[m] The Matrix.org Foundation

2025 Annual Report

An overview of The Matrix.org Foundation C.I.C's
programmes and finances in fiscal year 2025
(Nov 2024–Oct 2025)

[matrix]

In This Report

- Letters from the Team
- Facts and Figures
- Program Overview
- Financial Report
- Conclusion

This is our first Public Annual Report as we operationalise the Foundation, go further with open governance, and increase transparency.

We thank our supporters, contributors across the ecosystem, and all of the people who had a hand in putting this report together.

[matrix]

Matrix is an open protocol for decentralised, secure communications that was created in 2014 and is stewarded by The Matrix.org Foundation C.I.C.

We believe:

- People should have full control over their own communication.

- People should not be locked into centralised communication silos, but instead be free to pick who they choose to host their communication without limiting who they can reach.

- The ability to converse securely and privately is a basic human right.

- Communication should be available to everyone as a free and open, unencumbered, standard and global network.

Letters from the Team

Foreword from the Acting Managing Director

matrix

2025 has been an incredible year for Matrix, as the geopolitical uncertainties have pushed the world, and Europe in particular, to raise its awareness of the need for digital sovereignty. We have seen many users from various horizons joining our network, and as it becomes the standard for European public sector to communicate, Matrix has quickly turned into the poster child to illustrate how digital sovereignty can be achieved.

Meanwhile The Matrix.org Foundation has been evolving, mostly getting its backbone in place, and growing a stronger structure and revenue to continue to support the project. The second elections of the Governing Board brought new Working Groups, which become more and more active. The number of funding members of the Foundation doubled and the second edition of The Matrix Conference was a great success. However we sadly had to say goodbye to Robin, who did great work in setting up the basics in the last couple of years, and I had to step up into the Acting Managing Director role.

Meanwhile the spec is inching towards releasing 2.0, and the ecosystem is more vibrant than ever, as more and more professional organisations make the choice of building on Matrix. The main shadow on the picture has a financial shape, as the Foundation is still struggling financially, which hinders its ability to support and grow the ecosystem.

But we are looking forward to an exciting financial year 2026, where we hopefully will manage to turn the incredible adoption into some proper financial support, to bring Matrix even closer to its ultimate mission: become the open communication layer for the web.

Amandine Le Pape
Guardian and
Acting Managing Director

A word from the Project Lead

The world needs Matrix more than ever.

Therefore it's incredibly reassuring to see the ecosystem of independent clients and servers blossoming, with more and more organisations building on the protocol and more and more high-profile deployments emerging.

Big successes in 2025 included the transition to industry-standard OpenID Connect for authentication; landing phase 1 of Project Hydra to significantly improve federation stability; much-needed improvements in Trust & Safety; the wildly successful Matrix conference; the establishment of formal Working Groups within the Governing Board; and solving the final pieces of MatrixRTC for E2EE group VoIP.

Big challenges remain: most urgent by far being funding the Foundation to continue building out Matrix. If your organisation depends on Matrix, **please** join the Foundation as a member to support our work and ensure Matrix flourishes and prevails.

Meanwhile, much work also remains on Trust & Safety, and finishing the Hydra stability work.

Finally, while Matrix's impressive uptake in the public sector has drawn a lot of attention, the core mission of the project continues to be to provide secure communication for **everyone**. Our hope is to harness the public sector enthusiasm to fulfil that goal.

Matthew Hodgson
Project Lead and Guardian

A word from the Vice Chair of the Governing Board

matrix

After spending 2024 on bootstrapping itself and coming up with the frameworks for its mandate, 2025 saw a lot of real, tangible results from starting the open governance process. The initial wave of Working Groups (WGs) finally gave groups effectively having existed for over a year each a framework to work in, and paved the way to figuring out the setup of the currently 5 WGs, with more in consideration.

The Working Groups model currently allows over 20 volunteers to contribute their work to the Foundation, keeping the Room Directory up to date, organising aspects of the Foundation's official events including FOSDEM and The Matrix Conference. Some clearly scoped jobs can even be handled autonomously, freeing some staff capacity, including routine jobs such as updating ecosystem projects on the website and publishing the TWIM blog post; a model I would like to build out in 2026.

The Governing Board reported on the current affairs at The Matrix Conference 2025 in Strasbourg. Involving the ecosystem in the Foundation's activities is the primary purpose of the Board, and so not only transparency but also explaining how to get involved remains one of the most important aspects, and the presentation proved successful for generating new Working Group proposals.

Next up for the Governing Board is the 2026 election cycle and we are looking forward to welcoming new active community members on (the) board.

Kim Brose
Vice Chair of the Governing Board

Facts and Figures

matrix

- 4 spec releases between Nov 2024 and Oct 2025, from 1.13 to 1.16.

- 4 Guardians, 10 Spec Core Team members, and 4 full-time Foundation staffers.

- 190 million known federated users on the open federation.

- 1.15 million monthly active users on the open federation.

- 234 thousand daily active users on the Matrix.org homeserver.

- Robust adoption in the public sector and free and open source software.

  - Germany leading the way, alongside France, Sweden, Ukraine, Luxembourg, the United Kingdom, the UN, the European Commission and many more, across civil service, healthcare, defense and academia.

  - Linux and BSD distributions leading the way, alongside Mozilla, Eclipse Foundation, Free Software Foundation Europe, and OpenStreetMap among many others.

- 20 organisations joined as funding members of the Foundation.

- Second Matrix Conference in Strasbourg!

Programmes Overview

The Four Missions of the Foundation

Concretely, the Foundation's mission can be split across four main axis:

1. **An unfragmented and unencumbered protocol.**

   ⇒ A monolith specification managed by the Spec Core Team within the Foundation.

2. **A widespread (ultimately ubiquitous) standard.**

   ⇒ Promotion of the protocol and support of the ecosystem by a strong Foundation.

3. **All players in the ecosystem are heard.**

   ⇒ Representation of all members of the ecosystem and creation of collaboration spaces.

4. **A safe network.**

   ⇒ A professional Trust & Safety team developing tools and moderating the free public server run by the Foundation (matrix.org).

