

R. Past Performance

NeuStar has a record of unparalleled performance and experience delivering neutral, industry-critical services while adhering to stringent policy guidelines and performance requirements. As the current usTLD Administrator, NeuStar has proven to be a valuable partner and ally in improving and growing the usTLD space.

Selecting a vendor inexperienced with the usTLD space risks the integrity of a national asset and the progress made in the usTLD space

Over the past six years, NeuStar has learned that the management of the usTLD space involves much more than simply processing domain name registrations and resolving DNS queries. In fact, the usTLD Administrator plays a key role in the preservation, protection and enhancement of a national asset that operates in an increasingly dynamic, policy-rich business and technical environment. The requirements that the Department of Commerce set forth in the contract in 2001, and NeuStar's performance under that contract, have resulted in a significant increase in the use, visibility and brand awareness of the usTLD. At the same time, the usTLD, including kids.us, continues to be a quality space with the highest levels of integrity and the most carefully managed content in the TLD arena. Given the importance of the role of the Administrator and the progress already made by both the DoC and NeuStar, it is critical that the usTLD remain on this same course throughout the next term of the contract. NeuStar is the only Quoter with the specific knowledge – and, more importantly – the key experience and context administering the usTLD, who can work with the DoC to collaboratively improve the space. Selecting NeuStar eliminates significant risk to the stability and security of the space, removes the significant burden of extensive and irreplaceable knowledge transfer, preserves the integrity of .us, and supports the realization of objectives surrounding the usTLD.

Past performance is indicative of future performance

The importance of a qualified vendor to successfully serve as usTLD Administrator cannot be overstated. The usTLD Administration is a critical role that must be performed with the highest levels of trust, neutrality, quality, reliability, and security – attributes that only NeuStar possesses and only NeuStar's direct experience can ensure. Further, NeuStar understands how to balance the needs of the U.S. Department of Commerce and the usTLD user community while meeting all contractual requirements.

While other Quoters may *propose* a solution to manage all of the complexities and intricacies of the usTLD, only NeuStar has delivered one. Experience is what separates the practical from the theoretical, reward from risk, and success from failure. Experience is what sets NeuStar apart.

Highlights

- **NeuStar's successful past performance and experience sets it apart from any other.**
- **NeuStar's development, implementation, and enforcement of policies is unmatched.**
- **NeuStar's breadth and depth of experience in providing other mission-critical services adds to NeuStar's credibility and financial stability.**
- **NeuStar has exhibited proven capabilities to deliver all of the services.**

The following sections describe NeuStar's depth of experience including:

- NeuStar's experience as the usTLD Administrator
- NeuStar's other relevant experience
- NeuStar's general company qualifications
- Customer References / Capabilities Questionnaire (RFQ Exhibit B-1)

NeuStar's usTLD-specific qualifications—unmatched in the Internet industry

Over the past six years, NeuStar has learned that the usTLD is not a typical TLD space. By its very nature as the official country code domain of the United States, the usTLD must be managed in a responsible manner, in accordance with specific policies and restrictions that protect and preserve the integrity of its brand. To meet the unique policy and procedural requirements that are the foundation of the usTLD's integrity, the usTLD Administrator is required to perform greater oversight and policy compliance relative to the registry operator of a gTLD such as .com or .info. The Administrator must have proven experience and knowledge not only in registry services, but also in collaborative policy control, vigilant content and registrar management and unassailable neutrality to support and encourage robust competition for all parties. The selected Quoter should have a proven history as a responsible TLD steward to ensure the usTLD space continues to meet the DoC's policy objectives.

NeuStar meets all of these qualifications, both at a corporate level and through the specific qualifications, experience and expertise of our dedicated usTLD Team as further detailed in Section A.

