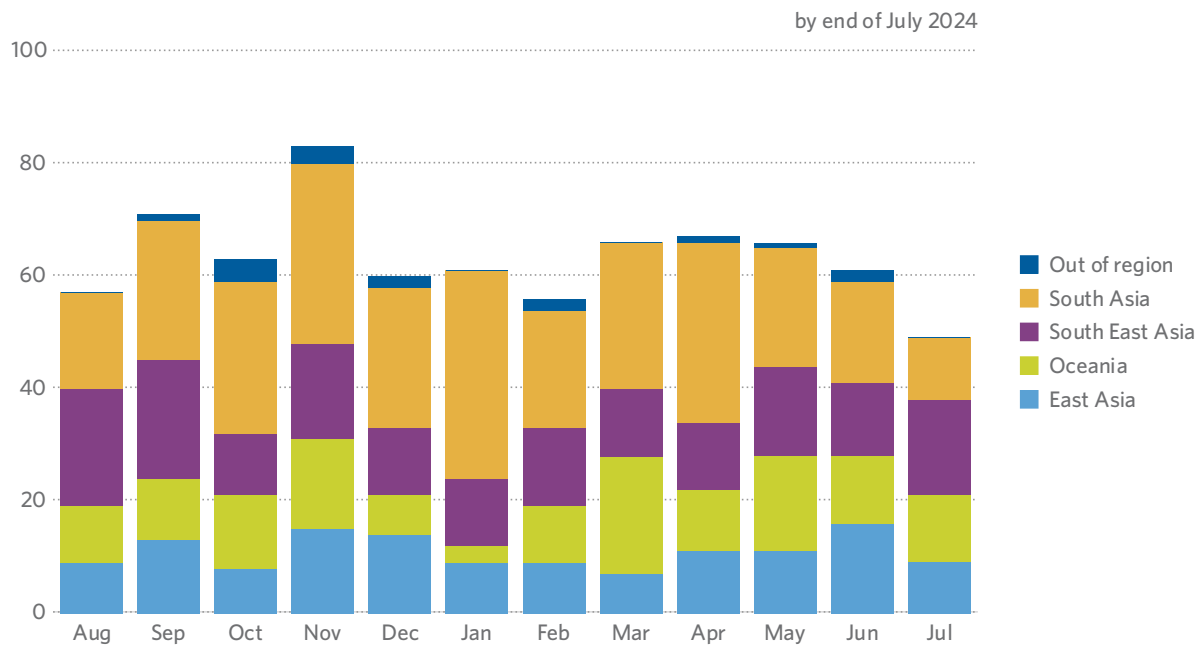


Figure 4: ASN delegations by sub-region

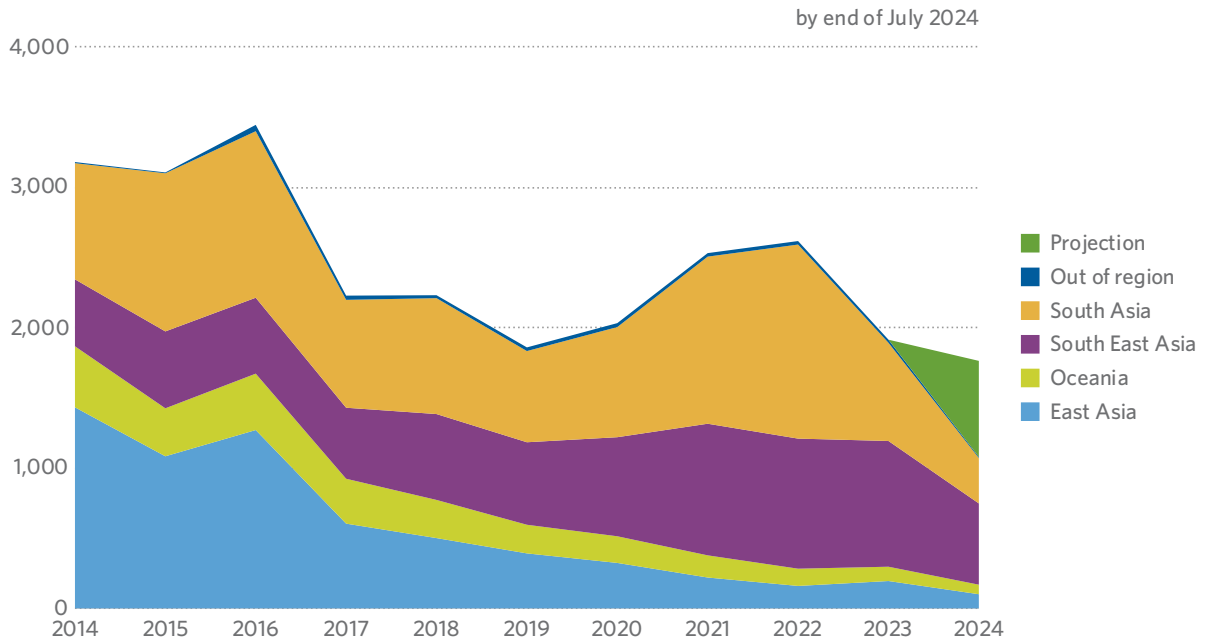


Figure 5: Annual IPv4 delegations

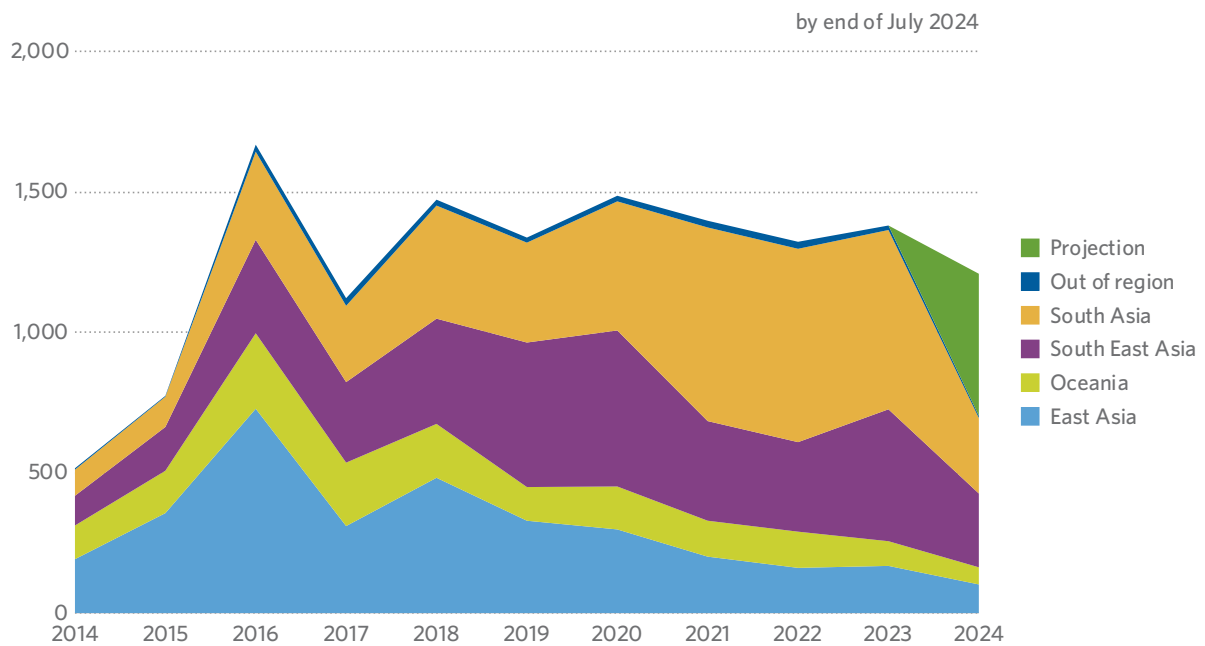


Figure 6: Annual IPv6 delegations

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



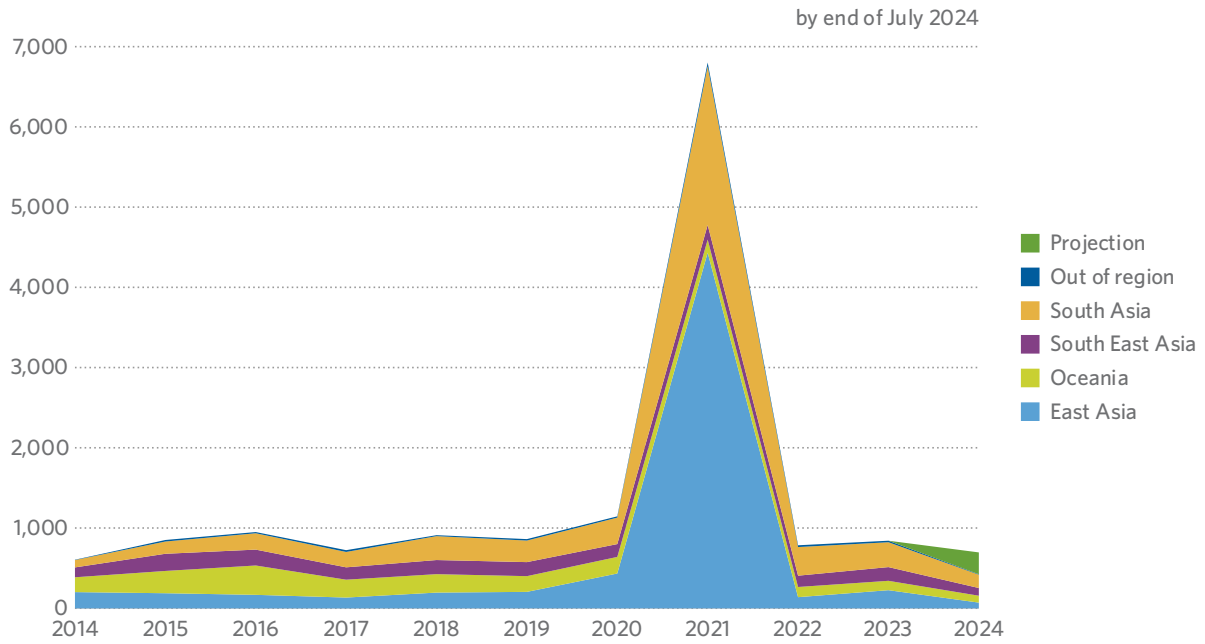


Figure 7: Annual ASN delegations

### Member resource holdings

- The percentage of Members holding IPv6 was 67.67%, a decrease from the December 2023 figure of 67.73%. This is due to Associate Members joining to manage their historical address space. The proportion of APNIC Members holding specific resource types is illustrated below.

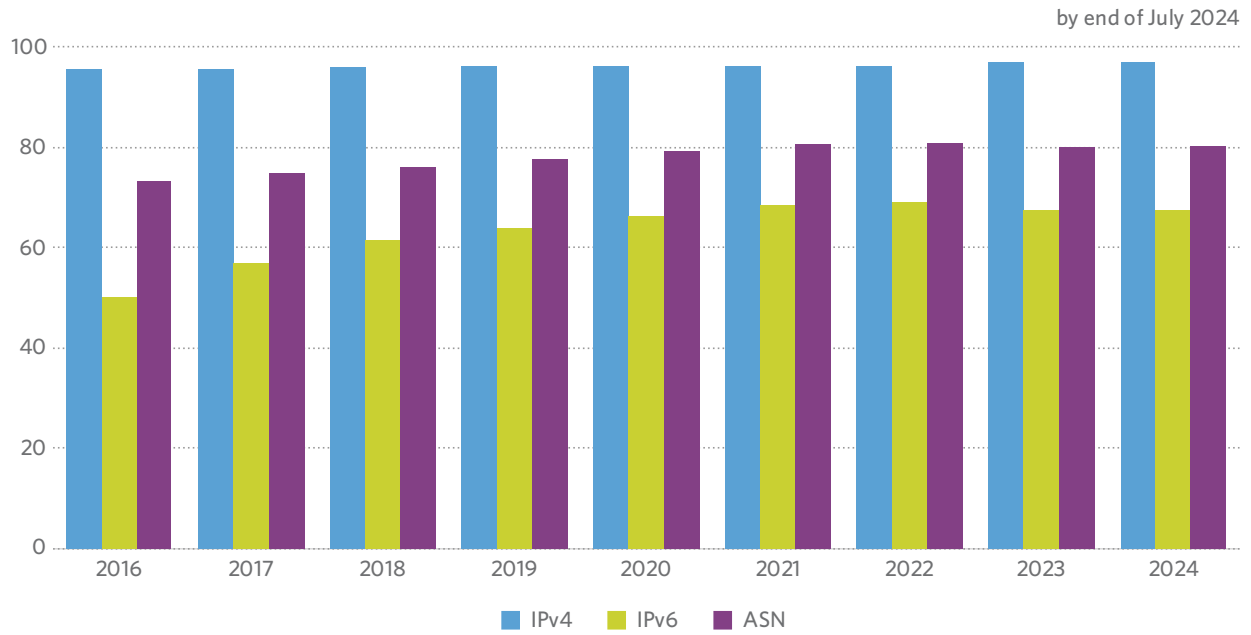
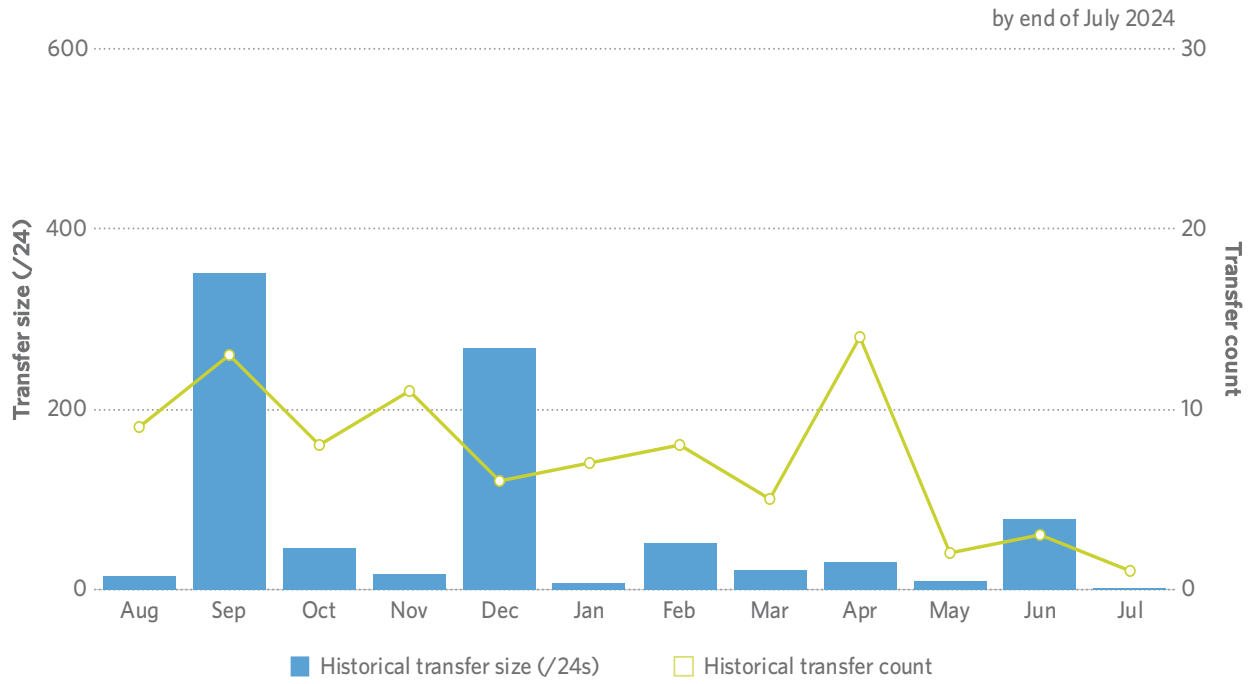


Figure 8: Member resource type holdings

### Historical IPv4 transfers

- Two transfers of /16s account for the chart spikes in September (Chinese Member) and December (Japanese Members) in 2023.
- Multiple small prefixes were transferred to an Australian Member in June 2024.



**Figure 9: Historical transfers**

**Mergers & Acquisition transfers**

- The large figure in August 2023 is due to a transfer by a Malaysian Member.
- The spike in May is due to a transfer by a Japanese Member.

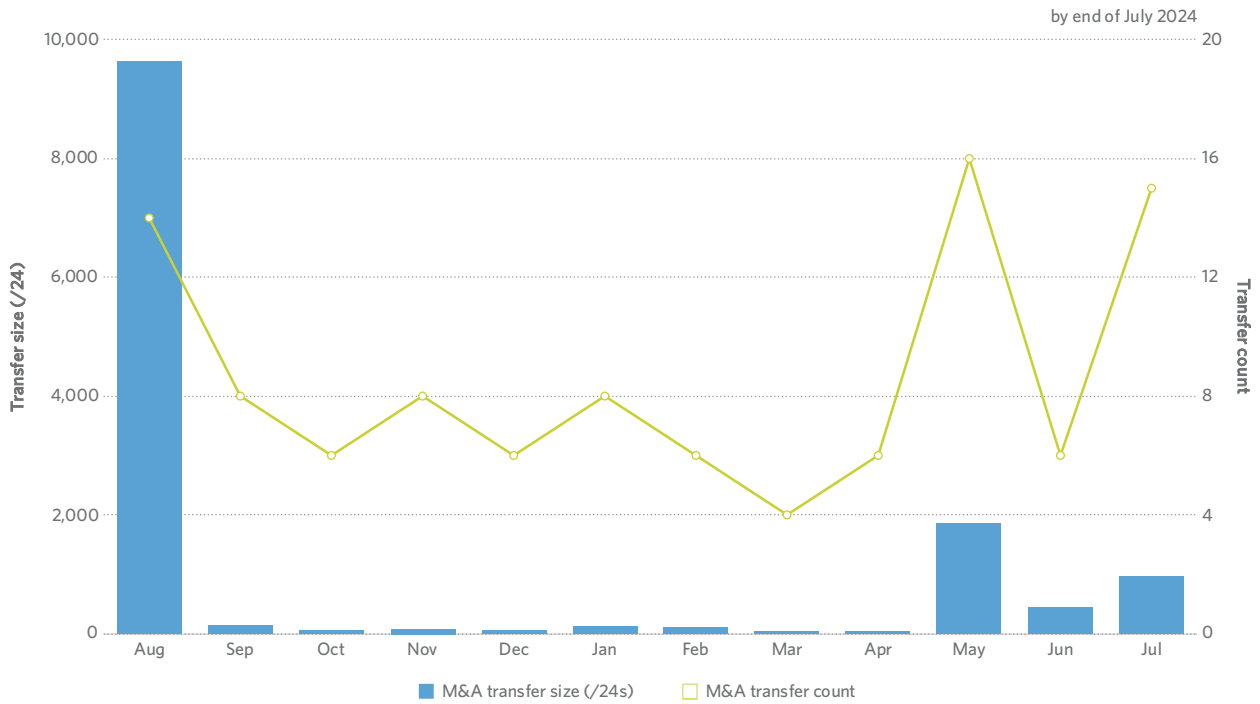


Figure 10: M&A transfers

IPv4 market transfers

- There was a large transfer between JPNIC Members in October 2023 and May 2024.
- There was a large transfer from a JPNIC Member to an APNIC Member, and from an APNIC Member to a CNNIC Member in March 2024.

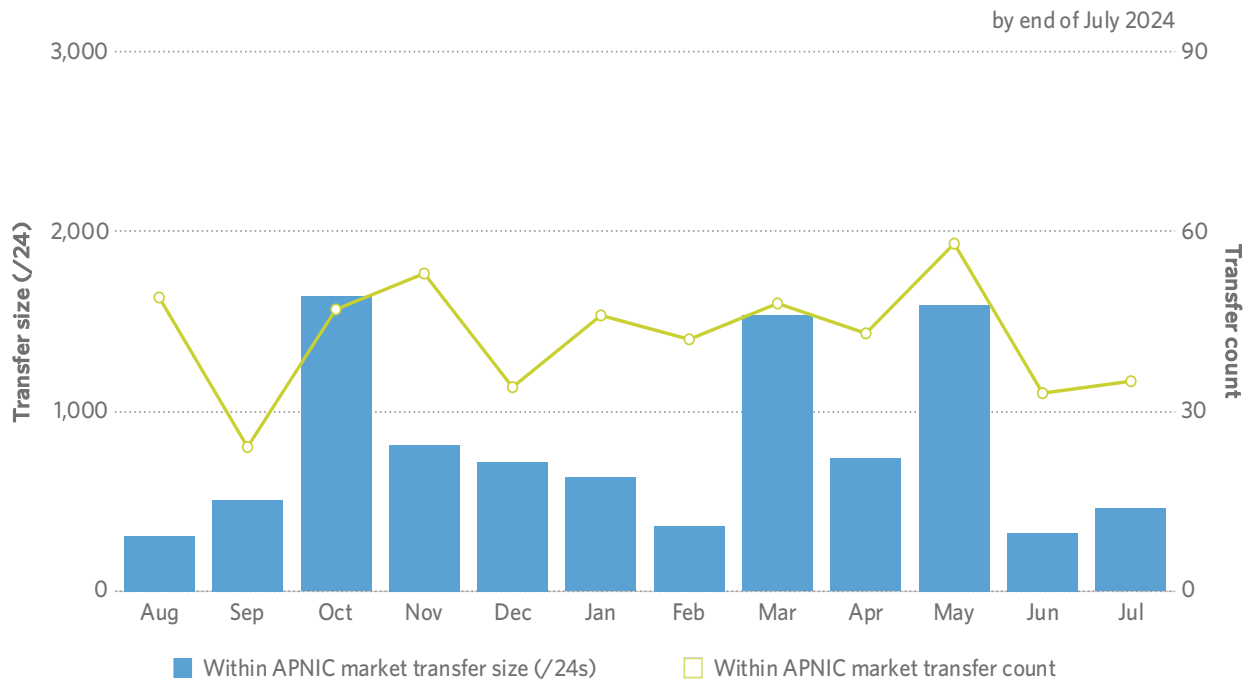


Figure 11: Market transfers within APNIC

**Market transfers: Incoming Inter-RIRs**

- Notable large transfers include a /17 IPv4 transfer from RIPE NCC to a Thai Member in September, and /17 IPv4 transfers from RIPE NCC to a Singapore Member in October and June.

**Market transfers: Outgoing Inter-RIRs**

- Four /16 historical resource blocks were transferred to ARIN and RIPE NCC in September.
- A /16 transfer from an Australian Member to the RIPE NCC occurred in October.
- Three /16 IPv4 transfers from different Japanese Members to RIPE NCC were processed in November.
- Three /16 IPv4 transfers from different Australian Members to RIPE NCC were processed in March.
- A /13 transfer from an Australian Member to the RIPE NCC occurred in May, causing the peak in outgoing inter-RIR transfers.

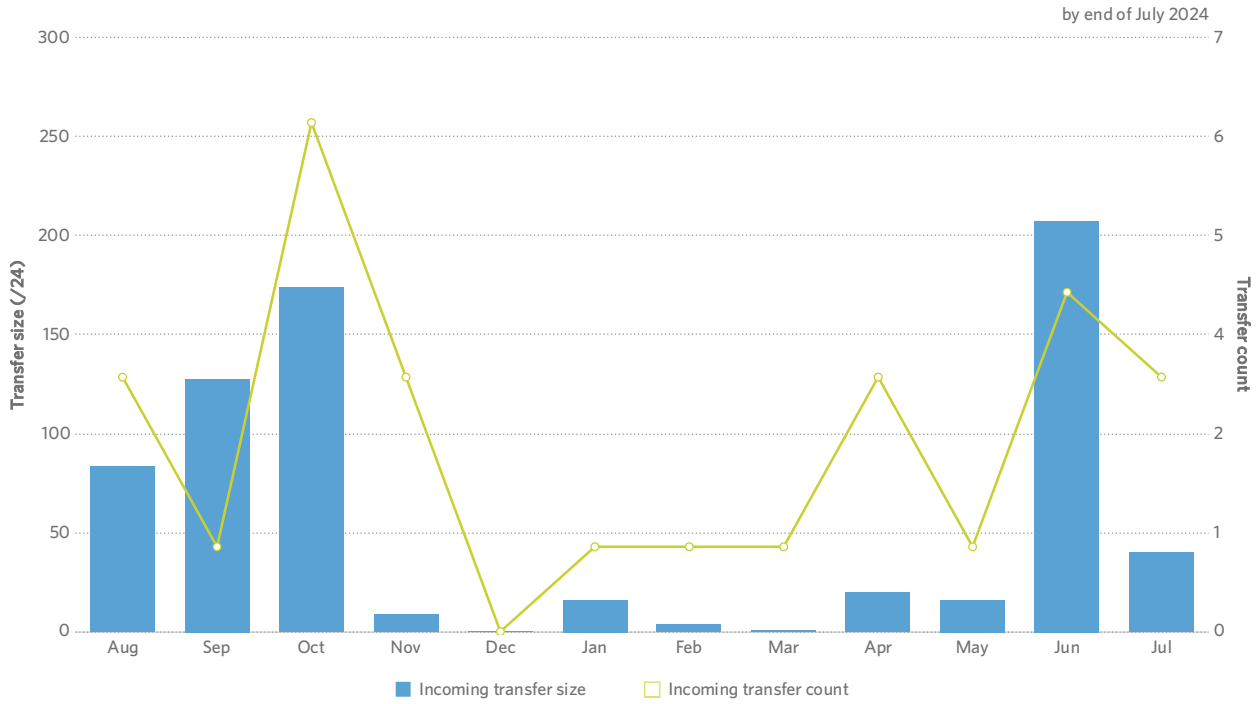


Figure 12: Incoming inter-RIR IPv4 transfers

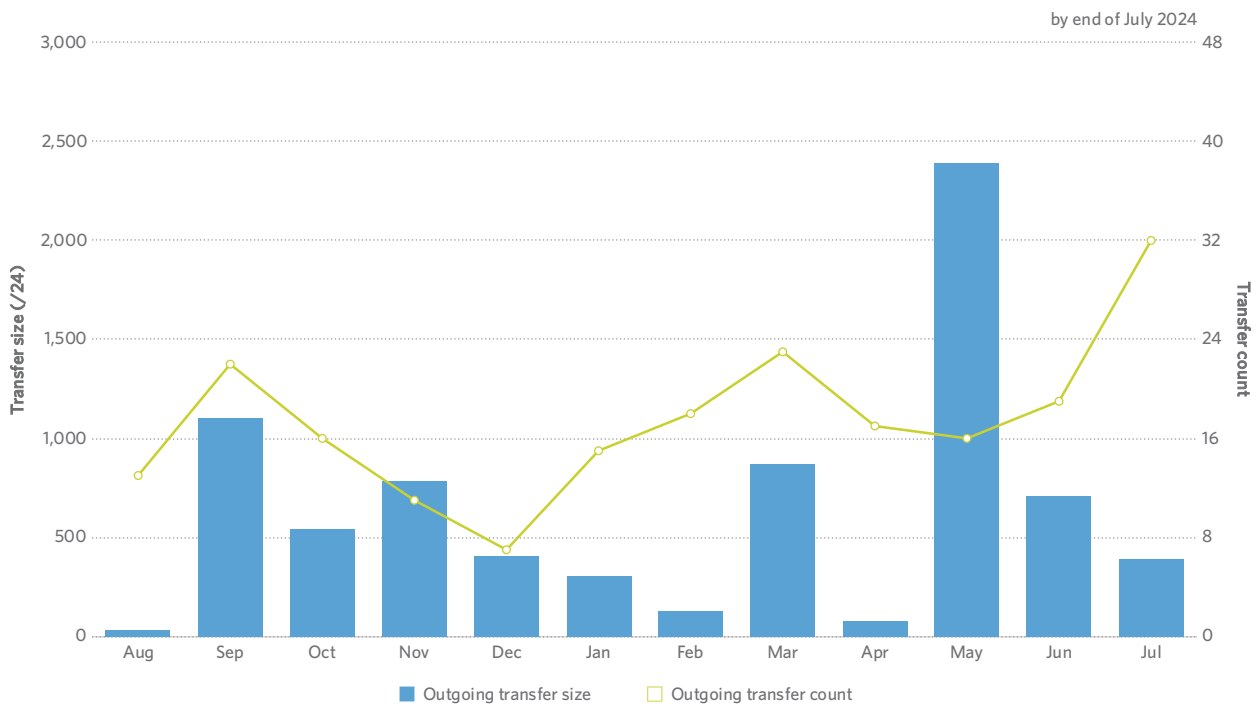


Figure 13: Outgoing inter-RIR IPv4 transfers

### Resource delegation and transfers satisfaction

- Twenty-one service satisfaction ratings were received from resource delegations or transfers, with 100% (21/21) either 'Satisfied' or 'Very satisfied'.

### Correct and current registry data

- Identified and assisted Members with invalid IRT objects to complete their validation. 8,224 of 10,506 active accounts have a validated IRT object — a validation rate of 78.3%.
- 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	42,556	97.5%
Have a parent block with organization object and validated IRT	33,771	77.4%
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	465	1.06%



**Table 4: Resource registration completeness**

### Detected application fraud

- 26 fraudulent attempts to open new APNIC accounts were detected.

Type	Jan	Feb	Mar	Apr	May	June	July
Identity theft	-	-	1	-	-	-	-
Fabricated documents	7	3	2	4	1	6	2
Fabricated needs	-	-	-	-	-	-	-
Total application fraud detected	7	3	3	4	1	6	2

**Table 5: Fraud cases**

	Success Indicators - R1.1	Progress %	Confidence	Notes
1	Achieve and maintain an average satisfaction score of at least 85% for resource delegation and transfers	60		100% (21/21 satisfied)
2	100% of tickets receiving 'poor' ratings are investigated for policy and procedure compliance	60		No 'poor' ratings

## R1.2. Member services

**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 99.99% met.

### Service satisfaction ratings

- 95.3% of service satisfaction ratings (344/361 requests) were either 'Excellent' or 'Above Average'.
- Follow up of 'Poor' ratings revealed three were submitted in error when completing the feedback form. Other 'Poor' ratings included six requests by Members with additional questions (all resolved) and three requests that were out of scope.
- One 'Poor' rating was about the account closure automated email, which was subsequently improved based on the feedback given.

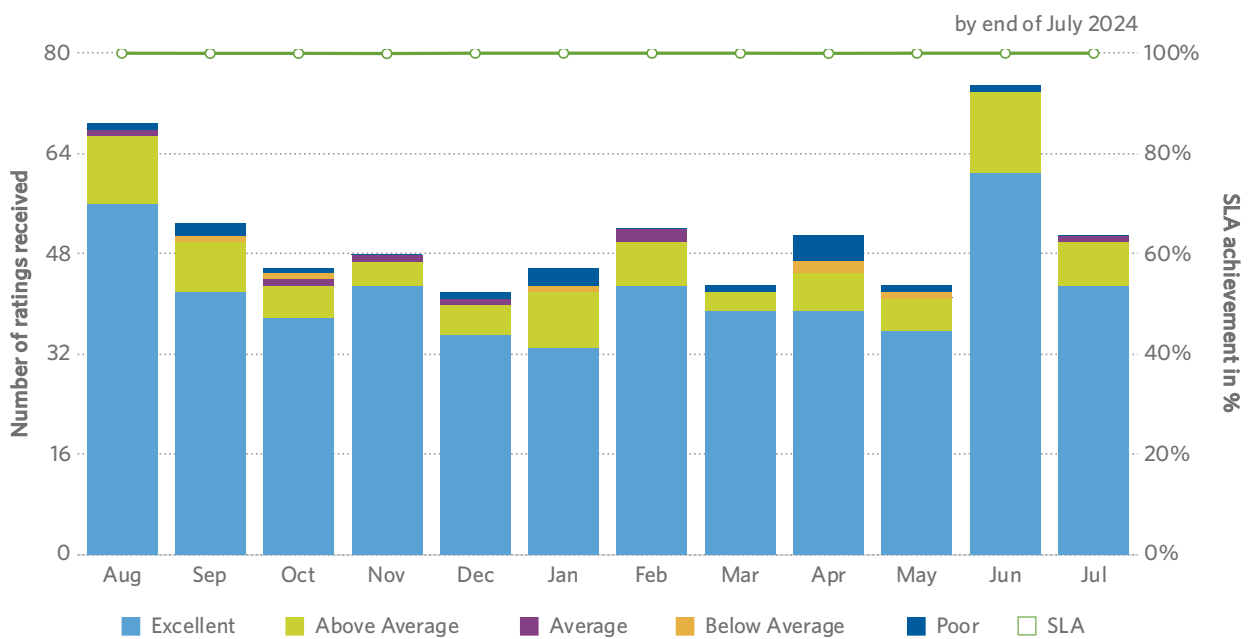


Figure 14: Service SLA and satisfaction

### Ticket response baseline measurement

- Measurement will commence in Q3.



### Member outreach and NIR engagement

- Participated in 28 proactive Member outreach engagements (creating 131 touchpoints across 30 economies), covering RPKI, resource transfers, technical assistance, upcoming events, and referral applications.
- Held two quarterly meetings with all the NIRs (one online and one in-person at APNIC 57) and held four monthly online meetings with each NIR on operational matters.
- Renewed the APNIC-VNNIC MoU at the VNNIC Internet Conference 2024 in June, with meetings held with the VNNIC Director General, Deputy Director and Resource Director.
- Visited TWNIC in April and participated in the TWNIC OPM. Hosted TWNIC’s new CEO (and Director of IP Addressing Department) at APNIC’s office for three days of briefings and information sharing.
- Participated in APIGA 2024 (organized in partnership with KISA, ICANN, APNIC and DotAsia) in July and met with the newly appointed KRNIC Director.

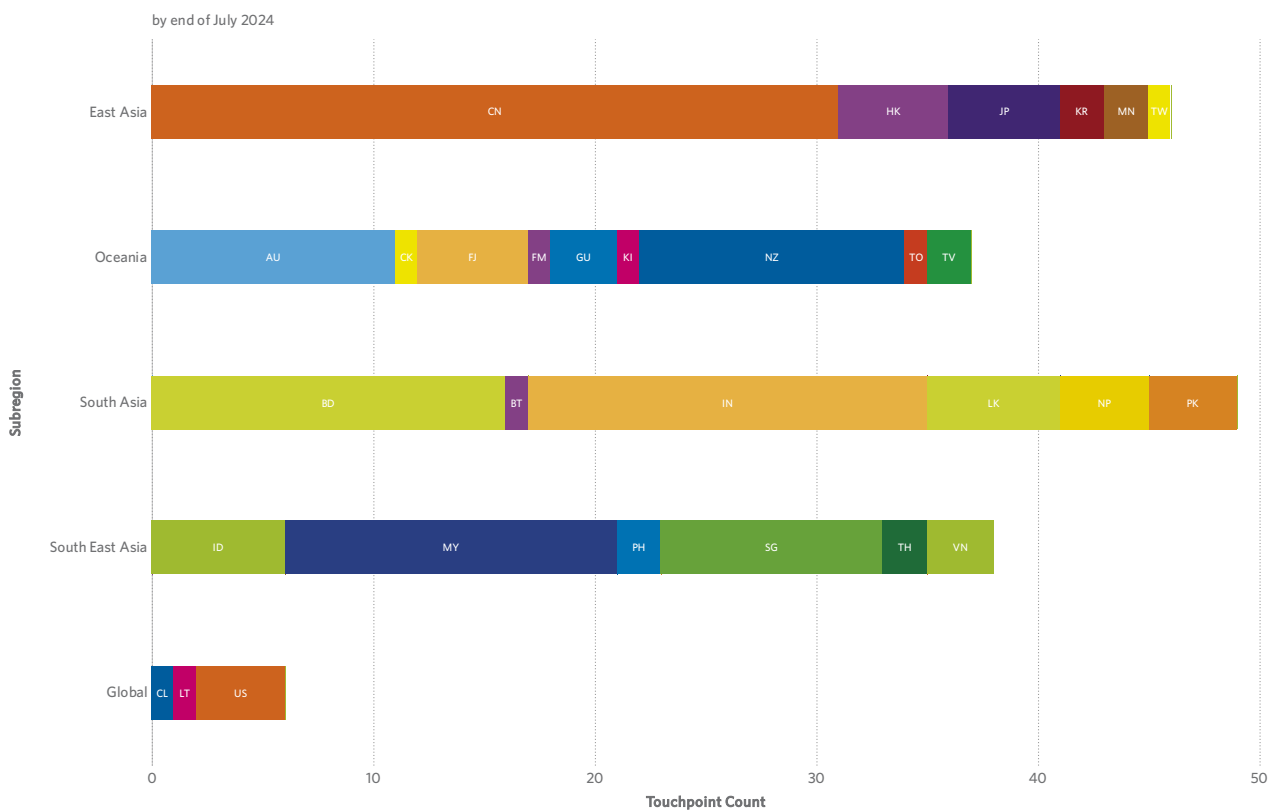


Figure 15: Member outreach touchpoints per economy

by end of July 2024

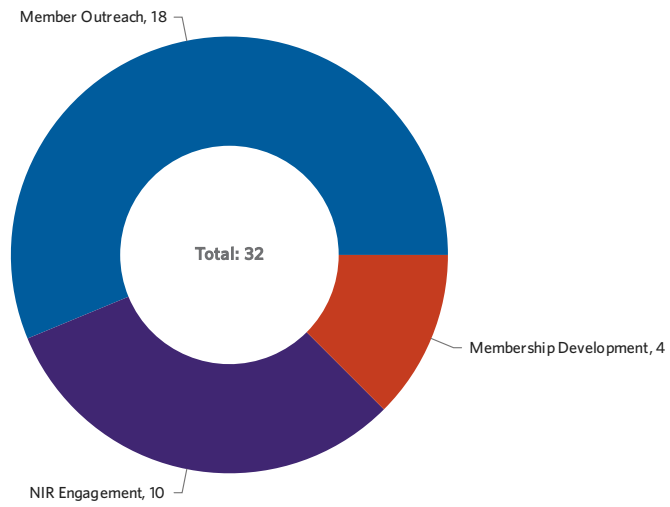


Figure 16: Registry Engagements

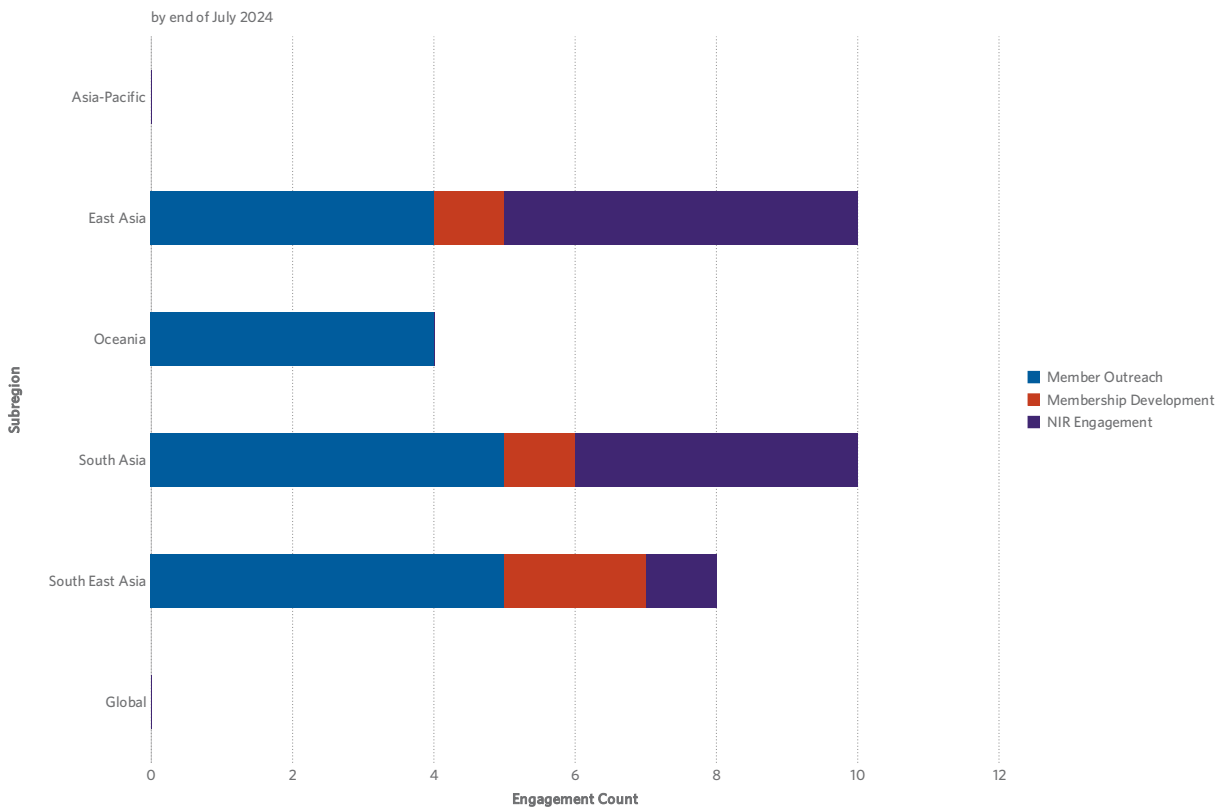


Figure 17: Registry engagements by sub-region

### Membership development

- Recorded 71 membership development touchpoints at events including Convergence India Expo (New Delhi), APNIC 57 (Bangkok), PCTA Convention (Manila), CommunicAsia 2024 (Singapore), SANOG 41 (Mumbai) and bdNOG 18 (Cox's Bazar).
- 405 new Members joined APNIC, including 13 from Member referrals. The net new Members added (including closures and reactivations) was 136.
- Total APNIC membership stood at 10,080.

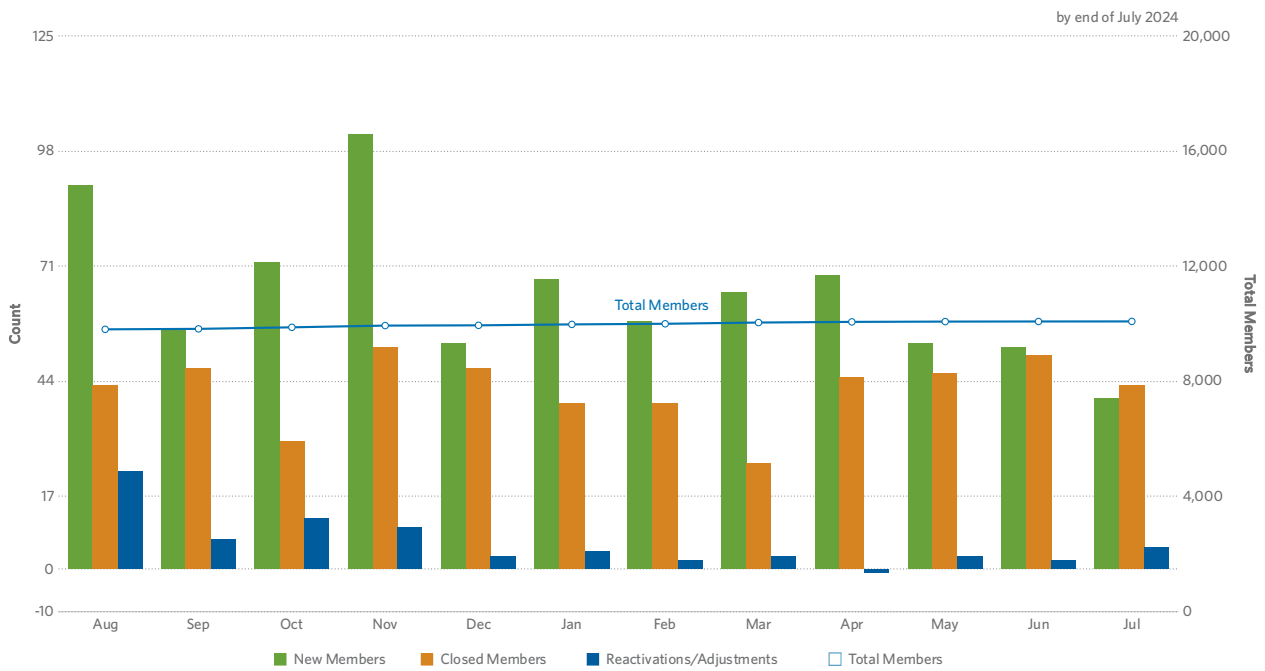


Figure 18: Membership transactions

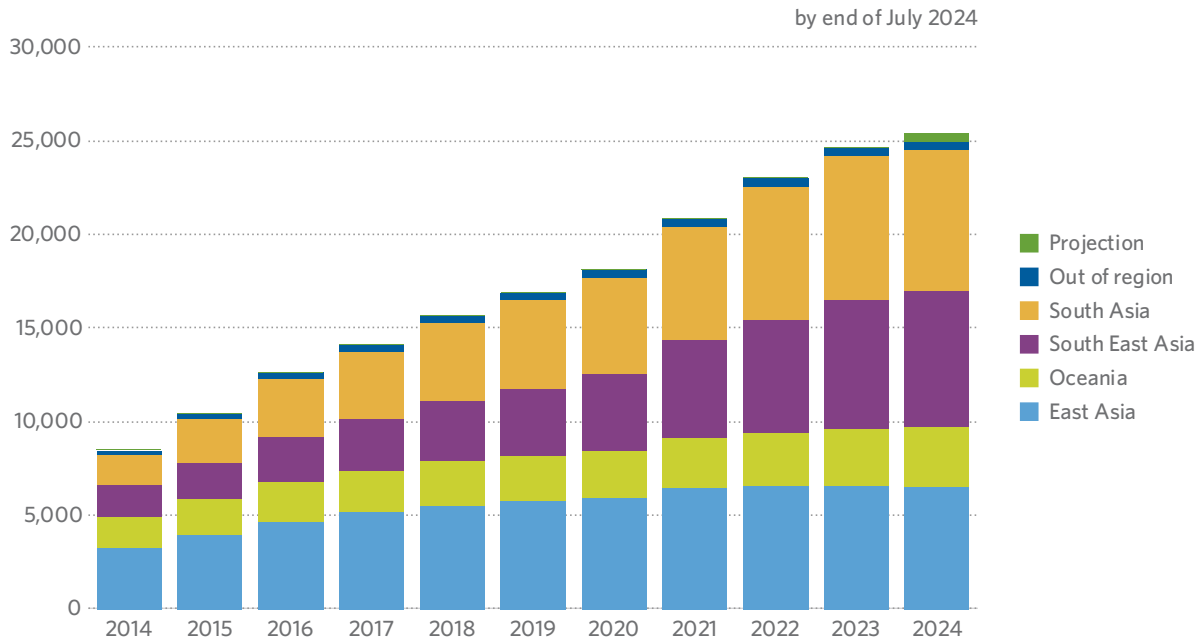


Figure 19: Total membership (APNIC + NIR, by subregion)

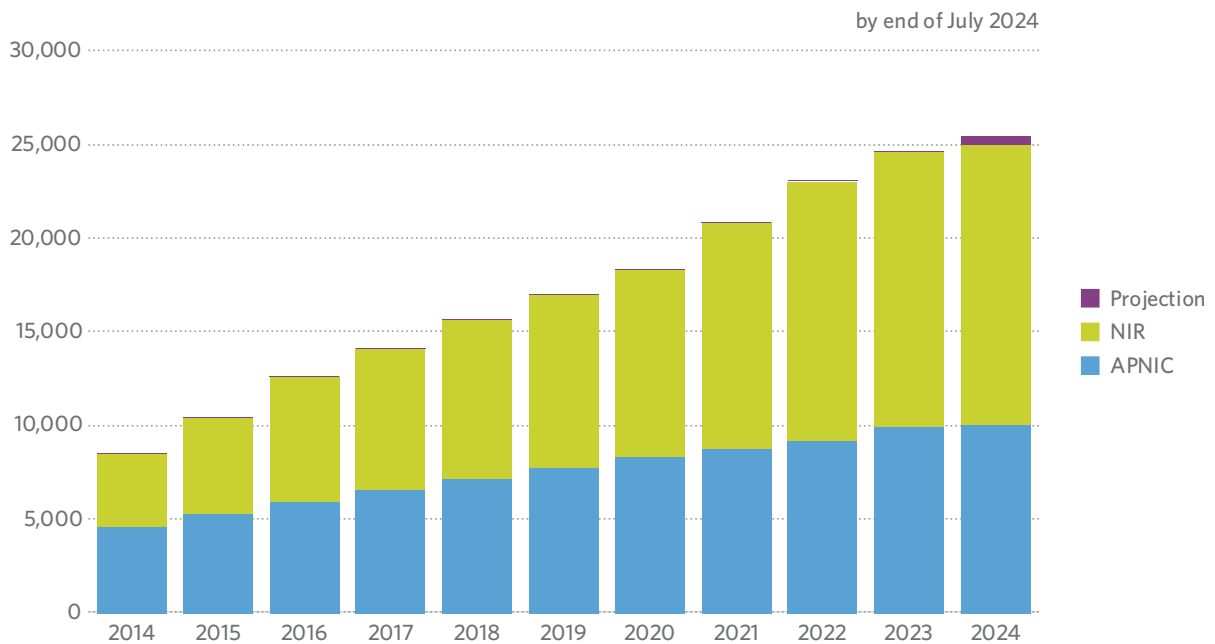


Figure 20: Total membership (APNIC + NIR)

by end of July 2024

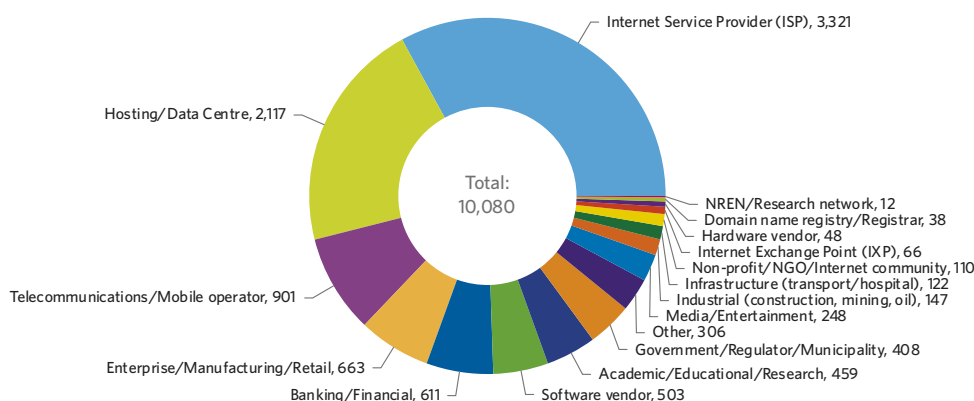


Figure 21: APNIC membership by industry type

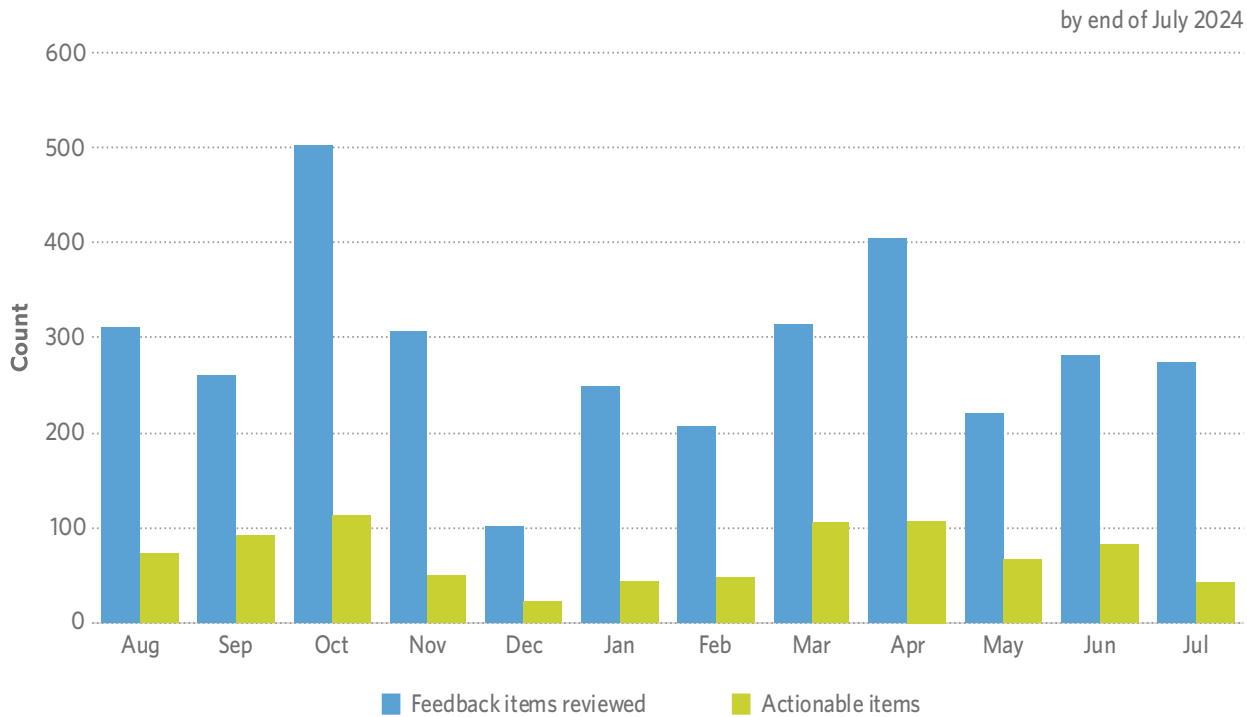
	Success Indicators - R1.2	Progress %	Confidence	Notes
1	Maintain Helpdesk SLA of two business day response to enquiries (>99.90%)	60		99.99%
2	Maintain service satisfaction ratings of at least 93% 'excellent and above average' feedback	60		95.3%
3	Establish ticket response time baseline measurement by end Q2	50		Operational Q3
4	Increase total number of Members by 370	37		136/370 Members

### R1.3. Membership experience

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

#### Feedback summary

- 1,955 feedback items were received, with 499 identified as requiring action. 404 items (81%) are being actioned or have been completed, with the remaining 95 under investigation or monitoring.
- The majority of feedback items related to training sessions and APNIC conference improvements. Other emerging themes include language options in products and services, and suggestions for MyAPNIC and live chat.







**Figure 22: Feedback Received/Actionable**

### User research

- Conducted 336 user research engagements (user experience tests, surveys, and one-on-one interviews) with Members and the community in the reporting period, including 21 in-person engagements at APRICOT 2024 / APNIC 57 in Bangkok.
- User research examined improvements to the APNIC Academy platform, conference registration form, and website navigation.

### 2024 APNIC Survey

- The interview stage was completed in March 2024. Forty-eight participants were interviewed in total (36 Members, 5 stakeholders, 7 NIRs) with 45 of the discussions taking place face-to-face at APRICOT 2024/APNIC 57. The interview report was received from Survey Matters.
- The quantitative survey was held from 12 June to 5 July 2024 by Survey Matters.
- The survey received 1,220 responses, with data cleansing removing 47 responses for reasons such as duplicates or spam. This left a final response of 1,173, which equates to a 3% margin of error.
- The results will be presented at APNIC 58 in Wellington.

	Success Indicators - R1.3	Progress %	Confidence	Notes
1	100% of feedback items are assessed and acted upon	60		81% assessed
2	Increase total user research to at least 400 engagements	84		336/400 engagements
3	Face-to-face user research events are held at least once in each sub-region	25		SEA
4	Achieve total APNIC Survey response of at least 1,500 completions	100		1,173 responses

## R1.4. Policy development

**Objective:** Facilitate the open Policy Development Process (PDP) to ensure resource policies in the APNIC region are developed and implemented in a neutral manner consistent with agreed processes and community expectations.

### APNIC 57

- The Open Policy Meeting (OPM) discussed four policy proposals at APNIC 57 in Bangkok. Two reached consensus at the OPM and AGM and were endorsed by the EC:
  - [prop-156](#): Assignment of temporary IP resources
  - [prop-154](#): Resizing of IPv4 assignments for IXPs
- The following proposals did not reach consensus and were returned to the mailing list for further discussion:
  - [prop-157](#): Temporary IPv4 transfers
  - [prop-158](#): IPv6 auto-allocation for each IPv4 request

### APNIC 58

Four policy proposals were accepted for discussion at the APNIC 58 OPM:




- [prop-157](#): Temporary IPv4 Transfers
- [prop-159](#): Reduction of minimum IPv6 allocation size from /32 to /36
- [prop-160](#): Change IPv6 Initial assignment to /44 for Organizations Eligible for /23 IPv4
- [prop-161](#): Using IPv6 for Internet of Things (IoT)

### Policy implementation

- Implemented [prop-155](#): IPv6 PI assignment for associate members.
- Implementation is underway for [prop-154](#): Resizing of IPv4 assignment for the IXPs and [prop-156](#): Assignment of Temporary IP Resource.

### Policy analysis

- Published impact assessments of the policy proposals discussed at APNIC 57 on the Policy SIG mailing list and website.

	Success Indicators - R1.4	Progress %	Confidence	Notes
1	Achieve Policy SIG Chair Support satisfaction of at least 85%	0		N/A
2	Publish a policy proposal impact analysis before each Open Policy Meeting (OPM)	50		1 published
3	Meet 100% of policy implementation timelines	50		1/1 implemented

## R2 Products and Infrastructure

### R2.1. Registry products

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

- All core registry products (whois, RDAP, RPKI, RDNS, IRR) maintained availability of 99.99%.





Registry product development

Roadmap Goals	Status					Notes
	Complete	In Progress	Pending	Deferred	Abandon	
<a href="#">Registry API</a>		✓				<p>Make a registry API available for account holders so they can manage whois records, reverse DNS, and route management (for both IRR and RPKI).</p> <ul style="list-style-type: none"> <li>▪ Beta implementation (updates production systems) deployed and made available for testing.</li> <li>▪ Updates from testing in progress, scheduled for release in 2024.</li> </ul>
<a href="#">RDAP server re-architecture</a>		✓				<p>Reduce memory use of the production RDAP service to reduce costs and increase deployment flexibility.</p> <ul style="list-style-type: none"> <li>▪ Initial simplified implementation (MVP) in progress, with planned release in Q4.</li> </ul>
<a href="#">Update authorization mechanisms for whois</a>		✓				<p>Remove password authorization options from whois in favour of SSO-based access.</p> <ul style="list-style-type: none"> <li>▪ Deployment on hold pending registry API general availability.</li> </ul>
<a href="#">RPKI RSC objects</a>		✓				<p>Provide RPKI RSC signing and validation functions for account holders and the general public.</p> <ul style="list-style-type: none"> <li>▪ Initial implementation in progress. Prototype validator completed, with work continuing on the RSC signing components.</li> </ul>
<a href="#">NIR ASN direct assignments</a>		✓				<p>Update the NIR interface in MyAPNIC to support direct delegation of ASNs to NIR account holders to increase data consistency and validity.</p> <ul style="list-style-type: none"> <li>▪ Core registry updates and NIR API updates in progress.</li> </ul>
<a href="#">NIR updates</a>			✓			<p>Create whois organization objects for NIR account holders, and link to resource objects (as with APNIC account holders) to improve whois client accuracy.</p>
<a href="#">Core registry updates</a>			✓			<p>Reimplement the policy constraint logic in the internal registry to record additional data about registry interactions and simplify future updates.</p>
Other Goals	Complete	In Progress	Pending	Deferred	Abandon	
RPKI resilience		✓				<p>Implement updates related to reinitializing RPKI from scratch in case of problems, and make related OS upgrades.</p> <ul style="list-style-type: none"> <li>▪ Pending final testing of changes.</li> </ul>
IRRD deployment		✓				<p>Implement IRRd for the NRTM service to replace the out-of-date RIPE database service.</p> <ul style="list-style-type: none"> <li>▪ Deployment verification in progress, with planned cutover in Q3.</li> </ul>
RHEL 9 updates		✓				<p>General updates related to the RHEL 9 transition.</p>
Prop-154 implementation		✓				<p>Implementation work for <a href="#">prop-154</a>.</p> <ul style="list-style-type: none"> <li>▪ Core registry updates pending review.</li> <li>▪ Currently working on applying changes to DNS (handling classless reverse domains).</li> </ul>
RPKI BPKI updates	✓					<p>Organize BPKI root certificate transition for self-hosted/delegated RPKI engines.</p> <ul style="list-style-type: none"> <li>▪ Completed.</li> </ul>

Table 6: Registry products development status

## IETF participation

- One RFC draft was published:
  - <https://datatracker.ietf.org/doc/draft-ietf-sidrops-cms-signing-time/> (7 May)
- Seven IETF drafts are in development:
  - With the RFC editor:
    - <https://datatracker.ietf.org/doc/draft-ietf-sidrops-signed-tal/>
  - In WGLC:
    - <https://datatracker.ietf.org/doc/draft-ietf-regext-rdap-rir-search/>
    - <https://datatracker.ietf.org/doc/draft-jasdips-regext-rdap-geofeed/>
  - In progress in WG:
    - <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-manifest-numbers/>
    - <https://datatracker.ietf.org/doc/draft-ietf-sidrops-publication-server-bcp/>

	Success Indicators – R2.1	Progress %	Confidence	Notes
1	Active participation in IETF standardization work as it relates to RPKI, and RDAP services	60		1 published, 7 drafts in progress
2	Achieve a 100% resolution rate for Registry Products, as per APNIC Product Roadmap	8		1/12 resolved

## R2.2. Membership products

**Objective:** Provide, develop and improve products and services that make it easier for APNIC Members to manage their accounts and to engage with APNIC online.

### MyAPNIC satisfaction

- A satisfaction survey was completed and achieved a result of 84% from 255 participants.

## Secretariat Report

### Membership product development



Roadmap Goals	Status					Notes
	Complete	In Progress	Pending	Deferred	Abandon	
<a href="#">Implement prop-155</a>	✓					Implement prop-155. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
<a href="#">Improve contact management in MyAPNIC</a>	✓					Enhance MyAPNIC's contact management system to improve usability and accuracy for user roles and permissions management. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
<a href="#">Upgrade OKTA</a>	✓					Enhanced security and user experience with Okta Identity Engine upgrade. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
<a href="#">Migrate Helpdesk Queue to CRM (Phase 1)</a>		✓				Transition from the current RT Helpdesk queue to Salesforce to provide an efficient support experience for Members. <ul style="list-style-type: none"> <li>Implementation underway.</li> </ul>
<a href="#">Automated document generation in MyAPNIC</a>		✓				Implement automated document generation in MyAPNIC to increase efficiency, starting with the Membership Agreement. <ul style="list-style-type: none"> <li>Work has started with an expected completion in Q3.</li> </ul>
<a href="#">Authenticated Chat</a>	✓					Provide secure, private chat communication between APNIC Members and Helpdesk. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
<a href="#">Orbit report abuse feature</a>		✓				Introduce a user reporting feature on the Orbit platform to flag inappropriate content. <ul style="list-style-type: none"> <li>Implementation work is underway.</li> </ul>
<a href="#">Test &amp; UAT environment enhancement (Phase 1)</a>			✓			Enhance the Test and UAT environments to closely match the production environment. <ul style="list-style-type: none"> <li>Planning and implementation scheduled for Q3.</li> </ul>
<b>New Since Q1</b>	<b>Complete</b>	<b>In Progress</b>	<b>Pending</b>	<b>Deferred</b>	<b>Abandon</b>	
<a href="#">Generate renewal quote in MyAPNIC</a>		✓				Enable MyAPNIC users to instantly generate their own renewal quotes. <ul style="list-style-type: none"> <li>Expected completion in Q3.</li> </ul>
<b>Other Goals</b>	<b>Complete</b>	<b>In Progress</b>	<b>Pending</b>	<b>Deferred</b>	<b>Abandon</b>	
Theme data list usage	✓					Complete the integration of the Theme Data List (a centralized repository for managing lists of links) across all Membership products. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
Re-architect Member application workflow code		✓				Re-architect the Member application workflow from legacy Perl code to Java-based workflows, integrating the entire post-submission process into a workflow using BPMN. <ul style="list-style-type: none"> <li>Ongoing until end of 2024.</li> </ul>

## Secretariat Report

---

2025 fee increase phase 2	✓	System updates required to process APNIC fee changes from 2025. <ul style="list-style-type: none"><li>▪ Implementation preparations underway.</li></ul>
Orbit 'All Mailing Lists' page improvements	✓	Enhance Orbit by adding advanced search, sorting features, and more detailed information on participants and discussions. <ul style="list-style-type: none"><li>▪ Completed.</li></ul>
Orbit List page improvements	✓	Update the Orbit landing pages to display activity and employ an infinite scroll feature. This includes renaming tabs and organizing posts by categories. <ul style="list-style-type: none"><li>▪ Completed.</li></ul>
prop-154: Implementation IXP Assignment	✓	Implement prop-154 including changes to the membership form. <ul style="list-style-type: none"><li>▪ Development in progress.</li></ul>
prop-156: Assignment of Temporary IP Resources	✓	Implement prop-156 including changes to billing processes and fee calculators. <ul style="list-style-type: none"><li>▪ Planning in progress.</li></ul>

**Table 7: Membership products roadmap status**

	Success Indicators - R2.2	Progress %	Confidence	Notes
1	Achieve average satisfaction of at least 80% for MyAPNIC	100		84%
2	Achieve a 100% resolution rate for Membership Products, as per APNIC Product Roadmap	43		7/16 resolved

### R2.3. Information Products



**Objective:** Provide meaningful and useful information services to help Members and the community improve the reliability and security of the Internet.

- DASH alerts subscribers increased by 140% in the first seven months of 2024. There are currently 417 subscribers for a total of 753 alerts. There are also 106 subscribers to suspicious traffic reports.

Information product development

Roadmap Goals	Status					Notes
	Complete	In Progress	Pending	Deferred	Abandoned	
<a href="#">Expand suspicious traffic feature in DASH for Members not holding ASNs</a>	✓					Allow Members not holding ASNs to access the suspicious traffic feature in DASH, including alerts. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
<a href="#">Enhance suspicious traffic details in DASH for deeper investigation and resolution</a>	✓					Integrate Honeynet hit data alongside existing information in the DASH suspicious traffic feature. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
<a href="#">Enhanced data filtering in REx with NIR focus</a>	✓					Allow users in REx (APNIC's Resource Explorer) to filter data by NIR in addition to the existing RIR filter. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
<a href="#">Augment APNIC DASH with additional BGP sources for improved global routing visibility</a>			✓			Adding more BGP sources to bolster the existing Singapore source to improve detection and provide more accurate information to users. <ul style="list-style-type: none"> <li>Scheduled to begin in August.</li> </ul>
<a href="#">Leveraging MANRS Readiness Score within APNIC DASH</a>		✓				Add MANRS Readiness Score to DASH to indicate if Members' networks are following routing security best practices. <ul style="list-style-type: none"> <li>QA in progress; release planned for August.</li> </ul>
DASH Domain Name Abuse feature					✓	Develop a new domain abuse detection feature for DASH. <ul style="list-style-type: none"> <li>After community consultation this task was deferred indefinitely.</li> </ul>
Graph Database dashboard					✓	Implement a dashboard for the internal Graph Database (Neo4J) to allow monitoring of its state. <ul style="list-style-type: none"> <li>Development deferred in favour of an existing open source solution.</li> </ul>
<b>Other goals</b>						
Public release of the DASH widget on the MyAPNIC dashboard	✓					Release of the DASH Widget in MyAPNIC and promote it to the community. <ul style="list-style-type: none"> <li>Completed.</li> </ul>
Upgrade DASH web framework	✓					Upgrade DASH to the Vue3 framework to continue receiving security updates. <ul style="list-style-type: none"> <li>Completed.</li> </ul>

Table 8: Information products roadmap status

	Success Indicators - R2.3	Progress %	Confidence	Notes
1	Achieve at least 20% increase in the number of DASH alert subscribers from 2023 (from 174 to 209)	100		417 (140% increase)
2	Achieve a 100% resolution rate for Information Products, as per APNIC Product Roadmap	78		7/9 resolved

### R2.4. Infrastructure Services

**Objective:** Support APNIC's public service delivery with high-performance systems and infrastructure that is reliable, available, and secure.

#### Network and infrastructure operations

- Completed the Q1 and Q2 data centre failover testing of the transit link and fibre links between the APNIC office and two data centres.
- Completed the Q1 and Q2 recovery testing of network devices and virtual machines.

#### System and platform operations







- Completed upgrade to MySQL 8 of the main APNIC database in Q2.
- Load-balancer migration of internal and external services continued, with completion expected in Q3.
- Deployed another DNS anycast label, NS1, to replace Netnod, and added two Brisbane nodes and one Singapore node in Q2.

#### Server migration

- Migration of Linux hosts to a supported operating system continued.

#### Security infrastructure upgrades

- Rolled out AppSec scans to run in product pipelines. Analysis and remediation work continues with product development teams.
- Continued review of cloud assets with around 75% codified.

	Success Indicators - R2.4	Progress %	Confidence	Notes
1	Complete regular data centre failover and backup recovery tests	50		2/4 completed
2	Maintain availability of at least 99.99% for critical APNIC services and at least 99.95% for less-critical services	60		99.99% (critical services) 99.99% (less critical services)
3	Respond to all critical incidents within 20 minutes	60		No critical incidents
4	Migrate all services using end-of-life OS by Q4 2024	45		In progress
5	Implement product pipeline code scanning by Q4 2024	90		90% deployed
6	Migrate all SaaS resources to infrastructure-as-code management by Q4 2024	75		74.7% migrated



## Development



- 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.

### D1 APNIC Academy

#### D1.1. Training Content and Curriculum

**Objective:** Develop and maintain high quality, advanced training content and curriculum, with a view to certification.

- Developed a new virtual lab on Lawful Intercept using OpenLI and a combined MikroTik OSPF/BGP virtual lab.
- Created a shared lab on Deploying BGP (Cisco IOS).
- Launched the new Network Automation course along with ‘Train-The-Trainer’ at APRICOT 2024.
- Developed new BGP content for instructor-led training and expanded and improved IPv6 training content.

Success Indicators - D1.1		Progress %	Confidence	Notes
1	Achieve at least 12,000 hours of usage in self-paced online courses and virtual labs in 2024	100		25,429 hours
2	Achieve average satisfaction of at least 80% on training content	60		98.75%

#### D1.2. Academy platform

**Objective:** Develop and maintain the APNIC Academy to serve the training needs of the technical community in Internet-related technologies and best practices.

- See the updates to the Roadmap goals for more information.




January to July 2024		APNIC Academy
Courses (by topic)	2,476 completions; 6,925.5 contact hours	
Virtual Labs	14,074 labs launched; 18,503.4 hours completed	
Students	5,866 new accounts (41,442 in total)	

**Table 9: Academy training**

Academy product development

Roadmap Goals	Status					Notes
	Complete	In Progress	Pending	Deferred	Abandon	
<a href="#">Changes to Virtual Labs</a>	✓					Implement user experience and resource optimization improvements. <ul style="list-style-type: none"> <li>▪ Deployed new functionality including multiple lab instruction sets, ability to view lab instructions without launching the lab, and a confirmation mechanism for lab launches.</li> <li>▪ Released an initial implementation of Shared Labs, which is now undergoing QA.</li> <li>▪ Implemented monitoring and usage optimization improvements.</li> </ul>
<a href="#">Modernize the Academy Platform</a>		✓				Modernizing the APNIC Academy platform to help meet four-year Most Important Goals. <ul style="list-style-type: none"> <li>▪ Planning in progress with high level delivery plan defined, and designs based on consultation and research.</li> <li>▪ Began developing Proof of Concepts (PoCs) to validate the feasibility and effectiveness of the proposed designs.</li> <li>▪ Began developing wireframes of user journeys.</li> </ul>
<a href="#">Rollout APNIC Academy IPv6 Certification (Associate) – ALPHA trial</a>		✓				Establish a standardized framework for training, assessing and validating proficiency in IPv6 knowledge and practices. <ul style="list-style-type: none"> <li>▪ Training content and lab manuals completed, with session plans, lab automation and exam questions being developed.</li> </ul>

Table 10: Academy products roadmap status

	Success Indicators - D1.2	Progress %	Confidence	Notes
1	Maintain Academy platform availability of at least 99.95%	60		100%
2	Achieve a total of 38,000 registered users on Academy platform in 2024	100		41,442 users
3	Complete all goals for Academy Products as outlined in the APNIC Product Roadmap	33		1/3 resolved

### D1.3. Training events

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

- Conducted training at nine NOGs (PKNOG, PhNOG, MMNOG, TWNOG, NZNOG, SANOG, PacNOG, bdNOG, and IDNOG).
- Conducted 20 online Open Tutorials and Labs.
- Held the new Network Automation workshop along with 'Train-The-Trainer' at APRICOT 2024.
- Conducted four training sessions with NIRs (CNNIC, IRINN, TWNIC and VNNIC).
- Supported the APIE program in Japan, Malaysia and Indonesia.
- Partnered with Asi@Connect for 10 training events, nine of which have been completed.
- Partnered with KDDI and APT to conduct training in Laos, Myanmar (online), and Indonesia.

	APNIC Instructor-led training
Courses (by topic)	104 courses delivered/ 3,032 attendees
Online/Hybrid	57 courses delivered / 1,708 attendees
Face-to-face	47 courses delivered/ 1,324 attendees

**Table 11: Instructor-led training**

by end of July 2024

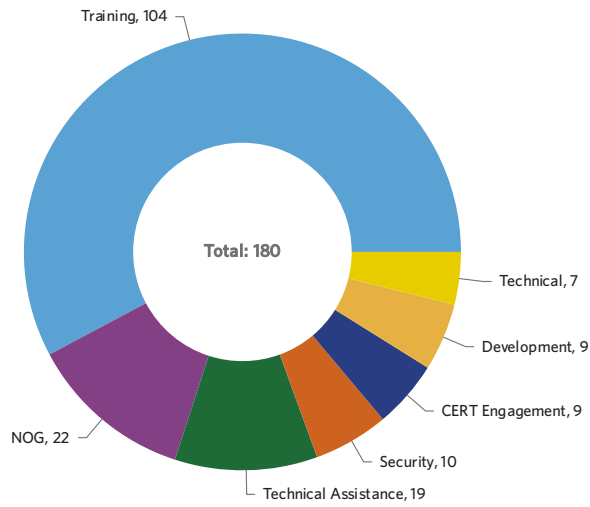


Figure 23: Development engagements

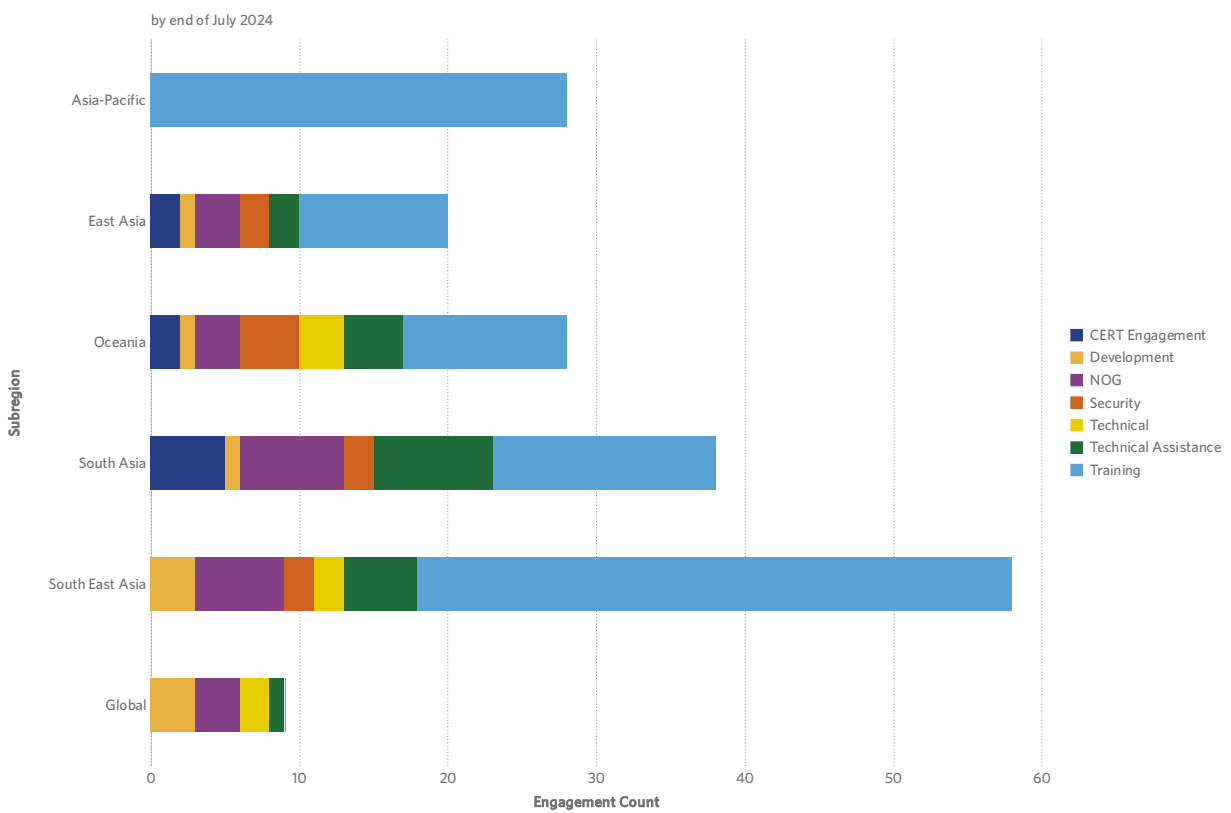






Figure 24: Development engagements by sub-region

## Community Trainers

- Retained Community Trainers (RCTs) participated in 64 training events, with 49 participating as the primary trainer.
- Voluntary Community Trainers (VCTs) have supported 35 training events (20 online/hybrid and 15 face-to-face).

	Success Indicators - D1.3	Progress %	Confidence	Notes
1	Conduct at least 1,200 hours of instructor-led training	100		1,352 hours
2	Conduct at least four workshops / tutorials for each core topic	75		3/4 SDN / Segment Routing 2/4 Network Automation 30 IPv6 6 Routing Security 3/4 IXP and Peering 2/4 Cybersecurity
3	Achieve average training satisfaction of 80% on instructor-led training delivery	60		98.2%
4	Maintain cohort of 30 Volunteer CTs and 10 Retained CTs	60		33 VCTs; 10 RCTs

## D2 Technical and Security Community Support

### D2.1. Technical Engagement

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

Supported 25 technical community events, including:

- The revived TWNOG 5, with a tutorial on SRv6, an update on APNIC policy, and assistance to the Program Committee.
- IETF 119 in Brisbane as a local host.
- Everything Open, with sponsorship and training for the first time in Gladstone.
- Development of the Timor Leste Network Operators Group (TLNOG) as Founding Partner and Platinum Sponsor. The first TLNOG will be held in late August 2024.

