



New Europe Center
Kyiv, Ukraine

ANNUAL REPORT

2025

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ABOUT US

The New Europe Center was founded in 2017 as an independent think tank. New Europe's vision is that Ukraine should be integrated into the EU and NATO.

Over its long history in the analytical sector, the New Europe Center team has gained recognition and trust not only among Ukrainian experts and decision-makers, but also among the international diplomatic and expert community.



OUR MISSION

The mission of the New Europe Center is to develop analytical research and implement project activities to promote European standards and practices in Ukraine, strengthen the international coalition in support of Ukraine, establishing reliable security guarantees and strengthening the state's capacity to resist Russian aggression, as well as maintaining and expanding support for Ukraine's European and Euro-Atlantic prospects among opinion leaders and officials in the EU and NATO.



STRATEGIC PRIORITIES OF THE NEW EUROPE CENTER

01



Enhancing the effectiveness of Ukraine's foreign and security policy through analytical materials and recommendations in line with the "New Europe."

02



Effectively and regularly communicating the advantages of Ukraine's European and Euro-Atlantic choice.

03



Increasing the level of interest of European countries and the United States in supporting Ukraine.



WHO IS WHO IN THE NEW EUROPE CENTER



Kateryna Zarembo,
Chair of Supervisory Board



Sergiy Solodkyy,
Director



Leonid Litra,
Senior Research Fellow



Nataliya Butyrskya,
Associated Senior Fellow



Kristina Zeleniuk,
Associated Analyst



Dmytro Babushko,
Junior Analyst



Anton Alimov,
Junior Analyst



Lesia Pitsenko,
Finance Director





OUR SUCCESSES



IN JUNE 2025 ALYONA GETMANCHUK, FOUNDER AND DIRECTOR OF NEW EUROPE CENTER, WAS APPOINTED AS A HEAD OF UKRAINE MISSION TO NATO.



She has many years of experience and she is a renowned expert in foreign policy and security analysis. Euro-Atlantic integration has been more than just an area of research interest for her — it has been her professional mission. Hundreds, if not thousands, of her comments, articles, expert studies, and advocacy initiatives have been devoted to this topic. Sergiy Solodky became a new Director of New Europe Center that has extensive experience in expert, analytical and advocacy work in the field of international relations.



FORMATION OF STRATEGIC VISION FOR UKRAINE'S SECURITY.

One of the main areas of work for the New Europe Center in the report year was analytical work dedicated to security guarantees for Ukraine and the formation of effective international security mechanisms in wartime conditions. Experts of the Center focused on analysis of possible formats of partners' military presence, deterrence of further Russian aggression, as well as assessing the parameters that should determine the effectiveness of future security guarantees. Particular attention was paid to the role of Western partners in strengthening Ukraine's defence capabilities, developing defence-industrial cooperation, and changing the approaches of key international actors to coercing Russia into peace. In particular, a separate focus was placed on the role of the United States as a key driver of international pressure on Russia, on whose position both the prospects for ending the war and the provision of security guarantees for Ukraine largely depend. More details can be found in the [Center's analytical materials](#).



INTERNATIONAL SUPPORT THROUGH EXPERT DIPLOMACY.

New Europe Center experts together with partners from other NGOs conducted a number of advocacy visits to EU member states, South Korea and Japan. Throughout the year hundreds of meetings were held with government officials, members of parliament, experts and journalists, during which Center's experts informed foreign stakeholders about expectations and needs of Ukrainian society. Advocacy work covered the issues of strengthening of bilateral cooperation, formulating of security guarantees for Ukraine, and securing further progress on the way towards EU and NATO membership. Important expert visits were conducted to Tokyo, Seoul, Berlin, Paris, Brussels, Copenhagen and other cities. A separate area of work for New Europe Center became an organization of study visit of experts and government officials from key countries, together with European Council on Foreign Relations (ECFR), which was dedicated to the needs of our country for strengthening of defence capabilities. More detailed information about New Europe Center's visits can be found in the ["Events"](#) section on our website.



ASIAN TRACK IN NEW EUROPE CENTER'S ACTIVITY.

