

BOARD MEETING

AGENDA

Date/Time: Friday 13 March 2025, 9:00am - 4:00pm
(Open to members at 9:45am)

Venue: InternetNZ, Level 13, 18 Willis Street, Wellington

NOTE: all timings are estimates, the meeting will run according to the needs of the meeting as it progresses.

Section 1 — Meeting preliminaries

8:45am	0.0	Arrival and coffee
9:00am	1.1	Board only (in committee)
9:20am	1.2	Board and Tumu Whakarae (CE) alone time (in committee)
		Transition to open meeting

Section 2 — Meeting preliminaries & Chief Executive's Report

9:45am	2.1	Meeting open: Karakia, Apologies, Member welcome and Agenda review
9:50am	2.2	Actions Register
9:55am	2.3	Interests Register
10:00am	2.4	Chief Executive's Report

Section 3 — Matters for decision

10:10am	3.1	InternetNZ Group Strategy 2026-2031
10:15am	3.2	Annual Goals 2026/27
10:35am		Break

Section 4 — Confidential matters

10:55am	4.1	Budget 2026/27 [Confidential]
11:25am	4.2	DNC Company Plan 2026/27

11:35am	4.3	InternetNZ / DNC Board meeting report back [Confidential]
11:45am	4.4	Next steps aligning with Te Korowai 2026/27 [Verbal briefing]
11:55am	4.5	Enterprise Risk Management Update [Confidential]
12:10pm	4.6	Health, safety, and wellbeing report [Confidential]
12:15pm		Lunch

Section 5 — Matters for decision continued

1:15pm	5.1	Domain Name Abuse 5-year strategy
1:35pm	5.2	InternetNZ Fellowship Process
1:45pm	5.3	Board Elections and AGM preparation <ul style="list-style-type: none"> Board Skills & Diversity Assessment

Section 6 — Matters for discussion

2:10pm	6.1	Product Standing Report
2:15pm	6.2	Chairperson's Report
2:20pm	6.3	Report Back from Committees: <ul style="list-style-type: none"> 6.3.1 Audit and Risk Committee (Chair, Deputy Chairperson Rahman) 6.3.2 Governance & CE Review Committee (Chair, Chairperson Judd) 6.3.3 Te Komiti Whakauru Māori (Chair, Cr Fala) 6.3.4 .nz Advisory Committee (Chair, Cr Pearce)
2:45pm		Break

Section 7 — Consent agenda

3:00pm	7.1	Ratify the minutes of the previous meeting
3:05pm	7.2	Quarterly and Operational Reports <ul style="list-style-type: none"> 7.2.1 Quarterly Report Q3 2025/26 7.2.2 Group Financial Report 7.2.3 DNC Quarterly Report: Q3 2025/26 Quarterly Report <ul style="list-style-type: none"> Profit and Loss Statement for Quarter ending 31 December 2025

	7.2.4	Membership update
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Section 8 – Other matters

3:35pm	8.1	CONTINGENCY (for any overflow)
	8.2	Incoming correspondence
	8.3	Matters for communication — key messages
	8.4	General business
	8.5	Meeting review
3:45pm		Meeting close (karakia)



BOARD MEETING — 13 MARCH 2026

Actions Register 2026

As at 4 March 2026			
Action No#	Action	Owner	Status
AP13/24	Board to write an annual letter of expectations of DNC	CE	In progress
AP21/24	Board to review the process of appointing Fellows.	Chairperson	Complete.
AP30/25	Governance Committee to review the election process for members prior to the next election, including; the waiting period, candidate pack, eligibility and candidacy, communications, and feedback from successful and unsuccessful candidates.	Chairperson	To start. (March 2026)

As at 4 March 2026

Action No#	Action	Owner	Status
AP33/25	Convene a Board pop up meeting on membership by November, with aim to draft a Board paper for the December meeting.	Chairperson Judd	In progress. The pop up meeting was scheduled, but did not take place due to a calendar issue. Meeting to be rescheduled for late Jan/early Feb 2026.
AP36/25	Board to review Board remuneration at the Board meeting November 2026.	Chairperson Judd	New
AP37/25	Board to complete a skills survey of 5 board members not up for reelection or reappointment- Q4 (Jan-March 2026).	Chairperson Judd	Complete
AP38/25	Board to establish an Appointments Panel - Q4 (Jan-March 2026).	Chairperson Judd	In progress
AP39/25	Governance & CE Review Committee to discuss a policy framework and process on developing and responding to public policy.	Chairperson Judd	Complete

BOARD MEETING - 13 MARCH 2026

Interests Register

ITEM NO: 2.3
FOR: InternetNZ Board
PURPOSE: Review and disclose any changes to the Interests Register
DATE WRITTEN: 3/3/2026

Board Members are required to register any interests, commercial, political or organisational, which they believe may be relevant to the perception of their conduct as a Board Member. Board Members are required to declare a Conflict of Interest, or an Interest, and have that recorded in the Minutes.

Board Members receive the following annual Board fee:

Chairperson - \$38,500

Deputy Chairperson - \$24,062

Board Member - \$19,250*

**Sub-Committee Chairs also receives additional 10% of their fee*

Name: Stephen Judd

Position: Chairperson

Term: AGM 2024 – AGM 2027

Declaration Date: 10 October 2025

Interests:

- Trustee of the Fight Against Conspiracy Theories Aotearoa Trust
- Holds .nz domain names
- Member of the NZ Labour Party
- Contractor to Determine Consulting Ltd
- Contractor to Open Plan Ltd
- Member of the NZ Council for Civil Liberties
- Shareholder of Zoom Health, Punakaiki Fund, Catalyst Cloud
- Receives additional fee as Chair Governance & CE Review

Name: Anjum Rahman

Position: Deputy Chairperson

Term: AGM 2024 – AGM 2027

Declaration Date: 10 October 2025

Interests:

- Co-Lead, Inclusive Aotearoa Collective Tāhono
- Contractor to Shama, Ethnic Women's Trust
- Member, Christchurch Call Advisory Network
- Trustee, Trust Waikato (Waikato Community Trust)
- Advisory Group Social Cohesion Fund, The Gift Trust
- Holds a .nz domain name.
- Receives additional fee for being Chair of InternetNZ Audit and Risk Committee.

Name: Richard Hulse

Position: Board Member

Term: AGM 2024 – AGM 2027

Declaration Date: 27 August 2024

Interests:

- Employee of Ngā Taonga Sound and Vision
- Holder of .nz domain name registrations

Name: Kate Pearce

Position: Board Member

Term: AGM 2023 - AGM 2026

Declaration Date: 22 August 2025

Interests:

- Employee of TradeMe
- Member of the New Zealand Labour Party
- Holder of .nz, .com, .org, .net domain registrations
- Member of NZ Internet Task Force
- Receives additional fee for being Chair of .nz Advisory Committee.

Name: Potaua Biasiny-Tule

Position: Board Member

Term: AGM 2023 - AGM 2026

Declaration Date: 10 August 2024

Interests:

- Co-Founder, Board Member - Digital Natives Academy (DNA)
- Co-Owner - Native Tech, Native Industries
- Trustee - Te Takinga marae
- Member - Nga Toki Whakarururanga
- Kaitiaki for numerous .co.nz and .iwi.nz whanau domains
- Rotorua Lakes Council Te Tatau o Te Arawa Partnership Board

Name: Anthony Bow

Position: Appointed Board Member

Term: AGM 2024 – AGM 2026

Declaration Date: 9 May 2025

Interests:

- Holder of .nz and .com domain names
- Chair of Whai Rawa Fund Ltd
- Independent chair of Maungaharuru-Tangitū Ltd
- Chair of Medical Radiation Technologists Board.
- Director of Medical Sciences Secretariat Ltd
- Director and Shareholder of Waimana Capital Ltd
- Shareholder in private companies; Big Splash Ltd and Talent Propeller Ltd
- Member of the New Zealand Blood and Organ Service Board

Name: Whetū Fala

Position: Appointed Board Member

Term: AGM 2024 – AGM 2026

Declaration Date: 5 December 2025

Interests:

- Holder of .nz domain names
- Board Member, Māori TV
- Board Member, Creative NZ
- Board Member, Te Manu Atatū Whanganui Māori Business Inc
- Board Member, Whanganui Regional Museum
- Chair, Whanganui District Creative Communities Assessment Panel
- Founding Member, Ngā Aho Whakaari Māori Screen Aōtearoa
- Founding Member, Wellington Women in Film & TV
- Founding Member, Taki Rua Theatre Wellington
- Pou Arahi Tikanga, Playmarket Inc Wellington
- Company Director, Fala Media Taki Rua Film
- Shareholder Parininihi ki Waitotara Inc
- Shareholder Morikau Nui Inc
- Shareholder Atihau, Whanganui
- Wharanga Hakopa Kiwa Whanau Trust
- Te Kōpuka o te Awa Tupua o Whanganui Board, Ngā Rauru iwi representative
- Receives additional fee as Chair Te Komiti Whakauru Māori

Name: Daniel Spector

Position: Board Member

Term: AGM 2024–2026

Declaration Date: 25 November 2024

Interests:

- Holder of .nz domain names
- Founder / owner www.CxO.support
- Advisor of www.APIContext.com (USA), FamiliarRobotics.com (USA), www.blockidentity.com (Indonesia)
- Board Chair of Science Fiction and Fantasy Conventions of NZ, a registered charity

Name: Dylan Reeve

Position: Board Member

Term: AGM 2025–2028

Declaration Date: 4 August 2025

Interests:

- Holder of .nz domain names
- Director and Shareholder The Opposition Limited (non-trading)
- Freelance Film, Television and Media Businesses

Name: Jonathan Ayling

Position: Board Member

Term: AGM 2025–2028

Declaration Date: 10 October 2025

Interests:

- Board member Altum Academic Trust
- Contractor Free Speech Union
- Contractor NZME to provide a weekly column to the NZ Herald
- Director Mahala Vines

The register was last updated on 5 December 2025.

BOARD MEETING - 13 MARCH 2026

Report of Tumu Whakarae

ITEM NO: 2.4
AUTHOR: Tumu Whakarae (CE), Vivien Maidaborn
FOR: InternetNZ Board
PURPOSE: Executive summary of meeting content from CE's perspective, noting key activity, strategic opportunities, risks and threats of interest to the Board.
DATE WRITTEN: 2 March 2026

Introduction

This March meeting is always a very significant one for InternetNZ with Annual Goals, and Budget approvals due. This year the meeting is an ordinary Board meeting and the agenda includes other key areas of work, including:

- Signoff of the 2026-31 Strategy
- Approval of a draft DNS Abuse Use Strategy for InternetNZ
- Quarter Three report for 2025/26
- The plan for NetTalks sessions throughout 2026
- Planning for the Election and AGM 2026

Recommendation

That the Board **receive** the report.

Strategic Planning 2026-2031

The changes requested by the Board in December have been added to the Strategy and it has been viewed and supported by the DNC Board. The approval of the 2026-31 InternetNZ Group Strategy is an important decision for the InternetNZ Board and will set the work programme over the next 5 years.

Annual Goals and Budget 2026/27

The Annual Goals for 2026/27 represent the set up work and implementation for year one of a new 5 year strategy. They have been developed since their first viewing in December 2025. Kaimahi have added their views to the Board views and the paper today sets out the proposed Annual Goals for 2026/27 and the budget required to achieve them.

There have been significant changes to the high level budget presented in December too. This early budget represented our first draft and now we have dived into three areas in more detail resulting in changes.

The infrastructure work critical to .nz operations excellence and sustainability over the 5 year timeframe has been built out more fully, resulting in two significant increases in cost. The first relates to the engineering backlog and where we need a timeframed investment to get this complete. The backlog began during the 3 year Mimosa project where we implemented the new Fury software as our IRS. We have never fully caught up with that backlog based on current staffing. Secondly we have introduced a fund to build over 3-5 years for capital replacement and/or development of the IRS. This was discussed at the December Board meeting and we have taken that idea forward.

There have been additional costs included to ensure we can complete the current project on Domain Name Abuse. This will inform any .nz Rule changes. We will run an open and transparent consultation on those changes.

Finally there is an increase over and above 5.5% for the DNC budget. This reflects growth in inquiry, registration checks and also the investigation work of the Commission.

Heads Up on Decisions

- InternetNZ Strategy 2026-31
- Annual Goals for 2026/27
- Budget 2026/27
- .nz Domain Name Abuse 5-year strategy
- Board to review the process of appointing Fellows (AP21/24)
- Board Elections and AGM preparation
- Decision on date of AGM, proposed to be to be held on 13 August 2026

Opportunities

In this period the CEO of CIRA (.ca) Byron Holland came to Auckland for a 24 hour flying stop after a ICANN Board meeting in Singapore. Byron was elected by ccNSO's (Name Supporting Organisation' community of ICANN to the ICANN Board a year ago. We had a 3 hour meeting focussed on business opportunities through Hello Registry, and explored what we need to jointly do to agree timelines and product development pipelines between us. The discussion about challenges for ICANN focussed on disaster responsiveness and BCP.

Tim Johnson and Josh Simpson attended The Pacific Islands Telecommunications Association (PITA) conference in Hawaii during this period. PITA is a non- profit organization formed to represent the interests of Pacific Islands in the field of telecommunications and associated technologies.

PITA events are close to home and provide a very efficient forum for InternetNZ to collaborate and build relationships with governments and ccTLDs across the South Pacific. Strengthening these relationships is listed as a key driver in our product strategy. Attendees to PITA are mostly absent from other meetings such as ICANN, due to constraints in attending. The opportunity to build these relationships and have InternetNZ as a contributor to the region is of high strategic value.

Update on the Risk Environment

The next update on our rapidly changing risk environment is included as a confidential paper. Geopolitics and the changing international environment continues to increase levels of risk to an open interoperable internet.

FSU has published in their 2026 work programme and InternetNZ remains a target for them. This will likely increase the risk of continuing campaigns about InternetNZ and its core purpose. We can expect that to impact the preparation for the election and AGM processes.

BOARD MEETING - 13 MARCH 2026

INTERNETNZ GROUP STRATEGY 2026/31

ITEM NO: 3.1
AUTHOR: Vivien Maidaborn, Tumu Whakarae (CE)
FOR: Board
PURPOSE: To approve the draft InternetNZ Group Strategy 2026-31
DATE WRITTEN: 03/03/2026

	Alignment
Ipurangi Aotearoa Strategy 2026-2031	This paper seeks Board approval for the 2026-2031 Strategy.
Te Tiriti o Waitangi	Te Korowai o Ipurangi Aotearoa is integrated within the Strategy 2026-2031 giving effect to Te Tiriti o Waitangi.
Associated document links	Draft InternetNZ Group Strategy 2026-2031

Recommendation

That the InternetNZ Board **approve** the InternetNZ Group Strategy 2026-2031.

Strategy development process

In December 2024, the InternetNZ Council endorsed a high-level approach to developing the InternetNZ Group's 2026-2031 Strategy, noting that this would be the first joint strategy covering both InternetNZ and the Domain Name Commission.

The process was designed to enable the Boards of InternetNZ and the DNC to shape the critical strategic choices and set the direction for InternetNZ and its subsidiary.

The strategy process was also designed to ensure that other strategically significant processes — including the development of refreshed values and a Te

Tiriti o Waitangi statement — could be integrated into the five-year strategy as they were developed.

Our strategy development process had five clear stages:

Phase 1 - Developing a clear draft statement of the InternetNZ Group's purpose, organisational values, and vision.

Phase 2 - Undertaking an environmental scan, including engagement with key stakeholders, to identify critical factors and trends that may influence the future of InternetNZ and the Group's ability to deliver on its purpose and vision.

Phase 3 - Scenario development through workshops with Boards and the leadership team to explore future scenarios and stretch the strategic thinking process.

Phase 4 - Shaping the draft strategy through a series of critical decisions that clarified strategic pathways and key choices for InternetNZ.

Phase 5 - Developing a plan for strategic action, including strategic pillars and priority goals for the five-year term. These were tested against the draft purpose and vision developed in Phase 1, and shared with members for feedback.

Te Korowai o Ipurangi Aotearoa (our Te Tiriti o Waitangi statement) and the refreshed organisational values, Ngā Uara, were then incorporated into the final strategy.

On 5 December, the InternetNZ Board considered feedback from members and the DNC Board.

The final Strategy is anticipated to be approved at the 13 March 2026 Board meeting.

Engaging others in our future

A range of groups were engaged throughout the strategy development process including key stakeholders, staff, and members. The InternetNZ and DNC Boards participated in joint sessions to develop scenarios, identify the strategic pillars and set the strategic goals.



Draft InternetNZ Group Strategy 2026-2031



From the Board Chairperson

Waiho i te toipoto, kaua i te toiroa

Let us keep close together, not far apart

I am lucky to sit at the InternetNZ board table with a diverse group of people.

The 10 of us come from different personal and professional backgrounds, and each of us brings a unique lens and skillset to our role as board members of InternetNZ.

This diversity strengthens our governance. By the time we have reached a decision, it has been robustly debated from many perspectives.

Our work to co-create a five-year strategy, alongside the leadership team at InternetNZ and with input from the Domain Name Commission board, is an example of this strength in action.

This strategy sets out the vision that we hold for the organisation: a fair and inclusive Internet for Aotearoa New Zealand, where the trusted .nz brand drives social and economic value.

It's the big picture, future thinking stuff, the 'what' as well as the 'what next'. In five years' time what do we, as a Board, want to say we have led the organisation to?

The vision is grounded by strategic goals. We are operating in an increasingly complex and unstable global environment and the Internet is both causing and affected by more and more change in that environment.

The Board is clear on the core role of InternetNZ: to operate secure, resilient infrastructure that New Zealanders can depend on.

But to do this, we also need financial sustainability, which is why we have set some ambitious growth goals.

To get there, we'll need to keep investing in our people to ensure we have the skills to meet that future. It also means investing in communities, to ensure all New Zealanders are on this journey with us.

Since I began working in our sector 30 years ago the change has been extraordinary. The next five years will bring a great deal more change. We cannot predict everything that will happen. Rather, we need to be prepared for whatever comes.

I feel confident that your board's strategy will prepare us for whatever comes next.

Stephen Judd

Chairperson



From the Chief Executive

Tūwhitia te hopo, mairangatia te angitū!

Feel the fear and do it anyway!

In Internet years, five years may as well be 20. The pace at which the Internet and its community grow, change, and innovate is lightning-fast. This brings both challenges and opportunities for us at InternetNZ | Ipurangi Aotearoa.

On one hand, we must maintain a steady hand on the wheel and a clear focus on the path ahead — stewarding .nz so that it's available to New Zealanders 100 percent of the time, supporting our communities and businesses.

On the other hand, we need to build sufficient agility and flexibility to respond to the accelerating pace of change across the Internet and its global community.

This five-year strategy is therefore an indispensable marker on the horizon — a point we will continue to steer toward, even when the waters are choppy.

I would like to acknowledge and thank those involved in developing this strategy, particularly the Board. I look forward to working together to bring this vision to life.

Despite what some of AI's most enthusiastic proponents may say, people will be essential to achieving it. Our people — from IT engineers to Internet governance policy analysts — are experts in their fields and we are fortunate to have them. These are specialist skills, and we need to ensure there others are encouraged and supported to follow the path they have forged.

As well as investing in people, I am excited that our new values, Ngā Uara, will guide our organisation and our engagement in the wider Internet community.

The source of our values is Ngākau — it's the heart, the seat of our emotions, thoughts, and spirit. With this as our foundation, the rest can flow.

Ngākau titikaha reflects our commitment to serving our core purpose with courage and forward thinking.

Ngākau pono reflects our commitment to truth, integrity, and acting in good faith — qualities critical to being the trusted steward of .nz.

Ngākau tahi reflects our commitment to equity, collaboration, and respectful relationships and partnerships.

Ngākau auaha reflects our commitment to innovation and bold ideas that empower people and communities to grow and thrive.

And, Ngākau nui reflects aroha — our commitment to inclusion, wellbeing, and shared belonging.

I have no doubt that this strategy, underpinned by our Constitution, our values, and our people, will guide us steadily toward whatever the future of the Internet holds.

Vivien Maidaborn

Chief Executive | Tumu Whakarae



About the InternetNZ Group

InternetNZ has been an incorporated society and membership organisation since 1995, governed by a Constitution. We operate as the designated manager of .nz under agreement from ICANN.

Together, InternetNZ and the Domain Name Commission form the InternetNZ Group. The Group provides a balanced model of stewardship, service and regulation. This ensures that .nz remains trusted and aligned with New Zealand's long-term interests.

InternetNZ

InternetNZ is the steward of the .nz country code top-level domain and a community-driven organisation working in the public interest. It combines responsibility for critical national infrastructure with a broader mission to defend an open, global and secure Internet.

InternetNZ holds a Memorandum of Understanding with the New Zealand Government to run the Domain Name System (DNS) and the .nz domain space on behalf of all New Zealanders. We do this by maintaining New Zealanders' trust in the stability, security and integrity of the .nz namespace. InternetNZ delivers registry services, supports our network of Registrars, and maintains the .nz Rules.

InternetNZ serves the Internet community through our community fund, supporting partnerships and initiatives that strengthen the Internet as a shared resource for the benefit of all New Zealanders. We also engage with civil society, Māori, business and government to inform policy developments and collective action in the public interest of the Internet community.

In addition, InternetNZ contributes to global Internet governance processes and shares New Zealand perspectives in regional and international Internet forums, helping to ensure domestic interests and values are reflected in the ongoing evolution of the open, global, interoperable Internet.

Domain Name Commission

The Domain Name Commission (DNC) manages aspects of the .nz namespace on InternetNZ's behalf. The DNC Board sets the strategic direction and priorities for the DNC.

DNC provides regulatory oversight of the .nz namespace. This includes authorising registrars, monitoring regulated parties compliance with and enforcing non-compliance with the .nz Rules to promote fairness, transparency and accountability in the registration and management of .nz domain names. DNC also provides a disputes resolution scheme for domain name holders to resolve complaints about rights to a .nz domain name.

While the DNC is a wholly owned subsidiary of InternetNZ, it operates independently of InternetNZ in its regulatory and decision-making functions.

The DNC works with registrars, domain name holders and other stakeholders to ensure good compliance outcomes, resolve disputes and to identify and respond to emerging issues. It operates within a wider national ecosystem to disrupt online scams, fraud and domain name abuse, to maintain the integrity of the .nz register, and ensure the security, stability and resilience of the .nz namespace.

Our whakatauāki

Kua raranga tahi tātou he whāriki
ipurangi mō āpōpō

*Together, we have woven a digital mat
for the future.*

– Takawai Murphy (Ngāti Manawa, Ngāti Rangitahi, Ngāti Hinekura), January 2017



Strategy Summary

A trusted and thriving internet for Aotearoa New Zealand

Our Vision

A fair and inclusive Internet for Aotearoa New Zealand, where the trusted .nz brand drives social and economic value.

Our Purpose

To ensure a trusted and thriving .nz that empowers us and others to advance an open, accessible global Internet.

Our Values - Ngā Uara

Ngākau - the heart, the source of our values.

From Ngākau flow: Pono - truth and sincerity, Aroha - compassion, Tika - integrity. These principles guide how we think, feel and act. They shape our relationships with each other, with our communities and with the Internet community. Anchored in Te Tiriti o Waitangi our new values reflect care for tāngata whenua, authentic partnership and delivering on our purpose for all.

- ◆ Ngākau titikaha
- ◆ Ngākau pono
- ◆ Ngākau tahi
- ◆ Ngākau auaha
- ◆ Ngākau nui

Together, our values define who we are, who we strive to become and how we lead with purpose, courage and heart in service for Aotearoa through the Internet.

The world is changing

The Internet is evolving quickly. We are seeing growing cyber threats and online scams, rapid technological change including AI, global tensions affecting how the internet is governed, ongoing digital inequity and changing demand for domain names and online services. These changes require us to remain resilient, adaptable and focused on trust.

What success looks like in 2031

By 2031:

- ◆ .nz is the trusted online home for New Zealanders
- ◆ Our domain name system is secure, reliable and globally connected
- ◆ People understand what InternetNZ does and why it matters
- ◆ We are a trusted voice on digital policy and the future of the Internet
- ◆ Our organisation is strong, capable and financially sustainable



Our strategic focus for the next five years

Reliable and trusted services

We will operate secure, resilient infrastructure that New Zealand can depend on.

A strong and sustainable .nz

We will grow and strengthen .nz so it remains relevant, trusted and widely used.

Positive social impact

We will support an open Internet and help communities across Aotearoa thrive online.

A capable and future-ready organisation

We will build the skills, culture and financial strength needed to meet future challenges.

What we aim to achieve

Over the next five years we will:

- ◆ Grow the number of .nz domain names
- ◆ Strengthen trust and safety in the .nz online space
- ◆ Reduce misuse of domain names
- ◆ Support communities to participate fully online
- ◆ Grow our services and expertise
- ◆ Build a strong, engaged and capable workforce.

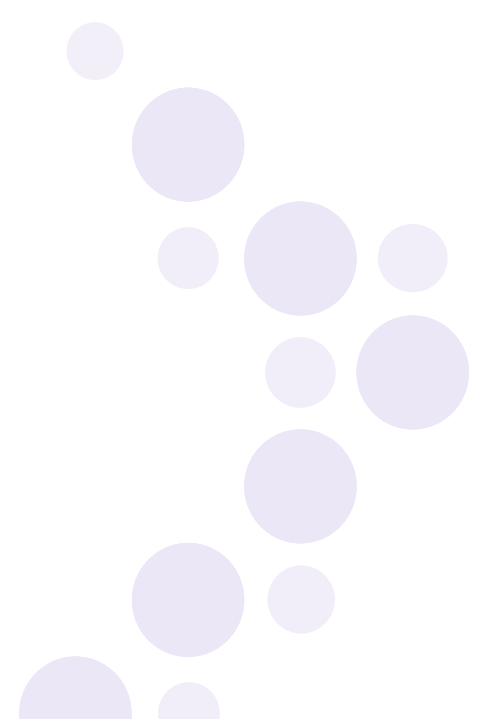
Honouring Te Tiriti o Waitangi

Te Korowai o Ipurangi Aotearoa, our Te Tiriti vision, guides our commitment to giving practical effect to Te Tiriti o Waitangi across all our work.

This includes supporting Māori participation in Internet governance, strengthening cultural capability, and working alongside Māori communities to advance equitable digital outcomes.

How we stay on track

We review progress each year through planning, budgeting and reporting. This ensures we can respond to change and continue delivering for Aotearoa New Zealand.





Our changing context

We undertook a series of conversations alongside an environmental scan. This work highlighted the pace of change in our operating environment and the contexts the InternetNZ Group will need to navigate over the next five years.

