

### **Purcari Wineries Plc**

**Corporate Presentation** 



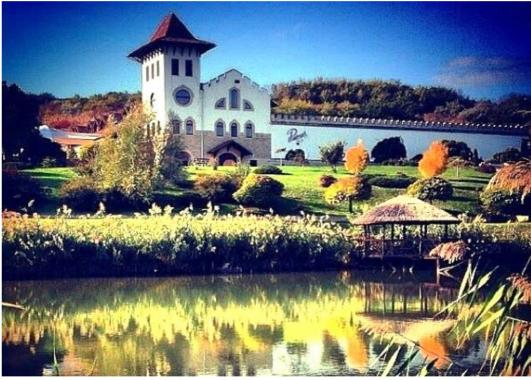




January, 2018 Strictly Private & Confidential











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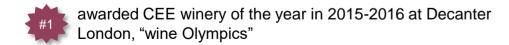
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### **Purcari Wineries at a glance**

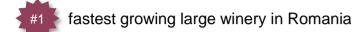


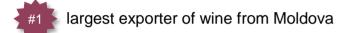
### Leading wine player in Romania and the CEE...

Founded in 1827 by French colonists, Purcari group is now...













#### 4 brands, covering a broad spectrum of segments

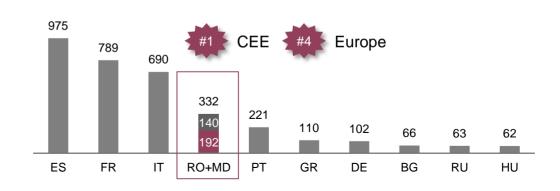
#### ... with a strong & expanding regional footprint

Geographical breakdown of sales in value terms, 9M 2017, %



#### Located in a region with one of the richest wine heritages

Top 10 European countries by area under vines, kha















### Our journey so far



4		Macro context	Acquisitions Sales'10-16, RON Organic growth
Evolution of Purcari Group	2017	<ul> <li>Strong economic growth across CEE, especially Romania</li> </ul>	<ul> <li>9M 2017: Sales up 35% and EBITDA 29% yoy</li> <li>Start of push into brandy, sparkling</li> </ul>
	2014	<ul> <li>Ukraine conflict, devaluations across CIS; CIS share of sales down to ~10%</li> </ul>	<ul> <li>Profit sharing deal on vineyards in Romania (taken</li> <li>71m</li> <li>Relaunch of all 4 core brands, marketing shake-up</li> <li>66m</li> </ul>
	2012	<ul> <li>2<sup>nd</sup> Russian embargo, Group loses ~17% of business</li> </ul>	under operation) <sup>1</sup> • Strategy shift to CEE, away from Russia; Romania defined as key growth market
	2010		<ul> <li>Horizon Capital invests into the company</li> </ul>
	2008	Global financial crisis	<ul> <li>Acquisition of Bardar, 1<sup>st</sup> brandy asset</li> <li>IFC invests into the company</li> </ul>
	2006	<ul> <li>1st Russian embargo, Group loses ~80% of business</li> </ul>	<ul> <li>Acquisition of Crama Ceptura,</li> <li>1st asset in Romania</li> <li>Focus on Moldovan exports to</li> </ul>
	2004		<ul> <li>Acquisition of Purcari winery</li> <li>Acquisition of Bostavan, 1<sup>st</sup></li> <li>Foundation of Group</li> </ul>

Revenue of Purcari Group

Purcari grew business **organically** and via **acquisitions**, successfully adjusting to macro headwinds, **refocusing** away from reliance on CIS **to CEE** 

### Business model built at the intersection of three themes











CONCHA Y TORO.

Penfolds.







Ray. Ban

L'ORÉAL





Affordable Luxury





Differentiated marketing

Purcari is positioned at the intersections of three themes:

- Modern winemaking: the company is brand, as opposed to appellation centric and runs a cost-efficient business
- Affordable luxury: as an aspirational brand, Purcari wines are an example of affordable luxury, building on a heritage dating back to 1827 and ranking among most awarded wineries in Europe
- Differentiated marketing: the company is not afraid to be quirky about the way it approaches marketing, prioritizing digital channels and focusing on engaging content as opposed to traditional advertising



#### Purcari

- Location: Purcari region (high bank of Nistru River, 65km from the Black Sea) – a reputable vine region in Moldova due to its unique microclimate and soil
- Area: 265ha
- Weather: The vineyards are oriented South to South West to guarantee highest number of sun hours
- Soil: black earth carbonate, colluvial soils
- Age of vines: 10-13 years



#### **Crama Ceptura**

- Location: Valea Calugareasca (Slopes of Carpathian mountains), in Dealu Mare area, among most famous wine regions in Romania
- Area: 164ha covering fragmented individual plots within 15 to 40km (1)
- Weather: Region is praised for having 14 days more sunshine than country average, favoring rich high quality grape crops
- Soil: reddish brown forest soils
- Age of vines: 80ha of 8-10 years and 84ha of 20-30 years

#### Alexandru Ioan Cuza

- Location: Al Cuza, Valul lui Traian region
- Area: 555ha
- Weather: hot and dry conditions ideal for rich red wines:
- Soil: ordinary black, black earth carbonate, alluvial meadow-chernozem soils
- Age of vines: 10-13 years

#### Onesti

- Location: Codri Area, considered the heart of white grapes wines)
- Area: 76ha
- Weather: cooler temperatures favorable for high quality whites
- Soil: 25% of the territory covered by oak and lime forests and landscape fragmented by many small rivers and valleys
- Age of vines: 12-13 years

















# State of the art technological equipment and winemaking know-how



### Key interventions to ensure superior quality of Group's wines

### Harvesting



### Vineyards located in close proximity to processing + use of modern efficient New Holland machinery = delivery of harvested grapes within 2 hours to processing facilities which preserves natural qualities of grapes



Hand-harvesting + use of small boxes, to prevent oxidation in transit

### **Preparation**

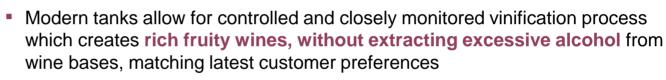


The cooling of whites before processing increases aroma, in particular for aromatic grapes, like Sauvignon Blanc or Feteasca Alba





Thermovinification for red wines – moderately heating up grapes prior to fermentation for greater color and tannin extraction



### **Filtering**



Use of membrane filtering under nitrogen to provide microbial stability along with clarity of wine. Nitrogen minimizes the levels of oxygen present, preserving flavors and significantly improving shelf life

**Storing** 



Micro-oxygenation introduces oxygen into wine base in a controlled manner, adding to roundness and balance of wines

Storage for reds in Seguin Moreau oak barrels in air-conditioned environment to ensure right temperature and humidity level

### **Blending**



- Inspection, tasting, and laboratory tests of wine base before and after aging in oak barrels.
- Blending on different various varieties to create unique blends and ensure consistency of wine character across vintages

### Purcari brand is part of the popular culture, a true icon





Known as the brand with a long standing tradition of shipments to Royal courts



Școala de agricultură Purcari. Camion de distribuție.

