



[auda.org.au](http://auda.org.au)

# Annual Report 2024-25

Strengthening .au for a resilient digital future



In the spirit of reconciliation, auDA acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We also acknowledge Aboriginal and Torres Strait Islander peoples' commitment to innovation and technology over many millennia, a commitment we deeply respect and share.



# auDA's 2024-25 Annual Report



**The .au Domain Administration Limited (auDA) 2024-25 Annual Report provides an overview of our activities and performance across our core functions and strategic objectives in the financial year. It highlights our work delivering benefits for all Australians and internet users globally and helps us uphold our commitment to transparency and accountability.**

The theme of our report, *Strengthening .au for a resilient digital future*, reflects auDA's work to unlock value for Australians through .au and the internet in the final year of our 2021-25 Strategy, and the foundation this provides for our 2026-30 Strategy. As we look to the future, we aim to build on our recent successes and deliver a resilient .au and auDA in an evolving operating environment.

This report covers the activities of auDA, its subsidiaries, the auDA Foundation charitable trust and its trustee the auDA Foundation Pty Ltd over the period from 1 July 2024 to 30 June 2025. It focuses on delivery and performance against our 2021-25 Strategy.

The auDA Board is active in the preparation and review of the auDA Annual Report. It provided input and feedback during August

and September, including at the August 2025 Board meeting, and approved the Report at the October 2025 Board meeting.

auDA's Annual Report is prepared consistent with the Integrated Reporting Framework, adapted as appropriate for our organisation. The Integrated Reporting Framework is an internationally recognised standard maintained by the [IFRS Foundation](#) that provides guidance for organisations to produce robust reporting on their operations and how they deliver value over time. More information can be found on page 4.

auDA's Annual Financial Report, found on page 91, complies with the *Corporations Act 2001* (Cth) and Australian Accounting Standards and the Corporations Regulations 2001.

# Integrated Reporting

**Integrated Reporting promotes a comprehensive approach for reporting on an organisation's operations. It describes how value is impacted over time. It focuses on reporting matters that are most important to stakeholders.**

**Integrated Reporting provides a framework to describe how auDA creates value through our activities and resources. On this page, we explain key Integrated Reporting terms to help readers understand our report.**

## auDA's key resources

The Integrated Reporting Framework refers to six capitals, which are resources organisations use to create value. In this report, we have adapted the terms used in the Framework to describe the capitals for the auDA environment.

Integrated Reporting term	auDA term
capitals	resources
human capital	our people
social and relationship capital	our multi-stakeholder community
manufactured capital	our infrastructure
intellectual capital	our expertise
financial capital	our finances
natural capital	our environment

## Value over time

The Integrated Reporting Framework asks organisations to consider and report on how value changes in the short, medium and long term. In auDA's 2024-25 report, we consider:

- **Short term:** financial year 2025-26
- **Medium term:** financial years 2026-27 to 2029-30
- **Long term:** financial years 2030-31 to 2043-44.

## Integrated Reporting key terms

- **Integrated thinking:** A way of thinking that supports our decision-making, taking into account financial and non-financial resources
- **Inputs:** The resources that support our work
- **Outputs:** The infrastructure, products, services and programs we produce and maintain
- **Outcomes:** The consequences of our work and outputs. Outcomes include the value we create and impacts from our activity
- **Material themes:** What our external and internal stakeholders deem the most important – or material – issues for auDA
- **Strategy:** Where we concentrate our efforts to achieve our goals
- **Value creation:** How we manage our resources to create sustainable value for our stakeholders over time.

# Icons used in this report

## Strategic objectives



Performance measures that are strategic objectives set out in the auDA 2021-25 Strategy.

## Sustainable Development Goals



**SDG 8**  
Decent work and economic growth



**SDG 9**  
Industry, innovation and infrastructure



**SDG 10**  
Reduced inequalities



**SDG 12**  
Responsible consumption and production



**SDG 17**  
Partnerships for the goals

## Key resources



Our people



Our infrastructure



Our expertise



Our multi-stakeholder community



Our finances



Our environment

## Material themes



Reliable infrastructure



Cyber security and DNS abuse



Internet governance



Governance and transparency



Stakeholder relationships



Representing .au in the public interest



Licensing rules, compliance and dispute resolution



Technological innovation



Financially sustainable not-for-profit



Community value from the internet

## Strategic capabilities and focus areas



Trust



Innovation



Multi-stakeholder engagement



People



Governance



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# From the Chair

Alan Cameron AO, auDA Chair

**On behalf of the auDA Board of Directors, I am pleased to present the auDA 2024-25 Annual Report.**

**The theme of this year's Annual Report is *Strengthening .au for a resilient digital future*. It reflects significant progress to deliver a trusted .au and strengthen auDA governance, operations and expertise through the 2021-25 Strategy and in readiness for auDA's next chapter.**

This year was a year of transition for auDA. We farewelled former CEO, Rosemary Sinclair AM, who stepped down in December 2024, and welcomed Bruce Tonkin into the role in January 2025. auDA's 2021-25 Strategy also drew to an end and the Board, staff and community contributed to the development of the new 2026-30 Strategy.

Our 2024-25 Annual Report explores auDA's work over the period, including achievements in the final year of the 2021-25 Strategy and an examination of our operating environment, and risks and opportunities that informed our 2026-30 Strategy. The Report also presents auDA's material themes, which reflect what stakeholders consider most important to auDA and how these shape our work.

The auDA Board is pleased to have provided guidance and oversight to auDA throughout 2024-25. In addition to our active engagement in the strategy development

process, we oversaw the commencement of the 2025 .au Licensing Rules Review and introduction of new Public Benefit Program initiatives. We also supported the CEO transition and creation of auDA's Sustainability Framework, and monitored enterprise risks and financial performance in support of a sustainable organisation well-placed to continue delivering value for Australians.

Board Directors also had the opportunity to attend key internet governance forums to learn firsthand about multi-stakeholder internet governance processes. These included the Australian Internet Governance Forum (auIGF) and meetings of the Internet Corporation for Assigned Names and Numbers (ICANN). In June 2025, I was also pleased to present my reflections on multi-stakeholder internet governance, auDA and the .au domain name system (DNS) to the Country Code Names Supporting Organisation (ccNSO) at the 83rd ICANN meeting, sharing progress and learnings in my time as Chair of the auDA Board.

In addition to our strategy, auDA is guided by Terms of Endorsement from the Australian Government, which set out our core functions and principles. During the financial year, the Government reviewed the Terms with a public consultation process, as it does approximately every three years. auDA had the opportunity to provide input into the process and was pleased to accept the revised Terms of Endorsement, which reinforce our ongoing commitment to administering a trusted .au for the benefit of all Australians.



Supported by the Nomination Committee, auDA's Board composition changed during the financial year. At auDA's 2024 Annual General Meeting (AGM), the auDA Board welcomed Brett Fenton and Tina Wyer who were appointed as Board Directors, as well as Claire Rogers who was elected to the Board via a member ballot. At the AGM we also bade farewell to Angelo Giuffrida and Alice McCleary. I thank all Directors for their service and expertise shared over the course of their terms, whether they began, continued or concluded in the period.

I also extend my gratitude to the Nomination Committee and Board Advisory Committees for their contributions to auDA's governance and strategic advice on key matters, and to auDA's Executive Team and staff whose dedication has delivered positive outcomes in concluding one strategy and developing the next.

My sincere thanks also to Rosemary Sinclair AM for her leadership and dedication as CEO through to December 2024, during which auDA's course was significantly reset and its ambitions raised. Lastly, my thanks to Bruce Tonkin for the energy and commitment with which he has stepped into the role from January 2025.

In December 2024, I was reappointed for a further term as Chair of the auDA Board. As I shared at the time, I will step down at the auDA AGM in November 2025. It has been a privilege to serve as Chair over the past six years, working alongside auDA's talented Board Directors, Executives and staff. I extend my congratulations and best wishes to my successor, Marina Go AM, who has been appointed by the Board following an extensive Nomination Committee process. She will take office after the AGM in November. I also extend my best wishes to auDA in 2025-26 and into the future as it continues to navigate the dynamic online environment, champion an open, free, secure and interoperable internet and ensure it delivers trusted .au services for Australians.

# From the CEO

Dr Bruce Tonkin, auDA Chief Executive Officer

**The financial year 2024-25 delivered significant milestones for auDA. I was pleased to step into the role of CEO in January 2025 to lead the team through to the end of our 2021-25 Strategy and finalise the development of our 2026-30 Strategy.**

Over the past five years, we have grown the value delivered to Australians through .au and our work supporting an effective, inclusive internet ecosystem.

As at 30 June 2025, we closed out our 2021-25 Strategy in a strong position, achieving our target objectives and, in a minority of cases, managing them within our tolerance. On the next page, I set out highlights from the year.



## Trust

In the financial year, we maintained 100 per cent availability of the .au DNS, WHOIS and registry, enabling uninterrupted access to .au websites and email services and supporting global connectivity and trade. Remaining registrars also achieved ISO 27001 certification for their Information Security Management Systems (ISMS), meaning all .au registrars now hold certification for ISO 27001 or an equivalent, joining auDA in upholding international information security standards.

We also commenced the .au Licensing Rules Review to ensure the rules continue to align with community expectations, with public consultation planned for the first half of 2025–26.

## Governance

We continue to produce thorough Annual Reports consistent with the Integrated Reporting Framework, in line with our commitment to transparency and accountability. In 2024–25 we also finalised our Sustainability Framework and first Reconciliation Action Plan (RAP).

auDA continues to carefully manage our financial position to support sustainable, ongoing investment in .au and the internet ecosystem to benefit Australians. While we projected an operating deficit at the end of 2024–25, we recorded an operating surplus, supported in part by cost management and a modest increase in .au domain name registrations thanks to our ongoing efforts to promote the value of a trusted .au.

## Innovation

We were pleased to expand our Public Benefit Program through the launch of our Research and Development (R&D) Grant Program to fund multi-year projects that advance knowledge and access to the internet. We also launched the auDA Churchill Fellowships with the Winston Churchill Trust and continued our Community Grant Program, awarding 15 grants to enhance the utility of the internet for underserved Australians.

We continued to publish leading insights that seek to support Australians, including our *Why .au* report, where we explore how trust in .au drives consumer behaviour online.

## Looking ahead

In the financial year, auDA staff, Board Directors and the community worked to develop auDA's 2026–30 Strategy. The Strategy charts a clear path to maintain a trusted, secure and reliable .au that is the primary online identity for Australians and ensure auDA is resilient and nimble into the future against a backdrop of technological and geopolitical change. Thank you to auDA staff who contributed not only to the Strategy development, but for all their work in 2024–25 in growing the .au and its value to stakeholders.

My thanks also to the auDA Executive Team for its leadership, passion and commitment to auDA, including Sharon Copeland-Smith who joined as auDA's Chief Operating Officer in

## Multi-stakeholder engagement

We welcomed almost 800 new .au members in 2024–25 and continued to diversify the membership base to ensure our members reflect the diverse needs and perspectives of the Australian community, who rely on the .au domain.

We also continued to actively engage with the internet community. In Australia, we supported the auIGF and hosted the first Australian chapter of the Asia Pacific Internet Governance Academy (APIGA). Regionally, we worked collaboratively with peers in the Pacific to strengthen the regional community and globally we continued our advocacy to uphold the multi-stakeholder model of internet governance.

March 2025. I would also like to thank Rosemary Sinclair AM, who stepped down as auDA CEO in December 2024, after joining auDA in March 2020 at the beginning of the COVID-19 pandemic. Rosemary's leadership was critical to auDA's financial, cultural and operational achievements under the 2021–25 Strategy and she left the organisation every bit improved from when she arrived – a path I plan to follow.

Thank you to the auDA Board and, in particular, Chair Alan Cameron AO, who will step down at auDA's November 2025 AGM. Alan's guidance and experience has enriched auDA's governance and helped steer auDA through a significant period of growth and change.

## People

In the financial year, auDA added key roles in strategically important areas, such as security, legal, information technology (IT) and project management, and maintained strong gender balance across the organisation. We also saw staff engagement increase from the prior year's culture survey.

Finally, thank you to .au members, the .au domain name industry and all those within our multi-stakeholder community. Your contributions in 2024–25 provided us with support and insight that enable us to deliver value for Australians and global internet users. I look forward to our continued engagement and support of .au as we bring our 2026–30 Strategy to life.

# About auDA

**.au Domain Administration Limited (auDA) was established by the Australian internet community in 1997 to be the administrator of, and Australian self-regulatory policy body for, the .au country-code Top Level Domain (ccTLD).**

The .au DNS is Australian critical infrastructure that supports more than four million .au domain names and facilitates internet users to connect to websites, send and receive emails, and access other internet resources that use a global unique identifier ending in .au.

auDA is a not-for-profit organisation endorsed by the Australian Government to manage the .au domain for the benefit of all Australians. The Government sets out the basis for its endorsement in formal Terms of Endorsement, which outline auDA's core functions and principles. The Government reviews the Terms of Endorsement every three years and completed its most recent review in March 2025. The review introduced minor amendments to reflect auDA's primary responsibilities and community expectations.

auDA also operates under an agreement with ICANN, the international body that coordinates the internet's naming and numbering systems.

We deliver our work in the interest of all Australians. To do so, we engage with the Australian public, our members, industry, government, civil society and academia, and administer .au through multi-stakeholder processes that are inclusive, consensus-based, transparent and accountable.

auDA research shows that .au is highly valued by Australians and is considered reliable and trustworthy. Monitoring of the global domain name industry identifies .au as the seventh largest ccTLD worldwide\*.

auDA is an Australian public company limited by guarantee with almost 6,000 members. The auDA Constitution governs our operations, including the appointment and duties of our Board Directors, Nomination Committee, Advisory Committees and members.

Our [Terms of Endorsement](#), [ICANN Sponsorship Agreement](#) and [Constitution](#) are available on the auDA website.

\* The DNIB Quarterly Report Q2 2025

## Terms of Endorsement from the Australian Government

### The core functions set out by Government are to:

- Ensure the stable, secure and reliable operation of the .au domain, as part of Australia's suite of critical infrastructure
- Administer a licensing regime for .au domain names based in multi-stakeholder processes that is transparent, responsive, accountable, accessible and efficient
- Actively advocate for, participate in, and support multi-stakeholder internet governance processes domestically, regionally and internationally.

### The core principles set out by Government are to:

- Engage with the Australian Government
- Support trust and confidence in .au
- Promote principles of competition, fair trading and consumer protection
- Support fair and transparent multi-stakeholder engagement
- Support a membership structure that reflects the diversity of the Australian community
- Maintain effective governance processes that are transparent, accountable, support effective decision-making, and promote the interests of the Australian community.

## auDA Board Directors



auDA's operations and strategy are guided by our Board of Directors.

During the financial year the auDA Board farewelled Alice McCleary and Angelo Giuffrida who stepped down from the Board in November 2024.

Alice served on the Board from 2019 as an Appointed Director and was Chair of the Finance and Sustainability Committee and a member of the Public Benefit Program Committee and the Audit Committee. Angelo served as an Elected Director from 2019 and was re-elected in 2022. He was a member of the Governance and Culture Committee and Public Benefit Program Committee. We thank Angelo and Alice for their contributions during the five years they served on the Board.

Read more about auDA's Board on page 78 and 92.

- 1 Alan Cameron AO**  
Appointed Director and Independent Chair  
Appointed 15 Nov 2019, reappointed 16 Feb 2022 and 16 Feb 2025.
- 2 Sandra Davey**  
Appointed Director  
Elected 15 Nov 2019, appointed 16 Nov 2022.
- 3 Peter Elford**  
Elected Director  
Appointed 15 Nov 2019, reappointed 16 Nov 2022, elected 15 Nov 2023.
- 4 Brett Fenton**  
Appointed Director  
Appointed 19 Nov 2024.
- 5 Sandra Hook**  
Appointed Director  
Appointed 16 Nov 2022.
- 6 Claire Rogers**  
Elected Director  
Elected 19 Nov 2024.
- 7 Wendy Thorpe**  
Elected Director  
Elected 16 Nov 2022.
- 8 Thu-Trang Tran**  
Appointed Director  
Appointed 15 Nov 2023.
- 9 Michael Trovato**  
Elected Director  
Elected 16 Nov 2022.
- 10 Tina Wyer**  
Appointed Director  
Appointed 19 Nov 2024.

## auDA Executive Team



auDA's Executive Team manages operations at auDA and is led by CEO Bruce Tonkin. Each Executive contributes to the effective functioning of auDA and achievement of our core functions and strategy.

- 11 Bruce Tonkin**  
Chief Executive Officer  
Bruce leads the organisation and Executive Team. He is responsible for the overall operation and governance of auDA. Bruce served as auDA's Chief Operating Officer from 2018 to 2024 and commenced as CEO in January 2025, following Rosemary Sinclair AM's decision to step down from the role.
- 12 Sharon Copeland-Smith**  
Chief Operating Officer  
Sharon leads the Operations Team. She is responsible for Information Technology (IT), security and administration of the .au Licensing Framework. She oversees the stable, secure and reliable operation of the .au domain.
- 13 Sophie Mitchell**  
Chief Communications Officer  
Sophie leads the Communications, Stakeholder Engagement and Policy Team. She is responsible for corporate communications, membership, stakeholder engagement, internet governance and public policy, media relations, marketing, research and strategy development.
- 14 James Shady**  
Chief Financial Officer  
James leads the Finance Team. He is responsible for the effective financial management of auDA's financial resources, sustainability and risk management.
- 15 Jane Smith AM**  
Chief People and Culture Officer  
Jane leads the People and Culture Team. She is responsible for supporting auDA's people, including recruitment, professional development and culture. Jane also oversees auDA's Public Benefit Program and supports auDA's Board Advisory Committees.

# Year at-a-glance

2024

Jul

Aug

Sep

Oct

Nov

Dec

2025

Jan

Feb

Mar

Apr

May

Jun

- Annual **Registrar Summit**
- Announced two new auDA Appointed Directors and candidates for the Elected Director Ballot
- Participated at and supported **auIGF 2024**
- Completed auDA's annual staff culture survey

- Bruce Tonkin commenced as auDA CEO
- Opened consultation on **Draft Complaints Policy and Engagement Charter**
- Published **auDA Sustainability Framework Summary**

- Celebrated **39 years** of .au and three years of .au direct
- Australian Government released revised **auDA Terms of Endorsement**
- Participated at **ICANN82**
- Launched *Aussies Get It* national awareness campaign

- Participated in **ICANN83**
- Released **auDA's 2026-30 Strategy**
- Published auDA's **Reconciliation Action Plan**
- Participated at the **IGF 2025**

- Collaborated with peers in the Pacific Islands to host the **Pacific ccTLD Forum**
- Participated at **APTLD86**

- Announced inaugural **R&D Grant Program**

- Participated at the **IGF 2024**
- Alan Cameron AO reappointed as Chair of the auDA Board
- Farewelled Rosemary Sinclair AM as auDA CEO

- Held member and registrar webinars for feedback on auDA's Draft 2026-30 Strategy
- Opened expressions of interest for the **2025 .au Licensing Rules Review Policy Advisory Panel** members
- Published auDA's **Secure .au** 2025 report

- Opened consultation on changes to **.au legacy Published Policies**

- Held **2024 AGM** and announced Elected Directors to the Board
- Hosted inaugural **APIGA Australia**
- Launched new auDA website
- Participated at **ICANN81**

- Announced 2024 Community Grant projects
- Published **Why .au?** 2025 report
- Announced the new **auDA Churchill Fellowship** program
- Opened consultation on **.au Licensing Rules Issues Discovery Paper**
- Participated at **APTLD87**
- auDA team planning retreat

- Opened auDA **Draft 2026-30 Strategy consultation**
- Announced appointments to the auDA Nomination Committee

# Year at-a-glance

Variations are year-on-year

## Trust

**4,275,710**

.au domain names

+0.6%

**22,499**

Compliance audits

+39%

**1,584**

DNS abuse cases reported

+14%

**ISO 22301**

Maintained certification for business continuity

**ISO 27001**

Maintained certification for information security

**76,100**

Average .au DNS queries per second

-12%

**78%**

Satisfied or very satisfied with compliance service

+4%

## Multi-stakeholder engagement

**46**

Engagements at key international and domestic internet governance and policy forums

**5,831**

.au members

+15%

**781**

Total new .au members, 35% women

**APIGA Australia**

Hosted for the first time

**11**

Registrar briefings

**1**

Registrar Summit

**auDA's Public Policy Agenda 2024-25**

Published

**Internet Governance Roadmap 2025 Progress report**

Published

## Innovation

**\$600,000**

Awarded to 15 Community Grant Program projects

**2**

auDA research reports published

**1 in 5**

.au domain names are in the .au direct namespace

**auDA Churchill Fellowship Program**

Announced

**R&D Grant Program**

Announced

**\$2.5m**

Awarded by R&D Grant Program to two projects over three years

## People

**64**

Team members

+14%

**48%**

Women

no change

**52%**

Men

no change

**86%**

Staff retention

-1%

**79%**

Staff engagement

+4%

## Governance

**\$1.22m**

Operating surplus

**Silver Australasian Reporting Award**

Received for 2023-24 Annual Report

# Our material themes

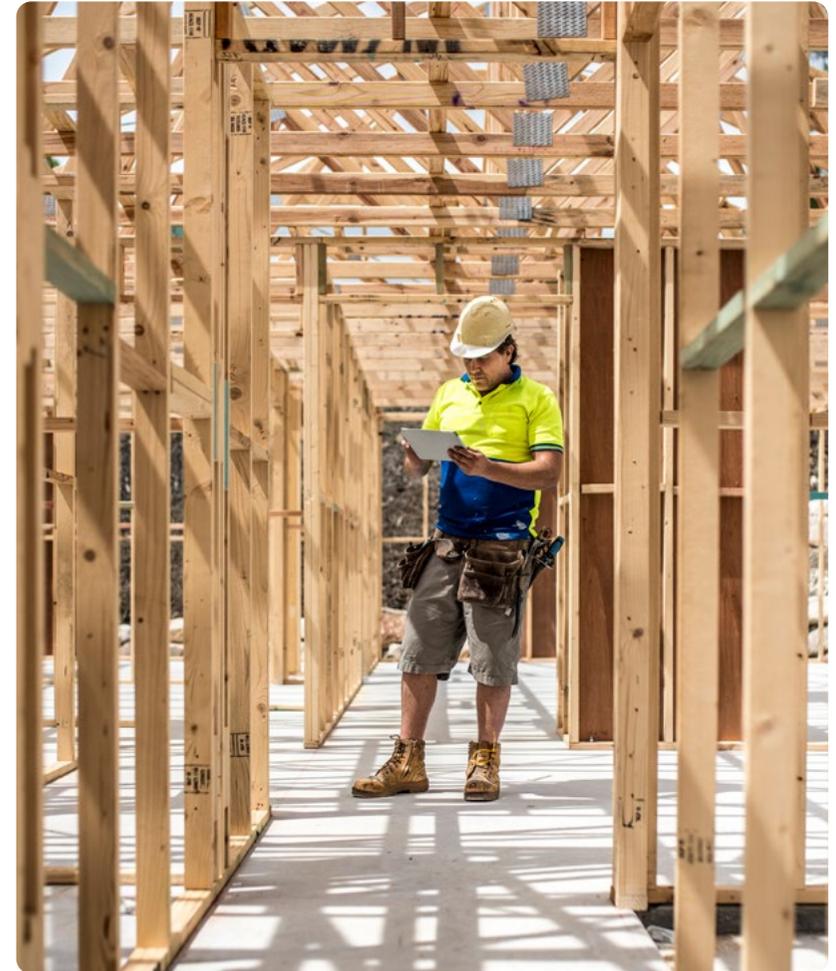
**Materiality is a guiding principle of the Integrated Reporting Framework. Through a materiality process, we identify the themes our stakeholders consider most important – or material – to our work.**

Our material themes:

- Guide how we deliver our core functions, core principles and Strategy
- Inform our corporate reporting
- Support our ongoing engagement with stakeholders.

We maintain a focus across all key themes and use the materiality results to prioritise our resources.

auDA conducted a materiality process in 2023-24, which identified auDA's top 10 material themes through a survey and interviews of internal and external stakeholders. In 2024-25, auDA reviewed the material themes with consideration for our operating environment and determined the 10 material themes remain sound. auDA plans to carry out its next materiality process in 2025-26.



# auDA's top 10 material themes in priority order



## 1. Reliable infrastructure

Australia relies on the internet to connect communities, do business and engage with government services. The reliability of .au infrastructure is critical to applications and services that operate over the internet.



## 2. Cyber security and DNS abuse

We follow international cyber security standards to operate the .au domain and keep it secure, reliable and resilient from cyberattack. We drive down DNS abuse in .au to reduce harm to internet users.



## 3. Internet governance

We participate in and advocate for the multi-stakeholder model of internet governance, which is under pressure from geopolitical threats, to ensure the internet remains secure, accessible and globally interoperable.



## 4. Governance and transparency

We follow robust governance processes to maintain the integrity of the .au domain and auDA's operations, and are transparent with our stakeholders.



## 5. Stakeholder relationships

Our multi-stakeholder engagement and internet governance processes build strong relationships, confidence and trust in auDA. We are transparent, accountable and responsive.



## 6. Representing .au in the public interest

We represent .au's interests at domestic, regional and international policy forums in discussions on internet governance, regulatory developments and DNS abuse. We represent .au in the public interest, independent from the government.



## 7. Licensing rules, compliance and dispute resolution

Our .au Licensing Rules are clear and applied consistently. Our dispute and complaints resolution processes follow best practice to educate, guide and enforce .au policy rules.



## 8. Technological innovation

Collaboration and innovation help us respond to emerging technologies and meet evolving DNS needs. This ensures .au remains a leading ccTLD.



## 9. Financially sustainable not-for-profit

We are a financially sustainable not-for-profit with funds available for the efficient administration of .au for the benefit of all Australians, supporting investment in innovation and public benefit initiatives.



## 10. Community value from the internet

We support the community to gain value from the internet and .au to run businesses, work, access goods and services, and connect with others. We support Australians to increase their internet use, cyber security and confidence.

# Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a set of 17 goals to support the end of poverty, protect the planet and ensure peace and prosperity by 2030.

auDA considers the SDGs in our work and strategic planning. We contribute to a range of SDGs through our work and each year we review the SDGs to report on those that we contribute to most meaningfully. These SDGs have been identified through input from our team, and our first materiality process in 2022.



## Decent work and economic growth

SDG 8

**Promote inclusive and sustainable economic growth, full and productive employment and decent work for all.**

The .au domain underpins Australia's digital economy and supports Australians online. We contribute to positive economic outcomes for individuals and businesses through our effective management of .au, our research, Public Benefit Program, and public policy and internet governance advocacy.



## Industry, innovation and infrastructure

SDG 9

**Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.**

The .au DNS is part of Australia's critical infrastructure and an essential enabler for today's digital economy and society. Through our careful management, we ensure it remains stable, secure and reliable. We support innovation through research, our Public Benefit Program, and partnerships, enhancing the value of the internet in Australia, in the Asia Pacific and globally.



## Reduced inequalities

SDG 10

**Reduce inequality within and among countries.**

We actively advocate for the multi-stakeholder model of internet governance; an inclusive approach that enables all interested stakeholders to participate on an equal footing. We support under-represented groups to participate in internet governance processes, including peers in the Pacific. In 2024-25, we published our first Reconciliation Action Plan (RAP) and we continue to encourage diversity in .au membership and promote digital inclusion through our Public Benefit Program.



## Responsible consumption and production

SDG 12

**Ensure sustainable consumption and production patterns.**

auDA aims to be a leading voice on sustainable practices in the domain sector. auDA's Sustainability Framework sets out targets to deliver an organisation that is environmentally and socially responsible and influence the domain name sector to become more sustainable. auDA's 2026-30 Strategy sets an objective to achieve net zero carbon emissions in the operation of .au, which we recognise is part of our responsibility to operate in the public interest and for the benefit of all Australians.



## Partnerships for the goals

SDG 17

**Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.**

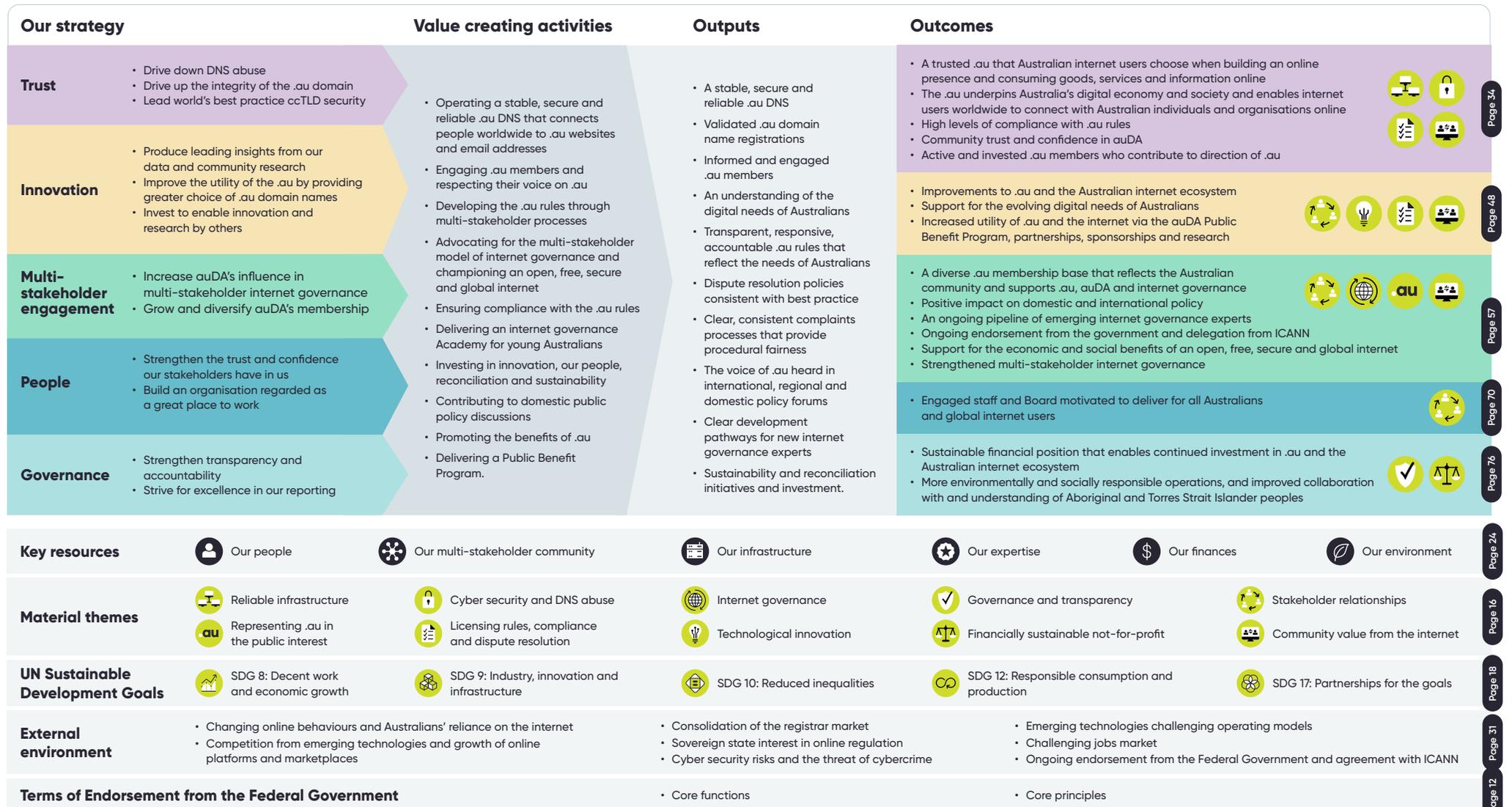
We take a leading role in the Australian internet community and partner with likeminded ccTLD managers from around the world to support ongoing, effective multi-stakeholder internet governance processes. We support and collaborate with organisations at the local, regional and global level to champion an open, free, secure and globally interoperable internet and to sustain the social and economic benefits of the internet.