Technical community events

Month	Event	Location	Sponsor	MC/PC	Present / Panel	Training	Tech Support	Participation
Jan	Lao Digital Week 2024	SEA				✓		✓
Jan	JANOG 53	EA	✓					
Jan	npNOG 9	SA	✓					
Jan	APAN 57	SEA	✓	✓		✓		✓
Mar	IETF	OC	✓					✓
Mar	APRICOT 2024	SEA	✓	✓		✓		✓
Mar	MMIX/MMN OG 2024	SEA	✓	✓	✓	✓		✓
Mar	PhNOG 2024 Lokal Workshop	SEA		✓		✓		✓
Apr	TWNOG 5	EA	✓	✓	✓	✓		✓
Apr	Everything Open	OC	✓			✓		✓
Apr	NZNOG 2024	OC	✓			✓		✓
Apr	SANOG 41 / INNOG 7	SA	✓			✓		✓
Apr	PCTA Convention 2024	SEA				✓		✓
Apr	CaribNOG 2024	ARIN region			✓			
May	BPF 2024 / ThaiNOG Day	SEA	✓			✓		✓
Jun	MYNOG 11	SEA	✓					✓
Jun	TWNIC	EA	✓			✓		✓
Jun	PacNOG 33	OC				✓		✓
Jun	VNNIC Internet Conference 2024	SEA	✓			✓		✓
Jul	Bsides Brisbane	OC				✓		✓
Jul	IDNOG 9	SEA	✓			✓		✓
Jul	APAC DNS Forum	SEA			✓	✓		✓
Jul	PhNOG 2024	SEA	✓	✓	✓	✓		✓
Jul	bdNOG 18	SA	✓	✓		✓		✓
Jul	JANOG 54	EA	✓					

Table 12: Technical community events

## Security community

- Provided support to:
  - The APCERT Steering Committee for their in-person meeting at APRICOT 2024 in Bangkok
  - BtCIRT, Mongolia Public CSIRT and CERT Vanuatu
  - The APAN Security Working Group as the new Chair
- Training was provided for Law Enforcement Agencies (LEAs) in Hong Kong, the Philippines, and Pacific Island economies.
- Actively engaged with the CERT/CSIRT community at the FIRST Annual Conference 2024 in Fukuoka, Japan.

Month	Event	Location	Type	Sponsor	MC / PC	Present / Panel	Training	Participation
Jan	HK Police Cyber Command Centre	EA	Government			✓	✓	
Mar	Cyber Safety Pasifika	OC	Government				✓	
Apr	Sri Lanka CERT	SA	CERT			✓		
Apr	MNSEC	EA	Security Community & CERT	✓		✓	✓	
Apr	BtCIRT	SA	CERT				✓	
Apr	Internet Fundamentals for Investigators Training	SEA	Government				✓	
May	LAC-CSIRT	LACNIC region	CSIRT			✓		
May	CERT VU	OC	CERT				✓	
May	AusCERT	OC	CERT		✓			✓
May	Phoenix Security Summit	BD	Security Community	✓	✓			✓
Jun	FIRST Annual Conference	EA	CSIRT		✓			✓
Jul	PK National Conference	SA				✓		
Jul	NTCERT (PTA)	SA	CERT				✓	✓

**Table 13: Security community event**

Success Indicators - D2.1		Progress %	Confidence	Notes
1	Support at least 35 technical and security community events	100		38 events
2	Support at least two new/revived community events (opportunity permitting)	50		1/2 events

## D2.2. Technical assistance and Internet infrastructure support

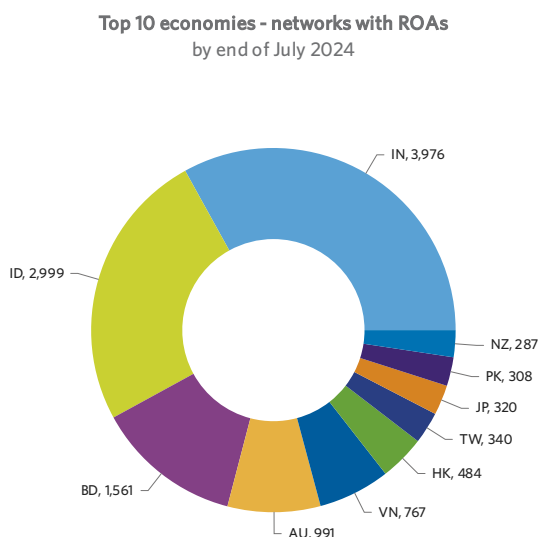
**Objective:** Improve the resilience and performance of the Internet in the region by expanding critical infrastructure deployment and measurement, and by assisting Members to implement best practices.

### IXP support

- Deployed switch upgrades (Foundation-funded) for MISPA-IX and BKNIX.
- Ongoing review of hardware requirements for the Timor Leste IXP.
- Planning began on an upgrade of the Vanuatu IXP with new servers, switches, technical assistance and training.
- Ongoing [Pacific IXP](#) engagement with the Registry team is underway in Samoa, Fiji and New Zealand.
- Support for VIX.VU and PNGIX to deploy ROV is in progress.
- Ongoing support for PCTA-IX on IXP redesign and IXP manager setup.

### Technical assistance

- Provided 19 instances of technical assistance to Members on the following:
  - IPv6 deployment (Sri Lanka); IPv6 peering and router configuration (Philippines)
  - IPv6, IPv4 and BGP (Micronesia)
  - Multihoming and TE (Philippines); IXP (Bangladesh)
  - Network issues (Myanmar)
  - Routing and IPv4 (Australia, China); BGP (Malaysia); Routing and BGP (Singapore, Maldives)
  - rDNS and PTR record (New Zealand); DNNSEC deployment (Bangladesh); DNS (Australia, Hong Kong)
  - RPKI (Indonesia, Bangladesh); ROA (India)
  - M-Root (Bangladesh)



**Figure 25: Top 10 Economies – Number of networks with ROAs**



Success Indicators - D2.2		Progress %	Confidence	Notes
1	Support at least two IXPs to deploy ROV	20		0/2 IXPs
2	Overall satisfaction rating of at least 80% for technical assistance	60		100%

### D2.3. M-Root deployment

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

Identified sites under negotiation and preparation	MoU Signed	Equipment delivered and deployment in progress	In operation starting 2024
Papua New Guinea (PNGIX)	Myanmar/Mandalay (MMIX)	Philippines/Quezon City (PhOpenIX)	Nepal/Kathmandu (NPIX)
Samoa (Samoa IX)	China/Wuhan (CERNET)	China/Jinan (CNNIC)	Pakistan/Lahore
New Zealand (REANNZ) - identified in 2024	Lao PDR (LANIC)	Maldives/Malé (MVIX)	India/Mumbai
Saudi Arabia/Jeddah (Equipment procured by Center3) - identified in 2024	Kazakhstan (Kazakh Telecom)	India/Kolkata (IIFON)	Bangladesh/Dhaka
	Sri Lanka/(DIALOG)		Brazil/Sao Paulo (Equipment procured by <a href="http://NIC.br">NIC.br</a> )
	Bhutan (BTIX)		
	Tuvalu (Tuvalu Communications)		



**Table 14: M-root deployment status**

Success Indicators - D2.3		Progress %	Confidence	Notes
1	Complete at least eight M-Root server deployments commenced before 2024	63		5/8 deployed
2	Identify and prepare at least eight additional M-Root server sites	50		4/8 identified

### D2.4. 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 the threats.

- One hundred additional new sensors were deployed, with development work underway to fine-tune sensors for new deployments.
- Provided continuous daily feeds for DASH, ShadowServer Foundation, MISP and the CERT/CSIRT community.
- Presented on the Honeynet project in Hong Kong, Bangladesh, and Pakistan.

	Success Indicators - D2.4	Progress %	Confidence	Notes
1	Increase the number of honeypot sensors to 400 from 200 (+100% on 2023)	50		300/400 sensors
2	Organize quarterly honeynet and threat sharing community events	50		2/4 events

## D3 APNIC Labs

### D3.1. Research and analysis

**Objective:** Gain a greater understanding of technical issues, trends, and how the Internet operates to help Members make better informed decisions on their network operations.





- 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.
- Published 21 blog articles and recorded 8 podcasts.

#### Research cooperation

- Continued cooperative research with Global Cyber Alliance 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.

#### Sharing research outcomes

- Delivered 22 presentations at community and industry events.

	Success Indicators - D3.1	Progress %	Confidence	Notes
1	Publish at least 20 articles or reports on resource outcomes	100		21 articles
2	Present at least 15 research presentations, including at least two at APNIC conferences	100		22 presentations
3	Discuss research on 12 podcasts	67		8/12 podcasts
4	Undertake at least three significant cooperative research activities	100		3 research collaborations

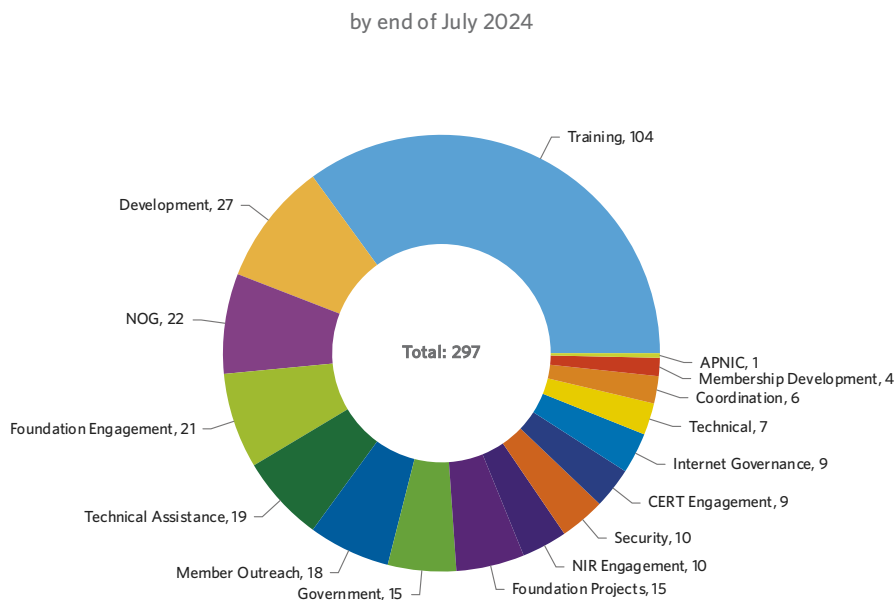
## Engagement

- 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.

## E1 Relationship Coordination

### E1.1. Outreach coordination

**Objective:** Ensure that APNIC’s external relations are well coordinated, representatives are aligned and work translates into value adding and impactful engagements.



**Figure 26: Engagements summary by type**

*\*Foundation engagements do not involve APNIC staff or resources. See Table 10 for more information.*

*\*\*Updates have been made to the CRM to enable us to capture engagements relating to M-Root deployment projects. This is recorded in the Development engagement type.*

by end of July 2024

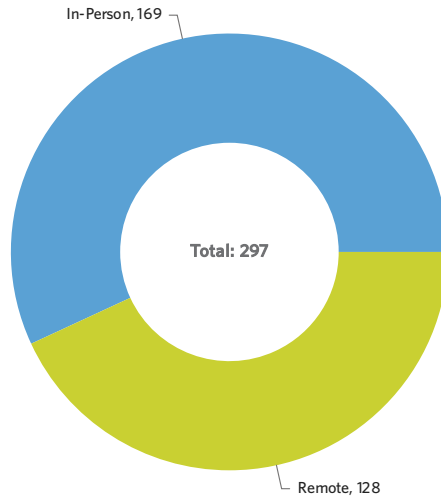


Figure 27: Remote vs physical engagements

\* 'Asia Pacific' sub-region captures online training delivered to the whole region and regional events that are not economy-specific.

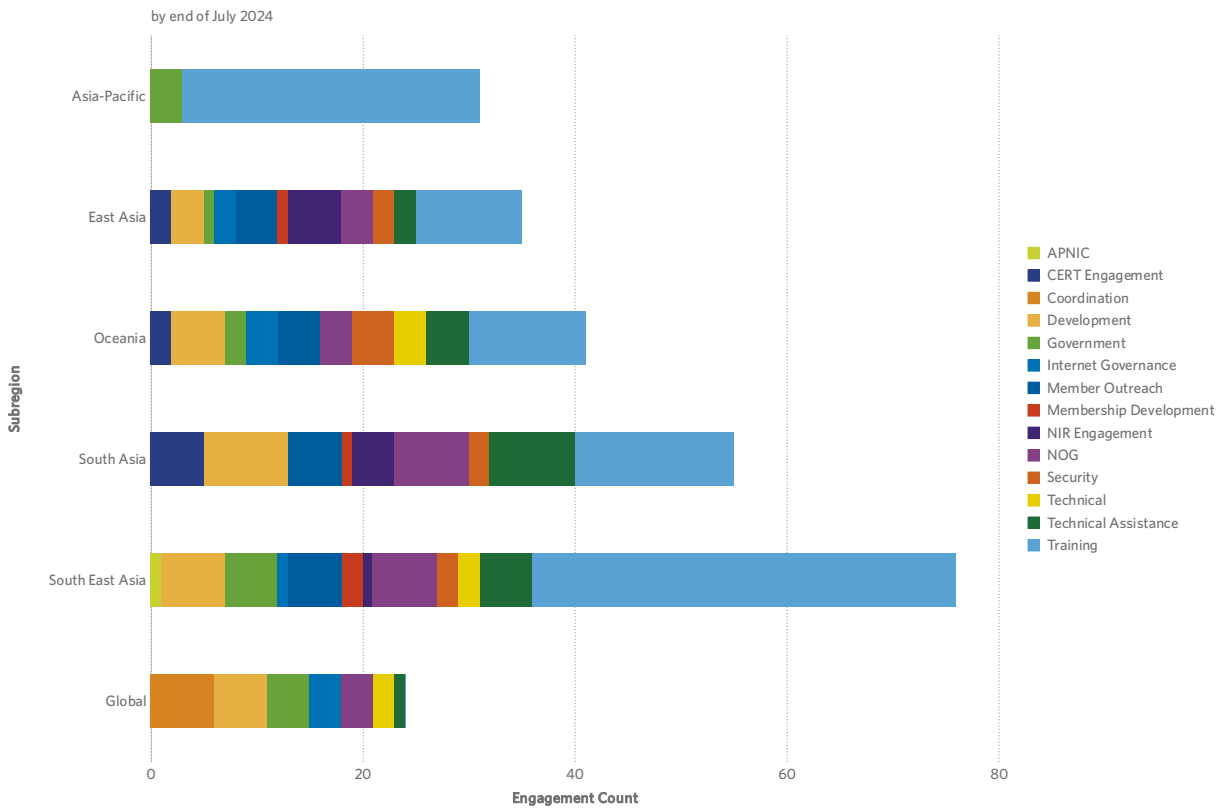


Figure 28: Engagement summary by subregion/type



Figure 29: Engagement detail by economy

## Touchpoints by engagement types

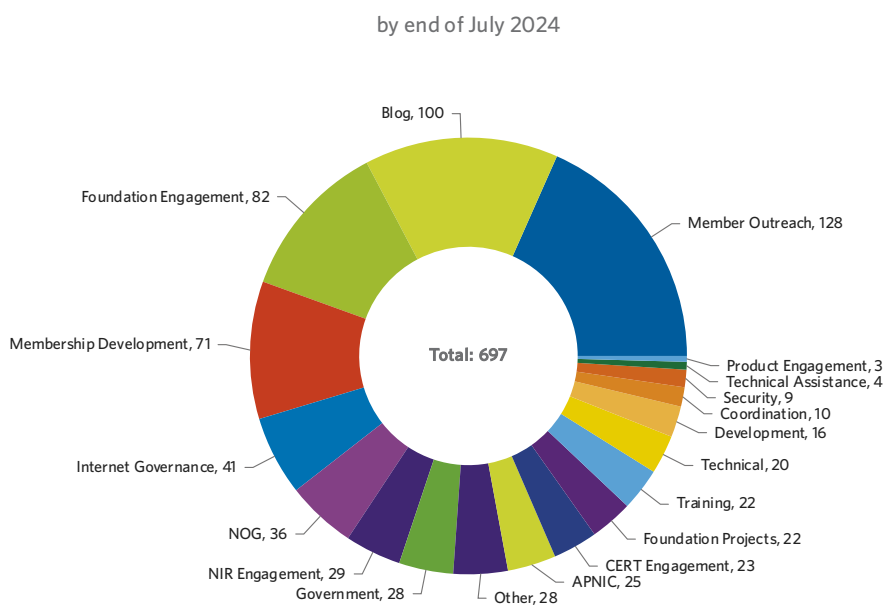


Figure 30: Touchpoints summary

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 February and five coordination meetings.

	Success Indicators - E1.1	Progress %	Confidence	Notes
1	Achieve 350 engagement with at least 30% remote engagements	84		297/350 engagements 43% remote
2	Achieve 1,000 unique contacts in touchpoints	64		639/1,000 contacts
3	Achieve at least 100 touchpoints with unique senior non-technical decision maker contacts	100		189 touchpoints

## E2 Online Communication

### E2.1. 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 98,977 views per month, a 16.6% increase on 2023's monthly average.
- Published 189 blog posts, including 79 Guest Posts (50%).

- Published 15 episodes of the 'PING' Podcast, attracting 10,225 'impactful plays' (episode listens of 75% or longer), an average of 682 plays per episode.

	Jan	Feb	March	April	May	June	July	All time
Views	70,495	98,680	113,295	101,929	101,381	93,643	113,413	6,131,879
Posts	28	30	24	26	28	22	31	3,757

Table 15: APNIC Blog activity

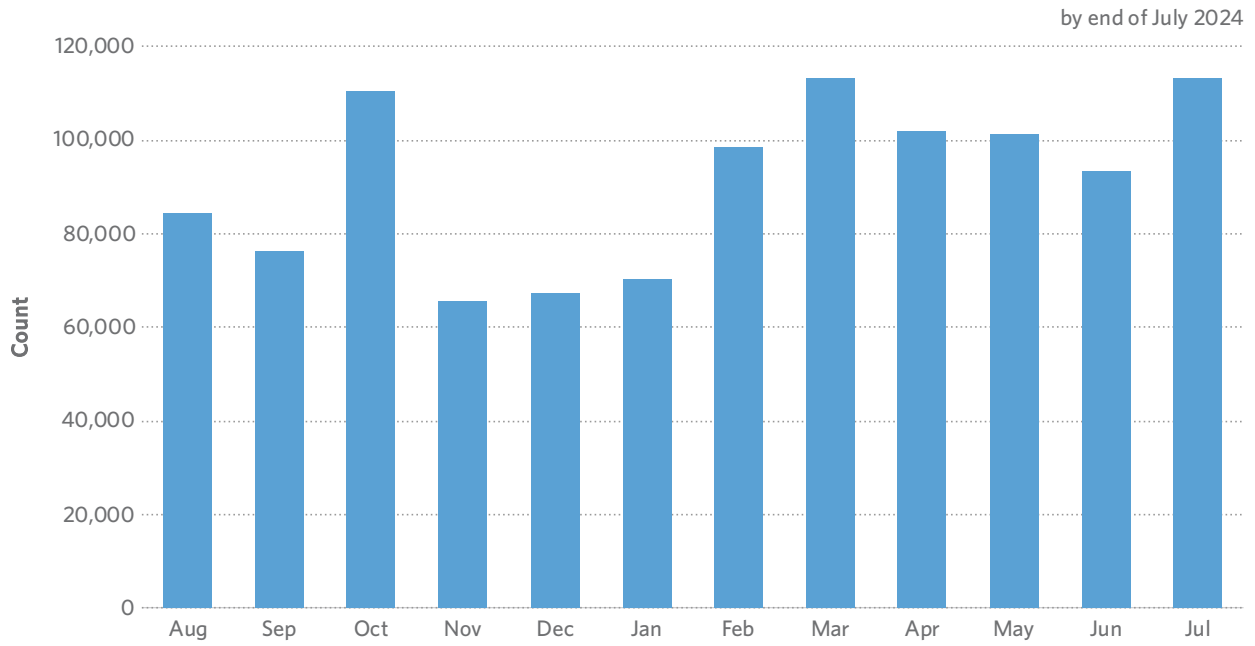


Figure 31: APNIC Blog views

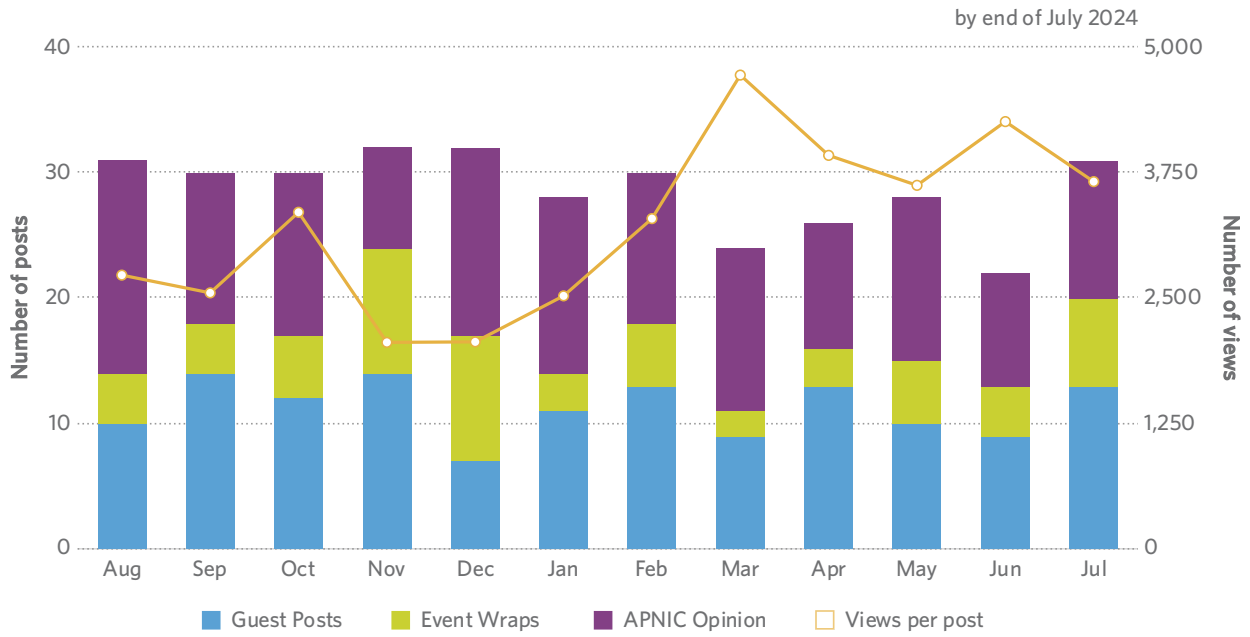


Figure 32: APNIC Blog posts

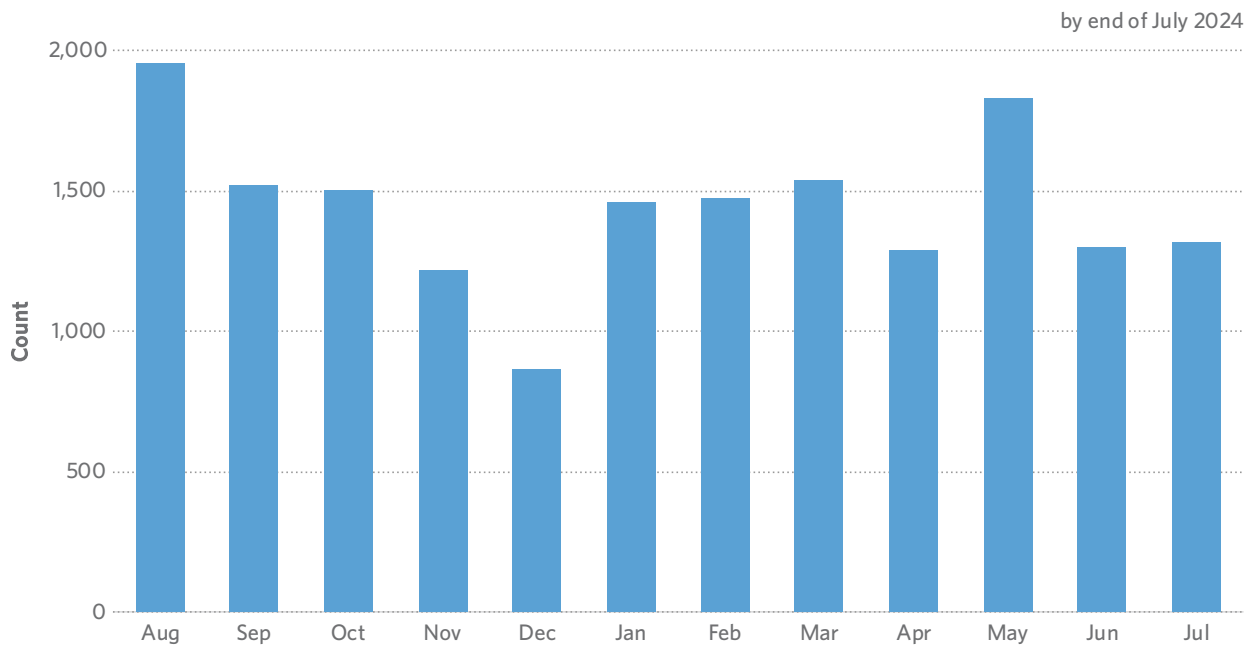


Figure 33: Podcast Impactful Plays



	Success Indicators - E2.1	Progress %	Confidence	Notes
1	Achieve average of at least 87,000 Blog views per month	60		98,977 views
2	Maintain Blog Guest Post ratio between 50 to 65%	60		50%
3	Achieve at least 19,000 podcast listens	54		10,225 listens
4	Achieve a Blog satisfaction rating of at least 80% in the 2024 APNIC Survey	N/A		N/A
5	Achieve a podcast satisfaction rating of at least 80% in the 2024 APNIC Survey	N/A		N/A

## E2.2. Online community

**Objective:** Encourage an active, connected community using and benefitting from APNIC’s online engagement platform, Orbit.

- The number of new Orbit users and posts from the web interface slowed slightly following the increased activity around APRICOT 2024 in January and February. Eleven community Orbit lists were launched, including lists for AFNOG, btNOG, TLNOG and MISPA-IX.
- Improvements including advanced search, sorting features, and infinite scroll functionality were added to the platform (see R2.2.).

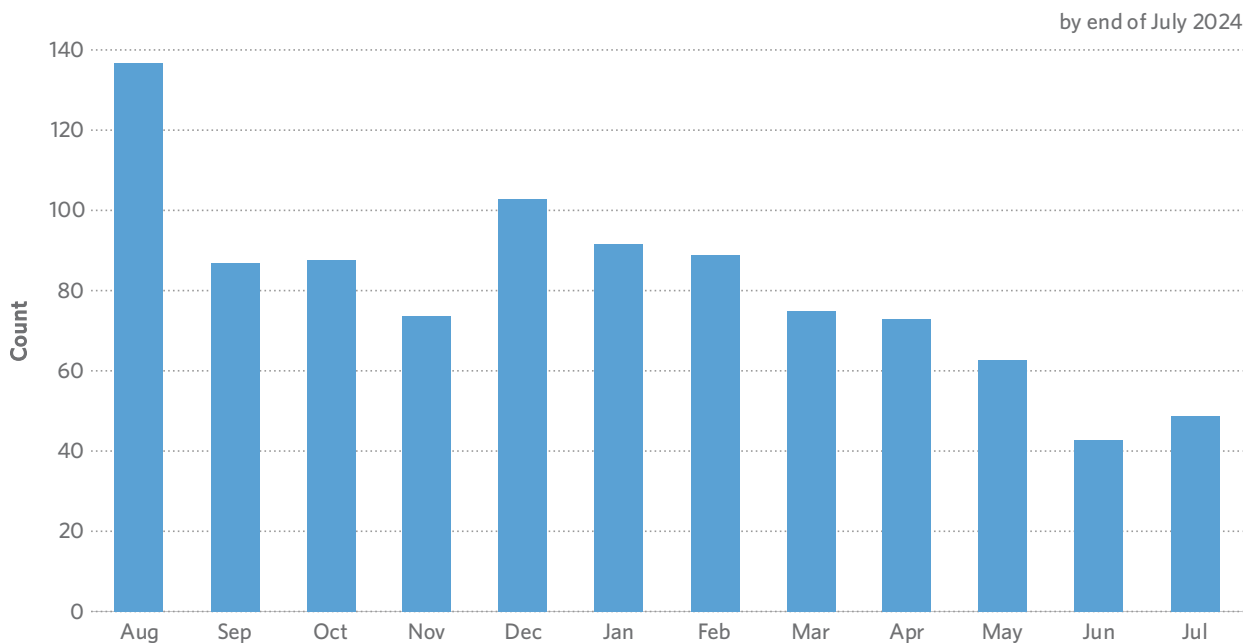


Figure 34: New Orbit users

by end of July 2024

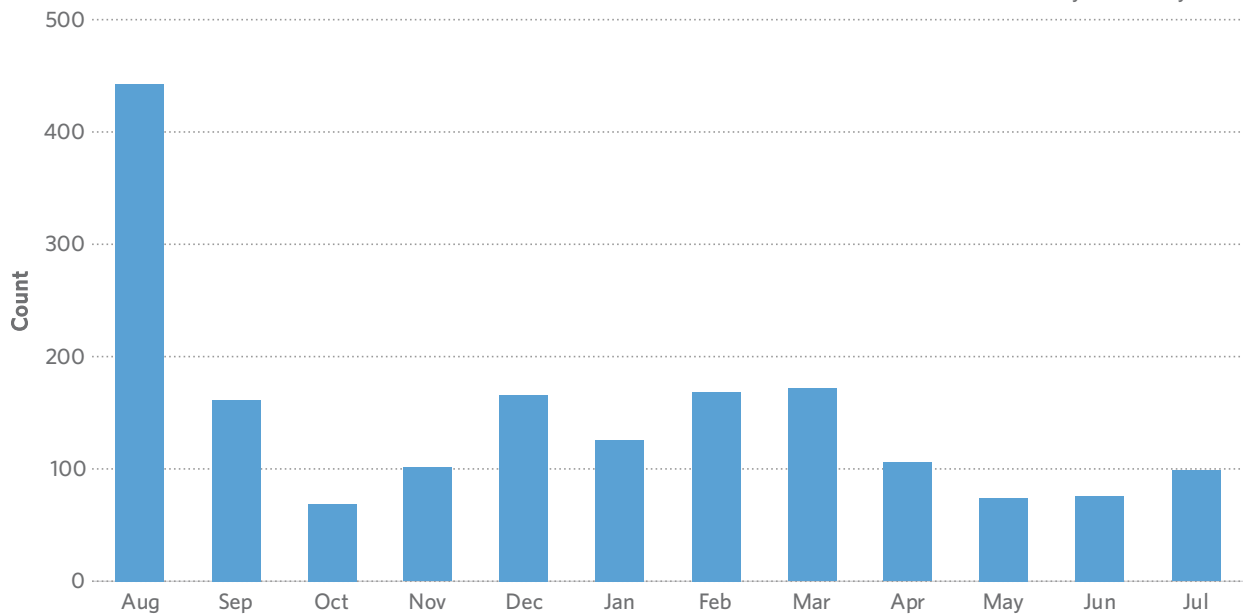


Figure 35: Total list posts

	Success Indicators - E2.2	Progress %	Confidence	Notes
1	Attract at least 1,000 new registered users of Orbit	42		491/1,000 new users
2	Achieve at least 500 posts from the Orbit web interface	72		363/500 posts
3	Achieve at least 1,500 new posts to the Orbit platform overall	57		849/1,500 posts

## E3 Stakeholder Cooperation

### E3.1. Government relations

**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 1st TSAG Meeting.
- ITU Inter-regional meeting (IRM) for WTSA-24.
- WSIS +20 Forum High-level Event.

**APT**

- 2nd, 3rd, and 4th Meetings of APT Preparatory Group for WTSA-24, including a virtual interim meeting.
- 24th APT Policy and Regulatory Forum (PRF-24).
- 1st Meeting of the APT Preparatory Group for WTDC-25.
- Capacity building workshops for APT member states, Indonesia and Myanmar.

**UN**

- UN OEWG ICTs 7th Substantive Session.
- UN Global Digital Compact:
  - Attended and contributed input to stakeholder consultations
  - Spoke at the WSIS+20 multistakeholder webinar on the UN Global Digital Compact

**Bilateral government engagement**


- APNIC IPv6 Measurement discussion with Indonesia MCIT.
- CRC conference on IXPs in Mongolia.
- PITA AGM & Expo 2024.

**Law Enforcement and Public Safety**

- Cyber Safety Pasifika Tier 2 workshop (presented).
- LEA training in the Philippines.

**Roundtables with senior technical decision makers**

- Hosted a Senior Executive lunch at APRICOT 2024/APNIC 57 in Bangkok, Thailand, with industry representatives from NBTC, APT, ITU, APNIC Executive Council, APNIC Foundation, APNOG Board.
- With the ISOC Policymakers Programme at IETF 119 in Brisbane, hosted the policymakers roundtable at the APNIC office.

	Success Indicators - E3.1	Progress %	Confidence	Notes
1	Complete at least four capacity building partnerships with governments and intergovernmental agencies	100		4 completed
2	Hold at least two roundtables with senior non-technical decision makers, including government representatives	100		2 held
3	Complete at least three capacity building partnerships with public safety agencies in the region	67		2/3 completed

**E3.2. Internet governance**

**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

- Briefing for UN Diplomats on the GDC and Internet governance.
- Contributed to the submission of five IGF 2024 proposals.

### APrIGF

- Members of APrIGF Multistakeholder Steering Group (MSG), Program Committee (PC), and Fellowship Committee (FC).
- Contributed to the submission of three APrIGF 2024 proposals.

### Sub-regional and economy-level IGFs




- Member of AulGF organizing committee and PC.
- AU Internet Governance Stakeholders Roundtable 2024.
- Supported:
  - TWIGF 2024
  - Myanmar Youth IGF
  - VNNIC Internet Conference 2024 and their youth event
  - Pacific IGF (PacIGF) 2024, which will be held in conjunction with APNIC 58

### Schools of Internet governance

- Supported APIGA Taiwan 2024.
- Member of APSIG PC.
- Member of APIGA organizing committee.

### Internet governance processes/events

- APNIC represented the technical community in the High Level Executive Committee (HLEC) of NetMundial+10 and participated in the event.

	Success Indicators - E3.2	Progress %	Confidence	Notes
1	Submit at least two workshop proposals at both the APrIGF 2024 and IGF 2024	100		8 proposals
2	Participate and/or sponsor at least five national or sub-regional Internet governance activities	100		5 activities
3	Participate and/or sponsor at least two schools of Internet governance or academies such as APIGA	100		3 SIGs

### E3.3. 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

- 6 NRO EC meetings, 5 RPKI Steering Group Meetings and 8 NRO Coordination Group (CG) meetings: PACG (5), CCG (3), ECG (2), and RSCG (2).
- ASO AC meeting in Montevideo, Uruguay.
- ARIN 53, LACNIC 41, RIPE 88.

#### I\* (ICANN, ISOC, IETF, ITCG)

- ICANN 79 and 80.
- IETF 119:
  - Provided local host support
  - ISOC Policymakers Programme at IETF 119 in Brisbane, including hosting the policymakers roundtable and community social
- Technical Community Coalition for Multistakeholderism.
- Internet collaboration group (ITCG) calls.
- APStar (AP\*) Retreat in Bangkok in conjunction with APRICOT 2024/APNIC 57.

APNIC is also providing support to the fellowship programs of APIGA, APriGF, APSIG, SANOG and the Pacific IGF 2024.

	Success Indicators - E3.3	Progress %	Confidence	Notes
1	Implement APNIC's commitments under the NRO strategic plan	60		RPKI program underway
2	Participate in all NRO EC and I-star coordination meetings	60		On track
3	Participate in all RIR Open Policy Meetings (face-to-face or remotely)	50		3/6 OPMs

## E4 Community Participation

### E4.1. 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 2024 / APNIC 57

- APRICOT 2024/APNIC 57 was held in Bangkok, Thailand, from 21 February to 1 March 2024.

Conference statistics	
In-person participants	855
Remote participants (Zoom)	65
Economies represented	54
Remote viewers – YouTube	4,695 views; 799.17 hours

**Table 16: APNIC 56 statistics**

- The APNIC EC election was completed with Sumon Ahmed Sabir, Achie Atienza, and Kam Sze Yeung re-elected for two-year terms.
- Other community meetings held at APRICOT 2024/APNIC 57 included an APIX Workshop, APStar Retreat, APCERT meeting, DNS Community Meeting and the APRICOT Community meeting.
- Achieved a delegate survey Net Promoter Score (NPS) of 60.

## APNIC 58

- APNIC 58 will be held from 30 August to 6 September 2024 in Wellington, New Zealand. The conference will be co-located with the Pacific IGF 2024 on 2 and 3 September 2024.
- The Local Host is InternetNZ, with the InternetNZ Registrar Day and Pacific ccTLD Forum also scheduled during the conference.
- Registration opened mid-May, with 390 in-person registrations for the conference, including 60 registrations for the workshops.

	Success Indicators – E4.1	Progress %	Confidence	Notes
1	Achieve total attendance of at least 1,200 (face-to-face and online) across two conferences	77		920/1,200 attendees
2	Achieve Net Promoter Score of at least 50 at each conference	50		NPS 60
3	Achieve APNIC conference/event satisfaction of at least 85% in the 2024 APNIC Survey	N/A		N/A

## E4.2. Diversity and participation

**Objective:** Encourage and support community members from diverse backgrounds — particularly the next generation of network engineers — to participate in APNIC activities and community leadership roles.

### Elected Leaders

- A meeting between the APNIC EC and staff with elected community representatives (of SIGs, IANA RC, NRO NC, APIX and APNOG) was held at APRICOT.






### Fellowship Program

- Applications for the 2024 Fellowship program closed on 29 March with 761 applications received.
  - Twenty-eight fellows were chosen (14 female, 14 male; 16 professionals, 6 youth and 6 returning fellows); 26 fellows will travel to Wellington to participate in APNIC 58
  - Oceania had 18 fellows, South East Asia 6, South Asia 2, and East Asia 2

## Secretariat Report

---

- Twelve fellowship webinars were delivered with 80% overall attendance
  - Each fellow also completed an average of 3 APNIC Academy courses
  - Twelve volunteer mentors (including 9 from the community) were recruited; mentoring sessions began in July
- Thirty-seven percent of APRICOT 2024 attendees (341) were newcomers.

	Success Indicators - E4.2	Progress %	Confidence	Notes
1	Attract at least 500 newcomers and at least 500 SIG participants (in person and online) across two conferences	70		341 newcomers 359 SIG participants
2	Achieve at least 50% female and 20% youth participation in 2024 Fellowships	100		50% female 21% youth
3	Achieve a fellowship graduation rate of at least 80%	N/A		N/A
4	Achieve a fellowship program Net Promoter Score of at least 80	N/A		N/A
5	Achieve elected leaders support satisfaction of at least 85%	N/A		N/A

## Capability

- 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.

## C1 Business Systems

### C1.1 Enterprise IT and internal security

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

- Resolved 99.8% of IT support tickets (1,707/1,711) with one ticket not meeting 24-hour response time SLA.
- Received thirteen valid vulnerability reports via the Hacker One Bug Bounty Program and Vulnerability Reporting Program that were assessed and resolved. No critical vulnerability reports were received.
- Preparation progressed ahead of the scheduled ISO27001 surveillance audit.

	Success Indicators - C1.1	Progress %	Confidence	Notes
1	Achieve a successful ISO 27001 surveillance audit	60		Scheduled Q3
2	Mitigate all critical vulnerability reports within seven days and resolve within 30 days	60		None received

### C1.2 Business intelligence

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

- Data Warehouse development work continued:
  - Daily raw data snapshots ingested to Snowflake
  - All historical warehouse data was migrated to Snowflake and cleaned
  - Raw data to Data Lake transformation design work completed; implementation is in progress
- Data Quality metrics developed as part of Data Governance process.
- Implemented UpRaise ([OKR Software](#)) management tool to track Objectives and Key Results (Success Indicators) commitments and automate reporting. UpRaise is also being used for the 2025 Activity Plan.

	Success Indicators - C1.2	Progress %	Confidence	Notes
1	Metrics related to data accuracy, completeness, and consistency established by Q2	100		Completed
2	Data Vault v2.0 methodology fully deployed by Q4.	40		In progress






## C2 Finance and Business Services

### C2.1. Financial services

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



- Ernst & Young completed the annual audit of APNIC’s 2023 financial accounts and the accounts were presented to the EC at APNIC 57.
- Reconfigured APNIC’s finance system and budget to reflect the 2024-2027 Strategic Plan Pillars and Workstreams.
- Implemented the 2024 Activity Plan and Budget into the APNIC accounts and maintained a monthly financial report and quarterly forecast process to track income and expenses against the approved budget.
- Full year expenses growth is forecast at 6% due to unexpected DG transition costs. Underlying expense growth, excluding the DG transition costs, are forecast to be in line with target.
- Completed renewals of APNIC’s Certificates of Residency.
- Commenced a closed market tender process for management of APNIC’s investment portfolio.
- Completed APNIC’s 2025 annual budget preparation for EC approval.
- Completed international payment process automation.

	Success Indicators - C2.1	Progress %	Confidence	Notes
1	Achieve a successful audit of APNIC’s annual financial accounts	100		Completed
2	Provide APNIC EC with accurate financial reporting each quarter (including key compliance activities).	50		2/4 reports
3	Annual expenses growth will not exceed 4%	60		Forecast 6%

### C2.2. Facilities and business services

**Objective:** Provide responsive, efficient and cost-effective administrative services and maintain a safe and inclusive working environment.

- Two minor workplace injuries/incidents occurred. Appropriate support was provided to staff involved and remedial actions have been taken.
- Selected GDS booking platform vendor for in-house travel management project and implementation is in progress. The new travel management process is expected to reduce costs.
- Repairs to the office car park were delayed due to geotechnical engineering issues. Expected completion is Q4 2024.
- Completed the first 2024 Glint Employee Engagement survey with an Inclusiveness score of 84% (7% higher than global benchmark).





	Success Indicators - C2.2	Progress %	Confidence	Notes
1	No preventable incidents or injuries (physical/psychological) occur under APNIC's duty of care	60		2 minor incidents
2	Meet or exceed Glint global benchmark for Inclusiveness (77%)	50		84%

## C3 Employee Experience

### C3.1. Organizational development

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




- Completed the first 2024 Glint Employee Engagement survey with 90% response rate and overall engagement score of 82% (7% above the global benchmark). A second survey will be held in Q4.
- Zero headcount growth in APNIC-funded roles.
- Appointed an Executive Search firm to commence the Director General role recruitment process and supported the EC Search and Transition Subcommittee to develop and manage the interview process for the new Director General (see C4.1).
- Developed a transition handover plan in preparation for a new Director General.

	Success Indicators - C3.1	Progress %	Confidence	Notes
1	Meet or exceed LinkedIn Glint global benchmark for Employee Engagement (75%)	50		82%
2	Employee turnover is within or below the Human Capital Index global benchmark of 5-15%	60		3.2%
3	Meet or exceed LinkedIn Glint global benchmark for Diversity (74%)	50		88%
4	Meet or exceed LinkedIn Glint global benchmark for Culture (73%)	50		79%

### C3.2. People operations

**Objective:** Retain talent by providing best practice people services that are relevant, timely and legally compliant.

- Transitioned payroll to an external provider with no interruption to payroll processing services.
- Completed all position descriptions, grading and salary adjustments resulting from the organizational restructure.




	Success Indicators - C3.2	Progress %	Confidence	Notes
1	Meet or exceed LinkedIn Glint global benchmark for Rewards (63%)	50		75%
2	Meet or exceed Glint global benchmark for Satisfaction with Role (78%)	50		84%
3	100% of HR Services policies are reviewed annually	70		On track

## C4 Governance

### C4.1. Legal and corporate governance

**Objective:** Maintain an environment of trust, transparency and accountability through robust governance practices and compliance with all legal obligations.

- Presented the 2024 Activity Plan and Budget and the 2023 Annual Report at the APNIC AGM on 1 March (and published online).
- All EC members were appointed as Directors of APNIC Pty Ltd and APNIC EC Limited.
- Sumon Ahmed Sabir, Achie Atienza, and Kam Sze Yeung were re-elected to the APNIC EC for two-year terms.
- The inaugural APNIC Electoral Committee oversaw the EC election and delivered a Transparency Statement to summarize any actions taken in respect to Nominee eligibility or conduct. The Electoral Committee did not make any findings of non-compliance by Nominees in the Election.
- The EC held meetings on 26-27 February, 1 March 2024, and 3-4 June 2024. The EC and the APNIC Foundation Board held a joint meeting on 26 February 2024.
- An EC Search and Transition Subcommittee was established for the Director General recruitment and transition process. The subcommittee met 14 times between 12 March and 18 June.
- The EC held a meeting on 3 and 4 June 2024 at which the decision was made to select Jia Rong Low as the new Director General of APNIC.
- A revised timetable was adopted for 2025 activity planning and budgeting, with the completed plan and budget scheduled for EC review at APNIC 58.

Success Indicators - C4.1		Progress %	Confidence	Notes
1	Publish all required reports at APNIC Member Meetings	50		1/2 meetings
2	Publish EC Minutes within two months of each EC meeting	75		3/4 published
3	Achieve a satisfaction rating of at least 85% from a survey of EC members	N/A		N/A




### C4.2. Quality and risk management

**Objective:** Maintain quality management systems and manage APNIC's risk profile with agreed tolerance levels.

- The Strategic Risk Register was updated and presented to the EC for quarterly review.
- APNIC's corporate insurance program was reviewed and renewed for 2024.
- Continued resource delegation audits and refining audit processes.
- Completed all internal audits for the ISO9001 external surveillance audit scheduled for 27 to 28 August.
- Completed review of available vendors for the new enterprise risk management system. Implementation on hold as alternative approaches are explored.

## Secretariat Report

---

	<b>Success Indicators - C4.2</b>	<b>Progress %</b>	<b>Confidence</b>	<b>Notes</b>
1	Complete quarterly risk review with APNIC leadership and EC	50		2/4 completed
2	Achieve a successful ISO 9001 surveillance audit	75		In progress
3	Implement a new Risk Management System by Q4	30		On hold

## Events/Activities in 2024

Month	Event Mode	Event Name	City	Economy
Jan	Face-to-Face	APAN 57	Bangkok	TH
		PTC '24	Honolulu	US
		Convergence India Expo	New Delhi	IN
		ASO AC Meeting	Montevideo	UY
		HK Police Cyber Command Course	Hong Kong	HK
		PKNOG IPv6 and Routing Security Workshop	Karachi	PK
		Lao Digital Week 2024	Vientiane	LA
		Briefing for UN Diplomats on GDC and Internet governance	New York	US
		PTA IPv6 Security Workshop	Islamabad	PK
		PTA Routing Security Workshop	Islamabad	PK
	Foundation Board Matters	Melbourne	AU	
	npNOG 9	Chitwan	NP	
	PITA Members Meeting and Conference 2024	Honolulu	US	
	Online	OSPF Operation (Theory/Lab) Philippines	Online	PH
		Network Monitoring and Management (NMM) - Laos	Online	LA
		IXP Operation - Mongolia	Online	MN
		IRINN IPv6 Security Tutorial	Online	IN
		Open Tutorial-Internet Routing & OSPF Fundamentals	Online	AP
		Open Tutorial- Internet Routing & OSPF Fundamentals	Online	AP
		Open Lab: Routing / OSPF	Online	AP
Open Lab: Routing / OSPF		Online	AP	
Hybrid	ITU Inter-regional meeting (IRM) for WTSA-24	Online	AP	
	ITU 1st TSAG Meeting 2024	Hybrid	CH	
	JANOG 53	Online / Hakata	JP	
Feb	Face-to-Face	AU Internet Governance Stakeholders Roundtable 2024	Hybrid	AU
		ERT Retreat 2024	Brisbane	AU
		APIE Camp 03	Penang	MY
		APAN 57 - Segment Routing Tutorial	Bangkok	TH
		APTLD 85	Goa	IN
		APNG Camp 16	Bangkok	TH
	Online	APIE Camp #03 - DNS	Penang	MY
		2nd Meeting of APT WTSA24-2 (Preparatory Group for WTSA-24)	Online	AP
		Internet Routing Tutorial (South-East Asia and East Asia)	Online	LA
		Open Tutorial: Internet Routing & IS-IS	Online	AP
		Open Tutorial: Internet Routing & IS-IS	Online	AP
		Open Lab: Routing / IS-IS	Online	AP
		Open Lab: Routing / IS-IS	Online	AP
		ASEAN Digital Forum Roundtable	Online	AP
		Hybrid	NANOG 90	Hybrid

## Secretariat Report

		OARC 42	Hybrid	US
		APRICOT 2024/APNIC 57	Hybrid	TH
		Foundation 2024 First Annual Board Meeting	Hybrid	TH
Mar	Face-to-Face	CrikeyCon 2024	Brisbane	AU
		IETF 119	Brisbane	AU
		PHNOG 2024 Lokal Workshop Week	Manila	PH
		APIE Advanced Camp	Tokyo	JP
		Cyber Safety Pasifika 2024-03	Noumea	NC
		CRC conference on IXP in Mongolia	Ulaanbaatar	MN
		Network & Internet Routing Fundamentals - Mongolia	Ulaanbaatar	MN
		APIE Advanced Camp - BGP Routing and IXP Operations	Tokyo	JP
		Internet Routing Tutorial - Laos	Vientiane	LA
	International Women's Day breakfast - Philanthropy Australia	Brisbane	AU	
	Online	Internet Routing & OSPF Operations - Laos	Online	LA
		Open Tutorial-BGP Fundamentals & Attributes	Online	AP
		Open Lab: Routing / BGP	Online	AP
		Open Lab: Routing / BGP	Online	AP
		Open Tutorial-BGP Fundamentals & Attributes	Online	AP
		AFNOG Webinar - Internet Exchange Point	Online	AF
	Hybrid	ICANN 79	San Juan	PR
		MMIX/MMNOG 2024	Yangon	MM
		UN OEWG ICTs 7th Substantive Session	Online/New York	US
Asia Open RAN Academy (AORA) together with IEEE Women in Engineering		Hybrid	PH	
Apr	Face-to-Face	ISLET Connect Portal Presentation	Hybrid	PH
		NZNOG 2024	Nelson	NZ
		NETmundial +10	Sao Paulo	BR
		Everything Open 2024	Gladstone	AU
		PITA 28th AGM & Expo 2024	Port Vila	VU
		TWNOG 5	Taipei	TW
		SANOG 41 / INNOG 7	Mumbai	IN
		5th ICANN APAC-TWNIC Engagement Forum (41st TWNIC OPM)	Taipei	TW
		BrisSec 2024	Brisbane	AU
		NZNOG IPv6 Deployment Workshop	Nelson	NZ
		NZNOG Advanced Routing with RPKI Workshop	Nelson	NZ
		PCTA Convention 2024	Manila	PH
		Local APIGA Taiwan 2024	Taipei	TW
		PCTA Convention 2024 - Peering, IXP and Routing	Manila	PH
		TWNOG 5 - SRv6 Tutorial	Taipei	TW
		RPKI Routing Security Workshop (Gladstone)	Gladstone	AU
Introduction to IPv6 Tutorial (Gladstone)	Gladstone	AU		
Foundation India and Board Matters	Delhi, Mumbai	IN		
Asi@Connect - Network Security Workshop (Philippines)	Manila	PH		

## Secretariat Report

	MNSEC community engagement 2024	Ulanbataar	MN	
	APIE engagement in Vietnam	Hanoi	VN	
	BtCIRT engagement	Punakha	BT	
	Internet Fundamentals for Investigators - Philippines	Manila	PH	
	G20 Brasil Promoting information integrity	Sao Paulo	BR	
	SANOG 41 / INNOG 7: Network Management and Monitoring	Mumbai	IN	
Online	IPv6 Protocol Architecture & Address Planning	Online	AP	
	IPv6 Protocol Architecture & Address Planning	Online	AP	
	Open Lab: IPv6 Routing	Online	AP	
	Open Lab: IPv6 Routing	Online	AP	
	CNNIC - IPv6 Fundamentals Workshop (Delivered in Mandarin)	Online	CN	
	BGP Fundamentals & Attributes (Laos)	Online	LA	
	Intro to Network Monitoring and Management (NMM) & LibreNMS Mongolia	Online	MN	
	AFNOG Webinar - Packet Analysis	Online	AF	
Hybrid	ARIN 53	Online/Bridgetown	BB	
	DNS and DNSSEC (Vanuatu)	Port Vila	VU	
	IPv6 Deployment (Vanuatu)	Port Vila	VU	
	3rd Meeting of APT Preparatory Group for WTSA-24 (APT WTSA24-3)	Siem Reap	KH	
	Briefing by ES on the upcoming 18th session of the Commission (CS80)	Bangkok	TH	
May	BKNIX Peering Forum and ThaiNOG 2024	Bangkok	TH	
	AusCERT Conference 2024	Gold Coast	AU	
	Face-to-Face	RIPE 88	Krakow	PL
		CommunicAsia 2024	Singapore	SG
		APC Members and Partners Convening 2024	Chiang Mai	TH
		Phoenix Summit	Dhaka	BD
		Foundation Outreach in TH	Bangkok	TH
		Asi@Connect - Network Security Workshop (Bangladesh)	Cox's Bazar	BD
		Asi@Connect - Network Security Workshop (Sri Lanka)	Kandy, Sri Lanka	LK
		Asi@Connect - Network Management & Monitoring Workshop (Cambodia)	Phnom Penh	KH
		Asi@Connect - Internet Routing with Multihoming (Bhutan)	Thimpu	BT
		KDDI Foundation - Internet Routing with RPKI	Vientiane	LA
	Online	PNG DNS/DNSSEC Workshop	Port Moresby	PG
		e27 Exhelon X	Singapore	SG
		Engagements with SOI Asia partners in Vietnam	Hanoi	VN
		2025 Strategy and Planning - Foundation & Keio	Brisbane	AU
		Open Tutorial - IPv6 Deployment Planning & IPv6 Security	Online	AP
		Open Tutorial - IPv6 Deployment Planning & IPv6 Security	Online	AP
		Open Lab - IPv6 Security	Online	AP
		Open Lab - IPv6 Security	Online	AP
APT - DNS/DNSSEC Workshop - Myanmar		Online	MM	

## Secretariat Report

		IPv6 Awareness Tutorial (South-East Asia and East Asia)	Online	OP3
		IRINN BGP Overview Tutorial	Online	IN
Hybrid		LACNIC 41	Panama City	PA
		APT ASTAP - 36	Bangkok	TH
		WSIS+20 Forum High-Level Event 2024	Geneva	CH
		CERT VU engagement	Port Vila	VU
		PNG DNS Forum	Port Moresby	PG
		FIRST Annual Conference 2024	Fukuoka	JP
		VNNIC Internet Conference 2024	Hanoi	VN
Face-to-Face		MyNOG 11	Kuala Lumpur	MY
		57th AI3 & SOI Asia Directors Meeting	Cebu	PH
		Advanced Routing with BGP & RPKI - Malaysia	Selangor	MY
		Asi@Connect - Internet Routing with Multihoming Workshop (Laos)	Vientiane	LA
		Asi@Connect - Internet Routing with Multihoming Workshop (Mongolia)	Ulaanbaatar	MN
		Asi@Connect - Network Security Workshop (Viet Nam)	Hanoi	VN
		TWNIC - BGP Security & Attack Countermeasures Workshop	Taipei	TW
		Foundation Outreach in MY	Kuala Lumpur	MY
		APAC IPv6 Council Meeting	Hanoi	VN
		PacNOG 33	Tumon	GU
		Asi@Connect - Advanced MPLS Workshop (India)	Chandigarh	IN
		PacNOG 33: Network Management and Monitoring Workshop	Guam	GU
		Tech Policy Futures 2024	Canberra	AU
	Online		Open Tutorial - IPv6 Transition Techniques	Online
		Open Lab - IPv6 Transition	Online	AP
		Open Tutorial - IPv6 Transition Techniques	Online	AP
		Open Lab - IPv6 Transition	Online	AP
		IPv6 Series 2 - Address Planning and Implementation-Philippines	Online	PH
		DNS/DNSSEC Workshop - Bangladesh	Online	BD
		AFNOG Webinar - Network Security Detection Techniques	Online	AF
Hybrid		ICANN 80	Kigali	RW
		4th Meeting of APT Preparatory Group for WTSA-24 (APT WTSA24-4)	Adelaide	AU
		Global Digital Development Forum (GDDF) Bangkok 2024	Bangkok	TH
		Xiong An MOU Signing Visit	Xiong An	CN
		NANOG 91	Kansas City	US
Jul	Face-to-Face	APIGA 2024	Busan	KR
		JANOG 54	Nara	JP
		IETF 120	Vancouver	CA
		PHNOG 2024	Manila	PH
		bSides Brisbane 2024	Brisbane	AU
		IDNOG 9	Jakarta	ID



	BdNOG 18	Dhaka	BD
	PhNOG 2024 - BGP & IPv6 Workshop	Makati	PH
	PhNOG 2024 - RPKI & DNSSEC Workshop	Makati	PH
	APT - Network Monitoring & Management - Indonesia	Jakarta	ID
	bdNOG18 - Network Security Workshop	Cox's Bazar	BD
	bdNOG18 - Segment Routing Workshop	Cox's Bazar	BD
	Bsides Brisbane - OpenLI Tutorial	Brisbane	AU
	Foundation engagement Singapore	Singapore	SG
	AVPN Impact Investing Fellowship	Tokyo	JP
	Switch Philippines National Event 2024	Manila	PH
	Switch Laos National Event 2024	Luang Prabang World Heritage Town	LA
	APAC DNS Forum 2024 - DNS/DNSSEC Train-the-Trainer	Bali	ID
	NPIX - Segment Routing Workshop	Kathmandu	NP
	NPIX - Network Security Workshop	Kathmandu	NP
	SOI Asia Director Keiko Okawa Meetings and Engagements in Brisbane	Brisbane	AU
	NTCERT (PTA) Engagement	Lahore & Islamabad	PK
	Bsides Brisbane - Security Monitoring with Wazuh Tutorial	Brisbane	AU
	AUSNOG.local	Adelaide	AU
	PKNOG Monthly Meetup	Karachi	PK
Online	Foundation 2024 Third Annual Board Meeting	Online	AU
	Open Lab: DNS	Online	AP
	Open Lab: DNS	Online	AP
	Open Tutorial - DNS Operations	Online	AP
	Open Tutorial - DNS Operations	Online	AP
	IPv6 Series 3 - IPv6 Transition Techniques - Philippines	Online	PH
Hybrid	APAC DNS Forum 2024	Bali	ID
	National CERT of Pakistan Webinar	Islamabad	PK
	China Internet Conference	Beijing	CN
	Partner2Connect (P2C) National Roundtable Cambodia	Phnom Penh	KH

**Table 17: Events attended**

# Secretariat Report

APNIC Activity Report

EC Meeting - 2 September 2024

# Strategy Overview

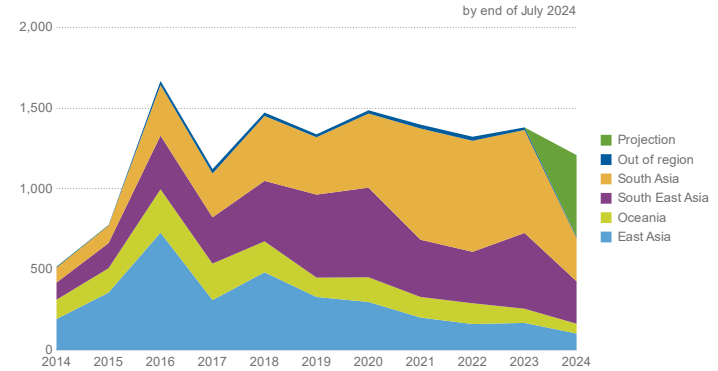
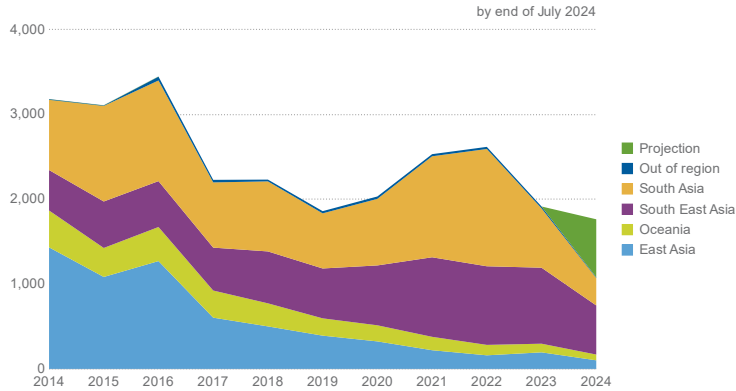


# Registry

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

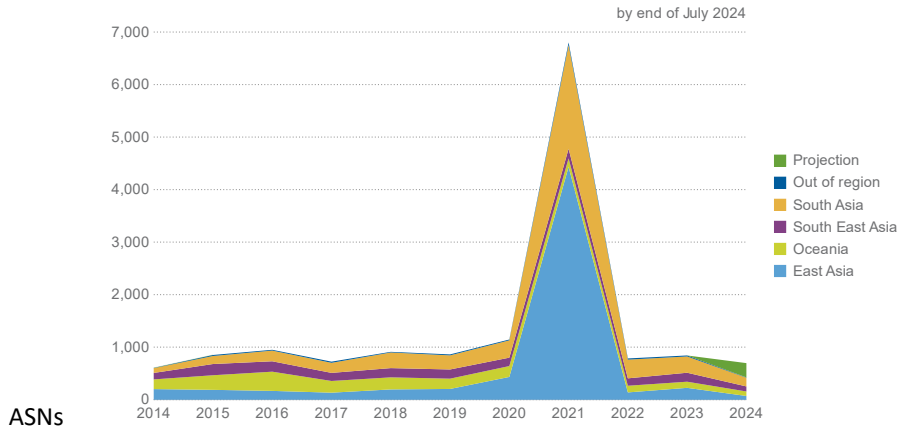


# Resource Delegations

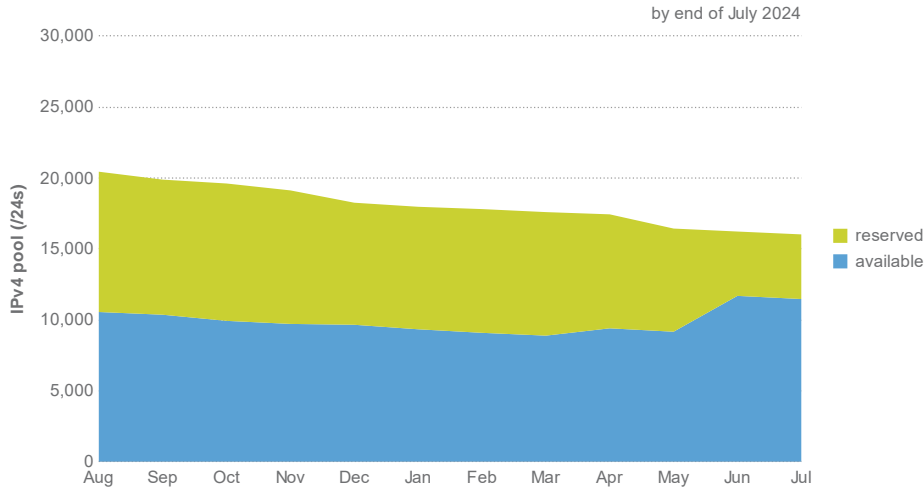


IPv4

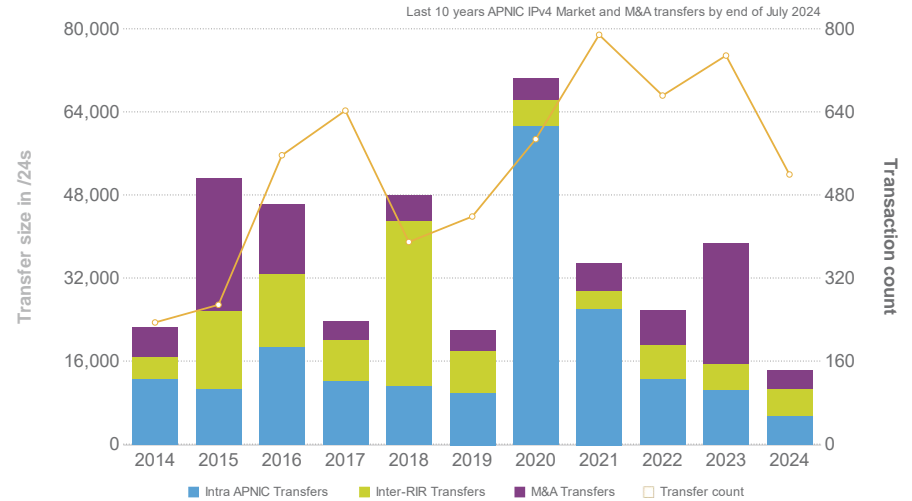
IPv6



# IPv4 Addresses



IPv4 Pool

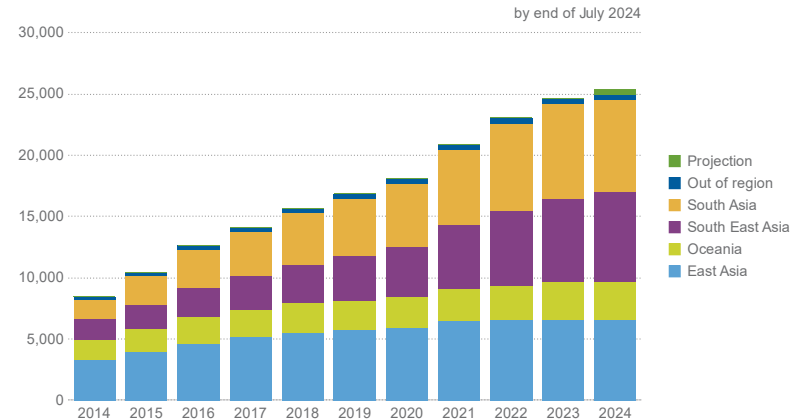
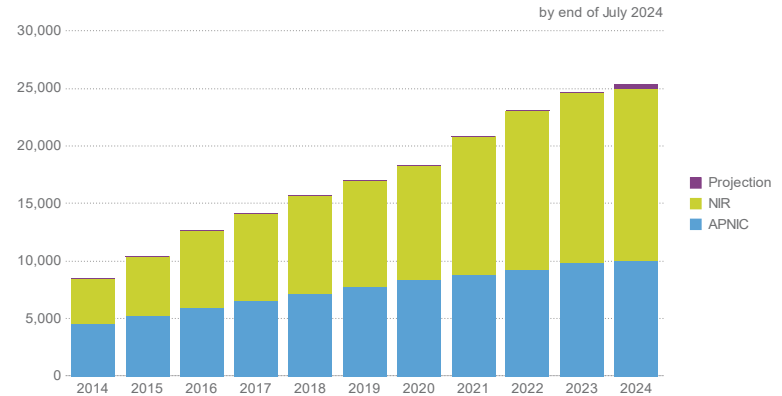


IPv4 transfers

# Member Services



- APNIC Members 10,080 (+136 net)  
NIR sub accounts 14,945
- Service satisfaction 95.3% 'excellent' and 'above average' (344/361)
- 48hr response SLA 99.99% met
- 1,955 feedback items received;  
499 required action (81% complete)
- 336 user research engagements
- 28 Member engagements (131 touchpoints in 30 economies) covering RPKI, transfers, TA, events, historical resource transition
- Monthly NIR meetings; hosted TWNIC new CEO in May; renewed APNIC-VNNIC MoU; visits to VN,JP,ID and TW
- 1,173 responses to APNIC Survey – thank you!



# Policy Development

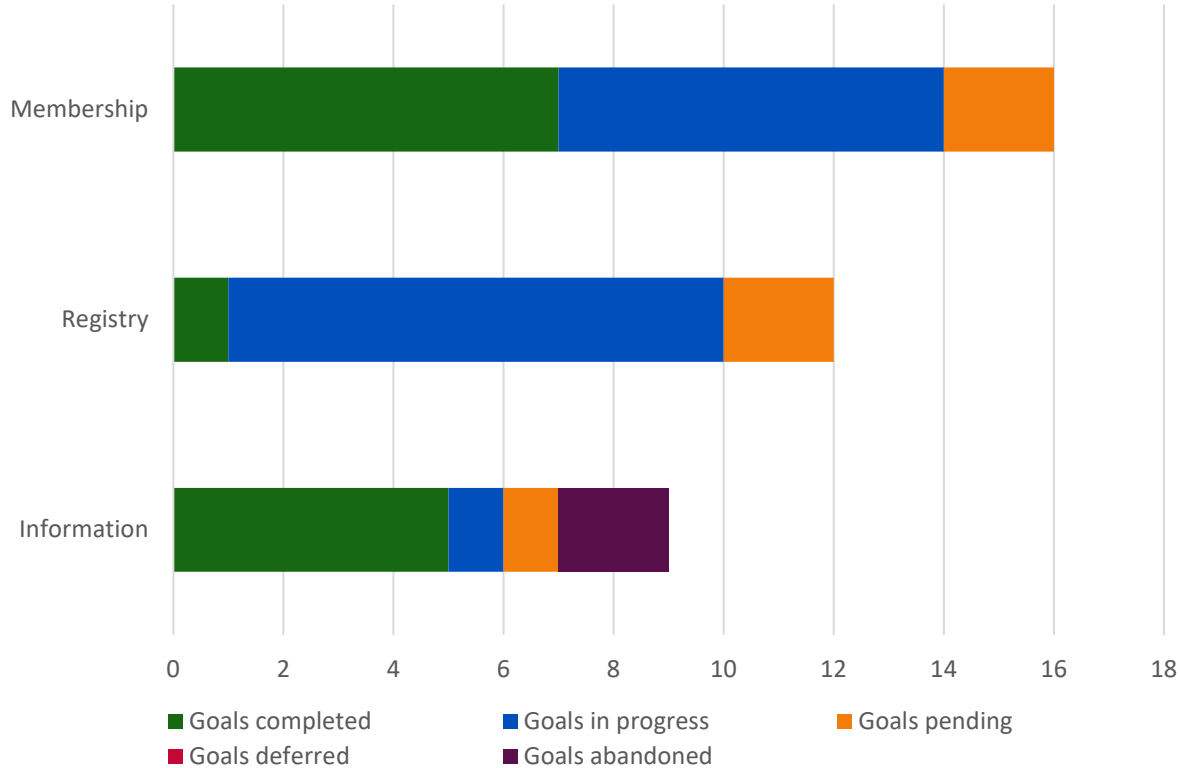


Proposal	Conference	Status
prop-154: Resizing of IPv4 assignment for IXPs	APNIC 57	Reached consensus; endorsed by EC; implementation underway
prop-155: IPv6 PI assignment	APNIC 56	Implemented
prop-156: Assignment of temporary IP resources	APNIC 57	Reached consensus; endorsed by EC; implementation underway
prop-157: Temporary IPv4 transfers	APNIC 57 <b>APNIC 58</b>	Sent back to the mailing list at APNIC 57 Under discussion at APNIC 58 OPM
prop-158: IPv6 auto-allocation for each IPv4 request	APNIC 57	Sent back to the mailing list
prop-159: Reduction of minimum IPv6 allocation size from /32 to /36	<b>APNIC 58</b>	Under discussion at APNIC 58 OPM
prop-160: Change IPv6 initial assignment to /44 for organizations eligible for /23 IPv4	<b>APNIC 58</b>	Under discussion at APNIC 58 OPM
prop-161: Using IPv6 for Internet of Things (IoT)	<b>APNIC 58</b>	Under discussion at APNIC 58 OPM





# Product Development



- Core registry products (whois, RDAP, RPKI, RDNS, IRR) availability 99.99%
- 7 IETF drafts in progress; 1 published

[roadmap.apnic.net](http://roadmap.apnic.net)

# Product Development

## Membership

- Authenticated chat: secure chat between Members and staff
- MyAPNIC contact management: improved Member control over who can access and manage accounts
- Strengthening MFA via OKTA upgrade: more secure authentication
- Orbit improvements: advanced search, infinite scroll, sorting features, user profile enhancements

## Registry

- Registry API updates: Beta testing API to manage Whois records, reverse DNS, and route management (for both IRR and RPKI)

- RPKI RSC Objects signing and validation functions: prototype validator completed, launch August

## Information

- Enhance DASH suspicious traffic details: integrated Honeynet data into interface
- Integrated MANRS Readiness Score in DASH: developed, with QA in progress
- NIR filtering in REX: new filter functionality added

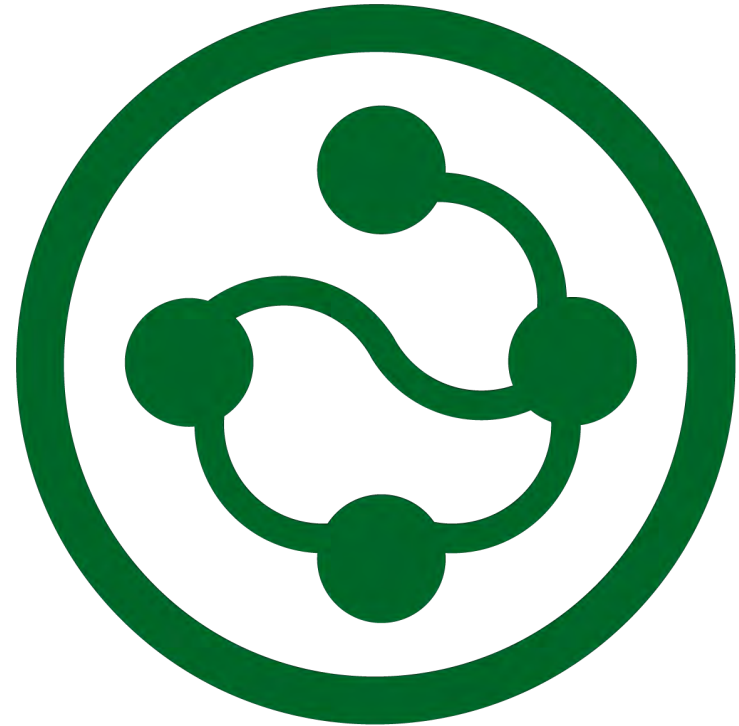
# Infrastructure Services



Network and infrastructure operations	<ul style="list-style-type: none"><li>• Completed Q1 and Q2 data centre failover of transit link and fibre link</li><li>• Completed Q1 and Q2 recovery testing of network devices and VMs</li></ul>
System and platform operations	<ul style="list-style-type: none"><li>• Load balancer migration continued, with completion expected Q3</li><li>• Deployed DNS anycast label NS1 to replace Netnod; added two Brisbane nodes and one Singapore node</li><li>• Production upgrade of MySQL to version 8 completed</li><li>• Migration of all SaaS resources to infrastructure-as-code management continued, with completion expected Q4</li></ul>
Server migration	<ul style="list-style-type: none"><li>• Migration of Linux hosts to supported operating system version continued</li></ul>
Security infrastructure upgrades	<ul style="list-style-type: none"><li>• Completed integration of code scanning to product pipelines</li></ul>

# Development

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





- 104 instructor-led training courses
  - Training at 9 NOGs, 4 NIRs
  - Partnering with Asia@Connect for 10 events; 9 already completed
  - New Network Automation workshop along with ‘Train-the-Trainer’ at APRICOT 2024
  - Training with KDDI and APT in Laos, Myanmar (online) and Indonesia
- 20 online open tutorials
- New content developed
  - Network Automation course
  - Virtual lab on Lawful Intercept using OpenLI; combined MikroTik OSPF/BGP virtual lab
  - Shared lab on Deploying BGP
  - New content for BGP, and improved IPv6 training content
- 33 Volunteer and 10 Retained CTs

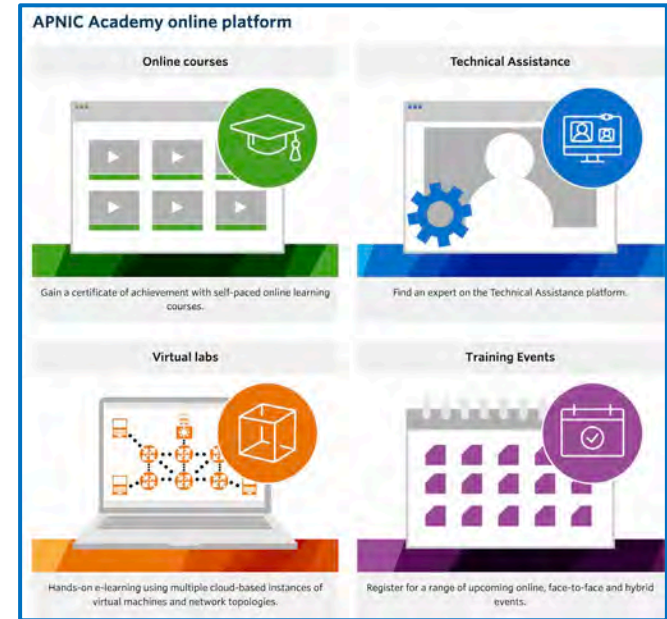
	Instructor-led	Self-paced
<b>Courses</b>	Face-to-face: 47 Online/Hybrid: 57	2,476 completions; 6,925.5 hours
<b>Students</b>	3,032	5,866 new 41,442 total
<b>Virtual Labs</b>		10,074 labs 18,503.4 hours



# Academy Product Development



- One product development goal completed:
  - Changes to Virtual Labs: Shared Labs, new View Instructions feature and other lab optimizations
- Two product development goals in progress:
  - Modernizing the Academy Platform
  - Rollout of APNIC Academy IPv6 Certification (Associate) – ALPHA Trial
- APNIC Academy platform availability 100%



# Technical Community Support



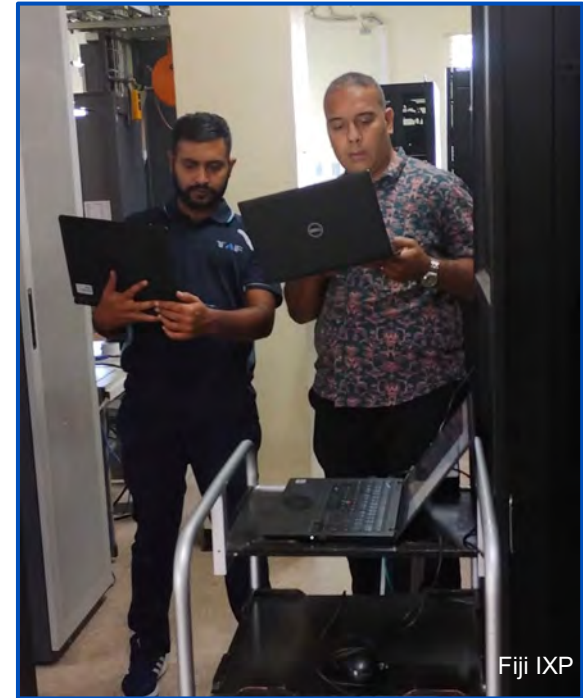
- 25 tech community events
  - 12 NOGs: Sponsorship, speakers, training and technical support
  - Local host of IETF 119 in Brisbane
  - Founding Partner of new TLNOG
- Supported 13 security events
  - CERT support: BtCIRT, Sri Lanka CERT and new Mongolia Public CSIRT
  - APAN Security Working Group as new Chair
  - LEA training in HK, PH and Pacific Island economies
- 100 new honeypot sensors; held 2 quarterly threat-sharing events



# Infrastructure and Technical Assistance



- Training, deployment support and advice provided to seven IXPs
- Five M-Root deployments completed
- 19 instances of TA to Members on IPv6, RPKI, routing and BGP





# Research and Analysis

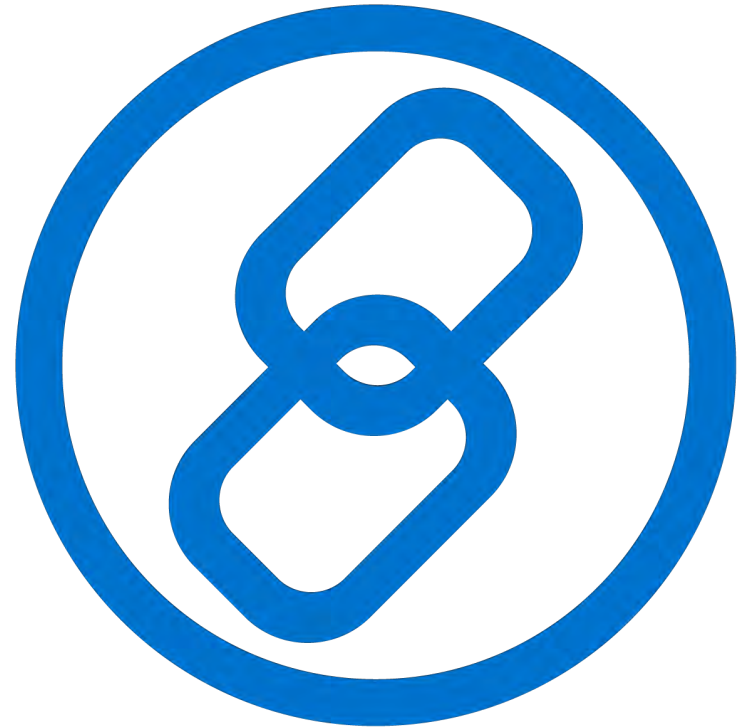


- 22 presentations at technical events
- 21 blog posts and 8 podcasts
- Research
  - IPv6 capability, RPKI and DNSSEC adoption
  - BGP growth and anomaly detection
  - DNS: DOH, large responses
  - QUIC measurements
- Cooperation
  - Routing data for MANRS (GCA)
  - DNSSEC measurements with ICANN
  - DNS measurement with Cloudflare

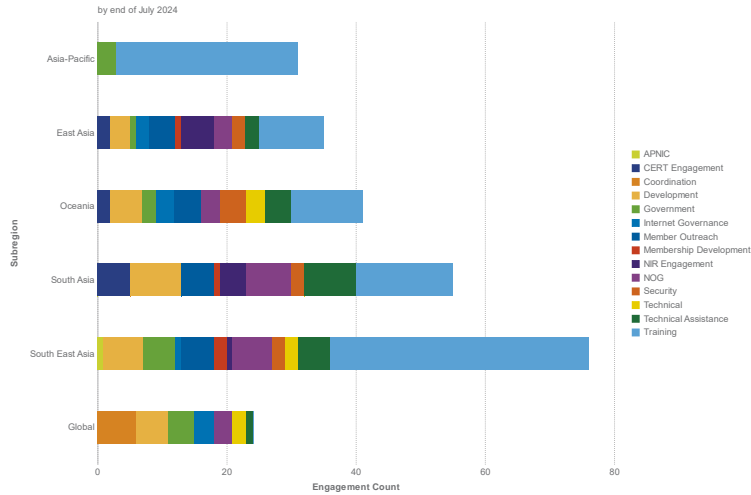


# Engagement

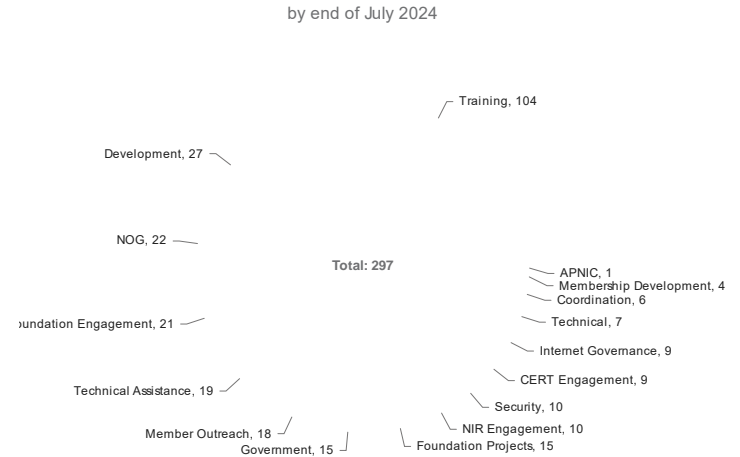
Encourage and support diverse community cooperation in building an open and stable Internet.



