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(Captioner standing by)

>> SUNNY CHENDI: Thank you. Sunny from APNIC. A couple of housekeeping notes. The lunch will be served today next-door in the Diamond Ballroom. Not downstairs in the cafe. So please, after this session, move to next-door for the lunch.

The second thing is we really, really thank you all for being here and really appreciate all of your time. And we also understand that you probably have your daily business. So if you would like to take any calls, you know, please step outside and take your call. It looks like it is difficult for others in the room here. It is quite important, and I understand you have to do your daily business. You know, you probably have meetings. We have a lot of private rooms outside. So if can you step outside for a little while. Take your call, come back. Put your phones on silent mode so they don't disturb others taking part in the meeting here as well.

Thank you very much. I pass the mic to the Chair.

>> KENNY HUANG: Good morning. Kenny Huang again. I'm happy to give APNIC Executive Council report. Where is the pointer? Okay.

So we can see we introduced the EC member and myself. And Sumon, Jia, cam, Anlei Hu and Roopinder, and Yoshinobu Matsuzaki. The function of the APNIC EC is to represent the interests of the members of the Governance of APNIC and oversight of the APNIC activity and consider broad Internet policy issues for APNIC strategic direction. And also set membership fees.

Endorse policy consensus towards implementation. That is the basic

functions for APNIC EC.

APNIC EC run five EC meetings were held since APNIC 57 AGM. Post-AGM EC next 27 February, 2025. Next EC meeting in gang cock, May 2021, 2025. Alongside BKNIX peering Forum with they NOG7. And negligence meetings are a joint meeting with icon on 22 February this year. Joint meeting with RIR Board Members, on February this year. It is difficult to have a RIR members together for the joint meeting. Each Board Member is difficult to accommodate their schedule. We try our best, especially to run the APNIC meeting here. We tried to share a calendar, if they're here, we are happy to host the event, to invite all of the RIR coming together and sharing discussion. Some critical issue either in RIR issue or especially the most important would be interRIR issue and the Global Internet Governance issue, that we can share to see how we can move from here.

Okay, we also have regular quarterly meeting elected leaders on February 26. All the meeting minutes, you can see and records on APNIC.net/EC. The APNIC EC meeting attendance. You can see from the EC member.

Most important, we have transition due to the Director General transition, Paul Wilson resigned as Director General in February 2024. We started the recruiting process managed by EC search and transition sub Committee and the Ad Hoc Committee, serving for a particular reason. They studied much. And finally Jia Rong Low was appointed by Director General in July by EC and commenced 1 October 2024. And EC thanks all in the community who participated in the process. Because in the recruiting process, a lot of volunteer. And we have a lot of good candidates and those submitted applications. Thank you for your contribution as well.

The APNIC Strategic Plan, 2024-2027, starting December 2024, the updated Strategic Plan for 2024-2027 and 2025 Activity Plan. The Strategic Plan now aligns more closely to APNIC bylaws objects. We have bylaws specifically mentions in the Commission. The new update Strategic Plan is more align with the bylaws. New also contain clear purpose descriptions and goals. Usually we just indicate the direction in the Strategic Plan, and we try to be more specific. That would be help to the public transparency. All of the APNIC stuff and community members can be more aligned with direction of APNIC and get a more clear picture regarding to how it intend to implement what will be progress so far. And also goals cascade to objectives in the Activity Plan. And later the Director General will give more into that reporting.

The APNIC policy denominator, APNIC EC reviewed and resolved to endorse two policy proposals that reach consensus in 2024. And prop 154, resizing of IPv4 assignments for IXP and prop 156 assignment for temporary IP resources. Thank you for your active participation in policy discussions. Policy discussion and development is a core activity of APNIC. Thank you for your participation and contribution. We reach two consensus in the two policy proposal. First one, prop 1 fix charging scheme, the EC resolved the APNIC member and nonmember fee schedules, for the sees assigned pursuant to prop 1 pick be fixed at 50% of the annual fee for lime of allocation. Basic level is prop

156. And also, some member raise the question regarding to the bylaw reform. And EC bring this issue into EC meeting. And eventually EC consider and suggest made by member at APNIC 58 including first one, extending the length of the EC member terms to three years.

Second, implementing the limit on number of terms an EC member can serve.

Third, introduce independent Directors to allow for greater gender diversity on the EC.

So you can see all the EC here. Actually not -- because it is imbalanced. So we try to find a way to see what we can do to encourage more gender diversity.

EC Director, APNIC Secretariat to develop suggestion 1 and two into bylaw reform proposal to be put to a vote for members. More information will be shared in the coming months on the proposal and member consultation process. You will get information regarding how we will proceed with the two proposal and how we will conduct the reform in the next APNIC public meeting. Further consideration for suggestion 3 is needed. It is a little bit greater change. We need to consider from different perspective also encourage to get more input in the consultation process.

So the EC will continue to explore the potential process. And if independent Director is introduced, the EC will continue to explore and discuss potentially models with an aim to make a decision in this year.

So whoever raised the similar question or have similar concern regarding to the set up independent Director, we will respond officially this year.

So usually we have several sub-Committees, but most are Ad Hoc Committees. We decide to shut down -- yeah, five sub-Committees, including financial sub Committee, property sub-Committee, fee review sub-Committee and search and transition sub-Committee. And investment review sub-Committee. And many of them basically is Ad Hoc finance sub-Committee is a continuing Committee and we try to expand the coverage. And just try to clarify this one question raised by the question about the bigger campus. I think that is part of the research we have property search Committee. But eventually the project was canceled. Right now, everything has a price increase and the material price increase. So we decide not to go forward. So we will not have any new property search Committee and not search for a new property for procurement.

