

2025 ACTIVITY REPORT

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**FIA Vice-
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Executive Directorate & Internal Auditor



Ana GROZA
Executive Director



Inga PASCAL
Project Manager



Alina USURELU
CFO DRA
Draxlmaier
Automotive

Internal Auditor for
2024 – 2026

FIA today

- ❑ 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

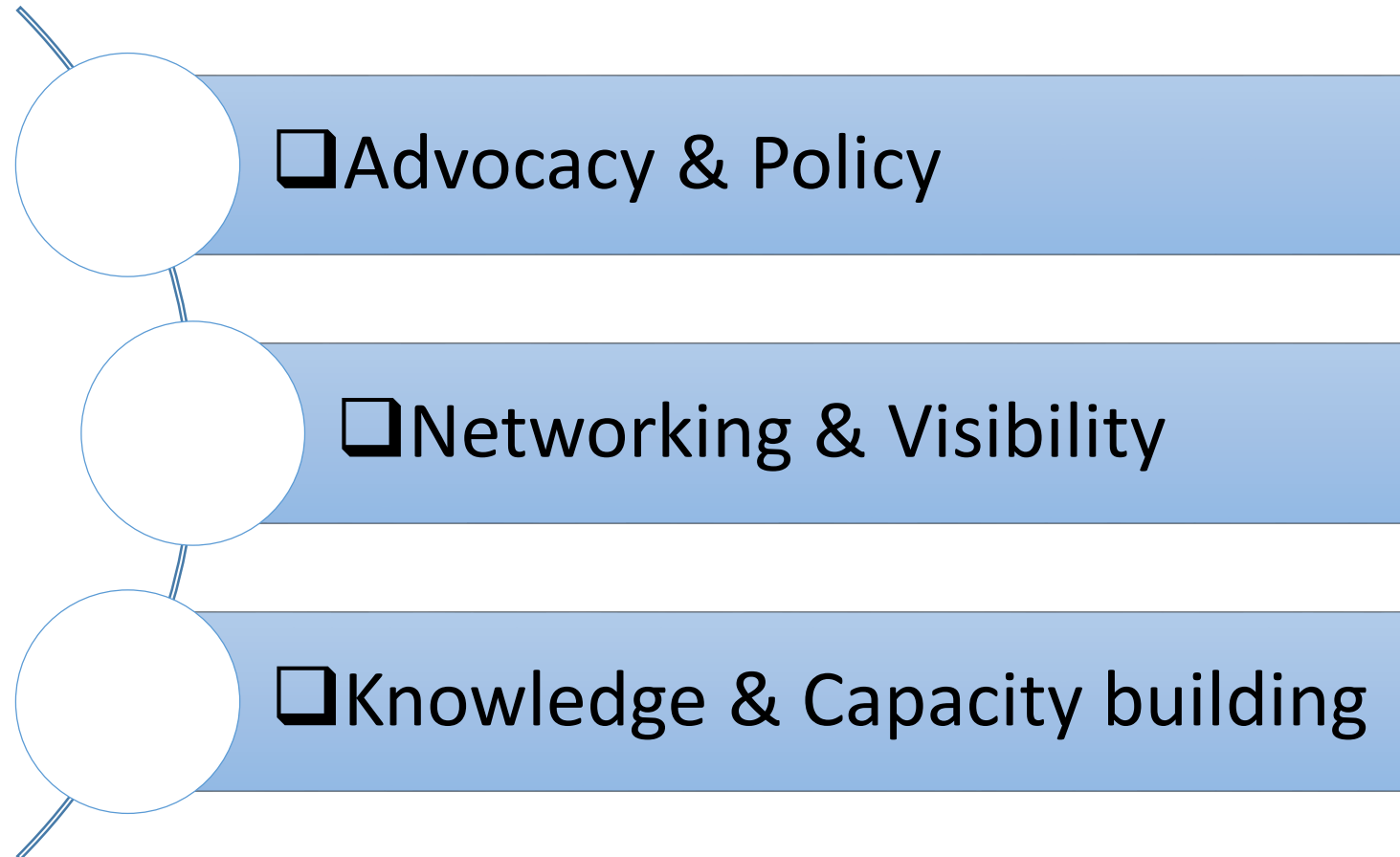
- ❑ Contribution with 19% to country's GDP