In 2025 New Europe Center paid attention to the development of the Asian track, especially in terms of bilateral relations between Ukraine and Asian countries. One of the key elements of this work was the V Ukraine-Japan Forum, during which Ukrainian and Japanese analysts and scholars discussed the security environment in which both countries operate, as well as the prospects for bilateral cooperation in the context of Russian aggression against Ukraine. At the same time, the Center intensified its interaction with Asian partners



through other expert platforms, primarily in the security sphere, with the aim of mutually studying experience and exchanging approaches to strengthening resilience and defence capabilities in the context of constant external threats. Throughout the year, a series of public and closed online meetings were held with experts and opinion leaders from democratic countries in Asia. In particular, expert discussions were held on the specifics of security models in East Asian countries, strategies for deterring Russian aggression, the role of the United States, and other topics.

SUCCESSFUL EU ACCESSION THROUGH EXPERT CONTRIBUTION.

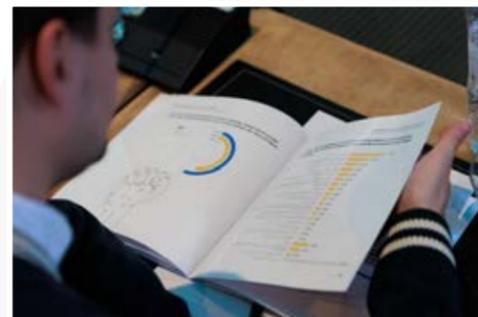
Ukraine's accession process continues to be one of the priorities for the New Europe Center. In 2025 NEC analysts prepared a number of materials dedicated to improvement of the EU enlargement process, in particular the possible changes of accession methodology in order to unlock the negotiation process for Ukraine. Special attention was paid to the problem of so-called 'vetocracy' and the role of bilateral disputes, which have long complicated the progress of candidate countries towards EU membership.



The key event of the year was the Fourth EU Accession Exchange Forum, which took place in October 2025 and was dedicated to Ukraine's role in rethinking the European Union's enlargement policy. The discussions focused on the sectoral benefits of the new stage of enlargement for the EU, the development of the security system in Ukraine and Europe, and the implementation of fundamental reforms in Ukraine as a prerequisite for successful accession to the Union. The event brought together over 100 representatives of civil society and officials from candidate countries and EU member states. Following the Forum, the Center prepared a comprehensive analytical report with recommendations from the speakers.

FOREIGN POLICY ALIGNED WITH THE PUBLIC SENTIMENT.

The New Europe Center continues to study public sentiment in Ukraine on key foreign policy and security issues. The primary goal of these surveys is to assist decision-makers in considering public opinion when shaping foreign policy. These surveys summarize Ukraine's foreign policy achievements over the year and offer ideas for decision-making in the coming year. The opinion poll conducted by the New Europe Center, published in December 2025, garnered significant interest among government representatives, the international diplomatic corps, experts, and the media. Detailed opinion poll results are available on the [New Europe Center's website](#).



NEW EUROPE CENTER 2025 IN NUMBERS

The New Europe Center prepared

47

analytical documents



NEC organized or participated in

8

advocacy visits

to Japan, South Korea, France, Germany, Belgium, Denmark, the Netherlands and Austria.

15

events

were organised with the participation of representatives of the government, parliament, foreign dignitaries, diplomats and experts.

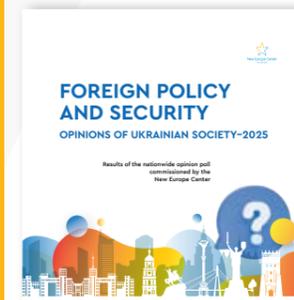


Our analysts spoke at

18

public events,

organized by our partners in Ukraine and abroad.



Almost

1.000

mentions about New Europe Center's events and analytics in the media.