Programmes Overview

[matrix]

The missions of the Foundation can be achieved via seven disciplines which are how our daily work is split. While the first four directly map the mission, the last three ensure its perennity, its fitness into today's world and help shapes what is to come :

1. Specification & Standard Development

2. Outreach & Engagement

3. Ecosystem Health

4. Trust & Safety

5. Legal & Policy

6. Governance & Strategy

7. Tomorrow

Spec and Standard Development

Spec & Standard Development

[matrix]

The specification is Matrix itself. Through the community and Spec Core Team (SCT), the spec continues to advance in becoming a modern, secure, decentralised communications protocol for the open Internet.

In 2025, the SCT primarily focused their efforts on Matrix 2.0 proposals and identifying Matrix Spec Changes (MSCs) with core impact for acceptance.

26 MSCs merged
In 2025 through SCT review

27 contributors
To accepted MSCs and spec PRs in 2025

4 spec releases
Once per calendar quarter in 2025, as planned

Spec & Standard Development in 2026

[**matrix**]

Clarify the SCT and MSC processes to engage more contributors and teams.

Release Matrix 2.0 prior to the conference in October.

Continue fostering **transparency** and **collaboration** with our community on spec work
- Weekly SCT pings to show current priorities and progress
- Reviewing and engaging with spec PRs, especially from community members

Introduce some **predictability** in the SCT's availability and MSC review

Prioritise reviewing proposals in the areas of:
- Matrix 2.0
- Trust & Safety
- Protocol Research and Security (Hydra)
- Encryption

Outreach & Engagement

Outreach & Engagement

The Foundation has been active at showcasing its own work and the work of its community. The Matrix.org website, blog, the weekly community digest [This Week in Matrix](), and our vlog [Matrix Live]() are venues for Matrix enthusiasts to get fresh Matrix news! We plan to keep maintaining them next year.

Our tight budget has been focused on high impact events, like FOSDEM, keeping our sponsoring to minimum and to Matrix focused events (e.g. Matrix Community Summit). We also make the most of speaking opportunities to attend other events without a fee.

The Foundation organised two profitable events this year: a meet-up in the fringe of FOSDEM and the second edition of the Matrix Conference.

The Matrix Conference 2025
Second edition

331 attendees

65 speakers

40 volunteers

36h+ videos

8 sponsors

[the
matrix
conference]

Matrix for the Masses

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Matrix aims to be a ubiquitous protocol everyone can use, regardless of their technical level. While a good part of our audience seems to be tech-savvy, we can't expect everyone to host their own homeserver or bridge. The Matrix.org Foundation is hosting the matrix.org homeserver to make trying Matrix as easy as installing an app from an app store and creating an account on it.

Running a homeserver is much more than spinning up a server and getting it to run the software! The SRE team is doing excellent work at keeping such a large server running, but a lot of invisible work is happening too.

Under the direction of Jim, our Trust & Safety team is handling several thousands of reports each week. Denise and the rest of the legal team is making sure we have a sound privacy policy, solid terms of usage, and answer the requests going to dpo@matrix.org. To help cover for the infrastructure costs, the Foundation soft-launched premium accounts on the matrix.org homeserver at the end of the year.

To avoid too much centralisation around matrix.org, the Foundation is advertising alternative hosting options on the website and the community is looking to set-up a "Matrix.org Homeserver Decentralisation Working Group" in order to come up with initiatives to accelerate the work.

Despite the importance of bridging for onboarding users from existing network, in 2025 the Foundation had to stop maintaining and hosting public instances of the Slack bridge due to lack of funding. It does still fiscally host t2bot.io, the organisation behind the popular public Discord and Telegram bridges. The DMA-compliant WhatsApp to Matrix bridge is also still put on ice until funding is unlocked.

Ecosystem Health

The Matrix ecosystem

[**matrix**]

A vibrant and growing community split across:

- Users
    - From individuals to entire governments using Matrix apps to communicate
    - Sysadmins running raspberry Pis to multi-hundred servers highly secure deployments

- Developers
    - Clients, servers, SDKs, application services and everything in between

- Vendors
    - Integrators, building their own products, resellers…

- Supporters
    - Our fans recommending Matrix wherever they go 🫶

Users: the standard for secure and sovereign communications in Public Sector

matrix

- Tens of national government inc. >60% of the EU countries and several non-EU

- IGOs like the European Commission, the UN, NATO…

- Entire healthcare ecosystem in Germany via TI-Messenger

- Hundreds of local governments, law enforcement, universities…

→ check out the public sector track of the 2025 Matrix Conference on https://2025.matrix.org/watch/

EUROPEAN COMMISSION

Brussels, 24.2.2025
COM(2025) 66 final

2025/0036 (NLE)

Proposal for a

COUNCIL RECOMMENDATION

for an EU Blueprint on cybersecurity crisis management

(30) On this basis, Union-level actors should use solutions based on the Matrix protocol for real-time communication. The European Cybersecurity Industrial, Technology and Research Competence Centre (ECCC) established under Regulation (EU) 2021/887, without prejudice to the future multiannual financial framework, should consider funding through the Digital Europe Programme to assist Member States in deploying these tools.

(31) In particular, EU entities and Member States should develop contingencies for severe crises where normal communications channels relying on Internet or telecommunications networks are disrupted or unavailable.

Matrix presence
(full deployment or POC)