We identified several key factors that will shape the Group’s direction, risk profile, operating model and influence during this period.

It is clear that our future will be influenced by heightened geopolitical tensions, accelerating technological change, and increasing scrutiny of Internet infrastructure and governance.

Globally, rising geopolitical tensions are placing pressure on the open, interoperable Internet. Moves toward national sovereignty, trade fragmentation and greater multilateral control risk undermining the multistakeholder model of Internet governance and the open global Internet itself. These dynamics directly affect the stability, reach, and relevance of the domain name system, as well as New Zealand’s connection to global Internet governance institutions.

At the same time, the Internet and the DNS are recognised as critical national infrastructure for New Zealand, underpinning the economy. As a result, they may attract greater regulatory attention and increasingly become targets for cyber attacks.

Online harms remain a key concern for New Zealanders, particularly scams and fraud. Globally, expectations on governments, regulators and registries to address DNS abuse are increasing, as harmful activity becomes faster, more sophisticated and more complex.

Technological advances in AI are demonstrating alternatives to traditional web navigation, reshaping how people find information, transact online, and perceive the value of websites and domain names. While domain names under management (DUMs) have increased slightly in the past year, overall volumes have remained largely static. Combined with softer global

economic conditions and shifting consumer behaviour, this creates longer-term uncertainty for domain demand and revenue models.

At the same time, AI-generated content and deepfakes are highlighting the growing need for secure, verifiable digital identities to maintain trust, privacy and safe participation in the digital economy.

Globally and domestically, persistent digital inequities continue to challenge governments, even as new technologies risk widening those gaps. Declining trust in institutions is placing pressure on community organisations to step into the gap, while governments in some cases have been slow to introduce effective online protections.

What might this mean for Internet NZ

The evolving environment reinforces the need for a strategy that is outward-looking and adaptable, while firmly grounded in our stewardship role. Such an approach will position the InternetNZ Group to navigate uncertainty while continuing to serve New Zealand’s long-term interests.

First, increasing geopolitical tension and fragmentation mean InternetNZ must actively protect the openness, resilience and global interoperability of the Internet, while remaining the trusted steward of critical national infrastructure for New Zealand. Strategic decisions about infrastructure, supply chains, and international engagement will attract greater scrutiny.

Second, evolving threats such as cyberattacks, scams, and fraud, along with a global focus on DNS abuse, will require clarity about our role, intervention thresholds, and the leveraging of partnerships —



particularly for the Domain Name Commission. Alongside strong public policy thinking and awareness of evolving public expectations and government regulation, our strategy must balance trust and openness with proportionate enforcement and ecosystem collaboration.

Third, shifts in technology and consumer behaviour may challenge long-standing assumptions about domain name revenue. Our five-year strategy must consider financial resilience, the relevance of domain names and the .nz brand, and potential diversifica-

tion —rather than relying solely on historical growth patterns and revenue streams.

Finally, rising public expectations around digital identity, online harms, digital equity and regulation mean InternetNZ's public interest leadership — including engagement with government and international partners — will be as important as its technical role. Our strategy should clearly define where InternetNZ might have the greatest impact, how we work with others, and how we sustain legitimacy and trust in a rapidly changing global environment.

The need to evolve

Our current environment

The world we operate in is complex, fast-moving, and more contested than ever before. Trust in institutions, information and technology is increasingly fragile. Geopolitical and economic conditions are shifting, and in New Zealand the economy remains cautious. The era of easy growth in domain names has passed.

In this environment, our stewardship of New Zealand's Domain Name Space matters more than ever — and so does how we fulfil that role.

As the steward of New Zealand's Domain Name System, we operate at the intersection of public good and a commercial service. Expectations are high: that we deliver value, operate transparently, and sustain trust and efficiency in a fiscally constrained climate. Our challenge is to continue to deliver critical infrastructure for New Zealand while building a sustainable revenue base from .nz domain names — and strengthening the relevance and trust of .nz within shifting economic and policy landscapes.

Internationally, the geopolitical landscape is being redrawn. The open global Internet is showing signs of fragmentation, shaped by competing blocs, and growing national and regional interests that threaten the idea of one interoperable Internet. Digital

networks are increasingly influenced by power dynamics, trade alignments and polarised ideologies. As the Internet becomes more politicised, the systems that underpin it — including smaller registries such as .nz — are drawn into global debates about sovereignty, trust and control.

Over the past five years, the information space provided by the Internet has become a battleground of influence, where false information shapes how people engage with the Internet and with one another. Questions about rights in digital spaces are becoming more visible, and often more divisive. Many governments are asserting greater control over digital spaces and digital sovereignty, driving tighter regulation of online infrastructure or online harms. New Zealand's regulatory approach is evolving, but remains less developed than in some other jurisdictions.

Socially, the Internet continues to reflect



and amplify inequities. Through our Community Fund, we support initiatives that help close the digital divide and enable people to thrive online. Yet digital exclusion persists, including barriers to access and participation, unreliable connectivity, and low levels of digital literacy. While many Māori are actively participating in the digital economy, inequities remain. We continue to strive for more equitable outcomes on the Internet.

Operationally, confidence in the integrity of the Domain Name Space and .nz remains our cornerstone. Maintaining reliable, resilient and trusted services is fundamental to New Zealanders' wider confidence in the Internet.

However, online criminal activity and DNS abuse are escalating globally, requiring timely, increasingly sophisticated responses to ensure the .nz domain space remains trusted.

Our new regulatory framework provides a solid foundation, but our systems and capabilities must continue to mature.

Supply chain costs have risen significantly in recent years, adding further pressure on our ability to deliver services efficiently. InternetNZ is also increasingly held accountable for matters beyond our direct remit, reinforcing the need for greater clarity about who we are, what we do, and what we stand for.

At the same time, our role and brand require sharper definition. Multiple brand expressions and fragmented messaging have created confusion about our core functions, diluting visibility of our core role as the .nz domain name administrator.

As we enter a more demanding period over the next five years, we will need the capability to plan, adapt and engage within an unpredictable environment.

To continue serving Aotearoa New Zealand effectively, we must protect the integrity of our core role, unify our identity and purpose, and continue to evolve — building deep and enduring trust in the .nz domain space as a cornerstone of New Zealand's digital future.

What does success look like in 2031?

Our 2026-2031 Strategy builds on the core work of InternetNZ and the Domain Name Commission, contributing to a trusted and thriving Internet for all New Zealanders. Our strategy sits alongside Te Korowai o Ipurangi Aotearoa and incorporates our values, Ngā Uara. Together, these guide our people and decision-makers as we deliver on this strategy.

By 2031, .nz is the first choice for people of Aotearoa New Zealand seeking a trusted digital presence. Our commitment to service excellence ensures the delivery of robust, resilient critical infrastructure for New Zealanders, creating a trusted online presence for the future. And people in Aotearoa understand the role and scope of InternetNZ's work.

Growth at InternetNZ will be based on carefully considered commercial opportunities that build on our core strengths, skills and services including services for

registries and Registrars. We use market research and evidence-based targeted marketing to grow domain names under management. This growth will be supported by a well-known and trusted .nz brand — one that protects domain name holder rights and is associated with the public good we contribute through digital equity.

The Domain Name Commission has the right tools and processes to effectively manage malicious use of domain names, and the .nz Rules strike an appropriate balance between trust and growth.



We will continue to strengthen our leadership in Internet governance by engaging nationally and internationally with Internet communities. Our relationships with the New Zealand Government and its officials will remain strong, and we are a trusted source of advice on digital policy.

The InternetNZ Group will be efficient and resilient in the face of evolving technologies, geopolitical shocks and increasing global interests in data sovereignty and

ownership of data. Our membership actively supports our delivery of service excellence and strategic direction, with a clear understanding of both membership rights and responsibilities.

As a Group, we have a strong workforce strategy that delivers the right mix of technical, commercial, compliance and policy capability — and we use our resources wisely as a self-funded, not-for-profit organisation.

Strategic pillars

Through our strategy process, we identified four interconnected strategic pillars that will guide our direction over the next five years:

- ◆ **Social Impact** — an open global Internet where everybody thrives
- ◆ **Future Sustainability and Growth** — a sustainable future built on responsible business growth.
- ◆ **Service Excellence** — reliable and trusted services that we are recognised for delivering.
- ◆ **Organisational Capability** — strong and adaptable capabilities that enable us to respond in a fast-changing environment.





Strategic pillars and goals in detail

Strategic Pillars

Where we will invest and focus our efforts.

Strategic Goals

What we will deliver in 5 years

Service Excellence

Pillar	Goal
<p>We operate and manage critical infrastructure for New Zealand, that is part of the national and global Internet ecosystems.</p> <p>Our DNS services are resilient and transparent, and are in line with international best practices.</p> <p>InternetNZ Group has an integrated customer journey and services for Registrars</p>	<p>Technical and infrastructure innovation will enhance our offerings in the .nz domain name space.</p> <p>Evolving technologies and strong national and international relationships disrupt abuse and malicious use in .nz domain name space.</p> <p>InternetNZ Group achieves significant retention in quality .nz domain name registrations.</p> <p>We effectively regulate .nz domain name space so that New Zealanders can thrive online</p>

Future Sustainability & Growth

Pillar	Goal
<p>.nz is the first choice of consumers and Internet users as their trusted digital presence in New Zealand.</p> <p>We develop and deliver Registry and Domain Name products and services to specific markets in NZ and internationally.</p> <p>Confidence and integrity of core infrastructure is the basis of growth.</p>	<p>.nz has 1,000,000 domain names under management by 2031.</p> <p>Grow Registries run by InternetNZ by 3 by 2031.</p> <p>We measure business growth through a range of measures</p> <p>We are customer focussed and collaborative in the way we work with Registrars to grow the market</p> <p>Increase trust in .nz domain name space so that 85% of online shoppers prefer to buy products from .nz sites</p>



Strategic Pillars

Where we will invest and focus our efforts.

Strategic Goals

What we will deliver in five years

Social Impact

Pillar

The Internet remains open, global and interoperable, underpinned by multistakeholder Internet governance

We champion and support local internet communities to connect and thrive online.

People know who we are and what we do for good.

Goal

We collaborate locally and globally to champion multistakeholder Internet governance.

Indigenous people have a distinct voice and are actively part of decision making in local and international multistakeholder processes.

The InternetNZ Group identity and brand is represented by our storytelling and social impact activities

We provide independent digital policy expertise, and advocate for social impacts that uplifts communities and civil society voices.

Organisational Capability

Pillar

The Internet NZ Group identity, brand, and culture reflect Ngā Uara | Our Values.

InternetNZ can meet the challenges of a technically and geopolitically dynamic environment through focus on our technical, business and social impact leadership

We are a financially resilient organisation with a sustainable finance management plan to achieve business and social impact growth.

Goal

We have a Te Tiriti o Waitangi intelligent culture throughout InternetNZ Group.

The workforce strategy supports the current and future capacity and skills needed to deliver on the 2026-31 Strategy.

Strong financial management ensures we deliver maximum impact across our strategy

Living Ngā Uara - our values, creates a strong organisational culture where kaimahi report increasing job engagement.



Te Korowai ō Ipurangi Aotearoa

Giving Effect to Te Tiriti o Waitangi in our 2026-2031 Strategy

InternetNZ's approach to giving practical effect to Te Tiriti o Waitangi is to weave our responses into the InternetNZ Group strategy. This ensures that we take a cross-organisation approach, that is explicitly woven into our annual planning processes.

For example, key elements of our approach to giving practical effect would be to:

- ◆ Continue to fund kaupapa Māori entities or individuals through our Community Fund
- ◆ Grow the cultural capability of everyone in the organisation so that in five years we have a Te Tiriti intelligent culture
- ◆ Gather the perspectives of the Māori Internet community on key Internet governance issues and share their views into global forums
- ◆ Support the Māori community in their aspirations for national and international engagement with Internet governance
- ◆ Ensure Māori community engagement on our .nz Rules
- ◆ Tikanga-based dispute resolution services are offered
- ◆ Gather more explicit information on Māori businesses' experiences of .nz domain names

In this way, our five-year strategy reflects an integrated approach that continues to have specific annual initiatives directly focused on outcomes for Māori as well as other underserved communities in Aotearoa New Zealand's Internet community.





Tracking our progress

A high-level five-year implementation roadmap will be developed to support effective delivery within our limited and constrained resources, while retaining flexibility. It will also be critical to create space for innovation in business growth to evolve into a core organisational practice.

We will track progress in delivering our strategy across the five-year period through our annual planning and reporting processes.

- ◆ **Annual Goals** (Board approved) — Each year, we will set annual delivery goals that give effect to our strategic pillars and goals.
- ◆ **Annual Budget and Forecasts** (Board approved) — We will deliver annual budget plans and three-year forecasts to track financial performance and ensure major investments, such as replacement infrastructure are planned for.
- ◆ **DNC Corporate Plan and Budget** (DNC Board approved) — We will deliver the annual DNC Corporate Plan and the budget that sets the annual management fee.
- ◆ **Quarterly Reporting** (to Boards — Progress toward annual goals will be reported quarterly to the respective Boards and published on our website.
- ◆ **Annual Boards' Strategy Days** — Annual strategy days will enable each Board to review progress toward our strategic goals and make adjustments where needed.



Strategy development process

An intentional design process

In December 2024, the InternetNZ Council¹ endorsed a high-level approach to developing the InternetNZ Group's 2026-2031 Strategy, noting that this would be the first joint strategy covering both InternetNZ and the Domain Name Commission.

The process was designed to enable the Boards of InternetNZ and the DNC to shape the critical strategic choices and set the direction for InternetNZ and its subsidiary.

The strategy process was also designed to ensure that other strategically significant processes — including the development of refreshed values and a Te Tiriti o Waitangi statement — could be integrated into the five-year strategy as they were developed.

Our strategy development process had five clear stages:

- ◆ **Phase 1** - Developing a clear draft statement of the InternetNZ Group's purpose, organisational values, and vision.
- ◆ **Phase 2** - Undertaking an environmental scan, including engagement with key stakeholders, to identify critical factors and trends that may influence the future of InternetNZ and the Group's ability deliver on its purpose and vision.
- ◆ **Phase 3** - Scenario development through workshops with Boards and the leadership team to explore future scenarios and stretch the strategic thinking process.
- ◆ **Phase 4** - Shaping the draft strategy through a series of critical decisions that clarified strategic pathways and key choices for InternetNZ.

- ◆ **Phase 5** - Developing a plan for strategic action, including strategic pillars and priority goals for the five-year term. These were tested against the draft purpose and vision developed in Phase 1, and shared with members for feedback. Te Korowai o Ipurangi Aotearoa (our Te Tiriti o Waitangi statement) and the refreshed organisational values, Ngā Uara, were then incorporated into the final strategy.

On 5 December, the InternetNZ Board considered feedback from members and the DNC Board. The final Strategy was approved on 13 March 2026.

Engaging others in our future

A range of groups were engaged throughout the strategy development process including key stakeholders, staff, and members. The InternetNZ and DNC Boards participated in joint sessions to develop scenarios, identify the strategic pillars and set the strategic goals.

¹On 31 March 2025, the InternetNZ Council became a Board upon the acceptance of its revised Constitution.



Glossary

.nz: New Zealand’s country code top-level domain.

.nz Rules: The policies which provide regulation of the .nz domain.

AI: Artificial intelligence; simulation of human intelligence processes by machines.

Aroha: affection, sympathy, charity, compassion, love, empathy (Te Aka Māori Dictionary).

ccTLD: Country-code top-level domain, such as .nz or .au.

DNC: Domain Name Commission, a wholly-owned subsidiary of InternetNZ Group with responsibility for enforcement of the .nz Rules.

DNS: Domain Name System; helps users to find their way around the Internet by translating Internet Protocol (IP) addresses into names more able to be understood by people.

DNS abuse: The use of the domain name system to intentionally deceive or cause harm. It may include registration abuse, botnets, malware, pharming, phishing and spam.

Domain name: A unique name that forms the basis of the uniform resource locators (URLs, or website addresses) that people use to find resources on the Internet (ICANN).

Domain name holders: Individuals or organisations that hold the rights to use a specific domain name.

Domain name space (name space): The hierarchical structure used for organising and identifying domain names on the Internet. It’s made up of different levels, including top-level domains (TLDs).

DUMs: Domain Names Under Management; domain names registered by an individual or entity.

ICANN: Internet Incorporation for Assigned Names and Numbers; an international coordination and governance body for Internet communities globally.

Interoperable, interoperability: Able to exchange and make use of information; a characteristic fundamental to the Internet, as the Internet is a network of networks.

Kaupapa Māori: Māori approach or guided by Māori principles and purpose.

Ngākau: The seat of affections, heart, mind, soul (Te Aka Māori Dictionary).

Ngā Uara: The InternetNZ Group’s values framework; Ngā Uara means ‘the values’.

Pono: Be true, valid, honest, genuine, sincere (Te Aka Māori Dictionary).

Registry: A register of domain names. InternetNZ | Ipurangi Aotearoa operates the definitive registry for .nz.

Registrar: An entity authorised to sell the use rights to domain names to the public and manage .nz domain names on behalf of domain name holders.

Te Korowai o Ipurangi Aotearoa: InternetNZ’s Te Tiriti vision and strategy, outlining how the Group will give effect to Te Tiriti in its work.

Te Tiriti o Waitangi (Te Tiriti): Te Tiriti o Waitangi is one of Aotearoa New Zealand’s founding documents. Signed in 1840 by the British Crown and hapū, it’s a commitment to an equitable partnership between Māori and Pakeha.

Tika: Integrity

Tikanga-based: Grounded in te ao Māori custom and practice.

Whakatauākī: Traditional Māori proverbs used to convey deep meaning, wisdom, and values.

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BOARD MEETING - 13 MARCH 2026

INTERNETNZ GROUP

ANNUAL GOALS 2026/27

ITEM NO: 3.2
AUTHOR: Vivien Maidaborn, Tumu Whakarae (CE)
FOR: InternetNZ Board
PURPOSE: To approve the Annual Goals 2026/27
DATE WRITTEN: 03/03/2026

	Alignment
Ipurangi Aotearoa Strategy 2026-2031	This paper seeks Board approval for the Annual Goals 2026/27.
Te Tiriti o Waitangi	Te Korowai o Ipurangi Aotearoa is integrated within the Strategy 2026-2031 and Annual Goals 2026/27 giving effect to Te Tiriti o Waitangi.
Associated document links	InternetNZ Group Annual Goals 2026/27 - Draft February 2026

Recommendation

That the InternetNZ Board **approve** the Annual Goals 2026/27.

Annual Goal Development process

At the December 2025 Board meeting, the CE presented draft 2026/27 annual goals and measures for the first year toward achieving the InternetNZ Group Strategy 2026-2031.

The Strategic Pillars in the Strategy 2026-2031 set clear work programme foci, and the Strategic Goals in the Strategy provide a framework for measuring progress across the strategy as a whole and over time.

The Draft Annual Goals 2026/27 set the workplan for each year in a way that ensures operational activity is directly relevant to the strategy.

At the December 2025 meeting, the Board considered the Draft Annual Goals expressing overall satisfaction that the goals are heading in the right direction noting;

- Dashboard reporting is the preferred approach, a useful lens to evaluate the goals.
- Suggest prioritising goals for tracking progress of high priority goals, as opposed to those we track for organisational health.
- That Ngā Pae includes a multi-year cultural capability programme, and there is strategic value in bringing all staff on the journey, supported by Ngā Uara (our values) and Te Korowai o Ipurangi Aotearoa.

Senior management have sought input and feedback from staff through January and February, including at a workshop with staff at the recent staff wānanga, and present a final version for approval.

The 5 year Strategy was consulted with members as a priority.

Draft Internet New Zealand Group

Annual Goals 2026/27

This is the first year of our new Strategy 2026-2031, (to be signed off by the Board in March). This strategy is an integrated strategy of InternetNZ and the Domain Name Commission.

VISION

The Internet in New Zealand is fair and inclusive, and where .nz is a trusted brand underpinning economic and social value for Aotearoa New Zealand.

PURPOSE

Ensure a trusted and thriving .nz, empowering us and others to advance an open accessible global internet.

OUR WHAKATAUĀKĪ

Kua raranga tahi tātou he whāriki ipurangi mō āpōpō

Together, we have woven a digital mat for the future.

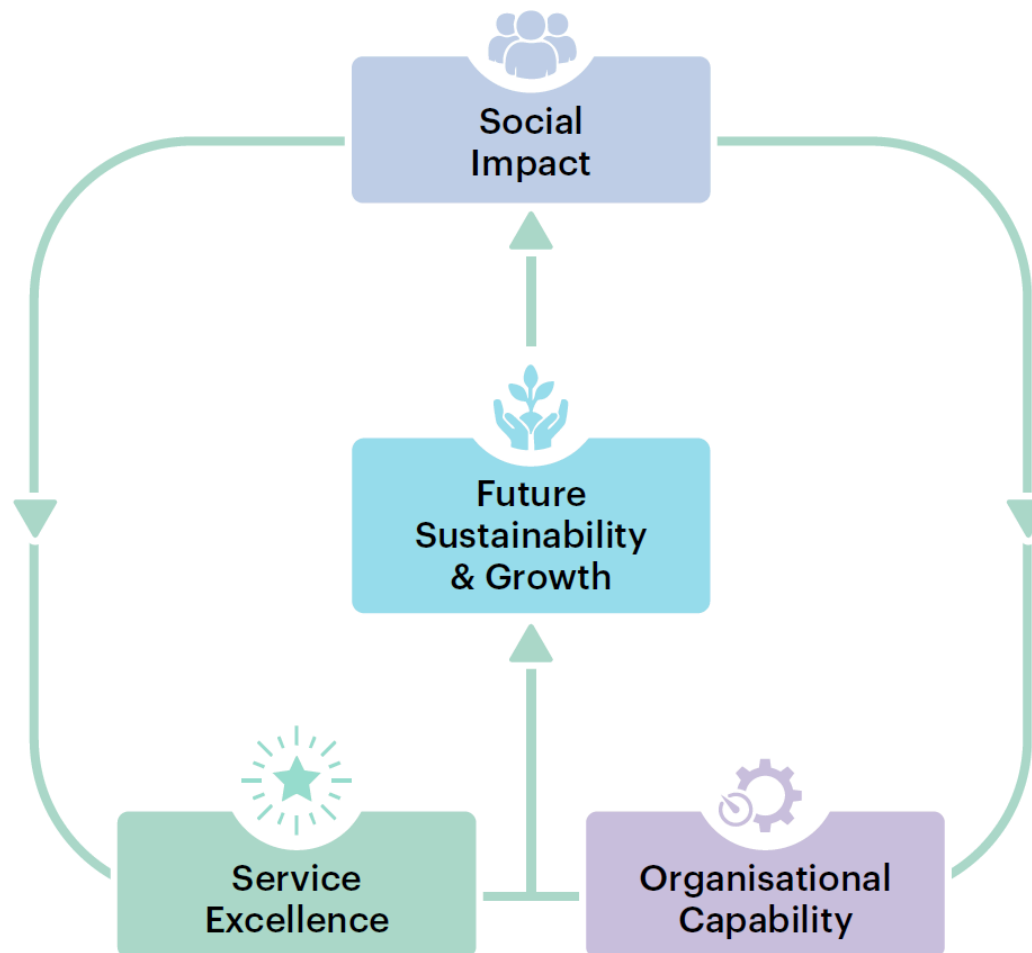
- *Takawai Murphy (Ngāti Manawa, Ngāti Rangitihī, Ngāti Hinekura), January 2017*

The strategy has at its heart a developmental flow.

Building out of service excellence and our organisational capability we will grow in a way that is sustainable

This growth means we can resource and grow our social impact

The business plan for 26/27 takes the first year priorities from the 5 year plan and represents them in a similar interdependent relationship to each other.



PRIORITIES FORMING OUR BUSINESS PLAN 2026/27



ANNUAL GOALS 2026/27

Goals 2026/27	Priorities	Measures	Strategic Pillar
Goal 1 - An open, interoperable Internet for all	(1) Global Internet governance.	(1) Visible leadership and participation in TCCM and ICANN processes.	Social Impact
	(2) NZ Internet Community participation in InternetNZ multi-stakeholder processes.	(2) We engage 200+ people in multi-stakeholder processes.	
		(3) We support and identify a home for Māori Technical Community engagement in Internet governance.	
	(3) Community impact evaluation framework.	(4) InternetNZ's community impact is more visible, and able to be measured consistently.	
Goal 2 - financial sustainability and growth	(4) 5 year financial management plan ensures long term fiscal health.	(5) Plan approved by Board and Year 1 priorities implemented.	Future Sustainability & Growth
Goal 3 - Revenue/Business Growth	(5) Business Growth Plan is developed including new revenue and .nz domain name growth.	(6) Increase by 5% Domain Name holders that purchase more than one .nz domain in this first year.	Future Sustainability & Growth

Goals 2026/27	Priorities	Measures	Strategic Pillar
	(6) Active innovation pipeline for future products and initiatives.	(7) 3 new initiatives are moving through the innovation pipeline.	
Goal 4 - InternetNZ is highly trusted and known	(7) DNS Abuse strategy is in place.	(8) The year one priorities in the DNS Abuse strategy are implemented. (Registration Abuse & Research.)	Service Excellence
	(8) Improving relationships with Registrars throughout the customer journey	(9) Registrar Advisory Group feedback on working with InternetNZ Group.	
	(9) Review and refresh InternetNZ identity and brand.	(10) A 3 year plan for implementing the Identity/Brand review is approved and year 1 priorities are implemented.	
Goal 5 - Excellence in .nz operations	(10) .nz operations.	(11) 100% DNS availability.	Service Excellence
	(11) Product Infrastructure Strategy.	(12) Strategy is developed and approved by the Board.	
	(12) HSM deployment.	(13) Milestones on hardware rollout are met.	

Goals 2026/27	Priorities	Measures	Strategic Pillar
Goal 6 - The INZ Group Workforce strategy is in place to enable implementation of the business strategy	(13) A Workforce Strategy is developed and integrated with our business strategy.	(14) The workforce strategy is in place and defines what skills we need to support the 5 year business plan.	Organisational Capability
	(14) Ngā Uara Our values are evident in how we work.	(15) Ngā Uara are integrated in our systems- <ul style="list-style-type: none"> ● Performance Development Plans. ● Key ceremonies including quarterly planning . ● Kaimahi Survey establishes a baseline on Kaimahi views on Ngā Uara. 	
	(15) Cultural capability uplift.	(16) Four new initiatives to support cultural capability are in place.	