Liberi. Вільні. თავისუფალი.

*₩* = \*

Wine with an attitude, taking position on key societal issues







With a cosmopolitan image; here showcased by John Kerry, the US State Secretary; but also featured in the very popular Black Butler comics (Kuroshitsuji manga), in Japan

Source: Company Information



- Favorable macro fuels growth in our key regions
- Secular growth of wine market, especially in CEE
- Purcari among most awarded wineries in CEE
- Best of both worlds: low cost + pricing premium = great margins
- Excellent growth track-record, strong fundamentals
- Strategic vision: build #1 CEE winery, consolidate market
- Excellent team, resources to deliver to the vision



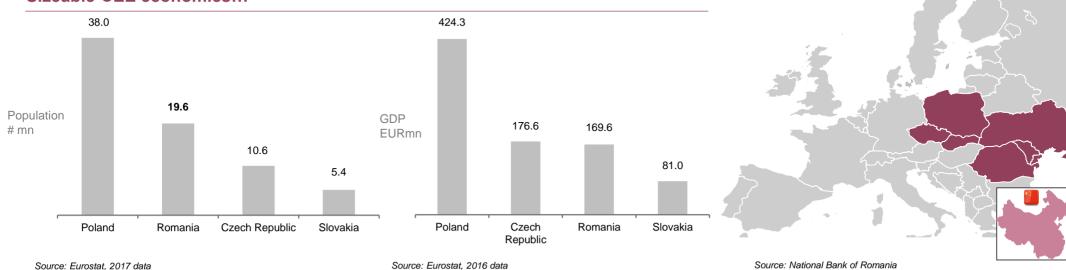
Romania



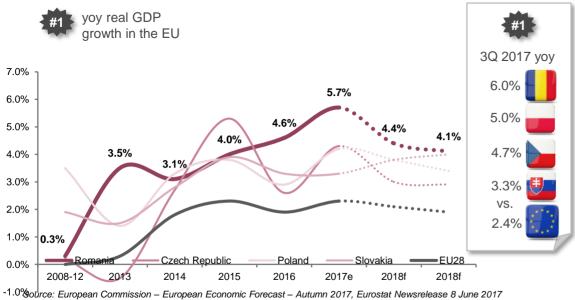
# Favorable macro fuels growth in our key regions

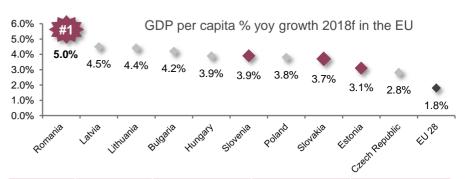






### ...with strong above average growth and positive outlook....





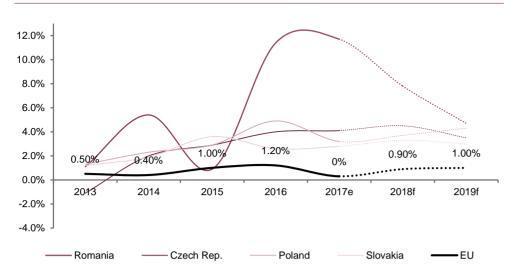
2016	Population (mn.)	Real GDP % YoY	Unemployment rate	GDP / capita (EUR)
Moldova	3.6	4.1%	3.8%	1,622
Ukraine	42.5	2.3%	9.3%	1,831
China	1,383	6.7%	4.0%	6,856

Source: Eurostat. Focus Economics

# Supportive momentum for consumption; good business climate

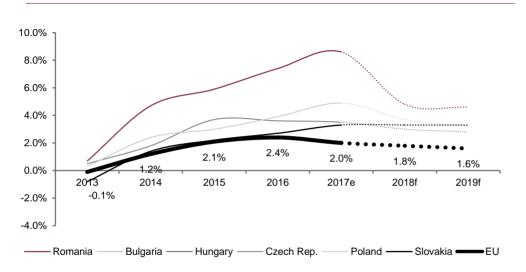


#### **Highest Growths in Real Compensation of Employees(1) (yoy %)**

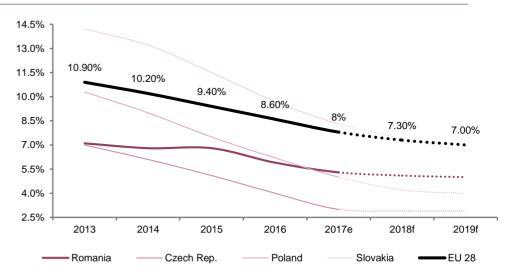


Source: European Commission – European Economic Forecast – Autumn 2017
(1) Total remuneration incl. wages & salaries, social contributions; deflated by price deflator of private consumption

#### **Growing Private Consumption above EU levels (yoy %)**

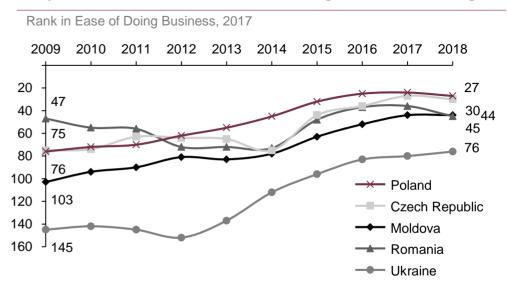


#### **Declining Unemployment Rates Below EU Levels**



Source: European Commission - European Economic Forecast - Autumn 2017, Eurostat

#### Key markets score well in Ease of Doing Business Ranking





# Sizeable, growing wine sector across the CEE markets



				丰	
<i>Market volume,</i> 2016 [m liters]	323	244	216	81	168
Market value, 2016 [m Euro]	686	1,090	1,019	571	600
Share of premium & super- prem <sup>1)</sup> , 2016 [%]	8.8	21.6	20.9	22.6	25.0
Historical cons. growth, CAGR '14-'16 [%]	7.4	1.9	3.5	0.2	-1.0
Forecasted cons. growth, CAGR '16-'20 [%]	9.0	3.2	1.6	1.4	2.9
Wine consumption, 2016, [l/capita]	16.4	6.4	20.5	14.9	4.0
<b>Beer consumption,</b> 2016, [l/capita]	90.0	105.2	143.2	77.4	41.3
<b>Spirits consumption,</b> 2016, [l/ capita]	3.1	9.3	6.0	7.8	4.2