ANALYTICS, EVENTS AND INITIATIVES

1 STRENGTHENING UKRAINE'S FOREIGN AND SECURITY POLICY

COUNTERING RUSSIAN AGGRESSION

Since the beginning of the large-scale invasion in 2022, New Europe analysts have prepared a significant number of analytical materials for foreign publications and think tanks on the need to increase assistance to Ukraine and introduce tougher countermeasures against Russia. The New Europe Center team actively developed and deepened previous research on security guarantees, formation of "Coalition of the Resolute", and strengthening the security and institutional support to Ukraine. In particular, NEC experts focused on the formation of a European reassurance force for Ukraine ("From willing to able") and deepening the defence cooperation in drones production ("Defence co-production of Ukraine").



In addition, NEC analysts focused on the possibility of enhancing the support from Asian countries (particularly, Japan, South Korea and Taiwan) and their bigger involvement to combat Russian aggression. During advocacy visits and in the analytical documents, New Europe representatives constantly emphasised the need to strengthen restrictions against Russia, combat Russian influence within Western countries, and increase support for Ukraine, in particular through frozen Russian assets.

SUPPORT FOR UKRAINE

The New Europe Center contributed to strengthening international support for Ukraine. It consisted of both organising expert advocacy visits abroad and preparing important analytical documents that received positive feedback in partner countries. A special attention was paid to strengthening the "Coalition of the Willing" and its transformation into "Coalition of the Resolute". The New Europe Center prepared a number of analytical and infographic documents dedicated to the formation of such an alliance that will be ready to heal Ukraine.



relations with the current US administration. Experts of our Center prepared a series of analytical documents and events, as well as interviews that were aimed at enhancing the processes inside European institutions and in European countries, that will lead Europe to take the lead in military support to Ukraine.

The Center also aimed to strengthen Europe's role in military support for Ukraine, especially given the worsening of

ACCESSION TO THE EU

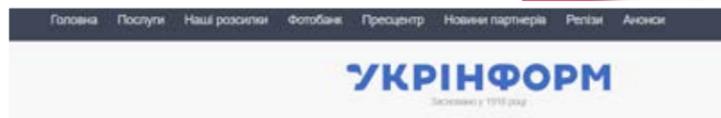
The question of Ukraine's EU accession is still one of the key areas of work for the New Europe Center. In the analytical and advocacy work, Center's experts focused on deepening internal integration in the defence sphere and broadening the cooperation between candidate countries for swift accession process, as well as opening negotiations clusters for Ukraine and starting the official process of negotiations. Examples of analytical documents were: "Unlocking the EU accession process for Ukraine", "Eurobudget at the start", "Hungary's veto and the future of Ukraine's EU accession".



To further deepen the cooperation between representatives from the EU, Ukraine and other candidate countries, New Europe Center organized the *Fourth EU Accession Exchange Forum*. The forum has become a platform for decision-makers and experts from all candidate countries, whose task is to exchange lessons learned in the accession negotiations process and develop recommendations on how to make the EU enlargement process more effective.

THE UNITED STATES: FIGHT FOR MAINTAINING SUPPORT

Over the past year, New Europe Center has prepared a series of analytical materials on Ukraine-US relations. Some of the articles and briefings were devoted to examining key events in US-Ukrainian relations and the domestic policy of the new administration that affected cooperation with Ukraine. For example, Sergiy Solodkyy, Director of the Center, pointed out that the United States should use stronger levers of influence to stop the war.



Чи адатні нові санкції США примусити Росію до миру?

BILATERAL COOPERATION WITH PARTNERS

New Europe Center experts did not omit the development of bilateral partnerships with Ukraine. In particular, analysts prepared a number of documents on different aspects of cooperation between Ukraine and the United Kingdom, France, Italy, the United States, Germany, Japan, South Korea, Taiwan, India and others.

Experts also looked into the question of deepening and broadening of cooperation with some international partners, as well as how Ukraine should work with partners, so the support would be boosted. Analytical document from Kristina Zeleniuk, Associated Analyst, called "Merz's Zeitenwende", analyses the turning point in the current German Chancellor politics and what Ukraine should do.