# Community Engagement



Engagements by sub-region



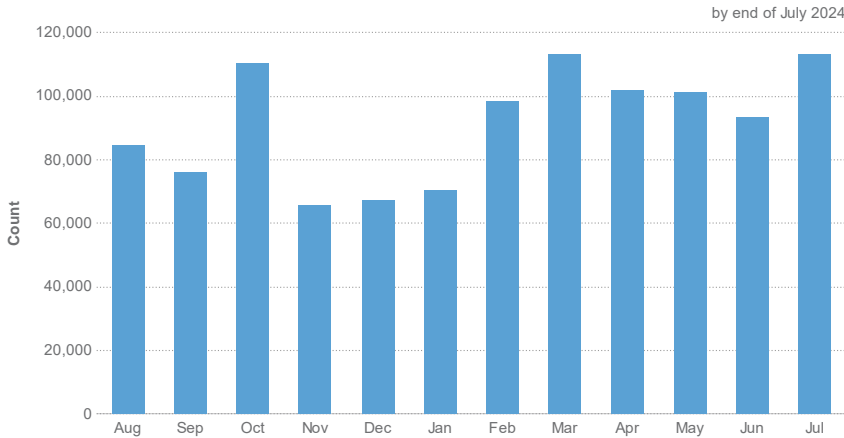
Engagements by type

- 297 Engagements, 56% in-person
- NOG activity (purple) has intensified in all sub-regions
- Development activities increase due to M-root projects

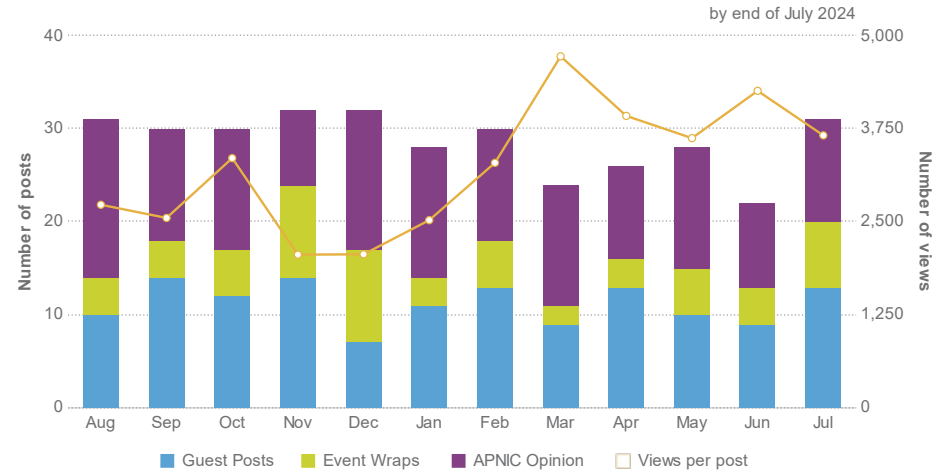
# APNIC Blog and Podcast



## Views



## Posts



- 98,977 views/month (↑16.6% on 2023)
  - 189 blog posts, including 79 Guest Posts
- 15 podcasts with 10,225 ‘impactful plays’





## APNIC 57

In-person	855
Remote (Zoom)	65
Economies	54
YouTube views	4,695 799.17 hrs
NPS	60



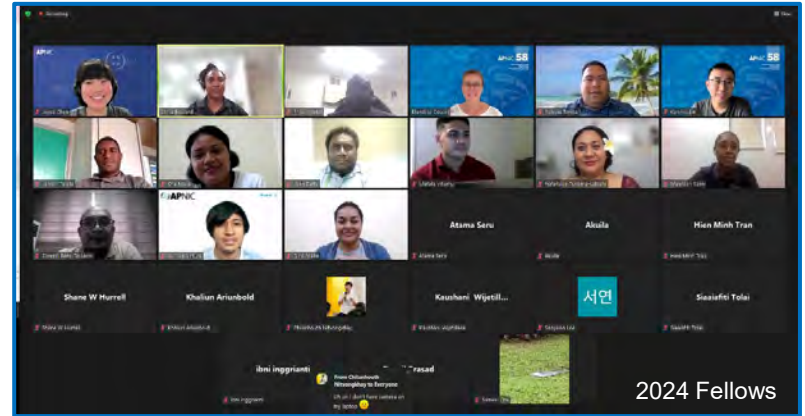
## APNIC 58

- Wellington, NZ – 30 August to 6 September 2024
- Co-located with Pacific IGF 2023 on 2-3 September 2024
- InternetNZ Registrar Day, Pacific ccTLD Forum also scheduled

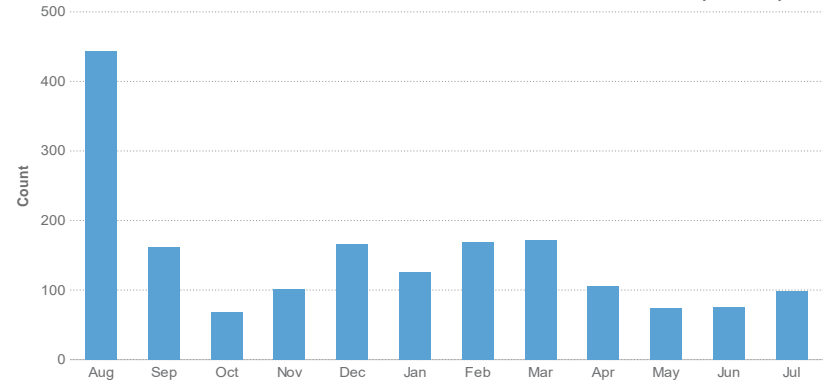
# Community Participation



- 28 Fellows from 761 applicants
  - 14 female, 14 male; 16 professionals, 6 youth, 6 returning fellows
  - Oceania 18 fellows; South East Asia 6; South Asia 2; and East Asia 2
  - 12 webinars with 80% attendance
  - 12 volunteer mentors (including 9 from the community) were recruited
- APNIC 57: 341 newcomers, 359 SIG participants
- Orbit:
  - 849 posts (363 web); 491 new users
  - 11 community lists launched, including AFNOG, btNOG, TLNOG and MISPA-IX lists



by end of July 2024



Orbit posts

# Government Engagement



- ITU – International Telecommunications Union
  - ITU TSAG; ITU Inter-regional meeting for WTSA; WSIS +20 Forum HL event



- APT – Asia-Pacific Telecommunity
  - Regional preparatory meetings for WTSA-24
  - Training to two APT member states
  - 1<sup>st</sup> meeting of APT Preparatory Group for WTDC-25



- UN – United Nations
  - OEWG ICTs 7<sup>th</sup> Substantive Session
  - Stakeholder consultation input to GDC; spoke at WSIS+20 on GDC



- Engaged with ID MCIT on IPv6; participated in CRC conferences on IXP in MN and PITA AGM & Expo 2024

- Engagement with senior business leaders
  - Executive Roundtable @ APRICOT 2024
  - ISOC policymakers @ IETF 119



- Law enforcement and public safety
  - Presented at Cyber Safety Pasifika
  - LEA training in PH

# Internet Cooperation



- Active participant in NRO-EC and Coordination Groups and the NRO's RPKI Steering Group



- Internet governance participation
  - IGF 2024: Contributed to five proposals
  - APriIGF 2024: Contributed to three proposals and the MSG, program and fellowship committees
  - Supported auIGF, TWIGF 2024, Myanmar Youth IGF, VNNIC Internet Conference and youth event, Pacific IGF 2024
  - Supported APIGA 2024 and APSIG



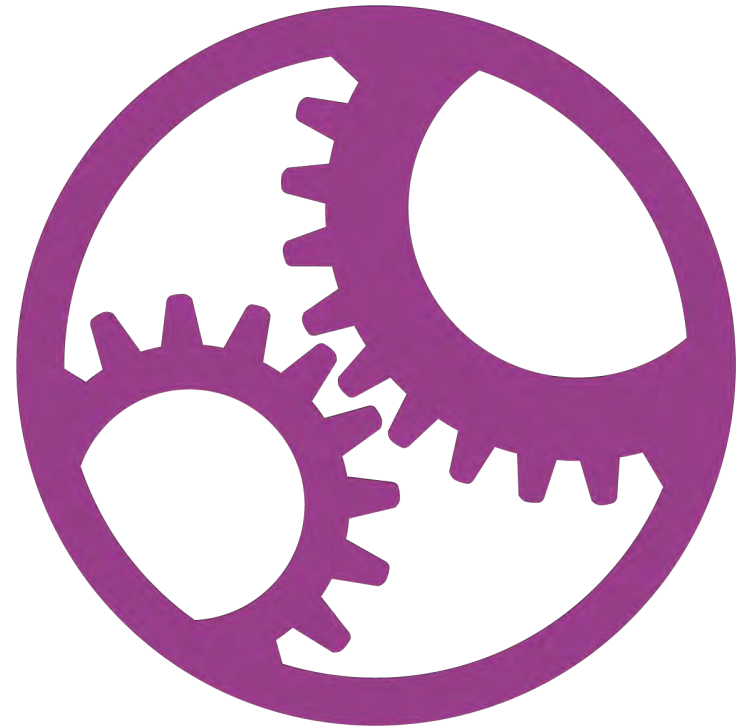
- Represented technical community at NetMundial+10
- Providing support to fellowship programs of APIGA, APriIGF, APSIG, SANOG and Pacific IGF 2024





# Capability

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



# Business Systems



## Enterprise IT and internal security

- 13 vulnerability reports assessed and resolved; no critical vulnerability reports received
- Preparations progressed for ISO 27001 audit

## Business intelligence

- Data warehouse development work continued (using Snowflake)
- Development began on Data Quality metrics
- Implemented UpRaise management tool



## Financial services

- Audit of 2023 financial accounts completed
- Implemented 2024 Activity Plan and budget
- Commenced 2025 annual budgeting process
- Commenced investment management tender process
- Completed international payment process automation

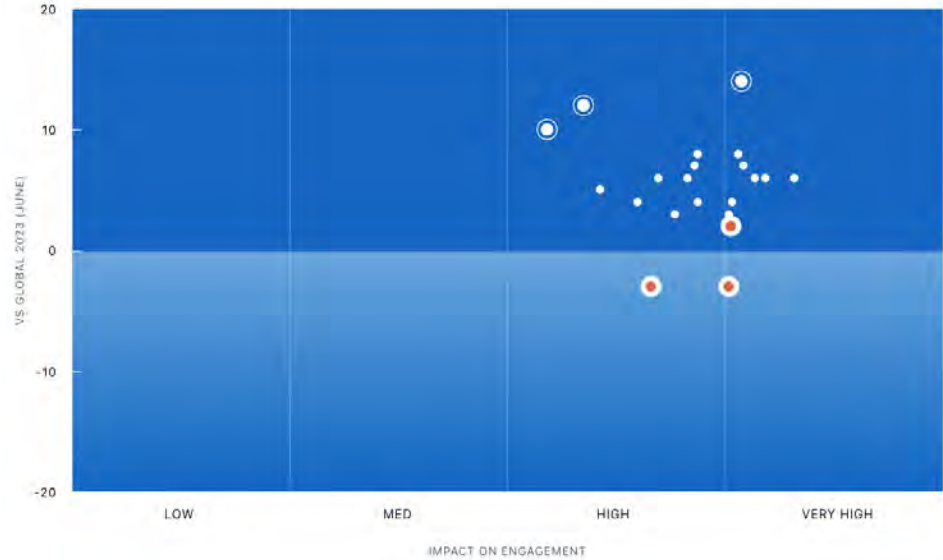
## Facilities and Business services

- In-house travel management project progressed with GDS vendor selected. Implementation in progress
- Repairs to office car park delayed due to geotechnical engineering issues

# Employee Experience



- First 2024 Glint Employee Engagement survey
  - Engagement score of 82%
  - Diversity 88%
  - Culture 79%
  - Role satisfaction 84%
  - 90% staff response rate
- Employee turnover 3.2% (within benchmark)
- Zero new headcount in APNIC-funded roles
- Transitioned payroll to external provider



Engagement survey results vs global benchmark






## Legal and corporate governance

- Annual Report and Activity Plan published
- All EC members appointed as directors of APNIC Pty Ltd and APNIC EC Limited
- EC Electoral Committee did not identify any non-compliance by Nominees
- Support provided to EC Search and Transition Committee
- Revised timetable adopted for 2025 activity planning and budgeting

## Quality and risk management

- Strategic risk register updated
- Commenced resource delegation audit processes
- Corporate insurance program reviewed and renewed at lower cost
- Completed internal audits for ISO 9001 surveillance audit

# Success Indicators Summary

	Progress Summary				Confidence Summary		
	0-25%	26-50%	51-75%	76-100%			
Registry	3	7	9	6	21	1	3
Development	1	5	8	7	20	1	0
Engagement	6	3	10	9	27	1	0
Capability	1	11	8	1	18	1	3
<b>TOTAL</b>	<b>11</b>	<b>26</b>	<b>35</b>	<b>23</b>	<b>86</b>	<b>4</b>	<b>6</b>

# Thanks!



## APNIC 58 – Annual Member Meeting – Agenda

Draft v1.0

Time (UTC +12)	Topic	Speaker
<b>AMM (1): 14:30 – 16:00</b>		
14:30	EC Chair welcome, introductions, and opening remarks	Kenny Huang
14:35	APNIC Activity Report 2024	Karla Skarda Che-Hoo Cheng Pablo Hinojosa Tony Smith
15:00	APNIC EC Treasurer Report	Yoshinobu Matsuzaki
15:15	APNIC EC Report	Kenny Huang
15:30	Open Mic	
15:40	APNIC Survey 2024	Brenda Mainland
16:00	<b>Break</b>	
<b>AMM (2): 16:30 – 18:00</b>		
16:30	Welcome back	Kenny Huang
16:35	NRO NC and SIG election results	Cherie Lagakali
16:45	IANA/PTI Update	Kim Davies
16:50	ASO AC report	Nicole T.I. Chan
16:55	Policy SIG Report	Bertrand Cherrier
17:05	Cooperation SIG Report	Joy Chan
17:10	NIR SIG Report	Oanh Nguyen
17:15	Routing Security SIG Report	Di Ma
17:20	Open Mic	
17:25	APIX Report	Katsuyasu Toyama
17:30	APRICOT 2025 Host Update	TBC
17:40	Vote of Thanks	Kenny Huang
17:50	APNIC EC Closing Remarks	Kenny Huang
18:00	<b>Session ends</b>	



# Agenda Item 14

## 2024 APNIC Survey



## 2024 Member Survey

---

Prepared by Survey Matters  
September 2024



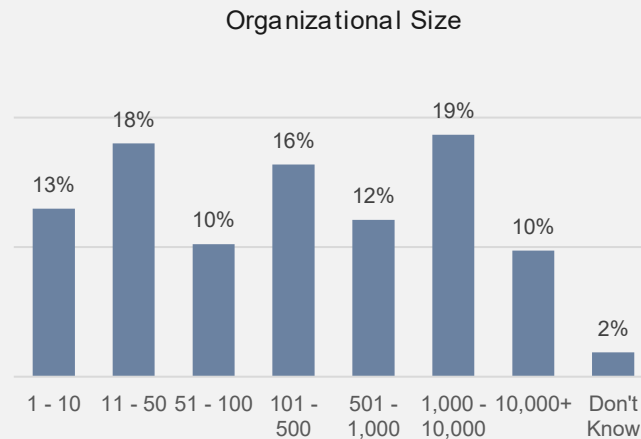
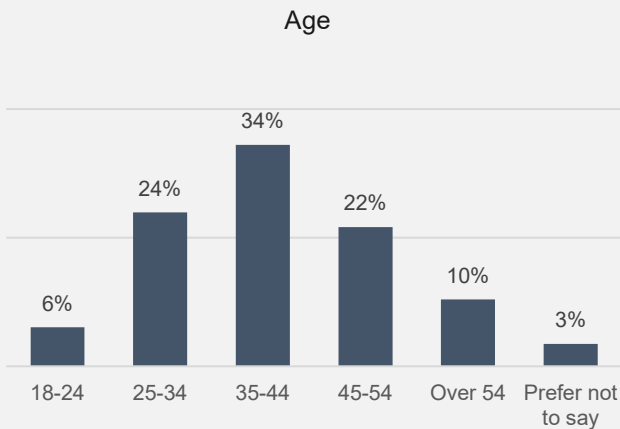
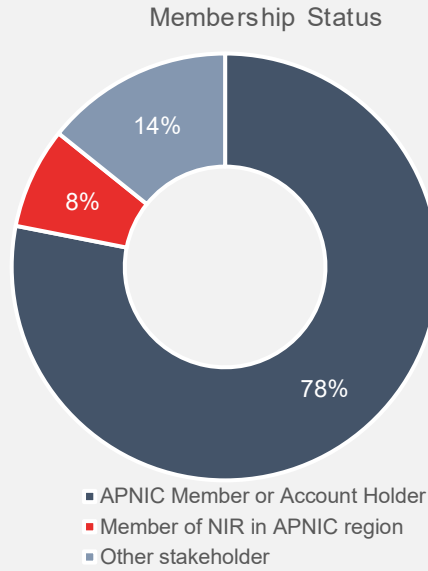
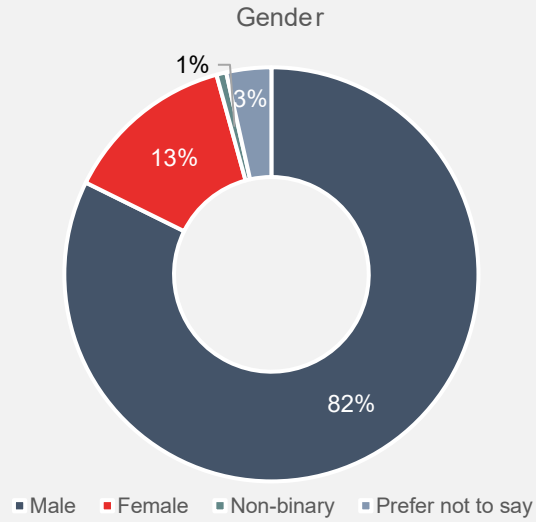


## Consultations.

- Interviews & focus groups held at APRICOT 2024 or conducted online
- Across 25 economies in the region
- 48 consultations in total

APNIC NIRs	7
Members East Asia	1
Members Oceania	2
Members South-East Asia	7
Members South Asia	6
Technical Focus Group	8
SWITCH focus Group	5
APNIC Community Trainers Focus Group	7
Stakeholders	5
Total	48

# Quantitative Sample



Region	Count	%
East Asia	151	13%
Oceania	243	21%
South-East Asia	331	28%
South Asia	388	33%
Non-APNIC Region	60	5%

Language	Count	% of Total
Bangladesh (Bengali)	91	26%
Chinese Simplified	30	9%
Chinese Traditional	43	12%
Indonesian	50	14%
Japanese	14	4%
Korean	6	2%
Mongolian	42	12%
Myanmar (Burmese)	18	5%
Thai	39	11%
Vietnamese	14	4%
Total	347	
% of Total Responses	1,173	30%

# Results

Key Performance Indicators – Quality, Value, Usage and Satisfaction

Value Proposition – Value Beyond Registry Services

Challenges – Strategic and Operational Issues Facing Members

IPv4 - Scarcity and Mitigation

IPv6 – Adoption and Motivation

APNIC Academy Training - Preferences



# Quality and Value

Members continue to rate the quality and value of APNIC services highly, particularly in South Asia – although it is lower in Oceania.



## Quality of Services

- ✓ 95% rate Quality of APNIC Service as above average, good or excellent, up from 94% in 2022 and rising to 99% in South Asia.

## Responsiveness

- ✓ 92% rate APNIC Responsiveness to Feedback as above average, good or excellent, rising to 96% in South Asia but falling to 82% in Oceania.

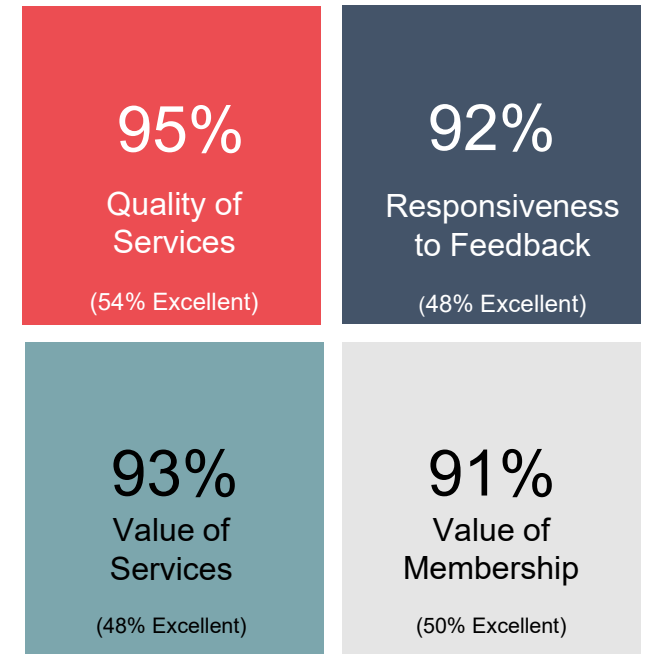
## Value of Services

- ✓ 93% rate the Value of APNIC Services as above average, good or excellent, up from 94% in 2022 and rising to 97% in SE Asia.

## Value of Membership

- ✓ 92% rate the Value of APNIC Membership as above average, good or excellent, up from 91% in 2022. This falls to 75% in Oceania.

Top 3 Satisfaction Scores  
(Above average, good or excellent)





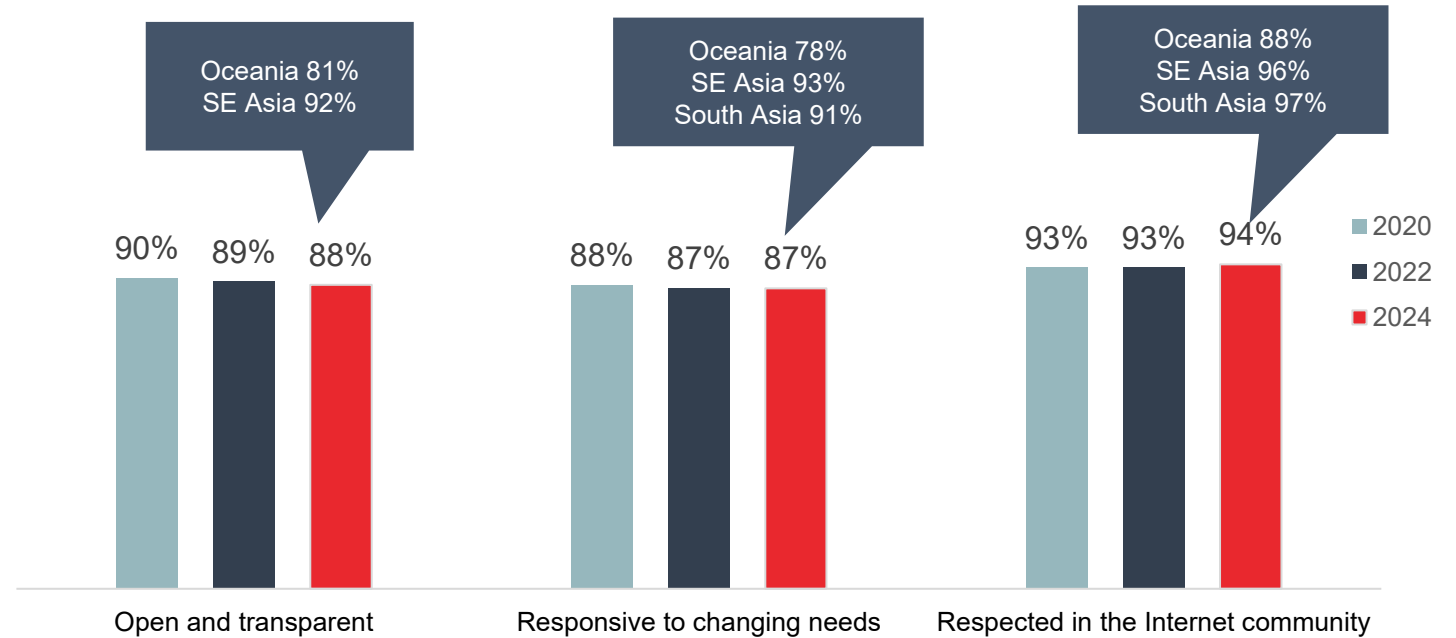
# Governance

Satisfaction with APNIC Governance remains high, although it is significantly lower in Oceania than other regions.

Approximately four in five members believe the APNIC EC Election Process has been improved and are satisfied with the new structure.

	Don't Know	Disagree	Neutral	Agree
EC Election Process Improved	21%	4%	15%	82%
Satisfied with New Structure	15%	3%	17%	80%

Q42. Thinking about these changes, please indicate how much you AGREE with the following: (Members: Base n=916) (Don't know excluded from proportions)



Q41. Thinking about APNIC, please indicate how much you AGREE that APNIC is: Sufficiently open and transparent in its activities; Responsive to the changing needs of its community; Respected in the Internet community (Members: Base n=916)

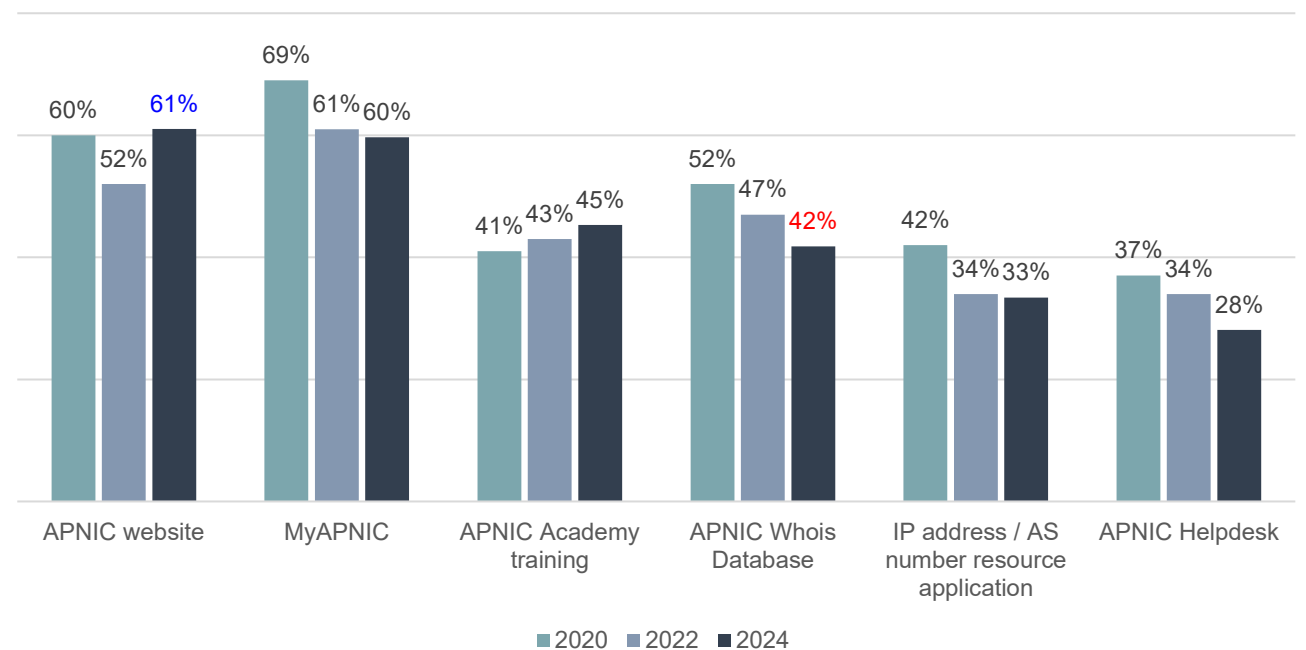
# Service Usage and Satisfaction

While more participants have visited the website and use of APNIC Academy training continues to rise over the last two years, fewer accessed APNIC Whois or contacted the APNIC Helpdesk.

## Key Insights

- Usage and satisfaction with the APNIC Website is consistently high across all regions.
- MyAPNIC has higher usage in Oceania (70%). Satisfaction is lower in East Asia (83%) and Oceania (87%), but significantly higher in South Asia, at 98%
- Usage of APNIC Academy Training continues to grow, and is highest in SE Asia (50%)
- While falling overall, usage of the APNIC Whois Database is significantly higher in Oceania, at 52%
- Usage of APNIC Helpdesk is also down to 28% but rises to 34% in South Asia - with 98% satisfaction in this region.

2024 Satisfaction – Top 3					
95%	93%	97%	93%	94%	92%





## Value Beyond Registry Services



68% Building technical knowledge and capacity



43% Encouraging Members to share knowledge



42% Improving Internet infrastructure through deployment support



38% Working to defend the global Internet registry system



38% Informing Members of the latest research and industry trends



68%

Value building technical knowledge and capacity through the APNIC Academy training

Q12. Aside from providing Registry Services and resource management, which of these APNIC activities are most valuable to you and the community?  
(All respondents: Base n=1,173)

“APNIC's training, capacity building, and community engagement, including sponsorships, fellowships and other Internet community events, is such an important part of the APAC Internet ecosystem and strengthening the regional community.”

East Asia





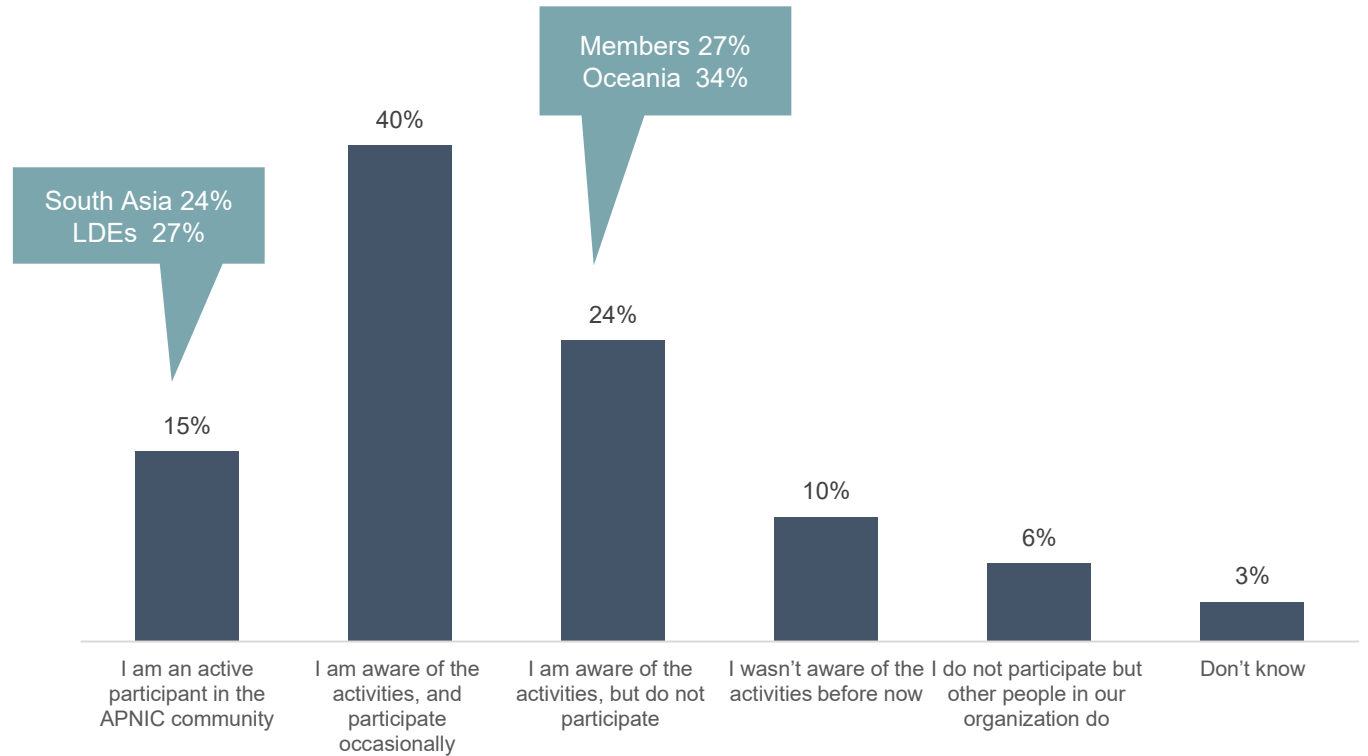
# Participation

Engagement in APNIC community activities varies across regions and economic classification.

While time and cost are the primary barriers to participation, a lack of awareness of APNIC community activities is also apparent.

	%
Cost and budget factors	49%
I don't have enough time	40%
I don't know much about the activities	24%

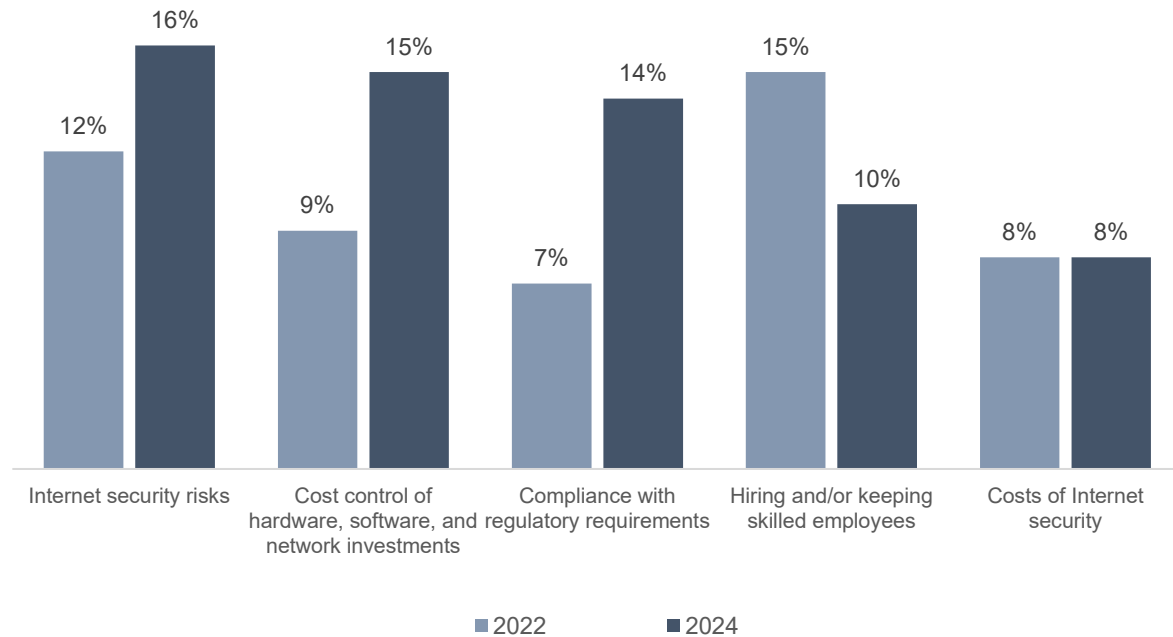
Q15. What are the main barriers to your participating more in APNIC community activities? (Not an active participant in the APNIC community: Base n=993)



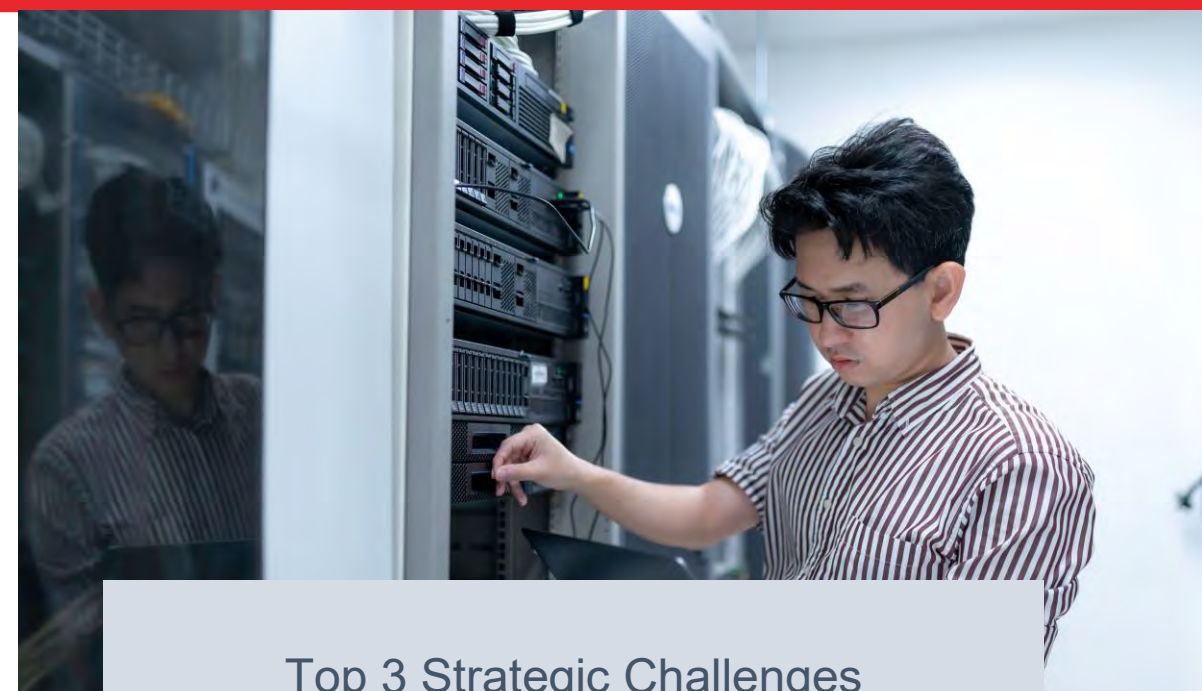
Q14. How would you describe your engagement in APNIC community activities? (All respondents: Base n=1,173)

# Strategic C challenges

Internet security remains the biggest challenge for executives.



Q18. Thinking about Internet-related services, products or activities, what are the MAIN STRATEGIC challenges facing your organization? (Respondents in a CEO/COO/CFO, CIO/CTO or Sales/Marketing role: Base n=215)



## Top 3 Strategic Challenges

40%

Internet security risks

41%

Cost control of hardware, software & networks

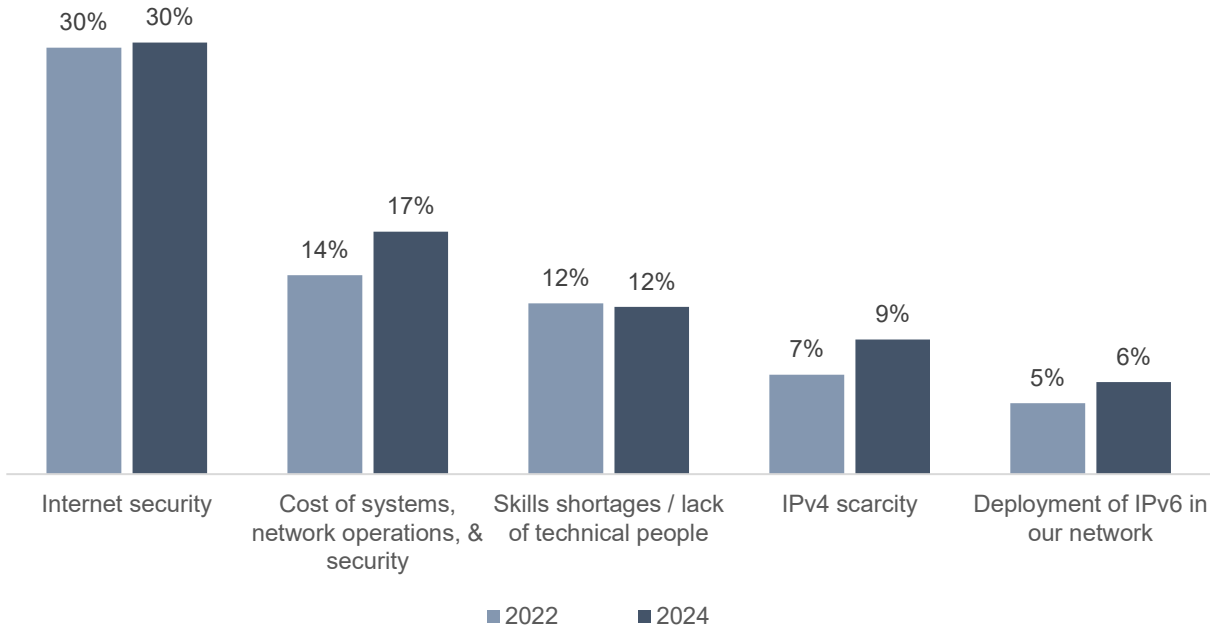
27%

Hiring / keeping skilled employees

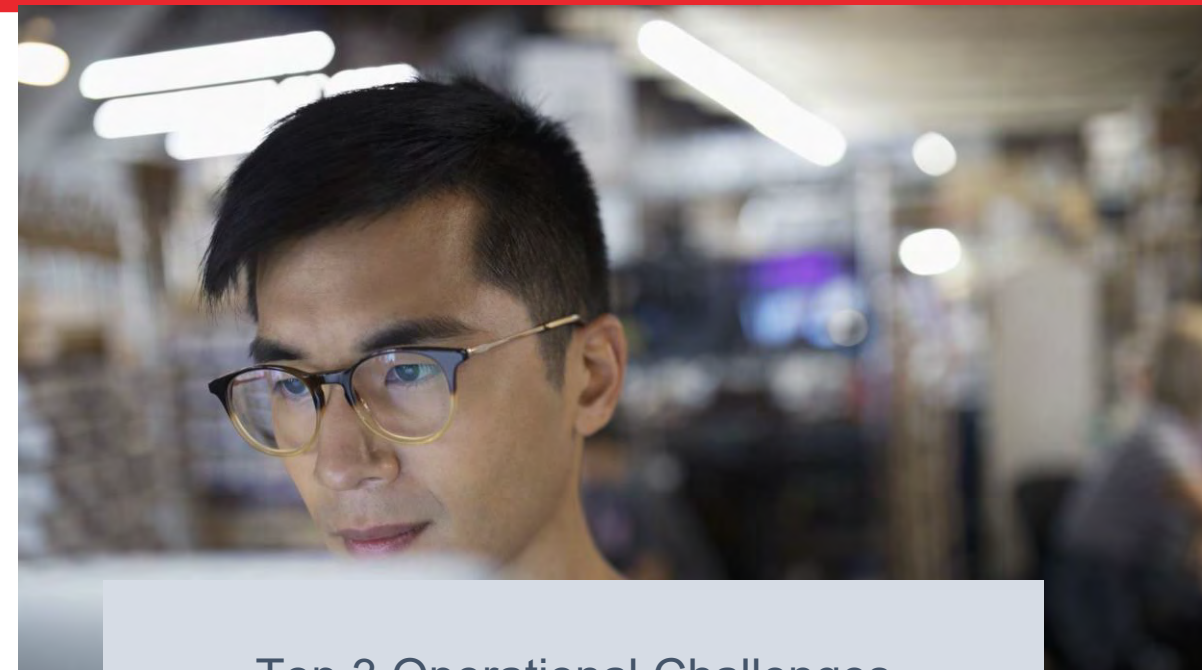
% Ranked challenge as 1, 2 or 3

# Operational Challenges

Internet security is also the biggest operational challenge in delivery of Internet-related products and services.



Q19. Now, thinking about Internet-related services, products or activities, what are the MAIN OPERATIONAL challenges facing your organization? (All respondents: Base n=1,173)



## Top 3 Operational Challenges

57%

Internet Security

42%

Cost of Systems

37%

Skills Shortages

% Ranked challenge as 1, 2 or 3



“Main thing is ensuring consistent, high-speed connectivity while managing escalating cybersecurity threats.

Balancing infrastructure costs with the demand for innovative solutions also presents a significant hurdle...”

South Asia

# How can APNIC help with the main challenges

## Training and Education

- “APNIC can conduct automation workshops as well as add relevant network security and automation-related courses on the portal.” South Asia
- “IPv6 implementation training with various brands of devices and using inexpensive equipment.” South-East Asia
- “Internet security: Technical Assistance and Advice & Research and Publications. APNIC can assist in Training and Workshops in Automation of network and operation.” Oceania

## Technical Assistance and Support

- “Technical assistance, consultation, and guidance are needed to cope with these issues.” South Asia
- “APNIC can have the technical assistance sessions so that the community people can consult their technical issues...” South-East Asia

## Advocacy and Policy Development

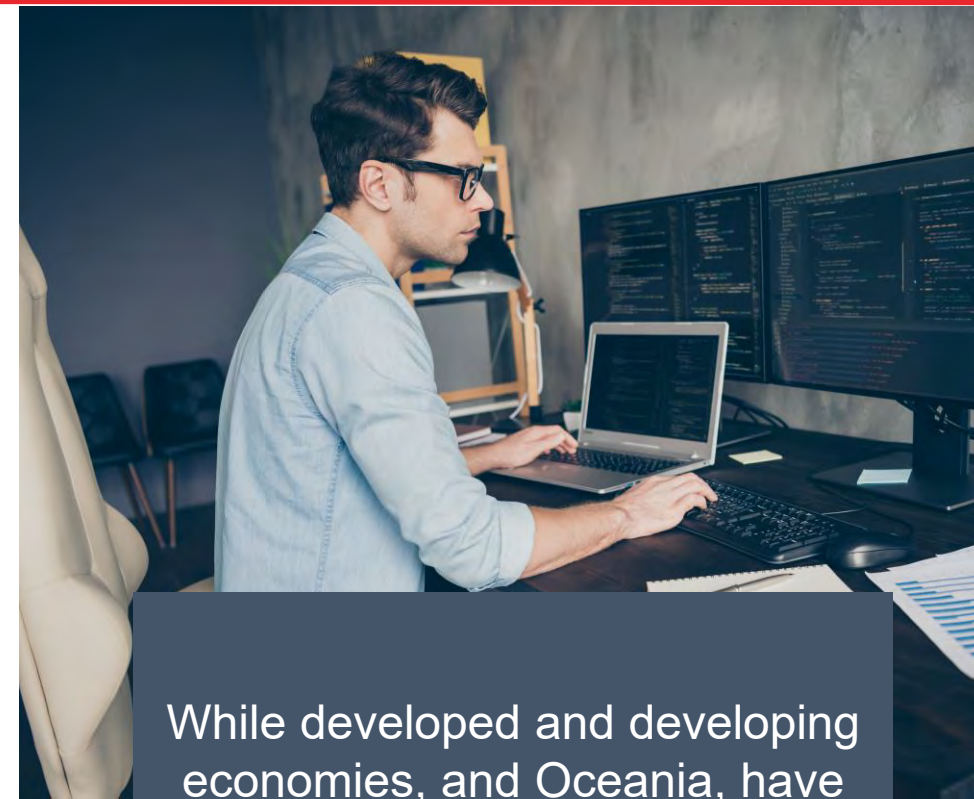
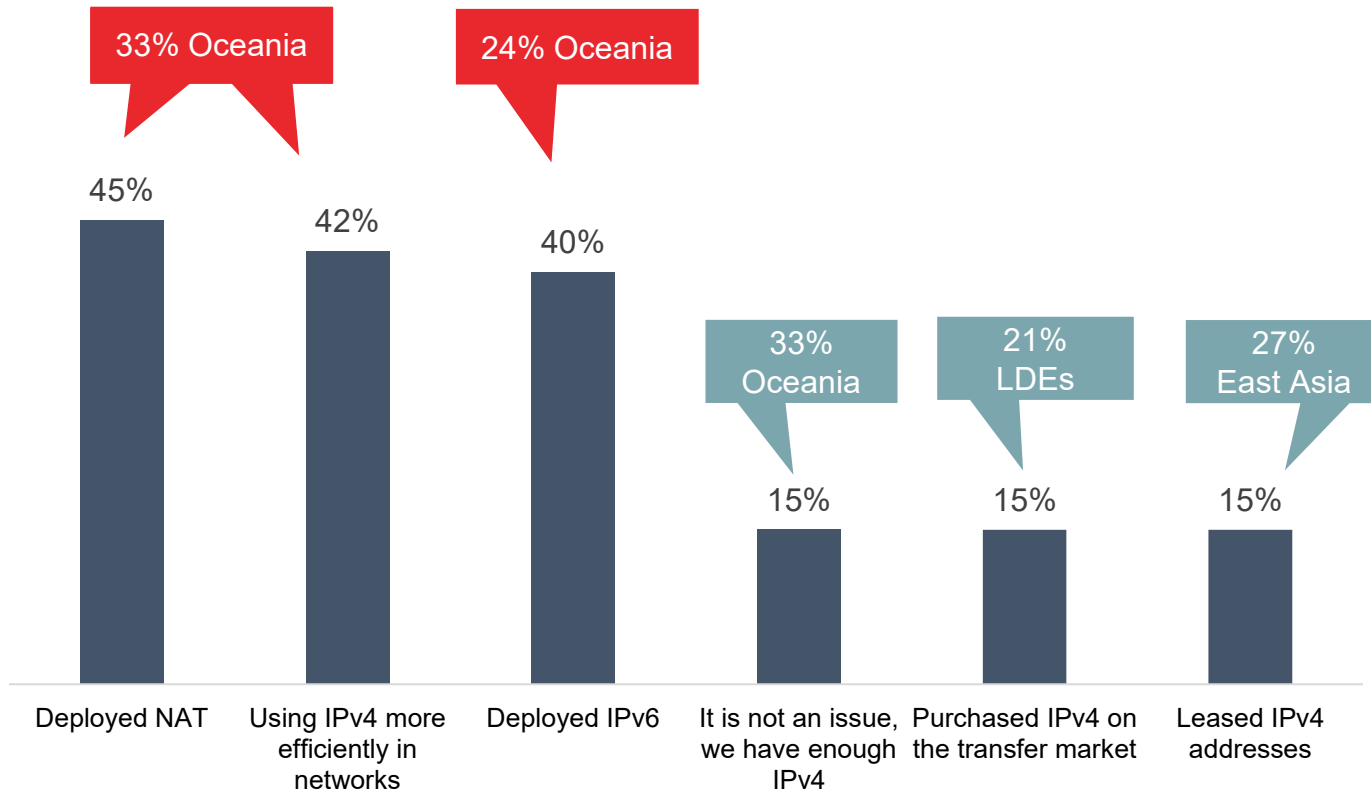
- “Engage with local regulators and influence regulatory board policies to address challenges” South-East Asia
- “APNIC needs to advocate for supportive policies and help in policy change to allocate new IPv4 resources.” East Asia

## Resource Management

- “Recover ipv4 address from network who already have implemented IPv6 and allocate to networks who are still in transition phase.” South Asia
- “Better inspect whether allocated resources are being misused, resold on the secondary market, or whether too many ASNs are being used by organizations.” East Asia

# IPv4 Mitigation Strategies

Using IPV4 more efficiently, or deploying NAT or IPv6, are the most common strategies to overcome IPv4 shortages.



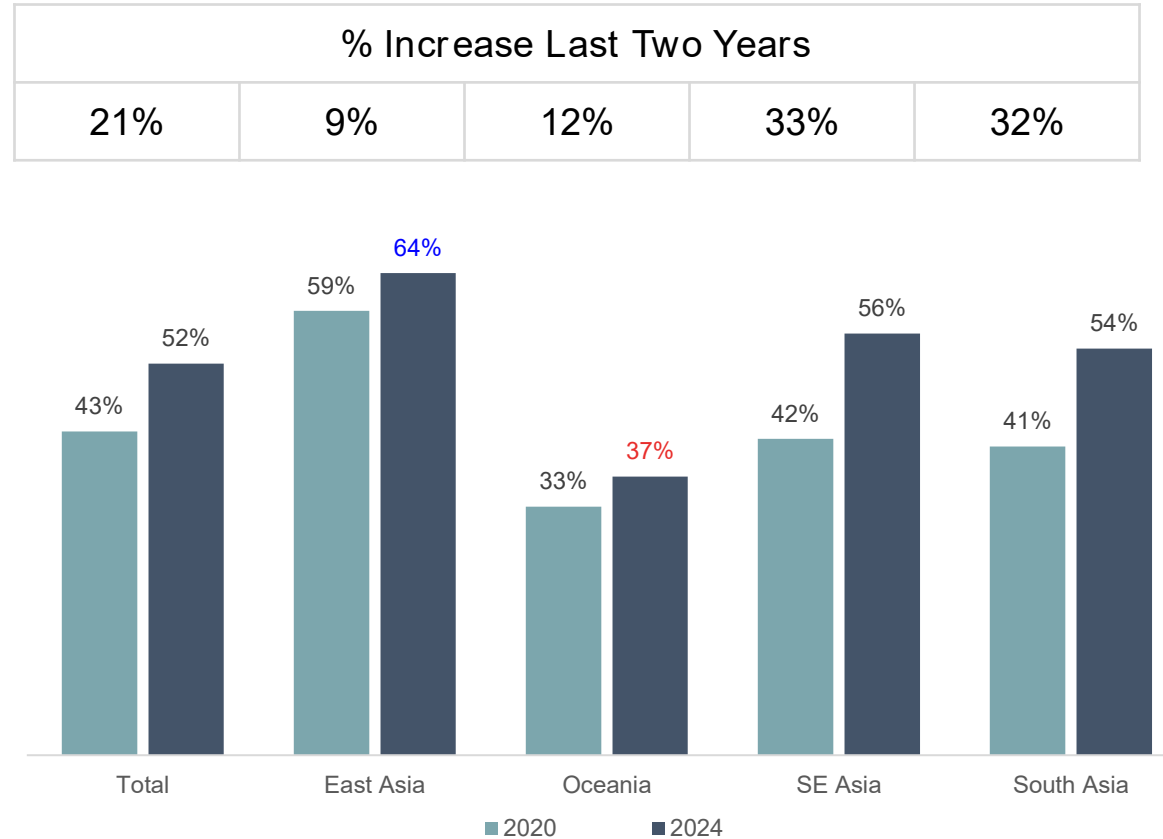
While developed and developing economies, and Oceania, have enough addresses, those in LDEs or East Asia are more likely to have had to buy or lease address space to overcome IPv4 scarcity.



# IPv6 deployment

Just over half of APNIC Members have deployed IPv6 in their networks.

Drivers of Adoption	
53%	Benefit to Operations
40%	Take Advantage of Technological Capabilities
32%	Test Deployment and Gain Experience
32%	Competitive Advantage
31%	Required by Partners



Barriers to Adoption	
39%	Don't See the Business Need (55% Oceania)
37%	Lack of Knowledge Expertise
26%	Lack of Configuration Management Tools (34% South Asia)
22%	No Time
16%	Infrastructure / Services Providers Do Not Support It (25% SE Asia)

Q27. Has your organization deployed IPv6 in its network? Members: Base n=916 / Q28. What were the MAIN reasons your organization decided to deploy IPv6? (Members who have deployed IPv6: Base n=480) / Q29. What are the MAIN reasons your organization has not deployed IPv6? (Members who have NOT deployed IPv6: Base n=378)

## Technical Training Preferences

If given a choice, training leading to an industry-recognized qualification is overwhelmingly preferred.

- ✓ **Training Leading to a Certification / Qualification**  
53% would choose training leading to a certification / qualification - increasing to 59% in SE Asia, but lower in Oceania at 45%
- ✓ **Technology Vendor Training**  
17% would choose technology vendor training
- ✓ **Non-Formal Training**  
11% would choose non formal training – increasing to 16% in Oceania
- ✓ **University Accredited Education**  
8% would choose university accredited training – increasing to 14% in Oceania

Q38. If you had a choice, which of the following technical training would you prefer to undertake? (All respondents, Base n=1,173)



### Most Important Training Considerations



Q37. What is your primary consideration when choosing technical training? (All respondents, Base n=1,173)

## Key Takeaways

1. Overall satisfaction with quality, value, and governance is high, with most Members speaking highly of APNIC.
2. Building technical knowledge and capacity and community engagement and networking are valuable activities beyond registry services.
3. IPv4 address run-out is an issue for many respondents, although not in Australia or New Zealand
4. A quarter of respondents rank training leading to a recognised certificate or qualification as the most important factor when considering technical training.
5. Driven by respondents in Australia and New Zealand, Members in Oceania are significantly less satisfied with APNIC than other regions.



Questions?





# 2024 APNIC Survey Report

---

Prepared by Survey Matters

August 2024



# Contents.

Introduction & Methodology	03
Executive Summary & Key Findings	06
Sample	14
Detailed Results	21
Services, Satisfaction, Value and Governance	22
The APNIC Value Proposition	40
Business Confidence and Future Focus	52
Internet Related Challenges	61
Technology Adoption	81
APNIC Academy Training	90
Appendix	99
Acknowledgements	102
About Survey Matters	103

## Introduction & Methodology

Commissioned by the APNIC Executive Council (EC) and conducted every two years, the APNIC Survey is a valuable feedback tool, with results of the biennial Survey forming an integral part of APNIC's strategy and planning. It 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. This is the thirteenth iteration of the APNIC Survey program.

The survey is a comprehensive process, with consultations in the form of qualitative discussions 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.

In 2024, the consultations were held via a mixture of face-to-face and video conference during February and March. In addition to these interviews, three focus groups were held with different segments of the community to gain further insight. The online survey was open for participation by APNIC Members and other Stakeholders (Members of NIRs or others involved in the Internet community) from 12 June to 8 July 2024.

A slight change in methodology was introduced to the online survey in 2024. In addition to an anonymous survey link distributed to Members and Stakeholders, APNIC Members were sent personal email invitations with individual links to the survey. Non-responding Members were also followed up with targeted reminders.

Survey Matters were again commissioned by the APNIC EC to conduct the survey, to ensure anonymity of responses and impartial evaluation of the results. Individual responses are not identified in this report; results are provided at an aggregate level only. To further protect participant anonymity, no organizations or locations are noted against the verbatim comments provided in this report. No identifying data has been provided to APNIC.

This report provides the full feedback from the online survey, and also draws on the feedback from the individual consultations. These consultations, along with the substantial verbatim comments provided within the online survey, add richness and depth to the quantitative findings.

## Response Rates and Sample

Following a comprehensive communication and survey distribution program, 1,220 responses were received. After data cleansing, 1,173 responses remained. The sample size provides 95% confidence that results are within +/- 3% of presented figures.

Of the responses received, 69% were received from APNIC Members or Account Holders, 11% from Members of NIRs in the region, and the remaining 20% from other Stakeholders.

As in previous years, most responses (95%) were from the Asia Pacific economies served by APNIC, with 5% from economies outside the region.

The composition of the sub-region sample has shifted somewhat from 2022, with 13% of responses from East Asia in 2024 (down from 17%), and 21% from Oceania (up from 17%). The proportion of responses from South East Asia (28%) and South Asia (33%) has remained largely consistent with 2022.

Please note that some segments contain small samples and so do not aim to be representative of the different segments. They do, however, provide directional feedback about the opinions of these respondents.

## Interviews

Conducting qualitative research prior to undertaking an online survey is best practice in research of this kind, as it gathers perspectives directly from randomly selected Members that can be tested across the wider Member and Stakeholder base through the online survey instrument.

In 2024 Individual Depth Interviews (IDIs) were conducted by a mixture of face-to-face interviews and video conference. A total of 28 IDIs and three focus groups were conducted, with a total of 48 participants and spanning 25 economies. A majority of the Interviews were conducted with APNIC Members or Account Holders, with five conducted with Stakeholders within the region. All seven of the APNIC NIR Members were also consulted.

Focus groups were conducted with community trainers, technical representatives from South East Asia and those involved with the APNIC Foundation SWITCH! initiative.

## Online Survey

The quantitative survey was designed by Survey Matters in collaboration with APNIC and approved by the APNIC EC.

It was based on the feedback from the IDIs, and also included tracking or benchmarking questions to monitor APNIC performance over time.

The survey questionnaire also asked several new questions in 2024. To inform future activities, participants were asked about the value provided by APNIC beyond registry services

in the region, and about their participation in APNIC community activities. A statement was also added to test attitudes about APNIC's responsiveness to Member and community feedback. Finally, the impacts of IPv4 scarcity, business confidence and considerations for training were also canvassed.

The 2024 survey questionnaire was designed primarily as a quantitative instrument, but respondents were also given opportunities to provide feedback in their own words and in their own language if desired.

## Translation

The survey questionnaire was translated into 10 languages in 2024, as was the case in 2022, based on responses in languages other than English in the 2020 survey.

The languages offered in the online survey were Bengali (Bangladesh), Chinese (Simplified and Traditional), Indonesian, Japanese, Korean, Mongolian, Burmese (Myanmar), Thai, and Vietnamese.

A total of 347 surveys were completed in a language other than English, down from 568 in 2020 and 441 in 2022. However, this still represents three in ten (30%) of all surveys completed.

Non-English verbatim feedback was translated back to English using ChatGPT, with a verification of translations undertaken by language specialists within APNIC. A breakdown of non-English language survey completions by economy is provided on page 19.

## Communication and Distribution

The survey was designed as both an anonymous online instrument, and an invitational survey for Members, both hosted by Survey Matters. Promotion of the anonymous survey was done by the APNIC Secretariat. For the invitational survey, Members were sent an invitation via email with a unique link to their survey. Non-responders were followed up with email reminders throughout the fieldwork period.

Several prizes were offered throughout the communication schedule to encourage responses at different stages of the survey period.



## Data Cleansing

At the conclusion of the online survey, Survey Matters undertook data cleansing. A total of 1,220 responses were reviewed and after interrogation, 47 were removed as they were either generally unreliable or found to be multiple responses from the same respondent.

The method used to clean the data was as follows:

- Removal of records where respondents answered too quickly or selected the same rating or score regardless of the question being asked throughout the survey.
- Removal of multiple responses where the information regarding the prize draw was the same.
- Removal of responses where the free text responses were the same, including grammar and wording, and phrases.

In addition, some respondents had used AI to generate some of their free text responses. Where their responses to other questions still appeared to be legitimate, these respondents only had their generated free text removed prior to analysis.

## Survey Analysis

When analysing the survey data, results have been cross-tabulated by respondents' relationship with APNIC (Member or Stakeholder), the APNIC sub-region (East Asia, Oceania, South East Asia and South Asia) and Classification of Economies (Developed, Developing and Least Developed Economies (LDEs) based on the current UN classifications.

Differences in the opinions and behaviours of respondents based on their APNIC relationship, sub-region and economy classification are presented throughout the report and highlighted where the findings are significant.

Differences in opinions have also been examined by organization type, organization size and role or position within the organization. While not presented for every question, where there are significant differences in the findings based on these groups, these are written in the report.

The results to survey questions are displayed as either a mean score (always out of a maximum score of seven) or as a percentage of respondents who selected a positive option. Where possible and appropriate, a full frequency distribution is shown. Comparisons to the 2020 and 2022 surveys are made where possible.

Where percentage ratings for agreement, satisfaction or importance are referred to throughout the body of the report, these have been classified as follows:

- Scores of 5, 6 or 7 out of 7 are positive
- Score of 4 out of 7 is neutral
- Scores of 1, 2 and 3 out of 7 are negative

We have also drawn on the qualitative comments and have referenced the feedback provided in the interviews conducted when reaching many of our conclusions. In many instances, the quantitative findings are used to validate the issues raised in the interviews. In others, the free text or interview feedback provides further insight into the quantitative findings.

# Executive Summary and Key Findings

# Executive Summary

As well as testing the Internet-related challenges facing the community and overall experiences dealing with APNIC, the 2024 APNIC Member Survey sought to establish the value provided to Members and the wider Internet community beyond its core function as a Regional Internet Registry (RIR).

In addition, the survey examined engagement with APNIC Internet-community activities, including barriers preventing more participation, how Members are managing the issue of IPv4 scarcity and attitudes about recognized training certification or qualification on completion of APNIC Academy training courses.

This focus marks a shift in the biennial Member surveys, to examine more strategic matters to provide APNIC a more holistic view of the Internet community in the region, and where it can target activities that provide benefit.

In the two years since the last APNIC Survey, geo-political instability and unfavourable economic conditions are on-going, and continue to impact almost all facets of business and personal life.

Against this background however, Members and Stakeholders continue to obtain value from the services, products and activities provided by APNIC and rate their overall satisfaction with their experiences and interactions highly.

## Contact and Engagement

Although reported interactions with APNIC have risen, usage of specific services, products and activities is mixed.

Up from 71% in 2022, 77% of survey participants have had at least one interaction with APNIC in the past two years, with Members more likely to have engaged than Stakeholders.

Among the most used services, products and activities, usage is mixed. Up 9% from 2022, 61% of respondents have visited the website, although Stakeholders (70%) report significantly higher use of the website than Members (59%).

Possibly as a response to changes to APNIC By-laws, voting in APNIC EC elections also increased, from 16% in 2022 to 21% this year, while the proportion who have attended APNIC conferences, APRICOT or other events also increased 4% to 27%. Members, however, are significantly less likely to have attended an APNIC facilitated event than Stakeholders (24% and 38, respectively).

In contrast, survey participants report lower use of the Helpdesk and the APNIC Whois Database, and fewer respondents have read the APNIC Blog. Contact with the APNIC Helpdesk fell 6 percentage points to 28% in 2024, although at 34%, those in South Asia have much higher interaction with the Helpdesk than other regions.

APNIC's own statistics show that readership of the APNIC Blog is increasing, however less than a quarter (23%) of respondents to this year's APNIC Survey indicate they have read an APNIC Blog post. Consistent with previous surveys, Stakeholders (33%) are more likely to report reading a blog post than Members (21%).

Use of the APNIC Whois Database also fell 5 percentage points to 42%. The exception is respondents from Oceania, and those in developed or developing economies, with 52% and 47% respectively using whois over the past two years.

## Satisfaction with Contact and Engagement

Despite mixed use of the various APNIC services, products and activities, satisfaction remains very high, with little change in positive ratings across all services offered by APNIC compared to previous years.

More than nine in ten (95%) participants rate their experience using the APNIC website as above average, good or excellent, up from 93% in 2022. The same proportion rate APNIC conferences, APRICOT or other events highly (95%), and 92% are satisfied with their participation in the APNIC EC elections.

Despite lower readership, satisfaction with the APNIC Blog increased to 98% in 2024, up from 94% in the 2022 APNIC Survey.

Satisfaction with the APNIC Whois Database also remains high, with 93% rating this as above average, good or excellent, the same proportion as 2022.

Similarly, 92% of those who have contacted the APNIC Helpdesk are satisfied with their interaction, although those in Oceania (79%) are significantly less satisfied with the Helpdesk than their regional counterparts, particularly those in South Asia (98%).

### Quality and Value of Services and Membership

Ratings for the quality and value of services and the value of membership remain high, and consistent with 2022.

In 2022, there was a significant increase in the proportion of respondents providing an excellent rating for the quality of services (54%) and value of membership (51%), and this remains the same this year. Although the excellent rating of value of services is high, at 50%, this has fallen slightly from 54% in 2022.

In a pattern that emerges across most of these results, Members in Oceania are significantly less likely to rate the quality and value of services, and value of membership highly than the other regions, particularly Members in South Asia, who rate service quality and membership value extremely highly.

In a new statement added this year to test perceptions of APNIC's responsiveness to Member and community feedback, 93% rated this as above average, good or excellent, with 47% providing an excellent rating.

### Governance and Endorsement

Agreement that APNIC is open and transparent, responsive and respected in the Internet community remains high, however there are significant differences in opinions across the regions.

Overall, 88% of respondents agree that APNIC is open and transparent in its activities, down slightly from 90% in 2022, while 87% believe APNIC is responsive to the changing needs of the community. Agreement that APNIC is respected within the Internet community also remains very high at 92%.

However, when examined across the four APNIC regions, significant differences are apparent.

Responding Members in Oceania are significantly less likely to agree APNIC is open and transparent (80%), responsive to community needs (77%) and respected in the Internet community (87%).

Although not directly linked, among the free text provided there are comments from survey respondents in Australia

and New Zealand about the treatment of historical resources.

Between the 2022 and 2024 APNIC Surveys, APNIC introduced changes related to historical IPv4 resources that were delegated before the establishment of APNIC<sup>1</sup>. The changes were designed to improve the fairness of APNIC's fee structure, and to help identify unused resources and return them to the free pool of addresses for reallocation. As a result, these resources holders, primarily from Australia and New Zealand, were required to pay a fee for their resources. To test agreement that historical addresses should be subject to the same fees as current resources allocated by APNIC, this was canvassed in the 2022 APNIC Survey, with responding Members largely in favour of the changes, including those in Oceania.

However, suggestions in this survey that APNIC should "remove the cost of keeping our Historical Class-C IP Addresses which we have had for over 20 years before APNIC" and for "cheaper IP registration for our historical IP addresses", seem to indicate some Australian and New Zealand respondents are unhappy with the outcome of the changes.

Positively, respondents continue to speak highly of APNIC.

A large majority of Members and Stakeholders (63%) speak positively about APNIC, with 19% doing so without being asked. This remains unchanged from the 2020 and 2022 surveys, and there are no significant differences in these opinions between different sub-regions or economy types.

### Value Beyond Registry Services

This year, the survey canvassed Members and Stakeholders' perceptions of the value provided by APNIC outside its core activities. This was asked in the qualitative interviews and the online survey.

Beyond managing and administering resource allocations, participants value training and technical support, and the community engagement and networking facilitated by APNIC.

When asked about the activities that offer value to respondents outside of registry services, over two thirds (68%) say that building technical knowledge and capacity through the APNIC Academy training provides benefits to the region.

Note 1: Please refer to the APNIC website here <https://help.apnic.net/s/article/Historical-resources> for more information about the treatment of historical resources.

Encouraging Members to share knowledge (43%) and improving Internet infrastructure through deployment support (42%) also offer value, while working to defend the global Internet registry system is important to 38% of respondents.

Possibly due to the different levels of economic development across the Asia Pacific, respondents from South Asia are significantly more likely than others to indicate building technical capacity (74%) and encouraging knowledge sharing across the Internet community (52%) are valuable to them. In contrast, supporting CERTs and online security activities (37%) and advocacy (33%) are of more value to those in Oceania.

More respondents from East Asia and Oceania also say that working to defend the global Internet registry system is an important activity outside of resource allocation (46% and 44%, respectively).

Verbatim comments in the online survey, and discussion in the qualitative interviews support these findings, with training and capacity building and community engagement and networking frequently mentioned as activities that offer valuable benefits. Comments that APNIC facilitates “knowledge building, IT capacity building through the periodic training” and “APNIC does a great job of bringing people together and then letting them talk about what’s important to them” are frequent.

### Engagement in Community Activities

Participation in APNIC Internet community activities varies, with South Asia and LDEs significantly more likely to indicate they are actively involved than their counterparts.

Overall, only 15% of survey participants say they are actively involved in APNIC community activities, although two in five (40%) are aware of the activities and participate occasionally. Active involvement rises to 27% of LDEs and 24% of those in South Asia.

While time and cost are the primary barriers to participation in the APNIC community, a lack of awareness of both the activities and how to become involved is also apparent.

Almost half of all respondents cite cost and budget (49%) as the biggest barrier, with time constraints the issue for two in five (40%). Although they participate the most, cost and budget prevents respondents in LDEs (67%) and South Asia (63%) from being more involved in community activities.

A quarter of respondents (24%) don’t know much about APNIC community activities, suggesting greater promotion of the opportunities available to take part in may encourage involvement.

When asked how APNIC can make it easier to participate, offering virtual or hybrid events and improving communication and outreach were frequently suggested. Respondents commented that “offering hybrid and virtual events makes participation more accessible regardless of location” and “regular updates on activities, events and opportunities can keep Members actively involved.”

### Business Confidence

In the 2022 APNIC Survey, and in the wake of the coronavirus pandemic, APNIC tested Members and Stakeholders’ confidence in their business continuity and growth for the future. The question was repeated this year, to gauge any changes in confidence, and the reasons for their outlook.

While most respondents are confident about overall business performance in the coming two years, levels of optimism are lower than in 2022.

In 2022, 47% of survey participants were very confident about their business outlook. This has fallen to 38% this year, with two in five (40%) saying they are somewhat confident about the future.

Optimism is highest in South Asia, where 47% are very confident, compared to 32% in South East Asia and only 27% in East Asia.

Only 2% have no confidence at all, and 11% indicate they are unsure about the future of business in the coming two years.

### Internet-related Challenges

Reflecting the levels of confidence about overall business performance, in 2024 one of the biggest strategic challenges facing respondents in executive positions is the cost control of hardware, software and network investments.

In 2022, attracting and retaining skilled personnel was the most pressing issue for company executives and business owners.

This year, Internet security risks (16%) and controlling the costs of products (15%) are the two biggest concerns, up from 12% and 9% respectively in 2022. When examined across the top three challenges, more than two in five (41%) executives rank the costs of hardware, software and networks among the three biggest challenges.

While hiring and keeping appropriately skilled staff remains a concern, with over a quarter of executives (27%) ranking this among their top three issues, it is clear that Internet security risks and economic conditions are top of mind for many in 2024.

These issues are also the biggest operational challenges facing respondents. Internet security is the primary concern for three in ten (30%), while the cost of systems, network operations and security are the biggest challenge for 17% of respondents.

Verbatim comments mirror these findings, with Members commenting “protecting user data from cyber threats such as hacking, malware, and data theft is a major challenge” and “high fixed costs increasing day by day”.

### IPv4 Scarcity and Mitigation Strategies

Issues with IPv4 scarcity and transition to IPv6 was also frequently mentioned as a challenging.

With IPv4 address space running out, organizations are having to look for alternative strategies to mitigate against the scarcity to allow them to continue to run their businesses and serve their customers. This year the survey examined how Members were dealing with the shortages.

A majority of Members are either deploying NAT (45%) or IPv6 (40%) or finding more efficient ways to use IPv4 in their networks (42%) to overcome IPv4 scarcity. A further 15% have either purchased or leased IPv4 addresses, with Members from East Asia (27%) most likely to be leasing addresses than others.

While another 15% of Members indicate this is not an issue for their organization because they have enough IPv4 address space, this rises to a third (33%) of Members in Oceania, particularly those in Australia and New Zealand. As a result, these Members are also significantly less likely than others to be taking any mitigation action.

In the verbatim comments, there are calls for better resource allocation management, and for APNIC to play a stronger role in encouraging IPv6 adoption, particularly in economies who are well resourced, both financially and technically. Many mention that “those big players with loads of historic v4 space aren’t encouraged to be aggressive with their migrations to v6”.

In contrast, comments from economies where IPv4 address shortages are not an issue are complaining about “the high cost of maintaining our Historical IP addresses...” and that “I want my IP addresses for free like in the past...”.

Of the 15% of responding Members who indicate they are leasing IPv4 addresses from another organization, 43% pay less than USD 5,000 per year for these, although 27% of Members in East Asia who are leasing addresses indicate they are paying between USD 10,000 and 49,000 for their address space.

For the few Members leasing address space, the ongoing cost of the leased addresses and worry that they will need the addresses for longer than the lease term are concerning for over two thirds of respondents and 63% are worried about routing issues caused by address reputation.

### IPv6 Adoption

More than half of Members have deployed IPv6 in their networks, with many believing it will benefit their operations.

In the 2020 APNIC Survey, 43% of Members had either fully deployed IPv6 or implemented it in their networks. This year 52% have deployed IPv6 in their network, with Members from East Asia (64%) significantly more likely to have done so than other regions, particularly in Oceania, where only 37% have implemented IPv6.

While increasing demand for Internet services and products and technology advancements contribute to levels of optimism, those more cautious are concerned about the current economic environment and the rising costs to deliver their services.

Deployment of IPv6 in Oceania, largely driven by responses from Australia and New Zealand, appears to be stagnating. In 2020, 33% of Members had IPv6 deployed, four years later, this has increased by just 12%. Across South East Asia, South Asia and LDEs, IPv6 deployment has increased by around 33% since 2020.

More than half (53%) say the main reason they implemented IPv6 is because they believe it would benefit their operations, and two in five (40%) wanted to take advantage of the technological capabilities.

For those who have not deployed IPv6 yet, 39% do not see the business need to implement it, with respondents in Oceania (55%), again driven by those in Australia and New Zealand, significantly more likely to say they have no requirement for IPv6.

Lack of technical skills or expertise is also a factor in non-deployment for 37% of Members, particularly those in South Asia (43%) and LDEs (46%).

