"AEROROZVIDKA" NGO ANNUAL REPORT

2025



CONTENTS

Foreword by the Head of the Organization 3
Foreword by the Chair of the Supervisory Board 4
Mission and Vision of the NGO 5
Stages of Our History 6
Key Directions of Activity 7
Principles and Organization of the NGO’s Activities 8
C2IS Direction Report 9
ISTAR & JT Direction Report 11
Knowledge Management Direction Report 14
Robotic Systems Direction Report 18
Building International Cooperation 22
Promoting Modern Methods of Command and Control of Troops – Media 23
Participation in Events Supporting Civic and Government Activities and Initiatives 24
Charitable Donations Received in 2025 26
Expenditures by Direction in 2025 27
Key Stakeholders in Ukraine 28
Thank You to Our Partners and Donors 29

Foreword by the Head of the Organization



2025 reminded us once again of a simple truth: in war, there are no final solutions. What worked yesterday needs improving today.

What was enough a month ago may call for an entirely different approach today. That is why we are learning to be both consistent in our values and flexible in our decisions.

Our priority remains unchanged: strengthening the Security and Defense Forces of Ukraine. We measure everything we do against one question: will it help the military carry out their missions more effectively and preserve what matters most – human lives?

The needs of the military are constantly changing, and we change with them. We develop technologies, improve training programs, look for new solutions and respond quickly to challenges. But most importantly, we always listen to those we work for. It is the requests of the military that define our priorities and direction.

Yaroslav Honchar
Head of NGO "AERO ROZVIDKA"

At the same time, people have always been and remain the greatest strength of NGO "AERO ROZVIDKA". Our community brings together military personnel, engineers, instructors, developers, analysts, partners and friends of the organization. Each of them is part of a common cause.

It is through this interaction that technologies are born, knowledge is passed on, and capabilities are created that work not only today but also lay the foundation for our future.

We are convinced that technological superiority is not only about new developments. It is also about the people who know how to use them, teach others and improve their experience every day. That is why, for us, the development of technology and the development of training are inseparable.

This report is about our joint work in 2025. About the solutions that answered the real needs of the military. About the people without whom they would not have been possible. And about our constant responsibility – to be where we are needed most.

Foreword by the Head of the Supervisory Board of the Organization



In times of great challenges, it is not only the results of our work that matter, but also how they are achieved. For NGO "AEROROZVIDKA", transparency, accountability and openness are not formal principles but an integral part of our daily work. They build the trust without which neither strong partnerships nor the sustainable development of the organization are possible.
We strive to develop AEROROZVIDKA as an institution capable not only of responding to today's challenges but also of building long-term capabilities. This requires continuous improvement of internal processes, responsible resource management and adherence to the highest standards of integrity and professionalism.

Oleksii Honcharuk
Head of the Supervisory Board
NGO "AEROROZVIDKA"

At the same time, we are convinced that technological superiority knows no borders. International cooperation, the exchange of experience and the engagement of global expertise are an important part of our development. The war Ukraine is fighting today is changing how the world understands modern technology and security, and the experience of Ukrainian military personnel and developers is becoming as valuable to our international partners as their knowledge and support are in strengthening our capabilities.

I thank each and every one of you who is part of this shared work. Together, we continue to build not only strong technological solutions but also a strong institution, capable of meeting the challenges of our time and working for the good of Ukraine.