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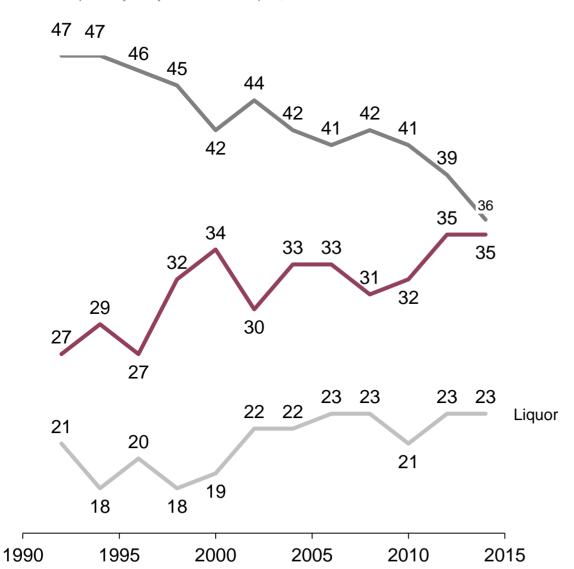


### Consumption trends favour wine vs. alternative drinks, pushing demand up



#### Shifting consumer preferences: wine up, beer down

US Gallup survey: Do you most drink liquor, wine or beer? %



"Rosé Is Seeing Explosive Growth as Its Summer Rival, Beer, Goes Flat"

- 3 August, 2017

### **Bloomberg**

"Goldman downgrades beer stocks because millennials like wine better"

- 24 July, 2017



"Millennials Are Drinking More Wine Than Boomers" – 17 February, 2016



"The world is facing a wine shortage, with global consumer demand already significantly outstripping supply, a report [by Morgan Stanley] has warned."

– 30 October 2013

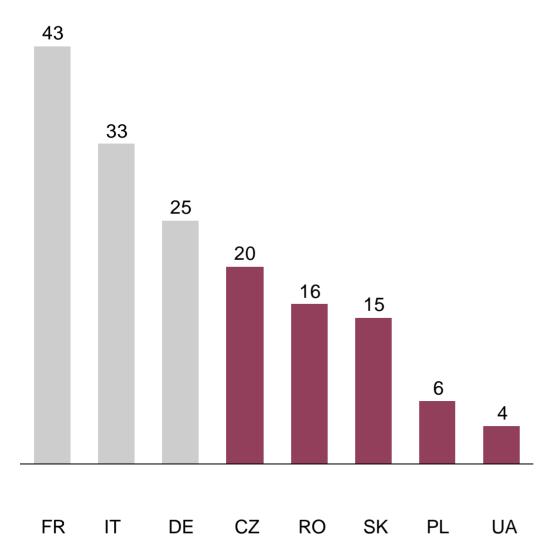
ВВС

# **CEE** consumption especially strong, on shifting drinking patterns



#### Plenty of catch up for CEE countries

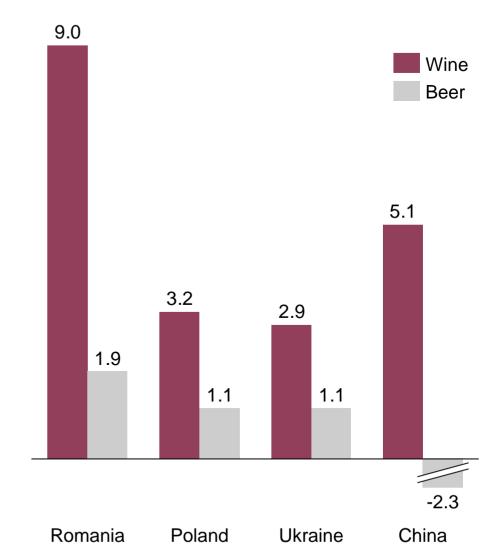
Wine consumption, litres per capita, selected countries



Per capita wine consumption in CEE lags significantly WE levels, but catches up on growing share vs. beer

#### Wine steals share from beer

Forecast growth by category, by country 2016-2020F, %



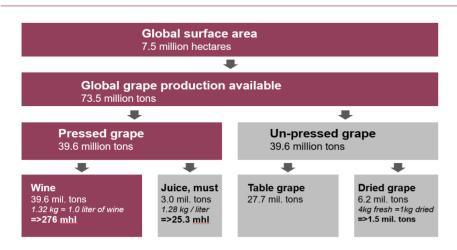
 Romania, Group's largest market, show fastest growth forecast in CEE

Source: Statista, Euromonitor, Nielsen

### On supply side, the vineyards base has been shrinking, constraining output

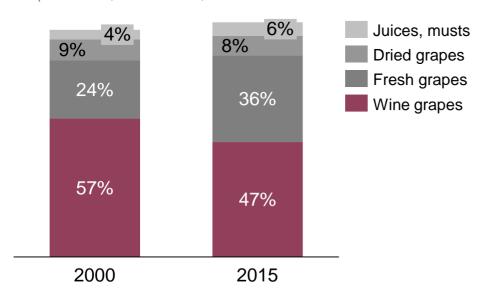


#### Less than 50% of grapes collected go for wine making



#### Share of wine grape declining in total grape production

Grape end uses, 2000 vs. 2015, %



#### Commentary

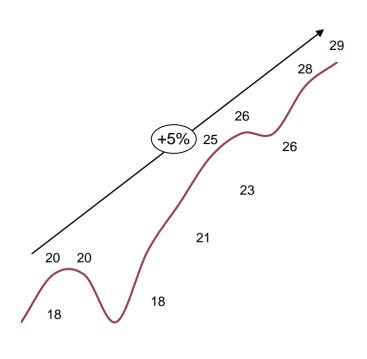
- Global area under vines, has gradually decreased between 2000 and 2015 from 7.782 ha to 7.515 ha. according to OIV:
- Overall, the corresponding share of wine grape production (versus other grape uses), has dropped from 57% to 47%, during the same period, from which one can infer an approximate 20% drop in vine surfaces used for wine grape cultivation;
- Much of the drop was driven by the EU, where regulation has been in place limiting planting rights and subsidizing so called grubbing-up schemes, in an attempt to address the oversupply;
- In China, among the very few countries which increased the vineyard plantations, only 12% of grape output goes to make wine (the rest being fresh and dried grapes);
- Global wine consumption in 2017 is estimated at 243m hl, with a corresponding production of 247m hl – a significant departure from the structural over-supply that plagued the market for decades;
- For instance, the average global consumption to production ratio has been at 0.85, on average, between 1995 and 2004; 0.90 for 2005-2014 and estimated as high as 0.98 in 2017, impacted also by a poor harvest season, which is limiting the supply.

