

PUBLIC INTEREST REGISTRY

ANNUAL IMPACT REPORT

2025

[VIEW ON WEB](#)



OUR MISSION

PIR's mission is to be an exemplary domain name registry and industry thought leader providing a trusted digital identity and serving as a valued resource to those working to improve our world.

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LETTERS FROM LEADERSHIP

Jon Nevett, PIR President and CEO:

This past year, I've had the opportunity to see up close how PIR's work helps organizations around the world connect, serve, and make a real difference. At a time when many organizations are being asked to do more with less, that sense of trust matters more than ever.

In 2025, .ORG marked 40 years of representing organizations driven by mission, by service, and by a commitment to others. That purpose continues to shape our work and the responsibility we carry forward. What stands out most to me isn't just how many organizations are part of this community, but why they're here.

Over the past year, we've stayed focused on growing responsibly while supporting a trusted and reliable .ORG domain, strengthening the safety and security of the domain name system, and uplifting the .ORG Community. At its core, that means maintaining a space organizations can depend on, reinforcing the systems that keep it secure, and staying closely connected to the people we serve. As a supporting organization of the Internet Society, our role is grounded in strengthening both the Internet and the communities that rely on it. Through responsible growth and a long-term approach, we help ensure that the success of .ORG continues to support that broader mission.

Looking ahead, the need for trust online will only continue to grow. As organizations navigate new challenges and rising expectations, our role in supporting a trusted and reliable .ORG becomes even more important. We remain guided by a long-term vision rooted in our mission and in the needs of the .ORG Community, and we will continue to show up in support of the people and organizations behind it.

Sincerely,

Jon Nevett

PIR President and CEO

Saerin Cho, PIR Board Chair:

This year marked an important milestone for .ORG as we celebrated 40 years of impact. It's a moment to reflect not only on how far this community has come, but on what it continues to represent for organizations around the world.

As Board Chair, I've had the opportunity over the past few years to see more closely the care and intention behind PIR's work. What stands out to me is how consistently that purpose shows up, in the way the organization supports a global community working every day to make a difference.

I continue to be inspired by the .ORG Community's work, and by the role PIR plays in supporting it. Through responsible growth, a strong focus on trust and security, and a commitment to the needs of the mission driven community, PIR continues to be a reliable and meaningful resource. As a supporting organization of the Internet Society, PIR is also part of a broader effort to strengthen the internet and expand access to those who need it most.

Reaching 40 years is something to be proud of, but it also brings a responsibility to look ahead. The Board remains focused on guiding PIR with a clear long-term vision, ensuring this work continues to grow thoughtfully and support future generations of organizations.

I continue to be grateful for the opportunity to serve in this role, and for the people who make this work possible, from the PIR team and our partners to the .ORG Community itself, who continue to lead with purpose every day.

Sincerely,
Saerin Cho
PIR Board Chair

OUR 40TH YEAR

In 2025, we celebrated 40 years of .ORG and the community that has grown around it. What began in 1985 has become something much larger than a domain. Today, it is a global network of organizations and individuals working every day to serve others, respond to real needs, and strengthen their communities.

This milestone gave us a moment to reflect on how far .ORG has come, but more importantly, it reflects the people behind it. .ORG represents a mission, a story, and a deep commitment to making a difference. We see that commitment in action every day, and it shapes how we show up for the .ORG Community.

At the same time, we remain focused on the responsibility of caring for a place that so many organizations rely on to do their work. Over the past year, we continued our efforts to protect the integrity of the .ORG domain, help maintain a safer and more reliable online environment, and support the foundation that allows this community to keep going. As a supporting organization of the Internet Society, this work is part of a broader effort to strengthen the Internet itself and the communities that depend on it.

This report reflects that work and the values that guide it. As we look ahead, we know the need for trust, connection, and reliability will only continue to grow, and we remain committed to supporting the organizations that depend on .ORG.

SUPPORTING THE FUTURE OF THE INTERNET

As a supporting organization of the Internet Society, we're proud that almost 60% of our revenue from each domain registration help advance its vision: A Safer Internet for Everyone.

This relationship reflects a shared, long-term commitment to strengthen the Internet. Through the continued growth of .ORG, we support the Internet Society in its efforts that help to close the digital divide and make the Internet more trustworthy.

If you would like to learn more about the impact the Internet Society made in 2025, we invite you to explore their [annual report](#).