Mission and Vision of the NGO

MISSION

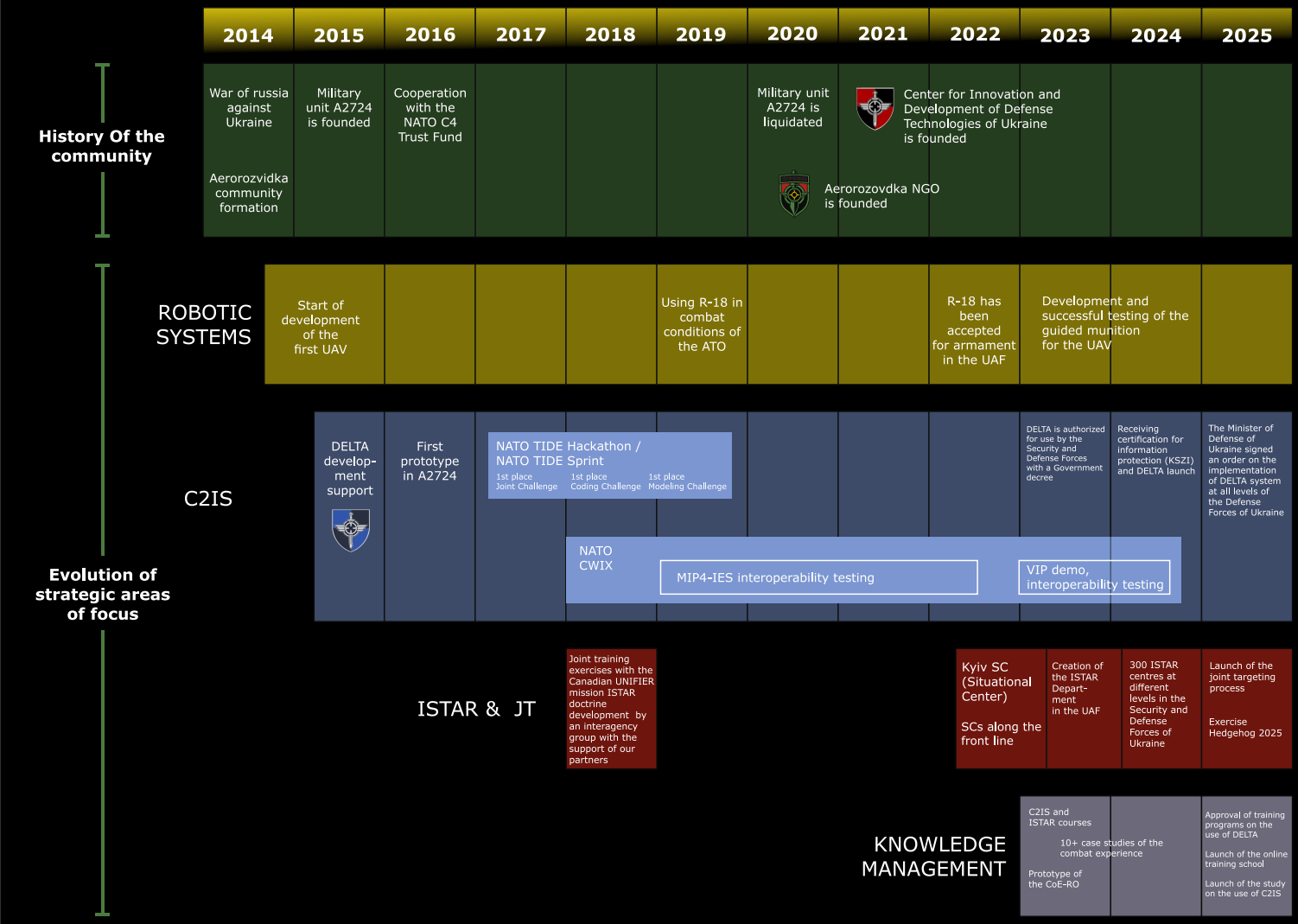
To support the development of network-centric and robotic capabilities of the Security and Defense Forces of Ukraine, thereby systematically enhancing their overall effectiveness, through the engagement of civil society and the establishment of conditions for coordinated action with all relevant stakeholders.

VISION

Security and Defense Forces of Ukraine transformed to meet the standards of a NATO defense complex, incorporating the experience acquired during the war with russia, which enable effective resistance to the russian threat.



Stages of our history



Our strategic areas of focus



C2IS

(Command Control Information Systems)

Develop and facilitate implementation of:

- Situational awareness solutions
- Command and control information systems
- Analytics and artificial intelligence
- Cybersecurity



ISTAR PROCESS

(Intelligence, surveillance, target acquisition and reconnaissance)

Integration of ISTAR process and instruments

Developing targeting and intel capabilities

Integration of the ISTAR Centers, created as an NGO initiative, transformed into military unit



KNOWLEDGE MANAGEMENT

Study the unique experience of the Ukrainian military in robotic operations and the application of C2IS, as well as promote the dissemination of experience

Facilitate the establishment of the institutional capacity for lessons learning in Ukraine (Centre of Excellence for Robotic Operations)



ROBOTIC SYSTEMS

Facilitating the development and implementation of robotic technologies to achieve sustained dominance over the enemy

Principles and Organization of the NGO's Activities

The active growth of the community prompted us to organize our activities in line with clear standards and rules:

- Unity and engagement – AEROROZVIDKA has become the center of a large and strong community with shared values, united to achieve a common Goal and Victory. Since the organization was founded, its membership has grown elevenfold and now stands at 106.
- Independence and self-governance – our activities and development strategy are not determined by any company, donor, government body, official or political force.
- Focus and strategic alignment – AEROROZVIDKA implemented projects within its approved 2023–2025 Strategy, aimed at achieving the Organization's statutory purpose.
- Effective corporate governance – the Organization is managed by the Board as a collegial body. Oversight of the Organization's activities is exercised by the Supervisory Board, which includes both elected members of the organization and external independent members.



C2IS strategic area of focus

(Command Control Information Systems)



Technologies Determine Who Will Have the Advantage

This war is the largest conflict in human history involving advanced technologies. Such a technological war has never happened before. Technologies and asymmetric actions enable us to effectively resist and defeat an adversary that has superior resources.

The C2IS (Command Control Information Systems) strategic area of focus focuses on supporting combat information systems, such as DELTA, which accelerate the pace of combat operations.

Ruslan Prylypko

Head of the strategic area of focus

Our goal is to build interoperability and integrate various platforms: robotic systems, sensors and other data sources. This allows for quick, precise and verified decisions that provide a technological advantage over the enemy.

