



AMCHAM
CAMBODIA

AmCham Business Outlook 2026

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Summary

This report summarizes findings from the 2026 AmCham Business Outlook survey. The survey was conducted online in March 2026 and included 409 responding companies. The business outlook is positive, with surprising resiliency despite a number of challenges. Most companies report increased investment in 2026 and expected growth in profits. While economic growth is positive, it may not be sufficient to deliver government objective. It is recommended that Cambodia ratify the Agreement on Reciprocal Trade with the United States as a means of preserving its most important export market and boosting domestic productivity.

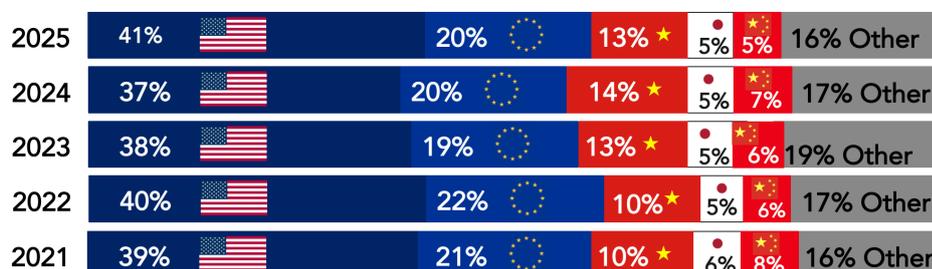
Exports / Imports

The United States of America again proved to be a reliable economic partner for Cambodia, purchasing 41% of Cambodia's exports (Figure 1). Despite the challenge posed by U.S. IEEPA reciprocal tariffs, Cambodian exports to the U.S. increased by 28% year-on-year in 2025 (Figure 2). Much of this success was due to Cambodia's proactive engagement with the U.S. Trade Representative, targeted Cambodian concessions to the U.S., and a final decision on a competitive reciprocal rate by U.S. President Trump. Cambodia was the first country in the world, together with Malaysia, to sign a final Agreement on Reciprocal Trade with the U.S. This gave buyers confidence in Cambodian manufacturing.

Figure 1

The U.S. is a Dependable Export Market

Export proportions reflect world final consumption of garments, shoes, and travel goods, which are Cambodia's main exports.



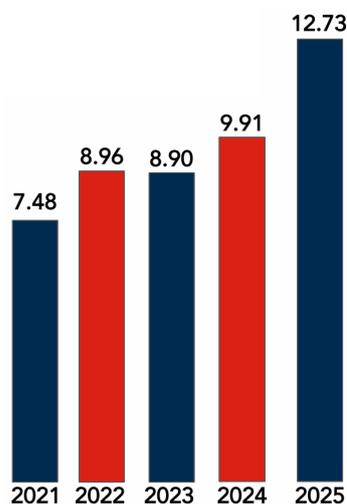
References:

Export figures from the General Department of Customs and Excise of Cambodia <https://stats.customs.gov.kh/>
The figure for the EU includes the UK.

Figure 2

Exports to the U.S. up 28% in 2025

Cambodian exports to the U.S.
billion USD



Reference

General Department of Customs and Excise,
Royal Government of Cambodia, n.d.

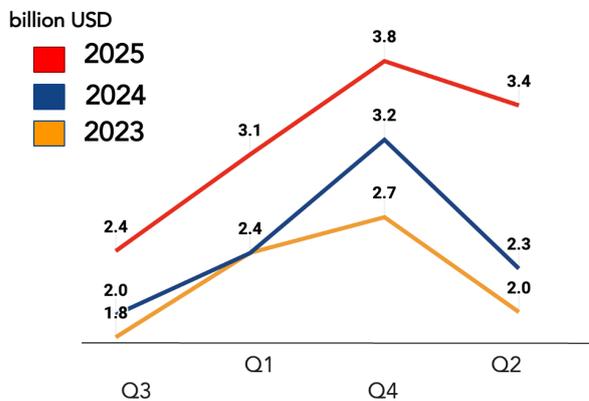
Cambodian exports to the U.S. have increased across most product categories. Cambodia has dramatically increased its exports of steel goods, toys, footwear, and tires (Figure 3). However, bags and travel goods have experienced limited growth. Also, the export of electrical equipment has notably declined due to the U.S. imposing countervailing and anti-dumping duties due to adverse findings regarding the transshipment of solar panels from China. Despite this, Cambodia continues to export other electrical products such as lighting equipment. Much of Cambodia’s export gains are due to a shift in manufacturing away from China, as the U.S. seeks to diversify supply chains and Chinese manufacturers seek refuge from high U.S. tariffs on Chinese-made goods (Figure 4).

Figure 3

The U.S. is Buying More from Cambodia

A relatively favorable 19% reciprocal tariff, the completion of a reciprocal trade agreement with the U.S., and sustained high U.S. tariffs on China have boosted Cambodia's foreign direct investment (FDI) and exports.

Quarterly Cambodian Exports to the U.S.