COMMUNITY IMPACT

At the heart of .ORG is a global community of people working, often quietly and persistently, to make a difference. Our role is to help ensure their work is seen, supported, and able to grow. In 2025, we continued to build on that responsibility. We expanded the “Three Letters that Change the World” campaign, carrying its message to new audiences and reinforcing the trust behind .ORG. We celebrated changemakers through the .ORG Impact Awards and deepened storytelling through ORG In Action and the new Spotlight Sessions, creating more opportunities for organizations to share their work and learn from one another. Together, these efforts reflect an ongoing commitment to the people behind .ORG. They are not just part of a community, but part of a shared belief in what’s possible when purpose brings people together. Use the tabs below to explore our community efforts. [Explore our community impact.](#)

Elevating .ORG

Building on Trust, Expanding on Impact. In 2025, PIR’s marketing efforts focused on strengthening that identity and reinforcing .ORG as the domain of choice for mission-driven organizations working to create meaningful change.

Building on the momentum of our 2024 Olympics campaign, we continued our “Three Letters that Change the World” campaign across a broader mix of Connected TV platforms, including Peacock, Paramount+, Hulu, Disney+, and Max. This integrated media effort expanded our reach within nonprofit and mission-driven communities, delivering more than 11.2 million impressions and achieving a video completion rate above 99%.

As we marked 40 years of .ORG, the campaign became a reflection of the people and purpose behind these three letters. For four decades, .ORG has helped organizations earn trust, build connections, and show up for their communities. Sustaining this work is essential to maintaining the visibility and trust that .ORG represents. By continuing to invest in this campaign, we are building on that foundation and helping ensure that the organizations behind these three letters can keep reaching the people and communities who need them most. [[‘Three Letters’ Campaign](#)]

ORG In Action

Through our ORG In Action initiative, we highlighted organizations using .ORG to make a meaningful difference. By sharing their stories through video and written content, we not only amplified their work, but also showed the role .ORG can play as a platform for visibility, connection, and growth.

We also introduced Spotlight Sessions, where nonprofit leaders shared their experiences, insights, and lessons learned. These conversations created space for connection and offered practical guidance for others working to grow their impact. [[See the Stories](#)]

Featured Organizations in 2025:

Custom Collaborative. Trains, mentors, and advocates for and with no/low-income and immigrant women to build the skills necessary to achieve economic success in the sustainable fashion industry and broader society.

A Forever Home. A Forever-Home Rescue Foundation is a nonprofit dog rescue group that operates in the Northern Virginia / Washington Metropolitan area.

.ORG Impact Awards

Our seventh annual .ORG Impact Awards (OIAs) celebrated the remarkable work of mission-driven organizations making a difference around the world. From nearly 3,000 applicants across more than 120 countries, 35 exceptional organizations and changemakers were selected, reflecting both the strength and global reach of the .ORG Community.

Each of these organizations is advancing meaningful solutions in their communities with creativity, compassion, and determination. Through the OIAs, we were honored to recognize their impact, share their stories more broadly, and help open doors to new opportunities that can further their work and deepen their reach. Together, they offer a hopeful vision of what's possible and the progress that can be achieved in the years ahead. [[Meet the 2025 Finalists](#)]

Spotlight Organizations:

Diversity, Equity, and Inclusion

Humanos3D

Humanos 3D provides personalized assistive devices for people with upper limb disabilities using 3D printing and emerging technologies, fostering inclusion, innovation, and education through community driven impact.

Community Building & .ORG of the Year

Fonds pour les Femmes Congolaises (The Fund for Congolese Women)

Fonds pour les Femmes Congolaises funds and strengthens grassroots women's organizations in the DRC to advance peace, justice, and gender equality from the ground up.



2025 .ORG of the Year: Fonds pour les Femmes Congolaises

LEADERSHIP THROUGH INFLUENCE

In 2025, PIR continued to build on its partnership with the Internet Watch Foundation (IWF), expanding efforts to disrupt the online distribution of child sexual abuse material (CSAM).

Building on the program launched in 2024, PIR's sponsorship has enabled more than 20 domain name registries, representing over 50 TLDs, to access critical IWF tools at no cost. As a result, nearly 53 million domain names are now covered by these anti-CSAM protections, strengthening the ability to identify and disrupt criminal actors who exploit the Domain Name System (DNS).

