

ANNUAL REPORT 2025

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FOREWORD

The fourth year of the war has been difficult for the country and for all of us. Large-scale attacks on energy infrastructure brought back emergency power outages and complex challenges to the sector. Termination of USAID support left the civil society sector without hundreds of projects, people, and plans. For many Ukrainians, the fourth year without rest and with an endless list of tasks has taken a toll on their health and morale. We are living through one year as if it were three but we know what we are fighting for.

The greatest achievement for DiXi Group this year has been preserving our team despite all the challenges. After receiving a “stop work order” from USAID in January, we – like hundreds of other organizations – were forced to make unconventional decisions to ensure the orga-

nization could continue its work. Everyone had to take on an increased workload, master new skills, and deepen their expertise. We are grateful to our donors and everyone who supported us during this difficult time, and to our partners and friends for their trust and willingness to cooperate under uncertain conditions.

In 2025, we strengthened our support to the Government of Ukraine and expanded the range of areas we work in. In addition to updating the National Energy and Climate Plan, our team developed a draft Strategy for the Development of the Critical Minerals Industry in Ukraine, prepared a number of draft laws, and contributed to the development of the Rules for the Use of Thermal Energy. As in previous years, we continued to assist the Ministry of Energy in mobilizing support for the Energy Support Fund of Ukraine

and the NEURC in creating new registries and digitalizing data management process, as well as helped communities not only develop their own energy plans but also build partnerships for their implementation.

To ensure a successful reconstruction of the energy sector, we continuously seek best practices and examples. In 2025, DiXi Group's experts, together with Ukrenergo and other analysts, studied new technologies being developed at the world's leading technological university – the Massachusetts Institute of Technology (MIT) – that can support Ukraine's green recovery. New solutions in grid management, drilling, nuclear energy, and hydropower were presented to the Government of Ukraine and energy companies, with the opportunity to launch a long-term cooperation with MIT's teams. Together with EU partners and local communities, including Khmelnytskyi and Lviv, DiXi Group's team initiated pilot projects for new green solutions in district heating.

We continue to be present in the public space and on international platforms to advocate for strengthening sanctions against Russia and its energy companies. Minimizing Russian impact in the global nuclear sector is a challenging but strategically important task, and one to which we will continue to contribute. In 2026, we expect to expand the number of partners working toward this goal.

Despite the difficulties, 2025 brought many new partnerships, initiatives, and cooperation opportunities to our team. We are pleased to reach a new level of cooperation with French, British, Dutch, and Swedish organizations, and to deepen dialogue with the International Energy Agency, OECD, the World Bank, GIZ, and NATO. Each such collaboration is an invaluable opportunity not only to implement projects but also to find new, modern solutions for shaping Ukraine's energy future. This inspired us throughout 2025 and will undoubtedly guide our plans and priorities in 2026.

THE GREATEST ACHIEVEMENT FOR DIXI GROUP THIS YEAR HAS BEEN PRESERVING OUR TEAM DESPITE ALL THE CHALLENGES. AFTER RECEIVING A "STOP WORK ORDER" FROM USAID IN JANUARY, WE – LIKE HUNDREDS OF OTHER ORGANIZATIONS – WERE FORCED TO MAKE UNCONVENTIONAL DECISIONS TO ENSURE THE ORGANIZATION COULD CONTINUE ITS WORK.



Olena Pavlenko,
President of DiXi Group

OUR DNA

MISSION:

Cutting-edge solutions and fair rules in energy and climate.

VISION:

A high level of transparency and fair competition, ensured by professional leaders and effective regulation, will make positive changes systemic and irreversible. Ukraine is moving towards a climate neutral economy as an EU candidate and is strengthening energy security in the region. The energy mix in Ukraine should contribute to the competitiveness of Ukrainian products.

DiXi Group is an initiator and advocate of change, and is developing its own capabilities to achieve this vision. In the future, DiXi Group hopes to expand into a wider collective of organizations with established teams working in the different areas of energy sector planning and advocacy. DiXi Group is moving towards financial independence, offering a portfolio of analytical products and services for both non-profit and commercial purposes. We are trusted with a reputation for independent and unbiased expertise.

DiXi Group maintains a high level of influence on government decision-making through its advocacy and policy recommendations. Politicians, industry leaders, and investors address us for us for analysis and consulting. Thanks to a strong network developed both domestically and abroad, a highly professional environment is formed around DiXi Group. Clients and partners help fulfill our mission.





TEAM

OLENA PAVLENKO

President

ANTON ANTONENKO

Vice President

ROMAN NITSOVYCH

Research Director

VICTORIA PETROVYCH

Financial Director

ANDRII KITURA

Development Director

BOHDAN SEREBRENNIKOV

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Open Data General Manager

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VIKTORIA KOVALENKO

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LIUDMYLA IVANOVA (ROSİK)

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Senior Conference Service Specialist

NATALIIA BUDZAN

Chief Accountant

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Accountant

VIKTOR CHORNYSH

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ANNA STEPANOVA

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VIKTORIYA LIPOVKINA

Financial Specialist

OLHA ANTONOVYCH

Organizational Development Specialist

YANA ZALIUBOVSKA

Human Resource Specialist

Management Board



**Volodymyr
Kupriy**



**Andrii
Duda**



**Svitlana
Gorobchyshyna**



**Oleksii
Koshel**



**Oksana
Kuzenko**

Supervisory Board



**Keith
Smith**



**Frank
Umbach**



**Alan
Riley**



**Georg
Zachmann**



**Marc-Antoine
Eyl-Mazzega**



**Janez
Kopac**

KEY ACHIEVEMENTS OF THE YEAR



ENERGY SECTOR REFORM AND EU INTEGRATION

Developed the draft **Strategy for the Development of the Critical Minerals Industry in Ukraine**

Supported the Government of **Ukraine in preparing for and successfully completing the screening process under the "Energy" Chapter** within the EU accession negotiations

Contributed to drafting the Law **"On Energy Infrastructure Projects of Public Interest"** (adaptation of EU Regulation 2022/869)

Prepared **proposals for updating the 2030 National Energy and Climate Plan (NECP)**

Contributed to the **development of the Rules for the Use of Thermal Energy**, approved by the National Energy and Utilities Regulatory Commission (NEURC)



INTERNATIONAL ADVOCACY AND COOPERATION

Contributed to the development of the **Sanctions White Paper**, calling on the EU to take the lead in introducing new restrictions against Russia. The document was approved by the Interagency Working Group in Ukraine and presented in Brussels with the participation of EU and the USA

Initiated cooperation with the **Massachusetts Institute of Technology (MIT)** and jointly developed a description of technologies that can support the reconstruction of Ukraine's energy sector

Organised and **held discussions and side events at URC 2025**, presenting work on strategic industries and the NECP

Presented **investment opportunities under the NECP** to the private sector and to the governments of the United Kingdom and Sweden



CONSUMER EMPOWERMENT AND REGULATORY ENGAGEMENT

Relaunched cooperation with NEURC on the **system for informing consumers about gas and electricity prices and handling complaints**

In cooperation with the NEURC, **updated the consumer mobile app "Energy Online"**, adding an AI assistant and enabling complaint and inquiry tracking



DEVELOPMENT OF TERRITORIAL COMMUNITIES AND MOBILISATION OF GREEN FINANCING

Implemented a comprehensive project for support of territorial communities in **developing and approving Municipal Energy Plans (MEPs)** and pre-feasibility studies: 10 MEPs approved, 10 pre-feasibility studies developed

Conducted a **survey of 650 communities** on local energy planning and prepared a **Guide to Financing Programs** for Energy Efficiency and Renewable Energy Projects for Ukrainian Communities

Organised a **Building Energy Efficiency Hackathon**, developing integrated solutions to address key sector barriers

Launched the **Green Platform** – an online catalogue of green financing programs for businesses, enterprises and territorial communities



TRANSPARENCY, DATA AND DIGITAL TOOLS

Contributed to the preparation and approval of **Ukraine's 2024 Extractive Industries Transparency Initiative (EITI) Report**

Completed the development and handed over to the **NEURC a digital system based on Diia.Engine** platform for the renewable energy facilities registry and the guarantees of origin database

Ukraine's largest open energy data portal, Energy Map, was officially recognized as the "Service" on the national Diia.Open Data portal

Relaunched **Energy Map** with a new structure, advanced filters, and a news section, providing access to approximately 450 datasets from around 40 data providers

Ensured the inclusion of the **energy sector in the 2026–2027 Open Government Action Plan priorities**, laying the groundwork for further digitalisation



SUPPORT FOR ENERGY SECTOR RECOVERY

Continued supporting the **Ministry of Energy of Ukraine** in mobilising additional resources for repairs and restoration of the energy sector

Expanded **monitoring of backup generator coverage for critical and social infrastructure** to over 6,500 facilities, providing the Ministry of Energy with up-to-date data to coordinate assistance



PUBLIC DIALOGUE AND VISIBILITY

The Energy Transparency Index received an **Honourable Mention** award at the **World Bank's ICN-WB Competition Advocacy Contest**

Reached **over 7 million Ukrainians** through the social All-Ukrainian Mutual Aid Energy Campaign, promoting energy efficiency and enhanced energy security

Brought together **200 participants** at the fifth annual **Ukrainian Energy Security Dialogue conference**

Increased the audience of the weekly digest "**Russia's War Against Ukraine: Energy Dimension**" by 29%, reaching 1,800 subscribers

Began building a structured **energy-climate dialogue platform** around the NECP to ensure systematic stakeholder engagement

ANALYTICS ON DUTY

SUPPORTING HUMANITARIAN ASSISTANCE FOR ENERGY SECTOR AND PREPARATION FOR WINTER SEASON

From the first days of the full-scale invasion, DiXi Group's team has been working closely with the Ministry of Energy of Ukraine to ensure the energy sector receives the assistance it needs. DiXi Group's experts are members of the Ministry's Working Group on Humanitarian Assistance in the Energy Sector and continue to:

- process the outcomes of the Working Group's meetings using the algorithms that significantly simplify bureaucratic procedures and accelerate the delivery of equipment to energy companies;
- reconcile reporting data on the use of humanitarian assistance against expenditure invoices, ensuring accountability and transparency for donors;
- analyse data to support high-quality communication between the Ministry and donors regarding needs and priorities;

- perform other tasks aimed at supporting the energy sector.