### These secular shifts, have been favourable to wine pricing globally



#### As wine trade grows at a fast pace...

Global wine trade. €bn

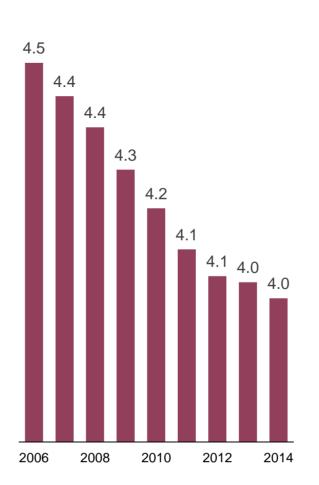


# 2006 2008 2010 2012 2014 2016

 Wine trade has grown strong, as the sector becomes increasingly global

#### ... and vine areas are decreasing...

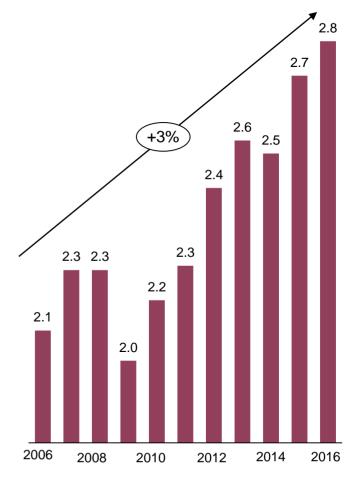
Area of vineyards in continental Europe, mn ha



 Regulation limiting new plantations, grubbing-up subsidies and generational change has led to a decrease in vine areas

### ... prices keep rising

Average price per liter of traded wine, €



 The resulting supply decrease, combined with rising demand, has pushed prices up

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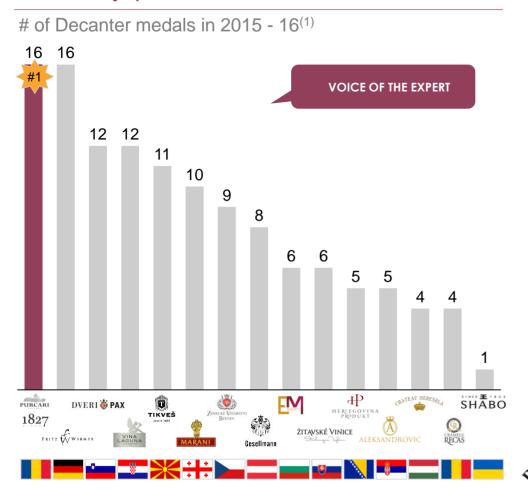




### Our wines: most awarded CEE winery 2015/2016; high up on Vivino

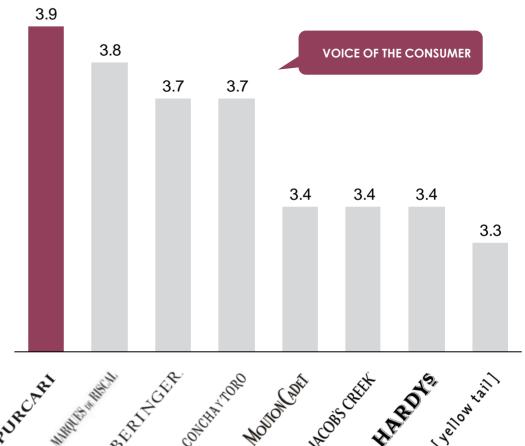


# Leading medal-winning winery in CEE at Decanter, the Wine "Olympics"



Outstanding Vivino ratings, a proxy for millennial engagement, based on >12.5k reviews





- Most awarded winery to the east of Rhine, ahead of reputable (and much pricier!) German, Hungarian or Austrian wineries
- Our top wine, Negru de Purcari Limited Edition 2011 scores 4.7 (top 1% globally) and across vintages it scores 4.2 (based on 2,000+ reviews)

# Proven ability to sustain and increase quality while scaling up



#### Increasing number of medals won from year to year

# of medals



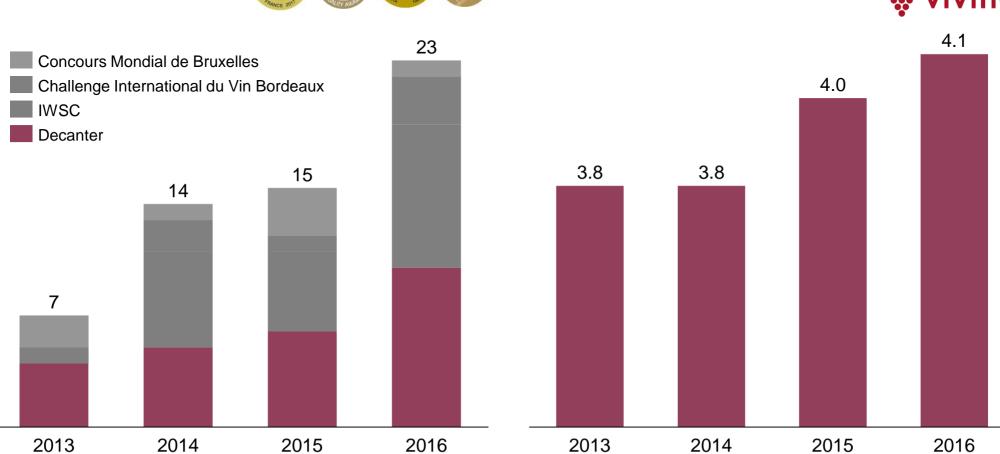






#### Rosé de Purcari voice of consumers on Vivino

Vivino scores by vintage vear. Rosé de Purcari (most sold Purcari SKU)



- Unlike beer or spirits, wine production is more prone to quality fluctuations. The Group has demonstrated the ability to keep raising the bar quality wise, as illustrated by the mounting number of medals won at top global competitions
- The ascending trend confirmed by the rising average Vivino scores, a proxy for consumer feedback, as is the example of Rosé de Purcari, which is Purcari's #1 SKU by volumes and #1 Rosé sold in the Romanian market\*

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Purcari Ice Wine, Decanter Platinum, 95 points, Best CEE sweet



### **Operational excellence**

- Location: low cost production platform in Romania, Moldova, very competitive vs. other EU. New world
- Scale: large and growing scale in a fragmented market where scale matters
- Processes: solid processes in place, minimizing the guesswork and human factor in operations
- Culture: past crises following 2006, 2013 embargos cultivated hard learned cost-discipline
- Balance sheet: strong balance sheet to trade payment terms for margin
- Quality: offer superior quality at a given price point