ASIAN TRACK

The New Europe Center continued its work in Asia, which began in 2021. In 2025 the V Ukraine-Japan was organized called "Enhancing special global partnership. Ukraine and Japan on the way to victory and just peace". During the event experts and scientists from Ukraine and Japan discussed the issues regarding the security environment, in which both countries operate, as well as bilateral relations in the context of Russia's war in Ukraine.

Additionally, at the end of February NEC experts conducted an advocacy visit in Japan and South Korea. During the visit to Tokyo, numerous high-ranking meetings were held with representatives of ministries and state government agencies, JICA leadership, representatives of large Japanese businesses, and numerous experts and leading media. Throughout the meetings, the experts highlighted Ukraine's urgent needs and ideas on how to strengthen the Ukrainian-Japanese partnership.

The visit to South Korea gave analysts an opportunity to explain to Korean decisionmakers, experts and the media the threats posed by the strengthening of cooperation between North Korea and Russia not only to Kyiv but also to Seoul, as well as why it is necessary to increase mutually beneficial cooperation in the security and defence sphere. During the visit, the NEC initiated and co-organised a round table discussion in Seoul entitled "Three Years of Russia's Full-Scale War: Ukraine on the Path to a Just and Lasting Peace". Experts discussed the prospects for a just peace for Ukraine, the global impact of the Russian-Ukrainian war, and the role of international support and cooperation.

New Europe Center also continues to develop analytical capacity on the Asian track. Nataliya Butyrska, Associated Senior Fellow, prepared a number of analytical materials on the dynamic of relations between different Asian countries and Ukraine. In addition, NEC team organized online-discussion with the representatives from Taiwanese, South Korean and Japanese think tanks, which enable the discussion on key challenges and opportunities for cooperation between Ukraine and Far East countries.



OPINIONS OF UKRAINIAN SOCIETY

An important activity of the Center has been conducting an annual survey of Ukrainian public opinion on security and foreign policy issues. The survey covered a number of important issues, including: security guarantees for Ukraine; formats for NATO membership; EU accession; reforms in Ukraine; preconditions for the start of potential negotiations to end the war; and the level of trust in foreign institutions and leaders.



The New Europe Center team also organized the presentation of the key results of the opinion poll. The event brought together the diplomats, experts and journalists. Alyona Getmanchuk, Head of Mission of Ukraine to NATO, Founder and Director of the New Europe Center in 2017–2025 provided keynote speech. Jaroslaw Timofiejuk, Head of Political Section of EU Delegation to Ukraine, Jonathan Marshall, Political Counsellor, British Embassy, Oleksandr Sushko, Executive Director, International Renaissance Foundation, and Oksana Osadra, Member of the Supervisory Board, New Europe Center took part in the discussion. The presentation facilitated expert discussion and wide coverage of the results by Ukrainian and foreign media. In particular, the results were published on the following resources: *Deutsche Welle*, *Le Figaro*, *Il Foglio*, *European Pravda*, *Ukrinform* and others.

NEW EUROPE WONDERS

To encourage expert discussion on topics important to Ukrainians, the Center has prepared several collections of comments under the name of 'New Europe wonders' in partnership with the influential online media TSN.ua. The Center's team asked the opinions of renowned foreign experts on the most pressing issues in international relations, countering Russian aggression, and Ukraine's European integration.



2 COMMUNICATING UKRAINE IN THE US AND EU

ADVOCACY VISITS AND HIGH-LEVEL MEETINGS

In 2025 New Europe Center continued active advocacy work, aimed at promoting Ukraine's security and foreign policy interests in key partner countries, as well as expanding the geography of international support for Ukraine.

In January during her visit to Ukraine, President of the Republic of Moldova, Maia Sandu, visited the New Europe Center. In the closed circle of partners, NEC held discussion of the topics of security, energy, EU accession and others.

In February, the Center conducted its third advocacy visit to Japan since the start of Russia's full-scale invasion. From 18 to 20 February, the Ukrainian delegation held a series of meetings at the Ministry of Foreign Affairs and the Ministry of Defence of Japan, with representatives of the Prime Minister's security team, JICA leadership, representatives of large Japanese businesses, experts and leading media outlets. The key topics of discussion were Ukraine's urgent security needs and opportunities for deepening the Ukrainian-Japanese partnership in the context of growing global security challenges.