Just over a quarter of respondents (26%) say a lack of available configuration management tools hampers IPv6 deployment, with Members in South Asia (34%) significantly more likely to cite this than other regions. In Oceania, just 7% indicate this prevents them from implementing IPv6.

### Training Considerations

The relevance of the course content in meeting specific training needs is the most important factor when choosing training for a third of respondents, followed by the cost to attend training.

When asked to rank the primary factors respondents consider when choosing technical training, 33% say the relevance of the course content is their most important consideration, rising to half (50%) of respondents in Oceania. The costs of the training is the primary factor for 26% of survey participants.

Training that provides a recognized qualification, and that is certified by a reputable institution or organization, is the most important consideration for a quarter of respondents (25%). Over half (53%) indicate training leading to an industry-recognized qualification is their preferred type of training.

Opinions are mixed when asked the type of organization that would deliver the best quality technical training if APNIC Academy training was offered by other organizations. Half of respondents (50%) say regional or global Internet organizations would deliver the best quality training, while almost two in five (39%) believe independent local training companies would offer the best quality.

### Conclusion

The 2024 APNIC Member Survey reveals a nuanced landscape of engagement and satisfaction among its Members and Stakeholders across the Asia Pacific region.

While the overall satisfaction with APNIC's services, products and activities remains high, the survey uncovers significant regional differences in opinion about the overall quality and value of services and membership and governance activities. In particular, the findings highlight a contrast between South Asia, where engagement is strong and satisfaction levels are consistently high, and Oceania, where Members express much lower levels of satisfaction and engagement.

The survey also points to broader strategic challenges facing the Internet community in the region, particularly in the context of a challenging economic environment and an evolving technological landscape. While Members value APNIC's work beyond its core registry functions, particularly in areas like training and technical support, there is a clear demand for these activities to be more closely aligned with the practical needs and constraints faced by Members in different regions.

Members want a continued focus by APNIC on technical training, particularly in cybersecurity and IPv6 deployment. Many also want greater oversight of IPv4 address allocations in the wake of address scarcity and more efforts to encourage IPv6 adoption, particularly among economies who already have enough legacy IPv4 addresses, and therefore are not investing in IPv6.

They are also calling for broader engagement with the Internet ecosystem by APNIC to further assist Members with their business growth plans.

Continuing to focus on these activities will help to cement APNIC's value beyond registry services.

# Key Findings

## 01 Overall satisfaction with quality, value, and governance is high, with most Members speaking highly of APNIC.

Overall satisfaction with the quality and value of services and membership has been consistently high across all surveys, and this is maintained in 2024. Members largely agree that APNIC is open and transparent and well respected in the Internet community. Changes to the governance structure have been well received by Members, who mostly believe these changes have improved the APNIC EC election process.

## 02 Building technical knowledge and capacity and community engagement and networking are valuable activities beyond registry services.

It is clear participants see value outside of APNIC's core registry function. Participants cite technical training and capacity building as an important activity to support the region to grow the knowledge and expertise of the Internet community. Facilitating networking and engaging the community to share best practice is also valuable to Members and Stakeholders.

## 03 Business confidence is lower, with Members concerned about Internet security risks and the costs of business operations.

While confidence in their business operations in the next two years is relatively high, it is lower than in 2022. Those who are optimistic cite increasing demand for Internet services and products and technology advances as the primary factors in their confidence. However, those more circumspect say the increasing costs to deliver Internet services, including hardware, software and network infrastructure are concerning, along with increasing security risks. These factors are also the two biggest challenges facing Members and Stakeholders in 2024.

## 04 IPv4 address run-out is an issue for many respondents, although not in Australia or New Zealand.

IPv4 scarcity remains a challenge for many respondents, with frequent comments about a shortage of IPv4 and issues transitioning to IPv6. To overcome the scarcity, Members are deploying NAT or finding more efficient ways to use IPv4 in their networks or implementing IPv6. However, many Members from Australia and New Zealand report they already have enough IPv4, therefore it is not an issue for them. Interestingly, adoption of IPv6 in Oceania is also the lowest across the regions.



---

**05**

**A quarter of respondents rank training leading to a recognized certificate or qualification as the most important factor when considering technical training.**

While the relevance of the course content in meeting specific technical training needs is the most important factor most respondents consider when choosing training, training that provides a certificate or recognized qualification on completion is valuable. There were mentions that certification programs would be of significant benefit if offered. However, with cost of training also an important factor for a quarter of respondents this will also need to be considered in any decisions to develop or offer certification or qualifications on course completion.

---

**06**

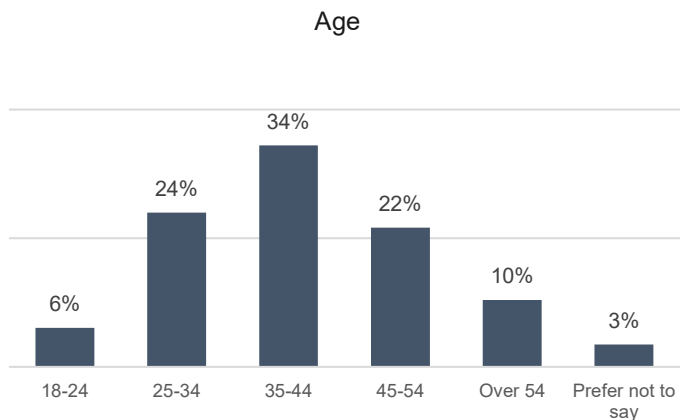
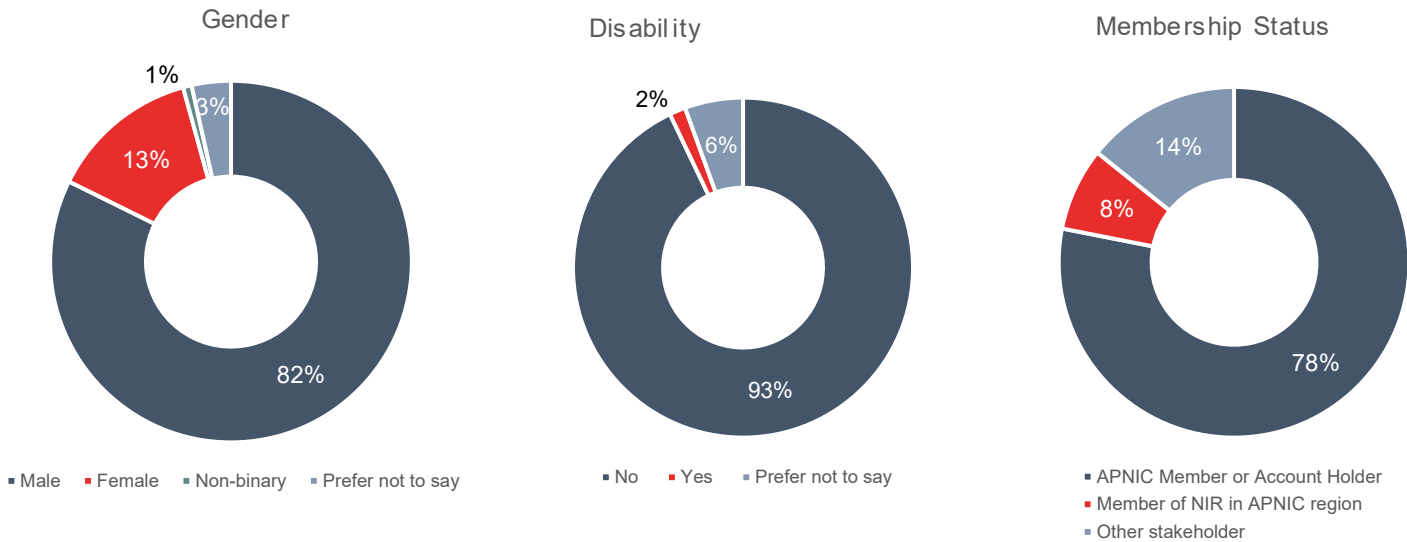
**Members in Oceania are significantly less satisfied with APNIC than other regions.**

Driven largely by respondents from Australia, Members in Oceania report significantly lower ratings of satisfaction with APNIC overall than their regional counterparts. This may in part be due to the changes to treatment of historical address holders, with comments about historical addresses and complaints about the cost noted in the free text questions. There are also calls for APNIC to focus solely on registry services and resource allocation and reduce the costs of membership.

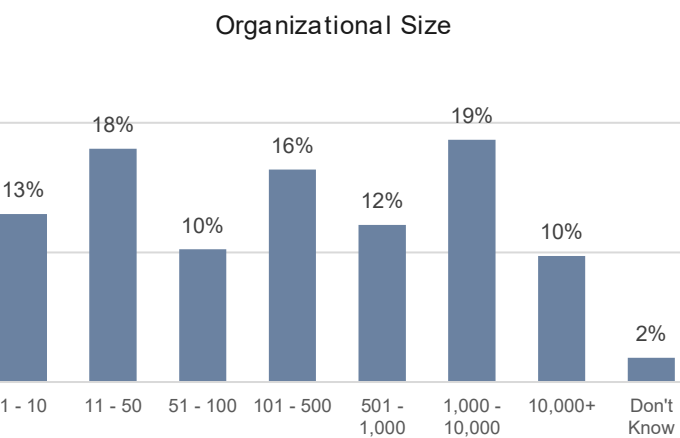
---

# Sample

# Sample



English Proficiency	Count	%
I am fluent in English	540	46%
I can understand most English and have English conversations comfortably	347	30%
I can understand some English and have basic English conversations	232	20%
I understand little English and need assistance	54	5%



Region	Count	%
East Asia	151	13%
Oceania	243	21%
South East Asia	331	28%
South Asia	388	33%
Non-APNIC Region	60	5%

Economic Development Status	Count	%
Least Developed Economy (LDEs)	338	29%
Other (Developed or Developing)	775	66%

			2020		2022		2024	
Code	Name	Economic Classification	Count	%	Count	%	Count	%
<b>East Asia</b>								
CN	China	Developing	68	4%	58	4%	28	2%
HK	Hong Kong Special Administrative Region of China	Developing	25	2%	38	2%	28	2%
JP	Japan	Developed	50	3%	61	4%	15	1%
KR	Republic of Korea	Developing	10	1%	12	1%	5	0%
MN	Mongolia	Developing	50	3%	53	3%	44	4%
MO	Macao Special Administrative Region of China	Developing	6	0%	3	0%	2	0%
TW	Taiwan	Developing	46	3%	44	3%	29	2%
Sub-total			255	16%	269	17%	151	13%
<b>Oceania</b>								
AS	American Samoa	Developing	-	-	3	0%	-	-
AU	Australia	Developed	136	8%	128	8%	118	10%
CK	Cook Islands	Developing	2	0%	2	0%	-	-
FJ	Fiji	Developing	23	1%	26	2%	4	0%
GU	Guam	Developing	6	0%	2	0%	28	2%
KI	Kiribati	LDE	2	0%	-	-	1	0%
MH	Marshall Islands	Developing	2	0%	-	-	-	-
MP	Northern Mariana Islands	Developing	-	-	-	-	1	0%
NC	New Caledonia	Developing	4	0%	3	0%	1	0%
NR	Nauru	Developing	1	0%	-	-	-	-
NU	Niue	Developing	-	-	-	-	1	0%
NZ	New Zealand	Developed	58	4%	49	3%	42	4%
PG	Papua New Guinea	Developing	30	2%	30	2%	26	2%
PW	Palau	Developing	-	-	1	0%	1	%
SB	Solomon Islands	LDE	6	0%	10	1%	4	0%
TO	Tonga	Developing	7	0%	10	1%	8	1%
TV	Tuvalu	LDE	1	0%	-	-	1	0%
VU	Vanuatu	LDE	5	0%	3	0%	4	0%
WS	Samoa	Developing	13	1%	8	0%	3	0%
Sub-total			296	17%	275	17%	243	21%
<b>SE Asia</b>								
BN	Brunei Darussalam	Developing	5	0%	3	0%	2	0%
ID	Indonesia	Developing	74	5%	85	5%	46	4%
KH	Cambodia	LDE	18	1%	31	2%	29	2%
LA	Lao People's Democratic Republic	LDE	4	0%	8	0%	17	1%
MM	Myanmar	LDE	111	7%	55	3%	28	2%
MY	Malaysia	Developing	35	2%	41	3%	35	3%
PH	Philippines	Developing	114	7%	118	7%	84	7%
SG	Singapore	Developing	20	1%	40	2%	20	2%
TH	Thailand	Developing	39	2%	42	3%	41	3%
TL	Timor-Leste	LDE	4	0%	9	1%	14	1%
VN	Viet Nam	Developing	15	1%	22	1%	15	1%
Sub-total			439	27%	454	28%	331	28%

			2020		2022		2024	
Code	Name	Economic Classification	Count	%	Count	%	Count	%
<b>South Asia</b>								
AF	Afghanistan	LDE	9	1%	13	1%	31	3%
BD	Bangladesh	LDE	298	18%	199	12%	152	13%
BT	Bhutan	LDE	19	1%	23	1%	18	2%
IN	India	Developing	109	7%	123	8%	73	6%
IO	British Indian Ocean Territory	Developing	-	-	1	0%	-	-
LK	Sri Lanka	Developing	28	2%	40	2%	31	3%
MV	Maldives	Developing	3	0%	5	0%	7	1%
NP	Nepal	LDE	60	4%	44	3%	39	3%
PK	Pakistan	Developing	36	2%	38	2%	37	3%
Sub-total			562	35%	486	30%	388	33%
<b>Non-APNIC Region</b>								
	Aland Islands		-	-	1	0%	-	-
	Albania		-	-	1	0%	-	-
	Algeria		1	0%	1	0%	-	-
	Argentina		-	-	2	0%	-	-
	Austria		-	-	1	0%	1	0%
	Belgium		-	-	2	0%	-	-
	Benin		2	0%	2	0%	-	-
	Brazil		-	-	5	0%	1	0%
	Cameroon		-	-	1	0%	-	-
	Canada		3	0%	14	1%	7	1%
	Chile		-	-	1	0%	-	-
	Colombia		-	-	1	0%	-	-
	Croatia		1	0%	-	-	-	-
	Cyprus		-	-	1	0%	-	-
	Democratic Republic of Congo		2	0%	-	-	-	-
	Denmark		2	0%	1	0%	1	0%
	Egypt		1	0%	-	-	-	-
	Ecuador		-	-	2	0%	-	-
	Estonia		-	-	1	0%	-	-
	Ethiopia		1	0%	-	-	-	-
	European Union		-	-	-	-	1	0%
	Finland		-	-	1	0%	2	0%
	France		1	0%	1	0%	3	0%
	Georgia		-	-	1	0%	-	-
	Germany		6	0%	2	0%	6	1%
	Ghana		-	-	2	0%	1	0%
	Greece		-	-	1	0%	-	-
	Haiti		1	0%	-	-	-	-
	Iran		-	-	2	0%	-	-
	Ireland		1	0%	-	-	-	-
	Israel		1	0%	-	-	1	0%
	Italy		1	0%	4	0%	2	0%
	Kenya		-	-	3	0%	1	0%
	Kyrgyzstan		-	-	1	0%	-	-

\* 2020 response subtotal for Non-APNIC Region includes responses from economies not listed as no responses were received in 2022 or 2024

			2020		2022		2024	
Code	Name	Economic Classification	Count	%	Count	%	Count	%
Non-APNIC Region (cont.)								
	Madagascar		-	-	1	0%	-	-
	Malawi		-	-	1	0%	1	0%
	Mauritius		-	-	-	-	1	0%
	Mexico		3	0%	2	0%	-	-
	Morocco		-	-	1	0%	1	0%
	Netherlands		3	0%	5	0%	4	0%
	Nicaragua		1	0%	-	-	-	-
	Niger		1	0%	-	-	-	-
	Nigeria		1	0%	2	0%	-	-
	Norway		-	-	-	-	1	0%
	Oman		1	0%	-	-	-	-
	Panama		1	0%	-	-	-	-
	Poland		1	0%	1	0%	-	-
	Qatar		-	-	1	0%	-	-
	Romania		-	-	1	0%	1	0%
	Russian Federation		-	-	2	0%	-	-
	Saudi Arabia		2	0%	2	0%	1	0%
	Slovakia		-	-	1	0%	-	-
	Slovenia		1	0%	-	-	1	0%
	South Africa		-	-	1	0%	-	-
	Spain		-	-	4	0%	1	0%
	Sweden		1	0%	1	0%	1	0%
	Switzerland		-	-	1	0%	1	0%
	Trinidad and Tobago		-	-	1	0%	-	-
	Uganda		-	-	1	0%	1	0%
	United Arab Emirates		1	0%	1	0%	-	-
	United Kingdom		3	0%	4	0%	1	0%
	United States of America		26	2%	46	3%	16	1%
	Zambia		1	0%	2	0%	-	-
	Zimbabwe		-	-	-	-	1	0%
Subtotal			73	4%	137	8%	60	5%
Total			1,624	100%	1,621	100%	1,173	100%

\* 2020 response subtotal for Non-APNIC Region includes responses from economies not listed as no responses were received in 2022 or 2024

	2020	2022	2024
<b>Language</b>			
Bangladesh (Bengali)	157	53	91
Chinese Simplified	75	73	30
Chinese Traditional	59	54	43
Indonesian	62	74	50
Indian (Hindi)	3	-	-
Japanese	45	55	14
Korean	8	14	6
Mongolian	39	38	42
Malaysian	4	-	-
Myanmar (Burmese)	52	22	18
Nepali	10	-	-
Philippines (Tagalog)	7	-	-
Thai	29	38	39
Urdu	4	-	-
Vietnamese	14	20	14
<b>Total</b>	<b>568</b>	<b>441</b>	<b>347</b>

	2020	2022	2024
<b>Organization Type</b>			
<b>Sample Size</b>	<b>1,624</b>	<b>1,622</b>	<b>1,173</b>
Internet Service Provider (ISP)	34%	28%	30%
Academic/Educational/Research	15%	17%	17%
Telecommunications / Mobile Operator	11%	11%	12%
Government/Regulator/Municipality	6%	7%	7%
Hosting / Data Centre	5%	6%	5%
Banking/Financial	4%	5%	5%
Non-profit/NGO/Internet community	3%	4%	4%
Software Vendor	3%	4%	4%
Enterprise/Manufacturing/Retail	4%	5%	3%
Internet Exchange Point (IXP)	1%	1%	2%
NREN/Research network	1%	1%	1%
Domain Name Registry / Registrar	1%	1%	1%
Hardware Vendor	1%	1%	1%
Industrial (construction, mining, oil)	1%	1%	1%
Infrastructure (transport/hospital)	1%	1%	1%
Media / Entertainment	2%	1%	1%
Other	7%	7%	7%

	2020	2022	2024
<b>Position</b>			
<b>Sample Size</b>	<b>1,624</b>	<b>1,622</b>	<b>1,173</b>
Network/Systems Operations Engineer/Manager	39%	35%	38%
Network/Systems Planning Engineer/Manager	26%	28%	31%
IT Support	16%	19%	16%
Manager	13%	14%	14%
CEO/COO/CFO	9%	9%	10%
Academic/Research	11%	10%	9%
CTO/CIO	8%	8%	8%
Product/Peering/Interconnect Engineer/Manager	6%	8%	8%
Project Manager	5%	6%	5%
Trainer	4%	5%	5%
Student	5%	3%	4%
Software Engineer	3%	4%	4%
Applications Developer	2%	2%	3%
Sales / Marketing	2%	3%	2%
Other	4%	7%	8%

# Detailed Results



# Key Performance Indicators



## Service Usage and Satisfaction

To understand levels of engagement with APNIC and the services, products and initiatives provided, the survey asked respondents to indicate how often they had interacted with APNIC over the last two years, which of the services, products or initiatives they had used or taken part in over the past two years, and how satisfied they were with their experience.

## APNIC Contact Frequency

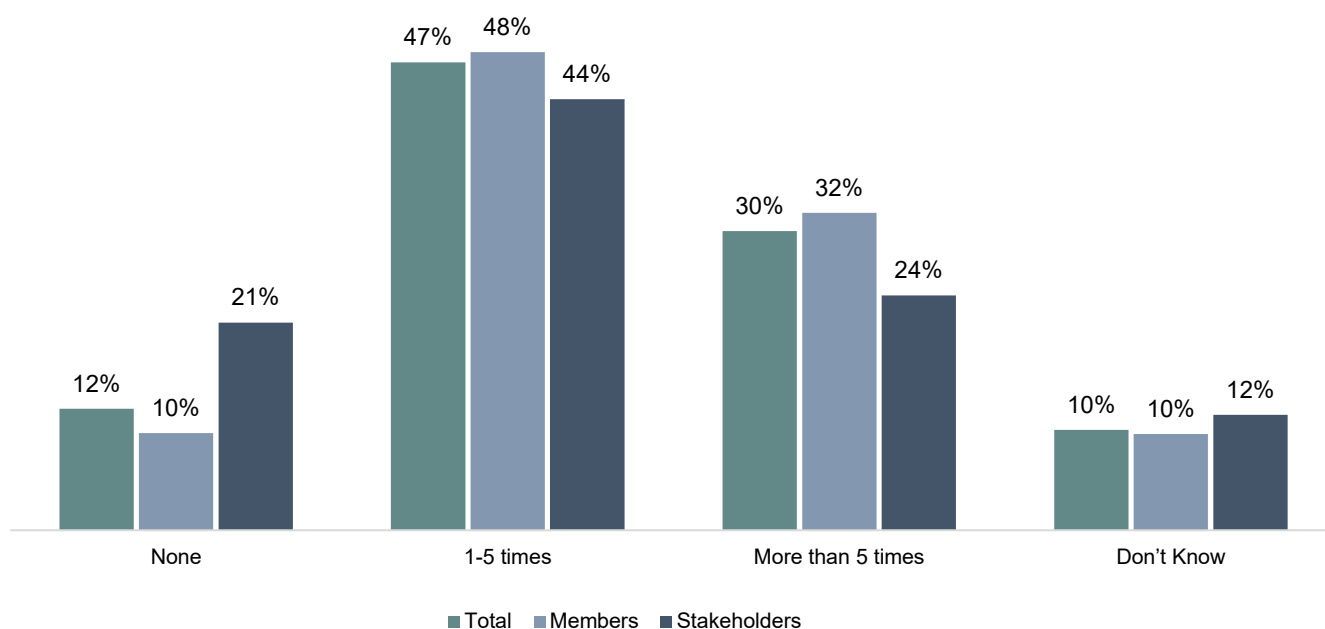
Contact with APNIC increased compared to 2022 and 2020, with almost four in five indicating they had used an APNIC service or interacted with APNIC in the last two years.

Overall, 77% of survey participants have had involvements with APNIC over the past two years,

compared to 71% in both 2022 and 2020. Three in ten respondents engaged in some way with APNIC more than five times, while 47% had some interaction between one and five times in the past two years.

As in previous surveys, Members (80%) are more likely to have engaged with APNIC than Stakeholders (68%).

### Contact with APNIC in the last two years



	2020	2022	2024	East Asia	Oceania	SE Asia	South Asia	LDEs	Others
Sample Size	1,624	1,622	1,173	151	243	331	388	338	775
None	15%	14%	12%	13%	16%	10%	11%	14%	11%
1-5 times	42%	41%	47%	43%	50%	50%	44%	41%	49%
More than 5 times	29%	30%	30%	36%	26%	31%	32%	29%	31%
Don't know	14%	15%	10%	7%	8%	9%	14%	16%	8%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

## Service Usage

While more participants have visited the website, met an APNIC representative or attended a presentation, and voted in an APNIC EC election in the past two years, fewer had contact with the APNIC Helpdesk, accessed whois or read the APNIC blog.

Compared to 2022, usage of specific services is mixed, with more participants indicating they had visited the website, met an APNIC representative or attended a presentation, and voted in an APNIC EC election in the past two years.

Over three in five (61%) respondents visited the APNIC website, significantly higher than in 2022 where just over half indicated they had used the website. Stakeholders (70%) are significantly more likely to have visited the APNIC website than Members (59%).

MyAPNIC (60%) and APNIC Academy training (45%) use remained relatively consistent with 2022. Possibly as a result of a return to in-person activities since COVID-19, more Members and Stakeholders have also either met with an APNIC representative (17%) or seen a presentation by APNIC (18%) than in 2022 (10% and 12%, respectively).

Members are also significantly more likely to have voted in the APNIC EC Election (21%) than in 2022 (16%). Members from South Asia are much more likely to have

voted in an APNIC EC Election (32%) compared to only 13% of Members from South East Asia and 14% of Members in Oceania.

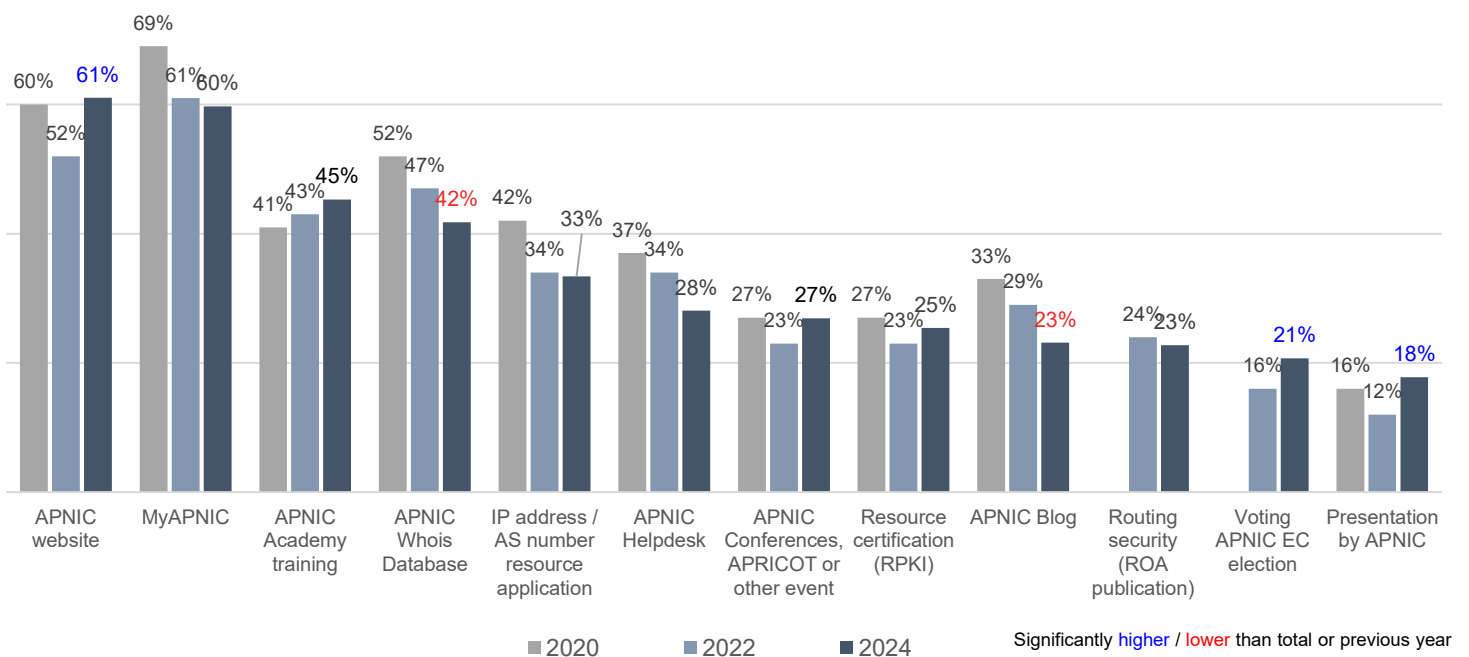
Conversely, fewer have accessed the Whois Database, contacted the Helpdesk, or read the APNIC Blog.

Fewer respondents have accessed the APNIC Whois Database than in 2022, down from 47% to 42%, although Members in Oceania report higher usage of MyAPNIC (70%) and the APNIC Whois Database (52%) than those in other regions.

Similarly, developed and developing economies are significantly more likely to have accessed whois (47%) than LDEs (30%).

Contact with the APNIC Helpdesk has fallen from 34% in 2022 to 28% this year. Members from South Asia 34% are more likely to have contacted the helpdesk than other regions. Readership of the APNIC Blog has also declined significantly from 29% to 23% this year.

### Top 12 Most Used Services



## 2024 Usage and Satisfaction

		Use %	Satisfaction %
Member Services and Membership Products	MyAPNIC	60%	93%
	APNIC Helpdesk	28%	92%
	Voting in an APNIC EC election	21%	92%
	New membership application	18%	86%
	APNIC Annual Report or Activity Plan	6%	88%
Registration Services, Registry Products, and Policy Development	APNIC Whois Database	42%	93%
	IP address or AS number resource application	33%	94%
	Resource certification (RPKI)	25%	96%
	Routing security (ROA publication)	23%	96%
	IPv4 address transfer (as source or recipient)	16%	90%
	APNIC reverse DNS service (as address holder)	16%	90%
	APNIC Policy Development Process	6%	86%
	APNIC RDAP service	2%	100%*
Internet Development	APNIC Academy training	45%	97%
	APNIC Conferences, APRICOT or another online APNIC event	27%	95%
	Contacted APNIC with a query	20%	94%
	Presentation by APNIC representative	18%	96%
	Meeting with an APNIC representative	17%	96%
	Special Interest Groups (SIGs)	3%	88%
Information Products, Research & Analysis	APNIC website	61%	95%
	APNIC Blog	23%	98%
	APNIC Labs reports and/or measurement statistics	11%	96%
	APNIC Mailing lists (Orbit)	11%	88%
	DASH (Dashboard for AS Health)	10%	93%
	NetOX (Network Operators' Toolbox)	6%	92%
	PING Podcast	3%	94%*
	REx (Resource Explorer)	3%	94%*

\* Note – Small Sample

## Satisfaction with Services

Survey participants remain highly satisfied with their interactions and usage of the various APNIC services and products.

Overall, satisfaction ratings with the most used services remains high when compared to 2022.

Up from 93% in 2022, 95% of participants rate the APNIC website as above average, good or excellent. Similarly, 94% are satisfied with their experience with the IP address or AS number allocation application process, up from 89% in 2022.

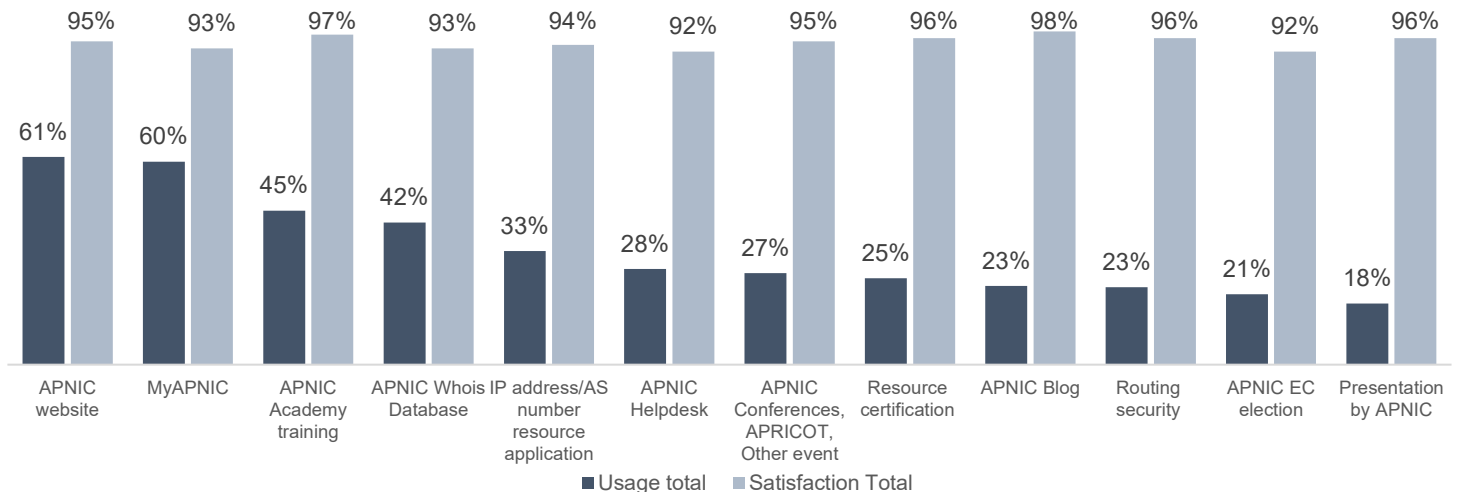
Ratings of satisfaction for APNIC Academy training (97%) and the APNIC Whois Database (93%) remain unchanged from 2022, while experience with MyAPNIC rose 1 percentage point to 93% in this survey.

While only 6% of respondents in this survey had taken part in the Policy Development Process, fewer rate their experience highly (86%, compared to 94% in 2022).

There are few significant differences in ratings of satisfaction between the different APNIC regions, however those in East Asia (83%) and Oceania (87%) are significantly less satisfied with MyAPNIC than those in South Asia (98%)

Members from Oceania also provide significantly lower satisfaction ratings for the APNIC Helpdesk (79%), reverse DNS service (73%) and IP address transfer (70%) than Members in other APNIC regions.

### Usage & Satisfaction




	East Asia		Oceania		South East Asia		South Asia		LDEs		Other	
	Use	Satisfaction	Use	Satisfaction	Use	Satisfaction	Use	Satisfaction	Use	Satisfaction	Use	Satisfaction
APNIC website	63%	90%	62%	90%	58%	97%	62%	97%	56%	96%	63%	94%
MyAPNIC *	56%	83%	70%	87%	54%	96%	60%	98%	58%	97%	60%	91%
APNIC Academy training	38%	96%	41%	98%	50%	99%	47%	96%	42%	95%	47%	98%
APNIC Whois Database	49%	88%	52%	90%	39%	96%	36%	96%	30%	98%	47%	92%
IP address/AS number application *	33%	91%	26%	91%	34%	94%	38%	95%	36%	93%	33%	94%
APNIC Helpdesk *	26%	92%	28%	79%	23%	91%	34%	98%	29%	99%	28%	89%
Conferences, APRICOT / events	34%	95%	23%	96%	26%	96%	28%	93%	26%	93%	28%	95%
Resource certification (RPKI) *	24%	91%	21%	92%	23%	96%	29%	99%	27%	100%	24%	94%
APNIC Blog	29%	97%	24%	98%	20%	97%	21%	99%	20%	97%	23%	98%
Routing security (ROA) *	21%	85%	21%	92%	19%	98%	29%	99%	26%	100%	22%	93%
APNIC EC election *	22%	90%	14%	84%	13%	94%	32%	95%	31%	93%	17%	91%
Presentation by APNIC	21%	93%	22%	93%	14%	98%	17%	98%	13%	97%	19%	95%

\* Option not offered to Stakeholder respondents

Significantly higher / lower than Total

Q7. Over the past two years, which of the following APNIC services, products, or initiatives have you engaged with or used: Base n=1029 / Q8. How would you rate your experience with the services you have engaged with or used? (Base n=1,029, n=various. Top 3 Box Score (% Above Average, Good, Excellent)



There were only 29 comments provided by respondents who rated their experiences with some of the APNIC services they had used as very poor, poor or below average.

## Reasons for Low Ratings

### Website Usability and Functionality Issues

Some expressed dissatisfaction with the usability and functionality of the APNIC website. Some report finding the site complicated and not user-friendly.

- "APNIC web is not user-friendly. Info update is incomprehensible." South East Asia
- "It is the most complicated website and nothing is simple to find or use. It shouldn't be this hard." Oceania
- "The web interaction experience of APNIC whois is not as good as RIPE NCC's webupdate." East Asia

### Complicated Application and Resource Allocation Processes

Some found the application and resource allocation processes overly complex and difficult to navigate.

- "The membership application process is too complicated. We have fully demonstrated the necessity of needing resources. However, we still have not received approval." East Asia
- "The charge for historical IPv4 address space is disgracefully high and the process that APNIC has made up is unnecessary and a significant identity theft risk." Oceania

### Inefficiency in Support and Response Time

There were comments about APNIC's support services, including slow response times and inefficiency in addressing queries

- "I have sent emails several times to the helpdesk to correct my name on the APNIC online certificate, but until today I have not received a reply" South East Asia
- "I had to contact the helpdesk several times when I added some new route objects. They told me that they had some issues in the system." South Asia



## Quality and Value of Services

After rating their experience using individual APNIC services, respondents were also asked to rate the overall quality and value of APNIC services and membership. These key indicators have been tracked since the survey's inception and allow APNIC to track its overall performance over time.



## Quality and Value of Services and Membership

Members continue to rate the quality and value of APNIC services highly, particularly in South Asia.

Overall, 95% of Members rate the quality of APNIC services as above average, good or excellent, up slightly from 94% in 2022.

Similarly, Members continue to provide positive ratings about the value of the services and their membership.

In 2022, there was a significant increase in the 'excellent' ratings for quality of service (54%) and the value of membership (51%). This has been continued in 2024, with 54% rating the quality of service as excellent, while 50% provided an 'excellent' rating for the value of membership. Excellent ratings for the value of services, however, is down slightly, from 54% in 2022, to 48% in 2024, with ratings of 'good' increasing from 33% in 2022 to 39%.

A new statement was added in this survey seeking opinions on APNIC's responsiveness to Member and community feedback. Overall, 93% are satisfied with APNIC's responsiveness, with 47% rating it as 'excellent'.

There are significant differences between regions in ratings of quality and value.

As in 2022, Members in South Asia report the highest satisfaction ratings. Almost all Members from South Asia (99%) are satisfied with the quality of APNIC services and products, with 96% indicating APNIC's services and products offer value and 97% rating membership value highly.

In contrast, Members in Oceania report significantly lower satisfaction than others with the value of services (80%) and of membership (75%) this year. Further, satisfaction among Oceania respondents with the value of services and membership has declined compared to 2022, when 88% were satisfied with the value of the services and 83% satisfied with the value of membership.

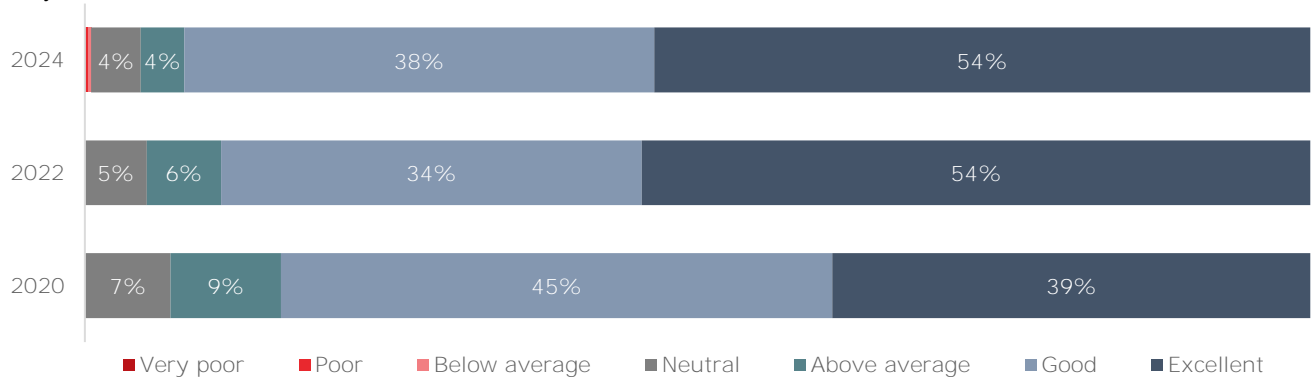
### Quality and Value of Services & Membership

Top 3 Box Scores Excludes "Don't know"	2022	2024	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size		817	96	173	243	280	239	553
Quality of Service	94%	95%	93%	88%	97%	99%	99%	94%
Value of Services	94%	93%	93%	80%	97%	96%	94%	91%
Value of Membership*	91%	91%	91%	75%	94%	97%	96%	89%
Responsiveness to Feedback	-	92%	93%	82%	95%	96%	95%	91%

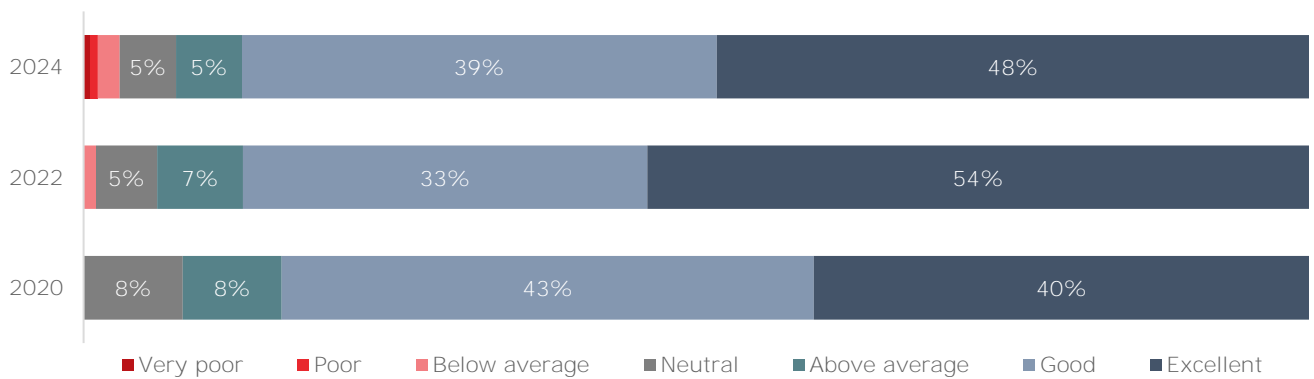
Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous years  
Note: Number may not sum to 100 due to rounding

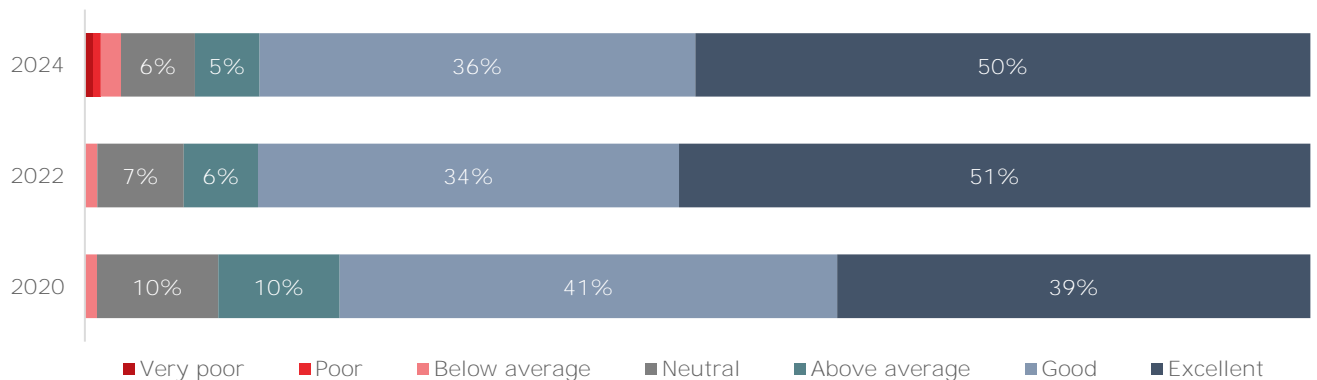
**Quality of Services**



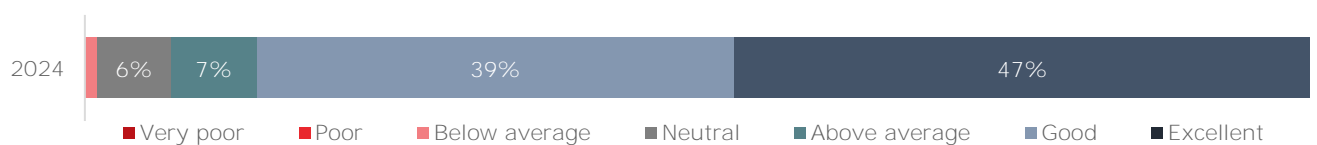
**Value of Services**



**Value of Membership**



**APNIC's Responsiveness to Feedback**



# Stakeholder Satisfaction

Stakeholder satisfaction with their interactions with APNIC has increased compared to 2022.

Stakeholder satisfaction with their experiences dealing with APNIC has increased, up from 89% in 2022 to 94% this year.

Stakeholders in South Asia (96%) provide the most positive feedback, whereas those in Oceania are significantly less satisfied at 89%.

Up from 50% in 2022, 54% of Stakeholders in South Asia rate their experience dealing with APNIC as excellent.

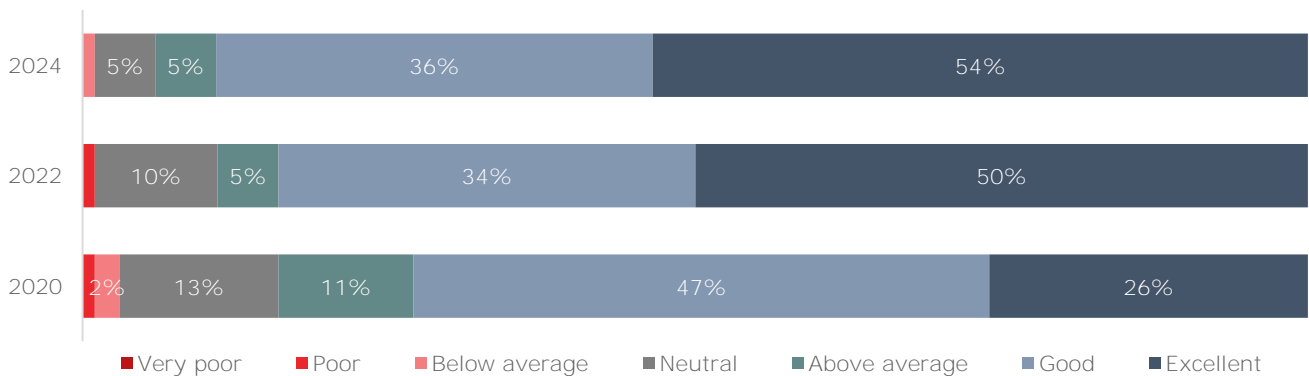
In a new statement added in the 2024 APNIC Survey,

Stakeholders were asked to rate APNIC's responsiveness to Member and community feedback.

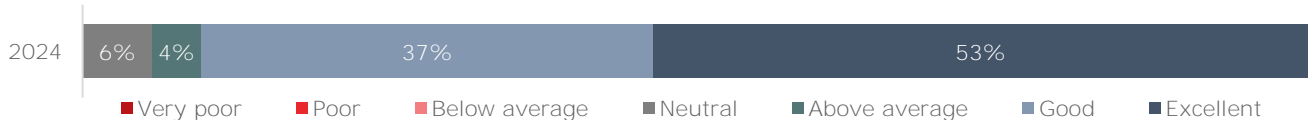
Overall, 94% of Stakeholders provided above average, good or excellent ratings, with more than half (53%) rating APNIC's responsiveness as 'excellent'.

Stakeholders from South Asia provide the most positive ratings at 94%, with more than half of these rating responsiveness to Member and community feedback as excellent. Conversely, Stakeholders in Oceania are less satisfied with APNIC's receptiveness to feedback at 83%.

### Experience Dealing with APNIC



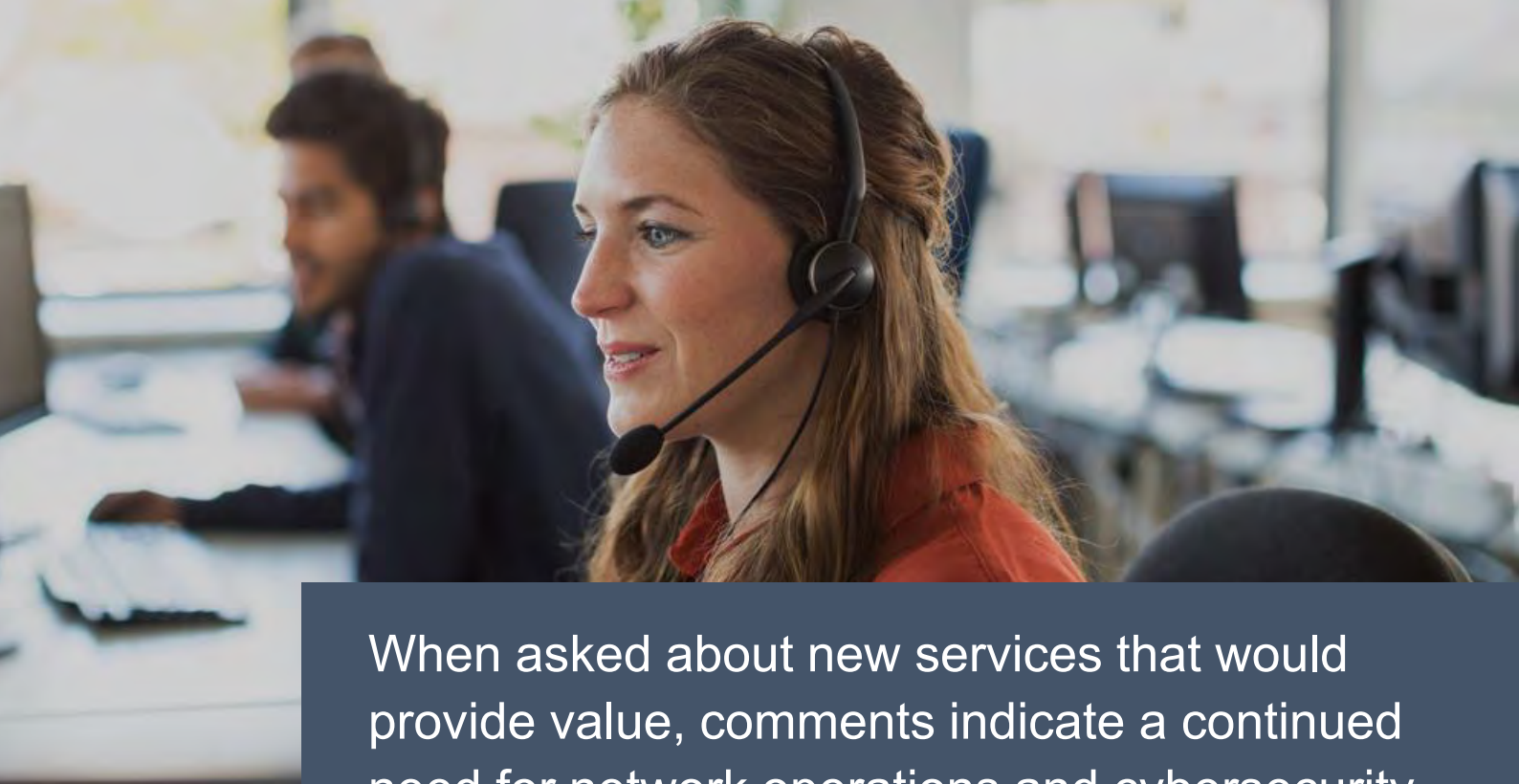
### APNIC's Responsiveness to Feedback



Top 3 Box Scores Excludes "Don't know"	2024	East Asia	Oceania	SE Asia	South Asia	LDEs	Others
Sample Size	198	33	29	54	57	46	132
Experience dealing with APNIC	95%	91%	89%	98%	96%	95%	94%
Responsiveness to Feedback	94%	94%	83%	98%	94%	93%	95%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous years  
Note: Numbers may not sum to 100 due to rounding



When asked about new services that would provide value, comments indicate a continued need for network operations and cybersecurity training.

## Ideas for New Products and Services

In both the qualitative interviews and the online survey, participants were asked for ideas and suggestions for new or different activities APNIC could offer to provide more value, and common themes are apparent across these activities.

As in previous surveys, there remains a strong demand for enhanced training, especially in advanced cybersecurity and network operations. Some also specifically suggested APNIC could offer certification programs in network operations and security in particular. Members also called for more localized and accessible training opportunities, enhanced technical support and resources, and initiatives to facilitate better information sharing and collaboration within the community.

### 1. Training and Certification Programs

There were many suggestions for APNIC to offer more comprehensive and advanced training programs, particularly on cybersecurity, network operations, and emerging technologies. Certification that could validate professional skills in these areas were also mentioned by some respondents.

### 2. More Accessible Training Options

Training, available both in the local language and conducted within economies, would also provide value to many. Others suggested that more accessible online training options would provide benefit.

### 3. Improved Technical Support and Resources

Members also mentioned the value of enhanced technical support and resources to help them manage and secure their networks more effectively, including better access to tools, consultancy services, and support for specific technical challenges.

### 4. Information Sharing and Collaboration Initiatives

The importance of initiatives that facilitate better information sharing and collaboration within the community was also mentioned in both the qualitative interviews and the survey comments. With the proliferation of the Internet, rapid advances in technology, and increasing threats to sovereignty, Members want to stay informed about developments and collaborate with one another to share knowledge.

## Advanced Training and Certification

“

Comprehensive and advanced training programs would be valuable to many.

“Advanced Cybersecurity course, DNS security.” South East Asia

“A coherent set of training courses that enable a certification certificate.” Oceania

“Cybersecurity and new technological training.” South Asia

“How to improve the network safety, we need more knowledge.” East Asia

“Introducing more specialized cybersecurity training and consulting services to help organizations stay ahead of emerging threats and enhance their defensive capabilities.” South Asia

”

## More Accessible Training Options

“

Training in local language, and conducted locally, or online was often mentioned.

“More offline or online training regarding Networking, router configuration, advanced level training in [local] language.” South Asia

“Offering localized training programs, advanced networking courses. Hosting regional events and creating online community platforms.” South Asia

“As a student from a rural area, I would benefit from more accessible online training courses, especially in areas like Internet technologies and cybersecurity.” South East Asia

“Localized Training Programs and Advanced Technical Workshops.” South Asia

”

## Improved Technical Support

“

Enhanced technical support and resources to help Members manage and secure their networks more effectively.

“Advanced training, custom consulting, and appoint an ambassador in each country for university and company events to represent APNIC actively.” South Asia

“Provide API access for creating RPKI resources.” Oceania

“Developing resources and services specifically designed to support small and medium-sized enterprises...” South Asia

“Develop more tools, provide server support, or host some mature services. Such as BGPWatch platform, it would be great if APNIC would like to provide the support.” East Asia

”

## Information and Collaboration

“

Initiatives that facilitate better information sharing and collaboration within the community would be welcomed.

“Regularly organize programs for Members to share experiences and exchange information.” South Asia

“Organize online competitions to increase and activate the knowledge and skills of engineers and technical staff (IP Networking Problem solving).” South Asia

“Organize the APNOG, which is similar to NANOG, for the operators and vendors to discuss the problem, solutions and trends of the network technologies. There is no influential NOG within the Asia-Pacific region now.” East Asia

”



“Peering and interconnectivity support (help organisations optimise their network interconnectivity with other networks in the region). Customised training for advanced network topologies (i.e., more tailored training sessions that focus on advanced topics like automation, advanced BGP configuration, IPv6 adoption strategies, and security for next gen networks). Hackathons/regional network challenges for Members.

How about a vendor neutral industry certification?”

Oceania



## Governance and Endorsement

As an open, member-driven organization, it is important that APNIC is transparent in its operations, responsive to the needs of its community and well regarded by the Internet community both regionally and around the world. The APNIC Member Surveys always includes questions to test perspectives on its standing in the community, and how Members and stakeholders speak about APNIC to others.

This year, as a result of governance structure changes in 2023, new questions were included in this section of the survey to test attitudes about the changes.

In addition, a question last asked in 2018 was included to seek feedback on APNIC's capital reserve target.

# Governance

Satisfaction with APNIC governance processes remains high, although there are differences across regions.

Agreement that APNIC is open and transparent, responsive to changing needs and respected in the Internet community remains high, however there are differences across APNIC regions.

Satisfaction with APNIC’s openness and transparency over the past three surveys has remained high, albeit with a slight decline from 90% in 2020 to 88% this year. Agreement that APNIC is responsive to community needs also remains consistent across 2022 and 2024,

There is strong agreement that APNIC is respected in the Internet community, with a large majority (94%) of Members and Stakeholders agreeing APNIC is well regarded in the Asia Pacific region.

There are significant differences across the APNIC regions, with South East and South Asia

respondents more likely to provide positive ratings than those in East Asia and Oceania.

South East Asia and South Asia (92% and 91%, respectively) are more likely to agree APNIC is open and transparent in its activities than either East Asia (85%) or Oceania (81%).

More than nine in ten Members in South East Asia (93%) and South Asia (91%) also agree that APNIC is responsive to the changing needs of the community, significantly higher than Members in Oceania (78%).

A similar pattern emerges when asked how well APNIC is respected in the Internet community. Members in South Asia (97%) and South East Asia (96%) are more likely to agree APNIC is well regarded than those in Oceania (88%).

## Governance

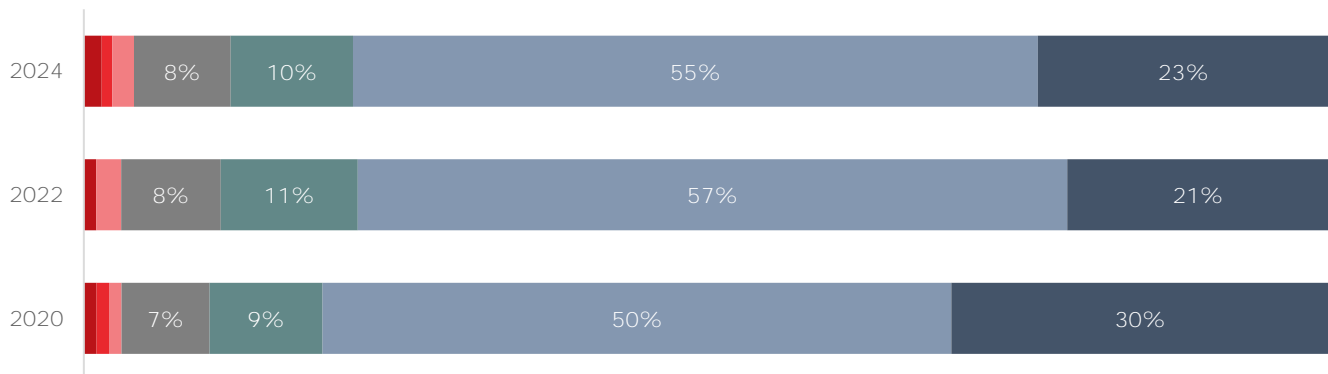
Top 3 Box Score - % Somewhat agree, Agree, Strongly agree	2020	2022	2024	East Asia	Oceania	SE Asia	South Asia	LDEs	Others
Sample Size	1,118	1,061	916	110	202	260	317	276	613
Open and transparent	90%	89%	88%	85%	81%	92%	91%	91%	87%
Responsive to changing needs	88%	87%	87%	82%	78%	93%	91%	92%	85%
Respected in the Internet community	93%	93%	94%	89%	88%	96%	97%	96%	92%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

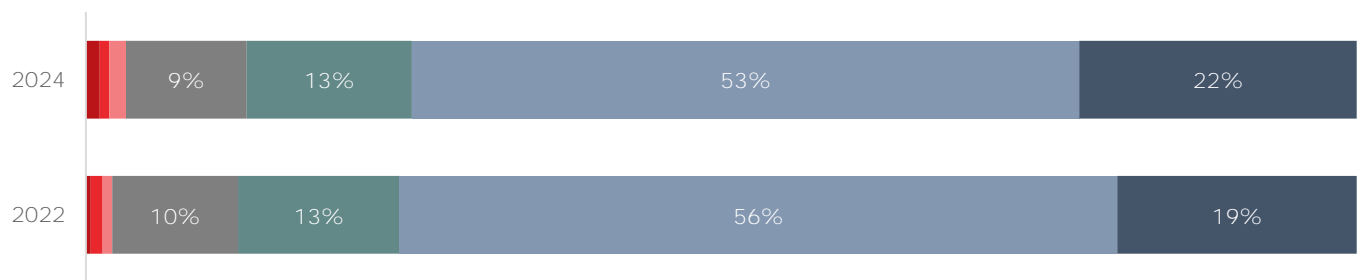
Significantly higher / lower than total or previous years  
Note: Numbers may not sum to 100 due to rounding



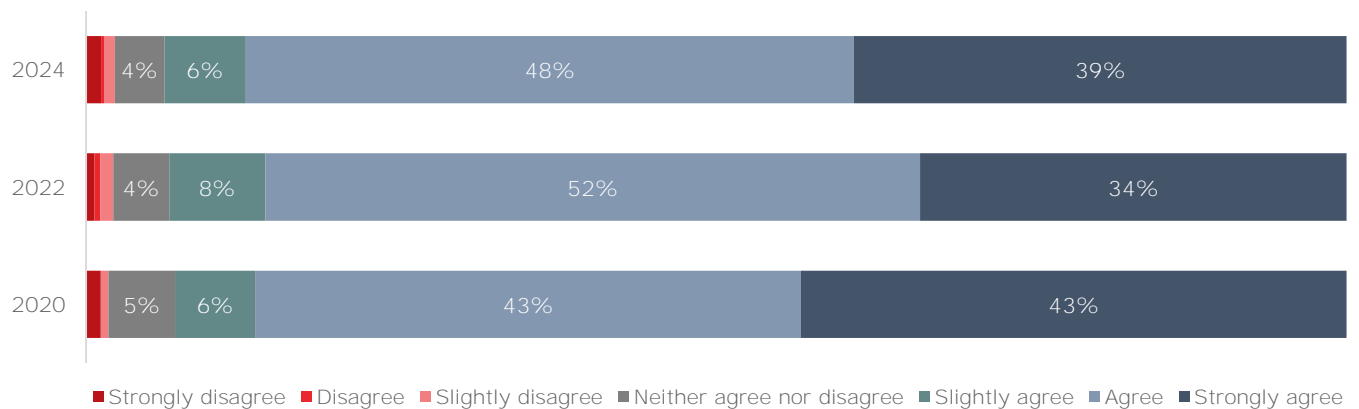
Open and Transparent



Responsive to Changing Needs



Respected in the Internet Community



■ Strongly disagree 
 ■ Disagree 
 ■ Slightly disagree 
 ■ Neither agree nor disagree 
 ■ Slightly agree 
 ■ Agree 
 ■ Strongly agree

# New Governance Structure

Four in five Members are satisfied with the new governance structure and believe the election process was improved as a result.

In 2023, APNIC made changes to its governance structure which appointed all EC Members as Directors of APNIC Pty Ltd. The single share in APNIC was transferred to a trustee company with the EC as Directors.

Five by-laws reforms were also passed by a vote of Members to make changes to EC Election processes.

To test Members' satisfaction with the new structure and if it helped improve the APNIC EC election process, two new statements were included in the 2024 APNIC Survey.

Of Members who are aware of the APNIC By-law changes, around four in five are satisfied with the new structure and believe the election process has improved as a result.

Overall, 82% are satisfied with the new governance structure, rising to 88% of those in South East Asia and 87% in South Asia.

However, Members in East Asia (73%) and Oceania (67%) are significantly less satisfied with the governance structure changes.

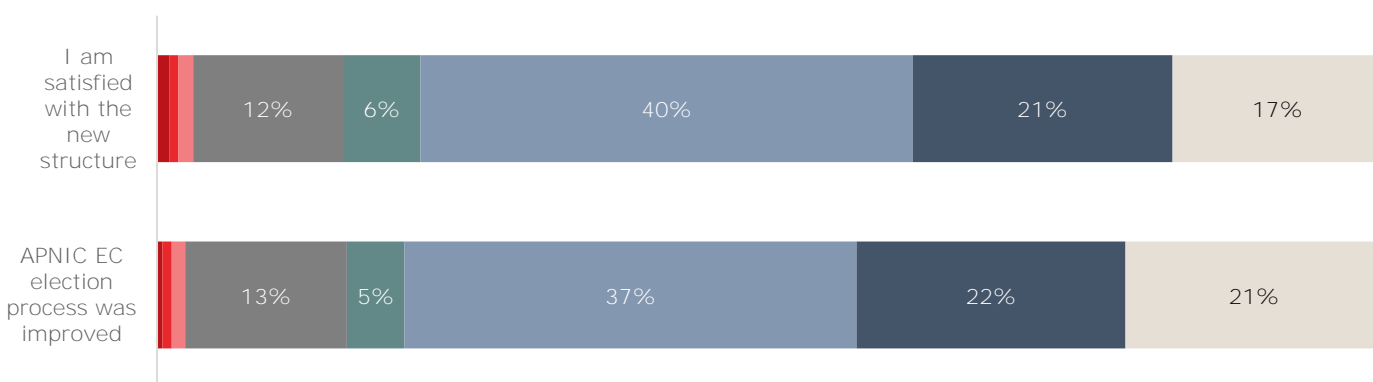
Four in five also agree the APNIC EC election process was improved as a result of the changes.

Members from South East Asia (88%) and South Asia (87%) are significantly more likely to believe the process has improved than those in East Asia and Oceania (68% and 65%, respectively).

Similarly, Members in LDEs are significantly more likely to be satisfied with the new governance structure (87%) and that it improved the election process (88%) than developed or developing economies (79% and 76%, respectively).

It is worth noting that 17% of Members provided a 'Don't Know' response when asked about their satisfaction with the new governance process, and 21% did not know if the APNIC EC election process was improved as a result of the changes.

## Satisfaction with New Structure and EC Election



■ Strongly disagree ■ Disagree ■ Slightly disagree ■ Neither agree nor disagree ■ Slightly agree ■ Agree ■ Strongly agree ■ Don't know

Top 3 Box Score - % Slightly agree, Agree, Strongly agree (Don't know excluded)	2024	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	110	202	260	317	276	613
I am satisfied with APNIC's new governance structure	82%	73%	67%	88%	87%	87%	79%
The APNIC EC election process was improved by the 2023 By-law reforms	80%	68%	65%	86%	87%	88%	76%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

## Capital Reserves

A third of Members believe APNIC should increase its capital reserves target to 24 months to protect against unforeseen circumstances.

In 2018, 35% of Members agreed that APNIC’s capital reserves should be equal to 18 months operating expenses, to ensure stability and safeguard against unforeseen circumstances.

Possibly as a result of the global coronavirus pandemic and subsequent disruptions and economic uncertainty, when this question was asked again this year, a third of Members (33%) now believe APNIC’s capital reserve target should be 24 months.

A further 29% think that 18 months operating expenses is an appropriate target for capital reserves.

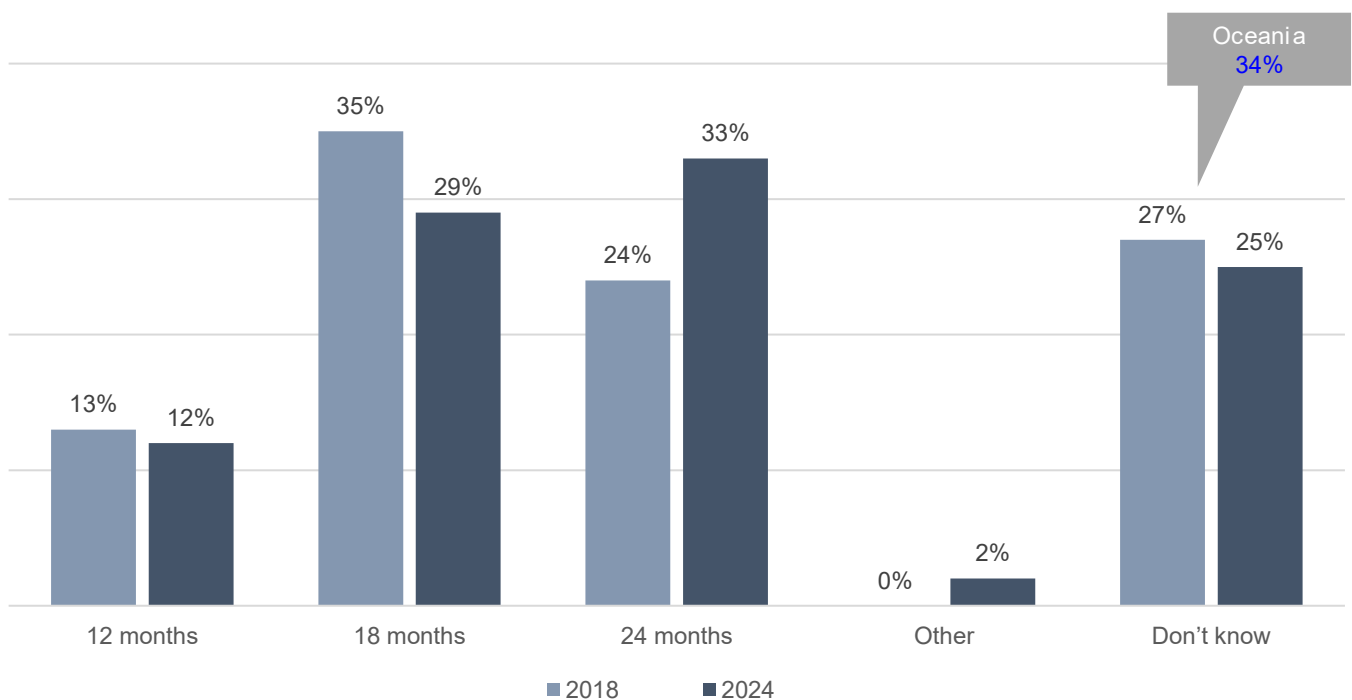
Although not significant, Members in East Asia are more

likely to indicate APNIC’s capital reserves should remain at 18 months, with almost two in five (39%) preferring this.

Members in South East (36%) and South Asia (38%) are more inclined to believe APNIC should hold 24 months or operating expenses in reserve.

Around a quarter of Members did not know what target capital reserve target APNIC should set, rising to over a third (34%) of respondents from Oceania.

### Suggested Months of Operating Expenses Held in Reserve



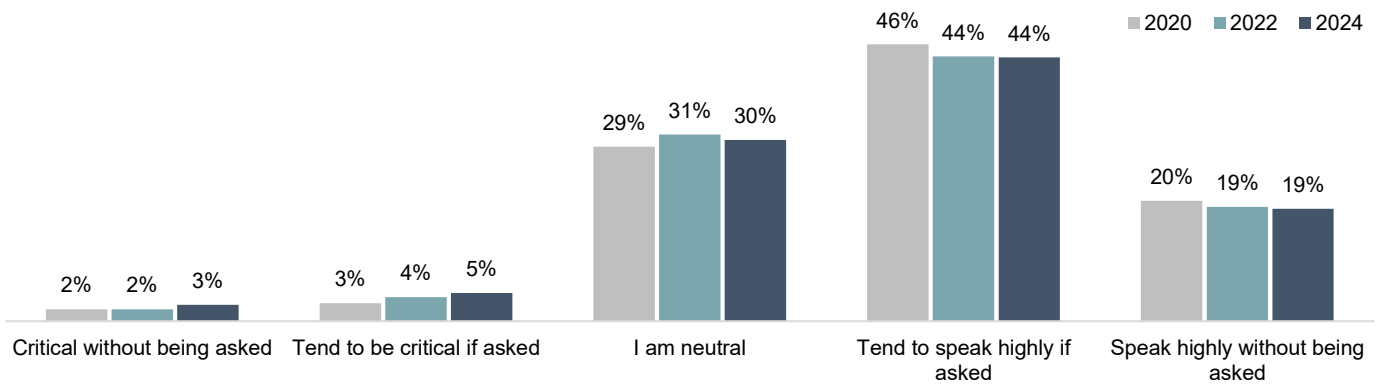
Q44. The APNIC EC has maintained a target for APNIC’s capital reserve which is equal to 18 months of operating expenses, to ensure stability and safeguard against unforeseen circumstances. In your opinion, how many months of operating expenses should APNIC hold in reserve? (Members: Base n=916)



**63%**  
of Members and Stakeholders speak highly of APNIC to others.

## Word of Mouth

Positively, respondents continue speak highly of APNIC either without being asked or when asked. A large majority of Members and Stakeholders (63%) speak positively about APNIC, with 19% doing so without being asked, the same as in 2022.



	Members	Stakeholders	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	257	151	243	331	388	338	775
Critical without being asked	3%	2%	1%	2%	3%	4%	5%	2%
Tend to be critical if asked	5%	4%	4%	5%	5%	5%	5%	5%
I am neutral	30%	29%	32%	33%	38%	20%	25%	33%
Tend to speak highly if asked	45%	41%	42%	41%	40%	49%	48%	42%
Speak highly without being asked	17%	25%	21%	20%	13%	21%	17%	19%
Mean Score	3.68	3.83	3.79	3.72	3.56	3.78	3.68	3.71
Standard Deviation	0.9	0.9	0.8	0.9	0.9	1.0	1.0	0.9

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

# The APNIC Value Proposition



## Value Beyond Registry Services

In 2024, the APNIC Survey sought to establish the value provided to Members and the wider Internet community in the region beyond its core function as a Regional Internet Registry (RIR).

This marks a shift in focus for the biennial APNIC Surveys; moving from opinions on transaction-related activities to concentrate more on strategic matters, as these provide APNIC a more rounded view of the community and where to target activities to support Members and Stakeholders in the region.

## Value Beyond Registry Services

Building technical capacity is the most valued activity beyond Registry Services among the APNIC community.

To better understand APNIC’s value proposition aside from resource allocation and its role as an RIR, survey participants were first asked to describe in their own words the value they believed APNIC offered, and then to select the five most valuable activities from a list of ten.

Responses indicate a strong preference for activities that enhance technical knowledge and capacity, with almost seven in ten (68%) saying technical training through the APNIC Academy is valuable.

Encouraging knowledge sharing and collaboration through conferences, mailing lists and the blog is favoured by 43% of survey participants, while 42% say practical assistance such as improving Internet infrastructure through deployment support is important.

Working to defend the global Internet registry system and keeping Members informed of trends and latest research (both 38%) is of benefit, as is the assistance provided to the technical community via events like NOGs and Peering Forums.

### Most Valuable Activities

Building technical knowledge and capacity through APNIC Academy training



Encouraging Members to share knowledge via APNIC Conferences, APNIC Blog and mailing lists



Improving Internet infrastructure (IXPs, Root Servers etc) through deployment support



Working to defend the global Internet registry system



Informing Members of the latest research and industry trends



Supporting NOGs, Peering Forums and the technical community



Providing fellowships and encouraging diversity and the next generation



Supporting CERTs/CSIRTs and the online security community



Advocating for the APNIC community



Representing the technical community at Internet Governance forums and events



Q12. Aside from providing Registry Services and resource management, which of these APNIC activities are most valuable to you and the community? (All respondents: Base n=1,173)

## Value Proposition

Differences are apparent among respondents regarding the activities that offer value aside from Registry Services.

Overall, building technical capacity is the most valuable service, however when examined across respondent type, APNIC regions and economy classifications, there are differences in opinion about the activities that provide value.

APNIC Members place greater value on improving Internet infrastructure through deployment support activities (44%) than Stakeholders (35%). However, they are less likely to place value on providing fellowships and encouraging diversity (33%) or advocacy for the APNIC community (23%) than Stakeholders (46% and 33% respectively).

Possibly as a result of the responses from Australia and New Zealand, who are less reliant on APNIC for technical knowledge and information, respondents from Oceania are significantly less likely than others to indicate building

technical knowledge (61%) and encouraging knowledge sharing (31%) are of value to them.

In Oceania, greater value is placed on supporting CERTs/CSIRTs and online security (37%) and advocating for the APNIC community (33%) than the other regions.

Those in East Asia are slightly more likely to value APNIC working to defend the global Internet registry system (46%) than their regional counterparts.

At 76%, survey participants from LDEs are also more likely to value building technical knowledge and capacity than others. Not surprising, LDEs also place greater value on APNIC's provision of fellowships and encouraging diversity than other economy types (47% and 32%, respectively).

### Most Valuable Activities

	Total	Member	Stakeholder	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	1,173	916	257	151	243	331	388	338	775
Build technical knowledge and capacity	68%	66%	73%	60%	61%	73%	74%	76%	66%
Encourage knowledge sharing	43%	42%	46%	41%	31%	44%	52%	48%	41%
Improve Internet infrastructure	42%	44%	35%	40%	40%	47%	43%	45%	42%
Defend the global Internet registry system	38%	40%	33%	46%	44%	30%	38%	36%	39%
Inform Members of the latest research	38%	39%	34%	36%	33%	39%	41%	37%	38%
Support NOGs & Peering Forums	37%	36%	40%	43%	34%	41%	35%	38%	37%
Provide fellowships & encourage diversity	36%	33%	46%	33%	23%	38%	45%	47%	32%
Support CERTs/CSIRTs and online security	26%	26%	26%	18%	37%	26%	25%	24%	28%
Advocacy	25%	23%	33%	24%	33%	27%	20%	23%	26%
Representing the community	25%	24%	27%	32%	28%	19%	23%	23%	25%
Other	1%	1%	0%	0%	1%	0%	1%	1%	1%
None of these	3%	3%	2%	3%	6%	2%	1%	1%	3%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year





Training and capacity building and facilitating engagement and networking are valued by the Internet community in the region.

## Value Beyond Registry

The comments indicate that APNIC contributes considerably to the Internet community through activities such as training and capacity-building programs, fostering community engagement and networking opportunities, advocating for fair and transparent Internet governance, and supporting research and development initiatives.

Most Members and Stakeholders appreciate these additional activities in helping to improve the region's technical capabilities, promote collaboration, and ensure the stable and secure growth of the Internet.

Four primary themes emerged from the comments and discussions:

### 1. Training and Capacity Building

Training programs and capacity-building initiatives that enhance the technical skills and knowledge of the Internet are highly valued by respondents, who highlight the importance of these initiatives in their own professional development and the overall improvement of the Internet.

### 2. Community Engagement and Networking

Many believe APNIC plays a key role in fostering community engagement and networking opportunities for the Internet community. These activities are seen as important for the continuous improvement of the Internet in the region.

### 3. Policy Development and Advocacy

Guiding policy development and advocating and promoting fair and transparent Internet governance is also appreciated, with respondents valuing APNIC's role in shaping Internet policies and advocating for the region's interests.

### 4. Infrastructure Development

Supporting technology deployments that enhance Internet penetration and infrastructure, and assistance with the challenges in Internet operations and security are also valued by respondents.

## Training and capacity building

“

Most frequently mentioned by respondents is APNIC's contributions to capacity building.

“Training and capacity building via NOGs, direct technical support and consultancy to network operators and ISPs” South East Asia

“APNIC conducts trainings across the region to improve overall Internet performance.” South Asia

“Aside from registry support and resource management APNIC provide like technical assistance and support, capacity building and training and research and development.” South Asia

”

“Promotes BGP Security. Runs training courses to upskill network engineers.” Oceania

## Community engagement and networking

“

Facilitating networking and community engagement assist in building knowledge across the community.

“The conferences organized by APNIC provide a great opportunity for researchers, lecturers, and technical experts to meet, network, and seek cooperation opportunities.” South East Asia

“APNIC provides an avenue to discuss, receive inputs and comments on the enhancement of Internet governance.” South Asia

“Apnic provides a good platform to learn and implement anything in the field of Internet and networking.” South Asia

”

“Organize events and networking opportunities.” South East Asia

## Policy development and advocacy

“

Contributing to policy development and promoting an open, stable Internet is important to many.

“APNIC also provide an avenue to discuss, receive inputs and comments on the enhancement of Internet governance. They encourage everyone especially young minds to participate in policy making and alike.” South Asia

“... provides high quality education materials for beginners to understand the basics of Internet infrastructure, which helps promotion of policy awareness.” East Asia

“APNIC plays an important part in policy development.” South Asia

”

## Infrastructure development

“

Support and assistance in developing Internet infrastructure is the region is another valuable aspect of APNIC's activities.

“Provides a central source of infrastructure information on the Internet in the Asia-Pacific region.” Oceania

“Coordinating the overall Internet infrastructure, engaging the other Stakeholders for better Internet Coordination...” East Asia

“Apnic helps develop the regional Internet community and infrastructure in a sustainable way.” Oceania

”

“Helps develop knowledge and information related to network and security infrastructure which is very useful in the current digital transformation.” South East Asia



“APNIC's training, capacity building, and community engagement, including sponsorships, fellowships and other Internet community events, is such an important part of the APAC Internet ecosystem and strengthening the regional community.”

