

THE



OF

G H A N

GE



25 YEARS OF CHANGE

BY DANIEL MOCANU

We started on this road with 3 people and an idea: to offer Romanians experiences that at that time, in 1993, were not available to everyone. Driven by ambition and the desire to have a say in this industry, we managed to sweeten the memories of several generations with the famous juice and ice cream dispensers, which soon became an icon of Romanian retail of the '90s. Now, 25 years later, we proudly look back at how the professionalism and quality services provided by DAAS have contributed to the development of the Romanian market.

The professional services we, the DAAS team, have offered our customers since the beginning, have always started from the same goal: excellence. That's why I can say with the greatest conviction that DAAS grew along with its customers and collaborators from every industry. Together, we have achieved an important goal: to be one step ahead of the market and come up with complete solutions, which have put us in the position of a "road opener" in the industry in which we operate.

In this context, we want to share with you some of our and our customers' experiences. Because in 25 years we have written together important chapters in the history of retail and hospitality industries in Romania, we now look back on the moments that have been a real turning point. Therefore, "The Book of Change" is a testimony of the impressive changes that have taken place in Romania over the last 25 years. In addition to history, this book includes immense emotion and countless memories.

A quarter of a century of activity means for DAAS 25 years of making complex projects look simple, so that both DAAS's customers and end users could enjoy the full benefits of our work. And we could not have done all of this without those who were always by our side: the customers who honored us with their trust, the suppliers who helped us offer the very best, and the consumers who were ready to embrace change with open hearts and encouraged us to constantly innovate.

25 years mean a lot for us and for the Romanian market. Thank you for being part of the change!

ABOUT DANIEL MOCANU



Daniel Mocanu is the CEO and one of the founding members of DAAS, a market leader in Romanian commercial and industrial refrigeration and a top player in Engineering, Procurement, Maintenance & Project Management. For 25 years, Daniel Mocanu has been the leader of the company that sets the trends in the commercial refrigeration industry, and his conviction is that DAAS will continue to prove that a 100% Romanian company can rise to the challenges of the international markets.

THE STORY OF DAAS, AN ANALYTICAL PERSPECTIVE PRESENTED BY ALEXANDRU VOICU

Alexandru Voicu, a professor in the Department of Political Studies, Economics and Philosophy at the College of Staten Island, USA, was one of the founding members of DAAS. Together with Daniel Mocanu, Alexandru Voicu laid the foundation of the company. Today, the Professor shares in this book a perspective on the beginnings of DAAS, but also on the evolution of Romania from economic perspective, strongly influenced by the geo-political status of this country.

ALEXANDRU VOICU ABOUT THE BEGINNINGS OF DAAS

The story of DAAS is not only beautiful and moving, it is also edifying. There is a lot to learn not only for those who wonder how to build a successful business, but also for those who have an academic interest in economy, like I do. The company's evolution speaks for the way the economy of Romania has evolved in the past 25 years and what it will look like in the future. I think DAAS is a model thanks to its ability to navigate periods like the one we are currently going through, marked by profound transformations and volatility.

THE CHANCE DAAS HAD

Rationally, the chances for a company to survive over 25 years are very small, even in a stable economy. Anyone who tries to predict which company, of let's say, 100 new companies will survive for 25 years would have very, very high chances of erring. Odds are so unfavorable, either because of the new business owners' insufficient familiarity with the market specifics, or because of overconfidence bias. In other words, the success of DAAS has exceeded the most optimistic expectations.

THE ROMANIAN ECONOMY AND ITS EFFECTS

Romania has changed enormously, for the better, during these years: a rapid change, continuous, visible from year to year. Speaking strictly about the economy, what best describes Romania's evolution is the Schumpeterian creative destruction. An entire economy has been deconstructed at an astonishing speed, and a new economy is slowly being built in its place. There has been a massive and absolutely necessary reorientation towards sectors directly related to the standard of living - trade, services, civil engineering, consumer goods, communications, etc. The change is, however, much deeper. We have all learned a lot, our perspective and expectations have changed, as well as the way we see ourselves and relate to the world. Romania is a profoundly different country today.



THE CHANGE

The change is, however, much deeper. There is now a mature generation for whom national borders no longer represent a barrier. They have traveled or studied, worked or lived for significant periods of time in other cultures, their children will be three-lingual and would go visit their grandparents to the countryside in several different countries. I, for one, look with great confidence at the future they will build.

Globally, the economic change with the most significant long-term impact is the accelerated technological progress, and by this I reffer to the complete change of communication systems, generalization of Internet access, improvement of data collection, data storage and analysis capacity, progress in artificial intelligence.

For Romania, as I have said, the most significant change is the entry into the European Union, which in its essence represented a connection to the global economy, access to technologies, know-how, markets.

We can talk about the future using the categories made famous by a former US defense minister: known unknowns and unknown unknowns. The most notable known unknown is the acceleration of the technological progress we were talking about before. It will have a major impact on all sectors of the economy. For DAAS, like any other business, this change will be both a great challenge and a great opportunity. I firmly believe that in the areas where companies' productivity increases propotionally with their growth, you can only exist if you are competitive on the global market. Within 5 to 10 years, we will see only companies operating at the frontiers of new technologies.

In the unknown unknown category there are shocks such as the exit of Great Britain from the European Union, Catalonia from Spain, ideological re-orientations such as those in Hungary, Poland, Turkey, the changes in the security architecture relevant to Romania - black swans, as Nassim Taleb calls them. They are determinant, but can not be foreseen, it can only be foreseen that they will happen – they are rare, but they will happen. To these shocks will survive only the companies whose strategies are "anti-fugitive," as Taleb calls them, strategies that help them survive and even benefit from chaos, uncertainty, volatility.

I wish with all my heart for you to continue to cultivate this atmosphere. It's what gives resilience and adaptability to a firm, which gives you the opportunity to meet challenges with optimism and turn them into opportunities. Good luck!



CONTENT

The beginnings of HoReCa in Romania	8
The first large projects in the industry	10
Centralised kitchens for industrial platforms	12
The beginning of modern retail	14
The fast-food industry in Rromania	16
The emergence of catering	18
Discovering wholesale and retail trade	20
Renovation of food shops in the `90s	22
Emergence of the cash&carry concept	24
The upper class cafes	26
The evolution of gas stations in Romania	28
Changing the shopping culture in Romania	30
The launch of furniture shops	32
The first hotel surnamed "a real city"	34
The first hypermarket in Romania	36
The development of hypermarket services	38
The hotel industry	40
The first hotel networks	42
The evolution of restaurants	44
The Historical Center: reopening and attracting tourists	46
Business centers and their impact on the HoReCa industry	48
The street food in Romania	50
The rebirth of spa tourism	52
The culture of the Romanian football	54
Event halls, a profitable industry	56

THE BEGINNINGS OF HORECA IN ROMANIA

THE FIRST STEPS

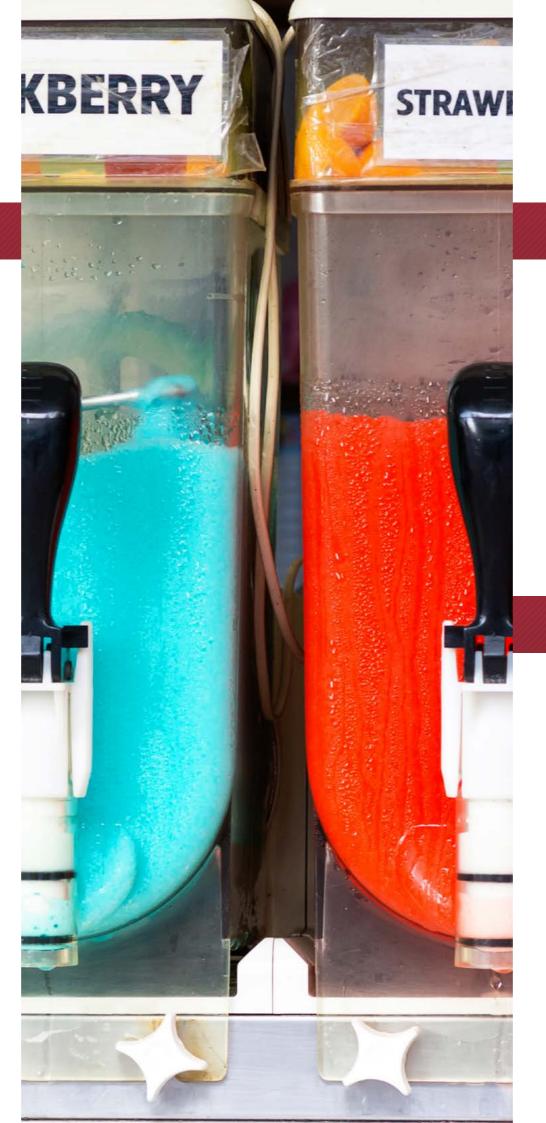
According to a KeysFin analysis concerning the perspectives of the Romanian business environment, HoReCa was one of 2017's most opportune investments.

