

Swine Sector

Investment Profile

January 2011



Swine Sector Investment Profile



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Greetings from USAID

It gives the team at USAID great pleasure to present this Sector Investment Profile on the Cambodian swine industry. It is the nature of frontier markets that investment-relevant information can be difficult to come by. The purpose therefore of this profile is to save you some initial investigative work, and provide a starting point from which you may launch more detailed enquiries.

This document should give an overview of trends that are shaping the swine sector and identify the key factors which contribute to healthy investment prospects. Questions that will be addressed include:

Does Cambodia possess the essential resources and infrastructure to support a competitive swine industry?
What is the productive capacity of the current swine industry and how does this satisfy domestic and foreign demand?
What is the government's view and what support can you expect?

Who are the relevant organizations active in the swine industry, and to whom can you turn for further information.
Where are the significant swine industry investment opportunities?

Cambodia is a vibrant economy, which is winning many admirers for its investment-friendly policies. It has also proven itself a resilient economy, rebounding rapidly from the global financial crisis. The ADB and IMF both upgraded their GDP growth forecast for Cambodia during the course of 2010, citing strong economic performance. While Cambodia has enjoyed rapid economic growth throughout the past decade, there remains many more investment opportunities for the entrepreneurial investor. We hope that this Sector Investment Profile whets your appetite for investment in the swine industry, and wish you and your business every success.

Sincerely,

USAID Cambodia MSME Project

National Strengths



National Strengths

Over the last decade, Cambodia has emerged as a vibrant and robust regional player with many of the underlying attributes necessary for successful business development and growth.

Open for Business

- Low corporate taxes – 20% tax on corporate profits (five-year carry forward of losses)
- No foreign ownership restrictions
- Ranked ahead of China, India, Vietnam and Indonesia for economic freedom¹
- Equal treatment of all investors
- Ranked ahead of Philippines, China and Vietnam for protecting investors²
- No price controls on any products or services
- No foreign exchange controls or restrictions on convertibility
- No restriction on capital repatriation
- First low-income country to join the WTO
- No quantitative trade restrictions; falling tariff barriers. Cambodia has duty-free and quota access to major world markets (such as the United States, European Union, Japan and many ASEAN members)
- Provincial governments have authority to approve investments under US\$2 million to fast-track business development start-up

“Cambodia is fully open for business and the Royal Government of Cambodia will try its best to guarantee a favourable environment and the success of every enterprise in Cambodia.”

- H.E. Samdech Hun Sen, Prime Minister of Cambodia.

Inexpensive & Productive Labor

Compared to many regional competitors, Cambodia enjoys competitive wage rates and high labor productivity, making it an attractive destination for labor-intensive industries.

In recent years, Cambodia’s labor force has grown by more than 50%, greater than double the rate in any other ASEAN country.³ And with a very young population (half are under the age of 20), this labor force growth will continue to surge.

“Like China and India in earlier periods, Cambodia has been identified as a location with a promising future for manufacturing investment, primarily due to the wide availability of low-cost labour and its falling country risk premium ... it also benefits from relative proximity to the West Coast of the US.”

- PriceWaterhouseCoopers, June 2008

Strategic Regional Location

Cambodia is ideally located in the heart of the most dynamic region in the world. Nestled between Thailand and Vietnam, Cambodia is part of the Greater Mekong Sub-Region’s Southern Economic Corridor stretching from Ho Chi Minh City to Bangkok.

Given its strategic position, Cambodia has enjoyed significant international support in building its transport infrastructure to facilitate trade within the country and with its neighbors. As a result, trade with Vietnam and Thailand is growing rapidly.



“You’ve got two of the biggest cities in Asia on either side of you. You’ve got 15 million people in Bangkok and 8 million people in Ho Chi Minh City, and things are increasingly happening between the two.”

- Edward Hopkins, CB Richard Ellis Group Inc.