And EC resolved to establish two new sub-Committee. First is finance, risk, audit Committee and remuneration Committee to review based on the requirement to the expectation of management and determine the remuneration Committee, the Chair is Achie and first Committee Chair was Anlei Hu.

Thank you, you have elect oral Committee. And we make sure everything was smoothly, transparent and accountable. Thank you for the contribution to the members. The 2025 electoral Committee members are Donna, Jonathan, Amrita, Rupesh, and Tug. Thank you very much.

Getting to financial management. Full details of APNIC finances and Treasurer's report, basically there will be more detail. You can

see from the APNIC website, APNIC.com/transparency, you can download the report.

The 2024 audited financial statement, it is unqualified audit opinion and approval for activity planning and budget for 2025. EC resolved to appoint LGT Crestone wealth management as the new investment Manager as APNIC investment portfolio.

We have 40 million assets. We always review who will be qualified in the investment consultant to manage 40 million asset for APNIC.

And NRONA and ASO AC and appoint Akinori Maemura to be the Council for one-year term from 1 January 2025 to 31 December 2025. Thank you, Akinori Maemura to carry this Mission.

So APNIC representative to NRONC ASO AC in 2025 is Dima and Nicole Chan elected by APNIC community and Akinori Maemura appointed by EC. Thank you for your contribution. Because the ASO AC recently, they have tremendous task. They have carried critical Mission, especially try to design and plan the old ICP-2 process and collect the input from public consultation.

It not stop here, if you continue to explore how to improve the Global Governance of the Internet.

And the IANA RC appointed Dabya, and the numbering service review Committee for two-year term from 1 January this year until end of next year. APNIC representatives to IANA RC is Ching-Heng Ku and Dabya and Vivek. And Ken, thank you for your contribution.

APNIC Conference. Thank you for helping run the APNIC 59 successful event. And the staff, team, and supporting team and sponsors. Of course everyone here. Thank you for your help to making APNIC 59 a successful event.

So APNIC 60 from 4-11 September this year will be held in Da Nang Vietnam.

And APRICOT APNIC 61 will be held 4-12 February 2026. To be held in Jakarta Indonesia. And APNIC 62 will be held 3-10 September 2026 to be held in Mumbai India. So next year we will move to India to run the APNIC Conference.

Also we also value our feedback from members. That is a critical part to improve APNIC serves and improve APNIC operation, efficiency, and the service we provide to all the members. So we welcome all kind of comments, suggestions, questions. So members not only can -- they have many interests to submit feedback including EC submission via MyAPNIC. An get feedback from MyAPNIC. And contact from the APNIC website. And of course during APNIC Conference. I mention several time, everything you raise, question here, everything we take into account. We can definitely in serious consideration.

So also, we also every two year, we conduct member survey and important issues and interests are put into the APNIC survey.

In the issue of transparency and accountability, and the feedback of EC received from members in the community will be published on the APNIC website. Once we receive, don't throw in the dustbin. The response of the issues raised. Don't worry that we just swallow your question.

That is all of the EC members, every person here. Okay, thank you very much. Thank you for your support for APNIC. Thank you very

much. Open mic. Sorry. Thank you very much.

>> ATTENDEE: I would like the slide for the bylaw reform. Thank you for that. Thank you for the initiative and the set up of the EC. Number one, two, three, I actually support that. Personally.

I would be more glad if the consultation to the membership would be had before this kind of fairly concrete proposal presented in front of the membership.

We had a really great historic membership vote for the bylaw change in 2023. And then I actually dreamed that we will have more and more membership engagement into the APNIC consideration for the Governance structure.

So yes, this idea is very good, but I would ask you for, you know, what do you say? More and more consultation to the membership for taking this forward.

>> KENNY HUANG: Thank you very much. And thank you anyone raise the question. The input not from EC. The input from the previous meeting. And thank you for your input use well. That is policy development process. That is just starting from very beginning, EC Director, Secretariat for public consultation. After consultation we give to the member to vote on decision for bylaw reform. Thank you.

>> ATTENDEE: Thank you, I'm welcome for the bylaw reform. I said we need to have a longer term, more stable than changing the whole team every two years, while bylaw reform going to the right direction, do EC consider a better structure change in the future? Because we will have time to do that? Now we currently have a spaghetti-like structure, no person really understand. Will the EC consider near clear nonprofit structure. And if the EC support it will you consider different structure.

>> KENNY HUANG: Regarding the constitution and APNIC registration, we try to explore all possibly, but so far the operation will rely on the stability of the Internet APNIC operation. And also we have feedback from members as well. And regarding to the legal recommendation, Jeremy would you like to comment to the legal recommendation?

>> JEREMY HARRISON: Jeremy Harrison, general counsel at APNIC. For the structure, we are looking for ways to improve. There was reform a few years ago. These are always subject to review and bylaw and the process. There is no immediate plans to amend the structure right now. But I appreciate the suggestion.

>> ATTENDEE: Follow up on that, I have a suggestion on the basis. We should have a set of lawyers independent of Secretariat to make decisions. Because the Secretariat and the current general counsel is an employer of APNIC Secretariat who has interest within the organisation, the locate of the organisation, not necessarily in line with the membership at large.

I would suggest the EC have dedicated Councils work exclusive for the EC not from Secretariat point have a different viewpoint of the EC Mission, the membership at large not just Secretariat and staff member itself.

>> KENNY HUANG: Thank you. As I mentioned, all the questions that you raise will be well taken. And definitely will be taken into

consideration. And also need to combine with the requirement for the budget increase. So I believe we will do the proper discussion among the EC to make a decision. Thank you very much. Thank you.