# How we create value

The activities, outputs and outcomes within this section reflect our 2021-25 Strategy, which was the focus of our work in 2024-25, alongside our core functions. More information about our 2021-25 Strategy is available on page 20.

• **Purpose** Administer a trusted .au for the benefit of all Australians and champion an open, free, secure and global internet

• **Vision** Unlock positive social and economic value for Australians through an open, free, secure and global internet



# auDA's Strategy

## 2021-25 Strategy

**In 2021, auDA set a five-year strategy. This strategy drew to an end at the conclusion of the 2024-25 financial year. It provided a strategic framework for our work over the past five years, supporting significant achievement across our strategic focus areas of Trust, Innovation and Multi-stakeholder engagement and our strategic capabilities People and Governance.**

An overview of our Strategy is provided on page 21.



**Achievements under our Strategy** this financial year include:

- Supporting high levels of security in the .au ecosystem by continuing to address instances of DNS abuse, supporting 100 per cent of .au accredited registrars to uphold international standards for security certification and completing external audits to maintain ISO 27001 and ISO 22301 certification for auDA's ISMS and business continuity management system (BCMS) .
- Deepening participation at local, regional and global multi-stakeholder internet governance forums, including hosting the inaugural APIGA Australia program to develop the next generation of internet leaders in Australia and supporting the development of a new Pacific ccTLD Forum for Pacific Islands.
- Supporting an uplift in staff engagement to 79 per cent from 75 per cent in 2023-24 as measured by our annual culture survey.
- Continuing to grow and diversify the .au membership base to almost 6,000 members.
- Awarding \$2.5 million through the Research and Development (R&D) Grant Program and \$600,000 through the Community Grant Program for projects that deliver benefits to Australians online.
- Continuing our work to uphold robust corporate governance processes and deliver a high standard of corporate reporting, for which we were pleased to receive a Silver Australasian Reporting Award for our 2023-24 Annual Report.

Our performance scorecard can be found on page 28. It sets out performance against key strategic objectives and health metrics, which measure performance against our core functions.

## Overview of our 2021-25 Strategy

**Purpose** Administer a trusted .au for the benefit of all Australians and champion an open, free, secure and global internet.

**Vision** Unlock positive social and economic value for Australians through an open, free, secure and global internet.

### Strategic focus areas

### Strategic capabilities

#### Trust

- Drive down DNS Abuse
- Drive up the integrity of the .au domain
- Lead world's best practice ccTLD security

Page 34

#### Innovation

- Improve the utility of the .au by providing greater choice of .au domain names
- Produce leading insights from our data and community research
- Invest to enable innovation and research by others

Page 48

#### Multi-stakeholder engagement

- Grow and diversify auDA's membership
- Increase auDA's influence in multi-stakeholder internet governance

Page 56

#### People

- Build an organisation regarded as a great place to work
- Strengthen the trust and confidence our stakeholders have in us

Page 70

#### Governance

- Strengthen transparency and accountability
- Strive for excellence in our reporting

Page 76

### Terms of Endorsement from the Federal Government

auDA's core functions and core principles

Page 12

### Values

Page 73

#### Contribute: locally and globally

We serve all Australians and global internet users.

#### Better together

We collaborate and work together as one auDA.

#### Strive for excellence

We deliver value. On time, every time.

In our strategic planning, we consider the short, medium and long term.

- **Short term:** deliver our 2025-26 internal operating plan and strategic objectives
- **Medium term:** deliver our 2026-30 Strategy; continue to assess and respond to our evolving operating environment through annual internal operating plans that consider emerging risks and opportunities
- **Long term:** consider potential future risks and opportunities for 2031-44 with reference to our Future Scenarios Project Report and ongoing analysis of our operating environment and technological innovations.

“By delivering our new Strategy, we will further strengthen trust in .au, unlock the power of new technologies and deliver a positive impact to the internet ecosystem over the next five years.”

**auDA CEO Bruce Tonkin**

## 2026-30 Strategy

As auDA's 2021-25 Strategy drew to a close, auDA developed a new five-year strategy, to guide its work through to 2030. auDA's resultant 2026-30 Strategy sets our new vision to establish .au as the primary online identity for Australian individuals and organisations, supported by a nimble and resilient auDA.

We began our strategic planning in 2023 with a foresight project to help us consider future complexity and ambiguity. With input from the multi-stakeholder community, auDA's Advisory Committees and local and global experts, auDA's Future Scenarios Project explored potential ways the communications and

technological environment could evolve by 2044. The result was three plausible future scenarios intended to challenge and extend our strategic thinking, published in our [Future Scenarios Project Report](#) in May 2024.

Following the *Future Scenarios Project Report*, auDA staff and Board undertook a comprehensive strategic planning process, which involved staff and Board workshops, staff working groups, consideration of our operating environment and a period of public consultation.

Our process included consideration of:

- Technology and market developments
- auDA's enterprise risks
- auDA's Terms of Endorsement from the Australian Government
- Feedback from our 2025 stakeholder survey, 2024 .au member survey and 2024 Materiality Survey
- Input from our Advisory Committees
- Feedback from public consultation on the Draft 2026-30 Strategy.

The new 2026-30 Strategy was published in June 2025, outlining an updated purpose, vision, values and strategic pillars – Trust, Innovation, Impact and Capability. An internal operating plan will be developed each financial year to guide delivery against our strategic objectives.

For a comprehensive overview of auDA's strategic planning process, analysis of our strategic environment and our Objectives and Key Results, [read auDA's 2026-30 Strategy](#).



# Staff volunteers explore opportunities in auDA's future

auDA staff were pivotal to the creation of the auDA 2026-30 Strategy. They participated in consideration of our future operating environment during and following our Future Scenarios Project and were also involved in the strategy development process.

Staff volunteered to join one of five strategy "Explorer Groups" to explore identified areas of strategic focus for auDA. Each group was supported by an auDA Executive sponsor.

The groups explored environmental factors, strengths and challenges, and enablers and barriers to identify areas of opportunity across five focus areas:

- Working sustainably
- Trust
- Leading globally
- Products and services
- Future workforce.

Over four months, the Explorer Groups iterated ideas and concepts, presenting their findings first to the auDA Executive Team then the auDA Board for discussion.

The Explorer Group phase of the strategic planning process provided deep, considered insights informed by cross-functional expertise from the organisation. These insights and areas of strategic focus were embedded in the final Strategy. Through this work, auDA identified four strategic pillars – Trust, Innovation, Impact and Capability – on which to focus its 2026-30 Strategy.



auDA staff working on the development of the 2026-30 Strategy

# Delivering our Strategy

Our resources are our people, multi-stakeholder community, infrastructure, expertise, finances and environment as defined on page 4. They are essential to deliver value to auDA's stakeholders. We invest in our six key resources to generate positive social and economic value for Australians, both now and in the future.

While we strive to optimise resources so they maintain and grow value, our resources may change over time and impact the value we seek to deliver in the short, medium and long term.

The following section details how our resources enable us to deliver on our strategic goals and how we ensure those resources remain sustainable over time.

Changes in the financial year include:



## Our people

Staff retention fell one per cent compared to 2023-24, however, staff engagement is up four per cent. We will continue to deliver best practice People and Culture initiatives to support and retain our people. In line with our new Strategy, in 2025-26, we will deliver a leadership training program to support leadership capability and career development.



## Our multi-stakeholder community

auDA engaged broadly in 2024-25 and received positive feedback in our biennial stakeholder survey. The qualitative survey, conducted by an independent third-party, provided constructive feedback that will enable auDA to continue to strengthen relationships and value-delivery across the community.



## Our expertise

With key new roles, including bringing a Chief Information Security Officer (CISO) and General Counsel in-house, and provision of tailored training opportunities, we expanded the capacity and expertise of our staff to deliver our strategic objectives and core functions.



## Our infrastructure

auDA continued to strengthen the security and resilience of our infrastructure and delivered 100 per cent availability of the .au DNS, WHOIS and registry database. In December 2024, a software error led to a data incident which you can read more about on page 41. Privacy and data security remain top priorities for auDA.



## Our finances

A sustainable financial position enables us to invest in .au and the internet ecosystem, delivering value to Australians. Continued modest growth in .au domain names, effective budgeting and cost management, and an October 2024 increase to the wholesale price of .au domain name licences supported our ability to continue to operate as a self-funding not-for-profit, while meeting our strategic aims and delivering our core functions.



## Our environment

Our operations rely on energy to power a stable, secure and reliable .au and deliver our core functions and strategic objectives. In the financial year, auDA finalised our 2025-30 Sustainability Framework. Under the Framework, we will work to become a leading voice on sustainable practices in the domain name sector by embedding environmentally and socially responsible ways of working and upholding robust corporate governance.

# Sustaining our resources to deliver value over time



## Our people

### Description

- auDA staff, Executive and Board
- Governance and Culture Committee
- Diverse experience and skills
- auDA values

### How our people support our Strategy

- Our people are a strategic capability, vital to delivering value to stakeholders
- Values and corporate policies guide how we work and support a positive culture
- Staff expertise contributes to stakeholder trust and confidence in .au and auDA
- The auDA Board and Governance and Culture Committee provide expert oversight of auDA's people activities

### Sustaining our people in 2024–25

- New auDA CEO and Board Directors commenced
- auDA team grew in strategically important areas such as cyber security, IT, governance and project management, including welcoming an in-house CISO and General Counsel
- Delivered training and development, flexible working policy and wellbeing program to support staff

- New human resources information system introduced to provide an improved experience for staff information management
- Quarterly Leadership Team meetings held to support leadership capability and strategic planning
- New auDA Conduct Complaints Policy and an Engagement Charter introduced to support respectful engagement with our staff, and respectful engagement amongst members of our multi-stakeholder community.



## Our multi-stakeholder community

### Description

- Australian community
- .au registrants
- .au members
- Australian domain sector including the .au registry operator, .au registrars and resellers
- auDA Board Advisory Committees
- Australian and international internet governance sector
- Australia's business and technology industries

- Technical community
- Civil society and academia
- auDA grant recipients
- State and federal government entities

### How our stakeholders support our Strategy

- Our multi-stakeholder community, including .au members, helps us understand and meet Australians' evolving online needs
- Strong relationships within domestic, regional and global internet policy and governance communities help us support an open, free, secure and global internet
- Endorsement from the Federal Government and our agreement with ICANN enables us to administer .au on behalf of all Australians
- The Australian domain sector supports the delivery of trusted and secure .au services
- Grant recipients deliver digital inclusion and innovation projects that support the Australian community
- The auDA Board and Public Benefit Program Committee oversee investment in initiatives that deliver benefits to Australians through the internet
- Advisory Committees provide independent advice to the auDA Board

### Sustaining our stakeholders in 2024–25

- .au membership program enhanced to grow and diversify the membership base
- Members provided opportunities to have a say on .au and engage in events, workshops and partner benefits

- Biennial stakeholder survey completed to understand stakeholder perceptions of and experiences with auDA
- Industry partnerships, sponsorships, research and roundtables carried out to connect and share information with stakeholders
- Active participation at domestic, regional and global internet policy and governance forums
- Strengthened a shared approach with Australia's internet governance community to contribute to regional and international forums, including through the auIGF
- Technical Community Coalition for Multistakeholderism (TCCM) participation to strengthen multi-stakeholder internet governance
- Inaugural APIGA Australia delivered to develop youth internet governance leaders
- Forum for Pacific Island ccTLD managers delivered in collaboration with peers in the Pacific
- Regular registrar briefings and annual Registrar Summit
- Public Benefit Program initiatives delivered to support Australians online, including the 2024 Community Grant Program and inaugural R&D Grant Program round
- New auDA website launched to provide improved user experience and information on auDA and our work.



## Our infrastructure

### Description

- .au DNS
- .au registry database
- .au WHOIS service

### How our infrastructure supports our Strategy

- .au is critical Australian infrastructure that underpins the internet and enables internet users to navigate to .au website and email addresses
- A reliable, secure .au DNS and registry enable Australians to engage and do business online
- The .au WHOIS service supports the integrity of .au
- The auDA Board and Security and Risk Committee provide expert oversight of the stability, security and reliability of auDA's infrastructure.

### Sustaining our infrastructure in 2024-25

- Critical Infrastructure Risk Management Program (CIRMP) maintained, as required under the *Security of Critical Infrastructure Act 2018* (Cth), to identify, minimise and eliminate risks to the operation of .au
- Annual ISO 27001 audit completed, the international standard for ISMS
- Annual ISO 22301 audit completed, the international standard for BCMS
- New internal Cyber Security Strategy developed to strengthen existing security practices
- Crisis simulation exercises held and security defences regularly monitored and tested



## Our expertise

### Description

- .au Licensing Framework
- Expertise in IT, domain name management, security, compliance, internet governance, membership, stakeholder engagement, finance, risk management, project management, communications, corporate reporting, marketing and public benefit
- Robust governance framework
- auDA Board and Board Committees.

### How our expertise supports our Strategy

- High levels of compliance with .au rules and low levels of DNS abuse promote trust in .au
- A reliable, secure .au supports internet users
- Our work enables improvements in the Australian internet ecosystem and champions multi-stakeholder internet governance and an open, free, secure and global internet
- Our robust governance framework supports transparency and accountability
- auDA's Board and Board Committees provide expert oversight and guidance for delivery of auDA's operations and strategy.

### Sustaining our expertise in 2024-25

- Expert staff recruited and retained
- Succession planning for critical roles and critical skills reviewed regularly
- Staff training to enable team members to contribute at the highest levels,

including in security, compliance, internet and corporate governance

- Tailored professional development opportunities provided to staff
- auDA Board Skills Matrix reviewed annually to promote strong governance through an effective mix of skills, experience and attributes
- Periodic .au Licensing Rules review preparation commenced.



## Our finances

### Description

- Sustainable financial position
- Finance and Audit Committee

### How our finances support our Strategy

- We are a financially sustainable not-for-profit, for-purpose organisation
- Our efficient financial management supports the administration of .au and investment in public impact initiatives such as internet governance and public policy advocacy, the Public Benefit Program and research
- auDA's Co-Marketing Program supports a dynamic registrar environment and promotes competition in the .au market
- The auDA Board and the Finance and Audit Committee oversee the prudent management of auDA's finances

### Sustaining our finances in 2024-25

- .au domain name registrations grew 0.6 per cent year-on-year, driven by increases in registrations of com.au (0.9 per cent) and .au direct (1.5 per cent) domain names
- National awareness campaign, *Aussies Get It*, to drive awareness of .au domain names and sustain registrations and renewals
- .au market research carried out to inform our understanding of market trends
- Co-Marketing Program refreshed to support .au brand awareness, growth in .au domain names and a competitive, resilient .au registrar industry
- Financial performance monitored against Board-approved budget
- Adequate working capital and key financial ratios maintained
- Budget planning for 2025-26 to support a sustainable financial position
- Robust governance processes including oversight by the auDA Board and Board Committees, risk management and annual Corporate Governance Statement, provided transparency and accountability.



## Our environment

### Description

- Finance and Audit Committee
- auDA Sustainability Framework
- Sustainable investments

### How our environment supports our Strategy

- Focus on increasing sustainability efforts to support our work delivering public benefit and contributing locally and globally
- The auDA Board and Finance and Audit Committee provide oversight of sustainability activity, guided by our Sustainability Framework

### Sustaining our environment in 2024-25

- auDA's Sustainability Framework, which outlines auDA's sustainability objectives and commitment to Environmental, Social and Governance (ESG) goals, finalised
- Baseline carbon emissions measurement commenced
- Financial investment aligned to our sustainability objectives continued
- Guidelines for auDA's 2025 Community Grant Program expanded to support organisations seeking to positively impact the environment



# Our performance

**In closing out auDA's 2021-25 Strategy, we delivered on overarching objectives across our strategic focus areas and capabilities, with all performance metrics on track or being managed within tolerance.**

Our performance scorecard provides an overview of our performance against key strategic objectives and health metrics:

- **Strategic objectives** reflect our focus in the current financial year and contribute to achieving the overall objectives detailed in our 2021-25 Strategy
- **Health metrics** reflect performance against our core functions.

Targets for 2024-25 were based on auDA's strategic goals, prior year performance and the operating environment. They were approved by and monitored by the auDA Board, with progress reported at each Board meeting.

auDA's investment in innovation initiatives grew to \$1.9 million in 2024-25, more than double that of the prior year. While this fell slightly short of our target of \$2.2 million, it is within our tolerance and has supported a range of projects under our Public Benefit Program that enable more Australians to benefit from the internet.

The .au membership program continued to welcome new members from diverse backgrounds in 2024-25. While we fell just short of our growth and diversity target, it is being managed within tolerance. The program is now represented by almost 6,000 registered members and we welcomed an increased proportion of women to the program compared to the prior year.

Staff retention is also being managed within tolerance, with a decrease of one per cent from 2023-24. Despite a competitive job market, we maintained staff retention at 86 per cent.

Adoption of the Integrated Reporting Framework is being managed within tolerance. In 2024-25, we chose not to proceed with external assurance of our Annual Report. We have adopted the Integrated Reporting Framework in full in our 2024-25 Annual Report, providing a comprehensive and transparent account of our operations and performance. Our 2023-24 Annual Report was a finalist in the 2025 Australasian Reporting Awards (ARA):

Integrated Reporting Award category. The ARA noted evidence of a good level of progress relative to auDA's prior report, and that it was a strong report which applied the principles of integrated reporting throughout. Last year, auDA also engaged an external assurance provider to carry out an assurance readiness review of the 2022-23 Annual Report. auDA has taken on board suggestions for improvement from the ARA and external assurance provider in this year's Annual Report.

auDA's sustainable financial performance is on track. We anticipated an operating deficit at the end of 2024-25 based on projected revenues and expenditures, however, we recorded an operating surplus. More information on our financial position can be found on page 86 and in our Annual Financial Report from page 91

Our performance scorecard also highlights how our resources support our performance, and shows close alignment between our 10 material themes with our Strategy and core functions.

**Table legend:**  
(next page)



auDA strategic objective

On track

Being managed within tolerance

Outside tolerance

## auDA performance scorecard

Measure	2023-24		2024-25		Key resources	Material themes	
	Actual	Actual	Target	Performance			
<b>Trust</b>							
★ .au domain names with an instance of DNS abuse	0.0002%*	<b>0.0002%*</b>	0.005%	On track			
.au DNS availability	100%	<b>100%</b>	100%	On track			
.au WHOIS availability	100%	<b>100%</b>	100%	On track			
.au registry database availability	100%	<b>100%</b>	100%	On track			
★ Registrars with best practice security certification	94%	<b>100%</b>	100%	On track			
★ Validated .au domain name licences	New registrations	99%	<b>99%</b>	99%	On track		
	Renewals	90%	<b>92%</b>	92%	On track		
<b>Innovation</b>							
★ .au direct registrations	18%	<b>18%</b>	18%	On track			
★ Investment in innovation initiatives	\$906,000	<b>\$1.9 million</b>	\$2.2 million	Being managed within tolerance			
<b>Multi-stakeholder engagement</b>							
★ .au membership growth and diversity	Total members	5,057	<b>5,831</b>	6,000	Being managed within tolerance		
	New members	796 total / 32% women	<b>781 total / 35% women</b>	1,000 / 38% women			
★ Engagement at key international and domestic internet governance and policy forums	41	<b>46</b>	40	On track			
<b>People</b>							
★ Staff engagement	75%	<b>79%</b>	Improve	On track			
Staff retention rate	87%	<b>86%</b>	Maintain or improve	Being managed within tolerance			
<b>Governance</b>							
★ Integrated Reporting Framework adopted	Assurance readiness review of 2022-23 Annual Report conducted by an external body	<b>Decision taken not to proceed with assurance for 2024-25 Annual Report</b>	External assurance of 2024-25 Annual Report conducted by an external body	Being managed within tolerance			
Sustainable financial performance	\$1.14 million operating surplus	\$1.22 million operating surplus	\$700,000 operating deficit	On track			

\* In 2023-24, auDA updated the methodology it uses to measure DNS abuse in .au to improve accuracy. Refer page 128 for more information.

# Risk management

## auDA's approach to managing risk

auDA applies the ISO 31000 Risk management – Guidelines to its risk management approach. The **auDA Risk Management Framework**, based on the ISO 31000 standard, outlines how we identify, analyse, evaluate and report on risk.

Consistent with the Risk Management Framework, **auDA's Risk Appetite Statement** sets the risk tolerance levels considered appropriate for auDA, as determined by the auDA Board. The Risk Appetite Statement guides the auDA Board, Board Committees, Executive Team and staff in our decision making, and includes tolerances to support stable, secure operations while allowing auDA to explore longer-term opportunities for value creation for Australians.

At least once a year the Board and the Security and Risk Committee assess the Risk Appetite Statement with consideration for the evolving operating environment, auDA's strategic objectives, core functions, management of critical infrastructure and risk treatment strategies.

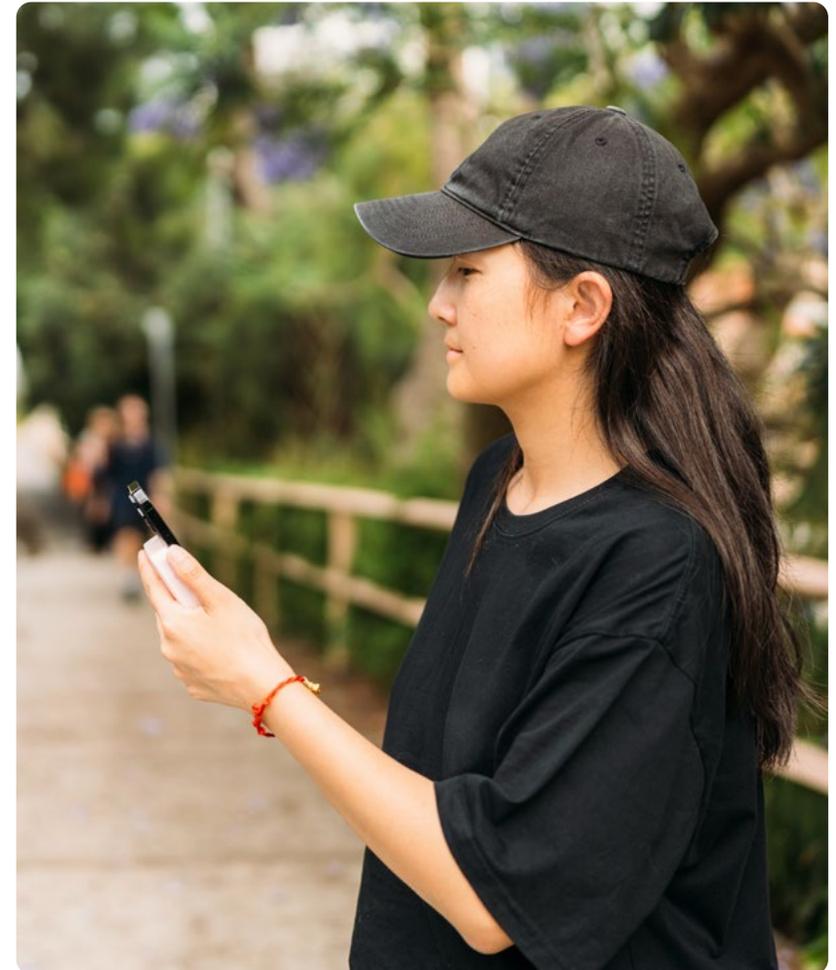
auDA monitors and reports on key risks in its Enterprise Risk Register and we regularly assess the processes and controls in place to manage risk. auDA Executives oversee risk treatment plans and report to the Board twice a year and to the Board Security and Risk Committee quarterly.

The table on page 31 sets out auDA's enterprise risks, how we manage those risks and how they are shaped by our external environment.

In 2024–25 all enterprise risks were managed within the Board risk appetite tolerance.

### Risk analysis over time

auDA's ongoing risk management focuses on short and medium-term risks. However, in developing our 2026–30 Strategy we considered our long-term operating environment and the associated opportunities and challenges. More information on these considerations can be found in auDA's 2026–30 Strategy.



## auDA's external environment and enterprise risks

External environment	Risk	auDA key responses	Strategy	Material themes
<p>auDA's continued administration of the .au is contingent on:</p> <ul style="list-style-type: none"> <li>Ongoing endorsement from the Federal Government</li> <li>Continuation of our agreement with ICANN.</li> </ul> <p>Constructive relationships with the multi-stakeholder community underpin our ability to effectively deliver our strategy and core functions.</p>	<p>Loss of confidence by the Federal Government or ICANN leads to withdrawal of auDA's authorisation to operate</p>	<ul style="list-style-type: none"> <li>Processes and systems in place to ensure auDA delivers its core functions as set out in the Federal Government's Terms of Endorsement and requirements under auDA's .au agreement with ICANN</li> <li>Robust corporate governance and reporting, demonstrating transparency and accountability</li> <li>Regular engagement with key Federal Government and ICANN stakeholders</li> <li>Monitored by auDA Board and Executive Team.</li> </ul>	<p>Trust</p> <p>Multi-stakeholder engagement</p> <p>Governance</p>	  
	<p>Inability to engage a diverse stakeholder community leads to reduced confidence in auDA</p>	<ul style="list-style-type: none"> <li>Investment in building and maintaining strong stakeholder relationships</li> <li>Biennial member survey to understand perceptions and experiences of the .au member program</li> <li>Tailored program and targeted outreach to build a membership base that reflects the diversity of Australia's internet users</li> <li>Broad engagement with government, industry, the technical community, civil society and academia</li> <li>Regular registrar engagement led by auDA's registrar liaison</li> <li>Delivery of auDA's Public Benefit Program to invest in initiatives by others that support internet users</li> <li>Independent advice to the auDA Board from Board Advisory Committees.</li> </ul>	<p>Multi-stakeholder engagement</p>	
<p>There is continued sovereign state interest in internet governance. Some countries are advocating for a move away from the multi-stakeholder model of internet governance towards greater government involvement. The World Summit on the Information Society 20-year anniversary review (WSIS+20) is to be finalised in December 2025 and could result in a move away from the multi-stakeholder model and the benefits it provides.</p> <p>There is also increasing unpredictability in global governance and geopolitics more broadly.</p>	<p>Geopolitical outcomes could lead to a splintered internet with different technical and governance standards and reduced interoperability</p>	<ul style="list-style-type: none"> <li>Investment in efforts to protect the multi-stakeholder model of internet governance</li> <li>Leadership in the Australian internet governance community to build a stronger shared approach and encourage consensus on strategic policy issues</li> <li>Active engagement with the international community through policy forums, submissions to key consultations and auDA representation on key committees</li> <li>Investment in partnerships that support and strengthen the multi-stakeholder community, including the TCCM</li> <li>Active engagement at and sponsorship of key local and regional events such as auIGF, PacIGF, APriGF, APTLD, and the Pacific ccTLD meeting.</li> <li>Participation at forums such as ICANN, IGF and CENTR to share knowledge and defend the multi-stakeholder model</li> <li>Outreach to stakeholders including roundtables, webinars, newsletters and blogs to build awareness and involvement in internet governance matters</li> <li>Host APIGA Australia to develop future internet governance leaders</li> <li>Dedicated Policy Team with internet governance expertise.</li> </ul>	<p>Multi-stakeholder engagement</p>	  

External environment	Risk	auDA key responses	Strategy	Material themes
<p>The .au DNS operates in a high threat environment. High-profile cyber security breaches continue to compromise the data of Australians. A cybercrime was reported every six minutes on average (Australian Cyber Security Centre's Cyber Threat Report 2023-24).</p> <p>With more than 4.2 million .au domain names, .au is one of the world's largest ccTLDs, with instances of DNS abuse identified in only 0.0002 per cent of .au domain names.</p>	<p>auDA is not able to respond to threats to the stability, security and integrity of the domain name ecosystem</p>	<ul style="list-style-type: none"> <li>• Continuous improvement approach to cyber security and network resilience to ensure .au is stable, secure and reliable</li> <li>• Appointment of an in-house CISO</li> <li>• Development of a new auDA Cyber Security Strategy to bolster resilience</li> <li>• Adherence to requirements under the <i>Security of Critical Infrastructure Act 2018</i> (Cth), including maintaining a CIRMP</li> <li>• Internal and external audits on our ISMS and BCMS</li> <li>• Adherence to the Australian Signals Directorate Essential Eight and international ISMS standard ISO 27001</li> <li>• Adherence to ISO 22301, the international standard for BCMS</li> <li>• Regular monitoring, evaluation and testing of security defences</li> <li>• Transparent administration of the .au Licensing Framework, developed and reviewed through multi-stakeholder processes</li> <li>• DNS abuse review program to identify and rectify instances of DNS abuse in .au</li> <li>• Security awareness training for auDA staff and Board Directors, and specialist training for technical and compliance staff</li> <li>• Use of AusCheck background checking for staff and Board Directors responsible for critical infrastructure</li> <li>• Oversight by the Board Security and Risk Committee.</li> </ul>	<p>Trust</p>	
<p>The take up of Artificial Intelligence (AI) within workplaces globally and development of new AI tools continues at a rapid pace. This rise in emerging technologies is challenging business operations globally. Organisations must ensure they retain, train and recruit staff with appropriate technical skills and strategic insight to keep pace with technological advancement.</p> <p>Recruitment, particularly of emerging technology and security professionals, remains challenging.</p>	<p>Failure to optimise strategic and operational delivery to ensure the efficient achievement of auDA's core functions and objectives</p>	<ul style="list-style-type: none"> <li>• Development and regular review of work plans to ensure appropriate allocation of resources to deliver against core functions and strategic projects</li> <li>• Leadership Team meetings for dedicated project and capacity planning</li> <li>• Project management office provides oversight and guidance for strategic projects</li> <li>• Oversight of strategy and operations by the Board.</li> </ul>	<p>Governance</p> <p>People</p>	
	<p>Failure to sustain a culture where staff feel supported and confident leads to low satisfaction and under achievement of auDA's core functions and objectives</p>	<ul style="list-style-type: none"> <li>• Active support to develop our people to secure and retain the key staff and skills we need</li> <li>• People and Culture policies and practices, the adoption of auDA values and auDA's wellbeing program support retention and make auDA attractive to new staff</li> <li>• Focus on staff wellbeing through psychosocial safety risks and controls assessment and availability of new employee assistance provider</li> <li>• auDA's Talent and Succession Plan and approach to performance and development supports staff to grow with the organisation</li> <li>• Oversight by the Board Governance and Culture Committee.</li> </ul>	<p>People</p>	

External environment	Risk	auDA key responses	Strategy	Material themes
<p>According to auDA's <i>Digital Lives of Australians 2024</i> report, Australian consumers and small businesses rely on the internet more than ever; 99 per cent of consumers value the internet, nine in 10 working Australians rely on the internet to perform their job and four in five businesses would struggle to operate without it.</p> <p>auDA market research indicates most Australian small businesses use a .au domain name and Australian consumers prefer to buy from .au websites, yet global long-term averages show domain name registrations are slowing. Registrations have been impacted by competition from social media, online marketplaces and emerging technologies such as AI, which impact the visibility of domain names when users search for information on the internet.</p> <p>The number of accredited .au registrars decreased from 31 to 30 in the financial year, in a continued trend of consolidation in the registrar market.</p>	<p>Failure to effectively innovate, manage or respond to competition and technology changes that affect the DNS lead to reduced relevance of the DNS for internet users</p>	<ul style="list-style-type: none"> <li>• New auDA 2026-30 Strategy with focus on innovation, developed with broad input including environmental analysis, consideration of Future Scenarios Project and community feedback</li> <li>• National awareness campaign to drive awareness of .au domain names and sustain registrations and renewals</li> <li>• Regular monitoring of emerging technologies</li> <li>• Annual <i>Digital Lives of Australians</i> and market research to understand Australians' online experiences to ensure ongoing value of .au, shared with registrars to support their own .au marketing and awareness activities</li> <li>• Refreshed Co-Marketing Program focused on supporting .au brand awareness, growth in .au domain names and a competitive, resilient .au registrar industry.</li> </ul>	<p>Innovation</p>	

T

Strategic focus area

# Trust

The .au DNS provides an essential service that enables internet users to connect to .au websites and email addresses with ease, and is part of Australia's critical infrastructure. We maintain trust in .au by operating a reliable .au, upholding best practice security and delivering a transparent, accessible .au Licensing Framework.

