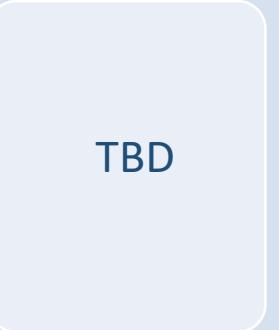




# 2025 ACTIVITY REPORT

## Members of the Board of Directors for 2024–2026



**Alphan  
AKPECE**

**FIA  
President**  
**IM Efes  
Vitanta  
Moldova  
Brewery  
S.A.**

**Sergiu  
POSTICA**

**FIA Vice-  
President**  
**IM  
Orange  
Moldova  
SA**

**Olga  
ȘCHIOPU**

**Board  
Member**  
**ICS Health  
Forever  
Internatio  
nal SRL**

**Nicolae  
CIUBUC**

**Board  
Member**  
**IM  
Sudzucker  
Moldova  
SRL**

**Andrei  
PARLICOV**

**Board  
Member**  
**IM  
Moldcell  
SA**

**Ilona  
PANURCO**

**Board  
Member**  
**ICS  
Pricewate  
rhouseCo  
opers  
Audit SRL**

**Board  
Member**  
**Petrom  
Moldova  
SRL**

## Executive Directorate & Internal Auditor



**Ana GROZA**  
Executive Director



**Alina USURELU**

CFO DRA  
Draxlmaier  
Automotive

Internal Auditor for  
2024 – 2026



**Inga PASCAL**  
Project Manager

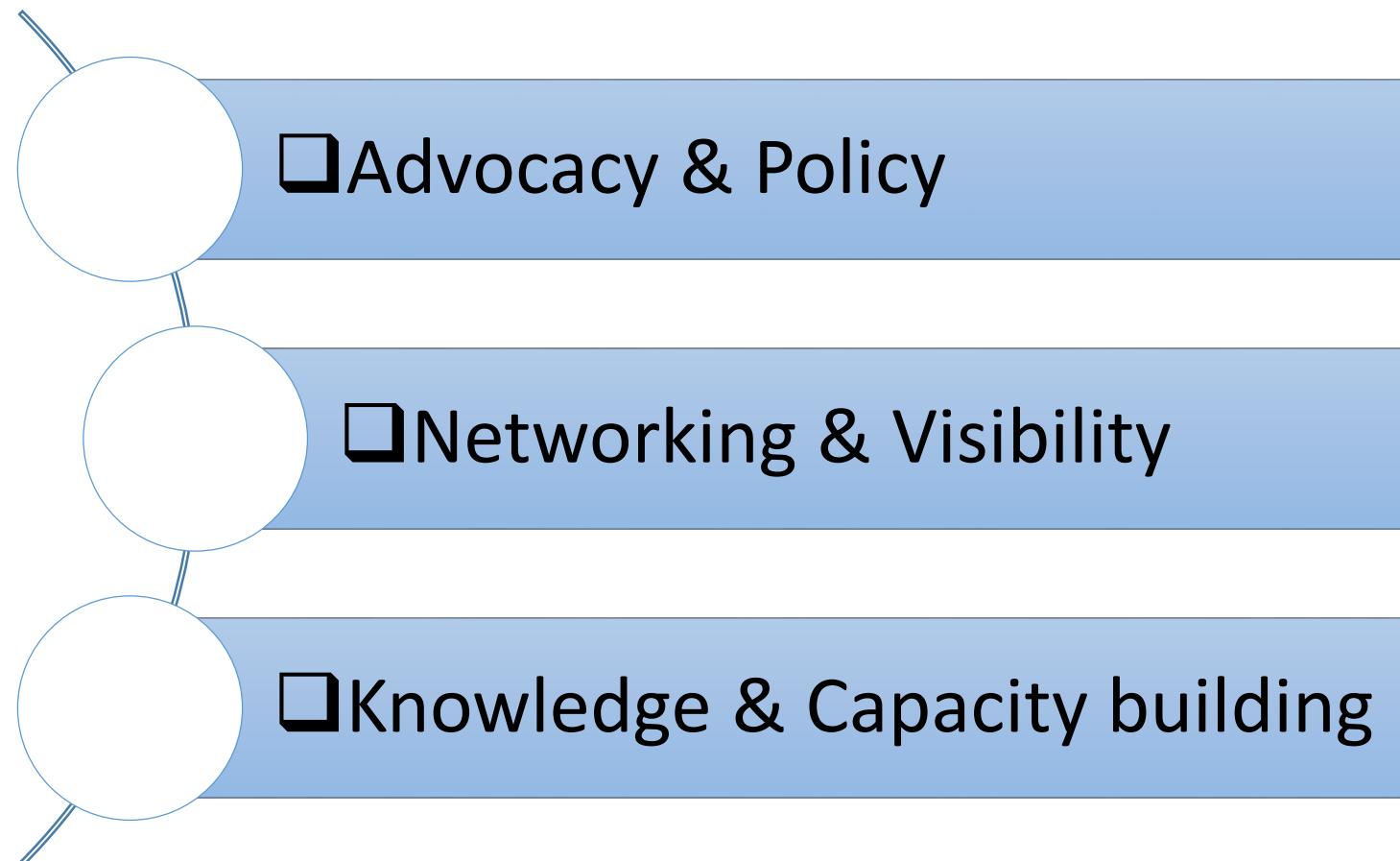
- 22 Years of ongoing commitment**
- 24 Member companies**
- Companies from 14 countries**  
*(Austria, Azerbaijan, Bulgaria, China, Cyprus, France, Germany, Hungary, Ireland, Kazakhstan, Romania, Switzerland, Turkey, and the United Kingdom)*
- Active in 15 economic sectors**  
*(agriculture, winemaking, telecommunications and IT, the automotive industry, petroleum, manufacturing and retail, healthcare and pharmaceuticals, the banking and insurance sector, distribution, consultancy, audit, and others)*
- Providing 20,000+ jobs**
- Total investments of 2.6 billion euros**
- Contribution with 19% to country's GDP**



# 24 MEMBER COMPANIES



## How we serve our members



# FIA WHITE BOOK

2023 EDITION

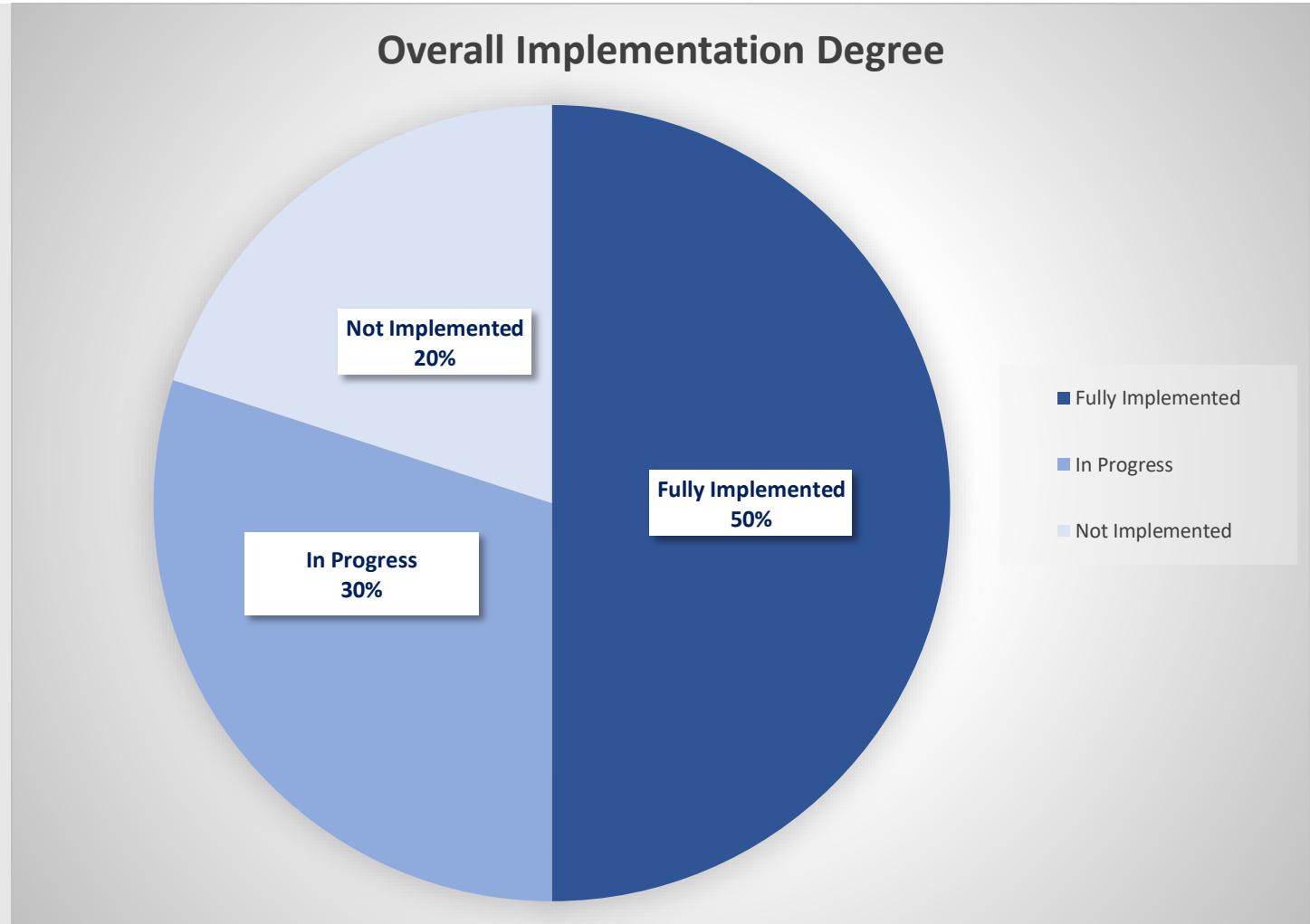


2025 EDITION



# White Book, 2023 Edition / Implementation Overview

- Total: 114 actions proposed**
- Fully implemented:**  
 50%
- In progress:**  
 30%
- Not implemented:**  
 20%
- Overall implementation rate (full + partial):**  
 80%



# White Book, 2023 Edition / Implementation Degree (by Chapters)

## High performance:

- Justice
- Digital Transformation
- Green Transition
- Labor Market
- Medicine/Pharmaceuticals

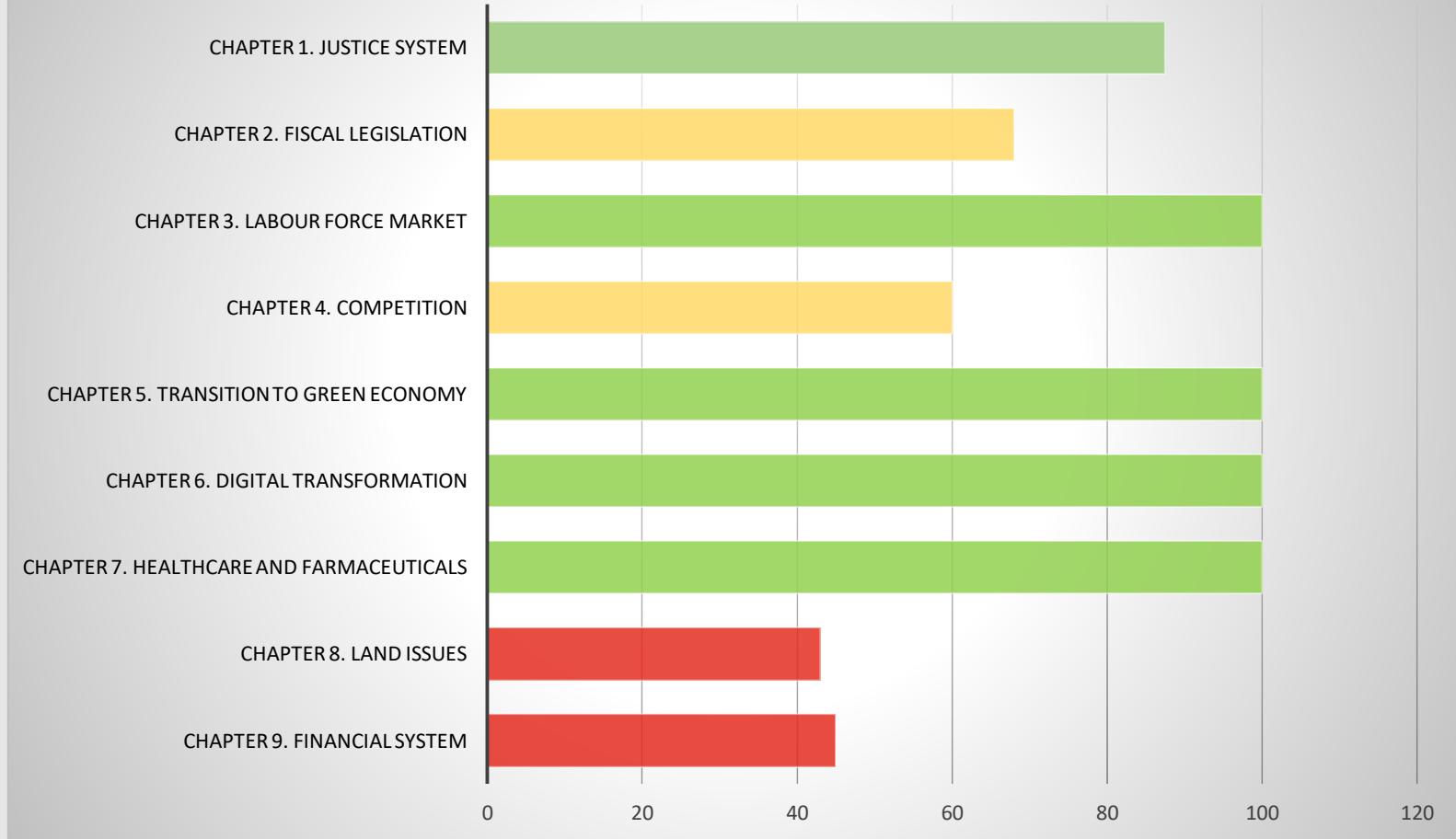
## Mixed progress:

- Competition
- Fiscal Legislation

## Problematic areas:

- Land Issues
- Financial System

## Implementation Degree by Chapters (%)



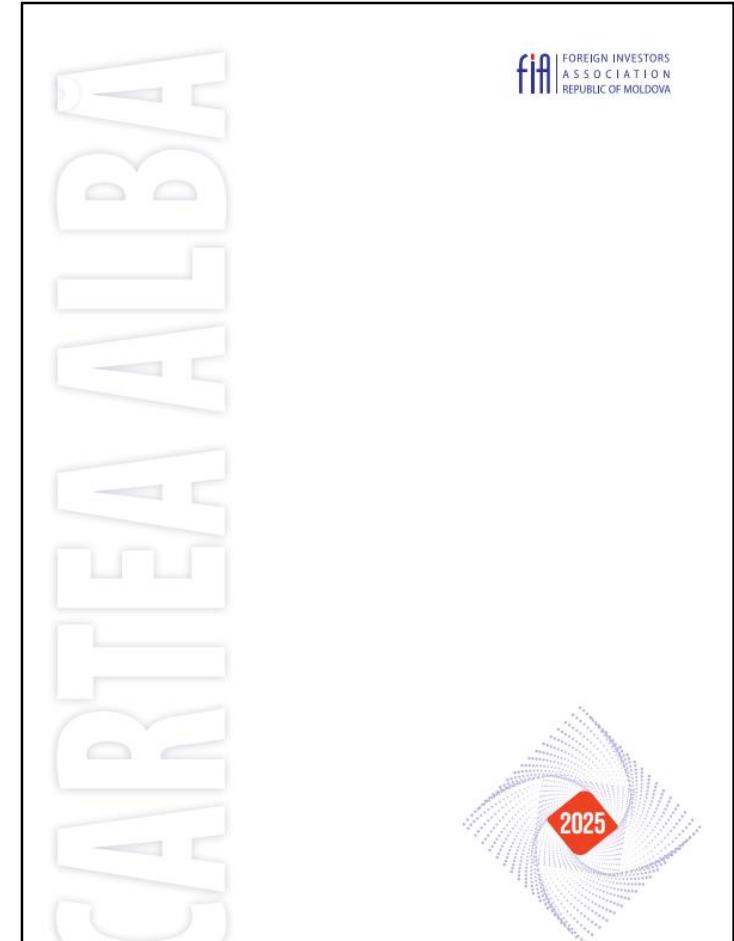
## ❑ 8 Reform Chapters

- **Chapter I – Justice and the Rule of Law**
- **Chapter II – Fiscal Policy and Tax Regulation**
- **Chapter III – Human Capital and Education**
- **Chapter IV – Competition Framework**
- **Chapter V – Transition Towards a Green and Sustainable Economy**
- **Chapter VI – Telecom and Digital Competitiveness**
- **Chapter VII – Agricultural Sector and Land Relations**
- **Chapter VIII – Financial System**