matrix
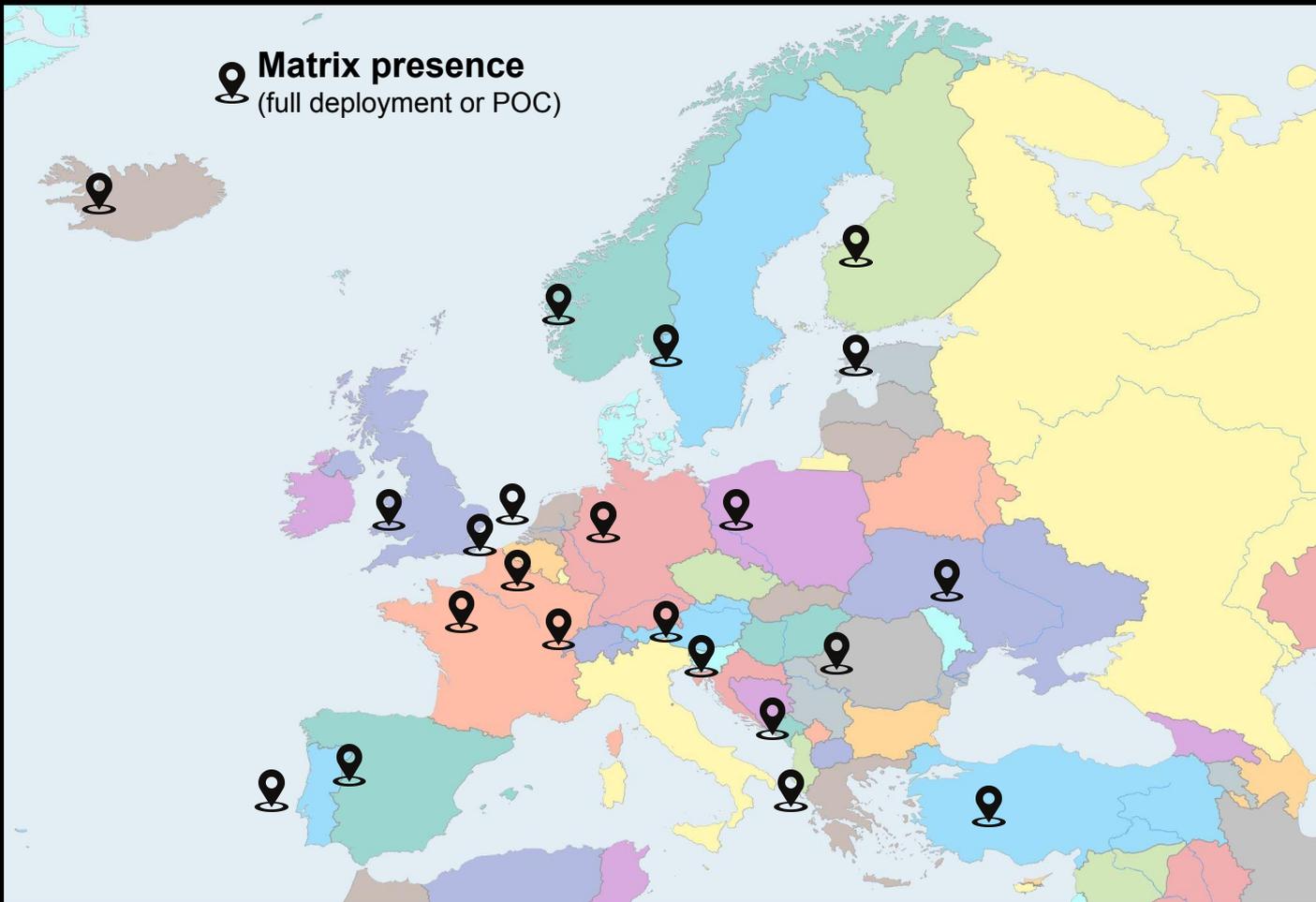
The open network

- The number of users we can see in the open federation grew by almost **10 million in 2025**.

- This doesn't include the users in closed networks, like the governments deployments typically are, or those on servers who don't report home.

- As the number of different clients and providers increase, we see more and more diversified cohorts of users joining the network.

Total Federated Known Users

Vendors & builders…

[matrix]

INDIE HOSTERS

federated

infra.run
SERVICE

SSH

Famedly

fairkom

rocket.chat

connect2x

meedio
THE SAFE PLACE TO MEET

ERCOM
Cyber Solutions by Thales

element

FlatTurtle

LIBERBYTE
FREE YOUR DATA

iKono 24
TELECOMUNICACIONES

verji

And more!

PS: if you're a Matrix vendor and not on this slide get in touch to become a member 😉

A galaxy of mature clients…

[matrix]

Beeper	Element X	Fractal	Robrix	Filament	Axiom	Fluffy Chat	Tammy	Nheko	NeoChat	Element Web	Cinny

Native Mobile UI (SwiftUI or Compose)	GTK4	MakePad	React Native	Flutter	Kotlin Multi Platform	Qt	React
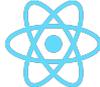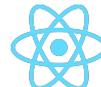
mautrix	matrix-rust-sdk	matrix-dart-sdk	Trixnity SDK	mtxclient	lib Quotient	matrix-js-sdk

Go	Rust	Dart	Kotlin	C++	Web

…and newcomers too!