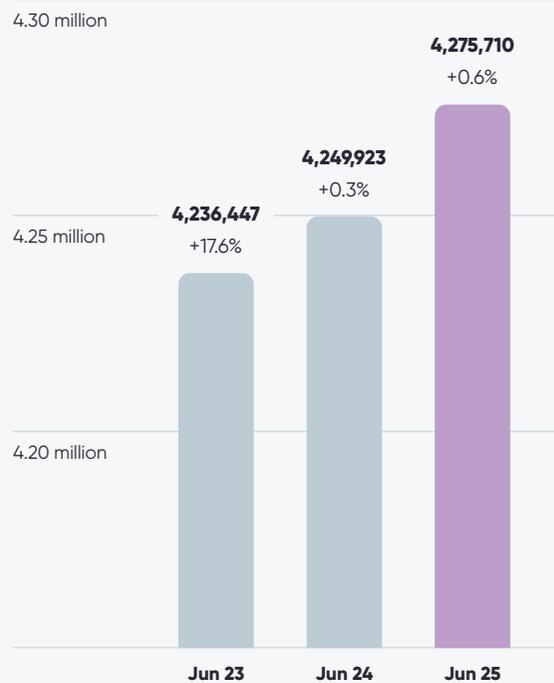
<b>Strategic focus area</b>	<h1>Trust</h1>				
<b>Strategic objectives</b>	<p>Drive down DNS abuse</p> <p>Drive up the integrity of the .au domain</p> <p>Lead world's best practice ccTLD security</p>				
<b>Terms of Endorsement</b>	<p><b>Core functions:</b> Stable operation of .au; administer .au licensing regime</p> <p><b>Core principles:</b> Support trust and confidence in .au; promote competition and consumer protection</p>				
<b>Material themes</b>	<p>Reliable infrastructure</p>	<p>Cyber security and DNS abuse</p>	<p>Licensing rules, compliance and dispute resolution</p>	<p>Community value from the internet</p>	
<b>Sustainable Development Goals</b>	<p><b>SDG 8</b> Decent work and economic growth</p>	<p><b>SDG 9</b> Industry, innovation and infrastructure</p>			
<b>Key resources</b>	<p>Our people</p>	<p>Our infrastructure</p>	<p>Our expertise</p>		
<b>Performance</b>	<p> <b>0.0002%</b> .au domain names with an instance of DNS abuse</p> <p> <b>100%</b> Registrars with best practice security certification</p>	<p> <b>100%</b> .au DNS availability</p> <p> <b>99%</b> New registrations of validated .au domain name licences</p>	<p> <b>100%</b> .au WHOIS availability</p> <p> <b>92%</b> Renewals of validated .au domain name licences</p>	<p> <b>100%</b> .au registry database availability</p> <ul style="list-style-type: none"> <li> On track</li> <li> Being managed within tolerance</li> <li> Outside tolerance</li> </ul>	

# .au domain name registrations

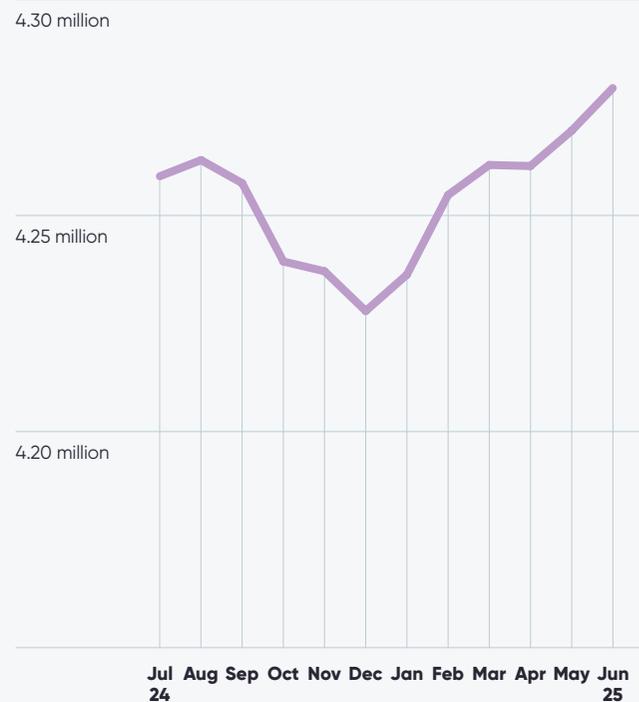
## .au domain names under management

## Year-on-year growth

## By month



As at 30 June 2025 .au domain name registrations were 4,275,710, an increase of 0.6 per cent from June 2024. In recent years, many other ccTLDs have experienced declines in registrations.



Total .au domain names dipped slightly in the middle of the financial year, reflecting a regular seasonal trend with lower registration rates over summer and school holiday periods. Registrations strengthened in the second half of the financial year, with increased new monthly registrations supported by auDA's *Aussies Get it* and registrar awareness campaigns.

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# 50,400

Average new .au domain names registered each month

In 2024–25, an average of 50,400 new .au domain names were registered each month, up from an average of 49,200 in 2023–24.

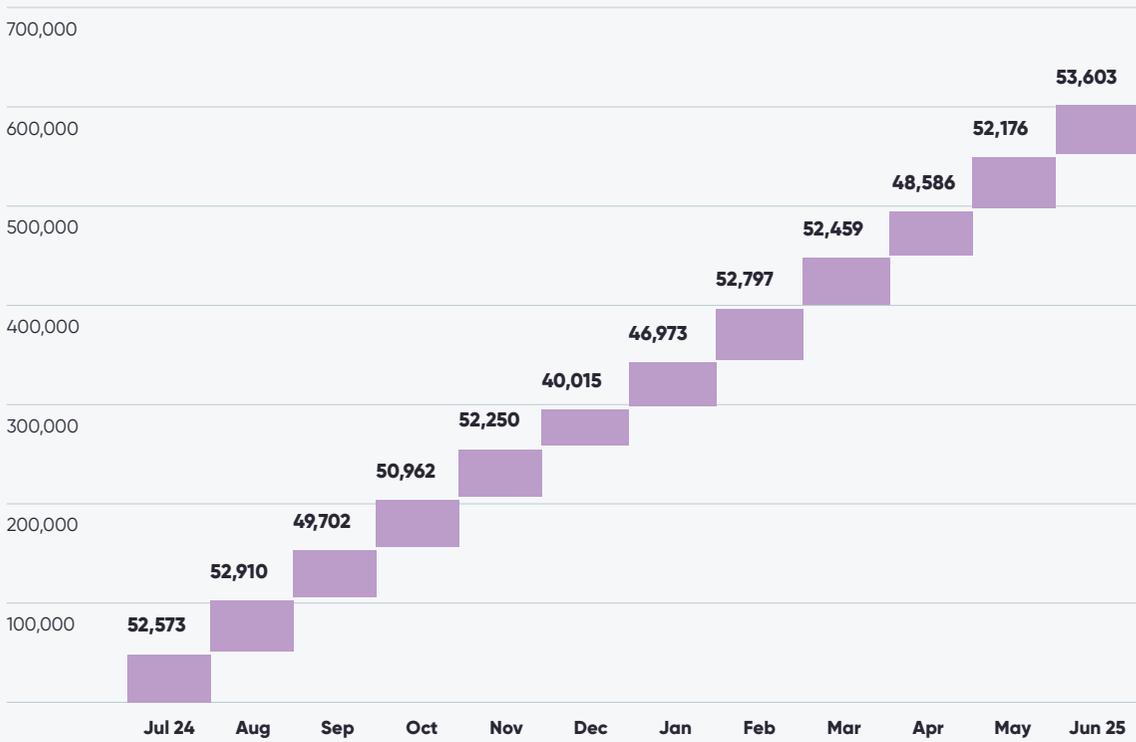
There were 605,006 new .au domain names registered in the financial year, up 2.4 per cent from the prior year. At 30 June 2025, .au was the seventh largest ccTLD globally according to global domain name monitoring\*.

\* The DNIB Quarterly Report Q2 2025

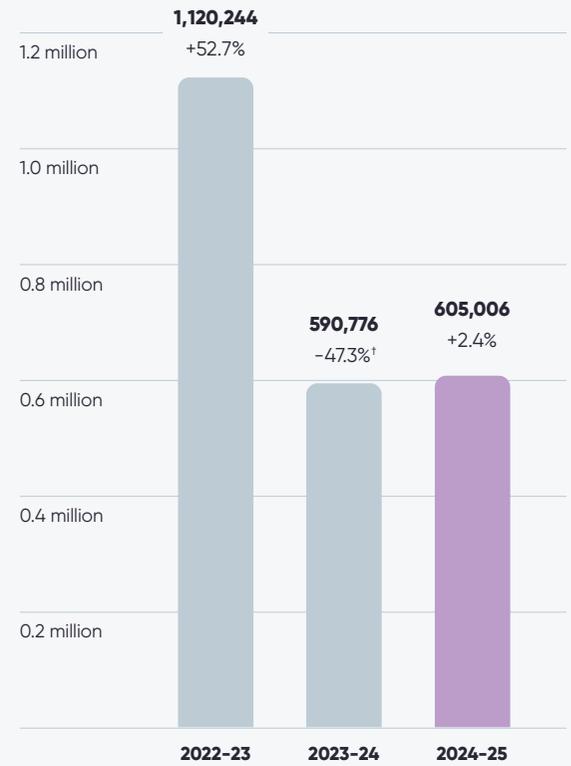
† A decrease in new .au domain name registrations in 2023–24 marks a return to more standard registration rates following a significant boost in prior years driven by the launch of .au direct in March 2022.

New .au domain names created

By month

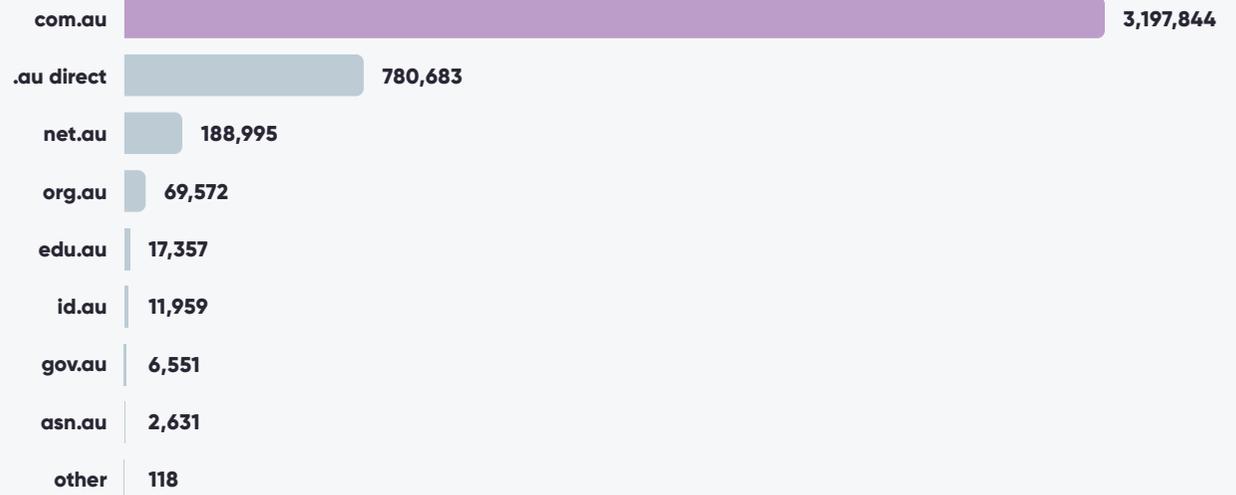


By financial year

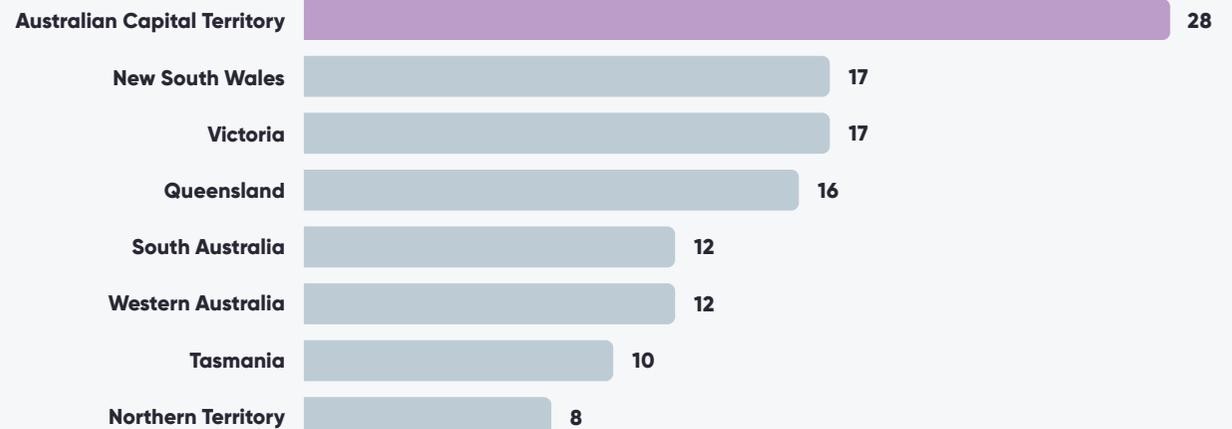


As at June 2025, com.au continued to account for 75 per cent of all .au domain names. .au direct remained the next largest namespace at 18 per cent. After more than three years from launch in March 2022, .au direct continues to be a popular choice among .au registrants. The total number of registered .au direct domain names grew by 1.5 per cent from the prior year. In June 2025, more than 9,000 new .au direct domain names were created, up 16 per cent year-on-year.

### .au domain names by namespace



### .au domain names by state, per 100 people



Figures as at 30 June 2025

# .au registry operations

The .au DNS enables internet users to access .au websites and communicate via .au email addresses with ease, playing a central role in Australia’s digital society and economy.

We work closely with the .au registry operator, Identity Digital Australia (Identity Digital), to support the operation of the .au domain. In the financial year, together we delivered 100 per cent availability for the .au DNS, WHOIS service and the .au registry database. Ensuring the stable, secure and reliable operation of .au is a core function of auDA and we aim to uphold 100 per cent availability of these services each year.

To support transparency, auDA and Identity Digital maintain a [service status website](#) that provides a live feed of availability of the .au DNS and registry services. auDA also publishes monthly service level performance reports on our website.

Over the financial year, .au DNS nameservers responded to an average of 76,100 DNS queries per second, which is an average of 6.6 billion .au DNS queries per day. This is lower than last year’s 85,300 queries per second and seven billion per day, but remains up on historical figures. DNS query volumes can be influenced by many factors, including:

- Internet users visiting websites and sending emails
- Machine-to-machine communications between servers
- DNS nameserver settings such as caching policies.

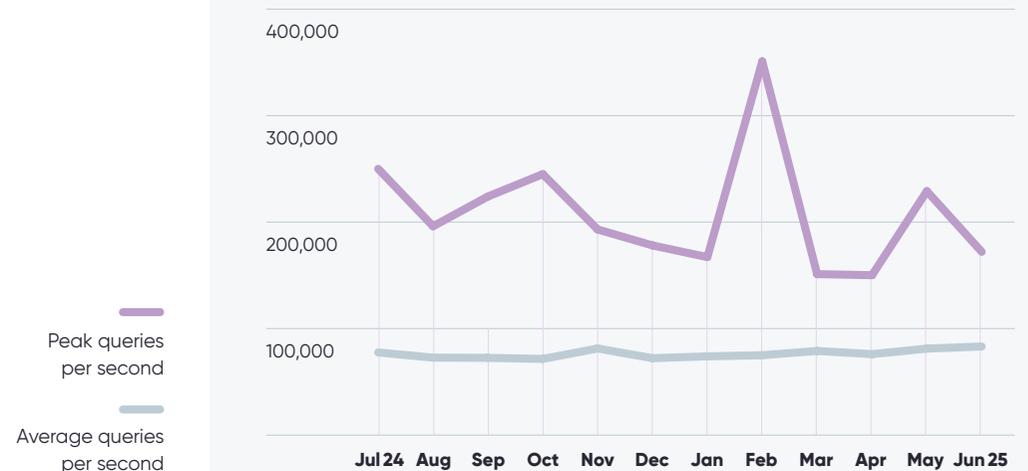
Average DNS queries per second by financial year

2022-23	2023-24	2024-25
53,100	85,300	76,100

.au DNS and registry services performance

	2022-23	2023-24	2024-25
DNS availability	100%	100%	100%
WHOIS availability	100%	100%	100%
Registry database availability	100%	100%	100%

.au DNS traffic during 2024-25

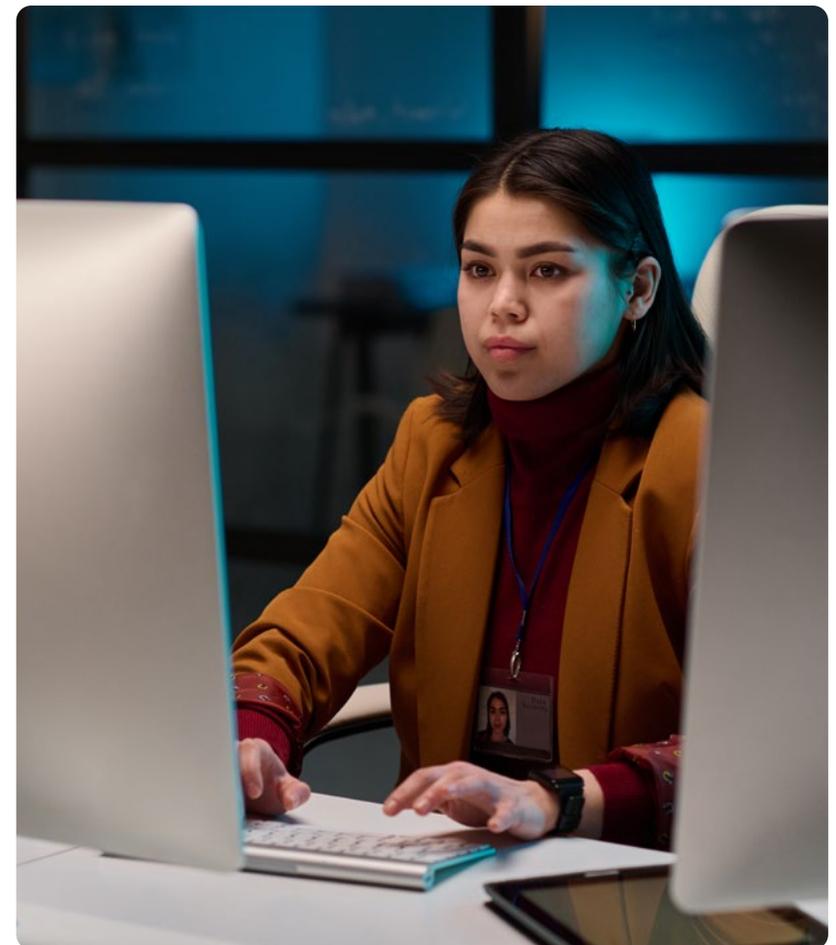


# Security and business continuity

## Critical Infrastructure Risk Management Program (CIRMP)

The .au DNS is designated as Australian critical infrastructure under the *Security of Critical Infrastructure Act 2018* (Cth). Under the Act, critical infrastructure operators are required to maintain a CIRMP and report annually on its effectiveness to the Department of Home Affairs' Critical Infrastructure Security Centre (CISC).

auDA's CIRMP sets out how we identify, assess and mitigate risks to the ongoing operation of the .au DNS. In 2024-2025, we continue to maintain our CIRMP to ensure that it caters for the current threat environment, auDA's 2026-2030 Strategy and risks to the .au DNS. auDA's annual report and attestation to the CISC has been prepared with oversight of the Board. These documents are confidential under the *Security of Critical Infrastructure Act 2018* (Cth).



# Stable, secure and reliable .au

auDA staff and the Board are committed to embedding high levels of security in auDA processes and across the .au ecosystem. We work with stakeholders across government, the .au domain industry and cyber security experts to maintain robust security measures and respond to threats.

In December 2024, auDA became aware of a software error in a tool on our website, which made it possible for those who might have accessed developer tools within web browsers to view additional registrant information from a domain name record. As soon as auDA became aware of this issue, we took proactive steps to

remove the tool and notify holders of the 1,500 records which may have been affected. auDA takes data privacy and security seriously and immediately following the incident put in place additional protocols to protect registrants' personal information and data privacy.

We regularly assess our data privacy, security and business continuity measures to ensure they are aligned to industry good practice and addressing the current threat landscape and risks to the .au DNS.

## A secure .au 2025

In May 2025, auDA released the second edition of our *A secure .au* report. It sets out why .au is an essential internet service and auDA's proactive approach to uphold the security and resilience of .au. From best practice standards, cyber security measures and a rigorous approach to .au compliance, we work hard to maintain a .au that helps keep Australians secure online.



### In 2024-25, we also engaged in the following activities to support our work to maintain security and cyber resilience:

- Maintained certification for ISO 22301, the international standard for BCMS following an external audit
- Maintained certification for ISO 27001, the international standard for ISMS following an external audit
- Engaged specialist third parties to test our physical and online defences (including red team penetration testing)
- Brought our CISO role in-house, who is responsible for overseeing effective security and cyber resilience activities
- Developed a new internal Cyber Security Strategy and supporting Cyber Security Program
- Regularly participated in and delivered crisis simulation exercises with the auDA Board, crisis and incident response teams and Identity Digital to support crisis preparedness and business continuity planning
- Delivered monthly cyber security awareness training for auDA staff and Board Directors
- Participated in industry forums on security including at the ICANN83 meeting, RSAC Conference and the Australian Government Critical Infrastructure Security Centre's Critical Infrastructure Security Conference
- Confirmed .au registrar ISO 27001 certification or equivalent
- Mitigated instances of DNS abuse in the .au domain through a proactive approach to identification and mitigation, outlined on page 45
- Monitored matters related to cyber security through quarterly meetings of the auDA Board Security and Risk Committee
- Continued to apply Domain Name System Security Extensions (DNSSEC), a security technology that facilitates digital signing of DNS records to ensure the authenticity of DNS information.

# .au Licensing Framework administration

**auDA administers the .au Licensing Framework, which comprises the .au Licensing Rules, Registrar Rules and Registrar Agreement. These set the requirements for .au registrants and registrars and processes to support transparent, responsible compliance activity.**

## .au Licensing Rules Review

auDA periodically reviews the .au Licensing Rules to ensure they remain robust, fit for purpose, reflect community expectations and provide the greatest benefit for the Australian community. Consistent with our Terms of Endorsement, the rules for .au were developed through a multi-stakeholder process that is transparent, responsive, accountable, accessible and efficient.

The last substantive review of the Rules was completed in 2019 and resulted in an updated version of the .au Licensing Rules taking effect in April 2021. In 2024–25 we commenced the 2025 .au Licensing Rules Review by seeking input from the public on topics to be considered in the review. Feedback from the consultation informed the Terms of Reference, published in May 2025.

The Review will be carried out by an external Policy Advisory Panel. In May, we sought expressions of interest for a Chair and members of the Policy Advisory Panel. The Policy Advisory Panel will comprise representation from our diverse community and undertake multi-stakeholder consultation to gather community feedback. The Panel will use input from the consultation to develop recommendations for potential changes to the Rules, which will be presented to the auDA Board for consideration. The successful Panel Chair and members will be announced and begin consultation in 2025–26.

### Consultation on legacy Published Policies

auDA legacy Published Policies outline the rules for .au domain names that were last registered, renewed or transferred before April 2021, when the current .au Licensing Rules came into effect. In July 2024, we consulted with the public on proposed administrative updates to Published Policies. Following consultation, the Board approved amendments to 12 policies, making it clearer when the legacy Published Policies apply and when the .au Licensing Rules apply, and the retirement of three redundant policies, effective from September 2024. Information on the [Published Policies consultation](#) is available on our website.

# Compliance Posture

auDA works to ensure compliance with the .au Licensing Rules and implements proactive and reactive strategies to address instances of non-compliance. Our Compliance Posture outlines how we work with .au registrants and registrars to deliver a trusted .au in a fair and consistent manner.

Our approach is to:

- 1 Communicate and educate to support understanding of the rules
- 2 Guide and facilitate compliance with the rules
- 3 Enforce our rules when breaches are not or cannot be rectified.

## Achieving our 2024-25 compliance priorities

auDA's annual Compliance Plan outlines our compliance priorities and the activities we focus on during the period to promote adherence to the .au Licensing Rules and ensure a secure, trusted .au for internet users. Our 2024-25 compliance priorities were:

### 1 Commence a multi-stakeholder review of the .au Licensing Rules

In 2024-25 we began our review of the .au Licensing Rules as outlined on page 42.

### 4 Target registration of domain names using stolen credentials

We conduct proactive searches to identify suspicious .au registration activity. Over the financial year, we carried out 2,142 audits investigating suspected unauthorised use of another business's credentials, up 58 per cent from the prior year.

Where a potential issue is identified, we work with the relevant registrar to request additional information from the registrant. If this information is not supplied within seven days, the domain name is suspended before being cancelled and made available to register by any eligible member of the public.

### 2 Maintain low levels of DNS abuse in .au

In 2024-25, we maintained instances of DNS abuse at 0.0002 per cent of total .au domain names, achieving our 2021-25 strategic objective. We proactively identified an increase in DNS abuse cases related to online gambling and implemented additional measures to identify and address these cases. More information on our approach to DNS abuse can be found on page 45.

### 5 Commence a review of the policy governing contested .au direct domain names

auDA's 2025 .au Licensing Rules Review will include consideration of the policy governing contested .au direct domain names. These are .au direct domain names that remain on priority hold under the [Priority Allocation Process](#). As of June 2025, 3,588 .au direct domain names remain on priority hold. In 2024-25, we began preparations to survey all priority application holders. The results will be provided to the Policy Advisory Panel as an input to the Licensing Rules Review.

### 3 Expand audit program to identify and work with ineligible registrants

In 2024-25, we continued to work with .au registrars on their registrant validation processes and expanded our proactive audit program. We conducted 5,050 compliance audits of .au domain name registrations related to potential eligibility issues. This accounts for around one-fifth of all auDA-initiated compliance audits and was up 36 per cent from the prior financial year.