Thanks to the mechanisms and processes developed in previous periods, in 2025 the team switched its focus toward improving data quality, specifically identifying and correcting various technical errors – ranging from inaccuracies in the recorded weight of delivered equipment to incorrect matching of needs with the assistance provided. Accurate and reliable information improves the effectiveness of engagement with donors and partners of Ukraine and contributes to building trust.

As part of preparations for the 2025-2026 heating season, DiXi Group's experts continued to support comprehensive monitoring of the availability of backup generators for critical infrastructure facilities through online coordination with all regional state administrations. Over the year, monitoring was expanded to include an additional approximately 1,800 entities, and by the end of the year covered more than 6,500 facilities, including energy companies, district heating and water utilities, healthcare and educational institutions, social service providers, and other critical facilities. This enables the Ministry of Energy to receive up-to-date data on current equipment needs and to coordinate assistance effectively with Ukraine's international donors and partners.

WEEKLY REVIEW

In 2022, the team adapted its analytical activities to wartime needs. The results included the launch of regular review "Russia's War Against Ukraine: Energy Dimension", which operated in a daily format in 2022 and switched to a weekly format in March 2023. The product serves to inform a wide range of domestic and international stakeholders about key events and trends in Ukraine's energy sector during the war, allowing them to make informed decisions based on verified data and facts.

Weekly review is published every Monday in both Ukrainian and English. Its content has evolved according to audience needs. The materials are based on monitoring over 100 public sources, including government websites, energy companies, local government authorities, and others. When preparing this product, experts

process only publicly available information. In 2025, 50 issues were published, the product's audience grew by 29% to over 1,800 subscribers. The readership includes representatives of governments of partner states, NATO, EBRD, IMF, OECD, the World Bank, UNDP, the European Commission, as well as European Networks of Transmission System Operators for Electricity (ENTSO-E) and for Gas (ENTSOG). The team regularly receives positive feedback from users of the product and specific inquiries related to the thematic sections.

The weekly review also demonstrates effective integration across DiXi Group's analytical tools and products. When preparing the reviews, experts utilize data collected on the Energy Map. In turn, monitoring within the weekly review serves as a foundation for further analytical outputs, including regulatory impact assessments, expert briefs, policy analyses, and contributions to draft regulations and other legislative initiatives.

Weekly review

Russian War Against Ukraine: Energy Dimension

December 8-14

Summary

- On the night of [December 13](#), another massive strike was launched against Ukraine's energy system. The enemy [used](#) 465 strike UAVs and 30 missiles of various types, of which 417 drones and 13 missiles (87% of targets) were destroyed. More than 1,000,000 consumers were left without [electricity](#), with the Odesa region being the most affected.
- The Cabinet of Ministers of Ukraine approved [a resolution](#) on measures to ensure electricity supply in the autumn-winter period, which provides for a reduction in the



OPEN DATA

ENERGY MAP

In June, DiXi Group presented an updated version of **Energy Map**, Ukraine's largest open data portal in the energy sector. The platform has modern design, simplified structure, and a new homepage that introduces users to service capabilities. Navigation became more intuitive thanks to expanded thematic filters and new "Popular topics" section. A news section was also added, featuring regular data-driven publications based on the portal's datasets.

Starting in October, a subscription-based model was introduced: the core functionality remains free of charge, while the advanced tier provides full access to data and tools for professional users.

In addition, Energy Map has also received **official "Service" status** on the government Diia. Open Data portal. This recognition highlights the platform's national importance and increases its visibility among a broader audience.

Energy Map contains approximately 450 datasets from around 40 data providers and offers

 **Energy Map** Data News Dashboards Market Navigator About us Pricing Search by...

The largest database of open data about energy of Ukraine

We provide access to high-quality data on the energy sector of Ukraine, which helps users focus on analysis and respond quickly to changes in the industry.

The founder of the portal is the **DiXi Group**, a think tank working in the field of energy and climate.



Get quick access to up-to-date, verified, and structured data

24/7 access to structured, cleaned, and English-language information. This significantly reduces the time required by researchers, journalists, and international partners to work with data on Ukraine's energy sector. The portal's data has been actively used in the reports and studies by the World Bank, ACAPS, the UN World Food Programme (WFP), UkraineInvest, the Centre for Economic Strategy, and other organizations and projects.

DiXi Group's think tank has also used the portal's data as the foundation for a number of studies prepared in cooperation with Ukrainian and international partners, including projects by Top Lead agency ([Green Recovery, Energy Shift](#)), which were presented at the 2025 Ukraine Recovery Conference in Rome and at sectoral forums.

The team regularly publishes the materials that explain complex energy processes and contribute to greater transparency in the sector.

The topics include:

- duration of power outages;
- structure and dynamics of imports of electricity, natural gas, and other energy resources;
- expenditures for operation of the Chernobyl Exclusion Zone;
- debts of district heating and water utilities;
- deployment of smart meters;
- results of Guarantees of Origin auctions, etc.

The materials were widely disseminated in national media, including NV, Ekonomichna Pravda, Interfax-Ukraine, Forbes Ukraine, Delo.ua, Ukrainian Energy, and other outlets.

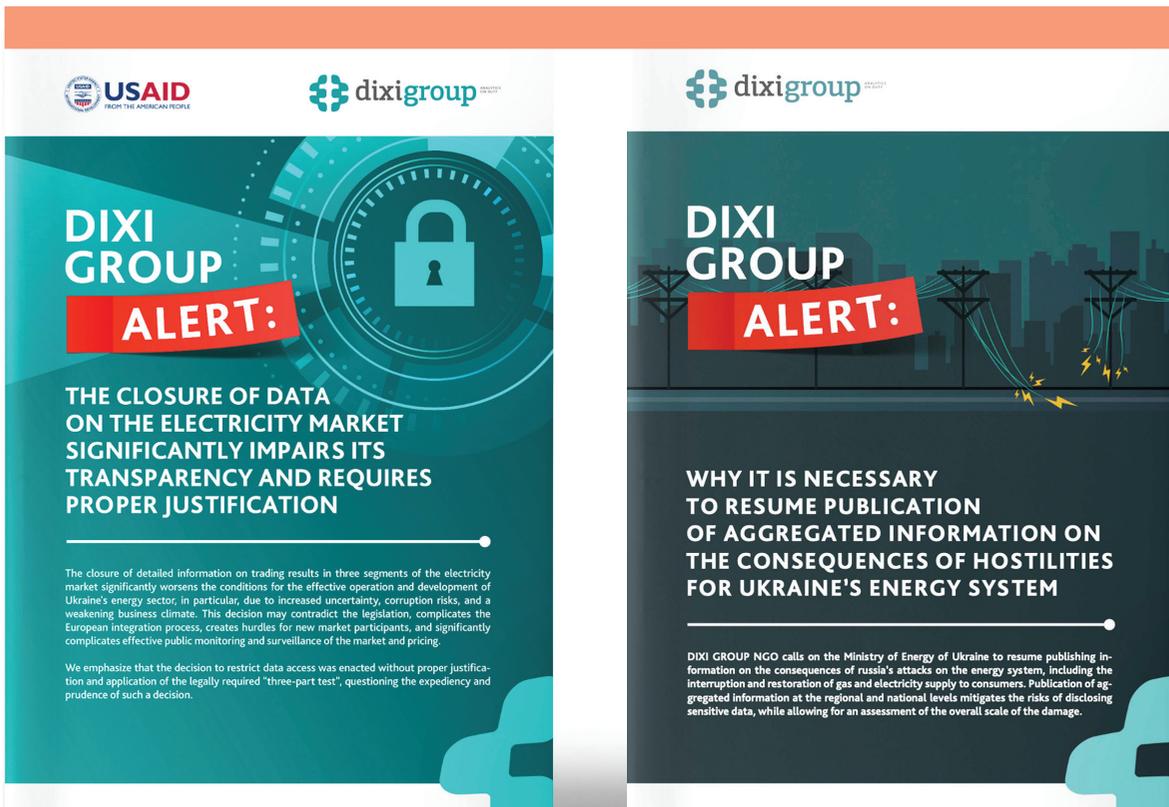
OPEN DATA

Throughout the year, DiXi Group's team worked to ensure access to data in Ukraine's energy sector by combining analytical expertise, advocacy, and support for digital solutions.

One of the key areas was the [improvement and digitalization](#) of the Register of renewable energy facilities, which is a core component of the Guarantees of Origin system for green electricity.

In July, the NEURC launched a new web-based modular system on the Diia.Engine platform with the involvement of DiXi Group's experts. The system is integrated with the Unified State Registry, Ukrenergo's DataHub, and the European Registry of Energy Certificates G-REX, ensuring data reliability and minimizing errors through automated verification. Digitalization of the Registry made it possible to move away from fragmented Excel spreadsheets to a centralized system that provides high-quality and up-to-date data on producers and consumers of electricity from renewable sources, enables rapid generation of analytical reports, and creates a solid foundation for implementation of the Guarantees of Origin system and further development of the renewable energy market.