GOALS OF THE STRATEGIC AREA OF FOCUS

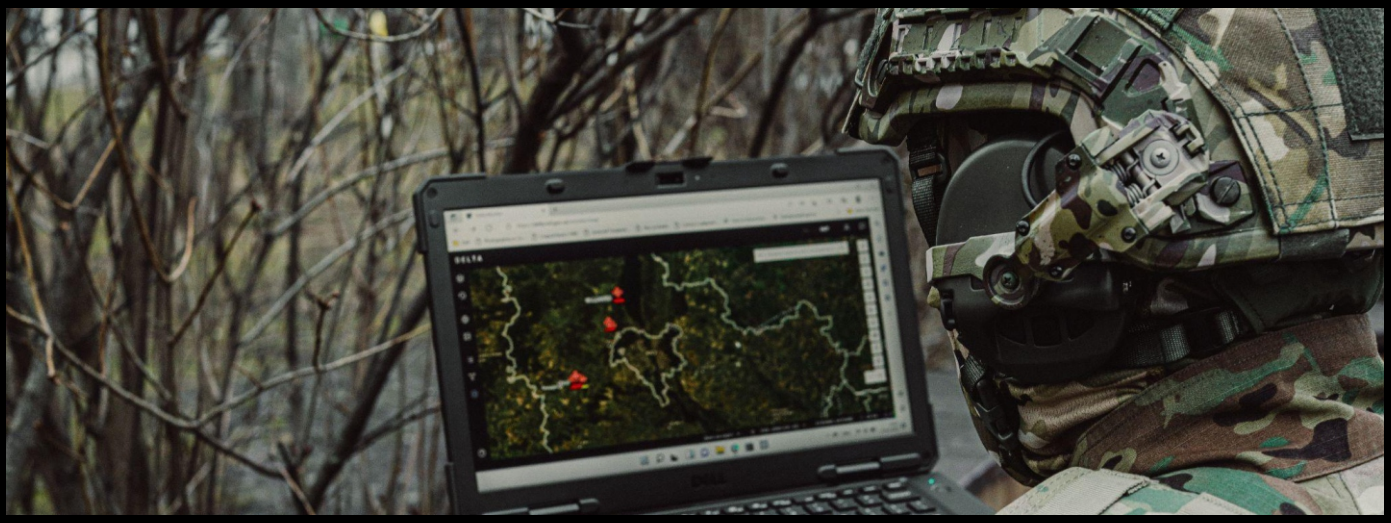
- Facilitating the acceleration of the pace of combat operations of the Security and Defense Forces of Ukraine and achieving system interoperability on the battlefield in line with the NATO FMN program
- Implementing innovative technologies such as AI in the combat management process
- Supporting the development of the DELTA integration platform

C2IS strategic area of focus

(Command and Control Information Systems)

KEY ACTIVITIES

- Enhancing the cyber resilience of the DELTA system by providing selected groups of power users with FIDO security keys to protect their cyberspace
- Actively disseminating training materials on cyber hygiene and information security among units of the Security and Defense Forces
- Supporting DELTA system users
- Supporting infrastructure elements needed for AI development



ISTAR & JT strategic area of focus



The Key to Our Victory Is Implementing Network-Centric Warfare Principles

ISTAR is one of the processes used by NATO and is part of the network-centric warfare concept, providing an informational advantage over the adversary.

An important factor in the future defeat of the enemy has been Ukraine's transition to so-called network-centric warfare principles – according to NATO standards.

Thanks to network-centricity, the enemy's quantitative advantage on the battlefield is offset. And together with the military assistance provided by Western partners, we can confidently declare Ukraine's victory in a war that grows closer with each passing day.

Maryna Tsirkun
Head of the strategic area of focus

GOALS OF THE STRATEGIC AREA OF FOCUS

- Disseminating ISTAR practices and tools among units engaged in repelling russian aggression.
- Introducing a culture of briefings and the concept of Mission command.
- Promoting the development of ISTAR capability according to NATO principles and standards, and its integration into the combat management system.
- Increasing the effectiveness of target engagement, and synchronizing and orchestrating the use of fires by implementing Joint targeting processes and tools according to NATO standards and our own best practices.

ISTAR & JT strategic area of focus

KEY ACTIVITIES

Supporting the functioning of the ISTAR system:

- The funding needed to operate all ISTAR Centers in force groupings was secured
- Thanks to the ISTAR System, a total of 5,948,722 enemy objects were processed and consolidated in the DELTA ICS integration platform, building an understanding of the battlefield for each force grouping and its commanders, with the ability to sort information and plan combat operations and the employment of own forces
- An online school on the tools used in the ISTAR System was launched, with instructors from NGO AEROROZVIDKA. Since its launch, 2,271 trainees have gone through the online school, of whom 1,318 have successfully passed certification





ISTAR CENTERS

KEY ACTIVITIES

Implementing the ISTAR system in the Defense Forces of Ukraine:

- The ISTAR System has been implemented at 87 command posts of military units
- In connection with the corps reform, work has begun on describing the role and place of the ISTAR system in a standard army corps
- Institutionalization of ISTAR processes for the Armed Forces of Ukraine continues through the development of the "ISTAR System" Doctrine

Implementing JT processes and interaction with partners:

- Together with partners from NATO member states, we are discussing experience of using ISTAR processes in the context of adapting them to modern information and communication systems and to the challenges they face in the russian-Ukrainian war
- Together with Western partners, two Joint targeting conferences were initiated, and we took part in them
- Together with the Belgian Air Force (A5), an interagency exercise and experience exchange on high-priority dynamic targets for the Defense Forces of Ukraine was organized and conducted





KNOWLEDGE MANAGEMENT strategic area of focus



Inna Honchar

Head of the strategic area of focus

Developing human capital, leadership and defense expertise

In 2025, NGO "AEROROZVIDKA" continued to develop the human capital, leadership and expert environment needed to build Ukraine's modern defense capabilities.

