

| Draft FY26-30 Strategic Objectives                                                                     | Draft FY26-30 Strategic Goals                                                                                                                                       | Draft FY26-30 Strategies                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Sustain and promote ICANN's Multistakeholder Model, an inclusive Internet governance model</b>   | 1.1 Ensure inclusive stakeholder representation and integrated collaboration                                                                                        | 1.1.1 Integrate new stakeholders into ICANN community groups as needed                                                                                                                              |
|                                                                                                        |                                                                                                                                                                     | 1.1.2 Enable integrated collaboration among community groups                                                                                                                                        |
|                                                                                                        |                                                                                                                                                                     | 1.1.3 Foster an appealing environment for the next generation                                                                                                                                       |
|                                                                                                        |                                                                                                                                                                     | 1.1.4 Develop a new generation of leaders                                                                                                                                                           |
|                                                                                                        |                                                                                                                                                                     | 1.1.5 Increase and broaden participation, particularly from underrepresented communities                                                                                                            |
|                                                                                                        | 1.2 Enhance the agility and effectiveness of Policy and Advice Development                                                                                          | 1.2.1. Reduce complexity and create incentives to encourage active participation                                                                                                                    |
|                                                                                                        |                                                                                                                                                                     | 1.2.2 Establish a proactive framework to ensure early involvement and avoid unexpected outcomes                                                                                                     |
|                                                                                                        |                                                                                                                                                                     | 1.2.3 Proactively engage with public policy entities such as governments, regulators, and intergovernmental organizations (IGOs)                                                                    |
|                                                                                                        |                                                                                                                                                                     | 1.2.4 Incorporate flexibility and agile methodologies into the policy and advice development and implementation life cycle                                                                          |
|                                                                                                        | 1.3 Expand strategic alliances to advocate for the multistakeholder model of Internet governance                                                                    | 1.3.1 Demonstrate that ICANN's multistakeholder model of governance remains the right model for delivering ICANN's mission                                                                          |
|                                                                                                        |                                                                                                                                                                     | 1.3.2 Strengthen collaborative efforts to promote the multistakeholder model of Internet governance                                                                                                 |
| <b>2. Enhance Organizational Excellence</b>                                                            | 2.1 Pursue a sustainable future                                                                                                                                     | 2.1.1 Improve institutional agility and adaptability                                                                                                                                                |
|                                                                                                        |                                                                                                                                                                     | 2.1.2 Preserve ICANN's financial sustainability                                                                                                                                                     |
|                                                                                                        | 2.2 Enhance ICANN's global presence and impact                                                                                                                      | 2.2.1 Evolve the hybrid workforce model and optimize regional office utilization                                                                                                                    |
|                                                                                                        |                                                                                                                                                                     | 2.2.2 Embed ecological responsibility into ICANN's operations                                                                                                                                       |
| <b>3. Evolve the unique identifier systems in coordination and collaboration with relevant parties</b> | 3.1 Facilitate digital inclusion                                                                                                                                    | 3.1.1 Promote the advancement of Universal Acceptance (UA) and Internationalized Domain Names (IDN) by empowering stakeholders                                                                      |
|                                                                                                        |                                                                                                                                                                     | 3.1.2 Proactively collaborate with relevant and diverse external stakeholders to promote UA                                                                                                         |
|                                                                                                        |                                                                                                                                                                     | 3.1.3 Cultivate consumer choice, competition, inclusivity, and innovation                                                                                                                           |
|                                                                                                        | 3.2 Evolve the assessment of, and responsiveness to, technological developments                                                                                     | 3.2.1 Evolve ICANN's understanding of the identifier system landscape, and adapt as needed over time                                                                                                |
|                                                                                                        |                                                                                                                                                                     | 3.2.2 Collaborate with technical community entities, such as the Internet Engineer Task Force (IETF), Regional Internet Registries (RIRs), and root server operators to understand new technologies |
|                                                                                                        | 3.3 Deliver and enhance the IANA functions to meet evolving community needs                                                                                         | 3.3.1 Continue to provide reliable delivery of the IANA functions                                                                                                                                   |
|                                                                                                        |                                                                                                                                                                     | 3.3.2 Ensure the resource needs of the IANA functions are met                                                                                                                                       |
| <b>4. Strengthen the security of the identifier systems</b>                                            | 4.1 Reinforce the shared responsibility to uphold the security and stability of the DNS by strengthening DNS coordination in partnership with relevant stakeholders | 4.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders                                                                                                      |
|                                                                                                        |                                                                                                                                                                     | 4.1.2 Increase the robustness of the root zone generation, distribution services, and processes                                                                                                     |
|                                                                                                        |                                                                                                                                                                     | 4.1.3 Identify and mitigate security threats to the Internet identifier systems                                                                                                                     |
|                                                                                                        | 4.2 Strengthen DNS root server operations governance                                                                                                                | 4.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services                                                                                         |
|                                                                                                        |                                                                                                                                                                     | 4.2.2 Support coordinated plans to address DNS Root Server System attacks                                                                                                                           |