Homeservers

Lineage courtesy of
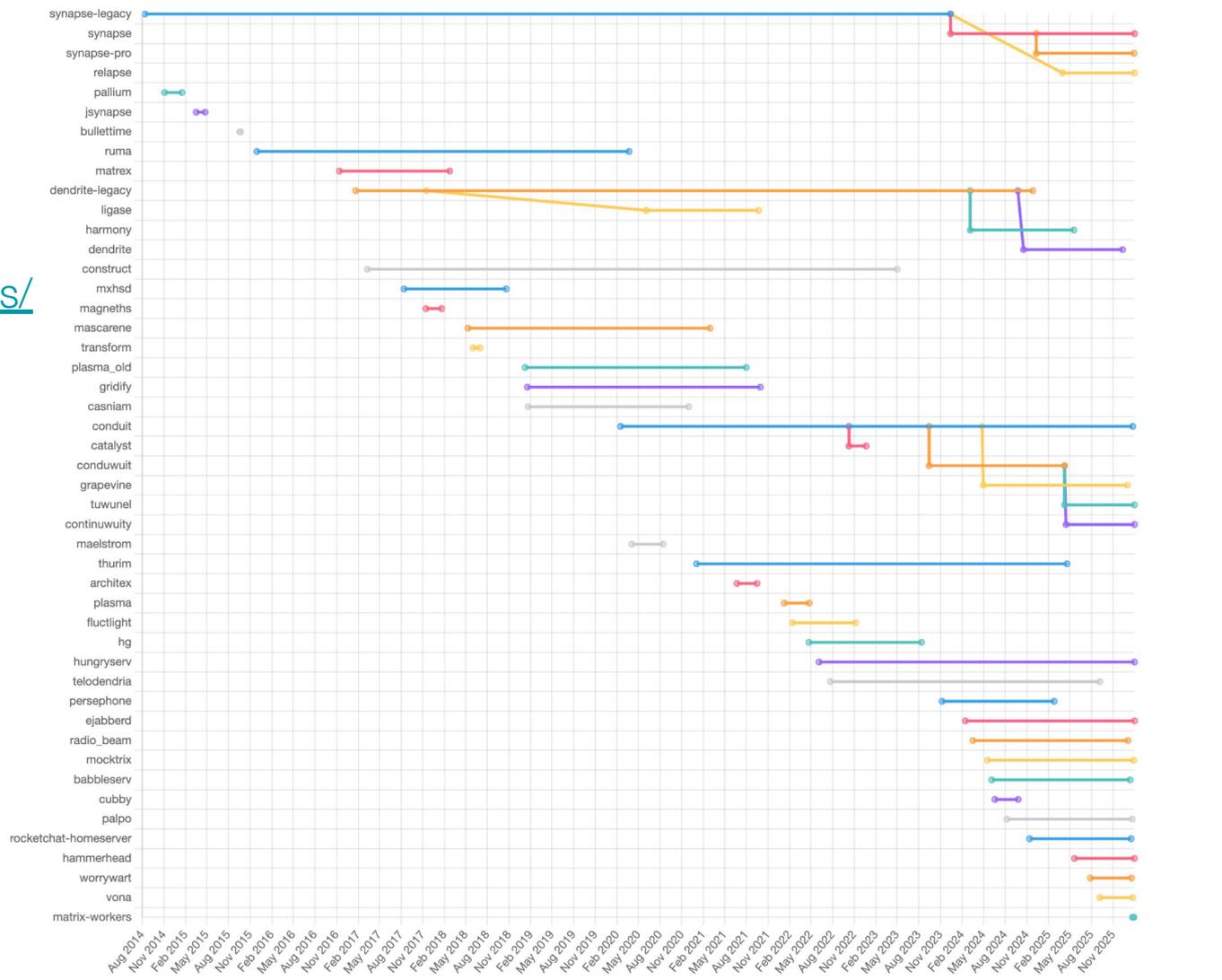
Homeservers

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Actively Developed Homeservers

Total — Active
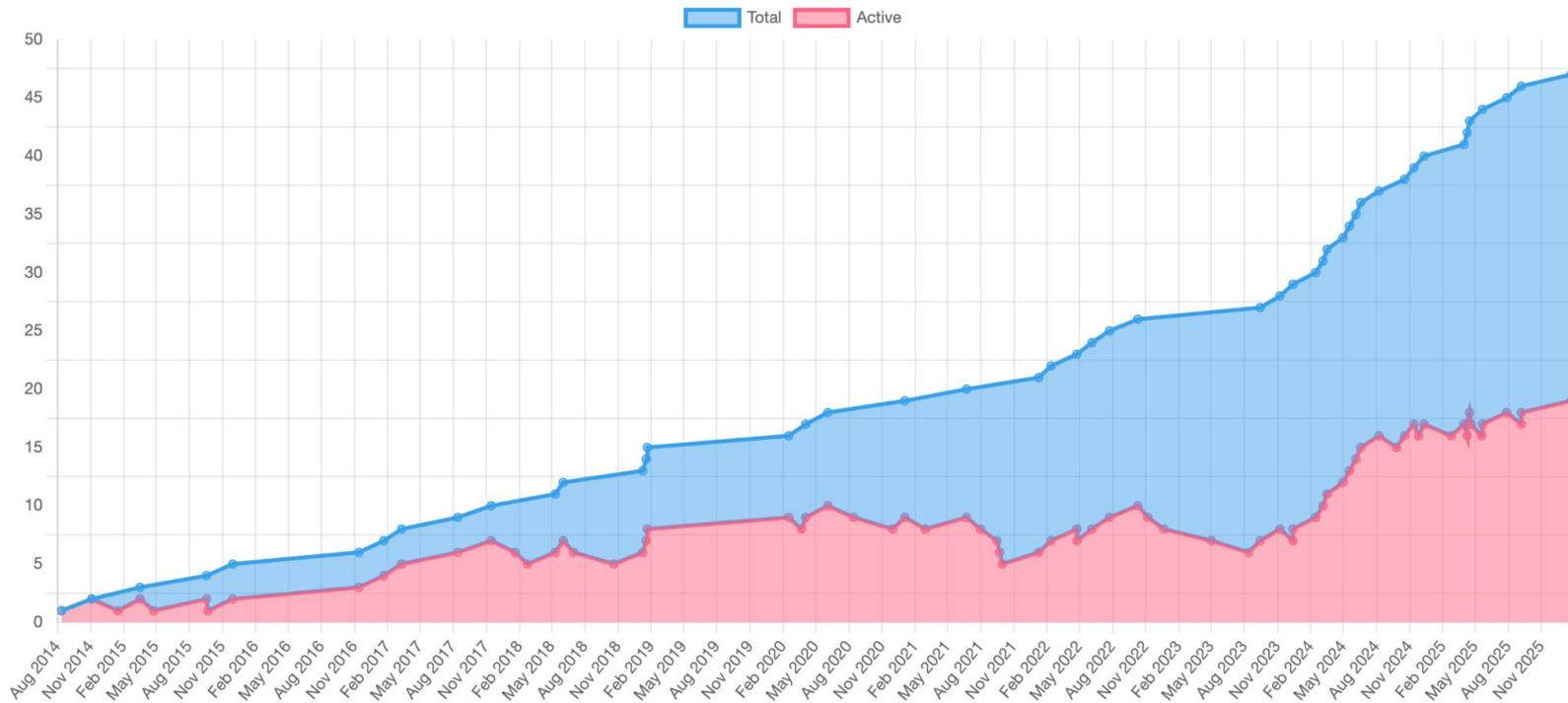
Trust & Safety

matrix

Trust & Safety

In 2025, the Foundation Safety team invested its time and attention into the following areas.

The Foundation Trust & Safety team wrote and released policyserv last year, following 8 months of active use protecting Foundation rooms. Policy Servers (MSC4284) are effective at reducing the harm that Matrix users encounter, by acting before the message is displayed by clients in most cases. Paired with moderation tools such as Draupnir, Meowlnir or Mjolnir, communities are significantly safer with policy servers. The Foundation offers the use of our policy server to other communities, as part of our goal to make it easier to maintain a safe network.

