

Romania's Growth Window

Romania is entering a new investment cycle shaped by underpenetrated markets, improving infrastructure, strategic geography and companies proving that local scale can translate into regional relevance.

| By Matías Godoy |

At the center of that story are businesses turning Romania's long-discussed potential into measurable growth.

In finance, Banca Transilvania has grown from a regional institution into the country's largest bank. In agribusiness, DN Agrar has become Europe's largest milk producer, using Romania's land, workforce and market access to build an integrated food platform.

"Romania still has one of the lowest levels of banking-sector weight in GDP," said Ömer Tetik, CEO of Banca Transilvania. "The total loan book of the banking sector versus GDP is around 28 percent, while the European average is close to 100 percent."

That gap defines the opportunity. Romania remains a high-growth EU economy where financial deepening, food security, energy transition and logistics development can still generate outsized impact. For investors, the country offers what mature European markets often cannot: scale, convergence and room to build.



Bucharest, Romania. Photo by Winston Tjia.

"Romania offers the stability of Western countries, but also the returns and yields of an emerging market," said Tetik. "It makes a lot of sense for an investor to come here."

Capital markets are increasingly part of that equation. Banca Transilvania's early listing helped support its national expansion, while DN Agrar's stock-market trajectory shows how Romanian capital markets can fund growth stories beyond traditional sectors.

"We are not in a sexy industry," said Peter de Boer, CEO of DN Agrar. "People think of agriculture as slow growth, seasonal and risky, but we show great returns."

That performance reflects a broader shift in Romania's investment profile. Agribusiness is no longer only about land and production. DN Agrar is moving into processing, compost, biomethane, solar energy and circular agriculture, while targeting net-zero milk production by 2030.

The model speaks directly to Europe's food-security and sustainability priorities.

"We want not only to be a leader in milk production, but also in sustainability and animal welfare," said de Boer.

Romania's appeal is also practical. It has access to the Black Sea, a large domestic market, competitive labor, strong agricultural resources and proximity to major European capitals. Its infrastructure gap, long seen as a weakness, is becoming an investment driver as new roads, logistics assets and energy projects reshape the economy.

Tetik frames the country's upside through impact. "To build another hundred kilometers of highways in a mature economy may not change much," he said. "But this creates incredible exponential impact in Romania."

For companies already embedded in the market, the message is clear: Romania is not a marginal opportunity. It is a platform for growth.

"We are only at a quarter of our potential," said Tetik. "It is a good time to enter Romania." ■



PETER DE BOER
CEO OF
DN AGRAR
GROUP

Beyond Milk: Building a Circular Agribusiness Powerhouse

DN AGRAR Group has evolved from a bold foreign investment into one of Europe's largest integrated dairy platforms, using Romania as the foundation for scale, sustainability and long-term value creation.

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● Anchored in Romania, Built for Scale

Established in 2008, DN AGRAR Group was founded on a conviction that Romania's fertile land and agricultural depth offered untapped potential. Early years demanded patience and capital, with significant investment of more than \$165 million directed toward restoring soil quality and building modern farm infrastructure.

Today, the Group underpins a vertically integrated model, farming more than 10,000 hectares and operating a herd of 18,000 heads that supports daily production exceeding 200,000 liters of milk. Expansion plans are designed to double the capacity by 2030 compared with 2025, further solidifying the company's position as the largest milk producer in the EU and transforming it into an agri-food platform

● Turning Sustainability into Margin

The 2025–2030 Development Strategy reframes sustainability as a structural driver of profitability. By adopting a circular approach, DN AGRAR transformed manure management from an operational necessity into a strategic commercial asset. The two automated composting facilities process roughly 21,000 tons of manure per unit into 7,000 tons of high-quality organic fertilizer, and further expansion is planned.

A biomethane production project, developed in partnership with BSOG Energy, is currently underway and once operational is expected to reduce group emissions by about 90 percent, while generating an estimated \$3.7 million to \$4.3 million in annual revenue. "Our ambition is to produce net-zero milk," said de Boer, describing decar-

bonylation as both environmental responsibility and competitive strategy.

The innovation pipeline extends to feed production. A hydroponic wheat-grass system—requiring 90 percent less water and no herbicides or pesticides—will replace a quota of imported feedstock.

● Public Market Discipline, Family Governance

Listed on the AeRO market of the Bucharest Stock Exchange since 2022, DN AGRAR combines public-market transparency with majority family ownership and has a market cap of nearly \$120 million.

Since listing, share performance has outpaced many higher-profile sectors, with an appreciation of nearly 400 percent and a shareholder base of nearly 4,500 today. "Agriculture is often viewed

as cyclical and capital-intensive, but disciplined execution can deliver strong and consistent returns," said de Boer. The company reports profit margins that compare favorably to energy-sector benchmarks and, since listing, has achieved a nearly fivefold increase in EBITDA. It is now strategically positioned to double it again by 2030.

Also, an upgrade to the exchange's Main Market is intended to attract pension funds and larger capital pools.

● Romania as a Strategic Platform

More than \$165 million has been invested directly into Romania to date, with total commitments projected to reach \$220 million to \$330 million as new projects debut by 2030.

Exports are growing steadily, with volumes shipped to Greece and neighboring Balkan markets. A new processing facility, capable of handling 150,000 liters per day, will diversify the revenue streams.

Looking ahead, a planned food cluster near Bucharest would integrate greenhouses, CO₂ capture from biomethane production and compost-based fertilization within a shared logistics platform. ■





Biertan, Romania. Photo by Emilia Morariu.

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