Okay. Last question. Sorry. Question online? Can someone ... audio. The last question.

>> ATTENDEE: Thank you so much, Kenny, Amrita, for the record. It is great to see that APNIC EC is looking at bylaw reform, to limit the tenure or a particular tenure for the EC members. I'm happy to see the focus to improve the gender diversity in the EC. While the introduction of independent Directors is a good process, is the EC also thinking of having something like a nominating Committee so it is not mere tokenism, but genuine gender diversity. Because we do know, you know, be it woman or from other communities, there are people that are capable in the Region. As was mentioned, there would be community discussions also how to make it a more inclusive and balanced EC. Thank you.

>> KENNY HUANG: Thank you very much. We cannot agree any more. I think gender diversity was a top priority for all of us. We try to encourage more female to participate and to contribute in the APNIC community. And so far, we are doing the equality at the equality and diversity, but we couldn't guarantee the equality as an outcome. So anyway, we encourage most female people to participate in APNIC, to expect EC action. We try to find a way for an independent Director, probably that is not feasible way to go through, but that would require more sophisticated design.

>> ATTENDEE: Tina Morris, AWS. On this topic, I would like to point out at the nomination Committee time is not really the best time to just say, you know, we have to solve this now. And get females on the ballot. This is a long game. We should be working for the ballot five years from now. And not just females, there is other diversity concerns of course. We need to look around our community and grow the people that won't seek the spotlight themselves, that have amazing talents, send them to trainings, give them tasks and ways to grow and be known in the community. If you are not known, you won't be elected either.

We need to look at it way ahead and separately from the nomination Committee.

>> KENNY HUANG: Thank you very much. That is definitely will be the top priority in our mind. We need to figure out the best way to do. We try a feasible way to encourage more people to participate as well.

Sorry because of the time limit, I need to shift to go to Tony.

>> TONY SMITH: Thanks, Kenny. I'm going to give an update on the resource Delegation audit programme. This is something which we began in 2024. But before I start, I want to run through a couple of question principles that we have talked about today. As a registry trust and accuracy is critical to what we do, clearly. And all of our member resources Delegations must be made in strict adherence to the community developed policies. The policies you develop and agree on. We make no apologies for having zero tolerance for misallocation of resources

in our registry or those of the NIR.

One important point, the work done in the audit, when we identify Delegations that contain questionable elements, they're preliminary only. They should not be taken to infer they're fraudulent or improper actions by the members or registry staff.

Okay. So this is the work that we're doing at the moment. The primary activity is the aggregated data analysis work. This is the actual audit proper. But supporting that, a range of other proactive actions we have decided to take as part of this programme to ensure policy compliance is very strong at APNIC.

Give you a bit of background. So at the end of 2023, we -- sorry, start of 2024, we began Delegation work. This is a planned activity in our plan. The first two elements we looked at was an anonymous report we received about questionable Delegations that happened in IRINN and preliminary audit of IDNIC data. Both of the initiatives didn't uncover questionable Delegations. We took cooperative actions with the registries.

Our analysis of the data is what we can see. We can only use the public WHOIS data. But further investigation requires the NIRs to look at their own registry and account data. That is not accessible to us. This is why saying at the start, because we have preliminary findings, doesn't mean there is an issue. After further investigation may find there is no issue.

However, in these cases, IRINN did investigate and found 44 IPv4 Delegations. And IDNIC appointed independent law firm to investigate the Delegations identified in the preliminary audit. I want to thank IRINN and APJII for their cooperation. Let's move on to what we're doing now.

We had a meeting with IDNIC while here and they're progressing that investigation into the other Delegations we uncovered. They appointed a law firm to do the investigation. They did that in January. They have begun by going through all of the contact and business registration data of those questionable Delegations to see if the organisations are in fact real, that there is no inconsistencies, missing information in the contact data. The work is now completed. Any that have been identified where there are inconsistencies, the organisations are contacted to basically check to see if that can be fixed or if there is actually real noncompliance going on. If there is, that space will be recovered.

The next stage after that is examination of the Delegations that are being found to have common data points. And connections to make sure that there is no noncompliance there. That is the next step. We'll have another progress update from APJII in the second quarter and will report that on the website along with a bunch of other things to get on the report later on.

The work that we're doing is the actual audits, progressing them through each of the NIRs and APNIC's own registry. What we're doing here is looking at all allocation and transfer data from a period of 10 years. The preliminary audit with APJII was 10 years and then a smaller allocation. All of the NIRs and APNIC's own registry will be

examined for a period of 10 years.

We conducted the first one already on JPNIC's data. No adverse findings at all. Well done.

The will remaining NIRs will follow. We try to complete all of the audits by the end of 2025. That timing may vary depending on whether we find anything to investigate further or not. And hoping to not get stuck into our own registry audit as well during this year.

Around this supporting initiatives. This is when we started the audit process and made the early discoveries, we decided this is an opportunity for APNIC to really look at its own processes as well. To make sure that we are very strict with policy compliance. If we can strengthen anything, we will.

So the first activities there is an account accuracy review. From the RIPE community, you may be familiar with the assisted registry checks. This is something along the lines where we contact members to make sure it is accurate. This is something we're working on in developing the process now and rolling it out the second half of this year. The full review of the policy procedures, Delegation processes, the workflows within the team. The team structures will be undertaken, beginning in March, to look and make sure is there anywhere weakness exists where things can be strengthened? That is another thing that we will begin very soon.

Policy compliance spot-checks on new APNIC Delegations is now underway. This is essentially every time we Delegate an address or IPv6 or whatever it maybe, there are random spots to make sure everyone is following policy.