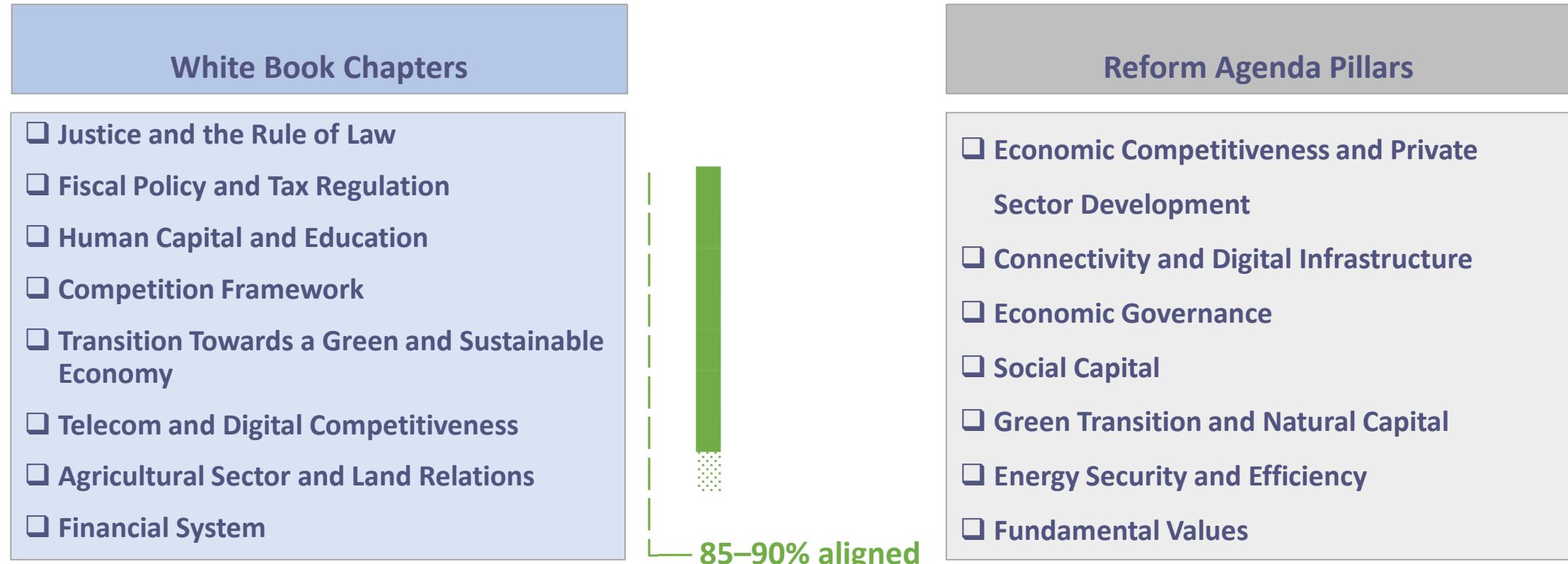
## ❑ 105 actions

## ❑ 72 pages

FIA White Book 2025, available at: <https://lnkd.in/dGmuc-Zr>



# FIA White Book 2025 — Alignment with Moldova's Growth Plan 2025–2027



!FIA recommendations align 85–90% with national reform priorities, reflecting strong public–private cooperation for 2025–2027