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:**



☐ **In progress:**



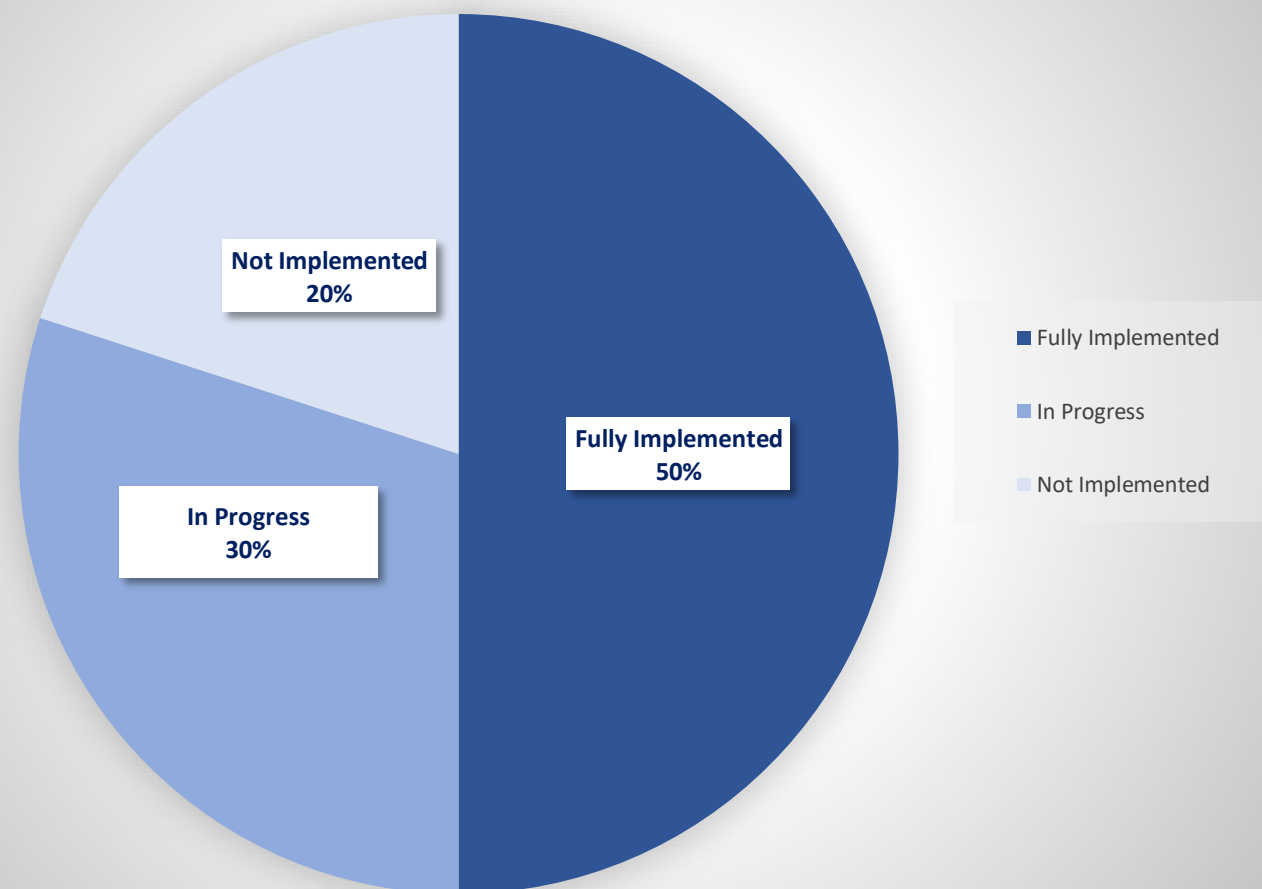
☐ **Not implemented:**



☐ **Overall implementation rate (full + partial):**



Overall Implementation Degree



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

High performance:

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

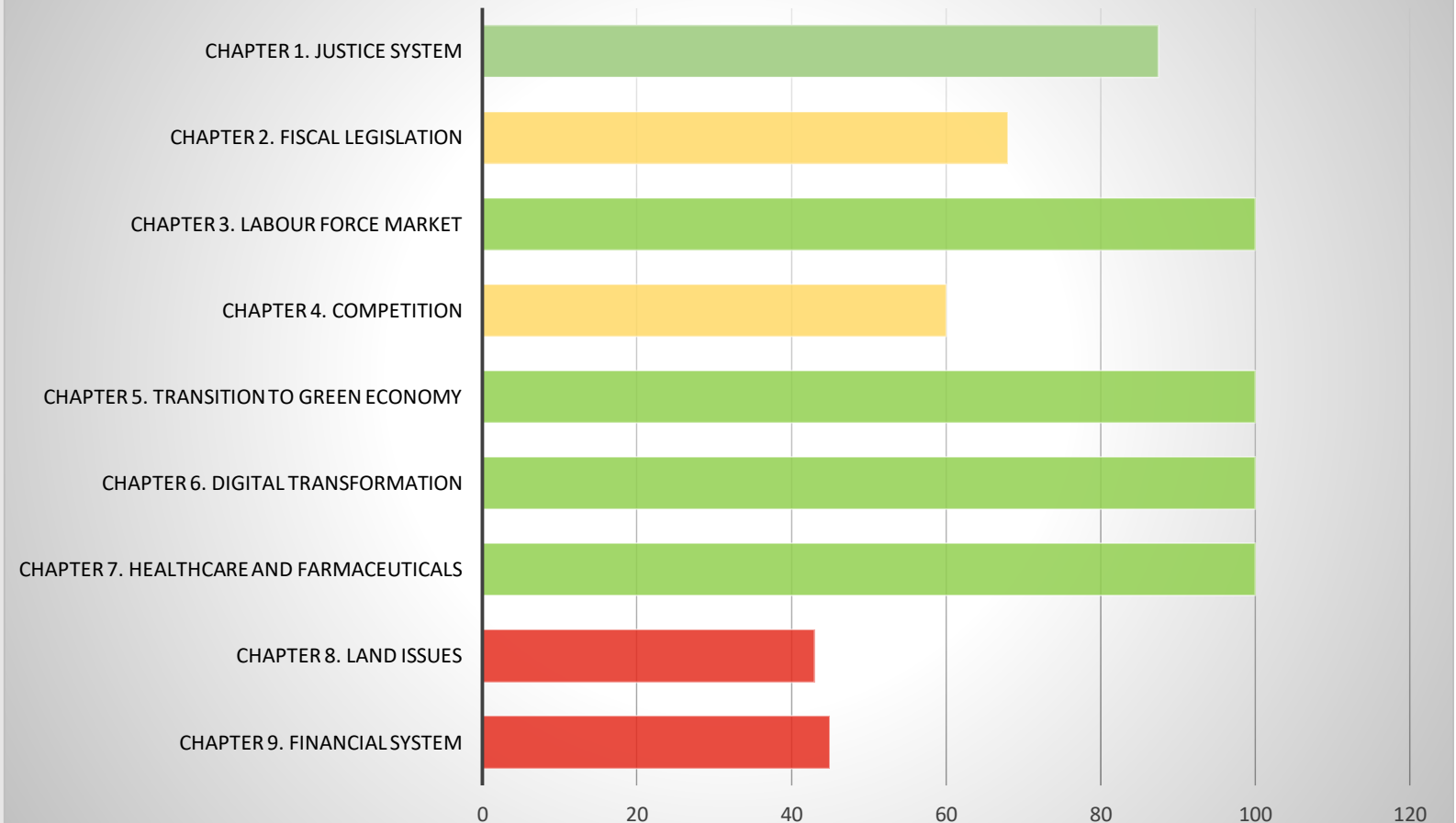
Mixed progress:

- ☐ Competition
- ☐ Fiscal Legislation

Problematic areas:

- ☐ Land Issues
- ☐ Financial System

Implementation Degree by Chapters (%)