DNS Abuse Strategy

ITEM NO: 5.1
AUTHOR: Rose Jamieson, GM Public Impact, Isobel Egerton, Domain Name Policy Lead
FOR: InternetNZ Board
PURPOSE: To seek approval of the DNS Abuse strategy
DATE WRITTEN: 26 February 2026

	Alignment
Ipurangi Aotearoa Strategy 2022-2025	.nz for all of Aotearoa. InternetNZ provides .nz as a public good. Aotearoa New Zealand has a high trust domain name service, and a well-functioning internet as critical infrastructure.
Te Tiriti o Waitangi	The Policy Development policy requires that consideration is given as to whether any Māori interests are affected by rules changes, and a Māori engagement plan implemented if needed.
Associated document	Draft Domain Name Abuse strategy

Recommendations

That the InternetNZ Board **note** that the Domain Name Abuse strategy is recommended for adoption by the .nz Advisory Committee as our 5-year operational strategy to disrupt DNS Abuse.

That the InternetNZ Board **approve** the Domain Name Abuse strategy.

Background

In April 2025, the .nz Advisory Committee agreed to the development of a 5-year operational strategy to disrupt malicious use in the .nz domain name space. Implementation of the strategy is intended to support an open and secure Internet, enhance trust in the .nz brand, and provide a platform for InternetNZ and the Domain Name Commission to address domain name abuse in .nz.

The strategy development will directly contribute to the future strategic pillars and goals of the InternetNZ Group 2026-31 strategy. Specifically, the two strategic pillars “Service Excellence” and “Future Sustainability & Growth”.

Development Process

The proposed DNS Abuse strategy is an operational strategy developed by internal subject matter experts in consultation with targeted key stakeholders and international experts.

An Issues Paper that set out the key themes and proposed approach was developed for the purpose of engagement and reviewed by the .nz Advisory Committee.

During the last three months extensive targeted engagements have taken place on the approach and this has confirmed our confidence that the approach will fulfil our objectives and is fit for purpose to contribute to the 2026-31 strategy. The proposed approach is also consistent with our constitutional commitment to contribute to a resilient and secure Internet and maintain the .nz domain name space to meet local and international standards.

There was general consensus that the initial focus of the strategy should be on disrupting scams and fraud through focusing on Registration Abuse and Technical Abuse as detailed in the strategy. Another supported focus was implementing appropriate responses to disrupt criminal/illegal conduct within clearly defined guardrails.

Advice

Through the engagement process we have gained a high level of assurance that the proposed priorities are correct for .nz and are in line with industry best practice. Endorsement of this strategy constitutes agreement to an ‘In Principle’ direction by the InternetNZ Board.

The ultimate outputs of this strategy will be achieved via our mandated Policy Development Process through which engagement will further test whether there is consensus to amending our potential intervention capability under the .nz Rules or through the introduction of operational policies. Each specific .nz Rules change will come to the Board for approval.

.nz Advisory Committee recommendation to adopt

The proposed approach was discussed at the 23 February 2026 meeting of the .nz Advisory Committee and it was agreed that it was appropriate for submission to the Board for adoption, subject to a small number of amendments which have been implemented.

Next steps

An operational plan will be developed to begin implementation of the strategy. External endorsement of the strategic direction will be sought from the Internet community through the .nz Policy Development Process and, subject to the outcome of public consultation, it is anticipated that the first formal .nz Rules changes will be submitted to the InternetNZ Board at the December 2026 Board meeting.

DOMAIN NAME ABUSE STRATEGY FOR .nz

DRAFT v 0.3



InternetNZ Domain Name Abuse strategy

About this document

InternetNZ, working with the Domain Name Commission, is developing a strategy to guide our work in addressing domain name abuse of domain names in the .nz domain space.

The strategy is operational, which means it will guide the work of the InternetNZ and the Domain Name Commission, aligning the annual work programme planning of .nz Rules and InternetNZ and Domain Name Commission. In some cases, .nz Rules changes may be required to bring effect to the suggested direction in the strategy.

This strategy has been approved as the ‘In Principle’ direction by the InternetNZ Board. The ultimate outputs of this strategy will be achieved by our mandated Policy Development Process through engagement with the local Internet Community on amendments to the .nz Rules or through introducing operational policies.

Introduction

The concept of abuse of domain names is broad, covering technical abuse of domain names (for example, phishing attacks and delivery of malware) and website content abuse (facilitating access to illegal content or using the domain name for criminal and/or illegal conduct).

The .nz Rules that govern the .nz ccTLD have long included a provision that InternetNZ is not concerned with the use of domain names. In addition, the current .nz Rules prevent the Domain Name Commission acting on a complaint about activities in domain name use, including complaints about phishing, malware and objectionable content, except for in exceptional or emergency circumstances. However, many industry stakeholders believe the InternetNZ Group has the potential to play a limited yet important role in addressing abuse in the .nz domain.

Concerns are rising as advancements in technology allow for more complex deceptions (i.e., deep fakes); with financial fraud activities being corporatised and operationalised by sophisticated criminal syndicates. In response, multiple industries are responding to protect consumers and combat financial crimes including banks, telcos, payment systems and digital service providers.¹

¹ See the 2025 [GASA State of Scams](#) report.

Internationally, ‘no concern for use’ policies are now uncommon among country-level domain name registries (ccTLDs), and most similarly-situated providers allow for a degree of DNS-level intervention in order to address illegal activity.² A 2020 review of the .nz Rules noted this international context, and recommended that the .nz Rules should reflect that illegal activity requires intervention by the .nz manager.³

This strategy seeks to clearly outline the areas where InternetNZ and Domain Name Commission will focus our efforts to address illegal activity in the coming years and the types of initiatives that will support it.

Through operationalising this strategy, InternetNZ will identify:

- In what circumstances it is appropriate for the Domain Name Commission or the .nz registry to intervene directly
- What thresholds and guardrails provide parameters to refresh our policy framework
- How tools, processes and procedures, support operationalising our longer term approach
- Where partnership, information-sharing or referrals might be a preferable course of action.

Overall outcomes of strategy

The DNS Abuse strategy supports InternetNZ Group’s vision of "A fair and inclusive Internet for Aotearoa New Zealand, where the trusted .nz brand drives social and economic value."

The DNS Abuse strategy contributes to two strategic pillars (“Service Excellence” and “Future Sustainability & Growth”) and their goals within the 2026-31 InternetNZ Group strategy. Taking a 5-year operational approach to systematically mitigate illegal activity ensures trust in the .nz domain name space remains strong, is foundational to business growth, and our aim to continuously improve our service delivery.

The DNS Abuse strategy will bring into effect the .nz Principles that guide the management of .nz. These Principles⁴⁵ are:

² See Online Harm and Domain Name Operator Policies: A report produced for the InternetNZ Group by Mark Boddington (July 2023)

³ [Re-imagining the future of .nz: Recommendations Report of the .nz Advisory Panel](#) (2020, page 19)

⁴ [.nz Rules, version 3.1](#) (1 July, 2025)

⁵ Noting that the .nz Principles must be taken as a whole and any tensions between them carefully balanced. No principle is dominant over another.

- .nz should be **secure and trusted**: .nz infrastructure must be dependable and secure, and .nz be trusted
- .nz should be **open and accessible**: everybody should be able to observe, participate, innovate and enjoy the benefits of .nz
- .nz should **serve and benefit New Zealand** and reflect and be responsive to our diverse social, cultural and ethnic environment
- .nz should **support te reo Māori me ōna tikanga** and participation in .nz by Māori⁶
- .nz should **enable New Zealand to grow and develop**: it should help people, businesses and organisations connect, create, innovate and grow.

The DNS Abuse strategy also reflects InternetNZ's constitutional commitment to an open, global, interoperable Internet. To that end, this strategy proposes that it is necessary to enable DNS-level interventions in relation to some abusive and illegal use of domain names. This approach is consistent with InternetNZ's other constitutional commitments of contributing to a resilient and secure Internet and maintaining the .nz domain name space to meet local and international standards.⁷

Summary of Focus areas

InternetNZ and the Domain Name Commission will prioritise the following work to enhance the trust in .nz, and disrupt scams and fraud:

- **Registration Abuse** - Undertaking activities to ensure accurate registration information is provided on registration of domain names, and
- **Technical Abuse** - Pursuing .nz Rules changes to enable us to act on evidenced technical abuse (e.g. phishing and malware) because it impacts trust in, and the security of, the .nz domain.

These focus areas also reflect that phishing facilitates online frauds and scams. Phishing along with scams and fraud have been identified by the Domain Name Commission as the most reported problems in the .nz space⁸ and are risks to the safety and trust in the .nz domain space. It is also well known that the use of inaccurate registration information (often referred to as Registration Abuse) is closely associated with malicious and illegal use of domain names.

⁶ NB: this is a draft principle

⁷

<https://internetnz.nz/governance-and-reports/governance-documents/internetnz-constitution/>

⁸ Suspensions of domain names in the last year have primarily been where domain name holders will not confirm their registration data and reports have been received of alleged phishing, brand impersonation and fake webshops.

We also propose investigation of DNS-level intervention to respond to criminal content online. This will include exploring the potential to join or develop Trusted Notifier networks; considering what threshold of criminal/illegal conduct should be acted on; examining what process safeguards need to be in place; and determining how complaints and appeals can be handled.

The first priorities for responding to criminal content will be to:

- Consider a mandate to act to directly disrupt CSAM (Child Sexual Abuse Material) content which is universally accepted as abhorrent and for which there is an established globally recognised Trusted Notifier.⁹
- Ensure that, where InternetNZ does not have a mandate to act, that it can play its part by referring matters out to the appropriate or responsible agencies.

The ecosystem of domain name malicious use

Across the global domain name system, domain name Registries and their compliance functions are facing similar issues, and core policy questions:

- What defines and constitutes “DNS Abuse”?
- When should a registry or the regulator act?
- And under what authority and evidentiary standard?

While definitions and intervention thresholds differ globally, the following five models illustrate the spectrum of responsibility that InternetNZ might learn from.

International Precedents

- *ICANN gTLD Model*: Focuses on gTLDs, narrow technical definitions of DNS abuse (phishing, malware), has acceptable use policies, and enforces through contractual obligations.
- *auDA (.au) Model*: Leverages Australian presence requirements. Has a national Scam Prevention Framework, proactively engages with national safety bodies to mitigate DNS abuse, and collaborates closely with government and industry, including government run National Scams Centre.
- *Nominet (.uk) Model*: Utilises a bifurcated system: formal Dispute Resolution Service for rights disputes, and a separate criminal investigation process with enforcement agencies through a formal partnership policy and training for

⁹ The Domain Name Commission already has a referral out mechanism in place with the Department of Internal Affairs but no mandate to act directly to respond to CSAM complaints.

agency partners. Noting each agency makes the formal decision to intervene and directs the registry to action it.

- *CIRA (.ca) Model:* Leverages Canadian Presence Requirements to validate registrants and reduce DNS abuse, combining policy with verification mechanisms.
- *PIR (.org) Model:* Operates internationally and responds to technical abuses and limited categories on website content abuse.¹⁰

The international landscape highlights that there is no single “best practice”. Rather, there is a continuum of responses between strict neutrality and proactive intervention. Each model reflects local jurisdictional and legal mandates, public expectations, and the maturity of their ecosystem partnerships.

New Zealand Landscape

New Zealand’s online safety and cyber resilience ecosystem is defined by distributed responsibilities across multiple agencies and entities. Each operates under distinct statutory mandates and operational constraints. There are limited takedown provisions in New Zealand legislation under which Government agencies can act to disrupt criminal activities.

The .nz registry and Domain Name Commission sit adjacent to these agencies, with strong collaborative potential but no strong, formal enforcement role beyond the .nz Rules.

- *National Cyber Security Centre (NCSC):* Operational lead, Phishing Disruption Service, potential trusted notifier for rapid threat identification.
- *Netsafe:* Focused on individual harm under the Harmful Digital Communications Act, limited statutory role, receives numerous scam reports.
- *New Zealand Police:* Investigates cyber-enabled crimes, criminal justice processes need to ensure due process and very high evidential standards - not well aligned with rapid takedowns.
- *Department of Internal Affairs (DIA):* Manages objectionable content and Unsolicited Electronic Messaging and collaborates effectively with the Domain Name Commission as the moderator of .govt.nz (ensuring the govt.nz namespace is appropriately managed).
- *Financial Markets Authority (FMA):* Principal conduct regulator for financial markets and has a key role in regulating investment products.

¹⁰ <https://pir.org/our-impact/anti-abuse-policy/>

The New Zealand landscape has some unexplored jurisdictional gaps. An observed policy tension is that most entities need to balance the speed of response with appropriate due process.

DNS level responses

The tools available at a DNS level to address malicious use include the ability to suspend, cancel, redirect and transfer a domain name.¹¹ In general, DNS-level tools are considered a blunt instrument¹² to be used only when other options are unavailable, and this will be reflected in the Strategy. Checks pre-registration can often avoid later DNS-level interactions. DNS-level responses are sometimes considered appropriate where there is illegal activity and high harm; and the response is considered proportionate relative to any collateral damage.¹³

DNS level responses also need to consider more complex use cases, such as shared hosting sites or exploited domain names, where interventions may have unintended consequences for subdomains, other domain name holders or the domain name holder.¹⁴

In addition to discussion of DNS-level levers, other actions to address abuse, including activities carried out in collaboration with other actors in the ecosystem such as referral processes or as provided for in Trusted Notifier agreements¹⁵. Supporting actions may also include transparency reporting, participating in intelligence reporting networks¹⁶, or education for domain name holders.

Consideration of the threshold for action by the Domain Name Commission or the Registry needs to be aligned to the type of intervention, and whether that intervention needs to be different for different levels of activity - illegal acts vs criminal acts vs acts of deception.

¹¹ For the .nz domain, any DNS-level intervention must be carried out in line with the .nz Rules. At present these allow for intervention in limited cases.

¹² Explainer - <https://www.youtube.com/watch?v=kVwKDq-qUwY>

¹³ For more detail of recommended considerations, see the [Internet & Jurisdiction Policy Network Toolkit 'DNS Level Action to Address Abuses'](#).

¹⁴ For example, a single IPv4 address may represent hundreds or even thousands of users due to widespread use of [Carrier-Grade Network Address Translation \(CGNAT\)](#), VPNs and proxy middleboxes

¹⁵ Such as Nominet's [Criminal Practices Policy](#). See the the related annual report - <https://nominet.uk/wp-content/uploads/2025/05/Nominet-2024-Criminality-Report.pdf>

¹⁶ Noting that the [New Zealand Anti-Scam Alliance](#) is working to strengthen anti-scams efforts and support collaborative efforts focusing on preventing, detecting and disrupting online financial scams across banking, telecommunications, and digital platforms.

It is noteworthy that trusted parties have recently emerged who can provide ‘high certainty’ evidenced reports of phishing and malware associated with a domain name. They are also able to eliminate ‘compromise’ concerns by distinguishing between malicious or compromised domain names.¹⁷

The International Watch Foundation is able to provide trusted reports that a domain name is used for the distribution of CSAM - and that the domain name has no secondary valid purpose/is not being exploited or compromised.

The table below outlines some of the potential approaches that could be in scope. Any interventions to counter malicious use will need to be clearly scoped and reflect InternetNZ’s role as registry operator and Domain Name Commission’s role as regulator for .nz. Noting adjacent functions in the ecosystem such as the monitoring and enforcement of legislation (for example) sits with the Police and other government agencies.

Types of tools

Working with others in the ecosystem	DNS-level proactive .nz Rules enforcement actions	DNS-level reactive .nz Rules enforcement actions
<ul style="list-style-type: none"> • Refer-on notifications of abuse to the relevant regulator (content abuse) • Refer takedown requests to hosting providers or registrars as appropriate • Working with other actors (e.g. enforcement agencies, registrars, trusted notifiers/verifiers, domain name holders) and supporting policies/agreements 	<ul style="list-style-type: none"> • Risk-based enforcement of registration rules, potentially leading to suspension or cancellation if requirements not met (current Domain Name Commission approach) • Increased due diligence relating to identification of domain name holder at time of registration of domain names 	<ul style="list-style-type: none"> • Disputed names process (for example Intellectual Property abuse in domain names managed under the Dispute Resolution Scheme - current approach) • Use of DNS-level tools like suspension or cancellation in limited circumstances (for example when DNS abuse is proven or pursuant to Court order or lawful request of authorised agency or trusted notifier.)

¹⁷ That is, where a domain name is the victim of hacking or exploitation and take down is not an appropriate response.

Any use of these tools would need to be supported by the Domain Name Commission's Regulatory Approach, the .nz Rules, and appropriate technical and system capabilities, adequate resourcing and processes.

Stakeholder feedback

As part of developing this strategy we sought feedback from a range of key stakeholders. In particular, hearing what protections were needed to ensure interventions are appropriate (what Guardrails should be in place) and hearing what the priority focus should be.

It was acknowledged that scams and fraud are of high concern for consumers and also impact the trust in domain name spaces. Private actors and NGOs are increasingly taking more responsibility to disrupt fraud as is demonstrated by the activities of the Anti-Scam Alliance¹⁸. Some Government agencies acknowledge that their response to criminal activity is limited in that they do not have timely methods of responding to scams and fraud.

We heard from all stakeholders that there is a role for InternetNZ and the Domain Name Commission to sensibly disrupt scam activities. The most effective and timely way of achieving this was commonly identified to be through adding friction (verification of identity) into the registration process, and is an approach other ccTLDs are taking.

Stakeholders noted the importance of .nz maintaining high standards so that it is not targeted due to perceived immature disruption modalities relative to developing global practices. It was also observed that whilst .nz should be trusted and secure in and of itself for all users, that domain name holders and Registrars benefit where high trust exists in .nz.

Most stakeholders believed that InternetNZ and the Domain Name Commission should not judge illegal content and that developing relationships with trusted notifiers would be a preferable approach. We cemented our confidence that trusted notifiers currently exist to allow for high certainty action in respect of domain names being used for delivery of phishing, malware and CSAM.

¹⁸

<https://www.mbie.govt.nz/about/news/new-zealand-anti-scam-alliance-launched-to-strengthen-scam-prevention-efforts> and https://www.beehive.govt.nz/sites/default/files/2025-07/Anti-scam%20Alliance%20report_0.pdf

Our proposed approach

Guardrails needed to support any intervention

Interventions to address domain name abuse should be undertaken in line with the following list of guardrails, to ensure actions are fair and appropriate.

1. **Intervention proportionate to the risks**, which includes having clear frameworks and processes for intervention for different types of abuse, and maintaining a clear understanding of the current and emerging risks in relation to DNS abuse on .nz
2. **Clarity around InternetNZ's role**, which includes having transparency about InternetNZ Group's mandate to address domain name abuse in .nz and its regulatory function, and the opportunities for community consultation.
3. **Risks of incorrect decisions minimised**, ensure there are adequate safeguards to prevent wrong decisions (notice periods/opportunity to seek reversal of decisions) and a clear, responsive complaints process for domain name holders impacted by a decision.

First focus - disrupting scams and fraud

It is proposed that the initial focus will be addressing scams and fraud facilitated by DNS abuse in the .nz domain space.

Fraud and scams have been identified as a significant problem for New Zealanders.¹⁹ Fake webshops are of particular concern - these can involve phishing scams that impersonate webshops in order to extract personal information from users. Fake webshops and other scams are common, difficult for the public to detect, and cause harm and disruption for many internet users.

Currently, the Domain Name Commission has limited options for acting quickly on fraud and scams, and Courts are not responsive enough to address this quick-moving challenge. We consider the prevalence of fraud and scams is a threat to the integrity, security and reputation of the .nz domain space.

In line with where the industry is going internationally, the methods we will investigate introducing to address scams and fraud are increased registration checks and through disrupting scam activities by acting on evidenced phishing and malware reports.

¹⁹ See the 2025 [GASA State of Scams](#) report.

We will also closely follow ICANN's current work looking at the role that high volume registrations play in facilitating DNS abuse - and whether there should be more friction to rate limit registrations.²⁰

Having fraud and scams as the first focus areas for the Strategy will enable InternetNZ and the Domain Name Commission to work through different options for action as part of a holistic roadmap of change. Relevant to this focus area will be the work of the [Government who is supporting the disruption of scams](#) through the New Zealand Anti Scam Alliance and also looking to introduce legal protection (a Safe Harbour) to protect good faith action for disrupting scams.

Regcheck - A potential tool

One emerging method of disrupting domain name abuse is a Regcheck process which holds a domain name out from the zone where signals/intelligence indicate that a newly registered domain name is registered with fake information (amounting to Registration abuse) or where there are strong indicators that it may be used maliciously.

It is proposed that InternetNZ consider implementing a targeted minor delay in registration to undertake registration checks on high risk domain names registrations so as to reduce the harm that can be caused even by a short period in the zone.

It is noted that Cybersecurity legislation in the EU (known as NIS-2) places obligations on the regulated industry (those providing services in the EU) to ensure data is accurate and that verification of the identity of the user is undertaken. This has led to many providers introducing greater checks at registration and lower abuse complaints are being observed.

Second focus - Other criminal activity and trusted notifiers

InternetNZ and the Domain Name Commission are not capable or qualified to judge illegal content. The majority of equivalent ccTLDs will only act on criminal conduct if directed to by Court Order, or following a takedown direction from an empowered agency. Nominet is one example of a ccTLD who acts under a Criminal Practices Policy in partnership with Government.²¹ Our community were in favour of acting on reports of trusted notifiers when consulted by an independent panel in 2020.²²

²⁰<https://itp.cdn.icann.org/en/files/generic-names-supporting-organization-council-gnso-council/preliminary-issue-report-on-a-pdp-on-dns-abuse-08-09-2025-en.pdf>

²¹ <https://nominet.uk/wp-content/uploads/2025/03/Criminal-practices-policy.pdf>

²² <https://internetnz.nz/assets/Archives/dotnz-policy-review-overview-of-submissions.pdf> (page 64-68).



It is not clear, at this time, whether there are any Government agencies who would seek to act as trusted notifiers, or whether a referral out process should be used instead - under which reports of illegal activity are referred out by InternetNZ/Domain Name Commission to the appropriate Government agency for action.

As part of our work we propose further investigating DNS-level intervention avenues to respond to criminal content online. This will include looking into the feasibility of developing a trusted notifier/partner network; considering what threshold of criminal/illegal conduct should be acted on; examining what process safeguards should be in place, and determining how complaints and appeals can be handled.

The first priority for responding to criminal content will be to consider a mandate to act to disrupt CSAM content which is universally accepted as abhorrent and for which there is an established globally recognised trusted notifier.

Where InternetNZ does not have a mandate to act, a clear process for referring matters out to responsible agencies and/or providing information to victims/complainants would need to be developed.

In addition to that initial focus area, it is proposed that the InternetNZ Group keeps a watching brief on other emerging threats and risks.

BOARD MEETING - 13 MARCH 2026

InternetNZ Fellowship Process

ITEM NO: 5.2
 AUTHOR: Ana McAllister, Community Engagement Manager
 FOR: InternetNZ Board
 PURPOSE: Outline a proposed expansion of the criteria for the approval of new InternetNZ Fellows and a potential process for their nomination and approval.
 DATE WRITTEN: 26 February 2026

	Alignment
Ipurangi Aotearoa Strategy 2022-2025	The appointment of Fellows process supports the Constitution, and aligns to the Strategic Pillars of the strategy.
Te Tiriti o Waitangi	The Board is responsible for enacting the Society’s commitment to centring Te Tiriti o Waitangi as expressed in the Constitution.
Associated document links	

Recommendations

That the InternetNZ Board **approve** the criteria for nomination and the proposed process for appointing Fellows of InternetNZ.

Background

At the 2024 Annual General Meeting, some members and Fellows raised concerns about whether Fellowships were provided for contributions to InternetNZ or to the Internet.

As we were transitioning to the new Constitution, no fellowships were awarded. The 2026 AGM provides the opportunity to clarify and refresh the process of awarding fellowships .

Extract from the Constitution

2.4.1 Membership class

A natural person who has made an outstanding contribution to the Society or the development of the Internet in New Zealand and is awarded the fellowship

2.5.3 Becoming a Fellow: A fellowship is life membership awarded to a Fellow by the Board. The Board must set the process, decision-making criteria, and parameters (including maximum number of new Fellows per year) for appointing Fellows and make this information available to Members.

Types of Fellows

Over recent years there have been two types of Fellows appointed. To support this approach, we have outlined some criteria for nomination.

1. **Fellows who have contributed to InternetNZ.**

This has been the longstanding traditional criteria for nominating InternetNZ Fellows. It acknowledges those who have made meaningful contributions to InternetNZ and the work we do. This type of fellowship was particularly important when InternetNZ was run, at least in part, by volunteers.

Suggested criteria for Fellows who have contributed to InternetNZ follows:

- An individual who has, either in a voluntary or previously paid capacity, contributed to the work of InternetNZ
- Contributions could have been made in a technical, public impact, or governance capacity
- The individual may not be under the employ of InternetNZ at the time of accepting the fellowship
- The individual is not required to be a current member of the society, should they be successful, they will become a lifetime member

2. **Fellows who have contributed to the Internet in New Zealand**

This type of fellowship better reflects the organisation's maturity and would explicitly broaden the fellowship to include opportunities for individuals who have contributed to the Internet in New Zealand, not just InternetNZ.

Suggested Criteria for Fellows who have contributed to the Internet in New Zealand are:

- An individual who has, either in a voluntary or paid capacity, contributed to the security, safety and openness of the Internet in New Zealand or for the benefit of New Zealanders

- Contributions could have been made at any ‘layer’ of the Internet, eg: infrastructure, technical/logic, content layer, or social good
- Contributions could have been made at a local, regional, national or international level
- Contributions could have been for the benefit of a certain community or for the New Zealand people at large on the Internet
- The individual may not be under the employ of InternetNZ at the time of accepting the fellowship
- The individual is not required to be a current member of the society, should they be successful, they will become a lifetime member

Proposed process for appointing a new InternetNZ Fellow

1. Expressions of interest open for InternetNZ members and non-members to nominate themselves or someone else as an InternetNZ Fellow; members are notified via email, and a page is created on the InternetNZ website
2. Nominations are received through a Google form to the membership team, who gain consent from the nominated individual
3. Once the nomination period closes, the membership staff collate all nominations in a paper for the Governance Committee to review and select the successful Fellows, ensuring they fulfil the criteria of at least one ‘type’ of fellowship as articulated above
4. The successful nominees will be contacted and given time to decide whether to accept the Fellowship.
5. The appointed InternetNZ Fellows are announced at the Annual General Meeting.