## Lobby & Advocacy / Position Letters

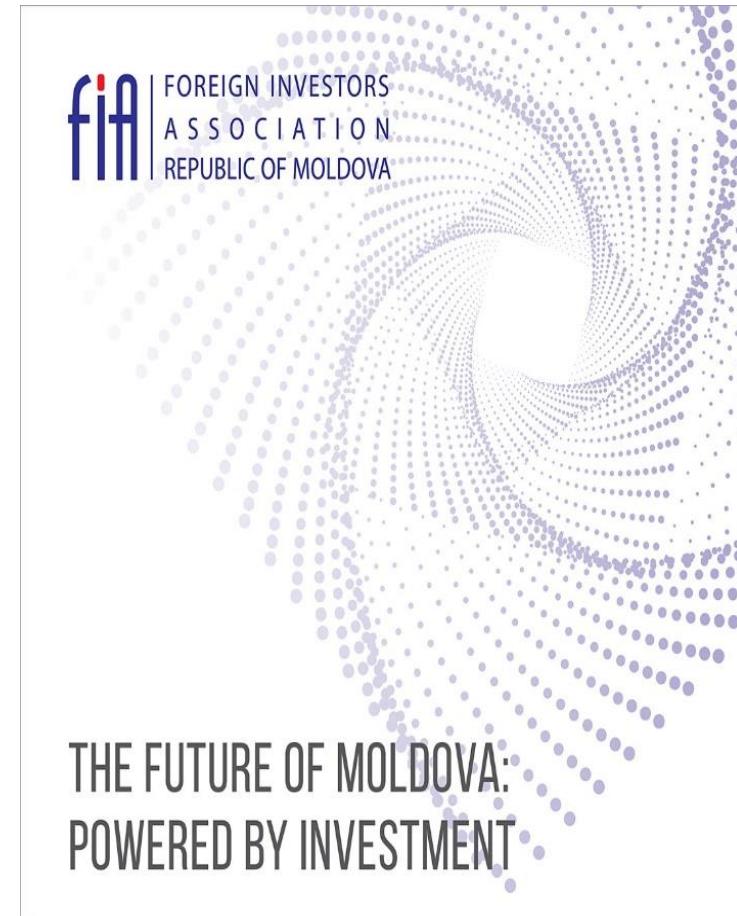
In 2025, FIA maintained proactive engagement with national authorities, submitting **position letters** to enhance Moldova's regulatory environment, investment climate, and economic competitiveness.

The Association addressed reforms across **12 priority areas**, reflecting the diverse challenges and opportunities faced by the foreign investment community.

- Justice and Legal Reform
- Taxation and Customs Policy
- Energy, Environment, and Circular Economy
- Labor, Employment, and Human Capital
- Investment Climate and Regulatory Framework
- Data Protection and Intellectual Property
- Production, Trade, and Market Access
- Production, Trade, and Market Access
- Governance and Public Policy Development
- Insurance and Financial Services Regulation
- State Control and Regulatory Oversight
- Public-Private Dialogue and Collaboration Platforms
- Other Regulatory and Public Affairs

# Events/Meetings/Engagements

- White Book 2025 Launch Event
- Study 4.0 “FDI Impact on Moldovan Economy” Launch Event
- Business Breakfasts & Informal Meetings
- Individual Approach Meetings
- Workshops for Member Companies
- High-Level Meetings/EESC Meetings
- Regular & Technical Meetings
- ESG Workshops for SMEs & Best-Practice Showcase
- Diaspora Events & Meetings
- 270+ events/meetings/engagements**



# FIA White Book – 2025 edition (launch event)

- On December 5, 2025, FIA Moldova presented the **2025 White Book** – a document that continues to serve as the primary platform for constructive dialogue between foreign investors and public authorities.
- The **FIA White Book 2025** is closely aligned with the **Reform Agenda under the Republic of Moldova's Growth Plan for 2025–2027**, as well as the **National EU Accession Programme 2025–2029**, reaffirming FIA's role as a strategic partner to the Government in the country's European integration efforts.
- The launch event brought together around **100 business leaders, policymakers, decision-makers, and key stakeholders** to discuss FIA's recommendations and reform proposals, exchange perspectives, and enhance cooperation.