The strategic area of focus's main aim was on preparing military personnel to effectively use modern digital, network-centric and robotic capabilities, developing a community of instructors and leaders, and creating mechanisms for scaling practical experience and transferring knowledge within the Defense Forces of Ukraine.

GOALS OF THE STRATEGIC AREA OF FOCUS

- Building up the Center of Excellence for Robotic Operations as a national and international leader in implementing best practices of robotic operations in the security and defense sector, operating as an integral part of the NATO COE ecosystem
- Developing human capital and leadership, ensuring the principle that modern robotic systems must be operated by professionals capable of making decisions in a complex and dynamic environment
- Transforming combat experience into strategies and doctrines

KNOWLEDGE MANAGEMENT
strategic area of focus

KEY ACHIEVEMENTS

Personnel training and certification

From January to December 2025:

- 8,320 military personnel completed training;
- 3,239 military personnel were successfully certified;
- 222 instructors were trained and certified to further disseminate knowledge and develop capabilities in the forces

Building a network of trained users and instructors has strengthened units' ability to master and scale the use of modern technologies on their own.

Transforming military education and training

Throughout the year, a number of initiatives were implemented to develop a modern system of military education and training:

- a training program for instructors on the use of the DELTA ICS was developed;
- a training program for staffs on the use of the DELTA ICS was developed;
- together with the Come Back Alive Foundation, a DELTA classroom was set up and equipped at one of the unit training centers.

These solutions strengthened the practical component of training and created additional opportunities for systematic user training and the further dissemination of expertise.

Developing institutional capabilities and robotic operations

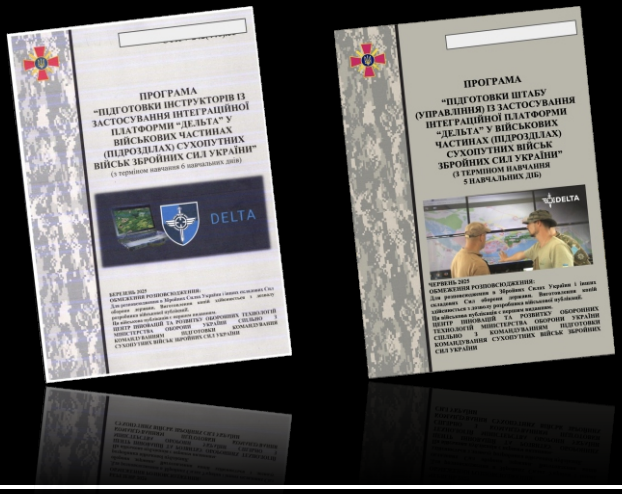
In 2025, NGO "AEROROZVIDKA" contributed to the formation of the **Center of Excellence for Robotic Operations (CoE-RO)**, supporting the development of its institutional capabilities and partner network.

As part of this work:

- the initiative was advocated among representatives of the national political and military leadership;
- communication and promotion of the initiative at the international level were supported;
- a shared vision of Ukraine's role as a future center of expertise in robotic operations was shaped.

In this way, the work on human capital development was complemented by building institutions capable of accumulating, systematizing and scaling practical experience in applying cutting-edge technologies.





KNOWLEDGE MANAGEMENT strategic area of focus

KEY ACHIEVEMENTS

Expert participation in shaping strategic decisions

In 2025, AEROROZVIDKA strengthened its role as an expert community in shaping long-term approaches to developing Ukraine's technological superiority.

The organization contributed to drafting certain sections of the **Strategy for Ensuring Ukraine's Technological Superiority for 2025–2030**, and organized discussions and expert sessions on its drafts.

In the process, the experience of military personnel, engineers, researchers and representatives of the tech community was consolidated, which made it possible to combine practical experience in applying technology with a vision for the further development of defense capabilities.

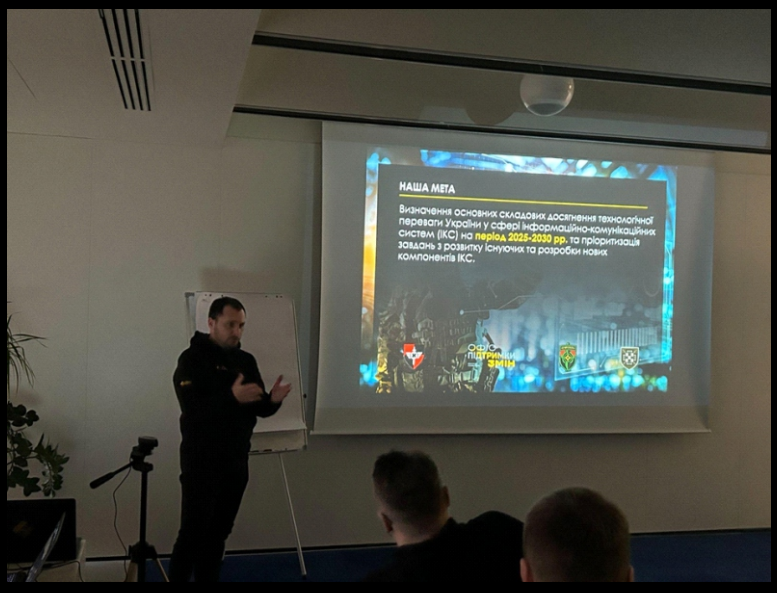
International cooperation and experience exchange

Throughout 2025, AEROROZVIDKA representatives took part in international educational and professional events, contributing to the exchange of experience and the integration of Ukrainian developments into the international security community.