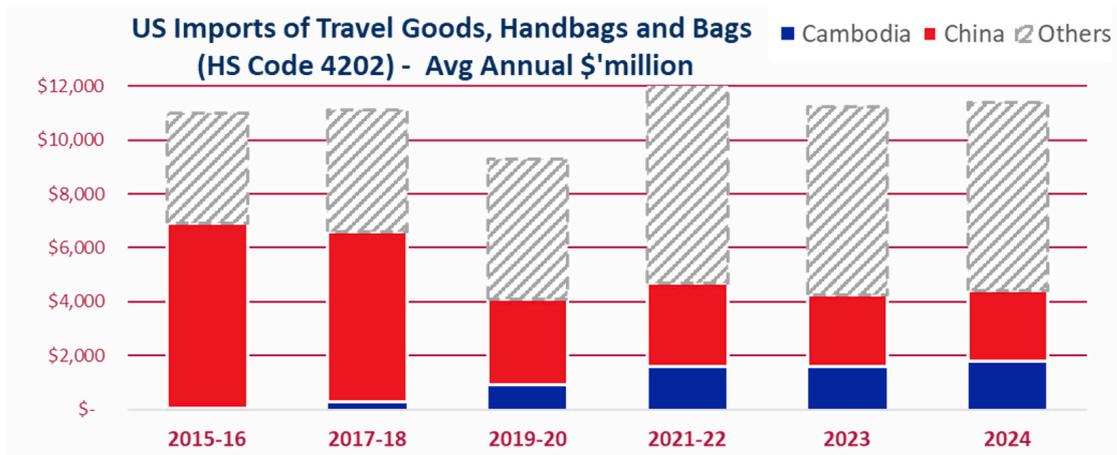
Annual Cambodian Exports to the US

| | 2024 \$ Million | 2025 \$ Million | Growth |
|--------------------------|--------------------|--------------------|------------|
| Apparel | 3,290 | 4,323 | 31% |
| Bags and Travel Goods | 1,492 | 1,585 | 6% |
| Furniture and Bedding | 1,088 | 1,462 | 34% |
| Tires and Rubber | 775 | 1,126 | 45% |
| Footwear | 572 | 889 | 52% |
| Electrical Equipment | 1,021 | 722 | -29% |
| Toys | 247 | 615 | 149% |
| Wood Items and Paper | 455 | 539 | 18% |
| Vehicles and Parts | 233 | 366 | 57% |
| Plastic Items | 312 | 348 | 12% |
| Steel and Aluminum Goods | 112 | 264 | 135% |
| Animal Feed | 101 | 161 | 60% |
| Other | 198 | 336 | 70% |
| Total | 9,897 | 12,715 | 28% |

Data collected from the General Department of Customs trade statistics <https://stats.customs.gov.kh/en/data-search/>

Figure 4

U.S. Imports Transitioning Away from China



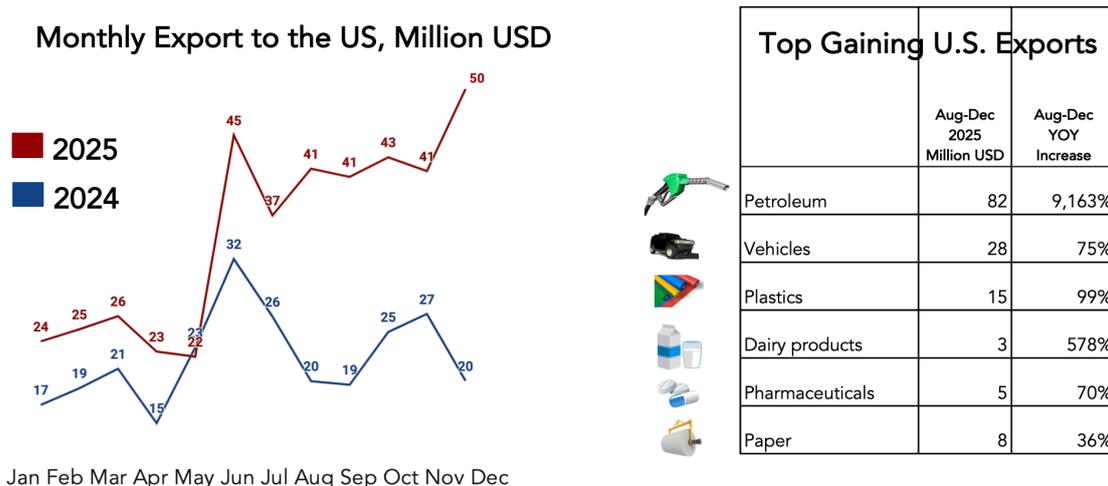
References

Moro, L., Barnett, C. (2025). U.S. Tariff impact analysis, American Chamber of Commerce in Cambodia.

U.S. exports to Cambodia have also surged, up 96% between August and December of 2025 compared to the same period in 2024 (Figure 5). This is mainly due to Cambodia granting U.S.-made goods tariff-free access starting in August 2025. The elimination of tariffs on U.S.-made goods is especially beneficial to U.S.-made vehicles, agricultural produce, cosmetics, and spirits (Figure 7). However, while tariffs on U.S.-made goods have been eliminated, Cambodia maintains a tax called “special tax” on imports from the U.S. Because of the “special tax,” certain U.S. products, such as petroleum fuel, do not benefit from the elimination of tariffs (Figure 7).

Figure 5

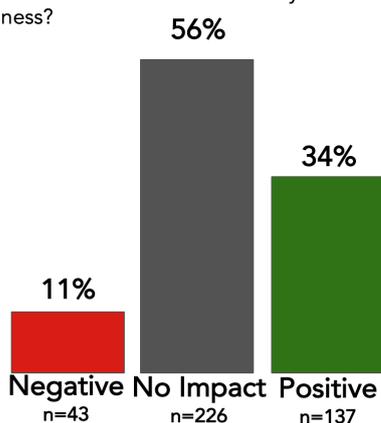
U.S. Exports to Cambodia Surge 96% Aug-Dec 2025



Data collected collected from the General Department of Customs trade statistics <https://stats.customs.gov.kh/en/data-search/>

Figure 6

How has the reduction in U.S. tariffs from MFN+19% to MFN+15% affected your business?



How has the Cambodian reduction of tariffs on U.S. made goods to 0% affected your business?

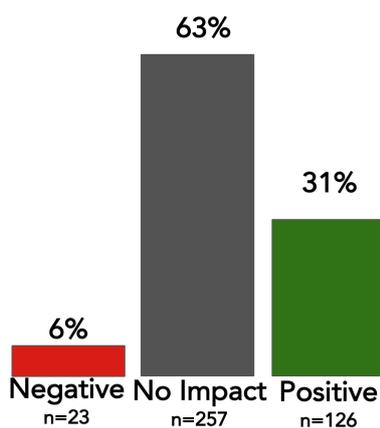


Figure 7

Cambodian Customs Duties and Excise Taxes on Select U.S. Products

| Product (customs code) | August 2025 Customs Duty | July 2025 Customs Duty | Special Tax | |
|---------------------------|--------------------------------|------------------------------|-------------|-------------------------------------------------------------------------------------|
| U.S. SUV (8703.21.91) | 0% | 35% | 50% |  |
| Beef (0201.20.00) | 0% | 15% | 0% |  |
| Chicken (0207.14.10) | 0% | 15% | 0% | |
| Apples (0808.10.00) | 0% | 10% | 0% |  |
| Almonds 0802.12.90 | 0% | 7% | 0% | |
| Cheese (0406.20.90) | 0% | 15% | 0% |  |
| Cosmetics (3304.10.00) | 0% | 35% | 10% | |
| Whisky (2208.30.90) | 0% | 35% | 35% |  |
| Wine (2204.21.11) | 0% | 35% | 35% | |
| Computers (8471.50.90) | 0% | 7% | 0% | |
| Petrol (2710.12) | 0% | 0% | 30% |  |

Reference: <https://customs.gov.kh/en/publications/14043-customs-tariff-of-cambodia-km-2022>

2026 Business Outlook

The business outlook is positive, with 63% of responding companies reporting they will increase their investment in Cambodia in 2026 (Figure 8) and 50% expecting profit growth (Figure 9). However, the proportion of companies expecting a decline in profits has increased from 20% in 2025 to 34% in 2026 (Figure 9). The overall expectation of growing profits shows surprising resilience of the Cambodian economy despite headwinds including U.S. military operations in Iran, a now-stable border conflict with Thailand, and a crackdown on pervasive industrial-scale online scamming.

The military conflict in Iran has a negative impact on business in Cambodia (Figure 12). There are two main negative effects. First, the conflict has increased the price and supply of petroleum fuel in Cambodia. The price of petroleum and diesel fuel has increased, directly raising transportation costs and indirectly raising the prices of consumer goods through a knock-on effect. The supply of petroleum fuels is also affected because the Cambodian government imposes a price ceiling that is updated every 10 days based on the regional benchmark, the Mean of Platts Singapore (MOPS); this government pricing now undergoes an emergency repricing every 3 days. However, the government price ceiling formula does not consider other variable costs, such as the cost of shipping fuel to Cambodia. As these costs rise, the supply of petroleum fuel in Cambodia becomes unprofitable, and a number of retailers are reporting stock-outs. Moreover, the 3-day repricing exposes importers and retailers to additional risks due to increased daily variation. A second negative effect of the conflict in Iran is a disruption of air services and an increase in airfares, which has resulted in a drop in tourist arrivals.

Figure 8

In the next 12 months, will your business increase investment in Cambodia?

AmCham survey of CEOs and business executives in Cambodia; July 2025 responses were before armed conflict escalated at the Cambodia-Thai border

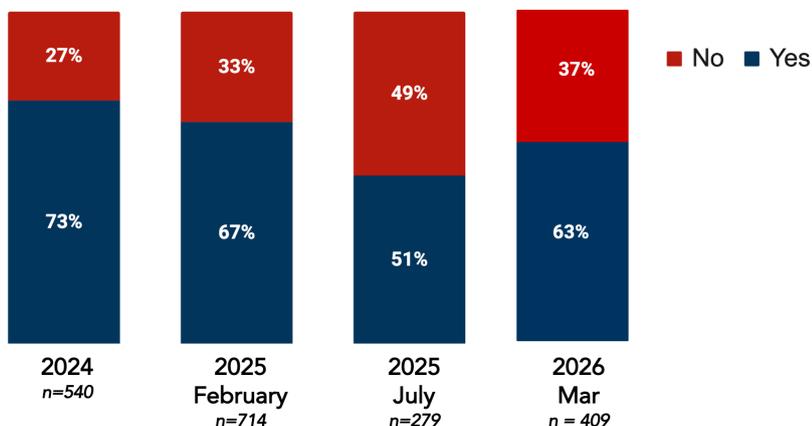


Figure 9

How do you expect profit to change this year?