The Center's work in the Asian region continued with its first-ever advocacy visit to South Korea, which took place on 22–27 February. During their stay in Seoul, the Center's experts met with Korean politicians, representatives of think tanks and leading media outlets, and participated in a round table dedicated to the third anniversary of the full-scale war. The central theme of the visit was to inform Korean society about the security threats posed by the strengthening of cooperation between North Korea and Russia, as well as to argue for the need to develop mutually beneficial cooperation between Seoul and Kyiv in the security and defence spheres.



In February Alyona Getmanchuk, Director of the Center also met with newly appointed Head of NATO Military Committee Giuseppe Cavo Dragone. During the meeting the issues of current security challenges and further cooperation between Ukraine and NATO were discussed.

On 3 April, Alyona Getmanchuk held a meeting with Extraordinary and Plenipotentiary Ambassador of Australia to Ukraine, Paul Lehmann, and on 10 April New Europe Center team conducted a meeting with the delegation from the Ministry of Foreign Affairs and Trade of Australia. The main focus was on the issue of interim security assurances for Ukraine and Australia's possible contribution to their implementation.

At the end of April, the Director of the Center held an advocacy visit to Germany, where she conducted meetings with representatives from Christian Democratic Union, in particular with the future Minister for Foreign Affairs of Germany, Johann Wadephul. During the discussion the key stress was pointed towards Germany's security policies and the question of support for Ukraine.

In June Leo Litra, Senior Research Fellow, took part in NATO Public Forum in the Hague, which is a traditional part of NATO Summit. In August he spoke at European Forum Alpbach in Austria, where participants discussed the needed steps for strengthening the role of the EU as a guarantee of security for Ukraine and other candidate countries.



An important event of the year was the IV Ukraine-France Forum, conducted on 25 September in Paris, together with *Institut français des relations internationales*. During three thematic panels, participants discussed Ukraine's military strategies, prospects for post-war recovery, as well as transatlantic dimensions of European integration and



cooperation with NATO. The keynote speeches were delivered by Taras Kachka, Deputy Prime Minister for European and Euro-Atlantic Integration, and Benjamin Haddad, Minister Delegate for Europe, French Ministry for Europe and Foreign Affairs.

Before the Forum, on 21-26 September, Leo Litra, together with partners from International Center for Ukrainian Victory conducted an advocacy visit to Belgium and France. During the visit Ukrainian delegation held meetings with representatives from the European Parliament, European Commission, NATO, as well as experts and representatives of national governments.

In December, Leo Litra, Senior Research Fellow, took part in «Securing Tomorrow: Biosolutions and Defence for a Resilient Europe» conference in Copenhagen, dedicated to the questions of strategic autonomy, development of defence capabilities and Europe's resilience.



COOPERATION WITH FOREIGN THINK TANKS

Partnerships. The New Europe Center continued to develop partnerships with leading think tanks worldwide, such as *ECFR*, *Ifri*, *Istituto Affari Internazionali* and others. In 2025, the Center organized a series of events in cooperation with prominent global research centers. Additionally, experts from the New Europe Center collaborated with representatives of international analytical institutions to produce joint analytical documents.

Analytical Materials. In 2025, materials by New Europe Center were frequently published on the online resources of foreign think tanks. In particular, analytical articles on security guarantees, arms supplies and enhancing support for Ukraine, Ukraine's path to the EU, NATO accession, formation of "Coalition of the resolute" and Ukraine's bilateral with partners were published by *ECFR*, *German Institute for International and Security Affairs (SWP)* (Germany), *Center for European Policy Analysis* (USA), *Atlantic Council* (USA), *Zentrum Liberale Moderne (LibMod)* (Germany), *China Observers in Central and Eastern Europe (CHOICE)* (Czechia), *Prospect Foundation* (Taiwan) and *Korean Institute for Maritime Strategy (KIMS)* (South Korea).

Events. Throughout the year New Europe Center has actively cooperated with foreign partners in organization of a number crucial events. Fourth Ukraine-France Forum was organized together with *Ifri* in Paris.