The team handles both frontline safety operations and software development, and released open source tooling in 2025: policyserv & hma-matrix. In addition we wrote or contributed to an array of MSCs throughout the year.

The Foundation is a launch partner with ROOST, and the Safety team are collaborating with ROOST on Osprey, Coop and HMA. We're expecting to use these tools to protect matrix.org in 2026, and to share what we've learned so that other Matrix servers can benefit from that same tooling.

During the year, we were able to open up applications for the matrix.org room directory thanks to the efforts of the Room Directory Working Group. This is a promising first step to offer safe room discovery to folks using matrix.org.

We've also invested into the wider Safety community, joining and working with initiatives including Community Moderation Effort (CME), Muninn Hall and the Safety Guild

Alongside all that work, we orchestrated upgrading the Foundation rooms to version 12, including updating our tooling to handle the changes that came with that update.

[matrix]

6,000,000+
The number of events processed by the Foundation policy server since April

20,000+
The number of reports from matrix.org users the team reviewed in 2025

99.9%
The accuracy rate of the team in QA checks across the year

Trust & Safety in 2026

For 2026, we've identified some key projects to support the aims of the Foundation.

Reporting v2. This is a large project to modernise how you can report harms on the network. By the end of the project, Matrix users will be able to decide where to send their reports and what information to include. Users who receive enforcement action will be able to appeal within that same reporting flow.

Policyserv. We're going to invite communities to use the Foundation policy server to protect their rooms. We're going to continue feature development on policyserv, and we're going to encourage open source contributions to the project.

Community Guidelines. We're going to replace the existing Code of Conduct with a set of Community Guidelines. This ties into the reporting v2 work, so that moderators can explain which guideline applies as they take action against a user.

Supporting age verification & GDPR obligations. There is plenty of overlap between the work of the Safety team and the Legal and Policy team here, and we'll work together to find an answer that offers privacy, security and safety to matrix.org users.

Osprey & Coop. We're expecting to use both these tools in production for matrix.org this year, and to share our work with the broader community, so that you can use them too.

In other words, we're going to:

- **Continue** the progress we've made
- **Share** the tools we use to keep matrix.org users safe
- Display more **transparency** on aims, methods and impacts
- **Collaborate** more with the safety ecosystem
    - Encourage real-world implementations of safety MSCs alongside Synapse/Element clients
    - Shepherd safety MSCs through the process
    - Work with the T&S Committee and Working Groups
    - Invite researchers to help inform our work

Legal & Policy

Legal and Policy

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In its mission statement, the Foundation articulates that it "exists to act as a neutral custodian for Matrix and to nurture it as efficiently as possible as a single unfragmented standard, for the greater benefit of the whole ecosystem, not benefiting or privileging any single player or subset of players."

Matrix can only exist as an unfragmented standard if there are the technical and legal conditions for it to thrive. The Foundation continued to monitor the ever changing regulatory landscape in the EU, UK and US to ensure that the legislation considers Matrix and by extension encrypted, federated, and decentralised systems.

In 2025 a lot of our work was focused on doing the first major update to the homeserver terms and conditions since their first version. This coincided with not only the launch of premium accounts, but also of strict legal requirements coming from the UK in the form of the Online Safety Act. We spent many years campaigning on the Online Safety Act and its potential impacts on encryption, and whilst there were some concessions, ultimately the law passed and we are now faced with a world of increasing age verification requirements. This is something we are still working through, alongside our colleagues in Trust and Safety. At the same time we have started getting familiar with the incoming Cyber Resilience Act and have plans to share resources on this with the community over 2026.

In the meantime, in the background, we keep ticking along with our GDPR responsibilities. We have handled over 500 queries and individual rights requests over the past year. In 2026 we hope to increase the self-serve capabilities for the matrix.org homeserver and continue to support the Spec Core Team in improving the protocol's GDPR compliance.

Governance & Strategy

Governance and Strategy

With the basics of Governance being set in 2024, 2025 was the first full year with a [Governing Board](#) and saw a second election to renew part of the board, as per the Terms of Reference.

We ironed out the processes, and set up the first Working Groups, which brought some welcome help to the Foundation staff, in particular around the organisation of The Matrix Conference, weekly TWIM posting, website updates and the public directory curation. The Foundation has 4 committees which host 6 Working Groups so far, with a few more in progress.

There is still more to be done, in particular getting into a proper rhythm of reporting, like with this document, and finding ways to ensure the commitment of elected Governing Board members in their participation in the Foundation's activities.

How we work

matrix

The Working Groups are where the impact happens and are open to all!

Reporting
Collaboration

Guardians — Controller

Spec Core Team
(10 volunteers) — Doer

Foundation Staff
~4 employees
+ 2 moderators
+ part-time contractors for SRE, admin, security… — Doer

Governing Board
(volunteers elected from all stakeholder groups) — Advisor

Community Committee
● Website & Content WG — Doer
● Events WG — Doer
● Public Sector WG — Doer

Trust & Safety Committee
● T&S Research & Documentation WG — Doer
● Room Directory WG — Doer

Governance Committee
● Governance WG — Doer

Finance & Fundraising Committee
● Finance & Fundraising WG (WIP) — Doer

* WG = Working Group - see https://matrix.org/foundation/working-groups/ and join #foundation-office:matrix.org for any question!

Governance and Strategy in 2026

[matrix]

This year will see the renewal of the second half of the Governing Board and the main topics of work are to continue improving on transparency, through reporting, and GB members commitment, continuing to turn the Working Groups into a super power, leveraging the community's enthusiasm, and enabling all of this with improved processes and ways of working.

After Robin's departure last year, the Guardians decided that it would give the Foundation more chances of success to get Amandine to step up even more than last year and try to fix the serious financial situation of the Foundation, rather than spend time hiring a new Managing Director immediately, who would have little chance to have an impact before the end of the year. Amandine is expected to stay in place for 2026 until we are in more stable waters.

The Foundation staff has defined specific goals for 2026 in order to help prioritise our work and maintain our focus.

SMART Goals for 2026

[matrix]

- 13 goals with associated KPI

- Expecting the list to evolve as the year progresses to take into account

  - Progress in project delivery

  - Changes in budget

  - Refresh of the priorities

Note: we're considering calendar year here.

Source

Goals ⌄	KPI & target ⌄
Reach break-even by end of Dec 2026	EBITDA >=0 by 31 Dec 2026
The Foundation brings value to its members	Less than 10% member churn in the year
"Fix WG<>Fdn processes"	Average perception of the efficiency (as measured in a survey which will be run both in January and end of year) has increased
"Fix Community<>Fnd processes"	Increased engagement on the MSCs by the SCT. (can we measure nb of comments & state changes per month?)
Communication is professionalised	Refreshed messaging plan and proper communication plan implemented by end of Q3
The Foundation functions more transparently	Regular reports going out from fdn to GB and wider public
It is easier to maintain a safe network	Deliver the policy server and reporting v2 projects & reporting to the GB project
MSCs don't get stuck	TBD
Lighter and simpler servers	Display benchmarking data to push the ecosytem to optimise for more efficient servers
Secure and reliable protocol	TBD
Matrix is the answer for Digital Sovereignty in Public Sector	xx governments and IGOs implement Matrix for their internal communications and at least one inter-governmental network exists by end of Dec '26
Become a no brainer to use for sister projects	At least xx sister projects (ActivityPub, ATProto...) gave up on reinventing the wheel and decided to use Matrix
Improve compliance position	Implement Age verification Improve GDPR individual rights (need proper KPI) Be ready for CRA (mid-2027)

Tomorrow

Keeping Matrix relevant

It is key that we ensure Matrix is future proof, which means we have to continue exploring various topics and keeping it evolving. The main ones which are top of mind this year are:

- [Hardening the protocol's security with the Hydra project](#)
  - watch Kegan's talk at the Matrix Conference [here](#), slides [here](#).
- Looking at adding MLS support, although it requires some work to make it match the decentralised architecture of Matrix
- Adding post-quantum encryption to Matrix
- Enabling peer-to-peer Matrix

These projects are currently either funded by Matrix users, typically Element customers funding the team, Element investment (Hydra), and potentially grants (e.g. Horizon projects) if our applications are successful.

The Foundation's part in these projects is to drive the specification via the Spec Core Team as well as ensuring that various members of the ecosystem are brought on board.

Financial Report

2024-2025 Financial Overview

- Last year, we managed to keep our costs under control, despite the growth of usage on the matrix.org homeserver and the limited bandwidth of the team.

- Meanwhile our revenues have grown by 38%.

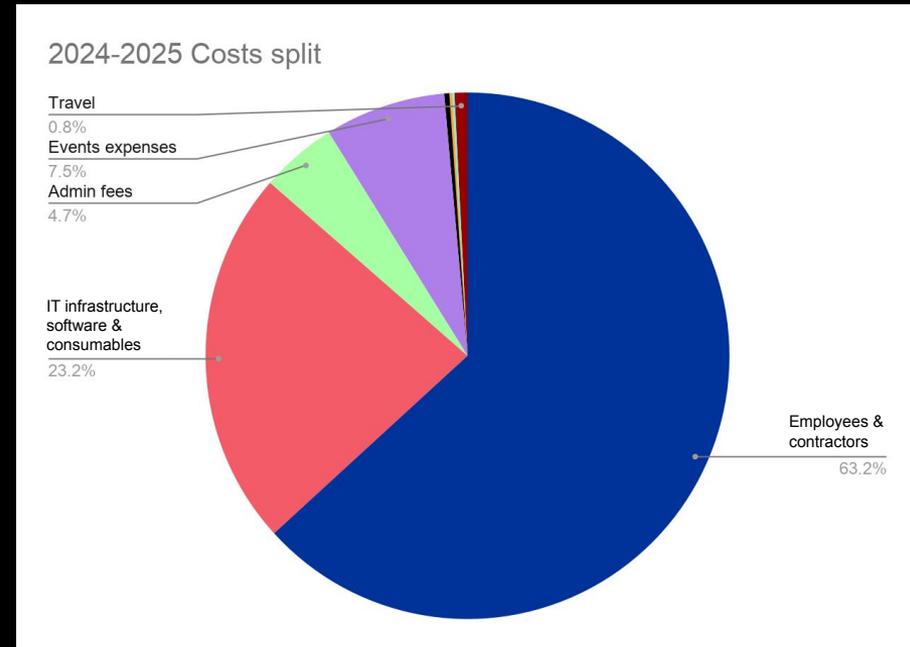- This resulted in a decrease of our loss by 35%.

2024-2025 Costs Overview

The main cost items are:

- The team
  - Employees & contractors

- The matrix.org infrastructure
  - Which is most of the IT infrastructure item

- The investment in the conference and other events
  - Which in turn generated ~£30k profit last year

- The admin fees
  - legal, banking & payment fees, insurance etc

2024-2025 Costs split

- Travel 0.8%
- Events expenses 7.5%
- Admin fees 4.7%
- IT infrastructure, software & consumables 23.2%
- Employees & contractors 63.2%

The Team

[matrix]

Six people are financially fully supported by the Foundation:

- Four full time employees in 2024-2025
  - Managing Director (currently vacant)
  - Vice President of Trust and Safety
  - Director of Programs Development
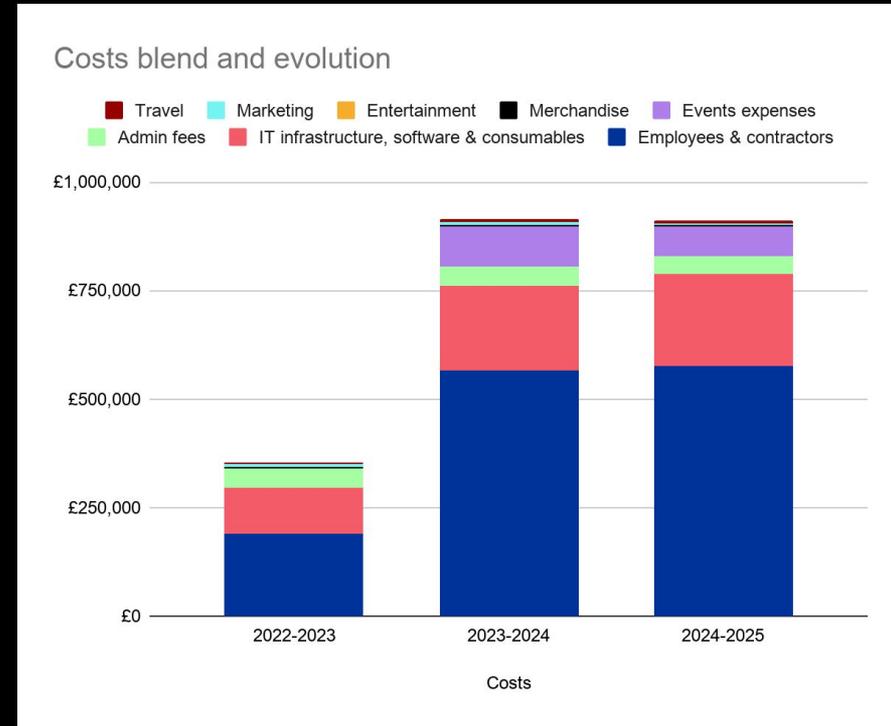 - Director of Standards Development
- Two Trust & Safety contractors