2026 Elections and AGM

ITEM: 5.3
 AUTHOR: Rose Jamieson, Tumu Te Puni Whiria
 FOR: InternetNZ Board
 PURPOSE: Approval of upcoming 2026 elections and AGM plan
 DATE WRITTEN: February 2026

	Alignment
Ipurangi Aotearoa Strategy 2022-2025	The Annual General Meeting supports accountability of our progress towards meeting the current strategy, our 2025/26 strategic goals, actions and measures.
Te Tiriti o Waitangi	InternetNZ will welcome new members, noting 464 new Māori members as of the 1st January, 2025 and support engagement with and participation in the election
Associated Document links	InternetNZ's Constitution as of 10 April 2025 (reregistration date)

Recommendations

We recommend:

- That the Board **approve** nominations for elected Board members to open on Thursday, 11 June 2026 and close on Thursday, 16 July 2026.
- That the Board **approve** an online election for elected Board members to open on Friday, 24 July, 2026 and close on Monday, 10 August 2026.
- That the Board **approves** the 2026 AGM to be held as an **online format** on **Thursday, 13 August 2026**.
- That the Board **approve** the election process and timeline outlined below.
- That the Board **approve** the appointment of Electionz as the Returning Officer for the 2026 InternetNZ Board Elections.
- That the Board **approve** the appointment of Grant Thornton as Scrutineer for the 2026 InternetNZ Board Elections.

Key dates timeline

The following are the key dates for notifications, the election period, and holding the Annual General Meeting:

Fri, 13 March	Completion of the skills and diversity survey, reported to the Board.
Date TBC	Appointments Panel for appointed Board roles must be established in accordance with clause 3.6 of the constitution
Tue, 31 March	End of InternetNZ membership year First renewal notice sent to members
Wed, 01 April	Membership grace period starts
Thur, 16 April	<p>Cut-off date for new members to be eligible for nomination as candidates for elected board member positions.</p> <p>A Member may only exercise the rights provided in clauses 2.6.2(a), (b) and (c) three months after joining the Society as a Member and if the Subscription Fee has been paid to the Society by the respective due date. A Member who has accrued the rights in accordance with this clause is referred to as an Eligible Member.</p>
Fri, 24 April	Voting eligibility for election voting for new memberships cut-off.
Wed, 13 May	Voting eligibility for motions voting for new memberships cut-off.
Thurs, 11 June	<p>Nominations for Elected Board members open. Nominations must open at least 2 months before the AGM.</p> <p>3.8.2 Eligibility: Any Eligible Member of the Society may stand for election, subject to meeting the qualification requirements in clause 3.5 and maximum term requirements in clause 3.9.2.</p> <p>Candidate information pack released.</p>
Tue, 30 June	End of grace period for membership renewals for existing members to be completed in order to be eligible to vote and participate in the AGM.
Thurs, 16 July	Nominations period closes - four weeks prior to the AGM. The Returning Officer has received all submitted material.
Thurs, 16 July	<p>Official Notification of the AGM by the Board. Notification of any Motions the Board intends to bring to the AGM.</p> <p>The Board shall give all Members at least 20 Working Days written Notice of any General Meeting and the business to be conducted at that General Meeting.</p>

	Notification that member's motion submissions are open
Fri, 17 July - Thur, 23 July	Gather all necessary documents from candidate nominations and do required checks to ensure they are eligible. Run-through mock election test with Electionz and internal INZ members to ensure voting systems are in order.
Fri, 24 July	Online Election of Elected Board members open via Electionz platform. <i>During this week we will run a 'Meet the candidates' session to give members an opportunity to hear directly from nominees before voting closes. The session will be hosted by the Returning Officer and delivered in a structured format to ensure consistency and fairness for all candidates.</i>
Mon, 27 July	Prior to voting opening the Returning Officer should give Notice to all Eligible Members of the nominations received for Elected Board Member positions (3.8.6(d))
Thurs, 30 July	All eligible Members' Motions must be received in correct order by this date so they can be considered at the AGM. Board to notify all members as soon as practicable (must be received at least 10 days prior to AGM) .
Mon, 10 August	Online Election for Elected Board Members closes Results for Elections to be sent to INZ
Tue, 11 August	Internal review of election results Scrutineer to confirm election results
Thurs, 13 August	DNC AGM (3pm to 4pm) AGM is held (5.30pm to 8.30pm) - live online format. Election results and any motions results to be announced at the AGM by the Returning Officer Announcement of new Fellows
Fri, 14 August	Public announcement of new Board members and new Fellows. Announcements and statements will be published on our website and communicated via social media.

Board vacancies

The Appointed Board Member process is governed by the Constitution and requires the Board to maintain between **two and three Appointed Members** as part of its overall composition of nine Board Members. Appointed Members are selected to ensure the appropriate mix of skills, knowledge, experience and diversity on the Board, including meeting Te Tiriti o Waitangi commitments and the requirement that **at least one Appointed Member be Māori**. Appointments are made by the Board on the recommendation of an Appointments Panel, which must include an

Eligible Member, a current Board Member and an external governance recruitment expert, and which is responsible for identifying capability gaps and recommending candidates in line with the Constitution.

There are **two Appointed Board Members' terms ending at the 2026 AGM** (Anthony Bow and Whetū Fala) and the Appointments panel will run the appointment process and make recommendations to the Board about the appointment of two **Appointed Board Members**.

There are **three Elected Board Members' terms ending at the 2026 AGM** (Kate Pearce, Potaua Biasiny-Tule and Daniel Spector), however as per the constitution InternetNZ is only seeking to fill **two Elected Board member positions**.

Therefore, there are a total of **four** Board vacancies this year, **two Elected Board Members and two Appointed Board Members for the term starting at the 2026 AGM and ending at the 2029 AGM**.

A paper was presented to the Board in December outlining this Appointed Member process and a resolution was approved to establish the Appointments Panel - Q4 (Jan-March 2026). The primary focus of this paper, however, is the upcoming AGM and the process relating to the election of Elected Board Members.

AGM event delivery approach

Meeting Format

The AGM is scheduled to be held between **5.30–8.30pm, Thursday 13 August 2026**.

The 2026 AGM will be delivered in a live virtual format, similar to the AGM held in 2025, while taking account of requirements under the Constitution.

Delivery will follow a panel-style format, with contributions from the Chairperson, Chief Executive, Chair of Audit and Risk, Chair of Te Komiti, Domain Name Commissioner.

Quorum

In accordance with clause 4.1.5 of the Constitution, no General Meeting may be held unless at least 20 Eligible Members attend, either in person or online, throughout the meeting. This will constitute a quorum. Any decisions made when a quorum is not present are not valid.

Voting Process - Election of Elected Board Members

The election of Elected Board Members will be conducted in accordance with the Constitution and overseen by the Returning Officer. Nominations will open on **Thursday, 11 June 2026**; at least two months prior to the AGM, with a candidate information pack released at the same time. Nominations will close four weeks

prior to the AGM on **Thursday, 16 July 2026**, at which time the Returning Officer will confirm receipt of all required candidate materials.

Prior to voting opening, the Returning Officer will give Notice to all Eligible Members of the nominations received, in accordance with clause 3.8.6(d) of the Constitution.

Voting will be conducted online using the Electionz platform and will open on **Friday, 24 July 2026**, remaining open until **Monday, 10 August 2026**. Only Eligible Members, as determined by constitutional requirements (including completion of membership renewals as noted in the above timeline), may participate in the election.

During the voting period, a ‘Meet the Candidates’ session will be held, facilitated by the Returning Officer, to ensure a structured and equitable opportunity for nominees to present to members.

Voting will close on **Monday, 10 August, 2026**. The Returning Officer will provide the results to InternetNZ, which will be subject to internal review and confirmation by the Scrutineer. The Returning Officer will formally declare the results of the election at the AGM.

Voting Process - Eligible Members’ Motions

Sections 4.2.3 and 4.2.4 outline the process for submitting and notifying Members’ Motions. Any Eligible Member may request that a motion be voted on at an Annual General Meeting (AGM) by giving written notice to the Board at least **10 Working Days prior to the AGM**.

All Eligible Members’ Motions must therefore be received by **Thursday, 30 July 2026**. Please note that any such motion **may not be amended by motions from the floor of the AGM**.

In addition, under Section 4.1.13, the Board may propose motions for Members to vote on (“Board Motions”). Board Motions will be notified to Members together with the notice of the General Meeting, which will be issued by **Thursday, 16 July 2026**.

Board Member Candidate Engagement

A “**Meet the Candidates**” session will be held during the Electionz voting week to give members an opportunity to hear directly from nominees before voting closes. The session will be hosted by the Returning Officer and delivered in a structured format to ensure consistency and fairness for all candidates. This approach supports transparency in the election process and strengthens member engagement.

Annual General Meeting date

Clause 4.2.1 of the new Constitution requires that “the Society must call an AGM to be held once each calendar year, no later than six months following the end of the financial year of the Society and no later than 15 months after the previous AGM, on a date to be decided by the Board.”

While the AGM can be held as late as the end of September 2026, the Society has traditionally held its AGM in late July. It is proposed that the current placeholder AGM of **5.30-7.30pm on Thursday, 13 August 2026** be confirmed by the Board.

As per clause 4.1.2 “The Board shall give all Members at least 20 Working Days written Notice of any General Meeting and the business to be conducted at that General Meeting.” Notice of the AGM by the Board must be given by **Thursday, 16 July 2026**.

Election Period

The process for elected Board members is covered by clauses 3.5, 3.8 and 3.9 of the Constitution. Note that members accrue voting rights 3 months after joining, i.e. members must join on or before **Friday, 24 April 2026** to be eligible to vote. Members who are renewing their membership have until **Tuesday, 30 June, 2026** to complete their renewals in order to vote at the AGM.

The following outlines the key election dates for Board approval:

- Clause 3.8.6(a) requires that the Nominations Period shall start at least 2 months prior to the AGM. Therefore, nominations need to open by **Thursday, 11 June 2026**, and Notice shall be given to all Eligible members calling for nominations for Board positions to be filled.
- There is no set time for Nominations to close, but all information must be provided to the Returning Office no later than 15 days prior to the AGM. It is proposed nominations should close four weeks prior to the AGM on **Thursday, 16 July 2026** to enable a suitable period for membership to get to know candidates and vote.
- Online voting will open **Friday, 24 July 2026**.
- Online voting will close on **Monday 10 August 2026**.
- Elected Board Member results along with Appointed Board Member results will be announced at the AGM on **Thursday, 13 August 2026**.

The election results (and new Fellows) will be communicated to all members, and announcements and statements published on our websites and via social media.

Returning Officer role

Electionz will serve as the Returning Officer in 2026. We recommend that the Board confirm this appointment.

External suppliers for AGM

We have external suppliers to support the AGM as follows :

- Grant Thornton - Scrutineer
- Fuzion - CiviCRM Support
- Electionz - Election management & voting on motions in advance.
- Tech support - N-Tech
- Real time Motion voting platform e.g. Mi-Voice

Tech rehearsal and pre-event briefing

A comprehensive event plan is in development to support those who hold roles on the day.

InternetNZ staff will conduct a technical rehearsal with our suppliers a week before the AGM. This enables enough time to adjust and ensure smooth delivery on the day of the event. The usual pre-event briefing will be held in the afternoon just prior to the AGM.

Creating a supportive environment

Nominations process

InternetNZ and the Returning Officer will keep nominees informed so they understand what will happen to their nomination and information, before they agree to the nomination and become a confirmed candidate.

Nominators will also be informed to ensure they know there are expectations for supporting nominees. Nominators will not be publicly identified.

Staff conduct due diligence checks to identify any risks to the organisation from the Board election.

All members will be reminded of, and understand, the Code of Conduct expected on member communications channels, to ensure we maintain safe online spaces for all members to share and participate.

We will conduct a pre-check/call and share nominations with the Returning Officer before confirming any candidate for election. The pre-check/call would include an online public profile check on each nominee as follows:

- **Disqualified officer search** - as [outlined by DIA Charity Services](#), review New Zealand Business registers ie. Incorporated Societies, for any references to bankruptcy or otherwise
- **Social media channels search** - check Google, Facebook, X(Twitter), LinkedIn, Instagram, using the members full name and other versions known of their name (i.e. shortening of)
- **General and news online public content search** - check Google and review first 3 pages of results (on both the All and News tabs)

The Returning Officer will review the results and then call the nominee to progress to the next stage where the Nominee will provide a bio/statement and photo for the website.

InternetNZ will conduct an NZ online criminal record check before any candidate is confirmed as a Board member.

Campaigning Guidelines

We will encourage members to join the Slack workspace and request candidates to engage with other members on NetHub in the #members-chat channel and during a meet-the-candidate session online.

If a candidate contacts a member personally through any other medium (ie. a DM, email, phone, other messaging system, or post) more than once, it may be deemed undesired by the receiver, and could be reported to the Returning Officer to address with the candidate directly.

InternetNZ will host an online “meet the candidates” session. This session will be an online webinar with questions asked to the candidates either before and/or only to candidates (not visible to members).

Should candidates wish to host their own session outside of INZ channels or platforms, information should be included in this bio information. InternetNZ can share any session details on the members-announce email list distributed to all members.

All candidates will receive a copy of the Candidate Pack.

Communications Management

Similar to last year, for reactive responses and to ensure specific responsibilities are led by the appropriate role, we propose the following accountabilities during the election period.

InternetNZ AGM comms roles	<i>Election process</i>	<i>INZ Annual Rpt/ Financials/ Performance</i>	<i>Governance processes/ decisions</i>
Lead Communicator <i>(approves messaging)</i>	Community & Engagement Mgr/Project Co-ordinator/ Tumu Te Puni Whiria/ Comms Mgr	Chief Executive	Board Chair/Deputy Chair
Who Supports <i>(supports process, develops messaging for approval)</i>	Electionz to provide partial Returning Officer services with all election-related queries to be directed to INZ.	TKT/Comms Mgr/Finance Manager	CE/Pou Arahi/ Tumutaumatua/ Comms Mgr

<p>Types of queries to manage (dependent on specific topic)</p>	<ul style="list-style-type: none"> ● Candidate issues/queries ● Nomination process queries ● Election process queries ● Election results 	<ul style="list-style-type: none"> ● INZ performance queries ● Agreed 26/27 Goals/actions ● Financial/Budget questions ● Business growth focus issues ● .nz strategy or operations queries ● Grants/funding questions ● Membership queries ● Media queries 	<ul style="list-style-type: none"> ● Approved Goals or Budget queries (joint with INZ) ● AGM Motions ● Board decisions taken ● New Strategy ● Specific Committee related questions ● Membership queries ● Nominated person controversy ● Fellows nominations queries
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Media queries

- Comms Manager advises Lead Communicator and Support of the media query including any other relevant information (ie, additional context, media/political environment scan, previous member commentary etc)
- Comms Manager will engage with media outlet to refine query and deadlines being worked to
- Lead Communicator and Support agree whether to respond, the approach to any response (generally a written statement), spokesperson, and timing
- If a media response is agreed upon, the Comms Manager will lead the response approach and drafting directly with the Lead Communicator. Support is provided by other roles as necessary.
- The Lead Communicator approves the response, and the Comms Manager provides to journalist/media outlet and manages any follow-ups.

All reactive comms drafted for members will be kept in the existing members-messages comms tracker (held in Te Puni Whiria).

BOARD MEETING - 13 MARCH 2026

BOARD SKILLS & DIVERSITY ASSESSMENT

ITEM NO: 5.3.1
AUTHOR: Vivien Maidaborn, Tumu Whakarae
FOR: Board
PURPOSE: To provide a self-assessment of the skills, experience, and diversity attributes of current Board Members who will remain on the Board following the 2026 elections
DATE WRITTEN: 26/02/2026

Recommendation

THAT the InternetNZ Board **receive** the Skills & Diversity Assessment report.

Summary

This report provides a refreshed assessment of the skills, experience, and diversity attributes of current Board Members who will remain on the Board following the 2026 elections.

This Skills and Diversity Assessment has been completed by the following Board Members:

- Chairperson — Stephen Judd (term ends at AGM 2027)
- Deputy Chairperson — Anjum Rahman (term ends AGM 2027)
- Richard Hulse (term ends at the AGM 2027)
- Dylan Reeve (term ends at the AGM 2028)
- Jonathan Ayling (term ends at the AGM 2028)

Responses from these Board Members are presented in no particular order.

The following Board Members have been excluded from this report, as they are either completing their term on the Board or standing for re-election in 2026:

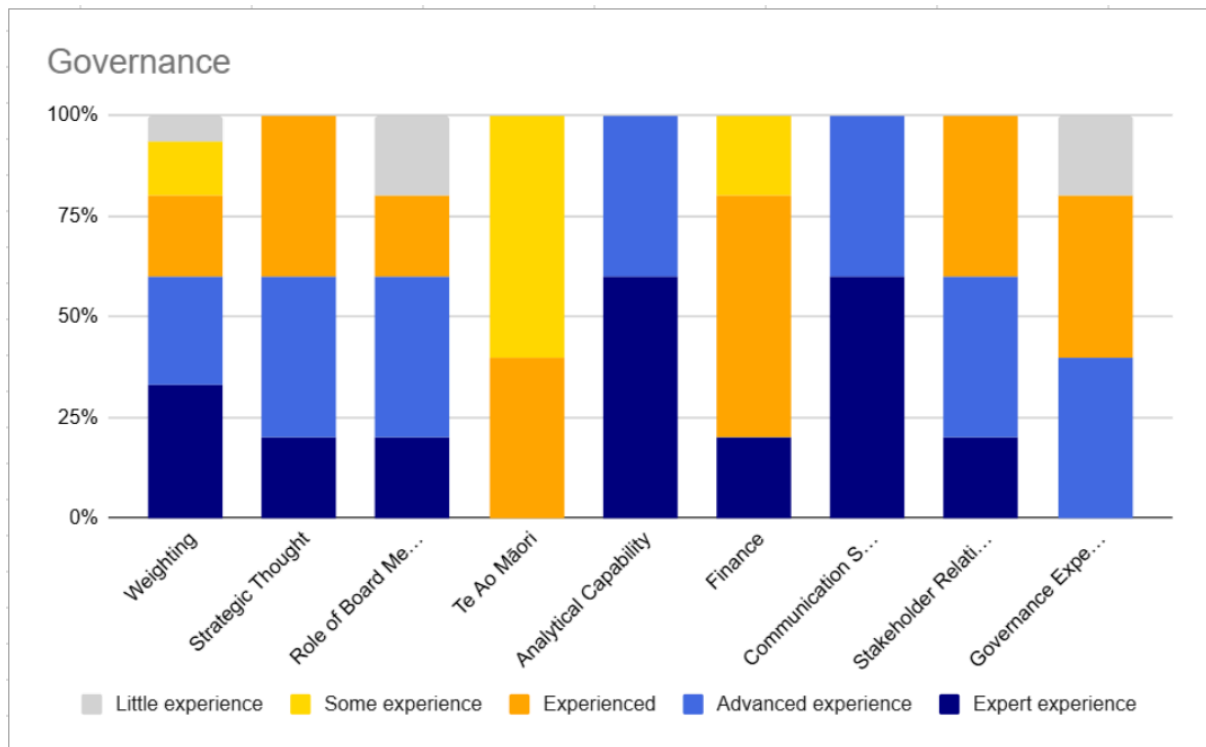
- Kate Pearce (term ends at the AGM 2026)

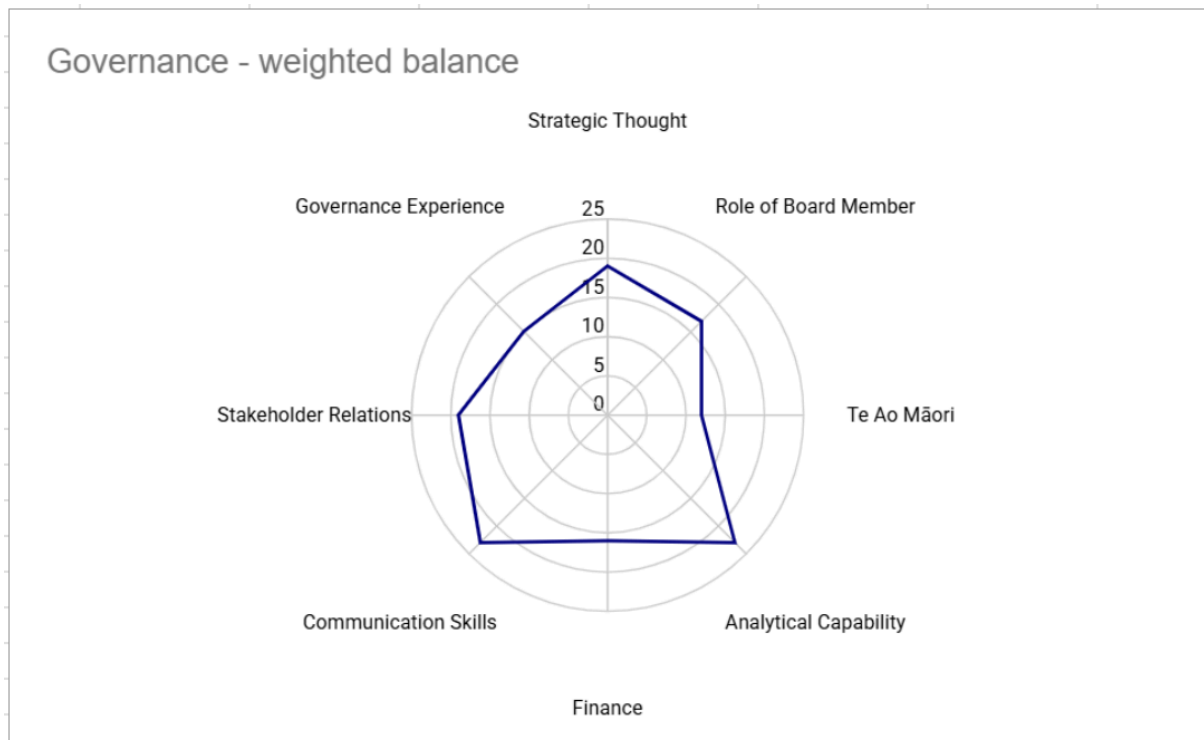
- Potaua Biasiny-Tule (term ends at AGM 2026)
- Whetū Fala (appointed, term ends 2026)
- Anthony Bow (appointed, term ends 2026)
- Daniel Spector (term ends at AGM 2026)

Members are encouraged to use this Skills and Diversity Matrix to better understand the skills, experience and diversity attributes of the current Board. This information can help inform member participation in the InternetNZ Board election process.

Governance

These are core skills and knowledge areas relevant to the Board’s role as the governing body of InternetNZ.





Governance skills/experience

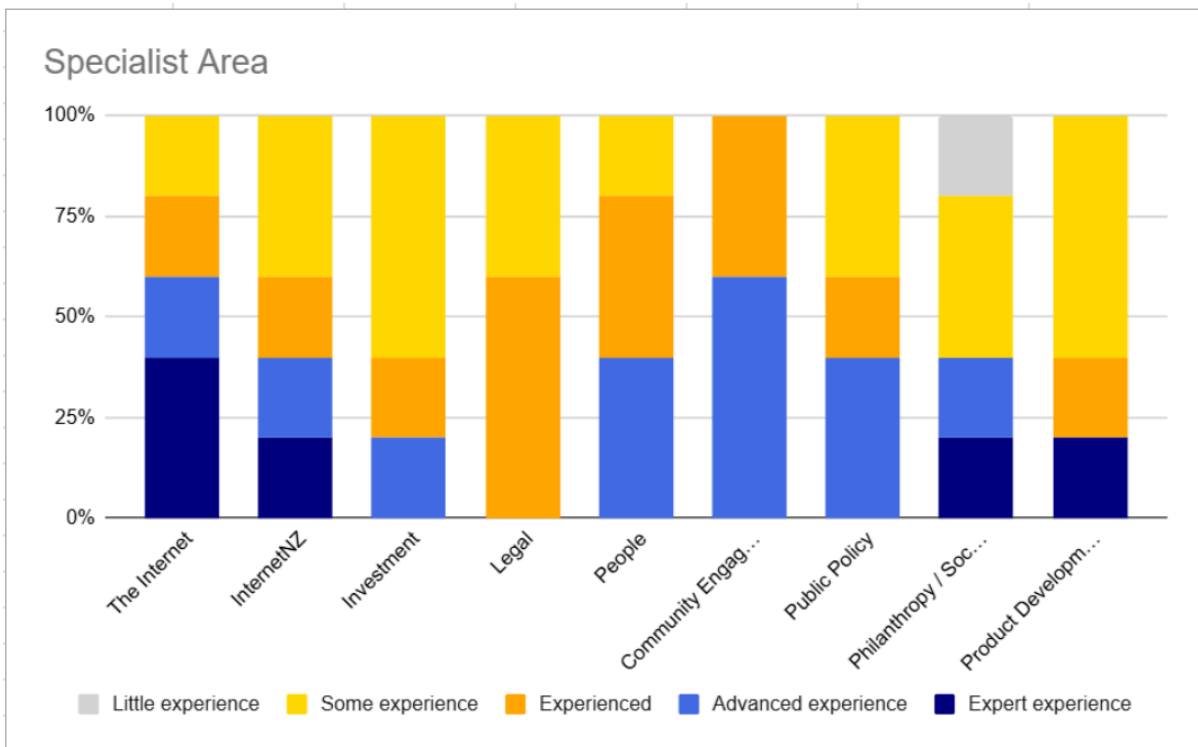
Strategic thinking	Ability to consider issues in the context of InternetNZ’s strategic goals. Maintains a high-level perspective, weighs options objectively, and approaches decisions with an open mind.
Role of the Board Member	Clear understanding of the Board’s governance function and the value it brings. Awareness of the responsibilities and obligations placed on Board members.
Analytical capability	Applies a structured approach to problem-solving and critical reasoning. Can analyse information effectively and ask thoughtful, relevant questions.
Financial literacy	Can read and understand financial statements and reports provided to the Board. Financial knowledge meets the legal expectations placed on directors.
Communication skills	Ability to express ideas and viewpoints clearly, constructively, and with respect for others.
Stakeholder engagement	Understands the needs of InternetNZ’s stakeholders and can build and maintain constructive relationships as required.
Governance experience	Has previous experience in governance roles relevant to InternetNZ’s context.

Te Ao Māori

Awareness of Te Ao Māori in relation to InternetNZ’s role. This includes knowledge of indigenous governance, Te Tiriti o Waitangi, Māori data sovereignty, cultural competency of staff and governors, and familiarity with Tikanga Māori and Te Reo Māori. Diverse representation at the Board table is valued.

Specialist areas

While these skills often sit within the staff team, it is valuable to have them represented at the Board table as well. The key attribute is a sound understanding of, or a willingness to learn about, InternetNZ’s work and business context.