The story of the HoReCa industry in post-communist Romania was marked by several key moments which showed us one thing: the first steps are never easy, but the way we overcome them is paramount to our evolution. Our high hopes were matched by new challenges, brought about by the beginnings of democracy in a country where, by the early 1990s, people would still queue for milk and other basic groceries.

However, the shy first steps gradually turned into more and more confident strides along the way. In the early democratic years, the more courageous and opportunity driven persons took on an important role: laying the foundations of a field that was missing in Romania and becoming the pioneers of what is today one of the most important industries.

With passion and a hearty dose of optimism, they seized the opportunity and founded the first private businesses in Romania, which are still in our memories today: the refreshment kiosks you could hardly wait to visit on hot summer days, the street ice cream machines that attracted crowds, the donut shops and the sandwich stands.

Once this new road was open, a new wave of big plans and inspiration emerged, taking the industry to the next level: businesses such as Fresco, Magic or Tec, who knew it was their time in 1992-1993, when new businesses arising in Romania required importing new equipment. Looking back, industry professionals are well aware of what these small businesses represented for the evolution of the Romanian market: they were one of the milestones that helped beat the path to what we know as HoReCa today.



THE DAAS MOMENT

Among those who looked confidently to the future and seized the moment, there were a handful of young people who founded the DAAS company: Daniel Mocanu, Alexandru Voicu and Virgil Panduru. They saw the potential of the market, took a step forward and took a risk to contribute to the development of the industry.

These three students of the Polytechnic University in Bucharest started a business that soon became a supplier for one of the key players on the market. Progress came with fast steps: in 1993, DAAS opened its first headquarters in Ploiesti, distributing ice cream machines and soda dispensers, still iconic for the Romanian '90s. Originally delivered in counties such as Prahova, lasi, Buzău or Hunedoara, they soon extended to a larger scale.

WHERE WE ARE NOW

We are talking about two key moments for current Romania: the start of the HoReCa industry and the beginnings of DAAS that had a key contribution to the evolution of the field. Two beginnings that complemented each other for 25 years, during which DAAS developed along with the market. With inspiration and a permanent drive for improvement, the company created important trends that most people give little thought to, yet would immediately miss should they not exist.

From the decisive moment of the beginning and throughout the 25 years that followed, DAAS has been writing successful stories in the HoReCa industry. The ever changing business environment was not an obstacle, but rather a fuel for plans successfully completed - everything for Romanians to have a better and better life every day.

THE FIRST LARGE PROJECTS IN THE INDUSTRY

POTENTIAL EMBRACED

The changes in Romania had begun to catch the eye of foreign investors as well, especially due to the socio-economic development occurring in the early '90s. We were on the right path of progress and we had big plans, so year after year more internationally renowned companies saw the potential for business and things started moving: the first subsidiaries from foreign companies appeared, ready to accompany us on the road to change.

An example is the Korean company Daewoo, who signed the association contract with Romania on October 10th 1994. An important step in our automotive industry was taken: Daewoo Automobile Romania was launched. With ambitious plans, the company started to produce, assemble and sell Daewoo cars, parts and components. The results rose to the expectations with models such as Tico, Cielo, Espero, Matiz and Nubira being produced in Craiova and distributed nationally in the 1990s.

As the business developed, the company turned its attention to the employees: it took on the mission to offer better conditions and to support their motivation and performance. Thus, the Daewoo officials decided to provide the employees with a modern and fully equipped cafeteria.



THE DAAS MOMENT

Once the decision was taken, it was time for a team of professionals to put it into practice: the project required a wide range of equipment, quality materials and a design on par with the standards of an international company. DAAS took on this challenge from Daewoo Romania, an opportunity that brought an essential change in the newly created industry: the distribution of equipment evolved from small-scale to complex projects, including all the necessary components for a large flow of employees (complete equipment, efficient design, quality materials).

Therefore, in 1995, DAAS had an important contribution to the refurbishment of the Daewoo cafeteria and offered the proper solutions for the company and the needs of its employees. Moreover, DAAS equipped the kitchen in the headquarters of the Korean staff – surpassing the customer's expectations. From the very beginning the Romanian company was committed to take the road of excellencewith every project and service delivered.

The collaboration with Daewoo was DAAS's first step in what would become the type of "challenge-concept" demanded by the customers in the new industry. The following years confirmed this tendency, with more and more projects supporting a fast-forward development: designing and sizing, integrating the equipment in technological flows, as well as additional services provided by DAAS throughout the sales process.

WHERE WE ARE NOW

Together with Daewoo Romania, DAAS was the company that shaped the way equipment sales were approached when it came to complex HoReCa projects. It was a decisive moment for DAAS as well as for the field, which now had the credentials of an industry capable of taking on big challenges. At that time, DAAS was defining two of the core values that currently guide the business: innovation and development.

CENTRALISED KITCHENS FOR INDUSTRIAL PLATFORMS

PROJECTS THAT KICKED OFF THE START OF SUCCESS

Launching the DAEWOO project was, in many ways, a test for Romania. In terms of the HoReCa industry, the zero moment was to create the first centralized canteen that could cover thousands of employees and meet international standards.

This project was only the first step, and in the years to come, the major industrial platforms in Romania focused increasingly more on this important element for employees. Thus, the concept of cooking for production emerged, which was completely different from that used in Romanian traditional restaurants or in the canteens up to '89.

Large companies like Renault, Nokia or Petrom have decided to create professional and complex kitchens in order to cover a large flow of employees. This new type of service has influenced the market between 1996 and 2005 by attracting some major projects, with high values and a very large involvement of companies such as DAAS.



THE DAAS MOMENT

During the time when these projects grew, DAAS supported and delivered complex equipment for industrial platforms in Bucharest, Cluj and Sibiu. Professional kitchens for industrial platforms as the ones customized for Petrom City, Star Transmision Sibiu platform, Continental Sibiu, JTI Baneasa, Philip Morris Bucharest have been successfully equipped.

WHERE WE ARE NOW

DAAS has been an important partner for the large companies that have majorly invested in the kitchens for employees in the production sector, where we speak of at least 1,000 employees. Thus, the support provided was not only for developing their business, but to also place another point on the list of those who have majorly influenced the HoReCa industry over these 25 years.

THE BEGINNING OF MODERN RETAIL

A MEGA START

We can say that modern retail celebrates 23 years of evolution this year. 1995 was a true turning point for the Romanian commerce, which has known perhaps the most important change when Mega Image Lizeanu was launched. This first shop of what was to become one of the largest shop networks of the Romanian food industry completely changed Romanian's perception about shopping and their buying habits.

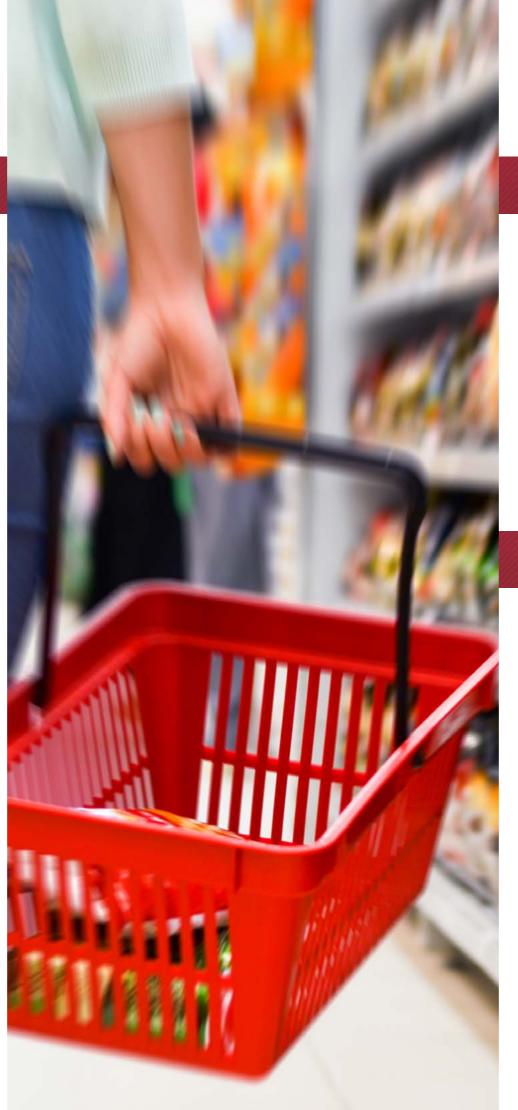
Mega Image Lizeanu was the first shop to bring in Romania the self-service concept and provided the customers with the possibility to analyse the products on the shelves before buying them. Today, this way of shopping may seem trivial, but in 1995, Mega Image managed to write history through this concept.

The inhabitants of Bucharest were highly receptive to the idea of supermarket bought by Mega Image, so that the chain started to expand, in the beginning, with two units opened each year, all in Bucharest. Afterwards, in 2003 Mega Image opened the first two shops outside the Capital, in Ploiești and in Constanța.

2010 was for Mega Image the year when it launched a new type of shops on the market, under the concept of Shop & Go, a sort of smaller-scale supermakets. The brand wanted to provide customers with proximity shops that would provide them with the same self-service possibility. Practically, Mega Image re-launched the concept of "neighborhood shop" in a modern formula.