East Asia



## Engagement with the APNIC Community

Forming part of the APNIC 2024 – 2027 Strategic Plan, Engagement is one of the Strategic Pillars. APNIC is committed to encouraging and supporting diverse community cooperation in building an open and stable Internet. APNIC aims to increase awareness and participation in processes, events, and activities, with a focus on the next generation.

To understand participation in APNIC community activities, the 2024 APNIC Survey asked respondents their level of involvement in these activities, and the barriers to participation engagement.

# Engagement in the APNIC Community

## Engagement in APNIC community activities varies across regions and economic classification.

Participation in APNIC Internet community activities varies across respondents, with South Asia and LDEs significantly more likely to indicate they are actively involved than their counterparts.

Overall, 15% of respondents are actively involved in community activities, with Stakeholders (20%) more likely to participate than Members (14%). Another two in five (40%) are also aware of APNIC Internet community activities and take part occasionally.

Over a quarter of Members (27%) know about the APNIC Internet community, but don't take part, significantly higher than Stakeholders, where 15% indicate they are aware of the activities, but take no part

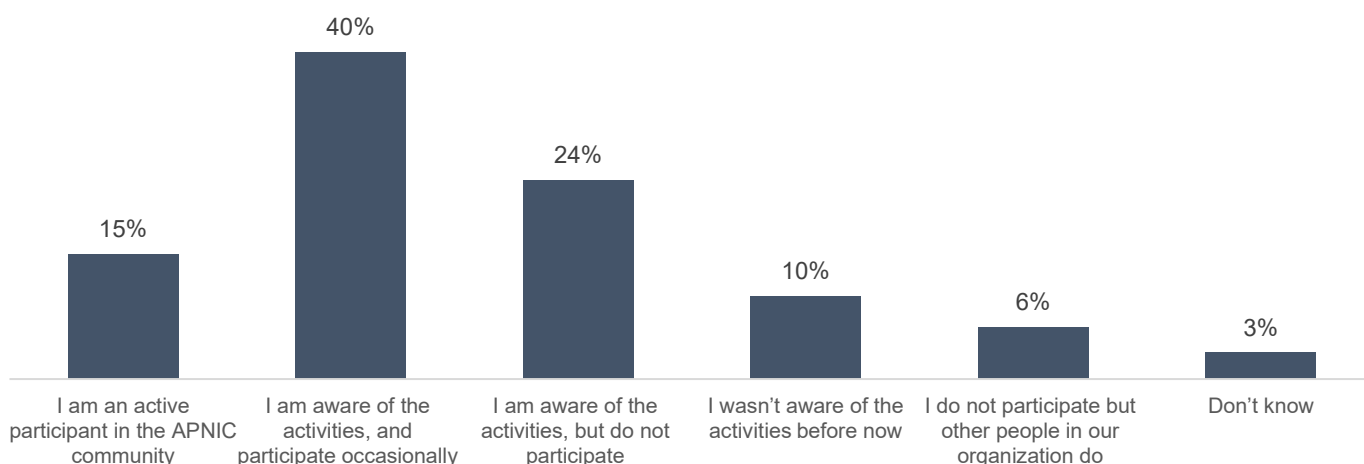
in these.

Respondents in South Asia (24%) are significantly more likely than other regions to actively participate in APNIC community activities, while those in Oceania are the least likely to take any active part at just 7%.

Similarly, LDEs (27%) are more actively involved than developed or developing economies (12%).

Almost one in ten (9%) were unaware of the activities of the APNIC community before they completed the survey, while 7% say others in their organization take part.

### Participation in the Community



	Member	Stakeholder	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	257	151	243	331	388	338	775
I am an active participant	14%	20%	10%	7%	16%	24%	27%	12%
I am aware and participate occasionally	40%	40%	40%	36%	44%	41%	39%	41%
I am aware, but do not participate	27%	15%	25%	34%	20%	19%	17%	26%
I wasn't aware of the activities before now	9%	14%	13%	11%	10%	9%	7%	11%
Other people in our organization participate	7%	5%	8%	9%	6%	4%	6%	7%
Don't know	3%	5%	4%	3%	3%	3%	4%	3%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

## Barriers to Participation

While time and cost are the primary barriers to participation, a lack of awareness of APNIC community activities is also apparent.

Respondents who indicated they are not active participants in the APNIC community cite time and cost as the primary barriers, however, a lack of awareness of APNIC community activities is also apparent.

Almost half of all respondents (49%) cited cost and budget as one of the primary barriers, with a lack of time also a factor for two in five survey respondents.

These barriers are noted across all APNIC regions, with South Asia (63%) significantly more likely to say cost is an impediment to increased participation, while those in Oceania are more likely to cite a lack of time as their biggest barrier (50%), indicating widespread challenges in allocating resources and time for APNIC community involvement.

However, almost a quarter of respondents (24%) report that they have limited knowledge about APNIC's

community activities, suggesting a need for greater outreach and education efforts.

Technical challenges, such as difficulties with remote participation and concerns about their level of technical knowledge also prevent more participation.

Around one in five respondents (21%) indicate technical challenges prevent them from more active engagement, particularly for respondents in South East Asia (30%) and South Asia (31%). Those in South East Asia also indicate their level of technical knowledge is a factor (28%).

These issues highlight the need for improved technical support and training to facilitate greater engagement.


While language challenges prevent more involvement for 14% of respondents overall, this rises to over a third (36%) in East Asia and 20% in South East Asia.

### Barriers to Participation

	Total 2024	Member	Stakeholder	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	993	786	207	136	226	277	295	248	686
Cost and budget factors	49%	48%	53%	39%	38%	53%	63%	67%	44%
I don't have enough time	40%	42%	35%	49%	50%	41%	27%	25%	45%
I don't know much about the activities	24%	23%	25%	25%	25%	22%	26%	27%	23%
Technical challenges with remote participation	21%	20%	24%	8%	8%	30%	31%	35%	17%
My level of technical knowledge	20%	19%	25%	21%	17%	28%	17%	23%	20%
Language challenges	14%	14%	15%	36%	0%	20%	10%	20%	12%
I don't think I am the right person to participate	8%	8%	9%	10%	9%	9%	5%	4%	9%
I don't think they are relevant to me	5%	6%	3%	3%	11%	4%	4%	2%	7%
I have no interest in participating	2%	4%	0%	2%	4%	2%	0%	0%	3%
Gender, accessibility/disability, age-related	1%	1%	2%	1%	0%	2%	2%	3%	1%
Other	4%	2%	6%	2%	5%	2%	5%	4%	3%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year



Offering more virtual events and greater promotion of activities may increase participation.

## Making it Easier to Engage

Respondents were asked how APNIC could make it easier to take part in community activities. Common themes included increasing virtual and hybrid events, enhancing communication and outreach, and providing financial support and incentives.

### 1. Virtual or Hybrid Events

Many mentioned the need for more virtual and hybrid events to make participation more accessible regardless of location. They suggested webinars and virtual networking events may help to accommodate busy schedules and overcome geographic barriers.

### 2. Improving Communication and Outreach

Respondents also called for improved communication and outreach methods, including more frequent and diverse announcements through various channels such as email, social media, and messaging apps like WhatsApp. They also suggested clearer guidelines and information about how to engage in community activities.

### 3. Financial Support and Incentives

Financial constraints are a major barrier to participation. There were calls for APNIC to offer more fellowships, and consider sponsorships or subsidies for travel, accommodation, and event registration fees to support wider participation.

### 4. Lack of Interest or Time

Some respondents, however, commented either that they were not interested in increasing their participation, or that a lack of time prevents further involvement.

## Virtual or Hybrid Events

“

Facilitating virtual or hybrid events is seen as a good way to increase participation and overcome geographic barriers.

“APNIC can enhance community engagement by offering more virtual and hybrid events, making participation accessible regardless of location” South Asia

“Run a virtual and local beer and pizza sessions so we can make time to meet up and interact with APNIC” Oceania

“APNIC can facilitate easier engagement by offering virtual participation options for community activities... and creating dedicated online platforms for networking and collaboration among community Members.” South Asia

”

“Online Class or group meeting for knowledge sharing. At least one group meeting every month” East Asia

## Improve Communication and Outreach

“

Greater promotion of the activities the community can take part in was suggested by many, indicating they may be unaware of the opportunities available.

“Utilise various platforms such as social media, forums, and newsletters to keep the community informed and engaged. Regular updates on activities, events, and opportunities can keep Members actively involved.” South Asia

“Slack/discord channels?” Oceania

“I would love to know more about the community activities offered. Thank you” South Asia

”

“More outreach to organizational leaders, so they can share with their internal communities about what is offered and what can be useful to them.” Oceania

## Financial Support and Incentives

“

Many participants, particularly from LDEs and South Asia indicated that the costs to participate prevent them from being more involved.

“Consider providing partial or full sponsorship for participating in some of the activities.” Non-APNIC region

“Due to financial constraints, I try to participate in all APNIC events in my country but cannot attend events outside the country.” South Asia

“Provision of financial support (transportation and accommodation) to attend community activities.” South East Asia

”

“Support financially and Speak to my boss on sending the right people to the right training.” Oceania

## Lack of Time or Interest

“

Some feel there are enough opportunities to engage already and have no interest in increasing their participation. Others simply lack the time to be involved.

“APNIC doesn't need to do more. Most economies now have their own NOGs, and most are home grown and self-supporting, with sponsorship (including by APNIC).” Oceania

“Time flexibility and to provide clear and accessible information about community activities.” South Asia

“Time zone and lack of time is a big problem, it's hard to choose a proper time.” East Asia

”

“You are doing well but I am currently busy with other life involvements.” South Asia



# Business Confidence and Future Focus



## Business Confidence and Investment Plans

In the 2020 APNIC Survey, and in the wake of the coronavirus pandemic, APNIC tested Members and Stakeholders' confidence in their business continuity and growth for the future. The question was repeated this year, to gauge any changes in levels of optimism, and the reasons for their outlook.

The survey also canvassed Members and Stakeholders business plans in the next two years, including investment in their businesses, and if the investments will be in current business operations or new business opportunities

# Business Confidence

Business confidence remains relatively strong, although it has fallen compared to the outlook in 2022.

Most respondents are either somewhat or very confident about business in the next two years, however levels of optimism are lower than previously.

Overall, respondents are either very confident (38%) or somewhat confident (40%) about business performance in the next two years, with APNIC Members significantly more likely to be very confident (41%) than Stakeholders (31%).

However, fewer participants are very confident this year than in 2022, when 47% indicated they had a very confident business outlook.

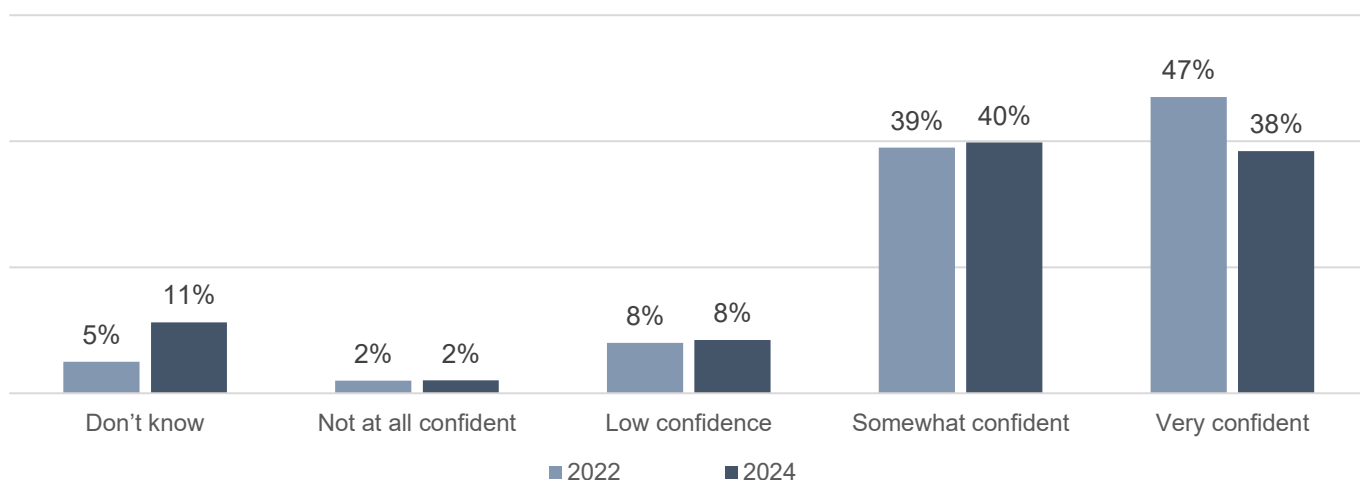
Differences in confidence levels are evident across APNIC regions, with those in South Asia (47%) significantly more

likely to be very optimistic about their business than others, particularly South East Asia (32%) and East Asia (27%). Despite this, even in South Asia, levels of optimism in this survey are lower than they were in 2022, where 57% of respondents were very confident about business continuity and growth.

In addition, Members in East Asia (15%) are more likely to report low confidence than other regions

More participants this year indicated they did not know or were unsure about their business performance over the next two years (11%) in 2024, compared to only 5% of respondents in 2022.

## Levels of Confidence



	Members	Stakeholders	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	257	151	243	331	388	338	775
Very confident	41%	31%	27%	40%	32%	47%	38%	38%
Somewhat confident	41%	37%	42%	40%	48%	33%	38%	41%
Low confidence	8%	11%	15%	7%	7%	8%	10%	8%
Not at all confident	2%	3%	5%	1%	2%	2%	2%	2%
Don't know	9%	18%	11%	11%	11%	11%	12%	11%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year



Respondents who are confident about the future cite increased demand and opportunities to boost productivity and services.

## Reasons for Positive Outlook

Respondents who are very confident about their overall business performance in the next two years commonly cite the increasing demand for Internet services, technological advancements, and strategic organizational strengths as the reasons for their optimism.

### Increasing Demand

Many respondents are confident due to the rising demand for Internet services. This trend is driven by the essential role of the Internet in everyday life and business operations, leading to a growing customer base and new market opportunities.

- “Every day, new customers are increasing, new opportunities are being created, Internet demand is increasing.” South Asia
- “With the rapid increase in Internet usage, the ISP business will be relatively good” South East Asia
- “Increased demand for high speed Internet after covid-19” South Asia

### Technology Advancements

New technologies such as AI, 5G, and digital transformation initiatives are seen as opportunities to improve services, enhance efficiency, and stay competitive in the market.

- “We want to leverage the 5G SA as we are the only telco with that technology currently in our country.” South Asia
- “We are applying for new technology and new equipment to develop many kinds of services and enhance service quality.. we are confident that business performance will improve” South East Asia
- “Our company is evolving rapidly with advancements in technologies like 5G and increased demand for reliable Internet services.” Oceania

### Organizational Strategies

Some respondents believe their businesses ability to adapt, innovate, and execute well-planned business strategies as key factors for their confidence.

- “We have a strong corporate strategy that is well understood across the business.” Oceania
- “Management is very positive on the future technologies and digital transformation.” South Asia

## Reasons for Negative Outlook

Conversely, the primary reasons for lower confidence are economic instability, government policies, and competition.

Those who are more cautious in their level of optimism about their businesses commonly mention the impacts of the current economic environment, which create an uncertain future. Others, particularly in South Asia, are concerned about the effects of government policy and regulations which are viewed as unsupportive to business operations and growth.

Competition, both locally and globally, are an issue for others, who feel that they are at a disadvantage compared to larger, more established companies.

### Economic Conditions

Concerns about the prevailing economic conditions, citing issues such as inflation, market downturns, and overall economic uncertainty are apparent in many comments.

- “Lost many customers due to the pandemic. Other customers are feeling uncertain about the state of the economy.” Oceania
- “Economic condition of the country and competitiveness.” South Asia
- “The global economy is sluggish, and the impact of geopolitics is becoming increasingly prominent. Regional conflicts are intensifying.” East Asia
- “The economy is unstable” East Asia
- “Market sentiment, stagflationary market performance, clients migrating to large scale offshore platforms.” Oceania

### Government Policy and Regulation

Many are concerned about government policies and regulations. Issues such as restrictive policies, lack of government assistance, and political instability in certain regions contribute to a lack of confidence.

- “Various policies of the [economy] government are extremely threatening to small businesses.” South Asia
- “Due to some political unrest in [economy], I cannot expect what things will be happening next year.” South Asia
- “Red tape, politics, budget. The desire of the staff and the vision is there, but I can't say the same for the higher-ups.” Oceania
- “There is a change of president, which may also mean a change of minister, and this drives policy changes in our business.” South East Asia
- “Global politics has been very volatile since the pandemic, and no signs of improvement any time soon.” Oceania

### Competitive Environment

Increased competition both locally and from global organizations are issues for some respondents.

- “Competition is high in [economy].” South Asia
- “The Internet market is up to the limit, it is not easy to increase the number of new customers.” South East Asia
- “Competition from huge offshore corporates, and poor economic conditions.” Oceania
- “Competition with multinational telecom providers.” South Asia

## Business Investment

Around two in five respondents are planning to invest in current operations or expand their businesses.

When asked about their business focus in the next two years, more than half of survey participants are unsure about their organization plans.

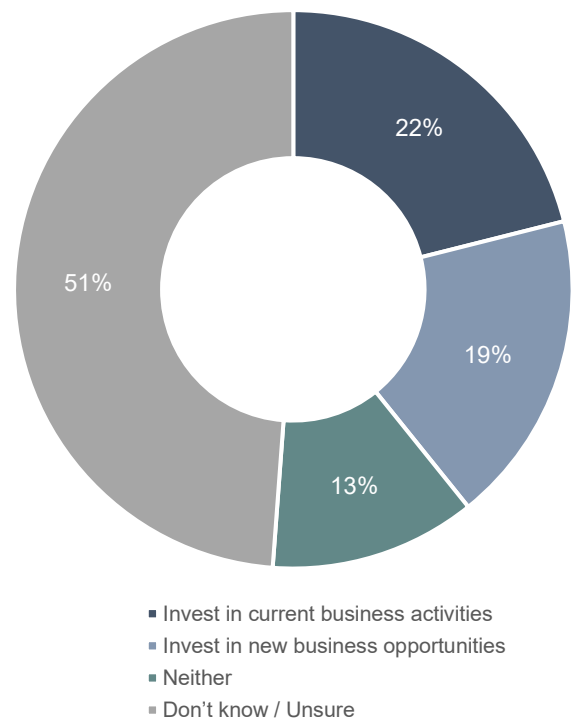
However, when examined by position, those in C-Suite roles and IT Managers are more likely to indicate they are considering investment in existing operations or expanding their business.

Overall, 22% of survey respondents are planning to invest in their current business activities. This rises to 33% of those in IT Manager roles and 29% of C-suite executives. A further 19% are planning to invest in new business opportunities, increasing to 27% of Managers and 19% of CEO, CFO or COO roles.

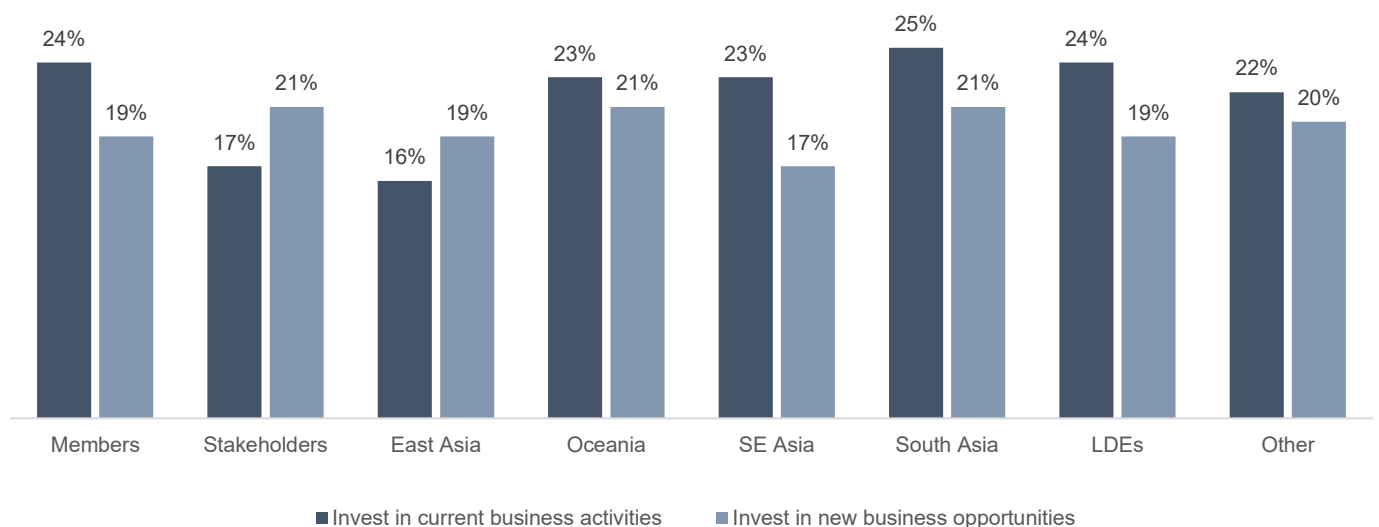
When examined by organization type, Internet Service Providers (ISPs) (28%) are more likely to be planning to invest in current business activities than others, while telecommunications or mobile providers (32%) will look to expand into new business opportunities.

A majority, however, are either not sure about business investment plans (51%) or do not plan any expansion (13%).

While there are no significant differences between the regions, respondents in East Asia (58%) are more likely to say they are unsure about their organizations' plans or business focus over the next two years.



### Investment Plans



## Investment in Current Business

The primary areas for investment in current business operations are focused on enhancing security measures, expanding and upgrading their networks, adopting and optimizing cloud computing, and automating processes to improve efficiency.

### Cybersecurity

Many respondents planning to invest in enhancing their security infrastructure. The focus is on protecting networks from increasing threats, developing human resources in cybersecurity, and integrating advanced security solutions.

- “Expand security training and education.” East Asia
- “Cybersecurity infrastructure.” South Asia
- “Develop human resources capable in the field of cyber security.” South East Asia
- “Invest in network expansion and implementation of security tools to make the network robust.” South Asia

### Network Infrastructure

Upgrading and expanding their network infrastructure to increase bandwidth, improve network resilience, and expand coverage to meet the growing demand for reliable Internet services is also planned.

- “Expand our transmission network. Upgrade our existing routing switch equipment and upgrade backbone capacity from 10G to 100G” South Asia
- “Network capacity, resilience and coverage upgrades.” Oceania
- “Expansion of coverage area and increase of backbone capacity.” South East Asia

### Cloud Services

Others plan to enhance cloud infrastructure, increase cloud service offerings, and migrate more services to the cloud, to improve scalability, flexibility, and cost-effectiveness.

- “Cloud infrastructure deployment project.” South East Asia
- “Increase more Cloud Services with more Servers and with networks.” South Asia
- “Our organization plans to invest in upgrading technological infrastructure, enhancing cybersecurity measures, and expanding cloud computing capabilities to improve operational efficiency.” South East Asia
- “Further cloud migrations, replacement of major applications.” Oceania

### Automation

Automation is another prominent theme, with respondents highlighting the need to automate various processes to improve efficiency and reduce operational costs

- “FTTx, Automation, passive network monitoring.” South East Asia
- “Automation of domain registry.” Oceania
- “Expansion of coverage area and increase of backbone capacity.” South East Asia
- “Operations and infrastructure automation.” Oceania

## Investment in New Business Opportunities

Some of the investment in new business opportunities overlap with those planned for current operations, with respondents including cybersecurity and cloud services or data centres in their expansion plans. However, the most frequently mentioned areas of investment are in AI and automation, and 5G networks.

### AI and Automation

Many respondents plan to leverage AI for a variety of applications, from AI-driven products to automation in network services.

- “AI and automation.” South Asia
- “AI driven products.” South East Asia
- “AI and SAAS.” South East Asia
- “IoT, possibly AI and hoping to work with OneWeb.” Oceania

### 5G

Investment in 5G networks is another common theme, with respondents focusing on expanding or upgrading their network infrastructure to support 5G.

- “5G and expansion in 4G current footprint” South Asia
- “Public Cloud, 5G ,FTTH.” South Asia
- “5G, IPT, IPLC.” South East Asia

### Cybersecurity

Similar to planned investment in current operations, respondents who indicate they will invest in new opportunities also mentioned cybersecurity as a focus.

- “Develop products and services that can be used by the public to enhance the cyber security of related institutions.” South East Asia
- “Security Testing/QA.” South Asia
- “Network Core Devices, Network Security Devices.” South Asia
- “Expand Netsafe services - Pacific version in context of PIC.” Oceania

### Cloud Services and Data Centres

Reflecting the growing demand for scalable and efficient storage and processing solutions, cloud computing and data center services are also mentioned as areas of investment.

- “We are planning to make our own private cloud and offer it in [economy] education sector.” South Asia
- “Cloud based service and products.” South East Asia
- “Possibly becoming a data center service.” South East Asia
- “Establish a Tier 2 data center and expand infrastructure.” South East Asia




# Internal-related Challenges



## Strategic and Operational Challenges

To understand how APNIC can best support the Internet community, the survey always includes a section about the strategic and operational challenges respondents face in providing their Internet services, products and activities.

Survey participants were asked to rank in order of importance the main factors that are concerning, and how APNIC can best assist with their challenges.



Current economic conditions and managing costs of Internet service provision are the primary concerns.

## Main Challenges

Respondents were first asked to articulate the primary challenges they face in delivering their Internet-related services and products to customers in their own words. While these vary across different economies, there are recurring themes across the comments provided.

### 1. Costs to Provide Services

A major concern is the high costs of infrastructure, operations, and regulatory compliance in the current economic environment. Many organizations are struggling to balance the need for technological upgrades and the increasing demand for services with limited budgets. This financial pressure is exacerbated by fluctuating currency exchange rates in some economies and the high costs associated with maintaining legacy systems and acquiring necessary resources, such as IPv4 addresses.

### 2. IPv4 Run-out and IPv6 Transition

Another significant challenge is the depletion of IPv4 addresses and the slow transition to IPv6. Organizations are dealing with the scarcity of IPv4 resources, and, while the need to transition to IPv6 is widely recognized, the process is often hindered by technical complexities, shortage of expertise and the lack of compatibility with devices, particularly among end-users.

### 3. Security Concerns

Cybersecurity remains another concern, with respondents highlighting the increasing frequency and sophistication of cyber threats. Ensuring robust security measures to protect data and maintain service reliability is a top priority but remains challenging due to the evolving threat landscape.

### 4. Skills Gaps with Rapid Pace of Change

Additionally, the rapid pace of technological change and the scarcity of skilled professionals in areas like network management and cybersecurity are creating skill gaps, making it difficult for organizations to keep up with the latest advancements.

## Costs to Provide Services

“

The costs of delivering services and products, and rising costs of hardware, software, and network infrastructure are issues.

“As Internet usage increases, expanding leased line capacity results in additional costs.” South East Asia

“Bandwidth costs for access to content primarily based on the east coast...” Oceania

“Decrease in profit per user. As various user-oriented services are delivered over the Internet, the transmission cost increases, but sales do not necessarily increase, leading to reduced profits.” East Asia

”

“The main challenge for ISP in our country is budgeting to expand services to cover remote areas. Due to the local currency inflation, high exchange rates, it is difficult for us to expand network for services.” South East Asia

## IPv4 Run-out and IPv6 Transition

“

Insufficient IPv4 addresses to meet demand, and complexities and costs associated with IPv6 adoption are a concern.

“Adequate IPv4 Resources and existing policy is a barrier to avail more IPv4 blocks, currently we are depending on leased IPv4 from multiple sources which are vulnerable and risky for future as no guarantee from suppliers’.” South Asia

“IPv4 is running out while not many are using IPv6, and IPv6 implementation is still perceived as difficult.” South East Asia

”

“We have a limited number of ipv4 addresses and we do not have enough knowledge to implement ipv6 in our network.” South East Asia

“The lack of IPv4 address resources and the low support rate for IPv6.” East Asia

## Cybersecurity

“

The growing complexity and frequency of cybersecurity threats and ensuring robust security infrastructure to overcome these are frequently mentioned.

“Security. Trying to keep an open network that allows users ability to work, research, and enjoy content is becoming more at odds with trying to protect the users.” Non-APNIC Region

“Security, because here in [economy] very less people know the risk of Internet threats and how to become safe.” South Asia

“In a word - security. like most, we're moving from everything being in-house to a hybrid mix on on-prem and SaaS. Providing access securely is a challenge many face.” Oceania

”

“Staying on top of cybersecurity developments and deploying latest good practice.” East Asia

## Skill shortages and Training

“

The need for ongoing training and the scarcity of skilled professionals in network management and cybersecurity are mentioned by many.

“The number of new generation of network engineers is getting low since more and more is into IT/AI programming.” South Asia

“Engineering skills and time to upskill.” Oceania

“Technical knowledge, the ability to flexibly configure systems.” South East Asia

”

“...limited access to resources and training opportunities in my rural area, which makes it harder to develop the skills needed for Internet-related services and activities...” South East Asia



“Bandwidth cost. [Economy] mainly blames the terrain for high data and Internet surcharges.

Lack of a learned and experienced work force and high prices and taxes in import of equipment.”

South Asia

# Strategic Challenges

## Internet security remains the biggest challenge for executives.

To understand how APNIC can best support the Internet community, the survey seeks to understand the strategic challenges facing those in executive positions. Respondents were asked to rank their biggest issues from a list of 12 statements.

Overall, Internet security remains the biggest challenge, with 16% of those in executive roles ranking this as their number one issue, up from 12% in 2022. Two in five (40%) respondents rank Internet security among their top three issues.

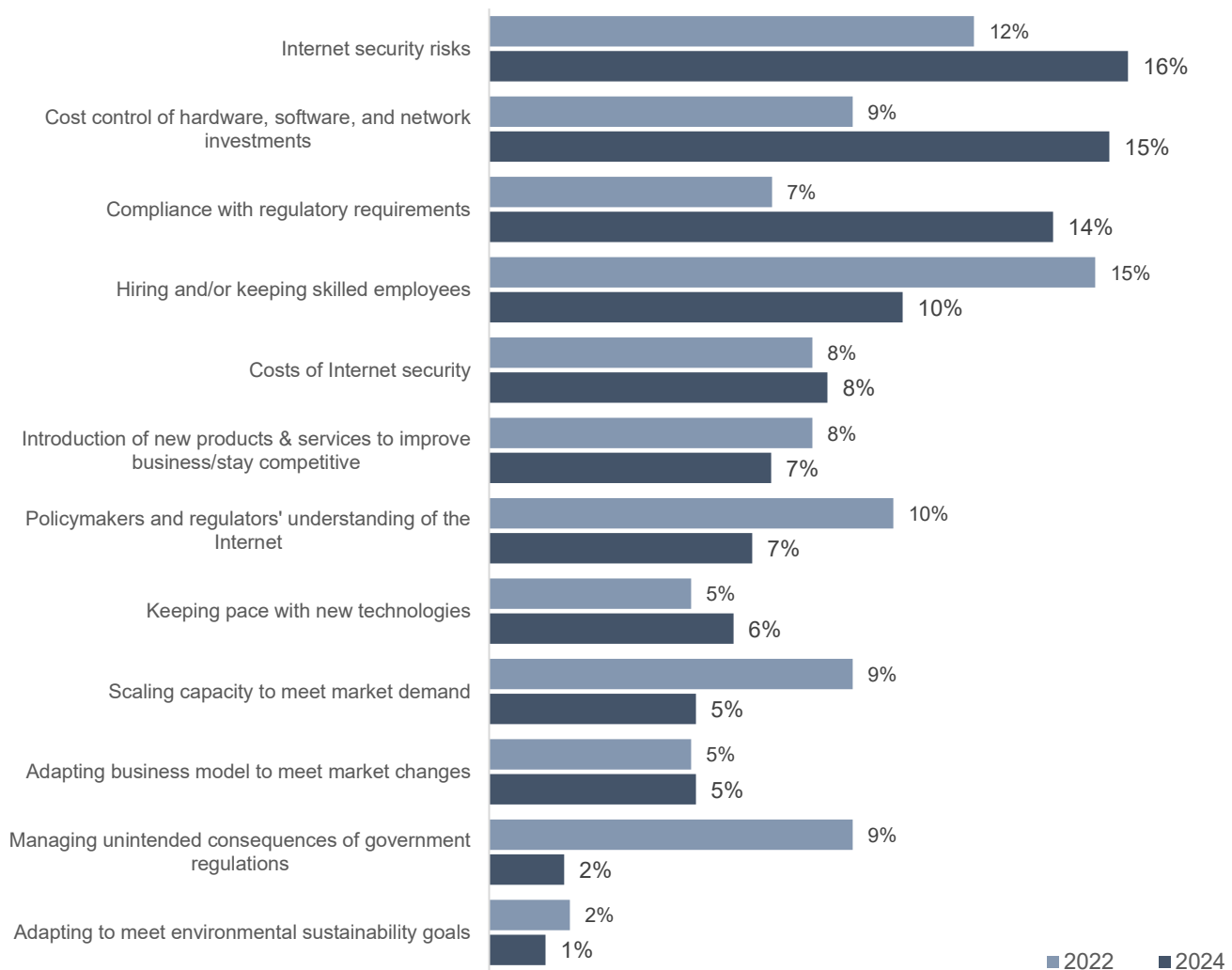
Reflected in the verbatim comments provided by respondents, cost control of hardware, software and network investments is another significant concern, with 15% of Members and Stakeholders ranking this as their primary challenge, up from just 9% in 2022.

When examined in the context of the three most concerning issues for executives, costs of managing and delivering products and services has also increased from 31% in 2022 to 41% in 2024.

Issues around compliance with regulatory requirements has also risen significantly compared to 2022, up 7 percentage points to 14% in 2024. However, when viewed across the top three challenges, the same proportion of respondents as in 2022 selected this in their three most concerning issues in 2024 (20% and 21%, respectively).

Similarly, while attracting and retaining suitably qualified technical employees has fallen as the main challenges from 15% in 2022 to 10% this year, more than a quarter of all respondents (27%) ranked staffing among their top three issues this year.

### Strategic Challenges – Top Rank



Statement ranked number 1	Member	Stakeholder	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	192	23	27	47	42	89	86	119
Internet security risks	16%	17%	15%	17%	17%	16%	12%	19%
Cost control of hardware, software, and network	15%	17%	22%	6%	19%	16%	19%	13%
Compliance with regulatory requirements	14%	13%	15%	11%	12%	16%	13%	14%
Hiring and/or keeping skilled employees	9%	17%	11%	17%	10%	8%	6%	14%
Costs of Internet security	9%	0%	19%	6%	2%	9%	8%	8%
Improve our business and stay competitive	7%	4%	4%	6%	5%	9%	9%	5%
Policymakers/regulators' understanding of the Internet	7%	4%	7%	6%	12%	4%	8%	6%
Keeping pace with new technologies	6%	4%	0%	11%	10%	4%	6%	7%
Scaling capacity to meet market demand	4%	17%	0%	4%	5%	6%	5%	4%
Adapting business model to meet market changes	5%	4%	4%	11%	2%	3%	2%	7%
Unintended consequences of government regulations	2%	0%	4%	2%	2%	1%	2%	2%
Adapting to meet environmental sustainability goals	2%	0%	0%	2%	0%	2%	2%	1%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

Concerns about Internet security risks are consistent across all APNIC regions with around 15% ranking this as the biggest challenge.

When examined across the top three ranked challenges, respondents in Oceania appear significantly more concerned, with almost three in five (57%) including Internet security risks among their three biggest issues, compared to 37% in East Asia, 43% in South East Asia and 35% in South Asia.

Cost of hardware, software and network investments is a particularly pressing issue in East Asia (22%) and South East Asia (19%), whereas in Oceania just 6% of respondents rank cost as their number one challenge.

Further, for LDEs challenges with costs outweigh concerns about Internet security, with almost one in five ranking cost control of hardware, software and network investments as their biggest problem.

Compliance with regulatory requirements is slightly more concerning for those in South Asia (16%) than for other sub-regions. Interestingly, Oceania is also more concerned about attracting and retaining skilled employees, with 17% rating this their top challenge, compared to 8% of South Asia respondents. However, this rises to three in ten (30%) in South Asia who include hiring and keeping skilled staff in their top three concerns.

The biggest challenges facing the APNIC community are consistent across Member type, sub-regions and economic development classification.

# Operational Challenges

Internet security also remains the biggest operational challenge in delivery of Internet-related products and services.

As well as understanding senior executives' primary strategic challenges, all respondents were asked to rank their biggest operational issues in delivering Internet-related services, products or activities from a list of ten potential challenges.

Compared to 2022, little has changed across the operational challenges Members and Stakeholders are dealing with.

Internet security remains the dominant problem, with three in ten (30%) of respondents ranking this as their number one challenge, the same as in 2022. Internet security is also the primary challenge across all Members and Stakeholders, APNIC regions and economy types.

Managing the costs of systems, network operations and security is of major concern for a further 17% of respondents, up slightly from 14% in 2022. Although not

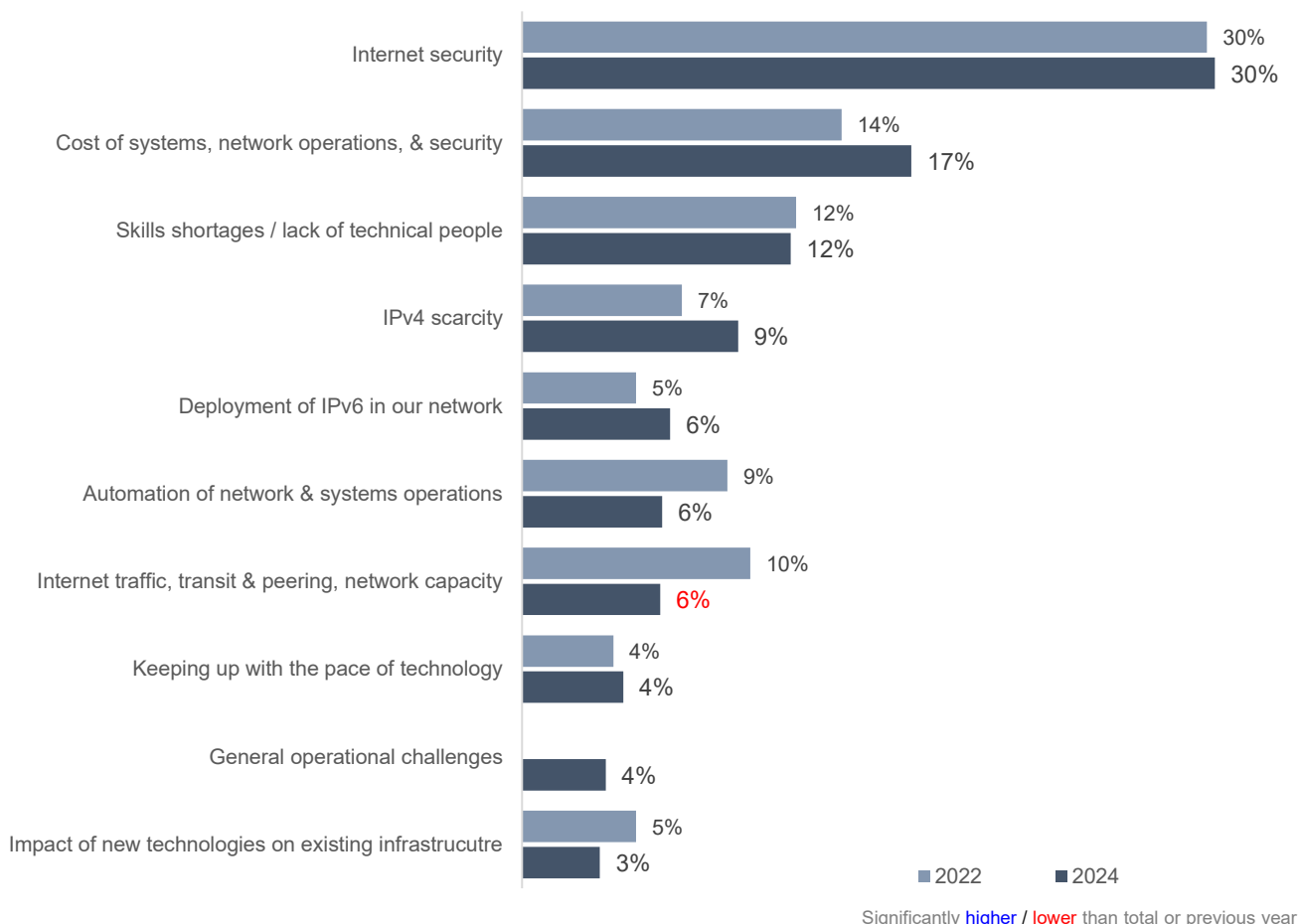
significant, those in Oceania are more likely to rank the cost of operations as their biggest issue, with 23% indicating these costs are concerning.

Skills shortages and a lack of technical expertise remains the third biggest challenge, with 12% ranking issues attracting and retaining the relevant technical experience as their biggest issue.

Slightly higher than in 2022, 9% of respondents are concerned about IPv4 scarcity, compared to 7% in the previous APNIC Survey.

There are no significant differences in the ranking of these issues across regions or economic classification, or role / position type.

## Operational Challenges – Top Rank



Significantly higher / lower than total or previous year





Comprehensive training and education programs remain the best way APNIC can assist the community with their challenges.

## Other Suggestions to Assist with Challenges

As in previous surveys, when asked how APNIC can assist with their challenges, overwhelmingly Members talk about continued provision of training and education.

The four primary themes from the comments include the need for enhanced training and education, better technical assistance and support, increased advocacy and policy development, and improved resource management. Respondents emphasise the importance of the APNIC's role in providing resources and opportunities that are practical, accessible, and relevant to their specific needs.

### 1. Training and Education

Many respondents call for more comprehensive and accessible training programs. Training that covers a wide range of topics, including cybersecurity, IPv6 deployment, and even emerging technologies such as AI were mentioned as the best assistance APNIC can offer. Additionally, recognizing the issues with keeping skills up to date, there is a call for training programs to be tailored to different levels of expertise.

### 2. Technical Assistance and Support

The provision of technical assistance is also seen as important for respondents in maintaining robust and secure Internet services. There are suggestions that APNIC could offer specialized tools and resources to help address specific technical challenges in network management and cybersecurity.

### 3. Advocacy and Policy Development

Many respondents believe APNIC should take an active role in influencing government policies and regulations that directly impact the Internet industry. This includes supporting policies that promote Internet security and working to reduce regulatory burdens on small and medium-sized enterprises.

### 4. Resource Management

Lastly, resource management is a recurring theme, particularly around the allocation and management of IPv4 addresses. Members expressed concerns about the scarcity of IPv4 resources and suggest APNIC could help by reclaiming unused addresses and ensuring fair distribution to those who need them.

## Training and Education

“

Common suggestions for assistance are training opportunities, particularly focused on cybersecurity or IPv6 deployment.

“APNIC can conduct automation workshops as well as add relevant network security and automation-related courses on the portal.”  
South Asia

“IPv6 implementation training with various brands of devices and using inexpensive equipment.” South East Asia

“Internet security: Technical Assistance and Advice & Research and Publications. APNIC can assist in Training and Workshops in Automation of network and operation.”  
Oceania

”

“Develop training modules and resources that cater to different levels of expertise and specific regional needs.” South East Asia

## Technical Assistance and Support

“

Similar to training and education, many respondents mentioned technical assistance as means to assist.

“Technical assistance, consultation, and guidance are needed to cope with these issues.” South Asia

“APNIC can have the technical assistance sessions so that the community people can consult their technical issues...” South East Asia

”

“Offer direct consultation and technical support to help Members troubleshoot issues and optimize their network infrastructure.” South Asia

“Providing resource and technical support in capacity building.” Oceania

## Advocacy and Policy Development

“

Taking a more active role in advocacy, particularly in influencing government policies and regulations that affect the Internet industry was suggested by some.

“Engage with local regulators and influence regulatory board policies to address challenges” South East Asia

“APNIC needs to advocate for supportive policies and help in policy change to allocate new IPv4 resources.” East Asia

“APNIC talk to government policy change & providing more IPv4.” South Asia

”

“Developed countries can work with less developed or developing countries at the government level to ensure proper Internet policies and other services.” South Asia

## Resource Management

“

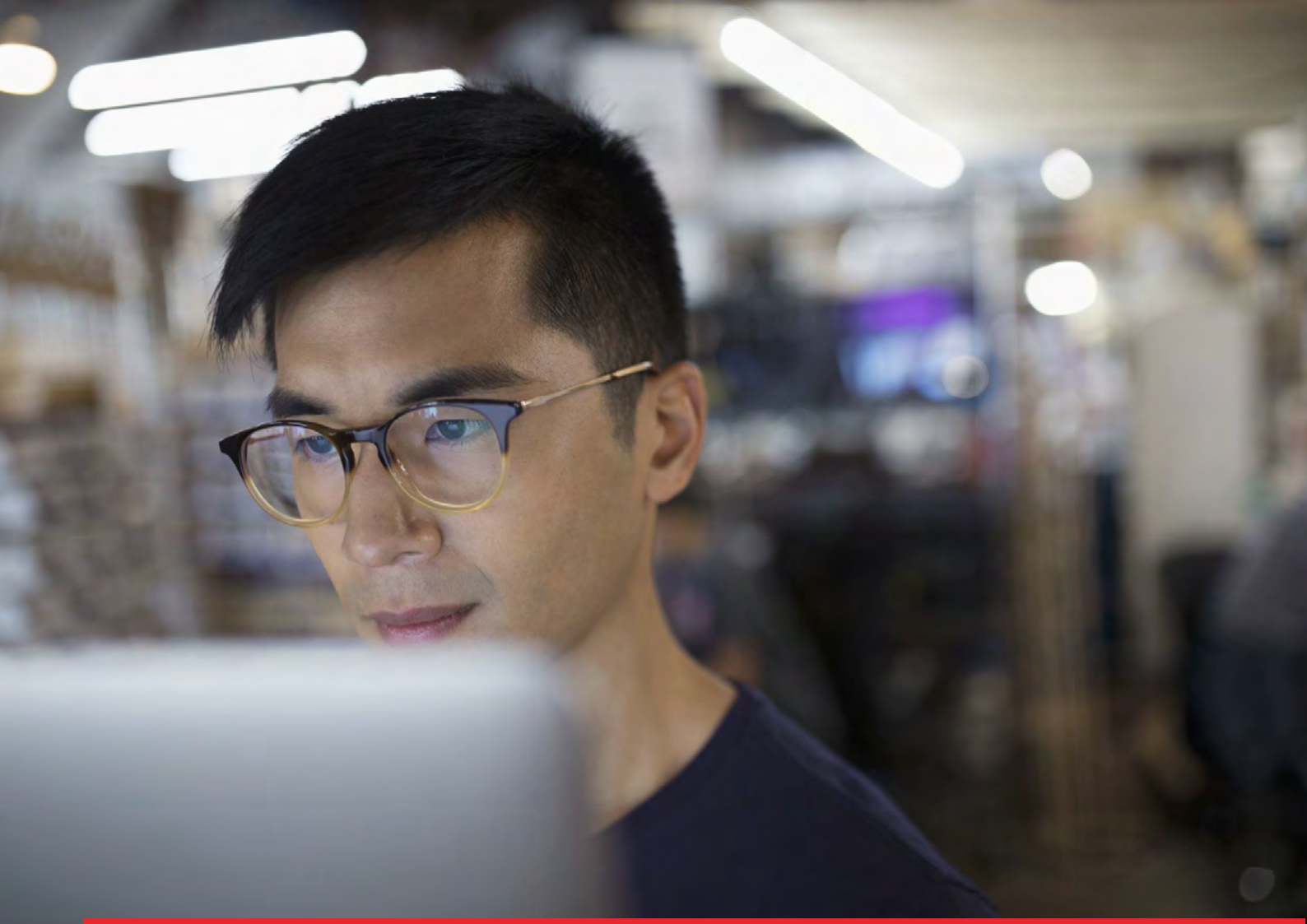
More efficient and fair allocation of resources, particularly IPv4 addresses was also a common refrain from respondents.

“Better inspect whether allocated resources are being misused, resold on the secondary market, or whether too many ASNs are being used by useless organizations.” East Asia

“Better quality of registry data helps in Internet security. More availability of IPv4 address in running services.” South East Asia

”

“Some large operators are holding huge amounts of unused IPv4 resources and they are leasing those resources, there should be a policy to get back unused resources from large operators, that can be allocated to others.” South Asia



## Internet Security Issues

With Internet security risks the most challenging issue in both the strategic and operational business functions, the survey examines different types of security issues Members and Stakeholders are facing.

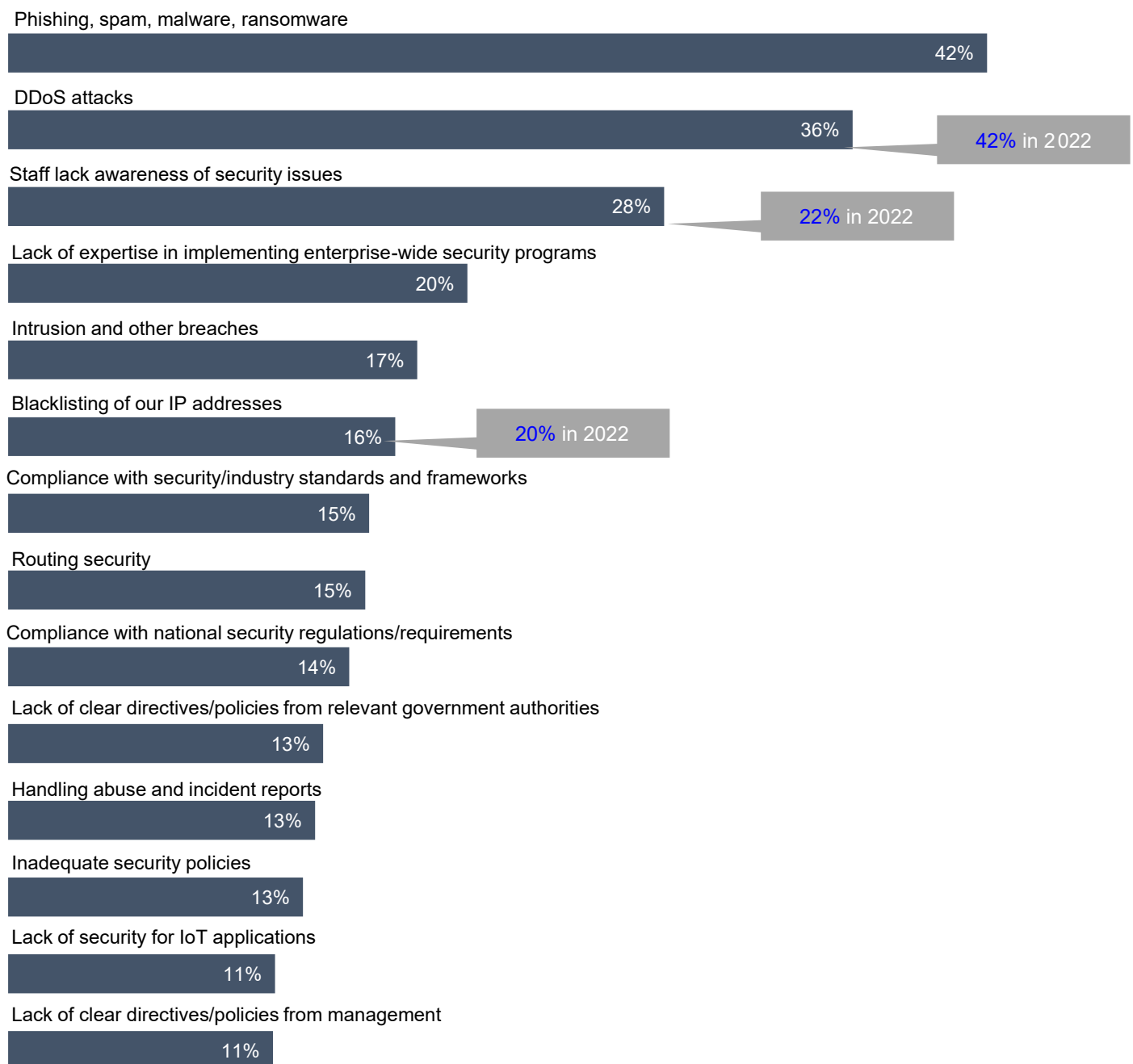
It also asked the best ways that APNIC can assist with their Internet security issues.

# Internet Security Challenges

Overall, there is little change in the Internet security issues facing respondents from the 2022 APNIC Survey.

Consistent with 2020 and 2022, phishing, spam, malware and ransomware remain the biggest issues. However, although DDoS attacks are still concerning, fewer respondents than in 2020 or 2022 include this as a major concern.

## Internet Security Challenges – Top Rank



## Phishing, spam, malware and ransomware and DDoS attacks remain the biggest Internet security issues survey participants are dealing with.

Phishing, spam, malware and ransomware affects over two in five respondents (42%). It is of particular concern for those in Oceania, with over half (51%) of respondents including this in their biggest issues.

DDoS attacks are also significant, with 40% of Members citing this as a key issue, though this concern is much lower among Stakeholders (21%).

Among the regions, those in East Asia and South Asia (both 44%) are significantly more likely to indicate DDoS attacks present issues for them than their Oceania counterparts (15%). Similarly, this is also much more challenging for LDEs (49%) than other economy types (31%).

Staff awareness of Internet security issues is also concerning.

More than a quarter of Members (26%) say a lack of

awareness of security issues among employees are of concern, rising to 34% of Stakeholders. Across the regions, a lack of awareness of security by staff is an issue for around a quarter of respondents from East Asia, Oceania and South East Asia, increasing to 31% for South Asia.

LDEs (33%) also cite staff lacking awareness of security issues as a major challenge compared to 26% of developed or developing economies.

While overall, blacklisting of IP addresses has declined in this survey to 16%, it is significantly more concerning for South Asia (26%) and LDE (21%) respondents. Interestingly, it is also of greater concern to Members (18%) than Stakeholders (10%)

### Internet Security Challenges – Top Rank

	Members	Stakeholders	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	257	151	243	331	388	338	775
Phishing, spam, malware, ransomware	42%	42%	37%	51%	42%	39%	40%	43%
DDoS attacks	40%	21%	44%	15%	40%	44%	49%	31%
Staff lack awareness of security issues	26%	34%	25%	28%	26%	31%	33%	26%
Lack of expertise implementing security programs	18%	24%	21%	18%	24%	18%	20%	20%
Intrusion and other breaches	18%	16%	17%	21%	14%	17%	13%	19%
Blacklisting of our IP addresses	18%	10%	15%	8%	13%	26%	21%	15%
Compliance with security/industry standards	15%	18%	13%	25%	14%	11%	10%	17%
Routing security	16%	12%	14%	8%	21%	14%	17%	14%
Compliance with national security regulations	16%	11%	15%	20%	14%	12%	13%	15%
Lack of clear directives/policies from government	13%	14%	12%	14%	12%	16%	18%	12%
Handling abuse and incident reports	12%	17%	16%	9%	17%	10%	10%	14%
Inadequate security policies	12%	16%	13%	15%	11%	12%	13%	12%
Lack of security for IoT devices/applications	10%	14%	11%	10%	10%	13%	11%	11%
Lack of clear directives from management	10%	16%	15%	12%	8%	12%	11%	11%
Other	3%	4%	2%	7%	2%	3%	1%	5%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

# Assistance with Internet Security Issues

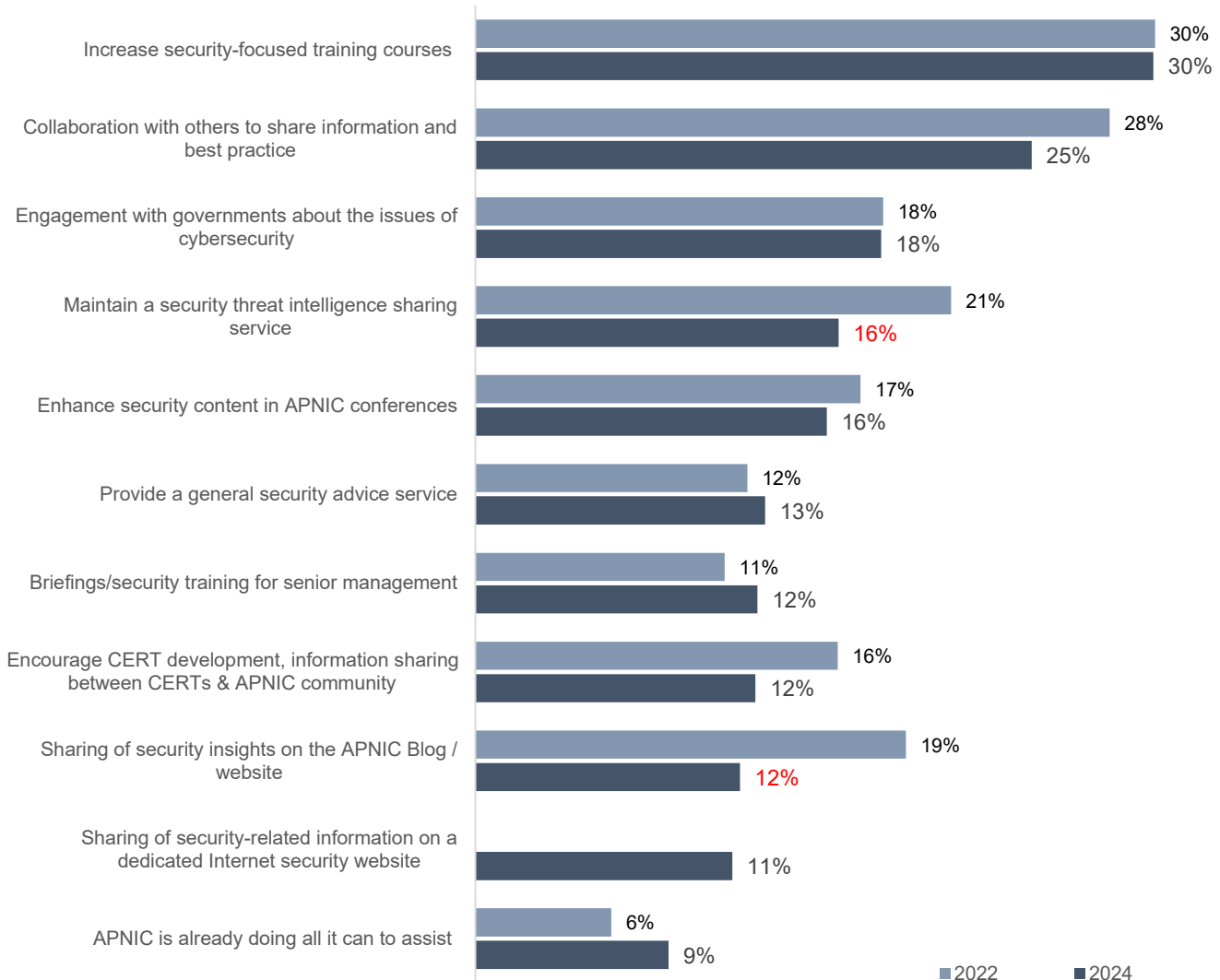
Security-focused training courses are the best way APNIC can assist Members and Stakeholders with Internet security challenges.

When asked to select the best way for APNIC to assist with Internet security challenges from a list of 11 potential activities, three in ten respondents say increased security-focused training courses would provide benefit.

In fact, there is little difference in the responses between 2022 and this survey, although support for APNIC to maintain a security threat intelligence sharing service has declined significantly from 21% in 2022 to 16% in 2024.

Possibly reflecting the addition of a new statement in 2024 around a different way to share security-related information, sharing security insights and information on the APNIC Blog or website has also fallen significantly in 2024, down 7% to 12%. Instead, respondents appear to favour sharing of this information on a dedicated Internet security website (11%).

## Best Form of Assistance from APNIC



Significantly higher / lower than total or previous year

	Members	Stakeholders	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	257	151	243	331	388	338	775
Increase security-focused training courses	31%	25%	25%	21%	30%	39%	38%	27%
Collaboration with other technical security organizations	24%	27%	27%	22%	28%	22%	24%	25%
Engagement with governments in the region	17%	20%	17%	16%	18%	20%	20%	18%
Maintain a security threat intelligence sharing service	17%	13%	23%	20%	13%	14%	12%	18%
Enhance security content in APNIC conferences	15%	18%	17%	12%	14%	20%	22%	13%
Provide a general security advice service	13%	11%	13%	11%	14%	13%	14%	12%
Briefings/security training for management	13%	12%	11%	12%	13%	13%	13%	13%
Development/information sharing b/t CERTs and APNIC	12%	14%	12%	12%	13%	13%	12%	13%
Sharing of security insights APNIC Blog and website	12%	10%	9%	10%	17%	9%	11%	12%
Sharing security information on a dedicated website	12%	10%	12%	10%	12%	11%	12%	11%
APNIC is already doing all it can to assist	8%	11%	9%	10%	8%	6%	6%	9%
None of these	4%	3%	1%	12%	2%	1%	0%	5%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

Increasing the frequency and number of security-focused training courses is more likely to be preferred in South Asia (39%) and LDEs (38%) than for their counterparts, particularly Oceania where only one in five (21%) respondents indicate security-focused training is the best form of assistance.

Around a quarter of Members and 27% of Stakeholders want APNIC to collaborate with other organizations to share information and best practice to help with their Internet security challenges.

South Asia (20%) and LDEs (22%) are also more likely to choose enhanced security content at APNIC conferences than other regions or economies, whereas those in East Asia (23%) and Oceania (20%) indicate that maintaining a security threat intelligence sharing service would provide them with benefit. Developed or developing economies (18%) are also significantly more likely to prioritize a security threat intelligence service than those in LDEs (12%).

In contrast, 8% of Members believe APNIC is already doing all it can to assist with Internet security issues, rising to 11% of Stakeholders, and 10% of those in Oceania. A further 12% of survey participants in Oceania say none of the options provide assistance.

“[By] facilitating greater collaboration between network operators and security experts through forums and partnerships.”

South East Asia

## Ideas to assist with Network and Internet Security Issues

Free text suggestions from respondents about how APNIC can assist with network and security challenges show three common themes, training and education, greater collaboration and information sharing, and localized support.

### 1. Education and Training

Throughout the verbatim survey responses and qualitative interviews, the appeal for continued and increased education and training opportunities is prevalent.

“Expand training programs to include advanced security certifications, equipping network operators and administrators with the latest skills and knowledge.” South East Asia

“APNIC should arrange network security awareness program more frequently not only for providers but also for users.” South Asia

“Security training for specific services, such as DNS and RPKI security training.” East Asia

### 2. Collaboration and Information Sharing

Facilitating greater collaboration among Members and with external organizations was also frequently mentioned. This includes fostering partnerships between network operators, governments, and security experts.

“APNIC can become a central platform where AP users can share security issues and submit suggestions of such, a security solution library you may say.” South Asia

“Increase forums and collaborations with security researchers to provide practical explanations and prevention methods for network security threats.” South East Asia

“More collaboration and support with other cybersecurity related organizations and communities to bring the APNIC and security communities together...” East Asia

### 3. Localized, Tailored Support

There is also a call for tailored, localized approaches to meet the specific needs of diverse regions and economies within the Asia Pacific region.

“Consider putting funding towards an exchange of skills program between Pacific island organizations to enhance capacity in the different Pacific island countries.” Oceania

“Need to arrange all training with Local Language.” South-Asia

“APNIC Certified and trained local experts, handholding, in-house training.” South East Asia

**“Implement an information exchange platform to share resources, IOC, and other information used in cyber-attacks. Encourage Members to regularly upload cyber-attack information, and if possible, mandate it to create opportunities for urgent measures against cyber threats.”**

South East Asia





## IPv4 Scarcity and Mitigation Strategies

With IPv4 address space running out, organizations around the world are having to look for alternative strategies to mitigate against the scarcity to allow them to continue to run their businesses and serve their customers.

To determine what APNIC Members are doing to alleviate IPv4 scarcity, this year the survey canvassed the actions Members are taking to help them overcome the shortage. For those leasing IPv4 address space, the survey also sought to understand the costs to lease these, and the concerns Members have about leasing arrangements.

# The Challenge of IPv4 Scarcity

Using IPv4 more efficiently, or deploying NAT or IPv6, are the most common strategies to overcome IPv4 shortages.

A majority of Members are either deploying NAT (45%) or IPv6 (40%) or finding more efficient ways to use their IPv4 in their networks (42%).

A further 15% have purchased IPv4 on the transfer market or are leasing additional IPv4 address space, while another 15% already have enough IPv4, so strategies to manage shortages are not an issue.

Most APNIC Members have either deployed NAT (45%) or IPv6 (40%) or implemented a network plan that uses their IPv4 more efficiently (42%).

The exception is Members in Oceania (33%), and more particularly, Australia and New Zealand, who are significantly more likely to indicate they have enough

IPv4 addresses, therefore scarcity is not an issue for them (38% and 35%, respectively). As a result, these Members are also significantly less likely than others to have taken any other action to overcome the issue of IPv4 scarcity.

In contrast, Members in East Asia (27%) are significantly more likely to say they lease IPv4 addresses to overcome the scarcity than other regions, while LDEs are more likely to have bought IPv4 on the transfer market (21%) than other economy types (13%).

## Strategies Undertaken to Overcome IPv4 Scarcity

Deployed NAT



Implemented a network plan that uses IPv4 more efficiently



Deployed IPv6



It's not an issue for my organization – we have enough IPv4



Purchased IPv4 on the transfer market



Leased IPv4 addresses



Received our final delegation from the APNIC IPv4 address pool



Don't know



Significantly higher / lower than total or previous year

## Members in East Asia and LDEs are the most likely to have leased or purchased IPv4 addresses.

	2024	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	110	202	260	317	276	613
Deployed NAT	45%	40%	33%	50%	50%	49%	43%
Using IPv4 more efficiently in networks	42%	37%	32%	45%	46%	47%	39%
Deployed IPv6	40%	42%	24%	45%	46%	43%	39%
It is not an issue, we have enough IPv4	15%	10%	33%	10%	10%	10%	18%
Purchased IPv4 on the transfer market	15%	17%	6%	20%	16%	21%	13%
Leased IPv4 addresses	15%	27%	6%	16%	16%	18%	14%
Received our final delegation from APNIC	11%	16%	7%	12%	10%	12%	10%
Other	2%	1%	3%	1%	2%	1%	2%
Don't know	7%	5%	10%	5%	8%	7%	7%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

Q24. Thinking about the availability of IPv4 addresses, what action has your organization taken to overcome IPv4 scarcity? (Members: Base n=916)

While developed and developing economies, and Oceania, have enough addresses, those in LDEs or East Asia are more likely to have had to buy or lease address space to overcome IPv4 scarcity.



# Cost of Leased IPv4 Addresses

Responding Members who lease IPv4 address space spend less than USD 5,000 per annum on these.

Of the 15% of respondents leasing address space, 43% indicate they spend less than USD 5,000 per annum for the address space, with another 15% spending between USD 5,000 and 9,999 per year.

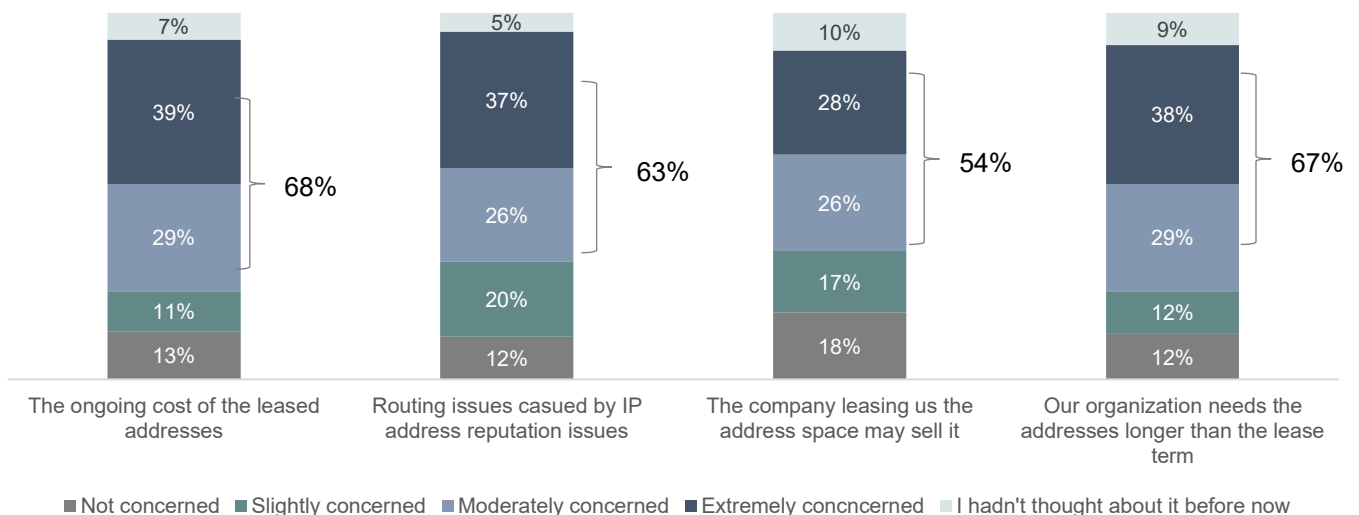
However, 17% of say they are paying over USD 10,000 per annum on leasing IPv4 address space, with over a quarter of Members in East Asia (27%) significantly more likely to indicate they pay between USD 10,000 and 49,999 per annum for their leased address space.

Amount per Annum	%
Less than USD 5,000 per year	43%
USD 5,000 – 9,999 per year	15%
USD 10,000 – 49,999 per year	11%
USD 50,000 – 99,999 per year	1%
USD 100,000 – 249,000 per year	1%
More than USD 250,000 per year	4%
Don't know	24%

East Asia  
27%

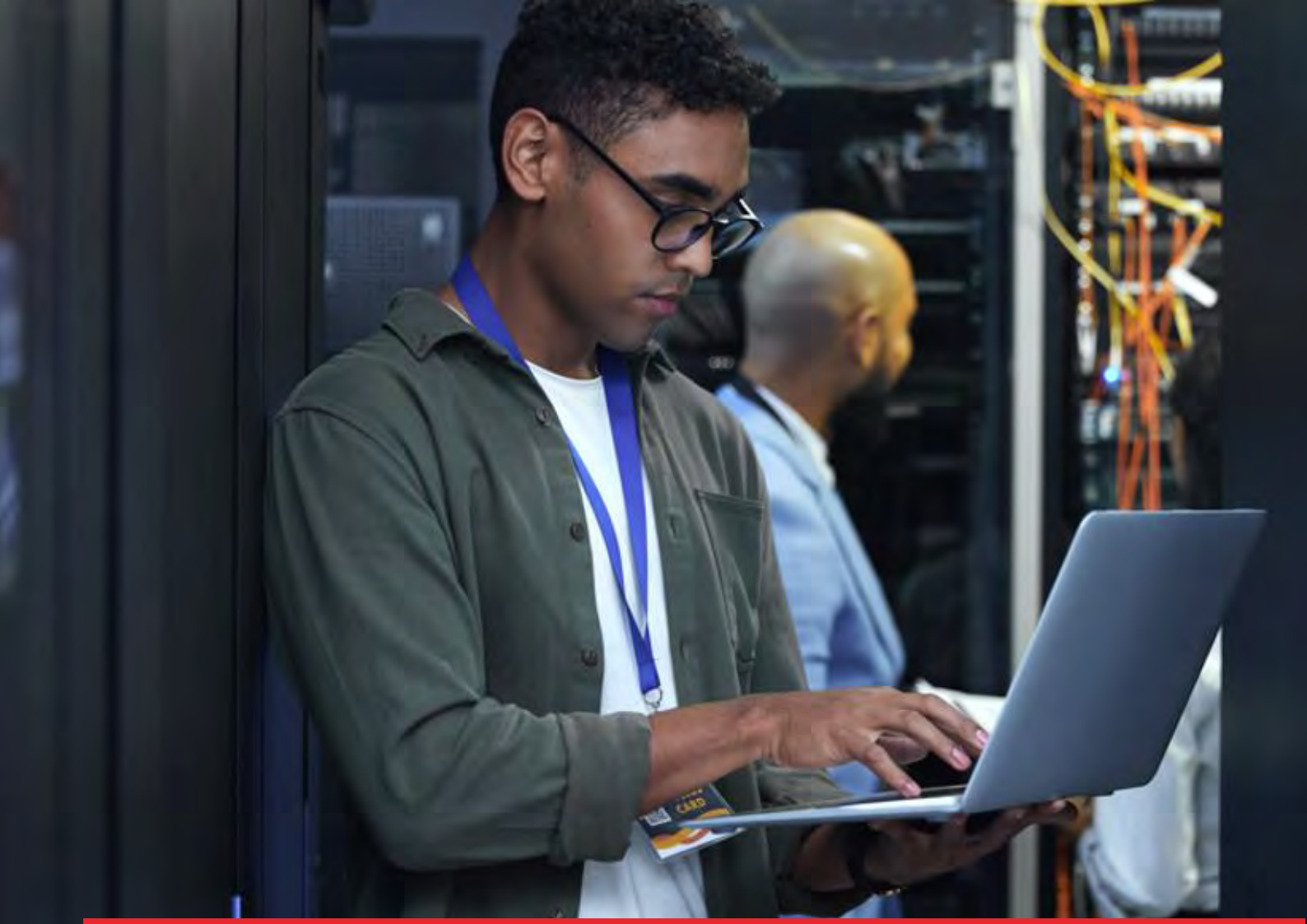
Members who are leasing address space are moderately or extremely concerned about the various consequences of this strategy. Almost seven in ten (68%) are worried about the ongoing cost of the leased addresses, and 67% are concerned that their organization will need the address space for longer than their current lease term, meaning they may either have to renegotiate the terms, or worse, lose access to the addresses.

## Levels of Concern Leasing IPv4



Q25. You indicated that your organization leased IPv4 addresses. Approximately how much do you spend on leased IPv4 addresses per year? Q26. How would you rate your level of concern about the IPv4 addresses that your organization leases? (Members who have leased IPv4 addresses: Base n=137)

# Technology Adoption



## IPv6 Adoption in the Region

The APNIC Survey last canvassed the deployment status of IPv6 in Member organizations in 2020.

With scarcity of IPv4 address space an increasing issue for many in the APNIC Internet community, IPv6 deployment status was included in the survey this year, along with the reasons why Members have, or have not, deployed IPv6. As with previous surveys, Members were also asked what APNIC can do to encourage adoption of IPv6 in the region.

# Deployment of IPv6

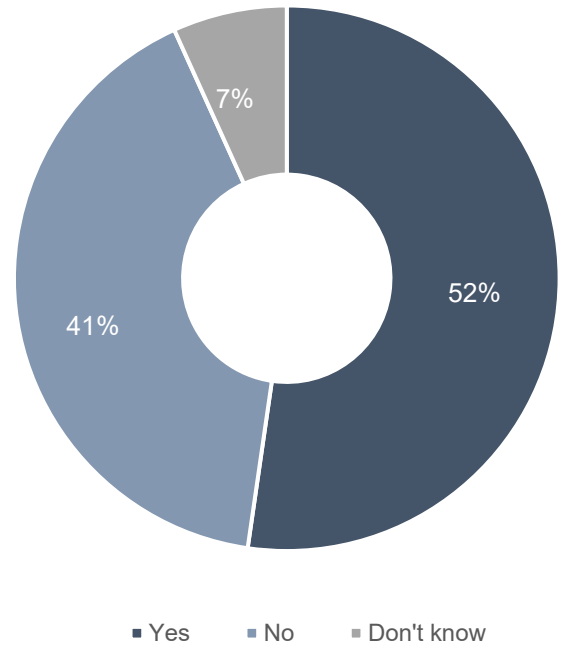
Just over half of APNIC Members indicate they have deployed IPv6 in their networks.

Positively, in 2024, over half of Members say they have deployed IPv6 in their networks.

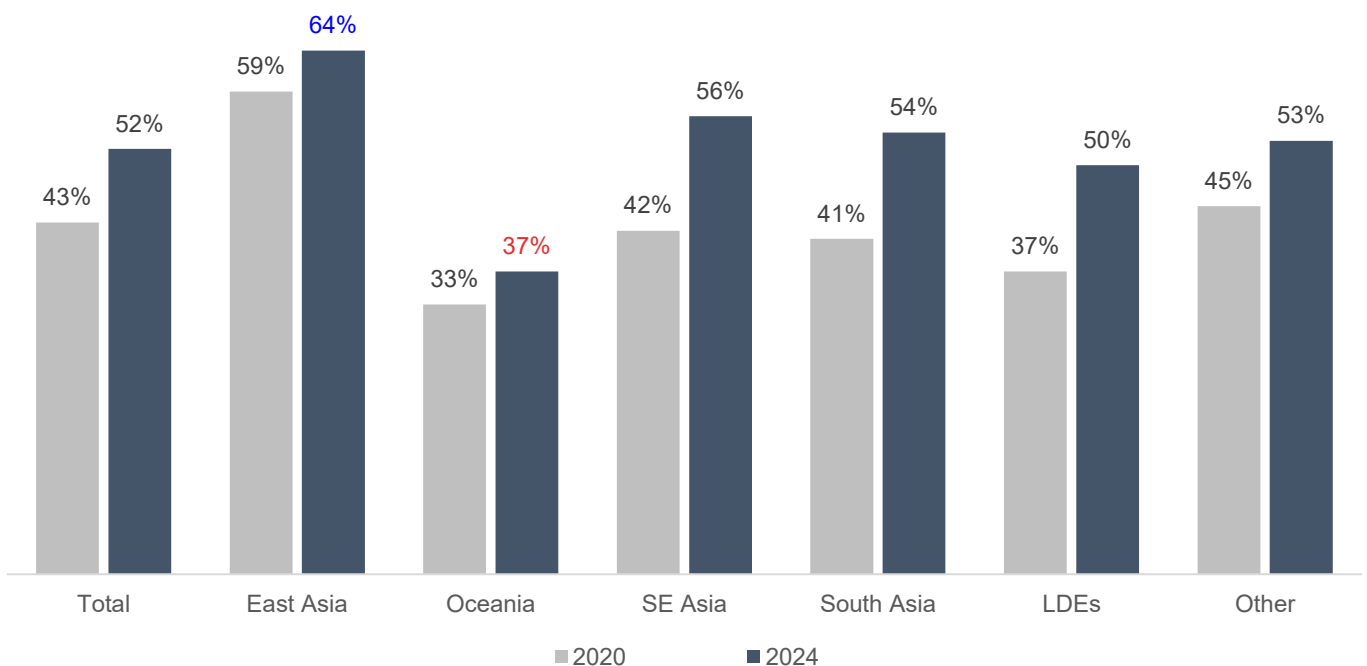
In the 2020 APNIC Survey, 43% of Members indicated they had either fully deployed IPv6, or that it was deployed in their networks. This year, 52% of respondents have deployed IPv6, with around two in five (41%) yet to implement it in their networks.

Possibly as a result of the scarcity of IPv4 address space, and that leasing addresses is the most common way to mitigate these shortages, Members in East Asia (64%) are significantly more likely to have IPv6 deployed in their networks than other regions. However, growth in IPv6 deployment between 2020 and 2024 is highest in South East and South Asia and in LDEs, who show increases of approximately a third in their deployment status.

Lagging behind, those in Oceania, driven by Members in Australia and New Zealand, are significantly less likely than their regional counterparts to have implemented IPv6 in their networks, likely because Members indicate they have access to enough IPv4. In 2020, 33% of Members had IPv6 either fully or deployed or had IPv6 implemented in their networks, and in 2024, this has only risen to 37%, an increase of just 12%.