Link: <https://www.youtube.com/watch?v=3JJkhwO-J2Q&list=PPSV>

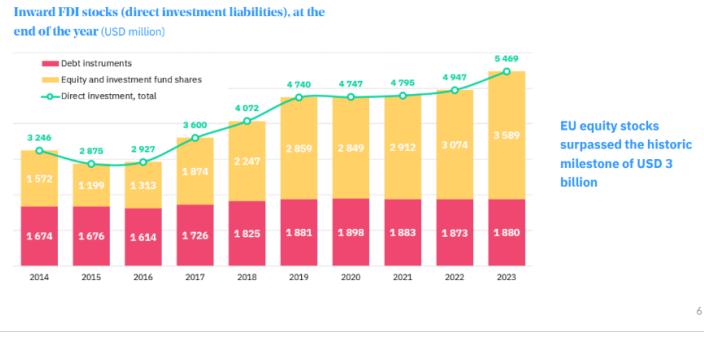
# WB25 Communication Campaign “The Future of Moldova: Powered by Investment”



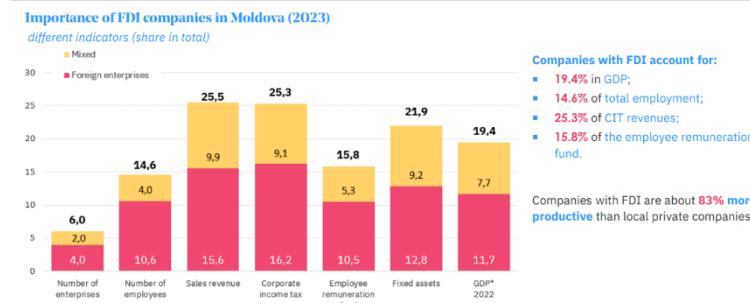
General Assembly Chisinau, 15 December 2025

# Study 4.0 “FDI Impact on Moldovan Economy”

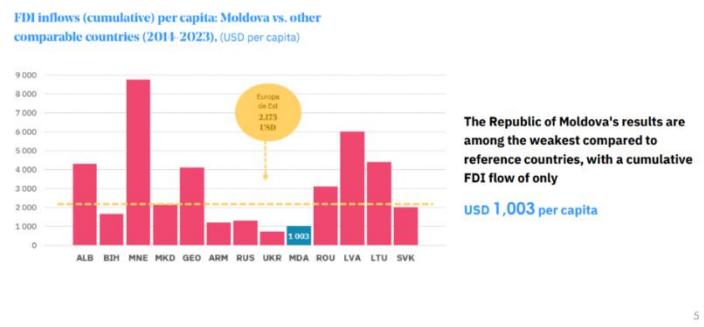
## 84% of FDI stocks is attributed to investors from the EU