In particular, they:

- took part in the international exercise Hedgehog-2025 in Estonia;
- delivered lectures at the NATO Communications and Information Academy (NCI Academy) as part of the Warfighting in the Digital Age (WITDA) and C4ISR courses.

This work helped disseminate Ukraine's experience in applying digital and network-centric capabilities and strengthened AEROROZVIDKA's international expertise.





KNOWLEDGE MANAGEMENT
strategic area of focus

OUTCOME

In 2025, AEROROZVIDKA strengthened its role not only as an environment for training specialists, but also as a center of expertise that shapes and scales Ukraine's future defense capabilities.

The year's results covered three interconnected levels:

- people – training and certification of thousands of military personnel and building a network of instructors;
- institutions – developing modern educational programs and training infrastructure, and supporting the formation of the Center of Excellence for Robotic Operations;
- strategy and expertise – contributing to long-term approaches to ensuring Ukraine's technological superiority and presenting Ukrainian experience internationally.

Systematic work in these areas made it possible to turn accumulated combat and technological experience into educational products, institutional capabilities and strategic decisions that can scale Ukrainian expertise in modern defense technologies.

ROBOTIC SYSTEMS
strategic area of focus



Yaroslav Nyzhnyk

Head of the strategic area of focus

Robots, not humans, should fight

The "Robotic Systems" strategic area of focus was created to develop and implement military robotic technologies while preserving the lives of military personnel.

Our mission is to provide the army with technologies that enable it to execute combat missions more effectively with minimal human casualties.

GOALS OF THE STRATEGIC AREA OF FOCUS

- Assessing the urgent needs of the army and prototyping technological solutions using robotic systems.
- Supporting teams and crews testing technological solutions in combat conditions.
- Promoting the development of precision strike systems for use by robotic systems of the Security and Defense Forces of Ukraine.
- Supporting the development of interaction protocols for unmanned robotic complexes.

ROBOTIC SYSTEMS
strategic area of focus

KEY ACHIEVEMENTS

One of the important results was the implementation of a joint project with the Center for Innovations and Development of Defense Technologies under a Scientific and Technical Cooperation Agreement. The project was aimed at developing, producing and implementing an innovative solution to increase the effectiveness of unmanned aerial platforms.

The development, given the working name FireFly, is a comprehensive technological solution built on the practical needs of the Security and Defense Forces of Ukraine. Specialists from the Center for Innovations and Development of Defense Technologies and engineers and volunteers of NGO "AEROROZVIDKA" worked on the project together. The initiator and, for a long time, the head of the development was an engineer, ATO veteran and member of NGO "AEROROZVIDKA", who had worked consistently on bringing his idea to life since the start of the full-scale invasion.

In the course of the project, a set of interconnected technological components was created, some of which received legal protection as intellectual property.

In particular, NGO "AEROROZVIDKA" developed and obtained patents for two utility models:

- "Method for controlling a free-fall container for use with an unmanned aerial vehicle" – utility model patent No. 162060, registered in the State Register of Utility Models of Ukraine on 11 February 2026. The intellectual property rights have been in force since 12 February 2026; the rights holder is NGO "AEROROZVIDKA";
- "Control system for a free-fall container for use with an unmanned aerial vehicle" – utility model patent No. 162396, registered on 25 March 2026. The intellectual property rights have been in force since 26 March 2026;
- NGO "AEROROZVIDKA" is also the rights holder.

ROBOTIC SYSTEMS
strategic area of focus

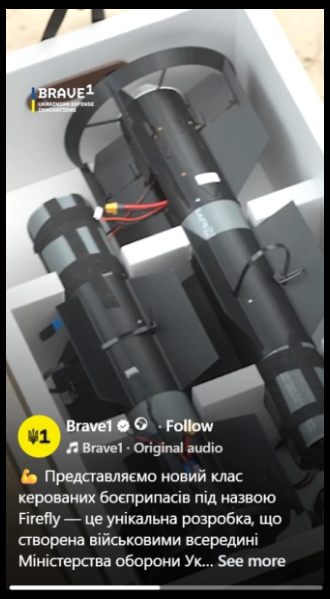
KEY ACHIEVEMENTS

"Control system for a free-fall container for use with an unmanned aerial vehicle" – utility model patent No. 162396, registered on 25 March 2026. The intellectual property rights have been in force since 26 March 2026; NGO "AEROROZVIDKA" is also a rights holder.

In addition, two software products were created within the project, with copyright and economic rights registered to the Ministry of Defense of Ukraine. Thus, four technological components – two patented developments of NGO "AEROROZVIDKA" and two software products owned by the Ministry of Defense of Ukraine – are interconnected parts of a single development, FireFly.