In October 2025 New Europe Center organized the Fourth EU Accession Exchange Forum in Kyiv that was attended by officials and leading experts from candidate countries and EU member states. Among the partners were *Institute for European Policies and Reforms think tank (IPRE)* (Moldova).

A panel discussion called "Three Years of Russia's Full-Scale War: Ukraine on the Path to a Just and Lasting Peace" was organized by Embassy of Ukraine in the Republic of Korea on the initiative and with the co-organization of the New Europe Center, in partnership with the Embassy of the Federal Republic of Germany in Korea and the Goethe-Institut Korea in Seoul.

Together with *Prospect Foundation* (Taiwan), New Europe Center organized two online events for representatives from Asian countries, during which Ukrainian experts presented an assessment of the current security situation, US diplomatic efforts and international support for Ukraine in the context of countering Russian aggression.

In October New Europe Center, in partnership with *Asan Institute for Policy Studies* (South Korea) held an online-discussion called «Building Stronger Democratic Partnerships Between Asia and Europe: Ukraine & South Korea Perspectives».



Study Visit. In October New Europe Center, together with *ECFR* organized study visit of European experts and government officials from key countries (France, Germany, Italy, Sweden, the Netherlands, the United States, Lithuania, Slovakia).

During three days, representatives of European ministries, experts, and influential columnists held a series of closed meetings with Ukrainian stakeholders. These included officials, members of parliament, diplomats, military personnel, influential experts and volunteers. In particular, the delegation had the opportunity to meet with Igor Zhovkva, Deputy Head of the President's Office, Diplomatic Adviser to the President; Katarina Mathernova, Ambassador of the European Union to Ukraine; Anatolii Kutsevol, Deputy Minister of Defence of Ukraine for European Integration; Ivanna Klympush-Tsintsadze, Chairwoman of the Verkhovna Rada Committee on Ukraine's Integration into the European Union; Yehor Cherniev, Deputy Chairman of the Verkhovna Rada Committee on National Security, Defence and Intelligence; and many others.

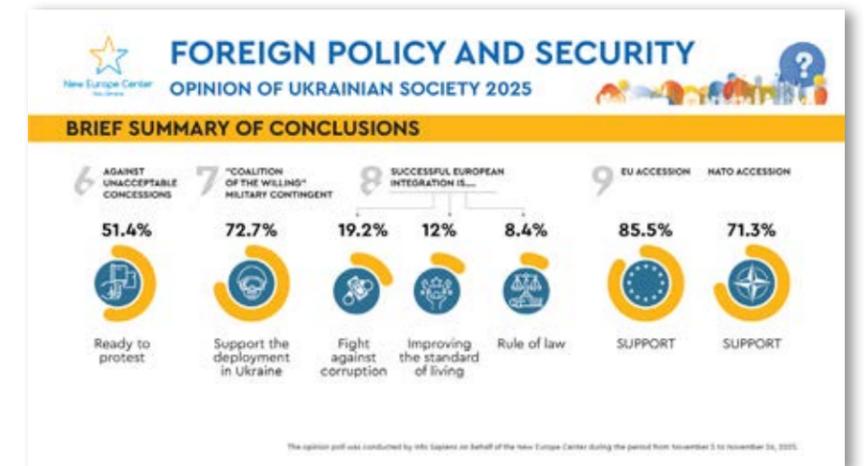
The delegation discussed the challenges facing Ukraine on the battlefield and on the home front, and was able to obtain more information about our country's key needs for strengthening its defence capabilities. The visit also included a memorial tour in the Kyiv region to learn about the consequences of Russian aggression and the processes of community recovery.



3 EU AND NATO ACCESSION COMMUNICATION

Explaining the benefits of Ukraine's integration into the EU and NATO to ordinary citizens has long been one of the strategic priorities of the New Europe Center. Russia's full-scale war continues to be the most effective argument in favour of the irreversibility of Ukraine's European and Euro-Atlantic course: in 2025, Ukraine's accession to the EU and NATO continued to enjoy significant support among Ukrainians — 85% and 71% accordingly.