Key corporate qualifications:

- NeuStar has a history of responsible stewardship managing critical public and industry-wide resources;
- NeuStar has the proven capability to manage massive registries and billions of daily DNS transactions;
- NeuStar has a legacy of working closely with industry groups and standards bodies to help guide the evolution of technologies
- NeuStar has the financial ability to meet all of its usTLD commitments;
- NeuStar is the only Quoter to offer unassailable neutrality in our required interactions with all stakeholders

Key collective individual qualifications:

- NeuStar staff has vast and unparalleled experience managing the usTLD. No other Quoter understands the unique complexities of this space or the critical processes and policies that set the usTLD space apart from all other TLDs.
- Over the past six years, NeuStar has cultivated and fostered close collaborative relationships with key stakeholders including the COTR, ICANN, and other relevant parties and bodies such as the IETF, Law Enforcement Agencies, Children's Advocacies groups, businesses and intellectual property organizations. This depth of personal connection is critical in advancing the objectives of the usTLD.

- NeuStar has existing contractual relationships with over 100 expanded space registrars, 605 delegated managers and 329 locality registrants. NeuStar's usTLD Team members have direct relationships with many of these entities. This personal interaction and engagement help NeuStar to manage relationships in a constructive manner and to secure cooperation in marketing, contractual and policy compliance.
- NeuStar's usTLD Team members have long-term, hands-on experience managing the technical processes that support our policy enforcement. To help ensure the integrity of the usTLD, NeuStar staff developed and implemented, and continues to operate, technical processes that require human involvement. These include kids.us content reviews, locality space DNS investigations, locality domain re-delegations and the enforcement of WHOIS accuracy.
- NeuStar's usTLD Team members have long-term, "hands-on" experience managing the business, legal and policy processes that govern key compliance requirements. NeuStar staff developed and implemented, and continues to operate, numerous dispute resolution procedures including the usDRP, Nexus dispute, kids.us content dispute and transfer dispute policies.

NeuStar's Additional Relevant Experience

NeuStar has a breadth and depth of directly relevant experience that is unparalleled in the industry. We work closely with government departments, industry organizations, regulators and standards bodies to address critical issues in innovative ways. We have proven to be a trusted partner renowned for our unassailable neutrality, creative technical solutions, robust deployments and fierce attention to detail and quality service. Some of NeuStar's directly relevant referential experience includes:

Registry Services: NeuStar has extensive experience in global top-level Internet domain registry, root server and managed DNS services. Our solutions focus on security, scalability, policy management, and streamlined routing. We have specific expertise in the protection against global network failures, Distributed Denial of Service (DDoS), and pharming attacks to both global Internet users and NeuStar customers. NeuStar provides managed outsourced DNS and Internet security services for nearly 3,000 enterprises. Through our solutions, we regularly process more than 200 billion queries per month and resolve nearly 25% of the global Internet traffic.

NeuStar is the world's largest Internet DNS provider, with contracts selected through open, competitive, procurements. Our suite of Internet domain name registry services include:

- .us
- .biz
- .org
- .uk
- .mobi
- .tel
- .info
- .travel
- .in
- .fm
- .as
- .hk
- .ua
- .ie
- .sc
- .uz
- .vc
- .bi
- .hn
- .asia
- .mn
- .aero
- .ag
- .gi
- .lu
- .nz
- .no
- .nu
- .cn
- .tw

Experience with DNS: DNS is essential to the effective operation of global commerce and NeuStar is a leading provider of DNS operations for both the TLD (gTLD/ccTLD) and enterprise markets, offering a broad portfolio of proven capabilities. Our worldwide network provides 99.999% availability Service Level Agreements (SLAs) and our innovative technology provide advanced protection against security breaches and Distributed Denial of Service (DDOS) attacks. Following our industry-leading use of anycast technology, we are deploying additional DDOS protection technology via partnerships with leading ISPs

GSMA Root DNS: Through an existing agreement with the GSM Association, NeuStar provides a secure private Root DNS to the global mobile network opportunity community. NeuStar leverages its infrastructure and experience as an administrator and registry for mission critical resources to provide the GSM industry the most stable, secure, reliable, cost effective and efficient solution for the root DNS. The GSMA Root DNS manages a global common directory enabling GSM networks to interoperate, providing mobile subscribers across networks with access to mobile data, content and multimedia services -- on roaming and/or home networks.