¹Heritage Foundation, 2009 Index of Economic Freedom. <http://www.heritage.org/index/>

²World Bank, Doing Business 2009 <http://www.doingbusiness.org/>

³ILO, Labour and Social Trends in ASEAN 2007 - Integration, Challenges and Opportunities



Reasons to Invest in the Cambodian Swine Sector

1. Introduction

Pork meat is a staple of the Cambodian diet with average consumption rising every year from 1999 to 2007, when average annual consumption was 9.29kg per person⁴. Domestic production, however, is insufficient to fulfill demand due to an inefficient production system dominated by smallholder producers. As a result, the market is characterized by a large proportion of imports from neighboring Thailand and Vietnam, who dominate regional production.

The currently weak production base provides many opportunities to invest in more advanced techniques and in turn benefit from increasing domestic and regional demand.

2. Resources

Cambodia is endowed with the essential factors necessary to support a successful swine industry, with adequate land, feed inputs and low cost labor.

Land

Cambodia has an abundance of land to sustain pig production and production of feed inputs⁵. The country covers an area of 18.1 million hectares, supporting a population density of only 75 citizens per square km. As a result, The World Bank estimates that about 10 million hectares of land could be used for better economical activities, especially in agriculture⁶.

Availability of feed inputs is particularly important for swine production. Typically, 70% of total production costs are from feed expenses⁷ and this figure rises to around 80% for smallholders⁸. Cambodia regularly produces a surplus of many raw materials required to make feed; however, for the past few decades, has typically exported these, rather than process them domestically. In 2008, Cambodia exported 81,000 tonnes of soybean and 374,000 tonnes of maize, equivalent to 75% and 61% of its total production respectively⁹.

⁴FAOSTAT (2010)

⁵IDE-JETRO (2009) *Cambodia's Investment Climate: Macro Economic Environment and Perception of Manufacturing Firm*

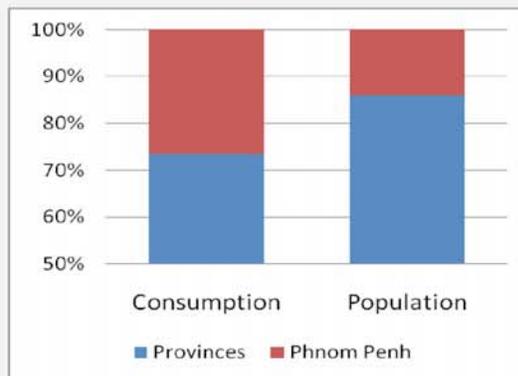
⁶FAOSTAT (2010)

⁷Hyun T, Aarnink A, Drucker A et al. (2007). *Pig Production in Cambodia, Laos, Philippines, and Vietnam: A Review*, *Asian Journal of Agriculture and Development*, Vol. 4, No. 1.

⁸MSME (2010) *Swine Raisers Investment in Local Feed Production Facilities Leads to Increased Income for Rural Households*

⁹ASEAN Food Security Information System (2010)

Percent of crops exported and sold domestically,¹⁰



Further growth in crop production is a key economic development target for the Royal Government of Cambodia, which it actively facilitates through land concessions and other investment incentives.

Labor

Cambodia is not only an internationally recognized location for affordable labor, but also has a population that is familiar with pig production. Many Cambodians currently raise pigs and many villages have access to veterinary and technical extension services provided by government and welfare organizations. Thus there is a broad skills base upon which to build.

3. Market Conditions

The market conditions also favor investment in the swine value chain, as there is strong local and regional demand.

Demand

Demand in Southeast Asia is substantial, with pork accounting for 58% of total meat consumption. This preference for pork supports a large pig raising industry in many East Asian countries.

In Cambodia, consumption per capita has been rising every year since 1999, as a consequence of increasing per capita income¹¹. Despite this growth, pork consumption in Cambodia is still below neighboring countries, suggesting additional growth potential in the pork market.