We support the NIR through training, contact and meetings and making sure if there is anything required by them, coordinating and making sure they understand the developments and they can catch up. We will look at the standard NIR agreement to review that at the end of the year. Waiting for the ICP-2 to progress further along in case anything falls out of the process to impact the review of the NIR standard agreement.

Now, all of the reporting around this will be regular. So we have credited the web page site, we can see the address there. We have committed to the community report on this every quarter. If we find anything of significance, we will come back and report that out of cycle to the community, to make sure you are aware.

So the recording of today, the slides, and also the links of that will all go to the page and from then on, we will keep reporting on that page to see what is going on. And at APNIC meetings so when we have the meeting in September, there is another report there on how we are doing in terms of progress.

That's all.

>> KENNY HUANG: Okay. Thank you. Next I would like to have Jia Rong Low introduce the APNIC strategic and Activity Plan, over to you.

>> JIA RONG LOW: Thank you, Kenny. All right. So earlier, Kenny and the EC report talked about the Strategic Plan and Activity Plan. I will do a slightly deeper dive. And I also know that there is a lot of discussions in the corridors about staff movement. I will shorten

this portion a little bit and focus some time on that portion as well.

In the second half of this segment. Talk about the Strategic Plan plan and Activity Plan first. As Kenny mentioned, the Strategic Plan Activity Plan for Strategic Plan plan 2024-2027 is updated. The Strategic Plan is scheduled to be reviewed end of 2025. At the halfway mark of the plan's four-year term. After stepping into the new role in October, and taking staff feedback from the experience to implement the plan I've proposed to EC to bring forward the review. Part of that review, I will share more details here. But the EC has now approved the updated Strategic Plan. That is already published.

Now, in terms of the highlights, some of this Kenny already mentioned, I won't dive in too deep. But largely, the plan now aligned more closely with the APNIC bylaws objects. It contains clear purpose descriptions and goals. And I will define goals properly what goals mean. Goals mean achievable, long-term outcomes.

Then the goals cascade to objectives. Objectives mean short-term actions that contribute to a longer-term goal. The goals cascade to objectives in the Activity Plan, which then help the Secretariat focus on delivery and provide greater alignment between the Strategic Plan and the annual activity plans.

So I'm going to show you the previous version and the newer version and I hope you appreciate the difference. So the original on the left, if you look at registry. The original is allocate on the left column. Allocate and register Internet number resources in the Asia Pacific Region. And we have a few points, provide registry users with highly responsive and proactive service. Provide sustainable, verifiable, current and complete registry ensure responsible resource stewardship. Strive to increase the value of the registry service to the Internet. Quite a bit of descriptions. Tend to be more of what we do. What we want to do is be clearer about what is that purpose.

So we tightened it. The updated version, basically says exactly pretty much the same for the registry one first. And APNIC allocates Internet number resources in the Asia Pacific Region according to the community developed policies. It maintains the verifiable public registry of those resources, and provides support and technical tools to help members operate and improve their networks.

We tighten it. Be clearer about what we want to do. The next part ties into the goals. On the left, original, transform registry services to the proactive higher quality service. Develop framework to support authenticity and trust in the registry data. Initiate and support activities of the NRO to provide a promote a joint Internet numbers registry. It is updated to be clearer. Five points here. Some of them are shorter, some are longer. This case, execute APNIC's core responsibilities to maintain an accurate registry and provide Delegation and registration services for Internet numbers. And specifically ASN, IP addresses.

Second point, provide core registry services to maintain a global, secure, available and stable Internet. Deliver excellence in service and value to members. Develop and maintain high quality products and services for members with a focus on continuous improvement. Ensure

APNIC's online services are underpinned by high performance infrastructure that is reliable, available and security. We break it down to specific areas, when we want to achieve them the objectives can cascade back to the goals.

I will explain this further in the Activity Plan. This is to illustrate the difference between the earlier version, which is a combination of both things we are doing versus being what we want to achieve. To something that is more specific about what exactly do we want to achieve.

Now, the next example I won't go into too much detail, because we can dive into them as posted online. You can see differences from the original for development. Some bullet points on the left. On the right, we tighten it further. So basically APNIC supports development of the Internet in the Asia Pacific Region. And how do we do that? Provide technical training, deploy critical Internet infrastructure and support the growth of technical and security communities.

Much more direct and tighter language. Then we update the goals according to the purpose. So on the right, assist members and the community to deploy critical Internet infrastructure essential Cybersecurity operations and advance network technologies. Build and maintain cost effective scalable capacity building models to meet the needs of the Region. The third is support and encourage the Sustainable Development of the health's Asia Pacific technical and security communities.

The next one here, also goals and engagement. On the left, it is what we do proactively engage at all levels. Improve feedback and coordination. On the right, now, this one we updated significantly. The first one is be recognized as the main knowledge exchange for the diverse Asia Pacific Internet operations community. And what does this exchange mean? APNIC has very different platforms like blog, we have ping, mailing list, Conferences like that. Our platforms, we also support various platforms like NOGs for example. So the idea is that this becomes a space for all of these platforms to amalgamate and come together and then we can build on one another.

In there, when we discuss technical research, network operations, security matters, challenges, trends, that is when we have an active community that is engaged. Rather than the earlier version, which is just proactively engage, which is the act of doing it. The right side talks more about we want a platform, a space where community all comes together. So the difference in definition allows us to be clear about what we want to achieve.

The first piece informs the second one, which is on participation policy. When we have a large network of community that is engaged with the current issues, current challenges, current trends, that informs on what kind of policies we have to update. And that we have to work on. So the second part here ties in with we then would be able to work on policies that are relevant and timely. And also we have the network of community members to participate. So in some ways, it is tied to the earlier piece about what Tina mentioned about diversity. So it is a long game. We want to be able to build a community, and then have

an active community members rise up in the leadership. Then from there, they can be selected on to the EC so that community engagement there.

These are the first two points on engagement. The third one on play a responsible role in the Global multistakeholder Internet Governance ecosystem through active collaboration and engage in public policy discussions. In some ways I mentioned this as well.

If we don't do this work, we don't have a single interoperable Internet we don't have resources to distribute to you because the Internet is fragments. That is pretty much it. This updates some of the goals accordingly.

The last one, capability. The left side is more broadly on activities. The right side actually focuses on more what is our vision and goal and the updates to the one on the right, you see an open membership based nonprofit organisation. Must service members in the community with integrity, transparency, financial responsibility and accountability.

This takes to the second paragraph. This takes the form of effective organisational policies, financial management, risk mitigation, operational technologies, communication and Governance structures, that allows APNIC's team of committed staff to deliver its Mission.

So be very focused on these areas. So in there, we also update the goals that cascades from the purpose. So run through quickly. Maintain secure and reliable enterprise technology and data to underpin operational efficiency. Effectively manage APNIC's financial affairs to achieve long-term financial sustainability. It was a highlighted goal. We will provide longer term forecast already. We started with updating the budget methodology so we can look at how to manage our costs better. So we are already working on these items.

The third one, on sustain a highly engaged and productive workforce by optimizing strategy, structure, policies and culture. I will talk about this more in the next part. The next is operate a responsive and trusted organisation that is transparent, accountable, adheres to strong Governance, complies with laws and so on.

This last one on transparency, which is why I recommended to the EC we give recommendations and correspondence from community should be published on the website.

So that it stays there. And everybody can see it. So we have already done that. And I'm getting very good responses from this. Again, we're actively moving forward on these goals.

The Strategic Plan then cascades into the Activity Plan. And essentially the Activity Plan some highlights are in the past it is actually published in February. Let's say we are in 2025, we publish the Activity Plan in February. So two months has already passed. This cycle we changed it. So we publish it before the new year. So everyone has a clear set of plans on what to do for the new year, before the new year starts. The earlier cycle frankly doesn't make sense. How can you start planning for the new year when you already entered it. We changed the cycle forward.

The second piece, it aligns with the updated Strategic Plan. The four pillars, registry, development, engagement, and capability remain

including high-level budget allocations.

Objectives, short term actions to achieve a goal has examples of outcomes so we define what we want to achieve and then we can check against whether we achieve it or not. I will show some examples later. In the last one, we added deadlines strengthen accountability. If we miss a deadline, you will know. We will have to explain why. This strengthens our accountability to you.

I realize this is small. It is hard to read. Forgive me to this. After we shifted it to a different template, it is quite small. It is even small for me. I will just explain a little bit. The first one, the box in green, it just highlights the objectives which is for example, deliver -- the old version, for example, under this case. Deliver excellence and service to APNIC members. We have a list of activities. And then success indicators.

The activities and indicators don't match to each everything. The metrics by which we report against is very hard to know whether we achieve success or not. Because for example, on number 2, regular engagement with NIR for alignment of service delivery and registry consistency. On the right, we actually don't say what the success mean. What does success mean for regular engagement? So we should actually update this to be clearer about what success means. So in the new version, which is Orange box, I do apologize, it is small. In there, we have the goal, we have the objective. And the outcomes, and you will see the boxes correspond to each other. Each objective has a target outcome. And we would just report against whether the outcome meets the objective. We spend more time fun loading the thinking. And for implementation with staff, it is easier. We know this is the outcome they want to achieve. Then they focus on that work.

So this updated version, just allows for that cascading. Better discretion, better accountability.

So when we report and provide our Secretariat reports, we will be reporting against the outcomes in this way. So it is much easier to follow, whether we miss something or whether we achieve something. That is the idea.

So I will cut this part short. Just in summary, talk about in summary, what is APNIC? Our Mission is to support the growth and development of Internet through the allocation of number resources. There are five points. At the core, we're registry. That registry is extremely important. Things like accuracy, and that is why we do the Delegation audits. As part of registry we provide members with service and tools. The second one here is on Internet development. We want to move the needle. Make the Internet better. Move the needle on IPv6, RPKI, IXP NOGs security community. And knowledge exchange space. I talked about this already. That informs and provides for more robust policy development space.

And the fifth one is being a responsible member of Internet ecosystem, which both talks about supporting the other members in the ecosystem, like the ICANN, and ISOC, and other registries, working with our sister international registries and so on.

It also speaks to us, being a world class well managed sustainable

organisation. So I find these five points consolidate really what APNIC's work would be. And would be providing us with guidelines going forward.

Now, before I close -- sorry, Kenny. Give me a few more minutes to talk about one other issue.

I know there is a lot of conversations in the corridors about staff movements. Instead of corridor conversations you might as well hear from me directly. I want to talk about it. I have made changes at the senior Directors level. And three senior Directors have parted ways with us after a period of consultations. They have all made invaluable contributions to APNIC and we're grateful for them bringing us where we are today. I cannot share specific details because of privacy and confidentiality issues. I want to ensure you they are provided support during this transition. This is not an easy decision. The driver for the decision is to increase efficiency and free up resources.

Our former DG had established a four pillar structure with senior Directors as an experiment. He was open about it, with me and all of the staff. Since joining I observed that when an organisation of relatively small size like ours, the senior Directors layer only added an extra layer hierarchy and created silos across the teams.