In 2025, PIR and IWF announced the next phase of this work: extending access to ICANN-accredited domain name registrars. This expansion broadens the reach of these tools across the domain ecosystem, helping to address harmful activity earlier in its lifecycle. Initial onboarding began late 2025 with early participants, with implementation continuing into 2026.

Building on this progress, PIR is also strengthening how the DNS community responds to DNS abuse through the NetBeacon Institute, a PIR initiative. In 2025, NetBeacon Reporter distributed more than 260,000 reports of malicious domain names. That level of activity reflects a growing, coordinated effort across the ecosystem, with clearer, evidence-based reporting enabling faster and more consistent action. By making DNS abuse reporting more accessible and actionable, NetBeacon is helping drive a more effective response to harmful activity across registrars, registries, and hosting providers.

Together, these efforts show what's possible when the community works with a shared purpose. PIR will continue to build on this momentum, advancing practical solutions that reduce harm and strengthen trust across the Internet.

Responsible Data Stewardship

In 2025, PIR completed the 18-month transition from a "thick" registry model to a Minimum Data Set. Our Registration Data Policy took full effect on August 21, 2025, marking the completion of a multi-year effort that began in 2022. This shift reduces the amount of data we collect and lowers privacy risk, while keeping us fully aligned with ICANN requirements. Today, we collect only what data is needed to operate the registry securely and reliably.

Advocating for Transparency

PIR continued its longstanding support for transparency in ICANN’s community processes, building on progress made in 2024 with the adoption of a Participant Code of Conduct.

In 2025, we played a leading role in advancing transparency at ICANN through Statements of Interest (SOIs), ensuring that participants in policy development clearly identify their affiliations. Our leadership, alongside the broader community, helped move this work forward, resulting in a finalized Code of Conduct that closes prior gaps and introduces clearer expectations for disclosure, along with mechanisms to support enforcement.

Together, these efforts strengthen accountability and help reinforce trust in ICANN’s policy development process.

The NetBeacon Institute

The NetBeacon Institute, a PIR initiative, is a core part of our mission. The NetBeacon Institute is tasked with driving outcomes-based initiatives that create recommended practices, foster collaboration, and develop industry-shared solutions. Two of these solutions, NetBeacon Reporter and NetBeacon Map, address DNS abuse. NetBeacon Reporter further expands this work by incorporating data on smishing, cryptocurrency and investment scams, and child sexual abuse material (CSAM) to more comprehensively address online abuse.

To learn more about their work in 2025, please view their [annual report](#).

CULTURE OF EXCELLENCE

At Public Interest Registry, we believe that true impact comes from embracing the full diversity of people and perspectives across our global community—including within our own organization. We are committed to fostering diversity, equity, and inclusion in every aspect of our work in order to build a more inclusive society.

**Bold
Stewardship**

**Unwavering
Integrity**

**Relentless
Commitment**

**Honoring
People**

Investing in Our Workplace Culture

In 2025, PIR continued to invest in a workplace culture shaped by connection, growth, and a shared sense of purpose. Across the organization, employees showed a relentless commitment to their work and to one another, creating an environment where collaboration and trust could take hold.

That culture came to life in meaningful ways throughout the year. Internship, Mentorship, and Pathways programs supported development and strengthened connections across teams. A company-wide retreat brought employees together for planning, reflection, and hands-on service, reinforcing both shared goals and a commitment to the communities we serve.

At the same time, PIR deepened its focus on growth and leadership. A new manager training program supported first-time supervisors, while ongoing learning opportunities helped employees continue building skills and confidence.

Just as important was the way employees contributed beyond their day-to-day work. Through internal committees, volunteer efforts, and community engagement, staff demonstrated a shared sense of bold stewardship and ownership of PIR's impact.

Through intentional Diversity, Equity, and Inclusion (DEI) efforts, we continue to foster collaboration, understanding, and a sense of belonging that's grounded in fairness and accountability. We believe DEI is a shared strength. When we build a culture of equity and inclusion, everyone benefits.



OUR ESG COMMITMENT

At PIR, our approach to environmental, social, and governance (ESG) is rooted in how we show up every day. As a mission-driven organization, we are committed to operating responsibly, supporting the communities we serve, and making decisions that reflect our values over time.