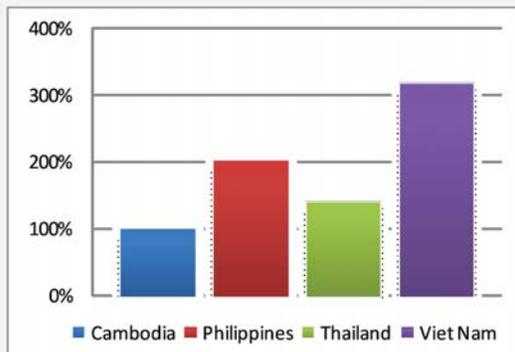
¹⁰ASEAN Food Security Information System (2010)

¹¹Schroeder T, Barkley A, Schroeder C, (1996). *Income Growth and International Meat Consumption*, *Journal of International Food & Agribusiness Marketing*, 1528-6983, Volume 7, Issue 3, pages 15-30

Reasons to Invest in the Cambodian Swine Sector



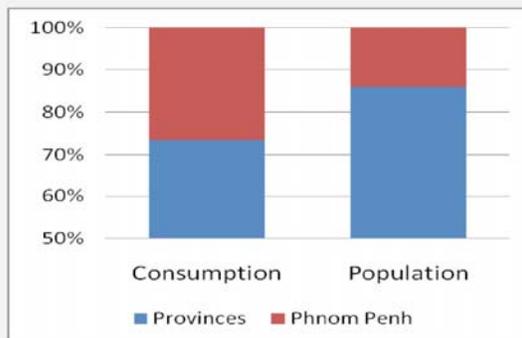
Comparison of pork consumption per capita (2007)¹²



As of 2008, Cambodia's per-capita income had risen at a rate of 6.4% per-annum during the previous five years. Total pork consumption is also expected to continue increasing in line with the 1.54% growth rate of Cambodia's population.

Currently, total consumption is estimated at between approximately 1.5 million¹⁴ and 2 million pigs¹⁵ per year. Of this, approximately one third is consumed in Phnom Penh, Cambodia's capital and largest internal market. As the following graphic illustrates this proportion and compares it with Phnom Penh's share of population, demonstrating a higher rate of pork consumption in the capital.

Comparison of pork consumption by geography



¹² FAOSTAT (2010)

¹³ <http://unstats.un.org>

¹⁴ http://www.meattradenewsdaily.co.uk/news/060810/cambodia_pigs_crossing_the_border_.aspx

¹⁵ http://www.meattradenewsdaily.co.uk/news/060310/cambodia_the_pig_industry_.aspx

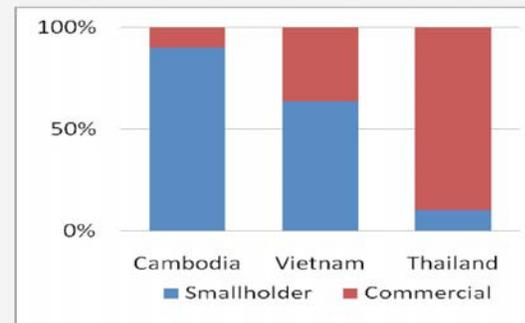
Research indicates that Phnom Penh consumers are showing a growing preference for leaner meat associated with foreign breeds, over the fatty pork meat associated with the traditional Cambodian breed¹⁶.

Constrained Supply

Notwithstanding high demand throughout Southeast Asia and growing demand in Cambodia, the domestic swine industry is unable to satisfy local demand or meet the production standards required for exports.

Domestic supply is overwhelmingly dominated by smallholders, who typically raise less than two pigs, but constitute in aggregate 90% of total production.¹⁷ As the following chart illustrates, this is considerably higher than neighboring Vietnam or Thailand.