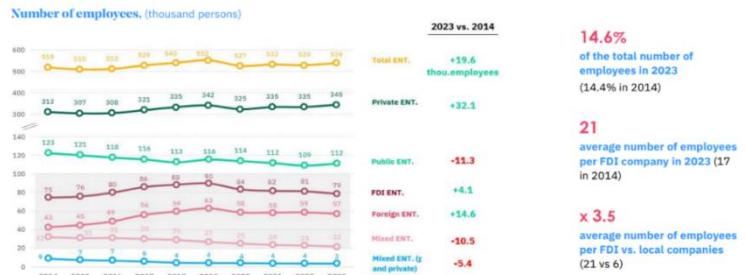
## Multidimensional IMPACT



## The Moldovan FDI cumulative inflows are quite low



## FDI enterprises contribute to sustainable employment



# Business Breakfasts & Informal Meetings

**H.E. Iwona PIORKO**

*EU Ambassador to the RM*



**Daniela MISAIL-NICHITIN, Minister of Internal Affairs**

**Mr. Vladislav COJUHARI, Secretary General of the Gov**



**Mihai LUPASCU,**

*Director of the Cybersecurity Agency*



**Doina NISTOR**

*Deputy Prim-minister/Minister of EDD*



**General Assembly Chisinau 15 December 2025**

**Dorin JUNGHIETU**

*Minister of Energy*



**Victoria BELOUS**

*Minister of Finance*



# Individual Approach / Informal Meetings

FIA&Petrom



FIA&Rompetrol



FIA&Metro



FIA&Huawei



FIA&MICB



FIA&ShoppingMalldova



FIA&EY



FIA&Moldcell



FIA&Sudzucker Moldova



FIA & Endava



FIA & Medpark



# Workshops for Member Companies

## Train the Trainer Program



## Workshop dedicated to Health and Safety at the Workplace



## Workshop on Advanced ESG Communication: The Double Materiality Approach



## Workshop on "Business Process Management



## Workshop on AI in E-Commerce



## Workshop on Social Media Strategy 2025: Trends, Statistics, and Innovation



## Workshop on Competition



## Workshop on Digitalization and Efficiency in Human Resources Processes



## Workshop on Gender Equality in the Workplace



## Workshop on Gender Equality in the Workplace



# European Economic and Social Committee (EESC) Meetings

*Ana Groza – Enlargement Candidate Member, EESC Representative (Group III)*

## Enlargement Event



## Plenary Session



## Meeting dedicated to the future Connecting Europe Facility 2028–2034



## Technical Meeting dedicated to the future Connecting Europe Facility 2028–2034



General Assembly Chisinau 15 December 2025

# Other High Level and Regular Meetings (with FIA direct involvement)

Public Debate for the Reconstruction of Ukraine



Economic Mission for the Promotion of Investments and Strategic Partnerships



Meeting with representatives of the Council of Europe



DI Regional Meeting



FIA Moldova & FIC Romania Meeting



MWC 2025



Südzucker Moldova Working Visit



UNICEF Moldova Business Advisory Board 3<sup>rd</sup> meeting



UNICEF Moldova Business Advisory Board 2<sup>nd</sup> meeting



Meeting with the Prime-minister of the RM



# ESG & SDGs Workshops for SMEs & Best-Practice Showcase

## FIA ESG & Sustainability Capacity-Building for SMEs (2025)

- 13 ESG Training Sessions for 180+ SMEs
- Regional ESG & SDG Workshops in Bălți and Cahul
- Promoting ESG Principles in Academia
- Showcasing ESG Best Practices of Member Companies



# Diaspora Events & Meetings

The winner of the Grand Prize at  
GSORM 2025  
Sabin RUFA



General Assembly Chisinau 15 December 2025

## Diaspora Youth Forum



## GSORM 2025 (upcoming)

FIA Strategic Partner  
FIA Members – Gold, Silver & Bronz Partners  
Ana Groza – Jury Member



# Institutional Engagement

FIA participates, as a member, in a wide range of national and international:

- Non-Governmental Organizations (NGOs)
- European Economic and Social Committee - EESC
- Consultative Committees and Councils
- Advisory and Expert Platforms
- Dispute Resolution Councils
- Working Groups



## FIA CSR Project

- Annual initiative since 2020

## Greenhouse in Cimișlia (2025)

- Residents grow vegetables
- Engage in meaningful activities

## Support for Local Asylum

- Up to 30 elderly & disabled residents

## Sustainability

- Aligns with UN SDGs
- Reflects FIA's commitment to Moldova's sustainable development



# Statistics

~10500 likes  
on Facebook  
~3400 likes on  
LinkedIn  
~Telegram  
channels



~900 views on  
Facebook  
~500 views on  
LinkedIn  
~500 views on  
Telegram  
channels



~50 articles  
about FIA in  
mass media



~90 official  
letters issued  
by FIA



~ 50 meetings  
& events  
organized by  
FIA



~ 200 meetings  
with FIA  
participation



# Monthly Bulletin Reports



<https://fia.md/position-papers/bulletin-reports/>



# Executive Summary

## Top 5 achievements

1. Adoption of FIA recommendations by state authorities in a proportion of over 80%
2. Launch of the FIA White Book 2025, with 85–90% correlation to the Reform Agenda under the Moldova’s Growth Plan
3. Launch of the Study 4.0 “FDI Impact on Moldovan Economy”
4. Conducting the ESG workshop program for 180+ SMEs
5. Strengthening the role of the FIA in international platforms (EESC, UN, UNICEF, UN WOMEN, UNFPA, ILO, OIM, WB, IFC, EBRD,).

## Top 3 challenges

1. Areas of FIA’s recommendations with poor progress (e.g. land, financial system)
2. Resource constraints (budget, people, time)
3. Challenges in the relationship with the authorities (delays in the adoption of certain acts, frequent changes of government leadership, automatic & very fast transposition of the EU acquis)



**Thank you for being part  
of the  
Foreign Investors Association community!**

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**Website:** [www.fia.md](http://www.fia.md)

**Address:** Of. 301, 19 Timis street, MD-2009, Chisinau,  
Republic of Moldova

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