As you can see from the previous Strategic Plan, there is limitations in terms of articulating goals versus what we want to do. This is not the fault of the senior Directors. They're good at what they do. And they have all my respect in terms of their contributions.

The flaw is not in them individually, but the flaw is in the structure. This alone does not require us to do anything. But there is another piece that comes in, that really forces us to have to consider. That is APNIC's budget deficit. While the budget deficit is not -- we're not in a case where it is very serious, but the budget deficit situation has resulted in everyone operating within significant resource constraints. There are teams, especially at the operational level that are severely understaffed. The teams need resources but I'm unable to pull from a bucket that is empty. With a deficit, in fact, my bucket has a hole as well. And we are forecasting to exist -- we are forecasting to exit the deficit in 2027. The factor is at the time we forecasted that, three economies are expected to exit the least developed country status. Members from those pay 50% discount. When they exit they boosts the member fees for APNIC. Three countries are supposed to forecast to exit LDC in 2027, Bangladesh, Laos and Nepal. Everyone knows Bangladesh's current situation. I would like to stay optimistic and I hope for them to stabilize and the economy to flourish. But no one knows, if Bangladesh will graduate from LDC status in 2027.

I don't like to put our hopes on factors we have no control over. So we have to act now. If we need to make any adjustments, it takes time for the budget to adjust itself. Now, we already in early 2025. If we don't act now, we do something only later in 2026, then the next thing we know, we'll be in 2027.

So that is where we have a key issue. So we have to act now. And look to contain our costs and balance the budget on our own terms. Now, almost every member whom I've met when we talk about issue of

fees, they all ask me whether APNIC will increase fees further.

I can't promise you anything. But what I did promise you was that I would provide you with predictability. So by the end of -- with these adjustments by the end of the year I will deliver an updated forecast to balance our budget by 2027, without the consideration of the hope for Bangladesh to exit the LDC status.

I will also deliver an updated forecast by the end of next year to provide you with the 2027 plus five year forecast. To see the forecast for 2027 + 5 and work to contain the process as much as possible. This is my commitment to the EC. I stand before all of you, and this is my commitment to you.

There is no doubt there are gaps left behind from senior Directors. At this Conference, the staff covered some of the gaps. If you cannot find somebody to talk to without the senior Director, feel free to reach out to me directly.

APNIC has grown beyond the set up size. Many ways we still think like a start-up. We should keep the characteristics of a start-up. Be nimble, make decisions quickly and shed characteristics such as teams designed aren't individuals rather than designed to come scale. This limits the capability to support the student better. Some of you are used to interfacing with one person. We should be able to scale. So if even if one person cannot cover that work, we have the ability to scale up the work to support the community.

Now, this doesn't mean we have to hit that necessarily. We should design teams that are more matrixed, more in a team structure than based on individual structure. In the coming four to six weeks, I'm working with Directors to take this opportunity to realign ourselves to goals and strategies, the updated Strategic Plan will not change. It provides us with very clear direction. The goal is how can we synergize across teams, fill critical gaps, update our structures so we can deliver the Activity Plan and Strategic Plan as it is.

Out of this transition phase you will see a more efficient APNIC and by operating more efficiently and effectively, this is where we give our members the most value. I know some of you have questions, I'm happy to answer them. I very much, you know, welcome any dialogue and any comments. Thank you very much.

>> KENNY HUANG: Thank you, Jia Rong Low, all of your commitments are record. Housekeeping, Election voting is closed at two. That is wrong. Election voting is closed at 2:30. Please keep that in mind. The Election voting is closing at 2:30. The second reminder is please do not talk to your phone in the meeting room, please. Okay, thank you. Open mic.

>> ATTENDEE: Hello, Lou, France limited. Thank you to Jia Rong Low, I support to simplify the structure being as I mentioned during the comment in financials. There is excessive amount of layers in the APNIC. I support you even further to simplify the structures and ultimately the process is especially in light of development of the LLM models and a lot of tasks should be able to be automated to save on staff cost, which is accounting over 20 million, 60 or 70% of the

total budget.

I believe if you do your job well, we don't need to increase our membership fees for the next five years and stay covered with inflation and getting money from the investments as well, with the right investment strategy. I think that is totally achievable. I hope you will achieve that.

I think we have to also understand APNIC is not a Government institution. Even today, there is U.S. Government is cutting their staff as well.

There is no job is guaranteed for life. And you made a contribution and you did a great job, but, you know, there is always a time to move on from one job to another. That happens in everybody's life. I think there is nothing wrong from moving on. And the contribution to another cause and being promoted in experiencing the APNIC is providing greater resume for staff members that move on to a different job. I don't think that is a concern for anyone here that you know, in order to save member costs that we lost staff to move to a different opportunity. That is perfectly acceptable and known in this world. And we should accept and appreciate and don't worry too much about that.

I do also support for the five-year long-term goals that we have a more clear views on what we do. And how APNIC does things. And that would be better communicated. So we don't worry about, you know, that is almost a yearly discussion, the past 10 years, will the membership fee increase next year. If you would be able to provide comfort Jia Rong Low to the membership at large that we will maybe increase value but hopefully not increase membership for five years, that would provide great comfort to the membership at large.

In the end, I hope Jia Rong Low you good luck with your job. We have to remember the Secretariat and EC are accountable for the membership at large. And only to the membership and the community at large. Not to any individual staff members or anyone, basically.

The membership is what guides this membership, we're open a membership based organisations that is embedded in the bylaw. We always have to remember that.

And the challenge facing Bangladesh and our ECs seek to wish to reduce our cost so we don't have to expect to double their fees to cover our cost. This is basically unethical.

