



TERRA MURES

NATURE | PEOPLE | SCIENCE | ADVENTURE

————— *From Clay to a Better Tomorrow* —————



NATURE

Inspiring landscapes



PEOPLE

Healthier
communities



SCIENCE

Knowledge
for the future



ADVENTURE

Experiences
for all ages

Târgu Mureș, the county seat of Mureș and one of Transylvania's major urban centres, is a city recognised for its strong medical and academic profile, multicultural identity, and growing regional role in education, services, tourism and innovation.

Building on these strengths, TERRA MUREȘ proposes the regeneration of a former clay extraction area into a new four-season destination dedicated to nature, science, family recreation, sport and adventure. Rather than erasing the industrial past of the site, the project transforms its distinctive landscape of lakes, slopes and forest into the foundation of a new urban experience.

The concept brings together a Human & Science Center, Adventure Park, family and event areas, indoor and outdoor sports facilities, nature trails, ecological lake experiences, Cliff Walk & Via Ferrata, a natural amphitheatre, and complementary commercial and service functions within one integrated destination.

Designed to attract families, young people, students, schools, tourists and businesses throughout the year, TERRA MUREȘ has the potential to become a new regional landmark while supporting urban regeneration, education, tourism, new employment and complementary private investment.

From a landscape shaped by clay to a place shaped for people, nature and the future.

A new destination for a brighter tomorrow

Târgu Mureş, the county seat of Mureş and one of Transylvania's major urban centres, is a city with a strong and distinctive identity, recognised for its medical and academic excellence, multicultural heritage, and important regional role in education, services and tourism.

TERRA MUREŞ proposes the transformation of a former clay extraction area into a new, modern destination dedicated to nature, people, science and adventure. The project will create a unique place where education, recreation, sport, culture and community come together in a stunning natural setting.

Designed for year-round operation, TERRA MUREŞ aims to attract families, young people, students, tourists and businesses from the region and beyond, while contributing to urban regeneration, new employment opportunities and the long-term economic and tourism development of Târgu Mureş and the wider region.

*From Clay
to a Better
Tomorrow*



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From Clay to a Better Tomorrow

SAME LAND.
NEW STORIES.
GREATER
OPPORTUNITIES.

TERRA MUREȘ transforms a former clay extraction area into a vibrant destination where nature, people, science and adventure come together. We build on the unique character of the site, its landscape and industrial heritage, creating a place for recreation, education and community – a legacy for future generations.



A TRANSFORMATION WITH LASTING VALUE



ENVIRONMENTAL REGENERATION

Restoring and protecting
a unique natural
landscape.



SOCIAL IMPACT

New opportunities
for families, young people
and the local community.



ECONOMIC GROWTH

Attracting visitors,
creating jobs and
stimulating private
investments.



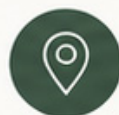
A LASTING LEGACY

A destination for
current and future
generations.

NATURE
INSPIRES
PEOPLE
BUILDS
THE FUTURE

A unique location with great potential

TERRA MUREŞ is located on the site of the former clay extraction area on the northern edge of Târgu Mureş, in a natural landscape with lakes, forested slopes and remarkable views, just a few minutes from the city centre. The location combines easy accessibility, a unique natural setting and a strong regional catchment area, making it ideal for a four-season destination dedicated to nature, people, science and adventure.



STRATEGIC LOCATION

On the northern edge of Târgu Mureş



NATURAL LANDSCAPE

Lakes, forests and panoramic views



EXCELLENT ACCESSIBILITY

Quick access from the city and main transport routes



REGIONAL ATTRACTION

Serving Târgu Mureş and the wider region

REGIONAL CONTEXT

A DESTINATION AT THE HEART OF TRANSYLVANIA



	Cluj-Napoca	1h 45 min
	Sibiu	2h
	Sighişoara	1h
	Reghin	45 min
	Târgu Mureş Airport	25 min

A STRONG
Access to



~ 400,000
inhabitant
within 60 min

TÂRGU MUREŞ
A DYNAMIC



**TERRA MUREȘ
SITE**

Strada Dealului



10 min
to Târgu Mureș
city centre



15 min
to A3 motorway



10 min
to Târgu Mureș
train station
International Airport

LONG REGIONAL CATCHMENT AREA

to a large population within short travel times.

00
nts
minutes



~ 2.5 million
inhabitants
within 2 hours



~ 6 million
inhabitants
within 3 hours



MUREȘ
AND GROWING CITY

COMPLEMENTARY TOURISM DESTINATIONS

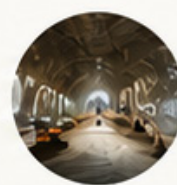
Part of a wider tourism network in the region.



Sovata
45 min



Sighișoara
1h



Praid
1h 15 min



Băile Figa
1h 30 min

The Masterplan

12 unique experiences in one destination

TERRA MUREŞ brings together nature, people, science and adventure in a coherent masterplan designed as a four-season destination. The 12 complementary zones create a diverse and attractive experience for families, young people, schools, tourists and businesses, while preserving and enhancing the unique landscape of the former clay extraction area.

- 1 MAIN ACCESS & PARKING**
Parking, public transport station, tickets, services.
- 2 MIXED OFFICE / COMMERCIAL AREA**
Library and reading spaces, commercial spaces, restaurants, cafés, services, parking. Direct access to the park.
- 3 PARK & EVENTS AREA**
Squares, green spaces, food court, connections.
- 4 FAMILY THEME PARK**
Play area, workshops, gardens, outdoor exhibitions.
- 5 HUMAN & SCIENCE CENTER**
Interactive museum of the human body, science, technology, planetarium.
- 6 SMALL LAKE – ECOLOGICAL AREA**
Biodiversity protection, observation areas, trails.
- 7 CLIFF WALK & VIA FERRATA**
Cliffside trails, panoramic viewpoints.
- 8 FOREST – ADVENTURE PARK**
Zip lines, suspended trails, climbing, tower, panoramic views.
- 9 SPORTS & ADVENTURE AREA**
Tracks, pump track, multi-sport courts, outdoor activities.
- 10 NATURAL AMPHITHEATER**
Concerts, outdoor cinema, events.
- 12 SERVICE / MAINTENANCE AREA**
Storage facilities, workshops, technical access.





TERRA MUREȘ
NATURE | PEOPLE | SCIENCE | ADVENTURE



8

FOREST –
ADVENTURE PARK

3

PARK &
EVENTS AREA

9

SPORTS &
ADVENTURE AREA

3

4

FAMILY
THEME PARK

9

5

HUMAN & SCIENCE
CENTER

6

SMALL LAKE –
ECOLOGICAL AREA

11

SERVICE /
MAINTENANCE AREA

7

CLIFF WALK &
VIA FERRATA



0 50 100 200 m

A four-season destination

NATURE. PEOPLE. SCIENCE.
ADVENTURE. ALL YEAR ROUND.

TERRA MUREŞ is designed as a year-round destination, combining indoor and outdoor experiences, nature and technology, recreation and education. Each season brings a different atmosphere and a unique set of activities, ensuring a vibrant and attractive destination throughout the entire year.



SPRING AWAKENING NATURE

- Nature in bloom
- Outdoor activities
- School programmes
- Family weekends
- Events in the park



SUMMER FULL OF LIFE

- Lake and water activities
- Adventure park
- Sports and outdoor recreation
- Family attractions
- Concerts and festivals



AUTUMN COLOURS AND EXPERIENCES

- Scenic landscapes
- Educational programmes
- Corporate events
- Cultural events
- Active outdoor recreation



WINTER NEW PERSPECTIVES

- Indoor attractions
- Science and educational activities
- Sports and wellness
- Events and exhibitions
- A unique atmosphere



FAMILIES

Fun and quality
time together



STUDENTS

Education
and discovery



NATURE LOVERS

Outdoor activities
and fresh air



SPORT ENTHUSIASTS

Active lifestyle
all year round



TOURISTS

A new landmark
in the region



BUSINESSES

Events, team building
and networking

DIFFERENT SEASONS.
ENDLESS EXPERIENCES.



TERRA MUREŞ
NATURE | PEOPLE | SCIENCE | ADVENTURE

Nature & Adventure

Lake, Ecological Area and Adventure Park.

A place where nature, movement and discovery come together. Visitors can relax by the lake, explore the ecological area and enjoy outdoor adventures in the Adventure Park.



LAKE

Relaxation, swimming and water activities in a natural setting.



ECOLOGICAL AREA

Biodiversity, themed trails and nature education.



ADVENTURE PARK

Ropes courses and outdoor activities for all ages.



TRAILS AND ACTIVITIES

Walking, running, cycling and recreational areas for an active day in nature.

Human & Science Center

A JOURNEY INSIDE LIFE AND BEYOND

An extraordinary, immersive experience where science, technology and the human body come to life. Visitors of all ages can literally walk through the human body, discover how we live, move, breathe and think, and then continue the journey – beyond our planet – to explore our place in the universe.



INTERACTIVE LEARNING

Hands-on experiences for all ages.



FOR ALL AGES

A fascinating journey for children, students, families and adults.



SCIENCE & TECHNOLOGY

From biology and medicine to innovation.



HEALTHIER TOMORROW

Inspiring a more active and conscious lifestyle.

1

ENTER THE BODY THE ADVENTURE BEGINS



2

HEART & BLOOD FLOW THE ENGINE OF LIFE



3

LUNGS & BREATHING OXYGEN FOR LIFE



A spectacular entrance introduces the human body and prepares visitors for the journey.



Walk through arteries and veins, see how the heart works and experience the incredible journey of a drop of blood.



Step inside the lungs and discover how we breathe, how oxygen reaches our body and why clean air is so important.

FROM THE HUMAN BODY
TO THE UNIVERSE.
A JOURNEY OF DISCOVERY.



4

DIGESTIVE SYSTEM
FROM FOOD TO ENERGY

>

5

BRAIN & SENSES
HOW WE THINK AND FEEL

>

6

BEYOND THE BODY
THE UNIVERSE AND US



Follow the path of food and see how your body turns it into energy. Learn about nutrition and healthy choices.



Explore the brain and the senses. Find out how we think, learn, remember and experience the world around us.



Complete the journey by exploring the universe. Discover our place in the cosmos and the connection between life on Earth and the world beyond our planet.



TERRA MUREȘ
NATURE | PEOPLE | SCIENCE | ADVENTURE

Family, Sport & Entertainment

Theme Park, Outdoor Sports, Indoor Sport & Adventure Hall, Park and Events, Amphitheatre.

A vibrant destination for all generations, combining movement, play, entertainment and memorable experiences – all in one place, in the heart of nature.



THEME PARK

Attractions, play areas and interactive experiences for the whole family.



OUTDOOR SPORTS

Trails for cycling, running and outdoor activities in a natural setting.



INDOOR SPORT & ADVENTURE HALL

Year-round activities for all ages – climbing, obstacle courses and multisport facilities.



PARK AND EVENTS

Green spaces, themed events and seasonal programs for a lively community experience.



AMPHITHEATRE

Cultural shows, concerts and community events in a unique open-air setting.



TERRA MUREŞ
NATURE | PEOPLE | SCIENCE | ADVENTURE

Commercial & Supporting Functions

Office/Commercial, F&B, Retail, Services, Parking, Maintenance and Infrastructure.

A complete ecosystem of services and facilities ensures a comfortable, safe and enjoyable experience for visitors, tenants and the local community – all within a sustainable and well planned environment.



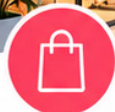
OFFICE / COMMERCIAL

Flexible spaces for offices, showrooms and commercial activities, designed for business growth and community synergy.



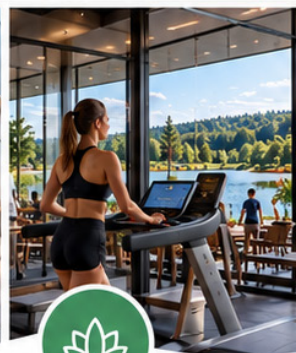
F&B

Restaurants, cafés and terrazas with a diverse culinary offer, local flavors and relaxing spaces for every occasion.



RETAIL

Shops and specialty stores offering a wide range of products and services for visitors and the local community.



SERVICES

Health, wellness, childcare and other essential services to support a complete and balanced lifestyle.



PARKING, MAINTENANCE & INFRASTRUCTURE

Ample parking, EV charging stations, maintenance services and modern infrastructure for a safe, functional and sustainable operation.

The Visitor Experience

A park of nature, science and discovery for all generations.

TERRA MUREȘ offers an authentic experience in a unique natural setting, where visitors can relax, be active, explore, learn and spend quality time together – at any time of the year.

ACTIVITIES & EXPERIENCES

01

OUTDOOR THEMATIC PARK



- Thematic playgrounds for all ages
- Nature exploration trails
- Educational gardens and sensory areas
- Observation of nature and wildlife
- Picnic and relaxation areas

02

SCIENCE CENTER



- Interactive exhibitions
- Planetarium
- STEM laboratories and workshops
- Educational programs for schools and families
- Conferences and scientific events

03

SPORT & INDOOR ADVENTURE



- Multi-sport hall
- Climbing wall
- Indoor adventure trails
- Fitness and sports activities
- Multi-sport courts (football, basketball, volleyball etc.)
- Programs for children and adults

04

PARK & EVENTS



- Open-air amphitheater
- Concerts, festivals and fairs
- Cultural and sports events
- Picnic areas and social spaces
- Green spaces for relaxation

05

GASTRONOMY & RETAIL



- Restaurants and cafés with terraces
- Food court with local products
- Shops and services
- Regional products
- Relaxation areas by the lakes

MAIN VISITOR CATEGORIES



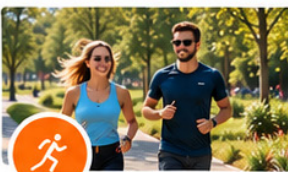
FAMILIES WITH CHILDREN

Fun, learning and quality time together in a safe, natural environment.



YOUNG PEOPLE & STUDENTS

Education, sport, socializing and themed events.



SPORT ENTHUSIASTS

Outdoor and indoor activities, trails and modern facilities.



TOURISTS

A must-visit destination in the region, with authentic experiences and unique landscapes.



COMPANIES & GROUPS

Team building, conferences, private events and customized programs.

Project at a Glance

Overview of functions, areas, capacities, indoor/outdoor facilities, seasonality and target audience.



MAIN FUNCTIONS



PARK & NATURE

Lakes, walking and cycling paths, green spaces, relaxation areas



SCIENCE CENTER

Interactive exhibitions, planetarium, STEM laboratories and educational programs



SPORT & INDOOR ADVENTURE

Multi-sport hall, climbing wall, fitness and movement activities



EVENTS & COMMUNITY

Open-air amphitheater, concerts, festivals, fairs, cultural and sports events



GASTRONOMY & RETAIL

Restaurants and cafés with terraces, food court, local products, shops and services



SEASONALITY



SPRING

Outdoor activities, events and nature exploration



SUMMER

Full program, open-air events, family activities



AUTUMN

Nature, sports events and cultural programs



WINTER

Indoor facilities, educational programs and special events



~ 65,000 m²
TOTAL AREA

Prime location
in Târgu Mureș
(Weekend area)



~ 30,000 m²
PARKS & OUTDOOR AREAS

Lakes, promenades,
thematic playgrounds,
picnic areas



~ 5,000 m²
BUILT FACILITIES

Science center,
indoor sports,
services and amenities



365 days
OPERATION

Year-round activities
and events for all ages



INDOOR / OUTDOOR AREAS



INDOOR
~ 5,000 m²

- Science center (interactive exhibitions and planetarium)
- Multi-sport hall (basketball, volleyball, etc.)
- Climbing wall
- Educational rooms and workshops
- Cafés, services and retail



OUTDOOR
~ 30,000 m²

- Lakes and promenades
- Thematic playgrounds
- Picnic and relaxation areas
- Nature and biodiversity zones
- Outdoor amphitheater and event spaces
- Cycling and running trails
- Green spaces



TARGET AUDIENCE



Families with children

Fun, learning
and quality
time together



Students & young people

Education,
sport and
themed events



Sports enthusiasts

Active lifestyle
and adventure
experiences



Tourists

A unique
destination
in the region



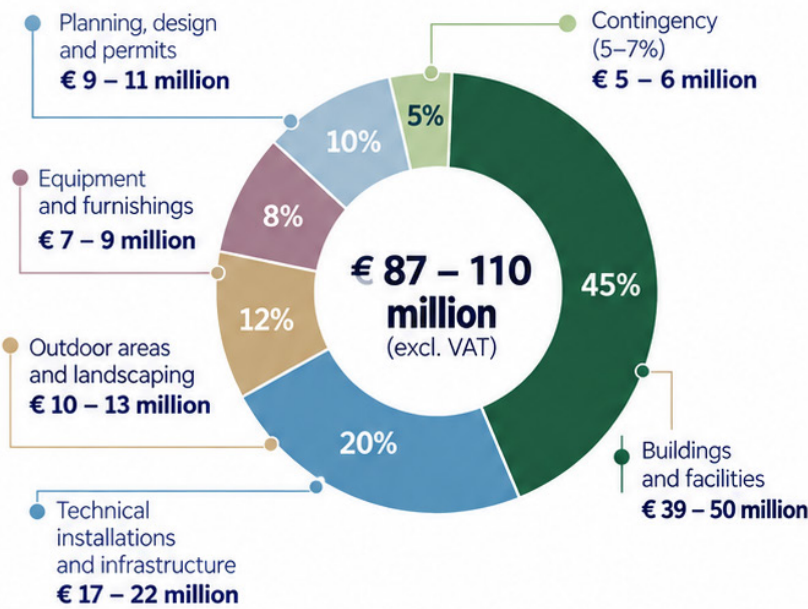
Companies & groups

Team building,
conferences
and private
events

Indicative Investment Case

Estimated investment value and CAPEX breakdown by component.

CAPEX BREAKDOWN



TOTAL ESTIMATED INVESTMENT

€ 87 – 110 million
(excl. VAT)

Indicative value, based on current market prices, a conceptual design and comparable projects in the region.

KEY FIGURES

	Total site area	~ 65,000 m²
	Built area (indoor facilities)	~ 5,000 m²
	Outdoor areas (lakes, parks, promenades)	~ 30,000 m²
	Estimated investment (excl. VAT)	€ 87 – 110 million
	Estimated construction period	2027 – 2029
	Start of operation	2030

INVESTMENT HIGHLIGHTS



STRONG REGIONAL DEMAND

Unique, all-season destination in the region.



DIVERSIFIED REVENUE STREAMS

Tickets, events, gastronomy, retail and services.



POSITIVE ECONOMIC IMPACT

Job creation and local business development.



SUSTAINABLE DEVELOPMENT

Green areas, nature integration and long-term community value.

Business & Revenue Model

Revenue streams and the commercial model.

MAIN REVENUE STREAMS

01

AQUAPARK ACCESS

- Day tickets (adults, children, families)
- Season passes and bundles
- Group, school and resident discounts

02

SPORT & INDOOR ACTIVITIES

- Multi-sport hall (rentals, competitions)
- Climbing wall
- Sports and educational programs

03

SCIENCE CENTER

- Entry tickets
- Educational workshops and programs
- Events, conferences, camps

04

EVENTS & COMMUNITY

- Concerts, festivals, fairs
- Corporate and private events
- Venue rentals (amphitheater, green areas)

05

GASTRONOMY & RETAIL

- Restaurants, cafés, food court
- Shops and local products
- Additional services

Diverse revenue streams

Complementary activities for a sustainable year-round operation.

Integrated model

Accessible to a wide audience: families, tourists, schools and companies.

Growth potential

Through events, partnerships and continuous development of additional facilities.

ESTIMATED ANNUAL REVENUES

Category	Key assumptions	Estimated annual revenue (million €)
Aquapark access	~ 650,000 visitors/year - Average ticket price € 14	9.1
Sport & indoor activities	- Rentals, subscriptions, programs ~ 120,000 users/year - Average price € 8	1.0
Science center	~ 180,000 visitors/year - Average price € 7	1.3
Events & community	~ 80 events/year - Venue rentals and tickets	0.9
Gastronomy & retail	- Restaurants, cafés, shops - Average spend € 8 / visitor	3.4
TOTAL ESTIMATED REVENUES		15.7

COMMERCIAL MODEL

PUBLIC ACCESS

- Day tickets and subscriptions
- Family packages
- Discounts for schools and groups

PARTNERSHIPS

- Schools and universities
- Companies (team building)
- Tourism agencies
- Public and private events

ADDITIONAL SERVICES

- Food & beverage
- Educational programs
- Venue rentals
- Parking

LONG-TERM DEVELOPMENT

- Expansion of facilities and services
- Increase in the number of events
- Visitor loyalty programs
- Stable and diversified revenues

Operating Model

Operating model, operators, public/private structure and operating costs.

OPERATIONAL STRUCTURE



OPERATING PHASES



KEY SUCCESS FACTORS



OPERATOR MODEL

	OPERATOR	Experienced operator of parks, leisure and event facilities (management contract or long-term concession).
	KEY FUNCTIONS	Operation of attractions, green areas and infrastructure, events, guest services, F&B, retail, maintenance.
	STAFFING	~ 120 – 200 direct jobs (depending on season), plus indirect jobs.
	HEALTH, SAFETY & QUALITY	Compliance with international standards, regular inspections, safety and security systems.
	SUSTAINABILITY	Energy-efficient operation, renewable energy integration, water and waste management, biodiversity and green area care.

ESTIMATED ANNUAL OPERATING COSTS

Cost category	Estimate (million € / year)	Share
Personnel costs	2.0 – 2.5	35 – 40%
Utilities (electricity, water, etc.)	1.2 – 1.6	20 – 25%
Maintenance & repairs	0.6 – 0.8	10 – 15%
Operating supplies & services	0.8 – 1.0	15 – 20%
Marketing & events	0.3 – 0.5	5 – 10%
TOTAL OPERATING COSTS	4.9 – 6.4	100%

Indicative Financial Performance

Revenues, EBITDA, profitability, payback and scenarios.

KEY FINANCIAL INDICATORS

Indicator	Unit	Base case (stabilized year)
Total annual revenues	million € / year	15.7
Operating costs (OPEX)	million € / year	10.3
EBITDA	million € / year	5.4
EBITDA margin	%	34%
Estimated net profit	million € / year	3.8
Total investment (CAPEX)	million €	87 – 110
Payback period	years	7 – 9
Indicative IRR	%	12 – 16%

SCENARIO ANALYSIS

CONSERVATIVE SCENARIO - Lower visitor numbers - Gradual ramp-up - Reduced spending per visitor	Revenues € 12.9 m EBITDA € 3.6 m EBITDA margin 28% Payback 9 – 11 years
BASE CASE - Market-aligned demand - Balanced pricing - Year-round operation	Revenues € 15.7 m EBITDA € 5.4 m EBITDA margin 34% Payback 7 – 9 years
OPTIMISTIC SCENARIO - Higher visitor numbers - Strong regional tourism growth - Increased secondary spending	Revenues € 19.1 m EBITDA € 7.1 m EBITDA margin 37% Payback 5 – 7 years

KEY TAKEAWAYS



STRONG REVENUE POTENTIAL

Diversified income streams ensure a stable and resilient business model.



ATTRACTIVE PROFITABILITY

Estimated EBITDA margin of 30 – 34% at maturity.



REASONABLE PAYBACK

Estimated payback period of 7 – 9 years in the base scenario.



UPSIDE OPPORTUNITY

Additional growth from events, corporate clients and extended services.

Economic & Community Benefits

Benefits for the municipality, economy, tourism, education and community.



FOR THE MUNICIPALITY

- Increased local tax revenues
- Modern infrastructure and improved city image
- Efficient use of an existing site
- Stronger regional positioning
- Long-term urban development



FOR THE ECONOMY

- Significant direct and indirect job creation
- Support for local businesses and suppliers
- Increased demand in HoReCa, retail and services
- Attraction of new investments
- Year-round economic activity



FOR TOURISM

- New flagship destination in the region
- Attracts visitors from across Transylvania and neighbouring countries
- Increases length of stay and visitor spending
- Complements existing cultural, medical and business tourism
- Strengthens Târgu Mureș as a 4-season destination



FOR EDUCATION & RESEARCH

- Collaboration with local universities and schools
- Training and internship opportunities
- Programs on health, wellness and sustainable tourism
- Research and innovation in recreation, sustainability and visitor experience

A STRONGER, HEALTHIER AND MORE ATTRACTIVE TÂRGU MUREȘ

Investing in people, wellbeing and a sustainable future.



FOR THE COMMUNITY

- Improved quality of life and more leisure opportunities
- Healthier and more active population
- Family-friendly environment
- Inclusive and accessible facilities
- New public spaces, green areas and riverfront revitalization
- A place for community events, sports and social interaction

KEY IMPACTS



JOB

300 – 500

direct and indirect jobs during operation



LOCAL ECONOMY

€ 20 – 30 million

estimated annual economic impact in the region



VISITORS

~ 650,000

visitors per year (at maturity)



REGIONAL POSITIONING

Increased visibility and competitiveness for Târgu Mureș



COMMUNITY WELLBEING

More health, recreation and social opportunities for all generations

Partnership & Investment Opportunity

Investment and partnership options for strategic partners.

WAYS TO PARTICIPATE



01
EQUITY INVESTMENT

- Shareholding in the project company
- Participation in the development and operation
- Attractive long-term returns



02
STRATEGIC PARTNERSHIP

- Collaboration with experienced operators
- Access to international know-how and brands
- Joint marketing and regional promotion



03
DEVELOPMENT PARTNER

- Co-investment in construction and facilities
- Defined roles and profit-sharing model
- Opportunity to develop complementary services (F&B, retail, wellness, events)



04
OPERATOR PARTNER

- Management and operational partnership
- Use of an international brand or experienced operator
- Focus on service quality, efficiency and sustainability

INDICATIVE INVESTMENT STRUCTURE

Total investment (excl. VAT)	Equity contribution (typical range)	Debt financing (typical range)	Target return (IRR) (indicative)
€ 87 – 110 million	30 – 50%	50 – 70%	12 – 16%

NEXT STEPS



1. INITIAL DISCUSSION
Alignment on interests and objectives

→



2. DUE DILIGENCE
Technical, financial and legal analysis

→



3. PARTNERSHIP STRUCTURE
Definition of roles, investment model and terms

→



4. AGREEMENT & LAUNCH
Finalization and start of detailed design (2027)

WHY INVEST?



STRONG MARKET POTENTIAL
Year-round destination with regional appeal



DIVERSIFIED REVENUE STREAMS
Leisure, wellness, events, F&B and complementary services



PRIME LOCATION
Unique riverside site in Târgu Mureș with excellent accessibility



SUSTAINABLE DEVELOPMENT
Modern, energy-efficient design with long-term community value.

LET'S BUILD A LANDMARK TOGETHER

A vibrant destination for people, wellbeing and the future of Târgu Mureș.



TERRA MUREȘ

NATURE | PEOPLE | SCIENCE | ADVENTURE

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Why Mureș