Another important step made by the brand that was already dominating the market in Bucharest and not only was the launch of the first Concept Store in 2013, in the area of Gemeni Square in the Capital. This new generation of shops aimed at providing consumers with a high level of comfort when shopping, differentiating from the rest by the diversity and quality of the products it selected for its customers. Thus, a wide range of exotic fruit, as well as high quality Romanian products were provided to the consumers in a large (1600 sqm) shop with a special design.

Thus, Mega Image secured for itself an important place in the history of Romanian retail, by establishing new trends in this field. Today, the large cities host networks of supermarkets and proximity shops with a self-service system, inspired from the strategic movements implemented by this brand.



THE DAAS MOMENT

DAAS was with Mega Image in every historical moment of the brand. Since the opening of the first shop, DAAS was and remains a trustworthy partner whose involvement in the market development increased exponentially with the market demands and the performance recorded by the brand. Thus, DAAS was since the beginning the main supplier of refrigerating equipment and it is currently that partner involved in the development of Mega Image shops since the first phases of the construction.

Moreover, over time, DAAS has added to its portfolio other large scale projects, developed with international partners who invested in Romania. Among these were Billa, Cora, Auchan, Carrefour and Real.

WHERE WE ARE NOW

DAAS understood the importance of this type of trade since the beginning and has been greatly involved in its development program. Interex, opened in Ploieşti in 2002, has given DAAS the opportunity to develop the first large scale work that required a refrigerating equipment with external power plant.

Currently, Mega Image is the largest supermarket chain in Romania and, with the continuous support provided by DAAS' specialists, it opened more than 500 units in cities such as Bucharest, Constanța, Timișoara, Brașov, Cluj, Ploiești, Pitești and Târgoviște. Of these, there are 5 Concept Stores and more than 250 are Shop & Go. Moreover, also with the support of DAAS, the brand has launched in 2017 a new service: Mega Apetit. This concept provides customers with the option of take away food, by providing freshly cooked dishes.

THE FAST-FOOD INDUSTRY IN ROMANIA

A FAST START

In the 1990s, the intense globalization also shaped the expectations of Romanians. Influenced by the changes from outside the country, they were impatiently looking forward to the opening of an international fast food chain, then perceived as a first step towards adopting a Western lifestyle.

Spring Time, the first fast-food chain in Romania, was launched in 1992. The two Lebanese brothers who founded the brand took advantage of the market opportunities and, in the following 10 years, opened over 10 Spring Time restaurants in the country.

Another key moment was the arrival of the big international fast-food players. Although they had taken an interest in this market since the early 1990s, things have caught shape once Romania became more socially, economically and politically stable. Thus, in 1995, the first McDonald's restaurant opened in Bucharest, in Unirii Square. Romanians showed great enthusiasm since the first day, when 16.000 curious customers could hardly wait to taste the fast-food products. The Big Mac was the most appreciated product since the beginning and Romania soon became a "money maker" for the American giant.

The story was just about to unfold. Two years after the first McDonald's opened in Romania, it was KFC's turn to open its first restaurant. The most popular fast food chain in the world specialized in chicken recipes rapidly took over the most important cities of the country.

The Romanians' interest, enthusiasm and curiosity for fast-food ensured a constant growth of the market. According to a ZF analysis based on Euromonitor data, the market reached approximately two billion lei in 2017. The resounding success of McDonald's and KFC brought the two international players to the top of Romanians' preferences. After having invested substantial budgets and growing the market in Romania, they are currently battling many other foreign chains, as well as local fast food businesses.



THE DAAS MOMENT

From the beginning, claiming a free market in Romania has been the main advantage of the big fast-food chains. Besides offering fast service and diversified menus at accessible prices, benefits highly appreciated by the customers, novelty was a key element in their launches. Parents found a new kind of reward for their kids, while the little ones were enthusiastic and impressed with this new experience.

The natural challenge was finding the solutions to meet the demands and providing the international conditions for which the fast-food chains were known and appreciated. Once again, the best choice for a partner to smoothen this process was DAAS. Since 2005, the company has been providing the equipment and technology required by the major international fast food chains in Romania.

The key moments can be easily tracked in this context: Hard Rock Cafe proposed a new cooking system, imported from the United States, which was not on the Romanian market in 2007. Faced with this challenge, DAAS found solutions for bringing special kitchen equipment tailored to the customer's requirements. For 13 years, DAAS has also been a supplier of KFC restaurants, for which it imports the necessary products and technology to equip the kitchens.

WHERE WE ARE NOW

From the start, DAAS International Group has been the partner of an industry that has captured the whole country since its launch. It has constantly contributed to providing the best services to consumers, through the support and consultancy offered to major chains. All the imported equipment is high quality, in order to ensure the safe selling of the products in perfect conditions.

THE EMERGENCE OF CATERING

CHOOSING THE RIGHT PATH

If the fast food industry made a big entry on the Romanian market in the mid 1990s, the first catering companies and those specialized in managing canteens only arrived at the end of the 1990s.

Catering started to develop once lunch vouchers appeared and the employees of big companies were using them in their office cafeterias. Afterwards, under the pressure of trade unions, lunch vouchers were offered directly to the employees and many of the catering companies went bankrupt.

This was a real turning point for the industry: catering started to find niches and approach very specific sources of business. For example, one of the niches was industrial catering due to the large number of employees who had to be served. Catering companies delivered to entities with thousands of employees, like hospitals, construction sites or military bases. Since then, as companies started to build and manage their own cafeterias, this niche has dramatically reduced over time.

Out of all, the most well known niche is event catering and it has majorly developed in the past 15 years. Receptions, cocktails, corporate events, product launches, office openings, fashion shows – all these become a true show of force for the catering companies, whose offers are more and more attractive.

The catering companies that managed to survive on such a divided market were those who implemented management systems to fit their needs and activity, but also payed attention to the consumers and constantly efficientized their basic recipes.

All these different catering businesses needed, and still need, the best equipment in order to offer their customers the promised quality, as well as trustworthy partners who can provide them with top international products adapted to the Romanian market.



THE DAAS MOMENT

In this context, catering companies looked for partners who were able to offer exactly what they needed. Their primary focus is on the products' extended warranty, as they are not frequent buyers and they need long-term quality from their equipment.

DAAS saw their challenges and business needs in due time and soon became a trustworthy partner and a consultant able to provide the right solutions, according to their activity and the specifics of each situation. This is another important page in the story of HoReCa and in the story of DAAS.

WHERE WE ARE NOW

After the year 2000, catering became an essential part of this industry, with a continuous growth especially after the economic crisis. Every year from November to February, catering companies register 30-35% of their annual income, which helps them identify the market potential and the necessary investment in equipment for the new year.

DISCOVERING WHOLESALE AND RETAIL TRADE

FIRST STEPS

After the communist era, for a short period of time, Romanians underwent a number of rapid changes in everything that meant consumption and options to purchase products. After 1989, they discovered what wholesale trade meant and were to know the precursors of shopping centres thanks to the opening Prisma Corbeanca. The first shopping center in Romania had an incredible success between 1996 and 2000, when clothes and products were imported from Turkey, Bulgaria and the Republic of Moldova.

During this period, retailers and foreign real estate developers were at the stage of surveying the market, carried out tests and were expecting for the social and political situation of Romania to get ballanced. In the years when it enjoyed an outstanding success, it is estimated that Prisma had a flow of 15,000 customers a day over the weekend and probably an average of 2,000 visitors during the week. Many Romanians from all over the country came to do their own shopping at Prisma or even to supply their own neighborhood shops.

For the first time in Romania, Romanians had a wide variety of products in one place, whether it was food or not, with lots of options to choose from. We can also say that this type of business has marked the beginning of distribution in Romania.

After 2000, Prisma began to decline in terms of attractiveness due to the expansion of large chains of shops and malls. The shopping center in Corbeanca was not coping with the rapid evolution of the market and the offers that were increasingly more customized for customers.

AN ESSENTIAL CHAPTER

As a long-term partner of retail, DAAS sees this chapter of the Romanian market's history as an essential one to the evolution of the industry. It was the first extended and diversified shopping space and it opened Romanians' appetite for what was going to become a true shopping culture.



