



## POST BOARD UPDATE TO MEMBERS

This report provides a high-level summary of discussions and decisions which took place at the **25 and 26 November 2025** Board meetings and Strategy Day.

**Committee Update** – Sally Tilleray (Audit and Risk Committee (ARC) Chair) updated the Board on the ARC meeting held on 18 November 2025. It had been agreed to commission an independent assessment of Nominet’s assurance controls around its security position and any identified opportunities for improvement programmed in light of revised government guidance this year and the rising cyber threat across the globe.

### Operational Items

**CEO Report** - Paul Fletcher (CEO) provided his regular report on operational matters to the Board, updating on progress against the key elements of Nominet’s strategy. The member event held at the Tower of London on 19 November 2025 had been a success with approximately 100 attendees and positive feedback received. The CCO would prepare an ICANN feedback piece for the next member event, and a schedule of the forthcoming events Nominet were attending for publication to members.

**Performance** - Carolyn Bedford (CFO) reported on financial performance for the period ending 31 October 2025 explaining .UK family revenue was performing above budget due to higher registrations and renewal rate. Some positive budget variance related to deferred spend and this would be considered as part of the forthcoming budget process and through post investment review.

### Strategic Items

The strategy day commenced with a recap of the current strategy and confirmation that this was largely unchanged. Nominet’s North Star remained its role as: Guardians of .UK.

### Making Membership Matter

The Board was keen to ensure that feedback was obtained from members on what they would like to see. There were several methods for obtaining this and there had been great progress during the year. KPIs for measuring member engagement were generally trending positive.

### Growing the Business

The Board was mindful of the need to monitor the consolidation taking place among registrars and also interested in Nominet’s model of comparison with peers. The executive would report on industry developments and undertake an annual risk deep dive to include general industry trends.

### Transform the Registry

The registry standardisation consultation had now closed and the first test bed had been delivered in August 2025 with the second due in the coming months. The Board was assured that the cultural adjustments required were being considered and that the aspiration was to take everyone on the transformation journey.

### World Class Software

There was Board appetite to understand whether the programme could be achieved more quickly with greater investment and also the critical vulnerabilities. A cost benefit analysis around accelerating the programme and the cost consequences would be reported.

### **Reshaping public benefit**

This year was a transition year, closing out flagships from the previous strategy and pivoting to the new.

Following this, the four deep dives were presented: market testing and channel strategy, AI, Resilience, and Public Benefit.

### **Market testing and channel strategy**

Principles of equity and fairness were important in the application of further market testing and also transparency of outcomes. It was agreed to report to the Board on the market testing campaign in respect of fairness, market structure, assumptions on renewals and return on investment. Continuation of the channel marketing pilot was supported on the caveat it contained sufficient innovation.

### **AI**

Data cleanliness was highlighted as a project area and the need to develop team specific tools and develop the competencies to support these was flagged. The board requested AI implementation be sped up.

### **Resilience**

The board requested a briefing on authoritative DNS in the context of resilience and an assessment of prioritisation of projects in the tech space.

### **Public Benefit**

The Board noted the DNS Fund had been well received and requested that wider stakeholder engagement continued. Funding options for the Countering Online Harms programme were presented and the Board would be updated on the balance of the planned programmes in the portfolio as it developed.

### **Summary**

The ongoing strategy continued to be supported, acknowledging reported trends in the operating environment and the recalibration proposals discussed.

The price per DUM was agreed to be held at £3.90 until 31 March 2027. The last price increase was in 2020 and the Company had managed to absorb the impact of inflation during that period. Nominet still held strong reserves however management of costs and the impact of inflation would continue to be monitored.

The proposed outline of the three-year plan was noted and the approach to the FY27 Corporate KPIs.

### **Governance Items**

**Governance report** - the Board received a summary update on the legal cases and noted the reappointment of Sally Tilleray and re-election of Kieren McCarthy. Approvals and ratifications included an Oracle support renewal extension, annual insurance renewal and the reappointment of Carolyn Bedford as an Executive Director. Some minor changes to

the Scheme of Delegation were also approved including an increased CEO delegation threshold to align with inflation over the last few years. A board evaluation exercise was scheduled for early in 2026.

**Next Meeting** - the next scheduled meeting of the Board is 4 February 2026.

## New & Cancelled Memberships

The Board ratified the following membership changes for the period 11 September 2025 to 13 November 2025. The total number of members currently stands at 2236.

Members	Status
Zee Flohr Lyubomir Ivanov Iliyan Stoyanov Daniela Varbanova Rumen Rumenov G Glaccum Consulting Ltd Alboweb B.V. NWIP Ltd Patrick Joleys JUPITER IT SOLUTIONS LIMITED UNB Limited Inplanis Tech Ltd OpusDNS GmbH Nicholas Field Kat Franklin SR2 Communications Limited Vladimir Erdanovski BYTE Computing Ltd Artsem Dubrouski Mohammed REZA Taheri Domain Finder Ltd No Metric Limited LMentary Limited SUVAN NET LLC Atomik.biz Ltd SaaS Search Initiative LP James Davies ONWWWWARD Limited VIGS INC Liquid WebSpace LTD CloudFloorDNS LLC	New Members (31)
*Paragon Internet Group Ltd *GDH Robin Limited Total Computer Networks Limited New Casinos Ltd Efim Gendler Drayton Digital Limited Linux Ltd Modus.co.uk Limited John Catt Educational Ltd Ellis Bros (Contractors) Ltd DC Web Hosting Ltd	Cancelled Members (52)

Chris Verity David Hardaker Shadowcat Systems Limited Innov8 Technology Ltd Telstra UK Limited deLink GmbH T.N. Direct LTD Net To Air Ltd Jnction Ltd Zarla Inc Katerina Heal Tradecraft Ltd High Speed Web Services LLC Spencer Oliver Nexus GS Ltd Visual Links, LLC On the Money Group Ltd Advanced 365 Limited University of Cambridge Local Examination Syndicate Oxford University Press Proquest Information and Learning Limited Local Interactive Services Online Limited Mitsui & Co Europe Ltd Rosco Solutions Ltd Cellular U.K. Ltd Nokta Internet Teknolojileri Sanayi ve Ticaret A.S. Weymouth College MORESAND LIMITED Staclar, Inc. Mike Henson Arwenack Ltd Saware Professional Contractors Ltd Mr D Gates Srvwire Tech Ltd Omniweb Ltd XRF Digital Limited BGP Tecno Limited Mr L R Wilson Reach Students LLC Driver Information Systems Limited Microtech Limited	
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## Membership Engagement Opportunities

Date	Event
<b>February 2026</b>	Domain Abuse webinar
<b>3 March</b>	Members' Call with the CEO
<b>5 November</b>	Members' Call with the CEO
<b>A complete schedule of upcoming events will be published in late-January 2026</b>	