An important milestone in the project was engaging the Innovation Development Fund (Brave1), which provided NGO "AEROROZVIDKA" with grant support to continue work on the development. This strengthened the project's resource base and helped it move from development to practical implementation.

The result of many years of work was not only the creation of a technological solution and the registration of intellectual property rights, but also its practical implementation. FireFly has passed codification by the Ministry of Defense of Ukraine and is already used by units of the Security and Defense Forces of Ukraine. The development has thus gone all the way from idea and engineering design to official recognition and use.




УКРАЇНА
ПАТЕНТ
НА КОРИСНУ МОДЕЛЬ
№ 162060
СПОСІБ КЕРУВАННЯ ВІЛЬНОПАДАЮЧИМ КОНТЕЙНЕРОМ ДЛЯ ЗАСТОСУВАННЯ З БЕЗПІЛОТНИМ ЛІТАЛЬНИМ АПАРАТОМ


УКРАЇНА
ПАТЕНТ
НА КОРИСНУ МОДЕЛЬ
№ 162396
СИСТЕМА КЕРУВАННЯ ВІЛЬНОПАДАЮЧИМ КОНТЕЙНЕРОМ ДЛЯ ЗАСТОСУВАННЯ З БЕЗПІЛОТНИМ ЛІТАЛЬНИМ АПАРАТОМ

ROBOTIC SYSTEMS
strategic area of focus

KEY ACHIEVEMENTS

For NGO "AEROROZVIDKA", this project is an example of how practical experience, engineering expertise, volunteer work, state support and the resources of the innovation ecosystem can come together to address specific defense needs.

Behind FireFly are years of work, numerous iterations of searching for and testing solutions, and the persistence of a team that kept developing the project in extremely difficult conditions. It is especially significant that the development grew out of a direct understanding of the military's practical needs and was brought to the stage of real-world use.

A separate result of the work on protecting and further scaling the innovation is that, after obtaining the patents, NGO "AEROROZVIDKA" began granting licenses to manufacturers of the relevant unmanned platforms and other products to use the patented developments. This creates opportunities to scale the technology further and integrate it into a wider range of Ukrainian defense solutions.

The FireFly project demonstrates one of NGO "AEROROZVIDKA"'s key approaches to innovation: technologies should be created not for technology's sake, but in response to the real needs of the Security and Defense Forces of Ukraine. At the same time, an important result is not only an individual development, but the formation of a full cycle – from the idea and engineering search, through scientific and technical cooperation, grant support and legal protection of intellectual property, to codification, practical use and further scaling.

FireFly has become one example of a Ukrainian innovation that has gone through this path in practice. For NGO "AEROROZVIDKA", it also confirms the team's ability to turn the experience and needs of war into technological solutions that can strengthen the capabilities of the Security and Defense Forces of Ukraine and develop Ukraine's defense technology ecosystem.

Building International Cooperation

Participation in the Nordic Defence Conference 2025 (Denmark), IT Arena 2025 (Lviv), ICMCIS2025 and NCIA courses (Portugal), and the annual C2COE conference (Netherlands)

In cooperation with JATEC, AEROROZVIDKA representatives took part in the NATO SHINE2025 event

Experts from the AEROROZVIDKA community took part in the international exercise Hedgehog 2025 in Estonia