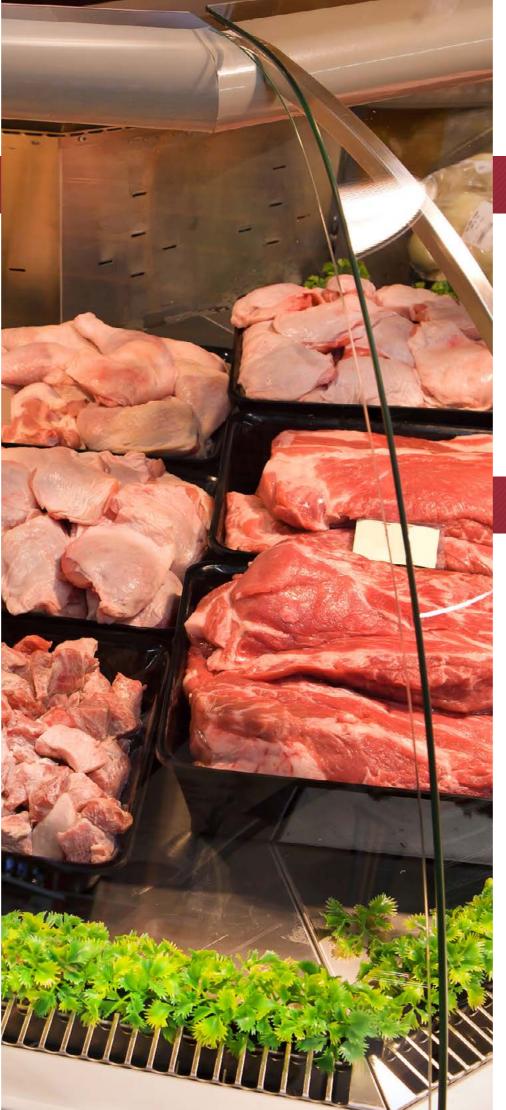
RENOVATION OF FOOD SHOPS IN THE '90S

ACCELERATED CHANGES

After 1989, the life of Romanians had undergone a number of changes which, although beneficial, occurred at a speed that required the rapid adaptation of the players in the market. For example, after the communist era, food shops underwent a rethink of the commercial space in the early '90s, so that they would cope with the accelerated evolution of the market.

Thus, between 1996 and 2000, a process of remodelling the refrigerated display units in shops took place. The new display units needed to cope with a larger amount of products and to be able to be set at various temperatures, suitable for each product. This was the beginning of readapting the food shops to the new market, the "zero moment" of the modern commerce in Romania.

The main trend of that period was to chose display units with a relatively simple design, with built-in aggregate, but which would meet criteria such as keeping certain temperatures and the amount of space available for each displayed unit. Easy to use and maintain, the new equipment reset the operating standards of shops in Romania after the Revolution.



THE DAAS MOMENT

The most famous companies dealing with the retail commerce at that time and which had food shops were Practic, Primcom and Stenion. DAAS was their partner, providing the refrigerating equipment and consultancy on their maintenance for as long as possible. Although maybe it was not given particular attention, the moment was an important point in reorganizing the foods shops, being the starting point for what we see today and what we now consider indispensable for such locations.

WHERE WE ARE NOW

DAAS was the company that provided the first refrigerating display units and that, in the 25 years, contributed to the evolution of the market by ensuring increasingly more complex equipment, which was adapted to the demands of each customer.

THE EMERGENCE OF THE CASH&CARRY CONCEPT

THE BEGINNINGS

The post-comunism food shops were the first step Romania took towards adapting to a new lifestyle and to an industry that had great potential since the beginning. If initially we could talk about communist food shops redesigned by Romanian business people, but also by the precursors of malls (such as Prisma), a new concept had emerged in the spotlight, ready to be taken over also by Romanians.

The emergence of the Cash&Carry concept in Romania was an important point in the evolution of the industry by opening the first METRO in the autumn of 1996. The German retailer launched this first store in Otopeni, which was, at the time, the largest shopping area in Romania – that was the start of the wholesale commerce in Romania. For the first time, Romanians could shop in one commercial area, where they had only ID card bassed access and where they could buy anything they needed for their businesses – everything with one final invoice, which included all the goods purchased at METRO. The success of METRO on the market led to the emergence of more Cash&Carry shops from the German retailer, but also the presence of other international companies in the wholesale commerce.

THE DAAS MOMENT

This evolution, long awaited by visionary entrepreneurs, was an important pillar in the development of the retail industry. DAAS understood the importance and potential of such projects and, therefore, it did not miss this opportunity by which it would mark another valuable contribution to building the industry as we know it today.

WHERE WE ARE NOW

This step was the first one in creating a relevant retail market in Romania. From here, we can discuss about a rapid evolution which most of the the retail and HoReCa players have benefited from.



THE UPPER CLASS CAFES

TAKING LEISURE TO THE NEXT LEVEL

After the 2000s, the trend of going out evolved in Romania from an occasional and festive occurrence to a lifestyle habit. The reason? Dozens of highly appreciated restaurants opened in Bucharest, enticing customers with their product diversity and tailored services.

Over time, the options for enjoying coffee or meals at accessible prices became endless, and the going-out map extended far beyond the Historical Center in Bucharest (which in time became more of a favorite for foreign travelers). Over the years, many upper class restaurants and cafes opened especially in neighbourhoods like Floreasca and Dorobanţi or on Decebal Boulevard. Radu Beller Street was the first hot spot that attracted not only business people morning to lunch, but also celebrities and socialites from the afternoon until late at night.

The history of these cafés started in 1997, when the Deutschland sweet shop and White Horse restaurant opened. In 2009, approximately 10 years later, over 10 restaurants and cafés were ligned up on the same street, mere meters away from one another. For many years, this area has been a top attraction for clients with over-medium budgets, and the establishments are permanently pressured to meet the customers' high standards via premium executions and details: the quality of the products and equipment, design, lighting and sound, service and staff. In this battle of flavours and décors, success often resides in the novelty brought by each café, restaurant or bar in the swanky neighbourhoods of Bucharest.

Over time, especially after the economic crisis, the above mentioned areas (Dorobanți, Floreasca, Decebal) managed to catch and maintain the interest of Bucharest socialites and has shaped the high-life segment which currently generates annual revenues of over 150 million Euro.



THE DAAS MOMENT

For DAAS, this trend enriched the portfolio of clients with important international brands, such as Starbucks and Gloria Jeans Coffee. DAAS provided Starbucks with support in equipping the first establishments with Turbochef, professional ovens. Our team also offered consultancy and support in equipping the preparation area in the first Gloria Jeans Coffee shops in Romania. Once again, DAAS was part of an important chapter of HoReCa history in Romania due to the company's involvement in launching this new trend.

WHERE WE ARE NOW

Our collaboration with Starbucks and Gloria Jeans Coffee was only the beginning of a long chain of projects that DAAS implemented across the country. Currently, the DAAS portfolio includes high complexity projects that helped raise the level of comfort and leisure for tens of thousands of Romanians who visit their favorite cafes daily. Another example is the Manufaktura chain in Bucharest, for which DAAS took on the role of equipping the preparation area, the show cooking area and the product displays with professional equipment.

THE EVOLUTION OF GAS STATIONS IN ROMANIA

FUEL FOR DEVELOPMENT

Before 1989, PECO gas stations were the only options the Romanian drivers had for fueling their cars. The Romanian brand stood for over four decades in which it managed the production, packaging and distribution of oil products.

After the Revolution, the brand disappeared from the market, but in 1991 the PETROM Autonomous Oil Administration emerged and new gas stations were opened. Progress soon attracted more progress: two years later, MOL Group decided to extend regionally and enter the Romanian market. Thus, in 1995 the first MOL gas station was launched in Romania, and MOL Group Romania was established.

In 1997 the Romanian Oil Company was divided in several companies, out of which SNP Petrom took over the PECO distribution network and the Petrotrans management system. This was the beginning of a new era, in which the classic gas stations started to change their design and services, but also the way they approached customers.

Furthermore, noticing Romania's economic potential, some of the oil companies extended their businesses. In 1999 Petrom developed a new business segment: Bed & Breakfast – strategically located establishments for travelers across the country. Built at a high level of quality, the units had imported kitchen equipment from international providers, paired with modern design that met the clients' expectations.

Once the big chains entered Romania, the fuel market had a fast evolution and shaped a new business model. The non-oil segment exponentially increased and gained significant shares of the gas stations' turnover: from utilities to insurance, from fresh flowers to food and beverages, it all led to creating actual restaurants within the gas stations and offering a variety of products as fresh as those available in retail.



THE DAAS MOMENT

DAAS played a part in the evolution of this industry by supporting the non-oil segment. Ever since 1999, the company was in charge of the equipment for Petrom Motels, the first B&B unit in Romania. Until 2003, DAAS managed to provide 12 of their motels with kitchen equipment, furniture for bedrooms and hallways and accessories for restaurants.

WHERE WE ARE NOW

The projects implemented in the oil industry helped DAAS develop both in terms of service portfolio as well as its approach to the market, with new insights on this important segment.

So seven years after its launch, DAAS had managed to establish itself as one of the most relevant companies in the industry. This was due to the company's receptiveness to market demands and its openness to international trends which were safely and successfully implemented in Romania for the first time.

CHANGING THE SHOPPING CULTURE IN ROMANIA

THE SHOPPING MALL, A NEW VISION

The end of the '90s was a turning point for Romania in terms of shopping. In 1999, the first shopping mall was inaugurated in Romania in Bucharest, a time when Romanians started to discover they can spend their free time in many other ways. Since then, dozens of such shopping centers have been opened in the major cities of the country, and today they are able to attract thousands of visitors every day.