## IPv6 Deployment Status



NOTE: 2020 = % Fully deployed + Deployed in Core Network  
 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

More than half of Members who have deployed IPv6 did so because they believe it will benefit their operations.

The primary reason for deploying IPv6 is because Members believe it will benefit their operations (53%), while two in five (40%) wanted to take advantage of the technological capabilities, rising to half (50%) of Members in South Asia.

Around a third wanted to test deployment and gain experience with IPv6 or believed that it would offer a competitive advantage (both 32%), and 31% say it was a requirement of their customers or other business partners. Just 20% indicate the reason they implemented IPv6 was because they had no more IPv4 address space.

Reasons for Deployment

We believed it would benefit operations



We wanted to take advantage of the technological capabilities of IPv6 (IoT, etc)



To test deployment and gain experience



Provides us with a competitive advantage



Required by customers / partners



We had no more IPv4 available



IPv4 is too expensive



It was a regulatory obligation



Significantly higher / lower than total or previous year



Overall, the main issue preventing deployment of IPv6 for Members is they have no requirement, or no business need, to implement it at the moment.

Almost two in five Member respondents (39%) who have not deployed IPv6 in their networks don't see a business need or have no requirement for it yet.

This is particularly true for Members from Oceania, or more specifically, Australia and New Zealand where 59% and 68% (respectively) indicate they have no business need or requirement to deploy IPv6 now. This is perhaps unsurprising as these Members also indicated they have enough IPv4 addresses and therefore are not facing the same issues as their regional counterparts are in providing their services.

A lack of expertise also plays a major part in not having implemented IPv6.

Overall, 37% of Members indicate a lack of appropriate skills in their organization is a contributing factor in not having deployed IPv6 yet, rising to 43% of Members in South Asia and 46% in LDEs.

A lack of available configuration management tools prevents deployment for some.

Over a quarter of Members (26%) indicate a lack of

configuration management tools prevents deployment, rising to 34% of Members in South Asia, who are significantly more likely to say this hinders deployment than those in Oceania (7%).

Time constraints are a factor in deployment

A lack of time to plan and deploy IPv6 in the network continues to be the issue for 22% of Members, with those in Australia (39%) significantly more likely to indicate this prevents them from implementing it than other regions.

Infrastructure barriers and a lack of support for IPv6 from service providers prevent deployment

Overall, 16% of Members suggest either their infrastructure doesn't support IPv6, or their service providers do not support it.

A quarter of respondents from South East Asia lack the appropriate infrastructure to support deployment, while the same proportion of LDEs indicate their service providers do not support IPv6 yet.

### Reasons for Not Deploying IPv6

	2024	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	378	32	111	95	132	122	248
Don't see the business need / no requirement	39%	47%	55%	33%	30%	33%	43%
Lack of knowledge or expertise in the organization	37%	28%	30%	39%	43%	46%	32%
Lack of available configuration management tools	26%	19%	7%	36%	34%	34%	21%
Have not had time for this yet	22%	19%	32%	22%	15%	19%	24%
Our infrastructure doesn't support it	16%	22%	8%	25%	13%	14%	16%
Our service providers don't support IPv6	16%	22%	8%	16%	20%	25%	11%
Could not convince non-technical decision makers	13%	16%	10%	13%	15%	13%	13%
Cannot afford the expense	11%	6%	10%	8%	17%	15%	10%
I don't think IPv6 will achieve full take-up	9%	16%	8%	8%	8%	6%	10%
Legal or regulatory constraints	4%	0%	4%	5%	5%	7%	3%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

# Assistance with IPv6 Deployment

More training and technical assistance from APNIC will assist to encourage IPv6 deployment.

When asked how APNIC can assist with encouraging IPv6 adoption in the region, basic and advanced training and technical assistance on IPv6 deployment are the most preferred activities.

Up from 29% in 2022, 44% of respondents indicate that basic and advanced training on IPv6 would help encourage adoption. Almost two in five (39%) also indicate technical assistance and support from APNIC would be beneficial.

Sharing case studies and best practice information (30%) and facilitating knowledge sharing between Member organizations about their deployment experiences (23%) are also ways Members believe APNIC can encourage IPv6 uptake in the region.

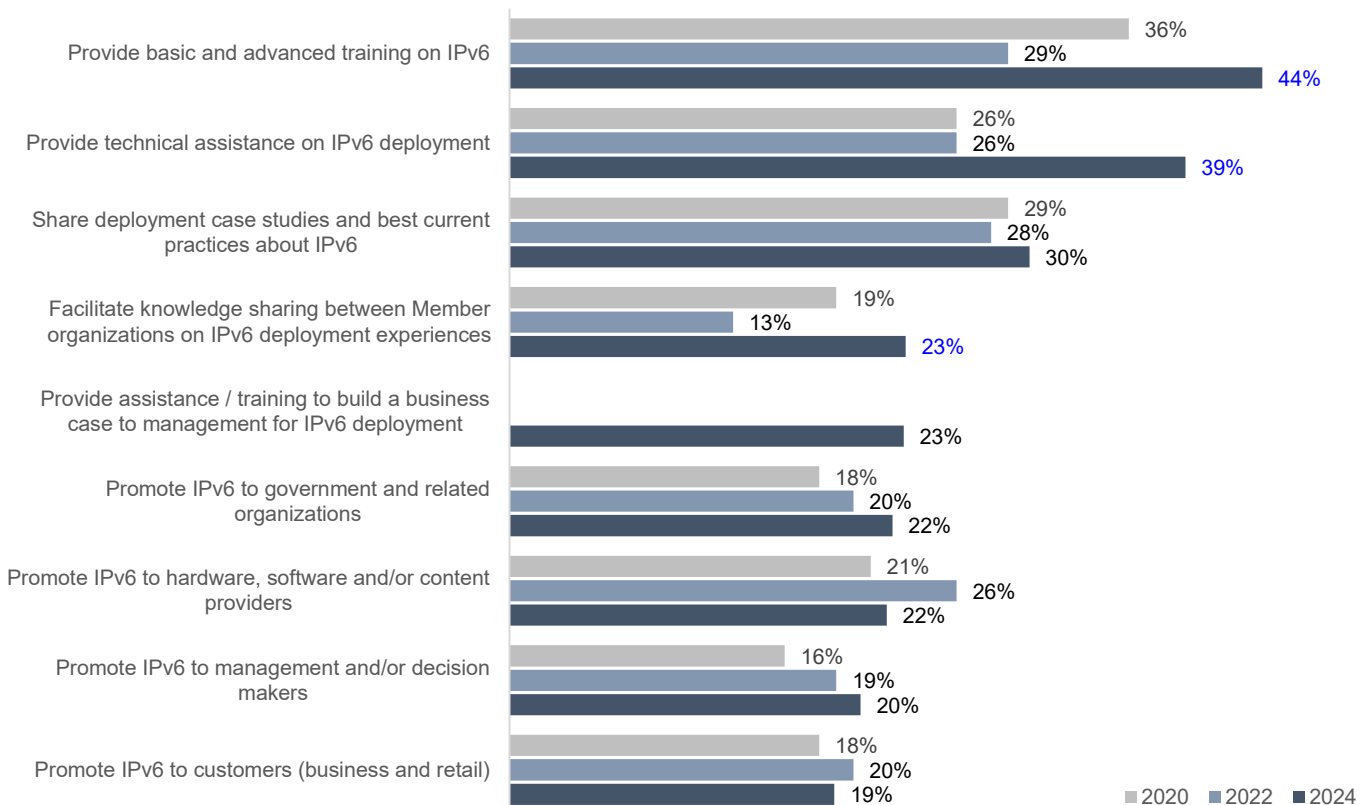
These four activities are also reflected in other parts of

the survey, most notably when asked about APNIC's value to the Internet community beyond registry activities.

There are few differences in these results between regions and economy types, however, and reflecting their reasons for non-deployment, Members in South Asia (28%) and LDEs (29%) are more likely to indicate APNIC should promote the benefits of IPv6 adoption to hardware, software and content providers than their counterparts.

LDEs are also more likely to call for technical assistance from APNIC (46%) to help them make the transition to IPv6 than other economy types.

## Strategies to Encourage IPv6 Adoption



NOTE: In 2020 and 2022 respondents could only select up to two (2) options, in 2024, they were able to choose up to three (3) options

Significantly higher / lower than total or previous year



## RPKI, ROA and ROV Implementation

Deployment of RPKI, including Route Origin Authorization (ROAs) and Route Origin Validation (ROV) was first canvassed in the 2020 APNIC Survey, and sought to understand awareness of the technologies and implementation status.

With network and cybersecurity top of mind for many Members, the 2024 APNIC Survey again asked about implementation of RPKI in their networks, as well as those who are publishing ROAs but have not deployed ROV and vice versa.

In addition, Members were asked the main reasons they have not published ROAs and/or deployed ROV .

# RPKI Implementation

Almost a third of Members have implemented RPKI.

Almost a third of APNIC Members have implemented RPKI, up from just over a quarter in 2020. However, many respondents do not know if this is implemented in their organization.

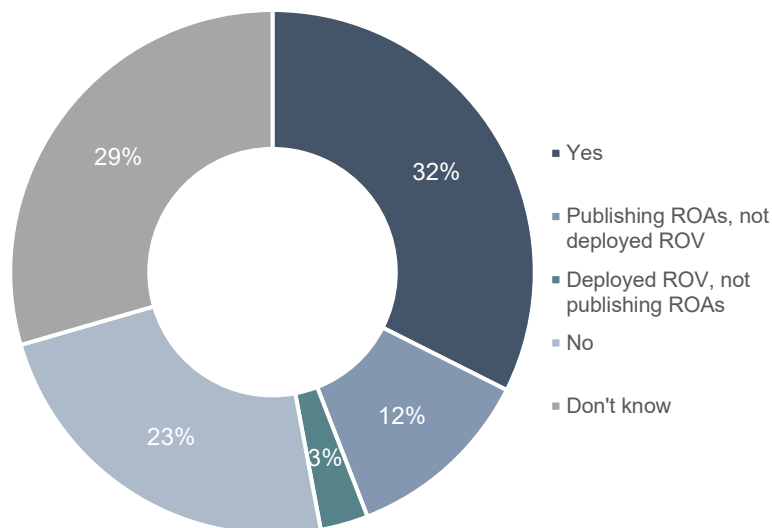
Overall, 32% of APNIC Members are publishing their ROAs and have deployed ROV.

LDEs (42%) and Members in South Asia (38%) are significantly more likely to have implemented RPKI in full than their counterparts, particularly those in Oceania, with just 18% of respondents indicating they have RPKI deployed.

Twelve percent (12%) are publishing ROAs, but are yet to deploy ROV, while a further 3% have deployed ROV but are not publishing ROAs.

Almost a quarter (23%) have not implemented RPKI, with Members from Oceania significantly more likely to indicate they have not deployed RPKI than other regions. Similarly, more Members in developed and developing economies have not implemented RPKI (27%) compared to LDEs (16%).

Almost three in ten Members (29%) don't know if their organization has implemented RPKI.



## RPKI implementation Status

	2024	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	110	202	260	317	276	613
Yes	32%	38%	18%	32%	38%	42%	27%
Yes, publishing ROAs, but not ROV	12%	9%	12%	10%	13%	12%	12%
Yes, deployed ROV, but not ROAs	3%	3%	4%	3%	2%	3%	3%
No, we have not implemented RPKI	23%	25%	35%	22%	17%	16%	27%
I don't know	29%	25%	31%	33%	28%	27%	31%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

## A lack of knowledge about ROAs and ROV prevents deployment for many Members.

### Barriers to Publishing ROAs

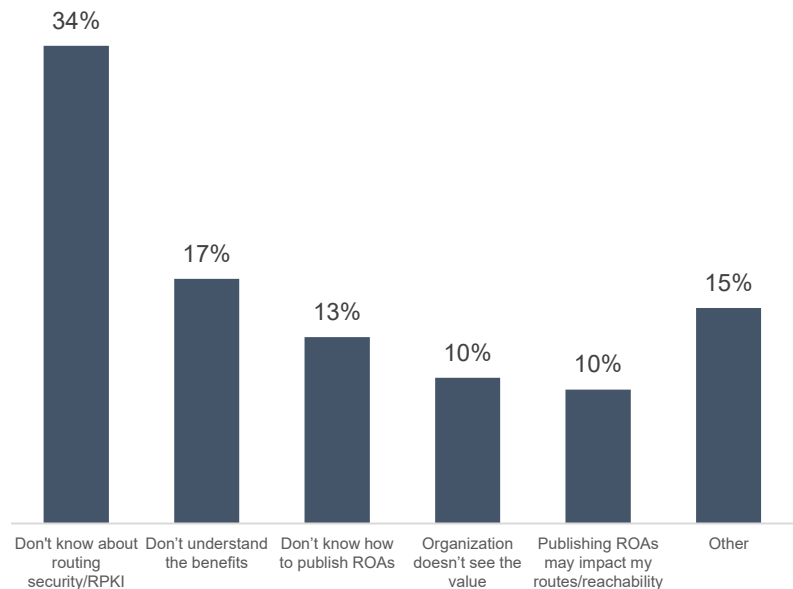
For Members who have not published ROAs for their BGP routes, just over a third indicate it is because they don't know very much about routing security and RPKI.

A further 17% do not understand the benefits it will provide them or their organization, indicating APNIC could promote the advantages of implementation more heavily to Members to encourage adoption.

Technical concerns are also barriers to implementation, with 13% saying they do not know how to publish ROAs, while one in ten are concerned that publishing their ROAs could impact their routes and reachability.

Of those who have other reasons for not publishing ROAs (15%), the majority indicate either a lack of time, or higher priorities. Comments that it was "another thing on the list" or that it is "currently in the pipeline, however there are more pressing operational challenges at this current point in time" are prevalent.

### Not published ROAs for BGP Routes



### Barriers to Enabling ROV

A lack of awareness about what ROV is or how to enable it is also the primary reason just over a third of Members have not enabled it.

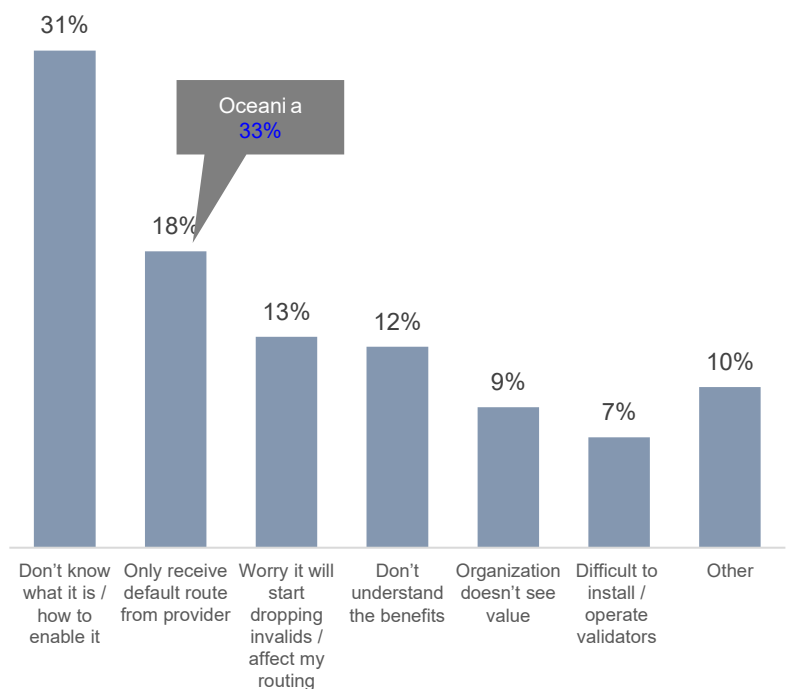
A lack of understanding about the benefits (12%) and that the business doesn't see the value (9%) also contribute to not having enabled ROV.

Some Members (18%) only receive a default route from their upstream service provider, with this reason much more prevalent for Members in Oceania (33%) than for other regions.

Concern that ROV will start dropping invalids immediately and could affect routing prevents enabling ROV for 13% of respondents, while 7% find it difficult to install and operate validators.

As with the other reasons for not publishing ROAs, a lack of time and other priorities are barriers to enabling ROV, with mentions "it is in the queue of projects..." or that "time constraints - we have a testing environment that has not entered production."

### Not enabled ROV



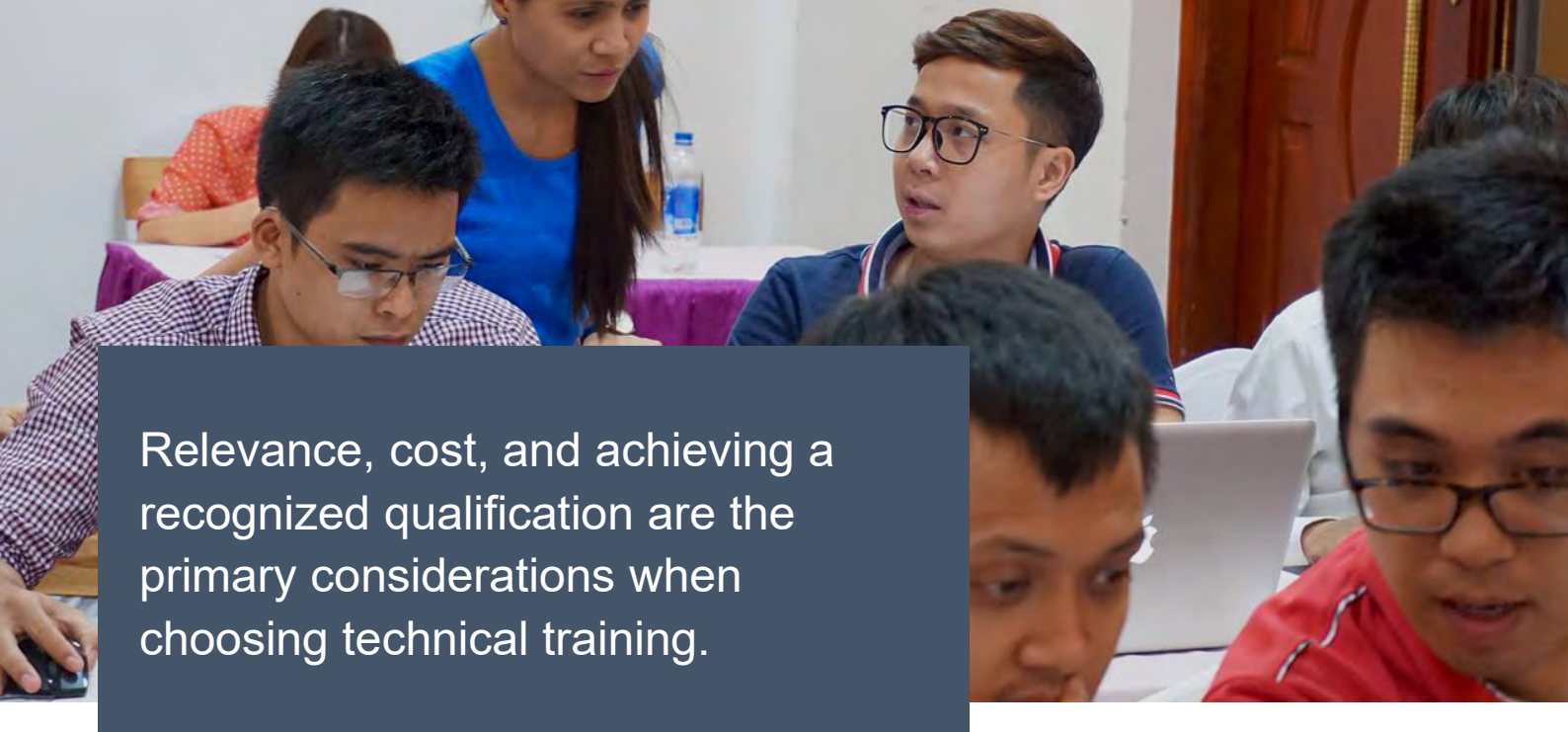
# APNIC Academy Training



## Training Considerations and Preferences

To understand the elements of technical training programs that are most important to the Internet community, and to inform APNIC about the value of courses that offering a recognized certification or qualification upon successful completion, the survey asked respondents to rank the factors that are most important when choosing training.

It also examined the types of technical training that are preferred among respondents, if they have a choice, and who they believe would provide the best quality technical training in their economy if APNIC Academy training was delivered by other organizations.



Relevance, cost, and achieving a recognized qualification are the primary considerations when choosing technical training.

## Technical Training Considerations

The relevance of the course content in meeting specific training needs is the most important factor when choosing training for a third of respondents. The costs to attend technical training is a priority for another 26% of survey respondents, while a quarter (25%) indicate that training that leads to a certification or qualification on completion is most important to them.

Factors like the format, recommendations from colleagues or industry leaders and the length of the course are much less important when choosing technical training.

### Drivers of Technical Training Choice

Relevance of the course content



Cost of the training



Training that provides a recognized certification / qualification



Format of the training



Reputation / recommendation from colleagues or industry leaders



Length of the training course



% Ranked Option # 1

Significantly higher / lower than total or previous year



## The relevance of the course content is the most important consideration for a third of respondents.

Overall, the relevance of the course content is the most important factor for a third of survey participants, however there are differences across the APNIC regions.

Course relevance is significantly more important to respondents in Oceania (50%) and developed or developing economies (39%), compared to South Asia (24%) or LDEs (18%).

The costs to attend training is the primary consideration for another 26% of survey participants. Perhaps unsurprisingly, the cost of the training is more important than content relevance for those in LDEs (30%), and South Asia (29%).

Another quarter of respondents (25%) indicate that training that provides a recognized qualification or certification upon passing the course is the most important consideration when choosing training. This is consistent across regions and economy classifications, although those in East Asia and LDEs (both 30%) are slightly more likely than others to prioritize a recognized qualification than others. Stakeholders (29%) are also slightly more likely to rank a recognized qualification the most important factor than APNIC Members (24%).

Consistent across regions and economy types, training that provides a recognized certification or qualification upon successful completion is the most important consideration for a quarter of respondents.

### Drivers of Technical Training Choice

% Ranked Option Number 1	Members	Stakeholders	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	257	151	243	331	388	338	775
Relevance of the course content	34%	30%	32%	50%	30%	24%	18%	39%
Cost of the training	26%	23%	21%	16%	30%	29%	30%	24%
Training that provides a recognized certification / qualification	24%	29%	30%	20%	25%	28%	30%	24%
Format of the training	9%	7%	11%	6%	8%	9%	11%	7%
Reputation / recommendation from colleagues or industry leaders	4%	7%	6%	5%	4%	4%	5%	4%
Length of the training course	3%	4%	1%	2%	2%	5%	5%	2%

Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

# Training Preferences

If given a choice, training leading to an industry-recognized qualification is overwhelmingly preferred.

When asked their preference, a vast majority of respondents prefer training that leads to an industry-recognized qualification.

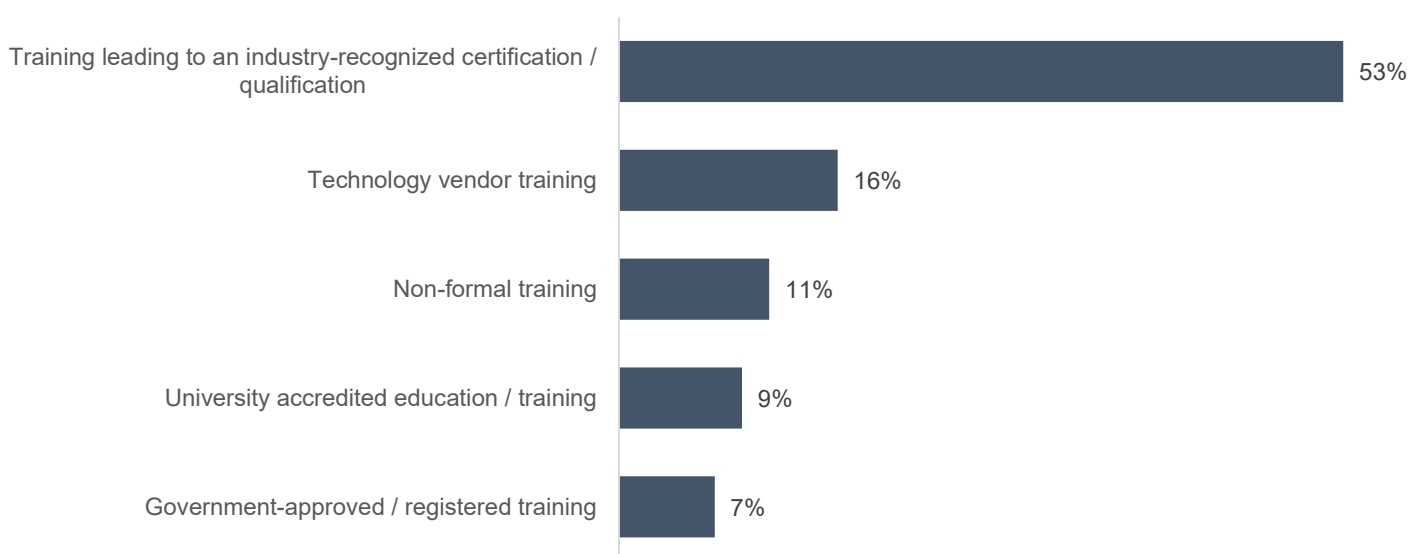
Over half of respondents (53%) indicate that industry-recognized certification is their personal preference if they have a choice, rising to 59% of those in South East Asia, and 56% of participants in developed or developing economies.

At 45%, respondents in Oceania are the anomaly, significantly less likely than others to prefer training that leads to an industry-recognized qualification.

Overall, 16% of survey participants preference technology vendor training. This rises to 22% of respondents in LDEs who prefer courses from technology vendors, possibly because there are bundled technical training options included when they purchase vendors' services or products. As evidenced elsewhere in the survey, cost is particularly pertinent to this cohort.

More respondents in Oceania would choose non-formal training (16%) or university accredited education (14%) than their regional counterparts.

## Training Preferences



	Members	Stakeholders	East Asia	Oceania	SE Asia	South Asia	LDEs	Other
Sample Size	916	257	151	243	331	388	338	775
Training leading to a certification / qualification	53%	55%	61%	45%	59%	52%	48%	56%
Technology vendor training	17%	13%	17%	12%	15%	19%	22%	14%
Non-formal training	11%	9%	8%	16%	11%	7%	8%	11%
University accredited education / training	8%	13%	7%	14%	7%	8%	10%	9%
Government-approved / registered training	7%	7%	6%	4%	5%	11%	9%	7%
Other	1%	2%	1%	4%	1%	0%	0%	2%
None of these	3%	2%	0%	5%	2%	2%	3%	2%

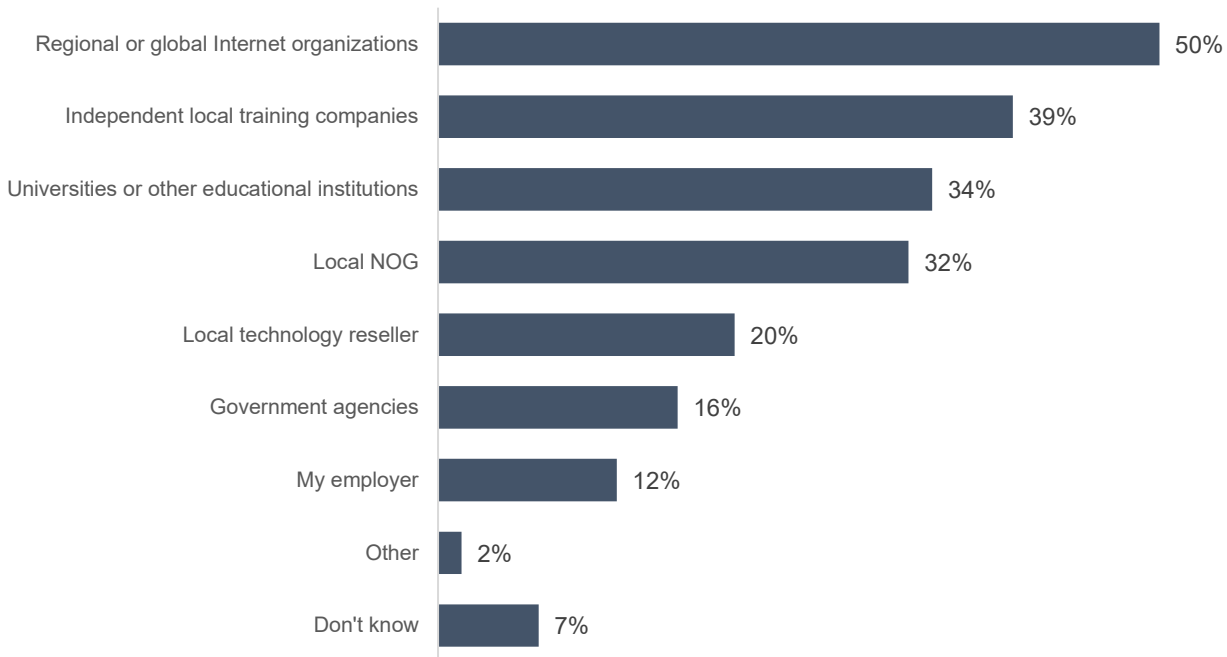
Note: Segments exclude respondents from non-APNIC regions included in the 'Total'; 'Other' segment includes developed and developing economies in the APNIC region

Significantly higher / lower than total or previous year

## Technical Training Providers

Opinion is mixed regarding the type of organization that would deliver the best quality technical training.

### Preferred Training Provider



To try to make APNIC Academy training more accessible to local communities, APNIC canvassed the types of organizations respondents believed would offer the best quality training if Academy training was outsourced.

Overall, half of respondents (50%) indicate that regional or global Internet organizations would provide the best quality training, rising to 55% of participants in South Asia. Again, those in Oceania (37%) are significantly less likely to believe Internet organizations would offer quality training than others.

At the opposite end of the scale, almost two in five (39%) think that local, independent training companies would offer quality training, although respondents in East Asia (26%) are significantly less likely to say these companies would provide the best quality training.

Stakeholders (43%) are significantly more likely to believe universities or other educational institutions are in a better position to offer APNIC Academy training than Members (31%).

Instead, 31% of Members think that local Network Operator Groups (NOGs) would provide quality technical training, rising to two in five (40%) survey participants from East Asia.

While half of respondents believe regional or global Internet organizations would deliver the best quality training, others think either local, independent companies, or universities would offer the best quality.



Respondents emphasised the importance of hands-on, interactive training and the use of real-world case studies.

## Training Suggestions

Consistent with verbatim feedback throughout the survey, respondents call for technical training that is practical, accessible, and tailored to the needs of Members. Hands-on, interactive sessions including the use of case studies are also frequently mentioned. Many suggested the expansion of online and self-paced training to increase accessibility, especially for those in remote areas or with varying schedules. Additionally, there is mention of structured certification programs to provide pathways for skill advancement.

### 1. Hands-on, Interactive Training

Many comments highlight the value of hands-on, practical training that goes beyond theoretical knowledge. Interactive labs, simulations, and real-world scenarios that help apply learning directly to their roles is frequently mentioned.

### 2. Accessible and Flexible Training Options

Training options to cater to professionals with busy schedules or those located in remote areas is also suggested to help ensure as many as possible can participate in APNIC training. Respondents suggested more online courses, self-paced learning, and training in multiple languages would be a benefit.

### 3. Certification Programs

Survey participants also suggested that structured certification programs would be valuable. Certifications are viewed as valuable benchmarks of skills and knowledge, providing career advancement and validating the expertise of participants.

### 4. Regional and Local Training

Regional and local training programs tailored to the needs of different economies is also mentioned, with suggestions APNIC can collaborate with local experts, organizations, and institutions to deliver relevant training.

## Interactive Training and Case Studies

“

Hands-on and interactive training is seen as important for skill development.

"Incorporate more hands-on labs and simulations into training sessions. Practical exercises help participants apply theoretical knowledge in real-world scenarios." Oceania

"Trainings should include labs for practical experience." South Asia

"Conduct interactive and hands-on training sessions. Use up-to-date content and real case studies." South East Asia

"Focus the training more on practical aspects and case studies that are often encountered in the field." South East Asia

”

## Accessible, Flexible Options

“

There are calls for more accessible and flexible training options, including online courses, self-paced learning, and training in multiple languages.

"Provide training that is accessible to people in regional areas, using local languages and practical content." South East Asia

"Make it cheap, make it universally accessible online, make it bite sized for difficult topics." Oceania

"Online training in Chinese." East Asia

"Online courses, and virtual labs, to provide flexible learning options that accommodate diverse schedules and geographic locations..." South East Asia

”

## Certification Programs

“

Certification programs that offer clear pathways from foundational to advanced levels are also mentioned as valuable.

"Provide Technical Trainings and Certifications." South Asia

"APNIC needs to focus more on training specially the full course, self-paced ones with an option of certification after completion the training..." South East Asia

"Offer recognized certification programs that validate participants' expertise and provide them with credentials that can boost their careers." South East Asia

"Training courses should have assessments to grant certificates/certifications." South Asia

”

## Local Training

“

Partnering with local organizations to provide training is another way APNIC can deliver its courses.

"Partner with reseller to provide vendor neutral technology training, such as optical transport networking, etc." South East Asia

"...partner with regional NOGs to develop training programs that address local needs and challenges." South East Asia

"APNIC could provide trainings to people in my region who are already professionals in areas that APNIC covers, and then this people could be providing more trainings and awareness to others in our area consistently.." Oceania

”



“Conduct interactive and hands-on training sessions. Use up-to-date content and real case studies. Create online courses for easy access.

Provide opportunities for participants to exchange opinions and experiences and offer certification after training to validate knowledge and skills.

South East Asia

# Appendix

# APNIC Definitions of Sub-regions

East Asia	
CN	China
KP	Democratic People's Republic of Korea
HK	Hong Kong Special Administrative Region of China
JP	Japan
KR	Republic of Korea
MN	Mongolia
MO	Macao Special Administrative Region of China
TW	Taiwan

South Asia	
AF	Afghanistan
BD	Bangladesh
BT	Bhutan
IN	India
IO	British Indian Ocean Territory
LK	Sri Lanka
MV	Maldives
NP	Nepal
PK	Pakistan

South East Asia	
BN	Brunei Darussalam
CX	Christmas Island
ID	Indonesia
KH	Cambodia
LA	Lao People's Democratic Republic
MM	Myanmar
MY	Malaysia
PH	Philippines
SG	Singapore
TH	Thailand
TL	Timor-Leste
VN	Viet Nam

Oceania	
AS	American Samoa
AU	Australia
CK	Cook Islands
FJ	Fiji
PF	French Polynesia
FM	Federated States of Micronesia
GU	Guam
KI	Kiribati
MH	Marshall Islands
MP	Northern Mariana Islands
NC	New Caledonia
NF	Norfolk Island
NR	Nauru
NU	Niue
NZ	New Zealand
PF	French Polynesia
PG	Papua New Guinea
PW	Palau
SB	Solomon Islands
TK	Tokelau
TO	Tonga
TV	Tuvalu
VU	Vanuatu
WF	Wallis & Fortuna Islands
WS	Samoa



## APNIC Definitions of Sub-regions

Developed / Developing Economies	
AU	Australia
BN	Brunei Darussalam
CN	China
FJ	Fiji
GU	Guam
HK	Hong Kong Special Administrative Region of China
IN	India
ID	Indonesia
JP	Japan
MO	Macao Special Administrative Region of China
MY	Malaysia
MV	Maldives
MN	Mongolia
NC	New Caledonia
NZ	New Zealand
NU	Niue
PK	Pakistan
PW	Palau
PG	Papua New Guinea
PH	Philippines
KR	Republic of Korea
WS	Samoa
SG	Singapore
LK	Sri Lanka
TW	Taiwan
TH	Thailand
TO	Tonga
VN	Viet Nam

Least Developed Economies	
AF	Afghanistan
BD	Bangladesh
BT	Bhutan
KH	Cambodia
KI	Kiribati
LA	Lao People's Democratic Republic
MM	Myanmar
NP	Nepal
SB	Solomon Islands
TL	Timor-Leste
TV	Tuvalu
VU	Vanuatu

\*United Nations Classifications of Economies can be found at <http://unstats.un.org/unsd/methods/m49/m49regin.htm>

# Acknowledgements.

We would like to take the opportunity to thank all respondents for participating in the 2024 APNIC Survey. Your input is extremely valuable.

The robust sample size of 1,173 provides APNIC with clear direction on the preferences and opinions of the Internet community.

The 2024 APNIC Survey highlighted many of the challenges facing the Internet community. It also provides the APNIC EC and Secretariat with insights and information to continue to assist the Internet community in supporting a global, open, stable and secure Internet in the Asia Pacific region.

We trust this information forms a solid basis upon which the APNIC EC and Secretariat can craft their strategic plans and service delivery for the coming two years.

If there are any questions about this report, please do not hesitate to contact Survey Matters.

# About Survey Matters.

Specializing in membership and not-for-profit organizations, Survey Matters boasts a track record of success built over twelve years of industry leadership. Our deep understanding of the unique dynamics of associations truly sets us apart.

Our work goes beyond surface-level insights to unearth the core truths that drive organisational success. Our reputation has been built on consistently helping member-based and not-for-profit organisations drive their goals and mission further.

By leveraging our expertise in stakeholder engagement and evidence-based approaches, we empower leaders to make confident, informed decisions that result in tangible outcomes for their communities. Whether it's understanding retention rates, engagement levels, advocacy efforts, designing policy, raising awareness or changing behaviour, our insights serve as the cornerstone of meaningful impact and change.

What truly distinguishes Survey Matters is our relentless commitment to our clients' development. We don't just deliver reports; we forge enduring partnerships grounded in trust and reliability that grow and change as our client's do.

In a world where insights have the power to shape the future, choosing Survey Matters as a trusted research and insights partner will deliver the intel to fuel strategic growth and equip organisations with the understanding they need to chart their course with confidence.

Rebecca Sullivan  
Research Director

[rsullivan@surveymatters.com.au](mailto:rsullivan@surveymatters.com.au)

T +61 3 9452 0101

Brenda Mainland  
Managing Director

[bmainland@surveymatters.com.au](mailto:bmainland@surveymatters.com.au)

T +61 3 9452 0101

[www.surveymatters.com.au](http://www.surveymatters.com.au)



Agenda Item 15  
APNIC Foundation update



# APNIC EC Update

03 September 2024





## Refreshed (external) Reporting

Current Annual Report is a **large document**

- Not something that is 'portable' and can be used as collateral in meetings and conversations
- Looked at distilling that report into a more portable and simpler report that focuses on impact and outcomes
- Emphasises key facts and figures
- Highlights a project under each pillar
- Look to improve this further next year and beyond (dependent on better data collection and reporting)



### OUR STORY

The Foundation is the pre-eminent digital development organization in the Asia Pacific and is focused on creating human impact across communities.

The Foundation evolved from technical roots and it applies that knowledge to support a global, open, stable and secure internet that is affordable and accessible for our Asia Pacific people, in line with the vision of the Asia Pacific Network Information Centre (APNIC, the regional internet registry).

#### MISSION

TO INCREASE INVESTMENT IN



### FUNDING IN 2023

**\$9,883,974** USD





## At a glance (January 1 to June 30, 2024)

 **20**  
TECHNICAL REPORTS PUBLISHED

FROM 2000 TO **3000**   
LINKEDIN FOLLOWERS

**150**  
NEW SWITCH!  
PARTICIPANTS  
ONBOARDED ACROSS  
6 ECONOMIES

**61**  
NEW DIGITAL LEAP  
SOUTH ASIA  
PARTICIPANTS  
ONBOARDED ACROSS  
3 ECONOMIES

 **NEW PROFESSIONAL  
DEVELOPMENT MANAGEMENT  
APP** DEVELOPED FROM SCRATCH  
FOR SWITCH! AND DIGITAL LEAP  
PARTICIPANTS

INTERNAL SALESFORCE  
DASHBOARD SET UP WITH   
**16 years** OF ISIF ASIA DATA

 **145** ISIF ASIA  
APPLICATIONS  
RECEIVED

SUPPORTED  
**16**  
FOUNDATION  
COMMUNITY  
ASSISTANCE  
INITIATIVES  
(INCLUDING 6  
APAC INTERNET  
STANDARDS  
AMBASSADORS  
SUPPORTED TO  
ATTEND IETF)

  
**12**  
AUSTRALIAN  
INTERNET  
STANDARDS  
AMBASSADORS  
SUPPORTED TO  
ATTEND IETF,  
FUNDED BY  
AUSTRALIAN  
GOVERNMENT

PRESENTATIONS OR PARTICIPATION AT  
**9 Sessions** AT APNIC 57  
FROM FOUNDATION STAFF OR  
FUNDING RECIPIENTS



Foundation activities at APNIC 57

### ASIA PACIFIC INTERNET ENGINEERS (APIE) PROGRAM BY SOI ASIA

**7** PARTICIPATING  
ECONOMIES

**1** ONLINE CORE  
COURSE

**1** APIE CAMP

**3** INTERNSHIP  
PROGRAMS

**11** PARTICIPATING  
INSTITUTIONS

**1** E-WORKSHOP

**1** ADVANCED  
CAMP

 **APIE**





APNIC  
ACADEMY

**20,678**

HOURS OF SELF-PACED  
LEARNING, BEATING  
TARGET OF 6,000

**40,259**

REGISTERED  
USERS, BEATING  
TARGET OF 34,000

**98%**

SATISFACTION  
RATING, BEATING  
TARGET OF 80%



TRAINING DELIVERY &  
COMMUNITY TRAINERS

**801**

HOURS OF  
INSTRUCTOR-LED  
TRAINING, BEATING  
TARGET OF 600

**98%** SATISFACTION  
RATING FOR TRAINERS,  
BEATING TARGET OF 80%

**3**

CERTS/CSIRTS  
DEVELOPMENT  
SUPPORTED, BEATING  
TARGET OF 2

(January 1 to June 30, 2024)



APNIC Training at APNIC 57







---

## ISIF Updates

- USD 1,675,000 in funding to be allocated across **21 projects selected for 2024** across 17 APAC economies. Due diligence in progress:
  - **6 Infrastructure** (including 4 IPv6)
  - **12 Inclusion** (including 5 Environment)
  - **3 Knowledge**
- Tracking **40 active projects**
- **21 final technical reports published** on the Foundation website
- **9 award winners selected** and awards session planned for APNIC 58
- **2 site visits completed** (Lae and Chiang Mai)
- Video project in production with footage in Thailand, Laos, Timor Leste, Indonesia, Bangladesh



---

## Your help needed!

- **Need your support with Fundraising**
  - Any potential leads? *Please pass them on*
  - Any upcoming opportunities you become aware of? *Please flag*
  - Any contacts with whom we can nurture relationships? *Need introductions*
    - E.g. In companies, development/govt funding organizations, etc.?
  - Help *amplify our messaging* e.g. re-sharing LinkedIn posts

*Thank you!*



# Agenda Item 16

## APIDT update



# APIDT Update

APNIC EC Meeting – September 2024

# APIDT Update

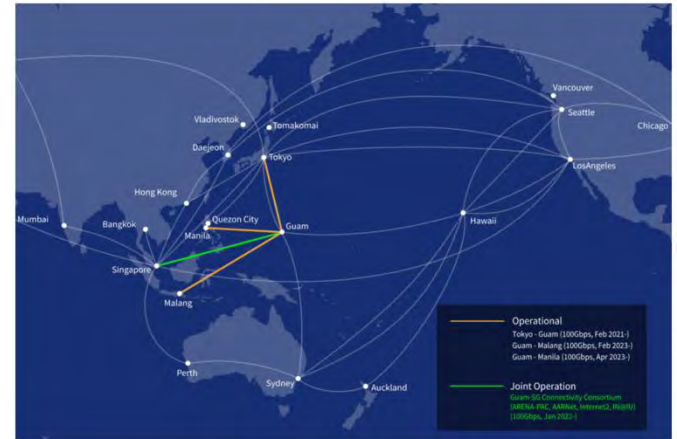
- Funding Activities
  - ARENA-PAC
  - APNIC Foundation
- Investments
  - Fund Performance
- Operations
  - Activities
- Financial Performance
- Property Investment

# Funding Activities

# Funding Activities – ARENA-PAC

## IRU Agreements

- IRU – Tokyo -> Guam Live ✓
- IRU – Guam -> Singapore Live ✓
- IRU - Guam -> Indonesia Live ✓
- IRU - Guam -> Philippines Live ✓
  - Finally restored in July after significant outage
- IRU - Singapore -> Malaysia (New)
  - Signing ceremony on 17 September
- Continuing to investigate other options for ARENA-PAC Infrastructure
- Longer term planning being discussed



# Funding Activities – APNIC Foundation



## APNIC Foundation Grants:

- Foundation Grant Request for 2024 – \$11M USD
  - Tranche 1 – \$7M USD
    - Transferred in March 2024
  - Tranche 2 ~ \$4M USD
    - Forecast under budget approx \$384K USD
    - Estimate transfer in September 2024



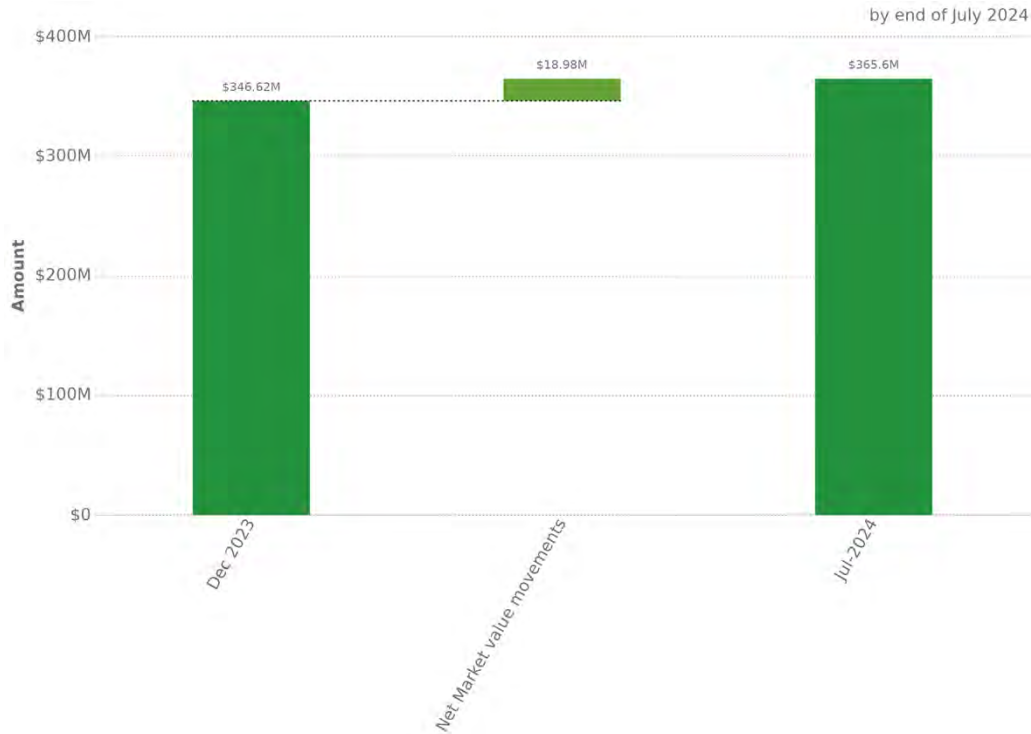
# APNIC Foundation Grant Funding - 2024 Forecast Updates

Trust Projects	Projects Names	YTD - January to June 2024			2024 Full Year Overview			
		Budget	Actuals	Budget Utilisation (%)	Budget	Forecast	Change (\$)	Change (%)
APNIC	APNIC Academy Platform and Curriculum Development	476,065	423,190	89%	979,468	951,707	-27,761	-3%
	Training delivery & Community Trainers	558,186	507,775	91%	1,106,168	1,099,121	-7,047	-1%
	Curriculum Development for non-technical Audiences	24,058	13,568	56%	48,116	47,279	-837	-2%
	Cybersecurity: HoneyNet and threat sharing	22,780	23,837	105%	46,900	53,151	6,251	13%
	M-Root Deployment	161,332	140,962	87%	504,227	446,354	-57,873	-11%
	Research and Internet Measurement	87,201	40,764	47%	174,401	92,116	-82,285	-47%
Foundation	ISIF Asia (incl. IPv6)	334,230	175,955	53%	2,396,472	2,246,782	-149,690	-6%
	Foundation Community Assistance	121,154	173,424	143%	302,308	297,031	-5,277	-2%
	SWITCH!	472,902	438,521	93%	1,010,704	956,772	-53,932	-5%
	Digital Leap South Asia	63,620	77,763	122%	263,780	258,893	-4,887	-2%
	Trust Discretionary Fund	81,462	53,796	66%	250,000	302,092	52,093	21%
Keio University	AI3 & SOI Asia	1,241,253	1,227,469	99%	2,482,505	2,479,899	-2,606	0%
<b>Total Project Expense</b>		<b>3,644,240</b>	<b>3,297,024</b>	<b>90%</b>	<b>9,565,049</b>	<b>9,231,198</b>	<b>-333,851</b>	<b>-3%</b>
Foundation Overhead (15%)		546,636	494,554	90%	1,434,757	1,384,680	-50,077	-3%
<b>Total Funding</b>		<b>4,190,876</b>	<b>3,791,578</b>	<b>90%</b>	<b>10,999,806</b>	<b>10,615,878</b>	<b>-383,928</b>	<b>-3%</b>

- YTD June Budget utilization 90%
- Forecast under budget by 3%, \$384k
- Second tranche request will be adjusted as per forecast

# Investments

# Investments Performance – YTD July



Balance 20 Aug 2024 ~ \$368.43M

# Investments – YTD Performance



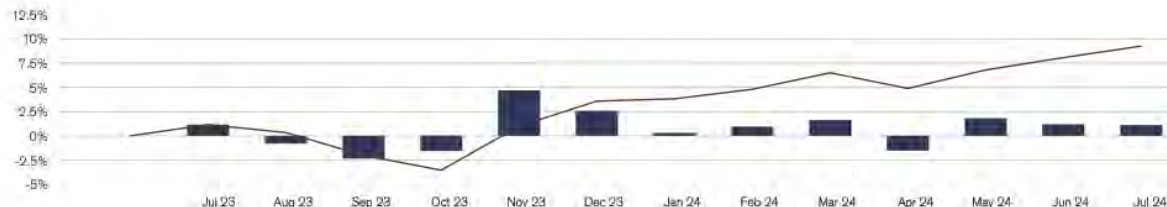
Investment Report 1.8.2023 – 31.7.2024  
 APID IT PTY LTD ATF ASIA PACIFIC  
 INTERNET DEVELOPMENT TRUST  
 Portfolio Group: 2003288  
 Reporting Currency: USD

## 2.2. Performance

Performance Details  
 Period 1.7.2023 - 31.7.2024

	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Jul 24
Ending Market Value	343,039,196	340,292,394	332,280,590	321,676,614	336,766,944	345,397,533	346,187,503	349,471,862	355,124,856	349,731,441	356,061,510	360,286,256	364,521,157
Beginning Market Value	339,134,191	343,039,196	340,292,394	332,280,590	321,676,614	336,766,944	345,397,533	346,187,503	349,471,862	355,124,856	349,731,441	356,061,510	360,286,256
Asset Flows including	0	0	-22,837	-5,500,000	0	-22,998	0	0	-23,297	0	0	-23,039	253,433
Inflows	3,800,000	43,684	5,695,000	115,375	680,000	2,741,602	0	50,107	0	0	0	6,048,000	650,829
Outflows	-3,800,000	-43,684	-5,695,000	-5,615,375	-680,000	-2,741,602	0	-50,107	0	0	0	-6,048,000	-397,396
Net Non-Investment Flows	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes	0	0	-22,837	0	0	-22,998	0	0	-23,297	0	0	-23,039	0
Flow Adjusted Value Change	3,905,004	-2,746,801	-7,988,967	-5,103,976	15,030,329	8,653,587	789,970	3,284,359	5,676,291	-5,393,415	6,330,068	4,247,784	3,981,470
■ Portfolio Return – net	1.15%	-0.80%	-2.34%	-1.56%	4.69%	2.57%	0.23%	0.95%	1.62%	-1.52%	1.81%	1.19%	1.11%
– Cumulative Portfolio Return	1.15%	0.34%	-2.01%	-3.54%	0.99%	3.58%	3.82%	4.80%	6.50%	4.89%	6.79%	8.06%	9.25%

Balance 20 Aug 2024 ~ \$368.43M  
 12 months Returns of 9%



# Investment Activities

- Portfolio transition
  - In May, the Board approved\* resolution to instruct UBS to begin the transition of existing APIDT discretionary portfolios to the new UBS Sustainable Investing discretionary portfolios:
    - Liquidity Fund - Yield Sustainable Mandate (Moderate Risk Profile)
    - Endowment Fund - Balanced Sustainable Mandate (Medium Risk Profile)

*\*Received a rebate of QTR 2 Investment Management fees as part of transition agreement*

## Continuing to implement the 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)
    - Seasons 8 – Under consideration at present
  - Climate Innovation Fund
    - Round 2 – US\$3,000,000 – committed in 2023
    - Going forward – US\$3,000,000 to each vintage
    - Next IAC meeting to consider a range of new Alternative Investments
- Reviewing minor changes to the Investment Policy Statement to reflect difference in UBS and Credit Suisse portfolios

# Operations

# Operations Activities

- APIDT website updates
  - Published documents
    - 2023 Annual Report and Audited Reports USD and AUD
    - 2024 Budget
    - APNIC Foundation signed agreements and final reports
  - Directors profile updates
- 2024 ACNC Annual Report lodged
- Independent consultant engagement - APIDT's trust funding impact advice

# Operations Activities

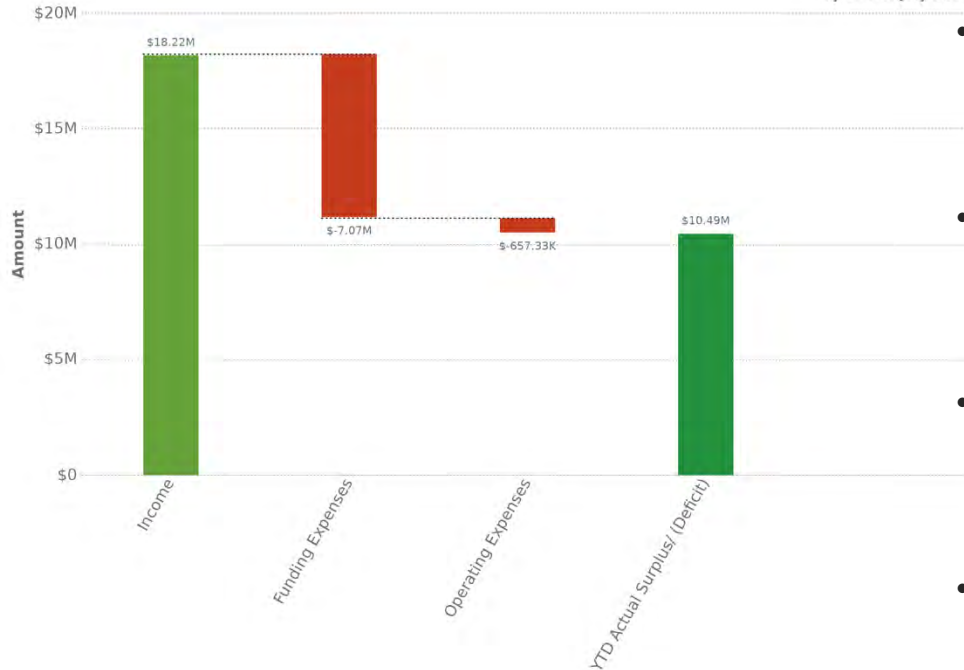
- APIDT-ARENA-PAC Retreat held in Tokyo – 17/18 June
  - Consider strategy regarding future infrastructure investments
  - Review short and longer-term funding activities and budget impacts
  - Board Meeting, Retreat and Operations meetings coinciding
- Ongoing support from APNIC



# Financial Performance

# Financial Performance – YTD July

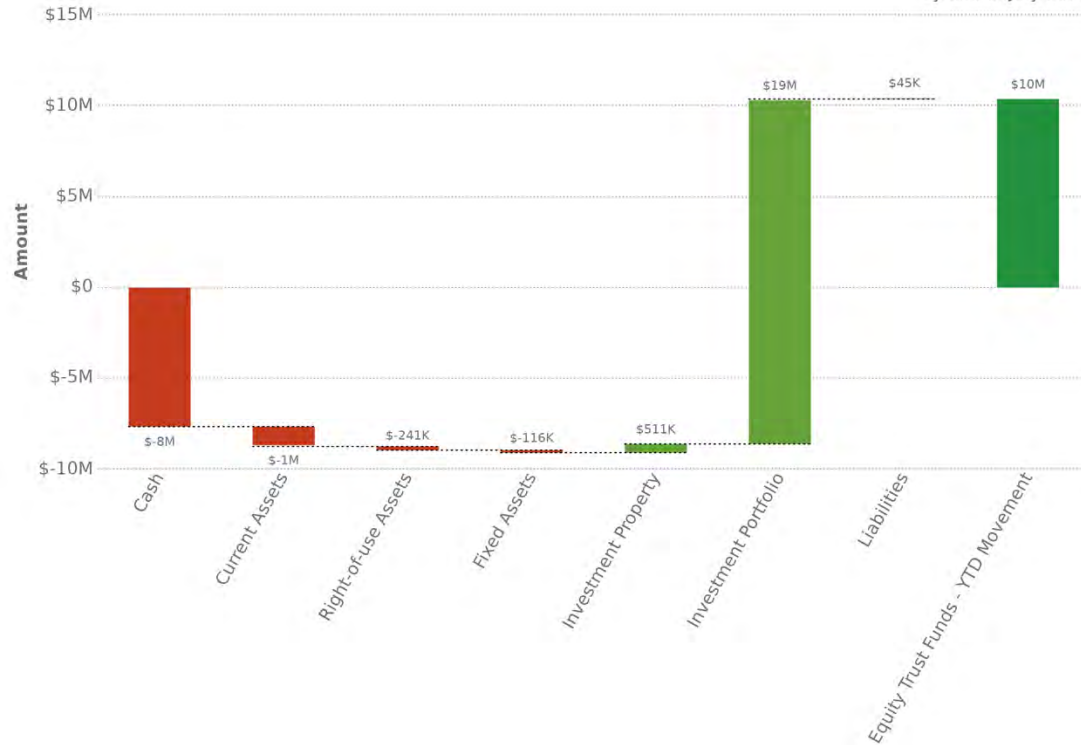
by end of July 2024



- YTD Surplus \$10.49M USD
  - driven by strong performance of investment portfolio
- YTD Income \$18.22M USD
  - increased by \$4M in July, driven by strong investment performance
- YTD Funding expenses \$7.07M USD
  - APNIC Foundation grant first tranche 60%
- YTD Operating expenses \$657.33K USD

# Financial Position – July 2024

by end of July 2024



- Equity Trust Funds of \$402M, YTD movement increase by \$10M
  - Strong Investment portfolio performance, YTD increase by \$19M

# Property Investment

# Operations

## APIDT Building Project – Updates

- APIDT Building Project – 56 Breakfast Creek Road project update:
  - All contracts with consultants have been closed out
  - Site has been perimeter fenced, with security and lighting
  - Monthly general maintenance of the site including; landscaping, mowing and hedge trimming, rubbish removal, weed control, and graffiti management
  - Monthly inspection of the fence for unauthorized entry and drain cleaning, electrical and security maintenance as needed
  - Continue to liaise with adjacent property owners
  - APIDT will seek property valuation in the last quarter of 2024

# Securing the site

## Site Boundary and Internal Fencing

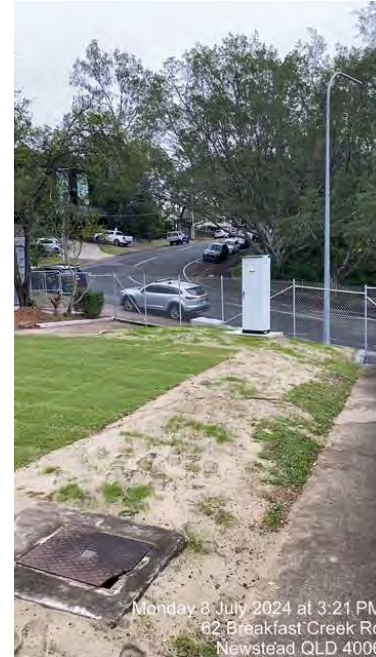
- Notification and approval from the adjacent neighbours – Cloudland Apartments and the commercial office building on Dunlop Street has been received.
- Perimeter chain link fence installed including access gates and locks to the driveway.
- The internal fall protection fences at the top and lower sections of the ramp have been installed.



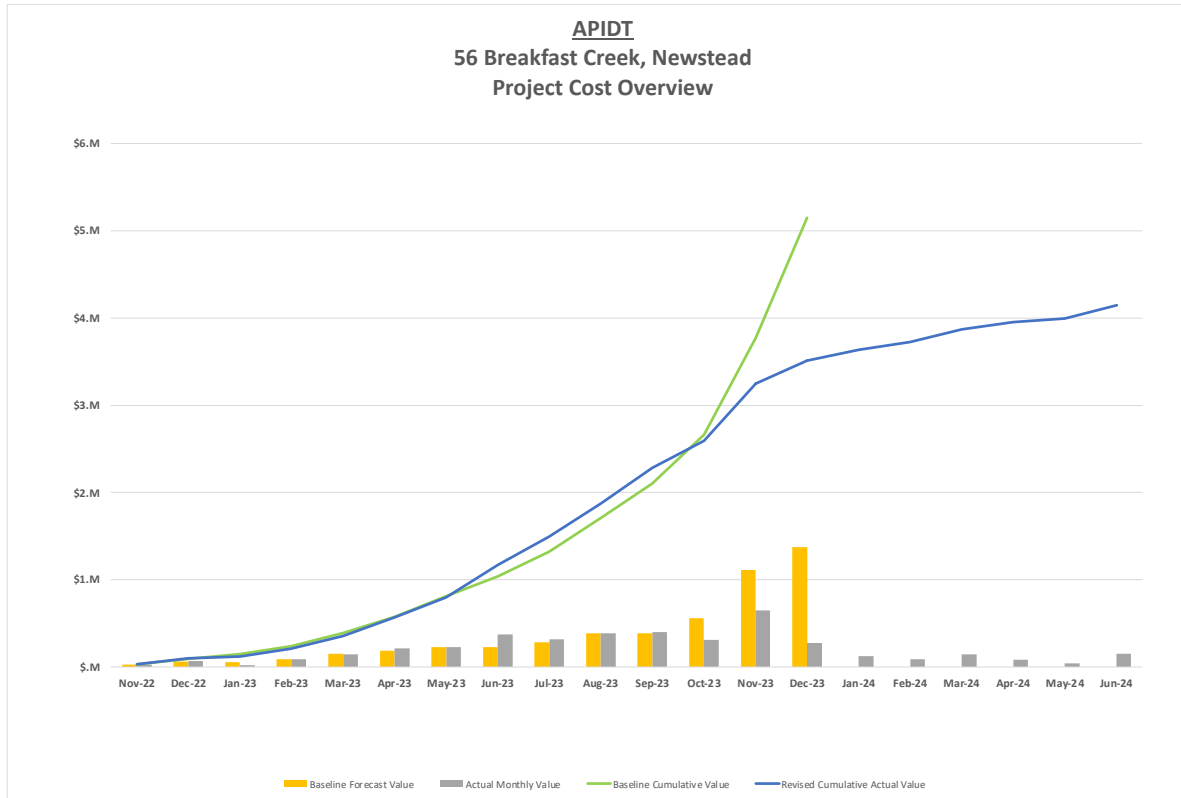
# Securing the site

## Switchboard and Security Camera's

- The temporary security camera used to monitor the site since November 2023 has been removed.
- Stowe Electrical have completed the installation of the switchboard, light pole and security cameras. Application for the Energex is in process.



# Building Project Total Cost Overview



Approx \$2.7M USD  
(\$4.1M AUD)



- Questions?



# Agenda Item 17

## Conference update

# Conferences Update

EC Meeting

2-3 September 2024

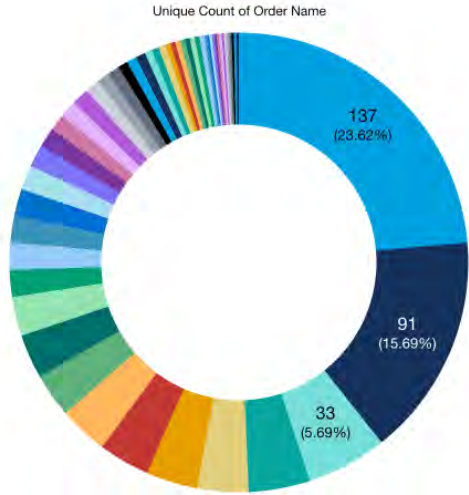
# APNIC 58

\*As of 27 August

	Registration
Workshops	Network automation: 26 Network Security:47
Partner meetings	ccTLD meeting InternetNZ Registrars Day I* AP*
Pacific IGF	107
Conference	565 registrants/ In person:476 52 economies 261 Newcomers 334 Members 57% male, 37% female

# Economies- registration

## ECONOMIES



Contact Economy: Economy Name

- 
- Afghanistan
- Australia
- Bangladesh
- Cambodia
- Cameroon
- Canada
- China
- Cook Islands
- Fiji
- Finland
- France
- Germany
- Hong Kong
- India
- Indonesia
- Japan
- Kenya
- Kiribati
- Korea (Republic of)

27/08/2024 8:26 am - Viewing as System User

# APNIC 60 Update – Da Nang, Viet Nam

- Thurs, 4 – Thurs, 11 September 2025
  - Workshops: Thurs, 4- Sunday, 7 September
  - Partner meetings: Monday, 8 September
  - Conference: Tues, 9- Thurs, 11 September
- Host: VNNIC
- Location Ariyana Convention Center
- Main hotel: Furama Resort
- Social event locations
  - Hoi An Old Quarter
  - Hoi An Beach Hotel
  - Furama Resort
- Supporting hotels:
  - V Hotel
  - Adaline Hotel



Ariyana Convention Centre



Hoi An Old Quarter

# APRICOT 2026

- Location - Jakarta, Indonesia
- Dates:
  - Specialist training: Wed, 4- Fri, 6 February
  - Partner meetings: Sat, 7- Sun, 8 February
  - Conference: Mon, 9- Thurs, 12 February (APNIC AGM Thurs 12)
- Venue: currently in negotiations



Jakarta

# Future Conferences

Year	Conference	Location
2025	APRICOT 2025 / APNIC 59	Venue TBC Dates TBC
	APNIC 60	Da Nang, Viet Nam 4-11 Sep 2025
2026	APRICOT 2026 / APNIC 61	Jakarta, Indonesia 4-12 Feb 2026
	APNIC 62	South Asia
2027	APRICOT 2027	TBC
	APNIC 64	East Asia



# Conferences Update

EC Meeting

2-3 September 2024

# Agenda Item 18

## 2025 activity plan

# 2025 Activity Plan and Budget

DRAFT - 26 August 2024

# Contents

<b>Introduction</b> .....	<b>3</b>
APNIC Planning Process .....	3
Strategic Pillars .....	4
Value Streams .....	4
Enablers .....	4
Most Important Goals (MIGs) .....	6
APNIC Activities .....	7
<b>2024 Activity Summary</b> .....	<b>9</b>
Activity Summary .....	9
Notes on Activities .....	10
<b>APNIC 2024 Activity Plan</b> .....	<b>11</b>
Registry (R) .....	11
R1 Registry Services .....	11
R2 Products and Infrastructure .....	13
Development (D) .....	16
D1 APNIC Academy .....	16
D2 Technical and Security Community Support .....	17
D3 APNIC Labs .....	19
Engagement (E) .....	20
E1 Relationship Coordination .....	20
E2 Online Communication .....	21
E3 Stakeholder Cooperation .....	21
E4 Community Participation .....	23
Capability (C) .....	25
C1 Business Systems .....	25
C2 Finance and Business Services .....	26
C3 Employee Experience .....	27
C4 Governance .....	28
<b>Appendices</b> .....	<b>30</b>
A. 2024 Budget Summary .....	30
B. Person Year Distribution .....	31
C. APNIC Foundation Funded Activity .....	32

## Introduction

This document explains APNIC's 2025 Activity Plan and Budget, for the information of APNIC Members and the wider community.

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

The four Strategic Pillars are:

- Registry
- Development
- Engagement
- Capability

The 2025 Activity Plan and Budget follows the same pillar structure, and under those pillars it describes workstreams and activities which are planned for 2025, along with budget allocations.

Feedback on the 2025 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](https://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:**

- Cultivate 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 2025 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 (R)

- **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.

# 2025 Activity Summary

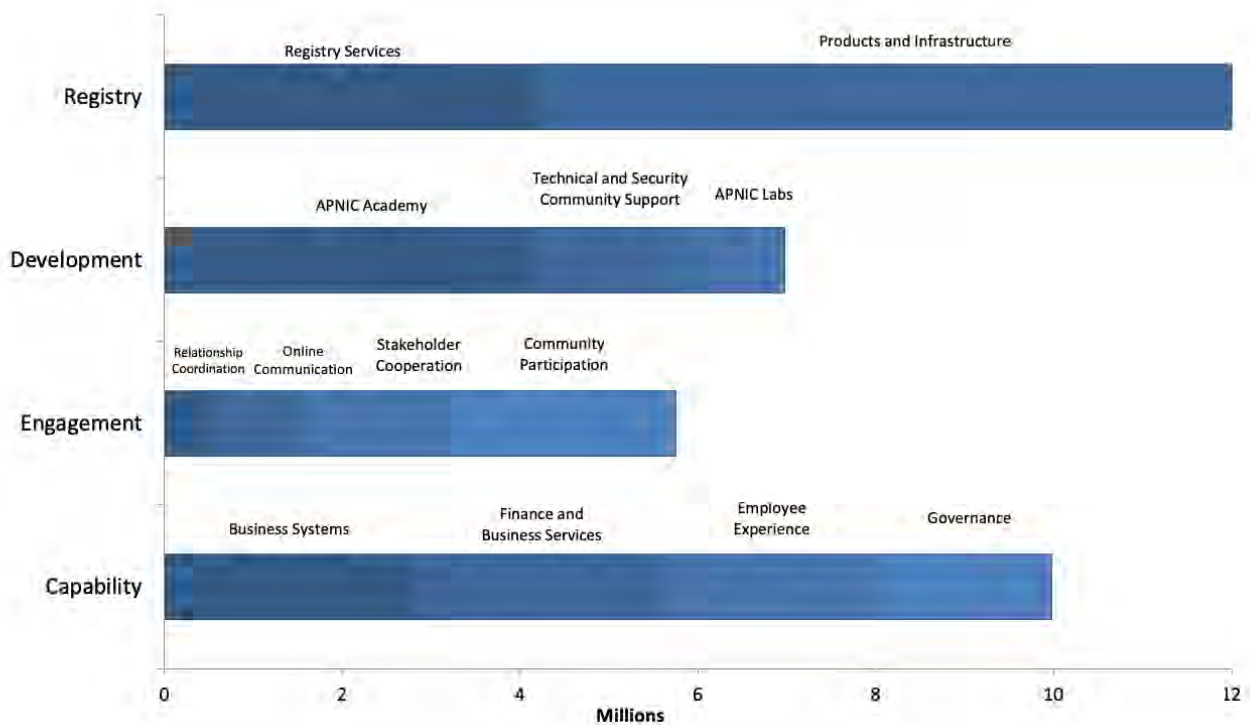
## Activity Summary

The following table and chart provide a breakdown of APNIC’s 2025 budget by pillar. Activities receiving funding from the APNIC Foundation are detailed in Appendix C.

### 2025 Activity Budget (AUD)

Pillar	PY	%	OPEX (AUD)	%	CAPEX (AUD)	%
Registry	53.68	45%	12,712,860	36%	50,000	3%
Development	22.91	19%	6,974,506	20%	120,000	8%
Engagement	13.92	12%	5,749,424	16%	25,000	2%
Capability	29.08	24%	9,982,837	28%	1,317,800	87%
<b>Total</b>	<b>119.59</b>	<b>100%</b>	<b>35,419,627</b>	<b>100%</b>	<b>1,512,800</b>	<b>100%</b>

### 2025 Budget OPEX Distribution (AUD)



## 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 2025 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 Numbers Registry

### 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
	20.48	4,205,663	-

Objective	Sub-Activities	Success Indicators
<b>R1.1. Resource Registration and Transfers</b>		
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"> <li>1. Achieve and maintain an average satisfaction score of at least 85% for resource delegation and transfers.</li> <li>2. 100% of tickets receiving "poor" ratings are investigated for policy and procedure compliance.</li> </ol>
<b>R1.2. Member Services</b>		
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"> <li>1. Maintain an average Helpdesk ticket response time of 10 business hours or less.</li> </ol>

	<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> <p>Develop process and collateral for Integrated Account Management (IAM) checks to improve registry accuracy.</p>	<ol style="list-style-type: none"> <li>2. Maintain service satisfaction ratings of at least 93% 'excellent and above average' feedback</li> <li>3. Commence IAM checks by Q2 and establish baseline for measurement.</li> <li>4. Increase total number of Members by 200.</li> </ol>
<b>R1.3. Member Experience</b>		
<p>Members and the community enjoy a positive experience using all of APNIC's products and services and can easily provide feedback for improvement.</p>	<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>Complete and maintain design system and guidelines for all digital design and implementation across APNIC products and services.</p> <p>Review APNIC Survey process to explore methodology and approach for 2026.</p>	<ol style="list-style-type: none"> <li>1. 100% of feedback items are assessed and actioned.</li> <li>2. Conduct product experience research with at least 400 users.</li> <li>3. Face-to-face user research events are held at least once in each sub-region.</li> </ol>

<b>R1.4. Policy Development</b>		
<p>Facilitate the open Policy Development Process to ensure resource policies in the APNIC region are developed and implemented in a neutral manner consistent with agreed processes and community expectations.</p>	<p>PDP facilitation including support for:</p> <ul style="list-style-type: none"> <li>• Two Policy SIG meetings, inter-sessional policy meetings, and mailing lists/Orbit</li> <li>• Exchange of policy-related information with other RIRs and NRO Secretariat</li> <li>• Support ASO Address Council Members and processes in the APNIC region</li> <li>• NIR cooperation on policy matters and participation at all NIR OPMs.</li> </ul> <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"> <li>1. Achieve Policy SIG Chair Support satisfaction of at least 85%.</li> <li>2. Publish a policy proposal impact analysis before each Open Policy Meeting (OPM).</li> <li>3. Meet 100% of policy implementation timelines.</li> </ol>

## 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
	33.20	8,507,196	50,000

<b>Objective</b>	<b>Sub-Activities</b>	<b>Success Indicators</b>
<b>R2.1. Registry Products</b>		
<p>Provide essential registry products and services to help network operators maintain a secure, available and stable Internet.</p>	<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</p>	<ol style="list-style-type: none"> <li>1. Contribute to four IETF RFCs related to RPKI, RDAP and registry services.</li> <li>2. Achieve a 100% resolution rate for Registry Products as per the <a href="#">APNIC Product Roadmap</a>.</li> </ol>

	to APNIC's Agile Product Management framework. A live roadmap reflecting the current state of product development is available at <a href="http://roadmap.apnic.net">roadmap.apnic.net</a> .	
<b>R2.2. Membership Products</b>		
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 <a href="http://roadmap.apnic.net">roadmap.apnic.net</a>.</p>	<ol style="list-style-type: none"> <li>1. Achieve average satisfaction of at least 80% for MyAPNIC.</li> <li>2. Achieve a 100% resolution rate for Membership Products as per the <a href="#">APNIC Product Roadmap</a>.</li> </ol>
<b>R2.3. Information Products</b>		
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 <a href="http://roadmap.apnic.net">roadmap.apnic.net</a>.</p>	<ol style="list-style-type: none"> <li>1. Achieve at least 15% increase in the number of DASH alert subscribers from 2024 (from <b>xx</b> to <b>xx</b>).</li> <li>2. Achieve at least 20% increase in the number of active DASH alerts from 2024 (from <b>xx</b> to <b>xx</b>).</li> <li>3. Achieve a 100% resolution rate for Information Products as per the <a href="#">APNIC Product Roadmap</a>.</li> </ol>



<b>R2.4. Infrastructure Services</b>		
<p>Support APNIC’s public service delivery with high-performance systems and infrastructure that is reliable, available, and secure.</p>	<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>Continue transition towards automation of infrastructure and processes, including evaluation of virtualisation platforms in use.</p> <p>Operate and maintain all systems supporting public services, including regular 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>Enhance cloud platform efficiency and resilience by optimizing resource usage, minimizing costs, and architecting deployments for critical service redundancy.</p>	<ol style="list-style-type: none"> <li>1. Maintain availability of at least 99.99% for core APNIC services.</li> <li>2. Respond to core service incidents within 20 minutes.</li> <li>3. Complete virtualisation platform evaluation and migration by end of Q2.</li> <li>4. Automate network device configuration by end of Q4.</li> <li>5. Include dynamic application security testing in all product pipelines by Q4.</li> <li>6. Control cloud expenditure to within 5% of ‘minimum spend’ commitment.</li> </ol>

## 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
	18.33	4,156,748	20,000

Objective	Sub-Activities	Success Indicators
<b>D1.1. Academy Content and Curriculum</b>		
Develop and maintain high quality, advanced training content and curriculum, with a view to certification.	<p>Update and improve training content according to content lifecycle management processes.</p> <p>Begin shift to modular content design to better support blended learning (instructor-led and self-paced training) and improve adaptability and flexibility.</p> <p>Continue development of the APNIC Academy Certification Program.</p>	<ol style="list-style-type: none"> <li>1. Modularize at least two courses covering at least 10 days of content.</li> <li>2. Achieve average satisfaction of at least 85% on training content.</li> </ol>

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 and refresh 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 <a href="http://roadmap.apnic.net">roadmap.apnic.net</a>.</p>	<ol style="list-style-type: none"> <li>1. Maintain Academy platform availability of at least 99.95%.</li> <li>2. Achieve a 100% resolution rate for Academy Products as per the <a href="#">APNIC Product Roadmap</a>.</li> </ol>
D1.3. Academy Training Delivery		
Increase knowledge and skills in the community via blended instructor-led and self-paced training.	<p>Deliver face-to-face, online, and blended training focused on real-world deployment and best practices for Internet infrastructure operations and security.</p> <p>Evolve the Community Trainer (CT) program and encourage community-led training activities.</p> <p>Develop a training partner program.</p> <p>Develop an open access 'Train the Trainer' program to enhance trainer skills and resources for Internet infrastructure operations and security courses.</p>	<ol style="list-style-type: none"> <li>1. Conduct at least 1,200 hours of instructor-led training.</li> <li>2. Achieve at least 15,000 hours of usage in self-paced online courses and virtual labs.</li> <li>3. Deliver at least 100 instructor-led courses for at least 3,000 attendees.</li> <li>4. Achieve average satisfaction of 85% on instructor-led training.</li> <li>5. Deliver at least four open access Train the Trainer workshops.</li> </ol>

## 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
	3.38	1,597,370	-

Objective	Sub-Activities	Success Indicators
<b>D2.1. Technical Engagement</b>		
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, CERT/CSIRTs and security forums) through active participation, content, organizational assistance and sponsorship, with a focus on event sustainability.	<ol style="list-style-type: none"> <li>1. Support at least 38 technical and security community events.</li> <li>2. Support at least two new/revived community events (opportunity permitting).</li> </ol>
<b>D2.2. Technical Assistance and Deployment Support</b>		
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 (focusing on sustainability and best current practices) and measurement probes.</p> <p>Develop capacity of new and existing RENs and CERTs/CSIRTs (including enterprise and sector-based CERTs/CSIRTs if opportunity permits).</p> <p>Provide technical assistance and advice to Members in the deployment of networking and security technologies, including IPv6 and RPKI.</p> <p>Improve security information and guidance on APNIC's websites.</p>	<ol style="list-style-type: none"> <li>1. Engage in at least four capacity building activities for IXP development.</li> <li>2. Engage in at least four capacity building activities for CERTs/CSIRTs.</li> <li>3. Achieve an overall satisfaction rating of at least 80% for technical assistance.</li> </ol>
<b>D2.3. M-Root Deployment</b>		
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.	<ol style="list-style-type: none"> <li>1. Complete at least eight M-Root server deployments commenced before 2025.</li> <li>2. Identify and prepare at least six additional M-Root server sites.</li> </ol>
<b>D2.4. Community Honeynet</b>		
Increase visibility of security threats and vulnerabilities relevant to Members and the	Maintain and grow the APNIC Community Honeynet, including diversifying sensors,	<ol style="list-style-type: none"> <li>1. Increase the number of honeypot sensors to 500</li> </ol>

community, and encourage information sharing to understand and manage threats.	and continuing to engage with partners via the Security Threat Sharing Platform.  Provide data feeds to DASH and share research findings via events and the Blog.	from 400 (+25% on 2024). 2. Organise quarterly honeynet and threat sharing community events (two open and two invite-only events).
--	---	---

### 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
	1.20	1,220,388	100,000

Objective	Sub-Activities	Success Indicators
<b>D3.1. Research and Analysis</b>		
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>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, Global Cyber Alliance, Internet Society, RIPE NCC and others.</p> <p>Share research insights online and at selected events to raise awareness of issues and trends that may impact Internet operations and assist policy discussions.</p>	<ol style="list-style-type: none"> <li>1. Publish at least 20 articles or reports on resource outcomes.</li> <li>2. Present at least 15 research presentations, including at least two at APNIC conferences.</li> <li>3. Undertake at least three significant cooperative research activities.</li> </ol>

## 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
	1.61	500,744	-

Objective	Sub-Activities	Success Indicators
<b>E1.1. External Relations Program</b>		
Ensure that APNIC's external relations are well coordinated, representatives are aligned and work translates into value adding and impactful engagements.	<p>Further develop staff skills to effectively engage with different communities at different levels.</p> <p>Demonstrate through proactive engagement that actions are taken in response to community feedback.</p> <p>Continue to improve qualitative success indicators for external engagements.</p>	<ol style="list-style-type: none"> <li>1. Publish four sub-regional reports documenting community feedback.</li> <li>2. Support at least four joint APNIC/APNIC Foundation events during APNIC conferences.</li> </ol>

	Collaborate with the APNIC Foundation on relationship coordination to achieve meaningful engagements, including community building, fundraising opportunities, and partnerships.	
--	--	--

## E2 Online Communication

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

Online Communication	PY	OPEX	CAPEX
	3.45	993,981	-

Objective	Sub-Activities	Success Indicators
<b>E2.1. Blog and Online Platforms</b>		
Keep Members and the community informed with the latest news, opinions and research from APNIC and the wider community.	Maintain and grow the Blog's readership with engaging and informative content.  Encourage an active, connected community using and benefitting from APNIC's online engagement platform, Orbit.	<ol style="list-style-type: none"> <li>1. Achieve an average of at least 90,000 Blog views per month.</li> <li>2. Maintain Blog Guest Post ratio between 50-65%.</li> <li>3. Publish at least 20 posts from next generation authors (aged &lt;30) or authors from LDCs.</li> </ol>

## 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
	2.22	1,674,729	-

Objective	Sub-Activities	Success Indicators
<b>E3.1. Government Relations</b>		
Monitor government and intergovernmental activities affecting APNIC's mission, and build and maintain meaningful relationships between APNIC,	Monitor and participate in ITU-WTDC and its regional preparatory process at APT. Proactively engage with delegations and provide advice on topics relevant to APNIC.	<ol style="list-style-type: none"> <li>1. Identify at least three capacity building partnerships with governments or intergovernmental agencies.</li> </ol>

governments and public safety agencies in the region.	<p>Identify opportunities for collaboration in capacity building and regional Internet development.</p> <p>Monitor and contribute to developments in global UN and intergovernmental processes affecting APNIC, such as OEWG, GDC and WSIS.</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"> <li>2. Publish detailed quarterly reports on government relations activity.</li> <li>3. At least four representatives from policy and regulatory organisations participate in APNIC conferences.</li> </ol>
<b>E3.2. Internet Governance</b>		
Engage the community to strengthen open, multistakeholder, bottom-up and transparent Internet governance processes.	<p>Support the global IGF and its national and regional initiatives, youth initiatives, and schools/academies of Internet governance in the Asia-Pacific region, through participation, content and/or sponsorship.</p> <p>Contribute to ongoing discussions and work related to the WSIS+20 review, in particular the renewal of the IGF's mandate.</p> <p>Seek opportunities for partnerships and encourage participation of Internet Governance experts in APNIC activities, including conferences and fellowships.</p>	<ol style="list-style-type: none"> <li>1. Contribute to at least three workshop proposals to be submitted at IGF and APrIGF respectively.</li> <li>2. Support at least five schools of IG and youth initiatives through sponsorship or in-kind support.</li> </ol>
<b>E3.3. Internet Organization Cooperation</b>		
Play a responsible role in the global Internet ecosystem through active collaboration with other regional and global Internet organizations.	Collaborate in joint initiatives with Internet organizations including the NRO, RIRs, ICANN, IETF, ISOC and others.	<ol style="list-style-type: none"> <li>1. Participate in all NRO EC, NRO Coordination Groups and I-star coordination meetings.</li> </ol>



	<p>Support the new leaders of the I-star organisations by providing context and guiding new initiatives.</p> <p>Support the NRO NC process to update ICP-2 by facilitating discussions with the NRO EC, ICANN and wider APNIC community.</p> <p>Provide advice and any necessary support to aid the stability of the global RIR ecosystem.</p>	
--	--	--

#### E4 Community Participation

Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities.