Promoting Modern Methods of Command and Control of Troops. Media

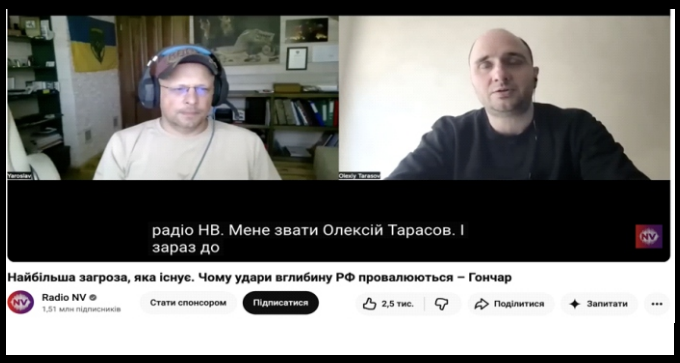
Ukrainian Media

Ukrainian Radio
DOU
Censor.NET
Novyny Live
AIN
Militarnyi

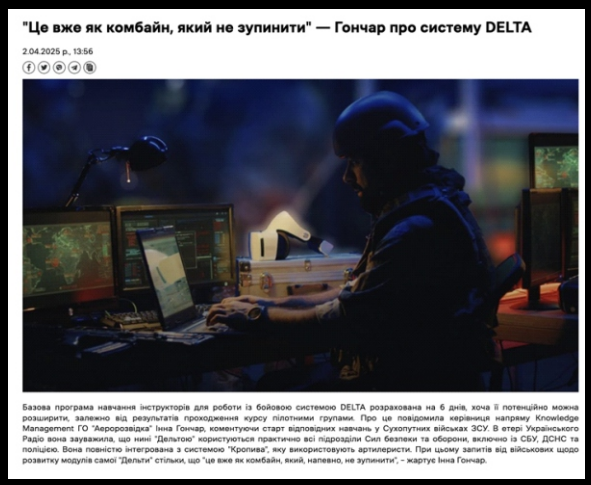
International media

The Irish Times
defense one
The Times
Reuters
Table Media
Wall Street Journal

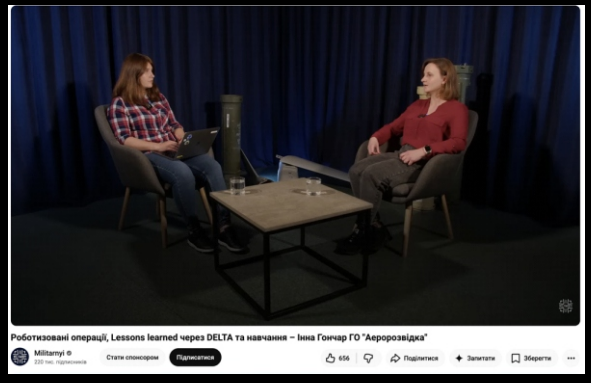












Participation in Events Supporting Civic and Government Activities and Initiatives



The "(Vy)STOIMO" civil society forum, held at the initiative of ISAR Ednannia



Mariia Lemberh at the ENDR Tampere 2025 conference in Finland



Ruslan Prylypko – speaker at the Kyiv Tech Conference

Participation in Events Supporting Civic and Government Activities and Initiatives