The solution includes both root DNS operations and the operation of a secure registry for the names managed by the service. Working in conjunction with the GSMA Root DNS Task Force, NeuStar took into account varying needs and perspectives (from GRX service providers and Mobile Network Operators and used its experience in resource administration to design a clear process for domain name assignment for the Root DNS, formalizing a process that had previously been undocumented.

North American Numbering Plan Administration (NANPA): In 1997, through a competitive bidding process, the FCC, acting upon the recommendation of the NANC, selected Lockheed Martin to serve as administrator of the NANP. In December of 1999, NANPA was transitioned from Lockheed Martin to NeuStar, as a result of a management-led buy-out of the Lockheed Martin business unit that managed and administered NANPA. In July 2003, again through a competitive bidding process, the FCC selected NeuStar to continue to serve as NANPA for another five year term.

Number Portability Centralized Database Service: NeuStar's number portability expertise is derived from nine highly successful centralized number portability database implementations in the United States (7), Canada (1), and Taiwan (1). Within the U.S., NeuStar has implemented and continues to administer seven separate centralized number portability databases for fixed-line operators, since 1997, and mobile operators, since 2003. On behalf of Canada, NeuStar implemented



and continues to administer a centralized number portability database for fixed-line operators, since 1998, with Canadian Mobile Number Portability scheduled for launch in 2007.

NeuStar the Company

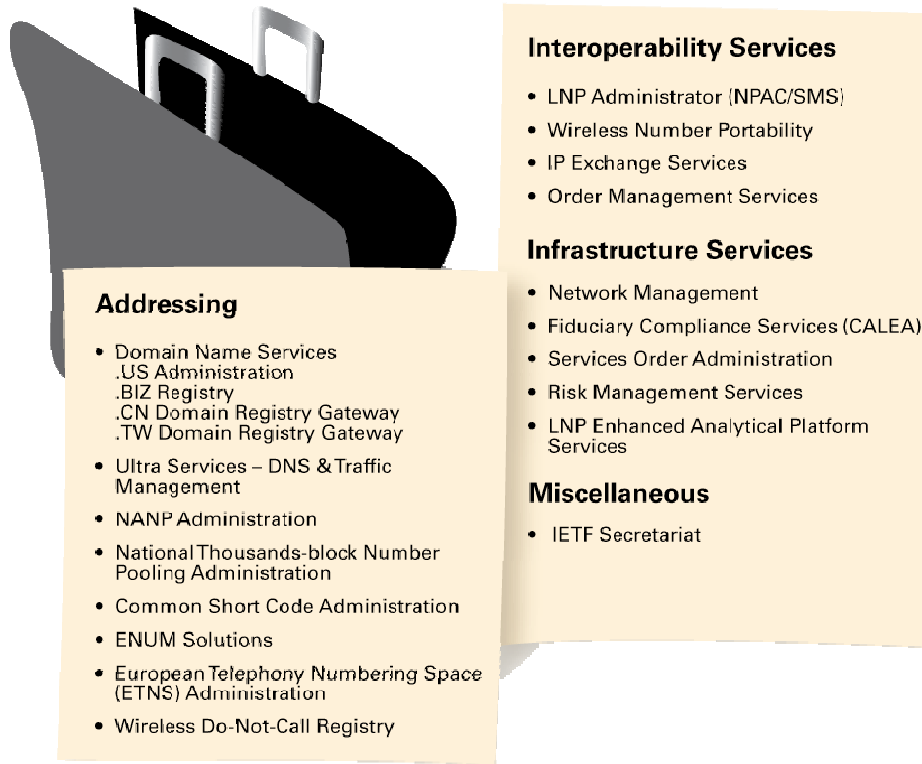
NeuStar was formed in 1996 as an operating division of Lockheed Martin Corporation called the Communications Industry Services group. This division provided neutral, third-party services to the communications industry. NeuStar was incorporated in Delaware in 1998 to acquire our business from Lockheed Martin Corporation. This acquisition was completed in November 1999. Since 1999, NeuStar has expanded our portfolio of services and, in June 2005, NeuStar completed an Initial Public Offering (IPO). We are presently listed on the NYSE (NYSE:NSR).