### **Clever marketing**

- Philosophy: be genuine, talk to the consumer, don't sell to them
- On a shoestring: focus on creative, viral marketing, on small budgets
- **Digital first:** focus on new media, with Facebook, Instagram and YouTube as main platforms
- "Lean Startup": fast prototyping, encourage experimentation, tolerate failure, react fast to flops
- **Product innovation:** constantly innovate line-up and packaging, to keep up with the changing tastes
- Influencer marketing: work along key opinion leaders, including bloggers and fashion divas

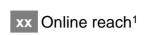
#### Lower costs

### **Brand premium**

### **Strong sales and margins**



# Marketing: high on creativity, low on cost





### Romania National Day (2013)

History of Romania told by a sand artist



Glossa (2014)

National poem put on video



Takk Norge (2015)

Our workers thank Norwegian consumers



We are the champions (2016)

Purcari villagers sing a Queen classic



Winedrone (2016)

April's Fool prank



Maluri de Prut (2016)

Celebrate Romania's unification



Digital Label (2017)

April's Fool prank



Purcari Wine Run (2017)

10km through the vineyards



Winelicious (2017)

Short 1-6, viral, video recipes





# Our brands: building youthful, aspirational, fun brands

























Sources: public sources, company data

Page 25



# **Extending brands to new segments: sparkling and brandy**

























Page 26 Sources: Company Information



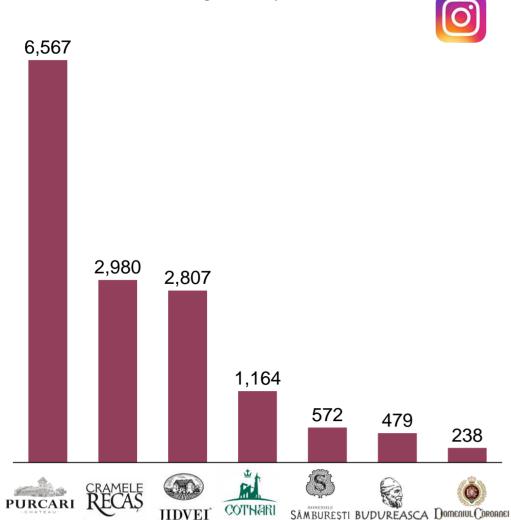
# Topping other Romanian wineries at millennial engagement, quality



#### Aspirational brand which consumers like sharing about

Number of #brand uses on Instagram, for key Romanian brands

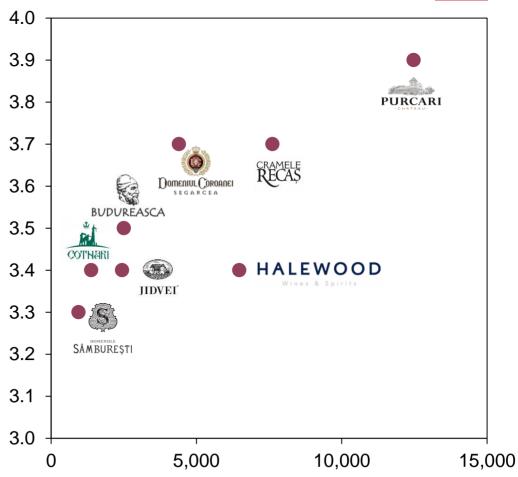




### Highest number of ratings and highest scores on Vivino

X axis – number of Vivino ratings: Y axis – average Vivino score

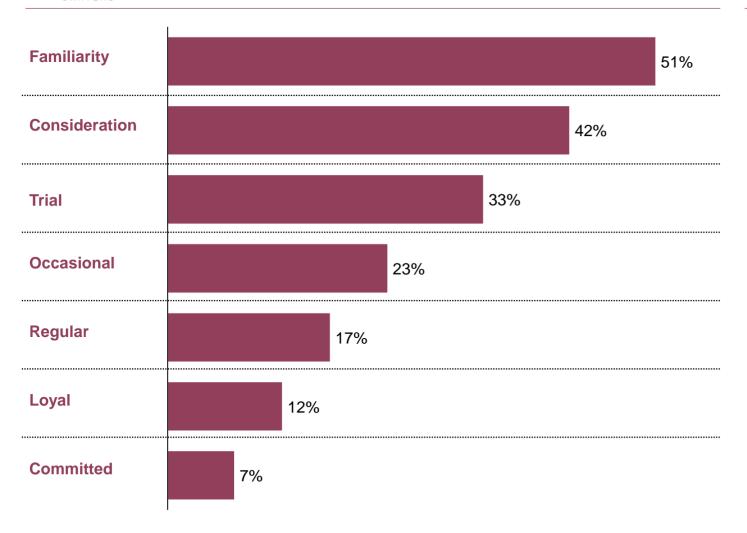




# Strong conversion across brand pyramid, with room to grow







#### **Commentary**

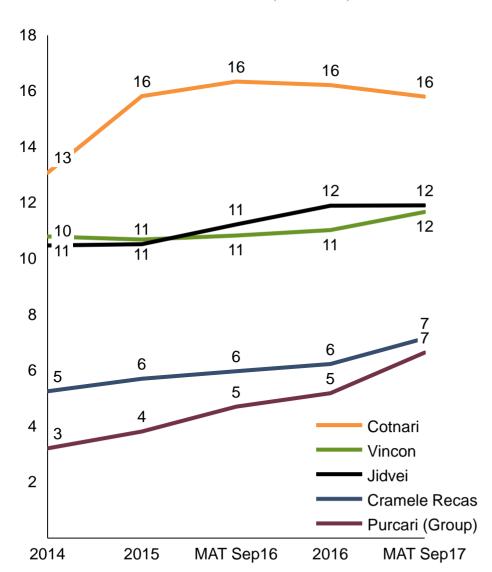
- Circa 1 in 2 Romanian premium consumers who tried Purcari become regulars
- Nevertheless, as a relative new entrant into the Romanian market, Purcari still has a weaker brand Familiarity compared to the more established wineries
- Only 51% of Premium consumers, in large Urban areas (target group) are familiar with Purcari
- Significant upside remains, by increasing the awareness of Purcari brand, which should cascade down in higher numbers of Regular consumers

### Purcari is now a clear #1 in premium in Romania, and top-5 overall



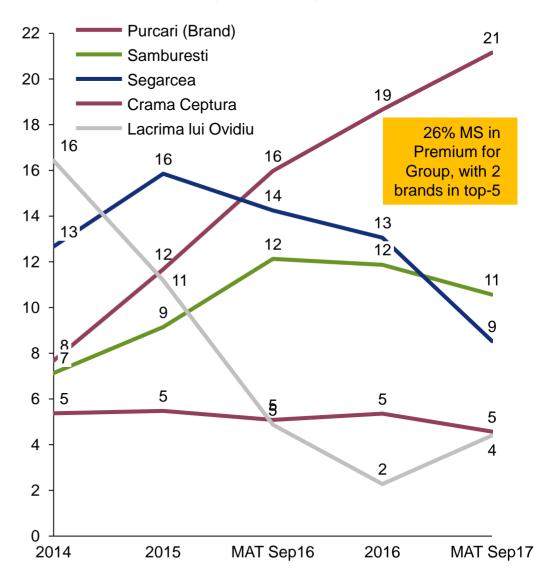
### Overall, Purcari has more than double MS in 3 years....