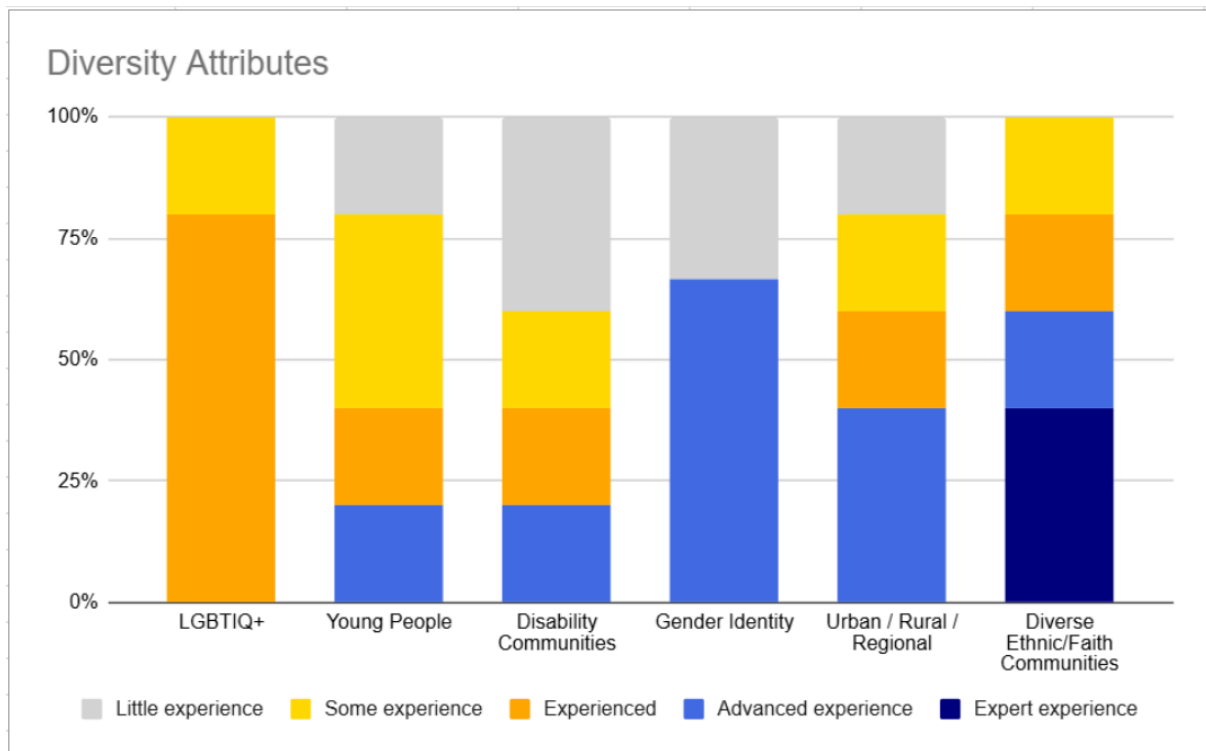
Specialist skills/experience

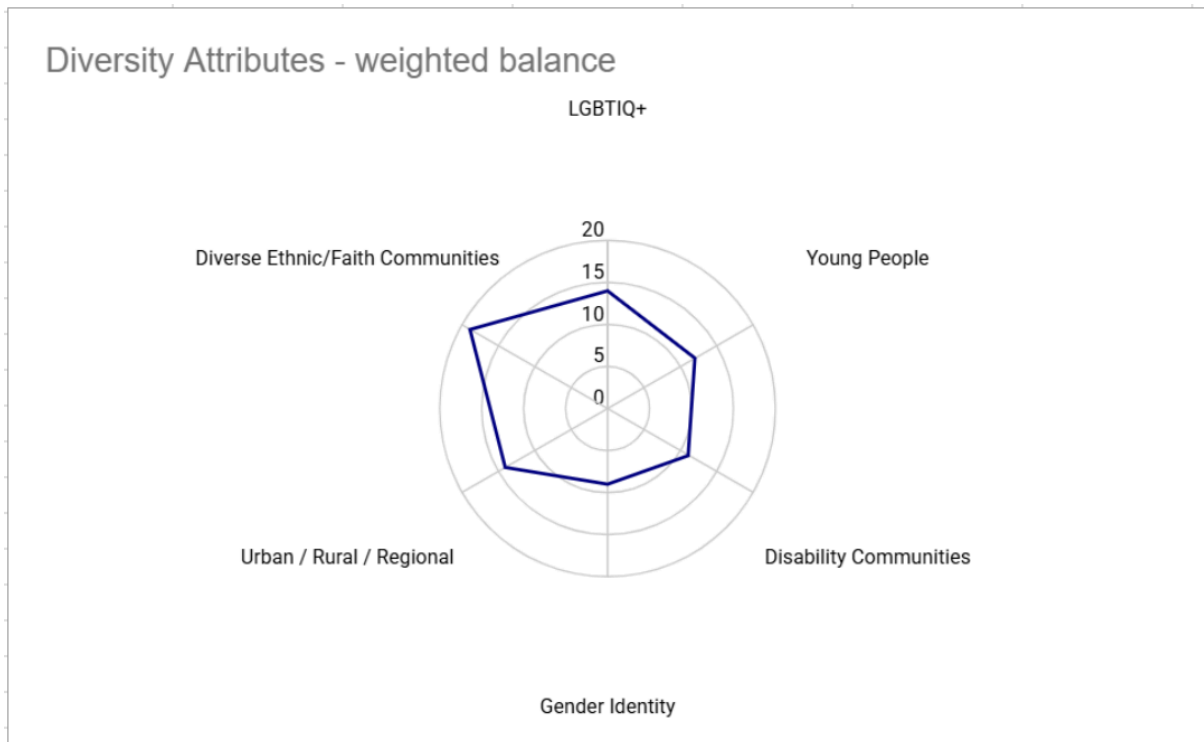
The Internet	An understanding of the critical role the Internet plays in society today and into the future.
InternetNZ	Familiarity with the specific role InternetNZ plays in the internet ecosystem.
Investment	Knowledge of investment principles, practices, and frameworks. Ability to work alongside management to evaluate and support appropriate investment strategies.
Legal	Understanding of legal issues relevant to the internet and the broader legal environment that impacts InternetNZ.
People and leadership	Experience in evaluating the performance of a Chief Executive, along with knowledge of human resource management, organisational culture, and staff reward and recognition practices.
Community engagement	Strong reputation and networks in the community, including with relevant industry groups, consumers, or business organisations. Ability to effectively engage and communicate with these stakeholders
Public policy	Understanding of how public policy is developed and how it impacts the internet.

Philanthropy / social enterprise	Knowledge of grant-making processes and experience in optimising the impact of philanthropic funding.
Product development, innovation and commercialisation	Understanding of current drivers of technological innovation. Experience in delivering and launching new products or services in response to market demand or opportunities for innovation and growth.

Diversity attributes

InternetNZ is strongly committed to broad representation at the Board table that reflects the diversity of the communities we serve. We value the inclusion of diverse perspectives in our governance and decision-making.





Diversity Attributes

LGBTIQ+	Awareness of the issues and experiences of Rainbow communities, and how the opportunities and challenges relate to our InternetNZ’s work and priorities.
Young people	Younger generations are shaping the internet sector. We encourage their representation and perspectives in our governance.
Disability communities	Understanding of the experiences, barriers, and opportunities faced by people living with disability, and how these intersect with our work.
Gender identity	Awareness of the issues affecting people of diverse gender identities, and the relevance of those experiences to InternetNZ’s work.
Urban/rural/regional	We value diverse geographic representation from across Aotearoa New Zealand — including urban centres, regional towns, and rural communities.
Ethnic communities	Understanding of the issues facing people from diverse ethnic backgrounds, and how the opportunities and challenges relate to our work.

Product Standing Report

AUTHOR: Tim Johnson, Tumuwhanake
General Manager, Customer and Product
REPORTING PERIOD: 1 November 2025 - 28 February 2026

Recommendation

That the Board **receive** the report.

Systems performance

DNSSEC best practice settings updates and key rollover activities were successfully completed without service interruptions or incidents.

DNS availability:

.nz DNS Servers were available 100% of the time for the monitoring period.

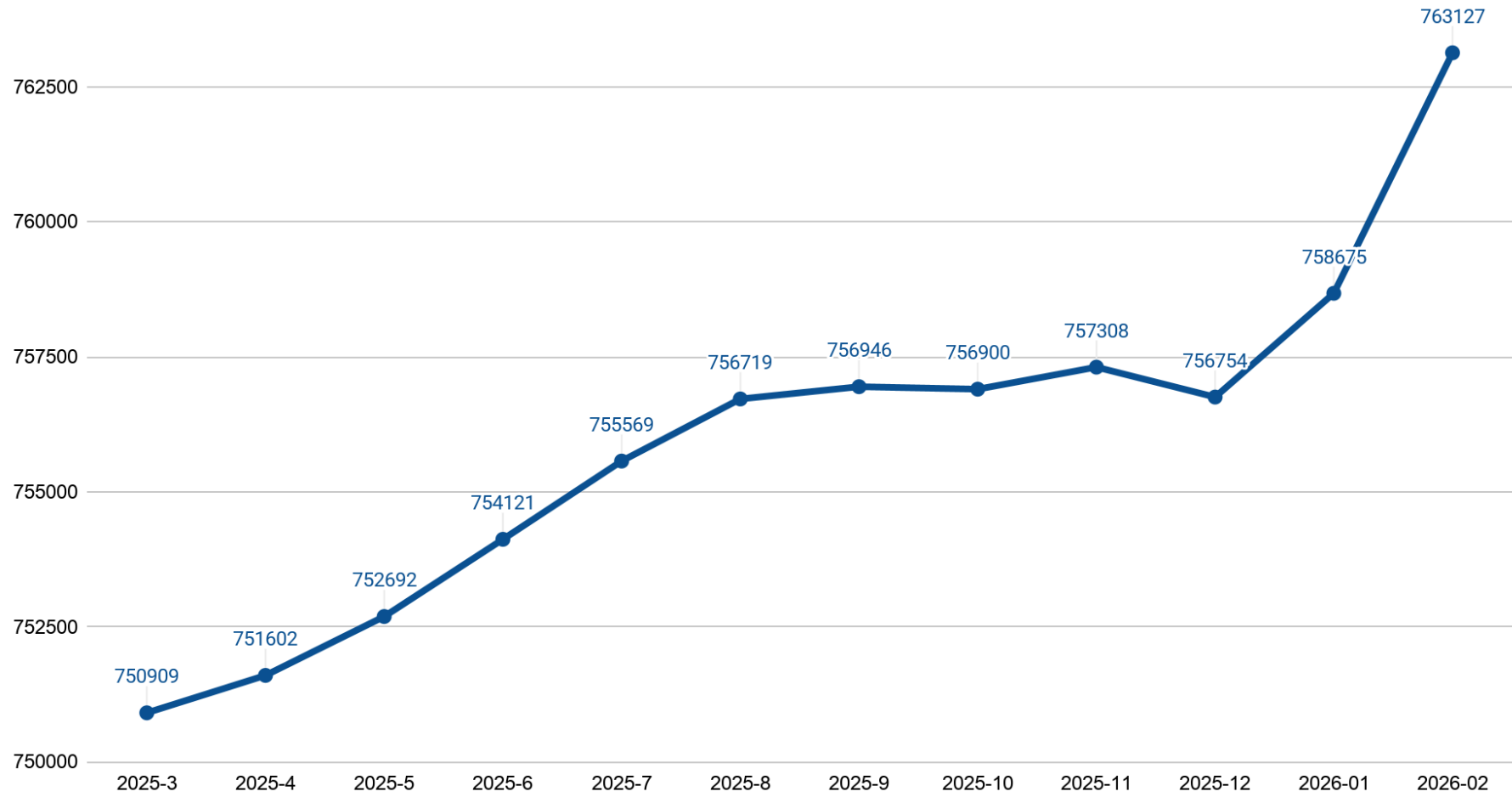
Registry services availability:

The Registry services were fully operational throughout the monitoring period.

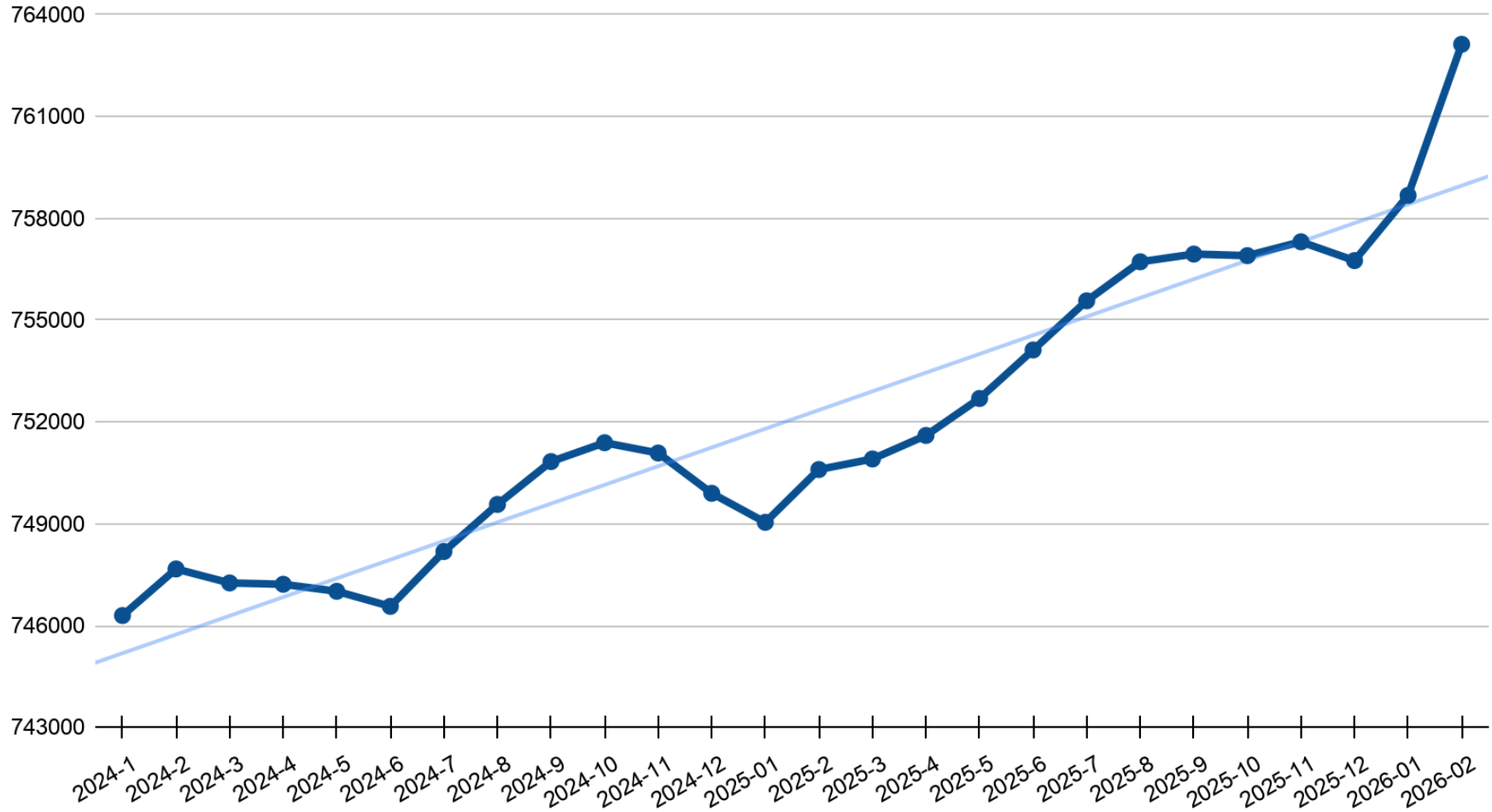
Domain name transactions

For the reporting period, the total domains under management (DUM) have seen growth more than similar periods in recent years. Further analysis on this growth will be undertaken, however it is estimated that approximately 25% of the domains registered in this period will not renew in 12 months time. This is due to the nature of the domains registered not being considered “quality registrations”.