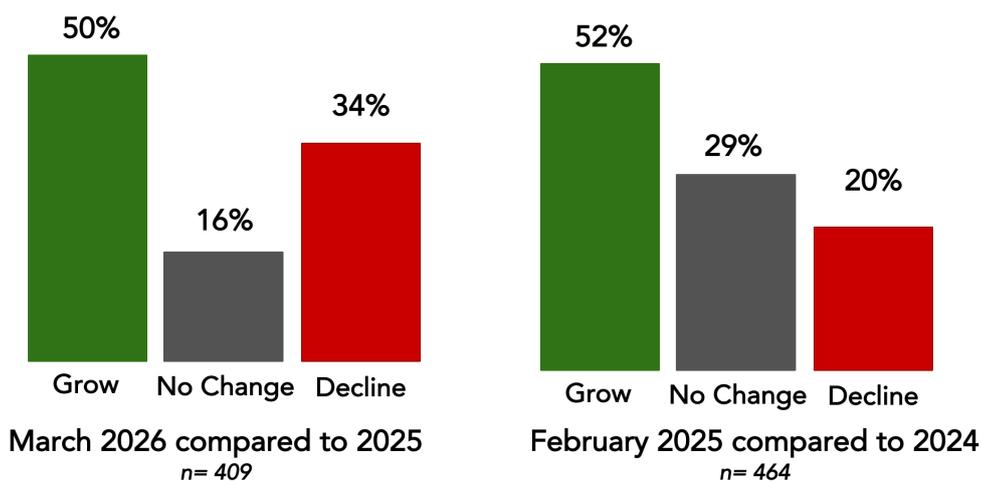


Figure 10

How will your 2026 profit change compared to 2025?

n=409

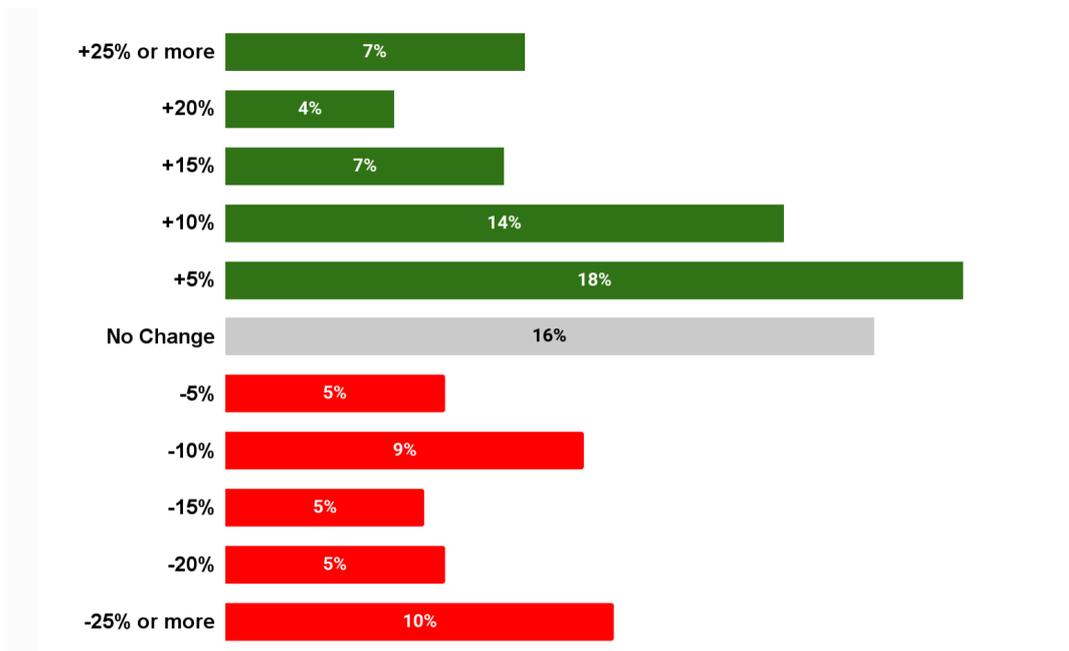
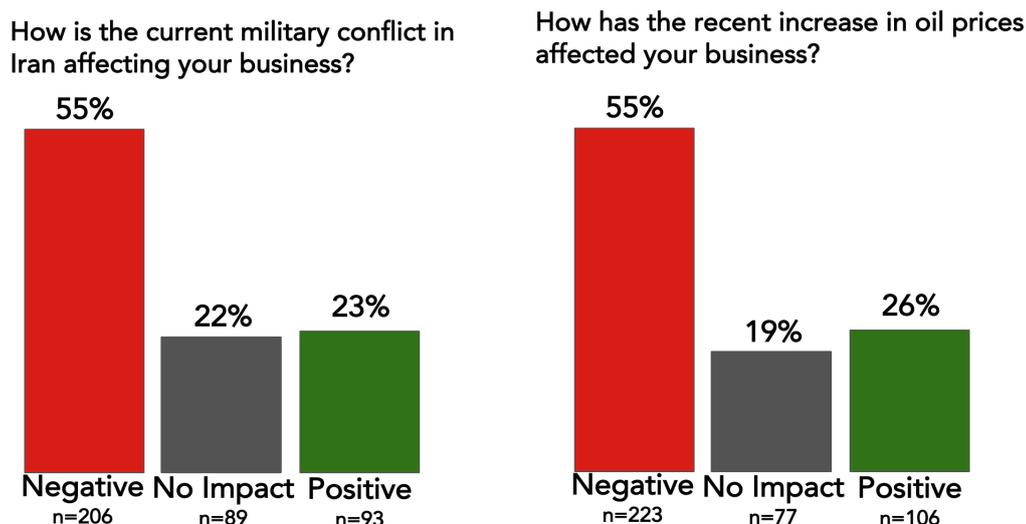