At the end of 2024, the publication of several datasets on the wholesale electricity market was suspended on the websites of the [Market Operator](#) and the [Ukrainian Energy Exchange](#). The decision was not accompanied by proper legal justification and posed risks to market transparency, public oversight, and Ukraine's European integration. The think tank promptly analysed the situation, prepared the [Report](#) assessing legal aspects and associated risks, and initiated formal inquiries to relevant public authorities. As a result of joint efforts, some data was restored as early as January 2025. Similar work continued in March, when the Ministry of Energy stopped publishing aggregated national data on the restoration of electricity supply following Russian attacks. In response, the team prepared the [Report](#), emphasizing the importance of such data for public awareness, international support, and countering disinformation.



In February, DiXi Group was included in the [list](#) of official partners of the Open Government Partnership initiative, strengthening the organization's role in shaping transparency policies. The team contributed to the development of the 2026-2027 Action Plan, which resulted in energy being designated as one of six priorities of the forthcoming plan. The submitted proposals focus on systematizing data on war consequences, expanding community access to local energy data, and digitalizing reporting in the district heating sector.

In September, the Government adopted [amendments](#) to Resolution No. 835, defining the list of mandatory open datasets for publication, incorporating proposals put forward by DiXi Group. These changes made it possible to include new critical datasets, clarify the list of datasets and responsible data providers, and align dataset titles with the existing legislation.





Photo: Leonhilde Ursplah

COMPETITIVE MARKETS

EU INTEGRATION SUPPORT

Considering the priority of European integration as an irreversible foreign policy course for Ukraine and the official start of the EU accession negotiations, the team focused its activities during the reporting year on supporting Ukraine's EU integration track. Experts identified the priority EU acquis under Section 15 "Energy" and provided comprehensive analytical support on key documents, including:

- **EU Regulation 2024/1789** on the internal markets for renewable gas, natural gas, and hydrogen;
- **EU Regulation 2024/1787** on the reduction of methane emissions in the energy sector;
- **EU Regulation 2022/869** on trans-European energy infrastructure (updated TEN-E).

The team prepared a compliance table (for Regulation 2024/1789), presentations, and responses to the European Commission questionnaire, coordinating closely with the NEURC, gas transmission and storage operators, and market participants. DiXi Group participated in

three rounds of mock sessions and all Working Group's meetings on negotiating positions, assisting government representatives in processing the feedback from international experts.

Following the screening meetings with the European Commission, the think tank's experts developed the proposals for transitional periods in the implementation of the EU acquis and recommendations to accelerate Ukraine's integration into relevant EU institutions.

A major achievement was the development of a draft law on the implementation of the updated **EU Regulation 2022/869 (TEN-E)**, which successfully passed all consultation stages and was approved in first reading by the Verkhovna Rada.

ENERGY TRANSPARENCY INDEX

Despite martial law, DiXi Group continues to systematically advocate for improved transparency in the energy sector and to foster a favourable investment environment, including for U.S.

stakeholders. In 2025, as part of the Energy Sector Transparency project, the team published the seventh edition of [Ukraine's Energy Transparency Index](#) – a universal tool for comprehensive assessment of data transparency and quality, identifying gaps, enabling international comparisons, and tracking progress over time. Despite limitations related to security concerns and the risk of repeated attacks, the Index demonstrates that even under full-scale war conditions, a significant untapped potential remains for improving sectoral information transparency.

On 20 November 2025, DiXi Group's team presented the assessment results to key stakeholders, including Derzhstat (the State Statistics Service of Ukraine), Gas Transmission System Operator of Ukraine (GTSOU), NEC "Ukrenergo", and representatives of the U.S. Department of State. During the presentation, experts explained the methodology and evolution of the tool, which has expanded from a national to a regional scope through the development of the [International Energy Transparency Index](#) with an adapted methodology. The 2024 Index results showed a slight increase of 3 points, reaching 44 out of 100 (D-, low transparency). The progress was driven, among other factors, by publication of compliance programs by electricity distribution system operators, expanded data on balancing actions by GTSOU, and the adoption of key strategic documents. Separately, the team conducted a scenario analysis, showing that if recommendations were fully implemented during wartime, the overall transparency score could reach 69 points (C+, medium transparency).

Presentation of the results was accompanied by a discussion on further steps to strengthen transparency. GTSOU and NEC "Ukrenergo" requested that DiXi Group prepare more detailed recommendations for their institutions. Participants also discussed creating a "white list" of data categories that should remain publicly accessible under any circumstances. Derzhstat, in turn, reported the restoration of national energy balance publication following the repeal of the wartime exemption from statistical reporting. DiXi Group will continue to use the Energy Transparency Index as a key tool for advocating improved transparency and accountability in Ukraine's energy sector.

REGULATORY IMPACT ASSESSMENT

In 2023, DiXi Group launched a new analytical activity – Regulatory Impact Assessment (RIA). This assessment represents the best European practice in law-making, public policy formation and regulation, as well as decision-making support.

In 2025, the team prepared two draft Regulatory Impact Assessments (RIAs) focused on the balancing rules in the gas market and the development of the Guarantees of Origin market for electricity in Ukraine. Dissemination of these studies among relevant stakeholders is expected for 2026.

UPDATE AND MONITORING OF THE NATIONAL ENERGY AND CLIMATE PLAN (NECP)

In 2025, the think tank continued its work on one of Ukraine's key energy policy documents – **the 2030 National Energy and Climate Plan (NECP)**. DiXi Group's experts were involved in its development in 2023-2024. Considering that the [document](#) was initially developed under conditions of significant uncertainty and risks caused by the war and systemic Russian attacks on Ukraine's energy sector, the government, upon approving the NECP in June 2024, [mandated](#) the preparation of proposals for its update by 31 December 2025.

Ukraine's case is unique, as the country is updating its NECP after just the first year of implementation – a step not required of other Energy Community Contracting Parties or EU Member States. Based on the assessment of the current energy situation, consultations with stakeholders, analysis of legislative and regulatory changes, newly adopted strategic planning

documents in the energy-climate sector over the past two years, as well as the materials from the EU accession negotiation process and other relevant factors, DiXi Group's experts in 2025 prepared proposals for the NECP update. Specifically, Ukraine's targets for the period up to 2030 and beyond were updated, the set of policies and measures to achieve these targets was reviewed and expanded, and scenario modelling was conducted to assess the impact of existing and additional policies and measures on the development of Ukraine's energy sector through 2050.

On 19 December, the **High-Level Advisory Group's** meeting was held, during which DiXi Group's team, together with the Ministry of Economy, Environment and Agriculture of

Ukraine, **presented** the proposals for updates to the 2030 National Energy and Climate Plan. These proposals were positively perceived by international partners and stakeholders. Participants in the presentation included representatives of the Cabinet of Ministers, the Regulator (NEURC), the European Commission, the Energy Community Secretariat, and other international partners of Ukraine.

In addition, DiXi Group's team conducted an **independent monitoring** of NECP implementation throughout 2025. Using 205 indicators, experts delivered **quarterly assessments** of the progress in implementing 144 policies and measures of the NECP and identified gaps that require particular attention from public authorities.





REFORM MONITORING



RRR4U COALITION: MONITORING AND ADVOCACY OF INTERNATIONAL FINANCIAL SUPPORT AND REFORMS

In 2025, DiXi Group, as part of the RRR4U consortium of think tanks, conducted regular monitoring of Ukraine's implementation of the IMF program and the Ukraine Plan in the energy and climate sectors. Throughout the year, consortium

members prepared 12 monthly [monitoring reports](#) in both Ukrainian and English. In October 2025, the coalition also developed two analytical documents: [Red Lines for the Government](#): Key Points Ministries Should Focus On, and [Red Lines for the Parliament](#): Key Points Parliamentarians Should Focus On. The materials outline the risks of delay in adopting draft laws and reforms that are critical for Ukraine's fulfilment of international commitments, receipt of international assistance, and budgetary stability.

Additionally, in 2025, RRR4U organized 12 public events to present monitoring results and discuss specific thematic issues, including strengthening independence of the energy regulator and unfreezing energy and utility prices and tariffs.





SUSTAINABLE DEVELOPMENT

SUPPORT FOR TERRITORIAL COMMUNITIES

In 2025, DiXi Group continued its work to strengthen the energy resilience of Ukrainian territorial communities and support the development of local climate policy. 10 Ukrainian communities developed the Municipal Energy Plans (MEPs), defining the priority areas for improving energy efficiency, reducing emissions, and optimizing resource use. Another 10 communities prepared pre-feasibility studies

for the implementation of key energy efficiency measures outlined in the MEPs. These pre-feasibility studies serve as a basis for investment planning, preparing applications for international donor support, and national support programs.