As a publicly traded company, NeuStar provides the United States Government and the communications industry with essential administration and clearinghouse services to a client base that covers the globe. We have a track record of consistent growth, reflecting the value growth of our services to our customers. NeuStar is profitable, cash-flow positive, and currently has no debt on its balance sheet. In addition, NeuStar has substantial cash reserves.

The company is headquartered in the Washington, D.C. area and has over 850 employees. These employees have developed a broad spectrum of skills and expertise that meet an expanding range of customer needs. These services, shown in Exhibit R-1 and highlighted below, are used by the communication to solve a range of their technical and operating requirements, including:

- **Addressing** – NeuStar enables service providers (SPs) to use critical, shared addressing resources, such as telephone numbers, Internet domain names, and Common Short Codes.
- **Interoperability** – NeuStar enables SPs to exchange and share critical operating data so that communications originating on one provider's network can be delivered and received on the network of another SP. Additionally, NeuStar facilitates order management and work flow processing among SPs.
- **Infrastructure** – NeuStar enables SPs to more efficiently manage changes in their own networks by, among other things, centrally managing certain critical data carriers use to route communications over their own networks.

NeuStar's Portfolio of Services



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Exhibit R-1. NeuStar has a legacy of successfully serving the Internet and telecommunications industry as not only a technology partner but also as a responsible steward of industry critical, national assets.

Customer References / Capabilities Questionnaire (RFQ Exhibit B-1)

NeuStar offers an extensive range of potential customer references. The following applies to each of the references presented in the Capabilities Questionnaire on the following pages:

- Selected through highly competitive procurement;
- Have objectives similar to the usTLD solicitation with respect to the integrity of a U.S. resource and overall integrity of its administration;
- Require strict compliance with industry and regulatory guidelines and directives;
- Mandate strict neutrality requirements in both corporate ownership and structure: strict neutrality with respect to service delivery (e.g., impartial treatment of customers, first in, first out, etc.);



- Require flawless, on-time development, implementation, and operation of a near real-time, registry system;
- Exhibit stringent service level and reporting requirements;
- Necessitate interaction with multiple stakeholders who often have competing agendas;
- Provide best value to the Industry.

Capabilities Questionnaire

North American Numbering Plan (NANP) Administrator

Project Title	NANP Administration (NANPA)
Contract #	CON03000016
Duration of Contract/Purchase Order	Initially Selected in 1997, Reselected through competitive procurement in 2003 for a 5 year contract with the first year as the "base" year and four, one-year options. Presently starting Option Year 4.Currently In progress
Dollar Value of Contract/Purchase Order	██████████
Contract Type of Contract/Purchase Order	Firm-fixed price
Name and Address of Customer Organization	Federal Communications Commission 445 12th Street, SW Washington DC 20554
Technical Points of Contact at Customer Org. including Phone Number, Fax, and Email	Primary: ██ Alternate: ██
Description of Project	NeuStar administers the NANP on behalf of the FCC and the industry. As the NANPA, NeuStar's responsibilities include assignment of NANP resources, and, in the U.S. and its territories, coordination of area code relief planning and collection of utilization and forecast data per regulatory and industry directives and guidelines. Further, NANPA, in its overall coordination role, consults with and provides assistance to regulatory authorities and national administrators to ensure that numbering resources are used in the best interests of all participants in the North American Numbering Plan. As the NANPA, NeuStar successfully designed, developed, and implemented a NANP Administration System (NAS) on time, within budget, and in complete compliance with solicitation requirements. As with the solicitation for national Pooling Administrator, the NANPA solicitation required vendor attributes that included neutrality of service delivery and corporate ownership and compliance with industry and regulatory guidelines.