Value share of TOTAL retail market. Romania. %



#### ...while becoming a clear #1 in Premium

Value share of Premium (RON 30+/liter) retail market, %



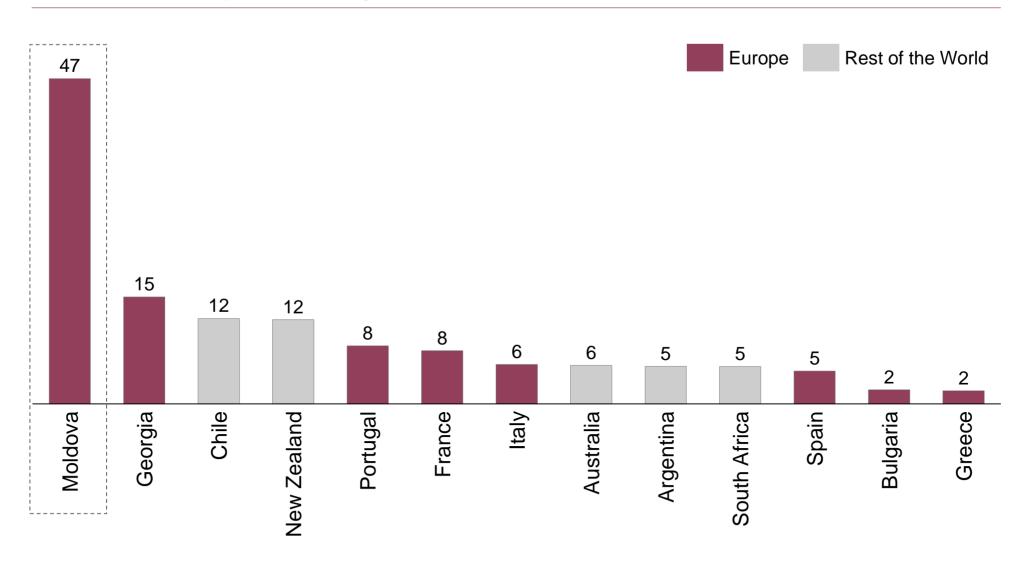
Sources: Calculations based on data reported by Nielsen through its Retail Measurement Service for the table wine category on bimonthly periods December2013 / January2014 to June2017 / July2017 for the Country total retail market without HORECA. In the report are included top 5 brands with average selling price above 30 RON / L, the top is build considering volume on bimonthly periods Aug16-Sep17 to June17-July17. (Copyright © 2017, Nielsen);

Purcari Group = Purcari, Crama Ceptura and Bostavan brands

### Very strong revealed comparative advantage (RCA) in wine



#### Index<sup>1)</sup> of revealed comparative advantage in wine, 2009



In Moldova, the Group benefits from a very competitive exports platform to all of CEE

# Costs: sustainable cost advantage, across the cost structure (1/2)



### COGS breakdown of the Group, 2016

#### Advantageous input costs, across the structure



Note: COGS per litre is calculated based on IFRS 2016

Sources: Company Information



# 4 Costs: sustainable cost advantage, across the cost structure (2/2)



		ê Milis	*		
Average net salary [€/ month]	1,913	1,288	646	573	213
Electricity [€/ kwh]	0.074	0.101	0.114	0.064	0.083
Diesel [€/ liter]	1.29	1.13	0.71	1.14	0.77
Bottle [€/ 0.75l]	0.25	0.30	0.15	0.18	0.15
Grapes¹) [€/ kg]	0.90 Val de Loire	0.85-1.20 Rioja	0.30 Colchagua	0.30 Ceptura	<b>0.24</b> Purcari
Vines²) [€/ ha]	25 k – 3.4 m	31 k – 50 k	27 k – 48 k	10k – 12k	4k – 9k

<sup>1)</sup> Quality comparable to Group's production 2) France (Bordeaux); France (Val de Loire, based on 10t/ha yield calculation); Spain (La Rioja, Pais Vasco); Chile (Colchagua); Romaina (Crama Ceptura Winery, 2017); Moldova (Purcari Winery, 2017) Sources: Company data, Numbeo, Eurostat, ODEPA, Ministry of Agriculture of Spain, Agrifrance 2017 Rural Report, www.vinetur.com, www.larioja.org, http://www.lomejordelvinoderioja.com, www.vivastreet.cl, www.Globalpetrolprices.com, www.exchangerates.org.uk, www.elobservador.com.uy

Page 32

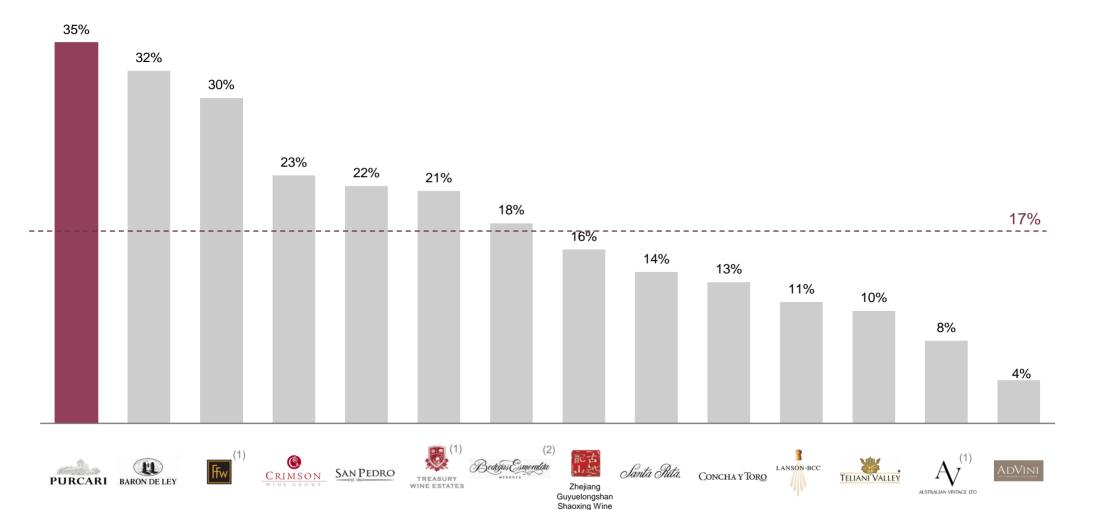


### **Lower costs + brand premium = best in peer group margins**



#### EBITDA margin – global peer group

EBITDA margin 2016, %





<sup>(1)</sup> Financial year ends as of 06/30; e.g. for 2016, financial statements as of 06/30/2017 where taken into account