Figure 11

Expected Profitability by Industry

| Industry | 2026 Expected Profit Compared to 2025 | | | 2025 Expected Profit Compared to 2024 | | |
|----------------------------------------------|---------------------------------------|-----------|---------|---------------------------------------|-----------|---------|
| | Profit Growth | No Change | Decline | Profit Growth | No Change | Decline |
| Real estate (n = 18) | 61% | 11% | 28% | 47% | 16% | 37% |
| Professional, scientific, technical (n = 62) | 58% | 11% | 31% | 51% | 31% | 18% |
| Accommodation and food service (n = 33) | 55% | 6% | 39% | 69% | 17% | 14% |
| Information and communication (n = 13) | 54% | 23% | 23% | 63% | 19% | 19% |
| Wholesale and retail trade (n = 31) | 52% | 19% | 29% | 46% | 33% | 21% |
| Arts, entertainment and recreation (n = 6) | 50% | 0% | 50% | 33% | 44% | 22% |
| Agriculture, forestry and fishing (n = 17) | 47% | 24% | 29% | 57% | 29% | 14% |
| Financial and insurance (n = 30) | 47% | 20% | 33% | 47% | 31% | 22% |
| Transportation and storage (n = 26) | 46% | 19% | 35% | 85% | 7% | 7% |
| Manufacturing (n = 36) | 44% | 14% | 42% | 48% | 35% | 18% |
| Education (n = 23) | 43% | 26% | 30% | 63% | 32% | 5% |
| Construction (n = 23) | 39% | 17% | 43% | 46% | 27% | 27% |
| Human health and social work (n = 8) | 38% | 25% | 38% | 63% | 13% | 25% |

Figure 12



Tourism is negatively affected by the military conflict in Iran, the ongoing border conflict with Thailand, and the presence of industrial-scale online scamming centers. As a result, tourism in 2025 declined, as reflected in a drop in ticket sales at Angkor Wat, which remains far below the pre-COVID highs (Figure 13). The border closure with Thailand has an impact not only on tourism but also on most companies (Figure 14); nevertheless, a number of local producers, non-Thai importers, and logistics companies have experienced growth due to the closure of the Thai-Cambodia border (Figure 14).

Figure 13

Angkor Wat Ticket Sales 2018-2025

Paused recovery in tourism and hospitality due to border conflict

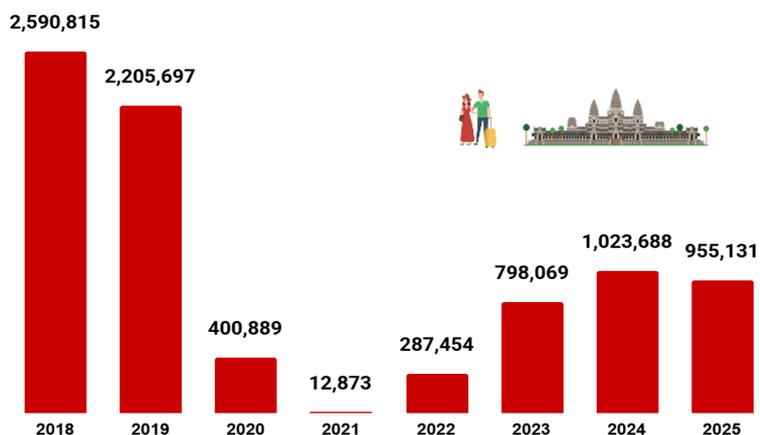
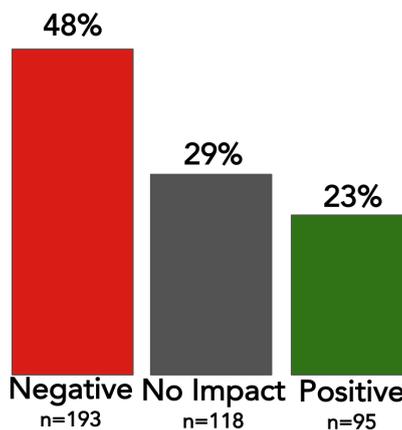


Figure 14

How does the ongoing closure of the Thai-Cambodia border affect your business?