Where a registrant was found to be ineligible, we worked to educate and guide them in compliance with the .au Licensing Rules. If the registrant remains non-compliant, we then take enforcement action consistent with our Compliance Posture.

# 2024-25 compliance activity

## Compliance audits

auDA's Compliance Audit Program promotes trust in .au by verifying that .au registrations comply with the .au Licensing Rules.

**In 2024-25, we conducted 22,499 audits, up 39 per cent from 2023-24.** Compliance audits were related to:

- Cancelled Australian Business Numbers (ABN) or deregistered companies with an Australian Company Number (ACN) (54 per cent)
- Eligibility (23 per cent)
- Missing trustee details (12 per cent)
- Unauthorised business use (10 per cent)
- Other (1 per cent).

Where non-compliance is identified, auDA works with registrars to help registrants amend incorrect details or supply additional information. In 45 per cent of cases, registrants updated their details to become compliant with the .au Licensing Rules. In 38 per cent of cases, the domain name was issued a 30-day suspension for non-compliance.

We immediately suspend .au domain names if they have been registered with deliberately false information.

## Enquiries

**auDA received 3,182 enquiries from the public in the financial year, up eight per cent from the prior year.** Enquiries largely related to people seeking information or assistance with .au domain names and the .au Licensing Rules. The most common enquiries related to deregistered companies (12 per cent), .au domain name registration (11 per cent) and .au domain name renewal (nine per cent).

## Complaints

**In 2024-25, auDA received 1,651 complaints from the public, an increase of 83 per cent from 2023-24.** Complaints can be made by members of the public about .au domain names or registrar conduct.

The increase in complaints was driven by a rise in unauthorised use of another business' legal information to register a .au domain name. This was the most common reason for a complaint in the financial year, comprising 48 per cent of all complaints received. This reinforced our focus on proactive audits to address use of stolen or unauthorised credentials, as set out in our 2024-25 Compliance Plan.

## auDRP disputes

auDA maintains a .au Dispute Resolution Policy (auDRP) to resolve disputes that arise between .au registrants and other parties that may have an interest in a .au domain name held by the registrant. We engage two independent providers to manage any auDRP disputes, the Resolution Institute and the World Intellectual Property Organisation.

**A total of 54 auDRP disputes were lodged with the providers in 2024-25, an increase of 13 per cent on the previous year.** In 44 per cent of cases, the auDRP provider decided to transfer the .au domain name to the other party.

In 22 per cent of cases, the domain name registration was cancelled but not transferred to the other party, becoming available to register by any eligible member of the public. In 15 per cent of cases the dispute was denied or dismissed. Nineteen per cent of cases carried over into the next financial year. Review panels are required to provide the auDRP provider with a decision within 14 days of appointment. auDRP decisions are published by the dispute resolution providers and can be accessed via the auDA website.

their complaint to the independent Licence Review Panel, which comprises external legal professionals. Once a complaint is received by the Licence Review Panel, it must be reviewed within 10 calendar days.

In 2024-25, 25 cases were referred for internal review by a senior auDA staff member, consistent with the prior year. Of the 25 internal reviews, we upheld the initial auDA decision in 22 cases and varied the decision in two cases. At the end of the year there remained one case pending review. Two cases were referred to the Licence Review Panel, up from zero in the previous year. Decisions from the Licence Review Panel are published on auDA's website.

## DNS abuse reviews

Audits by our Compliance Team indicate that the majority of DNS abuse in .au is the result of hacked small business or not-for-profit websites with poor security. In 2024–25, a significant volume of DNS abuse cases were associated with online gambling activity embedded within legitimate small business websites without the website owner’s knowledge.

We take a proactive approach to address DNS abuse in .au. We receive and review more than 25 external threat feeds each day to identify instances of DNS abuse in the .au. With the identified uptick in online gambling activity detected this financial year, we incorporated additional monitoring on this issue as part of our proactive review process.

Upon identification of a suspected case of DNS abuse, an internal review will be initiated within one business day. Where we confirm an instance of DNS abuse, we work with the registrar and affected registrant to rectify the abuse.

Where action by the registrant is not taken in a timely manner, we suspend the domain name.

**In 2024–25, we completed 1,584 DNS abuse reviews, up 14 per cent from the prior year.**

The DNS abuse was removed in 48 per cent of cases and no abuse was found in 19 per cent of cases. Fifteen per cent resulted in a 30-day suspension and another outcome was identified in 18 per cent of cases.

### DNS abuse

- Botnets
- Malware
- Pharming
- Phishing
- Spam where the spam facilitates one of the other four categories.

## Enforcement body requests

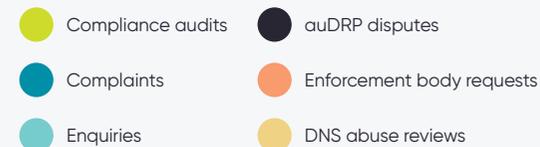
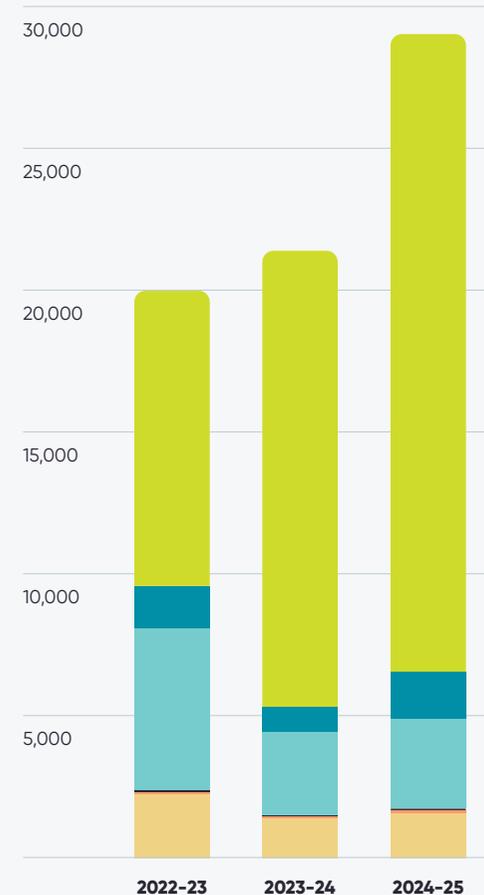
Commonwealth and State law enforcement, consumer affairs and fair-trading bodies may contact auDA requesting information about .au domain names.

auDA will comply with all lawful directions from such agencies, in accordance with the .au Licensing Rules and applicable laws relevant to auDA’s operations.

**In 2024–25, we received 86 requests, an increase of 37 per cent from 2023–24.**

Twelve requests were declined as they did not meet relevant requirements under the .au Licensing Rules or applicable laws.

## Compliance activity by financial year



## Summary

In 2024–25:

**22,499**

Audits

+39%

**1,651**

Complaints

+83%

**3,182**

Enquiries

+8%

**54**

auDRP disputes

+13%

**86**

Enforcement body requests

+37%

**1,584**

DNS abuse reviews

+14%

## Registrar compliance

Ensuring compliance with the .au Licensing Framework upholds trust in .au. We work with .au registrars to ensure they meet their obligations under the .au Licensing Framework. In 2024-25 we worked collaboratively with registrars to resolve minor issues. No major instances of non-compliance were identified in the financial year.

## Customer satisfaction

auDA conducts a customer satisfaction survey when closing the case for a complaint or enquiry. We ask those involved to provide feedback on their experience with auDA and rate their satisfaction with the service received.

In 2024-25, 772 people provided feedback, an increase of 19 per cent from 2023-24. Of the 772 people who responded, 78 per cent were satisfied or very satisfied with their experience, up four per cent on the prior year. Themes in feedback from respondents included timely resolution of their issue, genuine interest of the auDA team in resolving their issue and knowledge demonstrated by the auDA team member.

.....

# 772

People provided feedback in 2024-25

+19%

# 78%

were satisfied or very satisfied with their experience

+4%

"I was genuinely impressed at how quickly your team member took action."

"I really appreciate the personal aspect of making sure we were supported at every step."

"I am happy that you were able to resolve my issues and in a relatively short space of time."

**Respondents to auDA's customer satisfaction survey in 2024-25**







Strategic focus area

# Innovation

auDA supports innovation and digital inclusion across the Australian internet landscape. We invest in initiatives that deliver benefits for Australian internet users through the .au domain, our Public Benefit Program and research to understand Australians' needs online.



**Strategic focus area**

# Innovation

**Strategic objectives**

Improve the utility of the .au by providing greater choice of .au domain names  
Produce leading insights from our data and community research  
Invest to enable innovation and research by others

**Terms of Endorsement**

**Core functions:** Administer .au licensing regime; advocate for multi-stakeholder internet governance  
**Core principles:** Engagement with the Australian Government; support trust and confidence in .au; support multi-stakeholder engagement

**Material themes**



Stakeholder relationships



Licensing rules, compliance and dispute resolution



Technological innovation



Community value from the internet

**Sustainable Development Goals**



**SDG 8**  
Decent work and economic growth



**SDG 9**  
Industry, innovation and infrastructure



**SDG 10**  
Reduced inequalities

**Key resources**



Our people



Our multi-stakeholder community



Our infrastructure



Our expertise



Our finances

**Performance**

**18%**

.au direct registrations

**\$1.9 million**

Investment in innovation initiatives

- On track
- Being managed within tolerance
- Outside tolerance



# Delivering public benefit

## auDA's Public Benefit Program seeks to unlock the social and economic value of the internet for Australians by funding research, innovation and community initiatives.

In 2024-25 we expanded our Public Benefit Program, launching the inaugural round of our R&D Grant Program and announcing a partnership with the Churchill Trust to create the auDA Churchill Fellowship. These new initiatives complement our existing Community Grant Program, and enable a greater impact on innovation and digital inclusion in Australia.

In 2024-25, our investment in these innovation initiatives totalled \$1.9 million. While this fell slightly short of our target of \$2.2 million for the financial year, we are pleased to have significantly increased our innovation funding from the prior year, more than doubling our investment.

## R&D Grant Program

auDA's R&D Grant Program launched its inaugural grant round in 2024-25 to support multi-year projects that advance knowledge and improve how people access and benefit from the internet. auDA sought applications that would deliver impact across at least one of four key areas:

- The role of the DNS
- Governance of the internet (including the DNS)
- Technical resilience of the DNS
- Digital inclusion.

Under the Program, auDA awards up to two grants of \$300,000 to \$500,000 per year for three-year projects. Australian universities or research institutions registered with the Australian Charities and Not-for-Profit Commission (ACNC) are eligible to apply.

Applications for the grants were opened in August 2024. An independent, expert panel appointed by auDA reviewed each application and made recommendations to the auDA

Board. Two projects were selected to receive a combined \$2.5 million over three years (2025-2028). Grant agreements were finalised in the financial year with Deakin University for its project to support a secure transition to a quantum-safe DNS and Monash University to enhance digital inclusion by helping vulnerable Australians combat and recover from online scams.

auDA's R&D Grant Program was developed with input from external stakeholders, auDA staff and Board Directors.

.....  
**\$2.5 million**

Funding to projects by Deakin and Monash universities, over three years

# Community Grant Program

auDA's Community Grant Program provides funding for community initiatives and research that support digital inclusion and innovation. Our 2024 Community Grant round funded 15 projects, each receiving \$40,000, for a total of \$600,000 in funding in 2024–25.

Our 2024 Community Grant Program began with a call for applications for projects that positively impact one or more of five priority groups:

- Rural, regional and remote communities
- Australians living with disabilities
- Aboriginal and Torres Strait Islander peoples
- Young Australians (12–24)
- Older Australians (65+).

The successful projects were announced at an event in February 2025 attended by .au members, current and past grant recipients, auDA Board Directors, staff and stakeholders.

The projects included:

- A digital toolkit for farmers to support climate smart farming practices
- A remote learning platform for underserved students in rural, regional and Aboriginal and Torres Strait Islander communities
- An online portal to support job opportunities for neurodivergent youth in the video game industry
- A hack-a-thon to support local language revitalisation for First Nations people in the Torres Strait.

The Community Grant Program will continue in 2025–26. During the financial year, auDA elected to increase the grant amount to \$50,000 per project, a total of \$750,000, for the 2025 Community Grant round.

# auDA Churchill Fellowships

In February 2025, auDA announced a partnership with The Winston Churchill Memorial Trust (the Churchill Trust) to create the auDA Churchill Fellowships. This new initiative will fund two fellowships per year in 2025, 2026 and 2027.

Administered by the Churchill Trust, the fellowships will enable recipients to travel

overseas to advance their knowledge in the digital and internet landscape. Fellows will engage with experts around the world and bring their newfound insights back to Australia.

Applications for the 2025 Fellowships opened in February and closed in May 2025. The first two auDA Churchill Fellows will be announced in early 2025–26.

# APIGA Australia and Pacific ccTLD Forum

APIGA Australia and the Pacific ccTLD Forum for Pacific Islands were successfully run as pilot projects under the auDA Public Benefit Program in 2024–25, following work to develop the projects in 2023–24. auDA will continue these initiatives in 2025–26. You can read about these on pages 65 and 66.

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## \$600,000

Community Grant total funding in 2024

## \$750,000

Community Grant total funding to be awarded in 2025



# Community Grant projects deliver impact

auDA's 2023 Community Grant round projects were delivered during financial years 2023-24 and 2024-25.



## Autistic pregnancy and parenthood hub

Autism Spectrum Australia (Aspect) received an auDA Community Grant to develop the Autistic Pregnancy and Parenthood Hub, a free digital platform with online resources to support the mental health and wellbeing of Autistic individuals during pregnancy. Thanks to successful completion of this project, the Aspect research team will continue to research Autistic pregnancy and parenthood and update its library of resources. The team also received further funding from the Victorian Government to expand its work, offering additional resources and training for healthcare professionals.

[aspect.org.au](https://www.aspect.org.au)

"auDA's contribution to the Autistic Pregnancy and Parenthood Hub has been vital. It is already being implemented by Australian hospitals and delivering positive outcomes for Autistic mothers and carers."

**Aspect**

## Improving Anangu nutritional and digital literacy in the NPY region

The Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council used its Community Grant to create an app and digital resources on nutrition and feeding information in Pitjantjatjara, Ngaanyatjarra and English language. The Tjitjiku Mai app will support 26 communities across 350,000 square kilometres of Western Australia, South Australia and the Northern Territory by providing culturally relevant, in-language information including a food database, interactive recipe library and health videos.

[npywc.org.au](http://npywc.org.au)

"We collaborated with Anangu women to develop the Tjitjiku Mai app and provide culturally relevant nutrition information for parents and carers across the NPY region. We'll continue to promote the app to help families feel confident during a significant time in a new baby's life."

**NPY Women's Council**



## Digital resilience ambassadors

auDA awarded the University of Melbourne's School of Culture and Communication a grant to develop the Digital Resilience Ambassador Program to improve the digital resilience of older migrants (65+). The project brought together older Chinese and Sri Lankan migrants and young international students to co-develop digital skills and in-language community resources. The project team found text and infographic formats were preferred by participants over the planned video format, resulting in outputs such as plain language glossaries of commonly used digital terms. The project led to greater social connection and increased digital confidence for participants.

[resilience-inclusions.com.au](http://resilience-inclusions.com.au)

"This project has been an empowering experience for participants. We thank auDA for its generous support. The resources continue to help community organisations strengthen their digital capacity and resilience in the community."

**University of Melbourne's  
School of Culture and  
Communication**



# Insights into Australians' online needs

## .au direct: supporting greater choice of trusted .au domain names

Under auDA's 2021-25 Strategy, we set an objective to improve the utility of the .au by providing greater choice of .au domain names.

In 2022, we launched .au direct, a namespace that allowed Australian individuals, businesses and organisations to register shorter domain names that sit directly before .au for the first time. Following its launch, .au direct quickly took up position as the second most popular .au namespace, following only com.au and comprising one in five (18 per cent) total .au domain name registrations. In 2024-25, .au direct remained popular, growing 1.5 per cent year-on-year and providing Australian internet users greater choice in .au domain names that meet their online needs.

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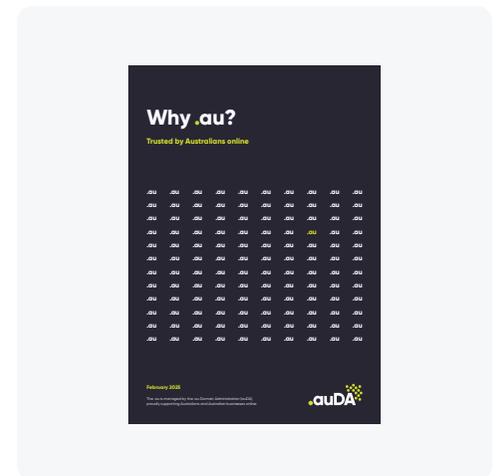
1 in 5

.au domain name registrations are in the .au direct namespace

## auDA research

Another way we support Australians online is by producing leading insights from our data and research, an objective in our 2021-25 Strategy. We publish several recurring research reports on how Australians use, and gain benefit from, the internet and .au. We use our evidence-based insights to advance how we deliver value to Australians through .au and we share insights broadly across industry, government, academia and civil society, to drive policy discussions and action that better supports Australians' needs and experiences online.

In 2024-25 we published our 2025 *Why .au?* and *A secure .au* reports. We cover security, including *A secure .au* report, on page 41. We also developed our fifth edition of our *Digital Lives of Australians* report to be published early in 2025-26.



# Why .au?

In February 2025, auDA published the second *Why .au?* report. Building on findings from the 2023 report, it explores how and why Australian individuals and small businesses use .au domain names to access the benefits of the internet.

As outlined in the *Why .au?* report, .au domain names are the go-to online address for Australian individuals and organisations, supporting 3.8 million businesses and sole traders, 247,700 clubs and associations and 41,000 charities and not-for-profit organisations, among many other Australian individuals and organisations.

Informed by auDA market research, the *Why .au?* report confirms that .au is a popular choice driven by the high levels of trust Australians place in .au:

- Three in four Australian consumers (76 per cent) are more likely to trust an Australian business if its website ends in .au

“I would go straight to a com.au website compared to other websites. It feels like it’s a real website and a legitimate Australian business.”

“If I’m shopping on a website for the first time, I’m looking for the .au.”

- Half of Australian consumers (49 per cent) will only purchase from websites ending in .au
- Two in five Australian consumers (42 per cent) will check a .au website first when seeking to buy a product online.

The research also finds the top attributes Australian consumers associate with .au domain names are:

- Australian
- Trustworthy
- Recognisable.

Small businesses share a preference for .au. Seven in ten (69 per cent) choose .au for their website or email address to promote their business as Australian, as .au is well recognised and signals authenticity and credibility.

You can read more about how auDA maintains high levels of trust and confidence in .au in the Trust section of this report, which begins on page 34, and you can find [auDA’s \*Why .au?\* report](#) on our website.

# Half

of Australian consumers will only purchase from a business online if it has an Australian website ending in .au



# 3 in 4

Australian consumers are more likely to trust an Australian business if its website ends in .au

The top attributes Australian consumers associate with .au domain names are:

 **Australian**

**Recognisable** 

 **Trustworthy**



Strategic focus area

# Multi-stakeholder engagement

auDA fosters strong relationships with .au members, industry, government, civil society and academia in our work delivering a trusted .au and advocating for the multi-stakeholder model of internet governance. We engage with communities locally, regionally and globally to support an open, free, secure and interoperable internet.

<b>Strategic focus area</b>	<h1>Multi-stakeholder engagement</h1>				
<b>Strategic objectives</b>	<p>Grow and diversify auDA's membership</p> <p>Increase auDA's influence in multi-stakeholder internet governance</p>				
<b>Terms of Endorsement</b>	<p><b>Core functions:</b> Advocate for multi-stakeholder internet governance</p> <p><b>Core principles:</b> Engagement with the Australian Government; support multi-stakeholder engagement; membership reflects Australian community</p>				
<b>Material themes</b>	<p>Internet governance</p>	<p>Stakeholder relationships</p>	<p>Representing .au in the public interest</p>	<p>Community value from the internet</p>	
<b>Sustainable Development Goals</b>	<p><b>SDG 9</b> Industry, innovation and infrastructure</p>	<p><b>SDG 10</b> Reduced inequalities</p>	<p><b>SDG 17</b> Partnerships for the goals</p>		
<b>Key resources</b>	<p>Our people</p>	<p>Our multi-stakeholder community</p>	<p>Our expertise</p>		
<b>Performance</b>	<p><b>5,831</b> Total .au members</p>	<p><b>781</b> Total new .au members</p>	<p><b>35%</b> Women new .au members</p>	<p><b>46</b> Engagements at key international and domestic internet governance and policy forums</p>	<ul style="list-style-type: none"> <li> On track</li> <li> Being managed within tolerance</li> <li> Outside tolerance</li> </ul>

# .au members

## The .au membership community

The .au member program enriches our multi-stakeholder community by bringing together Australians with an interest in .au and the internet. .au members enhance auDA's understanding of Australians' online needs and inform our work.

.....

# 781

New .au members welcomed in 2024-25, of whom

# 35%

were women

While we ended the financial year with 5,831 registered members, slightly short of our goal of 6,000, we are pleased with the growth in members and increased proportion of women joining the program.

In addition to our focus on growing the participation of women in our member program, we also continued to diversify our membership to support a membership base that is reflective of the Australian community. Our tailored outreach included:

- Presentations and panel discussions with metro and regional innovation hubs, business chambers and women in technology organisations
- Small business workshops, providing advice on website security and making the most of a .au domain name
- Guest lectures, university visits and student club sponsorships through the auDA Academic Program to promote knowledge sharing between academics and auDA and increased student awareness of Australia's domain name infrastructure and internet governance landscape.

Figures as at 30 June 2025  
Variations are year-on-year

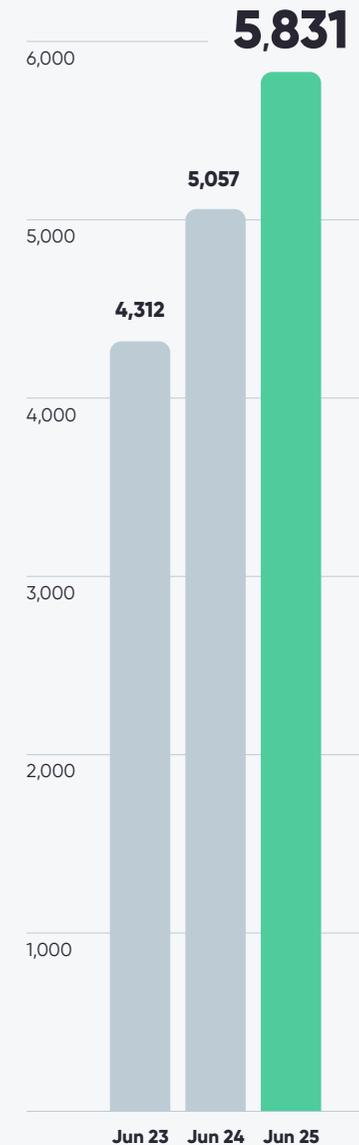
### .au members by industry

Technology	1,119	+10%
Web development	438	+8%
Healthcare	320	+20%
Education	243	+16%
Marketing/communications	236	+9%
Construction	230	+17%
Finance	216	+11%
Not-for-profit	211	+21%
Manufacturing	170	+17%
Telecommunications	147	+9%
Did not disclose/other	2,501	+19%

### .au members by state

New South Wales	1,769	+15%
Victoria	1,758	+15%
Queensland	1,107	+16%
Western Australia	516	+15%
South Australia	347	+18%
Australian Capital Territory	188	+16%
Tasmania	100	+10%
Northern Territory	46	+5%

### .au members by financial year



# Empowering women entrepreneurs with SisterWorks

"We are proud to partner with auDA on the Safeguard Your Business program. Together, we are empowering our community of women entrepreneurs to not only secure their businesses online but to thrive with confidence in the digital economy"

**Ifrin Fittock, CEO SisterWorks**

**Over the past two years, auDA has worked with SisterWorks, an organisation dedicated to supporting migrant, asylum seeker and refugee women to achieve economic independence. auDA contributes to the SisterWorks Small Business Program, a free program that helps women start and grow their own businesses.**

In 2024–25, auDA delivered presentations on the benefits of .au domain names, keeping websites secure and where to find reliable cyber security information and support as part of program curriculum. auDA also supported SisterWorks' pitch days where program participants showcased their business ideas to mentors, peers and potential supporters.

auDA's engagement with SisterWorks is led by the auDA Membership Team, with support from .au Licensing Rules experts in the Compliance Team. The partnership with SisterWorks reflects auDA's commitment to enable Australian small businesses to harness the benefits of .au and support a secure internet ecosystem. It also provides an opportunity to promote the .au membership program to women business owners from migrant communities, and enable greater diversity in .au members.



auDA at a SisterWorks Small Business Program session



# Engaging .au members

The most recent .au member survey, undertaken in 2023-24, found that two in five respondents want best practice domain name guides and access to digital resources.

With this in mind, in 2024-25, the Membership Team focused on providing informative and engaging resources and education materials to members. We delivered webinars and exclusive content via the .au member portal on topics such as:

- .au domain name management
- Website security
- Internet governance
- Search Engine Optimisation (SEO).

In August 2024, we refreshed the .au member monthly newsletter, introducing a new format with greater focus on auDA news, opportunities for members to get involved in auDA consultations and internet governance activities and insights on key .au topics. These updates contribute to a more informed and connected membership community, enabling members to help shape .au.

In 2024-25, this work included seeking member input on auDA's Draft 2026-30 Strategy. We hosted a dedicated member webinar and shared information throughout the consultation period to ensure members could have their say. Our .au members also contributed to auDA's corporate governance voting to elect a Director, Claire Rogers, to the auDA Board. In 2025-26, members will continue to have further opportunities to contribute to .au and auDA, including through the Licensing Rules Review, which you can read about on page 42.

The .au member survey is undertaken to help us update and refine our member program in alignment with their needs and interests. In June 2025, the Membership Team began preparations for the next survey, which will be conducted in the first half of 2025-26.



# Industry

## .au registrars

.au registrars are accredited by auDA to provide .au domain name services to the public. They play an important role in the .au ecosystem, supporting the security and integrity of .au. Registrars are responsible for validating a registrant's eligibility to register a .au domain name prior to registration, and at renewal or transfer.

Registrars are required to meet security standards set by auDA. This includes holding certification for ISO 27001, the international standard for ISMS, or an equivalent. As of June 2025, all auDA accredited registrars have achieved certification, up from 94 per cent in 2023-24.

In 2024-25, auDA commenced development of a new Security Assurance Program, which will replace the Baseline Security Audit (BSA) process. This new process will oversee registrar security and continue to ensure strong, consistent security practices amongst registrars, proportionate to the evolving threat environment.

Regular, collaborative engagement with .au registrars is central to support a trusted .au. In 2024-25, auDA held monthly registrar briefings, one-on-one meetings and the annual Registrar Summit.

These provide opportunities to discuss issues, share insights and provide updates on best practice security and compliance. We also consulted with registrars on draft updates to the Registrar Agreement, which included provisions to support compliance with the SOCI Act. The updated Registrar Agreement came into effect on 1 January 2025 and all registrars signed on to the new Agreement.

At the end of June 2025, there were 30 auDA accredited registrars. In the period, we cancelled one inactive registrar accreditation. We assess registrar applications against our accreditation criteria, ensuring new registrars uphold the same high standards of existing .au registrars.

Some registrars have agreements in place with .au resellers. .au resellers are not accredited by auDA and do not have direct access to the .au registry database, rather, they offer .au domain name registration services to the public through accredited .au registrars. This contributes to a competitive .au market, with .au registrars and .au resellers providing a range of product and service options to support .au registrations.

## .au Co-Marketing Program

The .au Co-Marketing Program returned in 2024-25 with a refreshed program focused on supporting growth and competition in the .au market.

Under the new model, accredited .au registrars can apply for two types of grant funding:

- **.au brand activation grant:** available once per financial year to promote consistent .au brand positioning and policy information on registrar websites
  - **.au campaign funding grants:** funding offered via three rounds per financial year for marketing campaigns to drive .au registrations.
- A **campaign toolkit** for registrars to leverage auDA's *Aussies Get it* campaign on their own channels
  - The **.au Product Guide** to support registrars and resellers in their .au marketing efforts, informed by auDA's market research into consumer perceptions of .au.

Overall, the refreshed program awarded 18 grants in 2024-25, up from seven in 2023-24, and attracted five first-time participants. Through the Co-Marketing Program, auDA also delivered two new resources for registrars:

### Co-Marketing Program grant funding approved by financial year

2022-23

**\$1,171,732**

2023-24

**\$950,000**

2024-25

**\$690,450**

Amounts are inclusive of GST and exclusive of rebates

# Australian TLD managers

Australia's TLD managers include those responsible for Australian external territories such as the Cocos (Keeling) Islands (.cc), Norfolk Island (.nf) and Christmas Island (.cx), as well as for .sydney and .melbourne. In August 2024, we brought these managers together to discuss key policy developments, ways to support multi-stakeholder internet governance and DNS abuse mitigation strategies. Throughout the financial year, we continued to meet and discuss key issues at ICANN meetings.

# Domain portfolio holders

.au domain portfolio holders register, hold and trade .au domain name licences, often facilitating domain name transfers for business use. As active members of the .au community, we held dedicated monthly briefings for portfolio holders throughout the financial year. The briefings provide an opportunity for us to share auDA activity and .au domain name trends and for the portfolio holder community to provide feedback.

# Technology and business sectors

auDA regularly contributes to the technology and business sectors in Australia and internationally. We engage in strategic partnerships, sponsorships and industry events. We use these opportunities to contribute as a thought leader, advance awareness of .au, support greater digital innovation and inclusion, support public policy and internet governance discussions, participate in capacity building initiatives and learn from our communities.

## In 2024–25 we supported or were members of the following organisations:

- Asia Pacific Network Information Centre (APNIC)
- Asia Pacific Top Level Domain Association (APTLD)
- Australian Communications Consumer Action Network (ACCAN)
- Australian Information Industry Association (AIIA)
- Australian Strategic Policy Institute (ASPI)
- Committee for Economic Development of Australia (CEDA)
- Communications Alliance
- Council of European National Top-Level Domain Registries (CENTR)
- Cyber Security Cooperative Research Centre (CRC)
- DNS Operations, Analysis, and Research Center (DNS-OARC)
- DNS Research Federation
- DotAsia
- eco - Association of the Internet Industry
- ICANN
- International Institute of Communications (IIC)

- Internet & Jurisdiction Policy Network
- Internet Engineering Task Force (IETF)
- Internet Watch Foundation
- Latin American and Caribbean Top Level Domains (LACTLD)
- Pacific Islands Chapter of the Internet Society (PICISOC)
- Pacific Islands Telecommunications Association (PITA)
- Tech Council of Australia
- Tech Policy Design Institute.

## We also proudly sponsored a range of key industry events, including:

- Asia Pacific Regional Internet Governance Forum (APrIGF)
- Australian Internet Governance Forum (auIGF)
- Pacific IGF
- Pacific ccTLD Forum
- Tech Policy Design Institute's Tech Futures.

# Government

**auDA operates under Terms of Endorsement from the Australian Government, which outline our responsibility to administer the .au domain for the benefit of all Australians.**



In March 2025, auDA welcomed updated Terms of Endorsement from the Australian Government following a periodic review and public consultation by the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCSA). The updated Terms reaffirmed auDA's core responsibilities and community expectations.

Throughout 2024–25, auDA maintained regular engagement and collaboration with Australian Government stakeholders, including:

- **DITRDCSA** to provide input to the Terms of Endorsement review and to deliver our responsibilities under the Terms. A Departmental representative also attends each Board meeting to provide an update on key government initiatives.
- The **DITRDCSA Internet Governance Team** and key teams in the **Department of Foreign Affairs** to support multi-stakeholder internet governance processes.
- **Key Federal Ministers and Shadow Ministers and Departments** to discuss auDA's role delivering critical .au infrastructure and work in internet governance.

- The **Department of Home Affairs** and the **Australian Signals Directorate** to carry out our obligations under the *Security of Critical Infrastructure Act 2018* (Cth).
- **Departments and agencies across Federal and State governments** to share knowledge on the .au DNS and contribute to public policy matters related to the internet.
- **IP Australia** to discuss topics related to trademarks and other areas of common interest such as the application of AI to improve efficiency.

"We welcome the Australian Government's ongoing commitment to multi-stakeholder collaboration, consensus-building and decision-making within internet governance."

**auDA Chair Alan Cameron AO in his letter to then-Communications Minister Michelle Rowland, accepting the revised Terms of Endorsement**

# Internet governance and public policy

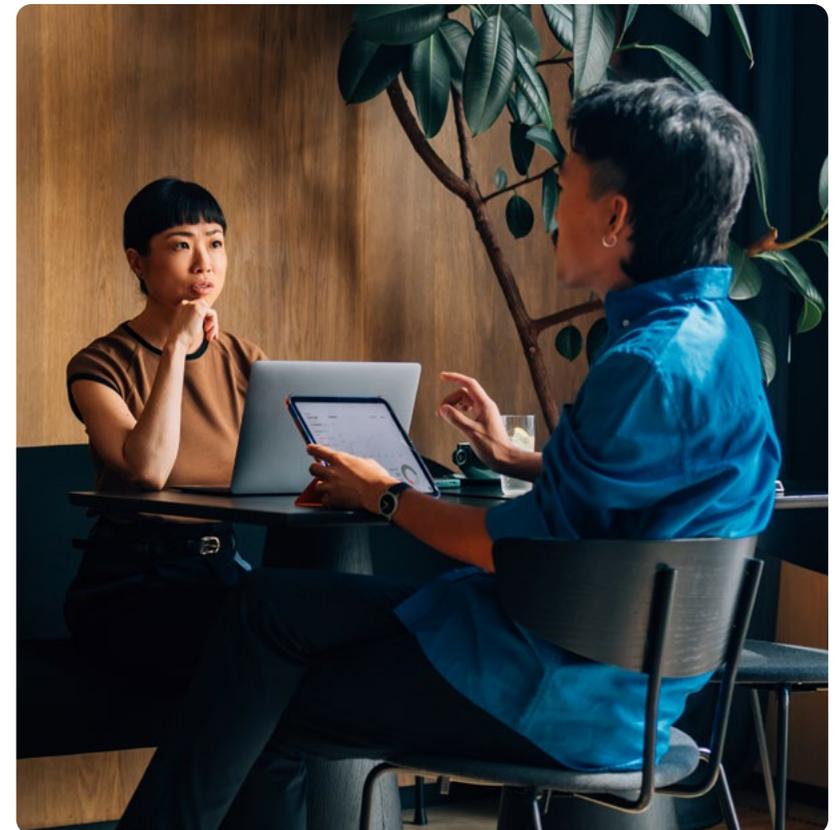
## Domestic public policy

We work with our stakeholders to contribute to public policy discussions related to the internet in Australia. In September 2024, we published our *Public Policy Agenda 2024-25*. It sets out our intention to contribute to three priority policy areas: cyber security, privacy and digital identity, while advocating for a coordinated approach between governments and regulators.

Over the financial year, we contributed to consultations, meetings, discussions and industry working groups on our priority policy areas.

### Our submissions to government consultations included:

- First Nations Digital Inclusion Advisory Group regarding the creation of a First Nations Digital Inclusion Roadmap
- Inquiry into Australia's response to the priorities of Pacific Island countries and the Pacific region
- Response to the Inquiry into the *Privacy and Other Legislation Amendment Bill 2024*
- Parliamentary Joint Committee on Intelligence and Security: Inquiry into the Cyber Security Legislative Package 2024
- Response to the Proposal Paper for introducing mandatory guardrails for AI in high-risk settings.



# Advocating for multi-stakeholder internet governance

auDA believes multi-stakeholder internet governance is the best approach for a globally interoperable internet shaped by the expertise and experience of all interested stakeholders – industry, government, civil society, academia and internet users – to deliver social and economic benefits for all.

In 2024–25, global discussions on the future of internet governance continued, with ongoing pressure from some countries to move away from the multi-stakeholder approach towards one that prioritises government decision-making.

auDA is a strong advocate for multi-stakeholder internet governance, and takes a leading role in Australia’s internet governance community.

In the financial year, we continued to advocate for, support and actively participate in multi-stakeholder internet governance. On this page and the following we set out our key activity.

## Local

In October 2024, auDA supported the annual auIGF, which brought together participants from the Australian internet governance community to build shared positions to contribute to regional and global forums. auDA was pleased to sponsor the auIGF, provide secretariat support and have representation on the Multi-stakeholder Steering Committee. At the auIGF a new process in which the auIGF community could come to, and express, a consensus was initiated through an inaugural Position Paper. auDA also contributed to sessions on Australia’s role in internet governance, connecting across the Pacific and DNS security.

## Regional

We are committed to supporting our regional neighbours and engage regularly with peers in the Pacific. In September 2024, auDA sponsored the Pacific IGF, where the Pacific Island multi-stakeholder community gathered to discuss issues relevant to the region.

Alongside the Pacific IGF, auDA collaborated with Pacific Island ccTLD managers to deliver the inaugural Pacific ccTLD Forum. The forum provides a dedicated opportunity for ccTLD managers to discuss shared challenges and opportunities, share knowledge and build capacity. The inaugural forum was delivered with support from auDA’s Public Benefit Program.

## Global

auDA welcomed UN Member States’ adoption of the Global Digital Compact (GDC) in September 2024. The GDC is a framework for global digital cooperation designed to ensure the responsible use of digital technology for the benefit of all. The GDC recognises that internet governance must continue to be global and multi-stakeholder. This marked a significant moment for multi-stakeholder internet governance as during the development of the GDC, there was a risk it would endorse a move away from the multi-stakeholder model.

Throughout the process, auDA advocated for continued, strengthened multi-stakeholder governance, including through consultations and submissions by the TCCM, of which auDA is a founding member. auDA advanced this work through the 2024 IGF, and 2025 IGFs.

In the first half of financial year 2025–26, WSIS+20 will take place, a United Nations forum focused on advancing SDGs. It will include decisions on whether to extend the mandate of the United Nations IGF.

auDA is working through the TCCM to emphasise the importance of multi-stakeholder processes in internet governance and shape WSIS+20 outcomes.

In the financial year, we also published our *Internet Governance Roadmap 2025 Progress Report* outlining achievements and further areas of work to strengthen multi-stakeholder internet governance.

## CASE STUDY

### auDA participated in the following local, regional and global internet governance forums in 2024–25:

- 81st, 82nd and 83rd meetings of ICANN
- 86th and 87th meetings of the APTLD
- European Dialogue on Internet Governance 2024
- APriGF 2024
- IGF 2024
- IGF 2025
- Pacific IGF 2024
- Pacific ccTLD Forum 2024
- auIGF 2024
- ICANN Contracted Parties Summit
- ICANN APAC DNS Forum
- CENTR Jamboree 2025
- CENTR General Assembly 2025

### auDA staff also held key positions with the following:

- CENTR Board of Directors
- Country Code Names Supporting Organization (ccNSO) Council
- ccNSO DNS Abuse Standing Committee
- ccNSO Internet Governance Liaison Committee
- ccNSO Strategic and Operational Planning Standing Committee
- DotAsia Board of Directors
- ICANN Nominating Committee
- NetBeacon Institute (formerly the DNS Abuse Institute) Advisory Committee
- auIGF Multi-Stakeholder Steering Committee (MSSC)
- United Nations IGF Multistakeholder Advisory Group.

# Cultivating Australia's next generation of internet governance leaders

## APIGA Australia

auDA is committed to developing the next generation of internet governance experts.

To support this goal, auDA hosted the inaugural Asia Pacific Internet Governance Academy Australia (APIGA Australia) program in November 2024.

Designed to empower future internet governance leaders, the program provided an interactive learning environment for participants to build their understanding of how the internet and multi-stakeholder governance model work.

We were pleased to host 40 university students and early career professionals aged 18–35 from across the country. The participants reflected a range of academic and professional backgrounds and shared an interest in the internet and public policy.

Over two days, the emerging leaders connected with experienced mentors from Australia and the regional internet governance community. The program concluded with a model ICANN conference, where participants applied their knowledge to address the challenge of DNS abuse, representing different groups from the multi-stakeholder community.



"I've considered a lot of issues around what's on the internet but I didn't know much about how the internet is actually governed and internet infrastructure. We've discussed what can and can't be regulated, what the internet is and isn't, and what it means to effectively govern the internet that we interact with."

**Wendy, young professional working in AI governance and policy**

"I was really excited about APIGA because I've got a huge interest in the policy aspect of IT. Young people need to be brought into internet governance conversations now, to learn from those experienced, but to also carry the internet into the future with the perspective of a generation that grew up always having access to the internet."

**Elizabeth, Bachelor of IT student**

APIGA Australia is the Australian chapter of the highly regarded APIGA program held annually in South Korea. To support the ongoing development of young Australians, two top participants were awarded fellowships to attend the South Korean program in 2025.

The 2024 APIGA Australia program was delivered under auDA's Public Benefit Program with support from APNIC, DotAsia Organisation and the Internet Society (ISOC). The auDA team looks forward to delivering the next APIGA Australia program in 2026.



# Civil society and academia

**auDA works with civil society to support our internet governance and public policy work, and to support our understanding of the needs of Australians online.**

In the financial year, we engaged with not-for-profit organisations, consumer advocacy groups, think tanks, academia and individual internet users, including:

- auDA's Community Grant Program recipients
- Members of auDA's Academic Program
- ACCAN
- Access Now
- Tech Policy Design Institute
- Association of Progressive Communications
- Cyber Security Cooperative Research Centre (CRC)
- Consumer Policy Research Centre
- Global Partners Digital
- Internet Society of Australia (Internet Australia)
- Internet Association of Australia (IAA)
- Internet Society (ISOC).

For a third year, auDA sponsored the Tech Futures event, which took place at Parliament House Canberra in February 2025. Hosted by the Tech Policy Design Institute, the event supported discussion on inclusive and forward-looking technology policy. It provided an opportunity to engage with leading voices from civil society and academia, as well as government and industry.

auDA's Academic Program also provides an avenue to engage with academia. auDA shares information such as educational resources and presentations for students, auDA grant opportunities and promotion of the .au membership program to attract young people get involved in the program.



auDA at the Tech Policy Design Institute's Tech Futures event 2025

# Stakeholder insights

**In 2024–25, we undertook a stakeholder survey to gather insights from a cross-section of auDA stakeholders, exploring stakeholder perceptions of auDA and how we deliver our work.**

We carry out a stakeholder survey every two years, conducted independently by a third-party research provider.

This year's survey comprised one-on-one interviews with stakeholders in the .au domain name industry, government, civil society, academia and technical organisations. Feedback received highlights auDA as a trusted steward of the .au domain and respected advocate on internet matters.

Seventy-six per cent of stakeholders said they are satisfied or extremely satisfied with their engagement with auDA, an increase of 10 per cent on the 2023 survey. The 2025 survey also identified opportunities for auDA to build on this foundation by continuing to support .au registrants to manage .au domain names with ease and engaging broadly to deliver greater impact through initiatives such as research projects and public policy work.

.....  
**76%**

of stakeholders were satisfied or extremely satisfied with their engagement with auDA

**+10%**

## Participants in auDA's 2025 stakeholder survey

"I think auDA has done an exceptional job of representing Australian interests internationally ... they turn up, they bring good policy positions."

"I hope they continue with their collaborative approach of bringing people together, talking about issues, giving everyone that opportunity to have a say and hear other thoughts and ideas."

"I think these kinds of things [the stakeholder survey] are indicative of an open-minded leadership group who want to listen ... they want to hear what people feel and what people need."

P

Strategic capability

# People

auDA's people are integral to achieving our strategic goals, core functions and vision for the future. Our people work together to create a supportive, high-performing workplace that drives auDA's purpose forward.

<p><b>Strategic capability</b></p>	<h1>People</h1>		
<p><b>Strategic objectives</b></p>	<p>Build an organisation regarded as a great place to work Strengthen the trust and confidence our stakeholders have in us</p>		
<p><b>Terms of Endorsement</b></p>	<p><b>Core principles:</b> Support trust and confidence in .au</p>		
<p><b>Material themes</b></p>		<p>Stakeholder relationships</p>	
<p><b>Sustainable Development Goals</b></p>		<p><b>SDG 8</b> Decent work and economic growth</p>	
<p><b>Key resources</b></p>		<p>Our people</p>	
<p><b>Performance</b></p>	<p> <b>79%</b> Staff engagement</p>	<p> <b>86%</b> Staff retention rate</p>	<ul style="list-style-type: none"> <li> On track</li> <li> Being managed within tolerance</li> <li> Outside tolerance</li> </ul>

# Who we are

The auDA team grew to 64 employees as of June 2025, up eight people from June 2024. This growth resulted from the addition of strategically important roles, including:

- Chief Information Security Officer role brought in-house to lead our cyber security efforts
- General Counsel to provide in-house legal advice
- Additions to our IT Team to support auDA's IT services
- Additions to our Project Management Team to support the effective delivery of auDA projects.

auDA farewelled Rosemary Sinclair AM as CEO in December 2024 and welcomed Bruce Tonkin to the role of CEO in January 2025. Bruce joined auDA in 2017 and served as auDA's Chief Operating Officer from 2018. Sharon Copeland-Smith joined auDA in March 2025, stepping into the role of Chief Operating Officer.

With these changes auDA maintained strong gender diversity across all levels of its staff. As of June 2025, our team comprised 48 per cent women and the Executive Team comprised 60 per cent women, both unchanged from the 2023-24 financial year. The proportion of women in our Leadership Team increased to 57 per cent from 50 per cent the prior year.

Staff retention decreased by one percentage point to 86 per cent from the previous financial year, however, we recognise this remains strong in a competitive job market and is within our tolerance.

auDA staff work flexibly from our Melbourne office with two policy-focused staff who work remotely from Canberra.

## Our people



**Total staff**    **Full-time**    **Part-time**    **Casual**

	Total staff	Full-time	Part-time	Casual
<b>June 2023</b>	48	44	2	2
<b>June 2024</b>	56	51	2	3
<b>June 2025</b>	<b>64</b>	<b>55</b>	<b>4</b>	<b>5</b>



# Our culture and values

**auDA is dedicated to maintaining an inclusive workplace where employees feel supported and are enabled to perform to a high standard.**

auDA's annual staff culture survey was completed in October 2024. We were pleased that staff engagement rose four percentage points to 79 per cent from 75 per cent in 2023-24. This reflects our investment in People and Culture programs, including our wellbeing and professional development programs.

auDA's values guide how we work and contribute to our culture. Our values were developed by staff as part of our 2021-25 Strategy. Over the five-year strategy timeframe, they have helped us foster a culture of collaboration and excellence.

As part of auDA's 2026-30 Strategy development process, staff contributed to a review of our values. Under the new Strategy, we will be guided by the values Leadership, Collaboration, Accountability and Curiosity, reflecting our continued commitment to delivering for and with our community, working together as one auDA, delivering excellence and growing our knowledge.

## Our values

### Contribute: locally and globally

We serve all Australians and global internet users

### Better together

We collaborate and work together as one auDA

### Strive for excellence

We deliver value. One time, every time



# Wellbeing and professional development

**We are committed to supporting our people and enabling them to deliver value for Australians through .au and the internet.**

Professional development is an important way we enable staff to deliver excellence. Staff are empowered to seek out professional development opportunities that suit their development goals and role requirements. This includes coaching, formal education courses, attendance at conferences and membership of professional associations. Under auDA's new strategy, we will deliver a new leadership development program. The program was under development in late 2024-25 and will be rolled out in 2025-26.

In the financial year, we held monthly wellbeing sessions to help staff to manage their wellbeing with topics covering RUOK Day, navigating change, managing energy and fatigue, agile mindsets, and maintaining

positive relationships at work. We continued our Be Well program, which allows staff to access approved wellbeing activities that best suit their needs. auDA's flexible work policy continued to bring staff together in the office with the opportunity to work from home on days agreed with their manager.

auDA staff engage broadly with the community. This year, following public consultation, we introduced an auDA Engagement Charter and Conduct Complaints Policy. The Charter and Policy set out expectations for conduct between auDA staff and our stakeholders, supporting respectful two-way engagements.







Strategic capability

# Governance

**We are committed to effective governance, which is a strategic capability in our 2021-25 Strategy and identified as a top material theme by our stakeholders. As set out in our Terms of Endorsement, the Australian Government also expects auDA to meet the highest standards of transparency, governance and accountability for corporate entities and we adopt the ASX Corporate Governance Principles and Recommendations.**

<p><b>Strategic capability</b></p>	<h1>Governance</h1>			
<p><b>Strategic objectives</b></p>	<p>Strengthen transparency and accountability Strive for excellence in our reporting</p>			
<p><b>Terms of Endorsement</b></p>	<p><b>Core principles:</b> Maintain effective governance</p>			
<p><b>Material themes</b></p>	<p>Governance and transparency</p>	<p>Financially sustainable not-for-profit</p>		
<p><b>Sustainable Development Goals</b></p>	<p><b>SDG 9</b> Industry, innovation and infrastructure</p>	<p><b>SDG 10</b> Reduced inequalities</p>	<p><b>SDG 12</b> Responsible consumption and production</p>	
<p><b>Key resources</b></p>	<p>Our people</p>	<p>Our expertise</p>	<p>Our finances</p>	<p>Our environment</p>
<p><b>Performance</b></p>	<p>Integrated Reporting Framework adopted:</p> <p> <b>External assurance</b> of 2024-25 Annual Report conducted by an external body</p> <p>Sustainable financial performance:</p> <p> <b>\$1.22m</b> Operating surplus</p> <ul style="list-style-type: none"> <li> On track</li> <li> Being managed within tolerance</li> <li> Outside tolerance</li> </ul>			

# auDA's Board and Constitution

**The auDA Board of Directors provides advice and oversight to auDA, setting the direction for our robust approach to governance. Drawing on its collective experience and expertise, the Board oversees auDA's operations and supports us to manage risk, deliver on our strategic objectives, and act on opportunities in the short, medium and long term. The auDA Constitution governs our operations, including the appointment and duties of Board Directors, Advisory Committees and members**

## Responsibilities of the Board

The auDA Board is responsible for overseeing delivery of our work in alignment with the auDA Constitution, our Terms of Endorsement, ICANN agreement and Strategy. It is accountable to auDA members, stakeholders and Australia's digital community.

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### The Board's responsibilities include:

- Contributing to the development and approval of documents key to good governance such as the Board and Board Committee Charters, Enterprise Risk Management Framework, Board Risk Appetite Statement, CIRMP and Corporate Governance Statement
- Guiding the development and approving auDA's strategy and strategic objectives, and overseeing activities to achieve these objectives
- Overseeing registry operations and contractual arrangements with .au registrars
- Monitoring compliance with legislative, reporting and governance requirements
- Monitoring risks in accordance with auDA's Enterprise Risk Management Framework and Board Risk Appetite Statement
- Overseeing the development of and delivery against auDA's Sustainability Framework
- Overseeing the implementation of auDA's Public Benefit Program
- Overseeing financial governance, including review of the Auditor's Report on our Annual Financial Statements
- Cyber security and business continuity governance, including review of reports from relevant external auditors
- Recruiting and supporting auDA's CEO
- Overseeing the development of and approving policies that guide auDA's work and enable an engaged, motivated, high-performing workforce.

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### auDA's Board also supports auDA to deliver value to our stakeholders by:

- Attending internet governance events including ICANN, local and global IGF meetings and other forums to further their knowledge and support of multi-stakeholder processes
- Guiding the implementation of the Integrated Reporting Framework to provide transparent reporting on auDA's activities to stakeholders
- Engaging with the auDA Executive Team on delivery against the Terms of Endorsement and the Federal Government's periodic review
- Ensuring auDA's operations are effective and efficient
- Actively engaging with .au members and auDA stakeholders at events
- Participating in crisis management exercises to support auDA's readiness to deal with a potential incident
- Working with auDA's CEO to maintain a positive culture, values and working conditions within the organisation.

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### During 2024-25, the auDA Board approved a range of decisions, activities and documentation, including:

- Updated Risk Appetite Statement and enterprise risks
- Bruce Tonkin's appointment as CEO effective 1 January 2025
- Alan Cameron AO's reappointment as auDA's Independent Chair
- The Draft 2026-30 Strategy for public consultation and the final 2026-30 Strategy
- Strategic objectives and key results for the 2025-26 financial year
- auDA's Sustainability Framework
- Two candidates for appointment to the auDA Board and three candidates to participate in the Elected Director Ballot from a list of candidates approved by the independent Nomination Committee
- The updated CIRMP and 2023-24 CIRMP Annual Report for submission to the CISC
- Terms of Reference of the Policy Advisory Panel for the 2025 .au Licensing Rules Review
- The auDA budget for 2025-26
- Updates to legacy Published Policies and retirement of redundant Published Policies following public consultation
- The Draft Registrar Agreement for consultation with registrars and the final updated Registrar Agreement
- Public Benefit Program activity, including the 2024 Community Grant Program and 2024-25 R&D Grant Program
- Nomination Committee members and their terms
- Revised Board Charter and Corporate Governance Statement
- Updated Board Skills Matrix and composition of auDA's Board Committees
- Corporate policies related to people, finance, security, governance, sustainability and external engagement in line with the policy review schedule.

The Board met seven times in 2024-25 and was supported by four Board Committees, which you can read about on page 81. A [schedule of Board meetings and meeting minutes](#) are published on the auDA website.



# Board composition and performance

auDA's [Board Skills Matrix](#) identifies the combination of skills, experience and personal attributes sought for effective board governance, oversight and strategic leadership. The matrix is reviewed annually to ensure it remains fit for purpose for auDA's operating environment and strategic objectives.

The matrix reflects the Board's focus on:

- Strategy, planning and policy development
- Governance
- International and domestic industry policy and regulation
- Relevant technical and industry experience and knowledge
- Innovation
- Stakeholder relations
- Finance and reporting.

A variety of views and experiences in auDA's Board composition ensures diverse perspectives are reflected in Board discussions and decision making. auDA Board Directors have a range of governance, technical, strategy, innovation, financial, people and stakeholder skills and experience gained through roles in industry, government, regulatory and the not-for-profit sector. They are diverse in experience, gender and location, comprising 60 per cent women and based across Melbourne, Sydney, Canberra, New South Wales South Coast and the Sunshine Coast.

In 2024-25, the Board carried out a self-assessment against the Board Skills Matrix. The results will support the 2025 Appointed and Elected Director recruitment process carried out by the Nomination Committee.

In November 2024-25, the auDA Board welcomed three new Directors and farewelled two Directors. Read about our Board changes on page 13.

# Nomination Committee

**auDA's Nomination Committee provides advice and recommendations on candidates to fill vacant positions on the auDA Board.**

The Committee is responsible for identifying, scrutinising and approving candidates suitable to become Directors of the Board, guided by the Board Skills Matrix. The Board then approves candidates for appointment or to be included in the Elected Director Ballot voted by .au members.

The Nomination Committee is chaired by auDA's Chair Alan Cameron AO, and comprises up to two other auDA Board Directors who are not standing for reappointment or re-election within the calendar year. It also includes up to six members who are external to auDA and represent auDA members, industry, business, consumers and the public, and a government representative appointed by DITRDCA.

In 2024-25, auDA appointed three new members and reappointed two existing members to the Nomination Committee, selected following a public call for applications, a thorough selection process and approval by the Board.

## The Committee's activities in the financial year included:

- Approving candidates suitable for appointment or election to the Board at the Annual General Meeting (AGM) in November 2024. The Board appointed two candidates and approved three candidates to stand for election to fill one Elected Director position.
- Approving Alan Cameron AO as suitable for reappointment as Independent Chair for a further term, noting his intention to step down at the November 2025 AGM. The auDA Board approved this recommendation and Alan's new term commenced in February 2025.
- Beginning the process to identify suitable candidates for the five Director positions, including a new Independent Chair.

# auDA Board Committees

**auDA Board Committees support the auDA Board by taking an active role in key areas of auDA's governance.**

Board Committees comprise auDA Board Directors and oversee key objectives and activities under auDA's Strategy, Terms of Endorsement and governance framework. They provide recommendations to the Board, monitor risks within their focus areas, and offer guidance to auDA's Executive Team.

## Governance and Culture Committee

The Governance and Culture Committee is responsible for auDA's governance framework, and people and culture matters. In 2024-25, the Committee recommended an updated Board Charter, Nomination Committee Charter and Corporate Governance Statement to the Board for approval. It also reviewed the results of the staff culture survey, oversaw recruitment for the .au Licensing Rules Review Policy Advisory Panel, and made recommendations to the Board on Director, Nomination Committee and staff remuneration. The Committee is chaired by Sandra Hook and met four times in 2024-25.

## Public Benefit Program Committee

The Public Benefit Program Committee is responsible for the Community Grant Program, R&D Grant Program and auDA Churchill Fellowships. In 2024-25, the Committee oversaw the 2024 Community Grant Program, launch of the inaugural R&D Grant Program round, and establishment of the auDA Churchill Fellowships. The Committee oversaw recruitment of an external expert panel to assess R&D Grant Program applications. It also recommended implementation plans for the next R&D and Community Grant rounds. The Committee is chaired by Sandra Davey and met five times in 2024-25.

## Finance and Audit Committee

In January 2025, the Finance and Sustainability Committee and the Audit Committee combined to become the Finance and Audit Committee, based on a recommendation from the Board's annual review of its Committees. Responsibilities of the Finance and Audit Committee comprise overseeing finance policy and performance, and sustainability. In 2024-25, the Committee recommended auDA's Annual Financial Statements, Directors' Report, budget, financial performance reports, Sustainability Framework and investment strategy to the Board for approval. The Committee is chaired by Wendy Thorpe. In 2024-25 it met twice as the Finance and Sustainability Committee, once as the Audit Committee, and twice after becoming the Finance and Audit Committee.

## Security and Risk Committee

The Security and Risk Committee oversees information technology, privacy, security, risk and business continuity. In 2024-25, the Committee provided guidance on auDA's draft Cyber Security Strategy, reviewed quarterly risk reports, oversaw compliance with the Board Risk Appetite Statement, monitored auDA's security, privacy and IT activities, reviewed outcomes of crisis management exercises and oversaw auDA's CIRMP obligations. The Committee is chaired by Peter Elford and met four times in 2024-25.

# Board Advisory Committees

auDA has three independent standing Advisory Committees. The Advisory Committees provide strategic advice to the auDA Board on key areas of importance for auDA and .au.

They comprise external experts and are an important part of our multi-stakeholder community. At least one auDA Board Director attends each meeting as an observer.



## General Advisory Standing Committee

The General Advisory Standing Committee advises the auDA Board on general and community-focused matters. In 2024-25, the Committee provided advice on internet governance, and inclusion and accessibility. It also provided feedback on auDA's Draft 2026-30 Strategy and held a workshop on the .au membership program to identify opportunities to further advance the program. The Committee met four times in 2024-25.

## Technical Advisory Standing Committee

The Technical Advisory Standing Committee provides advice on technical matters related to .au including internet security, DNS operations and risk management. In 2024-25, the Committee focused on cyber security issues and risk mitigation. It also provided technically-focused feedback on auDA's Draft 2026-30 Strategy. The Committee met three times in 2024-25.

## edu.au Advisory Committee

The edu.au Advisory Committee is focused on the edu.au namespace. It provides advice related to the management of edu.au, engaging with the education sector and edu.au policy changes. In 2024-25, the Committee provided sector-specific feedback on auDA's Draft 2026-30 Strategy. The Committee met three times in 2024-25.

# Reflect RAP: auDA's steps toward reconciliation

In June 2025, auDA released its first Reconciliation Action Plan (RAP). Our RAP is a "Reflect RAP", which is the first type that organisations develop to help them prepare to engage meaningfully in reconciliation. Our RAP outlines activities we will undertake in the 2025–26 financial year to embed the principles of reconciliation within auDA.

Our RAP was developed by our Executive Team and internal RAP Working Group in consultation with Aboriginal and Torres Strait Islander stakeholders and consultants, and with feedback and guidance from Reconciliation Australia. During the process, we considered how auDA can contribute to advancing reconciliation, with a focus on the digital space.