Financial year ends as of 03/31; e.g. for 2016, financial statements as of 03/31/2017 where taken into account

### **BUSINESS HIGHLIGHTS**



- 1 Favorable macro fuels growth in our key regions
- 2 Secular growth of wine market, especially in CEE
- 3 Purcari among most awarded wineries in CEE
- 4 Best of both worlds: low cost + pricing premium = great margins
- 5 Excellent growth track-record, strong fundamentals
- 6 Strategic vision: build #1 CEE winery, consolidate market
- 7 Excellent team, resources to deliver to the vision

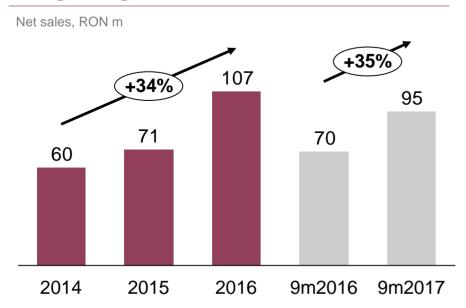




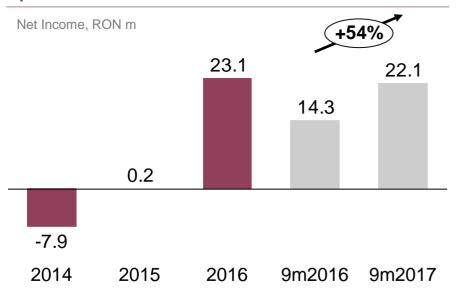
# Strong growth, top and bottom line; net debt nearing 1x EBITDA



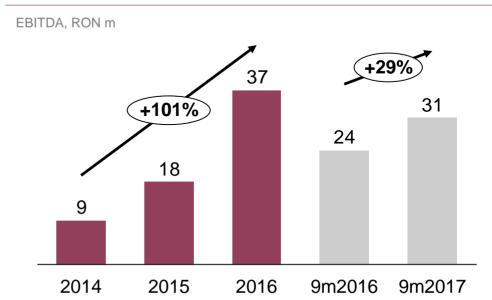
#### Strong sales growth



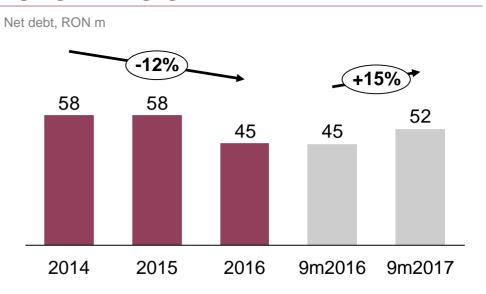
### Spike in net income



### **Robust EBITDA development**



#### Ongoing deleveraging



### **BUSINESS HIGHLIGHTS**



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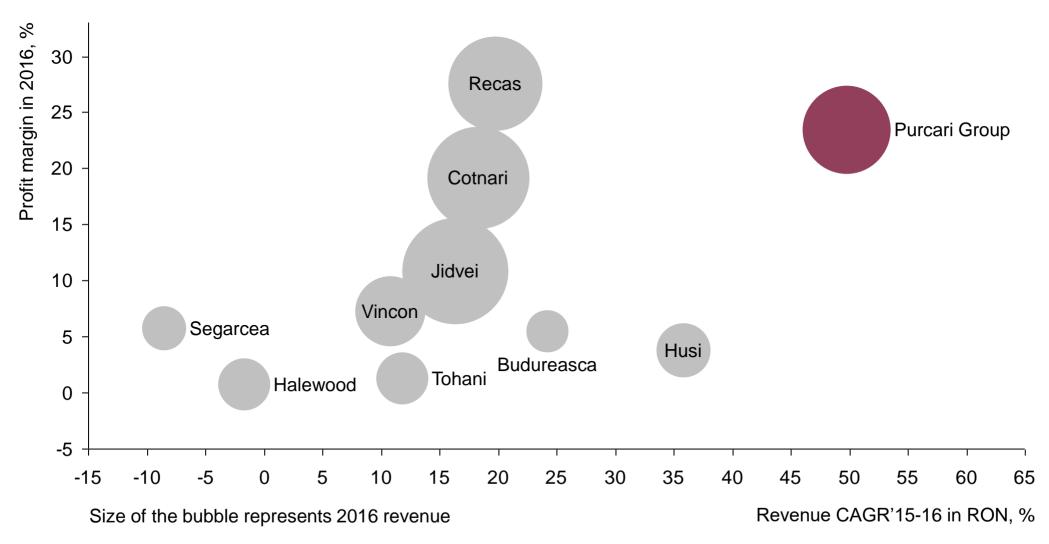


# On track to become the leading Romanian winery



### Purcari Group - #1 fastest growing and #2 most profitable among large Romanian wineries

Revenue CAGR'15-16 in RON vs. profit margin in 2016 of top 10 wineries in Romania in terms of revenue in 2016



Note: Revenue for Purcari Group as per IFRS financial statements, revenue for other wineries as reported by the Ministry of Finance statutory accounts; The Ministry of Finance data is not on a consolidated basis.

For Recas, Vincon, Halewood, Tohani, Budureasca only the main company of the group was considered.