Widespread industrial-scale online scamming was a unique phenomenon in Cambodia and Myanmar, with steady growth from 2015 to 2025. This resulted in reputation damage, and Asian tourist arrivals to Cambodia have dropped significantly. Survey respondents estimate that it will take, on average, 2.7 or more years for the tourism industry to recover from the reputational damage of online scamming (Figure 15). There is an ongoing government crackdown on industrial-scale online scamming, which the business community perceives as either somewhat effective or effective (Figure 16). The crackdown on online scamming has an overall neutral impact on business in the short term but is seen as positive in the long term (Figure 17).

Figure 15

How long do you estimate it will take for tourism in Cambodia to overcome the reputational effects of online scamming based in Cambodia?

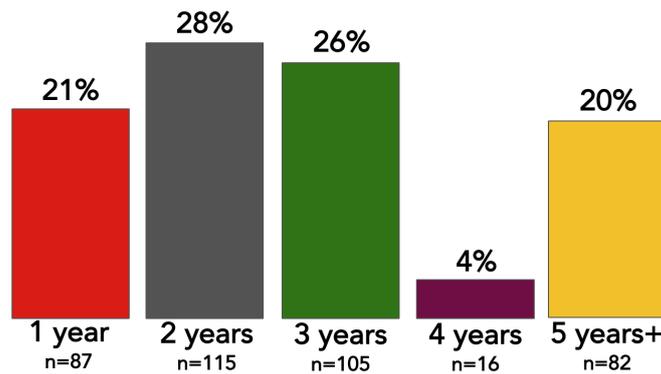


Figure 16

What is your impression of the current government crackdown on online scamming in Cambodia?

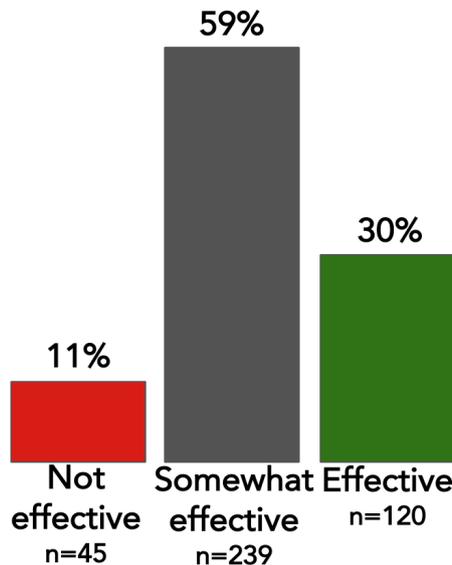
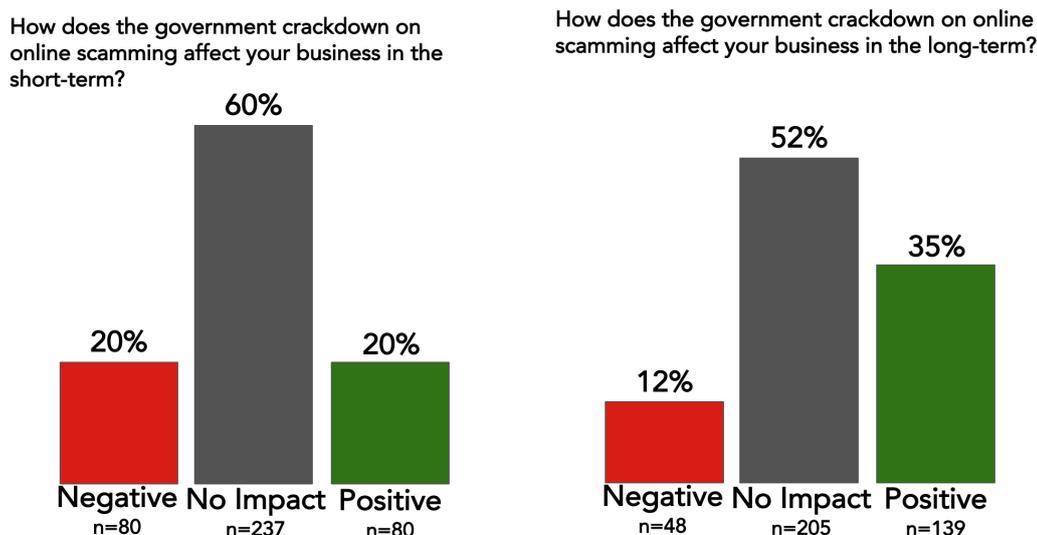