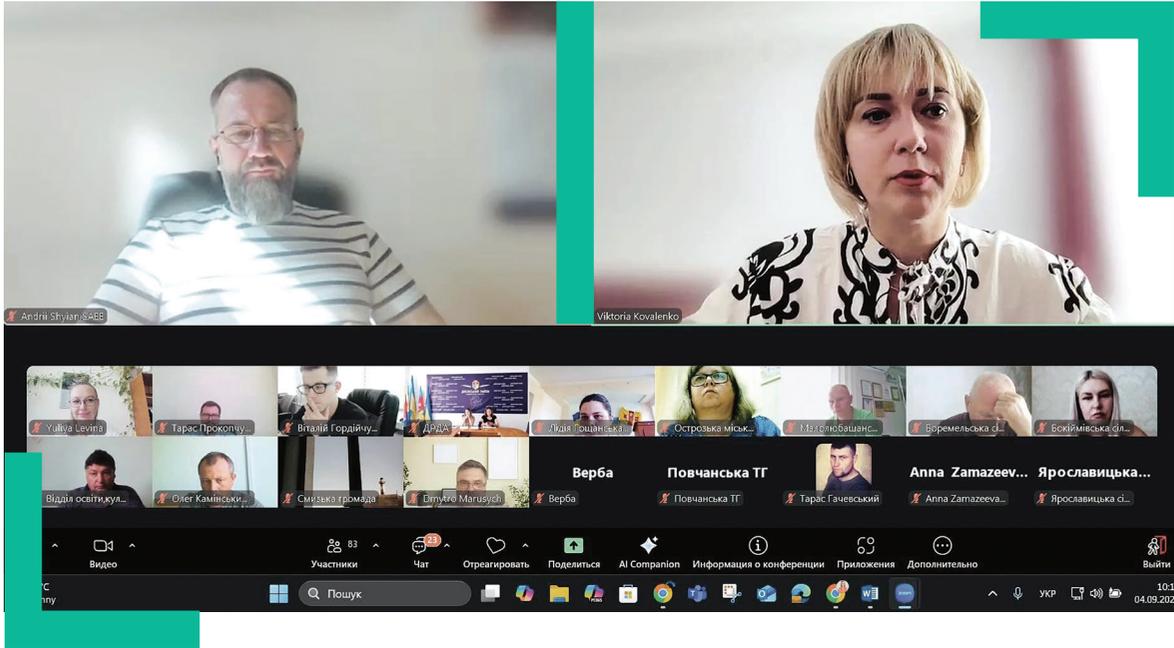
The team provided intensive advisory support, including methodological guidance, data analysis, assessment of technical solutions, and recommendations on prioritization of measures. This helped lay the foundation for further implementation of energy reforms at the local level by increasing readiness for attraction of investments, deploying energy efficiency solutions, and developing local climate policy.



The [project results presentation](#), supported by the Government of the Netherlands, took place in June 2025 and brought together representatives of the Ministry for Communities, Territories and Infrastructure Development, the State Agency on Energy Efficiency and Energy Saving, local self-government bodies, and expert community. The team placed particular emphasis on identifying and mobilizing funds for the implementation of energy efficiency measures envisaged in the Municipal Energy Plans. These issues were discussed during a dedicated panel discussion with representatives of leading Ukrainian financial institutions, including the Decarbonization Fund, UNDP, and banks.

In April 2025, DiXi Group, together with partners, organized a two-days Energy Efficiency [Hackathon](#) in Truskavets. The event brought together leading energy efficiency experts, representatives of central and local authorities, district heating companies, the construction sector, energy companies, and homeowners' associations. Participants were tasked with identifying key challenges in the field of building energy efficiency in Ukraine and proposing comprehensive solutions to address them. As a result, DiXi Group prepared a consolidated set of recommendations and submitted it for consideration to central executive authorities.





This year, DiXi Group also implemented the project “Municipal Energy Planning for Energy Transition” with the support of the European Climate Foundation. During the project, the team:

- Conducted an analysis of the regulatory framework as well as regional and local programs in the fields of energy, energy efficiency, climate policy, spatial development, and recovery. The analysis identified a number of gaps that may limit the effective practical implementation of Municipal Energy Plans (MEPs). DiXi Group’s experts developed proposals for amendments to the Methodology for Developing MEPs and submitted them to the Ministry for Communities and Territories Development of Ukraine.
- Prepared a [Guide to Financing Programs](#) for Energy Efficiency and Renewable Energy Projects for Ukrainian Territorial Communities. The document consolidated information on available financial instruments and includes recommendations on how to improve the quality of project applications. It will help communities attract investment for infrastructure modernization, RES development, and strengthening energy resilience.
- Developed recommendations for calculating energy consumption data at the community level. Accurate and accessible data is the foundation of high-quality energy planning. Currently, due to security considerations, energy supply companies do not provide data in full, and the document helps local self-government bodies fill information gaps necessary for the preparation of Municipal Energy Plans.

[Project results](#) were presented in December.

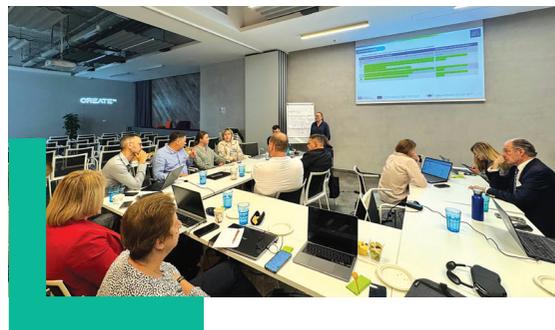




With the participation of DiXi Group and its partners, the [ANEW-LIFE project](#) supported by the European Union is ongoing, aimed at development and implementation of innovative financial instruments in Ukrainian municipalities. These instruments will enable the modernization of energy infrastructure, reduction of emissions, and deeper integration into European approaches to the energy transition. In 2025, the team focused on the analytical and strategic components of the project, in particular: researching key stakeholders at the municipal, national, and European levels; mapping institutions that influence the implementation of energy innovations and analysing their interests, motivations, barriers, and spheres of influence; as well as preparing a stakeholder engagement and interaction strategy. These findings will form the basis for subsequent stages related to the development of financial mechanisms, identification of priority investment areas, and testing of instruments in pilot communities.

SURVEYS

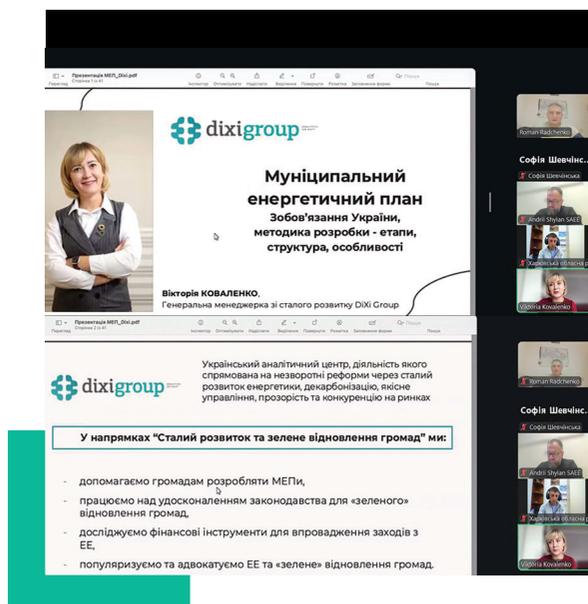
In addition to direct support activities, the sustainable development team [surveyed 70 communities](#) regarding energy efficiency projects they have implemented and sources of financing for such projects. The results show that, despite challenging conditions, Ukrainian communities are actively moving toward improving energy efficiency.



At the same time, there remains a significant need for comprehensive support – financial, technical, and analytical. Respondents' answers also indicate strong potential for scaling up cooperation with international donors, in particular through expanded access to grant programs, concessional lending, co-financing mechanisms, and partnership initiatives.

In September-October, DiXi Group's team, together with partners and the Ministry for Communities and Territories Development of Ukraine, conducted a **large-scale survey**

titled “Development of Municipal Energy Plans – A Community Perspective” to assess the status of MEPs development at the local level, identify key obstacles, and collect proposals for improving the Methodology for their preparation. A total of 670 people took part in the survey, including representatives of 653 territorial communities from all regions of Ukraine. The study shows that communities recognize the importance of energy planning but require additional resources, expert support, and simplified methodological tools to effectively develop their plans.



AWARENESS-RAISING AND OUTREACH ON MUNICIPAL ENERGY PLANS

In 2025, at the invitation of the State Agency on Energy Efficiency and Energy Saving of Ukraine, DiXi Group's experts took part in a series of events aimed at sharing knowledge and practical experience in developing Municipal Energy Plans with Ukrainian communities.

EXTRACTIVE SECTOR

In December, DiXi Group **co-organized** the roundtable “The Role of the Extractive Sector in Ukraine’s Reconstruction and Industrial Recovery” as part of the international forum on the extraction of strategic and critical raw materials *Resourcing Tomorrow 2025*. During the discussion, moderated by DiXi Group’s President Olena Pavlenko, participants talked about the contribution that the mining sector and related processing industries can make to Ukraine’s economic recovery and its integration into global supply chains. The roundtable brought together

representatives of the governments of Ukraine, the United Kingdom, and the United States, the European Commission, global and UK financial institutions, international organizations, private sector associations, and Ukrainian businesses.

In October, the Ministry of Economy, Environment and Agriculture of Ukraine **published** the draft Strategy for the Development of the Critical Minerals Industry in Ukraine, developed by DiXi Group. During the development process in the first half of 2025, 10 working consultations





were held with key stakeholders, including representatives of businesses and associations from the extractive and agrochemical sectors, metallurgy, energy machinery manufacturing, aerospace and defence industries, the waste management sector, as well as communities hosting deposits and related industrial facilities.



In Rome, as part of the Ukraine Recovery Conference, a panel titled "Investing in Ukraine's Critical Minerals: A Strategic Asset for Global Supply Chains" was held under the moderation of DiXi Group's President Olena Pavlenko, where participants discussed the prospects for the sector's development in the European context.

In February, at the event "Transparency in the Extractive Industries: Ukraine's Progress and

Necessary Changes in EITI Regulation", DiXi Group's team presented the draft law "On Amendments to Certain Legislative Acts of Ukraine on Ensuring Transparency in Extractive Industries". The draft law was submitted to the Ministry of Energy of Ukraine at the end of 2024 with the purpose of implementation into national legislation of the Extractive Industries Transparency Initiative (EITI) Standard, updated in 2023.



Monitoring of permitting activities and changes in the regulation of extractive industries

December 2024

Throughout 2025, DiXi Group's team prepared eight issues of monthly monitoring product **NadraMonitor**. This analytical product provides a systematic overview of key developments in Ukraine's extractive sector, enabling tracking of dynamics and trends in subsoil use regulation.