As the phenomenon grew, Romanians became familiar not only with the idea of having a variety of shops at hand, but also with a concept that managed to completely change their eating habits: the food court areas. Occupied initially by international fast-food restaurant chains, these areas that were in every mall had a say in the way people used to serve lunch or dinner.

As the number of malls grew in Romania, new types of restaurants appeared in the food courts. More and more local networks began to open restaurants in the food courts of the malls, even ones that served Romanian specialties.



THE DAAS MOMENT

Once it reached the Romanian market, the mall phenomenon was for DAAS a new challenge: to expand both its portfolio of customers and services, and the range of equipment provided to the customers, in order to make the setting of the areas. Thus, DAAS took part in arranging some of the most popular restaurants in the malls of Bucharest and not only, such as Pizza Hut, KFC, Marty Restaurants, Spring Time, Sbarro, 3F Genuine Romanian Cuisine or Scandia. For these brands, DAAS ensured the setting, the equipment of the kitchens and the furniture needed for exhibiting the products.

WHERE WE ARE NOW

Today, more than 70% of Romanians choose to attend the large shopping malls, a percentage that is 23% higher than the European average. This is why malls have increased their focus on the development of food-court areas. According to CBRE, in the largest 10 shopping centers in Romania we can find more than 250 food & beverage units and the DAAS specialists took part in this process by developing more than 50 projects in this area.

Once more, DAAS was there when one of the most important trends of modern life appeared and guided Romanians' life in a new direction in terms of customized shopping.

THE LAUNCH OF FURNITURE SHOPS

THE BEGINNINGS OF THE CONCEPT

Over the past 25 years, DAAS was present in the development process of several industries that are today businesses worth millions of dollars. Such an industry is also that of the furniture commerce, for which 1999 was a turning point by the opening the first Mobexpert shop in Romania. This brand has brought a new trend in Romania, achieving the switch from furniture sale out of warehouses and small shops to its sale in the showrooom, specialised by functions and specific areas. Moreover, the range of furniture was completed with accessories, so that the new concept was rapidly embraced by customers who enjoyed the opportunity to see and test the furniture, arranged by categories: kitchen, bedrooms, living room or even garden. Thus, small shops in the neighborhoods of major cities have been gradually replaced by the complex showrooms, which had the power to attract the consumer and highlight the qualities of the exhibited products.

The first showroom type shop was launched in 1999 by Mobexpert, which has become in the meantime the leader of the local furniture market. The company's foundations were set up in 1993 and, by 1996 it has bought several factories. In the early days, the manufacturer focused on the office furniture, being a niche that at the time few companies dealt with. The furniture retail was largely focusing on the home segment, but after the revolution, the demand for office furniture or modern accessories for home and garden increased considerably, and the Romanian brand saw and exploited this trend.

Thus, in 1993, the first Mobexpert Office shop was opened, and was specialised in the distribution of office furniture. Because customers' feedback was extremely positive, the company chose to develop its own network of office furniture shops.

The next step was, however, one that would completely change the industry. 1999 was the historical start of furniture and accessory shops in Romania, because at that time, the construction of the first Mobexpert shop of an approximate area of 15,000 sqm started. Three years later, in 2001, Mobexpert Pipera became the largest furniture showroom in Romania. In 2003, the brand opened two more large shops in Bucharest, in the areas of Militari and Pantelimon; they were followed by other high traffic areas in the Capital and in the country, which allowed the retailer to provide customers with access to the most varied ranges of furniture. In other words, Mobexpert opened new horizons for the industry of furniture commerce in Romania.



THE DAAS MOMENT

DAAS started collaborating with Mobexpert in 1995 and ever since it is one of the furniture suppliers for the Romanian company. Along with Mobexpert, DAAS has the opportunity to come up with new ideas and concepts for this industry, using the creativity of DAAS experts to create furniture and accessories that would respond to the demands of Mobexpert customers. By including Mobexpert to the portfolio of DAAS partners, the company had the opportunity to gain its expertise known in the furniture sector and to also increase its portfolio of customers.

WHERE WE ARE NOW

Currently, the total exhibition area of the Mobexpert shops has exceeded 110,000 square meters, within a chain of 13 hypermarkets (four in Bucharest and one each in Braşov, Suceava, Piteşti, Sibiu, Iaşi, Oradea, Timişoara, Constanţa and Cluj-Napoca) and 13 shops (Bistriţa, Dej, Piatra Neamţ, Târgu Mureş, Arad, Alba-Iulia, Focşani, Galaţi, Brăila, Râmnicu Vâlcea, Târgu Jiu, Craiova and Călăraşi). The company is also among the first 12 European enterprises in the industry of furniture.

In this successful scenery, DAAS continues to remain a trustworthy partner of this Romanian brand that sets the pace in the furniture production and distribution.

THE FIRST HOTEL SURNAMED "A REAL CITY"

THE RISE OF THE HOTEL BUSINESS

In the 1990s, the HoReCa industry was stepping slowly but surely to the next level. The market needed to be tested and the investors needed to see results. After the confirmation phase, the development started to evolve at a faster pace and the confidence in the future materialized in local projects with international fame.

Several achievements spoke for the industry: one of them was when Marriot International, the hotel giant, started investing in Romania in the late 1990s. In November 2000, the first Marriot hotel in Romania opened, currently known as JW Marriot after the rebranding in 2004. The largest hotel operator in the world invested heavily in the hotel in Bucharest, which enjoyed a privileged position in the immediate vicinity of the Parliament.

The efforts were rewarded in time, as JW Marriot won numerous international and local excellence awards. The hotel stands out with its impressive décor, as well as the consummate services and facilities reunited under a single roof: three luxury restaurants, an important conference center with the latest technical equipment, a luxury shopping gallery, casino, spa and fitness center. Whether they choose a spacious guest room or come to enjoy dinner or lunch, the guests are always pampered with full services at exceptional standards.

Thus, the JW Marriot hotel is acknowledged as "a real city" in the heart of the Romanian capital, thanks to the complexity of the services provided to guests and customers.

DAAS played an important role in this success story, contributing to the quality of the services and permanently innovating to create a smoother road to progress for the Romanian hotel industry.



THE DAAS MOMENT

Right from the opening of the Marriot hotel in Romania, DAAS has been one of the trustworthy partners who accompanied it on the path to success. The Romanian company is one of the suppliers who contributed directly at equipping the renowned Steak House restaurant of JW Marriott (in 2011), as well as two other restaurants in the hotel – La Cucina and Champions. Of the six restaurants and bars in the hotel, DAAS has successfully equipped three of their kitchens.

Since then, DAAS became a relevant partner for other 5* hotels, including Radisson Blu, for which the company fully equipped the 10 kitchens. These projects not only speak for the company's experience, but also for the trust earned by DAAS on the Romanian market.

WHERE WE ARE NOW

Nowadays, DAAS one of the trusted partners of the hotel industry in Romania. Many top players in the hotel business turn to the company's services and consultancy when it comes to their establishments' kitchen design and equipment. The successful projects in our portfolio are proof of our valuable contributions to the development of some of the cornerstone industries in Romania.

THE FIRST HYPERMARKET IN ROMANIA

THE ZERO MOMENT

Modern retail, which has a resonant success in Romania nowadays, took the first steps in opening the first large shops, chains that offered Romanians an image close to what the shopping trend meant in the West. A basic moment for the beginnings of modern retail in Romania was, certainly, the opening of the first hypermarket: Carrefour Militari, opened on June 27th, 2001.

The French retailer has introduced for the first time on the market the concept of hypermarket, a real success that attracted tens of thousands of people in the first few days after launching. For the first time, consumers had the experience of shopping in a sale area of approximately 10,000 sqm, where they could find anything they needed.

Shortly after launching Carrefour, other players came to the market and the number of hypermarket openings has substantially increased, the retail market evolving in a few years to a few tens of millions of Euros.

THE DAAS MOMENT

For DAAS, the first step taken in this area of the industry was in 2006, along with the first major project for a hypermarket. Real shopping center, opened in Timişoara in 2006. At that time, Real was the retail division of the Metro group. After this first shop, a sustained development process followed, by opening six-seven new shops a year, which DAAS provided permanent support for.

WHERE WE ARE NOW

The DAAS Company has also been involved in this important step the history of retail in Romania, by supporting the development of this type of business. The innovative spirit, the desire to permanently follow the path of excellence and dynamism within the team have turned DAAS into a trustworthy partner for successful kick-offs. Currently, DAAS is a market leader in this segment.



THE DEVELOPMENT OF HYPERMARKET SERVICES

A KEY MOMENT FOR THE CONSUMPTION HABITS

The emergence of hypermarkets in Romania was another key moment for the industry and the retail segment increased intensely starting from this point. Romanians intensified their consumption habits, a trend that is still developing. Thus, the hypermarket & supermarket segment had a major impact in terms of how Romanians shop in their day to day life.

The consumption of consumer goods has increased constantly after '89, and hypermarkets and supermarkets fully benefited from this evolution. For many of the multinational companies present on the local market, Romania is one of the most important markets in the region.