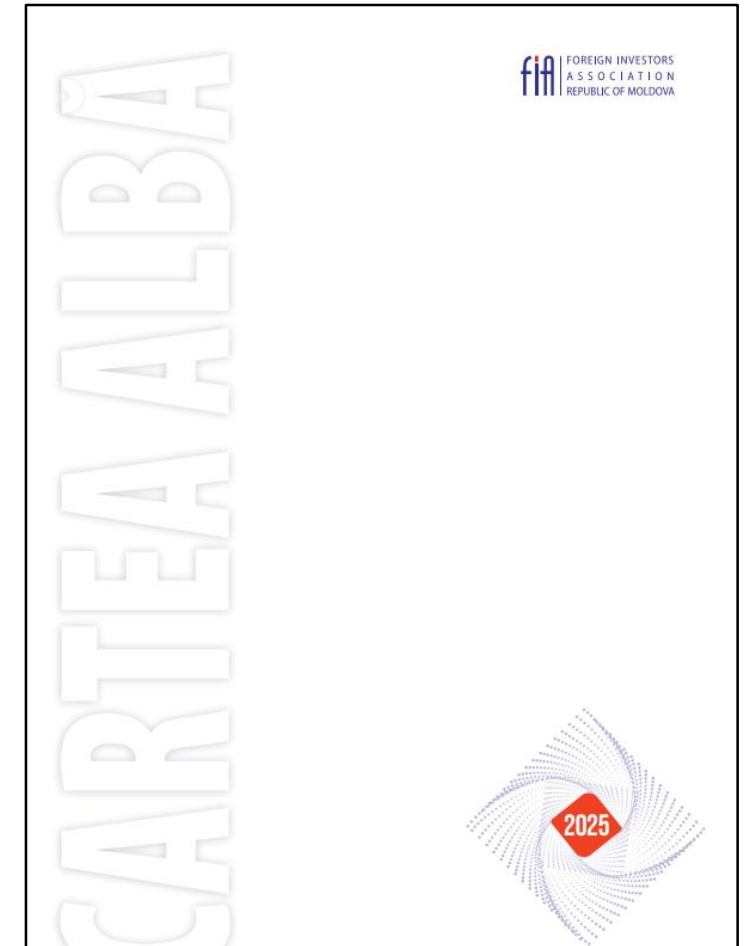
❑ 8 Reform Chapters

- 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

White Book Chapters

- ☐ Justice and the Rule of Law
- ☐ Fiscal Policy and Tax Regulation
- ☐ Human Capital and Education
- ☐ Competition Framework
- ☐ Transition Towards a Green and Sustainable Economy
- ☐ Telecom and Digital Competitiveness
- ☐ Agricultural Sector and Land Relations
- ☐ Financial System

Reform Agenda Pillars

- ☐ Economic Competitiveness and Private Sector Development
- ☐ Connectivity and Digital Infrastructure
- ☐ Economic Governance
- ☐ Social Capital
- ☐ Green Transition and Natural Capital
- ☐ Energy Security and Efficiency
- ☐ Fundamental Values