GREEN TRANSITION OFFICE



***The Green Transition Office** is an independent advisory body under the Ministry of Economy, Environment and Agriculture of Ukraine, which helps to implement reforms in the field of green transition, energy and climate policy in Ukraine. The Green Transition Office operates with financial support from the UK Department for International Development and is implemented by the NGO DIXI GROUP.*

AREAS OF ACTIVITY AND INSTITUTIONAL CAPACITY BUILDING

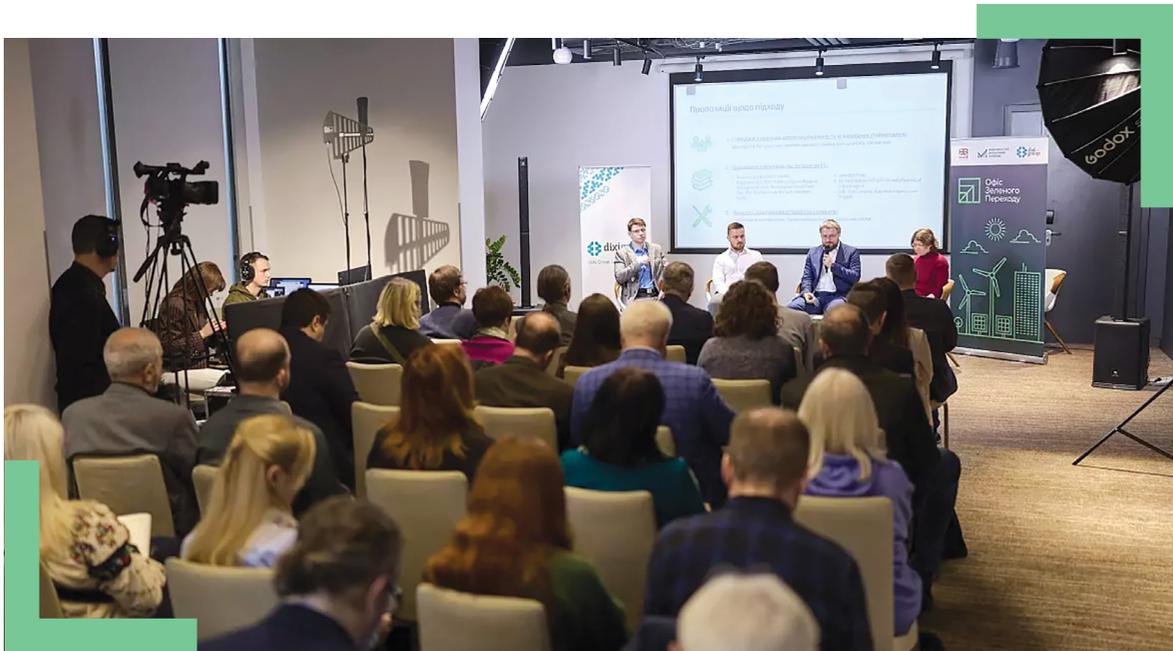
In 2025, the team of the Green Transition Office focused on ensuring institutional resilience and supporting the integration of climate policy into public governance. An important step on the path to European integration was the submission of the first national **integrated report** on the implementation of the National Energy and Climate Plan (NECP). The report

was prepared in accordance with European regulations and submitted to the Energy Community on 15 March 2025.

The Office also **ensured integration** of environmental and climate aspects into public investment management processes. Experts of the Office took part in the development of the Cabinet of Ministers Resolution “Certain Issues of Public Investment Management”, which introduced a mandatory expert assessment of public investment projects to prioritize them for inclusion in the Single Project Pipeline. In addition, the Methodological Guidelines for conducting

an analysis of environmental consequences and the impact of public investment projects on the natural environment were developed and **approved by the order** of the Ministry of Economy, Environment and Agriculture of Ukraine No. 353 dated 28 August 2025. Furthermore, the relevant approaches were integrated into the **DREAM guidelines** and implemented through dedicated modules within the DREAM system.

To further transform the sustainable investment system and align it with the EU Green Deal, the Office systematically worked on the **implementation** of the EU Taxonomy – the European classification system that defines environmentally and climate-sustainable economic activities. As part of this work, the Office arranged **public events** and prepared **analytical materials** with the involvement of relevant stakeholders.



Representatives of the Office also participated in the development of regulatory acts aimed at implementing the EU Taxonomy in Ukraine and achieving national and European climate targets.

Responsible Business Conference, attended by the European Commission, OECD, and EBRD, the Declaration on Responsible Investment was also presented.

In the field of ESG and responsible business, the team established a comprehensive ecosystem for the implementation of sustainable development standards. In particular, the Green Transition Office **assessed business readiness**, developed an **online tool** to determine companies' reporting obligations under the CSRD, launched the **ESG Leadership** certification program in cooperation with KSE Business School, and signed **memorandum** with the National Association of Banks of Ukraine, initiating systematic integration of ESG principles into the banking sector. At the International



INTERNATIONAL COOPERATION AND ADVOCACY

In 2025, the team focused on strengthening Ukraine's integration into the global climate community and opening investment opportunities for green recovery.

The Office officially joined the International Climate Council Network (ICCN), which unites expert councils from 25 countries. As part of its membership, the team co-authored the global guide [How to create a Climate Council](#), which was [presented](#) during the London Climate Action Week, and actively participated in working group's meetings and other network events.

The team is also developing partnerships and exchanging expertise with international organizations, including the Swedish Energy Agency, the Stockholm Environment Institute ([SEI](#)), and the European Environment Agency ([EEA](#)), etc.

To promote the investment potential of Ukraine's green transition, the team organized a series of international presentations of the National Energy and Climate Plan (NECP). Events took place in London, Rome (URC 2025), and Milan (PRE URC 2025). During Ukraine's



Energy and [Climate Investment Roadshow in Stockholm](#), the Office not only opened a dialogue with Swedish companies but also presented in-depth sectoral decarbonization research, emphasizing that these analytical data forms the foundation for attracting investments.





Within the framework of the UNFCCC COP30, the team organized discussions on **Building Effective Climate Governance** and **National Carbon Budgets** in the Ukrainian Pavilion. Experts of the Office presented their vision for the development of an effective climate governance system, including the work of the Scientific and Expert Council on Climate Change and Ozone Layer Protection, as well as the approach to the development of national carbon budget based on sectoral studies.

RESEARCH AND TOOLS

Throughout the year, analytical studies were prepared and practical tools developed to support decision-making and mobilize financing.

Nine comprehensive studies covered key aspects of the green transition: two sectoral

studies (decarbonization potential of the agriculture sector and the cement industry), five ESG studies (including business readiness and the EU Taxonomy), and two studies on green finance.

To address challenges in accessing financial support, the **Green Platform** was launched. This tool is the first digital catalogue of green financing programs in Ukraine, hosted on the “Made in Ukraine” portal. By the end of the year, the platform had compiled over 100 current financing programs for private businesses and local communities.



EMPOWERED CONSUMERS

EXPANDING ENERGY CONSUMERS' ACCESS TO INFORMATION AND DATA EXCHANGE THROUGH DIGITAL TECHNOLOGIES

DiXi Group's team completed the update of the mobile app "Energy Online" ([App Store](#), [Google Play](#)). Based on collaboration with the National Energy and Utilities Regulatory Commission (NEURC), the working group created by the regulator developed and agreed on the technical requirements and specifications for modernization. DiXi Group's experts implemented changes in the mobile app according to these specifications. Thanks to the update, the app now offers:

