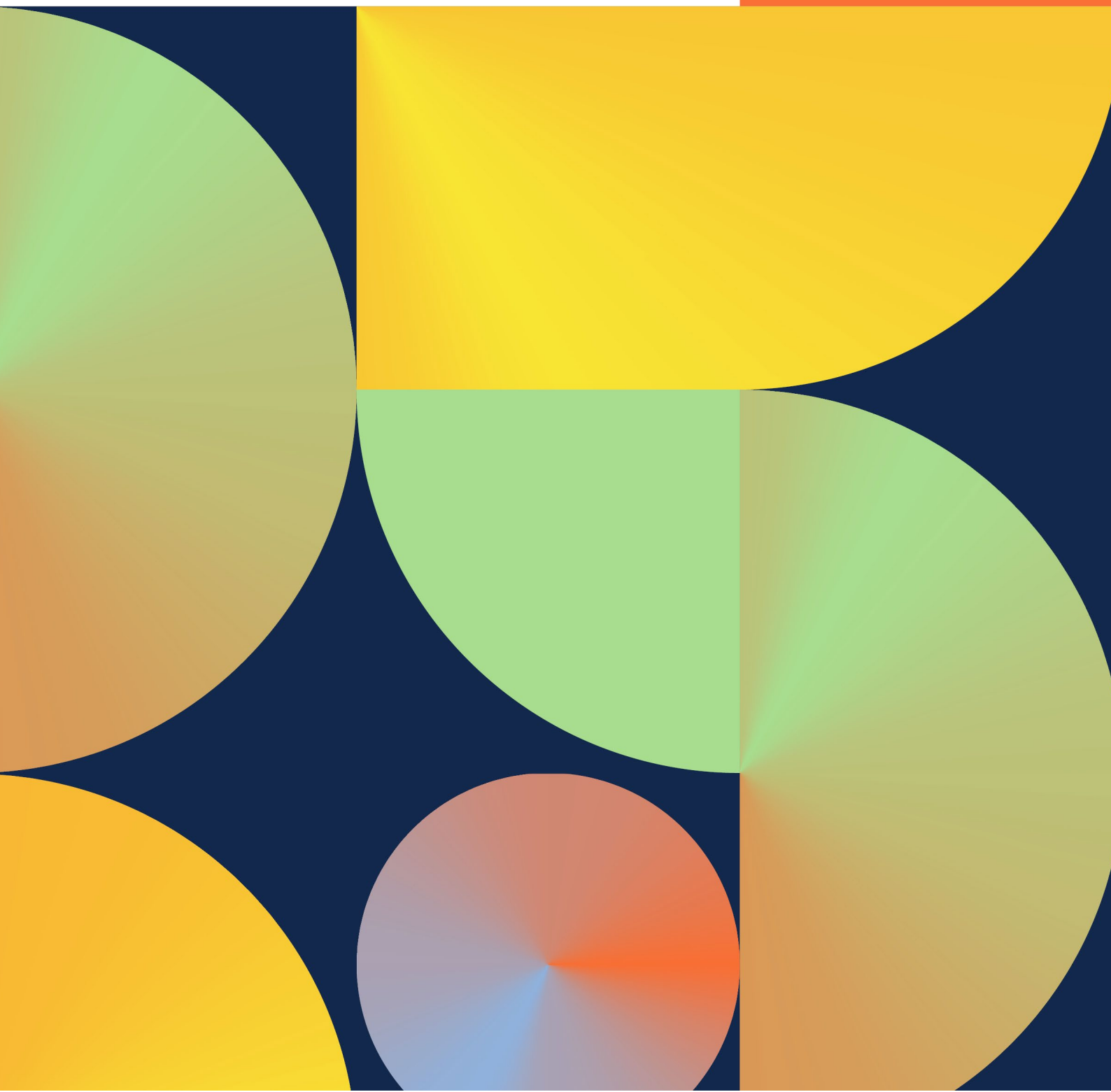
Annual Report

2025

afnic

Internet
made in France



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Editorial

By André Schwob, Afnic Chair

AFNIC: SOLIDITY FOR A RESILIENT AND RESPONSIBLE FRENCH INTERNET

I'm delighted to present Afnic's 2025 activity report. Elected as CEO of our Association in June 2025, I have seen just how much time and energy our board members and the members of our teams put in to making Afnic a forum for discussion, consensus and innovation.

But what strikes me the most within Afnic is the constant search for operational excellence and the goal of making the .fr registry an anchor of stability, transparency and efficiency at the service of an open Internet and French digital sovereignty.

As you will have seen, 2025 was a successful year both in budgetary and operational terms, and one that allowed us to consolidate our resources in order to achieve a goal we restated in our three-year strategy adopted last November.

In a changing political, geopolitical and technological landscape, where each day brings new uncertainties, changes of course or new threats, especially in terms of cybersecurity, as well as radical paradigm shifts following in the wake of the AI "revolution", our role is to provide a stable, predictable and transparent Internet

environment. Not in a self-contained bubble of certainty far removed from the hubbub of the world, but within a malleable yet resilient pocket that allows each and every one to seize the opportunities given by the digital economy while offering protection from digressions and dangers.

That is why our Association is centred on four priorities:

- Reinforcing the commercial vitality of the .fr TLD to make it a tool to further French digital sovereignty and autonomy;

- Establishing Afnic as a leading registry in Europe for a safe and secure Internet that limits abuse;

- Drawing on Afnic's participatory and multi-stakeholder model for an energy-efficient, inclusive and responsible Internet;

- Asserting Afnic's role as a centre for resources and expertise by upgrading employees' skills and the Association's technical and organisational capacities.

Thus each action that strengthens the solidity of our Association and the development of its services forms part of a broader mission that goes far beyond our justifiable goal to fortify Afnic itself. This goal, the relevance of which is only compounded by the present juncture, is to promote French digital sovereignty and an open Internet technically speaking, free from barriers to entry, responsible and economical in the use of resources. A sustainable Internet.

The pages of this report contain a multitude of illustrations of these actions, many of which were implemented throughout 2025. To end, I would like to name

three in particular that embody our activity and which represent important milestones for our Association.

- **In 2025, Afnic responded to the calls for tenders issued by the government for the management of French overseas TLDs.**

  Its bid was based on territorial continuity, in terms not only of fees but also holders' rights and security. The quality of the French overseas TLDs must be equal to that of the .fr domain in all aspects. But we also intend to adapt the programs in place to support business' digital transition and raise user awareness on a territory by territory basis. And to ultimately support the development of a local registrar ecosystem. I can now confirm that Afnic and its teams are proud to announce that the government has awarded the management of all of the TLDs we applied for to our Association. This marks a new step towards French digital sovereignty and autonomy, wherever France is present.

- **Beyond its role as registry, Afnic provides back-end registry operator services to private or public parties seeking to manage their own top-level domain.**

  This is true of .bzh for Brittany and .leclerc, for example. And .paris, which Paris City Hall once again entrusted to us in 2025. ICANN has since launched a new opportunity for domains of this type, something Afnic has been preparing for over a number of years, and in 2025 particularly. We have presented this opportunity to several dozens of French businesses, proposed a competitive and serious offer, and signed numerous partnerships with European and international leaders in the market to position ourselves as a benchmark technical player and support the applications of the businesses and local authorities wishing to apply.

Thanks to this, Afnic's registry operator services have been approved by ICANN, making it one of the first to obtain this label that forms a prerequisite to application. It is also why we extended the scope of our ISO 27001 certification in July 2025 to all the top-level domains operated by Afnic, and not just .fr and the French overseas TLDs. In view of these nationally and internationally recognised technical guarantees, Afnic is currently assisting several French, European and international applications, both from institutions and private parties, in this new gTLD adventure.

- **At Afnic we believe that Internet sobriety and solidarity between the players behind its operation are vital.**

  A resilient Internet is not just a hollow formula; it is an every-day challenge that our Association aims to meet. Which is why Afnic's CSR approach is both transversal and wide-ranging in order to achieve this. Centred on the requirements of ISO 26000, it touches on all aspects of the Association's organisation, governance and operation.

  This activity report is a prime example. An integrated report, because it incorporates CSR requirements within the activity, and a new format updated from previous years in order to better highlight objective information on performance in all aspects of our activity. It sets out our actions based on a model compatible with the CSR standards imposed on large companies as part of a proactive and responsible approach to compliance that goes beyond statutory requirements. Our stakeholders expect to know that Afnic is exemplary when it comes to its environmental and social responsibility policies, and it is my firm belief that the new format of this year's activity report achieves this.

I hope it proves an interesting read.

André Schwob, Chair of Afnic

1. Highlights

JANUARY

Afnic launched a research chair in partnership with IMT Atlantique on SCHC (Static Context Header Compression) technology.

An initiative that aimed to explore the potential of this compression mechanism designed to optimise communication on the Internet by reducing energy consumption and improving protocol efficiency.

Afnic extended its training programme catalogue with the addition of Qualiopi "NIS 2 Lead Implementer" training to help organisations ensure compliance with the European NIS 2 directive.

FEBRUARY

Afnic and the Swedish Internet Foundation (.se registry) published a new version of Zonemaster, the benchmark DNS testing tool. This open source software package, available in 7 languages and used for over 250,000 tests per year, analyses the configuration of a domain via more than 70 tests based on international standards. Its growing popularity is proof of its success within the international community.

MARCH

Afnic published an in-depth study of professionals' online presence in the Construction & Public Works sector, showcasing their digital maturity.

Afnic released "Afnic Registry Services", designed to support brands and local authorities with the launch and management of their own TLDs as part of the ICANN 2026 gTLD round.

APRIL

Pierre Bonis, CEO, was elected member of the CENTR (Council of European National Top-Level Domain Registries) Board of Directors.

CENTR is the association of European country code top-level domain name (ccTLD) registries. This appointment underscores Afnic's involvement in Internet governance in Europe and internationally.

MAY

Afnic hosted the CENTR Jamboree annual meeting in Lyon. Over three days, 250 international participants came together to discuss the strategic, technical and regulatory aspects of ccTLD management.

JUNE

André Schwob, Head of the General Council of the Economy, Industry, Energy and Technology (CGE) at the French Ministry for the Economy and Finance and Inria representative on Afnic's Board of Trustees, was elected Chair of Afnic.

Raft Razafindrakoto, Chairman of NIC .mg (Madagascar) and Afnic member since 2001, was elected to the Board of Trustees as representative of the International College.

Afnic's long-standing mandate (since 2014) for the management of .paris was renewed by Paris City Hall. The new contract covers an extended scope including communication and promotion of the TLD.

Afnic published the 2024 edition of its annual report on "The Global Domain Name Market".

JULY

Afnic was awarded the TopTech 2025 prize in the Strategy & CSR category, attributed by the magazine L'Informaticien. This prize recognises a sustainable and structured approach to a more responsible digital sector.

Afnic expanded its catalogue of Qualiopi training programmes with "Cybersecurity for decision makers", designed to give business leaders a clear and operational overview of digital security issues, regulatory obligations and best practices to implement.

From 5 to 6 July, Afnic partnered with the first Francophone Forum on Digital and AI Governance, organised at the initiative of the OIF.

From 7 to 11 July, Afnic partnered with the WSIS+20 High-Level Event 2025 organised by the International Telecommunication Union (ITU).

AUGUST

The DECODES (Datacenter Energy Consumption Optimisation by DNS EvaluationS) project was selected by the French National Research Agency (ANR) as part of a call for projects. Led by Afnic, the project's goal is to optimise the energy consumption of data centres by analysing the impact of the domain name system (DNS).

Afnic published a new issue paper entitled "Can we do better than the DNS?" exploring alternatives to the current domain name system architecture through the use of blockchain.

SEPTEMBER

A survey of 350 registrars accredited for .fr domain names revealed an overall satisfaction rate of 95% in 2025, attesting to the quality of the partnership with Afnic and the support provided.

The Legal Meetings held on 25 September covered the theme of abuse detection and transparency under .fr. This annual event run by Afnic brings together legal experts specialising in domain names and digital technology.

Afnic contributed to the Cybermalveillance.gouv.fr initiative by supporting the publication of the "Le numérique, pas de panique !" guide. Aimed at children aged 9

to 12, the guide is designed to raise awareness of risks on the Internet and help them adopt the right practices.

OCTOBER

On 15 October 2025, the "Cercle des .marque" ("BrandTLD Club"), an Afnic initiative, was attended by some fifty participants, including businesses holding or applying for their own .Brand, partners and experts. This assembly set out the timetable, rules, fees and latest updates in connection with the new ICANN gTLD round.

On 16 and 17 October, Afnic co-organised a Franco-Japanese conference on Internet governance with the Keio University X Dignity Center and the Embassy of France in Japan. More than twenty speakers were in attendance for the five complementary sessions exploring how to build trust within the Internet ecosystem, from technical foundations to policy frameworks, with the goal of strengthening Franco-Japanese collaboration on emerging technologies and Internet governance.

NOVEMBER

On 14 November 2025, the Afnic Scientific Council Open Day brought together some sixty participants on the theme of quantum and post-quantum cryptography, a strategic subject for the future of digital security.

The second edition of the Registrars' Challenge was once again a success, with 28 participant registrars, 238 posts on social media and 35 mini-sites dedicated to promoting the advantages of the .fr TLD.

DECEMBER

The Afnic Foundation for Digital Solidarity celebrated its 10th anniversary. 130 guests honoured a decade of action in support of a more inclusive and unified Internet in Paris on 9 December. Since its launch, the Foundation has supported more than 600 non-profit projects across France.

It has financed 700 initiatives amounting to almost €13.5 million in funds redistributed.

AFNIC IN THE MEDIA IN 2025

In 2025, Afnic and its initiatives to support the digital transformation, including "Réussir-en.fr" ("Succeed with .fr"), gave rise to 416 media reports (paper, web, radio, television).

27 interviews were given by Pierre Bonis, Caroline Duval-Favre, Marianne Georgelin, Régis Massé, Virginie Navailles, Émilie Turbat, Loïc Damillaville and Stéphane Bortzmeyer.



2.2025 key figures

2.1. Activity indicators

With 4,319,120 domain names registered at 31 December 2025, the .fr TLD has continued to assert itself as a mainstay of French digital sovereignty.

853,000 new create operations

The number of new domain names registered in 2025 has grown strongly (**+6.3% as against 2024**), peaking at a new all-time record (853,000) and driving the growth in stock.

+2.4% growth

The stock of .fr grew by +0.4 pp in 2025 to +2.4%, on the back of 2020 (impact of COVID-19, +7.0%), 2021 (gradual return to normality, +5.8%), 2022 (end of the return to normality, +2.9%), 2023 (boom in create operations, +3.4%) and 2024 (downturn accompanied by stabilising creations, +2.0%).

A retention rate of 82.2%

The retention rate for .fr (i.e. the proportion of domain names renewed from one year to the next) remains in the upper average range for the sector at 82.2%, despite a slight decline (82.6% in 2024, 83.4% in 2023).

A positive perception of .fr

- **99% of VSEs/SMEs say that .fr** has a positive image (32% good, 67% very good).
- This rate stood at 97% among the general public (40% good, 57% very good) and at 98% among young people (29% good, 69% very good).
- **62% of VSEs/SMEs chose .fr as their preferred TLD** (vs 33% for .com), up +19 pp as against 2024.[1]

2.2. Financial indicators

For 2025, Afnic posted growth of 4.4% in its total revenues, which amounted to €24,634,478.

Reported net income stood at €2,015,361.

[1] https://www.afnic.fr/wp-media/uploads/2026/02/Etude-Afnic-Reussir-Avec-le-Web-2025.pdf

2.3. CSR indicators

Environment



- **The 2025 carbon footprint stood at 578 tCO_2e** (-1% compared with 2024, -43% vs 2018, the baseline year).

- **The carbon intensity was 128 gCO_2e per domain** under management (-3% compared with 2024, -57% vs 2018, the baseline year).

Social



- The **EgaPro Index** (Index of equality in the workplace and gender balance**) for 2025 achieved a score of 98/100** (99/100 in 2024, 98/100 in 2023).

- **The employee satisfaction rate** calculated every year via an independent satisfaction survey stood at 89% for Afnic as an employer and at 87% for quality of life at work.

Societal



- The Afnic Foundation for Digital Solidarity supported 97 projects amounting to a total of €1.457 million.

- More than 6,000 young people aged 16-25 and 26,000 VSEs/SMEs were educated on Internet usages via the Réussir-en.fr programme and the Foliweb initiative.

Governance

- **11% of revenues were invested in general interest measures, including the financing of the Afnic Foundation for Digital Solidarity.**

- 9.1% of revenues were invested in R&D projects, in particular covering the priority themes of security and reducing the environmental footprint of the DNS.



3. The Association's mission and role

A non-profit organisation, the Association Française pour le Nommage Internet en Coopération (Afnic) is the registry appointed by the French government to manage .fr domain names (over 4.3 million .fr domain names in 2025). Afnic also manages the .re (Reunion), .pm (Saint-Pierre and Miquelon), .tf (French Southern and Antarctic Lands), .wf (Wallis and Futuna) and .yt (Mayotte) French overseas TLDs.

In service of its goal to foster the development of the Internet in France, Afnic has put in place a multi-party governance bringing together all the stakeholders in the French Internet: public authorities, users and the private sector.

In collaboration with the entire French Internet ecosystem, Afnic aims to contribute on a daily basis to a safe and stable Internet, open to innovation, in which the French Internet community plays a leading role.

The Association has worked to ensure the transfer of the knowledge and expertise acquired since its creation, at both national and international level, while playing a role in Internet governance and standardisation initiatives. This active participation offers an opportunity to shine a light on the vitality of the French Internet. Our

approach is heavily centred on a strong belief in an Internet for everyone; a common good that must remain so.

Afnic contributes to the development of the Internet, to training and to raising awareness of its uses through a variety of actions, including the Réussir-en.fr programme.

Afnic also develops innovative services as well as back-end registry services for businesses and local authorities choosing to adopt their own custom TLD, including .paris, .bzh, .alsace, .corsica, .sncf, .mma, .ovh, .leclerc, .total, and .museum.

Afnic is committed to constantly ensuring a high level of performance and reliability, and to managing the .fr TLD with maximum effectiveness in the service of the general interest: 11% of its revenues are allocated to general interest projects, of which €1.3 million per year ploughed back into the actions of the Afnic Foundation for Digital Solidarity.

Afnic also takes care to protect its autonomy in order to uphold the common interest. As such, it receives no operating grants and functions in the same way as an SME. Its activities are entirely financed by the services it provides.

4. Positioning and environment

As the .fr registry, Afnic pays close attention to the French market and the global domain name industry. The information gleaned helps put into perspective the specific trends of the French market by comparing local data with global data. Below are some insights into the general trends seen in 2025.

4.1. The global domain name market in 2025

At the end of 2025, the global domain name market represented some 395 million domain names (+6.2% year-on-year), including:

- 165 million .com names (+2.9%);
- 34 million "Other Legacy TLD" names (.net, .org, .biz, .info, etc.) (+7.0%);
- 54 million "new TLD" names created from 2014 onwards (+28.9%);
- 142 million names under ccTLDs (so-called "geographic" domains) (+1.9%).

2025 saw the domain name market grow by 6.2%, compared with 1.5% in 2024 and 3.3% in 2023. This performance stems from a small number of TLDs that experienced substantial fluctuations, in the nTLD segment in particular.

.com is recovering, posting a 2.9% increase thanks both to increased creation rates and an improved retention rate.

nTLDs gained three points of market share, representing 14% of the market; they were the strongest contributors to the overall net increase, adding almost 12 million names. “Other Legacy TLDs” are growing, largely thanks to .info and .pro.

ccTLDs posted growth in all of the world’s regions with the exception of North America. The two fastest growing regions are Africa (+5.6%) and Latin America (+4.0%), while a slowdown is being observed in Asia-Pacific (+3.2% compared with +4.3%) and Europe remains at an almost equilibrium position, up slightly as against 2024.

Despite its near-zero growth in 2025, Europe remains the region where ccTLDs thrive best: out of 34 ccTLDs with over a million names, 17 are in Europe, 9 in Asia-Pacific, 4 in Latin America and the Caribbean, 2 in North America, and 2 in Africa.

Among the nTLD segments, generic nTLDs gained 30% in stock and 36% in create operations. Community TLDs gained 3% in stock and 11% in create operations. geoTLDs were down 13% in stock and by 45% in create operations. .Brand TLDs gained 13% in stock and 80% in create operations.

The market for back-end registry operators acting on their own account or on behalf of third parties is dominated by a small number of players, the three biggest of which are Identity Digital, GoDaddy and Team Internet, with respectively 42% (+1 point), 18% (-1 point) and 9% (unchanged) of the nTLDs managed for name

volumes representing 14% (-3 points), 8% (-1 point) and 48% (+2 points) of all the names registered under nTLDs. This segment is highly concentrated, with 69% of nTLDs managed by the three leaders, accounting for 70% of domain names registered under nTLDs. The Registry Service Provider (RSP) system introduced by ICANN as part of the Next Round raises the barrier to entry while helping to define the structure of the market. In France, for example, only Afnic has been awarded this status.

The study of the breakdown of domain names in the various ICANN regions (by holders' countries) shows that ccTLDs are still leaders in every region except North America, which is dominated by the .com domain.

Other Legacy TLDs and nTLDs are still very much in the minority, even in North America where their market shares are most significant.

The now confirmed start date of 30 April 2026 for ICANN's Next Round may have had an impact on stakeholders' strategies, as they prepared for the process with the benefit of a relatively reliable timetable. No major IPOs or mergers and acquisitions were reported (apart from Com Laude's acquisitions of FairWind Partners and MarkMonitor). However, some companies raised capital to strengthen their position ahead of this market-defining event, most notably Ethos Capital, the holding company of Identity Digital.

Efforts to link domain names and Web 3.0 identifiers were stepped up in 2025, but FreeName's announcement in 2026 that it was refocusing on domain names has brought into question the viability of these identifiers. In addition, developments at Google, namely the replacement of AdSense for Domains with RSOC (Related Search on Content) and the rise of artificial intelligence are disrupting economic models and favouring new paradigms: domain names are becoming "sources of

authority" and their creation automatised within a contextualised context referred to by some as the "Vibe Coding Revolution".

4.2. The French market in 2025



.fr create operations increased by 6.3% in 2025, reaching an exceptional level of 853,000 new .fr domain names.

The market share of .fr in France is **40.35%**, compared with 40.44% at year-end 2024.

Growth of .fr stock stood at 2.4% (+2% in 2024), very slightly down on the figure for the French market in 2025 (2.4% compared with 2.6%). Growth of EU ccTLDs meanwhile (excluding .uk) stood at +0.7% in 2025 (compared with +0.4% in 2024).

These performances demonstrate that the digital transformation has taken hold among VSEs/SMEs, but are also down to the marketing and commercial actions of registrars which have energised the .fr market.

The renewal rate continued to decline at 82.2%, down from 82.6% in 2024.

The regional dynamics still reflect a 'catch up' of some regions in terms of growth, although the weight of the regions in the portfolio of .fr names registered varies little and is linked to the presence of big urban and economic centres.

The number of .fr domains registered by holders abroad (European Union) continues to rise, currently accounting for 11.9% of stock and **15.7% of create operations in 2025**.

5. Sovereignty and responsible digital technology

Afnic has focused on the question of digital sovereignty since its inception in 1997. As an operator of essential services, it guarantees that the infrastructure behind .fr, the French overseas TLDs and the new gTLDs under its management operate within a wholly sovereign environment.

The .fr TLD is sovereign and 100% French, with strictly minimum technological dependency – that is


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afnic
Internet made in France

Sur le web, le « .fr » surfe sur la vague de la souveraineté numérique

INTERNET

Le « .fr », perçu comme fiable et locale, gagne du terrain face au « .com ».

the promise made to the general public as well as French businesses and organisations.

The technical and software interfaces Afnic makes available to registrars and client registries are developed in-house in accordance with the most stringent security and environmental responsibility standards, as well as with the requirements of sovereignty. The entirety of the data associated with .fr are hosted on French territory within a redundant data centre architecture.

All of Afnic's staff are also based in France, including the support services. Afnic's policy is to only outsource its services where strictly necessary, when required by the cloud solutions imposed by software publishers, for example, and even then only on French soil or in another EU country.

Afnic also aims to limit the carbon impact of its activities, especially through R&D, as demonstrated by its environmental performance, and to ensure the carbon neutrality of the .fr TLD.

6. Activity and overall performance

6.1. .fr trends

2025 was characterised by an exceptionally high level of .fr create operations, exceeding 800,000 annual registrations for the third consecutive year and reaching an all-time record of 853,000 creations, i.e. a 6.3% increase on the previous year.

The retention rate, meanwhile, deteriorated, down from 82.6% in 2024 to 82.2%. This fall was offset compared to last year, however, by the new momentum in multi-year registrations promoted by leading players. This trend will likely lead to a rebound in growth in 2026. Multi-year name registrations have indeed seen a surge in growth, up from 3% in 2023 to 14% in 2025, with a preference for the 3-year maturity option.

The fall in the retention rate is linked to the 4.3% increase in deletions (as against 8.4% in 2024), exceeding the 2.4% growth in stock in 2025. Not only that but it also reflects the higher volatility of new registrations, 66% of which were renewed at the end of the first year, and the large number of business failures for the second year running.

In total, the stock of .fr domain names increased by 102,334, reaching 4,319,120 names at 31/12/2025 and representing growth of 2.4%. This figure remains above the average growth rate of EU ccTLDs, which stood at 0.7%.

The growth of the .fr TLD was slightly below that of the French market as a whole in 2025 (2.4% as against 2.6%) which grew significantly (from 1.6% in 2024), driven by the rebound of .com in the second half of the year.

The market share of .fr in France was thus consolidated at over 40%, reaching 40.35% at year-end 2025 (as against 40.44% in 2024). This performance is once again explained by the strong trend in .fr creations, accentuated by the preference seen among the leading registrars for .fr names.

6.2. Geographic and .Brand TLDs

Afnic maintained its position as leader in the French market for back-end registry services in 2025, regaining the trust of its customers after being awarded new tenders. The Regional Government Office of Corsica and the Grand Est Region of France, for example, have renewed their contracts with Afnic as the registry operator for the .corsica and .alsace TLDs, while Paris City Hall signed a new service concession agreement expanding the scope of the services provided by the Afnic teams to develop its geoTLD.

Which means that the .paris TLD can benefit from more commercial operations via more registrars and has established an upwards trend in terms of registrations since the last quarter.

.museum has continued on its growth trend at over 1,000 domain names, reaching 1,146 .museum names as at 31/12/2025.

The year was also marked by Afnic's strong involvement ahead of ICANN's New gTLD Program scheduled for April to August 2026.

From a technical standpoint Afnic applied for the Registry Service Provider Evaluation Program (RSP-RST) to be approved as one of the operators able to be selected as part of the new gTLD applications.

From a commercial standpoint, Afnic has stepped up its communication aimed at informing and convincing French and European businesses of the opportunity this New gTLD Program represents via direct contact, partnerships with registrars and industrial property consultants, mailshots, webinars, talks at numerous events, publication of articles and specialist newsletters, TV interviews, press releases, etc. Not to mention the annual "**Cercle des .marque"**[2] event bringing together more than 50 brands and their representatives (registrars, intellectual property advisers, etc.) to discuss the opportunities opened up by the next ICANN round and give information on the application process.

[2] https://www.afnic.fr/produits-services/solutions-de-registre/le-cercle-des-marque/



CHRISTOPHER ADIMINGA
Head of Department at the Domain Name Registry for Gabon

Agence Nationale des Infrastructures Numériques et des Fréquences
ANINF.ga

"The support provided by Afnic was excellent. Not only did they bring their expertise to the project but they took a hands-on approach with a clear end view.

From the initial training to the full-immersion switch-over at their headquarters, as well as throughout our communication with their experts and at governance meetings, each step served to reinforce our understanding of the domain name life cycle and the registrar ecosystem.

The entire experience is a source of great pride for us and has established a solid base for the future of the .ga TLD."

6.3. Revenues from .fr

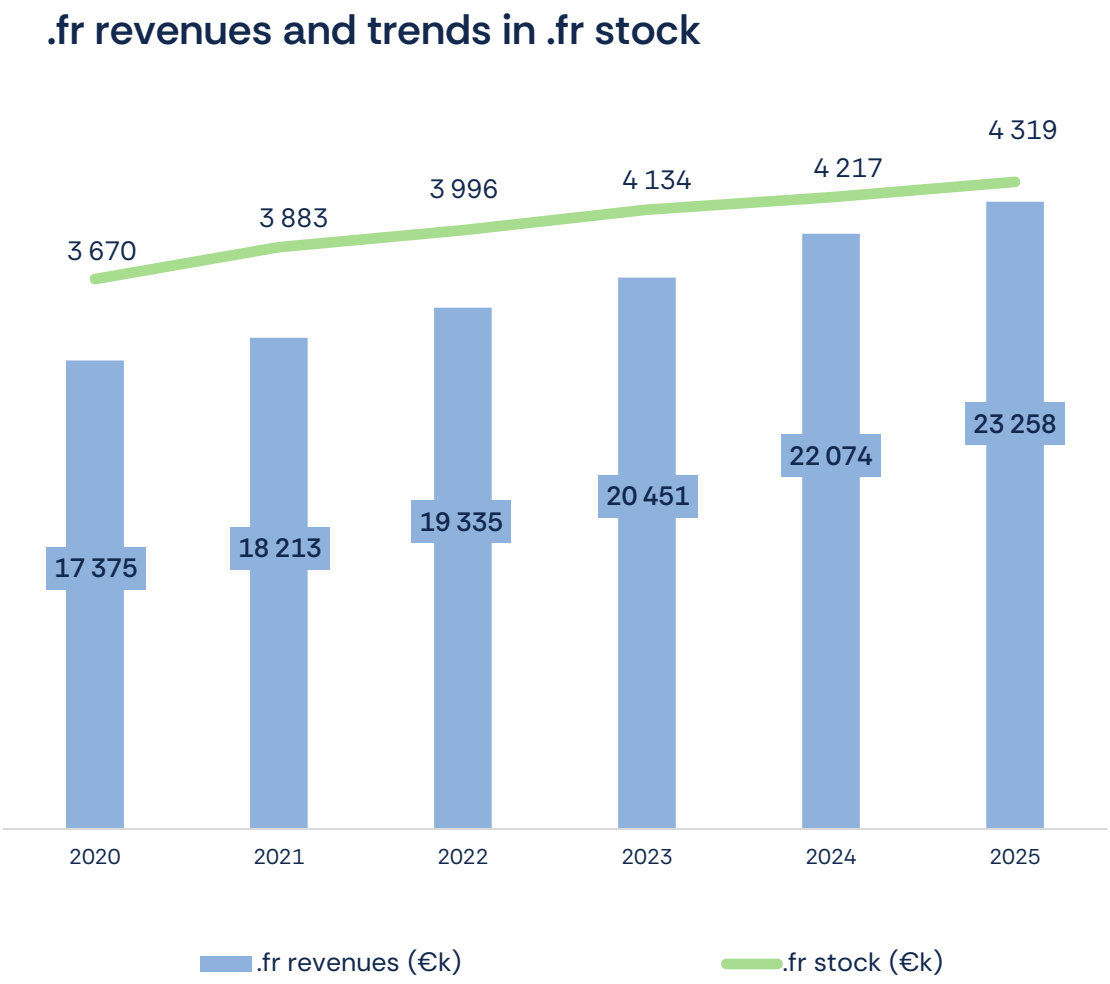
Revenues from .fr amounted to €23,258,361 over the year.

Revenues from .fr were up by 5.4% on 2024.

This increase comes after a rise in create operations and growth in the stock of .fr domain names, but also the fact that 2025 was the first full year of the new fee application for .fr, which entered into force on 1 March 2024 (operation fee equal to €5.07 as against €4.56 previously, +11.1%). The improved performance of the domain name snapping service ".FR Rush" (+€309,750, +100%) also boosted this increase,

although it was undermined by the decline in the revenues from the "Tous en Ligne Maintenant" ("All online now") scheme to raise awareness of digital opportunities among small businesses, due to the termination of the programme in mid-2025 (as initially planned).

Compared with the budgetary objectives, revenues from .fr were up by 2.7%, primarily due to the better-than-forecast result of the ".FR Rush" service (+€466,000) as well as the greater number of awareness-raising actions carried out under the "Tous en Ligne Maintenant" project. The stock of .fr domain names is slightly above budgetary estimates at 4,319,120 names compared with the 4,289,351 budgeted (+0.7%).



Trends in revenues from and stock of .fr (2020-2025)

Data for the figure "Trends in revenues from and stock of .fr (2020-2025)"

6.4. Revenues from other activities

Afnic's total revenues stood at €24,634,478. They include €24,045,978 of revenue and €588,500 of grant proceeds[3] from Bpifrance.

It is broken down as follows:

- Revenue from .fr amounting to €23,258,361, up by 5.4% on 2024.
- Revenue from French overseas TLDs amounting to €357,298, up by 0.2% on 2024.
- Revenue from back-end registry operator activities, consulting and training amounting to €1,018,819, down by 12.3% on 2024

After restatements for payments due to Paris City Hall for .paris, and to Muse Doma for .museum, Afnic's revenues amounted to €24,278,064, up by 4.3% on the previous financial year.

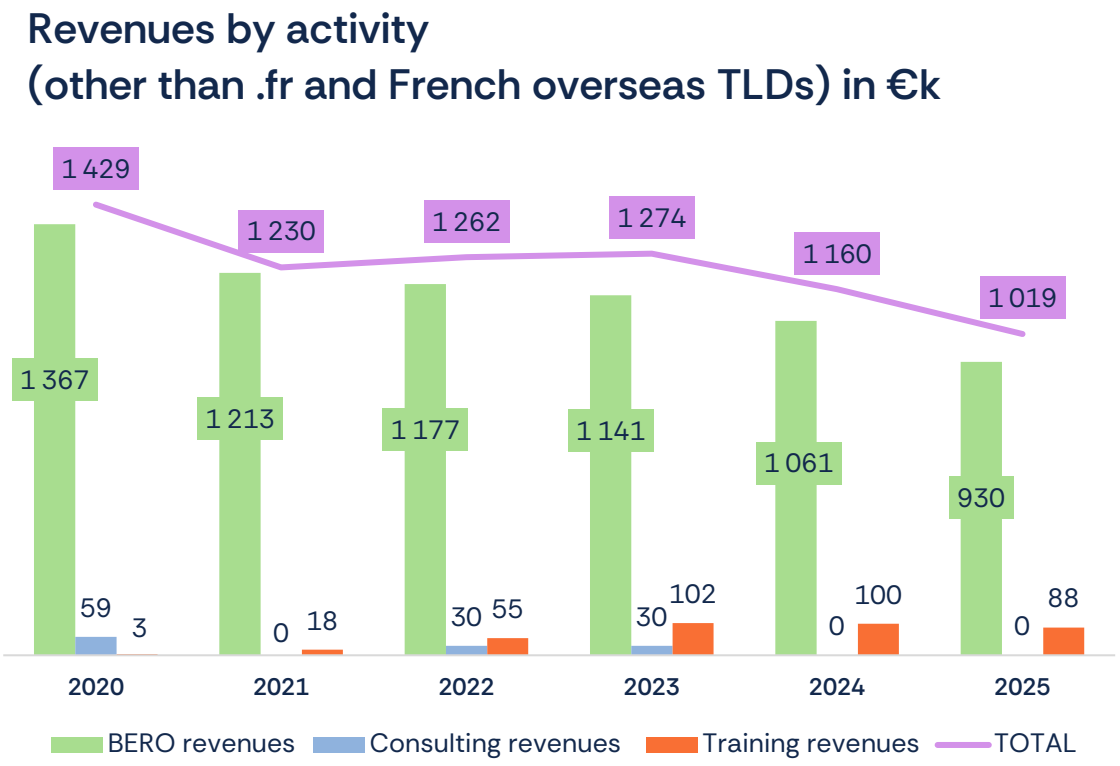
Revenue from French overseas TLDs was up on 2024 (+0.2%), the negative impact of the 1.9% fall in stock being offset by the full-year effect of the new fee introduced in 2024. Compared to budget, revenues improved further (+4.2%) thanks to progress in the stock of domain names compared with the forecast. The total stock of domain names stood at 59,933 at 31 December 2025.

[3] The Bpifrance grant relating to the "Tous en Ligne maintenant" project, in an amount of €761,750 in 2025, is paid in the form of advances and taken into revenues in proportion to the number of support actions actually carried out and validated by Bpifrance.

As regards back-end registry operator (BERO) activities, 2025 saw a 12.3% fall in revenues due to the renewal of existing contracts at more competitive rates, in preparation for the upcoming ICANN round, and the loss of two customers.

Revenue from BERO activities was also below budget forecasts (-4.3%) due primarily to the shortfall in the stock of .paris names and the change in contract basis.

Revenue from the Training activity was down 11% on 2024, at €88,353 in 2025, €11,647 below budget. The generation of €30,000 of revenue from consulting assignments forecast in the budget was not realised.



Revenues by activity (other than .fr and French overseas TLDs) in €k (2020 to 2025)

Data for the figure "Revenues by activity (other than .fr and French overseas TLDs) in €k (2020 to 2025)"

6.5. Operating expenses

Operating expenses amounted to €21,647,806, up by 3.1% on 2024.

These expenses included €331,940 of payment due to Paris City Hall, €21,909 to Core, €2,565 to Muse Doma, and a €1,500,019 endowment to the Afnic Foundation.

The key developments of 2025 were:

1) **Personnel expenses**: up by 5.0%, for an average workforce of 93.08 at 31 December 2025, which in turn was up by 1.0%. This increase in personnel expenses is primarily accounted for by new hires in 2024 and 2025, as well as by salary increases this year.

   Compared with the budget, this represents a saving of 2.6% due to recruitments taking longer to finalise than foreseen in the budget and a fall in the number of overtime hours worked.

   At 31 December 2025, the workforce stood at 96 employees, including four on vocational training contracts.

2) **Communication expenses**: this item was up sharply (+30%) as a result of the €237,000 to fund the organisation of the CENTR (Council of European National Top-Level Domain Registries) Jamboree in Lyon in May 2025, attended by 250 people.

   Added to this were the communication expenses to promote the "Afnic Registry Services" offer, which aims to gain new brand and geographic TLDs as an ICANN-accredited Registry Service Provider.

These expenses were, nonetheless, below budget as the planned media purchases ("Connecte Ta Boîte" TV show) were not realised.

3) **Technical and IT expenses**: these were up 5.8% on 2024 due to the implementation of in-house IT projects that required the intervention of an external service provider (Windows 11 migration, change of messaging service, AI tool), and the creation of a new DNS site in Lille.

   The technical and IT expenses incurred were 10.7% lower than budget due to the non-implementation of the NIS 2 project (delayed transposition), the postponement of an equipment acquisition to reduce dependency on VMWare, and the favourable renegotiation of contracts.

4) **Partnership expenses**: these also increased (+94%) due to the realisation of new partnerships, the majority of which concerned the general interest (GIP Acyma, for example). These expenses were also above budget (+72%) for the same reasons.

   Lastly, **charges relating to the "Tous en Ligne Maintenant" project** were down significantly on 2024 due to the scheduled termination of the project on 31 May 2025. This amount is to be taken together with the income from the grant of the same name, giving a balance close to zero. Afnic's role is purely that of a financial interface between Bpifrance and the training programme operators. These expenses were 32% over budget due to the higher number of support actions realised compared to budget.

Operating profit for 2025 was **€2,986,672**,[4] €390,868 or 15% more than in 2024 and €1,662,930 or 126% up on the budgeted figure.

6.6. Other expense items

6.6.1. Employee profit sharing & incentives

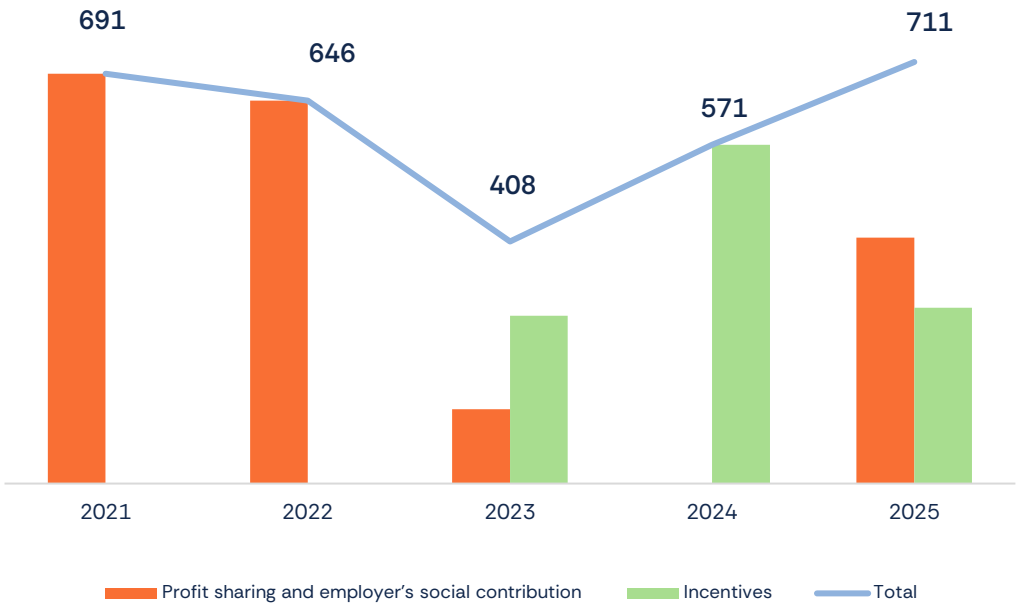
Afnic employees will receive a share in the profits and incentive bonus based on the result for 2025.

The amount of the profit sharing and the associated employer's social contribution is €414,509.

[4] The €69,085 difference compared to the operating profit in the annual accounts is explained by the restatement of the "social contribution" item, posted to operating expenses in the annual accounts and restated in management accounting under "profit sharing" to better calculate total profit sharing expenses.

The global amount of the incentive bonus is €296,445. This results from an incentive bonus agreement signed in 2022.

Trends in the level of profit sharing (and employer's social contribution) and incentives over the past five years (€k)



Trends in the level of profit sharing (and employer's social contribution) and incentives over the past five years (€k)

Data for the figure "Trends in the level of profit sharing (and employer's social contribution) and incentives over the past five years (€k)"

6.6.2. Corporation tax and tax credits

RESEARCH & INNOVATION TAX CREDIT

In 2025, Afnic generated a research tax credit of €126,518 and an innovation tax credit of €7,303, giving a total of €133,821.

FAMILY TAX CREDIT

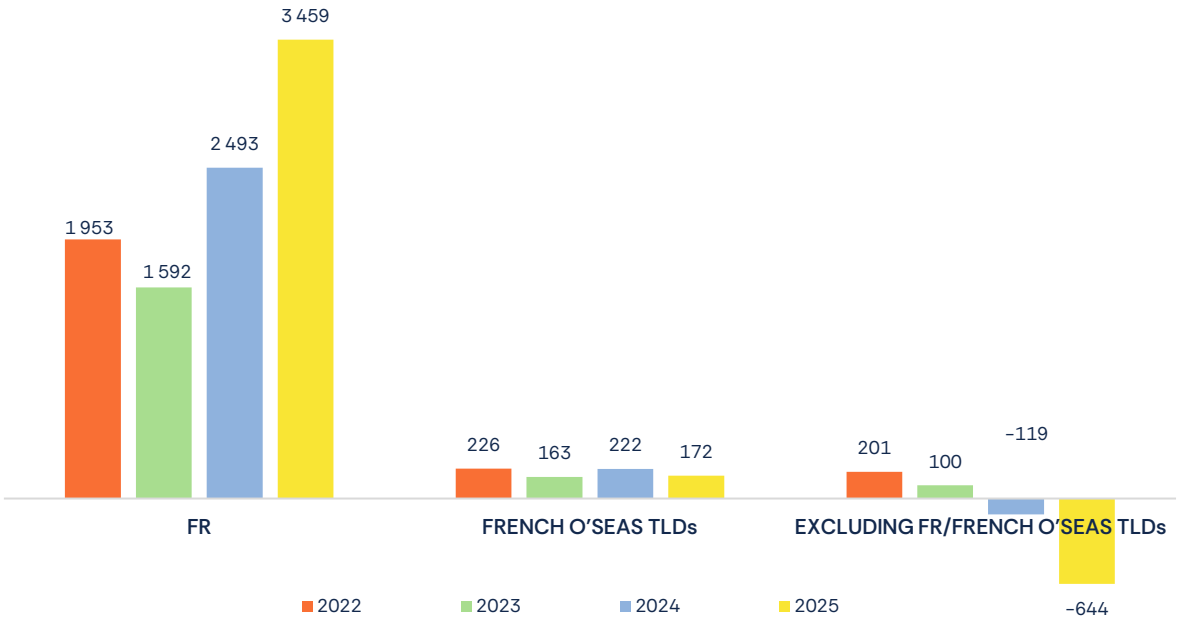
Afnic is pursuing its family policy by reserving places in a company crèche with a view to offering the employees concerned, whether men or women, a better work-life balance.

This arrangement allows it to benefit from the associated family tax credit, which amounted to €27,718 for 2025.

These tax credits are applied to the amount of Association's corporation tax, which came to €615,374.

6.7. Presentation of the accounts by activity

Operating profit by activity (€k)



Operating profit by activity (€k)

Data for the figure "Operating profit by activity (€k)"

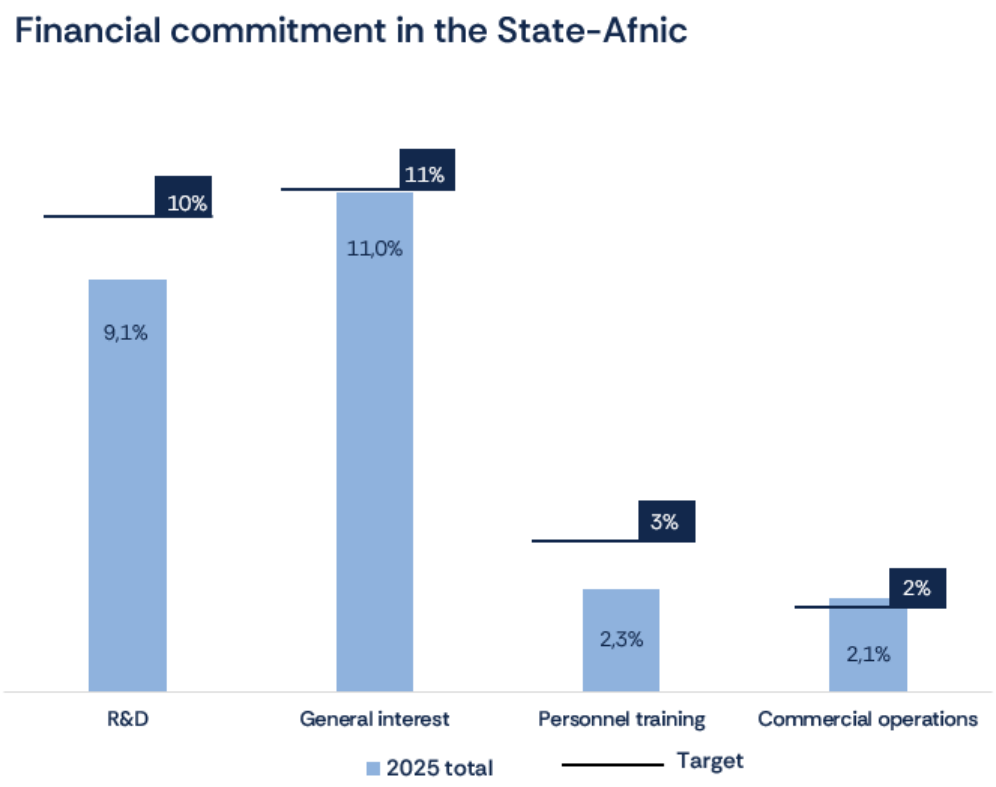
- Operating profit from .fr increased by €965,812/+39%, more than for Afnic as a whole (+15%) thanks to higher growth in revenues (5.4% compared with 4.4%) and lower growth in expenses (1.1% compared with 3.1%).

- Operating profit from French overseas TLDs fell, conversely, by €50,338, i.e. -23%, due to stable revenues combined with a 38% increase in expenses.

- Operating profit other than .fr/French overseas TLDs was down by -€643,897 as a result of the costs connecting with the launch of "Afnic Registry Services" and lower revenues from BERO activities. The Training activity, meanwhile, achieved an equilibrium position.

6.8. Financial commitment in the State-Afnic Agreement

The financial commitments of the agreement between the State and Afnic were largely fulfilled. The agreement between the State and Afnic, which took effect on 1 July 2022 for a five-year period, lists Afnic's commitments, the majority of which can be verified by means of the statement of accounts.



Financial commitment in the State-Afnic Agreement

Data for the figure "Financial commitment in the State-Afnic Agreement"

Afnic's financial commitments concern the minimum amounts to be invested in R&D actions, actions in favour of the general interest, personnel training actions and commercial operations.

R&D expenditure was up slightly (+€77,951/+4%) due to R&D personnel costs: high recruitment year in 2024 combined with greater time spent by staff on R&D projects. This increase brought R&D expenditure to 9.1% of revenues from .fr, below the 10% target which takes into account the full duration of the Agreement.

Training expenditure was also below target as a result of a number of courses being postponed and a lack of staff availability in Q4.

The commitments made in terms of expenses invested in general interest actions and commercial operations were met, and were even exceeded to a minor extent for commercial operations.

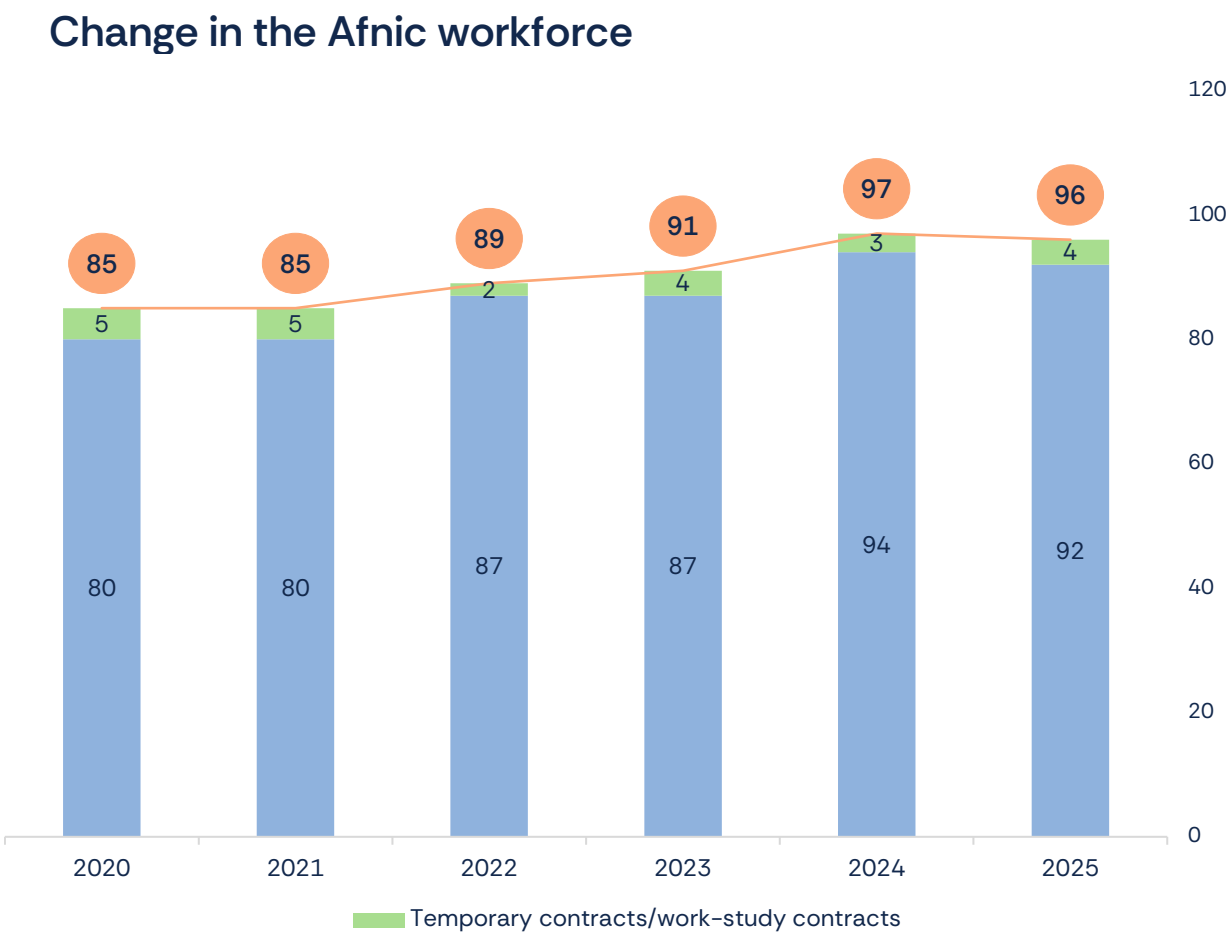
6.9. Breakdown of investments in 2025

- 2025 investments on premises fit-out amounted to €48,400, down significantly on 2024, the year of the relocation and additional renovation works.

- IT investments in 2025 were slightly higher than the amounts recorded in 2024. In 2025, IT purchases primarily encompassed purchases of equipment to renew Afnic's infrastructures and enhance the security and reliability of its registration system.

6.10. Changes in workforce

2025 ended with a workforce of 96, down by 1 employee compared with year-end 2024 (5 arrivals and 6 departures).



Change in the Afnic workforce (number of employees)

Data for the figure “Change in the Afnic workforce (number of employees)”

6.11. Cash and cash equivalents

Cash and cash equivalents returned to the level achieved prior to the new property acquisition. Total cash and cash equivalents at year-end amounted to €22,239,005, an increase of €4,445,430. This increase is the result of the increased fees for .fr and French overseas TLD operations effective since March 2024, and of the increased number of multi-year create operations.

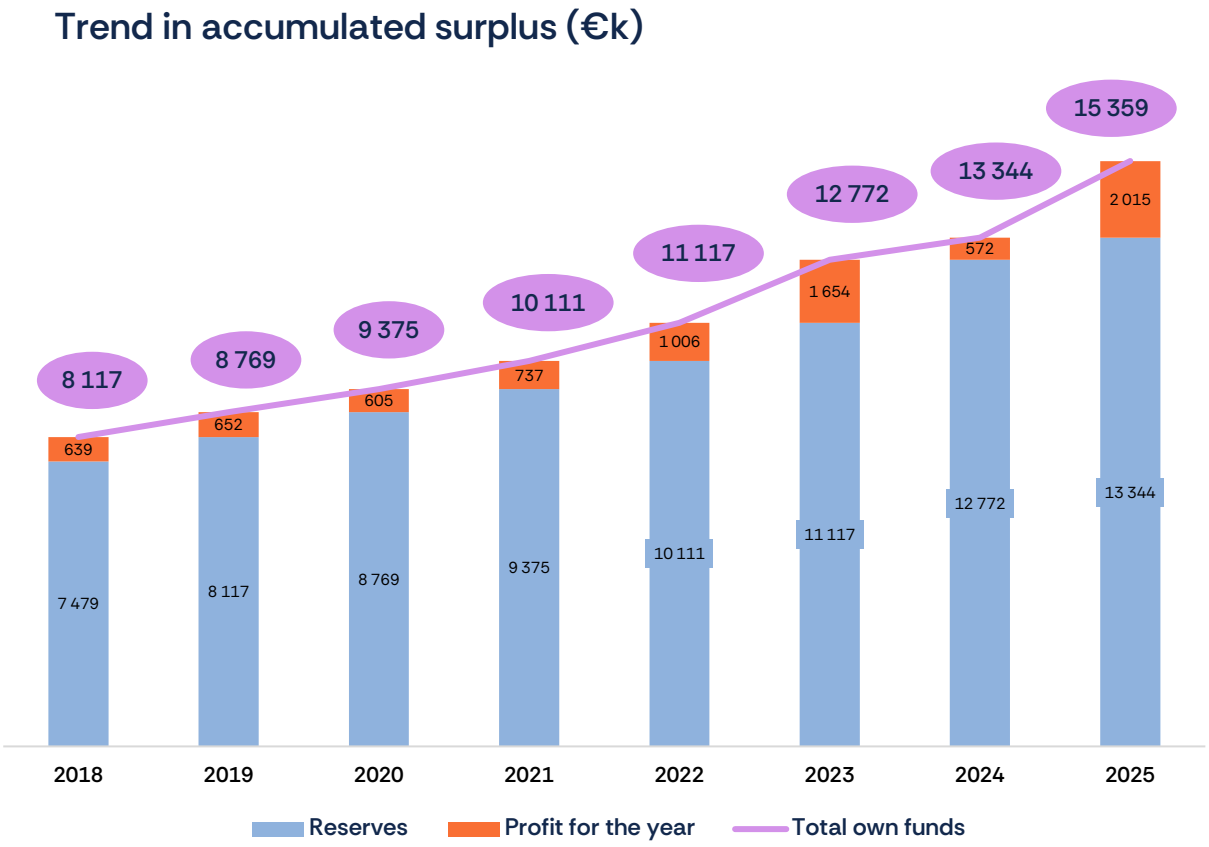
The amount is almost identical to that recorded at 31 December 2022, the year prior to the purchases of Afnic's new premises, paid at €22,376,586.

It includes a receivable on the Afnic Foundation for €2,972,867 (representing the amounts of the past two financial years).

Surplus cash is placed in savings or term accounts reserved for non-profits. With an interest rate of between 2% and 4%, these provide Afnic with a risk-free investment and savings available at any time.

6.12. Accumulated surplus

After appropriation of profit for the year 2025 of €2,015,361, the accumulated surplus is as follows (€k):



Trend in accumulated surplus (€k) (2020 to 2025)

Data for the figure "Trend in accumulated surplus (€k) (2020 to 2025)"

The accumulated surplus at year-end 2025 is sufficient to cover more than 18 months of personnel costs and leasing for data centre hosting.

6.13. Financial results (summary)

The excellent performance of 2025 confirms the relevance of the strategic choices made in the past, and particularly the acquisition of our new premises. This performance has also consolidated Afnic's accumulated surplus and helped underpin the new 2026-2028 strategy, namely:

- Reinforcing the commercial vitality of the .fr TLD to make it a tool to further French digital sovereignty and autonomy.
- Establishing Afnic as a leading registry in Europe for a safe and secure Internet that limits abuse.
- Drawing on Afnic's participatory and multi-stakeholder model for an energy-efficient, inclusive and responsible Internet.
- Asserting Afnic's role as a centre for resources and expertise by upgrading employees' skills and the Association's technical and organisational capacities.

6.14. Technical performance

In 2025, Afnic succeeded in achieving the high goals set for itself in terms of service quality and resilience. Resolution for the TLDs under management by Afnic functions without failure or interruption and with no service delays. Registration and directory services also achieved a high level of performance.

TECHNICAL PERFORMANCE INDICATORS IN 2025:

Technical component	Indicator	Target	Average
DNS service	Overall availability	100.00%	**100.00%**
DNS service	Availability of name servers using IPv4 / UDP	99.00%	**99.88%**
DNS service	Availability of name servers using IPv4 / TCP	99.00%	**99.62%**
DNS service	Availability of name servers using IPv6 / UDP	95.00%	**99.82%**
DNS service	Availability of name servers using IPv6 / TCP	95.00%	**99.58%**
DNS service	DNS resolution service in less than 250 ms using UDP	95.00%	**99.99%**
DNS service	DNS resolution service in less than 750 ms using TCP	95.00%	**99.99%**
DNS service	Updating of DNS servers in less than 60 minutes	95.00%	**100.00%**
Registration service	Availability of the domain name create service	99.40%	**100.00%**
Registration service	Processing of domain name creation operations in under 3 seconds	95.00%	**100.00%**
Registration service	Processing of filings with authorisation in under 2 business days	95.00%	**100.00%**
Registration service	Average number of daily zone reloads	140	**140.72**
Directory service	Availability of the domain name lookup service (Whois)	99.40%	**99.93%**
Directory service	Response from the Whois lookup service in under 500 ms	99.40%	**99.79%**
Directory service	Availability of the domain name lookup service (RDAP)	99.40%	**99.97%**
Directory service	Response from the RDAP lookup service in under 3 seconds	99.40%	**100.00%**

6.15. Customer Service Performance

Afnic has achieved highly satisfactory performance levels in the management of its distribution network.

CUSTOMER SERVICE PERFORMANCE INDICATORS IN 2025:

Indicator	Target	Average
Calls from registrars taken in under 3 minutes	90.00%	**98.02%**
Requests processed in under 3 business days	100.00%	**100.000%**
Requests processed in under 2 business days	90.00%	**99.89%**
Requests processed the same day	85.00%	**99.09%**
Qualified responses within 48 business hours	90.00%	**99.89%**
Technical maintenance operations announced 10 days before the operation	100.00%	**91.67%**
Information published within 1 hour of an incident disrupting essential services	100.00%	**100.00%**

6.16. Performance in the fight against abuse

As France's national TLD, .fr has been perceived from the outset by its users as a zone of trust.

Our approach to dealing with abuse has a threefold objective:

5) to retain the trust of .fr users in the national TLD and the French overseas TLDs managed by Afnic;

6) to quickly and effectively bring an end to the abusive practices of certain domain name holders while respecting the rights of individuals and maintaining the necessary neutrality of the registry, both of which are indispensable elements of this trust;

7) and to develop our practices in consultation with our stakeholders, in particular by means of innovation, so as to strengthen the fight against abuse while at the same time maintaining the simplicity, competitiveness and excellence of the .fr domain, in a context of heightened competition.

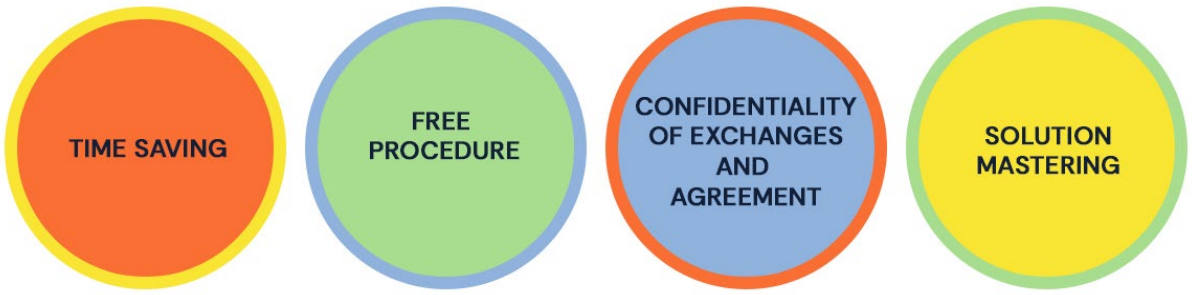
Afnic therefore offers all users of the .fr domain a comprehensive approach to the fight against abuse, with preventive and supervisory measures and both judicial and extra-judicial procedures.

6.16.1. Mediation review

Afnic provides a mediation service to be used by anyone (natural or legal person) as an amicable means of resolving disputes between rights holders and holders of domain names under one of the TLDs under management by Afnic (.fr and French overseas TLDs).

Entirely free of charge, this procedure is made available on a voluntary basis ahead of an ADR (Alternative Dispute Resolution) procedure to facilitate the handling of disputes concerning domain names.

The mediation service is overseen by six in-house Afnic mediators.



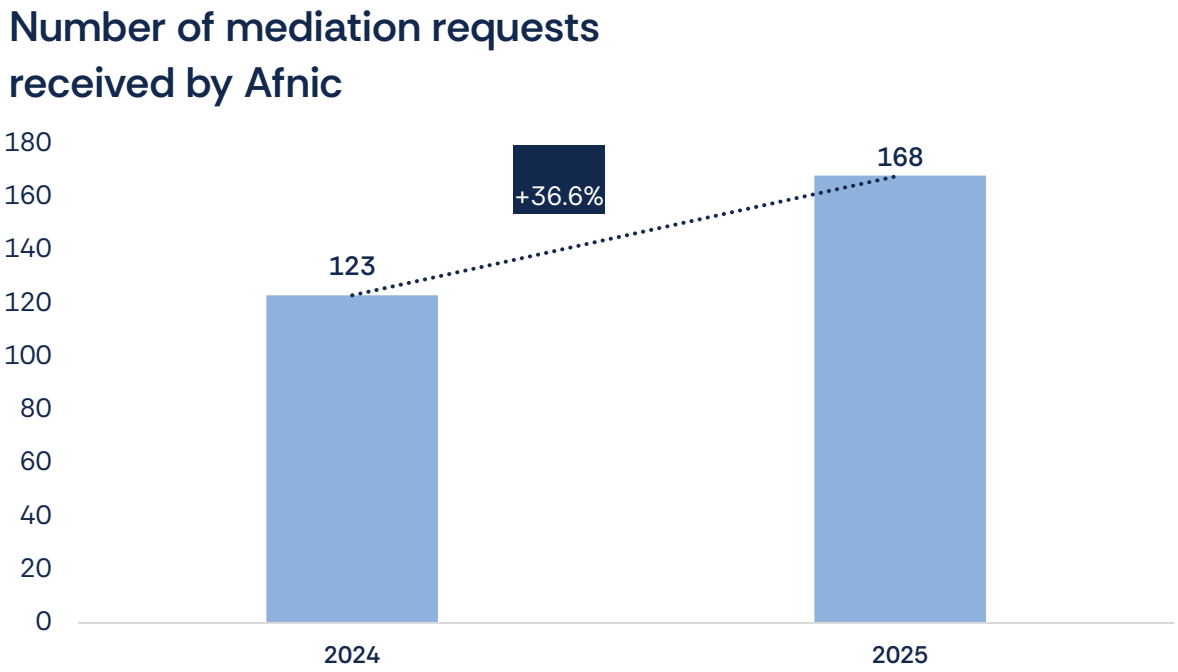
345 mediation request forms

Afnic has received a total of 345 mediation request forms since the mediation service was launched on 31 December 2025.

These primarily concern the ".fr" TLD.

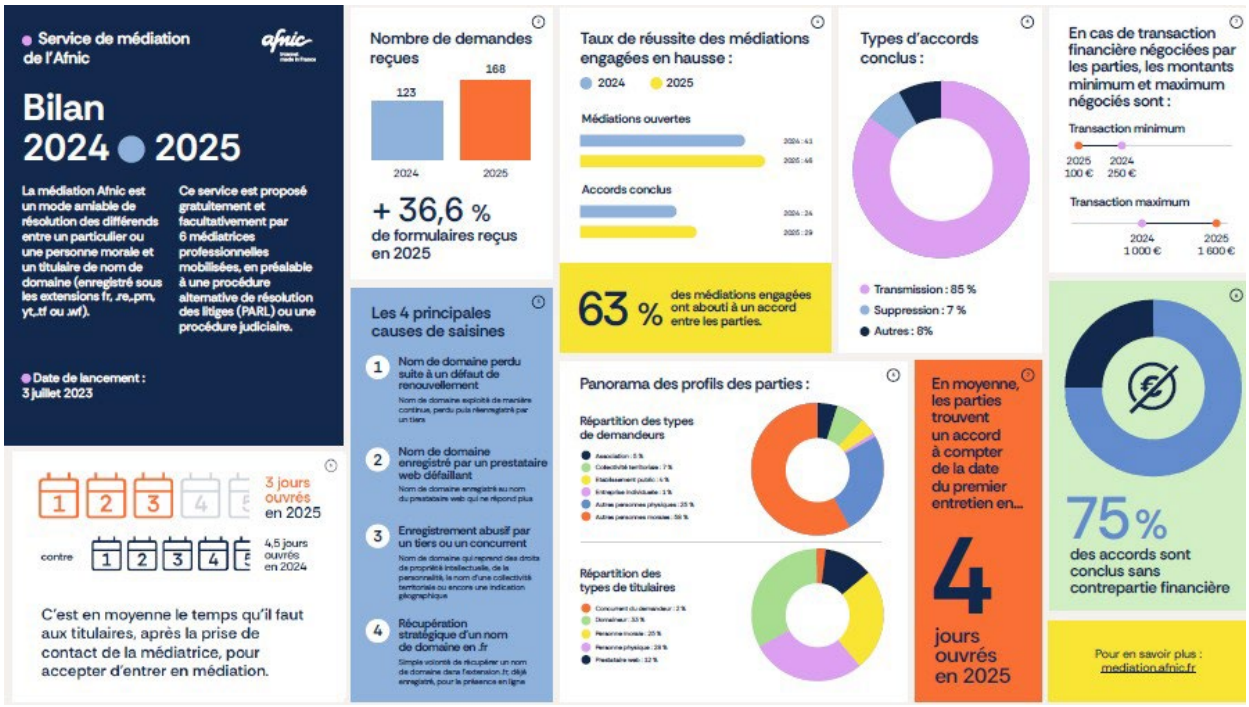
+36.6%

Between 2024 and 2025, the number of requests received rose sharply from 123 to 168, representing a 36.6% increase.



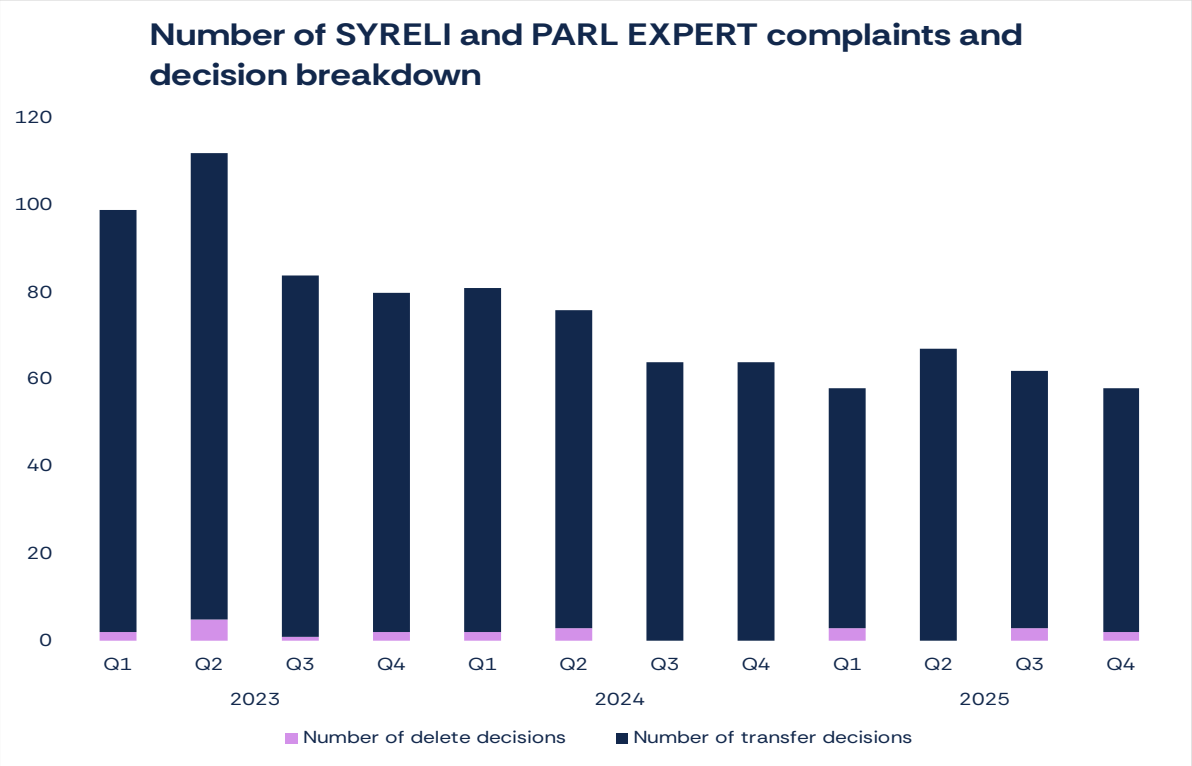
Number of mediation requests received by Afnic (2024-2025)

Data for the figure “Number of mediation requests received by Afnic (2024-2025)”



6.16.2. Trends in the number of Alternative Dispute Resolution (ADR) procedures

Since the launch of the SYRELI[5] procedure in 2011, Afnic has handed down 2,866 rulings. Between 2012 and 2024, the number of rulings handed down increased by more than 75%.



Number of SYRELI and PARL EXPERT complaints and decision breakdown (2023-2025)

Data for the figure “Number of SYRELI and PARL EXPERT complaints and decision breakdown (2023-2025)”

[5] The Système de Résolution de Litiges (SYRELI) is the main alternative dispute resolution (ADR) procedure for domain names offered by Afnic. A claimant having standing can thus request the deletion or transfer to themselves of a domain name whose holder does not comply with the obligations set out in articles L45-2 et seq. of the French Postal and Electronic Communications Code, acting in bad faith and without legitimate interest. https://www.syreli.fr

Legal indicators

LEGAL SERVICES PERFORMANCE INDICATORS IN 2025:

Indicator	Target	Average
Anonymity lifted, following a legitimate request, in under 2 business days	100.00%	**100.00%**
Blocking, deletion or transfer of a DN following a DGCCRF order within the statutory deadline	100.00%	**100.00%**
Mediation, agreed to by both parties, concluded within 7 business days following the opening of the procedure	100.00%	**100.00%**
Decision taken by Afnic in a WIPO PARL Expert or a Syreli ADR procedure within 2 months of its opening	100.00%	**99.60%**
Domain name blocked following an unsuccessful data justification procedure within 7 business days	90.00%	**99.28%**

7.Innovation and partnerships

Afnic carries out a large number of research and development actions both internally and via strategic partnerships.

7.1. DNS

The efficient and resilient technology that is the DNS has been the foundation for the global development of the Internet. Afnic explores its contributions to recent innovations, while remaining firmly rooted in its core business.

Its R&D work focuses on the DNS and Internet infrastructure in order to offer a variety of uses in line with the strategic stakes involved with this technology. The dedicated R&D department, Afnic Labs, conducts this work in accordance with the priorities set by Afnic, while also keeping a watch on emerging technologies.

In a context marked by intensifying needs in terms of security, resilience and trust, our technical experts play a key role: expanding the fields of inquiry but also publishing and cooperating on our work with stakeholders, partners and the Internet community.

All part of our ongoing commitments to build a safer, more stable and more open Internet, as well as a more sustainable one.

7.2. Blockchain

2025 saw the beginning of a work cycle launched by Afnic on blockchain identifiers.

An initial study was conducted in partnership with DNS Research Federation (now Oxford Information Labs) to broadly assesses the correlation between domain names and blockchain identifiers and the potential risks of collision. Another study sets out a proposed system to evaluate the associated risks. These studies were presented publicly, at two ICANN meetings in particular.

In addition, Afnic has published an issue paper on the security of blockchain identifiers, comparing them with the functions performed by the DNS. This work brings into perspective the promises surrounding these systems in light of the concrete requirements of governance, interoperability, resilience and trust inherent to a large-scale naming system. The paper serves as an extension to Afnic's discussions with the international technical community on alternative naming methods and their limits.

7.3. Cybersecurity and the fight against abuse

Afnic is extending its work on these topics in order to derive greater relevance to its operational activities connected with the fight against abuse. As part of these efforts, the project team is contributing to the detection and evaluation of abuse and to the production of monthly reports on abuse in registrar portfolios based on data collected from different sources.

Afnic is also advancing its efforts to classify abuse, traditionally the remit of the COMAR tool, through the creation of an updated and enriched version able to more accurately identify compromised domain names and maliciously registered names, improve model robustness and consequently contribute to a safer DNS ecosystem.



JÉROME NOTIN

Managing Director

Cybermalveillance.gouv.fr

"Cybersecurity is not just a matter of technology; it is a matter of concern for the larger community.

Because safety is everyone's business, the teams at Cybermalveillance.gouv.fr are proud to unite our expertise with that of Afnic with the goal of making digital technology more accessible and more inclusive. The "*Le numérique, pas de panique !*" guide, aimed at 9-12 year olds, is a prime example of this.

Together, we are helping build trust in digital technology."

Afnic has strengthened its contribution to and supply of free reference software on the DNS, including Zonemaster and IBDNS, with new developments. These software help evaluate the compliance, security, and resilience of DNS infrastructure, while improving test, analysis and experimentation capacities.

In 2025, a new Memorandum of Understanding (MoU) was signed with Afnic's Swedish counterpart InternetStiefelsen. The previous MoU dates back 12 years. Afnic is both delighted with and proud of the quality and ongoing nature of this cooperation.



KRISTIAN ØRMEN

THE SWEDISH INTERNET FOUNDATION

InternetStiftelsen.se

"We are very pleased with the high level of collaboration we have built up with Afnic surrounding Zonemaster.

Together, we have shaped this tool into one of the leading tools able to test and strengthen the stability and security of the DNS – to the benefit not only of our organisations but the Internet community at large."

7.4. The environmental impact of digital technology

A topic that remains a central component of the R&D roadmap. In this context, Afnic is expanding further work in this area via the IEN project with IRT SystemX, including the following:

- an ongoing thesis on modelling the energy consumption of the DNS;
- in-house work on the implementation of platforms and protocols to measure the impact of different communication protocols, message size and request processing by a variety of software used in the DNS resolution chain.

These projects aim to produce measurement methods and optimisation recommendations in line with operating requirements, while also incorporating a protocol and infrastructure aspect.

The Afnic Labs team is also working with the operational teams to strengthen Afnic's capacity to measure the energy consumption of its various infrastructure services and IT equipment components.

Further proof of the importance accorded to environmental impact, Afnic is coordinating a new ANR project: DECODES (Datacenter Energy Consumption Optimisation by DNS EvaluationS). Selected in 2025 as part of the national generic call for proposals, the project aims to quantify the energy impact of the DNS in data centres, to identify the main consumption factors and to propose concrete levers for optimisation to reduce the energy footprint of naming services.

R&D focuses on measurement, documentation and continuous improvement, seeking to better understand the systemic effects of the DNS and to produce reusable and open knowledge, both for Afnic's own infrastructures and for the DNS ecosystem at large.

This link between industrial, scientific and environmental issues now forms the backbone of Afnic's projects. Being able to combine security, confidentiality, resilience, performance and sustainability, over a long-term horizon, is an ambitious goal for Afnic.

7.5. Post-quantum cryptography

In 2016, Afnic reviewed the ongoing work on the subject during the Afnic Scientific Council Open Day, and particularly the NIST (National Institute of Standards and

Technology, https://www.nist.gov) competition analysing submitted algorithms. 2025 brought increasingly frequent announcements of advances by major digital players that will impact all actors in the digital field, including those in the DNS.

Afnic is launching new awareness-raising actions on this topic in line with the upcoming transformations concerning Internet infrastructures and the associated "crypto-agility" needs.

Against this backdrop, and at the initiative of Afnic's Scientific Council, the 2025 Scientific Council Open Day was once again devoted to quantum cryptography, and post-quantum cryptography more specifically. Talks were run throughout the day on the tangible consequences of this transition for registries, RPKI and security components such as HSMs following a general introduction by ANSSI reviewing the state of play and recommendations concerning the transition to post-quantum cryptography. The event was met with a very positive response.

7.6. Internet of Things

Afnic has been conducting research on the Internet of Things (IoT) for many years now. Not only this, but the Association is a member of the LoRa Alliance, and Sandoche Balakrichenan (Labs team) is Chair of the academic working group aiming to promote the findings among other industry members.

Afnic broke new ground in early 2025 with the launch of the research chair on Static Context Header Compression (SCHC), in partnership with IMT Atlantique. This initiative aims to improve the interoperability, safety, efficiency and sustainability of IoT networks.

Afnic has published a report, in collaboration with the Internet Standards, Security and Safety Coalition (IS3C), on the transition to post-quantum cryptography in IoT environments. The report highlights the technical, societal, legal, economic and environmental issues, underscores the risk of data collection for future decrypting, the constraints of embedded environments, and the need for structured preparation as of now.

Afnic also organises awareness-raising webinars for its community with the members of the Coalition in order to propel the ramp-up of knowledge on these issues. Its actions thus adhere to the principle of continued promotion of knowledge, as an extension of its public announcements and collaborative work.

In 2025, Afnic pursued more integrated and open research and development, directly aligned with its missions as an operator of essential services. It is focused on the future, exploring new services for which the DNS can provide a solution to or be part of the response.

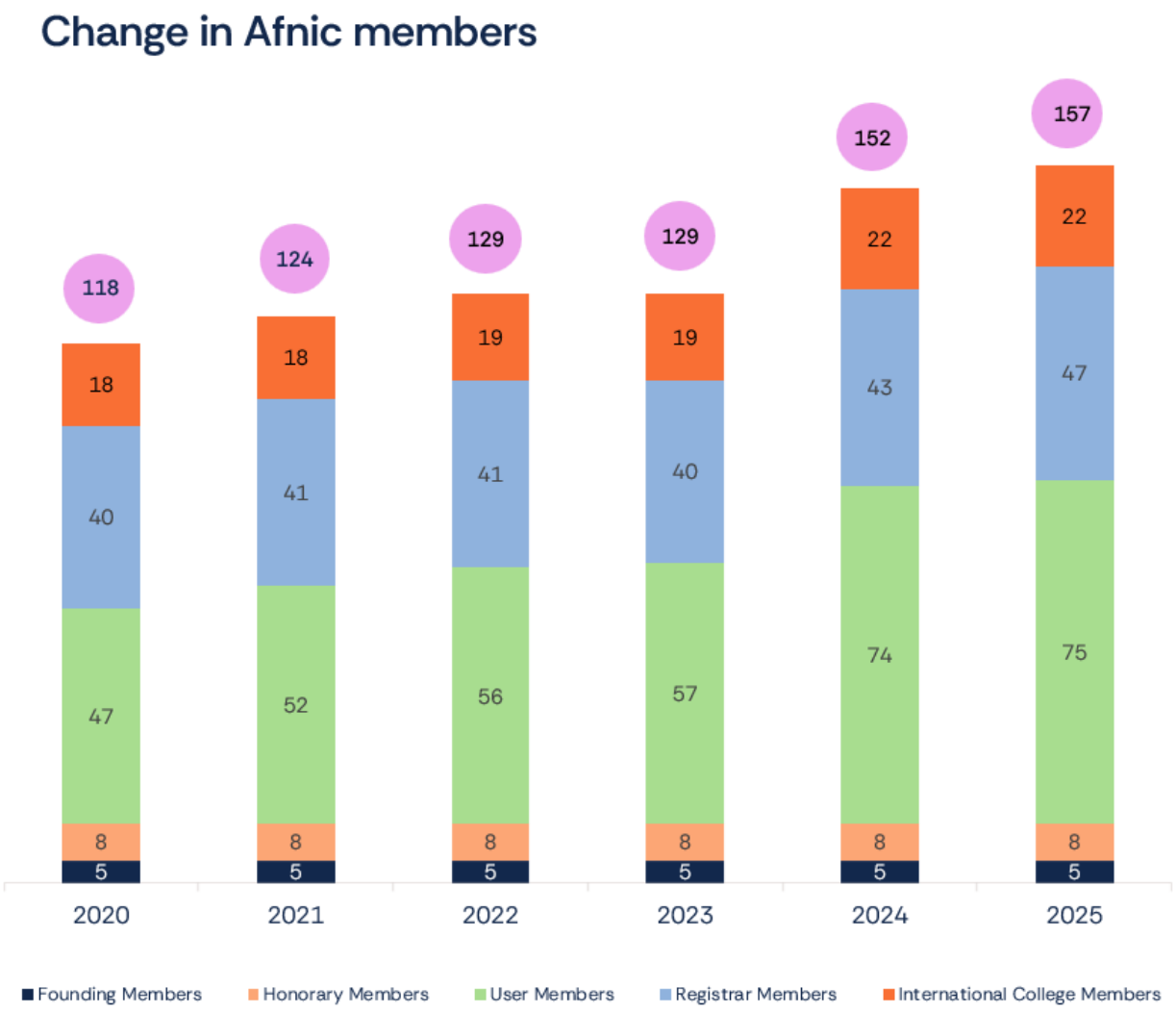
It is winding up its work on blockchain, continuing its actions against abuse, deepening its analysis of the environmental impact of the DNS, and consolidating its involvement in post-quantum cryptography. All while addressing the growing challenges of interoperability and ensuring that systems remain compatible and secure in a constantly evolving ecosystem.

8. Governance and the Association

8.1. The Association's governance

The Association had 157 members at year-end 2025.

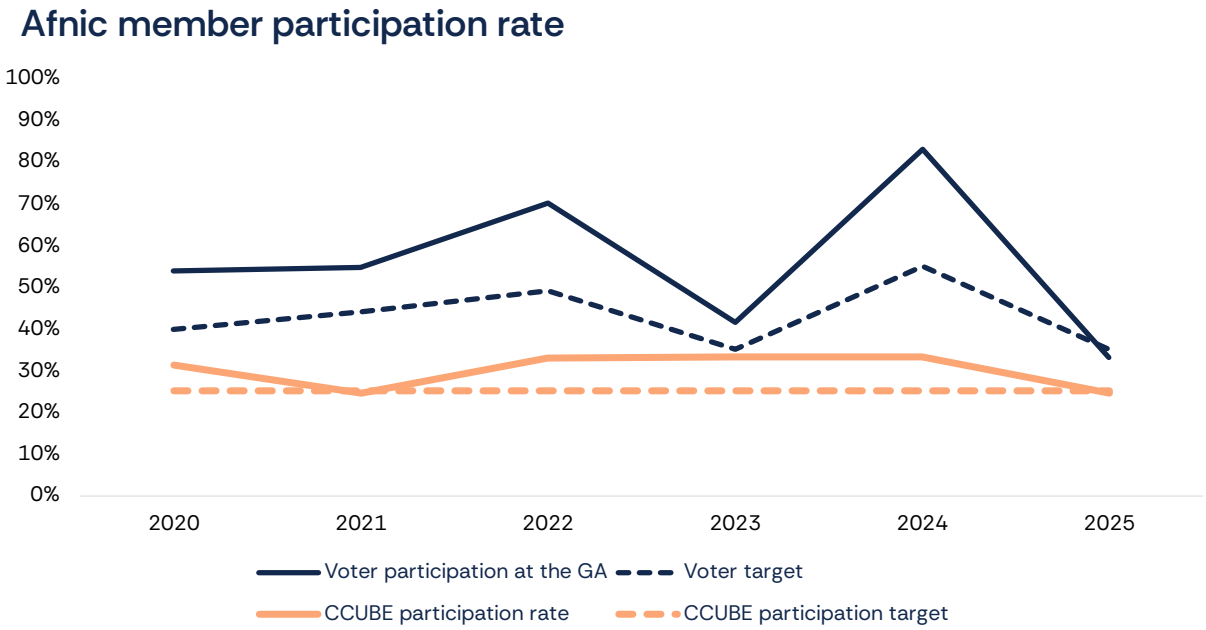
The composition of the International College remained stable compared with 2024, while the Registrars' College gained 4 members and the Users' College underwent substantial change with almost as many departures as new members joining.



Change in Afnic Members (2020 to 2025)

Data for the figure “Change in Afnic Members (2020 to 2025)”

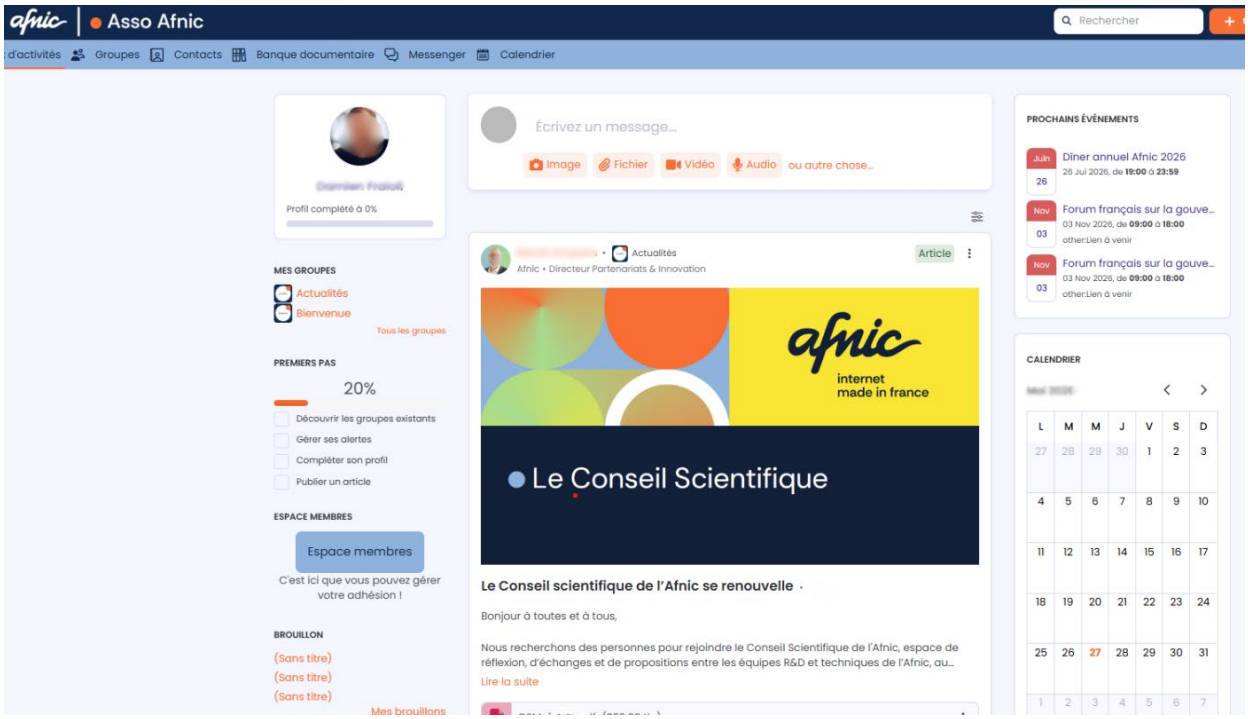
Concerning the Association's bodies, a slight fall in participation in the consultative committee meetings has been noted (identical to the 2021 level). The voting rate in the Ordinary General Assembly meeting was low in 2025, despite it being an election year.



Afnic member participation rate in the Association's bodies (2020 to 2025)

Data for the figure "Afnic member participation rate in the Association's bodies (2020-2025)"

Afnic is continuing to improve its member services ahead of the launch of its new collaborative platform in April: **“Asso Afnic”.**



Screenshot of the “Asso Afnic” platform. Like a social network, the platform contains publications and an agenda, and allows members to interact.

Asso Afnic centralises all of the Association’s resources as well as the latest news from Afnic, invitations (registration, calendar appointments, etc.) and more informal discussions. Its structure, consisting of an activity feed and groups, allows members to easily exchange among themselves and with the Afnic teams.

The Ordinary General Assembly meeting held in June 2025 provided an opportunity, as every year, to present the Annual Report for the previous year.

Raft Razafindrakoto, Chairman of NIC .mg (Madagascar), was elected by the members of the International College as representative on the Board of Trustees for a three-year term. He succeeds Souleymane Oumtanaga at the end of his six years in office.

The members of the International College met over two days at Afnic's offices two days prior to the General Assembly. An opportunity to discuss the projects run by some of the members and the successes and challenges encountered in the management and promotion of a national TLD, all in a spirit of transparency, sharing and mutual aid, but also for Afnic to present subjects like R&D and the Afnic Registry Services offer.



Raft Razafindrakoto, Chairman of NIC .mg, representative elected by the members of the International College

Godefroy Beauvallet presented an overview of his six years as Chair of Afnic and handed over the reins to André Schwob. Afnic's management and members also took the opportunity to thank Godefroy Beauvallet for his commitment to the Association.



Afnic General Assembly, June 2025.

Left to right: Pierre Bonis, CEO of Afnic, Godefroy Beauvallet Chair of Afnic from 2019 to 2025 and André Schwob, Chair of Afnic since June 2025.

The Board of Trustees met four times over 2025 and also prepared topics and decisions during its thematic committee meetings.

The Board seminar held in early October was devoted to preparing Afnic's new three-year strategy, prior to its adoption at the November meeting.

Members were regularly offered **webinars** on such subjects as trends in the domain name market and reports of international Internet governance bodies.

The Users' and Registrars' Consultative Committees met twice over the year via video conference and in person in March at the Afnic Headquarters in Guyancourt, and in November in Paris.

Afnic took the opportunity to share information with its members and to ask their views on certain subjects resulting in the most significant changes. The subjects addressed in 2025 during these meetings include the following:

- An amendment to the Naming Policy in the wake of the French Military Programming Act (LPM).

- Actions put in place to combat abuse, namely the common system for the verification of holders' data, graduated sanctions for .fr registrars not fulfilling their obligations with regard to the fight against abuse, and development of criteria to detect anomalies in holders' data or domain names for new registrations.

- Discussions on operational subjects such as technical documentation and operational communication, and the APIs made available by Afnic to its distribution network.

- Sharing of the results of the studies conducted by Afnic, and the latest news concerning domain names, NIS 2, and the ICANN Next Round, etc.

- Launch of the new "Asso Afnic" platform exclusively dedicated to its members and life within the Association.

- Presentation of Afnic's proposed response to the two calls for tenders launched by the French government in 2025 for the concession of management of the French overseas TLDs.

8.2. Internet governance

Afnic is present on numerous international technical bodies, within which it promotes the values of a free Internet open to all. It is an active participant through its employees on these bodies, thanks both to their contributions and the joint organisation of leading events.

2025 was marked by the World Summit on the Information Society 20-year review (WSIS+20), which questioned the Internet governance model in the context of geopolitical tensions.

Following the adoption of the Global Digital Compact in September 2024, one of the pivotal moments of 2025 was this assessment of twenty years of implementation of the outcomes of the WSIS and the associated negotiations. Initiated under the terms of United Nations General Assembly Resolution A/70/125, this work began in early 2025 and was scaled up through a series of negotiation phases in which Afnic played an active part within the framework of both its national mandate and the consultations with international stakeholders. In this regard, Afnic notably stressed the opportunity to reinforce the multi-stakeholder

model of Internet governance, a prerequisite for the success of the Internet as a global, resilient and open underlying infrastructure, and to reaffirm the WSIS's vision to build a people-centred, inclusive, and development-oriented Information Society.

The outcome document, adopted by consensus on 17 December 2025, results from a series of revisions and the strong commitment of the Internet community. Beyond reaffirming the principles of the Tunis Agenda,[6] the outcome document reaffirms the place of the Internet Governance Forum (IGF) within the Internet governance ecosystem, making it permanent, and commends the work of the regional and national IGFs.

Afnic attended the WSIS+20 High-Level Event 2025 held in Geneva from 7 to 11 July 2025. As a partner of the event, Afnic participated in several sessions, including the inaugural plenary, with CEO Pierre Bonis as its spokesperson at the "WSIS Legacy in Motion: Honoring the Past, Shaping the Future" session. Afnic also organised a session entitled "Pushing the limits of the Internet", which examined the challenges of an Internet still under construction, the boundaries of which are constantly being questioned, both technically and in terms of governance.

Another big event in 2025 was the Francophone Forum on Digital and AI Governance, held in Geneva on 5 and 6 July 2025. Organised at the initiative of the OIF in partnership notably with Afnic, the Forum aimed to strengthen the voice of French-speaking countries in international debates on digital governance and AI.

[6] https://www.itu.int/net/wsis/docs2/tunis/off/7.html

At the technical level, Afnic followed all the discussions concerning the DNS and Internet technologies in the IETF, RIPE NCC and DNS-OARC, also contributing to the work of ICANN throughout the year.

In addition, Afnic organised a meeting with the Chief Executive Officer of ICANN, **Kurtis Lindqvist**, in September 2025 for the French Internet community.



Kurtis Lindqvist, CEO of ICANN.

AFNIC AND THE INTERNET GOVERNANCE FORUM

On the international scene, Afnic took part in the 20th Annual Meeting of the Internet Governance Forum hosted by the Government of Norway in Lillestrøm from 23-27 June 2025, under the overarching theme "Building Digital Governance Together".

On the national scene, Afnic co-chaired the Organising Committee of the French Internet governance Forum (FGI France) alongside Internet Society (ISOC) France. The 2025 edition took place on 13 November, followed by the Afnic Scientific Council Open Day. In the light of international discussions, FGI France examined, from a national context, the WSIS+20 review and particularly the national dimension of Internet governance, as well as questioning responsible AI governance and the challenges of post-quantum cryptography for the Internet and DNS. In April 2025, Afnic was also in attendance at the Ateliers de l'Avenir Numérique in Varzy on the theme of "Internet and Democracy", which aimed to explore the connections between digital technology and citizen participation and to focus discussions on Internet governance at local and grassroots level.



NICOLAS CHAGNY
President

ISOC.fr

"Afnic and the Internet Society France share a long-standing commitment to an open, safe, accessible and sustainable Internet.

Together, we are taking action to protect and grow this common good that is vital to our democracies, our digital sovereignty and the strategic autonomy of France and Europe.

In a context of major technological and geopolitical shifts, our joint action and messages, especially at the French Internet governance Forum (FGI France), create unique platforms for dialogue between public and private actors, academia, technical players and citizens surrounding the French Internet."

AFNIC IN THE INTERNATIONAL TELECOMMUNICATIONS UNION

As a member of the telecommunications standardisation (ITU-T) and development (ITU-D) sectors since 2022, Afnic takes part in the work of Study Group 5 (SG5) on environment, climate action, circular economy and electromagnetic fields, contributing in particular its methodological work on the environmental footprint of the DNS.

As part of its mandate, Afnic also follows Internet and WSIS-related subjects within the French delegation. On the one hand, it contributed to the discussions of the ITU Council, held in Geneva from 17-27 June 2025. It also participated in the Council's working groups on the WSIS and the Sustainable Development Goals (CWG-WSIS&SDG) and international Internet-related public policy issues (CWG-Internet).

Lucien Castex of Afnic was notably elected Vice-Chair of CWG-Internet on the proposal of the Europe region. On the other hand, it actively contributed to the World Telecommunication Development Conference (WTDC) in Baku, Azerbaijan, from 17-28 November, and in the national preparatory process at both national level, led by the DGE, and regional level, led by ITU and the CEPT. Afnic was also present at the ITU's 160th anniversary celebrations held in Paris on 14 May 2025.

8.3. Ethics and transparency

Although Afnic is not subject to the EU Digital Services Act (DSA) and the obligation to publish a transparency report, it has chosen to bring transparency to its actions, particularly with regard to the fight against abuse. As such, it published its first Transparency Report in 2025[7].

Afnic also publishes service quality indicators each month in the form of dedicated dashboards[8].

By making millions of data on .fr activity public through the publication of daily lists of domain names registered and via its "Open Data du .fr"[9] initiative, Afnic is pursuing its efforts in favour of an open Internet and free data analysis.

[7] https://www.afnic.fr/observatoire-ressources/observatoire/rapport-de-transparence/

[8] https://www.afnic.fr/en/observatory-and-resources/observatory/quality-of-service-performance/

[9] https://www.afnic.fr/en/products-and-services/fr-and-associated-services/shared-data-reuse-fr-data/

8.4. Risk management

8.4.1. Cyber risks

As the organisation responsible for the hardware and software infrastructure behind French domain name operations, Afnic ensures the stability and safety of the Internet in France. To guarantee this high level of excellence, Afnic implements a continuous improvement approach, constantly seeking a balance between compliance with ever-more stringent standards, resilience and agility.

The introduction of an Information Security Management System (ISMS) has made this all the more tangible. The ISMS is ISO 27001:2022 certified by Afnor, and provides a guarantee to our stakeholders of this constant commitment. The historic scope of this certification covers the essential services connected to management of the .fr TLD:

- Domain name resolution (DNS) and DNSSEC protocol support.
- The directory service (Whois).
- The Shared Registry System (SRS).
- The escrow service (daily external back-up of registry data).
- The registry database.

In 2025, the renewal audit confirmed Afnic's certification under the 2022 version of the ISO 27001 standard, covering a scope since extended to all of its registry activities, for .fr and the French overseas TLDs firstly, but also its Registry Service Provider activity on behalf of third parties in connection with new gTLDs.

8.4.2. Data protection

A pioneering registry in personal data protection (unpublished by default since 2006), Afnic made changes to its systems in 2018, not only to implement the GDPR (General Data Protection Regulation) but also to incorporate this issue within the lower layers of the IS architecture.

More than purely bringing its systems into compliance, Afnic has chosen to create a Data Protection Management System ("Système de Management Informatique et Liberté") along with a DPO (Data Privacy Officer) position to strengthen data protection requirements in all its processes.

Afnic organises the governance of its Data Protection compliance ("DP compliance") on the basis of nine structured processes integrated into its operational excellence management system. This system allows Afnic to comply with the GDPR for its processing of personal data and in particular to:

- Protect data subjects concerned by Afnic's processing, whether Afnic is Controller or Processor.
- Identify, document and keep up to date the risks and opportunities vis-à-vis both Afnic and the data subjects concerned by the processing.
- Identify and keep up to date the security objectives at all levels of processing (pre-implementation, implementation, end of implementation, incidents and failures).
- Organise compliance activities by priority by ranking the processing-related risks to the data subjects.

- Test, analyse and regularly evaluate the effectiveness of the technical and organisational measures to ensure secure processing of personal data.

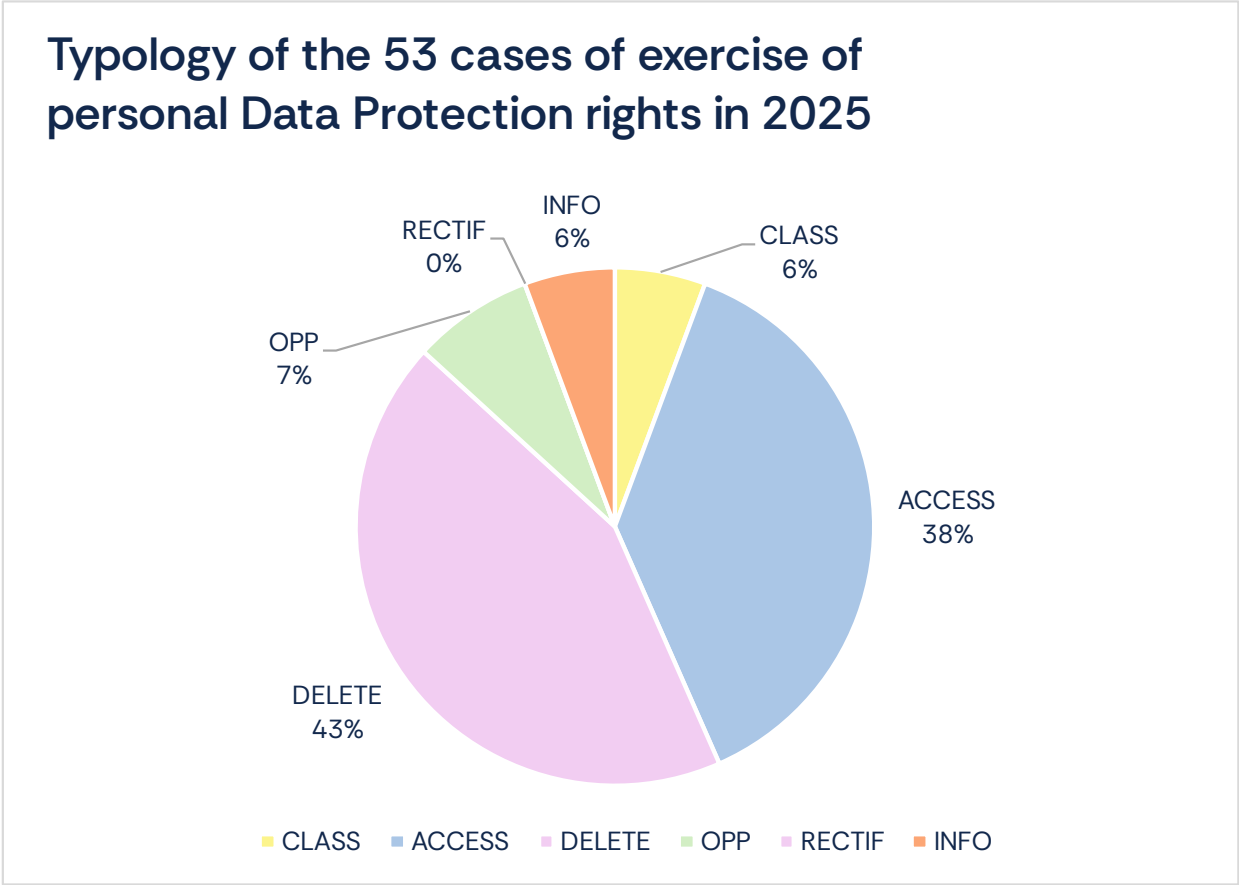
Having insourced its Data Protection Correspondent role in 2015, Afnic appointed a Data Protection Officer (designation N° DPO-153597 since the 2024 update) with France's Data Protection Agency, CNIL, available at the following address: dpo@afnic.fr.

Latest developments in personal data protection in 2025:

- Updating of information for domain name holders' on their data processing, published on the Afnic website and via its registrars (see https://www.afnic.fr/en/observatory-and-resources/documents-to-consult-or-download/processing-of-holders-data/).

- Support for registrars with implementation of 2FA: Two-factor authentication (2FA): now is the time!

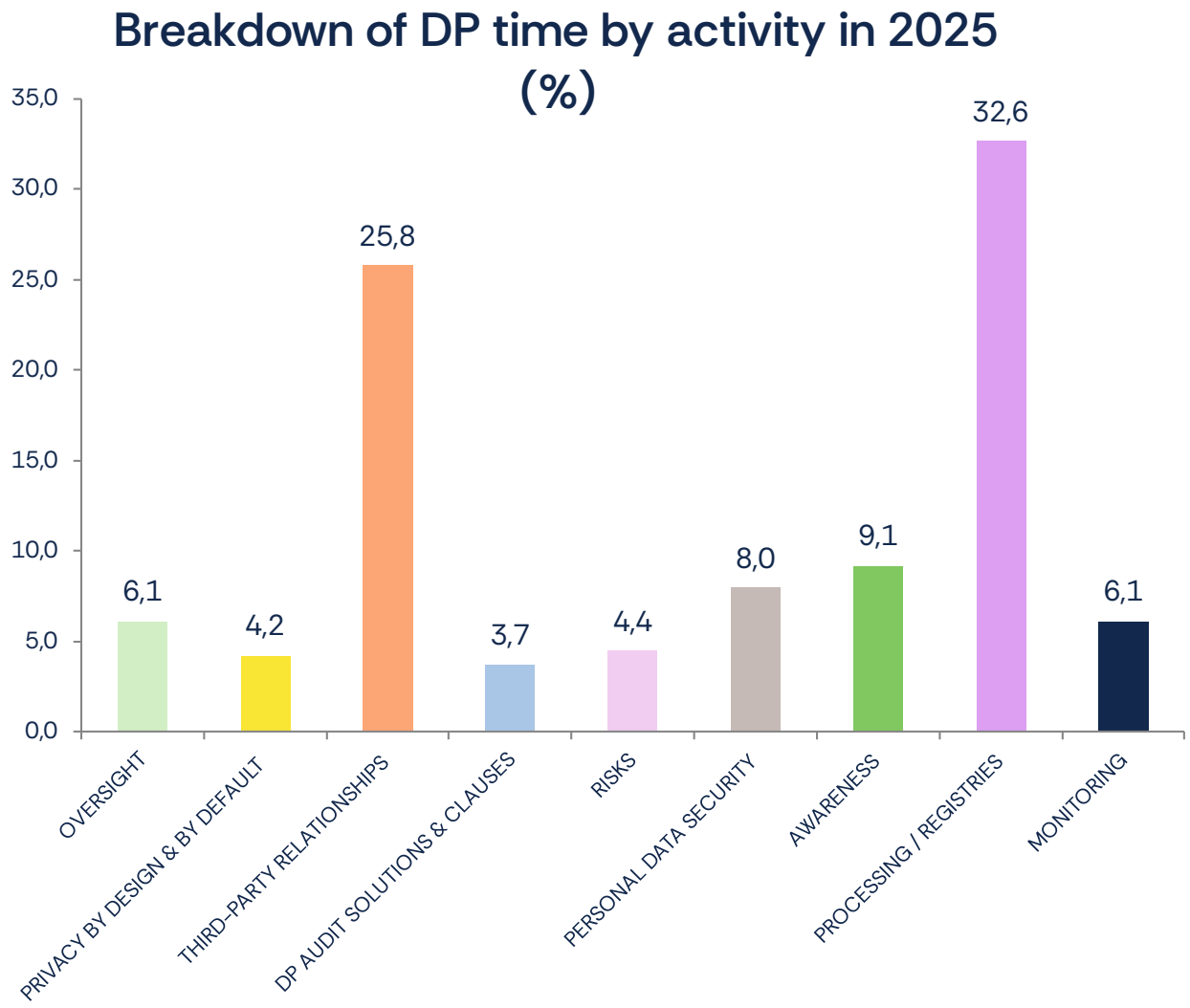
- 41% of legal assessments concern personal data protection.



Typology of the 53 cases of exercise of personal Data Protection rights in 2025

Legend: CLASS: no further action (data not processed by Afnic), ACCESS: right to access, DELETE: right to deletion, OPP: refuse processing, RECTIF: right to rectification, INFO: right to information

Data for the figure “Typology of the 53 cases of exercise of personal Data Protection rights in 2025”



Breakdown of DP (Data Protection) time by activity in 2025 (%)

Data for the figure “Breakdown of DP time by activity in 2025”

9. Integrated CSR issues

9.1. Environment

Afnic has incorporated Social Responsibility within its governance, encompassing the Internet ecosystem in France, and within its mission for almost 30 years in order to bring technical, economic, social, societal and environmental performance together in the service of the common good.

Afnic's CSR policy sets out firm commitments covering all of its activities in order to meet the expectations of its stakeholders and make the TLDs under its management responsible Internet domains:

- Providing our employees with a healthy, safe and pleasant work environment that encourages their professional development.
- Developing relationships based on trust and co-construction with our stakeholders.
- Respecting and protecting the rights of domain name users.

- Being an active player in the service of the general interest, of French VSEs/SMEs, young people and populations with limited experience of the digital world.

- Innovating while taking account of CSR challenges to design responsible products and services.

- Understanding the carbon impact of our activities and reducing the footprint of the domain name activity.

Afnic's strategy reflects its operational priorities and aims to guide the Association's work and accomplishments over a three-year period. For 2023-2025, the three strategic focuses are as follows:

1) Consolidating its leading position in domain names and the DNS in France and in Europe.

2) Maintaining .fr as the most dynamic TLD in its market with development of its activity aimed at VSEs/SMEs.

3) Being a recognised and useful player in digital solidarity and sustainability.

These strategic priorities must be considered from the standpoint of Afnic's strategic vision, which aims to "use Internet naming and its values of openness and cooperation to further user autonomy, innovation, risk management and digital sustainability".

The .fr TLD is a digital common good; it belongs to all its users and is managed transparently, involving all of the stakeholders. Its profits are poured back into the

French Internet community through the funding commitments to digital solidarity and research pledged by Afnic.

Lastly, .fr is a responsible Internet domain, which develops anti-abuse procedures that guarantee the rights of all, which seeks to reduce its carbon footprint, which finances research to this end and on assessing the impact of the DNS, and which supports digital solidarity projects through its Foundation to build an Internet that fosters opportunities rather than being a source of division or exclusion.

9.2. Environmental performance



9.2.1. Energy consumption and greenhouse gas (GHG) emissions

9.2.1.a. Energy consumption

Sites	Energy from renewable sources	Energy from non-renewable sources
Afnic HQ - Freehold property	160,836 kWh	114,733 kWh
Afnic HQ - Communal areas	-	31,017 kWh
Infrastructure – Mainland France	376,024 kWh	9,636 kWh
Infrastructure – Rest of the world	-	24,221 kWh
Total	**536,860 kWh**	**179,607 kWh**

9.2.1.b. Greenhouse gas (GHG) emissions

The 2025 Bilan Carbone® (a registered method for assessing GHG emissions), calculated in Q1 2025, amounted to 578 tCO_2e, representing a reduction of 1% relative to the 2024 assessment. GHG emissions break down as follows:

Scope 1: 0 tCO_2e.

- Afnic does not possess vehicles and does not manufacture physical products.

Scope 2:

- Energy represents 10% of emissions at **60 tCO_2e** and is up 12% compared to the previous year. This is attributable to consumption recorded at the Afnic headquarters over a full year instead of the 8-month extrapolation used in 2024, and to the strengthening of infrastructure across the national territory.

Scope 3:

- **Inputs:** 352 **tCO_2e** (61% of the total), up 4% on 2024. Services provided account for 48% of inputs (169 tCO_2e), followed by software licences (26% / 93 tCO_2e), marketing and communication expenses (9%), maintenance (7%), events organised by Afnic (5%), workplace catering (4%) and supplies and small equipment (1%).

- **Fixed assets: 85 tCO_2e** (15% of the total), up by 47% on 2023. This is mainly connected with the purchase of Afnic's new headquarters.

- **Travel: 76 tCO_2e**. This represents 13% of the total. Commuting is down by 11%, notably due to the adoption of soft modes of transport by some employees. Business trips represent 19 **tCO_2e** and visitor travel 14 **tCO_2e**.

- At 5 **tCO_2e**, waste accounts for less than 1% of the 2025 Bilan Carbone® GHG emission assessment.

- **Freight** accounts for 0.2% of emissions **at 1 tCO_2e.**

9.2.1.c. Economic carbon intensity

	Carbon intensity per € of revenues	Carbon intensity by domain under management
2025	**23 gCO_2e**	**128 gCO_2e**
2024	25 gCO_2e	132 gCO_2e
2023	28 gCO_2e	147 gCO_2e
2022	33 gCO_2e	166 gCO_2e
2021	32 gCO_2e	158 gCO_2e
2020	37 gCO_2e	185 gCO_2e
2018	59 gCO_2e	294 gCO_2e

9.2.1.d. GHG emissions reduction and climate transition objectives

Afnic has produced an annual Bilan Carbone® GHG assessment since 2012 and continuously implements actions, particularly on purchasing (the item with the greatest impact) in order to reduce its GHG emissions.

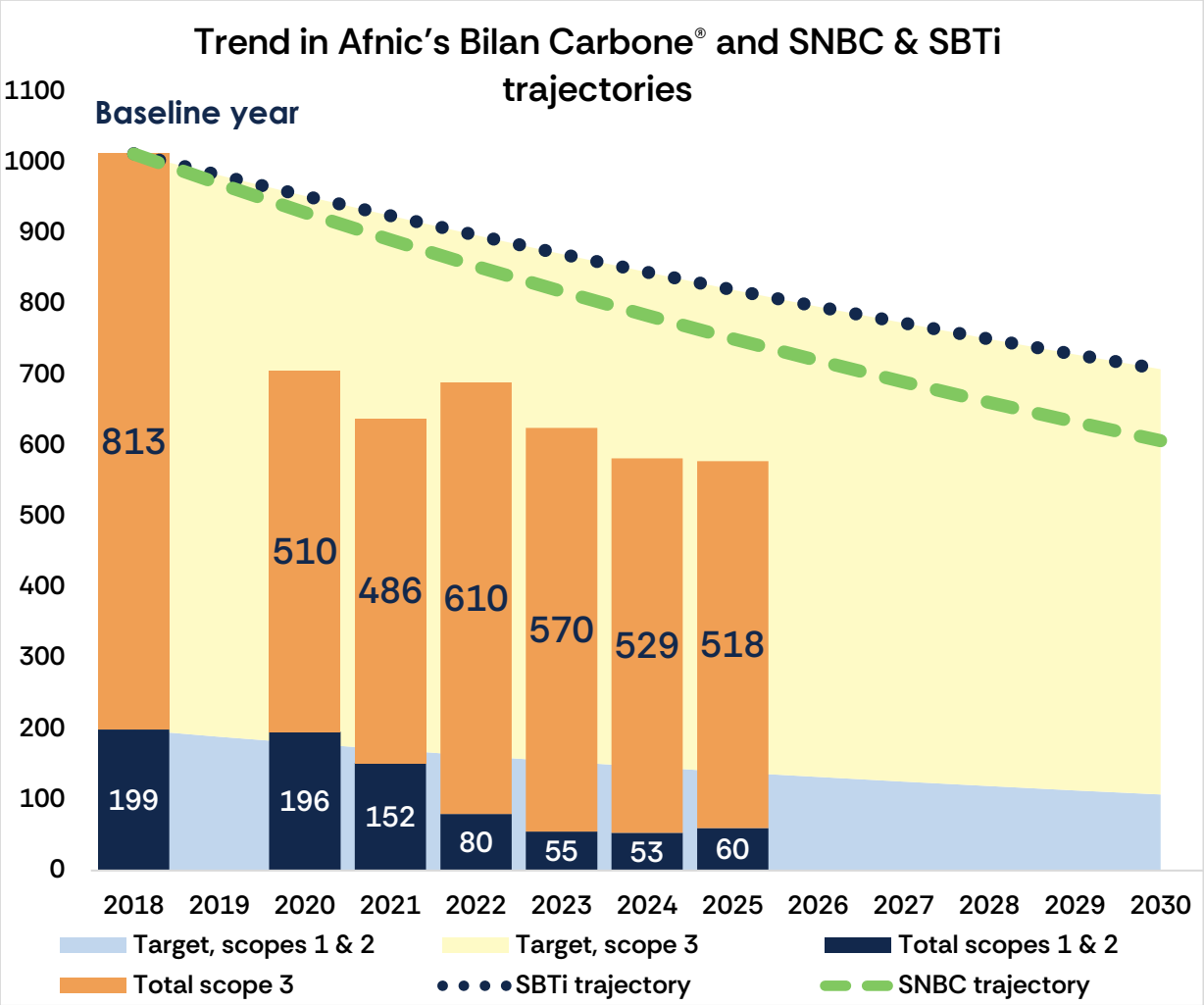
In 2022, Afnic set itself a reduction path aligned with that of France's National Low Carbon Strategy (SNBC)[10]: 40% reduction in annual GHG emissions by 2030 and 75% reduction by 2050. The baseline year chosen by Afnic is 2018, when data started to be more exhaustive and comparable from one year to another.

Afnic also follows a reduction path based on the Science Based Targets initiative (SBTi)[11] standard model as a basis for informing its international stakeholders on this subject.

10 A summary is available in English here: https://unfccc.int/sites/default/files/resource/en_SNBC-2_summary_4-pages.pdf

11 https://sciencebasedtargets.org/

SNBC & SBTi trajectories

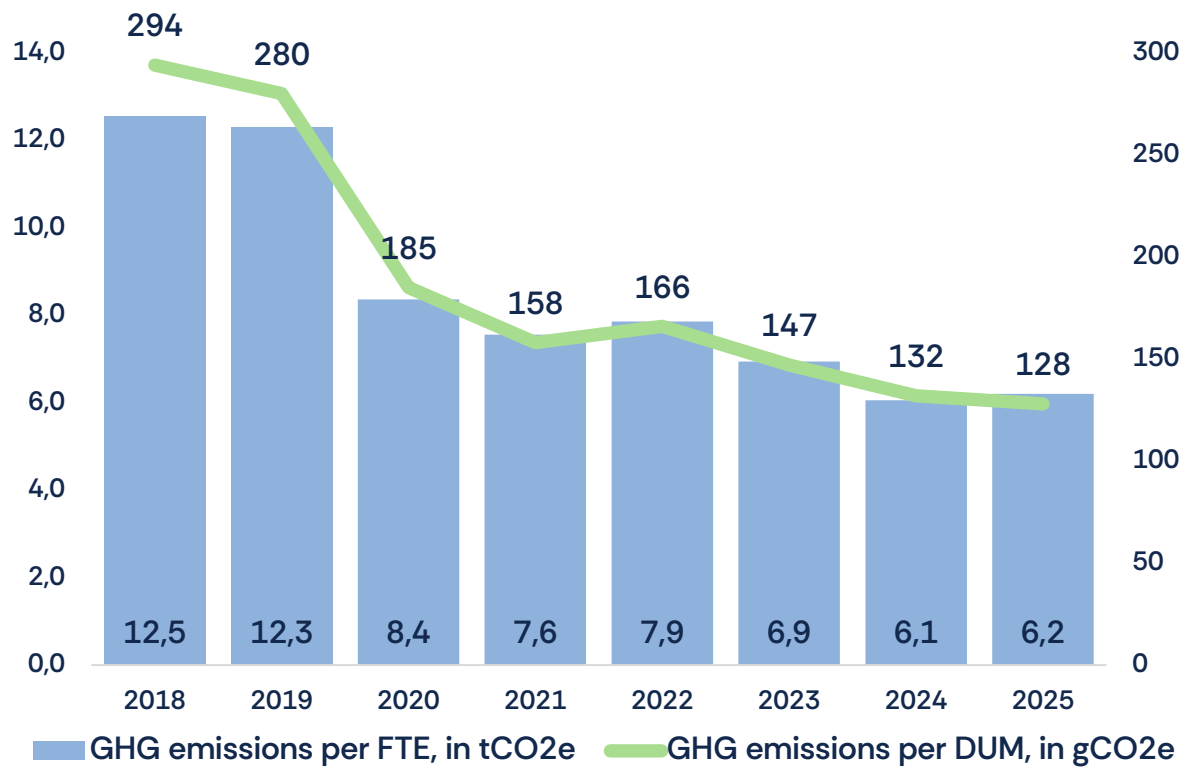


SNBC & SBTi trajectories

Data for the figure "SNBC & SBTi trajectories"

Carbon intensity per domain under management (DUM) tracks the overall reduction path in the context of an expansion of Afnic's activities and a change in workforce or an investment year that has an one-off impact on the carbon footprint.

Trend in GHG emissions per FTE and DUM



Trend in Afnic's GHG emissions per FTE and DUM

Data for the figure "Trend in Afnic's GHG emissions per FTE and DUM"

The main actions taken under the GHG reduction plan in 2025 were:

Scope 2:

- Continuation of actions to obtain accurate measurements of energy consumption from infrastructure and in-house computer equipment. The choice of an AI solution reporting on the consumption of the dedicated server allows Afnic to incorporate this for the first year and to monitor its impact in light of the development of usages.

Scope 3:

- Within the framework of the responsible purchasing policy, CSR selection criteria were applied to all public contracts and to some purchases not covered by a public contract. Awareness was raised among all suppliers, and a list of suppliers conducting a GHG assessment was established. Keeping the same furniture and equipment during the relocation in 2025 helped curb the increase in capital expenditure.

9.2.1.e. Contribution to global carbon neutrality

As part of the 2025 Bilan Carbone® GHG assessment (578 tCO_2e), Afnic contributed to **two Label Bas Carbone**[12] projects via EcoTree.[13]

The Louchats project forms part of an initiative to reconstitute a forest stand destroyed by the devastating summer 2022 wildfires in the Gironde department of France. The aim is to restore 101.2 hectares of affected forest, and to diversify the species planted in order to reconstitute a productive and diversified forest stand following the fire and to strengthen the resilience of Landes forest to climate change.

The second project supported is in Cléden-Poher, in the Finistère department, which aims to reforest a four-hectare forest patch with a diversified and resilient forest stand adapted to local pedoclimatic conditions (including temperature, water content and aeration in soil layers) following severe damage caused by

[12] https://label-bas-carbone.ecologie.gouv.fr/

[13] The factsheets for both projects are attached as an annex.

Storm Ciarán in November 2023, which impacted over 90% of the mountain range, under monoculture management at the time. The goal is to restore a productive, sustainable and resilient forest ecosystem and to safeguard soils and carbon storage in the long term.

9.2.2. Biodiversity

9.2.2.a. Land owned by Afnic

The Afnic building is located in the commune of Guyancourt in the department of Yvelines (Paris south-western suburbs), and covers 1,149 sq.m on a site not in a sensitive natural area.

9.2.2.b. Protection and rehabilitation of biodiversity

In 2025, Afnic continued to contribute to protecting biodiversity by providing almost €12,000 of voluntary funding for Ajoux forest in Ardèche, which underwent clear-cutting that eroded its ecological structure before EcoTree took over its management in late 2022.

Since then, a large-scale reforestation programme has been launched (around 39,000 trees of more than 15 different species have been planted) and an ecological restoration project was initiated in 2025. The project aims to identify, restore and protect certain habitats, small forest stands left free to evolve, riverbanks and waterways – all environments that favour biodiversity. These actions will be monitored over time and some will receive the support of local professional reinsertion companies.

Afnic's Biodiversity report for 2025, provided by EcoTree, can be found in Annex 2.

9.2.3. Water

Water consumption in 2025 was 304,000 litres for the premises owned by Afnic (-16% as against 2024) and 61,000 litres for the communal areas, estimated in accordance with the proportion of ownership.

Afnic's premises were not located in a water stress zone in 2025 according to the 2024-2025 French National Hydrological Situation Bulletin.[14]

9.2.4. Resources, circular economy and waste management

For 2025, the carbon impact of waste amounted to 4.91 tCO_2e. The following categories and weights of waste were declared in the Bilan Carbone®:

Organic waste	1,939 kg
Mixed plastic and metal packaging	53 kg
Paper and ordinary cardboard	1,160 kg
Recycling of batteries	5 kg
Recovery of IT hardware by a sheltered workshop	1,653 kg

[14] https://www.oieau.fr/eaudoc/system/files/bsh_annuel_2024-25_vf_0.pdf

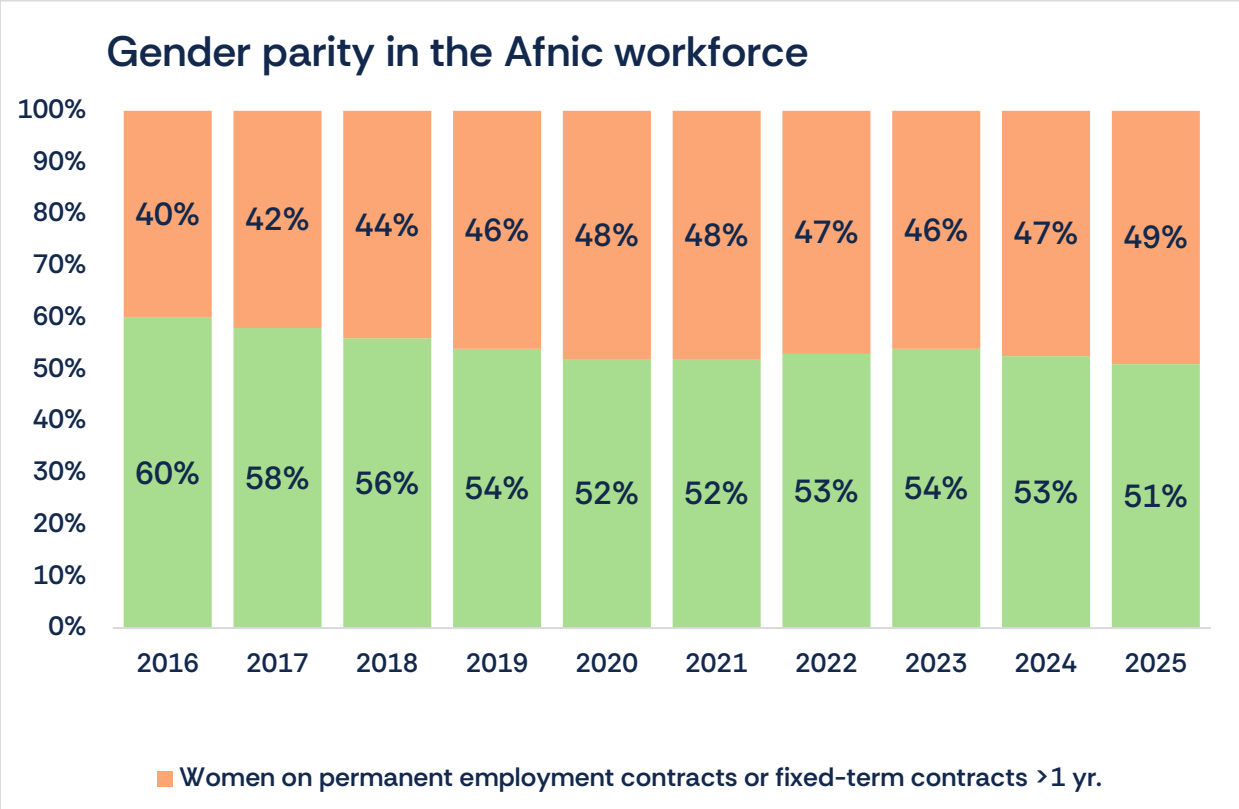
9.3. Social performance



9.3.1. Workforce – General information

9.3.1.a. Trends and breakdown of the workforce

At 31 December 2025, Afnic had 96 employees (90.63 full-time equivalents): **49% women and 51% men.**



Gender parity in the Afnic workforce (2016 to 2025)

Data for the figure "Gender parity in the Afnic workforce (2016 to 2025)"

93 employees were on permanent employment contracts and 3 on work-study, vocational training or post-graduate fellowship contracts.

9.3.1.b. Employee turnover rate

The employee turnover rate stood at 4.8% following 4 hires and 5 departures.

9.3.1.c. Women in management

59% of Afnic's 27 managers in 2025 were women and 41% men.

9.3.1.d. Employment by age group

Breakdown of the workforce by age group 31/12/2025:

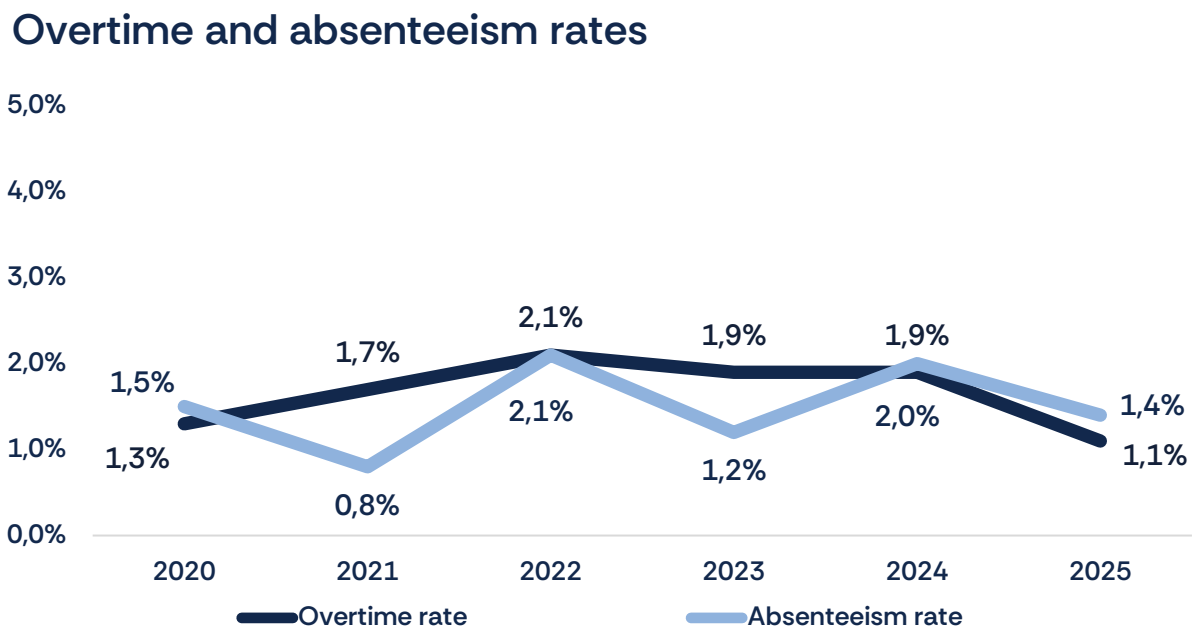
Age group	Workforce
<30 years	14
30 to 39 years	21
40 to 49 years	24
50 years+	37

9.3.1.e. Employee satisfaction

In response to the annual internal survey, employees expressed an 89% satisfaction rate with Afnic as an e**mployer** (-4 pp) **and 87% for quality of life at work** (-3 pp relative to 2024).

9.3.2. Health & safety at work

9.3.2.a. Absenteeism and overtime rates



Overtime and absenteeism rates

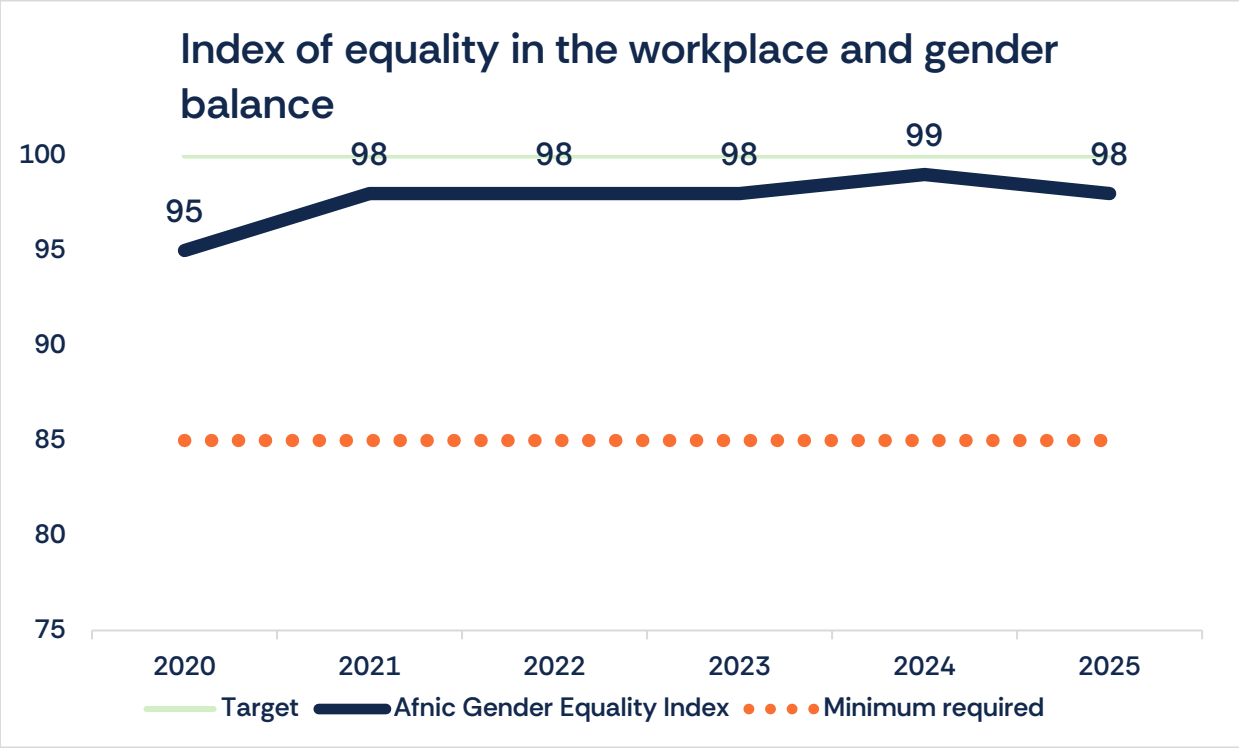
Data for the figure "Overtime and absenteeism rates"

9.3.3. Remuneration, social dialogue and training

9.3.3.a. Equal treatment

The Index of equality in the workplace and gender balance (EgaPro[15]) for 2025 was 98/100, down one point on 2024.

[15] https://egapro.travail.gouv.fr/



Index of equality in the workplace and gender balance

Data for the figure “Index of equality in the workplace and gender balance”

9.3.3.b. Personnel training

In 2025, Afnic dedicated 2.3% of its payroll to developing its employees’ skills. 58% of employees followed at least one training course.

9.4. Societal impact



9.4.1. Afnic Foundation

The Afnic Foundation for Digital Solidarity celebrated 10 years of commitment to a more inclusive digital industry with greater solidarity, accessible to all. This anniversary year was punctuated by artistic partnerships, unifying events and continued efforts to fulfil its long-standing missions, thus confirming its key role in reducing digital inequalities in France.

The Foundation took part in the 3rd edition of Photoclimat, where it presented an original work created with the artist Bertrand de Miollis. This free exhibition open to all placed the spotlight on five projects supported by the Foundation, illustrating how digital technology can foster inclusion, insertion and the ecological transition. The Foundation also held its “Rendez-vous du Numérique Solidaire” event bringing together 70 participants for hands-on workshops on combating disinformation and a round table on the challenges of artificial intelligence and digital solidarity.



Serge Abiteboul, newly appointed Chair of the Afnic Foundation for Digital Solidarity

In September 2025, the Afnic Foundation for Digital Solidarity welcomed a new Chair, renowned computer science research and digital technology specialist, Serge Abiteboul. His arrival marked a new chapter for the Foundation, with the ambition of strengthening its impact and extending its partnerships in order to meet the growing challenges of digital inclusion and the ecological transition.

9.4.2. Digital inclusion

As with every year, the Afnic Foundation travelled across France for the "SolNum Tour 2025", stopping in 4 cities to connect with local project leaders. It met with over 150 structures to assist them in submitting their applications and to gain a better understanding of their needs. The Foundation also launched two calls for projects, one call for expressions of interest and one "Coups de pouce des salariés Afnic" operation, in which Afnic employees vote which project that has already been funded should receive further support.

The first call for projects, entitled "Digital technology at the service of a more equitable society", selected 38 winners for a total amount of €1,006,500. These initiatives cover key areas such as education, health, professional insertion, culture and the environment. The second, "Digital Workshops", supported 59 projects for a

total of €491,180 to finance workshops to raise awareness of risks online, the environmental impact of digital technology and upskilling.

The call for expression of interest (CEI) selected the project led by the French Red Cross, "Health for All thanks to Digital Technology", as the winner. This project aims to assist 2,500 people in 10 departments of France gain digital autonomy, and more specifically in using digital health tools, and received funding of €185,000.

Lastly, Afnic's employees voted for three projects they felt deserved a helping hand from the "Coups de pouce" operation: Yen Kumulutu (French Guiana) to invest in computing equipment in Papaichton, the association Jeff (Grand Est region) for peer support digital workshops for people with a disability, and Les Amis de Mandela (Hauts-de-France region) for a travelling digital fair running eco-responsible or reuse workshops.

Since its creation in 2015, the Foundation has funded more than 700 projects amounting to a total of over €13 million. In 2025, it fulfilled its commitment with a minimum annual budget of €1.3 million constituted from revenues from .fr, thus confirming its central role in promoting digital solidarity.

9.4.3. Programmes

AFNIC IS CONTINUING ITS ACTIONS IN FAVOUR OF THE ONLINE PRESENCE OF VSES/SMES AND YOUNG PEOPLE.

The digital transformation of French companies and awareness-raising among young people regarding the issues surrounding an online presence remain at the core of Afnic's commitments. In 2025, its online presence support programme, **Réussir-en.fr** (réussir-en.fr) helped inform and train over 25,500 VSEs/SMEs and

more than 6,000 young people as part of in-person and online sessions centred on creating a website, adopting good practices for a controlled and independent digital identity, improving their SEO, and choosing the right .fr domain name. The results in terms of actions targeting young people have registered excellent progress, thanks notably to a new partner, Fréquence Écoles, that has brought new impetus to the scheme since the end of last year.

To further this guidance towards the right digital choices, Afnic also uses the Foliweb (lesfoliweb.fr) initiatives and its partnerships with the French Federation of Student Associations (FFBDE), JobIRL and Pix. Furthermore, for the sixth year running, the "Foliweb Awards" rewarded the digital strategy of small businesses, enabling them to develop their activity and ensure their continuity.

The project to support VSEs/SMEs in their digital transition, "Tous En Ligne Maintenant" (tousenlignemaintenant.fr) came to an end in late June 2025. In total, more than 12,000 learners, including 513 accompanied by Afnic staff themselves, benefited from the project since 2021.

Two new studies resulting from the responses to the "Réussir avec le Web" self-diagnostic tool were published. One study centred on the agriculture sector highlighted the specific characteristics of the digital transformation of this sector compared with the more generalised sample of respondents.

In terms of its distribution network, Afnic is continuing its programme of commercial operations encouraging use of domain names and multi-year registrations, exceeding its expenditure commitment of 2% of .fr revenues.

In addition, a challenge to produce the best communication materials showcasing the .fr TLD was run for a second year as part of the marketing initiatives for Afnic's registrars. The second edition received applications from 28 participants, eight

more than in 2024. The winners received price discounts on their .fr domain name operations, amounting to a total of over €40,000.

More than 90,000 .fr domain names thus received fee discounts in 2025.fr, directly benefiting the digital transformation of French VSEs/SMEs.



BÉNÉDICTE ROULLIER
Head of the Digital Transformation of VSEs/SMEs

FranceNum.gouv.fr

"Afnic has been working alongside the DGE since 2018 as part of the France Num initiative to support the digital transformation of VSEs/SMEs.

As an active member of the Steering Committee, it has contributed to innovative projects such as the "Connecte Ta Boîte" TV show and the Formations France Num training courses including the spin-off "Tous en Ligne Maintenant".

We appreciate Afnic's sense of community, its commitment to the general interest and its professionalism. We would like to extend our thanks for its support for the "Tour France Num" initiative and look forward to the exciting prospects in store for 2026-2027, especially in terms of strengthening businesses' digital security and encouraging the adoption of artificial intelligence."

10. Performance overview

OVERVIEW: ACTIVITY AND IMPACTS

2025 marked the culmination of the 2023-2025 three-year strategy. Centred on three main areas, this strategy aimed to guide the Association's work and accomplishments.

The goals have been achieved to a large extent:

Afnic has managed to consolidate its leading position in the domain name industry and the DNS in France and in Europe. It has also succeeded in maintaining .fr as the most dynamic TLD in its market, developing its activity aimed at VSEs/SMEs as the priority targets. Finally, Afnic is recognised as a major and useful player in digital solidarity and sustainability. Fulfilling these goals has helped to consolidate Afnic's vision and its vocation as an operator of essential services, with a strong focus on advancing the general interest and inspired by CSR tenets.

These strategic priorities must be considered from the standpoint of Afnic's strategic vision, which aims to "use Internet naming and its values of openness and

cooperation to further user autonomy, innovation, risk management and digital sustainability".

11. Outlook

Afnic's mission and vision have remain unchanged over a number of years now.

Mission:

"To build a safe and stable Internet, open to innovation, in which the French Internet community plays a leading role".

Vision:

"To use Internet naming and its values of openness and cooperation to further user autonomy, innovation, risk management and digital sustainability".

Following the Board of Trustees meeting of November 2025, a new strategy was adopted for the coming three-year period.

Afnic's 2026-2028 strategy has four main components:

- Reinforcing the commercial vitality of the .fr TLD to make it a tool to further French digital sovereignty and autonomy.

- Establishing Afnic as a leading registry in Europe for a safe and secure Internet that limits abuse.

- Drawing on Afnic's participatory and multi-stakeholder model for an energy-efficient, inclusive and responsible Internet.

- Asserting Afnic's role as a centre for resources and expertise by upgrading employees' skills and the Association's technical and organisational capacities.

12. Glossary

ANSSI: *Agence nationale de la sécurité des systèmes d'information* [French Cybersecurity Agency].

CENTR: Council of European National Top-Level Domain Registries.

DGE: *Direction générale des Entreprises* [French Directorate General for Enterprise]

ICANN: Internet Corporation for Assigned Names and Numbers.

TLD: Top-Level Domain. .fr and .org. are top-level domains.

ccTLD: Country-code Top-Level Domain, specific to a country or territory. The ccTLD for France is .fr, but there are other French ccTLDs such as .re (Réunion), .pm (Saint Pierre and Miquelon), etc.

gTLD: Generic Top-Level Domain, not attached to a particular country or territory. .com, .net and .org are gTLDs.

RSP: Registry Service Provider

DUM: Domain under management

Legacy gTLD: Generic TLD created before 2014. Examples include .com, .net, .org or more recently (2001-2004) .info, .biz, .mobi, etc.

.Brand or dotBrand: Top-level domain registered by a major brand, such as .sncf or .leclerc.

nTLD: New Top-Level Domain, a generic TLD created after 2014. nTLDs are divided into several sub-segments such as geoTLDs (regions, cities, etc.), community TLDs (community-based), .Brand (TLDs corresponding to major brands) and generic nTLDs (common dictionary terms).

BERO: Back-End Registry Operator.

WSIS: World Summit on the Information Society.

Creation rate: The creation rate represents the percentage of domain names created during the year in stock at year-end.

Retention rate: The retention rate represents the percentage of domain names in stock at a given time and still present in this stock 12 months later. It is calculated using the formula (taking 1 January as the baseline): (Stock 01/01/N+1 – Creations N) / Stock 01/01/N. Not to be confused with the renewal rate, which measures the number of names renewed as a proportion of all those expiring in the period considered.

ITU: International Telecommunication Union.

13. Financial annexes

SIMPLIFIED FINANCIAL BALANCE SHEET

Assets in €k	31/12/2025 Net	31/12/2024 Net	31/12/2023 Net	31/12/2022 Net
Property, plant & equipment	10,591	11,018	9,681	1,531
Operating receivables	5,115	5,342	6,865	4,692
Cash & cash equivalents	22,239	17,794	13,624	22,377
TOTAL ASSETS	**37,945**	**34,154**	**30,170**	**28,599**

Liabilities in €k	31/12/2025 Net	31/12/2024 Net	31/12/2023 Net	31/12/2022 Net
Accumulated surplus	13,344	12,772	11,118	10,111
Profit for the year	2,015	572	1,654	1,006
OWN FUNDS	15,359	13,344	12,772	11,118
DEBTS	22,586	20,810	17,399	17,481
TOTAL LIABILITIES & EQUITY	**37,945**	**34,154**	**30,170**	**28,599**

SIMPLIFIED INCOME STATEMENT

€k	31/12/2025 Net	31/12/2024 Net	31/12/2023 Net	31/12/2022 Net
Revenues	24,046	22,421	21,201	20,412
Other income	635	1,174	851	526
OPERATING REVENUE	**24,681**	**23,595**	**22,053**	**20,938**
OPERATING EXPENSES	21,763	20,999	20,222	18,666
OPERATING PROFIT	2,918	2,596	1,831	2,272
FINANCIAL RESULT	355	382	436	19
NON-RECURRING RESULT	0	-1,936	-5	0
PROFIT OR LOSS	**2,015**	**572**	**1,654**	**1,006**

14. Annexes: Detailed data for figures

Change in Afnic members, 2020 to 2025

	2020	2021	2022	2023	2024	2025
Total Members	118	124	129	129	152	157
Founding Members	5	5	5	5	5	5
Honorary Members	8	8	8	8	8	8
User Members	47	52	56	57	74	75
Registrar Members	40	41	41	40	43	47
International College Members	18	18	19	19	22	22

(Back to figure “Change in Afnic Members, 2020 to 2025”)

Participation of members in the Association's bodies (2020 to 2025)

	2020	2021	2022	2023	2024	2025
Voter participation at the GA	54%	54.72%	70.27%	41.53%	83.19%	33%
Voter target	39.94%	44.19%	49.16%	35%	55%	35%
CCUBE participation rate	31%	24%	33%	33.33%	33.32%	24.58%
CCUBE participation target	25%	25%	25%	25%	25%	25%

(Back to figure "Participation of members")

Change in the number of mediation requests filed (2024-2025)

Year	Number of mediation requests filed
2024	123
2025	168
TOTAL 2024-2025	291

(Back to figure "Change in the number of mediation requests filed (2024-2025")

Number of SYRELI and PARL EXPERT complaints and decision breakdown (2023-2025)

	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4
Number of delete decisions	2	5	1	2	2	3	0	0	3	0	3	2
Number of transfer decisions	97	107	83	78	79	73	64	64	55	67	59	56

(Back to figure "Number of SYRELI and PARL EXPERT complaints and decision breakdown (2023-2025")

.fr revenues and trends in .fr stock

	2020	2021	2022	2023	2024	2025
.fr revenues (€k)	17,375	18,213	19,335	20,451	22,074	23,258
.fr stock (€k)	3,670	3,883	3,996	4,134	4,217	4,319

(Back to figure ".fr revenues and trends in .fr stock")

Revenues by activity (other than .fr and French overseas TLDs) in €k (2020-2025)

	2020	2021	2022	2023	2024	2025
BERO revenues	1,367	1,213	1,177	1,141	1,061	930
Consulting revenues	59	0	30	30	0	0
Training revenues	3	18	55	102	100	88
TOTAL	1,429	1,230	1,262	1,274	1,160	1,019

Back to figure "Revenues by activity (other than .fr and French overseas TLDs) in €k (2020 to 2025)"

Trends in the level of profit sharing (and employer's social contribution) over the past five years

€k	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Profit sharing and employer's social contribution	449	434	691	646	125	0	415
Incentive bonus	0	0	0	0	283	571	296
Total	**449**	**434**	**691**	**646**	**408**	**571**	**711**

(Back to figure "Trends in the level of profit sharing")

Operating profit by activity (€k)

	2020	2021	2022	2023	2024	2025
.fr	1,679	1,934	1,953	1,592	2,493	3,459
French o'seas TLDs	161	147	226	163	222	172
BERO/Consulting/Training	-37	118	201	100	-119	-644
Total	1,803	2,198	2,380	1,856	2,596	2,987

Back to figure "Operating profit by activity (€k)"

Financial commitment in the State-Afnic Agreement

	TOTAL 2025	Target
R&D	9.1%	10%
GENERAL INTEREST	11.0%	11%
TRAINING OF PERSONNEL	2.3%	3%
COMMERCIAL OPERATIONS	2.1%	2%

(Back to figure "Financial commitment in the State-Afnic Agreement")

Change in the Afnic workforce

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Workforce at year-end	77	82	82	85	85	89	91	97	96
Permanent employment contracts	75	79	77	80	80	87	87	94	92
Temporary contracts/work-study contracts	2	3	4	5	5	2	4	3	4
Intern			1			0	0	0	0

(Back to figure "Change in the Afnic workforce")

Trends in accumulated surplus

	2018	2019	2020	2021	2022	2023	2024	2025
Reserves	7,479	8,117	8,769	9,375	10,111	11,117	12,772	13,344
Profit for the year	639	652	605	737	1,006	1,654	572	2,015
Total own funds	8,117	8,769	9,375	10,111	11,117	12,772	13,344	15,359

(Back to figure "Trends in accumulated surplus")

Typology of the 53 cases of exercise of personal Data Protection rights by Afnic in 2025

Typology of cases of exercise of personal DP rights	Number
CLASS	3
ACCESS	20
DELETE	23
OPP	4
RECTIF	0
INFO	3
TOTAL	53

(Back to figure "Typology of the 53 cases of exercise of personal Data Protection rights by Afnic in 2025")

Breakdown of PDP time by activity in 2025 (%)

Category	Time spent on DP
OVERSIGHT	6.1
PRIVACY BY DESIGN & BY DEFAULT	4.2
THIRD-PARTY RELATIONSHIPS	25.8
DP AUDIT SOLUTIONS & CLAUSES	3.7
RISKS	4.4
PERSONAL DATA SECURITY	8.0
AWARENESS	9.1
PROCESSING / REGISTRIES	32.6
MONITORING	6.1
TOTAL	100.0

(Back to figure "Breakdown of DP time by activity in 2025")

SNBC & SBTi trajectories

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total scopes 1 & 2	199	0	196	152	80	55	53	60	0	0	0	0	0
Total scope 3	813	0	510	486	610	570	529	518	0	0	0	0	0
Total Bilan Carbone®	1,012	0	706	638	690	625	582	578	0	0	0	0	0
Target, scopes 1 & 2	199	189	180	171	162	154	146	139	132	125	119	113	108
Target, scope 3	813	793	773	754	735	717	699	681	664	648	632	616	600
SBTi trajectory	1012	982	953	925	897	871	845	820	796	773	751	729	708
SNBC trajectory	1012	970	929	891	853	818	784	751	720	690	661	633	607

(Back to figure “SNBC & SBTi trajectories”)

Trend in GHG emissions per FTE and DUM

	2018	2019	2020	2021	2022	2023	2024	2025
GHG emissions per FTE, in tCO_2e	12.5	12.3	8.4	7.6	7.9	6.9	6.1	6.2
GHG emissions per DUM, in gCO_2e	294	280	185	158	166	147	132	128

(Back to figure “Trend in GHG emissions per FTE and DUM”)

Index of equality in the workplace and gender balance

	2019	2020	2021	2022	2023	2024	2025
Afnic Gender Equality Index	86	95	98	98	98	99	98
Target	100	100	100	100	100	100	100
Minimum required	85	85	85	85	85	85	85

(Back to figure "Index of equality in the workplace and gender balance")

Overtime and absenteeism rates

	2018	2019	2020	2021	2022	2023	2024	2025
Overtime rate	2.7%	1.9%	1.3%	1.7%	2.1%	1.9%	1.9%	1.1%
Absenteeism rate	3.4%	2.3%	1.5%	0.8%	2.1%	1.2%	2.0%	1.4%

(Back to figure "Overtime and absenteeism rates")

Gender parity in the Afnic workforce

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Men on permanent employment contracts or fixed-term contracts >1 yr.	60%	58%	56%	54%	52%	52%	53%	54%	53%	51%
Women on permanent employment contracts or fixed-term contracts >1 yr.	40%	42%	44%	46%	48%	48%	47%	46%	47%	49%

(Back to figure "Gender parity in the Afnic workforce")

15. Annexes: Louchats and Cléden-Poher factsheets



FICHE PROJET

FORÊT DE LOUCHATS

Gironde (33)

Contexte & enjeux

Le projet de Louchats s'inscrit dans une démarche de reconstitution d'un peuplement forestier détruit par les incendies dévastateurs de l'été 2022, dans le département de la Gironde.

L'objectif est de restaurer 101,2 hectares de forêt sinistrée, et de favoriser une diversification, même mineure, en termes d'essences. Le projet inclut ainsi la création de corridors écologiques via une trame bocagère (lisières et cordons de feuillus), intégrée au paysage et bénéfique pour la trame verte et bleue locale.

Objectifs du projet

- Reconstituer un peuplement forestier productif et diversifié après incendie.
- Favoriser la résilience des forêts landaises face au changement climatique.
- Créer une trame bocagère intra parcellaire pour améliorer la connectivité écologique.
- Valoriser les zones périphériques et les abords du bourg via un aménagement paysager vert.

Actions menées

Le reboisement s'appuie sur la plantation de 115 000 arbres, majoritairement des pins maritimes qui représentent l'essence objectif de ce massif, c'est-à-dire avec objectif de production de bois d'oeuvre, complétée par du pin taeda (12 %), un test d'eucalyptus, et une diversité d'essences secondaires, dites de biodiversité (bouleau, chêne vert, chêne liège, arbousier).

La plantation de corridors de feuillus le long des fossés et à l'intérieur des parcelles constitue une trame bocagère structurante et multifonctionnelle.

Résultats attendus

- Volume de bois estimé : > 40 000 m3 sur 50 ans
- Séquestration carbone estimée : 18 030 tonnes équivalent CO_2 sur 30 ans

Co-bénéfices

- Biodiversité : 100 % – forte valeur écologique de la trame bocagère
- Eau : 100 % – recréation d'une trame bleue fonctionnelle
- Sol : 13 % – maintien et amélioration de la structure des sols
- Socio-économique : 57 % – valorisation paysagère et économie locale

Autres informations

- EcoTree opère en tant qu'intermédiaire sur ce projet
- Calendrier:
  Mars 2025 - Labellisation LBC prévue
  Hiver 2024-2025 - Travaux de plantation
  Hiver 2029 - Vérification des Réductions d'Émissions



Aperçu des incendies de 2022 en Gironde



ECOTREE EN QUELQUES MOTS

Leader européen des Solutions fondées sur la Nature, EcoTree permet aux entreprises de s'engager en faveur de l'environnement en soutenant des projets de protection, de gestion durable et de restauration des écosystèmes en France et en Europe.

ecotree



4 ha
surface totale

6 670
arbres plantés

1 221
crédits carbone

3
essences

LABEL BAS CARBONE

FICHE PROJET

FORÊT DE CLEDEN POHER

Finistère (29)

Contexte & enjeux

Le projet de Cléden-Poher concerne le reboisement d'une parcelle forestière de 4 hectares, fortement endommagée par la tempête Ciaran en novembre 2023 qui a impacté plus de 90% du massif alors traité en monoculture.

A l'automne 2024, EcoTree s'est positionné sur ce foncier dégradé par la tempête et l'exploitation avec l'objectif de reconstituer un peuplement forestier diversifié et résilient, adapté aux conditions pédoclimatiques locales. La station est ici considérée comme assez pauvre et bien drainée, assez fraîche et moyennement acide.

Objectifs du projet

- Reconstituer une forêt productive, durable et résiliente après sinistre climatique.
- Séquestrer durablement le carbone (1 221 tCO_2e estimées sur 30 ans).
- Préserver les sols, les ressources en eau et les lisières écologiques existantes.
- Mobiliser des entreprises locales et certifiées dans la gestion forestière.

Actions menées

- Préparation du sol : bandes de plantation adaptées au site.
- Plantation réalisée au printemps 2025 avec 3 essences réparties ainsi : Thuya plicata (70%), Épicéa de Sitka (25%), Chêne rouge d'Amérique (5%).
- Gestion prévue : irrégularisation progressive du peuplement (objectif de sylviculture mélangée à couvert continu).
- Conservation : bordures boisées et arbres d'intérêt écologique maintenus, reboisement à plus de 10m des cours d'eau.
- Fournisseurs : Entreprises de Travaux Forestiers partenaires situées dans un rayon de 50 km du chantier.

Résultats attendus

- Restauration durable d'un écosystème forestier.
- Restaurer la continuité écologique locale, avec une mosaïque forestière régionale cohérente.
- Augmenter la résilience climatique de la zone via une diversité raisonnée d'essences forestières.
- Préservation des sols et stockage de carbone à long terme.

Co-bénéfices

- Contribution au maintien des fonctions écosystémiques
- Emploi local mobilisé pour les travaux forestiers (<50km du site)
- Maintien de lisières boisées et préservation de la ripisylve
- Préservation et valorisation de sols superficiels

- Biodiversité (25%)
- Préservation des sols (13%)
- Préservation de la ressource en eau (14%)
- Socio-économique (emploi local, filière bois) (41%)

Calendrier & statut

- Dossier labellisé depuis juillet 2025
- Plantation: printemps 2025
- Audit - Vérification du succès de la plantation: N+5
- EcoTree est porteur de projet





Aperçu du reboisement post tempête réalisé au printemps 2025 à Cleden Poher (29)



ECOTREE EN QUELQUES MOTS

Leader européen des Solutions fondées sur la Nature, EcoTree permet aux entreprises de s'engager en faveur de l'environnement en soutenant des projets de protection, de gestion durable et de restauration des écosystèmes en France et en Europe.

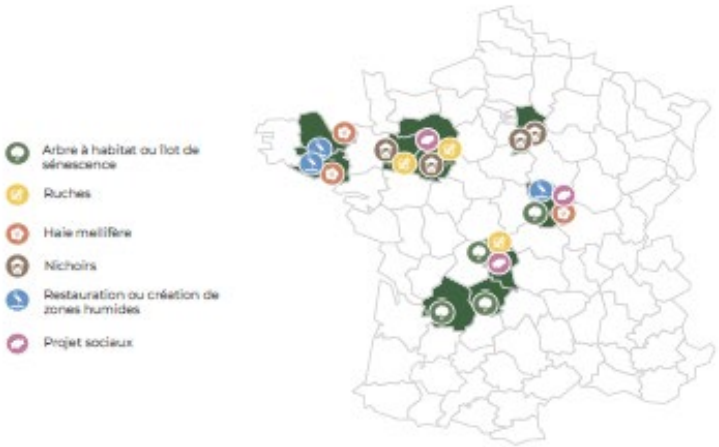
Contribution au Fonds pour la Biodiversité

EcoTree permet aux entreprises de contribuer activement à la **préservation de la biodiversité terrestre** par le biais du **Fonds pour la Biodiversité**. Ce fonds vise à promouvoir la diversité des écosystèmes et des espèces à travers des projets conformes aux **standards de l'IUCN.** Les initiatives incluent la création et la restauration de zones humides, l'installation de ruches pour les pollinisateurs, la préservation d'arbres à habitats, et la plantation de haies mellifères. En plus des bénéfices environnementaux, ces projets ont **un impact social,** favorisant l'intégration des personnes en situation de handicap et l'insertion professionnelle.

L'association AFNIC a joué un rôle crucial dans la restauration et la préservation de la biodiversité. Grâce à son investissement, nous avons pu atteindre des **objectifs concrets et mesurables,** renforçant ainsi notre engagement en faveur des écosystèmes.

Plus spécifiquement, le soutien apporté par **l'AFNIC** a permis de financer :

- 10.5 m² de **mare forestière** créés.
- 408 m² de **zone humide** restaurés.
- 19 mètres linéaires de **haies mellifères** plantés.
- Implantation de **6 ruches,** suivies sur 12 mois .
- 4281.5 m² d'**îlots de sénescence** préservés.
- 31.5 heures de **travail et formation** de personnes en situation de **handicap** (groupe de 12 pax), accompagnées par la structure de l'économie sociale et solidaire O3 Agri.



INFORMATION

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ABOUT AFNIC

Afnic is the registry operator for .fr (France), .re (Réunion), .yt (Mayotte), .wf (Wallis and Futuna), .tf (French Southern and Antarctic Lands), and .pm (Saint Pierre and Miquelon) domain names and a provider of back-end and registry solutions and services. Afnic – *Association Française pour le Nommage Internet en Coopération*, the French Network Information Centre – is composed of public and private actors: representatives of the public authorities, Internet users and service providers (registrars). It is a non-profit association.