Source: company data, public data



# Vision: build the #1 winery in CEE, act as market consolidator



### Strong growth across CEE core markets, marching towards vision

Sales growth of Purcari Group in selected geographies, CAGR'14-16, RON %



### Blue chip retail partners throughout CEE

Selected accounts



































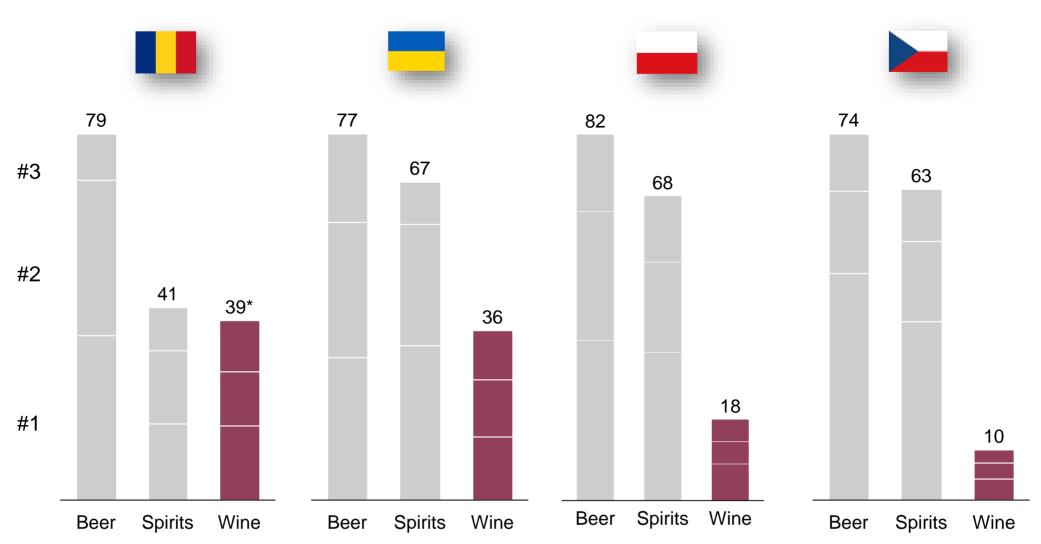


Source: Company Information Page 38



### Unlike beer and spirits, wine quite fragmented; consolidation imminent PURCARI

### Volume share top-3 players by country, %



As wine market moves from terroir- to brand-centric and leaders build scale / sophistication, the market is ripe for consolidation

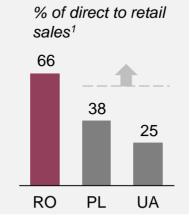
### Engines to drive growth going forward and achieve CEE leadership



Clear drivers to achieve its goal of building a wine champion and consolidate the CEE market...

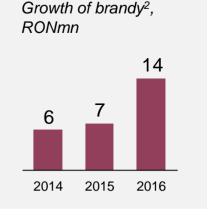
### Build out sales force; direct to retail

- Build out own sales in coremarkets, repeat successful Romanian formula
- Grow share of direct to retail sales



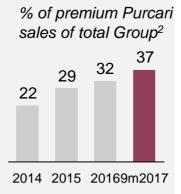
### Extend brands to new categories

- Move beyond wine; build on successful push into brandy
- Launched sparkling in 2017, expect non-wine segments to drive growth



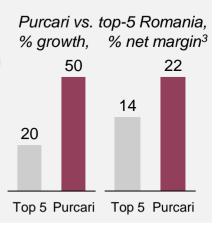
### III Continue shift to premium, up mix

- Premium Purcari sales tripled over the last two years, boosting margins
- Way to go as ex-works price of premium Purcari ~4x the price of mass-market Bostavan



# W Grow via acquisitions

- Wine sector fragmented, high share of "hobbyist" operators, lacking expertise
- Opportunity to bring these up to the operational standards of Purcari Group



Vast room to grow in fragmented €3.6bn core CEE market; drive consolidation; bigger scale to further strengthen competitive advantage

### **BUSINESS HIGHLIGHTS**



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- Excellent team, resources to deliver to the vision





### A strong team to deliver on the vision





Victor Bostan

- Over 35 years of experience in wine industry
- Successfully sold one of the largest wine companies in RU
- Fluent in FR, RO and RU



Victor Arapan

- 20 years experience in banking, audit and corporate finance
- Successfully restructured financial and commercial debts
- Fluent in EN, RO and RU



John Maxemchuk

- 20 years of management experience
- Ex-MetroMedia, Sun/Orange, AT&T
- Wharton, MBA Harvard Business School
- Speaks EN, RO



Federico Giotto
Head Wine Maker 39



Ina Burciu

- Over 10 year of experience in recruitment and human resources development
- Fluent in EN. RO and RU
- 15+ years of wine consulting experience
- Laureate of numerous international awards
- Fluent in EN. IT



Horizon Capital (64%) is a leading regional

management, across four funds; Horizon is

backed by over 40 institutional investors.

including UTIMCO. Stepstone, Aberdeen.

Church Pension Fund, IFC, EBRD, FMO etc.

IFC (6%) is a member of the World Bank Group, focused on investments in emerging markets.

private equity investor, with over \$700m under

Purcari has been issuing financial statements in accordance to IFRS and was audited by a big-4 since 2007



Marcel Graidieru

GM Romania 77

wine sales

Over 10 years experience in

Successfully reconstructed

Group's production sites

Fluent in FR. RO and RU

Nicolae Chiosa

GM Production, 29

- 9 years of experience in wine production, thereof 2 at the Russia-based "Igristie Vinna" and 8 within the Group
- Fluent in EN, RO and RU



Artur Marin

- Over 10 years of experience in wine sales
- Successfully launched export to CEE and Baltic countries
- Fluent in EN, RO and RU



Sorin Balanel
Marketing Director, 41

- 19 years of experience in marketing and advertising with focus on the beverage industry
- Successful coordination of group's rebranding campaigns
- Fluent in EN, RO and RU



Reputable investors







Sources: Company Information Page 42



### **Corporate and social responsibility**



Community Development Policy implemented in 2015 to define strategic approach, management system and budgets for Group's contribution to the local communities.

#### **SPORTS**



- Main partner of USM-Bostavan, women and men volleyball teams, since 2010.
- USM-Bostavan women's team: Gold Award at the volleyball championship of Moldova in 2016 and 2017
- USM-Bostavan men's team: Silver Award at the volleyball championship of Moldova in 2017
- Purcari Wine Run 2017: a unique 10km trail race, which passes through the vineyards of Chateau Purcari. Amateur and professional sportsmen participated in the race.

#### **CULTURAL EVENTS**



- Gala Evening with Valentina Nafornita, main partner, a well-known Moldovan opera singer. Engaged with the Milan Scala, Amsterdam, Edinburgh, the Berlin State Opera, among others.
- Doua Inimi Gemene (2017), partner.
   "Two Twin Hearts" is the international music festival dedicated to the memory of Doina and Ion Aldea-Teodorovici.
- Ethno Jazz Festival (annually), partner.
   Moldovan principal jazz fest, organized by
   Trigon Ethno Jazz group, that promoted contemporary culture and jazz

#### **CHARITY PROJECTS**





- CCF/HHC Moldova (child support program), sponsor. An NGO program promoting children well-being via prevention of family separation, inclusive education and acceptance of children with special needs.
- Philanthropical Foundation "Hospice Angelus Moldova" sponsor. A nonprofit organization founded to create a system of medical and social assistance to incurable cancer patients in advanced and terminal stages. Operates a hospice "Angelus Moldova", a home palliative care service. Participated in the fundraising auction in support of the foundation.