Community Participation	PY	OPEX	CAPEX
	6.64	2,579,970	25,000

Objective	Sub-Activities	Success Indicators
<b>E4.1. APNIC Conferences</b>		
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 2025 / APNIC 59 will be held in Dhaka, Bangladesh, in February. APNIC 60 will be held in Da Nang, Viet Nam, in September.</p> <p>Evaluate and select the conference location for APNIC 66.</p>	<ol style="list-style-type: none"> <li>1. Achieve total attendance of at least 1,200 (face-to-face and online) across two conferences.</li> <li>2. Achieve Net Promoter Score of at least 60 at each conference.</li> </ol>

<b>E4.2. Increasing Participation Program</b>		
<p>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>	<p>Develop a comprehensive program to coordinate all initiatives dedicated to increasing participation of new and diverse community members in APNIC's activities.</p> <p>Provide a six-month fellowship program to build understanding of APNIC and core Internet operations concepts, professional networking, and ongoing participation in community activities.</p> <p>Seek sponsorship and partnership opportunities to increase the community of fellows.</p> <p>Provide support to current and future community leaders to contribute and be more empowered in their roles.</p>	<ol style="list-style-type: none"> <li>1. Support a minimum fellows cohort of 30 with a graduation rate of at least 80% and Net Promoter Score of at least 80.</li> <li>2. Achieve community-elected leaders support satisfaction of at least 85%.</li> <li>3. Increase participation of representatives from government, security and C-level leaders by 5% at APNIC conferences.</li> </ol>

## 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
	7.78	2,806,220	252,800

Objective	Sub-Activities	Success Indicators
<b>C1.1. Enterprise IT and Internal Security</b>		
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>	<ol style="list-style-type: none"> <li>1. Achieve ISO 27001 ISMS recertification.</li> <li>2. Mitigate all critical vulnerability reports within seven days and resolve within 30 days.</li> </ol>

<b>C1.2. Business Intelligence</b>		
Improve decision making from the increased availability and accessibility of relevant, cross-system data sources and analysis.	<p>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.</p> <p>Develop and maintain data analytics, visualisations, and report automation systems.</p>	<ol style="list-style-type: none"> <li>1. All information in Data Warehouse catalogued and classified by Q4.</li> <li>2. Data Warehouse self-service query capability implemented.</li> </ol>

## **C2 Finance and Business Services**

Provide efficient and robust finance and business services to effectively support APNIC's operations.

<b>Finance and Business Services</b>	<b>PY</b>	<b>OPEX</b>	<b>CAPEX</b>
	12.71	2,806,179	1,065,000

<b>Objective</b>	<b>Sub-Activities</b>	<b>Success Indicators</b>
<b>C2.1. Financial Services</b>		
Transparent and efficient management and reporting of APNIC's financial affairs.	<p>Meet APNIC's annual financial obligations, including the statutory audit, tax compliance and budgeting. Appoint a new financial auditor for 2026 in line with APNIC's five-year audit rotation policy.</p> <p>Monitoring of emerging taxation obligations in the economies APNIC services. Implementation of tax compliance procedures where tax obligations are identified.</p> <p>Reporting to the EC on APNIC's 2024-2027 financial forecast to track progress against financial sustainability goals.</p>	<ol style="list-style-type: none"> <li>1. Achieve a successful audit of APNIC's annual financial accounts.</li> <li>2. Provide APNIC EC with accurate financial reporting and forecasts each quarter (including key compliance activities).</li> <li>3. Ensure that annual expenses growth does not exceed 4%.</li> </ol>

	Ongoing review of APNIC's major systems contracts to ensure they are fit for purpose and value for money.	
<b>C2.2. Facilities and Business Services</b>		
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, safe and environmentally-friendly working environment.</p> <p>Provide travel services to ensure travel is safe, efficient and cost effective.</p> <p>Provide a healthy, safe and compliant work environment.</p> <p>Facilitate and support initiatives and events that promote diversity and inclusion.</p> <p>Assess the viability of APNIC's existing office premises in line with the organization's long term requirements.</p>	<ol style="list-style-type: none"> <li>1. No preventable incidents or injuries (physical/psychological) occur under APNIC's duty of care.</li> <li>2. Meet or exceed Glint global benchmark for Inclusiveness (77%).</li> </ol>

### 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
	4.89	2,322,531	-

Objective	Sub-Activities	Success Indicators
<b>C3.1. Organizational Capability</b>		
Optimize strategy, culture, structure, and capability for the realization of APNIC's vision and mission.	<p>Optimize organizational structure and individual capability to meet or exceed APNIC's goals.</p> <p>Nurture a respectful, diverse and inclusive culture.</p>	<ol style="list-style-type: none"> <li>1. Meet or exceed Glint global benchmark for employee engagement (75%).</li> <li>2. Employee turnover is within or below the Human Capital Index</li> </ol>

	Attract, develop and retain the best possible talent to deliver APNIC's strategy.	<p>global benchmark of 5-15%.</p> <p>3. Meet or exceed Glint global benchmark for diversity (74%).</p> <p>4. Meet or exceed Glint global benchmark for culture (73%).</p>
<b>C3.2. People Services</b>		
Provide responsive and reliable people services that are timely and legally compliant.	<p>Ensure that policies and practices meet best practice and legal requirements.</p> <p>Provide staff with comprehensive career paths and a clear succession framework.</p> <p>Maintain a meaningful recognition and reward framework, along with competitive and equitable remuneration.</p> <p>Deliver an engaging employee experience.</p>	<p>1. Meet or exceed Glint global benchmark for Rewards (63%).</p> <p>2. Meet or exceed Glint global benchmark for Satisfaction with Role (78%).</p> <p>3. 100% of HR Services policies are reviewed annually.</p>

## 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
	3.70	2,047,907	-

Objective	Sub-Activities	Success Indicators
<b>C4.1. Legal and Corporate Governance</b>		
Maintain an environment of trust, transparency and accountability through robust governance practices and compliance with all legal obligations.	<p>Develop APNIC's 2024 Annual Report, 2026 Activity Plan and Budget, and other reports to the community, as required. Publish the 2025 Activity Plan and Budget.</p> <p>Assist EC members to perform their roles, including onboarding, meeting support,</p>	<p>1. Publish all required reports at APNIC Member Meetings.</p> <p>2. Publish EC Minutes within two months of each EC meeting.</p> <p>3. Achieve a satisfaction rating of at least 85% from a survey of EC members.</p>

	travel management, administration and providing information as required.	
<b>C4.2. Quality and Risk Management</b>		
Maintain quality management systems and manage APNIC's risk profile within agreed tolerance levels.	<p>Maintain a Risk Management Framework that aligns to APNIC's Strategic Plan and mitigates known risks within agreed tolerance levels. Conduct quarterly reviews of the Risk Register with APNIC leadership and the EC.</p> <p>Complete regular Business Continuity Planning scenario tests to validate controls and improve processes.</p> <p>Conduct resource delegation audits to ensure processes and policy are strictly followed.</p> <p>Implement updated privacy compliance program based on 2024 review.</p> <p>Maintain APNIC's quality processes in line with ISO 9001 principles.</p> <p>Undertake annual review and placement of APNIC's corporate insurance program to provide appropriate, cost-effective coverage of core insurable risks.</p>	<ol style="list-style-type: none"> <li>1. Conduct a quarterly review of the Strategic Risk Register and report findings to the APNIC EC.</li> <li>2. Achieve a successful ISO 9001 certification audit.</li> </ol>

## Appendices

### A. 2025 Budget Summary

Activity	PY	%	OPEX (AUD)	%	CAPEX (AUD)	%
<b>Registry</b>	<b>53.68</b>	<b>45%</b>	<b>12,712,860</b>	<b>36%</b>	<b>50,000</b>	<b>3%</b>
Registry Services	20.48	17%	4,205,663	12%	-	-
Products and Infrastructure	33.20	28%	8,507,196	24%	50,000	3%
<b>Development</b>	<b>22.91</b>	<b>19%</b>	<b>6,974,506</b>	<b>20%</b>	<b>120,000</b>	<b>8%</b>
APNIC Academy	18.33	15%	4,156,748	12%	20,000	1%
Technical and Security Community Support	3.38	3%	1,597,370	5%	-	-
APNIC Labs	1.20	1%	1,220,388	3%	100,000	7%
<b>Engagement</b>	<b>13.92</b>	<b>12%</b>	<b>5,749,424</b>	<b>16%</b>	<b>25,000</b>	<b>2%</b>
Relationship Coordination	1.61	1%	500,744	1%	-	-
Online communication	3.45	3%	993,981	3%	-	-
Stakeholder Cooperation	2.22	2%	1,674,729	5%	-	-
Community Participation	6.64	6%	2,579,970	7%	25,000	2%
<b>Capability</b>	<b>29.08</b>	<b>24%</b>	<b>9,982,837</b>	<b>28%</b>	<b>1,317,800</b>	<b>87%</b>
Business Systems	7.78	7%	2,806,220	8%	252,800	17%
Finance and Business Services	12.71	11%	2,806,179	8%	1,065,000	70%
Employee Experience	4.89	4%	2,322,531	7%	-	-
Governance	3.70	3%	2,047,907	6%	-	-
<b>Total</b>	<b>119.59</b>	<b>100%</b>	<b>35,419,627</b>	<b>100%</b>	<b>1,512,800</b>	<b>100%</b>

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
<b>Registry</b>	<b>53.68</b>	<b>50.87</b>	-	<b>0.05</b>	<b>2.76</b>
Registry Services	20.48	18.00	-	0.05	2.43
Products and Infrastructure	33.20	32.87	-	-	0.33
<b>Development</b>	<b>22.91</b>	<b>1.10</b>	<b>20.01</b>	<b>0.2</b>	<b>1.5</b>
APNIC Academy	18.33	1.10	17.07	-	0.16
Technical and Security Community Support	3.38	-	3.04	-	0.34
APNIC Labs	1.20	-	-	0.20	1.00
<b>Engagement</b>	<b>13.92</b>	<b>3.05</b>	<b>0.81</b>	<b>8.35</b>	<b>1.71</b>
Relationship Coordination	1.61	0.43	-	1.05	0.13
Online communication	3.45	-	-	3.45	-
Stakeholder Cooperation	2.22	0.37	0.37	1.05	0.43
Community Participation	6.64	2.25	0.44	2.80	1.15
<b>Capability</b>	<b>29.08</b>	<b>1.75</b>	<b>0</b>	<b>0.2</b>	<b>27.13</b>
Business Systems	7.78	1.45	-	-	6.33
Finance and Business Services	12.71	-	-	-	12.71
Employee Experience	4.89	0.30	-	-	4.59
Governance	3.70	-	-	0.20	3.50
<b>Total</b>	<b>119.59</b>	<b>56.77</b>	<b>20.92</b>	<b>8.80</b>	<b>33.10</b>

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

### C. APNIC Foundation Funded Activity

Workstream	Activity	PY	OPEX	CAPEX
APNIC Academy	Academy Platform and Curriculum Development	4.89	1,257,054	-
APNIC Academy	Training Events	8.39	1,774,390	-
Technical and Security community support	Community Honeynet and Security Threat Sharing Platform	-	77,000	-
Technical and Security community support	M-Root Deployment	0.70	615,132	-
APNIC Labs	Research and Analysis	-	170,000	-
<b>Total</b>		<b>13.98</b>	<b>3,893,576</b>	<b>-</b>

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

APNIC's 2025 Budget Submission provides more details on the 2025 APNIC Budget and is available with the Minutes of the September 2024 EC meeting.

# Agenda Item 19

## 2025 budget

# Draft Budget Submission

2025

## Contents

<b>1</b>	<b>Executive Summary</b>	<b>4</b>
1.1	Purpose	4
1.2	Key Highlights	4
<b>2</b>	<b>Budget Summary</b>	<b>5</b>
<b>3</b>	<b>Budget Assumptions</b>	<b>6</b>
3.1	Budget Methodology	6
3.2	Revenue Assumptions	6
3.3	Expense Assumptions	7
3.4	APNIC's Taxation Status	7
<b>4</b>	<b>Revenue</b>	<b>8</b>
4.1	Membership fees	9
4.1.1	Membership fees and Member growth	9
4.1.2	Membership and Sign-Up fee – sensitivity analysis	11
4.2	Other Member revenues	11
4.2.1	Non-Member fees	11
4.2.2	Reactivation fees	12
4.2.3	Sign-up fees	12
4.2.4	Transfer fees	13
4.3	Sundry income	13
4.4	APNIC Foundation receipts	14
4.5	Investment income	14
<b>5</b>	<b>Expenses</b>	<b>15</b>
5.1	Bank service fees	16
5.2	Communication expenses	16
5.3	Application fees (previously Computer expenses)	17
5.4	APNIC Foundation expenses	18
5.5	Depreciation	18
5.6	Meeting & training expenses	19
5.7	Office operating expenses	19
5.8	Professional fees	20
5.9	Salaries & personnel expenses	21
5.10	Sponsorship & publicity expense	22
5.11	Travel expenses	23
5.12	Other expenses	23
<b>6</b>	<b>Capital Expenditure</b>	<b>25</b>
<b>7</b>	<b>APNIC Foundation Funded Activity</b>	<b>26</b>
7.1	APNIC Academy Platform and Curriculum Development	26
7.2	Cybersecurity: Honeynet & Threat sharing	26
7.3	M-Root deployment	26
7.4	Training Delivery & Community Trainers	27
7.5	Internet Research	27

<b>8</b>	<b>Long term forecast</b>	<b>28</b>
8.1	Principles and inputs	28
8.1.1	Long term financial stability	28
8.1.2	Revenue	28
8.1.3	Expenses	29
8.2	Risks to principles	29

## Figures

<b>Figure 1: Segmentation of Revenue</b>	<b>8</b>
<b>Figure 2: Segmentation of Expenses</b>	<b>15</b>

## Tables

<b>Table 1: 2025 OPEX Budget Summary</b>	<b>5</b>
<b>Table 2: 2025 CAPEX Budget Summary</b>	<b>5</b>
<b>Table 3: Revenue over time</b>	<b>8</b>
<b>Table 4: Membership growth over time</b>	<b>10</b>
<b>Table 5: Membership and Sign-up fee Sensitivity Analysis</b>	<b>11</b>
<b>Table 6: Expenses over time</b>	<b>15</b>
<b>Table 7: 2025 Workforce</b>	<b>21</b>
<b>Table 8: 2025 Salary &amp; Personnel expenses</b>	<b>22</b>
<b>Table 9: Capital Expenditure over time</b>	<b>25</b>
<b>Table 10: APNIC Foundation Funded Activity</b>	<b>26</b>
<b>Table 11: Long term forecast</b>	<b>28</b>

# 1 Executive Summary

## 1.1 Purpose

This document contains the APNIC budget submission for the financial year from January to December 2025. The budget submission includes revenue, expense, and capital expenditure projections based on the 2025 planned activities for the APNIC Secretariat.

The purpose of this budget submission is to allow the APNIC Executive Council to approve an expenditure level for 2025, 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)]*

## 1.2 Key Highlights

The proposed budget includes expenditure of \$35,419,627 (Forecast 2024: \$34,708,412) and projected revenue of \$34,273,074 (Forecast 2024: 33,486,472) providing an operating deficit of \$1,146,552 for 2025 (Forecast 2024: \$1,221,940). While APNIC is forecasting an operational deficit for 2025, 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 2025 budget is \$3,896,060 (Forecast 2024: \$4,066,324) 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 2025 are \$1,512,800 (Forecast 2024: \$646,403) as outlined in Table 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 2025 budget for revenue and expenses and capital expenditure are included in the tables below:

Amount (AUD)	Budget 2024	Forecast 2024	FY25 Budget vs	
			Budget 2025	FY24 Forecast
Membership fees	26,760,390	26,825,976	27,858,259	4%
Non-members fees	310,560	345,663	339,021	-2%
Reactivation fees	20,000	22,000	20,000	-9%
Sign-Up fees	326,667	238,500	249,000	4%
Transfer fees	218,500	247,049	218,500	-12%
Sundry income	404,680	572,926	604,152	5%
Foundation receipts	4,267,584	4,084,406	3,914,142	-4%
<b>Operating Revenue</b>	<b>32,308,381</b>	<b>32,336,521</b>	<b>33,203,074</b>	<b>3%</b>
Investment income	1,023,728	1,149,952	1,070,000	-7%
<b>TOTAL REVENUE</b>	<b>33,332,109</b>	<b>33,486,472</b>	<b>34,273,074</b>	<b>2%</b>
Bank service fees	344,000	325,208	354,800	9%
Communication expenses	718,625	720,957	737,635	2%
Application expenses	2,291,963	2,295,623	2,564,936	12%
Foundation expenses	4,267,584	4,066,324	3,896,060	-4%
Depreciation expenses	722,414	662,557	699,461	6%
Doubtful debt expenses	20,000	20,000	20,000	0%
ICANN contract fees	246,200	243,581	256,048	5%
Insurance expenses	268,277	218,437	243,616	12%
Meeting & training expenses	732,300	870,006	858,330	-1%
Membership fees expenses	90,902	88,278	100,810	14%
Office operating expenses	364,762	359,014	417,962	16%
Postage & delivery expenses	71,400	6,121	20,500	235%
Printing & photocopy expenses	30,000	28,198	20,120	-29%
Professional fees	1,395,796	1,635,117	1,259,021	-23%
Recruitment expenses	165,000	349,040	165,000	-53%
Salaries & personnel expenses	19,923,034	19,857,290	20,873,447	5%
Sponsorship & publicity expenses	674,970	661,796	672,609	2%
Staff training expenses	240,644	219,283	217,064	-1%
Travel expenses	2,000,000	2,081,582	2,042,208	-2%
<b>TOTAL EXPENSES</b>	<b>34,567,870</b>	<b>34,708,412</b>	<b>35,419,627</b>	<b>2%</b>
<b>OPERATING SURPLUS/ (DEFICIT)</b>	<b>(1,235,762)</b>	<b>(1,221,940)</b>	<b>(1,146,552)</b>	<b>6%</b>
Revaluation of Financial Assets	0	1,359,666	0	-100%
<b>(DEFICIT) / SURPLUS BEFORE TAX</b>	<b>(1,235,762)</b>	<b>137,726</b>	<b>(1,146,552)</b>	<b>-932%</b>

Table 1: 2025 OPEX Budget Summary

CAPITAL (AUD)	Budget 2024	Forecast 2024	FY25 Budget vs	
			Budget 2025	FY24 Forecast
Equipment & Software	717,700	608,072	447,800	-26%
Office Furniture, Fittings & Building Improvements	20,000	38,331	1,065,000	2678%
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>737,700</b>	<b>646,403</b>	<b>1,512,800</b>	<b>134%</b>

Table 2: 2025 CAPEX Budget Summary



## 3 Budget Assumptions

### 3.1 Budget Methodology

APNIC's 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 followings:

- The Four-Year Strategic Plan (2024 – 2027)
- The 2025 APNIC Activity Plan
- 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
- The APNIC organization structure, HR cost analysis and resourcing 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

### 3.2 Revenue Assumptions

Membership fees account for 81.3% of APNIC's budgeted 2025 revenue. The following drivers have impacted the membership fees budget for 2025:

- Multi-year fee changes announced by the APNIC EC on 10 September 2023 will come into effect from 1 January 2025, as follows:
  - The Base Fee will increase to \$1,236 for Members and \$1,421 for Non-Members;
  - The Bit Factor will increase to 1.315; and
  - Fees for Autonomous System Numbers (ASNs) will commence.
- Membership net growth has continued at slower than historical trends throughout 2024. The 2024 trend will impact membership fees for at least the 2025 budget year.
- The share of APNIC membership growth from Least Developed Countries (LDC's) has decreased in 2024 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 have continued to decrease in 2024. Average fees per new member is consistent with the resource allocations from the last /8 and the IANA reclaimed pool. Average fees per member will increase in 2025 on account of the fee changes referred to above.

APNIC Foundation receipts account for 11.4% of APNIC's budgeted 2025 revenue. Funding from the APNIC Foundation to fund APNIC's development activities will be reduced in 2025. APNIC has managed this funding reduction through absorbing some activities into the budget and reducing the scale of some activities.

Investment income accounts for 3.1% of APNIC's budgeted 2025 revenue. 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.

All other revenues account for 4.2% of APNIC's budgeted 2025 revenue. Forward commitments, trend analysis, and best estimates are used to predict these budget items.

### **3.3 Expense Assumptions**

APNIC's ERP system allows for the verification of all current approved spending commitments. This data is combined with new planned expenditure in 2025.

The Consumer Price Index (CPI) inflation rate for Australia recorded for the 12 months ending June 2024 was 3.8% (June 2023: 6.0%). Forecast CPI for the 12 months ending December 2025 is expected to be 3.7% (2024: 3.0%). Given the ongoing inflation volatility in the Australian economy and price escalations for technology services that APNIC consumes, an aggregate average annual CPI inflation rate of 4% has been used throughout this submission where there is cost uncertainty for 2025. (Sources: ABS, RBA)

The Australian Wage Price Index (WPI) recorded for the 12 months to June 2024 was 4.1%. APNIC's remuneration forecasts use a combination of data points from Korn Ferry and the Australian Bureau of Statistics (ABS).

Wage Price Index (WPI) inflation of 4.0% has been used in this submission for salary & personnel cost growth estimates.

### **3.4 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 five-year revenue trend from 2021 through to the forecast for 2024 and the budget submission for 2025.

REVENUE (AUD)	Actual 2021	Actual 2022	Actual 2023	Forecast 2024	Budget 2025	FY25 Budget vs FY24 Forecast
Membership fees	24,252,513	24,717,563	25,781,903	26,825,976	27,858,259	4%
Non-members fees	257,209	259,616	315,510	345,663	339,021	-2%
Reactivation fees	22,400	18,800	20,000	22,000	20,000	-9%
Sign-Up fees	302,750	258,750	255,750	238,500	249,000	4%
Transfer fees	244,156	177,643	271,076	247,049	218,500	-12%
Sundry income	22,516	312,760	622,896	572,926	604,152	5%
Foundation receipts	453,956	3,762,837	4,589,804	4,084,406	3,914,142	-4%
<b>Operating Revenue</b>	<b>25,555,500</b>	<b>29,507,969</b>	<b>31,856,940</b>	<b>32,336,521</b>	<b>33,203,074</b>	<b>3%</b>
Investment income	865,457	771,547	1,018,181	1,149,952	1,070,000	-7%
<b>TOTAL REVENUE</b>	<b>26,420,957</b>	<b>30,279,516</b>	<b>32,875,120</b>	<b>33,486,472</b>	<b>34,273,074</b>	<b>2%</b>

Table 3: Revenue over time

The chart below shows the segmentation of revenue included in the 2025 budget submission.

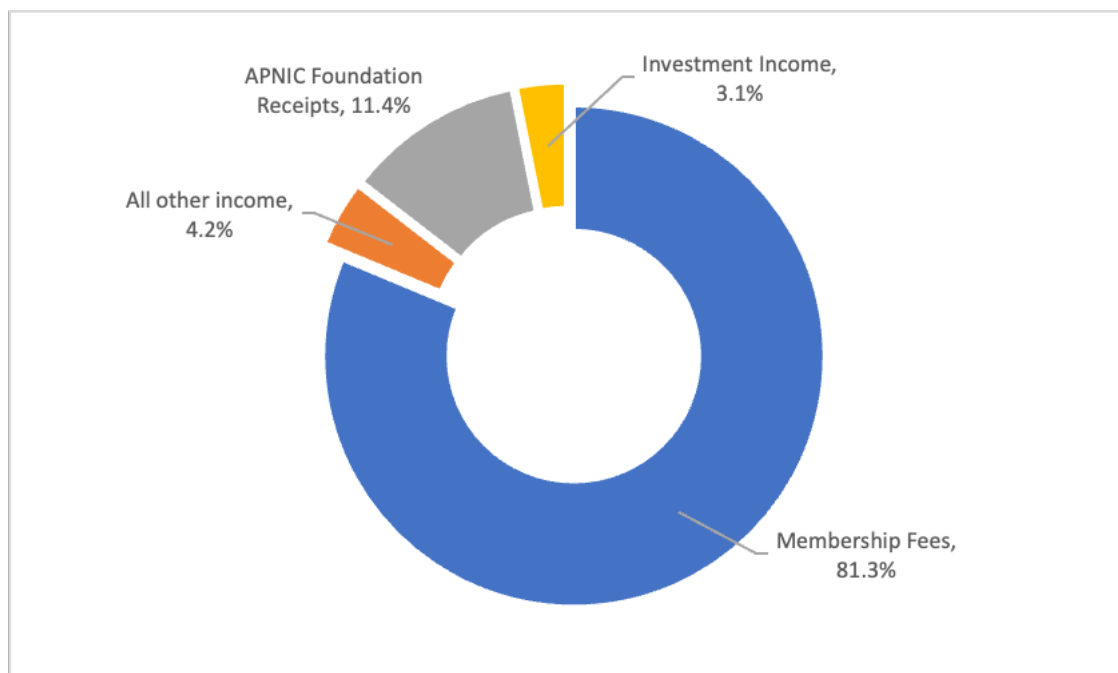
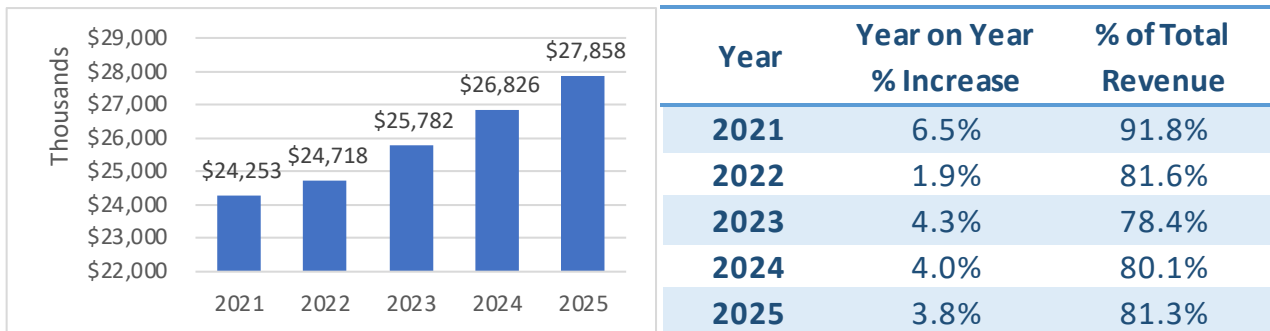


Figure 1: Segmentation of Revenue

## 4.1 Membership fees

### 4.1.1 Membership fees and Member growth



Membership fees include the annual fees for Internet resources (IPv4, IPv6, and ASN's) calculated in accordance with the APNIC Member Fee Schedule. Membership fees are recognised in equal monthly amounts over the Membership year.

The 2025 budget provision for Membership fees is \$27,858,259 (Forecast 2024: \$26,825,976) and represents 81.3% of APNIC's revenue. The year-on-year increase in Membership fees 3.8% (5 year average: 4.1%).

The 2025 Membership fees budget has been built using established modelling techniques adopted in previous budget cycles and projections of the following key drivers:

- Membership growth: A linear projection of membership growth and account closures based on the 2024 trend is used to estimate the net growth in members for 2025.
- Membership fees: The new membership fee structure is phased in over the budget year based on the renewal cycle of each member.

APNIC is forecast to deliver annualized net membership growth (new & re-activated members less closures) of 2.0% (Forecast 2024: 2.2%). The decline in net membership growth is driven by both fewer sign-ups and 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 2025 varies from the assumptions included in the budget.

The table below shows membership growth since 2021:

Member Count	Actual 2021	Actual 2022	Actual 2023	Forecast 2024	Budget 2025
Extra Large	26	27	27	27	27
Very Large	49	49	47	47	47
Large	151	158	177	155	155
Medium	548	571	609	610	610
Small	3,733	3,767	3,831	3,792	3,792
Very Small	4,126	4,388	4,802	4,895	5,099
Associate	135	308	451	639	639
<b>Total</b>	<b>8,768</b>	<b>9,268</b>	<b>9,944</b>	<b>10,165</b>	<b>10,369</b>
New Members	770	674	786	695	696
HRM	0	150	118	0	0
<b>Total New</b>	<b>770</b>	<b>824</b>	<b>904</b>	<b>695</b>	<b>696</b>
Reactivations & Adjustments*	7	17	188	18	0
Closed Members	-343	-341	-416	-492	-492
<b>Net Growth</b>	<b>434</b>	<b>500</b>	<b>676</b>	<b>221</b>	<b>204</b>
Average Monthly Gain	36	42	56	18	17
Average Monthly Gain (excluding HRM)	36	29	47	18	17

\*Reactivations and Adjustments include Non-Member to Member transitions and a one-off adjustment in 2023 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: Membership growth over time**

#### LDC Membership Share

The LDC share of new members has remained stable throughout 2024 year to date, with 28.6% of all new members eligible for the LDC discount, compared to the budget assumption of 29.0%. 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:

$$\text{Annual Fee} = (\text{Base Fee}) \times (\text{Bit Factor})^{(\text{Address Bits})}$$

Multi-year fee changes announced by the APNIC EC on 10 September 2023 will come into effect from 1 January 2025, as follows:

- The Base Fee will increase from \$1,180 to \$1,236
- The Bit Factor will increase from 1.31 to 1.315

In 2024, average fees per new members is \$1,223 compared to the budget assumption of \$1,235. 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

#### Autonomous System Number (ASN) Fees

Following the announcement by the APNIC EC on 10 September 2023, ASN Fees will be introduced. From 1 January 2025, each Member, Non-Member, and NIR Member sub-account will be entitled to two ASNs free of charge, with all additional ASNs held subject to an upfront allocation fee of AUD 500 and an ongoing annual fee of AUD 100. Annual ASN fees are included with Membership fees and for the purpose of the 2025 budget, assumed based on existing direct member holdings (See also 4.2.3 below).

### 4.1.2 Membership and Sign-Up fee – sensitivity analysis

The table below illustrates the potential impact on membership revenue if the actual growth of membership in 2025 varies from the assumptions included in the budget. The average annual fee a new Member will pay is estimated as \$ 1,055 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	17	17	17	17	17	17	17	17	17	17	17	17	204
Non LDC	41	41	41	41	41	41	41	41	41	41	41	41	492
<b>Total New</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>696</b>

Membership Fees from new Members	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Impact of 30% More new Members	\$ 1,530	\$ 3,059	\$ 4,589	\$ 6,118	\$ 7,648	\$ 9,177	\$ 10,707	\$ 12,236	\$ 13,766	\$ 15,296	\$ 16,825	\$ 18,355	\$ 119,305
Impact of 20% More new Members	\$ 1,020	\$ 2,039	\$ 3,059	\$ 4,079	\$ 5,099	\$ 6,118	\$ 7,138	\$ 8,158	\$ 9,177	\$ 10,197	\$ 11,217	\$ 12,236	\$ 79,537
Impact of 10% More new Members	\$ 510	\$ 1,020	\$ 1,530	\$ 2,039	\$ 2,549	\$ 3,059	\$ 3,569	\$ 4,079	\$ 4,589	\$ 5,099	\$ 5,608	\$ 6,118	\$ 39,768
<b>Membership Fees from new Mem</b>	<b>\$ 5,099</b>	<b>\$ 10,197</b>	<b>\$ 15,296</b>	<b>\$ 20,394</b>	<b>\$ 25,493</b>	<b>\$ 30,591</b>	<b>\$ 35,690</b>	<b>\$ 40,788</b>	<b>\$ 45,887</b>	<b>\$ 50,985</b>	<b>\$ 56,084</b>	<b>\$ 61,182</b>	<b>\$ 397,683</b>
Impact of 10% Less new Members	\$ (510)	\$ (1,020)	\$ (1,530)	\$ (2,039)	\$ (2,549)	\$ (3,059)	\$ (3,569)	\$ (4,079)	\$ (4,589)	\$ (5,099)	\$ (5,608)	\$ (6,118)	\$ (39,768)
Impact of 20% Less new Members	\$ (1,020)	\$ (2,039)	\$ (3,059)	\$ (4,079)	\$ (5,099)	\$ (6,118)	\$ (7,138)	\$ (8,158)	\$ (9,177)	\$ (10,197)	\$ (11,217)	\$ (12,236)	\$ (79,537)
Impact of 30% Less new Members	\$ (1,530)	\$ (3,059)	\$ (4,589)	\$ (6,118)	\$ (7,648)	\$ (9,177)	\$ (10,707)	\$ (12,236)	\$ (13,766)	\$ (15,296)	\$ (16,825)	\$ (18,355)	\$ (119,305)

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	\$ 6,225	\$ 6,225	\$ 6,225	\$ 6,225	\$ 6,225	\$ 6,225	\$ 6,225	\$ 6,225	\$ 6,225	\$ 6,225	\$ 6,225	\$ 6,225	\$ 74,700
Impact of 20% More new Members	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,150	\$ 49,800
Impact of 10% More new Members	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 2,075	\$ 24,900
<b>Sign-Up Fees from new Member</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 249,000</b>
Impact of 10% Less new Members	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (2,075)	\$ (24,900)
Impact of 20% Less new Members	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (4,150)	\$ (49,800)
Impact of 30% Less new Members	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (6,225)	\$ (74,700)

Total Fees from new Members	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Impact of 30% More new Members	\$ 7,755	\$ 9,284	\$ 10,814	\$ 12,343	\$ 13,873	\$ 15,402	\$ 16,932	\$ 18,461	\$ 19,991	\$ 21,521	\$ 23,050	\$ 24,580	\$ 194,005
Impact of 20% More new Members	\$ 5,170	\$ 6,189	\$ 7,209	\$ 8,229	\$ 9,249	\$ 10,268	\$ 11,288	\$ 12,308	\$ 13,327	\$ 14,347	\$ 15,367	\$ 16,386	\$ 129,337
Impact of 10% More new Members	\$ 2,585	\$ 3,095	\$ 3,605	\$ 4,114	\$ 4,624	\$ 5,134	\$ 5,644	\$ 6,154	\$ 6,664	\$ 7,174	\$ 7,684	\$ 8,193	\$ 64,668
<b>Fees from new Members</b>	<b>\$ 25,849</b>	<b>\$ 30,947</b>	<b>\$ 36,046</b>	<b>\$ 41,144</b>	<b>\$ 46,243</b>	<b>\$ 51,341</b>	<b>\$ 56,440</b>	<b>\$ 61,538</b>	<b>\$ 66,637</b>	<b>\$ 71,735</b>	<b>\$ 76,834</b>	<b>\$ 81,932</b>	<b>\$ 646,683</b>
Impact of 10% Less new Members	\$ (2,585)	\$ (3,095)	\$ (3,605)	\$ (4,114)	\$ (4,624)	\$ (5,134)	\$ (5,644)	\$ (6,154)	\$ (6,664)	\$ (7,174)	\$ (7,684)	\$ (8,193)	\$ (64,668)
Impact of 20% Less new Members	\$ (5,170)	\$ (6,189)	\$ (7,209)	\$ (8,229)	\$ (9,249)	\$ (10,268)	\$ (11,288)	\$ (12,308)	\$ (13,327)	\$ (14,347)	\$ (15,367)	\$ (16,386)	\$ (129,337)
Impact of 30% Less new Members	\$ (7,755)	\$ (9,284)	\$ (10,814)	\$ (12,343)	\$ (13,873)	\$ (15,402)	\$ (16,932)	\$ (18,461)	\$ (19,991)	\$ (21,521)	\$ (23,050)	\$ (24,580)	\$ (194,005)

Account Closures	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Membership Accounts	-41	-41	-41	-41	-41	-41	-41	-41	-41	-41	-41	-41	-492

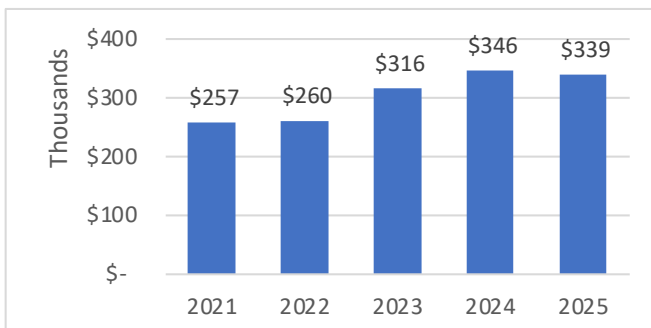
  

Reduction in Membership Fees from account closures	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Impact of 30% Less closures	\$ 1,650	\$ 3,301	\$ 4,951	\$ 6,601	\$ 8,251	\$ 9,902	\$ 11,552	\$ 13,202	\$ 14,852	\$ 16,503	\$ 18,153	\$ 19,803	\$ 128,720
Impact of 20% Less closures	\$ 1,100	\$ 2,200	\$ 3,301	\$ 4,401	\$ 5,501	\$ 6,601	\$ 7,701	\$ 8,801	\$ 9,902	\$ 11,002	\$ 12,102	\$ 13,202	\$ 85,813
Impact of 10% Less closures	\$ 550	\$ 1,100	\$ 1,650	\$ 2,200	\$ 2,750	\$ 3,301	\$ 3,851	\$ 4,401	\$ 4,951	\$ 5,501	\$ 6,051	\$ 6,601	\$ 42,907
<b>Reduction in fees from closures</b>	<b>\$ (5,501)</b>	<b>\$ (11,002)</b>	<b>\$ (16,503)</b>	<b>\$ (22,003)</b>	<b>\$ (27,504)</b>	<b>\$ (33,005)</b>	<b>\$ (38,506)</b>	<b>\$ (44,007)</b>	<b>\$ (49,508)</b>	<b>\$ (55,008)</b>	<b>\$ (60,509)</b>	<b>\$ (66,010)</b>	<b>\$ (429,065)</b>
Impact of 10% More closures	\$ (550)	\$ (1,100)	\$ (1,650)	\$ (2,200)	\$ (2,750)	\$ (3,301)	\$ (3,851)	\$ (4,401)	\$ (4,951)	\$ (5,501)	\$ (6,051)	\$ (6,601)	\$ (42,907)
Impact of 20% More closures	\$ (1,100)	\$ (2,200)	\$ (3,301)	\$ (4,401)	\$ (5,501)	\$ (6,601)	\$ (7,701)	\$ (8,801)	\$ (9,902)	\$ (11,002)	\$ (12,102)	\$ (13,202)	\$ (85,813)
Impact of 30% More closures	\$ (1,650)	\$ (3,301)	\$ (4,951)	\$ (6,601)	\$ (8,251)	\$ (9,902)	\$ (11,552)	\$ (13,202)	\$ (14,852)	\$ (16,503)	\$ (18,153)	\$ (19,803)	\$ (128,720)

Table 5: Membership and Sign-up fee Sensitivity Analysis

## 4.2 Other Member revenues

### 4.2.1 Non-Member fees



Year	Year on Year % Increase	% of Total Revenue
2021	-1.3%	1.0%
2022	0.9%	0.9%
2023	21.5%	1.0%
2024	9.6%	1.0%
2025	-1.9%	1.0%

Non-Member fees include the annual fees for Internet resources (IPv4, IPv6, and ASN's) calculated in accordance with the APNIC Non-Member Fee Schedule. Non-Member fees are recognised in equal monthly amounts over the Membership year.

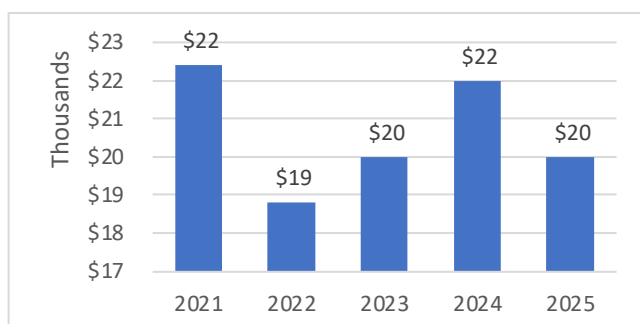
The 2025 budget provision for Non-Member fees is \$339,021 (Forecast 2024: \$345,663). The year on year decrease in Non-Member fees -1.9% (5-year average: 5.8%). Non-Member fees represent 1.0% of APNIC's revenue.

Non-Member fees are estimated and recognised using the same modelling and projection techniques as Member fees as outlined in Section 4.1, above.

From 1 January 2025, the fee structure for Non-Members will change, as follows:

- The Base Fee will increase from \$1,357 to \$1,421
- The Bit Factor will increase from 1.31 to 1.315

#### 4.2.2 Reactivation fees



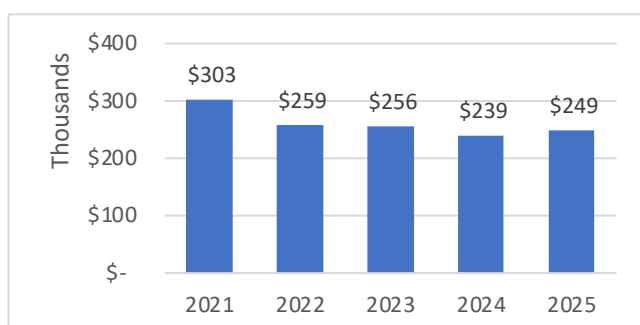
Year	Year on Year % Increase	% of Total Revenue
2021	21.7%	0.1%
2022	-16.1%	0.1%
2023	6.4%	0.1%
2024	10.0%	0.1%
2025	-9.1%	0.1%

Reactivation fees include the one-off fees payable where a Member account has been terminated due to non-payment and is reactivated within three months of termination. Reactivation fees are recognised on invoice.

The 2025 budget provision for Reactivation fees is \$20,000 (Forecast 2024: \$22,000). The year on year decrease in Reactivation fees is -9.1% (5-year average: 2.6%). Membership fees represent 0.1% of APNIC's revenue.

Reactivation fees are an unpredictable and immaterial portion of APNIC's member revenues.

#### 4.2.3 Sign-up fees



Year	Year on Year % Increase	% of Total Revenue
2021	-12.8%	1.1%
2022	-14.5%	0.9%
2023	-1.2%	0.8%
2024	-6.7%	0.7%
2025	4.4%	0.7%

Sign-up fees include the one-off fees payable to establish a Member account. The Sign-up fee is set at \$500 and is discounted by 50% for LDC economies. Sign-up fees are recognised on invoice.

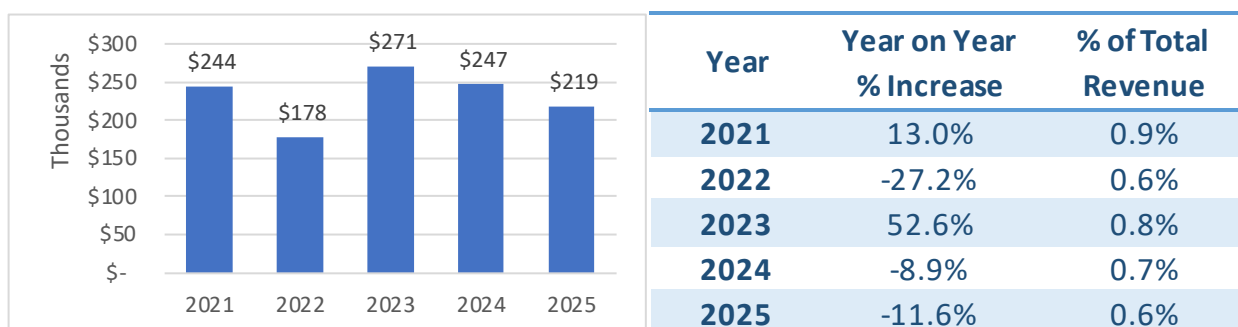
The 2025 budget provision for Sign-up fees is \$249,000 (Forecast 2024: \$238,500). The year-on-year increase in Sign-up fees is 4.4% (5 year average: -6.2%). Sign-up fees represent 0.7% of APNIC's revenue.

Sign-Up fees are directly related to member growth as outlined in Table 3 above.

Following the announcement by the APNIC EC on 10 September 2023, ASN Fees will be introduced. From 1 January 2025, each Member, Non-Member, and NIR Member sub-account will be entitled to two ASNs free of charge, with all additional ASNs held subject to an upfront allocation fee of AUD 500 and an ongoing

annual fee of AUD 100. Allocation fees are included with Sign-up fees however, for the purpose of the 2025 budget no allocation fee revenue from ASNs has been assumed. (See also 4.1.1 above).

#### 4.2.4 Transfer fees

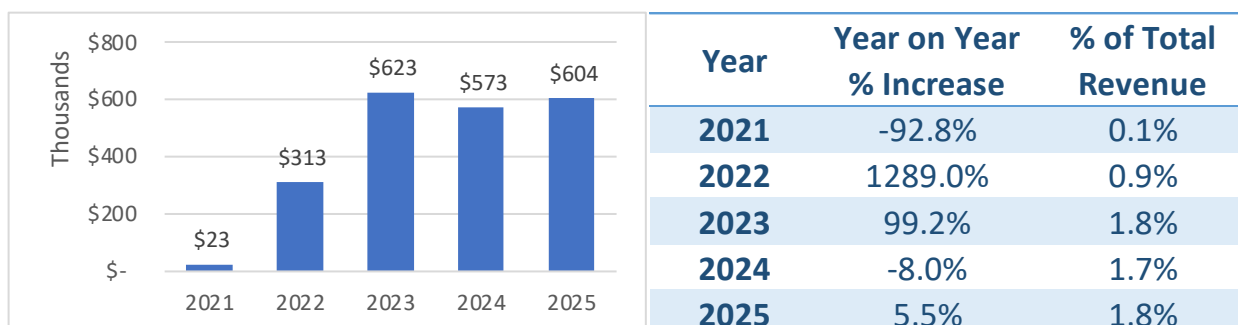


Transfer fees include the one-off fees payable by the recipient of transferred resources, except in the case of transfers to other RIRs, in which case it is paid by the source APNIC Member. Transfer fees are set at 20% of the Annual Fee applicable to resources being transferred.

The 2025 budget provision for Transfer fees is \$218,500 (Forecast 2024: \$247,049). The year on year decrease in Transfer fees is -11.6% (5-year average: 3.6%). Transfer fees represent 0.6% of APNIC's revenue.

Transfer fees are unpredictable and budgeted using on a conservative rolling average of the trend.

### 4.3 Sundry income



Sundry income includes revenue from external training, conference registrations, sponsorships, grants & third-party funding, and foreign exchange gains / losses.

APNIC does not budget for foreign exchange gains or losses as most of its revenue and expenses are in Australian Dollars.

The 2025 budget provision for Sundry income is \$604,152 (Forecast 2024: \$572,926). The year-on-year increase in Sundry income is 5.5% (5-year average: 258.6%). Sundry income represents 1.8% of APNIC's revenue.

Sundry income has increased on account of \$24,211 additional third-party training receipts and \$27,661 additional conference sponsorship.



#### 4.4 APNIC Foundation receipts

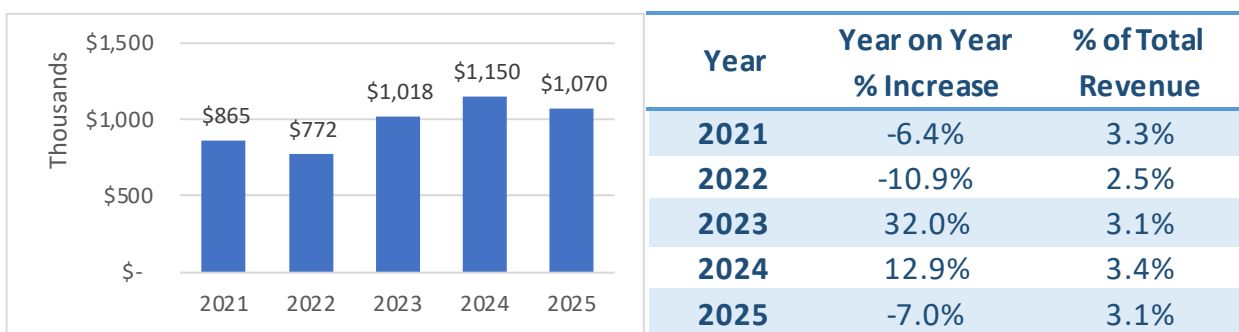
APNIC Foundation receipts includes all funds received in relation to projects delivered by APNIC on behalf of the APNIC Foundation and training income that is collected on Foundation partner training programs. APNIC Foundation project receipts are offset by a corresponding expense within the reporting line 'Foundation expenses' to provide transparency over the activities of APNIC that are funded by the APNIC Foundation.

The training program receipts and expenses of Foundation partner training program are also reported through these two reporting lines – “Foundation receipts” and “Foundation expenses”.

The 2025 budget provision for Foundation receipts is \$3,914,142 (Forecast 2024: \$4,084,406).

Refer to Section 5.4 below for further details.

#### 4.5 Investment income



Investment income includes earnings from APNIC’s investment portfolio and interest received on deposits.

The budget for Investment income is based on advice from APNIC’s investment managers and the forward projections for deposit rates and underlying deposits available for investment.

The 2025 budget provision for Investment income is \$1,070,000 (Forecast 2024: \$1,149,952). The year on year decrease in Investment income is -7.0% (5-year average: 4.1%). Investment income represents 3.1% of APNIC’s revenue

Investment income has decreased on account of forecast lower forward projections for deposit rates and underlying deposits available for investment due to ongoing deficits 2022 – 2025.

## 5 Expenses

The table below set out APNIC's expenses since 2021, with more detail of the major expenses included below:

EXPENSES (AUD)	Actual 2021	Actual 2022	Actual 2023	Forecast 2024	Budget 2025	FY25 Budget vs FY24 Forecast
Bank service fees	259,116	275,982	293,625	325,208	354,800	9%
Communication expenses	634,015	633,469	707,163	720,957	737,635	2%
Application expenses	1,514,823	1,883,390	2,058,609	2,295,623	2,564,936	12%
Foundation expenses	0	3,702,680	4,589,804	4,066,324	3,896,060	-4%
Depreciation expenses	652,408	652,215	659,019	662,557	699,461	6%
Doubtful debt expenses	13,413	-23,995	61,977	20,000	20,000	0%
ICANN contract fees	197,515	231,762	244,964	243,581	256,048	5%
Insurance expenses	224,060	255,322	242,611	218,437	243,616	12%
Meeting & training expenses	88,785	597,066	765,930	870,006	858,330	-1%
Membership fees expenses	62,720	74,398	73,441	88,278	100,810	14%
Office operating expenses	367,000	611,541	392,037	359,014	417,962	16%
Postage & delivery expenses	11,674	36,236	51,594	6,121	20,500	235%
Printing & photocopy expenses	22,109	26,078	27,138	28,198	20,120	-29%
Professional fees	2,235,121	1,992,856	1,399,943	1,635,117	1,259,021	-23%
Recruitment expenses	297,997	445,725	112,677	349,040	165,000	-53%
Salaries & personnel expenses	15,707,940	16,887,009	19,216,053	19,857,290	20,873,447	5%
Sponsorship & publicity expenses	315,397	639,979	631,098	661,796	672,609	2%
Staff training expenses	149,705	287,933	264,727	219,283	217,064	-1%
Travel expenses	65,455	1,370,504	1,672,769	2,081,582	2,042,208	-2%
<b>TOTAL EXPENSES</b>	<b>22,819,252</b>	<b>30,580,151</b>	<b>33,465,178</b>	<b>34,708,412</b>	<b>35,419,627</b>	<b>2%</b>

Table 6: Expenses over time

The chart below shows the segmentation of expenses included in the 2025 budget submission.

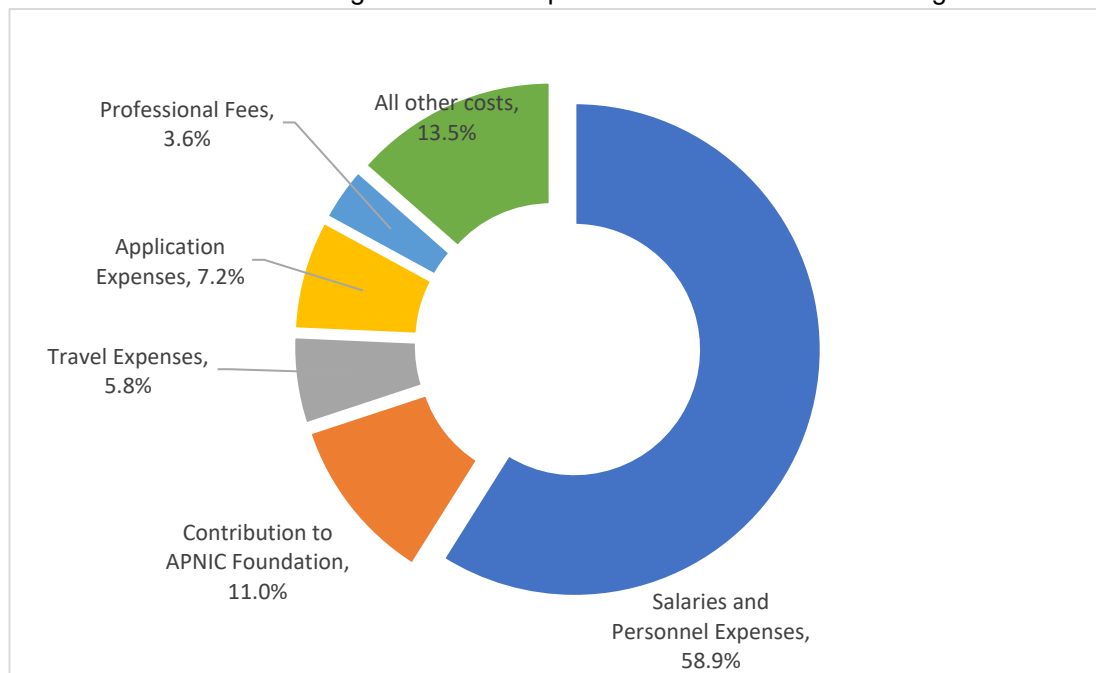
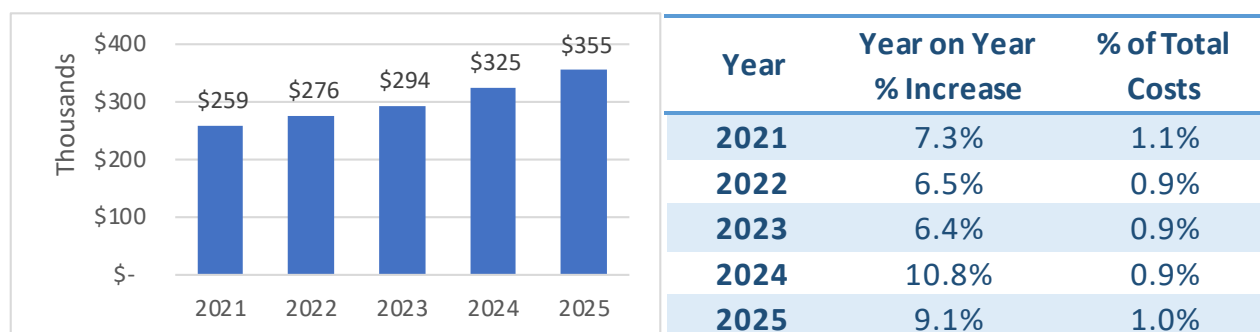


Figure 2: Segmentation of Expenses

## 5.1 Bank service fees

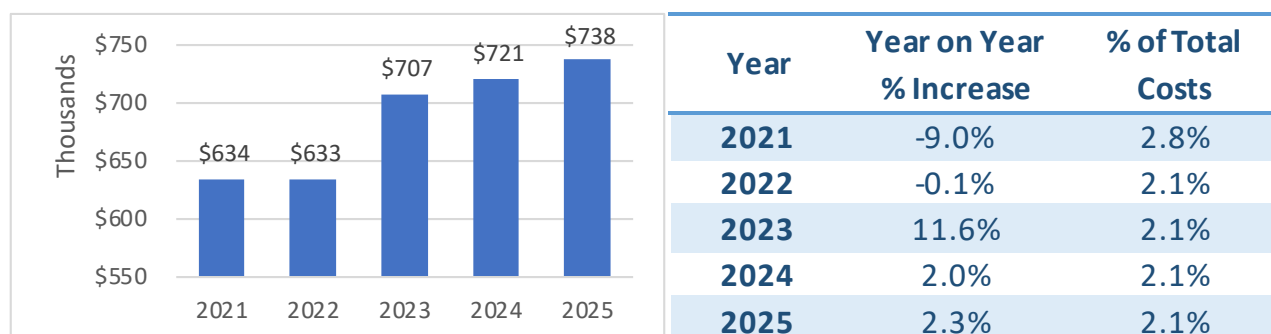


Bank service fees include the cost of merchant fees absorbed by APNIC on inward remittances from members and all other bank charges.

The 2025 budget provision for bank service fees is \$354,800 (Forecast 2024: \$325,208). The year-on-year increase in bank service fees 9.1% (5-year average: 8.0%). Bank service fees represent 1.0% of APNIC's cost base.

Bank service fees will increase due to a planned broadening of payment methods offered by APNIC, including non-traditional mobile payment platforms that carry higher merchant fees than existing traditional payment methods on offer.

## 5.2 Communication expenses



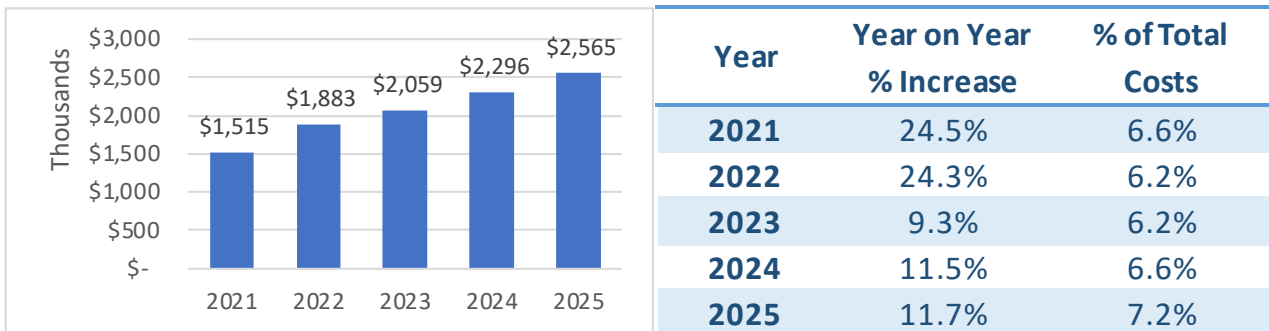
Communication expenses include data network expenses, Internet connectivity expenses, telephony and mobile phone expenses. The major contributors to costs are the ongoing cost of network connections and the cost of rack-space hire in the co-locations that are critical to APNIC's network resilience.

The 2025 budget provision for Communication expenses is \$737,635 (Forecast 2024: \$720,957). The year on year increase in Communication expenses is 2.3% (5 year average: 1.4%). Communication expenses represent 2.1% of APNIC's cost base.

Major expense items in the 2025 budget include:

Budget Item	Forecast 2024	Budget 2025
REO-R2-Communication Data centre rack hire & cross connects	239,804	250,000
REO-R2-Communication Data network/ service monitoring & alerting	41,205	50,000
REO-R2-Communication DNS anycast & regional whois cloud hosting	101,461	90,000
REO-R2-Communication Network equipment support & maintenance	128,753	132,000
REO-R2-Communication Transit/ Peering/Virtual interconnections	199,020	206,000

### 5.3 Application fees (previously Computer expenses)



Application fees include all non-capital purchases of equipment, consumables, license and support fees for applications and services.

The 2025 budget provision for Application fees is \$2,564,936 (Forecast 2024: \$2,295,623). The year-on-year increase in Application fees is 11.7% (5-year average: 16.3%). Application fees represent 7.2% of APNIC's cost base.

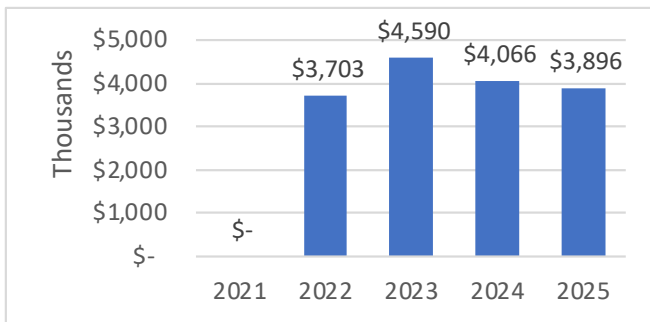
In many cases APNIC benefits from non-profit pricing plans for the applications and services that it uses. Despite this, Application fees will increase above the year-on-year maximum target of 4% due to ongoing cost increases for many of the applications that APNIC uses and a reduction in recharges to the APNIC Foundation.

In response to cost increases, APNIC has started reviews to ensure applications and services are fit for purpose and deployed on an 'as needed' basis throughout the organization. As APNIC has multiyear contracts in place for key applications and services, this work will continue into 2025.

Major expense items included in the 2025 budget include:

Budget Item	Forecast 2024	Budget 2025
IMO-C4-Application NetSuite license	204,000	215,000
IMO-C1-Application Atlassian Cloud	63,480	52,500
IMO-C1-Application Office 365 business premium	28,758	60,000
IMO-C1-Application SSO LifeCycle Okta	58,844	65,000
IMO-C1-Application Zoom video conferencing license	64,260	66,500
IMO-C1-Application JupiterOne License		50,000
IMO-R2-Application Cloudflare Licence	154,547	161,080
IMO-R2-Application SSO APNIC Login	80,306	84,120
IMO-C1-Application Data Warehouse Licenses	164,280	164,280
IMO-C1-Application HackerOne VRP & BBP program	87,468	90,000
IMO-C1-Application Neo4J license	54,460	54,460
PSO-C3-Application HRIS Licences	73,000	56,000
REO-R2-Application Cloud GCP Compute Virtual Machines		155,000
REO-R2-Application GitLab Ultimate	43,691	61,200
REO-R2-Application CentOS upgrade path	65,133	74,178
REO-R2-Application Rapid7 license & Support	35,165	62,000
REO-R2-Application Vmware licence	12,373	75,000
REO-R2-Application Local network storage support & maintenance	51,955	50,000
REO-R1-Application Salesforce License	240,183	219,186

## 5.4 APNIC Foundation expenses



Year	Year on Year % Increase	% of Total Costs
2021	-100.0%	0.0%
2022	0.0%	12.1%
2023	24.0%	13.7%
2024	-11.4%	11.7%
2025	-4.2%	11.0%

APNIC Foundation expenses includes all funds spent on projects delivered by APNIC on behalf of the APNIC Foundation and training expenses incurred on Foundation partner training program. Foundation funded project expenses are offset by a corresponding revenue within the reporting line 'Foundation receipts' to provide transparency over the activities of APNIC that are funded by the APNIC Foundation.

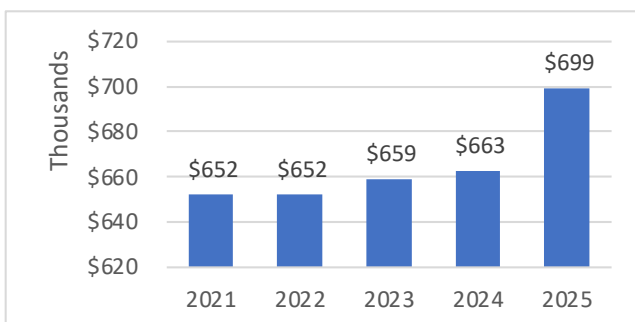
The 2025 budget provision for Foundation expenses is \$3,896,060 (Forecast 2024: \$4,066,324).

For the second year in a row the level of funding received from the APNIC Foundation will be reduced. The year-on-year reduction in Foundation expenses is -4.2%. Adjustments have been made to budgeted program expenditure and APNIC's own commitment to development programs to meet the reduced funding.

Foundation expenses represent 11.0% of APNIC's cost base.

The activities to be funded by the APNIC Foundation are outlined below in Section 7.

## 5.5 Depreciation



Year	Year on Year % Increase	% of Total Costs
2021	-7.8%	2.9%
2022	0.0%	2.1%
2023	1.0%	2.0%
2024	0.5%	1.9%
2025	5.6%	2.0%

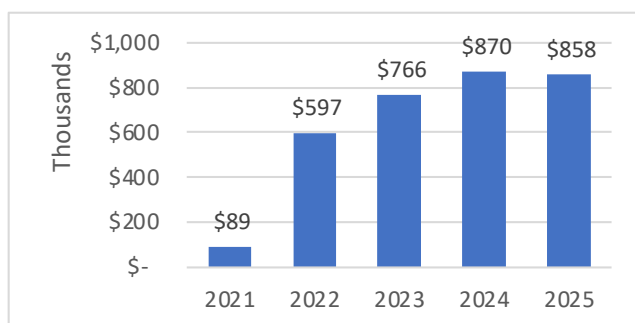
Depreciation expenses are budgeted based on analysis of the existing depreciation and capital allowance schedules, including anticipated capital expenditure planned for 2025.

APNIC's capitalisation threshold for new assets is \$1,000. The 2025 budget provision for depreciation is \$699,461 (Forecast 2024: \$662,557) and consists of the following:

- Equipment depreciation: \$632,567 (2024 Forecast: \$585,311)
- Capital works allowances (6 Cordelia Street): \$66,894 (2024 Forecast: \$77,246)

The year-on-year increase in Depreciation expenses is 5.6% (5-year average: -0.1%). Depreciation expenses represent 2.0% of APNIC's cost base.

## 5.6 Meeting & training expenses



Year	Year on Year % Increase	% of Total Costs
2021	-34.4%	0.4%
2022	572.5%	2.0%
2023	28.3%	2.3%
2024	13.6%	2.5%
2025	-1.3%	2.4%

Meeting and training expenses include all costs incurred in running APNIC meetings, conferences, and training events. The expense category includes venue and equipment hire, catering and social events.

The 2025 budget provision for Meeting and Training expenses is \$858,330 (Forecast 2024: \$870,006). The year on year decrease in Meeting and Training expenses is -1.3% (5-year average: 115.7%). Meeting and Training expenses represent 2.4% of APNIC's cost base.

The large 5-year average increase is heavily impacted by the one-off return to face-to-face meetings and training in 2022, after the COVID-19 pandemic.

For budgeting purposes, it has been assumed that APNIC59 will be hosted in Dhaka, Bangladesh and APNIC60 will be hosted in Da Nang, Vietnam. Partner training program expenses of \$68,650 (2024 Forecast: 87,344) are fully rechargeable costs incurred as part of third-party training arrangements.

Major expense items included in the 2025 budget include:

Budget Item	Forecast 2024	Budget 2025
ENO-E4-Meeting APNIC Conference Opening reception	50,000	52,000
ENO-E4-Meeting APNIC Conference AV rental	165,000	171,600
ENO-E4-Meeting APNIC Conference week venue hire and catering	144,000	149,760
DEO-D1-Meeting APNIC partner training program	87,344	68,650

## 5.7 Office operating expenses



Year	Year on Year % Increase	% of Total Costs
2021	26.3%	1.6%
2022	66.6%	2.0%
2023	-35.9%	1.2%
2024	-8.4%	1.0%
2025	16.4%	1.2%

Office operating expenses includes all the costs associated with maintaining APNIC's office at 6 Cordelia St, Brisbane and a small office in Canberra.

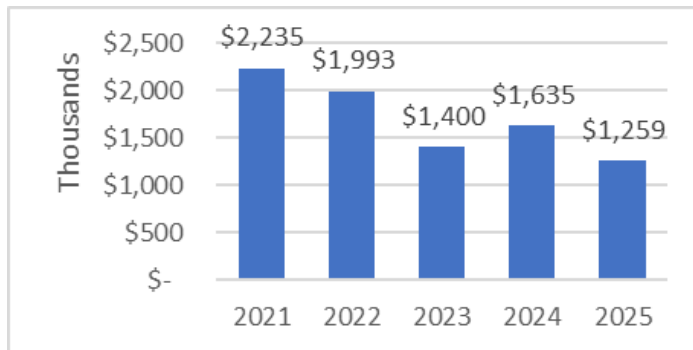
The 2025 budget provision for Office operating expenses is \$417,962 (Forecast 2024: \$ 359,014). The year-on-year increase in Office operating expenses is 16.4% (5-year average: 13.0%). Office operating expenses represent 1.2% of APNIC's cost base.

Following two years of cost decreases to office operating expenses, high inflation and a reduction in recharges to the APNIC Foundation have resulted in higher expected office operating costs in 2025.

Major expense items included in the 2025 budget include:

Budget Item	Forecast 2024	Budget 2025
BSO-C2-Office Cleaning	59,465	84,000
BSO-C2-Office Electricity	49,992	55,200
BSO-C2-Office General maintenance and repairs	68,050	50,000
BSO-C3-Office Kitchen supplies and catering	60,000	62,400
FRO-C2-Office Land tax	55,308	57,282

## 5.8 Professional fees



Year	Year on Year % Increase	% of Total Costs
2021	15.5%	9.8%
2022	-10.8%	6.5%
2023	-29.8%	4.2%
2024	16.8%	4.7%
2025	-23.0%	3.6%

Professional fees include all contractor and consultant services and advisory. APNIC uses 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.

The 2025 budget provision for professional fees is \$1,259,021 (Forecast 2024: \$1,635,117). The year on year decrease in professional fees is -23.0% (5-year average: -6.3%). Professional fees represent 3.6% of APNIC’s cost base, down from 9.8% in 2021.

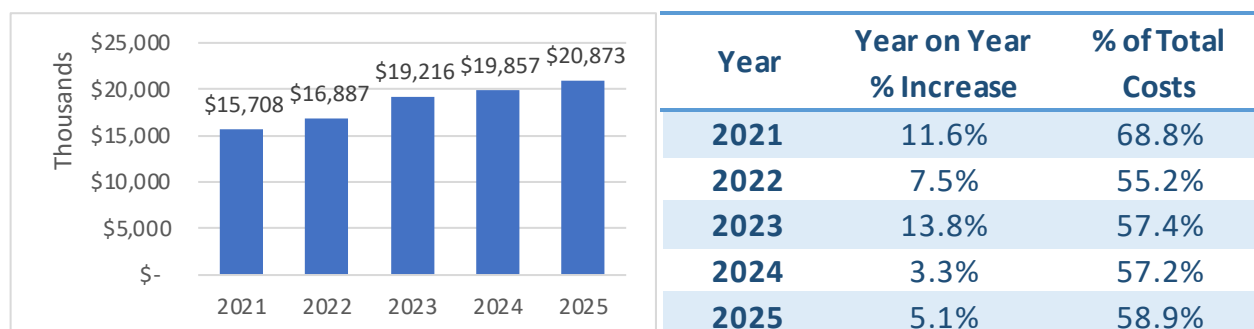
The 2024 forecast for professional fees includes \$290,000 of unbudgeted costs resulting from the Director General transition. Excluding these costs, the 2025 budget provision is 9.8% lower than the 2024 budget provision of \$1,395,795.

Reductions in 2025 have been budgeted across various consultancy and contractor arrangements and are offset by a \$61,000 provision for the community trainer program which will now be co-funded by APNIC following the reduction in APNIC Foundation funding.

Major expense items included in the 2025 budget include:

Budget Item	Forecast 2024	Budget 2025
ENO-E2-Professional iTank design consultancy	141,604	147,026
ENO-E1-Professional Strategic Engagement consultants	58,193	81,254
FRO-C2-Professional Audit fees	62,000	65,500
FRO-C2-Professional Financial and tax advice	100,000	100,000
FRO-C4-Professional NetSuite consultant support	60,000	60,000
LGO-C4-Professional Legal fees	116,925	91,920
PSO-C3-Professional HR consulting	53,500	65,000
PSO-C3-Professional outsourced payroll services	55,514	72,000
DEO-D1-Professional Community Trainers Retainer (APNIC Share)		61,000
DGO-D3-Professional Lab research consultancy	253,164	265,200
REO-R2-Professional Products QA	55,642	70,000

## 5.9 Salaries & personnel expenses



Salaries & personnel expenses include employee salaries, employment entitlements, bonus provision, statutory superannuation, payroll tax, worker's compensation and salary continuance insurance.

The 2025 budget provision for Salaries & personnel expenses is \$20,873,447 (Forecast 2024: \$19,857,290). The year-on-year increase in Salary & personnel expense is 5.1% (5-year average: 8.3%). Salaries & personnel expenses represent 58.9% of APNIC's cost base.

The assumptions included in the Salaries & personnel expense budget are:

- The 2024 baseline headcount adjusted for:
  - Reduction of 2 FTE's through role consolidations (2025 impact: \$368,458)
  - Increase of 0.38 FTE's previously funded by APNIC Foundation now to be funded by APNIC (2025 impact: \$56,898 increase)
  - No other planned headcount adjustments
- Employer Superannuation contributions will increase from 11.5% to 12.0% in July 2025
- \$200,000 provision for role reclassifications and market adjustments
- All other established statutory payments, entitlements, allowances and bonus provisions will continue
- All permanent staff will take 4 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 7 below shows the APNIC and APNIC Foundation person year (PY) planned for 2025 vs. the PY forecast as at 31 December 2024. Only the APNIC person year is relevant for this budget submission.

2024 Workforce PY Reconciliation	APNIC*	APNIC Staff Foundation Funded **	APNIC Foundation ***	Other ****	TOTAL
2024 Workforce Forecast PY	105.94	14.36	10.21	4.36	134.87
Increase	2.07		0.59	0.08	2.74
Decrease	(2.40)	(0.38)		(0.01)	(2.78)
<b>2025 Workforce Budget PY</b>	<b>105.61</b>	<b>13.98</b>	<b>10.80</b>	<b>4.43</b>	<b>134.82</b>

\*Without planned headcount change, the increase of 2.07 PY represents the assumptions to backfill 2024 vacancies at full year costs and cost absorption of 0.38 PY from APNIC Foundation into APNIC. The decrease of 2.4 PY represents role consolidations.