The last part of the question to you is what is your plan at its core to streamlining organisations where you publish a new structure with more clear, defined responsibilities aside of what have been previously defined by the last DG.

That is probably needed moving forward. The cost savings is needed. I hope you have a plan. Please tell us. Thank you.

>> KENNY HUANG: Thank you for your question and support. Some of the operations probably Jia Rong Low can respond. But in summary, your questions have been responded on the APNIC website.

>> JIA RONG LOW: Thank you. As mentioned earlier we're working on transition phase next four to six weeks. I'm working with the Directors now. We will have a series of realignment consultations with the teams. Because in the conversations I have had with staff members, there are

instances where we have two different teams who actually have the same goal. But they don't really work with each other. And I also have instances where we have three members of the same team who tell me three different strategies. So the idea now is we find a way to align these teams and then update how we structure the teams. So we have to go through a period of consultation, but after that, we will have a clearer updated structural plan.

I will also show that to the EC. If you approve it I will share it with the community as well.

>> KENNY HUANG: Thank you. Any questions?

>> ATTENDEE: I'm a C Board member, a member of the friendly neighbor RIR. I have a question or comment. Your updated Strategic Plan that you present at the beginning, it is probably me, and (off mic) probably closer to the mic, okay.

There is I think a couple of words that dropped off your reinterpretation probably because we take them as given. But I do think that we need. I think they're important enough to keep reiterating until we're bored with them.

One is the word "complete" was no longer in there. I think registry accuracy is our absolute lifeblood, as Tony mentioned earlier today. So I think that should be central to any RIR.

Long-term stability, I think, is also something that we all should keep in mind. So make of that what you will. Thank you.

>> KENNY HUANG: Thank you for your question.

>> JIA RONG LOW: I will go through if we miss something that doesn't cover it. I will update the EC. Thank you.

>> KENNY HUANG: Akinori Maemura.

>> AKINORI MAEMURA: Akinori Maemura and I'm speaking now in my personal capacity. Frankly, when I learned about this movement in that I think February 14, Friday, I was so shocked. And then I was so confused. I don't -- I didn't have any idea what was going on there. But Jia Rong Low you had really good articulation on your thinking and in that helped me a lot to understand what is going on and what is intention of yours. Then this kind of articulation and elaboration is really helpful for the membership. And even for the staff and to understand much better for about your thought.

And with that, I was shocked because I believe that the Internet is constructed on the human network. And then the capability three senior Directors are all really beloved, respected and really huge capable conduit between APNIC and membership and broader community.

I don't think this inference is small, but big. You need to address that. I hope that then what you articulated right now for the forthcoming years for the project is looks great. I would say, you know, I would offer you good luck to do better business. And I hope -- I actually really am convinced for the good plan onward. But with that I am a bit concerned about, you know, the huge inference for our community. And then that is actually -- that is actually the reason why the community members talk each other in the corridor about that.

So please, don't underestimate that. Thank you very much.

>> KENNY HUANG: Thank you, Akinori Maemura. Jia Rong Low would

you like to comment.

>> JIA RONG LOW: Thank you. As I mentioned, it is not an easy decision to make. As humans we have emotions, it is our relationships that tie us. I struggle with it for a long time. And ... they are as much my friends as they are yours. So the issue is, in this job, what is my job? My job is I have to balance the different needs that is required.

So I have to choose a practical approach. So all of us have preferences. You know, I use a lighter way to help myself as well. Some people prefer -- we all have to go running. Some prefer Nike, some prefer Adidas. We have preferences in terms of who we work with. There is a value judgment behind that. But that requires us to have to make a choice. You can only wear one pair of shoes and you have to make a choice. So I have to choose the framework by which I believe is the best option forward. And it is trimmed slightly as the structure, find the best efficiencies and move forward.

It is very hard to adopt a utilitarian framework, which is choosing the best good for the most number, and then try to also do leave no one behind. It is very hard to do both. Virtually impossible.

So I do understand how everybody is feeling when it comes to the individuals. And I -- the only thing I can say is that doors are not always closed forever. If the opportunity furthers, we can always be working with them again when the opportunity and the timing is right.

So I do like all of us to look at it from an open mind. And change is painful. Some transitions is painful. I hope that, you know, if you don't support it, I do seek your understanding, and I appreciate Akinori Maemura how you articulated it. You understand how the situation is and that is all I can ask for. Thank you.

>> KENNY HUANG: Thank you. Jonathan, you're next. By the way, do we have any questions from online? No? Okay. Sorry, because time limit, Jonathan, you are the last one.

>> JONATHAN BREWER: Jonathan Brewer, APNIC member from New Zealand. The topic of resource fees was raised by an earlier speaker. I just wonder, does APNIC know if resource fees are a concern for the general membership? And how do APNIC resource fees benchmark against other RIRs?

>> JIA RONG LOW: I can only answer half of it. Yeah, so right now, in my interactions coming in, fees are a concern. A concern from the standpoint of members who like to know with predictability. There are some other concerns that ties in with operations, for example, synchronizing with NIRs as well, because they have to update the fees and each of them have different structures. So that is another aspect. Smaller members are happy more in terms of concerns. They're more price sensitive in that sense.

Largely, these are my interactions. I can only answer half of the question. I don't know if anyone can supplement the interactions.

>> KENNY HUANG: That was the EC deliberated decision to increase the membership. And the five-year financial focus as well. Believe it or not, we try very hard to minimize the kind of impact. We have early announcement. The decision was made two years -- end of 2023

and official announcement last year. Really commence starting from this year. Of course, we are receiving a lot of feedback from different members, especially, every year, a lot of members. We impact the consequence seriously. And not to mention, some of the population have their membership fee that has been precisely identified in their regulation. So it cost is even more difficult for some people. It is in the activity as well.