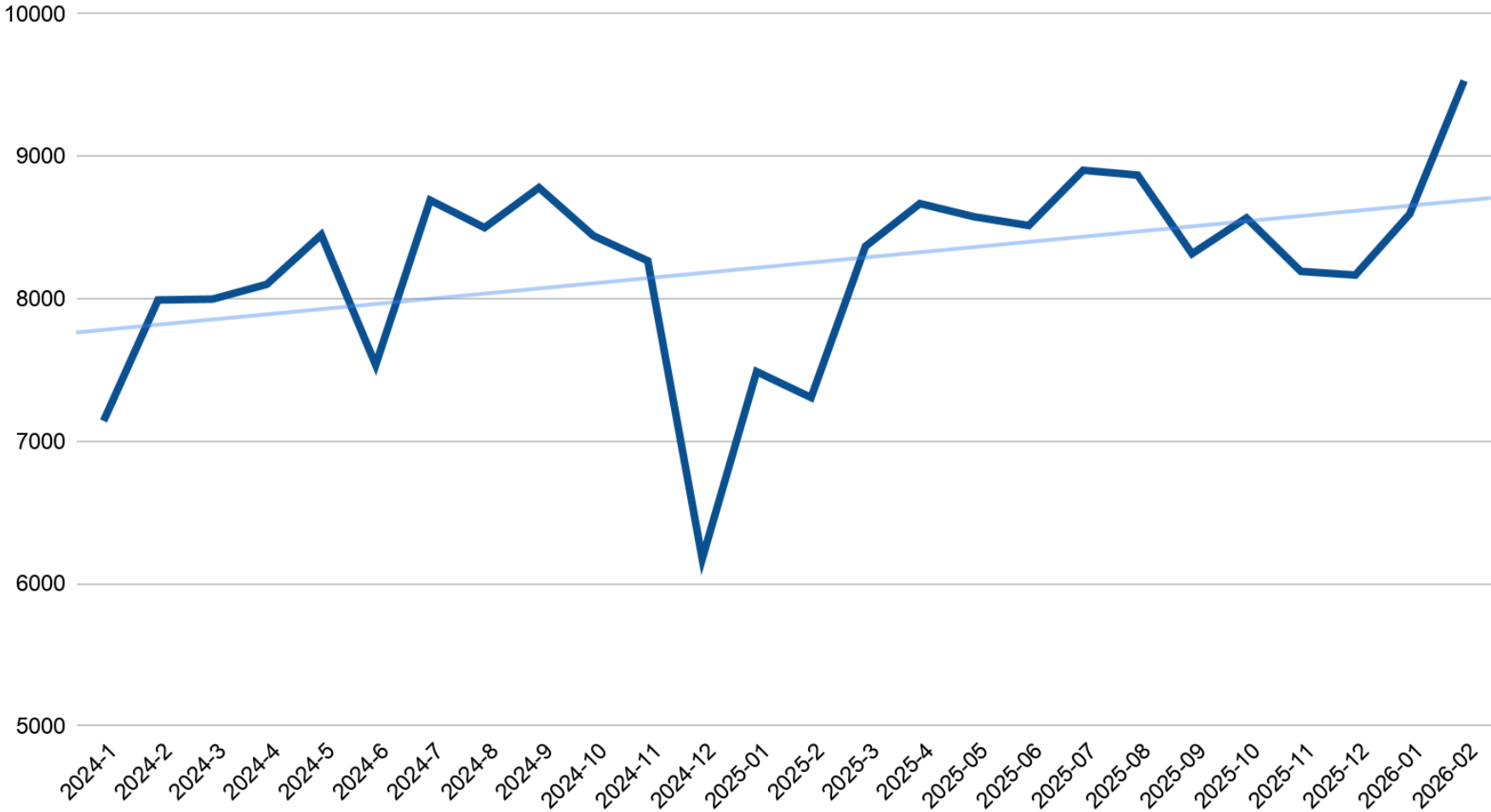
DUM: 12 months view



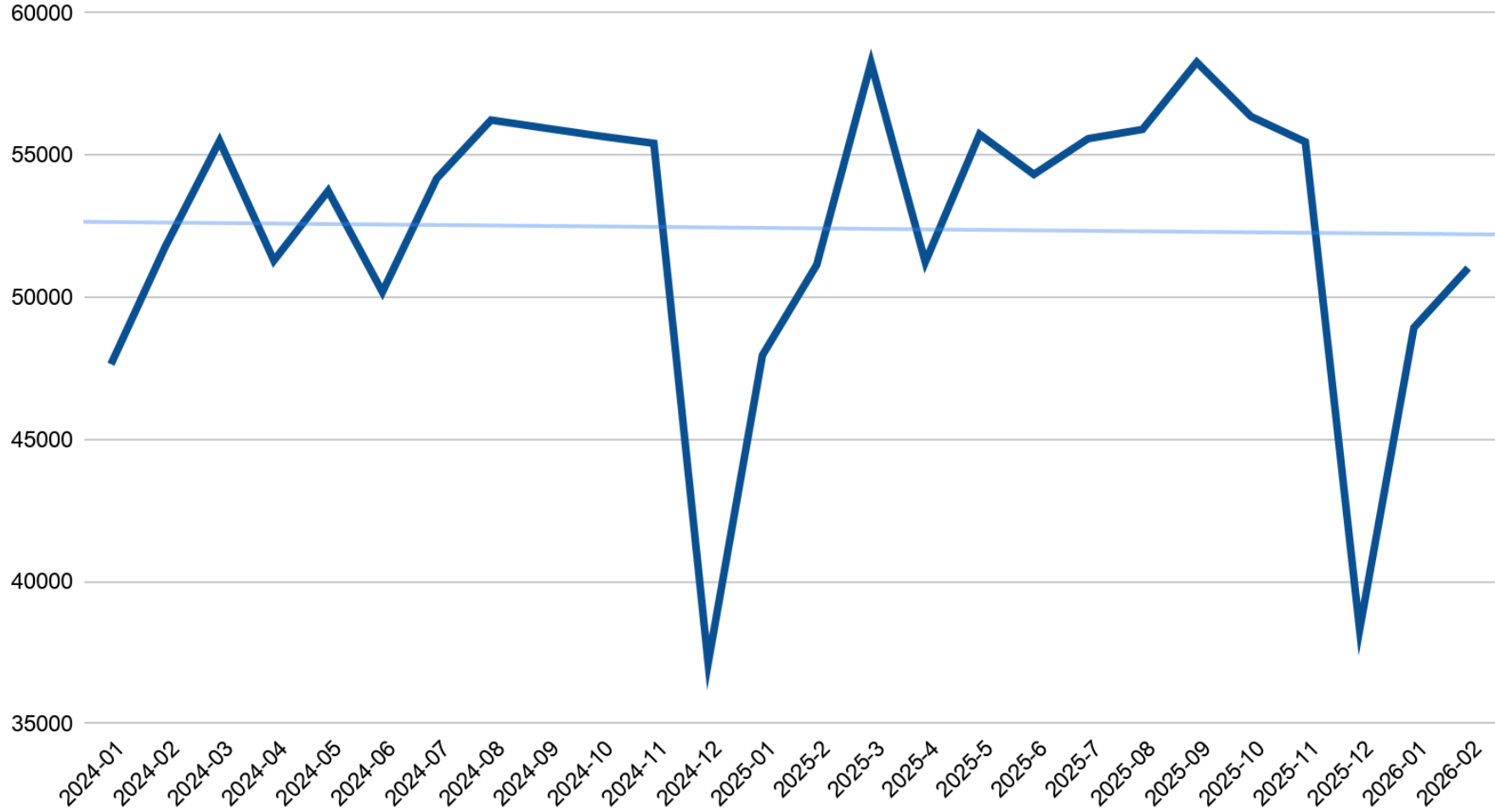
DUM count, 2024-2026



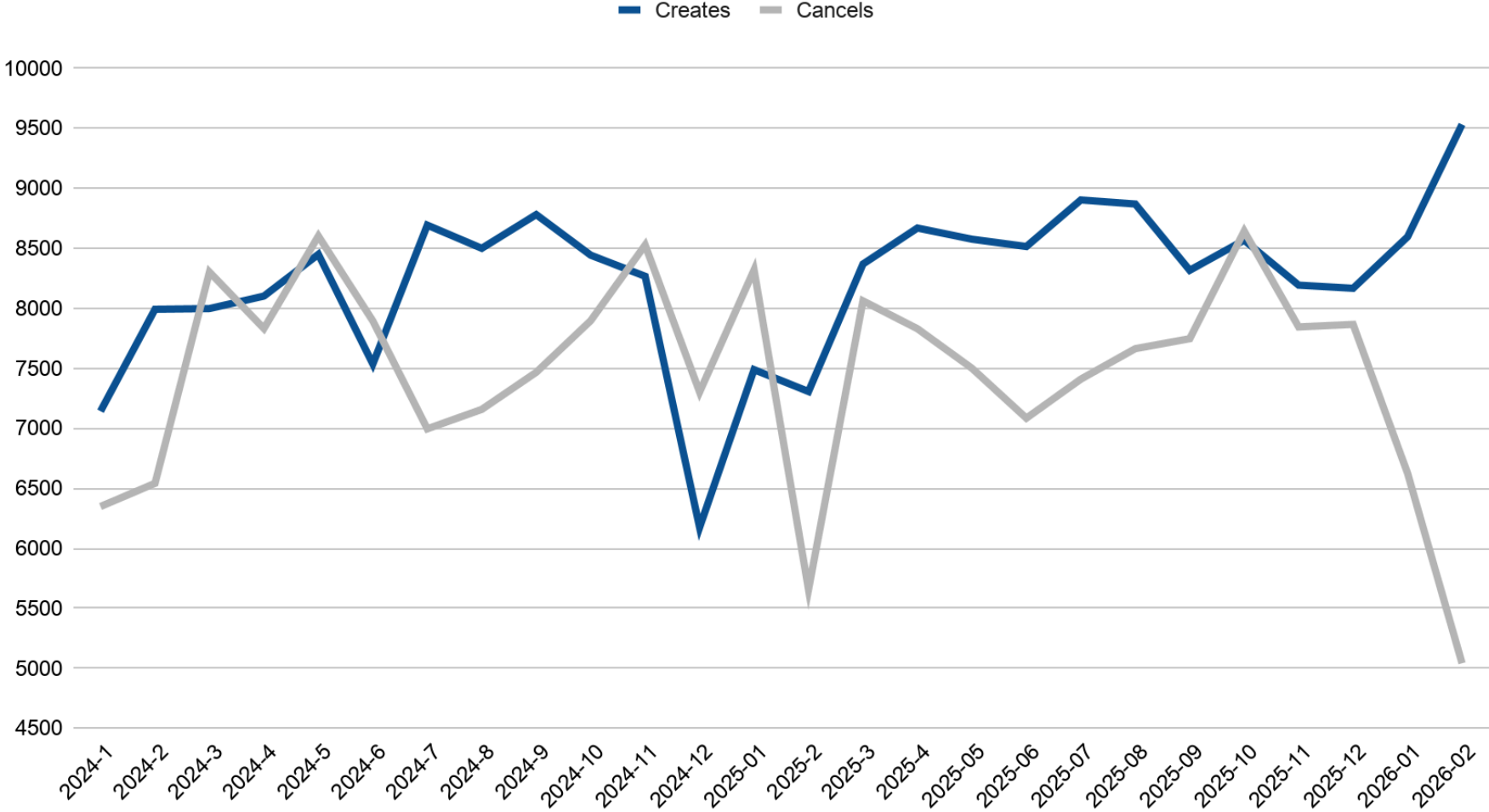
Monthly domain creates, 2024-2026



Monthly domain renewals, 2024-2026



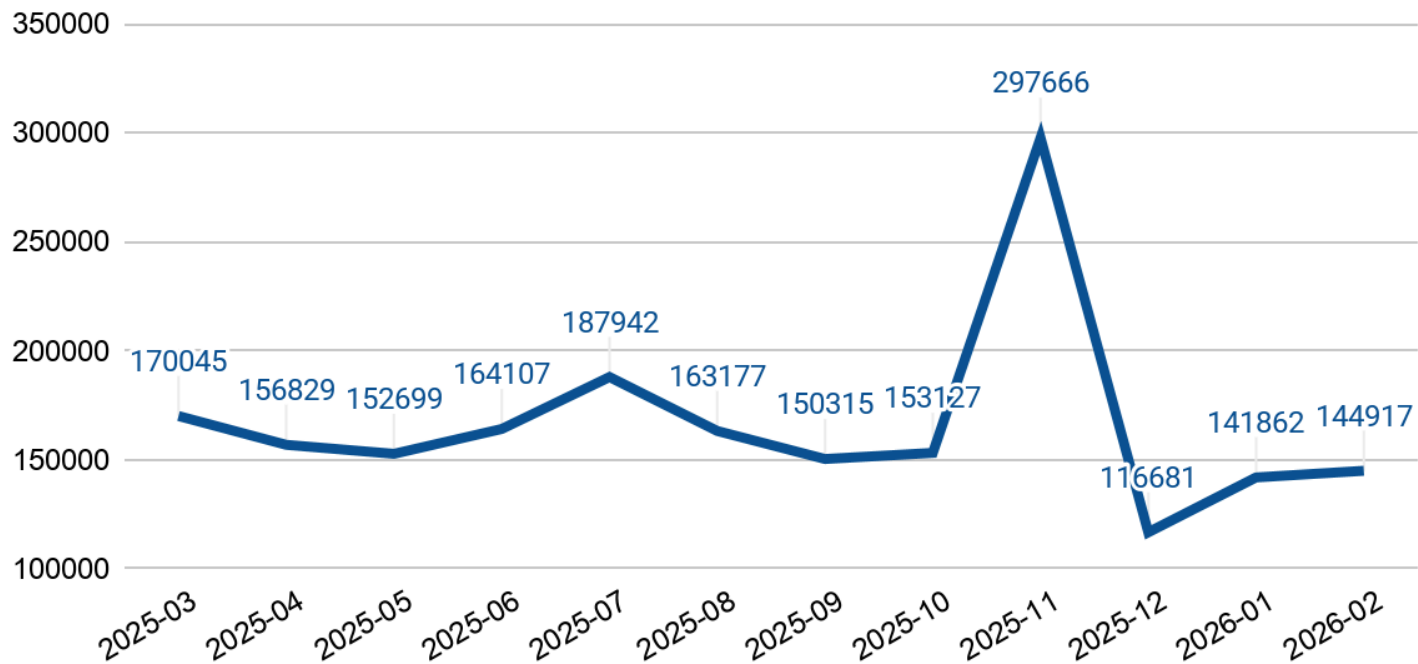
Creates vs cancels, 2024-2026



Broadband Map

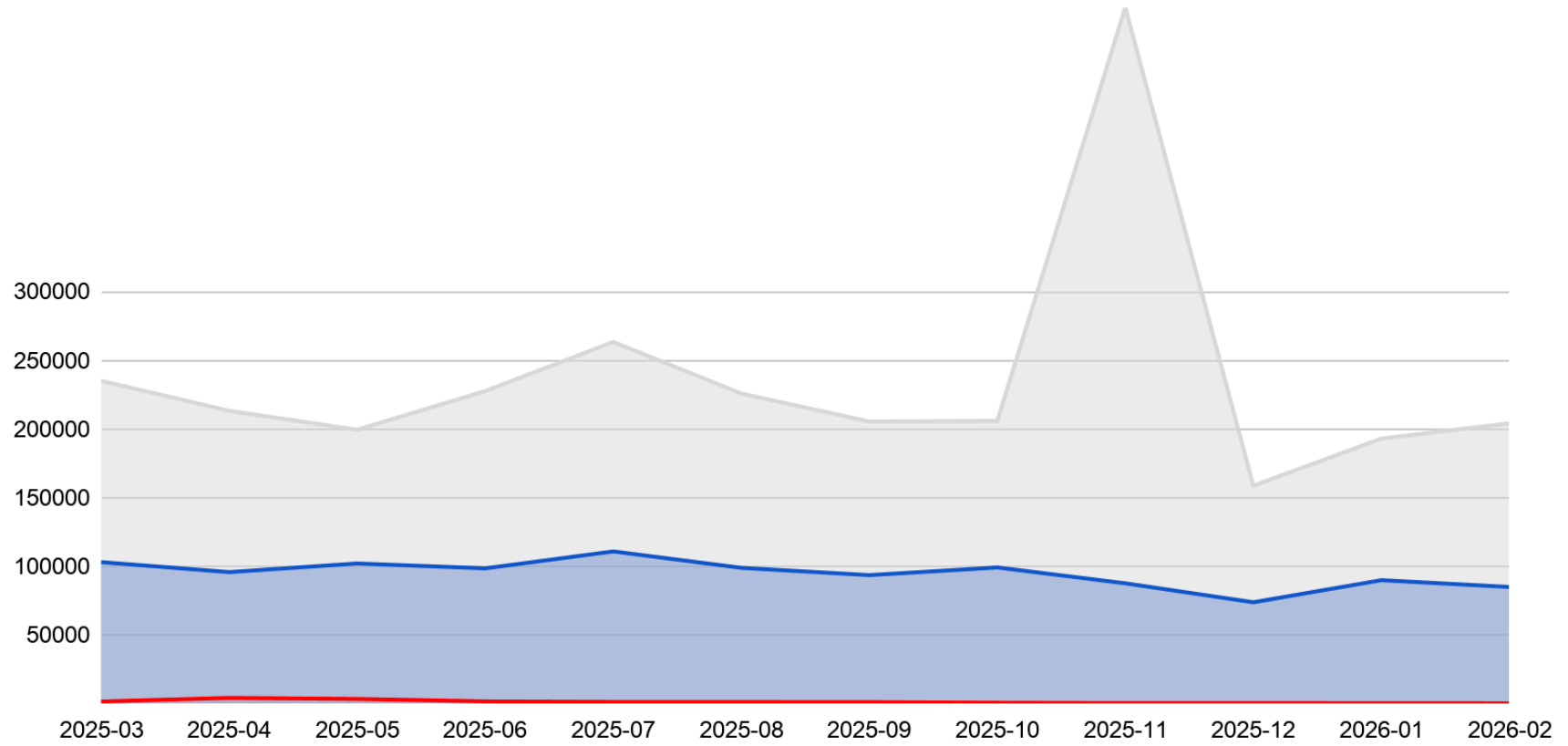
The following graphs provide information on the number of address searches that have occurred over the last 12 months. An address search is triggered when a member of the public or a registered API user inputs an address to find out the broadband connectivity options at that location.

Broadband Map Data use, total, 12 months view



Broadband Map data use, by type, 12 months view

Widget Plugin BBM Website Customer APIs



Chairperson's Report

AUTHOR: Stephen Judd, Chairperson

PURPOSE: To provide a report back to the Board on the Chair's activities between December 2025 and March 2026

Governance

Board meeting for March

- Review of agenda
- Preparation

Meetings and events

ICANN 85 Community Forum

At the time of writing I am preparing to attend this conference with our CE and our internet governance lead. This is an important opportunity to build and maintain our relationships with international peers and partners, to learn from others, and to gain perspective on national and global internet governance issues.

Te Komiti Whakauru Māori at Putiki marae

I was glad to be able to attend the first ever on-marae meeting of our Te Komiti Whakauru Māori and get to know new members.

Chief Executive meetings

Anjum and I continue to meet regularly with the CE to stay on top of important projects and issues.



BOARD MEETING — MARCH 2026

Governance and CE Review Committee

AUTHOR: Stephen Judd, Chair
FOR: InternetNZ Board
REPORT: December 2025 to February 2026

Report back to InternetNZ Board

The Governance and CE Review committee held their meeting on February 11th 2026.

We discussed several agenda items and action points.

Committee operation

We discussed the operation of our board committees and these could be made more effective.

We will be clarifying expectations of chairs. We'll be reminding board members of committee expectations generally, and make sure candidates are aware of them before they seek nomination.

When committees have recommendations that impact our work plan, we want the committee chair to work with the board chair to prepare a paper for a board meeting, to ensure things that need a full board discussion and decision get them.

Follow up from governance workshop

We reviewed the notes and actions. Over coming months we'll see more clarification of expectations of board members, changes to our approach to papers, and other matters that came up.

Appointments panel

We discussed and agreed the composition of the appointment panel.

Election process

We are seeking feedback from board members, especially recently elected ones. Meanwhile we canvassed a number of possible areas with staff.

The board and public policy

Our discussion clarified that board members can disagree with policy positions. The nub of the issues raised when the board discussed charter amendments in December 2025 was how the board sets or otherwise engages with public policy priorities. We have had and will have an annual mechanism for the board to set policy priorities with staff, but because we used the originally planned slot for governance training, it did not take place in 2025. We have agreed a session will happen in September this year, and annually thereafter.

Recommendations for InternetNZ Board

That the InternetNZ Board **receive** report back from the Governance and CE Review committee.

INTERNETNZ BOARD MEETING MINUTES

Status: [Draft to be ratified]

Date: 5 December 2025 / 9:00am

Present:

Stephen Judd (Chairperson), Anjum Rahman (Deputy Chairperson),
Kate Pearce, Potaua Biasiny-Tule, Whetū Fala, Daniel Spector and Jonathan Ayling.

In attendance:

InternetNZ: Vivien Maidaborn (Tumu Whakarae | CE), Catherine Fenwick, Rose
Jamieson, Tim Johnson and Michael Elwood-Smith (Pou Ārahi | Board Secretary).

Apologies: Anthony Bow, Dylan Reeve and Richard Hulse

Members: 3 members.

Guests: Isobel Egerton

Meeting opened: 9:30am

Section 1 — Meeting Preliminaries

1.1 Board only (in committee)

1.2 Board and Tumu Whakarae (CE) alone time (in committee)

1.3 Meeting open: Karakia and Apologies

Chairperson Judd opened the meeting at 9:30am with karakia.

Apologies were received from Board Members Anthony Bow, Dylan Reeve
and Richard Hulse.

Section 2 — Confidential Items

2.1 Confidential Briefing (Confidential)

The Board discussed a confidential matter.

[Link to confidential minute](#)

Reason document is marked confidential: To allow InternetNZ Board to consider a confidential briefing and determine any next steps.

When the document is no longer confidential: The document shall remain confidential indefinitely until otherwise determined.

Confidentiality status is applicable to: Staff, Public

Section 3 — Meeting preliminaries & Chief Executive's Report

3.1 Open meeting: Member welcome and Agenda review

Chairperson Judd opened the meeting to members observing at 10:25am noting that members would be asked to leave the meeting for a confidential item, and welcomed senior management.

3.2 Action Register

The Actions register was reviewed noting progress and completion of actions.

AP13/24 Board to write an annual letter of expectations of DNC. [In progress.] The CE noted that the research phase is complete and intent to draft a letter of expectations following completion of the Strategy 2026/31.

AP21/24 Board to review the process of appointing Fellows. [In progress.] The Chairperson has met with several Fellows and the relevant paper is in progress, to be brought to a meeting in the new year.

AP22/25 Propose further improvements to the Charter and Bylaws to the Governance Committee. [Complete.] The Governance Committee reviewed amendments and proposed an amended revision to the Board Charter in the December Board meeting.

AP26/25 Te Komiti Whakauru Māori communicate with key stakeholders and the Māori technical community on progress towards addressing the SRR recommendations, and plan to move ongoing work into Te Tiriti work programme through Ngā Pae by 31 July, 2024/25 AGM. [Complete.] Te Komiti Whakauru Māori discussed this item at the November meeting and Komiti Chair Fala discussed progress of the organisation at Te Hapori Matihiko regional hui. Further discussion within Te Komiti will be held at the next hui at Pākaitore.

AP27/25 Organise a discussion with the Board to provide clear guidance on the entrenchment and long term structure of the fund. [Complete.] Board member Bow submitted a paper to the A&R Committee outlining two options; 1) A separate organisation and 2) to change the Constitution. The Committee was not in favour of either option, and agreed that drafting a policy document for Board approval may address Board member concerns.

AP32/25 Schedule an online wānanga with Te Komiti Whakauru Māori members and key staff to consider the final draft of Te Korowai o Ipurangi Aotearoa. This wānanga would address the whakapapa of the document and final wording and application guidance. [Complete] Recommendation in December Board meeting.

3.3 Interests Register

Board Member Fala has been appointed Board Member, Whanganui Regional Museum.

3.4 Chief Executive's Report

The CE introduced the CE Report and the Board requested clarification on risk updates:

- Personal data requests with a higher volume of requests received than previously.
- Financial risks mitigated through diversification of investments.
- Additional legal costs through developing a process to respond to personal data requests, advice in preparation for Disputes Tribunal, and Board actions.

RN79/25 That the InternetNZ Board receive the CE Report.

(Chairperson Judd / Board Member Spector)

CARRIED U

Section 4 — Strategic Priorities Discussion

4.1 Feedback on Draft InternetNZ Group Strategy 2026/31

The CE introduced the Draft InternetNZ Group Strategy 2026/31 and a paper reporting feedback received on the draft. Acknowledging the work of staff in preparing the feedback survey and report, the CE noted that 79 people responded.

The CE further noted that the feedback reveals strongly-held divergent views on the role and identity of InternetNZ. In two examples there was an even split; a) on whether the Strategy delivers on the Purpose and Vision, and b) whether the Strategy gives effect to Te Tiriti o Waitangi.

The high proportion of free-text comments also indicates a passionate and considered level of engagement from those who chose to participate in the survey.

The Board noted that the Strategy cannot ignore those things that are required by the Constitution, such as a focus on Te Tiriti o Waitangi, and must include support for the charitable objects, culture and practice of the Society. That Te Tiriti supports our core business, and is not our core business.

The Board further noted that a communications plan is in development for the Strategy that will include an explanation of the Constitution and Objects and provide context and supporting material for the Strategy.

The Board noted that for DNC as an independent organisation there are challenges to a joint Strategy. The DNC Board has requested clarification of the different roles within the Strategy. A statement at the beginning of the document will be developed , and the DNC Board invited to give further feedback before the March 2026 INZ Board meeting..

Member feedback noted the similarity between the Purpose and Vision, and a revision of the Vision statement was proposed. The Board was generally not in favour of the proposed revised Vision statement.

RN80/25 That the InternetNZ Board receive the report 'Feedback on Draft InternetNZ Group Strategy 2026-2031'.

RN81/25 That the InternetNZ Board approve further role clarification between DNC and InternetNZ in the final version of the Strategy.

(Chairperson Judd / Board Member Spector)

CARRIED U

4.2 The Board considered the Draft Annual Goals in the first year toward achieving the Internet New Zealand Group Strategy 2026-2031 expressing overall satisfaction that the goals are heading in the right direction and noting;

- Dashboard reporting is the preferred approach, a useful lens to evaluate the goals.
- Suggest prioritising goals for tracking progress of high priority goals, as opposed to those we track for organisational health.
- That Ngā Pae includes a multi-year cultural capability programme, and there is strategic value in bringing all staff on the journey, supported by Ngā Uara (our values) and Te Korowai o Ipurangi Aotearoa.

Members observing left the meeting for discussion on confidential items.

The Board discussed the draft Budget 2026/27, a confidential matter.

Reason document is marked confidential: To protect InternetNZ's commercial interests. To allow the Board to consider draft documents before a final version is ready to be released.

When the document is no longer confidential: The document shall remain confidential indefinitely until otherwise determined.

Confidentiality status is applicable to: Public. Staff who do not 'Need to know'.

[Link to confidential minute](#)

RN82/25 That the InternetNZ Board receive the Budget 2026/27 Update.

(Deputy Chairperson Rahman / Board Member Biasiny-Tule)

CARRIED U

Section 5 — Matters for Decision

5.1 Te Korowai ō Ipurangi Aotearoa

Members rejoined the meeting at 12:10pm

Chairperson Judd introduced a paper asking the Board to adopt Te Korowai ō Ipurangi Aotearoa, a statement that guides how we enliven Te Tiriti o Waitangi within InternetNZ Group, and noting the Board discussed the document in detail at the prior day Board workshop.

Te Komiti Whakauru Māori Chair Fala commended staff for the work and the recent wānanga with Te Komiti, and is happy to recommend Te Korowai ō Ipurangi Aotearoa, along with the conditions discussed at the wānanga that have been added to the document.

Board Member Ayling noted that the varying perspectives from our diverse membership have been consistently referenced and takes form in this document (Te Korowai ō Ipurangi Aotearoa). That there has been give and take across the discussion and invites members to reflect on it, considering the Constitution and motivations that everyone brings to the Board and the conversation across membership.

RN83/25 That the InternetNZ Board adopt Te Korowai ō Ipurangi Aotearoa as one of the suite of key documents.

(Te Komiti Whakauru Māori Chair Fala / Board Member Biasiny-Tule)

CARRIED U

5.2 2025 Amendments to .nz Rules

Isobel Egerton joined the meeting at 12:17pm.

.nz Advisory Committee Chair Pearce introduced a paper requesting that the Board approve amendments to .nz Rules based on public consultations held over two tranches throughout 2025.

The amendments to the Rules are an effort to tidy up and clarify the rules in several areas highlighting;

- Requirement for Domain Name holders to continue to meet eligibility.
- Amending the exclusion of liability clause to align with industry and New Zealand commercial standards.

Committee Chair Pearce further noted that the .nz Rules, Connection Agreement and Authorisation Agreement documents are interdependent, and that as changes are made in one document, changes are required in the other documents to maintain alignment.

RN84/25 That the InternetNZ Board note both Tranche 1 and Tranche 2 amendments to .nz Rules were consulted on in 2025, and version 3.2 of the .nz Rules have been recommended for adoption by the .nz advisory committee.

RN85/25 That the InternetNZ Board approve version 3.2 of the .nz Rules.

RN86/25 That the InternetNZ Board approve that version 3.2 Rules will come into force on 17 March 2026.

(Chairperson Judd / Board Member Ayling)

CARRIED U

Isobel left the meeting at 12:30pm.

5.3 Review of Board Fees

The remuneration for the Board is reviewed every three years, with the last review conducted in August 2022. Chairperson Judd introduced a paper recommending an increase to Board remuneration levels, effective 1 April 2026.

The Board discussed;

- That the current relatively low Board fees may cause a problem attracting Board members.
- The number of members for Board positions in the 2025 election do not indicate a shortage of candidates.
- As transition to the new Constitution progresses, the number of Board members is decreasing, adding more Board Committee work on every Board member.
- Remuneration goes some way to addressing extra workload and stress.

- InternetNZ Group ranks as a Level 4 organisation in the Crown Entity Fee Framework, although the recommendation is for Level 5.

Considering the points discussed and responding to signals in the market, the CE proposed that the Board transition to Level 4 of the Crown Entity Fee Framework, and approve an initial increase commensurate with the average staff remuneration increase for the past three years in total of 13% effective 1 April 2026, to be reviewed in one year.

AP36/25 InternetNZ Board to review Board remuneration at the Board meeting November 2026.

RN87/25 That the InternetNZ Board approve a 13% increase in Board fees, commensurate with the staff increase over the past 3 years, effective 1 April 2026.

RN88/25 That the InternetNZ Board approve future assessments to be at Level 4 of the Crown Entity Fee Framework.

RN89/25 That the InternetNZ Board confirm the next review of Board fees is in 2026 to facilitate a transition to Level 4 of the Crown Entity Fee Framework.

(Board Member Pearce / Board Member Fala)

CARRIED U

5.4 **Appointed Board members**

With the term of the current two Appointed Board Members ending in 2026, Chairperson Judd introduced a paper to approve the establishment of an Appointments Panel and the Terms of Reference for the panel.

The Appointments Panel comprises:

- at least one Eligible Member (who is not also a Board Member or staff member)
- one Board Member; and
- one external governance recruitment expert.

The Board noted that the Constitution requires the Board to follow a process which includes identifying diversity, knowledge, skills and experience gaps and establishing an Appointments Panel to provide recommendations on candidates to the Board.

RN90/25 That the InternetNZ Board approve the Terms of Reference - Appointments Panel.

RN91/25 That the InternetNZ Board complete a skills survey of 5 board members not up for reelection or reappointment- Q4 (Jan-March 2026).

(Chairperson Judd / Board Member Spector)

CARRIED U

AP37/25 InternetNZ Board to complete a skills survey of 5 board members not up for reelection or reappointment- Q4 (Jan-March 2026).

The meeting reconvened at 1:45pm following lunch.

Chairperson Judd noted that the Board should approve the establishment of the Appointments Panel.

RN92/25 That the InternetNZ Board approve the establishment of the Appointments Panel - Q4 (Jan-March 2026).

(Deputy Chairperson Rahman / Board Member Spector)

CARRIED U

AP38/25 InternetNZ Board to establish an Appointments Panel - Q4 (Jan-March 2026).

5.5 Board Charter amendments

Chairperson Judd reminded Board Members that at the May meeting the Board requested improvements to the Board Charter. The CE reviewed and proposed amendments to the Board Charter to the Governance & CE Review Committee.

The Chair of the Governance & CE Review Committee reports that the Committee reviewed the changes and recommends amendments to the Board including:

- Clarity on how the Board may influence positions on public policy.
- Clarifying the relationship of the Board and members.
- Clarifying transaction limits for the CE.
- Establish a process for reimbursement of expenses and define what is reasonable.
- Transaction limit is moved from the Charter to the CE Delegation Policy.
- Relationship Between the Board and Members.

The Board further discussed the respective roles and responsibilities of staff and the Board in developing public policy. Noting the addition of paragraph 3.10 (3) addressing Media statements made by Board members, it was agreed to replace the word 'personal' with 'another' to the sentence "Any statements made by Board members in *another* capacity.."

AP39/25 Governance & CE Review Committee to draft a policy framework and process on developing and responding to public policy. (Invite Board Member Ayling to attend.)

RN93/25 That the InternetNZ Board approve amendments to the Board Charter as detailed in Board Charter Amendments November 2025 (with correction as noted.)

(Chairperson Judd / Board Member Spector)

CARRIED U

Board Member Biasiny-Tule left the meeting at 2:05pm.

Section 6 — Matters for Discussion

6.1 Product Standing Report

Commenting on the Product Standing Report, the Board suggests adding a target line on the chart so the Board can easily see progress towards the goal.

RN94/25 That the InternetNZ Board receive the Product Standing report.

(Chairperson Judd / Board Member Pearce)

CARRIED U

6.2 Chairperson's Report

6.3 Report Back from Committees:

6.3.1 Audit & Risk (Chair, Deputy Chairperson Rahman)

6.3.2 Governance Committee (Chair, Chairperson Judd)

6.3.3 Komiti Whakauru Māori (Chair, Board Member Fala)

Komiti Chair Fala reported on the recent Te Komiti Whakauru Māori meeting, noting the importance of succession planning as the terms of current Komiti co-opt member Sarah Lee, Appointed Board Member Fala, and elected Board Member Biasiny-Tule all end in 2026.

The Board discussed the recommendation to appoint two Māori external advisors to Te Komiti along with budget for fees and travel expenses, clarifying that they are co-opted to Te Komiti Whakauru Māori only and this is not an appointment to the Board.

RN95/25 That the InternetNZ Board appoint two Māori external advisors to Te Komiti Whakauru Māori from January 2026 to the Annual General Meeting (AGM) 13 August 2026.

(Te Komiti Whakauru Māori Chair Fala / Chairperson Judd)

CARRIED U

6.3.4 .nz Policy Committee (Chair, Board Member Pearce)

.nz Advisory Committee Chair Pearce reported aurally and noted full accordance with the paper and recommendations presented in item 5.2 of the meeting agenda.

RN96/25 That the InternetNZ Board **receive** the reports back from the Committees.

(Chairperson Judd / Deputy Chairperson Rahman)

CARRIED U

6.4 Risk Policy Review

Audit & Risk Committee Chair Rahman introduced a paper reviewing the Risk Policy, noting that the policy incorporates feedback from the Committee. Committee Chair Rahman invited the Board to contribute their feedback with the aim to bring a final policy to the March 2026 Board meeting for approval.

The Board discussed aspects of risk in the policy including:

- Stakeholder trust. The phrase “loss of confidence” may be difficult to measure, however the Board noted that practically stakeholders will make it clear if confidence is lost.
- Threshold of risk for finance.

Committee Chair Rahman enquired if the Board was ready to adopt the Risk Policy as reviewed, and the Board agreed that no further changes required.

RN97/25 That the InternetNZ Board **adopt** the changes in the Risk Management Policy.

(Audit & Risk Committee Chair Rahman / Board Member Spector)

CARRIED U

Section 7 — Consent Agenda

7.1	<p>Minutes of the previous meeting</p> <p>RN98/25 That the InternetNZ Board approve the minutes of 10 October 2025.</p> <p>(Board Member Ayling / Board Member Spector)</p> <p>CARRIED U</p>
7.2	<p>Quarterly and Operational Reports</p> <p>7.2.1 Quarterly Report Q2 2025/26</p> <p>7.2.2 Group Financial Report</p> <p>The Board noted that finances are tracking close to budget, with no major exceptional items to report. Overspends in some areas are managed in other areas of the budget, and the year-end forecast is on track to meet budget.</p> <p>7.2.3 Membership update</p> <p>The Board reviewed a report of membership demographics, and noted the small number of new members in the period.</p> <p>The Board further noted that correspondence from members has not diminished, and membership communications processes are in place to assess and respond as appropriate inline with policy.</p> <p>7.2.4 NetTalks report</p> <p>Chairperson Judd commended staff for organising and running NetTalks Ōtautahi, and noted that he received very positive comments from participants.</p> <p>The Board noted an offer by Canterbury Tech to work with InternetNZ to run another similar event in future, and that the next NetTalks event is being planned alongside the TUANZ Connecting Aotearoa Summit in Wellington, May 2026.</p> <p>RN99/25 That the InternetNZ Board receive the Quarterly and Operational reports.</p> <p>(Chairperson Judd / Board Member Fala)</p> <p>CARRIED U</p>

Section 8 — Other Matters

8.1	CONTINGENCY (for any overflow)
8.2	Incoming correspondence Chairperson Judd noted receipt of the member communications.
8.3	Matters for communication — key messages
8.4	General business
8.5	Meeting review
8.6	Meeting close (karakia or waiata) Chairperson Judd closed the meeting at 2:50pm with karakia, and wished everyone well for the break.