85–90% aligned

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

Lobby & Advocacy / Position Letters

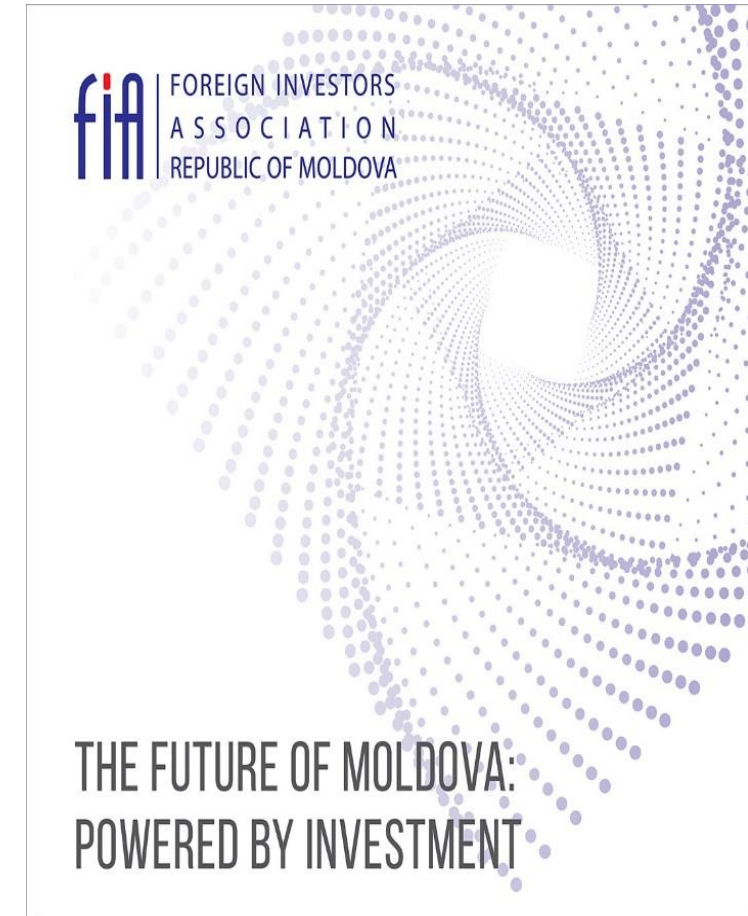
In 2025, FIA maintained proactive engagement with national authorities, submitting **position letters** to enhance Moldova's regulatory environment, investment climate, and economic competitiveness.

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=3JJkhmO-J2Q&list=PPSV>



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

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Viitorul nu este o opțiune, este ceea ce construim prin investiții, decizii și responsabilități. Riscurile și oportunitățile vor exista întotdeauna, însă în perioada de criză provocările trebuie transformate în oportunități.”

Alina ARPECE
Director general al Ene Vitanca Moldova Brewery

EFES
MOLDOVA

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Omulul digital nu este suficient. Omulul corect este de obicei omul care educați, învață, se dezvoltă, își construiește încrederea în propriile decizii și are viziunea de a face bine – de la furnirea energiei electrice – până la asigurarea siguranței alimentare în viața de zi cu zi.”

Veronika MALCOCI
Președinta Consiliului de Conducere, GRAME Cereale Agricole

GRAME

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Investițiile noastre în educație, tehnologie și în comunitate nu sunt doar o modalitate de a ne conecta cu clienții – ele reprezintă o modalitate de a ne conecta cu viitorul.”

John COTTERELL
CEO Endava

endava

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Îndem responsabilitatea ca pe un proiect comun – fiecare pas în digitalizare și inovație va fi o contribuție la un viitor sustenabil pentru Moldova.”

Arabela LOPOTENCO
Director general

BEMOL

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Mă aflu în prezent, ca întotdeauna, în fața provocărilor. Creșterea sustenabilă este din esență un proces lung și principii clare.”

Franck ARI CHARLES
Director general

LE BRIDGE



fia WHITE25 BOOK

POWERED BY INVESTMENT



“Pentru România, Moldova, sustenabilitatea înseamnă responsabilitate față de consumator, față de mediu, față de angajați și față de societate. Înseamnă să fim o companie care nu doar creează valoare, ci și contribuie la bunăstarea societății.”

Roman KRETMAN
CEO Lactalis Moldova

LACTALIS
Partenerul din lactate

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Conducerea este o artă, o știință, o responsabilitate. Într-o companie, conducerea este cea care asigură direcția, coordonarea și implementarea strategiilor. Este o responsabilitate mare, dar și o oportunitate de a face diferența.”

Bogdan SPALĂ
Președinte al Consiliului de Conducere, OTB Bank

otb bank

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Moldova este o țară cu un potențial imens de dezvoltare. Investițiile în tehnologie, educație și infrastructură sunt cheia pentru a transforma potențialul în realitate.”

Carolina BUGAIAN
CEO moldcell

moldcell

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Digitalizarea este motorul schimbării. Pentru a reuși, trebuie să fim deschisi la inovație, să învățăm din experiențe și să ne adaptăm la schimbări constante.”