In 2015, one of the biggest international retailers that had a share of 13% of the total food commerce in Romania according to an Economica.net market survey, carried out by PMR Consulting, aimed at a rapid development of food service it would provide to its customers. Thus, the first Imbiss of a large retailer emerged, which at the opening it was considred to be a new consumption pattern for what the "take away food" segment. The famous retailer brought to Romania for the first time the Imbiss concept, which involved the rapid sale of basic menus, at low prices and large volumes, a concept that was remarkably successful among Romanians.



THE DAAS MOMENT

For DAAS, this new concept was a new challenge in 2013, because the project involved the management of a large number of equipment at high level of productivity in a limited space. That is why the team had to think the concept and its implementation in detail, so that those few square meters would be explored to the maximum. The first shopping center of this kind was delivered and installed by DAAS in Bucharest, the company marking another important success in retail.

WHERE WE ARE NOW

Since its first contribution to the development of hypermarkets in Romania, DAAS permanently supported the evolution of the retail industry by adapting and offering innovative solutions for its customers. The company has grown along with Romanians' consumption habits, always trying to adapt to change, and sometimes to be even one step ahead of them.

THE HOTEL INDUSTRY

INDUSTRY PIONEERS

Hotels in Romania, particularly those by the seaside, were renowned internationally since the communist era. Many foreigners from the communist block spent their summers on the Romanian seashore, and hotels tried to always welcome them with high quality services. The InterContinental Hotel, the first 5-star hotel opened in Romania since the early '70s, was considered a masterpiece made during the communist era by Gheorghe Leonte and other famous Romanian architects.

After '89, for some time, they were the only ones that have been developed and continued to make profit. However, the international investors and new Romanian entrepreneurs soon saw the potential and wanted to bring a change in the hotel segment in Romania. The industry had to evolve, so that the first 5-star hotel opened in the '90s was Marriott, a defining example in the successful category of the industry.

The 4 and 5-star hotels brought major investments in the hotel segment, contributing with large projects, particularly at technological level. As far as restaurants were concerned, the new hotels were adapted to the European Food & Beverage rules since the beginning of the business, which was a major evolution in the required equipment.



THE DAAS MOMENT

In time, the standards for these projects have risen. For these hotels, the attention to details was an essential element in choosing the partners. Due to the values promoted, successful projects and reputation built, DAAS was a natural choice. Over time, the company contributed to equipping most of the projects of this type, such as the Radisson, Marriott, Époque, Grand Continental or Novotel hotels.

WHERE WE ARE NOW

Since the beginning, DAAS was an important partner of the premium hotel segment. In terms of the equipment and installation options, the solutions were appreciated both by the DAAS customers and end users, who enjoyed a premium experience. The changes it has contributed to in the hotel field made DAAS one of the key characters of this story in Romania, who is now writing further new, successful chapters with each project.

THE FIRST HOTEL NETWORKS

HOW THEY APPEARED

If so far we have talked about the evolution of the hotel segment, the first networks of motels and 4 and 5-star hotels, another important point of the industry is the opening of the first networks of international hotels in Romania.

One of the most famous hotel groups in Europe - AccorHotels, analysed the potential of the Romanian market and decided to also open in our country the chain of Ibis Hotels. Here we refer to the main brand of economy hotels in the Accor group, which operates four 3-star hotels in Romania – two in Bucharest, one in Constanta and one in Sibiu.

The first hotel of the international network was Ibis Bucharest, in the area of the Gara de Nord and it opened in Romania in 2004. The hotel brought to its customers all the benefits they needed: 250 rooms, 8 conference rooms with a capacity between 20 and 150 places, a French bistro restaurant, a bar opened non-stop and a parking with 80 lots.



THE DAAS MOMENT

In 2005, DAAS took the next step in its involvement in the hotel industry by winning the tender for two Ibis hotels (the one near the Palace of Parliament and the one in Constanța). DAAS had the opportunity to prove its innovative spirit and professionalism for equipping the first middle scale hotels opened in Romania by an international operator such as Accor. After this step, customers' trust provided DAAS with the opportunity to deliver equipment throughout the Continental Hotels network.

WHERE WE ARE NOW

Through the involvement of DAAS in this segment of the hospitality industry with quality support and projects, the customers and consumers discovered what top services, provided by a Romanian company meant. Contributing to the number of changes that transformed the hotel regime into what today is considered to be "normal" for the times we live, DAAS proved once again it is a trustworthy partner in the bold pioneering projects.

THE EVOLUTION OF RESTAURANTS

REFINED BUSINESSES

Accustomed to go to the restaurant only for special events, such as weddings and baptism parties, it was rather difficult for Romanians to get used to this HoReCa trend. Therefore, in the early '90s, this market was almost inexistent. The services requested were generally for occasional events, normally those marking an important moment in people's lives.

The segment of restaurants originally developed on that side that already existed since the communist era: canteens transformed into special event venues or hotel restaurants. All these have been renovated shortly and then taken over by the new entrepreneurs until the emergence of HoReCa players, who are still present on the market. However, we are talking about a market segment with many difficulties, which has evolved thanks to the visionary entrepreneurs, who have coped with the problems that have arisen.

This industry evolved at an alert pace, addressing various people and adapting to customers' demands: from neighbourhood restaurants to those that approached specific dishes from various countries, or those that served traditional Romanian food, to the exclusivist ones. Moreover, an important stage was represented by the emergence of franchises and Romanian successful businesses, which now have a large number of restaurants all over the country.

The HoReCa entrepreneurs must permanently cope with important challenges: to continuously adapt to the market changes, public demands and important trends. According to the data provided by the Romanian Patronage Organisation of Hotels and Restaurants (HORA), in September 2017 60% of the units went bankrupt 9 months after opening and 80% in the first five years of operation. Therefore, the quality of the services and differentiation on the market are essential in gaining the awareness that provides not only the survival, but also the placement among the first choices of the public.



THE DAAS MOMENT

DAAS was one of the partners of some major restaurants in Romania, providing the required equipment for an exemplary quality of the products and services provided. The Romanian company contributed to this phenomenon by delivering and installing essential equipment, particularly in 4 or 5-star hotels across the country.

WHERE WE ARE NOW

The development of the segment of Romanian restaurants was an atypical one but in the last 10 years it has brought turnovers of millions of Euros. All this for the restaurants that found the best solutions for market, positioning and providing quality products. Playing once again a leading role in a new successful story in Romania, DAAS set ambitious goals from the beginning. Today, it has become the partner of some of the most frequented restaurants in Romania.

THE HISTORICAL CENTER: REOPENING AND ATTRACTING TOURISTS

A SUCCESSFUL RELAUNCH

The Romanian HoReCa industry had a powerful impact over numerous key areas for local tourism. A relevant example is the Historical Center of Bucharest, which has remained to this day one of the city's top attractions for tourists and locals alike.

A space of approximately 500 square meters in the heart of Bucharest, with a historical decor that speaks of the past centuries, has become in the last 10 years the epicenter of leisure and night life in the Capital. Hosting over 100 establishments, this area welcomes local and foreign customers every day to show them what today's Bucharest is all about: a lively destination for the outgoing youth as well as a creative cultural space. The theaters and cafes with a nostalgic vibe attract numerous customers who want to take the pulse of the city.

After several years of rennovation, the opening of the Historical Center was a milestone not just for the HoReCa industry but also for reactivating touristic interest in a city which was often avoided or overlooked by foreign travelers. The conditions, the food and entertainment opportunities provided by the over 100 restaurants and clubs caught the eye of local and international audiences. The figures say it most clearly: in 2013, the HoReCa revenues generated by the establishments in the Historical Center were estimated at over 200 million Euro.

AN ESSENTIAL CHAPTER

The reinvention of the Historical Center had a major impact on our going-out culture: it was the first space that brought together people from the entire city, evening after evening and weekend after weekend. The lively and vibrant atmosphere stimulated people's appetite to go out more and smoothened the path to new opportunities for HoReCa players, for whom DAAS has always been a trusted partner.



BUSINESS CENTERS AND THEIR IMPACT ON THE HORECA INDUSTRY

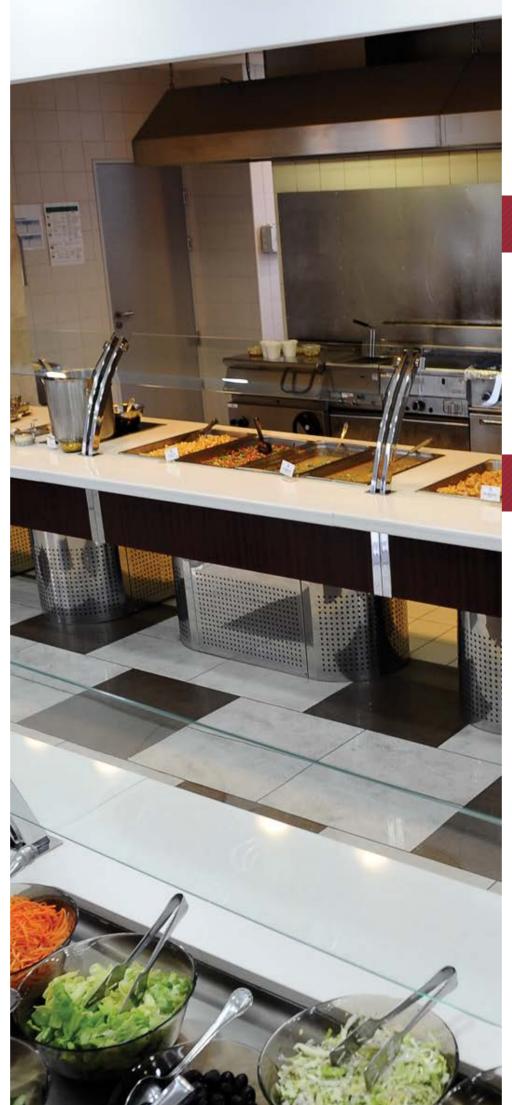
The 2000s were marked by the higher and higher interest of international companies in the Romanian market, which became one of the favorite investment destinations for companies relocating service centers from Western states.