In 2025, we continued to build on this commitment through steady progress across our ESG efforts. This work reflects an ongoing focus on strengthening what is already in place while identifying ways to grow and improve. From operational updates to increased transparency, these efforts help ensure that our practices continue to evolve alongside our mission.

Our ESG work is organized across three core pillars: **Environmental, Social, and Governance**.

Environmental

We are continuing to take deliberate steps to reduce our environmental footprint and embed more sustainable practices across our operations. This work is ongoing, and it matters how we show up as an organization.

In 2025, we made progress in addressing emissions tied to company travel. While travel remains essential to our work, we believe it's equally important to take responsibility for its impact. To that end, we launched a carbon offset initiative to account for our air travel. We partnered with myclimate, the international climate protection foundation based in Zurich, for their independent expertise and guidance, working together to identify a set of high-quality, credible projects. From these, we selected three initiatives that not only reduce emissions, but also deliver tangible environmental and community benefits. We look forward to receiving updates from these projects in the year ahead.

Social

Our social efforts center on supporting the .ORG Community and investing in our people. In 2025, we marked the seventh year of the .ORG Impact Awards, continuing to recognize organizations and changemakers working to make a meaningful difference around the world. Our continued investment in the program is of utmost importance as we remain committed to elevating and supporting the work happening across the .ORG Community.

We also expanded opportunities to share knowledge and connection through initiatives like ORG In Action by introducing Spotlight Sessions, providing organizations and leaders with another avenue to share their experiences and learn from one another. This work is complemented by ongoing efforts to support a strong and inclusive culture within PIR. Through programs that encourage learning, mentorship, volunteerism, and employee engagement, we continue to invest in our people and foster a sense of connection and shared purpose across the organization.

Governance

Strong, transparent governance is central to how we earn and maintain trust. It’s not just a framework for us; it’s part of how we operate every day. In 2025, we took several steps to strengthen that foundation. We updated our Vendor Standards of Behavior (VSB) and made formal acknowledgment part of our onboarding process, so expectations are clear from the outset. We also reviewed our procurement practices and proposed updates to our Purchasing Policy to better reflect sustainability considerations in how we select equipment and materials. At the same time, PIR completed its ESG strategic framework, giving us a clearer path to guide and align this work moving forward.

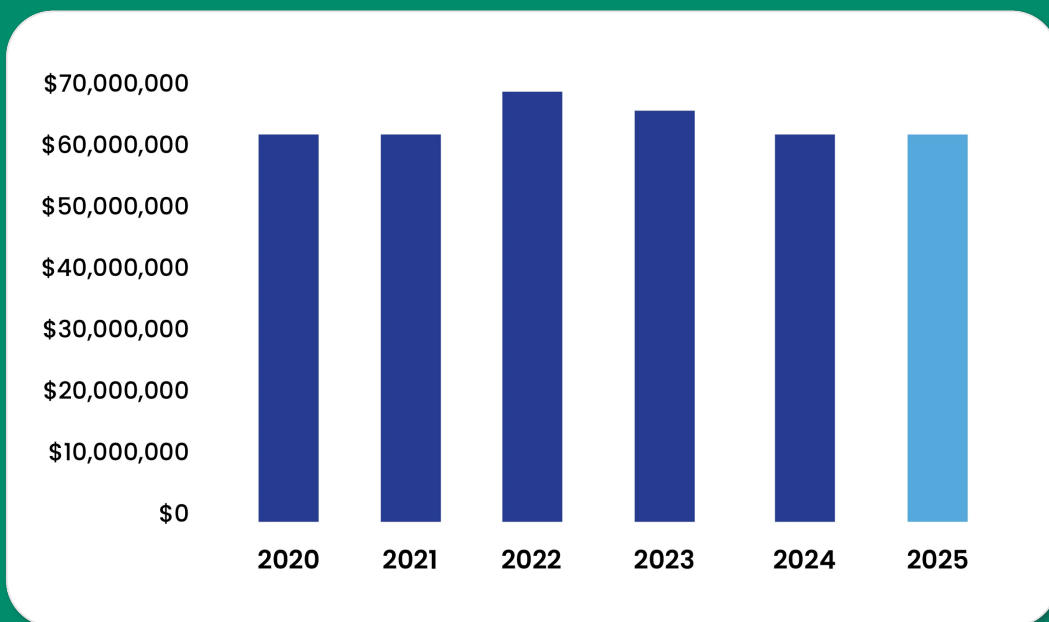
We also continued to prioritize transparency in practical ways. Internally, we developed proposed changes to increase visibility into HR processes and support a more open and accountable workplace. Externally, we expanded our ESG reporting with a dedicated section in our 2024 Annual Report, creating a more consistent way to share our progress.

FINANCIAL REPORT

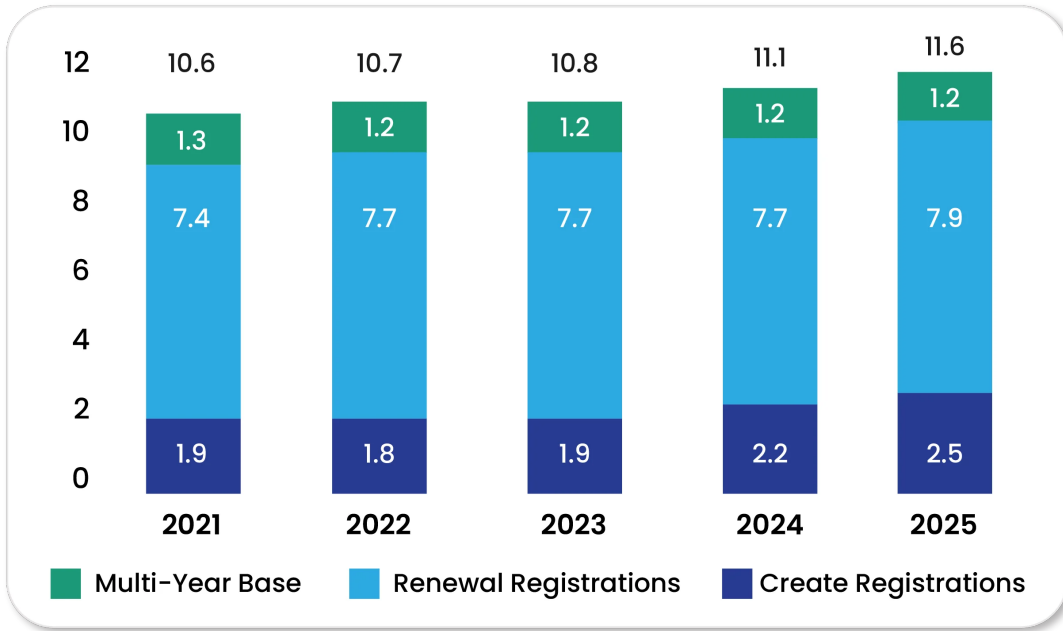
PIR’s financial performance is a key measure of our success and a foundation for advancing our mission. Meeting our financial goals enables us to support the vital work of the Internet Society and the Internet Society Foundation, while ensuring we have the resources to serve and strengthen the .ORG Community.

PIR Financial Support to ISOC & Foundation

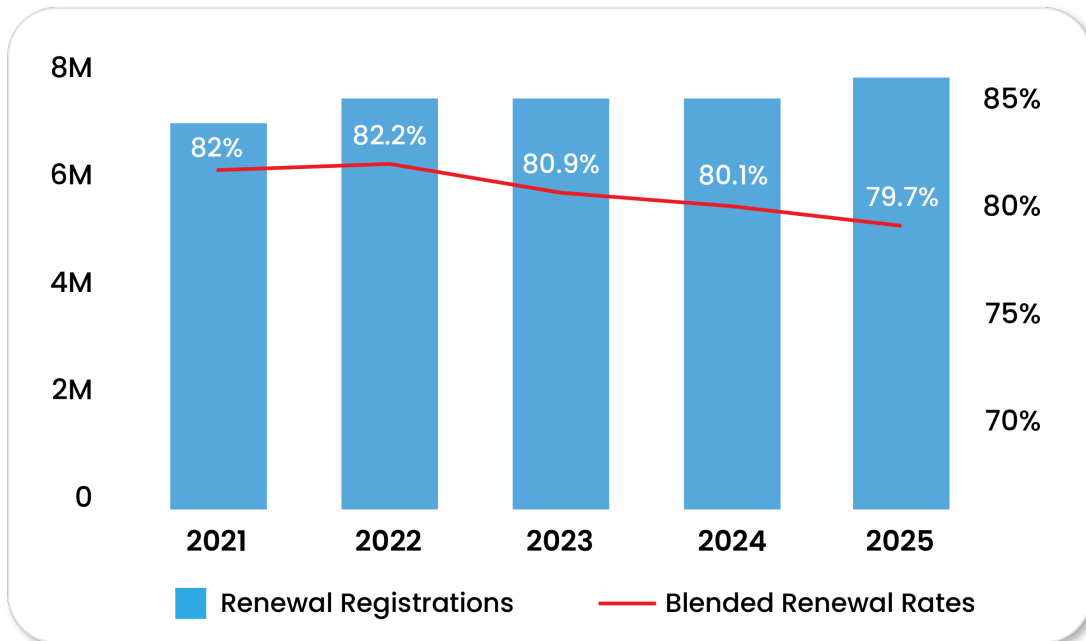
PIR Financial Support to Internet Society & Internet Society Foundation totaled \$61,000,000 in 2025.