Relevant NeuStar Contracts At-a-Glance

.biz TLD Registry Operator



Relevant NeuStar Contracts At-a-Glance

Project Title	.biz TLD Registry Operator
Contract #	No contract number
Duration of Contract/Purchase Order	May 2001 to December 2012
Dollar Value of Contract/Purchase Order	[REDACTED]
Contract Type of Contract/Purchase Order	No-cost contract, paid by registrars
Name and Address of Customer Organization	Internet Corporation for Assigned Names and Numbers (ICANN) 4676 Admiralty Way, Suite 330 Marina del Rey, California 90292-6601
Technical Points of Contact at Customer Org. including Phone Number, Fax, and Email	Primary: [REDACTED] Alternate: [REDACTED]
Description of Project	<p>Registry for .biz—NeuStar operates the top-level domain registry for .biz. NeuStar was selected by ICANN among 40 respondents as the result of the worldwide, competitive procurement for new generic TLDs. .biz is the only top-level Internet domain created exclusively for business activity. Highlights of .biz include:</p> <ul style="list-style-type: none"> • NeuStar leveraged an internal knowledge base to design, develop and implement a next-generation Internet registry platform. • NeuStar executed a comprehensive business plan that included custom development. • NeuStar contributed to standards development for critical registry protocols, infrastructure planning, and integration. • NeuStar actively participated in, and was elected into, leadership roles within ICANN constituencies. • NeuStar secured and integrated over 70 registrars with our registry technology. • The .biz TLD operates on an open interface standard featuring a scalable, “thick” .biz registry platform for the development of new products and services. • NeuStar enjoyed strong global demand, with well over 500,000 .biz domain name registrations during its first 45 days of availability, and over 1.8 million names to date. • NeuStar’s ability to successfully execute targeted marketing through strong branding is demonstrated by the result achieved with .biz.

Relevant NeuStar Contracts At-a-Glance

Local Number Portability Administrator (LNPA)—Number Portability Administration Center (NPAC) Service Management System (SMS)

Project Title	Local Number Portability Administrator (LNPA)—Number Portability Administration Center (NPAC) Service Management System (SMS)
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Relevant NeuStar Contracts At-a-Glance

Contract #	N/A, commercial contract
Duration of Contract/Purchase Order	Initial award in 1996, currently in progress
Dollar Value of Contract/Purchase Order	[REDACTED]
Contract Type of Contract/Purchase Order	Indefinite-quantity contract
Name and Address of Customer Organization	North American Portability Management (NAPM)-LLC
Technical Points of Contact at Customer Org. including Phone Number, Fax, and Email	<p>Primary and Alternate:</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Description of Project	<p>As the LNPA, on behalf of the United States and Canadian telecommunications industries, NeuStar designed, developed, and operates the Number Portability Administration Center (NPAC) and Service Management System (SMS). Within this "first of its kind" database, local 10-digit NANP telephone numbers are reassigned from one carrier to another when a carrier submits a porting request after a subscriber requests that a number be switched to another service provider. This master registry stores distinct routing information for each ported telephone number so calls can be terminated to the right network element. Features include:</p> <ul style="list-style-type: none"> • 24 hours-a-day, 7 days-a-week availability; • Real- time updates of telephone number routing updates; • Administration of service provider, network, and telephone number data; • Audit administration; and • Adherence to 35 stringent service level agreements.
Why reference is relevant	<p>As a number routing database administration contract on behalf of the telecommunications industry and at the direction of the federal government, it shares many of the same requirements and attributes as the solicitation for the Pooling Administration contract:</p> <ul style="list-style-type: none"> • The vendor is selected through highly competitive procurement; • The NPAC/SMS contract has objectives similar to the PA solicitation with respect to the integrity of the of the numbering infrastructure; • Strict compliance with industry and regulatory guidelines and directives; • Strict neutrality requirements in both corporate ownership and structure: strict neutrality with respect to service delivery (e.g., impartial treatment of customers, first in, first out, etc.); • Flawless, on-time development, implementation, and operation of a near real-time, centralized authoritative database; • Strict service level and reporting requirements using 35 metrics audited quarterly; • Effectively interfacing with multiple stakeholders in a competitive environment; and • Providing best value to the Industry.