Group financial statements

Quarter 3, 2025/26

YTD 01 April 2025 to 31 December 2025

Table of Contents

Introduction	2
INZ Group Consolidated Income Statement	3
INZ Group Consolidated Income Statement – by Function	4
INZ Group Consolidated Movements in Equity	5
INZ Group Consolidated Balance Sheet	5
Summary of each Function	6
Operational Reporting	7-8
INZ Operational Cashflow	9
INZ Investment Performances Operational	10
Community Fund Reporting	11-12
Community Fund Cashflow	13
Community Fund Investment Performances	14

Introduction

This Quarter Three Report for the 2025/26 financial year, covering the period 01 April 2025 to 31 December 2025 provides a consolidated summary of the InternetNZ Group's financial performance.

The financial results have been prepared with a focus on three core areas that together present a comprehensive view of the organisations financial position and operational effectiveness:

1. Group Consolidated Reporting -Including funding and overall group financial results.
2. Operational Performance - reflecting activity across the organisation's business units.
3. Community Fund Performance - outlining investments and funding outcomes.

This report aims to provide the Board and stakeholders with a clear, transparent view of the Group's financial position and progress to date, aligned with the approved 2025/26 budget and organisational objectives.

Summary of InternetNZ Group Results - QE Dec 2025

	YTD Actual	YTD Budget	YTD Var
INZ Operational	(202,026)	(116,973)	(85,053)
INZ Community Funding	(20,283)	(60,000)	39,717
Domain Name Commission YTD Net	(37,550)	(12,550)	(25,000)
YTD Net Profit INZ Group	(259,860)	(189,523)	(70,337)

INZ Group Consolidated Income Statement

Internet New Zealand Group Consolidated Income Statement Year to date (YTD) 31 December 2025								
Notes	Group YTD	Group Budget	+/- \$	+/- %	Parent YTD	Parent Budget	+/- \$	+/- %
Income - Operating								
Registry Fees	10,473,849	10,461,693	12,156	0%	10,473,849	10,461,693	12,156	0%
Broadband Map	27,142	33,066	(5,924)	(18%)	27,142	33,066	(5,924)	(18%)
Sundry Income	109,851	135,293	(25,442)	(19%)	335,164	354,605	(19,441)	(5%)
Total Operating Income	10,610,841	10,630,052	(19,211)	(0%)	10,836,154	10,849,364	(13,210)	(0%)
Income - Investments								
Interest	205,731	263,025	(57,294)	(22%)	184,973	239,250	(54,277)	(23%)
Fair Value Gains/(Losses) on Managed Funds	644,294	542,000	102,294	19%	644,294	542,000	102,294	19%
Total Investment Income	850,025	805,025	45,000	6%	829,267	781,250	48,017	6%
Less Direct Expenses								
Domain Name Commission Fee	-	-	-	-	1,274,625	1,274,625	-	0%
.nz Costs	1,602,347	1,641,765	39,418	2%	1,602,347	1,641,765	39,418	2%
Other	14,630	23,450	8,820	38%	14,630	23,450	8,820	38%
Total Direct Expenses	1,616,976	1,665,215	48,239	3%	2,891,601	2,939,840	48,239	2%
Less Other Expenses								
Audit	-	-	-	-	-	-	-	-
Amortisation & Depreciation	247,794	269,753	21,959	8%	198,848	220,973	22,125	10%
Communications	51,018	64,292	13,274	21%	6,894	21,065	14,171	67%
Community Engagement	365,316	399,815	34,499	9%	365,316	399,815	34,499	9%
Domain Name Commission	94,738	131,358	36,620	28%	-	-	-	-
Employment	6,029,859	5,955,392	(74,467)	(1%)	5,360,464	5,269,523	(90,941)	(2%)
Funding	680,000	650,000	(30,000)	(5%)	680,000	650,000	(30,000)	(5%)
Governance	237,613	258,026	20,413	8%	201,636	217,640	16,004	7%
International	258,832	248,833	(9,999)	(4%)	229,308	220,195	(9,113)	(4%)
Legal	286,124	76,000	(210,124)	(276%)	142,036	36,000	(106,036)	(295%)
Operational	1,772,096	1,822,596	50,500	3%	1,731,270	1,756,497	25,227	1%
Projects	-	7,281	7,281	100%	-	-	-	-
Security	80,360	76,039	(4,321)	(6%)	80,360	76,039	(4,321)	(6%)
Total Expenses	10,103,750	9,959,385	(144,365)	(1%)	8,996,129	8,867,747	(128,382)	(1%)
Net Operating Profit (Loss) Before Tax	(\$259,860)	(\$189,523)	(\$70,337)	(37%)	(\$222,309)	(\$176,973)	(\$45,336)	(26%)

Notes: The income and expenditure lines for the individual entities do not add to the group totals because the following intra-group entries have been eliminated.

1 (a) GSE paid by DNC (\$228,313) to INZ & **2 (a)** DNC fee paid by INZ (\$1,274,625) to DNC

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Group Consolidated Income Statement – By Function

Internet New Zealand Group
Consolidated Income Statement - Function Based
Year to date (YTD) 31 December 2025

Notes	Group YTD	Group Budget	+/- \$	+/- %	Parent YTD	Parent Budget	+/- \$	+/- %
Income - Operating								
Domain Name Commission - Sundry	23,758	32,775	(9,017)	(28%)	-	-	-	-
Investment Returns (Funding)	659,717	590,000	69,717	12%	659,717	590,000	69,717	12%
Te Puni Whakawhanake Rawa (Customer and Product)	10,527,763	10,540,125	(12,362)	(0%)	10,527,763	10,540,125	(12,362)	(0%)
Te Puni Whiria (Public Impact)	79,715	80,627	(912)	(1%)	85,338	86,252	(914)	(1%)
Te Puni Māori	-	-	-	-	6,788	6,786	2	0%
Te Puni Raupa (Organisational Performance)	169,915	191,550	(21,635)	(11%)	385,816	407,451	(21,635)	(5%)
Total Operating Income	11,460,867	11,435,077	25,790	0%	11,665,421	11,630,614	34,807	0%
Less Activity Expenditure								
Domain Name Commission	1,107,620	1,091,638	(15,982)	(1%)	-	-	-	-
Funding	680,000	650,000	(30,000)	(5%)	680,000	650,000	(30,000)	(5%)
Te Puni Whakawhanake Rawa (Customer and Product)	4,206,570	4,275,827	69,257	2%	5,481,195	5,550,452	69,257	1%
Te Puni Whiria (Public Impact)	1,969,364	2,025,390	56,026	3%	1,969,364	2,025,390	56,026	3%
Te Puni Māori	678,449	624,143	(54,306)	(9%)	678,449	624,143	(54,306)	(9%)
Te Puni Raupa (Organisational Performance)	3,078,722	2,957,602	(121,120)	(4%)	3,078,722	2,957,602	(121,120)	(4%)
Total Expenses	11,720,726	11,624,600	(96,126)	(1%)	11,887,731	11,807,587	(80,144)	(1%)
Net Operating Profit (Loss) Before Tax	(\$259,860)	(\$189,523)	(\$70,337)	(37%)	(\$222,309)	(\$176,973)	(\$45,336)	(26%)

Notes: The income and expenditure lines for the individual entities do not add to the group totals because the following intra-group entries have been eliminated.

1 (a) GSE paid by DNC (\$228,313) to INZ, **2 (a)** DNC fee paid by INZ (\$1,274,625) to DNC

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Group Consolidated Movements in Equity

Internet New Zealand Group			
Statement of Movements in Equity			
Year to date (YTD) 31 December 2025			
	GROUP	INZ	DNCL
Equity at start of period			
Opening Retained Earnings	11,726,659	11,340,571	386,087
Shares Subscribed	-	-	580,000
	11,726,659	11,340,571	966,087
Net Profit (Loss) After Tax	(259,860)	(222,309)	(37,550)
Equity at end of period	\$11,466,799	\$11,118,262	\$928,537

INZ Consolidated Balance Sheet

Internet New Zealand Group				
Balance Sheet				
As at 31 December 2025				
	Notes	GROUP	INZ	DNCL
Current Assets				
Cash and Cash Equivalents		7,141,496	6,138,138	1,003,358
Managed Funds		12,667,880	12,667,880	-
Other Current Assets		1,929,473	1,905,065	24,408
Total Current Assets		21,738,849	20,711,084	1,027,766
Non-current Assets				
Property, Equipment & Software		3,143,608	2,771,041	372,567
less: Accumulated Depreciation		(1,678,828)	(1,357,848)	(320,980)
Intangible Assets		4,326,216	4,325,541	675
less: Amortisation		(2,124,251)	(2,124,251)	-
Investments		-	-	-
Shares and Loans	3 (a)	-	580,000	-
Total Assets		25,405,594	24,905,567	1,080,027
Less Liabilities:				
Deferred Income		12,716,834	12,716,834	-
Trade and Other Payables		1,221,962	1,070,471	151,490
Total Liabilities		13,938,795	13,787,305	151,490
Net Assets		\$11,466,799	\$11,118,262	\$928,537
Represented By:				
Current Year Earnings	4 (a)	(259,860)	(222,309)	(37,550)
Retained Earnings	5 (a)	11,726,659	11,340,571	386,087
Share Capital	3 (a)	-	-	580,000
Total Equity		\$11,466,799	\$11,118,262	\$928,537

Notes:

3 (a) Shares in DNC wholly owned by InternetNZ. Share subscription with respect to shares issued to InternetNZ by DNC.

4 (a) Current earnings include funding earnings and distributions net \$(20,283).

5 (a) Within the retained earnings is the ring-fenced funding of \$10,856,378.

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

Outlined below is a summary of each function.

Te Puni Whakawhanake Rawa/ Customer and Product

- Running of the .nz registry and Broadband Map services.
- Data insights and analytics
- IT infrastructure and product technology

Te Puni Whiria/Public Impact

- Public policy, internet governance, including international
- Community Engagement, including membership, Communications – External and brand and Events Management
- .nz rules

Te Puni Māori

- Māori sector partnership and relationships
- Rautaki Māori
- Māori cultural intelligence and cultural capability

Te Puni Raupa/Organisation Performance

- Governance, Strategy, planning, and performance.
- Security, compliance (including legal) and Privacy.
- HR and Finance, Technology Strategy, and Internal IT

INZ Group Operating Income Statement

Internet New Zealand Group
Operating Income Statement (excludes funding)
Year to date (YTD) 31 December 2025

	Notes	Group YTD	Group Budget	+/- \$	+/- %	Parent YTD	Parent Budget	+/- \$	+/- %
Income - Operating									
Registry Fees		10,473,849	10,461,693	12,156	0%	10,473,849	10,461,693	12,156	0%
Broadband Map		27,142	33,066	(5,924)	(18%)	27,142	33,066	(5,924)	(18%)
Sundry Income	1 (a)	109,851	135,293	(25,442)	(19%)	335,164	354,605	(19,441)	(5%)
Total Operating Income		10,610,841	10,630,052	(19,211)	(0%)	10,836,154	10,849,364	(13,210)	(0%)
Income - Investments									
Interest		108,527	173,025	(64,498)	(37%)	87,769	149,250	(61,481)	(41%)
Fair Value Gains/(Losses) on Managed Funds		81,782	42,000	39,782	95%	81,782	42,000	39,782	95%
Total Investment Income		190,309	215,025	(24,716)	(11%)	169,551	191,250	(21,699)	(11%)
Less Direct Expenses									
Domain Name Commission Fee	2 (a)	-	-	-	-	1,274,625	1,274,625	0	0%
.nz Costs		1,602,347	1,641,765	39,418	2%	1,602,347	1,641,765	(39,418)	2%
Other		14,630	23,450	8,820	38%	14,630	23,450	(8,820)	38%
Total Direct Expenses		1,616,976	1,665,215	48,239	3%	2,891,601	2,939,840	(48,239)	2%
Less Other Expenses									
Audit		-	-	-	-	-	-	-	-
Amortisation & Depreciation		247,794	269,753	21,959	8%	198,848	220,973	22,125	10%
Communications		51,018	64,292	13,274	21%	6,894	21,065	14,171	67%
Community Engagement		365,316	399,815	34,499	9%	365,316	399,815	34,499	9%
Domain Name Commission		94,738	131,358	36,620	28%	-	-	-	-
Employment		6,029,859	5,955,392	(74,467)	(1%)	5,360,464	5,269,523	(90,941)	(2%)
Governance		237,613	258,026	20,413	8%	201,636	217,640	16,004	7%
International		258,832	248,833	(9,999)	(4%)	229,308	220,195	(9,113)	(4%)
Legal		286,124	76,000	(210,124)	(276%)	142,036	36,000	(106,036)	(295%)
Operational		1,772,096	1,822,596	50,500	3%	1,731,270	1,756,497	25,227	1%
Projects		-	7,281	7,281	100%	-	-	-	-
Security		80,360	76,039	(4,321)	(6%)	80,360	76,039	(4,321)	(6%)
Total Expenses		9,423,750	9,309,385	(114,365)	(1%)	8,316,129	8,217,747	(98,382)	(1%)
Net Operating Profit (Loss) Before Tax		(\$239,576)	(\$129,523)	(\$110,053)	(85%)	(\$202,026)	(\$116,973)	(\$85,053)	(73%)

Notes: The income and expenditure lines for the individual entities do not add to the group totals due to the elimination of the following intra-group entries.

1 (a) GSE paid by DNC (\$228,313) to INZ & 2 (a) DNC fee paid by INZ (\$1,274,625) to DNC

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Group Operational Revenue Analysis to the Period ending 31 December 2025

Consolidated Revenue	Actual	Budget	Variance	% of Total Sales
Registry Fees	10,473,849	10,461,693	12,156	96.7%
BBM	27,142	33,066	(5,924)	0.3%
Sundry - Membership	79,715	80,627	(912)	0.7%
Sundry - Misc.	255,449	273,978	(18,529)	2.4%
Total Operating Revenue	10,836,154	10,849,364	(13,210)	100%

- Delays in Registry Lock has contributed to the YTD negative variance.

INZ Group Operational Expenditure Analysis by Function to the Period ending 31 December 2025

Consolidated Expenditure by Function		Actual	Budget	Variance	% of Total Expenditure
Domain Name Commission	1 (a)	1,107,620	1,091,638	(15,982)	10.0%
Te Puni Whakawhanake Rawa/Cust & Prod		4,206,570	4,275,827	69,257	38.1%
Te Puni Whiria/Public Impact		1,969,364	2,025,390	56,026	17.8%
Te Puni Maori		678,449	624,143	(54,306)	6.1%
Te Puni Raupa/Organisational Performance		3,078,722	2,957,602	(121,120)	27.9%
Total Operating Expenditure		11,040,726	10,974,600	(66,126)	100%

Notes: The DNC expenditure line excludes:

1 (a) GSE paid by DNC (\$228,313) to INZ

At the end of the third quarter, three areas recorded notable budget overspends across INZ and DNCL. These are:

- Legal Expenses
- Phasing of salary in the budget
- Phasing of interest return in the budget

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Operational Cashflow

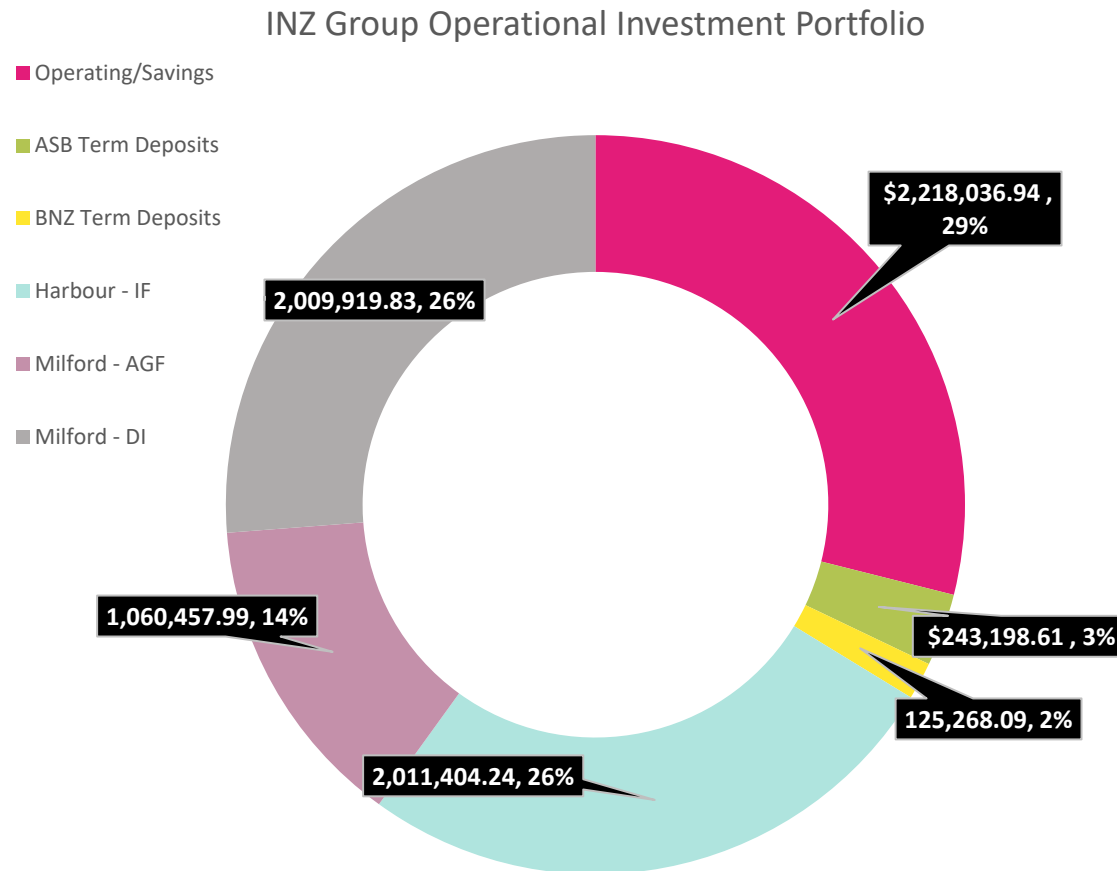
INZ Operating 12-Month Cash Flow Forecast												
Fiscal Year Ending Date 31-Mar-2026	1-Apr-25	1-May-25	1-Jun-25	1-Jul-25	1-Aug-25	1-Sept-25	1-Oct-25	1-Nov-25	1-Dec-25	1-Jan-26	1-Feb-26	1-Mar-26
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast
<i>Operating Account Opening Balance 31 March 2025</i>	\$781,701	\$459,446	\$512,060	\$884,691	\$1,024,969	\$2,337,977	\$1,439,039	\$1,662,572	\$1,879,819	\$2,137,704	\$2,397,035	\$2,449,202
Total Cash Receipts	\$2,170,503	\$1,263,320	\$1,472,825	\$1,655,903	\$2,677,727	\$2,628,672	\$2,215,831	\$1,599,931	\$1,516,814	\$1,401,782	\$1,419,509	\$1,593,662
<i>Cash Disbursements</i>												
Total Cash Disbursements	\$2,492,758	\$1,210,706	\$1,100,195	\$1,515,624	\$1,364,720	\$3,527,609	\$1,992,297	\$1,382,682	\$1,258,929	\$1,142,451	\$1,367,342	\$1,476,342
<i>Cash-flow Movements</i>	(\$322,255)	\$52,614	\$372,630	\$140,279	\$1,313,007	(\$898,937)	\$223,534	\$217,249	\$257,885	\$259,311	\$52,167	\$117,320
ASB Operating Account Closing Balance	\$459,446	\$512,060	\$884,691	\$1,024,969	\$2,337,977	\$1,439,039	\$1,662,572	\$1,879,819	\$2,137,704	\$2,397,035	\$2,449,202	\$2,566,522
<i>Other Banking Institutes</i>												
Total Other Accounts	\$1,370,252	\$1,310,733	\$1,314,137	\$22,694	\$26,888	\$27,178	\$80,397	\$80,356	\$80,333	\$80,333	\$80,333	\$80,333
Operational Closing Balance (all Accounts)	\$1,829,698	\$1,822,793	\$2,198,828	\$1,047,662	\$2,364,864	\$1,466,217	\$1,742,969	\$1,960,175	\$2,218,037	\$2,477,368	\$2,529,535	\$2,646,855
<i>Operational Investments</i>												
Total Term Deposits	\$4,483,224	\$4,489,430	\$4,383,449	\$4,389,712	\$1,368,467	\$368,468	\$368,467	\$368,467	\$368,467	\$365,544	\$373,853	\$373,853
Total Managed Funds	\$ -	\$ -	\$ -	\$1,010,546	\$3,016,780	\$5,051,124	\$5,096,829	\$5,074,021	\$5,081,782	\$5,126,454	\$5,146,396	\$5,176,416
Operational Investments	\$4,483,224	\$4,489,430	\$4,383,449	\$5,400,258	\$4,385,247	\$5,419,592	\$5,465,295	\$5,442,488	\$5,450,249	\$5,494,921	\$5,520,248	\$5,550,269
Total Operating Funds	\$6,312,922	\$6,312,223	\$6,582,277	\$6,447,920	\$6,750,112	\$6,885,809	\$7,208,265	\$7,402,663	\$7,668,286	\$7,972,289	\$8,049,783	\$8,197,124

Notes: Closing Operating Funds does not equal Group Operational Investments as cash-flow excludes DNC.

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Operational Investments as of 31 December 2025

The chart below shows the percentage spread of INZ Group Operating funds invested **\$7,668,286** across all institutions as of 31 Dec 2025.



Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Community Fund Performance

To ensure funding for public impact, a fund has been created where interest generated from the fund will support public impact grants and strategic partnerships.

Approved budget included:

- Setting the size of the initial fund contribution at \$11M,
- Setting public impact funding for 2025/26 at \$1M.

Ring-fencing the funds within the Balance Sheet was introduced to formally reserve the Funds. The following reporting provides transparency of the ring-fenced funding performance YTD December.

Community Fund Income Statement

Internet New Zealand				
Funding Income Statement				
Year to date (YTD) 31 December 2025				
	Group	Group	+/-	+/-
	YTD	Budget	\$	%
Funding Investment Income				
Interest Received	97,205	90,000	7,205	8%
Fair Value Gains/(Losses) on Managed Funds	562,512	500,000	62,512	13%
Total Investment Income	659,717	590,000	69,717	12%
Funding Rounds	190,000	200,000	10,000	5%
Strategic Partners	490,000	450,000	(40,000)	(9%)
Total Expenses	680,000	650,000	(30,000)	(5%)
Net Funding Profit (Loss)	(\$20,283)	(\$60,000)	\$39,717	66%

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

Community Fund Model - Balance Sheet & Statement of Movements

Internet New Zealand Funding Balance Sheet As at 31 December 2025	
	INZ
Current Assets	
Cash and Cash Equivalents	3,249,996
Managed Funds	7,586,098
Total Current Assets	10,836,094
Less Liabilities:	
Trade and Other Payables (INZ) Operational	0
Total Liabilities	0
Net Assets	\$10,836,094
Represented By:	
Current Year Earnings	(20,283)
Retained Earnings	10,856,378
Total Equity	\$10,836,094

Internet New Zealand Statement of Movements in Equity - Funding Year to date (YTD) 31 December 2025		
	2026	2025
Equity at start of period		
Opening Retained Earnings	10,856,378	10,606,378
	10,856,378	10,606,378
INZ Operations Contribution		250,000
Net Profit (Loss) After Tax	(20,283)	
Equity at end of period	\$10,836,094	\$10,856,378