Figure 17

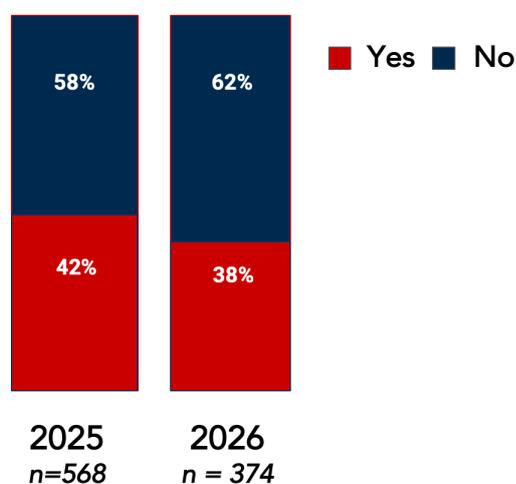


Tax

Respondents have widely reported a positive improvement in tax administration, with faster audit completion and more clarifications. The General Department of Taxation has introduced standard operating procedures for tax audits and investigations, which help streamline services and manage taxpayer expectations. The General Department of Taxation has been a role model in engaging the private sector, with regular meetings with the private in the form of a Tax Working Group in which private sector representatives, including AmCham, are able to raise any issues, recommendations, or requests for clarification. While the number of tax audits reported in the survey has declined only marginally, from 42% to 38% (Figure 18), the speed and ease of audits have improved to the point that private-sector tax service providers have reported a decline in income due to fewer tax disputes.

Figure 18

In the last 12 months, has your company been subject to a tax audit?



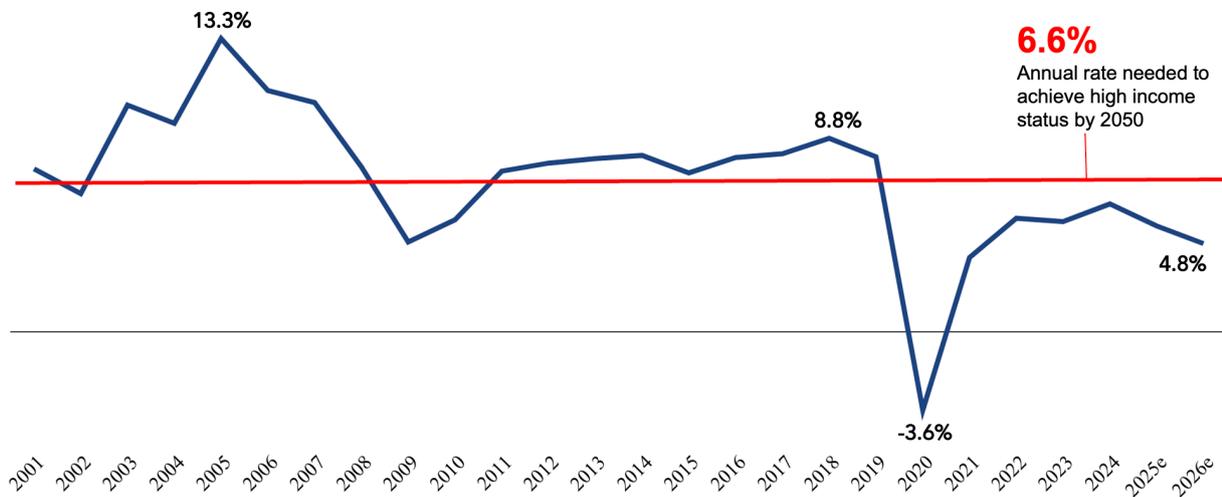
Areas for Improvement

From the year 2000 to 2019, Cambodia was one of the fastest-growing economies in the world. The growth in those years was due to a combination of limited bureaucracy, a low starting point in physical and human capital, the complete cessation of the civil war (in 1998), openness to foreign investment, and U.S. dollar-denominated banking, which provided macroeconomic stability (Figure 19). However, GDP growth has moderated in recent years. The Cambodian government has set a target of achieving high-income country status (per capita income of USD 14,000) by 2050. This implies that Cambodia needs to achieve an average annual GDP growth rate of 6.6% from 2026 to 2025 (Figure 19).

Figure 19

Fast GDP Growth, But Not Fast Enough to Achieve 2050 Target

Cambodian real GDP growth by year for the period 2001-2026, compared with the average annual future growth rate (2026 and beyond) required to reach high income status by 2050.



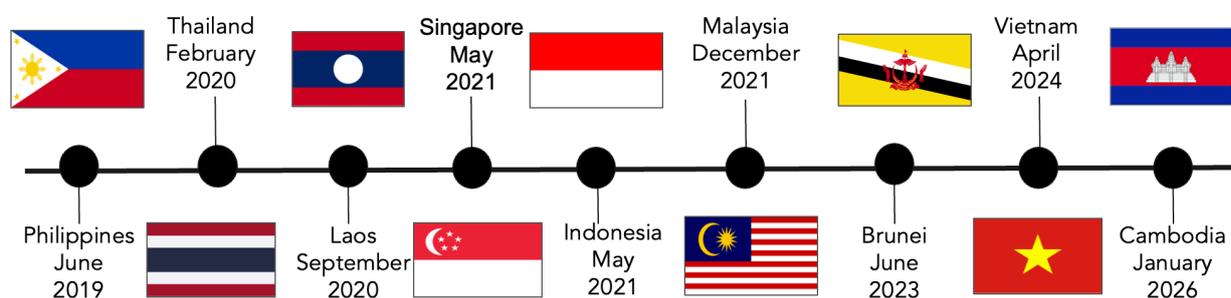
Unfortunately, Cambodia is not on track to achieve a GDP growth rate of 6.6% (Figure 19). To achieve a higher growth rate, the Cambodian government is encouraged to aggressively liberalize the economy by eliminating and reducing licensing requirements wherever possible. According to this survey, the two biggest complaints among businesses in Cambodia are governance issues and electricity costs. The governance issues mainly relate to obtaining licenses, especially those for the import and export of goods. Obtaining a license to import agricultural inputs and ICT equipment has been especially problematic. Licensing is perceived by the private sector as a critical bottleneck to improving productivity in Cambodia.