With a local workforce demanding wages 5-6 times lower on average than their counterparts in Western Europe, Romania attracted numerous foreign employers. The technical abilities, multilingual communication skills, state support for creating jobs and tax reductions for programmers were the main selling points of Romania for attracting investments.

Over time, especially in the last 15 years, business centers showed they can be an important engine for the Romanian economy. The bet taken by the players in the sector with the highest growth after the crisis indicates that around 200,000 Romanians will work in these centers by 2020, according to an estimation by Ziarul Financiar.

According to Invest Romania – the government institution promoting foreign investment – based on ABSL data (Association of Business Service Leaders), last year eight cities in the country (București, Timișoara, Iași, Cluj, Sibiu, Brașov, Galați and Craiova) hosted almost 110,000 employees working in over 120 companies who provide business services.

We have the clear proof of the fact that the business service industry in Romania has taken an important role in the national economy, with an outstanding evolution in the last years. This market potentiated the development of the HoReCa industry. Because business centers often resemble mini-cities which include stores, coffee shops and restaurants to meet the needs of the employee, HoReCa found here a new source of business.



THE DAAS MOMENT

In this context, DAAS took the natural step: the company approached the new niche with a high potential for development. Equipping restaurants, coffee shops and bars from business centers meant a new type of projects with multiple positive effects: not only over the credibility of the company in front of new clients, but also over the growth of business for DAAS in Romania, especially thanks to new international clients.

WHERE WE ARE NOW

The HoReCa industry was strongly influenced by the emergence of business centers in Romania. With an active role in this change, the presence of DAAS in the business environment raised the standard: a moment in which proffessionalism and integrity proved to be the top values that earn the trust of customers on the retail and foodservice market.

THE STREET FOOD IN ROMANIA

DELICIOUS BEGINNINGS

The love story of Romanians and gastronomy has been known for 25 years now and we can say without hesitation that it had a strong say in the evolution of HoReCa. After 1989, people started discovering increasingly more international flavours and cuisines, which they immediately showed their interest for.

In the beginning, bagel shops appeared, which Romanians were used to since the communist era, but they evolved majorly in all these past years. Today, they offer diversified products: "covrigul de Buzău (the Buzău bagel)" disappeared from the market and made room to bagels with seeds and various flavours, filled with jam or chocolate, a desert preferred both by children and adults.

Besides these, the pastry shops escaladed the market, at first in the main role with the famous "merdenea", which one could find in any Romanian city in the early '90s. Pastry shops have evolved and developed their products along with the tastes of customers who always wanted to test other possibilities. That is why the market also developed in the same direction, in order to meet the demand. People were testing the pastry and bagel shops, but all of these until the new Turkish flavours and, of course... the famous "shawarma" appeared. This new passion opened the way for some successful businesses, with large networks and major investments both in equipment and image. These were the first signs of street food in Romania and continue to be a real success all over the country. We cannot talk about street food without specifying these elementary stages that shaped the market along with the increasingly larger demand.

In the early 2000s, more and more street food solutions appeared, and the industry continues to rise, particularly over the last five years. Increasingly more food trucks started to appear, offering their customers diversity, healthy food and they also travel through the largest cities to provide customers with delicious ideas for lunch. Thus, Romanians developed a passion for burgers and fish & chips, for Turkish or Lebanese flavours, but also for deserts which no gourmet could refuse. Most of them prepare their products on the spot, and the customer can see the "kitchen" where everything is cooked. As such, all the equipment is premium and must successfully cope with the busy periods, when rapidity and efficiency are required.



Over the last five years, increasingly more street food festivals have been organized, and at the biggest Romanian musical events there are, now, special street food areas that reach impressive turnovers within a few days. All this happens in exemplary sanitary conditions, which depend on the materials and products used to create the workspace. Thus, most of those interested in this type of business are very careful when choosing their partners, from those handling the equipment to those who purchase the food products. Everything must be of high quality, in order to provide the final customer the safety of the product they buy.

THE DAAS MOMENT

Since the very beginning, DAAS has been an important partner for those who consider the workspace layout elementary, so that it would serve as best as possible the main purpose: high quality food. DAAS has been making these spaces for 5 years now and continues to support the idea that the evolution of street food depends on the complexity of the products you can provide in an increasingly smaller space. One of the most remarkable projects was to create a mobile workstation, as a truck, to prepare food and serve, implemented by one of the largest retailers in Romania.

WHERE WE ARE NOW

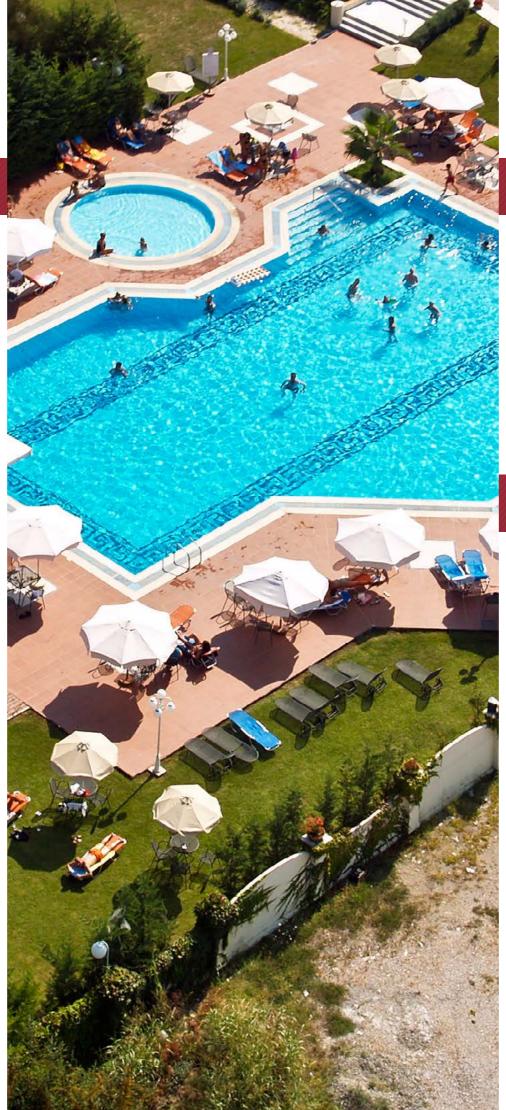
Currently, the street food and pastry shop concepts are an important component related to the gastronomic customs in Romania. The brands operating in this industry pay increasingly more attention to how the serving areas and kitchens look like, whether mobile or not. The basic principles they follow are the efficiency in preparing the food, efficiency of kitchens and superior quality of the final product, which should respond to the biggest demands of final customers. And because meeting each criterion is highly important, partners know that DAAS provides them with a team of professionals for whom the excellence of services is the only option.

THE REBIRTH OF SPA TOURISM

BEGINNINGS OF THE TREND

The baths in thermal waters were known for their healing effects ever since ancient times. This is why it is not surprising that Romania, a country rich in thermal springs, has one of the most popular and populated spa resorts in the area. They used to be true points of interest for tourists and managed to attract hundreds of thousands of people every year.

Since the beginning of 1700, in Băile Felix, just a few kilometers from Oradea, people discovered the benefits of thermal waters and the resort began to develop. During communism, numerous investments were made in the resort, building several recreational facilities. However, after communism, the investments in modernising the SPA resorts in Romania reduced and the investors and local authorities no longer paid enough attention to their potential. This is why tourism in this type of resorts, including Băile Felix, reduced significantly, most of the time being limited to the cases of medical tourism. Anyway, recently the potential of SPA resorts returned into the attention of the investors and the public and the works for modernizing this segment have been launched.



THE DAAS MOMENT

The SPA resorts in Romania enjoy a huge tourist potential both nationally and internationally. Knowing this, DAAS responded enthusiastically to the demands of its cusomers who wanted to invest in the development of this tourism segment. Thus, since 2006, DAAS took part in the achievement of several curageous projects carried out in Băile Felix, near Oradea, as well as in the areas of Olănești, Voineasa, Călimănești-Căciulata or Balvanyos. For these, the company ensured the equipment for the cooking and dining areas, so that tourists would enjoy the best conditions throughout their stay in the resorts in our country.