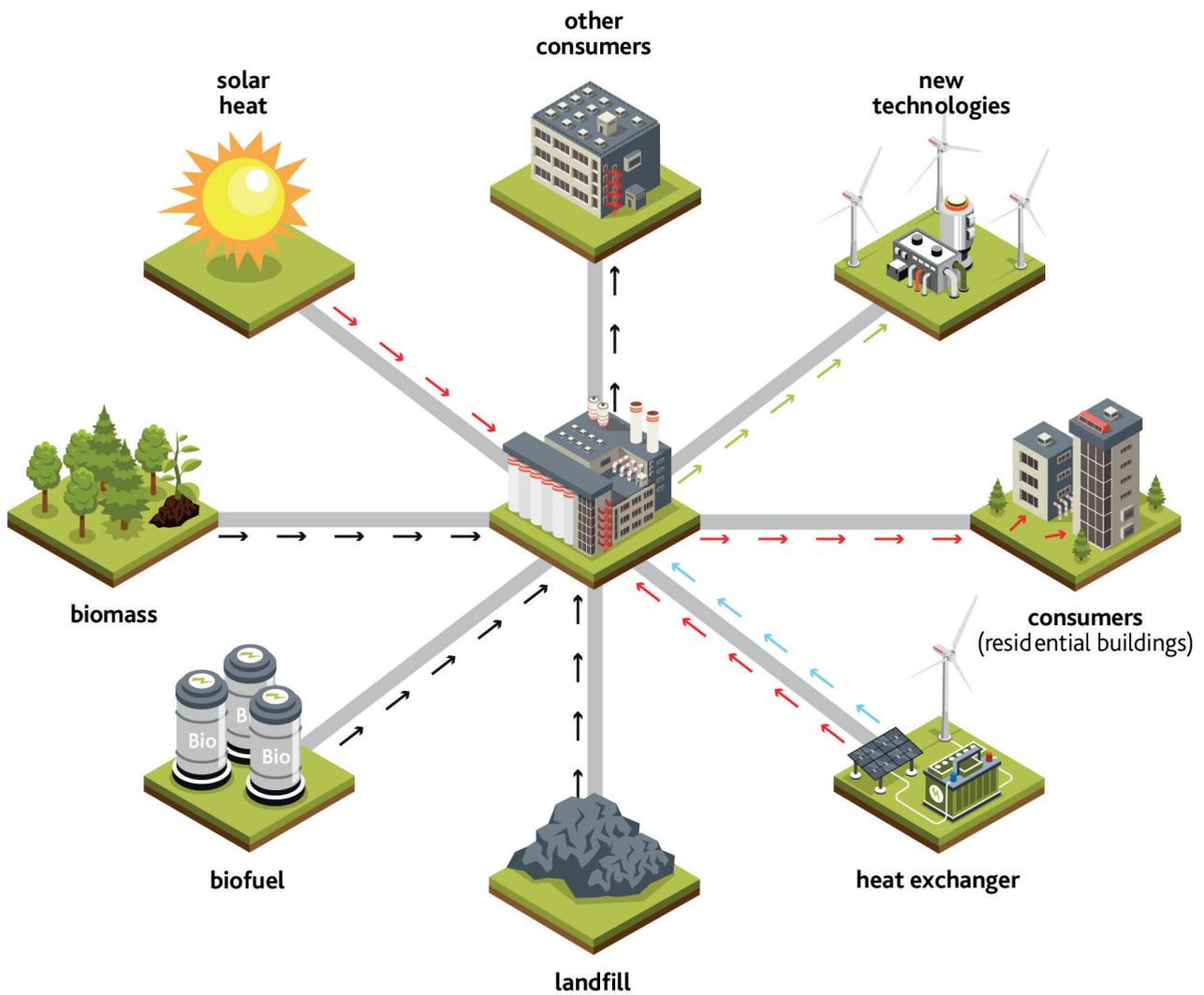
Energy Online

- View current **energy tariffs**
- Take **surveys**
- Learn how to pay bills, submit meter readings, and check outage schedules
- Sign in with **OTP**
- Create, track, and sign **requests** via Diia.Signature
- Ask the **AI assistant**

- 01. a more user-friendly interface with the ability to create a single consumer account covering multiple addresses and providers;
- 02. simplified communication between consumers, energy companies, and the regulator if problematic issues arise;
- 03. tracking of complaints and inquiries, enhancing regulatory oversight and provider accountability in responding to consumers;
- 04. an interactive AI-assistant to raise consumer awareness;

- 05. feedback to the regulator via surveys.

Modernization of the mobile app is expected to raise consumer awareness of the energy services they use, strengthen trust in the regulator, and improve satisfaction with service quality. The regulator gains an additional communication channel with consumers, enabling monitoring of their reactions to decisions, and assessing consumer awareness on various issues.



A prospective model for modernising the heat supply system through the integration of innovative technical solutions (illustrative photo)

IMPROVED REGULATION IN THE FIELD OF HEAT SUPPLY: COMPETITION, RENEWABLE ENERGY, AFFORDABLE HEAT

In 2025, as part of the NEURC's working group, DiXi Group's team contributed to the development of [the draft Rules for the Use of Thermal Energy](#), which are expected to replace the outdated Cabinet of Ministers Resolution. The new rules, adopted at the Commission's meeting in June (NEURC Resolution No. 888), differ significantly from the previous version and provide independent heat producers with guarantees of access to district heating grids. These guarantees aim to prevent monopolistic practices by certain companies in the heat supply sector, particularly those responsible for heat transportation.

The rules reflect several proposals from DiXi Group, which will help prevent monopolization in network connections, encourage competition among heat producers, and allow consumers to maximize the use of thermal energy. This creates conditions for the transition to low-temperature heating schedules, reducing the temperature of heat carrier in the grids, and thereby enabling broader use of renewable sources and waste heat in district heating systems, while providing consumers with affordable, green, and high-quality heat.

As part of its support to the Ministry of Communities and Territories Development of Ukraine, DiXi Group's team:

- assisted in streamlining the reporting of district heating companies by automating the most labour-intensive data processing procedures and proposed changes in the reporting framework of district heating companies to enable benchmarking-based analysis, which is a key prerequisite for digitalization of tariffs and strengthening oversight of the use of tariff revenues;
- developed and promoted changes in the district heating tariff methodology to simplify and make two-part tariffs more transparent. These proposals were included in [the draft Cabinet of Ministers Resolution](#) currently under government review;
- created a vision for decarbonization of district heating in Ukraine, considering the best European practices and national specifics, as part of the working group preparing the National Decarbonization Plan for district heating sector in Ukraine.



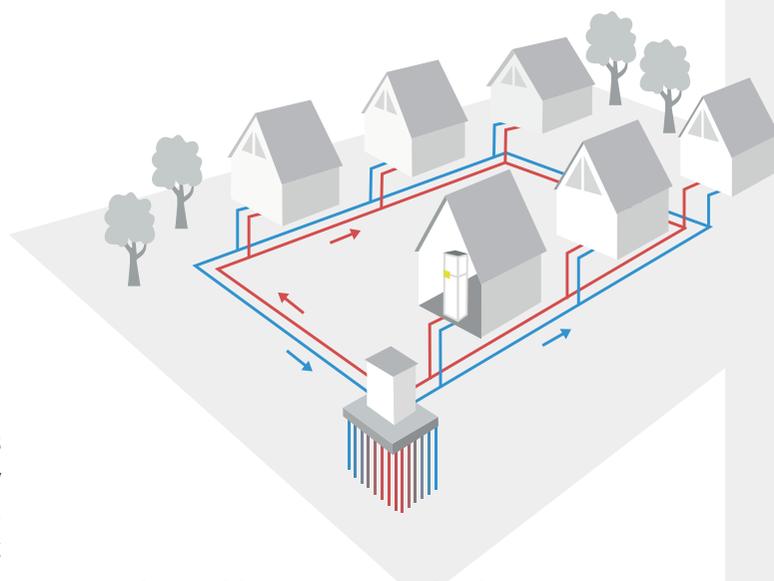


NEW TECHNOLOGIES

GEOHERMAL TECHNOLOGIES IN DISTRICT HEATING SYSTEMS

Geothermal energy has an extremely high potential for the use in district heating systems as a sustainable and environmentally friendly energy source. Moreover, implementing this technology will enhance energy security at both regional and national levels. In 2025, DiXi Group established a working group to launch pilot projects integrating geothermal technologies into the district heating grids of Lviv, Khmelnytskyi, and Starokostiantyniv. The pilot projects will help assess investments, current costs, operational specifics, and economic feasibility, while also demonstrating the benefits of geothermal energy. Based on technical solutions, potential boiler houses were selected for the installation of geothermal heat pumps for subsequent funding for feasibility studies and project implementation.

With the support of our team and the Embassy of the Netherlands, a Dutch company – IF ENERGY – experienced in geothermal projects,



Geothermal heat pumps and a district geothermal heating network for residential buildings (illustrative photo)

has already been engaged to develop the feasibility study for a district heating company in Starokostiantyniv. Preliminary approval for financing the feasibility study and estimate documentation in 2026 was also obtained for one of the boiler houses in Khmelnytskyi from Swedish foundation Swedfund. In addition, DiXi Group submitted proposals for the implementation of geothermal projects in territorial communities of Mykolaiv region to the Embassy of the Netherlands.

DiXi Group also initiated expert discussions to identify barriers to the development of geothermal technologies in Ukraine and to propose solutions. In September, the team held such a discussion with key stakeholders, including representatives of the Verkhovna Rada of Ukraine, the Ministry of Energy of Ukraine, the Ministry for Communities and Territories Development of Ukraine, the State Agency on Energy Efficiency and Energy Saving (SAEE), municipalities, district heating companies, and industry associations. The event was also attended by the European organizations, sharing their experience in the implementation of geothermal projects in EU countries. The project team presented a study on legislative barriers to the development of geothermal technologies

in Ukraine, and SAEE Chair Hanna Zamazieieva proposed that the most critical issues and recommendations be submitted for discussion to the Coordination Staff chaired by the Minister of Economy, Environment and Agriculture of Ukraine, Oleksii Sobolev.

The main challenge significantly hindering the implementation of geothermal projects is the excessive tax burden associated with permits for drilling geothermal wells. In 2026, DiXi Group will continue advocating for the removal of barriers to the implementation of geothermal technologies and will maintain dialogue with government authorities to ensure that the regulatory framework supports the development of renewable energy in Ukraine.



**FROM NATURAL HEAT
TO NATIONAL ENERGY:
UKRAINE'S GEOTHERMAL
TRANSITION**

THE POTENTIAL OF GEOTHERMAL ENERGY FOR SOLVING THE PROBLEMS OF THE SECTOR

SECURITY AND RESILIENCE

Energy security remains one of Ukraine's top priorities in the conditions of the ongoing Russian aggression. Throughout 2025, DiXi Group's experts actively supported energy policy analysis, efforts to strengthen sanctions pressure on the aggressor country, and the development of international dialogue on energy resilience.