\*\*In 2024, 14.36 PY represents 14 staff funded 100% by APNIC Foundation. In 2025, 13.98 PY represents 20 development team staff funded 70% by APNIC Foundation.

\*\*\* PY represents seconded staff to APNIC Foundation operations and projects

\*\*\*\* PY represents seconded staff to NRO, APIDT and APNIC personnel support to APNIC Foundation

**Table 7: 2025 Workforce**



Table 8 below shows the reconciliation of salary and wages expenditure from 2024 forecast to 2025 budget (APNIC only).

2024 vs 2025 Salaries & Personnel expenses reconciliation	Note	Amount	% of 2024 baseline
<b>2024 forecasts salary &amp; personnel costs</b>		19,857,447	
Allowance for salary, bonus and statutory superannuation increases		1,282,000	6.5%
Roles previously funded by Foundation	1	56,898	0.3%
Role redundancies and consolidations	2	(368,458)	-1.9%
Ancillary costs	3	44,692	0.2%
<b>2025 Budget salary &amp; personnel costs</b>		20,873,448	5.1%

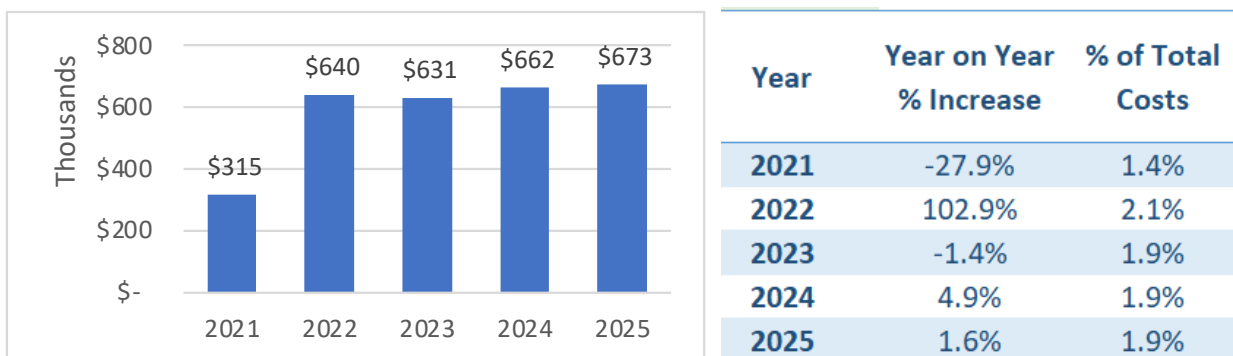
Note 1 - Increase in 0.36 PY previously funded by Foundation now to be funded by APNIC

Note 2 - Reduction in 2 PY through role redundancies and consolidations.

Note 3 - Allowance for increases in work cover, income protection and other overhead.

**Table 8: 2025 Salary & Personnel expenses**

## 5.10 Sponsorship & publicity expense



Sponsorship and publicity expenses includes APNIC's contributions to the NRO and sponsorship of NOG's, conference fellows and publicity expenses.

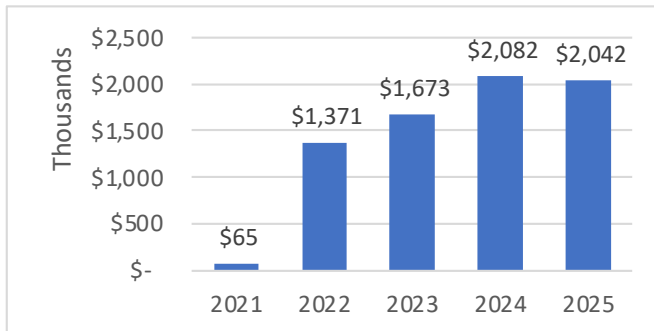
The 2025 budget provision for sponsorship & publicity expenses is \$672,609 (Forecast 2024: \$661,796). The year-on-year increase in sponsorship & publicity expense is 1.6% (5-year average: 16.0%). Sponsorship & publicity expenses represent 1.9% of APNIC's cost base.

APNIC's commitment to work of the NRO includes ongoing investment into delivery of the NRO strategic plan and programs. The NRO budget process is yet to commence. The outcomes of that process may impact APNIC's assumed budget provision.

Major expense items included in the 2025 budget include:

Budget Item	Forecast 2024	Budget 2025
ENO-E2-Publicity Google PPC advertising	90,000	80,000
ENO-E4-Publicity APNIC conference fellowships	70,000	70,000
ENO-E3-Publicity Community/ non-technical sponsorship	57,000	60,000
DEO-D2-Publicity Sponsorships for NOGs/Peering/Security	123,500	125,000
DGO-E3-Publicity NRO expenses	248,852	276,609

## 5.11 Travel expenses



Year	Year on Year % Increase	% of Total Costs
2021	-80.2%	0.3%
2022	1993.8%	4.5%
2023	22.1%	5.0%
2024	24.4%	6.0%
2025	-1.9%	5.8%

Travel expenses include all costs of travel undertaken by the EC and Secretariat including for member engagement and outreach, technical events, community development activities, conferences, Internet governance and APNIC EC meetings.

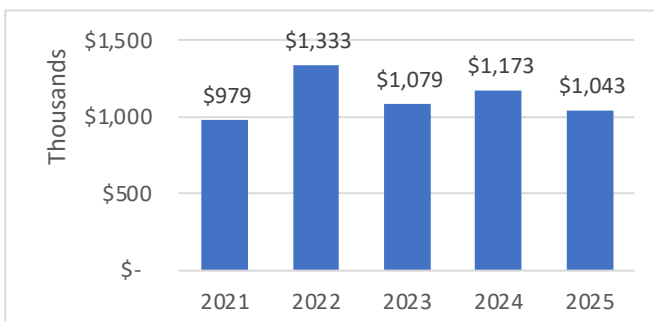
The 2025 budget provision for Travel expenses is \$2,042,208 (Forecast 2024: \$2,081,582). The year on year decrease in travel expense is -1.9% (5-year average: 391.6%). The 5-year average includes the one-off return to travel following the COVID-19 Pandemic. Travel expenses represent 5.8% of APNIC's cost base.

APNIC continue to actively monitor and manage its travel expenses through adherence to Travel Policy. The assumptions included in this budget are:

- All travel <12 hours and conference travel will be in economy class;
- All travel booking fees, International SOS and other overheads are included in the travel budget;
- APNIC EC, SIG Chair and NRO NC travels are included in the travel budget;
- APNIC Foundation funded program travel (including APNIC Academy, Training and M-Root) are 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.

The 2024 forecast for travel expenses includes \$90,000 of unbudgeted costs resulting from the Director General transition. Excluding these costs, the 2025 budget provision is 2.1% higher than the 2024 budget provision of \$2,000,000.

## 5.12 Other expenses



Year	Year on Year % Increase	% of Total Costs
2021	2.3%	4.3%
2022	36.2%	4.4%
2023	-19.1%	3.2%
2024	8.7%	3.4%
2025	-11.1%	2.9%

Other expenses include ICANN contract fees, insurance expenses, membership fees expense, postage & delivery, printing & photocopy, recruitment expenses and staff training expenses.

The 2025 budget provision for other expenses is \$ 1,043,158 (Forecast 2024: \$1,172,938). The year on year decrease in other expenses is -11.1% (5-year average: 3.4%). Other expenses represent 2.9% of APNIC's cost base.

The 2024 forecast for other expenses includes \$194,810 of unbudgeted recruitment costs resulting from the Director General transition. Excluding these costs, the 2025 budget provision is 7.9% lower than the 2024 budget. Cost savings have been realised through reduced provisions for recruitment and staff training.

Major expense items included in the 2025 budget include:

Budget Item	Forecast 2024	Budget 2025
FRO-C4-Insurance Combined	209,930	219,000
PSO-C3-Training Group/ General workshops	100,000	70,000
PSO-C3-Training Staff individual professional development	75,079	100,000
PSO-C3-Recruitment HR fees	274,040	80,000
PSO-C3-Recruitment Migration Expenses	70,000	75,000
DGO-E3-ICANN Contribution	243,581	256,048

## 6 Capital Expenditure

Capital expenditure comprises of equipment & software, office furniture and fittings & building improvements. The 2025 budget submission includes capital expenditure provisions of \$1,512,800 (2024 Forecast: \$646,403). Of this amount, \$447,800 relates to equipment & software and \$1,065,000 relates to office furniture, fittings & building improvements, as set out in the table below:

CAPITAL (AUD)	Actual 2021	Actual 2022	Actual 2023	Forecast 2024	Budget 2025	FY25 Budget vs FY24 Budget
Equipment & Software	540,440	741,850	384,811	608,072	447,800	-26%
Office Furniture, Fittings & Building	9,244	85,973	10,779	38,331	1,065,000	2678%
<b>Total - Capital Expenditure</b>	<b>549,684</b>	<b>827,823</b>	<b>395,591</b>	<b>646,403</b>	<b>1,512,800</b>	<b>134%</b>

**Table 9: Capital Expenditure over time**

The capital expenditure budget includes cyclical renewal of internal IT equipment, network equipment, servers, minor furniture and fittings and building improvements. Two provisions of \$500,000 each (total of \$1 Million) have been budgeted under Office Furniture, Fittings & Building Improvements to rectify flood damage to the carpark of 6 Cordelia St., South Brisbane (APNIC's office) and replace end of life air conditioning systems.

Major provisions for capital expenditure in 2025 include:

Budget Item	Forecast 2024	Budget 2025
IMC-C1-Capital Staff Laptops	188,700	159,300
IMC-C2- Fittings Office improvements/ Lighting/ Security can	20,000	65,000
REC-R2-Capital NexDC and Interactive switch replacement	10,084	50,000
REC-C1-Capital Server room hardware	18,000	70,000
DGC-D3-Capital Labs servers	75,161	100,000
BSC-C2-Fittings Aircon new compressors	18,331	500,000
BSC-C2-Fittings Workspace Improvement	-	500,000

## 7 APNIC Foundation Funded Activity

APNIC Foundation funded activities are outlined below:

Activity	Forecast	Budget	FY25 Budget vs
	2024	2025	FY24 Forecast
Academy Platform and Curriculum Development	1,437,793	1,257,054	-13%
Training Events	1,661,556	1,774,390	7%
Community HoneyNet and Security Threat Sharing Platform	80,421	77,000	-4%
M-Root Deployment	673,523	615,132	-9%
Research and Analysis	138,734	170,000	23%
Curriculum development for non technical audiences	71,813	-	-100%
<b>TOTAL</b>	<b>4,063,840</b>	<b>3,893,576</b>	<b>-4%</b>

Table 10: APNIC Foundation Funded Activity

### 7.1 APNIC Academy Platform and 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 2025 budget for APNIC Academy Platform & Curriculum Development is \$1,257,054 (Forecast 2024: \$1,437,793), which is a year-on-year decrease of 12.6%.

### 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), 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 2025 budget for Cybersecurity: HoneyNet & threat sharing is \$77,000 (Forecast 2024: \$80,421), which is a year-on-year decrease of 4.3%.

### 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 2025 budget for M-Root deployment is \$615,132 (Forecast 2024: \$673,523), which is a year-on-year decrease of 8.7%.

## **7.4 Training Delivery & 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 2025 budget for Training Delivery & Community Trainers is \$1,774,390 (Forecast 2024: \$1,661,556), which is a year-on-year increase of 6.8%.

## **7.5 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 behavior 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 2025 budget for Internet Research is \$170,000 (Forecast 2024: \$138,734).

## 8 Long term forecast

APNIC's long term forecast, covering the life of the 2024-2027 Strategic Plan is outlined below:

	2020-23					2024-27	2020-23 &
Revenue (AUD)	Cumulative	2024	2025	2026	2027	Cumulative	2024-27
Membership fees	97,518,708	26,825,976	27,858,259	29,964,437	33,161,813	117,810,486	215,329,193
Non-Member fees	1,092,818	345,663	339,021	355,774	364,730	1,405,188	2,498,006
Reactivation fees	79,600	22,000	20,000	20,000	20,000	82,000	161,600
Sign-Up fees	1,164,500	238,500	249,000	237,000	270,000	994,500	2,159,000
Transfer fees	908,891	247,049	218,500	218,500	218,500	902,549	1,811,440
Sundry income	1,272,922	572,926	622,234	622,234	622,234	2,439,629	3,712,552
Foundation receipts	8,953,706	4,084,406	3,896,060	3,896,060	3,896,060	15,772,585	24,726,291
<b>Operating Revenue</b>	<b>110,991,145</b>	<b>32,336,521</b>	<b>33,203,074</b>	<b>35,314,005</b>	<b>38,553,337</b>	<b>139,406,937</b>	<b>250,398,082</b>
Investment income	3,579,774	1,149,952	1,070,000	1,070,000	1,070,000	4,359,952	7,939,726
<b>TOTAL REVENUE</b>	<b>114,570,919</b>	<b>33,486,472</b>	<b>34,273,074</b>	<b>36,384,005</b>	<b>39,623,337</b>	<b>143,766,888</b>	<b>258,337,808</b>
		1.86%	2.35%	6.16%	8.90%		

	2020-23					2024-27	2020-23 &
Expenses (AUD)	Cumulative	2024	2025	2026	2027	Cumulative	2024-27
Application expenses	6,673,631	2,295,623	2,564,936	2,667,533	2,774,235	10,302,327	16,975,958
Foundation funded project expenses	9,053,374	4,066,324	3,896,060	3,896,060	3,896,060	15,754,503	24,807,877
Professional fees	7,563,540	1,639,227	1,259,021	1,309,381	1,361,757	5,569,385	13,132,925
Salaries & personnel expenses	65,881,815	19,857,290	20,873,447	21,708,385	22,576,721	85,015,843	150,897,658
Travel expenses	3,439,987	2,081,582	2,042,208	2,123,896	2,208,852	8,456,539	11,896,525
Other expenses	16,034,504	4,768,366	4,783,955	4,975,313	5,174,326	19,701,961	35,736,464
<b>TOTAL EXPENSES</b>	<b>108,646,850</b>	<b>34,708,412</b>	<b>35,419,627</b>	<b>36,680,569</b>	<b>37,991,950</b>	<b>144,800,558</b>	<b>253,447,408</b>
		3.72%	2.05%	3.56%	3.58%		

	2020-23					2024-27	2020-23 &
Amount (AUD)	Cumulative	2024	2025	2026	2027	Cumulative	2024-27
Total Revenue	114,570,919	33,486,472	34,273,074	36,384,005	39,623,337	143,766,888	258,337,808
Total Expenses	108,646,850	34,708,412	35,419,627	36,680,569	37,991,950	144,800,558	253,447,408
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>5,924,069</b>	<b>(1,221,940)</b>	<b>(1,146,552)</b>	<b>(296,564)</b>	<b>1,631,387</b>	<b>(1,033,669)</b>	<b>4,890,400</b>

Table 11: Long term forecast

### 8.1 Principles and inputs

#### 8.1.1 Long term financial stability

APNIC's Four Year Strategic Plan (2024-2027) identifies 10 "Most Important Goals" (MIGs) representing the major priorities that APNIC plans to address over the four-year period of the plan, including MIG 8:

- 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

APNIC aims to deliver a cumulative surplus across 2020-23 & 2024-27 Strategic Plans and annual breakeven result by 2027 and thereafter.

#### 8.1.2 Revenue

The following revenue assumptions have been used:

- Membership projections, derived from analysis of historical membership growth trends
- Multi-year fee changes announced by the APNIC EC on 10 September 2023 will come into effect from 1 January 2025, as follows:
  - From 1 January 2025:
    - The Base Fee will increase to AUD 1,236 for Members and AUD 1,421 for Non-Members
    - The Bit Factor will increase to 1.315

- From 1 January 2026:
  - The Base Fee will increase by 4.75%, to AUD 1,295 for Members and AUD 1,488 for Non-Members
  - The Bit Factor will increase to 1.320
- From 1 January 2027:
  - The Base Fee will increase by 4.75%, to AUD 1,356 for Members and AUD 1,559 for Non-Members
  - The Bit Factor will increase to 1.325
- From 1 January 2028, the Base Fee will increase by 4.75% on 1 January each year, unless otherwise determined by the APNIC EC.
- From 1 January 2025, each Member, Non-Member, and NIR Member sub-account will be entitled to two ASNs free of charge, with all additional ASNs held subject to an ongoing annual fee of AUD 100. New ASN allocations (in excess of the two free ASNs) will attract an AUD 500 allocation fee from 1 January 2025.
- APNIC Foundation funding will continue at 2025 levels for the duration of the Strategic Plan
- Investment return forecasts provided by APNIC’s investment advisors

### 8.1.3 Expenses

The following expense assumptions have been used:

- Costs for business-as-usual activities are kept to a maximum annual increase of 4%
- APNIC Foundation funding will continue at 2025 levels for the duration of the Strategic Plan

## 8.2 Risks to principles

The following risks have been identified.

- Ongoing higher than anticipated inflation, including wage inflation above 4%
- Unexpected and unavoidable costs such as legal disputes and compliance matters
- Deferral in LDC graduation dates or unexpected changes to member growth trends



# APNIC 2025 DRAFT Budget

EC Meeting

2 – 3 September 2024

Wellington, New Zealand

# Contents

- Budget summary
- Revenue
- Expenses
- APNIC Foundation funded activity
- Long term outlook
- Budget summary recap

# BUDGET SUMMARY

# Budget Principles, Inputs and Assumptions

## Key principles:

- Long term financial stability:
  - *MIG 8: 'Effective management of resources and expenditure to achieve financial and activity goals'* (Strategic Plan, Capability)
  - A cumulative surplus across 2019-23 & 2024-27 Strategic Plans and annual breakeven result by 2027 and thereafter
  - "Heavy lifting" in 2024 & 2025 to ensure changes flow through and can withstand risks

## Key Inputs:

- The Four-Year Strategic Plan (2024 – 2027)
- The 2025 Activity Plan
- Membership projections and revenue forecasts
- Activities funded by and undertaken on behalf of the APNIC Foundation
- Investment return forecasts provided by APNIC's investment advisors
- Projections for deposit rates and underlying deposits available for investment
- The APNIC organisational structure, resourcing plan and HR cost analysis
- Inflation data and statistics obtained from the Australian Bureau of Statistics
- The asset register and quantity survey reports, forming the basis of depreciation

## Key Revenue Assumptions:

- Multi-year fee changes announced by the APNIC EC on 10 September 2023 will come into effect from 1 January 2025
- Membership growth, average fees per new member and Least Developed Economies (LDC's) % share will remain consistent with 2024 trends
- Investment return forecasts provided by APNIC's investment advisors

## Key Expense Assumptions:

- Costs will be kept to a maximum annual increase of 4.0%
- Wage Price Index (WPI) inflation of 4.0%
- A reduction to APNIC Foundation funding in 2025:
  - reduced scope of activities; and
  - costs absorbed by APNIC
- APNIC's taxation status as a "Mutual Organisation" continues

## Key Risks 2025 budget Assumptions:

- Lower than budgeted member growth
- Lower than budgeted investment returns
- Ongoing higher than forecast inflation
- Unexpected and unbudgeted costs (e.g. legal costs / compliance matters)

# 2025 Budget Summary

Amount (AUD)	Budget 2024	Forecast 2024	FY25 Budget vs	
			Budget 2025	FY24 Forecast
Membership fees	26,760,390	26,825,976	27,858,259	4%
Non-members fees	310,560	345,663	339,021	-2%
Reactivation fees	20,000	22,000	20,000	-9%
Sign-Up fees	326,667	238,500	249,000	4%
Transfer fees	218,500	247,049	218,500	-12%
Sundry income	404,680	572,926	604,152	5%
Foundation receipts	4,267,584	4,084,406	3,914,142	-4%
<b>Operating Revenue</b>	<b>32,308,381</b>	<b>32,336,521</b>	<b>33,203,074</b>	<b>3%</b>
Investment income	1,023,728	1,149,952	1,070,000	-7%
<b>TOTAL REVENUE</b>	<b>33,332,109</b>	<b>33,486,472</b>	<b>34,273,074</b>	<b>2%</b>
Bank service fees	344,000	325,208	354,800	9%
Communication expenses	718,625	720,957	737,635	2%
Application expenses	2,291,963	2,295,623	2,564,936	12%
Foundation expenses	4,267,584	4,066,324	3,896,060	-4%
Depreciation expenses	722,414	662,557	699,461	6%
Doubtful debt expenses	20,000	20,000	20,000	0%
ICANN contract fees	246,200	243,581	256,048	5%
Insurance expenses	268,277	218,437	243,616	12%
Meeting & training expenses	732,300	870,006	858,330	-1%
Membership fees expenses	90,902	88,278	100,810	14%
Office operating expenses	364,762	359,014	417,962	16%
Postage & delivery expenses	71,400	6,121	20,500	235%
Printing & photocopy expenses	30,000	28,198	20,120	-29%
Professional fees	1,395,796	1,635,117	1,259,021	-23%
Recruitment expenses	165,000	349,040	165,000	-53%
Salaries & personnel expenses	19,923,034	19,857,290	20,873,447	5%
Sponsorship & publicity expenses	674,970	661,796	672,609	2%
Staff training expenses	240,644	219,283	217,064	-1%
Travel expenses	2,000,000	2,081,582	2,042,208	-2%
<b>TOTAL EXPENSES</b>	<b>34,567,870</b>	<b>34,708,412</b>	<b>35,419,627</b>	<b>2%</b>
<b>OPERATING SURPLUS/ (DEFICIT)</b>	<b>(1,235,762)</b>	<b>(1,221,940)</b>	<b>(1,146,552)</b>	<b>6%</b>
Revaluation of Financial Assets	0	1,359,666	0	-100%
<b>(DEFICIT) / SURPLUS BEFORE TAX</b>	<b>(1,235,762)</b>	<b>137,726</b>	<b>(1,146,552)</b>	<b>-932%</b>

## Revenue growth of 2.3% vs. 2024 forecast:

- Membership fees will increase by 3.8% to \$27.9M, as the multi-year fee changes announced by the APNIC EC in September 2023 will come into effect from 1 January 2025
- Sundry income will increase by 5.5% due to additional conference sponsorship and third-party training receipts
- Investment income will decrease by 7.0% due to lower forecast projections for deposit rates and funds on hand. Investment portfolio returns are consistent with 2024 and are based on estimates from UBS

## Expense growth of 2.0% vs. 2024 forecast:

- Application expenses will increase by 11.7% due to cost increases above inflation for most APNIC applications.
- APNIC Foundation funding envelope has been reduced to \$3.9M
- Professional fees will decrease by 23.0% due to 2024 one-off costs of DG transition and review of other consultant arrangements
- Salaries & personnel expenses will increase by 5.1% to cover reasonable salary increases and statutory obligations. Zero head count increase.
- Travel expenses of \$2M are in line with 2024 forecasts.

## Operating deficit of \$1.15M:

- Long range modelling presented to the EC in November 2023 projected:
  - Revenue of \$34.5M (year on year growth of 3.3%)
  - Expenses of \$35.8M (year on year growth of 3.6%)
  - Operating deficit of \$1.4M

# 2025 Capex Summary

CAPITAL (AUD)	Budget 2024	Forecast 2024	Budget 2025	FY25 Budget vs FY24 Forecast
Equipment & Software	717,700	608,072	447,800	-26%
Office Furniture, Fittings & Building Improvements	20,000	38,331	1,065,000	2678%
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>737,700</b>	<b>646,403</b>	<b>1,512,800</b>	<b>134%</b>

- **Equipment & Software:**

- Cyclical replacement of staff laptops \$159K
- Network equipment (storage, routers, switches & wifi equipment) \$75K
- Server and server room equipment \$190K
- Other equipment \$24K

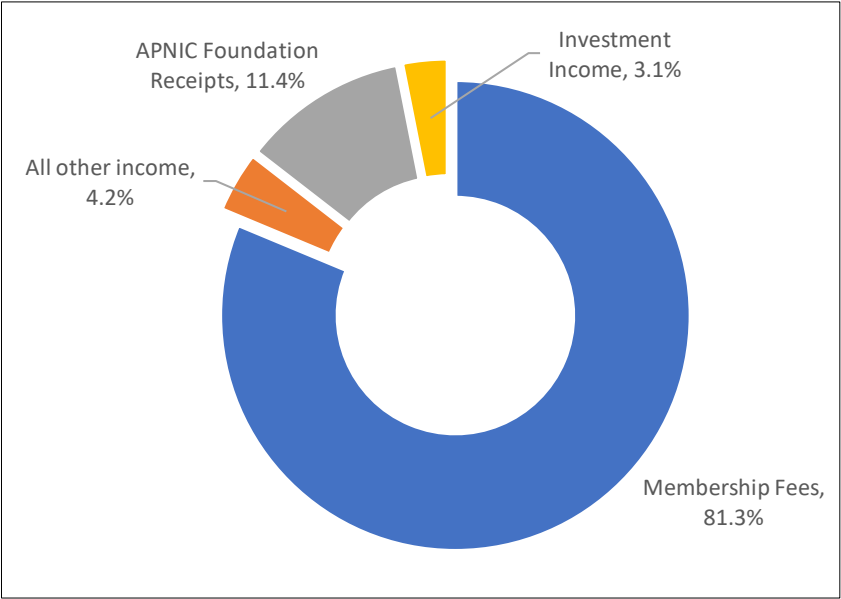
- **Office Furniture, Fittings & Building Improvements:**

- Provisions for cyclical replacement of furniture and fittings \$65K
- Building improvements:
  - End of life air-conditioning replacement cost \$500K
  - Carpark rectification provision \$500K

# REVENUE

# Revenue – 5 Year Trends

REVENUE (AUD)	Actual 2021	Actual 2022	Actual 2023	Forecast 2024	Budget 2025	FY25 Budget vs FY24 Forecast
Membership fees	24,252,513	24,717,563	25,781,903	26,825,976	27,858,259	4%
Non-members fees	257,209	259,616	315,510	345,663	339,021	-2%
Reactivation fees	22,400	18,800	20,000	22,000	20,000	-9%
Sign-Up fees	302,750	258,750	255,750	238,500	249,000	4%
Transfer fees	244,156	177,643	271,076	247,049	218,500	-12%
Sundry income	22,516	312,760	622,896	572,926	604,152	5%
Foundation receipts	453,956	3,762,837	4,589,804	4,084,406	3,914,142	-4%
<b>Operating Revenue</b>	<b>25,555,500</b>	<b>29,507,969</b>	<b>31,856,940</b>	<b>32,336,521</b>	<b>33,203,074</b>	<b>3%</b>
Investment income	865,457	771,547	1,018,181	1,149,952	1,070,000	-7%
<b>TOTAL REVENUE</b>	<b>26,420,957</b>	<b>30,279,516</b>	<b>32,875,120</b>	<b>33,486,472</b>	<b>34,273,074</b>	<b>2%</b>
Change	6%	15%	9%	2%	2%	





# Revenue – Membership fees

Assumptions (New Members)	Year to date (Jan - July 2024)			Accounts	Full Year 2025		
	Accounts	Amount	Amount / Acct		Amount	Amount / Acct	Pro-rated
New LDC	116	\$ 91,273	\$ 787	204	\$ 126,072	\$ 618	\$ 68,289
New Non-LDC	289	\$ 404,160	\$ 1,398	492	\$ 608,112	\$ 1,236	\$ 329,394
<b>TOTAL</b>	<b>405</b>	<b>\$ 495,433</b>	<b>\$ 1,223</b>	<b>696</b>	<b>\$ 734,184</b>	<b>\$ 1,055</b>	<b>\$ 397,683</b>

Assumptions (Closed Members)	Year to date (Jan - July 2024)			Accounts	Full Year 2025		
	Accounts	Amount	Amount / Acct		Amount	Amount / Acct	Pro-rated
All Closures	274	\$ 441,231	\$ 1,610	492	\$ 792,283	\$ 1,610	\$ 429,065
<b>TOTAL</b>	<b>274</b>	<b>\$ 441,231</b>	<b>\$ 1,610</b>	<b>492</b>	<b>\$ 792,283</b>	<b>\$ 1,610</b>	<b>\$ 429,065</b>

Net Growth	Year to date (Jan - July 2024)			Accounts	Full Year 2025		
	Accounts	Amount	Amount / Acct		Amount	Amount / Acct	Pro-rated
New Members	405	\$ 495,433	\$ 1,223	696	\$ 734,184	\$ 1,055	\$ 397,683
Less: Closures	274	\$ 441,231	\$ 1,610	492	\$ 792,283	\$ 1,610	\$ 429,065
<b>Net Growth</b>	<b>131</b>	<b>\$ 54,202</b>		<b>204</b>	<b>-\$ 58,099</b>		<b>\$ 31,382</b>

- **Membership fees:**
  - **FY25 Budget – \$27.9M vs. FY24 Forecast – \$26.8M (3.8% Increase)**
  - Part year impact of 2025 fee increases + member growth
- **Membership growth trends:**
  - **FY25 Budget – 204 net new members**
  - 696 new members (29% from LDC economies)
  - 492 closed members
  - 204 net new members
- **Fees per member:**
  - **FY25 Budget – \$1,055 vs. FY24 Budget – \$1,235**
  - 2025 base fee as the new member Fee
  - New fees per LDC member = \$618
  - New fees per Non-LDC member = \$1,236
  - Fees per closed member = \$1,601
- **Revenue impact:**
  - **FY25 Budget – \$31,382 net revenue decrease**
  - \$397,683 additional revenue
  - \$429,065 lost from closures

# Revenue – Membership fees

2025	Assumption	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
<b>New Members</b>														
New LDC	29%	17	17	17	17	17	17	17	17	17	17	17	17	204
New Non-LDC	71%	41	41	41	41	41	41	41	41	41	41	41	41	492
<b>TOTAL</b>		<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>696</b>
<b>Closures</b>		<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-41</b>	<b>-492</b>
<b>Net Member Growth</b>		<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>204</b>
Sign up Fee Waiver Non-LDC		8	8	8	8	8	8	8	8	8	8	8	8	96
<b>New Members Sign-up fees</b>														
New LDC	\$ 250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 51,000
New Non-LDC	\$ 500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 198,000
<b>TOTAL</b>		<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 20,750</b>	<b>\$ 249,000</b>
<b>Membership Fees from New Members</b>														
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	
New LDC	\$ 618	\$ 876	\$ 1,751	\$ 2,627	\$ 3,502	\$ 4,378	\$ 5,253	\$ 6,129	\$ 7,004	\$ 7,880	\$ 8,755	\$ 9,631	\$ 10,506	\$ 68,289
New Non-LDC	\$ 1,236	\$ 4,223	\$ 8,446	\$ 12,669	\$ 16,892	\$ 21,115	\$ 25,338	\$ 29,561	\$ 33,784	\$ 38,007	\$ 42,230	\$ 46,453	\$ 50,676	\$ 329,394
<b>TOTAL</b>		<b>\$ 5,099</b>	<b>\$ 10,197</b>	<b>\$ 15,296</b>	<b>\$ 20,394</b>	<b>\$ 25,493</b>	<b>\$ 30,591</b>	<b>\$ 35,690</b>	<b>\$ 40,788</b>	<b>\$ 45,887</b>	<b>\$ 50,985</b>	<b>\$ 56,084</b>	<b>\$ 61,182</b>	<b>\$ 397,683</b>
Less: Membership Fees from closed accounts														
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	
All Accounts	\$ 1,610	-\$ 5,501	-\$ 11,002	-\$ 16,503	-\$ 22,003	-\$ 27,504	-\$ 33,005	-\$ 38,506	-\$ 44,007	-\$ 49,508	-\$ 55,008	-\$ 60,509	-\$ 66,010	-\$ 429,065
<b>TOTAL</b>		<b>-\$ 5,501</b>	<b>-\$ 11,002</b>	<b>-\$ 16,503</b>	<b>-\$ 22,003</b>	<b>-\$ 27,504</b>	<b>-\$ 33,005</b>	<b>-\$ 38,506</b>	<b>-\$ 44,007</b>	<b>-\$ 49,508</b>	<b>-\$ 55,008</b>	<b>-\$ 60,509</b>	<b>-\$ 66,010</b>	<b>-\$ 429,065</b>
<b>Monthly Revenue</b>														
Opening Monthly Revenue	\$2,237,210	\$2,237,210	\$2,247,947	\$2,259,434	\$2,275,825	\$2,294,186	\$2,312,214	\$2,336,482	\$2,351,345	\$2,369,478	\$2,380,600	\$2,396,867	\$2,410,620	\$2,872,206
2024 Forecast net addition	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 17,435
Net change in membership fees		-\$ 402	-\$ 805	-\$ 1,207	-\$ 1,609	-\$ 2,012	-\$ 2,414	-\$ 2,816	-\$ 3,219	-\$ 3,621	-\$ 4,023	-\$ 4,426	-\$ 4,828	-\$ 31,382
<b>TOTAL FEES</b>		<b>\$2,238,261</b>	<b>\$2,248,595</b>	<b>\$2,259,680</b>	<b>\$2,275,668</b>	<b>\$2,293,627</b>	<b>\$2,311,253</b>	<b>\$2,335,118</b>	<b>\$2,349,579</b>	<b>\$2,367,310</b>	<b>\$2,378,030</b>	<b>\$2,393,894</b>	<b>\$2,407,245</b>	<b>\$2,858,259</b>

- Membership fees summary:**

- **FY25 Budget – \$27.9M vs. FY24 Forecast – \$26.8M (3.8% Increase)**
- Part year impact of 2025 fee increases + member growth
- Net new members = 204
- New LDC members = 29%
- Average fee per new member = \$1,055 (\$618 per LDC member & \$1,236 per Non-LDC member)
- Fees per closed member = \$1,610

# Revenue – Other Member Revenue

- **Non-Members fees:**
  - **FY25 Budget – \$339K vs. FY24 Forecast – \$346K (1.9% Decrease)**
  - Fees from non-member account holders continues to be stable
  - The revenue for this item is expected to be consistent with 2024
- **Reactivation fees:**
  - **FY25 Budget – \$20K vs. FY24 Forecast – \$22K (9.1% Decrease)**
  - Fees payable where a Member account has been terminated and is reactivated within three months of termination
  - The revenue for this item is expected to be consistent with 2024
- **Sign-Up fees:**
  - **FY25 Budget – \$249K vs. FY24 Forecast – \$239K (4.4% Increase)**
  - Sign-up fees are directly related to membership growth
  - Sign-up fees are calculated using the new members assumptions
- **Transfer fees:**
  - **FY25 Budget – \$219K vs. FY24 Forecast – \$247K (11.6% Decrease)**
  - Transfer activity is unpredictable and budgeted using a conservative rolling average of the trend

=

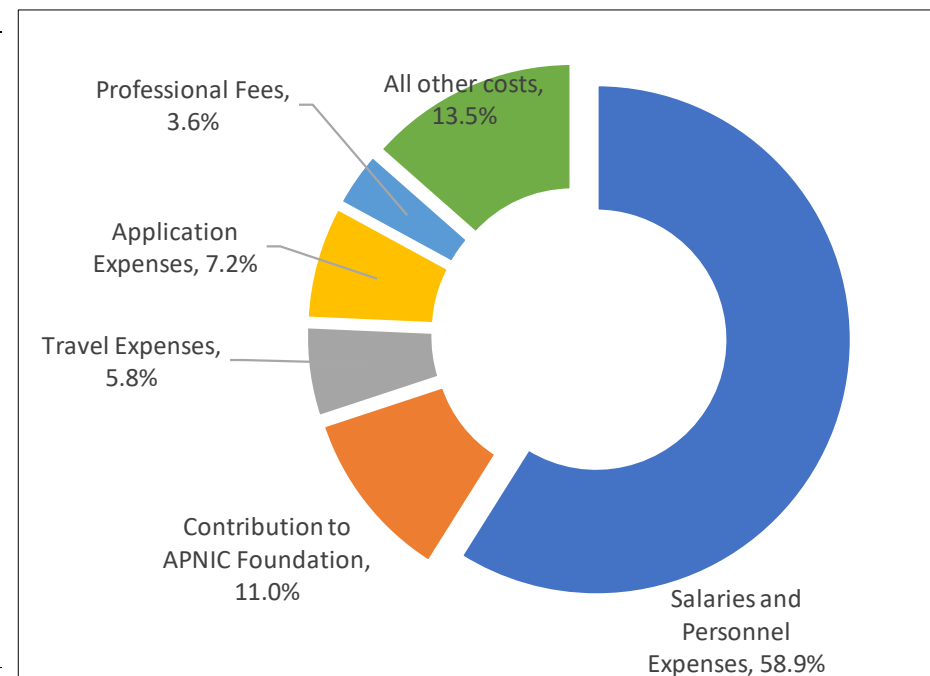
# Revenue – Other Revenue

- **Sundry Income:**
  - **FY25 Budget – \$604K vs. FY24 Forecast – \$573K (5.5% Increase)**
  - Training receipts: FY25 Budget – \$11K vs. FY24 Forecast – \$6K
  - Conference registration: FY25 Budget – \$12K vs. FY24 Forecast – \$16K
  - Conference sponsorship: FY25 Budget – \$209K vs. FY24 Forecast – \$181K
  - Research income: FY25 Budget – \$86K vs. FY24 Forecast – \$87K
  - Third party training: FY25 Budget – \$287K vs. FY24 Forecast – \$263K
- **Foundation Receipts:**
  - **FY25 Budget – \$3.9M vs. FY24 Forecast – \$4.1M (4.2% Decrease)**
  - Refer to Foundation Funded Activity section for further details
- **Investment Income:**
  - **FY25 Budget – \$1.2M vs. FY24 Forecast – \$1.1M (7.0% Decrease)**
  - Investment income: FY25 Budget – \$882K vs FY24 Forecast – \$877K
  - Interest income: FY25 Budget – \$188K vs FY24 Forecast – \$273K

# EXPENSES

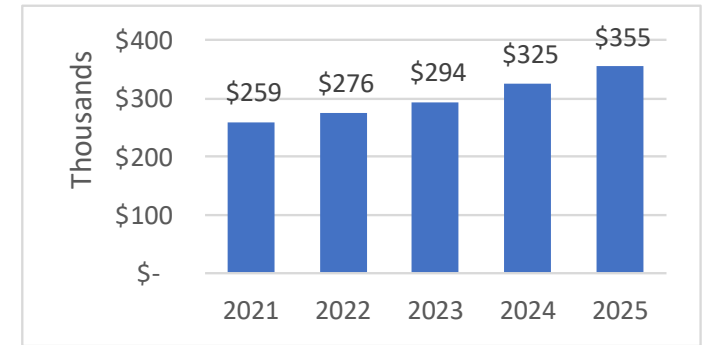
# Expenses – 5 Year Trends

EXPENSES (AUD)	Actual 2021	Actual 2022	Actual 2023	Forecast 2024	Budget 2025	FY25 Budget vs FY24 Forecast
Bank service fees	259,116	275,982	293,625	325,208	354,800	9%
Communication expenses	634,015	633,469	707,163	720,957	737,635	2%
Application expenses	1,514,823	1,883,390	2,058,609	2,295,623	2,564,936	12%
Foundation expenses	0	3,702,680	4,589,804	4,066,324	3,896,060	-4%
Depreciation expenses	652,408	652,215	659,019	662,557	699,461	6%
Doubtful debt expenses	13,413	-23,995	61,977	20,000	20,000	0%
ICANN contract fees	197,515	231,762	244,964	243,581	256,048	5%
Insurance expenses	224,060	255,322	242,611	218,437	243,616	12%
Meeting & training expenses	88,785	597,066	765,930	870,006	858,330	-1%
Membership fees expenses	62,720	74,398	73,441	88,278	100,810	14%
Office operating expenses	367,000	611,541	392,037	359,014	417,962	16%
Postage & delivery expenses	11,674	36,236	51,594	6,121	20,500	235%
Printing & photocopy expenses	22,109	26,078	27,138	28,198	20,120	-29%
Professional fees	2,235,121	1,992,856	1,399,943	1,635,117	1,259,021	-23%
Recruitment expenses	297,997	445,725	112,677	349,040	165,000	-53%
Salaries & personnel expenses	15,707,940	16,887,009	19,216,053	19,857,290	20,873,447	5%
Sponsorship & publicity expenses	315,397	639,979	631,098	661,796	672,609	2%
Staff training expenses	149,705	287,933	264,727	219,283	217,064	-1%
Travel expenses	65,455	1,370,504	1,672,769	2,081,582	2,042,208	-2%
<b>TOTAL EXPENSES</b>	<b>22,819,252</b>	<b>30,580,151</b>	<b>33,465,178</b>	<b>34,708,412</b>	<b>35,419,627</b>	<b>2%</b>
<b>Change</b>	<b>5%</b>	<b>34%</b>	<b>9%</b>	<b>0%</b>	<b>2%</b>	



# Expenses – Bank service fees

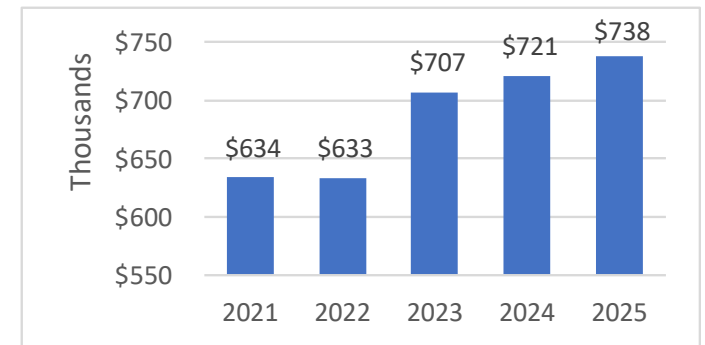
- **FY25 Budget – \$355K vs. FY24 Forecast – \$325K (9.1% Increase)**
- Budget assumptions:
  - Bank service fees include the cost of merchant fees absorbed by APNIC on inward remittances from members and all other bank charges
  - Bank service fees will increase above 4%
- Year on Year changes & improvements:
  - Bank service fees will increase due to a planned broadening of payment methods offered by APNIC, including non-traditional mobile payment platforms that carry higher merchant fees than existing traditional payment methods on offer



Year	Year on Year % Increase	% of Total Costs
2021	7.3%	1.1%
2022	6.5%	0.9%
2023	6.4%	0.9%
2024	10.8%	0.9%
2025	9.1%	1.0%

# Expenses – Communication expenses

- **FY25 Budget – \$738K vs. FY24 Forecast – \$721K (2.3% Increase)**
- Budget assumptions:
  - Communication expenses include data network expenses, internet connectivity expenses, telephony and mobile phone expenses
  - Costs increases will be contained below 4%
- Year on Year changes & improvements:
  - There are no new commitments budgeted for 2025
  - All budget lines expected to increase by inflation, or less in 2025



Year	Year on Year % Increase	% of Total Costs
2021	-9.0%	2.8%
2022	-0.1%	2.1%
2023	11.6%	2.1%
2024	2.0%	2.1%
2025	2.3%	2.1%



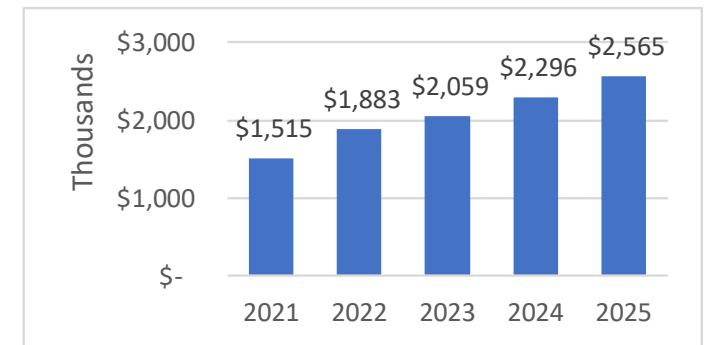
# Expenses – Communication expenses

<b>Budget Item</b>	<b>Forecast 2024</b>	<b>Budget 2025</b>
REO-R2-Communication Data centre rack hire & cross connects	239,804	250,000
REO-R2-Communication Data network/ service monitoring & alerting	41,205	50,000
REO-R2-Communication DNS anycast & regional whois cloud hosting	101,461	90,000
REO-R2-Communication Network equipment support & maintenance	128,753	132,000
REO-R2-Communication Transit/ Peering/ Virtual interconnections	199,020	206,000

*Expense listing includes all budget line items +\$50K*

# Expenses – Application fees (previously Computer expenses)

- **FY25 Budget – \$2.57M vs. FY24 Forecast – \$2.30M (7.2% Increase)**
- Budget assumptions:
  - Application fees includes all non-capital purchases of equipment, consumables, licenses and support fees for hardware and software
  - APNIC will continue to benefit from non-profit pricing plans for many applications and services
  - Application fees will increase above 4% due to ongoing cost increases for many of the applications that APNIC uses
- Year on Year changes & improvements:
  - Reviews underway to ensure applications and services are fit for purpose and deployed on an ‘as needed’ basis
  - This work will continue into 2025 for key applications with multi-year agreements in place



Year	Year on Year % Increase	% of Total Costs
2021	24.5%	6.6%
2022	24.3%	6.2%
2023	9.3%	6.2%
2024	11.5%	6.6%
2025	11.7%	7.2%

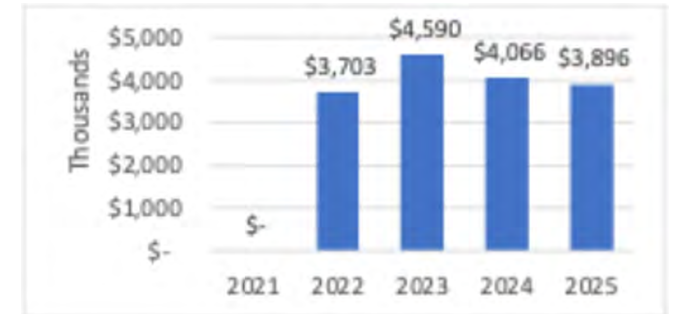
# Expenses – Application fees (previously Computer expenses)

<b>Budget Item</b>	<b>Forecast 2024</b>	<b>Budget 2025</b>
IMO-C4-Application NetSuite license	204,000	215,000
IMO-C1-Application Atlassian Cloud	63,480	52,500
IMO-C1-Application Office 365 business premium	28,758	60,000
IMO-C1-Application SSO LifeCycle Okta	58,844	65,000
IMO-C1-Application Zoom video conferencing license	64,260	66,500
IMO-C1-Application JupiterOne License		50,000
IMO-R2-Application Cloudflare Licence	154,547	161,080
IMO-R2-Application SSO APNIC Login	80,306	84,120
IMO-C1-Application Data Warehouse Licenses	164,280	164,280
IMO-C1-Application HackerOne VRP & BBP program	87,468	90,000
IMO-C1-Application Neo4J license	54,460	54,460
PSO-C3-Application HRIS Licences	73,000	56,000
REO-R2-Application Cloud GCP Compute Virtual Machines		155,000
REO-R2-Application GitLab Ultimate	43,691	61,200
REO-R2-Application CentOS upgrade path	65,133	74,178
REO-R2-Application Rapid7 license & Support	35,165	62,000
REO-R2-Application Vmware licence	12,373	75,000
REO-R2-Application Local network storage support & maintenance	51,955	50,000
REO-R1-Application Salesforce License	240,183	219,186

*Expense listing includes all budget line items +\$50K*

# Expenses – APNIC Foundation expenses

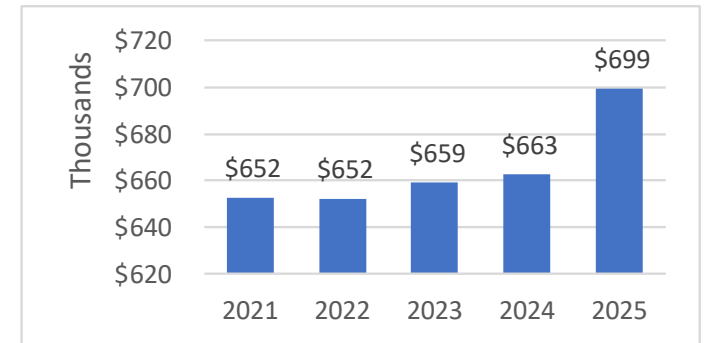
- **FY25 Budget – \$3.89M vs. FY24 Forecast – \$4.07M (4.2% Decrease)**
- Budget assumptions:
  - Foundation funded project expenses includes all funds spent on projects delivered by APNIC on behalf of the APNIC Foundation.
  - Foundation funded project expenses are offset by a corresponding revenue within the reporting line 'Foundation receipts' to provide transparency over the activities of APNIC that are funded by the APNIC Foundation
  - The level of funding received from APNIC Foundation has been reduced for the second year in a row
- Year on Year changes & improvements:
  - Adjustments have been made to budgeted program expenditure and APNIC's own commitment to development programs to meet the reduced funding
  - Refer to APNIC Foundation section below for further details



Year	Year on Year % Increase	% of Total Costs
2021	-100.0%	0.0%
2022	0.0%	12.1%
2023	24.0%	13.7%
2024	-11.4%	11.7%
2025	-4.2%	11.0%

# Expenses – Depreciation

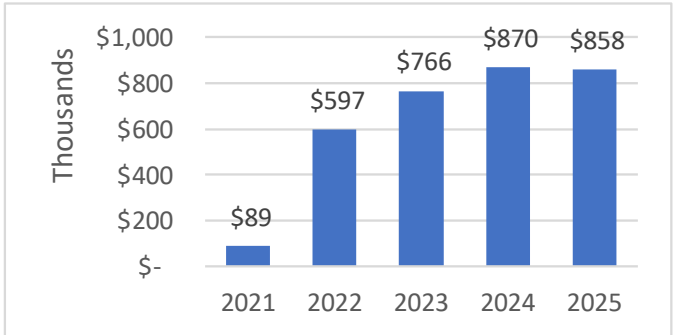
- **FY25 Budget – \$699K vs. FY24 Forecast – \$663K (5.6% Increase)**
- Budget assumptions:
  - Depreciation expenses are budgeted based on analysis of the existing depreciation and capital allowance schedules, including anticipated capital expenditure planned for 2025
  - APNIC’s capitalisation threshold for new assets is \$1,000
  - Depreciation amounts budget for 2025 are:
    - Equipment depreciation: \$632,567 (2024 Forecast: \$585,311)
    - Capital works allowances (6 Cordelia Street): \$66,894 (2024 Forecast: \$77,246)
- Year on Year changes & improvements:
  - Depreciation expenses will increase above 4% due to capital expenditure commitments which includes \$1M of capital works improvements at the APNIC office



Year	Year on Year % Increase	% of Total Costs
2021	-7.8%	2.9%
2022	0.0%	2.1%
2023	1.0%	2.0%
2024	0.5%	1.9%
2025	5.6%	2.0%

# Expenses – Meeting & training expenses

- **FY25 Budget – \$858K vs. FY24 Forecast – \$870K (1.3% Decrease)**
- Budget assumptions:
  - Meeting and training expenses includes all costs incurred in running APNIC meetings, conferences, and training events. The expense category includes venue and equipment hire, catering and social events.
  - For budgeting purposes, it has been assumed that APNIC59 will be hosted in Dhaka, Bangladesh and APNIC60 will be hosted in Da Nang, Vietnam.
  - Meeting and training expenses will decrease in 2025.
- Year on Year changes & improvements:
  - The year on year decrease in expenses is a result of lower cost destinations for the 2025 conferences compared to 2023 and 2024.



Year	Year on Year % Increase	% of Total Costs
2021	-34.4%	0.4%
2022	572.5%	2.0%
2023	28.3%	2.3%
2024	13.6%	2.5%
2025	-1.3%	2.4%

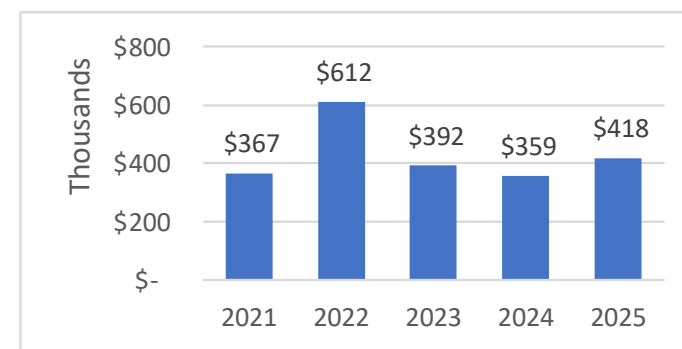
# Expenses – Meeting & training expenses

<b>Budget Item</b>	<b>Forecast 2024</b>	<b>Budget 2025</b>
ENO-E4-Meeting APNIC Conference Opening reception	50,000	52,000
ENO-E4-Meeting APNIC Conference AV rental	165,000	171,600
ENO-E4-Meeting APNIC Conference week venue hire and catering	144,000	149,760
DEO-D1-Meeting APNIC partner training program	87,344	68,650

*Expense listing includes all budget line items +\$50K*

# Expenses – Office operating expenses

- **FY25 Budget – \$418K vs. FY24 Forecast – \$359K (16.4% Increase)**
- Budget assumptions:
  - Office operating expenses includes all the costs associated with maintaining APNIC’s office at 6 Cordelia St, Brisbane and a small office in Canberra
  - Office operating expenses will increase above 4%
- Year on Year changes & improvements:
  - Following two years of cost decreases to office operating expenses, high inflation and a reduction in recharges to the APNIC Foundation will result in higher costs in 2025
  - A review of contracted cleaning costs is underway
  - Many costs are fixed (e.g. rates, water and land tax) or reactive (e.g. maintenance and repairs) and cannot be reduced or avoided



Year	Year on Year % Increase	% of Total Costs
2021	26.3%	1.6%
2022	66.6%	2.0%
2023	-35.9%	1.2%
2024	-8.4%	1.0%
2025	16.4%	1.2%



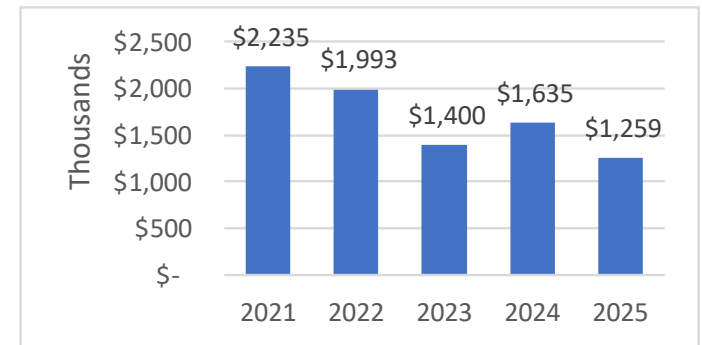
# Expenses – Office operating expenses

<b>Budget Item</b>	<b>Forecast 2024</b>	<b>Budget 2025</b>
BSO-C2-Office Cleaning	59,465	84,000
BSO-C2-Office Electricity	49,992	55,200
BSO-C2-Office General maintenance and repairs	68,050	50,000
BSO-C3-Office Kitchen supplies and catering	60,000	62,400
FRO-C2-Office Land tax	55,308	57,282

*Expense listing includes all budget line items +\$50K*

# Expenses – Professional fees

- **FY25 Budget – \$1.26M vs. FY24 Forecast – \$1.64M (23.0% Decrease)**
- Budget assumptions:
  - Professional fees includes all contractor, consultant, 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 where employment arrangements are not practical.
  - APNIC uses consultant services for legal advice, statutory audit, tax compliance, and professional services where APNIC does not retain in house expertise.
  - Professional fees will decrease in 2025.
- Year on Year changes & improvements:
  - The 2024 forecast for professional fees includes \$290,000 of unbudgeted costs resulting from the Director General transition. Excluding these costs, the 2025 budget provision is 9.8% lower than the 2024 budget provision of \$1,395,796.
  - Reductions in 2025 have been budgeted across various consultancy and contractor arrangements and are offset by a \$61,000 provision for the community trainer program which will now be co-funded by APNIC following the reduction in APNIC Foundation funding.
  - There are no provisions in the 2025 budget to defend APNIC against any legal action or for resourcing and advice to respond to outcomes from registry reviews which are still underway.



Year	Year on Year % Increase	% of Total Costs
2021	15.5%	9.8%
2022	-10.8%	6.5%
2023	-29.8%	4.2%
2024	16.8%	4.7%
2025	-23.0%	3.6%

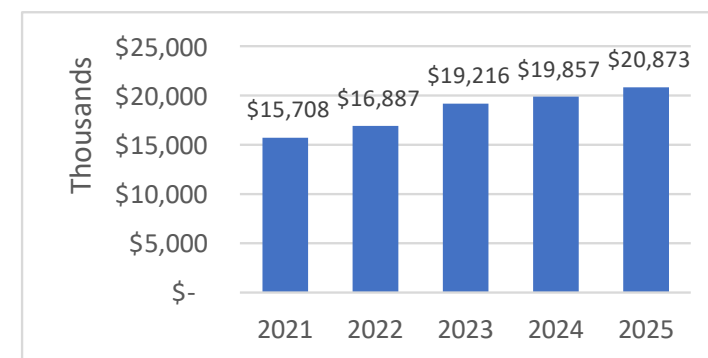
# Expenses – Professional fees

Budget Item	Forecast 2024	Budget 2025
ENO-E2-Professional iTank design consultancy	141,604	147,026
ENO-E1-Professional Strategic Engagement consultants	58,193	81,254
FRO-C2-Professional Audit fees	62,000	65,500
FRO-C2-Professional Financial and tax advice	100,000	100,000
FRO-C4-Professional NetSuite consultant support	60,000	60,000
LGO-C4-Professional Legal fees	116,925	91,920
PSO-C3-Professional HR consulting	53,500	65,000
PSO-C3-Professional outsourced payroll services	55,514	72,000
DEO-D1-Professional Community Trainers Retainer (APNIC Share)		61,000
DGO-D3-Professional Lab research consultancy	253,164	265,200
REO-R2-Professional Products QA	55,642	70,000

*Expense listing includes all budget line items +\$50K*

# Expenses – Salary & personnel costs

- **FY25 Budget – \$20.87M vs. FY24 Forecast – \$19.86M (5.1% Increase)**
- 2024 baseline salaries & personnel forecast adjusted for:
  - Reduction of 2 FTE’s through role consolidations (2025 impact: \$368,458)
  - Increase of 0.38 FTE’s previously funded by APNIC Foundation now to be funded by APNIC (2025 impact: \$56,898 increase)
  - No planned headcount increases in 2025
  - Forecast average wage growth 4%
- **\$200,000 provision for role reclassifications and market adjustments**
  - Mid-year salary review & market adjustment
  - Unexpected and unplanned role reviews
- **Statutory payments and standing entitlements:**
  - Leave loading 17.5%
  - Superannuation increase in July 2025 from 11.5% to 12.0%
  - Payroll Tax ~4.95% (APNIC remits in QLD, NSW, ACT, SA & VIC)
  - Mental Health Levy 0.25% above \$10M
  - Established Allowances (Telecoms, On-Call, Shift, Public Holiday, Warden)
- **Bonus provisions:**
  - EOY bonus provision 1 week
  - Performance bonus provision 3%



Year	Year on Year % Increase	% of Total Costs
2021	11.6%	68.8%
2022	7.5%	55.2%
2023	13.8%	57.4%
2024	3.3%	57.2%
2025	5.1%	58.9%

# Expenses – Salary & personnel Costs: 2024 Forecast vs 2025 Budget

2024 vs 2025 Salaries & Personnel expenses reconciliation	Note	Amount	% of 2024 baseline
<b>2024 forecasts salary &amp; personnel costs</b>		19,857,447	
Allowance for salary, bonus and statutory superannuation increases		1,282,000	6.5%
Roles previously funded by Foundation	1	56,898	0.3%
Role redundancies and consolidations	2	(368,458)	-1.9%
Ancilliary costs	3	44,692	0.2%
<b>2025 Budget salary &amp; personnel costs</b>		20,873,448	5.1%

Note 1 - Increase in 0.36 PY previously funded by Foundation now to be funded by APNIC

Note 2 - Reduction in 2 PY through role redundancies and consolidations.

Note 3 - Allowance for increases in work cover, income protection and other overhead.

# Expenses – Salary & personnel Costs: 2024 PY vs. 2025 Budget

	APNIC *	APNIC Staff Foundation Funded **	APNIC Foundation***	Other****	TOTAL
<b>2024 Workforce PY Reconciliation</b>					
2024 Workforce Forecast PY	105.94	14.36	10.21	4.36	134.87
Increase	2.07		0.59	0.08	2.74
Decrease	(2.40)	(0.38)		(0.01)	(2.78)
<b>2025 Workforce Budget PY</b>	<b>105.61</b>	<b>13.98</b>	<b>10.80</b>	<b>4.43</b>	<b>134.82</b>

\*The increase of 2.07 PY represents the assumptions to backfill 2024 vacancies at full year costs and absorption of 0.38 PY from APNIC Foundation into APNIC. The decrease of 2.40 PY represents role consolidations

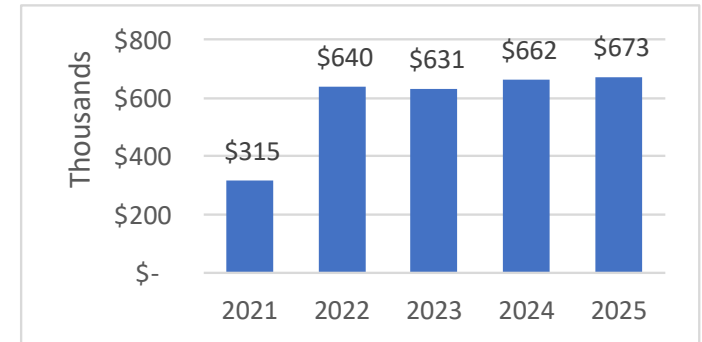
\*\*In 2024, 14.36 PY represents 14 staff funded 100% by APNIC Foundation. In 2025, 13.98 PY represents 20 development team staff funded 70% by APNIC Foundation

\*\*\*PY represents seconded staff to APNIC Foundation operations and projects

\*\*\*\*PY represents seconded staff to NRO, APIDT and APNIC personnel support to APNIC Foundation

# Expenses – Sponsorship & publicity expense

- **FY25 Budget – \$673K vs. FY24 Forecast – \$662K (1.6% Increase)**
- Budget assumptions:
  - Sponsorship and publicity expenses includes APNIC’s contributions to the NRO and sponsorship of NOG’s, conference fellows and publicity expenses
  - Cost increases will be contained below 4%
- Year on Year changes & improvements:
  - The NRO budget process is yet to commence  
The outcomes of that process may impact APNIC’s assumed budget provision



Year	Year on Year % Increase	% of Total Costs
2021	-27.9%	1.4%
2022	102.9%	2.1%
2023	-1.4%	1.9%
2024	4.9%	1.9%
2025	1.6%	1.9%

# Expenses – Sponsorship & publicity expense

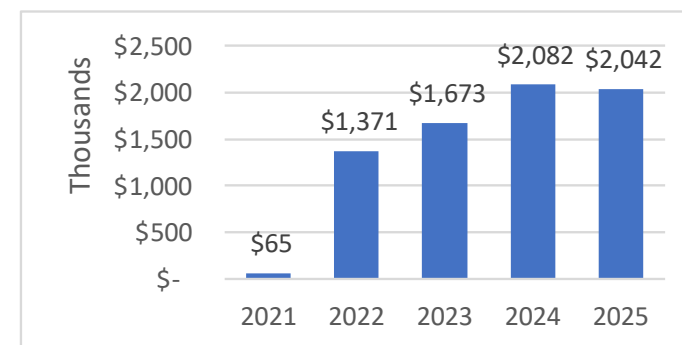
<b>Budget Item</b>	<b>Forecast 2024</b>	<b>Budget 2025</b>
ENO-E2-Publicity Google PPC advertising	90,000	80,000
ENO-E4-Publicity APNIC conference fellowships	70,000	70,000
ENO-E3-Publicity Community/ non-technical sponsorship	57,000	60,000
DEO-D2-Publicity Sponsorships for NOGs/Peering/Security	123,500	125,000
DGO-E3-Publicity NRO expenses	248,852	276,609

*Expense listing includes all budget line items +\$50K*



# Expenses – Travel expenses

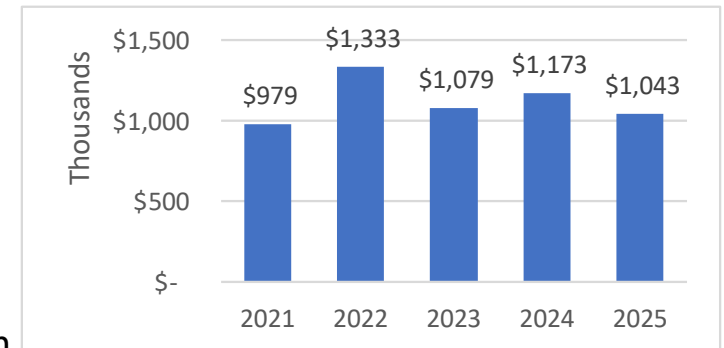
- **FY25 Budget – \$2.04M vs. FY24 Forecast – \$2.08M (1.9% Decrease)**
- Budget assumptions:
  - Travel expenses include all costs of travel undertaken by the EC and Secretariat including for member engagement and outreach, technical events, community development activities, conferences, Internet governance, APNIC EC meetings and professional development.
  - APNIC continue to actively monitor and manage its travel expenses through adherence to Travel Policy. The assumption included in this budget are:
    - All travel <12 hours, including conference travel will be in economy class;
    - All travel booking fees and other overheads are included in the travel budget;
    - APNIC EC, SIG Chair and NRO NC travels are included in the travel budget;
    - APNIC Foundation funded program travel (including APNIC Academy, Training and M-Root) are 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.
  - The year-on-year decrease in travel expenses is 1.9% (5-year average: 391.6% includes the one-off return to travel following the COVID-19 Pandemic).
- Year on Year changes & improvements:
  - The 2024 forecast for travel expenses includes \$90,000 of unbudgeted costs resulting from the Director General transition. Excluding these costs, the 2025 budget provision is 2.1% higher than the 2024 budget provision of \$2,000,000
  - No material changes.



Year	Year on Year % Increase	% of Total Costs
2021	-80.2%	0.3%
2022	1993.8%	4.5%
2023	22.1%	5.0%
2024	24.4%	6.0%
2025	-1.9%	5.8%

# Expenses – Other expenses

- **FY25 Budget – \$1.04M vs. FY24 Forecast – \$1.17M (11.1% Decrease)**
- **Budget assumptions:**
  - Other expenses include:
    - ICANN contract fees: Current year forecast applied against budgeted USD rate (1 AUD = 0.67 USD)
    - Insurance expenses: Expected premium increases in line with inflation
    - Membership fees expense: Expected fee increases in line with inflation
    - Postage & delivery: Minor costs with no material changes
    - Printing & photocopy: Minor costs with no material changes
    - Recruitment expenses: Provision for role replacements only
    - Staff training expenses: Provision in line with current year trend
- **Year on Year changes & improvements:**
  - The 2024 forecast for other expenses includes \$195K of unbudgeted recruitment costs resulting from the Director General transition.



Year	Year on Year % Increase	% of Total Costs
2021	2.3%	4.3%
2022	36.2%	4.4%
2023	-19.1%	3.2%
2024	8.7%	3.4%
2025	-11.1%	2.9%

# Expenses – Other expenses

<b>Budget Item</b>	<b>Forecast 2024</b>	<b>Budget 2025</b>
FRO-C4-Insurance Combined	209,930	219,000
PSO-C3-Training Group/ General workshops	100,000	70,000
PSO-C3-Training Staff individual professional development	75,079	100,000
PSO-C3-Recruitment HR fees	274,040	80,000
PSO-C3-Recruitment Migration Expenses	70,000	75,000
DGO-E3-ICANN Contribution	243,581	256,048

*Expense listing includes all budget line items +\$50K*

# APNIC FOUNDATION FUNDED ACTIVITY

# APNIC Foundation Funding Summary

Activity	Forecast 2024	Budget 2025	FY25 Budget vs FY24 Forecast
Academy Platform and Curriculum Development	1,437,793	1,257,054	-13%
Training Events	1,661,556	1,774,390	7%
Community HoneyNet and Security Threat Sharing Platform	80,421	77,000	-4%
M-Root Deployment	673,523	615,132	-9%
Research and Analysis	138,734	170,000	23%
Curriculum development for non technical audiences	71,813	-	-100%
<b>TOTAL</b>	<b>4,063,840</b>	<b>3,893,576</b>	<b>-4%</b>

- **FY25 Budget – \$3.89M vs. FY24 Forecast – \$4.06M (4.2% Decrease)**
- Budget assumptions:
  - No new project proposals submitted for FY25
  - Foundation funding reduced for all programs, except training delivery and research
  - APNIC has absorbed additional labour costs and overheads
  - Curriculum development for non-technical audiences (IPGO) will not be funded in 2025

# Foundation Funding Proposals – APNIC Academy Platform & Curriculum Development

- **FY25 Budget – \$1.26M vs. FY24 Forecast – \$1.44M (12.6% Decrease)**
- **Description:**
  - The goal of the project is to serve as an integrated and community-wide online platform (the APNIC Academy) 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 modernizing the platform to ensure its long-term success.

# Foundation Funding Proposals – Cybersecurity: Honeynet & threat sharing

- **FY25 Budget – \$77K vs. FY24 Forecast – \$80K (4.3% Decrease)**
- **Description:**
  - 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), 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).

# Foundation Funding Proposals – M-Root deployment

- **FY25 Budget – \$615K vs. FY24 Forecast – \$674K (8.7% Decrease)**
- **Description:**
  - 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.



# Foundation Funding Proposals – Training Delivery and Community Trainers

- **FY25 Budget – \$1.77M vs. FY24 Forecast – \$1.66M (6.8% Increase)**
- **Description:**
  - 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.

# Foundation Funding Proposals – Research and Internet Measurement

- **FY25 Budget – \$170K vs. FY24 Forecast – \$139K (22.5% Increase)**
- **Description:**
  - The objective is to measure the properties of the network in the same manner as users see the network, by measuring the behavior 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.

# LONG TERM OUTLOOK

# Long term outlook – 4 Year Projections

Revenue (AUD)	2020-23					2024-27	2020-23 & 2024-27
	Cumulative	2024	2025	2026	2027	Cumulative	
Membership fees	97,518,708	26,825,976	27,858,259	29,964,437	33,161,813	117,810,486	215,329,193
Non-Member fees	1,092,818	345,663	339,021	355,774	364,730	1,405,188	2,498,006
Reactivation fees	79,600	22,000	20,000	20,000	20,000	82,000	161,600
Sign-Up fees	1,164,500	238,500	249,000	237,000	270,000	994,500	2,159,000
Transfer fees	908,891	247,049	218,500	218,500	218,500	902,549	1,811,440
Sundry income	1,272,922	572,926	622,234	622,234	622,234	2,439,629	3,712,552
Foundation receipts	8,953,706	4,084,406	3,896,060	3,896,060	3,896,060	15,772,585	24,726,291
<b>Operating Revenue</b>	<b>110,991,145</b>	<b>32,336,521</b>	<b>33,203,074</b>	<b>35,314,005</b>	<b>38,553,337</b>	<b>139,406,937</b>	<b>250,398,082</b>
Investment income	3,579,774	1,149,952	1,070,000	1,070,000	1,070,000	4,359,952	7,939,726
<b>TOTAL REVENUE</b>	<b>114,570,919</b>	<b>33,486,472</b>	<b>34,273,074</b>	<b>36,384,005</b>	<b>39,623,337</b>	<b>143,766,888</b>	<b>258,337,808</b>
		1.86%	2.35%	6.16%	8.90%		

Expenses (AUD)	2020-23					2024-27	2020-23 & 2024-27
	Cumulative	2024	2025	2026	2027	Cumulative	
Application expenses	6,673,631	2,295,623	2,564,936	2,667,533	2,774,235	10,302,327	16,975,958
Foundation funded project expenses	9,053,374	4,066,324	3,896,060	3,896,060	3,896,060	15,754,503	24,807,877
Professional fees	7,563,540	1,639,227	1,259,021	1,309,381	1,361,757	5,569,385	13,132,925
Salaries & personnel expenses	65,881,815	19,857,290	20,873,447	21,708,385	22,576,721	85,015,843	150,897,658
Travel expenses	3,439,987	2,081,582	2,042,208	2,123,896	2,208,852	8,456,539	11,896,525
Other expenses	16,034,504	4,768,366	4,783,955	4,975,313	5,174,326	19,701,961	35,736,464
<b>TOTAL EXPENSES</b>	<b>108,646,850</b>	<b>34,708,412</b>	<b>35,419,627</b>	<b>36,680,569</b>	<b>37,991,950</b>	<b>144,800,558</b>	<b>253,447,408</b>
		3.72%	2.05%	3.56%	3.58%		

Amount (AUD)	2020-23					2024-27	2020-23 & 2024-27
	Cumulative	2024	2025	2026	2027	Cumulative	
Total Revenue	114,570,919	33,486,472	34,273,074	36,384,005	39,623,337	143,766,888	258,337,808
Total Expenses	108,646,850	34,708,412	35,419,627	36,680,569	37,991,950	144,800,558	253,447,408
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>5,924,069</b>	<b>(1,221,940)</b>	<b>(1,146,552)</b>	<b>(296,564)</b>	<b>1,631,387</b>	<b>(1,033,669)</b>	<b>4,890,400</b>

- Most Important Goal 8: ‘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
- Revenue assumptions:
  - Membership projections, derived from analysis of historical membership growth trends
  - Multi-year fee changes announced by the APNIC EC on 10 September 2023 will come into effect from 1 January 2025, as follows:
  - APNIC Foundation funding will continue at 2025 levels for the duration of the Strategic Plan
  - Investment return forecasts provided by APNIC’s investment advisors
- Expense assumptions:
  - Costs for business-as-usual activities are kept to a maximum annual increase of 4%
  - APNIC Foundation funding will continue at 2025 levels for the duration of the Strategic Plan

# Long term outlook – Revised projections

2024 budget projections...

Amount (AUD)	2020-23 Cumulative	2024	2025	2026	2027	2024-27 Cumulative	2020-23 & 2024-27
Total Revenue	114,570,919	33,332,109	34,451,899	36,744,814	40,204,061	144,732,883	259,303,802
Total Expenses	108,646,850	34,567,870	35,819,878	37,123,619	38,481,231	145,992,598	254,639,448
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>5,924,069</b>	<b>(1,235,761)</b>	<b>(1,367,979)</b>	<b>(378,805)</b>	<b>1,722,831</b>	<b>(1,259,715)</b>	<b>4,664,355</b>

Vs. 2025 budget projections...

Amount (AUD)	2020-23 Cumulative	2024	2025	2026	2027	2024-27 Cumulative	2020-23 & 2024-27
Total Revenue	114,570,919	33,486,472	34,273,074	36,384,005	39,623,337	143,766,888	258,337,808
Total Expenses	108,646,850	34,708,412	35,419,627	36,680,569	37,991,950	144,800,558	253,447,408
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>5,924,069</b>	<b>(1,221,940)</b>	<b>(1,146,552)</b>	<b>(296,564)</b>	<b>1,631,387</b>	<b>(1,033,669)</b>	<b>4,890,400</b>

- There has been a \$226K improvement in the 2024-27 Strategic Plan cumulative deficit between the 2024 budget projections and the 2025 budget projections.
- Key changes to the long-term outlook:
  - A \$966K reduction in revenue due to reductions in membership growth assumptions and APNIC Foundation funding receipts.
  - A \$1.2M reduction in expenditure due to reductions in APNIC Foundation project expenses, professional fees and operating overheads.

# 2024 BUDGET SUMMARY RECAP

# 2025 Budget Summary

Amount (AUD)	Budget 2024	Forecast 2024	FY25 Budget vs	
			Budget 2025	FY24 Forecast
Membership fees	26,760,390	26,825,976	27,858,259	4%
Non-members fees	310,560	345,663	339,021	-2%
Reactivation fees	20,000	22,000	20,000	-9%
Sign-Up fees	326,667	238,500	249,000	4%
Transfer fees	218,500	247,049	218,500	-12%
Sundry income	404,680	572,926	604,152	5%
Foundation receipts	4,267,584	4,084,406	3,914,142	-4%
<b>Operating Revenue</b>	<b>32,308,381</b>	<b>32,336,521</b>	<b>33,203,074</b>	<b>3%</b>
Investment income	1,023,728	1,149,952	1,070,000	-7%
<b>TOTAL REVENUE</b>	<b>33,332,109</b>	<b>33,486,472</b>	<b>34,273,074</b>	<b>2%</b>
Bank service fees	344,000	325,208	354,800	9%
Communication expenses	718,625	720,957	737,635	2%
Application expenses	2,291,963	2,295,623	2,564,936	12%
Foundation expenses	4,267,584	4,066,324	3,896,060	-4%
Depreciation expenses	722,414	662,557	699,461	6%
Doubtful debt expenses	20,000	20,000	20,000	0%
ICANN contract fees	246,200	243,581	256,048	5%
Insurance expenses	268,277	218,437	243,616	12%
Meeting & training expenses	732,300	870,006	858,330	-1%
Membership fees expenses	90,902	88,278	100,810	14%
Office operating expenses	364,762	359,014	417,962	16%
Postage & delivery expenses	71,400	6,121	20,500	235%
Printing & photocopy expenses	30,000	28,198	20,120	-29%
Professional fees	1,395,796	1,635,117	1,259,021	-23%
Recruitment expenses	165,000	349,040	165,000	-53%
Salaries & personnel expenses	19,923,034	19,857,290	20,873,447	5%
Sponsorship & publicity expenses	674,970	661,796	672,609	2%
Staff training expenses	240,644	219,283	217,064	-1%
Travel expenses	2,000,000	2,081,582	2,042,208	-2%
<b>TOTAL EXPENSES</b>	<b>34,567,870</b>	<b>34,708,412</b>	<b>35,419,627</b>	<b>2%</b>
<b>OPERATING SURPLUS/ (DEFICIT)</b>	<b>(1,235,762)</b>	<b>(1,221,940)</b>	<b>(1,146,552)</b>	<b>6%</b>
Revaluation of Financial Assets	0	1,359,666	0	-100%
<b>(DEFICIT) / SURPLUS BEFORE TAX</b>	<b>(1,235,762)</b>	<b>137,726</b>	<b>(1,146,552)</b>	<b>-932%</b>

## Revenue growth of 2.3% vs. 2024 forecast:

- Membership fees of \$27.9M will increase by 3.8%, as the multi-year fee changes announced by the APNIC EC in September 2023 will come into effect from 1 January 2025.
- Sundry income will increase by 5.5% due to additional conference sponsorship and third-party training receipts
- Investment income will decrease by 7.0% due to lower forecast projections for deposit rates and funds on hand. Investment portfolio returns are consistent with 2024 and are based on estimates from UBS.

## Expense growth of 2.0% vs. 2024 forecast:

- Applications expenses will increase by 11.7% due to cost increases above inflation for most APNIC applications.
- APNIC Foundation budget of \$3.9M has been reduced, based on available funding envelope.
- Professional fees will decrease by 23.0% due to 2024 one-off costs of DG transition and review of other consultant arrangements.
- Salaries & personnel expenses will increase by 5.1% to cover reasonable salary increases and statutory obligations. Zero head count increase.
- Travel expenses of \$2M are in line with 2024 forecasts.

## Operating deficit of \$1.15M:

- Long range modelling presented to the EC in November 2023 projected:
  - Revenue of \$34.5M (year on year growth of 3.3%)
  - Expenses of \$35.8M (year on year growth of 3.6%)
  - Operating deficit of \$1.4M

# Proposed resolution

**Proposed resolution 2024-XX:** The EC resolves to approve and adopt the 2025 Budget (as attached) that provides authority to the Director General for a total operational expenditure of AUD 35,419,627 and a total capital expenditure of AUD 1,512,800 for 2025.



# QUESTIONS?