Contribution of smallholders to total production (2006)¹⁸



Many of the problems of the Cambodian swine industry are therefore problems most commonly associated with smallholders. The pork supply chain is fragmented, and few participants achieve economies of scale to sustain investment in their business. This is manifested in smallholders' lack of access to high-quality inputs such as pig feed, veterinary inputs and breed. As a result, the pigs suffer higher mortality rates, a longer fattening cycle, have lower slaughter weights and higher feed conversion ratios than commercial competitors. To illustrate this point the following graphic compares typical smallholder output with that of Cambodian large commercial pig raisers.¹⁹

¹⁶ MSME FAO, (2008). *Swine Marketing in Cambodia*

¹⁷ MSME FAO, (2008). *Swine Marketing in Cambodia*

¹⁸ MSME FAO, (2008). *Swine Marketing in Cambodia*

¹⁹ MSME FAO, (2008). *Swine Marketing in Cambodia*

Reasons to Invest in the Cambodian Swine Sector



Comparison of smallholders and large pig producers in Cambodia (2006)²⁰

	Pig Producers	
	Small	Large
Average feed conversion ratio (KG)	7.25	2.8
Average slaughter weight (KG)	65	94

A further consequence is that much trade is highly intermediated and localized. Smallholders' pigs are bought live by middlemen and slaughtered in a local government licensed abattoir or in informal non-licensed slaughterhouses. The meat is then sold in local, open air, markets. These arrangements lack quality control, traceability, and bulk transport and storage.

Several large-scale domestic producers have achieved dramatically better outcomes, which are competitive with producers from neighboring countries.

A comparison of large pig producers (2006)

	Large Pig Producers		
	Cambodia	Vietnam	Thailand
Average feed conversion ratio (KG)	2.8	2.6	2.6
Average slaughter weight (KG)	94	94	110

These larger-scale producers, however, only comprise a small proportion of output, and as a result, national domestic production remains heavily constrained. For many years, therefore, it has been necessary to import pigs from neighboring Thailand and Vietnam. There exists a government quota system to regulate supply and protect the domestic market.

The precise amount of imports varies greatly, however, due to incidence of swine diseases in the exporting countries. During these periods, Thai and Vietnamese producers have found access to major export markets severely limited, whilst Cambodia remained a relatively easy market in which to export surplus production.

Research of disease outbreaks in 2006²¹ showed that these led to a dramatic fall in pork prices, as surging unregulated imports undercut domestic suppliers. However, the report also found that the government reaction was highly effective in reducing these unregulated imports to a negligible amount. Moreover, damage to pig production was balanced by gains to consumers and processors who were beneficiaries of lower pork prices.

During a 2010 outbreak of Porcine Reproductive and Respiratory Syndrome (PRRS) in Vietnam, the government acted quickly and on August 1, 2010 prohibited all imports from both Thailand and Vietnam. Although, a review of wholesale pork prices throughout this period indicates prices were stable²², the perception of volatility remains very strong.

The market volatility induced by the disease outbreaks and government policy response, makes it difficult to identify the relative proportion of domestic production compared to imports. In 2010, market information prior to the ban on imports, indicated that official and unofficial imports were approximately 29,200²³ and 36,500 tonnes²⁴ respectively. Given this information it is possible to derive an estimate of domestic production. However as the table below illustrates this is highly sensitive to domestic consumption estimates:

Current total consumption estimate (2010)

	2 million pigs		1.5 million pigs	
	Tonnes		Tonnes	
Official Imports	29,200	15%	29,200	20%
Unofficial imports	36,500	18%	36,500	25%
Domestic production	134,300	67%	80,300	55%

Whatever the precise effects on each occasion, the perception of volatility acts as a disincentive to long-term investment in the industry.

4. Business-Enabling Environment

The government strategy to address market volatility directly is through closer supervision of imports and health standards. In addition, it aims to improve productivity in the domestic industry through key public investments and encourage the private sector through attractive investment incentives.

Supportive Policies

The Royal Government of Cambodia's National Strategic Development Plan 2009 outlines the policies designed to develop the swine industry. These include initiatives to:

- Improve general swine health and lower the mortality rate

²⁰MSME FAO, (2008). *Swine Marketing in Cambodia*

²¹MSME FAO, (2008). *Swine Marketing in Cambodia*

²²MSME FAO, (2008). *Swine Marketing in Cambodia*

²³MSME FAO, (2008). *Swine Marketing in Cambodia*

²⁴Agricultural Market Information, (2010) <http://www.agriculturalmarketinformation.org/kh/>

Reasons to Invest in the Cambodian Swine Sector



- