

Mozilla 2026-2028



Summary Portfolio Strategy

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1. Executive Summary

North Star: our mission is to guard the open nature of the internet.		
Aspiration: advancing this mission today means doing for AI what we did for the web. With this goal in mind, we are building a portfolio of mission driven nonprofits and companies to prove it is possible to build and use AI in ways that advance the values in our Manifesto.		
<i>1. Developer platforms</i> Open source in the AI era	<i>2. Consumer products</i> Trusted AI experiences	<i>3. Public (interest) AI</i> Tech by and for everyone
<i>Focus:</i> grow a decentralized open source AI ecosystem that matches the capabilities of Big AI — and that enables people everywhere to build with AI on their own terms. <i>Hypothesis:</i> a vibrant, successful and democratized open source AI ecosystem is essential if we want innovation to come from everywhere. <i>Core investment strategy:</i> Mozilla.ai becomes a focal point in the open source AI ecosystem. Make additional investments to increase the chance open source will win over Big AI.	<i>Focus:</i> create trusted AI driven products that give people new ways to interact with the web — and that are fueled by business models aligned with Mozilla values. <i>Hypothesis:</i> a generational shift in humanity’s relationship with technology is widening the gap between Mozilla’s products and trustworthy experiences. <i>Core investment strategy:</i> find ways to optimize Firefox and Thunderbird to express Mozilla’s values in the AI era — and sustain revenue. Look for adjacencies in AI. Innovate on monetization.	<i>Focus:</i> create public interest and sovereign tech that markets ignore with communities, governments and philanthropists outside big tech hubs. <i>Hypothesis:</i> the growing need for sovereign AI will only be met by governments and public interest tech players pooling resources and banding together. <i>Core investment strategy:</i> leverage MoFo to grow a community to develop and use public interest tech platforms like Common Voice. Acquire / spin out additional nonprofits.
Core enablers: to advance this strategy, Mozilla has restructured to better invest in responsible tech , establishing a new team for investments + overall direction of Mozilla's portfolio, while Mozilla Ventures invests in seed stage companies and acts as radar.		
What does success look like? A tech ecosystem where power is decentralized and AI is built with human agency at its core. For Mozilla, that means (a) all our orgs are using AI to advance the Manifesto and (b) we have revenue diversification beyond search.		

2. The Big Picture

Our north star

When we created Mozilla Foundation in 2003, we committed to the public (and to the IRS) that we would ‘**guard the open nature of the internet.**’ This is our north star.

Our ambition

Moving towards our north star in the current era means **we need to do for AI what we did for the web** — decentralizing control by making open source and open standards the norm, and then build popular and community driven products that give people real agency and choice.

We will do this by building out a portfolio of mission driven organizations and companies that show it is possible to build widely used technology and products built around values from the Manifesto. And connecting all of this into a global community that shares our ambition.

The Mozilla Manifesto in the AI era

For nearly 20 years, [the Mozilla Manifesto](#) has served as a guide and decision making tool as we move towards our north star. Now, with a renewed interest in privacy and the risks posed by Big Tech, there is an opportunity for Mozilla to offer solutions. There are a number of principles in the Manifesto which are particularly relevant as we tackle the challenges we face today:

- **Human agency** (P5): in a world of AI and agents, it is more important than ever that technology is designed in ways that let people shape their own experiences online — and optimize for privacy (p4) where it matters to them most.
- **Decentralization** (P6) **and open source** (P7): an open, accessible internet depends on innovation and decentralized participation in the creation and use of technology. The success of open source AI built around transparent community practices (P8) is critical to making this possible in the AI era.
- **Balancing commercial** (P9) **and public benefit** (P10): more than ever, the direction of the internet and AI is defined by commercial players. We also need a strong cadre of public benefit players to create balance in the overall ecosystem.

While all of the principles in the Mozilla Manifesto matter, it is critical that we pay attention to these five — and to Mozilla’s concept of **trustworthy AI** — as we build the next era of Mozilla. This has been at the forefront of our mind in writing this strategy.

3. Transforming Mozilla

We began to develop a growth and transformation strategy for Mozilla in mid-2021, with the goal of bringing the Mozilla Manifesto to life on the web and in AI.

This is a high level overview of the transformation process:

<i>Phase 1</i> Expansion: 2022/23	<i>Phase 2</i> Strength: 2024/25	<i>Phase 3</i> Impact: 2026+
Start to do new things, especially things related to AI. Set up Mozilla's first venture fund and AI R+D lab. We're now a portfolio of five orgs (vs. just MoFo + MoCo).	Bring in A LOT of new senior leaders with vision for and commitment to a new era of Mozilla. Build a new structure to coordinate and fund across the portfolio.	Ship truly new things, where Mozilla's values and AI fuse into real products. Shift public perception by <i>showing</i> what responsible tech can look like in the AI era.

The idea behind this transformation is to create an [AI era version of Mozilla inspired by our original vision](#): not to be the primary coders of a different future, but rather to ‘... function as a switchboard, facilitating the cooperation of the thousands of participants out on the net. And (to) assemble the fruit of that labor in one place.” We believe this is the best and most likely path to building the kind of momentum needed to push AI in a different direction.

4. What success looks like by 2028

What are we trying to do in the world?

If we want to guard the open nature of the internet in the AI era, we believe there are two big picture things we need to achieve in the world:

Empower people with tech that promotes agency and choice - make AI for and about people, and build products that benefit the many, not just the few.

Decentralize the tech industry - create an ecosystem for innovation and growth where the ‘people part’ of AI can flourish.

Of course, Mozilla can't do these things alone — we need to optimize ourselves to **a.** create tech and products that contribute to these big picture goals and **b.** grow financially so that we can continue to contribute. These two things underpin Mozilla's double bottom line.

Our Double Bottom Line

Mozilla measures its success of our investments against a double bottom line: our ability to advance our mission and succeed in the market.

Over the next three years, we believe we need to **focus our double bottom line measures on a. AI that advances the Manifesto; and b. diversifying revenue away from search.** This table describes our double bottomline as well as other key metrics we will track over time:

Mission Metrics		
<i>Area</i>	<i>Strategic Outcome</i>	<i>Baseline</i>
Bottomline: AI + Manifesto	100% of op orgs have 1+ flagship AI offering actively advancing the Manifesto — and tracking their impact.	40%
Manifesto in action	All products and programs openly document and iterate on how they aim to advance the Manifesto.	0%
Community growth	Mozilla’s community of developers, fellows, supporters and other active contributors grows +10% YOY.	Need baseline
Financial Metrics		
<i>Area</i>	<i>Strategic Outcome</i>	<i>Baseline</i>
Bottomline: Diversification	20% YOY growth in non-search / non-google revenue aggregated across the Mozilla portfolio.	2025:~\$90M
Portfolio success	At least 3 Mozilla portfolio orgs have >\$25M/year in annual outside revenue (excludes royalty revenue).	1
Portfolio returns	Annual returns to Mozilla.org from royalties and dividends grows 10% YOY (excludes ROI from corpus).	2025: \$24M

Note: non-search revenue baseline includes MoCo non-search revenue, MoFo non-royalty revenue, all MZLA revenue. It does not include investment returns or royalties.

If we can move the needle on these metrics, it will be an indicator that we are building a more sustainable Mozilla — and tracking towards our north star.

5. Market analysis and SWOT

Key market considerations

- **AI as a fundamental technology shift:** Similar in importance to revolutions in web and mobile, [analysts](#) predict AI will have a \$15T impact on the global economy by 2030.
- **Increasing centralization and vertical integration:** Big Tech companies are leveraging their scale, data, and infrastructure advantages to dominate AI development.
- **Changing data dynamics:** AI transforms user data from something to protect (privacy) to something essential to make valuable products (responsible data approach needed).
- **Geopolitical instability:** Growing tensions, digital protectionism, and increased regulation are driving demand for alternatives to US Big Tech, especially in Europe.
- **Evolving monetization models:** AI introduces significant marginal costs per user, challenging traditional zero-marginal-cost software economics.

Mozilla Portfolio SWOT

Strengths (internal)

Theme	Description
Brand	Mozilla's brands are widely known — and associated with responsible tech, open source and overall stewardship of the open internet.
Products	Firefox and Thunderbird are respected products — and on a path to renewal. They are a base to grow from.
Capital	\$1.3B in reserves + diverse operating models (product, deep tech, venture, philanthropy) make Mozilla unusually free to bet long-term.

Weaknesses (internal)

Theme	Description
Overreliance on search	MoCo (and Mozilla) still depend on search for ~85% of revenue. Our own ads are promising, but early. Other bets are very early.
AI talent	Limited pool of technical talent experienced with AI and data.
Execution	Mixed track record turning ideas into action into results. Slow.

Opportunities (external)

<i>Theme</i>	<i>Description</i>
New experiences = new kinds of users	AI has opened people's minds to new experiences and interfaces. This creates a generational market opening. Mozilla has a chance to win over whole new cohorts of users if it can create radical, fresh and compelling AI-driven products that reflect our values.
Winning over developers	Developers (broadly defined) are increasingly skeptical of Big Tech. And, web developers, software engineers, product managers not yet deep in ML need a trusted partner to help navigate the world of AI. If Mozilla can build products, tech and community, we can win back the loyalty of developers — which is both a market opportunity and a huge lever in the pursuit of this strategy.
Making open source AI the default	Open source AI needs a Linux-like breakthrough for mainstream adoption. Mozilla could lead this shift and gain substantial market share by making open source AI the default developer choice.

Threats (external)

<i>Theme</i>	<i>Description</i>
Others move faster than us	Others: reinventing browser / email; redefining privacy; changing open web economics. Us: still getting started.
Open models disappear	Big tech / China stop releasing open models. No public open source frontier models emerge. Mozilla's strategy is obsolete / outflanked.
Tension between privacy + data use	Generations of users care less about privacy / data use. US: downshifting regulations. EU: significant concerns about nation-state surveillance and data use.

6. Strategic Hypotheses

1. A generational shift in human computer interaction is widening the gap between Mozilla's products and trustworthy, user-centered experiences.

- User attitudes toward data use are split—mainstream users accept data for valuable services, while a smaller segment demands full control / privacy (especially in Europe).
- In both cases, a significant portion of users will choose products and brands based on trust — and meaningful control of their own experience and data (aka user agency).
- A significant market opportunity for user-first systems that balance powerful AI with innovative, believable approaches to user agency.
- *Implication: Mozilla should focus on creating modern AI driven user experiences — and lean into the Manifesto's call for people to shape their own experiences online.*

2. A vibrant, successful and decentralized open source AI ecosystem is essential if we want independent tech players to thrive — and for innovation to come from everywhere.

- AI tools and code generation capabilities are transforming the developer landscape rapidly, creating significant growth opportunities but also severe centralization risks.
- The 'middle layer' of AI (orchestration, composability, easy integration) is an open space — no one has cracked this in the way that Linux distros did in the 90s.
- Also, there is growing tension between AI that is powerful and AI that is trustworthy. Very few players are focused here.
- The window remains open to create a competitive and trustworthy open source AI stack as a viable alternative to Big AI's vertical integration.
- *Implication: Mozilla has a chance to build a business — and be a counterpoint to Big AI — if it can establish itself as a leading player in open and trustworthy AI.*

3. The growing need for sovereign, public interest AI which will only be met by governments and public interest tech players pooling resources and banding together.

- The demand for trusted — and sovereign — alternatives to dominant tech platforms is growing. Current geopolitical tensions are significantly accelerating this trend.
- Amidst this backdrop, US Big Tech and Chinese companies dominate the market, making it hard for other researchers and companies to compete / meet demand.
- Also, there is little investment in AI focused on public interest applications like safety, democracy, trust, healthcare and education.
- The market alone will not solve these problems or meet these needs. Public and philanthropic investment — community driven innovation — are needed.
- *Implication: Mozilla should partner with governments, foundations, communities to build sovereign, public interest AI options. Mozilla needs a stronger non-US presence.*

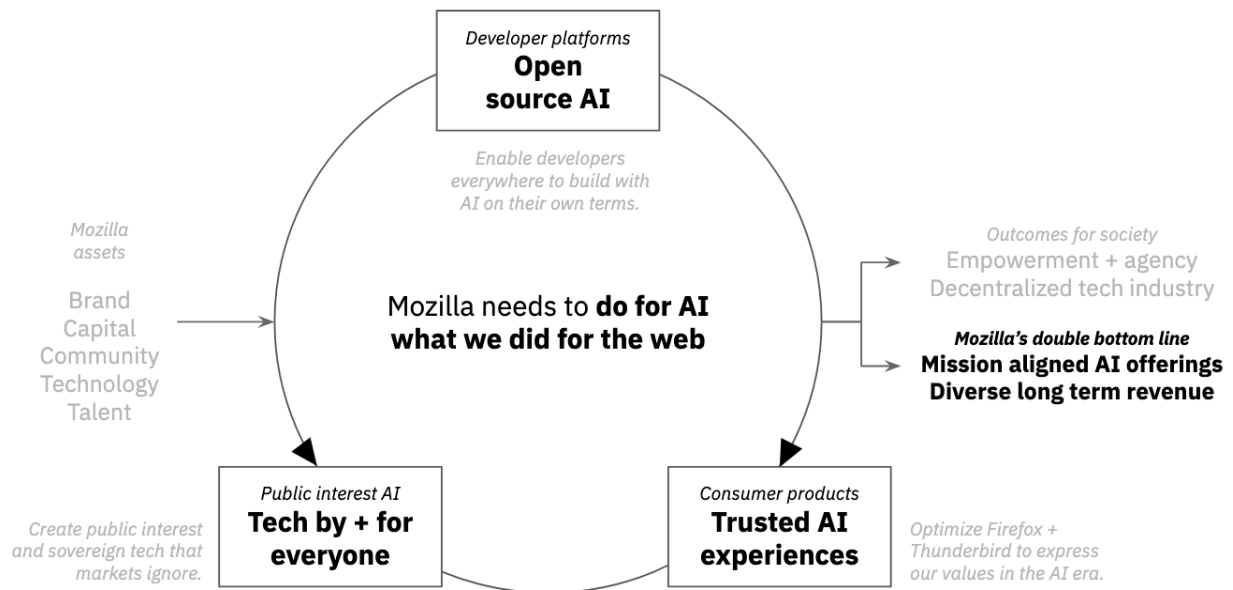
7. Our Strategy (2026 - 2028)

As we move forward with its strategy, we need a clear approach that helps Mozilla **organizations and communities adapt and make decisions on their own — while all moving in the same general direction**. This section of the strategy lays out this approach.

The keys to this approach lay in the Manifesto principles that we've prioritized in this strategy. If Mozilla can build deep skill and relevance in open source AI, we can help decentralize how the tech industry works. If we can create products focused on agency and choice, we can empower people to shape the role of tech in their lives. And, if we find allies to build AI in the public interest, we can move closer to a world where tech works for *everyone*.

Our Strategy In Action

Mozilla's strategic approach is built around three pillars that build on these Manifesto principles — and our analysis of needs and opportunities in the world. Here is an overview:



It's important to emphasize: these pillars are **designed to work together and reinforce each other**. For example, a vibrant, state of the art open source AI ecosystem is a desired outcome in its own right — and will also provide developers and communities the building blocks they need to create trusted and public benefit AI experiences. The idea is to create a bidirectional flywheel that gains momentum over time, just as we did with web technology and Firefox.

Pillar 1: Developer Platforms

Open source in the AI era

Driving growth of trustworthy, open source AI that lets developers build on their own terms – and that eventually wins against ‘Big AI’ players.

Strategic Intent

Mozilla must shape the infrastructure layer of open source AI: the tools, standards, and platforms developers use to build, orchestrate, and monetize ethical, agentic, and interoperable AI systems – without being locked into proprietary APIs or closed ecosystems. This starts by getting a foothold in open source AI via new Mozilla companies and investments – and differentiating ourselves as a player focused on the trustworthy use of AI.

We’re **not just keeping open source alive – we’re making it usable, trustworthy, and economically viable.**

Background

- We have put in a fair bit of effort preparing the ground – loudly [advocating for open source AI policy circles](#), supporting projects like [Eleuther AI](#) and [LLaMaFile](#), investing in companies like [Flower](#) and [Oumi](#).
- But Mozilla has yet to become a player in its own right in open source AI
- Over the next three years, we must build a portfolio of companies that are respected open source AI leaders with technology that developers both admire and actively use.

Key assets

Asset	Relevance
Mozilla.ai	Team / product seeds focus on open source AI.
Venture AI Holdings	10+ open source AI companies in MV portfolio, e.g. Hugging Face.
Policy team / strategy	Built track record / reputation defending open source AI in 2024.

Core opportunities

Opportunity (Why)	Action (What)
Open source AI is growing, but remains hard for most developers to use. A huge opportunity exists for solutions that simplify using and orchestrating open source AI . Those who solve this problem could capture a significant market.	Support Mozilla.ai to create a name in the open source AI space through an orchestration platform for developers. Look for ways to monetize — and help other developers for the same. Watch for investments to complement Mozilla.ai.
Developers need to access and combine data from a variety of apps and contexts as they build AI driven experiences. Only big, vertically integrated players can do this. An opening to give independent developers access to data with a focus on privacy, user consent and responsible data handling.	Start multiple experiments in 2025 with Flower and others. Should include underlying platform features (e.g. Mozilla Intelligence) and end user experiments to test the value proposition of data sharing. ‘Mozilla as Trusted Data Hub’ discussion paper and roadmap based on early learning.
The compute intensive nature of current AI architectures privileges big players. Decentralization — and open source — have a much better chance if we can find new architectures that can distribute or lower compute needs .	Aggressively explore the potential of federated training and inference with Flower. Look for startups focused on more efficient use of compute, or alternative architectures. Consider funding academic researchers.

Pillar 2: Consumer Products

Trusted AI experiences

Trusted AI driven products that give people new ways to interact with the web of the future — and that are fueled by business models aligned with Mozilla values.

Strategic Intent

Define and lead the next generation of how people access, navigate, and experience the internet — one that centers user agency, transparency and interoperability — through products and infrastructure Mozilla builds or co-owns. As we do this, push the business models behind consumer internet products to be more aligned with Mozilla values.

As AI assistants, agents, and non-browser interfaces rise, **Mozilla must shape what replaces the traditional browser and email**, not just defend it. And we must create products that offer exciting, amazing and powerful experiences.

Background

- Mozilla has storied brands and meaningful user bases (Firefox = 145m MAU / Thunderbird = 20m MAU). They are shining examples of what it means to build widely used tech that exemplifies Mozilla values. However, they are widely viewed as outdated.
- There have been efforts to add updated features that use AI and data to deliver new kinds of value — an [AI sidebar](#), [local translation in Firefox](#) and [private summarization experiments via Thunderbird Assist](#). However, these are a far cry from the level of modernization needed to shift perceptions with today's users.
- We need our portfolio companies to more aggressively innovate on top of these core assets — and consider creating or acquiring other companies — if we want to have a hand in shaping what human interaction online looks like in the future.

Key assets

Asset	Relevance
MoCo and MZLA	Established product companies operating at scale.
Firefox and Thunderbird brands	Trusted, values-driven consumer tech brands.
Gecko	Building block for new / future web + AI experiences.

Core opportunities

Opportunity (Why)	Action (What)
New AI-native interfaces will replace traditional browsers and email clients. This creates a market opening for products that use chat, fragments, voice to offer new ways of interacting. However, Mozilla's experiments are early and limited — and we don't have an overall theory of action.	Develop new AI-driven products under Firefox or Thunderbird brands (e.g. Firefox.ai, Thunder.ai) that embody our values and offer AI-driven post browser / email interfaces. Develop a roadmap based on early learning. Look for acquisitions / mergers / partnerships to accelerate.
Search is collapsing as people turn to generative AI. Likely economic result: a sharp decline in the search advertising market. This creates a market opening for AI-driven products with new monetization models — but leaves Mozilla at risk given 80% of portfolio revenue still comes from search.	Immediate: swiftly modernize core products — and consider subscription and enterprise offerings (e.g. in Thunderbird and Firefox) into their revenue mix. Also: partnerships to monetize AI features; invest in products / companies that diversify revenue.
New AI-native interfaces will replace traditional browsers and email clients. This creates a market opening for products that use chat, fragments, voice to offer new ways of interacting. However, Mozilla's experiments are early and limited — and we don't have an overall theory of action.	Develop new AI-driven products under Firefox or Thunderbird brands (e.g. Firefox.ai, Thunder.ai) that embody our values and offer AI-driven post browser / email interfaces. Develop a roadmap based on early learning. Look for acquisitions / mergers / partnerships to accelerate.

Pillar 3: Public (interest) AI

Tech by — and for — *everyone*

Build public interest and sovereign tech built side by side with communities, philanthropists and governments outside big tech hubs like Silicon Valley.

Strategic Intent

Mozilla must lead in defining what it means to build, fund, and govern AI that serves the public — not just in theory, but in code, coalitions, and policy frameworks. This pillar moves beyond open source and products — toward narratives, communities and long-term infrastructure / institutions that embed public values into AI systems at scale. It also focuses on making Mozilla into a more credible global player by partnering with communities and governments outside the dominant tech hubs.

This is where Mozilla earns its **legitimacy not just as an industry player — but as a steward of the internet’s future.**

2. Background

- Mozilla Foundation has already established itself (and Mozilla) as a [credible voice on trustworthy AI](#), with a constant drumbeat of work since 2019.
- Much of this work remains critical to our strategy going forward, including the [Common Voice](#) training data sets, the [Responsible Computing Challenge](#) computer science education program and an ongoing program for [AI fellows](#).
- However, much of this work — and investment — has focused on the downsides and risks of technology. We need to shift our resources to focus on how we can build AI that serves a broader public — and addresses gaps that the market won’t.
- These nonprofit, charitable public benefit programs are core to our tax-exempt status and must remain commensurate in scope with growing investment returns.

Key Assets

Asset	Relevance
Common Voice	Respected open source data set, strong community.
Community(s)	Huge global network, platforms like MozFest.
Policy team(s)	Relationships with governments in the US and EU.

3. Core opportunities

Opportunity (Why)	Action (What)
New digital infrastructure stewards are essential in the AI era , like Wikipedia and Linux were before. Public institutions must secure critical AI assets—data, models, browser technology. MoFo could lead but is viewed as advocacy, not tech-focused.	Reposition MoFo as a public interest AI infrastructure steward through the Data Collective evolution. Partner with organizations like AI2 for model governance and browser advancement. Build capacity through talent and alliances.
A diverse global movement of public interest technologists is emerging . These educators, lawyers, designers, and activists create technologies markets ignore. Mozilla could help this group grow and move faster, but our programs currently reach just a fraction of them.	Expand Mozilla programs and platforms that connect these people and the work they do. This includes an ambitious reboot of MozFest and the creation of a Mozilla Education network . It also includes increased technical grant making alongside like minded foundations.
Governments and communities are increasingly looking for ‘sovereign AI’ that they can own and control . Open source AI could be a major part of the solution, but most governments don’t yet see this.	Proactively engage governments to help develop AI sovereignty and independence agendas . Position Mozilla and open source as part of the solution. Get to share resources with other gov’ts (e.g. sharing compute).

Core Enablers:

8. What Underpins Our Pillars?

Mozilla.org: strategy, capital and brand

The [Mozilla.org](#) function within Mozilla Foundation provides an umbrella for all of the work in this strategy. It drives long term strategy and alignment across the portfolio through:

- **Portfolio strategy:** rolling 3 year strategy and financial plan that guides capital allocation and sets high level expectations for core portfolio organizations.
- **Capital allocation:** investment in core portfolio organizations backed by Mozilla's \$1B+ reserves, based on annual plans submitted by these organizations.
- **Brand and communications:** maximizing Mozilla's brands as a way to advance the goes in 3 year strategies, and to grow Mozilla's reputation and relevance in the world.
- **Public policy:** coordinating public policy efforts across the portfolio to ensure we show up to governments in a unified way, creating opportunity / avoiding risks for Mozilla.
- **Shared infrastructure:** managing services and platforms accelerate growth / lower cost for multiple portfolio companies (e.g. data platform). *Under consideration.*

This function within the Foundation is inspired by the [original vision of Mozilla as a 'switchboard' that enables many people and organizations to create a better internet.](#)

Mozilla Ventures: radar and community

Mozilla Ventures is our primary interface to the growing ecosystem of responsible tech startups. These are founders and companies that share our ambitions.

- Establish Mozilla's credibility as a responsible tech investor
- **Serve as a radar for trends, talent and partners the shape and tie into our strategy**
- Build — and connect Mozilla to — a community of founders who share our values
- Over time, replenish and ideal grow funds in our capital reserves (10 - 12 years per fund)

Mozilla Ventures has also served as the R+D lab and testing ground for Mozilla's double bottom line approach, applying the Mozilla Manifesto as a format part of its decision making process throughout Fund I. It has also developed side letters as a lightweight tool for aligning with founders. Both of these approaches have influenced this strategy and our overall approach to Mozilla portfolio management.