In 2025, New Europe experts continued to inform Ukrainians about Ukraine's progress towards EU and NATO membership. Throughout the year, NEC analysts published a series of analytical materials explaining why Ukraine must become part of the EU and NATO, as well as the main challenges and achievements on the path to full membership. In addition, New Europe experts provided high-quality expert assessments of NATO invitation formats, with a particular focus on the model of gradual membership in the Alliance (as opposed to partial membership), unblocking Ukraine's movement towards the European Union, and expanding military cooperation in the Ukraine-EU-NATO triangle.





COMMUNICATIONS CAPACITY

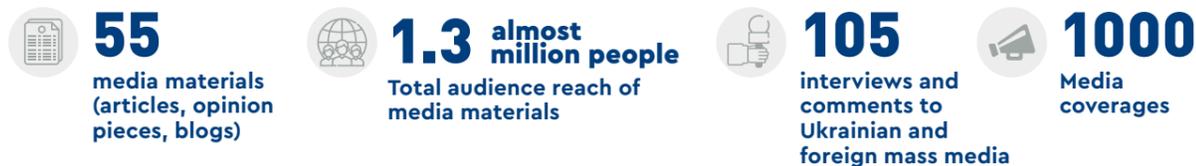
Russia's full-scale war against Ukraine has had a significant impact on the way we communicate, with social media playing an increasingly important role in the information war. The New Europe Center has also intensified its efforts to promote Ukrainian narratives among Western audiences to accumulate and maintain support for Ukraine.

NEW EUROPE CENTER IN SOCIAL MEDIA

In order to share information about the Center's activities, NEC uses a number of communication channels: Facebook, Twitter, Youtube, Instagram, website, as well as targeted mailings to stakeholders. In 2025 New Europe Center posts in social media and on the website reached almost 1.3 million people.

TARGET MAILINGS TO STAKEHOLDERS

Every month our team prepares digests with brief descriptions of events, analytics and publications of experts from NEC, which is shared through social media and to our partners. At the end of every year New Europe Center concludes the results of the year in the annual report of our organization.



MEDIA ABOUT US

To reach a wider audience, we share our expertise and findings from the Center's research in Ukrainian and foreign media.

In particular, the last year such documents appeared in such leading Ukrainian media outlets: *European Pravda, 1+1, BBC News Ukraine, ICTV, Ukrainian Pravda, TSN, Mirror of the Week, Euromaidan Press, Radio Liberty, Hromadske radio, Suspilne, Ukrinform, NV, Radio NV, Espreso TV, LIGA.net, Pryamyi, Ukrainian radio, RBC-Ukraine, Kyiv Post, Kyiv Independent* and others.

PUBLICATIONS IN FOREIGN MEDIA

In order to bring the light onto Ukraine's fight against Russian aggression, as well as advocating Ukraine's messages in the EU and US, New Europe Center experts prepared numerous analytical articles throughout 2025, including: *Foreign Affairs, Le Monde, National Interest* and others.

Additionally, experts from New Europe Center actively commented most pressing issues for various foreign media outlets, such as: *The New York Times, The Washington Post, Reuters, BBC News, The Economist, The New Yorker, Deutsche Welle, Le Monde, Le Figaro, The Telegraph, Daily Mail, The Independent, RFI, Corriere della Sera, Kyodo News, NHK, KBS News, The Korea Herald, BBC (television), BBC Radio Scotland, BBC Newsday Podcast, El Comercio, El Español, Il Foglio, La Croix, Les Jours, The Mercury, IDNES.cz, Polskie Radio, Eurasia Review, TO BHMA, La Grande Conversation (Terra Nova), The Global Agora, EUAlive, EUNews, The Chosun Daily.*



CREATIVE PRESENTATION OF INFORMATION

To better spread its analytics to different audiences, the New Europe Center prepares visual materials that present the main ideas of in-depth research and surveys in a simplified form.

In 2025 analytical infographics from New Europe Center, which were shared in social media, became the main instrument of communication of key ideas with Western and Ukrainian audiences.