Our RAP Working Group is responsible for leading our reconciliation efforts and meets monthly. Over the financial year, the Working Group finalised the RAP and organised initiatives to build auDA staff understanding of and participation in reconciliation. This included a walking tour with the Koorie Heritage Trust and a guided tour of Wurrdha Marra at the National Gallery of Victoria.

We also engage with and support Aboriginal and Torres Strait Islander people through our Public Benefit Program. One of the priorities for our Community Grant Program is to support projects that benefit Aboriginal and Torres Strait Islander people, which you can read about on page 51.

Read [auDA's RAP](#) on our website.



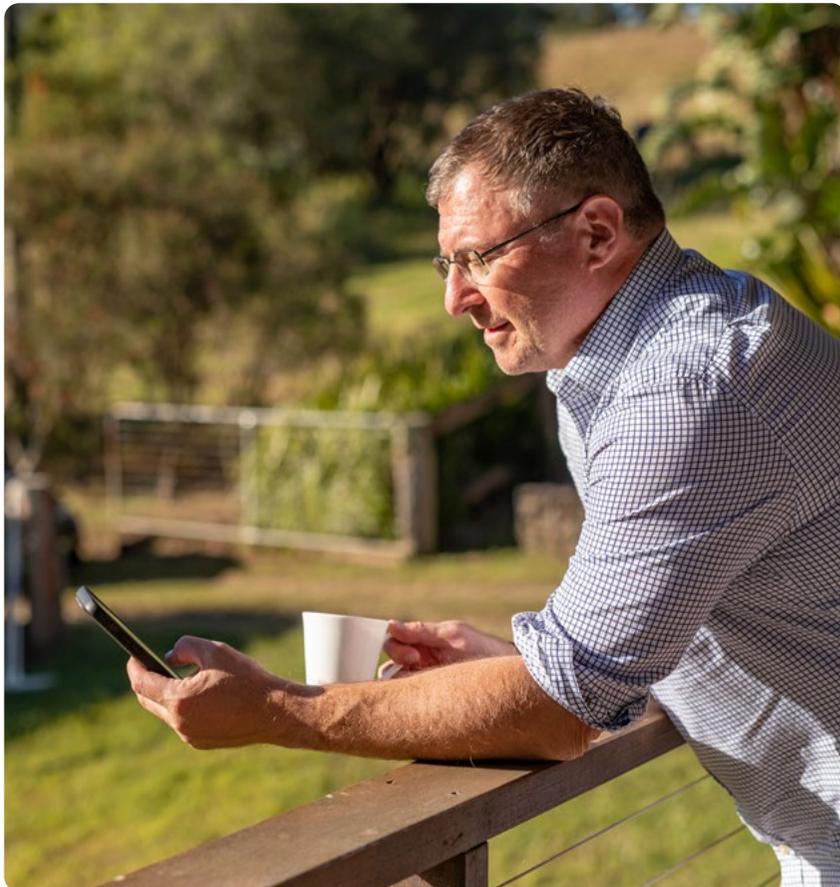
auDA staff participate in a guided walking tour with the Koorie Heritage Trust



auDA's RAP artwork Walkabout by Luke Mc of the Wulgurukaba people



# Transparency and accountability



## Sustainability Framework

In 2024-25, we finalised our Sustainability Framework. The Framework sets out our areas of focus across environment, social sustainability and governance through to 2029-30.

Each focus area includes targets and identifies areas in which we aim to deliver positive impact. In the financial year, we commenced work on key sustainability projects, such as conducting our first enterprise-level greenhouse gas inventory which will provide a baseline to measure progress on our climate disclosures and emissions reduction strategy.

Our Framework is informed by the ISO 26000 Guidance on social responsibility standard, which supports auDA's work to contribute to UN SDGs. This includes SDG 12 Responsible Consumption and Production, one of the SDGs we contribute to most meaningfully, as set out on page 18.

### Our seven key focus areas:

- Climate change and energy
- Resource efficiency and circularity
- Supplier engagement
- Impact investment
- Stakeholder engagement
- Diversity, equity and inclusion
- Governance

Through the Framework, we aim to deliver environmental and socially responsible outcomes while upholding robust corporate governance, and be a leading voice within the domain name eco-system. We will report on our progress under the Framework annually.

You can read the [auDA Sustainability Framework Summary](#) on our website.

# ASX Corporate Governance Statement

The ASX Corporate Governance Council's Corporate Governance Principles and Recommendations set out eight practices that support good governance, providing an independent benchmark for governance, transparency and accountability.

While designed for entities listed on the Australian Securities Exchange, auDA reports against these practices with modifications that reflect our size, structure and status as an Australian Public Company limited by guarantee. We review our [Corporate Governance Statement](#) annually and updated it in June 2025.



## auDA's not-for-profit status

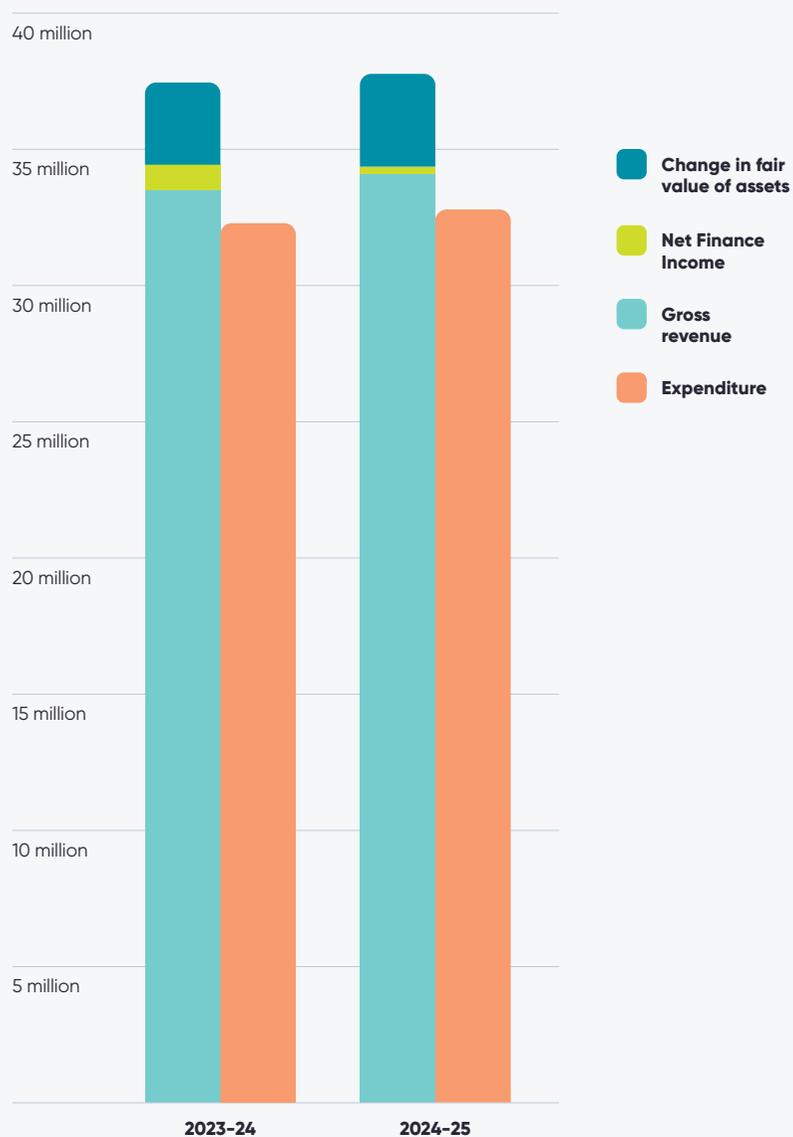
Under our Terms of Endorsement from the Federal Government, auDA is required to operate as a self-funding not-for-profit and for-purpose organisation. Our corporate structure as an Australian Public Company limited by guarantee is consistent with this, requiring us to reinvest surpluses into the organisation.

We maintain reserves to ensure we can continue to deliver a stable, secure and reliable .au in the short, medium and long term and invest surplus funds into initiatives that support our purpose and vision. We also invest in partnerships and projects that drive innovation and digital inclusion to unlock positive social and economic value for Australians through the internet.

auDA's financial sustainability is monitored closely by the Board and the Finance and Audit Committee.



### auDA summary of financial performance by financial year



## Sustainable financial position

Through considered budget planning, cost management in line with auDA policy, supporting registration growth in .au domain names and the careful investment of financial reserves, auDA works to maintain a sustainable financial position. This prudent financial management enables us to continue to invest in .au for the benefit of all Australians, and meet unforeseen expenses.

Based on projected revenues and expenditures, auDA anticipated an operating deficit for the 2024-25 financial year, however, at the year's close, recorded an operating surplus.

In 2024-25, revenue performance was stable, reinforced by modest growth in .au domain name registrations and renewal rates. By comparison, many peer ccTLDs have experienced declines in registrations in recent years. The modest increase in .au registrations was supported by community demand for a trusted online presence and our continued investment in maintaining trust in .au, and raising awareness of its benefits to new registrants. Our revenue performance was also supported by a small rise in the wholesale price of .au domain name licences that came into effect in October 2024.

There was also an increase in the fair value of investments held in our investment portfolio.

In the period, our expenses grew moderately, reflecting an increase in employee related expenses with the addition of key roles and the full year impact of new hires in the prior financial year. The growth also reflects our increased investment in innovation initiatives, with two multi-year grants finalised to support research projects under our inaugural R&D Program grant round.

As part of the 2025-26 budget process, in June 2025 the Board approved an increase to the wholesale price of .au licences, effective from 1 October 2025. This will support auDA to remain financially sustainable in the medium term as we continue to invest in .au and auDA's operation to deliver our strategic aims and core functions in a dynamic operating environment. It will also enable auDA to continue to operate as a self-funding not-for-profit organisation, as required under our Terms of Endorsement.

Note: auDA has restated revenue figures for 2023-24. For more information, see note 16 of the Financial Statements on page 113.



# Our outlook

**2025-26 marks the commencement of our 2026-30 Strategy. To develop the Strategy, we considered our operating environment and outlook over the short, medium and long term, and we created strategic objectives that factor in future opportunities and challenges, while strengthening our delivery of sustained value for Australians.**

## Short term

2025-26

In the short term, auDA is focused on delivering our 2025-26 internal operating plan. A key focus will be on upholding community trust in the .au domain, including through completion of the .au Licensing Rules review.

Key challenges include increasing threats from cybercrime and attempts by some countries to move away from the multi-stakeholder model of internet governance. In response, we will continue our work to strengthen cyber security protections in .au and active involvement in internet governance processes and debates, in particular in the lead up to the WSIS+20.

The evolution of AI is challenging business operations globally. In the upcoming financial year, we will investigate new ways of working to automate manual tasks and establish leadership and technical training pathways to uplift staff capability.

AI is also changing how people use the internet and rely on the DNS. Flattening demand for domain names globally, driven by AI-enabled online search and competition from social media platforms and marketplaces, requires us to carefully consider how .au can continue to provide value to Australians into the future. In the financial year, we will explore new ways to promote the value of .au to Australians and investigate potential new .au services to support Australians online, reinforcing the long-term financial sustainability of our organisation.

.au members are critical to our operations. We will survey our members to understand their evolving needs and work to adapt the .au member program to ensure the program continues to deliver value for our increasingly diverse member base.



## Medium term

2027-30

Over the medium term, we will work to deliver our 2026-30 Strategy and realise our vision to ensure .au is the primary online identity for Australian individuals and organisations, supported by a nimble and resilient auDA.

Building workforce capability will be central to our ability to adapt to change. We will build on work commenced in 2025-26 to implement process and technology changes and training programs that enable us to respond to our dynamic operating environment.

To combat the risk of decreasing trust in the internet, auDA will invest in technical solutions to further improve the integrity of the .au domain. We will also undertake research into public trust in the internet, using findings to enhance trust through our services and advocacy.

Over this period, we will also deepen our engagement in local, regional and global internet governance forums. We do this to safeguard inclusive decision-making processes, build a pipeline of young Australians equipped to participate in internet governance and the DNS, and support communities challenged by digital inclusion in Australia and the Pacific.

Throughout the period, we will continue to adapt to the evolving operating environment, including shifts in technology, consumer behaviour and regulation. We will also progress implementation of sustainability and reconciliation initiatives to deliver long-term value for Australians and maintain strong governance and accountability.

## Long term

2031-44

auDA operates .au for the benefit of all Australians. Our long-term focus is on preserving the value and security of .au and protecting an open, free, secure and interoperable internet and the benefits that flow from it.

Geopolitical instability, alternative addressing systems and growing regulatory complexity present potential challenges. Through our work in the short and medium term – by building trust and capability, delivering positive impact, and taking a leading role in internet governance, innovation and digital inclusion – we seek to safeguard the long-term sustainability of .au and auDA.

Our long-term outlook will continue to evolve and we will continue to look ahead, considering potential risks, challenges and opportunities within our operating environment. We will regularly review technology and market developments, auDA's enterprise risks, feedback from .au members and stakeholders and challenge our thinking through our Future Scenarios Project Report, as we seek to remain the trusted custodian of .au and valued contributor to Australia's digital economy and the global internet community.



# General Purpose Financial Report



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**General Purpose Financial Report for the year ended 30 June 2025**  
**.au Domain Administration Limited and controlled entities**  
**ABN 38 079 009 340**

# Directors' report

The Directors present their report together with the consolidated financial statements of the Group comprising of .au Domain Administration Limited (the Company) and its subsidiaries for the financial year ended 30 June 2025 and the auditor's report thereon.

## 1. Directors

The Directors of the Group at any time during or since the end of the financial year are:

	Appointed	Retired
Alan Cameron AO	15 November 2019	
Sandra Davey	15 November 2019	
Peter Elford	15 November 2019	
Brett Fenton	19 November 2024	
Angelo Giuffrida	15 November 2019	19 November 2024
Sandra Hook	16 November 2022	
Dr Alice McCleary	15 November 2019	19 November 2024
Claire Rogers	19 November 2024	
Wendy Thorpe	16 November 2022	
Thu-Trang Tran	15 November 2023	
Michael Trovato	16 November 2022	
Tina Wyer	19 November 2024	

### ALAN CAMERON AO BA LLM Hon LLD Sydney FAICD Life FAAL

Independent Appointed Director and Chairperson

Alan Cameron worked in a corporate law practice in Sydney, was Commonwealth Ombudsman 1991-92, and was chairman of the ASC and ASIC from 1993-2000. Most recently he has been a consultant and company director. He is Chair of the Code of Conduct Committee of the Australian Council for International Development, Independent Chair of the ASX Clearing and Settlement Advisory Group and an Independent Director of Nuix Ltd. He has been Chairperson of the NSW Law Reform Commission, Deputy Chancellor of The University of Sydney and Chair of the ASX Corporate Governance Council.

### SANDRA DAVEY MAICD

Independent Appointed Director  
Chair Public Benefit Program Committee

Sandra is a commercially astute, digitally native Director. She is currently a Director of Screenrights, and her past governance roles include Director and Chair of Choice, Chair of the Australian Internet Governance Forum (auIGF), Director and National President of the Australian Interactive Media Industry Association, and an inaugural Director of auDA when it was formally established in 1999.

She brings expertise in technology-informed strategy helping boards turn disruption into opportunity, driving transformation, innovation, and sustainable growth that balances profit and purpose.

## 1. Directors (continued)

### PETER ELFORD BSc (Hons)

Independent Elected Director  
Chair Security and Risk Committee

Peter Elford is an Australian internet veteran having “built the internet in Australia” in 1989 as the second employee at the Australian Academic and Research Network (AARNet). From 1993–2013 he held a variety of technical and senior management roles at Cisco, before returning to AARNet as Director, Government Relations and Research from 2014–19. He has been a member of the auDA Board since 2019. Peter is a volunteer with a range of Canberra community organisations associated with cycling, broadband and town planning.

### BRETT FENTON BSc (Hons)

Independent Appointed Director

Brett Fenton is Chief Operating Officer at the Sydney Institute of Marine Science (SIMS), where he brings commercial expertise to environmental conservation. He began his career researching heavy metals at UNSW. After 15 years in the tech sector, including as COO in a successful ASX-listed acquisition, Brett returned to the environmental sector in 2023, joining SIMS to focus on sustainable outcomes.

### SANDRA HOOK GAICD

Independent Appointed Director  
Chair Governance and Culture Committee

Sandra Hook is recognised for her strategic clarity, operational depth, and practical, forward-leaning approach to leadership and governance. An experienced Chair and Non-Executive Director with deep expertise in governance, transformation and growth, she brings over 30 years of executive and board leadership across media, technology, communications, and services.

Her C-suite executive career included roles as MD, CEO, COO, GM for divisions of leading media organisations such as News Limited, Foxtel, and Fairfax, where she led businesses through digital disruption, M&A, and structural change. Sandra serves on listed, private, and government boards such as NextED Group (ASX:NXD), IVE Group (ASX:IGL), End Food Waste CRC.

### CLAIRE ROGERS BA MBA GAICD

Independent Elected Director

Claire is a strategic leader with deep expertise in driving growth, innovation, and digital transformation across a broad range of financial services and for purpose entities at executive and board level. Claire is a Non-Executive Director of Victorian Funds Management Corporation, Spire Limited, Melbourne Business School and Executive Director of Oho. Claire was previously Chief Executive of World Vision Australia and held senior leadership roles in multiple divisions of ANZ including Head of Digital Banking. She is a co-founder of Oho, a SaaS company providing screening services in the care and community sectors.

### WENDY THORPE BA BBus (Acc) Grad Dip AppFin & Inv. GAICD FFin

Independent Elected Director  
Chair Audit Committee

Wendy Thorpe is a former Financial Services Executive with deep experience in leading technology, operations and transformation at AXA, ANZ and AMP including in Chief Information Officer and Chief Operations Officer roles. Wendy is an experienced Board Chair and Non-Executive Director across a range of sectors. In addition to her role at auDA, Wendy is Chair of Epworth Healthcare, Chair of Online Education Services Pty Ltd and a Non-Executive Director of IAG Ltd and People First Bank. Wendy was previously a Director of Tower Ltd, Ausgrid, AMP Bank Ltd, Data Action Pty Ltd and Very Special Kids, and is a former member of the Council of Swinburne University of Technology.

### THU-TRANG TRAN LLM GradDipLP LLB BCom

Independent Appointed Director

Thu-Trang Tran began her career as a commercial and information technology lawyer in Sydney. She has been able to combine her social justice values, strategic leadership and regulatory expertise over the past two decades in private and public sector organisations in Australia and overseas. Thu-Trang also serves as a Commissioner at the Victorian Liquor Commission and Director at Good Shepherd Australia New Zealand, the Telecommunications Industry Ombudsman (TIO) and VITS Language Loop and Cohealth. She was a Commissioner at the Victorian Building Authority Board and has also held executive roles in regional and state peak not-for-profit organisations.

## 1. Directors (continued)

### MICHAEL TROVATO MBA (Acc, Fin) BSc GAICD

Independent Elected Director

Michael Trovato is a cyber security, privacy, and technology risk advisor to boards, board risk committees, and executive management. Michael is currently IIS Partners Managing Partner; Cyber Risk Advisors Managing Partner; TrustWorks360 Director and Lead Security Advisor.

Michael's prior roles include Director of the Australian Information Security Association, Director of the Melbourne ISACA Chapter, EY Cyber Security, Asia Pacific, Oceania and FSO Lead Partner; NAB Group, GM Technology Risk and Security; KPMG New York, Partner Information Risk Management; Salomon Brothers, Internal Audit; MasterCard International, Principal; Price Waterhouse Manager; SUNY at Buffalo University Computing Services - Programming Consultant.

### TINA WYER BCom GAICD

Independent Appointed Director

Tina Wyer is a Chartered Accountant and former Financial Services executive, with global experience in driving strategic initiatives and advising organisations on leveraging data and technology for operational optimisation and achieving business goals. In addition to her role at auDA, Tina serves as Deputy Chair of the Fred Hollows Foundation and holds Non-Executive Director roles at Hume Bank and the Australian Diabetes Educators Association. She also serves as Audit Chair for all three organisations, and is a member of the Adaluma Tech - Strategic Advisory Committee.

## 2. Meetings of Directors

The number of meetings of the Board and of each Board Committee and number of meetings attended by each of the Directors of the Group during the financial year were:

	Board Meetings		Audit Committee		Finance & Audit Committee		Finance & Sustainability Committee		Governance & Culture Committee		Security & Risk Committee		Public Benefit Program Committee	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B
Alan Cameron*	7	7	1	1	-	-	2	2	2	2	2	2	2	2
Sandra Davey	7	7	1	1	2	3	2	2	-	-	-	-	3	4
Peter Elford	6	7	-	1	-	-	-	-	-	-	4	4	4	4
Brett Fenton	4	4	-	-	-	-	-	-	2	2	2	2	-	-
Angelo Giuffrida	3	3	-	-	-	-	-	-	2	2	-	-	1	2
Sandra Hook	7	7	-	1	2	3	2	2	4	4	-	-	-	-
Dr. Alice McCleary	3	3	1	1	-	-	1	1	-	-	-	-	2	2
Claire Rogers	4	4	-	-	-	-	-	-	-	-	2	2	2	2
Wendy Thorpe	5	7	1	1	3	3	-	-	4	4	2	2	-	-
Thu-Trang Tran	7	7	-	-	-	-	-	-	3	4	-	-	4	4
Michael Trovato	7	7	-	-	3	3	2	2	-	-	3	4	-	-
Tina Wyer	4	4	-	-	3	3	-	-	-	-	-	-	1	2

**A** Number of meetings attended.

**B** Number of meetings held during the time the Director held office during the year and that the Director was eligible to attend, and for committees the number of meetings where the Director held office during the year and was also a member of the committee.

\* The Independent Chairperson, Alan Cameron AO, changed from being a member of each Board Committee in the first half of FY25 to attending Committee Meetings by standing invitation but not as a member in the second half of FY25.

### 3. Secretaries

The secretaries of the Company at any time during or since the end of the financial year are:

Sonia Joksimovic	Appointed 20 May 2019
Linda Brown	Appointed 9 June 2020

Sonia Joksimovic is a qualified company secretary and has more than 10 years' experience working in company secretarial and governance positions in publicly listed and unlisted companies.

Linda Brown is an experienced governance practitioner with 30 years' experience in management and consulting roles including providing board support and company secretarial services to not for profit entities.

### 4. Principal activities and objectives

#### Principal activities

The principal activities of the Group during the year ended 30 June 2025 comprised of management of the .au domain.

There were no changes in the nature of the activities of the Group during the year.

#### Objectives

auDA is endorsed by the Federal Government to administer the .au domain for the benefit of all Australians. The Government's Terms of Endorsement for auDA sets out the Company's core functions, which are to:

- Ensure stable, secure and reliable operation of the .au domain, which is part of Australia's suite of critical infrastructure;
- Administer a licensing regime for .au domain names based on multi-stakeholder processes that are transparent, responsive, accountable, accessible and efficient;
- Advocate for and actively participate in multi-stakeholder internet governance processes domestically, regionally and internationally.

The Company's new 2026–30 Strategy was released June 2025. The 2026–30 Strategy sets out auDA's purpose to ensure the secure and reliable operation of .au and the internet's naming system, and champion an open, free, secure and interoperable internet, for the benefit of all Australians. The Company's vision is for the .au to be the primary online identity for Australian individuals and organisations, supported by a nimble and resilient auDA.

To deliver on its purpose and vision, auDA's Strategy also sets out key areas of strategic focus and projects on which it will concentrate its efforts, and the values that will guide it. auDA's work is aligned through a shared purpose, vision and values. auDA values guide the way in which auDA works together and within its multi-stakeholder community.

### 5. Operating and financial review

Revenue from operations for the year ended 30 June 2025 was \$34,336,373 (2024 Restated\*\*: \$34,130,942). The result for the year ended 30 June 2025 is a profit of \$4,924,438 (2024: \$5,108,655).

For the year to 30 June 2025 the Group generated net cash from operating activities of \$4,621,557 (2024: \$9,442,957).

	2025 \$	2024 \$ (Restated)**	Variance \$
Revenue from operations	34,336,373	34,130,942	205,431
Profit for the year	4,924,438	5,108,655	(184,217)
Change in fair value of financial assets*	3,407,603	3,017,501	390,102
Net cash from operating activities	4,621,557	9,442,957	(4,821,400)

\*included in the profit for the year \*\* For details of restatement, refer to Note 16

## 5. Operating and financial review (continued)

For the financial year ended 30 June 2025 profit was \$184,217 (3.6%) lower than for the prior year. Despite continued inflationary pressures operating costs were contained with the only areas of significant (although planned) growth being employee related expenses and Research and Development Program grants; growth in these costs was offset by lower registry operator fees, marketing and registry tender expenses. The profit result included an increase in the fair value of financial assets of \$3,407,603.

In the opinion of the Directors, there are no other likely changes in the operations of the Group that are expected to adversely affect the results of the Group in subsequent financial years.

### Significant changes in the state of affairs

There were no significant changes in the state of affairs that had an effect on the Group's operations or the results of its operations.

## 6. Events subsequent to reporting date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Group, to affect significantly the operations, the results of those operations, or the state of affairs of the Group, in future financial years.

## 7. Likely developments

Having successfully concluded its 2021-25 Strategy auDA is now implementing its 2026-30 strategy.

## 8. Member's guarantee

The Company is limited by guarantee. If the Company is wound up its Constitution states that each member of the Company is required to contribute a maximum of \$10 towards meeting any outstanding obligations of the Company. Following the membership transition on 27 September 2022, the number of members of the Company has increased significantly and as of 30 June 2025, the number of members was 5,831 (2024: 5,057).

## 9. Non-audit services

KPMG consented to act as the Group's auditor on 27 June 2017. The lead audit partner, Kate Rowsell, is undertaking her second year as the Group's auditor for the period ending 30 June 2025. In accordance with *Corporations Act 2001* and KPMG partner rotation requirements, the next rotation of the lead partner of the Group is planned to occur after the completion of the 30 June 2033 financial year audit.

During the year KPMG, the Group's auditor, has performed certain other services in addition to the audit and review of the financial statements.

The Board has considered the non-audit services provided during the year by the auditor and in accordance with written advice provided by resolution of the Finance and Audit Committee, is satisfied that the provision of those non-audit services during the year by the auditor is compatible with, and did not compromise, the auditor independence requirements of the *Corporations Act 2001* for the following reasons:

- All non-audit services were subject to the corporate governance procedures adopted by the Group and have been reviewed by the Finance and Audit Committee to ensure they do not impact the integrity and objectivity of the auditor; and
- The non-audit services provided do not undermine the general principles relating to auditor independence as set out in *APES 110 Code of Ethics for Professional Accountants*, as they did not involve reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Group, acting as an advocate for the Group or jointly sharing risks and rewards.

Details of the amounts paid to the auditor of the Group, KPMG, and its network firms for audit and non-audit services provided during the year are set out below:

<b>Audit and non-audit services:</b>	<b>2025 \$</b>	<b>2024 \$</b>
<b>Other services</b>		
Financial statement compilation services (non-audit services)	14,660	14,100
Audit of financial statements	96,450	97,970
<b>Total paid to KPMG</b>	<b>111,110</b>	<b>112,070</b>

## 10. Environmental regulation

In February 2023, the Group established the Finance and Sustainability Committee to enhance the Group's focus on Environmental, Social and Governance (ESG) issues impacting on operating performance. In 2025 the Finance and Sustainability Committee absorbed the role of the Audit Committee and was renamed the Finance and Audit Committee.

The Finance and Audit Committee has oversight of the development, maintenance and communication of the Sustainability Framework to ensure the sustainability of business operations, the application of ESG principles for investment management and environmental considerations applicable to operating activities.

The Company's 2026-30 Strategy reaffirms auDA's commitment to operating in an environmentally and socially responsible way setting out environmental and social strategic initiatives and building on auDA's Sustainability Framework, which was finalised in late 2024.

The Federal Government's Terms of Endorsement and the ICANN sponsorship agreement under which the Group operates do not impose sustainability or environmental obligations.

## 11. Indemnification and insurance of officers and auditors

### Indemnification

The Company has entered a Deed of Access, Indemnity and Insurance with each Director of the Company which provides indemnity against a liability arising out of or in any way directly or indirectly connected with the Officer's role as Director of the Company and reasonable defence costs. There are no known claims or legal actions against any Director or Officer or Executive in respect of the operations of the Group.

### Insurance premiums

The Directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the Directors' and Officers' liability and Legal Expenses' insurance contracts, as such disclosure is prohibited under the terms of these contracts. The Company has not paid any premiums to indemnify or insure auditors.

## 12. Proceedings on behalf of the Company

There have been no proceedings on behalf of the Company identified for the year ended 30 June 2025.

## 13. Lead auditor's independence declaration

The lead auditor's independence declaration is set out on page 122 and forms part of the Directors' Report for the year ended 30 June 2025.

This report is made with a resolution of the Directors:



Alan Cameron AO  
Independent Chairperson

Dated at Melbourne this 16th day of October 2025

# Consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

REVENUE	Note	2025 \$	2024 \$ (Restated)**
Revenue	4	34,336,373	34,130,942
Other income		4,200	–
Registry operator fees		(9,418,965)	(10,047,720)
Employee related expenses	5	(11,519,219)	(9,708,869)
Staff development and related expenses		(467,046)	(510,335)
Compliance services expense		(338,825)	(272,652)
Consultancy expense		(1,847,226)	(1,985,909)
Domain Name System infrastructure expense		(2,043,982)	(2,237,320)
Grant expense	6	(600,000)	(600,000)
Engagement expense		(251,639)	(233,271)
Marketing and communication expense		(1,698,383)	(3,068,081)
Insurance expense		(358,026)	(338,594)
Travel expense		(1,046,949)	(1,054,962)
Directors' remuneration expense		(617,441)	(559,774)
Subscriptions expense		(511,137)	(438,931)
Research and development grants		(1,314,021)	(305,631)
Depreciation of plant and equipment	11	(396,679)	(393,984)
Depreciation of right-of-use assets	12	(275,369)	(275,370)
Registry tender expenses		–	(604,452)
Other expenses		(413,639)	(351,276)
<b>Profit from operations</b>		<b>1,222,027</b>	<b>1,143,811</b>
Change in fair value of financial assets classified at FVTPL*		3,407,603	3,017,501
Net finance income	7	294,808	947,343
<b>Profit before income tax</b>		<b>4,924,438</b>	<b>5,108,655</b>
Income tax expense		–	–
<b>Profit for the year</b>		<b>4,924,438</b>	<b>5,108,655</b>
Other comprehensive income		–	–
<b>Total comprehensive income</b>		<b>4,924,438</b>	<b>5,108,655</b>

\*Fair value through profit or loss

\*\* For details of restatement, refer to Note 16

The notes on pages 102 to 119 are an integral part of these consolidated financial statements.