.ORG Registrations and Domains Under Management



.ORG Renewal Registrations and Blended Renewal Rate



.ORG Unit Volumes and Renewal Rates

.ORG Unit Volumes	2018	2019	2020	2021	2022	2023	2024	2025
New Creates	1,940,168	1,713,206	1,898,989	1,868,455	1,825,421	1,899,381	2,197,235	2,536,540
Renewals	6,793,094	6,899,872	7,052,293	7,399,996	7,726,866	7,736,302	7,729,182	7,889,326
Multi-Year Base	1,589,219	1,513,860	1,406,121	1,329,460	1,186,133	1,208,284	1,223,347	1,218,123
DUM	10,322,481	10,126,938	10,357,403	10,597,911	10,738,420	10,843,967	11,149,764	11,643,989

.ORG Renewal Rates	2018	2019	2020	2021	2022	2023	2024	2025
1 Year	53.3%	55.1%	58.8%	60.5%	59.1%	54.6%	52.4%	52.0%
2 Years	71.4%	74.2%	75.9%	78.7%	76.7%	74.8%	74.2%	74.2%
3+ Years	86.7%	87.2%	88.2%	89.5%	90.2%	89.2%	89.0%	89.3%
BLENDED	76.7%	78.2%	80.6%	82.0%	82.2%	80.9%	80.1%	79.7%

Summary of Financials

	2024	2025
Net Revenue	104,214,000	106,092,000
Cost of Revenue	19,976,000	12,596,000
GROSS PROFIT	84,238,000	93,496,000
Total Functional Expenses	24,974,000	26,819,000
Depreciation / Amortization	508,000	478,000
TOTAL EXPENSES	25,482,000	27,297,000
OPERATING INCOME / (LOSS)	58,756,000	66,199,000
ISOC Contribution	61,000,000	61,000,000
Other Income / (Exp)	3,501,000	6,633,000
NET INCOME / (LOSS)	1,257,000	11,832,000
NORMALIZED NET INCOME / (LOSS)¹	6,545,000	11,832,000

1. 2024 net income normalized to exclude a one-time write-off of \$5.3M.

ACKNOWLEDGMENTS

PIR BOARD OF DIRECTORS

The PIR Board of Directors is an accomplished group of leaders from across the .ORG Community. With deep experience in areas such as technology, operations, finance, policy, law, and nonprofit management, they bring diverse viewpoints and global insights to guide PIR's long-term vision. Drawing from both nonprofit and corporate sectors, our Directors support PIR with sound governance, strategic planning, and oversight. They also help ensure our work reflects our Core Values and commitment to the public interest. You can learn more about each Director by visiting our [website](#).

Saerin Cho | Eric Burger | Lena Beck Rørvig | Kathryn Kleiman | Oluwaseun Ojedeji | George Sadowsky | Michael Silber | Jonathon Nevett (non-voting) | Sally Wentworth (ISOC Liaison)

PIR ADVISORY COUNCIL

The PIR Advisory Council is a global network of leaders and changemakers from across the .ORG Community. Representing a wide range of mission-driven organizations, Council members help ensure that the voices of the community are reflected in PIR's work. Their insights inform the development of programs, resources, and engagement opportunities that better support and uplift organizations making a difference around the world.

Sarah Armstrong | ElsaMarie D'Silva | Gretchen Ehle | David Hessekiel | Heather Hendrickson | Dr. Anton Mari H. Lim | Prudence Malinki | Shreedeeep Rayamajhi | Anna Titulaer | May Wang