Tech360: Policy, Talents & Growth



DOU Day

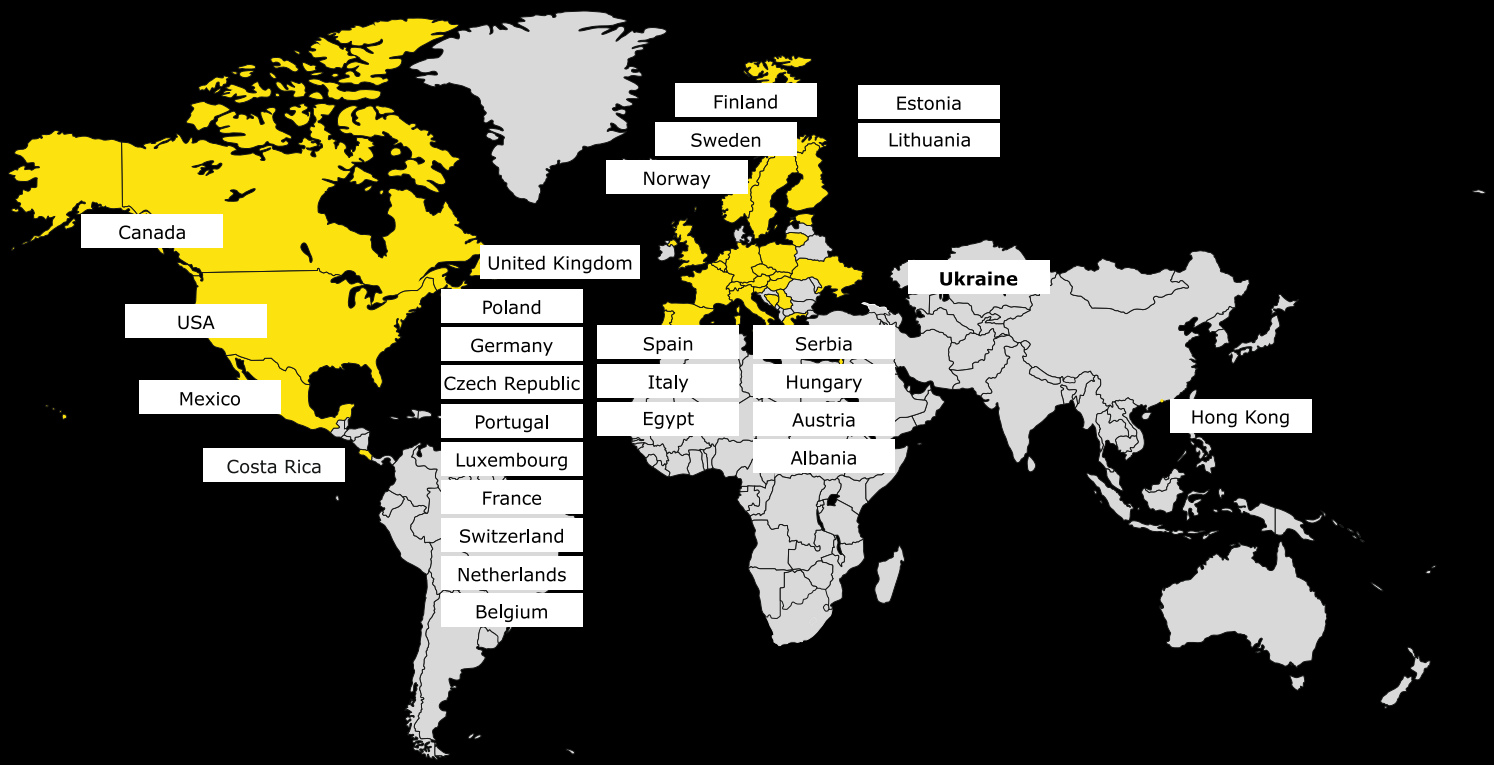


Yelyzaveta Boiko at the NATO TIDE Sprint 2025 conference in Helsinki

Charitable Donations Received in 2025

Total charitable donations received:
UAH 37,666,993

The organization received support from **28 countries**



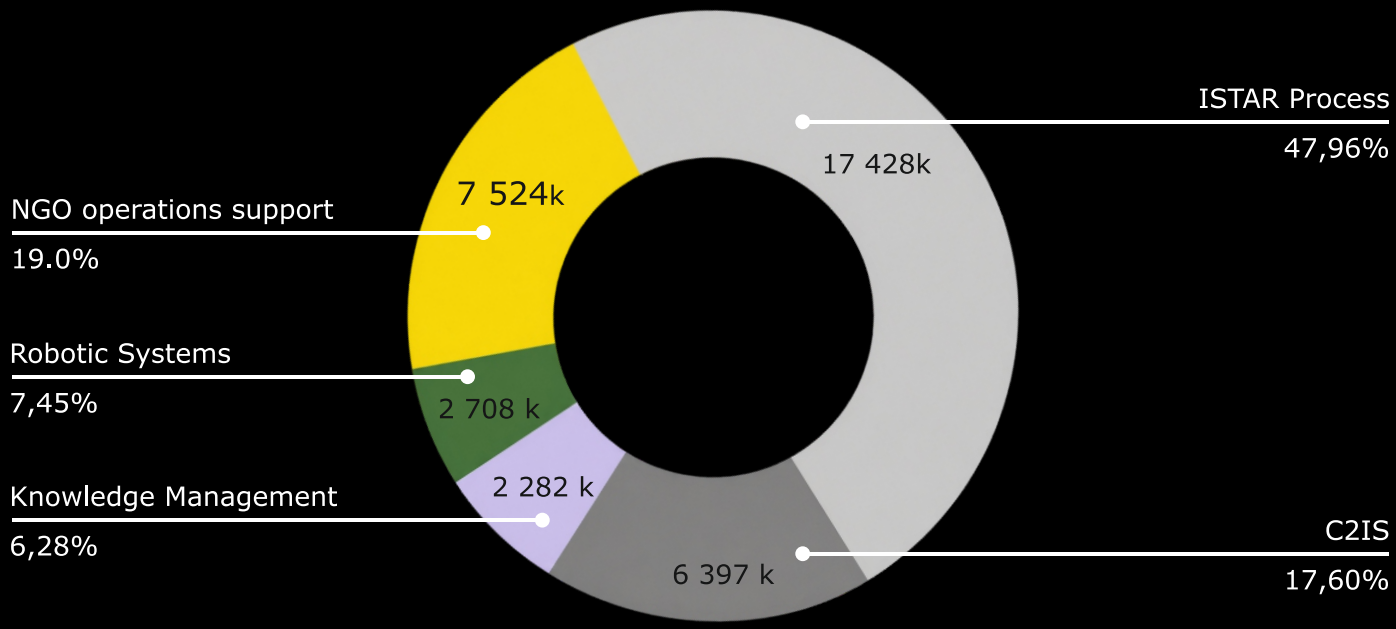
* Includes donations received in cash, as well as in the form of material assets and services provided by the organization's partners/donors or funded by them directly.
The financial figures are confirmed by an independent audit carried out by the audit firm Russell Bedford RCG, a member of the international network Russell Bedford International.

Expenditures by strategic area of focus in 2025

Project expenditures, UAH thousand*:

ISTAR	17 428 174
C2IS	6 397 472
Knowledge Management	2 282 656
Robotic Systems	2 708 064
Administrative	7 524 698
Total	36 341 065

Expenditure structure, UAH thousand



*Includes expenditures incurred both in cash and in the form of material assets and services provided or funded by the organization's partners. The financial figures are confirmed by an independent audit carried out by the audit firm Russell Bedford RCG, a member of the international network Russell Bedford International.

Key stakeholders in Ukraine

Ministry of Defense of Ukraine

Ministry of Digital Transformation of Ukraine

Ukrainian Armed Forces

Ministry of Internal Affairs of Ukraine

Security Service of Ukraine

Center for Innovations and Development of Defense Technologies of the Ministry of Defense of Ukraine

Thank You to Our Partners and Donors

НОВА ПОШТА

SPIRIT OF AMERICA

zeroline

3MIN

EDGE

Фокстрот

UTS UKRAINE TRADING SERVICE

Ukrhydroenergo

ГОГОЛЬFEST

Petcube

NGO "THE WHITE-COLLAR HUNDRED"

Join the technological transformation of the Security and Defense Forces of Ukraine with us!

OFFICE ADDRESS:

Ukraine,
03148, Kyiv,
42 Bohdana Khmelnytskoho str.

+38 (095) 061-55-01

info@aerorozvidka.ngo

aerorozvidka.ngo/en

FOLLOW US ON SOCIAL MEDIA:

youtube.com/@AEROROZVIDKA/videos

facebook.com/aerorozvidka

instagram.com/aerorozvidka

twitter.com/aerorozvidka

linkedin.com/company/aerorozvidka-ngo/

DONATE