But many other resources are needed to keep the organisation running:

- Many volunteers support the Foundation's work via the Working Groups
  - The Events WG led the organisation of the conference and attracted 40 volunteers during the event
  - The Website & Content WG helps implementing changes to the website
  - The Room Directory WG helping to curate the public room directory
- Other resources are provided by organisations like Element who do not recharge for their time, or only at a fraction of their contributions:
  - Additional T&S developers, DPO, Head of Security, design, finance, in-house legal, admin…
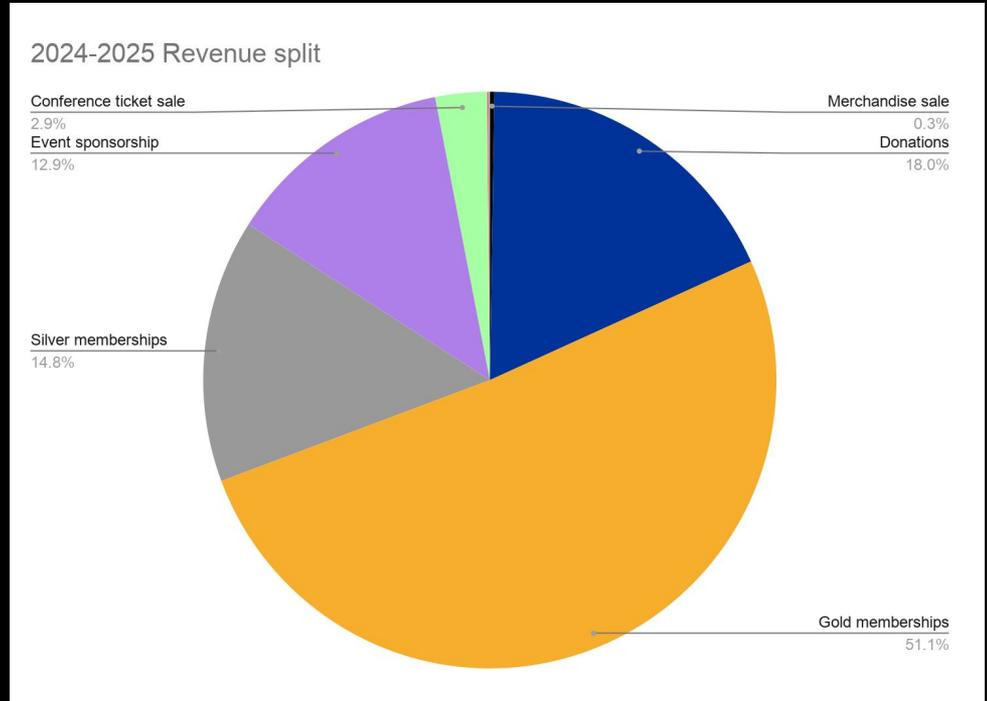
Costs Evolution

$[$ **matrix** $]$

- In 2023 we invested in operationalising the Foundation in order to make it independent. We hired a Managing Director, we set-up the membership scheme and the Governing Board.

- Since we've kept the costs at a minimum and even tried to reduce them.

- But the team is already at a minimal size, and the usage of the matrix.org server keeps increasing.

- We have been implementing quick wins to reduce the costs of matrix.org (like using Synapse Pro), but moving it to cheaper infra or implementing bigger changes wouldn't have a groundbreaking impact and are projects we can't afford to start.

- So we have been focused on increasing revenue instead, in particular with Premium accounts on matrix.org and bringing more funding members.

Costs blend and evolution

■ Travel   ■ Marketing   ■ Entertainment   ■ Merchandise   ■ Events expenses
■ Admin fees   ■ IT infrastructure, software & consumables   ■ Employees & contractors

£1,000,000

£750,000

£500,000

£250,000

£0

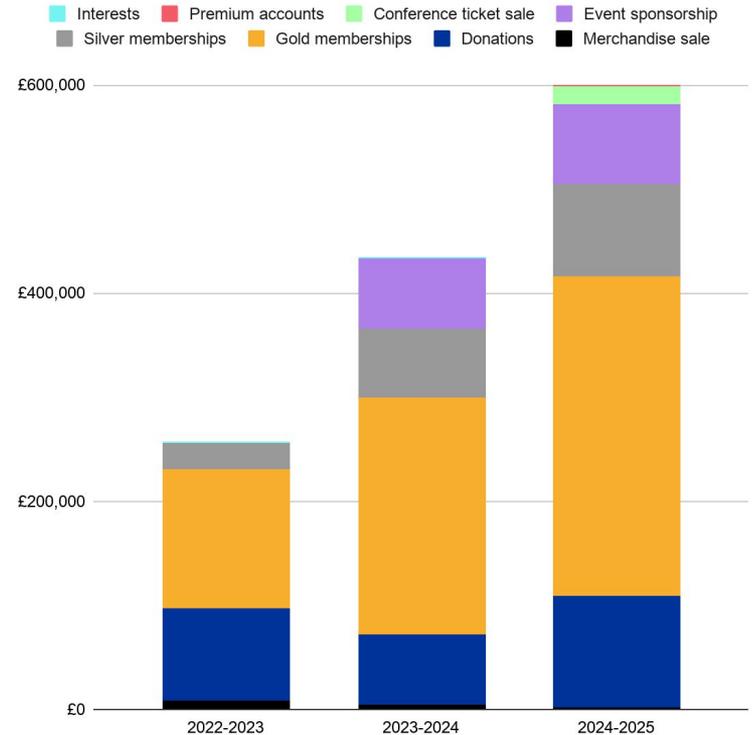| 2022-2023 | 2023-2024 | 2024-2025 |

Costs

2024-2025 Revenue Overview

- Donations and memberships are our main revenue lines.