Sergiu POSTICA
Director Strategic, Dezvoltare și Afaceri Bazaștari Orange Moldova

orange

fia WHITE25 BOOK

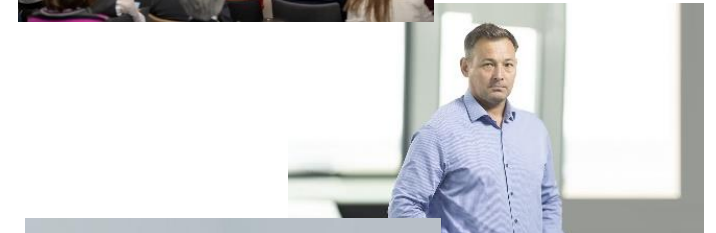
POWERED BY INVESTMENT



“DRAXLMAIER Group, cu obiective de calitate și servicii personalizate, este o companie care creează valoare, oferă soluții inovative și transformă ideile în realitate.”

Guido MEINEL
Director, DRAXLMAIER Group Moldova

DRAXLMAIER



fia WHITE25 BOOK

POWERED BY INVESTMENT



“Pentru a reuși, trebuie să fim deschisi la schimbare, să învățăm din experiențe și să ne adaptăm la schimbări constante. Investițiile în tehnologie și educație sunt cheia pentru a transforma potențialul în realitate.”

Olga SCHIMBU
CEO Medpark International Hospital

medpark

fia WHITE25 BOOK

POWERED BY INVESTMENT




“Sustenabilitatea este o abordare holistică care ia în considerare aspectele economice, sociale și mediice. Este o abordare care creează valoare pe termen lung.”

Sergiu MARTINOV
CEO METRO Moldova

METRO

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Moldova este o țară cu un potențial imens de dezvoltare. Investițiile în tehnologie, educație și infrastructură sunt cheia pentru a transforma potențialul în realitate.”

Kristina BORA
Director general

Nefis

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Conducerea este o artă, o știință, o responsabilitate. Într-o companie, conducerea este cea care asigură direcția, coordonarea și implementarea strategiilor. Este o responsabilitate mare, dar și o oportunitate de a face diferența.”

Alexandru FILIP
CEO Purcari Wineries Group

PURCARI
WINERIES GROUP

fia WHITE25 BOOK

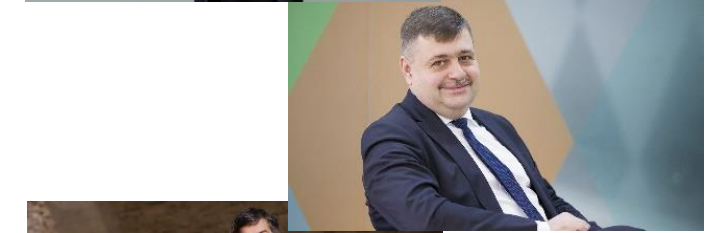
POWERED BY INVESTMENT



“Pentru a reuși, trebuie să fim deschisi la schimbare, să învățăm din experiențe și să ne adaptăm la schimbări constante. Investițiile în tehnologie și educație sunt cheia pentru a transforma potențialul în realitate.”

Alexandru GOZUN
Director, PwC Moldova

pwC



fia WHITE25 BOOK

POWERED BY INVESTMENT



“La Petrom Moldova, susținem dezvoltarea sustenabilă și siguranța prin tehnologii inovative, digitalizare și servicii personalizate care aduc valoare pentru clienți.”

Tudor BOGA
Director General Petrom Moldova

PETROM

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Cu Huawei, creștem și tehnologia prin parteneriat cu un partener de încredere. Într-o companie, tehnologia este cea care asigură direcția, coordonarea și implementarea strategiilor. Este o responsabilitate mare, dar și o oportunitate de a face diferența.”

Guo MIN
CEO, Huawei Moldova

HUAWEI

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Sustenabilitatea este o abordare holistică care ia în considerare aspectele economice, sociale și mediice. Este o abordare care creează valoare pe termen lung.”

Engin CECAN
Director General

SUDZUCKER
MOLDOVA

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Timpul este resursa noastră cea mai prețioasă. Pentru a reuși, trebuie să fim eficienți, să învățăm din experiențe și să ne adaptăm la schimbări constante. Investițiile în tehnologie și educație sunt cheia pentru a transforma potențialul în realitate.”