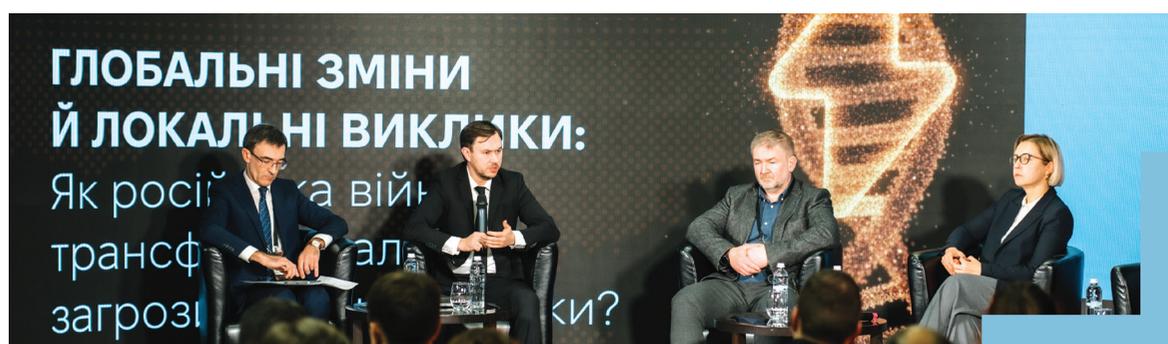
UKRAINIAN ENERGY SECURITY DIALOGUE 2025

In December, Kyiv hosted the [fifth international conference](#) Ukrainian Energy Security Dialogue, focused on developing

strategic solutions to strengthen the energy system of Ukraine and its partner countries. The event brought together representatives of the Ukrainian government and parliament, international experts and officials, Ukrainian and American business representatives, and journalists.

Key discussion topics included:

- How the Russian invasion has transformed threats to the energy sector in Ukraine and globally.
- Which technologies can replace traditional power generation.
- What conditions are necessary to accelerate and scale up investment in Ukraine's energy sector.



Conference speakers included: Senior Managing Director for Energy and Critical Minerals at McLarty Associates Geoffrey Pyatt; Minister of Energy of Lithuania Žygimantas Vaičiūnas; Deputy Ministers of Energy of Ukraine Mykola Kolisnyk and Roman Andarak; Chairman of the Verkhovna Rada Committee on Energy, Housing and Utilities Services Andrii Gerus; Member of the Parliament of Ukraine Inna Sovsun; Lead Energy Specialist in the Europe and Central Asia Region at the World Bank Silvia Martinez Romero, and others.

ANALYTICAL SUPPORT FOR ENERGY SECURITY

In 2025, DiXi Group's team continued preparing seasonal readiness assessments – Winter/Summer Outlooks for electricity and gas – as well as summaries of the heating season. These materials evaluate key risks and highlight potential scenarios for ensuring energy security under wartime conditions.

Among key analytical products of the year was the [study](#) "Electricity Imports during the War: Energy of Life – Electricity 2022-2024". The document analyses the dynamics of Ukraine's electricity imports amid the conditions of full-scale war following more than a thousand

attacks on energy infrastructure between October 2022 and September 2024. The study emphasizes that imports during this period were critically important to compensate for the deficit caused by the destruction of generating capacities. The analysis shows that 12% of blackout hours in 2024 could have been avoided under better economic conditions and includes recommendations for increasing the capacity of interconnectors and improving the regulatory framework.

STRENGTHENING SANCTIONS PRESSURE

DiXi Group continues to monitor the effectiveness of sanctions in the energy sector and to develop new proposals to increase pressure on the aggressor country. Together with the Brussels-based think tank Bruegel, the team has prepared a [study](#) with recommendations for the European Union on termination of Russian uranium imports. The document emphasizes that the EU remains dependent on Russia at virtually every stage of the nuclear fuel cycle, including conversion, enrichment, and supply of fuel assemblies. In 2023, 81% of imported fuel assemblies (573 out of 707 tonnes) came from the Russian Federation. The study proposes a phased withdrawal from Russian uranium, with



a focus on developing domestic production and restricting Rosatom's access to the European market.

DiXi Group's experts also contributed to the development of the [Sanctions White Paper](#), calling on the EU to take leadership in introducing new restrictive measures against Russia. The document, approved by the Interagency Working Group on the Implementation of State Sanctions Policy at the Cabinet of Ministers of Ukraine and prepared by the National Sanctions Coalition, [was presented](#) on May 26 in Brussels. In particular, our experts developed strategies to strengthen sanctions against the Russian Federation in the nuclear energy sector.

The team continues its cooperation with international media on the effectiveness of global sanctions. In particular, through expert commentary and background materials, specialists highlighted existing "loopholes" that allow the Kremlin to continue generating financial flows. These include the switch of Russian banks to transactions in Chinese yuan, the involvement of banks from third countries (such as Kazakhstan, Turkey, and the UAE) as intermediaries, and the use of cryptocurrencies to acquire critical technologies.

DOCUMENTING ATTACKS ON ENERGY INFRASTRUCTURE

In August 2025, DiXi Group submitted the report documenting attacks by the Russian Federation on Ukraine's energy infrastructure to the UN Independent International Commission of Inquiry on Ukraine. The report contains verified data collected between 24 February 2022 and 17 August 2025, and highlights violations of international humanitarian law and human rights. This contribution supports global efforts to investigate war crimes and raise awareness of the impact of deliberate strikes on critical infrastructure and the well-being of the civilian population.

White Paper: The Future of European Leadership in Economic Deterrence of Aggression

БІЛА КНИГА: МАЙБУТНЄ ЄВРОПЕЙСЬКОГО ЛІДЕРСТВА
В ЕКОНОМІЧНОМУ СТРИМУВАННІ АГРЕСІЇ



COMMUNICATIONS

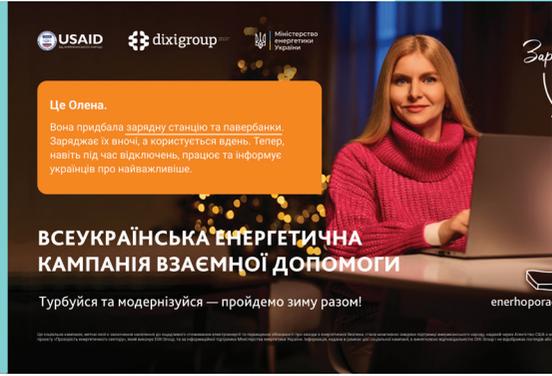
In 2025, the communications team implemented a number of initiatives to improve stakeholder experience in engaging with the think tank's products. In particular, DiXi Group successfully modernized and launched an [updated website](#), making it easier to search for analytical materials, news, and events, while also ensuring a more user-friendly and intuitive interface. The team launched a regular biweekly News Digest for Ukrainian audience. It also created the think tank's official [YouTube channel](#) and continues to develop the [series](#) "Energy Insights with DiXi Group", where experts share analysis of key developments and decisions in Ukraine's energy sector. In addition, visual design of content on [Facebook](#) and [LinkedIn](#) was updated.

HEATING SEASON INFORMATION CAMPAIGN

In partnership with the Ministry of Energy of Ukraine, DiXi Group implemented a [social campaign](#) titled "All-Ukrainian Mutual Aid Energy Campaign", carried out under the slogan "Care and Modernize – Let's Get Through Winter Together!". The campaign aimed to encourage

households to use electricity more efficiently and to strengthen their own energy security. The campaign was conducted in January-February 2025.





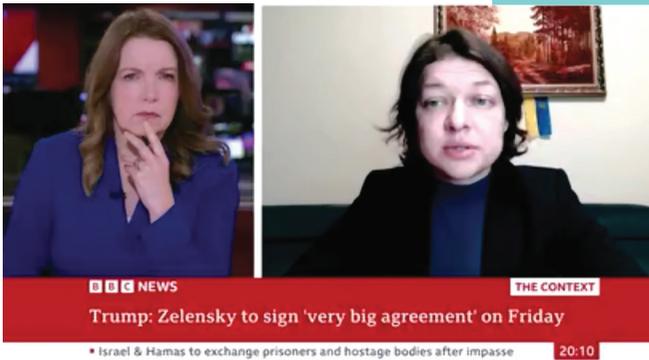
As part of the campaign, three videos were produced featuring TV presenters Olena Tsyntyla and Oleg Paniuta, as well as influencer Alina Dorotiuk. The videos were broadcast on the nationwide informational telethon “**United News**” and shown at railway stations across the country and on Intercity trains. In addition, the team developed designer posters for city light boxes, which were placed in five cities with population of around or over one million: Kyiv, Kharkiv, Dnipro, Odesa, and Lviv. As a result of the campaign, its materials reached more than 7 million Ukrainians and generated 138 mentions across media outlets and social networks.

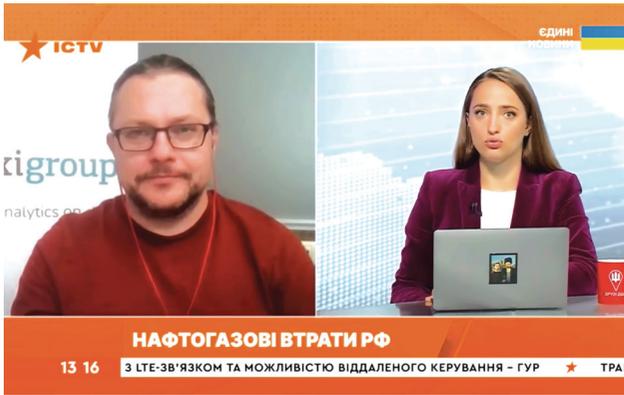
MEDIA ENGAGEMENT

In 2025, DiXi Group's experts continued to inform the media about actual condition of Ukraine's energy system in the conditions of the full-scale invasion, calling on international partners to maintain and strengthen their support. They highlighted Ukraine's achievements in

modernizing the energy sector, the prospects for deploying new technologies and their return on investment, and explained the role of critical minerals in strengthening Ukraine's economic resilience. The team also advocated for greater transparency and accountability in the sector to restore partners' trust following a series of corruption scandals, and emphasized the importance of energy sanctions against the aggressor state at all levels.