A separate element of creative presentation of information were visual materials on security guarantees. In January 2025, experts prepared an infographic called "Security elements and complementary elements: algorithm of application" which show the possible ideas and examples of security guarantees application — from weaker auxiliary elements to decisions that provide for elements of collective defence.

In April, the New Europe Center team developed the proposed concept with a series of infographic documents called "According to "Mercedes" principle". These materials propose the NEC's vision on how security guarantees should be formed for Ukraine in three dimensions — on land, at sea, and in the air. In August the infographic was updated, taking into account new trends and proposals for ensuring Ukraine's security from the 'Coalition of the Willing'.

Additionally, NEC experts prepared a number of infographic materials, dedicated to show the key data to Ukrainian society and international partners. In April NEC prepared an infographic on international military missions and possible application of lessons and conclusions in the process of formation of military contingent in Ukraine. Another example was "Readiness for peace" from Putin", which illustrates a number of Russian attacks after the start of Donald Trump's second term.

In December NEC shared the result of the opinion poll "Foreign policy and security. Opinion of Ukrainian Society-2025". Stakeholders and experts highly appreciated the visualisation of the survey data, especially the infographics comparing the data with previous years.



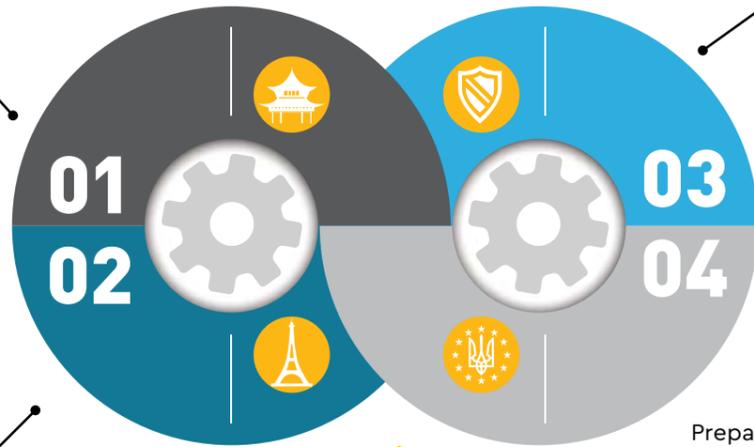
All Center's materials were widely spread among Ukrainian audiences, as well as Western ones.



PLANS FOR 2026

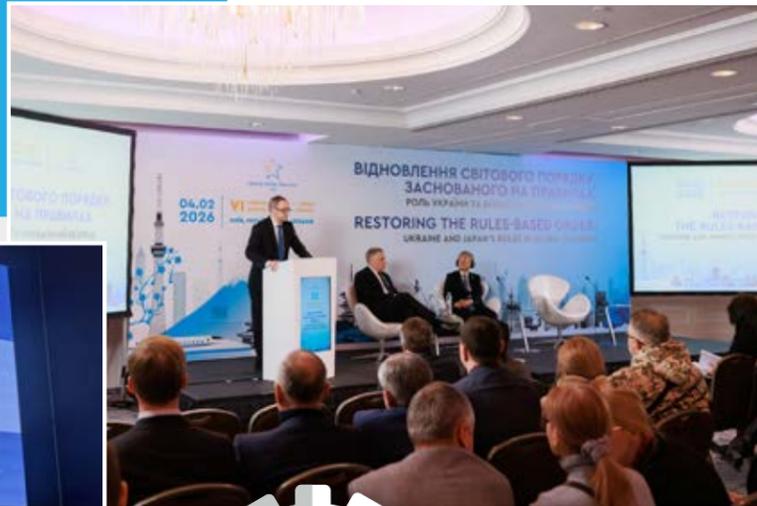
Organization of VI Ukraine-Japan Forum.

Organization of V Ukraine-France Forum in Paris.



Continued advocacy for providing assistance to Ukraine in Europe, the United States, and key countries in the Asia-Pacific region.

Preparation of analytical materials on Ukraine's European and Euro-Atlantic integration and further advocacy for Ukraine's swift accession to NATO and the EU.



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