Pavel FILIP
CEO Sudzucker Moldova

SUDZUCKER
MOLDOVA

fia WHITE25 BOOK

POWERED BY INVESTMENT



“Pentru noi, vinul nu este doar o băutură – este o artă, o tradiție, o responsabilitate. Creșterea sustenabilă este din esență un proces lung și principii clare.”

Boris CIRICI
Președinte Consiliului de Conducere, Vetroppack Chișinău

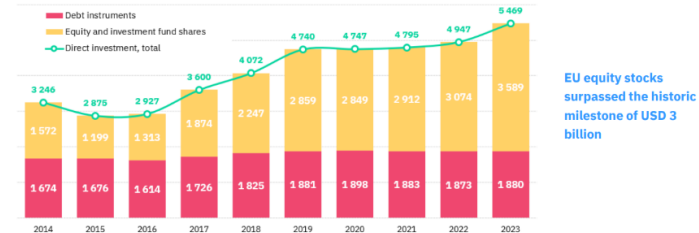
vetropack



Study 4.0 “FDI Impact on Moldovan Economy”

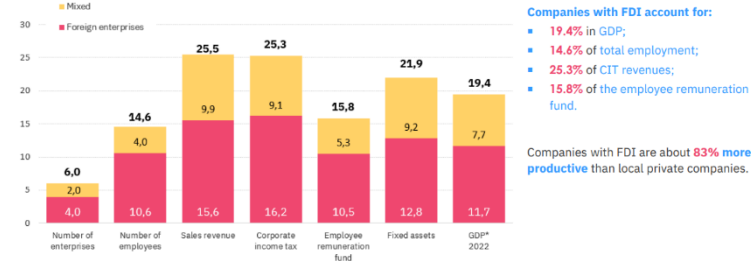
84% of FDI stocks is attributed to investors from the EU

Inward FDI stocks (direct investment liabilities), at the end of the year (USD million)



Multidimensional IMPACT

Importance of FDI companies in Moldova (2023)
different indicators (share in total)



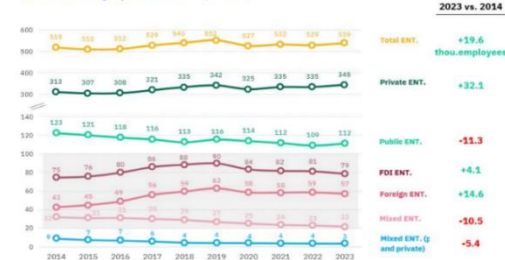
The Moldovan FDI cumulative inflows are quite low

FDI inflows (cumulative) per capita: Moldova vs. other comparable countries (2011-2023), (USD per capita)



FDI enterprises contribute to sustainable employment

Number of employees, (thousand persons)



14.6% of the total number of employees in 2023 (14.4% in 2014)

21 average number of employees per FDI company in 2023 (17 in 2014)

x 3.5 average number of employees per FDI vs. local companies (21 vs 6)

REPORT 3.0

FOREIGN DIRECT INVESTMENTS

The impact on the economy of the Republic of Moldova (2014-2023)

Developed by: bis BUSINESS INTELLIGENCE SERVICES

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



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



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



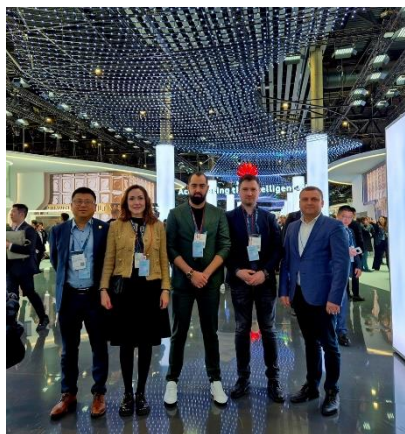
DI Regional Meeting



FIA Moldova & FIC Romania Meeting



MWC 2025



Südzucker Moldova Working Visit



UNICEF Moldova Business Advisory Board 3rd meeting



UNICEF Moldova Business Advisory Board 2nd 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



Diaspora Youth Forum



GSORM 2025 (upcoming)
FIA Strategic Partner
FIA Members – Gold, Silver & Bronze 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 Projects

☐ 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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