Among international media outlets that cited DiXi Group's experts in 2025 were Le Monde, BBC News, The New York Times, Euractiv, DW, Tagesspiegel, El País, Brussels times, El Confidential, and others. In Ukraine's media landscape, we collaborated with the nationwide TV marathon “United News”, as well as BBC Ukraine, Suspilne, Priamyi, Espresso.TV, Channel 24, and leading outlets including Ekonomichna Pravda, Yevropeiska Pravda, Kyiv Independent, NV, Forbes, Kyiv Post, Mind, Delo.ua, and news agencies Ukrinform, Interfax-Ukraine, etc. Experts also regularly appeared on Ukrainian radio and Hromadske radio.





DIXI GROUP EVENTS

In 2025, the team organized 25 events of various formats, ranging from international conferences on energy security and Ukraine's recovery to presentations of analytical reports and regional workshops aimed at supporting reforms in the field of energy, climate, and sustainable development. Overall, more than 500 participants joined the events offline, while over 2,300 participated online.

Among flagship events was the **Ukrainian Energy Security Dialogue**, held this year under the slogan "New DNA of Energy Security", which brought together more than 200 participants both offline in Kyiv and online.

Another high-level international event was joint conference organized by DiXi Group and the Florence School of Regulation (FSR) in Rome as part of the official program of URC 2025: **Clean Industrial Transformation: Ukraine's Strategic Role on the EU Agenda**. The event gathered over 80 participants and brought together senior officials from Ukraine and the EU, representatives of international organizations, business leaders, and expert community. It served as an important platform for shaping a shared vision of Ukraine's recovery as part of Europe's green transition.

The team organized the **first regional EITI workshop**, which brought together civil society organizations from Central Asia, the South Caucasus, and Europe to discuss transparency and transformation in the extractive sector.





PARTNERSHIP DEVELOPMENT

DiXi Group collaborated with NATO, the Energy Community Secretariat, the International Energy Agency (IEA), the Ministry of Energy of Ukraine, the Ministry of Economy, Environment and Agriculture of Ukraine, the Ministry of Digital Transformation of Ukraine,

the Buildings Performance Institute Europe (BPIE), the Florence School of Regulation (FSR), Truth Hounds, TV channel "We-Ukraine", Kyiv Independent, Ukrainian radio, and others. DiXi Group also served as an expert partner for Top Lead marketing agency, participating in the development of two infographic studies at their invitation, including:

- "Green Recovery: Ukraine's Opportunities Despite Challenges".

25 Green Initiatives in Action

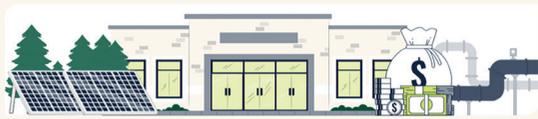
General analytical partner 

Successful Hromada Practices

Territorial hromadas (THs) in Ukraine are **actively implementing energy-efficient and sustainable solutions** that improve the quality of life for residents. As part of this process, they apply energy service contracts (ESCOs*) and engage support from international partners to help implement modern ecological approaches at the local level.

Territorial Hromadas on the Path to Sustainable Development

Nizhynska TH (Chernihiv region)



- First community in Chernihiv region to launch cooperation with ESCO* companies, installing **individual heating units** in public buildings.
- With support from international organizations, **implemented thermal modernization** of schools and other buildings.
- The only community in the region that **participated in the state initiative and reimbursed part of the costs** under the "Warm Loans" program.
- Actively promoted **transition to alternative fuels**. A local boiler was switched to sunflower husks, now heating four public buildings in the city.
- During the construction of **three solar power plants**, the community identified **critical infrastructure facilities**. Total planned capacity: 265 kW.
- One of the most important projects will be **modernisation of the heating system** by combining boiler rooms and replacing pipelines with energy-efficient alternatives.

Zolotopilska TH (Kharkiv region)



- Individual heating units **with weather and hourly control** are being installed.
- With the support of international organizations, an agreement was signed to establish a solar power plant **to ensure water supply**.
- Solar panels have been received from a foreign company, **ensuring the autonomous operation** of equipment at sewage treatment plants.
- With the support of partners, public buildings underwent **thermal modernisation and energy-saving measures** were implemented.



Viktoria Kovalenko, General Manager of Sustainable Development at Dixi Group Think Tank

Examples of energy modernization show that municipalities can implement complex technical solutions through synergy of local leadership with government and international support. Such initiatives reduce energy costs, increase the reliability of energy supply and serve as a good example for other communities to implement energy efficiency measures at the local level.

Source: DiXi Group.

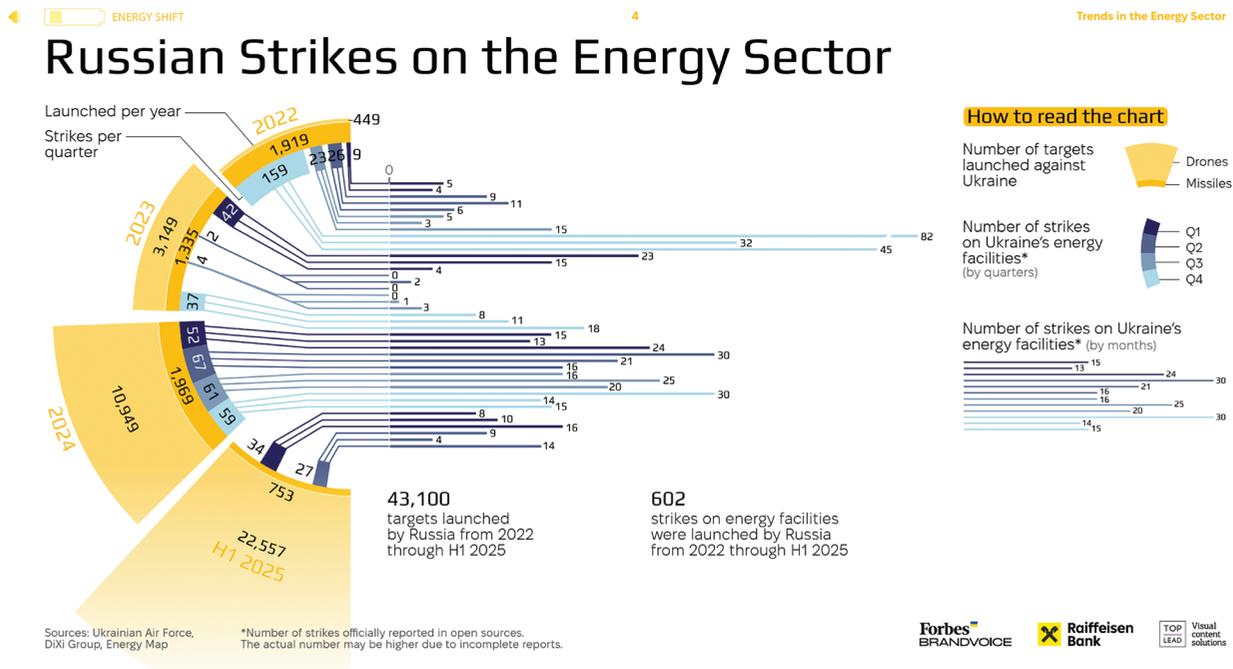
*A financial tool for implementing energy efficiency measures

TOP LEAD Visual content solutions

The study outlines the framework for post-war recovery, highlights the key challenges along the way, and presents tools for financing relevant projects. DiXi Group acted as the lead analytical partner, providing its expertise and data. The study **was first presented** at the Ukrainian Crisis Media Centre and later at the Ukraine Recovery Conference 2025 in Rome.

Data provided by the team helped analyse how an increased business focus on investments in self-generation, energy efficiency, and decentralization, in the conditions of Russian attacks, is reshaping Ukraine's energy system. The study **was presented** at the Forbes Ukraine conference.

- "Energy Shift: Transformation of UA business" on the coal sector transformation in the regions.





FINANCIAL REPORT

INCOME AND SPENDING STATEMENT FOR 2025

UAH thousand	%	Income
49 996.61	45.72	Government of the United Kingdom of Great Britain and Northern Ireland
27 529.36	25.17	U.S. Department of State (DOS)
14 817.27	13.55	International Renaissance Foundation
6 123.44	5.60	MATRA
3 151.62	2.88	Windward Fund, USA
2 883.19	2.64	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
1 647.33	1.51	European Climate Foundation
1 477.54	1.35	Netherlands Enterprise Agency
1 028.10	0.94	European Climate, Infrastructure and Environment Executive Agency (CINEA)
257.24	0.23	European Commission
42.45	0.04	Resource Justice Network (RJN), Great Britain
38.80	0.03	Passive income
368.20	0.34	Individual and entity
109 361.15	100	Total

INCOME AND SPENDING STATEMENT FOR 2025

UAH thousand	%	Spending
44 733.76	44.37	Project expenses, payment for goods, works, services
41 471.45	41.12	Payroll, unified social tax
4 814.67	4.77	Other expenses (vacation reserve, exchange rate difference, depreciation)
4 013.52	3.98	Business trips (per diem, transportation, accommodation, etc.)
2 039.62	2.02	Office rent and utilities
1 841.13	1.83	Lawyer's services
877.99	0.87	Office maintenance, telecommunication services
335.93	0.33	Seminars, trainings, conferences, mentoring
334.75	0.33	Banking services
172.03	0.17	Inventories, perishable items, consumables
108.78	0.11	Accounting system maintenance, software purchases, subscriptions
99.00	0.10	Audit
100 842.63	100	Total





Photo: Bevels Khwandjai

SUPPORTERS



UK International Development
Partnership | Progress | Prosperity




INTERNATIONAL RENAISSANCE FOUNDATION



Kingdom of the Netherlands
MATRA Programme



WINDWARD Fund



giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



European Climate Foundation



Netherlands Enterprise Agency



CINEA



European Commission



RESOURCE JUSTICE NETWORK
Home of the Publish What You Pay campaign