WHERE WE ARE NOW

By its involvement, DAAS managed to contribute to restoring and relauching the SPA tourism, an important branch of Romanian tourism. Currently, the Băile Felix resort, where DAAS has made the greatest efforts in modernizing or rebuilding the recreational areas, is the largest SPA resort of permanent regime in Romania, ranking second after the Black Sea coast in terms of number of accommodation places in Romania.

THE CULTURE OF ROMANIAN FOOTBALL

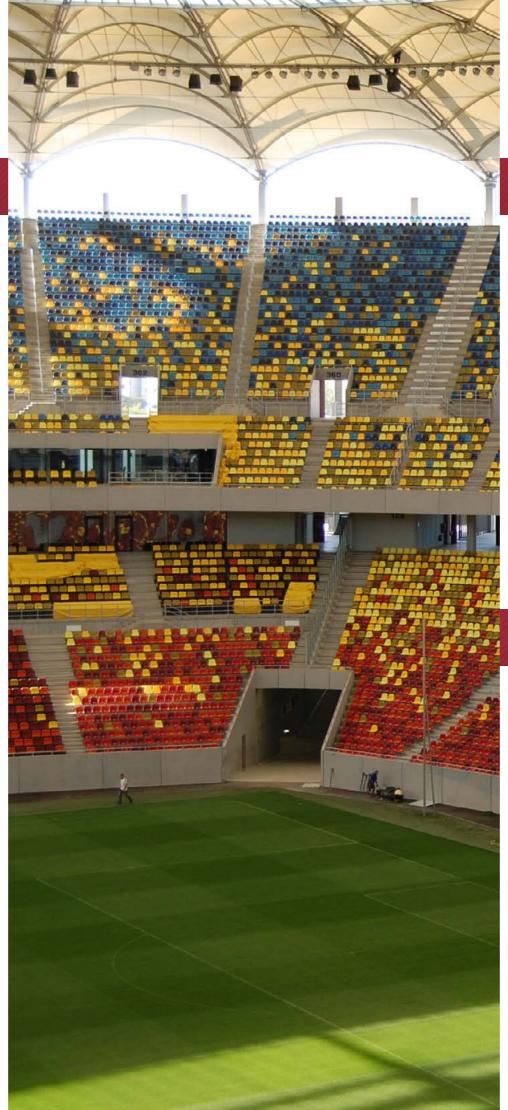
INSIGHT ON THE ROMANIAN FOOTBALL

Football remains the most popular sport in Romania, and our country has always been known at a European level for its vast culture of football and especially for the performance our sportsmen have proven in international competitions. Romanian football players, such as Gică Hagi or Marius Lăcătuş, have become, over time, ambassadors of our country thanks to their outstanding performance.

The presence of the teams and football players in Romania has been felt all around the world since the '70s. However, because Romania did not always have the best conditions for top matches, as far as the international competitions hosted by our country is concerned, things were different.

The number of international meetings on the Romanian stadiums was limited, in our country taking place only the matches within the international championships in the stages where Romanian teams managed to get.

Nevertheless, in 2008, the Romanian football had the chance to go to the next level and took full advantage of it. With an incentive received from the UEFA, which wanted to also include the Eastern European countries among those having significant matches, the Union provided our country the chance to host the Europa League Final from 2012. Thus, in 2008 began the construction of the National Arena - the largest and most modern Romanian stadium, dedicated to sport competitions and cultural events. The works at the stadium ended in 2011 and the Europa League Final was the match where a record number of occupied places was reached.



THE DAAS MOMENT

The construction of the National Arena stadium meant placing Bucharest on the map of cities that have high-level sport arenas and DAAS took part to this historical moment. DAAS was the company that installed food presentation and serving lines in the VIP area, as well as a total of 54 booths for beer and snacks on the two rings of the Arena. Therefore, an important part of the services which the stadium visitors enjoy at every match was possible thanks to the project implemented by DAAS.

Building the National Arena was a challenge for all those involved in the project. From the beginning, the DAAS team set its goal to deliver excellence: consulting services, delivery of equipment, assembly and service contracts ended by fully equipping the kitchen for the VIP area and the 54 booths. The contribution brought in one of the most important projects for the Romanian football was for DAAS a step forward in enlarging the area of expertise.

WHERE WE ARE NOW

Today, DAAS is one of the companies that changed the culture of the Romanian football. With innovation and creativity as foundation stones, the DAAS specialists successfully concluded a project that improved the experience of football lovers.

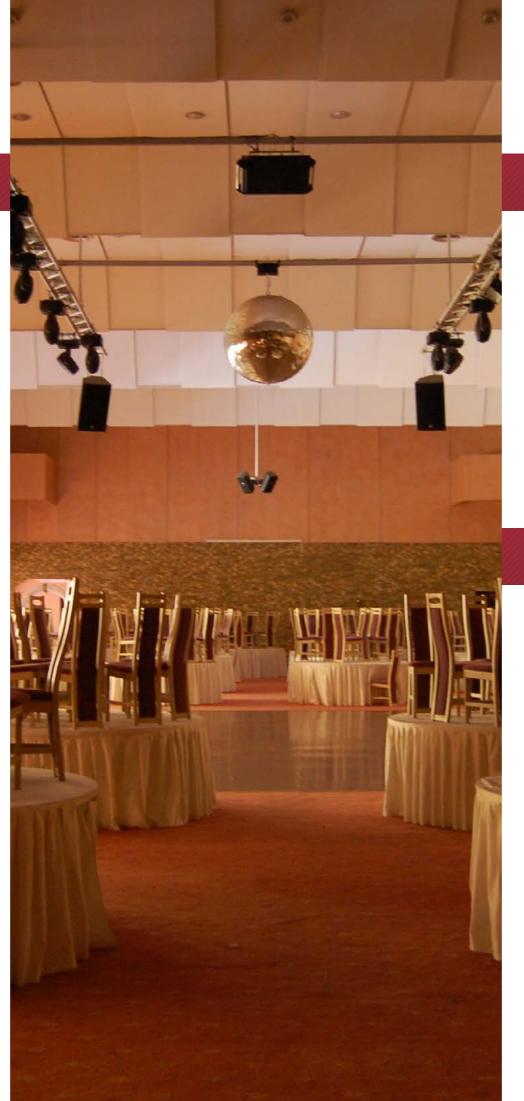
EVENT HALLS, A PROFITABLE INDUSTRY

A TREND OF SPECIAL OCCASIONS

Whether we speak of family events, such as weddings or baptism parties or corporate events such as exhibitions or conferences, the need for large areas where they would take place accordingly is well known. Once the restrictions of the communist regime disappeared, the organisation of private events was no longer such a big challenge. In this context, since 2007, this segment grew greatly, due to the increasingly higher demand for such halls. Thus, along with the establishment of capitalism in Romania, there was a real boom in the development of halls dedicated to events, which had an important say in the growth of related industries.

The event halls have been built especially to be used occasionally. Each of them prepared its own operating system, so that it could provide customers with the widest range of services. Thus, in this type of business, investors focused on the design and decor of the space, as well as on setting up some high quality kitchens. Because the cooking system in such locations is of catering type, each location needed professional kitchens designed efficiently, so that the dishes could be served fast and well.

Unlike other industries that developed only in major cities, where the purchasing power and consumption margin were much higher, this industry of special events has seen a powerful growth even in the smaller cities or in the rural areas. Things have gone even further, along with the emergence of the famous "event tents", which were the result of exponential growth in the demand, by transferring the wedding parties from restaurants into more special halls and areas.



THE DAAS MOMENT

DAAS has been and will be an active supporter of the development of the HoReCa industry, thanks to the innovative technologies the company provides to its partners. In this context, it is not surprising that DAAS has participated in equipping the kitchens of dozens of event halls in Romania, with the most advanced equipment, and high quality furniture. An outstanding project of DAAS in this industry was the event hall within the Barba Center complex of 1,500 sqm and a capacity of up to 1,700 individuals for corporate events and 1,000 individuals for private events (wedding parties, baptism parties, anniversaries). For a hall of this size, DAAS has come up with the most efficient and innovative solutions to set up the kitchen that needed to ensure impeccable service.

WHERE WE ARE NOW

Currently, the industry of events is among the most profitable industries in Romania. DAAS took part in equipping dozens of event halls in Romania. Because in this industry the final customers' expectations are much higher than in the retail industry, DAAS was required to always come up with ideas and solutions that would meet these needs. And the fact that the portfolio of DAAS includes more than 100 such successful projects is the proof that the work of company's specialists has always reached the highest standards.

AFTER 25 YEARS ...

DAAS continues to play a role in writing history by implementing complex, challenging projects, with the same enthusiasm that drove Daniel Mocanu and his two partners to start this business 25 years ago. In these years, we have made hundreds of friends and learned many valuable lessons from our partners, customers, suppliers and employees, with whom work was not just a pleasure but a great honor. With the confidence that people will be at least as involved, dedicated and open as they have been so far, the company continues on the path to excellence.