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

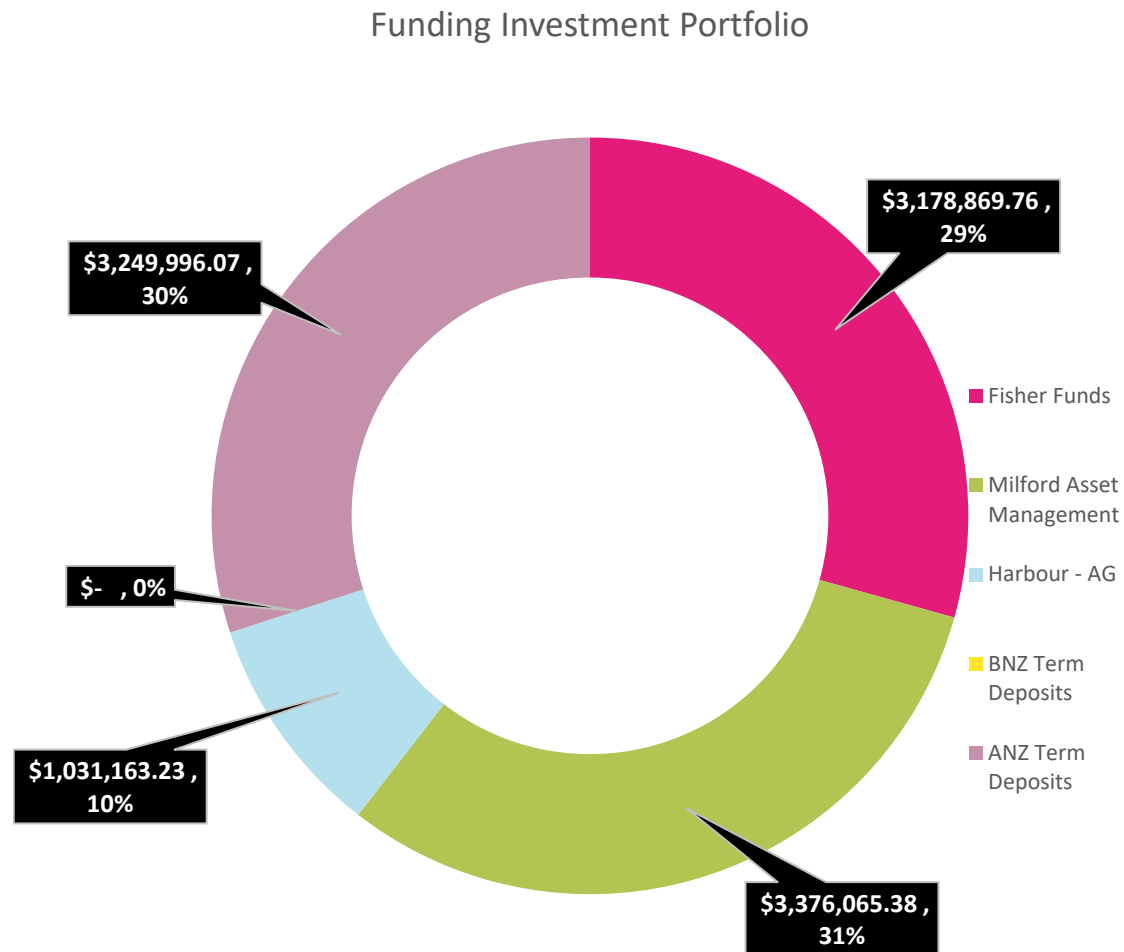
Community Fund Model Cashflow

Community Fund 12-Month Cash Flow Forecast												
Fiscal Year Ending Date 31-Mar-2026	1-Apr-25	1-May-25	1-Jun-25	1-Jul-25	1-Aug-25	1-Sept-25	1-Oct-25	1-Nov-25	1-Dec-25	1-Jan-26	1-Feb-26	1-Mar-26
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast
Opening Balances as per BS 1 April 2025	\$10,744,066	\$10,726,816	\$10,894,128	\$10,993,818	\$11,115,160	\$11,238,456	\$11,362,830	\$10,901,722	\$10,868,011	\$11,015,660	\$10,787,336	\$10,720,413
Cash Receipts												
Interest	\$4,665	\$35,142	\$5,738	\$4,576	\$36,755	\$-	\$111	\$32,388	\$-	\$-	\$15,635	\$5,738
Managed Funds	(\$23,881)	\$130,879	\$93,952	\$77,630	\$86,458	\$119,604	\$45,704	(\$21,139)	\$16,348	\$15,236	\$15,300	\$15,363
INZ Operating Contributions (July 2024-2025 and March for 2025-2026)	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$250,000
Total Cash Receipts	(\$19,216)	\$166,021	\$99,690	\$82,206	\$123,212	\$119,604	\$45,815	\$11,249	\$16,348	\$15,236	\$30,935	\$271,101
Cash Disbursements												
Funding refer INZ Cashflow for payments, Less INZ Operating contribution (\$250k)	\$-	\$-	\$-	\$-	\$-	\$-	\$574,695	\$-	\$-	\$130,000	\$130,000	\$-
Total Cash Disbursements	\$-	\$-	\$-	\$-	\$-	\$-	\$574,695	\$-	\$-	\$130,000	\$130,000	\$-
Cash-flow Movements	(\$19,216)	\$166,021	\$99,690	\$82,206	\$123,212	\$119,604	\$620,511	\$11,249	\$16,348	(\$114,764)	(\$99,065)	\$271,101
Funding Investments												
Operating Bank Accounts												
ASB Funding (Old - On Call Account)	\$958,542	\$959,833	\$960,864	\$-	\$84	\$84	\$507,858	\$462,898	\$462,938	\$462,663	\$332,663	\$332,663
Total Bank	\$958,542	\$959,833	\$960,864	\$-	\$84	\$84	\$507,858	\$462,898	\$462,938	\$462,663	\$332,663	\$332,663
Term Deposits												
Total Term Deposits	\$3,768,568	\$3,803,711	\$3,808,418	\$3,812,995	\$3,849,749	\$3,854,520	\$2,802,975	\$2,835,363	\$2,835,363	\$2,821,405	\$2,837,040	\$2,839,500
Fund Managers												
Total Managed Funds	\$5,999,705	\$6,130,584	\$6,224,536	\$7,302,165	\$7,388,623	\$7,508,226	\$7,590,889	\$7,569,750	\$7,586,098	\$7,618,032	\$7,649,776	\$7,681,652
Total Funding Investments	\$10,726,816	\$10,894,128	\$10,993,818	\$11,115,160	\$11,238,456	\$11,362,830	\$10,901,722	\$10,868,011	\$10,884,399	\$10,787,336	\$10,720,413	\$11,124,916

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

Community Fund Investments as of 31 December 2025

The chart below shows the percentage spread of funding investments of **\$10,836,094** across all institutions as of 31 December 2025.



Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

10 February 2026

The Chair
InternetNZ Board

Via email chairperson@internetcz.net.nz

Dear Stephen

DNC Quarter Three Report: 1 October 2025– 31 December 2025.

This report provides a summary of the Q3 financials and a summary of some of the key activities the DNC have focused on.

Financials

Overview

A hybrid financial reporting approach has been applied for the quarter ended Q3, reporting **actual performance against the original Board-approved budget** to assess delivery against initial objectives, while also presenting results **against the Board-approved reforecast** to reflect known cost pressures and support strategic decision-making.

For Q3, we recorded a net surplus of \$95, inclusive of investment income, compared to a budgeted deficit of (\$14,628). This reflected a favourable variance of \$14,723, driven by a decrease in operating expenses.

Year-to-date actual for DNC was a deficit of (\$37,550), inclusive of investment activities, against an original budgeted deficit of (\$12,550), resulting in an adverse variance of (\$25,000).

Key **negative** drivers:

- Authorisation revenue shortfall of \$3,000.
- Recruitment costs to backfill parental leave of \$8,800, unbudgeted.
- Legal expenditure exceeded budget.

Offsetting **positives**:

- Other Employment cost savings of \$9,492.
- Communication, Governance, and Compliance moderate underspends of \$3,325.

Performance Against Reforecast (Current Outlook)

Quarter 3

Against the reforecast, Q3 delivered a **favourable variance of \$6,719**, with an actual net surplus of **\$95** compared to a reforecast deficit of **(\$6,624)**.

Year-to-Date

Year-to-date, the actual deficit of **(\$37,550)** compares favourably to the reforecast deficit of **(\$54,023)**, resulting in a **positive variance of \$16,473**.

Key drivers

- Legal expenditure of **\$158,269**, exceeding the original budget by **\$118,269**, but **tracking within the reforecast provision of \$248,000**
- Continued revenue and recruitment pressures as noted above

Offsetting factors

- Ongoing employment cost savings
- Continued underspends in Communications, Governance, and Compliance

Summary of DNC's performance of functions under the Operating Agreement:

Registrar Authorisations

One application for authorisation was received in Q3 and DNC is waiting on further information in support of the application to be received before commencing the assessment.

.nz Dispute Resolution Scheme

The table below shows the number of new claims submitted under the .nz Dispute Resolution Scheme (DRS) in Q3. It also provides a comparison with the number of claims submitted over the previous three quarters, including breakdowns of Mediations and Expert Determination.

	Q4 FY 24/25	Q1 FY 25/26	Q2 FY 25/26	Q3 FY 25/26
DRS Claims Submitted	7	5	14	11
Mediations commenced	0	0	2	1
Mediation - Settlement	0	0	1	0
Mediation - No settlement	0	0	1	1

Expert Decisions Issued	6	5	2	5
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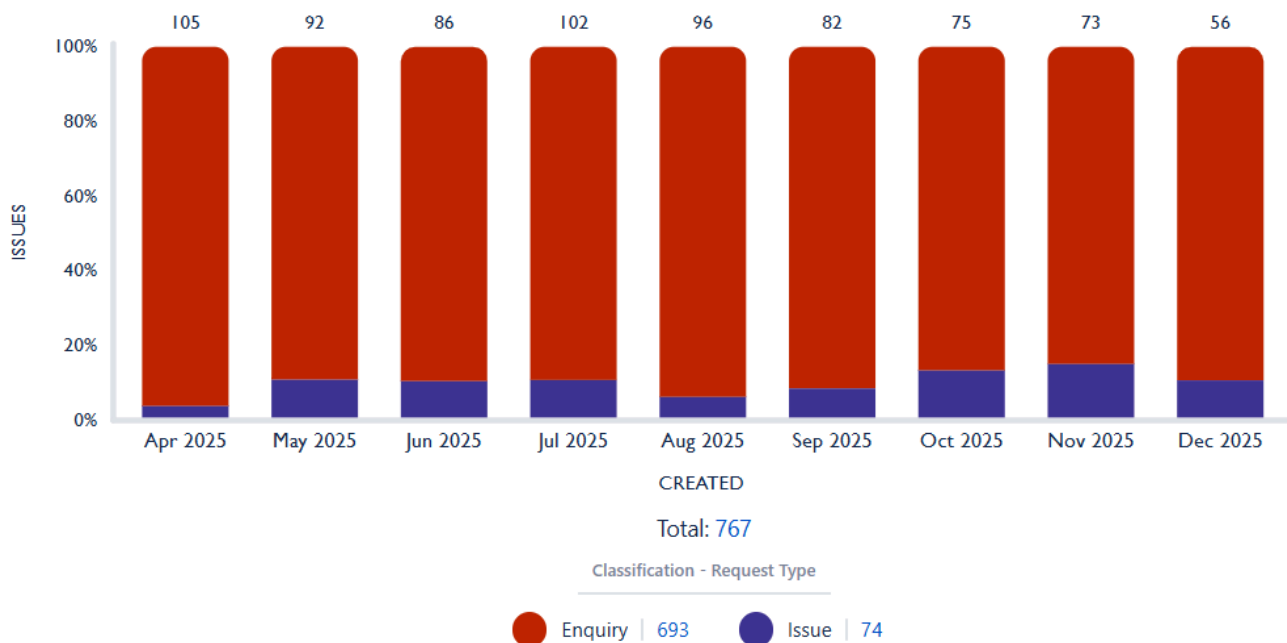
Note: Mediations are the total number commenced that quarter. Settlement/No settlement relates to mediations that have concluded that quarter (potentially started the month prior). Expert Determinations are reported in the table when the decision is issued to the parties.

Five expert determinations were issued in Q3, 4 resulted in a transfer of the .nz domain name to the claimant, whilst one was dismissed with no transfer ordered. Mediations remain consistently low due to respondents' non-engagement or refusal to mediate.

Customer Service/ Enquiry Management

The DNC classifies complaints or reports as enquiries or issues, depending on the priority, level of complexity, resourcing and likely time required to resolve the matter.

Enquiries and Issues



Note: The graph above shows how many of each category of case were created per month over the previous 3 quarters.

The number of enquiries and issues has remained relatively consistent each month with a slight drop off in December which is typically due to the holiday close down period.

Issues related to resellers are increasing particularly with domain names being registered in the resellers name and not with the ‘true’ domain name holder name and details. These cases require DNC to engage with multiple parties (reseller, registrar and the complainant/true domain name holder) in order to attempt to resolve these issues. The risk associated with these cases is the reseller’s ability to cancel or transfer the domain name to another party as it retains control over the domain name as the named licensee in the .nz register or in some cases, the reseller is not contactable which adds additional difficulties when trying to resolve these issues for domain name holders who are trying to deal with their domain name or associated services.

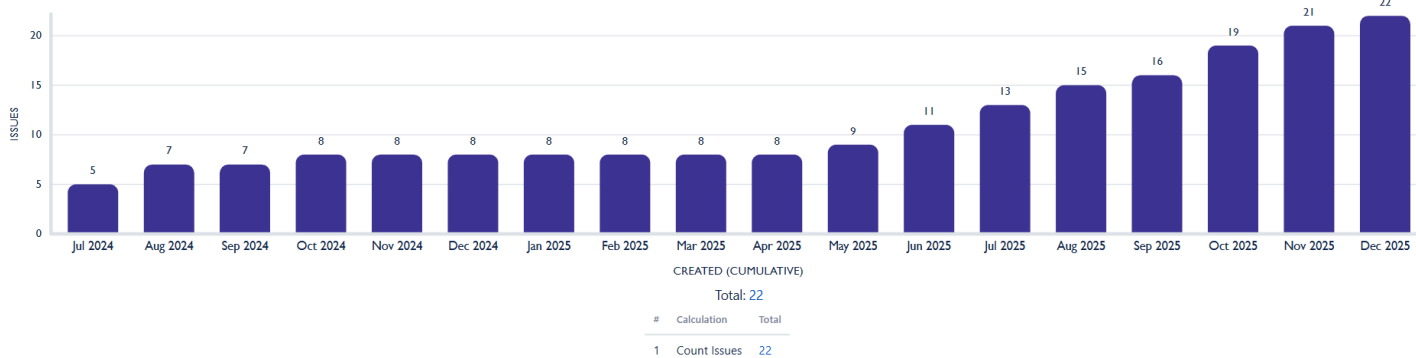
Investigation of potential breaches of .nz Rules:

An investigation may be initiated where:

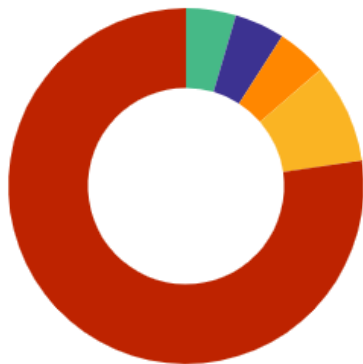
- our initial inquiries indicate likely or actual non-compliance with the .nz Rules, Authorisation Agreement, or Connection Agreement; and
- An investigation is appropriate based on our assessment of the nature and level of the risk and harm relating to the issue or allegation.

More information is outlined via [.nz Regulatory and Compliance Approach](#).

The graph below shows the cumulative total of open Investigations since July 2024.



As the DNC has increased its oversight and monitoring of regulated parties, we continue to identify potential breaches of .nz Rules in the .nz domain name space. The graph below breaks down the current status of these Investigations. Several Investigations are on hold as DNC manages its priorities and capacity to progress them further.



#	Status	Issues	%
1	Drafting Final Report	1	4.5%
2	Report Drafting (DNC sign off)	1	4.5%
3	Triage	1	4.5%
4	Planning	2	9.1%
5	On Hold/ Backlog	17	77.3%
Total		22	100%

Compliance Activities: Data Validation and Identity Verification Audits

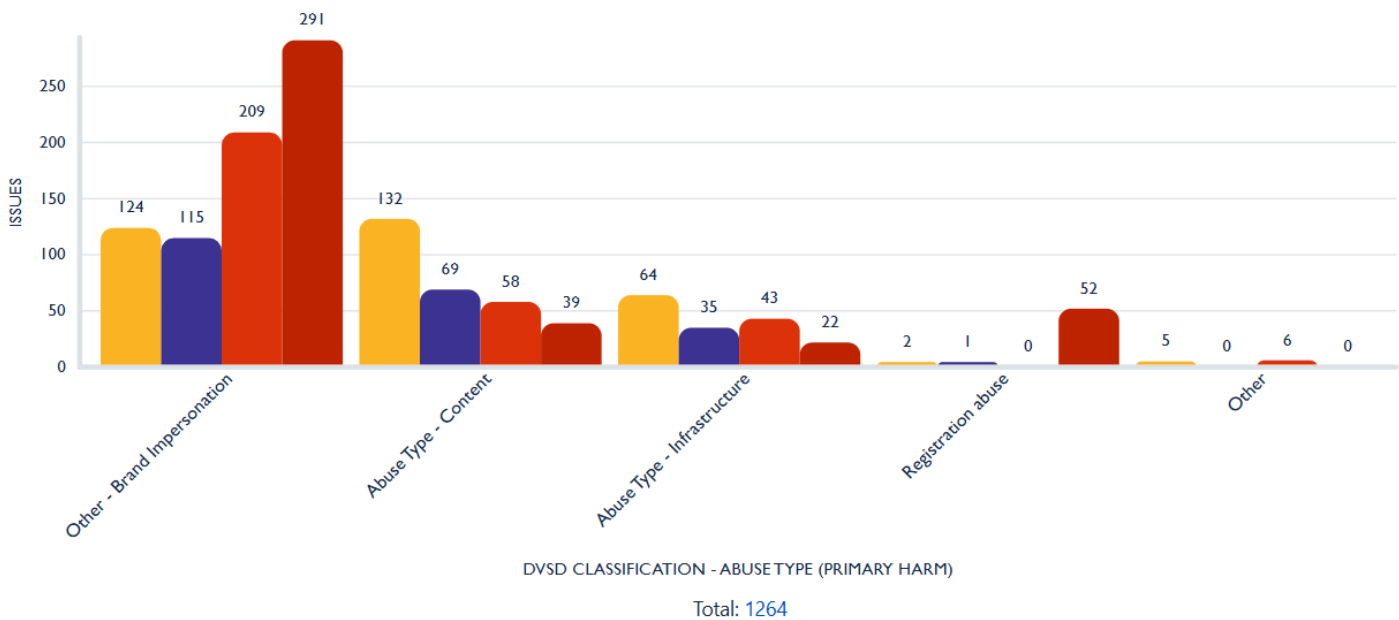
DNC takes a risk-based approach to its proactive monitoring, which means we identify a sample of domain names based on numerous factors that indicate a higher likelihood of a domain name registration being for malicious purposes. Our aim is to ensure quality registrations with accurate information and to minimise potential harm to the public from malicious registrations early in the lifecycle of a domain name. Having correct information in the registration record also enables the domain name holder to be contactable should issues arise such as the domain name being compromised.

The table below summarises the outcomes for Q3 across our proactive sample and external referrals in.

	Total Reports	Registration Data Not Validated	ID not Verified
Proactive Monitoring	274	187	20/38
External Reports	125	44	7/25
Total	399	231	27/63

In Q3 68% of domain name holders in the proactive sample did not validate their registration information (an increase from 64% from the previous quarter) and 53% did not verify their identity (an increase from 33%), and the domain names were suspended.

Classifications: Types of abuse



Q4 - FY 24/25 	Q1 - FY 25/26 	Q2 - FY 25/26 	Q3 - FY 25/26 
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With the introduction of the Domain Registration Check Tool, the DNC has added the additional classification of “Other—Brand Impersonation” as these are trending up and there is a decrease of domain names being reported for alleged content/ infrastructure malicious use.

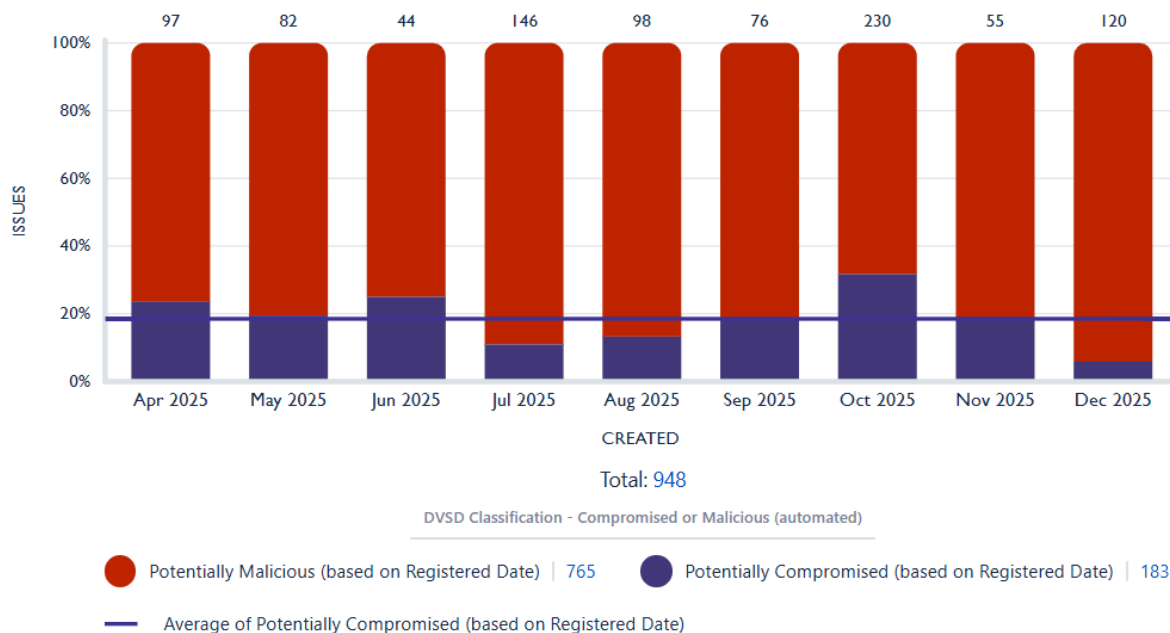
Proactive monitoring is crucial in order to minimise the lifecycle of potentially malicious domain names. In respect of DNS Abuse (as defined by ICANN) the majority of harm unfortunately occurs within the first 24 hours of the domain name being registered and released to the zone so improvements to our .nz Rules, monitoring tools and capability will be explored toward effectively disrupting abuse in .nz.

In Q3, DNC processed 31 urgent audits, which was consistent with the previous quarter. In Q3, 10 of the 31 urgent validations over the quarter were impersonating Government or law enforcement domain names.

78% of urgent audits resulted in suspension as they failed either the data validation audit or the identify verification audit and the DNC deemed the registration data incorrect.

Compromised vs Malicious Registrations:

The DNC classifies the alleged ‘abuse’ reports of domain names into either “Malicious registrations” or “Compromised Websites”. We base this on the date the domain name was registered, which is one of the attributes listed in guidance published by the NetBeacon Institute.¹



The number of compromised websites associated with .nz domain names has remained relatively consistent each month at around 20%, with a slight increase in October (due to refinements to the registration check tool) and then a drop off in December.

Other Activities

New version of the .nz Registrar Authorisation Agreement

The DNC has updated its Authorisation Agreement in conjunction with InternetNZ’s review of its Connection Agreement and updated .nz Rules. Both agreements were sent to registrars in December for review and signing. The effective date of the new agreements is 17 March 2026 to coincide with the effective date of the updated .nz Rules.

The updates to the Authorisation Agreement aim to: clarify expectations, enhance transparency, provide alignment with the .nz Rules including the defined terms, provide consistency with the .nz Connection Agreement with some clauses and defined terms now identical (where appropriate), strengthen accountability

¹ <https://netbeacon.org/best-practices-identification-micantigation-of-dns-abuse/>

mechanisms within the .nz domain name space, introduce additional protections for the contracting parties which are consistent with applicable laws and reflect the DNC's ongoing commitment to ensure compliance with and to enforce the .nz Rules.

DNC and auDA session

DNC hosted Sharon Copeland-Smith, COO, auDA in Wellington for half a day, where we shared information on issues and abuse in our respective ccTLDs. It was a great opportunity to learn from each other, and continue to strengthen the relationship between the .au and .nz ccTLDs.

.auDA Registrar Summit

The Domain Name Commissioner attended auDA's Registrar Summit in Melbourne in November 2025 which facilitated engagement with our mutual registrars and the sharing of information about our respective ccTLDs including emerging issues and threats and abuse and scam mitigation.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'Vivien Maidaborn', written in a cursive style.

Vivien Maidaborn
Chair, Domain Name Commission

Schedule 1

Quarterly Reporting Profit and Loss

Domain Name Commission Limited

For the month ended 31 December 2025

Account	Q3 Actual 2025	Q3 Bud 2025	Q3 Var \$	Q2 Actual 2025	Q2 Bud 2025	Q2 Var \$	Q1 Actual 2025	Q1 Bud 2025	Q1 Var \$	YTD Actuals 2025-2026	YTD Budget 2025-2026	YTD Variance 2025-2026	Budget 2025-2026	Remaining Budget
Trading Income														
Authorisation Fees	0	0	0	3,000	6,000	(3,000)	0	0	0	3,000	6,000	(3,000)	6,000	3,000
Management Fees	424,875	424,875	0	424,875	424,875	0	424,875	424,875	0	1,274,625	1,274,625	0	1,699,500	424,875
Total Trading Income	424,875	424,875	0	427,875	430,875	(3,000)	424,875	424,875	0	1,277,625	1,280,625	(3,000)	1,705,500	427,875
Total Other Income														
Total Income	424,875	424,875	0	427,875	430,875	(3,000)	424,875	424,875	0	1,277,625	1,280,625	(3,000)	1,705,500	427,875
Expenses														
Employment	229,023	231,335	(2,312)	243,926	248,502	(4,576)	196,447	199,050	(2,603)	669,395	678,887	(9,492)	891,918	222,523
Operating	136,503	139,603	(3,100)	134,833	149,575	(14,742)	141,891	130,573	11,318	413,227	419,751	(6,524)	635,645	222,418
Governance	12,823	12,087	736	11,805	13,433	(1,628)	11,349	11,468	(119)	35,977	36,988	(1,011)	49,977	14,000
International	0	0	0	0	889	(889)	18,889	18,000	889	18,889	18,889	(0)	18,889	0
Communications	15,177	15,394	(217)	15,177	14,472	705	13,771	14,409	(638)	44,125	44,275	(150)	59,329	15,204
Dispute Resolution Service	18,781	20,268	(1,487)	23,281	23,292	(11)	18,781	18,792	(11)	60,844	62,352	(1,509)	94,530	33,687
Compliance	9,558	9,870	(312)	9,870	10,100	(230)	10,102	10,215	(113)	29,530	30,185	(655)	74,981	45,451
Moderators	0	0	0	0	0	0	0	0	0	0	0	0	24,000	24,000
Projects	0	0	0	15,000	15,000	0	0	0	0	15,000	15,000	0	30,000	15,000
Depreciation	16,427	16,617	(190)	16,341	16,294	47	16,178	16,260	(82)	48,946	49,171	(225)	65,520	16,574
Total Expenses	438,292	445,174	(6,882)	470,233	491,557	(21,324)	427,408	418,767	8,641	1,335,933	1,355,498	(19,565)	1,944,789	608,856
Net Profit	(13,417)	(20,299)	6,882	(42,358)	(60,682)	18,324	(2,533)	6,108	(8,641)	(58,308)	(74,873)	16,565	(239,289)	(180,981)
Investment Activities														
Interest Income	13,513	13,675	(162)	5,020	4,915	105	2,225	2,260	(35)	20,758	20,850	(92)	23,000	2,242
Total Investment Activities	13,513	13,675	(162)	5,020	4,915	105	2,225	2,260	(35)	20,758	20,850	(92)	23,000	2,242
Total Surplus/Deficit	95	(6,624)	6,719	(37,338)	(55,767)	18,429	(308)	8,368	(8,676)	(37,550)	(54,023)	16,473	(216,289)	(178,739)

Membership update

ITEM NO: 7.2.4
AUTHOR: Community Engagement Manager
FOR: InternetNZ Board
PURPOSE: Update on recent members activity
DATE WRITTEN: 24 February 2026

Membership Numbers

- Total number of current members: 4,932
- Total number of new members since 10 November 2025: 8
- Total number of members who have resigned since 10 November 2025: 1

2026 Membership Renewals Overview

Below is an overview of the current membership and their current membership terms that is up for renewal at March 31 2026

- Individuals single-year: 4,103
- Individuals multiyear: 4
- Small organisation: 40
- Large organisation: 0