- Our events (The Matrix Conference, FOSDEM fringe event…) are also becoming a bigger part of our revenue, via sponsorships and ticket sales, and now run at a profit.

- It is worth noting that Element's Platinum membership was supported by in-kind contributions and financial support in 2025, and thus doesn't appear as revenue in financial reports.

2024-2025 Revenue split

Conference ticket sale
2.9%
Event sponsorship
12.9%

Merchandise sale
0.3%
Donations
18.0%

Silver memberships
14.8%

Gold memberships
51.1%

Revenue Evolution

[matrix]

- After a gap in 2024, donations got back to a similar level to 2023.

- Membership revenue are growing, although not as fast as we would like.

- The number of Silver members doubled, but only brought 30% more revenue due to them mostly being small organisations in the Silver tier.

- We churned a Gold member, and the one left (Automattic) now corresponds to 50% of our revenue.

- Events revenue is a welcome diversification stream.

- We didn't get any grants.

Revenue blend and evolution

Legend: Interests, Premium accounts, Conference ticket sale, Event sponsorship, Silver memberships, Gold memberships, Donations, Merchandise sale

2025-2026 Forecast and Planning

[matrix]

- We are expecting to keep the costs as flat as possible for another year.

- Our focus will be on:

    - Ensuring another round of profitable events (the FOSDEM hackathon has already checked the box).

    - Continuing to grow membership with a focus on larger ones.

    - Fully deploy Premium accounts on the matrix.org homeserver

        - They are limited to new users today but are proving to be a growing share of revenue (+400% since end of the 2024-2025 financial year).

- We will also be applying for grants, aiming to fund work which is on the roadmap.

Annual Recurring Revenue from Premium Accounts
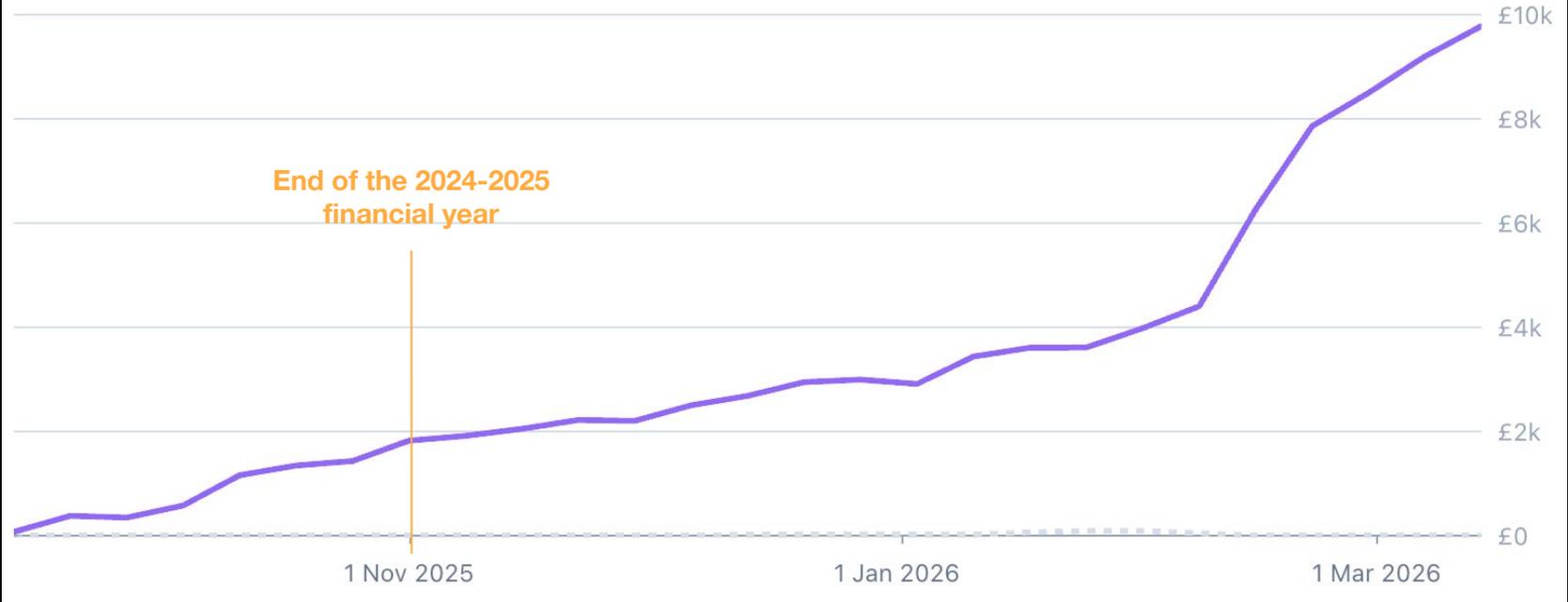
Defining the budgeting priorities

[matrix]

- The current budget aims to allow us to deliver the minimum services we can afford.

- Additional budget would be redirected to the following topics (in no particular order):
  - Trust & safety resources
  - Compliance & security resources
  - Governance resources to increase the impact and independence of the Foundation
  - Ecosystem management resources to:
    - Gather the users per vertical and figure out how to better serve their needs
    - Give a better platform to Matrix builders and vendors so they can thrive
    - Give better clarity on navigating the ecosystem
  - Build financial independence from Element by:
    - Moving some of the services they provide to independent or in-house resources
    - Paying for the operational services they provide rather than have them as in-kind contributions for better clarity

Conclusion

Exciting traction and a strengthening Foundation, but still some work to be done.

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Whilst the wider world realises that Matrix is needed, it hasn't concretised into proper support to our work yet.

The Foundation is still finding its legs as an independent operational entity, but the external traction will hopefully help it get to stronger grounds, as we work hard internally to get to an efficient organisation that can focus on bettering the protocol, the ecosystem and ultimately the world.

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Thank you