# Consolidated statement of financial position

As at 30 June 2025

<b>ASSETS</b>	<b>Note</b>	<b>2025 \$</b>	<b>2024 \$</b>
<b>Current assets</b>			
Cash and cash equivalents	8	19,603,918	20,855,873
Trade and other receivables	9	3,533,529	3,105,631
Prepayments		470,628	621,963
<b>Total current assets</b>		<b>23,608,075</b>	<b>24,583,467</b>
<b>Non-current assets</b>			
Other assets		475,328	444,487
Investments	10	53,611,872	44,866,343
Plant and equipment	11	760,268	996,940
Right-of-use assets	12	436,001	711,370
<b>Total non-current assets</b>		<b>55,283,469</b>	<b>47,019,140</b>
<b>Total assets</b>		<b>78,891,544</b>	<b>71,602,607</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	13	3,385,848	2,217,909
Employee benefits	14	916,032	759,447
Deferred income	15	21,532,182	20,581,570
Lease liabilities	12	455,509	409,232
<b>Total current liabilities</b>		<b>26,289,571</b>	<b>23,968,158</b>
<b>Non-current liabilities</b>			
Deferred income	15	11,041,303	10,551,421
Employee benefits	14	169,529	149,419
Provision for make good		128,675	128,675
Lease liabilities	12	279,935	746,841
<b>Total non-current liabilities</b>		<b>11,619,442</b>	<b>11,576,356</b>
<b>Total liabilities</b>		<b>37,909,013</b>	<b>35,544,514</b>
<b>Net assets</b>		<b>40,982,531</b>	<b>36,058,093</b>
<b>EQUITY</b>			
Retained earnings		40,982,531	36,058,093
<b>Total equity</b>		<b>40,982,531</b>	<b>36,058,093</b>

The notes on pages 102 to 119 are an integral part of these consolidated financial statements.

# Consolidated statement of changes in equity

For the year ended 30 June 2025

	Retained earnings \$	Total Equity \$
<b>Balance at 1 July 2023</b>	<b>30,949,438</b>	<b>30,949,438</b>
<b>Comprehensive income</b>		
Profit for the year	5,108,655	5,108,655
<b>Total comprehensive income</b>	<b>5,108,655</b>	<b>5,108,655</b>
<b>Balance at 30 June 2024</b>	<b>36,058,093</b>	<b>36,058,093</b>
<b>Comprehensive income</b>		
Profit for the year	4,924,438	4,924,438
<b>Total comprehensive income</b>	<b>4,924,438</b>	<b>4,924,438</b>
<b>Balance at 30 June 2025</b>	<b>40,982,531</b>	<b>40,982,531</b>

The notes on pages 102 to 119 are an integral part of these consolidated financial statements.

# Consolidated statement of cash flows

For the year ended 30 June 2025

	Note	2025 \$	2024 \$
<b>Cash flows from operating activities</b>			
Cash received from customers		35,073,750	29,500,150
Cash paid to suppliers and employees		(31,099,388)	(21,292,842)
Finance income received		647,195	1,235,649
<b>Net cash from operating activities</b>		<b>4,621,557</b>	<b>9,442,957</b>
<b>Cash flows from investing activities</b>			
Proceeds from term deposits		30,840	161,974
Payment for investments and term deposits		(37,941,044)	(49,474,370)
Proceeds from sale of investments		32,654,489	44,693,812
Acquisition of plant and equipment	11	(160,007)	(88,220)
<b>Net cash used in investing activities</b>		<b>(5,415,722)</b>	<b>(4,706,804)</b>
<b>Cash flows from financing activities</b>			
Payment of leases	12	(457,790)	(444,816)
<b>Net cash used in financing activities</b>		<b>(457,790)</b>	<b>(444,816)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(1,251,955)</b>	<b>4,291,337</b>
Cash and cash equivalents at 1 July		20,855,873	16,564,536
<b>Cash and cash equivalents at 30 June</b>	8	<b>19,603,918</b>	<b>20,855,873</b>

The notes on pages 102 to 119 are an integral part of these consolidated financial statements.

# Notes to the consolidated financial statements

For the year ended 30 June 2024

## Note 1 – Reporting entity

.au Domain Administration Limited is a public company limited by guarantee, incorporated and domiciled in Australia.

The Group registered office is Level 19, 8 Exhibition Street, Melbourne, Victoria, Australia. These consolidated financial statements comprise the Company and its subsidiaries (together referred to as the 'Group').

The Group is a not-for-profit entity and is primarily involved in the management of the .au domain.

## Note 2 – Basis of accounting

### a) Statement of compliance

The consolidated financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (AASBs) adopted by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*.

Compliance with the Australian Accounting Standards may not result in compliance with International Financial Reporting Standards (IFRS), as the AASBs include requirements and options available to not-for-profit organisations that are inconsistent with IFRS.

These consolidated financial statements were authorised for issue by the Board of Directors as of the date of the Directors Declaration. Details of the Group's material accounting policies are included in Note 3.

### b) Basis of measurement

These consolidated financial statements have been prepared on the historical cost basis except for the following assets which are stated at their fair value: investments in managed funds, investments in equity securities.

### c) Functional and presentation currency

These consolidated financial statements are presented in Australian dollars, which is the Group's functional currency.

**Note 2 – Basis of accounting** (continued)**d) Use of judgements and estimates**

In preparing these consolidated financial statements, management has made judgements and estimates about the future, including climate-related risks and opportunities, that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis and are consistent with the Group's risk management and climate-related commitments where appropriate. Revisions to estimates are recognised prospectively.

**i. Judgements**

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- revenue recognition: whether revenue received is recognised over time or at a point in time;
- consolidation: whether the Group has de facto control over an investee; and
- lease term: whether the Group is reasonably certain to exercise extension options.

**ii. Assumptions and estimation uncertainties**

Information about assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year is included in the following notes:

- recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources;
- measurement of ECL allowance for trade receivables: key assumptions in determining the weighted-average loss rate; and
- revenue recognition: estimate of expected returns

**e) Going Concern**

The financial report has been prepared on the going concern basis which assumes continuity of normal business activities and the realisation of assets and the settlement of liabilities in the ordinary course of business.

**Note 3 – Material accounting policies**

The accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements, except if mentioned otherwise.

**a) Basis of consolidation****i. Subsidiaries**

Subsidiaries are entities controlled by the Group. The Group 'controls' an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

**ii. Transactions eliminated on consolidation**

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised gains arising from transactions with equity accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

**b) Foreign currency transactions**

Transactions in foreign currencies are translated to the functional currency of the Group at exchange rates at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the period, adjusted for effective interest and payments during the period, and the amortised cost in foreign currency translated at the exchange rate at the end of the year.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on retranslation are recognised in profit or loss.

Note 3 – Material accounting policies (continued)

## c) Financial instruments

### i. Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

### ii. Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

### iii. Classification and subsequent measurement

#### Financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI) – debt investment; FVOCI – equity investment; or fair value through profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

#### Financial assets – subsequent measurement and gains and losses

##### *Financial assets at amortised cost*

The Group recognises the following financial assets in this category: Trade and other receivables, cash and cash equivalents, term deposits.

These assets are initially recognised when they are originated and are measured at the transaction price. These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

##### *Financial assets at FVTPL*

The Group recognises the following financial assets in this category: managed funds, equity securities, alternatives and other investments.

These assets are initially recognised when the Group becomes a party to the contractual provisions of the instrument and are measured at fair value. These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income are recognised in profit or loss.

**Note 3 – Material accounting policies** (continued)**c) Financial Instruments** (continued)**Financial liabilities – Classification, subsequent measurement and gains and losses**

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

**iv. Derecognition****Financial assets**

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

**Financial liabilities**

The Company derecognises a financial liability when its contractual obligations are discharged, cancelled, or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

**v. Offsetting**

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

**d) Plant and equipment****i. Recognition and measurement**

Items of plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. When parts of an item of plant and equipment have different useful lives, they are accounted for as separate items of plant and equipment. Any gain or loss on disposal of an item of plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of plant and equipment and is recognised net within other income/other expenses in profit or loss.

**ii. Subsequent expenditure**

Subsequent expenditure is capitalised only when it is probable that the future economic benefits associated with the expenditure will flow to the Group.

**iii. Depreciation**

Depreciation is calculated to write off the cost of plant and equipment less their estimated residual values using the straight-line basis over their estimated useful lives, and is recognised in profit or loss. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Group will obtain ownership by the end of the lease term. The estimated useful lives in the current and comparative periods are as follows:

	<b>2025</b>	<b>2024</b>
Office equipment	4 – 6 years	4 – 6 years
Leasehold improvements	4 – 6 years	4 – 6 years
Computer equipment	4 – 6 years	4 – 6 years

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

**Note 3 – Material accounting policies** (continued)**d) Plant and equipment** (continued)**iv. Leasehold improvements**

The cost of improvements to or on leasehold properties is amortised over the unexpired period of the lease, or the estimated useful life of the improvement to the Group, whichever is shorter.

**e) Impairment****i. Non-derivative financial assets**

The Group applies the simplified approach to measuring expected credit losses which assumes a lifetime expected loss allowance for trade and other receivables based on all possible default events over the expected life of the receivable. The amount of the impairment loss is recognised as an expense in profit or loss. Subsequent recoveries of amounts previously written off are credited against expenses in the income statement.

**ii. Non-financial assets**

The carrying amounts of the Group's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed if there has been a change in estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

**f) Employee benefits****i. Short term benefits**

Short-term employee benefit obligations are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

**ii. Defined contribution superannuation funds**

Obligations for contributions to defined contribution superannuation funds are recognised as an expense in profit or loss in the periods during which services are rendered by employees. Prepaid contributions are recognised as an asset to the extent that a cash refund or reduction in future payment is available.

**iii. Other long-term employee benefits**

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods plus related on-costs. That benefit is discounted to determine its present value, and the fair value of any related assets is deducted. The discount rate is the yield at the reporting date on corporate bonds that have maturity dates approximating the terms of the Group's obligations. Remeasurements are recognised in profit or loss in the period in which they arise.

### Note 3 – Material accounting policies (continued)

#### g) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

The provision for make good includes the Group's best estimate of the amount required to return the Group's leased premise to its original condition, taking into account due consideration of the Group's past history of vacating office premises.

#### h) Revenue

##### *i. Domain name licence fees*

Domain name licence fees are measured based on the consideration specified in contracts with registrants. The Group recognises revenue over the period for which a registrant is registered to use their domain name licence. Domain name registration periods can vary between one and five years in length.

Registrants pay for their domain name licence in advance and the prepayments are included in deferred income on the balance sheet until recognised.

##### *ii. Registrar fees*

Registrar fees are a fixed fee charged to each registrar for accreditation registration. Fees are paid in advance for a 12-month period. The amounts billed are recognised as revenue over the duration of the registration period.

#### i) Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in AASB 16.

##### *i. As a lessee*

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

**Note 3 – Material accounting policies** (continued)**i) Leases** (continued)

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased. The right-of-use asset is subsequently assessed for impairment in accordance with the impairment of assets accounting policy and adjustment for certain remeasurements of lease liability. The right-of-use asset is assessed for impairment indicators at each reporting date.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest rate method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets and lease liabilities separately in the consolidated statement of financial position.

**ii. Short-term leases and leases of low-value assets**

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

**Note 3 – Material accounting policies** (continued)**j) Finance income and finance costs**

Finance income comprises interest income on funds invested and the net gain on investments at FVTPL. Interest income is recognised as it accrues, using the effective interest method.

Finance costs comprise interest expense on finance leases, the financial effect of unwinding of the make good provision, and the net loss on investments at FVTPL. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

**k) Income tax**

No income tax expense is charged and no income tax is payable by the Group per Section 50-40 Item 8.3 of the *Income Tax Assessment Act 1997* where the parent is income tax exempt. The auDA Foundation is also income tax exempt per Section 50-5 of the *Income Tax Assessment Act 1997*.

**Note 4 – Revenue**

The Group generates revenue from the sale of .au domain name licence contracts.

In the following table, revenue recognition from contracts with customers is disaggregated by major service line, primary geographical markets and timing of revenue recognition.

	2025 \$	2024 \$ (Restated)**
<b>Major service line</b>		
Domain name licence	34,246,378	34,034,192
Registrar fees	89,995	96,750
	<b>34,336,373</b>	<b>34,130,942</b>
<b>Primary geographical markets</b>		
Australia	34,336,373	34,130,942
	<b>34,336,373</b>	<b>34,130,942</b>
<b>Timing of revenue recognition</b>		
Products and services transferred over time	34,336,373	34,130,942
<b>Revenue from contracts with customers</b>	<b>34,336,373</b>	<b>34,130,942</b>

\*\*For details of restatement, refer to Note 16

**Note 5 – Employee related expenses**

	2025 \$	2024 \$
Wages and salaries	10,535,548	8,907,992
Contributions to defined contribution plans	983,671	800,877
<b>Total employee related expenses</b>	<b>11,519,219</b>	<b>9,708,869</b>

## Note 6 – Grant expense

	2025 \$	2024 \$
Grant expense	600,000	600,000
<b>Total grant expense</b>	<b>600,000</b>	<b>600,000</b>

During the year the Group continued its philanthropic activities which were funded by the auDA Foundation.

The 2025 grant round received 125 applications for funding and after assessment the auDA Foundation awarded 15 grants of \$40,000 totaling \$600,000 (2024: \$600,000).

## Note 7 – Net finance income

	Note	2025 \$	2024 \$
<b>Finance income</b>			
Interest income		297,575	390,730
Dividend income		349,619	882,955
Net foreign exchange gain		51,372	47,974
<b>Total finance income</b>		<b>698,566</b>	<b>1,321,659</b>
<b>Finance cost</b>			
Interest on lease liability	13	(37,162)	(53,395)
Investment management fees		(366,596)	(320,921)
<b>Total finance cost</b>		<b>(403,758)</b>	<b>(374,316)</b>
<b>Net finance income</b>		<b>294,808</b>	<b>947,343</b>

## Note 8 – Cash and cash equivalents

	2025 \$	2024 \$
Cash at bank	19,603,918	20,855,873
<b>Total cash and cash equivalents</b>	<b>19,603,918</b>	<b>20,855,873</b>

## Reconciliation of profit after tax to cash flows from operating activities

	2025 \$	2024 \$
Profit for the year	4,924,438	5,108,655
<b>Adjusted for non-cash items in net profit:</b>		
• Depreciation and amortisation	396,679	393,984
• Depreciation right-of-use asset	275,369	275,370
• Loss on disposal of PPE	–	254
• Net FX gain	(51,372)	(47,974)
• Interest on lease liability	37,162	53,395
• Change in fair value of financial assets at FVTPL*	(3,407,603)	(3,017,501)
Increase in trade and other receivables	(427,898)	(677,991)
Decrease in trade and other assets	89,654	(65,333)
Increase in trade and other payables	1,167,939	1,015,442
Increase in employee benefits	176,695	163,567
Increase in deferred income	1,440,494	6,241,089
<b>Net cash from operating activities</b>	<b>4,621,557</b>	<b>9,442,957</b>

\* Fair value through profit or loss

## Note 9 – Trade and other receivables

	2025 \$	2024 \$
Trade receivables	3,497,114	3,048,280
Other receivables	36,415	57,351
<b>Total trade and other receivables</b>	<b>3,533,529</b>	<b>3,105,631</b>

## Note 10 – Investments

	2025 \$	2024 \$
Equity securities	36,385,244	23,885,968
Managed funds	17,226,628	20,980,375
<b>Total investments</b>	<b>53,611,872</b>	<b>44,866,343</b>

The market value of investments increased during the financial year by \$3.41 million (2024: \$3.02 million) due to the stabilising global macroeconomic outlook. Subsequent to year end, there have been no indicators which will significantly impact the market valuation of investments.

## Note 11 – Property, plant and equipment

	Office equipment \$	Leasehold improvement \$	Computer equipment \$	Asset under construction \$	Total \$
<b>Cost</b>					
Balance at 1 July 2023	147,251	1,093,034	752,710	187,041	2,180,036
Additions	27,525	32,651	28,044	–	88,220
Transfers	–	–	187,041	(187,041)	–
Disposals	(5,029)	(14,167)	(6,236)	–	(25,432)
<b>Balance at 30 June 2024</b>	<b>169,747</b>	<b>1,111,518</b>	<b>961,559</b>	<b>–</b>	<b>2,242,824</b>
Balance at 1 July 2024	169,747	1,111,518	961,559	–	2,242,824
Additions	15,702	–	144,305	–	160,007
Disposals	–	–	(47,983)	–	(47,983)
<b>Balance at 30 June 2025</b>	<b>185,449</b>	<b>1,111,518</b>	<b>1,057,881</b>	<b>–</b>	<b>2,354,848</b>
<b>Accumulated depreciation</b>					
Balance at 1 July 2023	44,877	270,208	539,872	–	854,957
Depreciation	34,826	237,678	121,480	–	393,984
Disposals	(890)	–	(2,167)	–	(3,057)
<b>Balance at 30 June 2024</b>	<b>78,813</b>	<b>507,886</b>	<b>659,185</b>	<b>–</b>	<b>1,245,884</b>
Balance at 1 July 2024	78,813	507,886	659,185	–	1,245,884
Depreciation	39,198	241,720	115,761	–	396,679
Disposals	–	–	(47,983)	–	(47,983)
<b>Balance at 30 June 2025</b>	<b>118,011</b>	<b>749,606</b>	<b>726,963</b>	<b>–</b>	<b>1,594,580</b>
<b>Carrying amounts</b>					
At 30 June 2024	90,934	603,632	302,374	–	996,940
At 30 June 2025	67,438	361,912	330,918	–	760,268

## Note 12 – Leases

The Group has one lease of commercial office space as at 30 June 2025:

- Exhibition Street, Melbourne – this lease was entered into on 1 February 2022 for a period of five years with the option to renew for three years as set out in Note 13(e) below.

### a) Right-of-use-assets

	2025 \$	2024 \$
Balance at 1 July	711,370	986,740
Depreciation	(275,369)	(275,370)
<b>Balance at 30 June</b>	<b>436,001</b>	<b>711,370</b>

### b) Amounts recognised in profit or loss

	2025 \$	2024 \$
Interest on lease liabilities	37,162	53,395
Depreciation on right-of-use assets	275,369	275,370
	<b>312,531</b>	<b>328,765</b>

### c) Lease liabilities

	2025 \$	2024 \$
Current	455,509	409,232
Non-current	279,935	746,841
<b>Total lease liabilities</b>	<b>735,444</b>	<b>1,156,073</b>

### d) Amounts recognised in statement of cash flows

	2025 \$	2024 \$
Total cash outflow for leases	457,790	444,816
	<b>457,790</b>	<b>444,816</b>

### e) Extension options

The Exhibition Street, Melbourne lease contains an extension option to further the lease term for an additional three years, exercisable by the Group up to nine months before the end of the agreement. The Group has estimated that the potential future lease payments, should it exercise the further extension option, would result in an increase in lease liability of \$1,321,181 (2024: \$1,321,181) as at 30 June 2025.

### f) Future lease payments

The future of lease payments (including those lease payments that are not included in the measurement of the lease liability, e.g. for short term leases and leases of low value items) are disclosed for each of the following periods:

	2025 \$	2024 \$
Less than one year	475,132	459,065
One to five years	282,738	757,870
	<b>757,870</b>	<b>1,216,935</b>

## Note 13 – Trade and other payables

	2025 \$	2024 \$
Trade payables	2,411,253	1,109,791
Other payables and accrued expenses	974,595	1,108,118
<b>Total trade and other payables</b>	<b>3,385,848</b>	<b>2,217,909</b>

## Note 14 – Employee benefits

	2025 \$	2024 \$
<b>Current</b>		
Liability for annual leave	723,871	662,980
Liability for long-service leave	192,161	96,467
<b>Total current</b>	<b>916,032</b>	<b>759,447</b>
<b>Non-current</b>		
Liability for long service leave	169,529	149,419
<b>Total non-current</b>	<b>169,529</b>	<b>149,419</b>

## Note 15 – Deferred income

	2025 \$	2024 \$
<b>Current</b>		
Domain name licence fees	21,532,182	20,581,570
<b>Total current</b>	<b>21,532,182</b>	<b>20,581,570</b>
<b>Non-current</b>		
Domain name licence fees	11,041,303	10,551,421
<b>Total non-current</b>	<b>11,041,303</b>	<b>10,551,421</b>

## Note 16 – Restatement of comparative information

During the year ended 30 June 2025, the Company restated the balance and presentation of Domain Name Licence Fee revenue and the Registry Operator Fee expense in the Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2024. Previously Domain Name Licence fee revenue was presented net of the Registry Operator Fee expense. This has been updated by restating each of the affected financial statement line items for the prior period as follows:

30 June 2024	Previously Presented \$	Restatement Adjustment \$	Restated Disclosure \$
<b>Statement of profit or loss and other comprehensive income</b>			
Revenue	24,083,222	10,047,720	34,130,942
Registry operator fee	–	(10,047,720)	(10,047,720)
<b>Profit from operations</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Profit before income tax</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Profit for the year</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total comprehensive income</b>	<b>–</b>	<b>–</b>	<b>–</b>

There is no impact on the Statement of Financial Position, Statement of Changes in Equity, and Statement of Cash Flows.

## Note 17 – Financial instruments

**Note 17 – Financial instruments**

The following table shows the carrying amounts financial assets and financial liabilities. Their levels in the fair value hierarchy are summarised at Note 17 (a). It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

	Note	Amortised cost \$	FVTPL \$	Other liabilities \$	Total \$	Fair value \$
<b>30 JUNE 2025</b>						
<b>Financial assets measured at fair value</b>						
Equity securities	10	–	36,385,244	–	36,385,244	36,385,244
Managed funds	10	–	17,226,628	–	17,226,628	17,226,628
<b>Total</b>		<b>–</b>	<b>53,611,872</b>	<b>–</b>	<b>53,611,872</b>	<b>53,611,872</b>
<b>Financial assets measured at amortised cost</b>						
Cash and cash equivalents	8	19,603,918	–	–	19,603,918	19,603,918
Trade and other receivables	9	3,533,529	–	–	3,533,529	3,533,529
<b>Total</b>		<b>23,137,447</b>	<b>–</b>	<b>–</b>	<b>23,137,447</b>	<b>23,137,447</b>
<b>Financial liabilities</b>						
Trade and other payables	13	–	–	3,385,848	3,385,848	3,385,852
Domain name license fees deferred income	15	–	–	32,573,485	32,573,485	32,573,485
Lease liabilities	12	–	–	735,444	735,444	735,444
<b>Total</b>		<b>–</b>	<b>–</b>	<b>36,694,777</b>	<b>36,694,777</b>	<b>36,694,781</b>
<b>30 JUNE 2024</b>						
<b>Financial assets measured at fair value</b>						
Equity securities	10	–	23,885,968	–	23,885,968	23,885,968
Managed funds	10	–	20,980,375	–	20,980,375	20,980,375
<b>Total</b>		<b>–</b>	<b>44,866,343</b>	<b>–</b>	<b>44,866,343</b>	<b>44,866,343</b>
<b>Financial assets measured at amortised cost</b>						
Cash and cash equivalents	8	20,855,873	–	–	20,855,873	20,855,873
Trade and other receivables	9	3,105,631	–	–	3,105,631	3,105,631
<b>Total</b>		<b>23,961,504</b>	<b>–</b>	<b>–</b>	<b>23,961,504</b>	<b>23,961,504</b>
<b>Financial liabilities</b>						
Trade and other payables	13	–	–	2,217,909	2,217,909	2,217,909
Domain name license fees deferred income	15	–	–	31,132,991	31,132,991	31,132,991
Lease liabilities	12	–	–	1,156,073	1,156,073	1,156,073
<b>Total</b>		<b>–</b>	<b>–</b>	<b>34,506,973</b>	<b>34,506,973</b>	<b>34,506,973</b>

## Note 17 – Financial instruments (continued)

### a) Measurement of fair values

The accounting standards set out the following hierarchy for fair value measurement:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices, which can be observed either directly (as prices) or indirectly (derived from prices).
- Level 3: inputs for the asset or liabilities that are not based on observable market data.

All financial instruments measured at fair value held by the Group are classified as Level 1. Their fair values are initially measured at the costs of acquisition and then remeasured based on quoted market prices at the end of the reporting period.

#### **Financial risk management**

The Group's activities expose it to a variety of financial risks:

- credit risk
- liquidity risk
- market risk.

#### **i. Risk management framework**

The Company's Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group's Security and Risk Committee oversees how management monitors compliance with the Group's risk management policies and procedures, and the Group's Finance and Audit Committee support risk management by reviewing the adequacy of the risk management framework in relation to the financial risks faced by the Group.

#### **ii. Credit risk**

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and investments in debt securities. The carrying amounts of financial assets and contract assets represent the maximum credit exposure.

#### *Trade receivables and contract assets*

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry in which customers operate.

The Group limits its exposure to credit risk from trade receivables by establishing a maximum payment period of one and three months for individual and corporate customers respectively.

The maximum exposure to credit risk for trade and other receivables by type of counterparty was as follows:

	2025 \$	2024 \$
Trade and other receivables	3,533,529	3,105,631
<b>Total</b>	<b>3,533,529</b>	<b>3,105,631</b>

**Note 17 – Financial instruments** (continued)

## a) Measurement of fair values (continued)

**iii. Liquidity risk**

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions.

The following are the remaining contractual maturities of financial liabilities at the reporting date. The trade and other payables and deferred income are gross and undiscounted and lease liabilities is discounted.

	Contractual cash flows			
	Carrying amount	Total	Less than 12 months	More than 12 months
<b>30 JUNE 2025</b>				
<b>Non-derivative financial liabilities</b>				
Trade and other payables	3,385,848	3,385,848	3,385,848	–
Domain name licence fees	2,963,139	2,963,139	1,854,438	1,108,701
deferred income				
Lease liabilities	735,444	735,444	475,132	282,738
<b>Total</b>	<b>7,084,431</b>	<b>7,084,431</b>	<b>5,715,418</b>	<b>1,391,439</b>
<b>30 JUNE 2024</b>				
<b>Non-derivative financial liabilities</b>				
Trade and other payables	2,217,909	2,217,909	2,217,909	–
Domain name licence fees	8,856,895	8,856,895	5,893,757	2,963,138
deferred income				
Lease liabilities	1,156,073	1,156,073	459,065	757,870
<b>Total</b>	<b>12,230,877</b>	<b>12,230,877</b>	<b>8,570,731</b>	<b>3,721,008</b>

**iv. Market risk**

Market risk is the risk that changes in market prices – such as foreign exchange rates, interest rates and equity prices – will affect the Group's income or the value of its holdings of financial instruments. Market risk is managed and monitored using sensitivity analysis, and minimised through ensuring that all investment activities are undertaken in accordance with established mandate limits and investment strategies.

*Interest rate risk*

The table below shows assets and liabilities impacted by market interest rates.

	2025 \$	2024 \$
<b>Floating rate instruments</b>		
Cash and cash equivalents	19,603,918	20,855,873
<b>Total</b>	<b>19,603,918</b>	<b>20,855,873</b>

*Cashflow sensitivity analysis for variable-rate instruments*

A reasonable possible change of 200 basis points in interest rates at the reporting date would have increased/(decreased) net assets and profit and loss by the amounts shown below. This analysis assumes that all other variables remain constant.

<i>Effects in dollars</i>	Profit or Loss		Equity, net of tax	
	200bp increase	200bp decrease	200bp increase	200bp decrease
<b>30 JUNE 2025</b>				
Variable rate instrument	392,078	(392,078)	–	–
<b>Cash flow sensitivity (net)</b>	<b>392,078</b>	<b>(392,078)</b>	<b>–</b>	<b>–</b>
<b>30 JUNE 2024</b>				
Variable rate instrument	417,117	(417,117)	–	–
<b>Cash flow sensitivity (net)</b>	<b>417,117</b>	<b>(417,117)</b>	<b>–</b>	<b>–</b>

**Note 17 – Financial instruments** (continued)

a) Measurement of fair values (continued)

iv. Market risk (continued)

*Other market price risk*

The Group is exposed to equity price risk, which arises from investments in equity securities and managed funds. The management of the Group monitors and reports the performance of its investment portfolio on a regular basis against benchmark portfolios established by the Group's investment advisor.

**Note 18 – Commitments**

There are no significant capital commitments as at 30 June 2025 (2024: nil).

**Note 19 – List of subsidiaries**

Set out below is a list of subsidiaries of the Group. The consolidated financial report incorporates the assets, liabilities and results of the following subsidiaries in accordance with the accounting policies described in Note 1 to 3:

Name of entity	Principal place of business	Ownership interest	
		2025	2024
auDA Foundation Pty Ltd	Australia	100%	100%
auDA Foundation (a public charitable trust)	Australia	100%	100%

**Note 20 – Related parties****a) Transactions with key management personnel**

Key management personnel of the Group comprise of the Directors and five current members of the executive management (2024: Directors and five current members of executive management). The key management personnel compensation is outlined below.

	2025 \$	2024 \$
Short-term employee benefits	2,414,598	2,413,928
Post-employment benefits*	179,354	160,217
Other long-term benefits	(67,742)	69,923
<b>Key management personnel compensation</b>	<b>2,526,210</b>	<b>2,644,068</b>

\* Superannuation benefits

The Group operates a Co-Marketing Program under which registrars in the .au domain may apply for and be awarded funding. During the year, total funding of \$717,136.32 (2024: \$1,061,329) was awarded to eleven (2024: five) registrar groups. A sum of \$107,955 (2024: \$236,364) was awarded to Nexigen Digital Pty Ltd trading as VentralP Australia, a business in which former auDA Director Angelo Guiffrida has significant influence. Angelo Guiffrida concluded his term as a director of auDA on 19 November 2024 the amount awarded whilst Angelo Guiffrida held office was \$13,636.36. The award was made under management delegation and in the usual course of business and in compliance with the Group's usual policies. The relevant former auDA Director, Angelo Guiffrida, was not involved in the decision-making process.

## Note 22 – Related parties (continued)

**b) Other related party transactions**

The Nomination Committee's role is to identify, scrutinise and approve candidates for appointment or election as a director of auDA's Board. The Independent Chair of the auDA Board is also the Chair of auDA's Nomination Committee. The Independent Chair of the auDA Board did not receive any additional remuneration for performing this role. In 2024–25 two Directors were added to the Nomination Committee and received fees of \$6,690 each in 2024–25 for their Nomination Committee duties. From the total of \$6,690 paid to each of the former directors for their Nomination Committee role \$3,345 was paid whilst they remained directors of the Company and is included within the annual cap on directors' remuneration.

The government representative on the Nomination Committee did not receive any remuneration.

The Nomination Committee's other members (who are not Directors of auDA) were remunerated in accordance with Clause 10 of the Nomination Committee Charter totaling \$50,175 (2024: \$81,585).

There are no other related party transactions with the Group.

**Note 21 – Contingencies**

There are no significant contingencies as at 30 June 2025 (2024: nil).

**Note 22 – Auditor's remuneration**

	2025 \$	2024 \$
<b>Auditor of the Group – KPMG</b>		
Audit of financial statements – Group	84,660	84,190
Audit of financial statements – Subsidiary	10,000	13,780
	<b>94,660</b>	<b>97,970</b>
<b>Other services – KPMG</b>		
Financial statement compilation services	14,660	14,100
	<b>14,660</b>	<b>14,100</b>

**Note 23 – Parent entity disclosures**

As at and throughout the financial year ended 30 June 2025 the parent entity of the Group was .au Domain Administration Limited.

**a) Statement of profit or loss and other comprehensive income**

	2025 \$	2024 \$ (Restated)**
Revenue	34,336,373	34,130,942
Other income	4,200	–
Registry operator fees	(9,418,964)	(10,047,720)
Employee related expenses expense	(11,519,219)	(9,708,870)
Staff development and related expenses	(467,046)	(510,335)
Compliance services expense	(338,825)	(272,652)
Consultancy expense	(1,847,226)	(1,985,907)
Domain Name System infrastructure expense	(2,043,982)	(2,237,320)
Engagement expense	(251,639)	(233,271)
Marketing and communication expense	(1,698,383)	(3,068,081)
Insurance expense	(358,026)	(338,593)
Travel expense	(1,046,949)	(1,054,962)
Directors' remuneration expense	(617,441)	(559,774)
Subscription expense	(511,137)	(438,931)
Research and development grants	(1,314,021)	(305,631)
Depreciation and amortisation expense	(396,679)	(393,984)
Depreciation – right-of-use asset	(275,369)	(275,369)
Registry tender expense	–	(604,452)
Other expenses	(413,522)	(351,156)
<b>Result from operating activities</b>	<b>1,822,145</b>	<b>1,743,934</b>
Change in fair value of financial assets classified at FVTPL*	3,225,545	2,833,543
Net finance income	290,507	903,374
	<b>5,338,197</b>	<b>5,480,851</b>
<b>Profit before tax</b>	<b>5,338,197</b>	<b>5,480,851</b>
Income tax expense	–	–
<b>Profit for the year</b>	<b>5,338,197</b>	<b>5,480,851</b>
Other comprehensive income	–	–
<b>Total comprehensive income</b>	<b>5,338,197</b>	<b>5,480,851</b>

\* Fair value through profit or loss \*\*For details of restatement, refer to Note 16

## Note 23 – Parent entity disclosures (continued)

**b) Statement of financial position**

<b>ASSETS</b>	<b>2025 \$</b>	<b>2024 \$</b>
<b>Current assets</b>		
Cash and cash equivalents	19,536,292	20,649,716
Trade and other receivables	3,533,530	3,105,631
Prepayments	470,629	621,963
<b>Total current assets</b>	<b>23,540,451</b>	<b>24,377,310</b>
<b>Non-current assets</b>		
Other assets	475,328	444,487
Investments	51,426,836	42,406,078
Plant and equipment	760,268	996,940
Right-of-use assets	436,001	711,370
<b>Total non-current assets</b>	<b>53,098,433</b>	<b>44,558,875</b>
<b>Total assets</b>	<b>76,638,884</b>	<b>68,936,185</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	3,385,848	2,217,907
Employee benefits	916,032	759,447
Deferred income	21,532,182	20,581,570
Lease liabilities	455,509	409,232
<b>Total current liabilities</b>	<b>26,289,571</b>	<b>23,968,156</b>
<b>Non-current liabilities</b>		
Deferred income	11,041,304	10,551,421
Employee benefits	169,529	149,419
Provision for make good	128,675	128,675
Lease liabilities	279,935	746,841
<b>Total non-current liabilities</b>	<b>11,619,443</b>	<b>11,576,356</b>
<b>Total liabilities</b>	<b>37,909,014</b>	<b>35,544,512</b>
<b>Net assets</b>	<b>38,729,870</b>	<b>33,391,673</b>
<b>EQUITY</b>		
Retained earnings	38,729,870	33,391,673
<b>Total equity</b>	<b>38,729,870</b>	<b>33,391,673</b>

**c) Contingent liabilities of the parent entity**

The parent entity did not have any contingent liabilities as at 30 June 2025 (2024: Nil).

**d) Contractual capital commitments of the parent entity**

The parent entity did not have any contractual capital commitments as at 30 June 2025 (2024: Nil).

**Note 24 – Subsequent events**

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Group, to affect significantly the operations, the results of those operations, or the state of affairs of the Group, in future financial years.

# Consolidated Entity Disclosure Statements

For the year ended 30 June 2025

Entity name	Body corporate, partnership or trust	Place incorporated/formed	% of shares held directly or indirectly by the Company	Australian or foreign tax resident	Jurisdiction for foreign tax resident
.au Domain Administration Limited (Parent entity) (A)	Body corporate	Australia	–	No*	N/A
auDA Foundation Pty Ltd (B)	Body corporate	Australia	100%	No*	N/A
auDA Foundation (a public charitable trust)	Trust	Australia	100%	No*	N/A

\* These entities are exempt from income tax as they are not-for-profit (NFP) organisations

(A) .au Domain Administration Limited is a not-for-profit public company limited by guarantee and self assesses as income tax exempt. The Company is not registered to pay tax and is not considered a tax resident.

(B) auDA Foundation Pty Ltd is a not-for-profit entity, established under the Australian Charities and Not-for-profits Commission (ACNC). As a registered charity with the ACNC, auDA Foundation Pty Ltd has been endorsed by the Australian Taxation Office (ATO) as eligible for an income tax exemption. auDA Foundation Pty Ltd is not registered to pay tax and is not considered a tax resident.

auDA Foundation Pty Ltd is required to meet a set of governance standards set out by the ACNC to maintain its charitable status. These standards ensure that the charity is working towards its charitable purpose, using its profits and assets solely for its charitable purpose, meeting its reporting obligations, keeping records, and adhering to the ACNC Governance Standards.

# Directors' Declaration

In the opinion of the Directors of .au Domain Administration Limited ("the Group"):

- a) the financial statements and notes, set out on pages 92 to 119, are in accordance with the *Corporations Act 2001*, including:
  - i. giving a true and fair view of the Group's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
  - ii. complying with Australian Accounting Standards and the *Corporations Regulations 2001*; and
- b) the Consolidated Entity Disclosure Statement as at 30 June 2025 set out on page 119 is true and correct; and
- c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

The Directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the chief executive officer and chief financial officer for the financial year ended 30 June 2025.

Signed in accordance with a resolution of the Directors:



Alan Cameron AO  
Independent Chairperson

Dated at Melbourne this 16th day of October 2025



## Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of .au Domain Administration Limited and controlled entities.

I declare that, to the best of my knowledge and belief, in relation to the audit of .au Domain Administration Limited and controlled entities for the financial year ended 30 June 2025 there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG

Kate Rowswell

Partner

Melbourne

16 October 2025

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## Independent Auditor's Report

To the members of .au Domain Administration Limited

### Opinion

We have audited the **Financial Report** of .au Domain Administration Limited (the Group).

In our opinion, the accompanying Financial Report of the Company gives a true and fair view, including of the **Group's** financial position as at 30 June 2025 and of its financial performance for the year then ended, in accordance with the *Corporations Act 2001*, in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The **Financial Report** comprises:

- Consolidated statement of financial position as at 30 June 2025;
- Consolidated statement of profit or loss and other comprehensive income, Consolidated statement of changes in equity, and Consolidated statement of cash flows for the year then ended;
- Consolidated entity disclosure statement and accompanying basis of preparation as at 30 June 2025;
- Notes, including material accounting policies; and
- Directors' Declaration.

The **Group** consists of the Company and the entities it controlled at the year end or from time to time during the financial year.

### Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the Directors of .au Domain Administration Limited (the Group), would be in the same terms if given to the Directors as at the time of this Auditor's Report.

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#### Other Information

Other Information is financial and non-financial information in .au Domain Administration Limited's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

The Other Information we obtained prior to the date of this Auditor's Report was the Directors report.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

#### Emphasis of Matter – Restatement of Comparative Information

We draw attention to Note 16 of the financial statements, which indicates that the comparative information presented as at and for the year ended 30 June 2025 has been restated. Our opinion is not modified in respect of this matter.

#### Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and that is free from material misstatement, whether due to fraud or error
- assessing the Group and Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group and Company or to cease operations, or have no realistic alternative but to do so.



#### Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). This description forms part of our Auditor's Report.

KPMG

Kate Rowswell

Partner

Melbourne

16 October 2025

# Glossary

## **.au member**

.au members are members of auDA as set out in the auDA Constitution. They are critical stakeholders who enhance auDA's understanding of Australians' online needs and provide input to auDA policies and strategy. Members support the independent administration of the .au domain and have access to a range of benefits including events, insights and partner offers.

## **Board Advisory Committees**

Committees comprised of external experts, formed to provide advice to the auDA Board. They are the edu.au Advisory Committee, General Advisory Standing Committee and Technical Advisory Standing Committee.

## **Country code Top Level Domain (ccTLD)**

A two-character Top Level Domain reserved for a specific country listed in the ISO 3166 standard (e.g. .au).

## **Domain name**

A human-readable internet address that allows internet users to find websites and send emails without having to remember complex and long numeric Internet Protocol (IP) addresses.

## **Domain name licence**

When you register a domain name you don't 'own' it, instead you're granted permission to use the domain name for specific period of time via a licence. The domain name holder (registrant) can choose to renew the licence before its expiry date or let it lapse, making the domain name available to be registered by other eligible parties.

## **Domain name system (DNS)**

A critical component of the internet that enables users to find and connect to websites and email addresses by mapping domain names to their corresponding IP addresses. The .au DNS is critical infrastructure as part of the Communications sector under Federal legislation.

## **DNS abuse**

Malicious behaviour that uses the DNS and domain names to carry out online harm. DNS abuse is classified into five categories; malware (such as ransomware), botnets, phishing, pharming and spam (where it facilitates one of the other four categories of DNS abuse).

## **DNS Security Extensions (DNSSEC)**

Security extensions that facilitate the digital signing of DNS records, helping to ensure the integrity and authenticity of DNS information.

## **DNS query**

A DNS query is a request for information sent from an internet connected device to a DNS server. When an internet user types a domain name into an internet search bar or sends an email, they commence a DNS query.

## **Integrated Reporting**

The International Integrated Reporting Framework is a globally recognised framework for corporate reporting maintained by the IFRS Foundation and based on integrated thinking. It focuses on how the organisation creates value in the short, medium and long term.

## **Internet Corporation for Assigned Names and Numbers (ICANN)**

The organisation responsible for coordinating the internet's number and naming systems to help ensure a stable, secure and unified global internet.

## **Internet Protocol (IP) address**

A unique series of numbers identifying where a website or email address is hosted online e.g. 123.45.678.999 (IPv4) or

2406:da1c:7b5:8500:4dc:f4c4:fca1:4d97 (IPv6). Every internet-connected device has an IP address that allows devices to communicate with each other. IP addresses are long and often difficult to remember. The DNS maps IP addresses to domain names, which makes it easier for internet users to find what they are looking for online.

## **ISO 26000**

An international guidance standard for social responsibility. Unlike other ISO standards, it does not include requirements and cannot be certified.

## **ISO 27001**

An international standard for information security management systems (ISMS).

## **ISO 22301**

An international standard for business continuity management systems (BCMS).

## **Multi-stakeholder community**

auDA's multi-stakeholder community is the network of key stakeholders that auDA regularly interacts with including the .au registry operator, registrars, resellers, registrants, local, state and federal government entities, civil society, academia, industry bodies, technical community and .au members.

### Multi-stakeholder internet governance

The rules, policies, standards and practices that coordinate and shape global cyberspace, which operate largely by consensus, with ideas and proposals debated on their merits. This leads to outcomes that have considered a full range of perspectives and have broad support. Representatives from governments, industry, the technical community, civil society and academia all participate on an equal footing.

### Namespace

Domain name extensions (or different types of .au domain names) including .au direct, com.au, net.au, org.au, edu.au, gov.au, asn.au, id.au etc.

### Open, free, secure and global internet

An open, free, secure and global internet is an internet that is interoperable across borders, accessible to all without undue restrictions, and is safe, reliable and resilient.

### Registrant

The individual or organisation who holds a domain name licence. Registrants do not own a domain name. They hold a licence that allows them to use the registered domain name for the duration of the licence period.

### Registrar

Companies that offer domain name services to the public, including registering, maintaining and renewing domain name licences. auDA accredited .au registrars are accredited by auDA to offer .au domain name registration services. They have direct access to the .au registry database.

### Registry database

A database of all licensed .au domain names and associated information, such as the name and contact details of the registrant and registrar. Selected registry data is publicly available via the WHOIS service, which allows people to find information about who is responsible for a domain name licence.

### Registry operator

The .au registry operator is a third-party contracted by auDA to deliver registry services and support the reliable operation of the .au domain. Identity Digital Australia (formerly known as Afilias Australia) was appointed as the .au registry operator following a global tender process in 2017 and reappointed following a subsequent global tender process in 2023.

### Resellers

Businesses that provide domain name registration services to the public but are not auDA accredited registrars. Resellers do not have direct access to the .au registry. They register domain names through an interface with a registrar.

### Security of Critical Infrastructure Act 2018 (Cth)

The *Security of Critical Infrastructure Act 2018* (Cth), often referred to as the SOCI Act, is Federal legislation that outlines the legal obligations for operators of critical infrastructure assets. The .au DNS is Australian critical infrastructure under the Act.

### Terms of Endorsement

auDA's Terms of Endorsement from the Federal Government outline the Government's formal endorsement of auDA. auDA must operate the .au for the benefit of all Australians in accordance with the Terms for ongoing endorsement.

### WHOIS service

The .au WHOIS service enables people to check selected .au registry data including the registration status of .au domain names.



# Acronyms

<b>AASB</b>	Australian Accounting Standards Board
<b>ABN</b>	Australian Business Number
<b>ACCAN</b>	Australian Communications Consumer Action Network
<b>ACN</b>	Australian Company Number
<b>ACNC</b>	Australian Charities and Not-for-profits Commission
<b>AGM</b>	Annual General Meeting
<b>AI</b>	Artificial Intelligence
<b>AIIA</b>	Australian Information Industry Association
<b>APIGA</b>	Asia Pacific Internet Governance Academy
<b>APNIC</b>	Asia Pacific Network Information Centre
<b>APrIGF</b>	Asia Pacific Regional Internet Governance Forum
<b>APTLD</b>	Asia Pacific Top Level Domain Association
<b>ASPI</b>	Australian Strategic Policy Institute
<b>ASX</b>	Australian Securities Exchange
<b>auDA</b>	.au Domain Administration Limited
<b>auDRP</b>	.au Dispute Resolution Policy
<b>auIGF</b>	Australian Internet Governance Forum
<b>BCMS</b>	Business continuity management systems
<b>bp</b>	basis points
<b>BSA</b>	Baseline Security Audit
<b>ccNSO</b>	Country code Name Supporting Organization
<b>ccTLD</b>	Country code Top Level Domain
<b>CEDA</b>	Committee for Economic Development of Australia

<b>CENTR</b>	Council of European National Top-Level Domain Registries
<b>CEO</b>	Chief Executive Officer
<b>CIRMP</b>	Critical Infrastructure Risk Management Program
<b>CISC</b>	Critical Infrastructure Security Centre
<b>CISO</b>	Chief Information Security Officer
<b>CRC</b>	Cooperative Research Centre
<b>DITRDCA</b>	Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
<b>DNIB</b>	Domain Name Industry Brief
<b>DNS-OARC</b>	DNS Operations, Analysis and Research Center
<b>DNS</b>	Domain name system
<b>DNSSEC</b>	DNS Security Extensions
<b>ECL</b>	Expected Credit Loss
<b>ESG</b>	Environmental, Social and Governance
<b>FVOCI</b>	Fair value through other comprehensive income
<b>FVTPL</b>	Fair value through profit or loss
<b>GDC</b>	Global Digital Compact
<b>GST</b>	Goods and Services Tax
<b>IAS</b>	International Accounting Standards
<b>ICANN</b>	Internet Corporation for Assigned Names and Numbers
<b>IETF</b>	Internet Engineering Task Force
<b>IGF</b>	Internet Governance Forum
<b>IIC</b>	International Institute of Communications

<b>IFRS</b>	International Financial Reporting Standards
<b>IP</b>	Internet Protocol
<b>IRAP</b>	Infosec Registered Assessors Program
<b>ISMS</b>	Information security management systems
<b>ISOC</b>	Internet Society
<b>IT</b>	Information Technology
<b>LACTLD</b>	Latin American and Caribbean Association of ccTLDs
<b>NAIDOC</b>	National Aboriginal and Islanders Day Observance Committee
<b>NPY</b>	Ngaanyatjarra Pitjantatjara Yankunytjatjara region (Australia)
<b>PacIGF</b>	Pacific Islands Internet Governance Forum
<b>PICISOC</b>	Pacific Islands Chapter of the Internet Society
<b>PITA</b>	Pacific Islands Telecommunications Association
<b>R&amp;D</b>	Research and Development
<b>RAP</b>	Reconciliation Action Plan
<b>SDGs</b>	Sustainable Development Goals
<b>SEO</b>	Search Engine Optimisation
<b>SOCI</b>	Security of Critical Infrastructure Act 2018 (Cth)
<b>TCCM</b>	Technical Community Coalition for Multistakeholderism
<b>TLD</b>	Top Level Domain
<b>UN</b>	United Nations
<b>WSIS+20</b>	World Summit on the Information Society 20-year anniversary review



# Appendix – auDA performance scorecard: basis of preparation

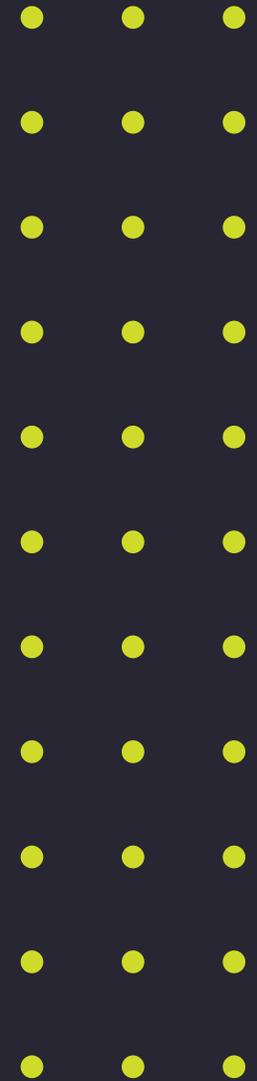
Measure	Definition	Methodology
<b>Trust</b>		
 <b>.au domain names with an instance of DNS abuse</b>	<p>DNS abuse is classified into five categories; malware (such as ransomware), botnets, phishing, pharming and spam (where it facilitates one of the other four categories of DNS abuse).</p> <p>We aim to reduce the percentage of .au domain names with an instance of DNS abuse.</p>	<p>auDA receives more than 25 threat feeds from external third parties that identify suspected instances of DNS abuse in .au.</p> <p>auDA reviews all instances of suspected DNS abuse within one business day to assess and rectify confirmed instances of abuse.</p> <p>The total percentage for a given financial year is the percentage of confirmed active instances of DNS abuse as at the end of that financial year.</p> <p><i>Note: auDA updated the methodology in 2023–24 to improve accuracy of reporting through the use of internal auDA data.</i></p>
<b>.au DNS availability</b>	<p>.au DNS nameservers respond to DNS queries from internet users and internet connected devices, enabling internet users to navigate to web and email addresses ending .au.</p> <p>The availability of .au DNS nameservers is a measure of how often .au nameservers were operational.</p>	<p>An external third-party tests the .au DNS availability continuously throughout each month, with 21 measurement probes spread around the world.</p> <p>The results are collated and provided to auDA at the end of each month.</p> <p>The total availability for a given financial year is the average of the monthly availability results across that financial year.</p> <p>Where the result is less than 100 per cent, we report this measure to two decimal places.</p>
<b>.au WHOIS availability</b>	<p>The .au WHOIS service enables users to search the .au registry for .au domain name registrations. Selected registration data is available to the public, supporting the integrity of the .au.</p> <p>The availability of the .au WHOIS service is a measure of how often the .au WHOIS service was operational.</p>	<p>An external third-party tests the .au WHOIS availability continuously throughout each month, with 21 measurement probes spread around the world.</p> <p>The results are collated and provided to auDA at the end of each month.</p> <p>The total availability for a given financial year is the average of the monthly availability results across that financial year.</p> <p>Where the result is less than 100 per cent, we report this measure to two decimal places.</p>
<b>.au registry database availability</b>	<p>The .au registry database contains the listing of all .au domain name registrations. auDA and .au registrars have access to enter new and update existing .au domain name registrations into the .au registry.</p> <p>The availability of the .au registry database is a measure of time the database was available to auDA and .au registrars to make updates.</p>	<p>An external third-party tests the .au registry availability continuously throughout each month, with 21 measurement probes spread around the world.</p> <p>The results are collated and provided to auDA at the end of each month.</p> <p>The total availability for a given financial year is the average of the monthly availability results across that financial year.</p> <p>Where the result is less than 100 per cent, we report this measure to two decimal places.</p>

Measure	Definition	Methodology
 <b>Registrars with best practice security certification</b>	<p>auDA requires .au registrars to meet internationally recognised security standards. Those who have not yet achieved compliance, are required to have a progress plan in place, which is monitored by auDA.</p> <p>Security standards currently accepted by auDA are:</p> <ul style="list-style-type: none"> <li>• ISO 27001, the international standard for information security</li> <li>• Infosec Registered Assessors Program (IRAP), administered by the Australian Signals Directorate.</li> </ul>	<p>auDA verifies that each registrar has the required certification with the relevant external body. Registrars provide their accreditation certificates to auDA and we store them in our systems.</p> <p>auDA then calculates the number of .au registrars with an ISO 27001 or IRAP certification as a percentage of the total number of .au registrars as at the end of each financial year.</p>
 <b>Validated .au domain name licences (new registrations and renewals)</b>	<p>.au domain name registrations are validated by the .au registrar or reseller to ensure they meet the Australian presence requirement at the time of registration and renewal.</p> <p>auDA performs an additional validation step for new .au domain name registrations and .au domain name renewals each month, helping support compliance with the .au Licensing Rules.</p>	<p>An external third-party conducts validation checks for new .au domain name registrations and renewals by validating the Australian presence requirement where the registrant meets the requirement via a valid Australian Business Number (ABN) or Australian Company Number (ACN).</p> <p>Where a registrant has a valid ABN or ACN, their registered or renewed .au domain name is considered “validated”.</p> <p>Where the registrant does not hold a valid ABN or ACN, auDA takes action to support compliance, suspend or delete the .au domain name.</p> <p>auDA calculates the validated percentages as follows:</p> <ul style="list-style-type: none"> <li>• Validated registrations - the number of validated .au registrations as a percentage of the total number of .au registrations in the quarter</li> <li>• Validated renewals - the number of validated .au renewals as a percentage of the total number of .au renewals in the quarter.</li> </ul> <p>The total validated percentages for a given financial year are the average of the quarterly results across that financial year.</p>
<b>Innovation</b>		
 <b>.au direct registrations</b>	<p>.au direct is the newest Australian namespace. It launched in 2022. It enables Australians to register domain names directly before the .au (e.g. auda.au) and provides Australians greater choice of .au domain names.</p>	<p>All .au direct domain name registrations are recorded in the .au registry database.</p> <p>We calculate .au direct domain names as a percentage of all .au domain names recorded in the .au registry as at the end of each financial year.</p>
<b>Investment in innovation initiatives</b>	<p>auDA invests to enable innovation and research on the internet by others through our Public Benefit Program. We do this by providing funding for initiatives that improve the utility of the internet for key groups.</p> <p>In 2023-24, this comprised the Community Grant Program and R&amp;D Grant Program pilot projects. In 2024-25, this comprised the Community Grant Program, R&amp;D Grant Program, Churchill Fellowships and Public Benefit pilot projects.</p>	<p>auDA's investment in innovation is calculated based on our financial records for each financial year. It includes funds:</p> <ul style="list-style-type: none"> <li>• Delivered under the Community Grant Program</li> <li>• Distributed in the financial year to support the R&amp;D Grant Program projects</li> <li>• To support the Churchill Fellowship Program and Public Benefit Program pilot projects.</li> </ul>
<b>Multi-stakeholder engagement</b>		
 <b>.au membership growth and diversity</b>	<p>auDA is a membership-based organisation and seeks to support a membership that reflects the diversity of the Australian community.</p> <p>We have focused on member growth as well as diversity across a number of areas including industry, age, geographic and gender diversity. Increasing the representation of women members has been a key focus area.</p>	<p>auDA records .au member registration in auDA's Customer Relationship Management tool. We report:</p> <ul style="list-style-type: none"> <li>• The total number of .au members as at 30 June each financial year</li> <li>• The total number of new members who have joined the program within a given financial year</li> <li>• The number of new members who are women as a percentage of total new members who joined the program within a given financial year.</li> </ul>

Measure	Definition	Methodology
 <b>Engagement at key international and domestic internet governance and policy forums</b>	<p>One of auDA's core functions under our Terms of Endorsement from the Federal Government is to advocate for and actively participate in multi-stakeholder internet governance processes domestically, regionally and internationally.</p> <p>We engage in internet governance and public policy forums to influence positive outcomes and champion the multi-stakeholder model of internet governance, which underpins an open, free, secure and global internet.</p> <p>The number of forums where auDA representatives take an active role is used as a way to assess our contribution.</p>	<p>auDA tracks attendance and participation at domestic, regional and international internet governance and policy forums. Each forum is assessed against the below criteria to determine if it meets our threshold for active engagement.</p> <p>Active engagement includes forums where at least one auDA representative:</p> <ul style="list-style-type: none"> <li>• Delivered a speech or participated in a panel discussion</li> <li>• Participated in or delivered a workshop</li> <li>• Participated in committee meetings as part of a broader event or conference (e.g. Nominating Committee meetings at an ICANN meeting)</li> <li>• Hosted a roundtable or event.</li> </ul> <p>The number reported is the total number of events that meet at least one of the criteria in a given financial year.</p>
<b>People</b>		
 <b>Staff engagement</b>	<p>auDA's people are a core capability that underpin our effectiveness. We seek to uphold an inclusive, collaborative culture that supports excellence.</p> <p>Each year, we conduct an engagement survey to monitor engagement and respond to emerging opportunities to support our team.</p>	<p>An external third-party conducts auDA's annual staff culture survey.</p> <p>To ensure consistency over time, auDA has identified five key statements that are included each year. Staff are asked to respond to each statement using a six-point scale from "strongly agree" to "strongly disagree". auDA calculates an average engagement score to track movement over time.</p> <p>Specifically, auDA:</p> <ul style="list-style-type: none"> <li>• Adds the percentage of responses that "strongly agree" and "agree" with each of the five statements</li> <li>• Calculates an average of the combined "strongly agree" and "agree" percentages.</li> </ul> <p>This provides the average engagement score.</p> <p>In 2024-25 the response scale was changed from a six-point scale to five points to provide a neutral option for respondents. This did not affect the comparative scale measuring "agree" and "strongly agree" response options.</p>
<b>Staff retention rate</b>	<p>The proportion of staff members retained by auDA over a given financial year. This provides another indication of employee engagement.</p>	<p>auDA calculates staff retention based on data maintained in internal auDA systems.</p> <p>Staff retention is the number of employees at the end of the financial year expressed as a percentage of the total number of staff at the beginning of the financial year.</p>
<b>Governance</b>		
<b>Integrated Reporting Framework adopted</b>	<p>The Integrated Reporting Framework is an international best practice guide for corporate reporting.</p> <p>auDA has adopted the Integrated Reporting Framework in full as of the 2024-25 financial year. This includes adoption of all content elements, as appropriate for our organisation.</p>	<p>Supported by independent third-party advice, auDA self-assesses progress against its adoption of elements of the Framework.</p> <p>In 2023-24, auDA engaged an independent external third-party to perform an assurance readiness assessment to support progress.</p>
<b>Sustainable financial performance</b>	<p>auDA's Terms of Endorsement from the Federal Government require auDA to operate as a fully self-funding not-for-profit organisation.</p> <p>auDA uses a number of measures to regularly monitor financial sustainability, including operating surplus.</p>	<p>auDA's sustainable financial performance is based on its operating surplus, which is calculated based on auDA's financial records. It is calculated as the difference between auDA's operating revenue and operating expenses for a given financial year.</p> <p>auDA's financial reports are audited by an external third-party at the conclusion of each financial year and reported in our Annual Financial Report.</p>



Some quotes have been edited for brevity  
and clarity without altering their original intent.



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