Licensing retards the adoption of technology in Cambodia. One obstacle is sub-decree 110 which requires Ministry of Posts and Telecommunications (MPTC) licensing or type approval for nearly all types of ICT equipment, AI, and digital services. The internet is now ubiquitous among businesses in Cambodia, but licensing ICT imports is challenging, and licensing telecommunications services is also slow, with Cambodia among the last countries to license 5G (Figure 20). Licensing can directly prevent investment when the license period is shorter than the investment's useful life. The Ministry of Post and Telecommunications (MPTC) drafted an 8-year license for data centers, despite their useful life of 15-30 years. Compare with the U.S., where there is no licensing of data centers.

Figure 20

Cambodia is nearly the last to introduce 5G

Rollout of commercial 5G telecom services in ASEAN



References

The state of 5G in Southeast Asia: <https://shorturl.at/MaDjG>

Telecommunication Regulator of Cambodia: <https://www.trc.gov.kh/en/media/news-releases/13-news-release/>

Figure 21

Rising cost to register a business in Cambodia

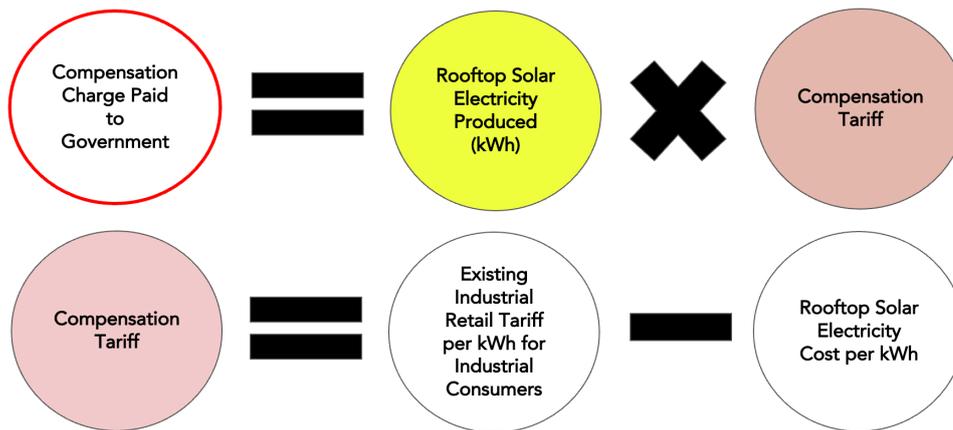
| | 2026 \$ | 2025 \$ |
|------------------------------------------------------|--------------|------------|
| Name reservation with Ministry of Commerce | 7 | 7 |
| Registration with Ministry of Commerce | 252 | 252 |
| Business registration agent fee (estimated) | 250 | 250 |
| Registration with the General Department of Taxation | 100 | 100 |
| Patent tax (medium taxpayer) | 300 | 300 |
| Notification of enterprise | 30 | 30 |
| Corporate secretary deposit | 1,000 | NA |
| Corporate secretary service fee | variable | NA |
| Total | 1,939 | 939 |

Similarly, the Ministry of Mines and Energy limits rooftop solar licensing to 7 years, while the useful life is 25-30 years. Moreover, rooftop solar requires investors to transfer their savings to the Cambodian government (Figure 22).

Figure 22

No solar escape to high electricity costs

Companies that install rooftop solar at their own expense are required to pay the government a compensation charge based on an a compensation tariff that eliminates economic benefits.



Reference: 2024 Ministry of Mines and Energy Prakas on Principles of Solar Energy, Article 6.4

While initial business licensing with the Ministry of Commerce was in the past not a serious issue, in 2026 it has become a serious issue with the Ministry of Commerce now requiring in Ministry Order (Prakas) 117 all companies to have a corporate secretary who is trained and licensed by the Ministry of Commerce and who must make a \$1,000 deposit (Figure 21).

One solution can be for the Cambodian government to ratify the Agreement on Reciprocal Trade (ART) with the U.S. The ART includes requirements for Cambodia to exempt U.S.-made technology, agricultural goods, agricultural inputs, and medicine from additional certification by Cambodia. This could fast track Cambodian adoption of high-quality technology to boost productivity. Moreover, there is little risk to local players because, for the most part, American products do not compete with Cambodian products. The American and Cambodian economies are complementary, creating synergy under free trade. As Nobel economist Milton Friedman stated, “Our tariffs hurt us as well as other countries. We would benefit by dispensing with our tariffs even if other countries did not.” This is especially true in Cambodia. If Cambodia eliminates tariffs, licensing, and certification of American goods and products, it can boost productivity and make the goal of achieving high-income status by 2050 a reality.