We try hard to balance for something we can foresee in the next few years. APNIC just one or two year deficit and we will recover. Of course, we cannot guarantee anything after 2027. But we will truly do our best, try to integrate the process and minimize the impact. And of course we have no obligation. We need to take whole responsibility for fee increase. But we try our best to minimize the impact from the member. Thank you very much.

>> JONATHAN BREWER: The other part of the question is how do the fees benchmark against RIRs? How do they compare?

>> KENNY HUANG: Would you like to respond?

>> NATHAN HARVEY: Nathan Harvey, APNIC Secretariat . When we went through the fee review work we of course looked at the other RIRs and their fee models. But the fee review work was conducted on APNIC and the APNIC Region. In the economies that we service.

So yes, we looked at them. But they weren't an influencing factor on the decisions that we ultimately made -- or the recommendations that we put to the EC when that work was done.

>> JONATHAN BREWER: Okay. Thank you. I guess I'm going to wrap up here by saying it would be nice if APNIC could publish any information they have on how APNIC fees compare to other RIR fees and how operational expenses look in the other RIRs, I'm sure this data is all public. I don't think each member should have to go look it all up themselves.

>> KENNY HUANG: Yes, thank you very much. Because of the time limit. One reminder, we only allow one more question. Please make it short. One more question. Sorry.

>> ATTENDEE: Thank you, Chair and thank you, Jia Rong Low for all of the clarification. Yesterday we had the meeting and I tried raise this issue. Here you have all clarified. We know that, you know, making a decision is very hard. And sometimes it comes in between the sentimental and the values of working with the colleagues. Definitely it is tough for you too, but in terms of community perspective we want to see APNIC, you know, not in deficit. Want to see budgeted back. Thank you very much for everything.

>> JIA RONG LOW: Thank you for recommendation.

>> KENNY HUANG: Sorry. We still have open mic section. You can raise your question later in the open mic section. Thank you very much, thank you, Jia Rong Low.

Next I would like to invite Taiji Kimura for the routing security SIG report. Thank you, Taiji.

>> TAIJI KIMURA: Hello, I'm Taiji from JPNIC. Acting Chair for the routing security SIG. The routing security SIG is the place where for discussing operational issues and Best Practices to secure Global Internet routing security. You can read the Charter. It is the same

as on the web.

We have three presentations from Internet registries and one research presentation. Three from the Internet registries about the deployment of ROA and ROV, and we discuss about the coverage and the strategies in the department.

It continues in the discussion part, and very impressive discussions there. One research presentation is about the resource conflicts between RIR and RPKI objects in the certificates of the ROA. If you are interested in the research, please explore the details.

Outcomes and actions. I plan to use this session to be the very beginning of the discussions. How do we say this? Hmm, for deployment, forcing deployment, ROA and ROV activities in registries are very root actions for each Region. So the routing security is discussed with the technical aspects. But I believe this session was intended for nontechnical persons and beneficial to find out the operational deployment actions that are some categories like very critical or not.

And this time, the SIG is the very first time meeting for me. At the very beginning of chairing this session. So I have got the voices from the attendees. Some voices, some attendees expected this SIG as the place where we can see the very updates from the Global or technical things. Some attendees who wants this session is discussing about the deployments, cooperations. Thank you.

>> KENNY HUANG: Thank you. Okay. Next I would like to invite cooperation SIG Joy to give the cooperation report.

>> JOY CHAN: Greetings, this is a report for the cooperation SIG and I'm Joy Chan with my co-Chair and I'm happy to be here to tell you what we did.

The Charter for this SIG is really that it is acting as a Forum for discussion about general broader Internet issues from technical to nontechnical, including Internet Governance which happened to be a very important issue on there. So we're here to clarify the APNIC's community, the present in the relevant way that it can represent our community to the position to be bought. And for this session, that we have speakers and the discussions amounted from the different perspective. So some of the key highlights I would like to mention to you is one, that we are fully aware. We actually want to bring awareness of the process of WSIS + 20. So we want to make sure that the voices that will be heard, because we realize there is little voices from the technical community and we want to make sure that it is not going to be an underrepresented in the Intergovernmental discussion.

So without that, we felt that decision that is going to be made is probably going to be a little bit on the impractical or misaligned when we are building the Internet to be robust, trust and resilience.

So how do we bring the links between the technical standards and the policy outcomes? So we felt that the community, the expertise needs to frame the technical position effectively on the high-level discussion. And a great example is TCCM, where they have been the collaboration with the 30 organisation entities, developing the position, and the statements. It is correlated and it is signed now as a multistakeholder issue.

And so the outcome is really a calling out from our technical community in this APNIC session to proactively participate to have the voice to be heard. The technical community here, we're talent and we have a lot of things to contribute. But we don't contribute in the proper way. It is better to create an easy way, using the understandable approach to work with the nontechnical communities and to contribute in our ways in the process to minimize the onboarding cost, the difficulties and to find the collaboration, the advocacy aligned and to truly make the future to shape the future of the Internet more robust, more well, and that's our Internet in the future.

Thank you.

>> KENNY HUANG: Okay. Thank you. So let's reminder, final one, the EC voting is closed at 2:30. Make sure you get your vote in before 2:30.

Okay, that's.

For the AGM section 2. So let's go to lunchtime. So any housekeeping? Oh, okay. So lunch service is next-door. So you can just move to next-door. We will start section 3 at 2:30. To remind you again, please vote before 2:30. Thank you very much, thank you for your participation.

(Lunch.)

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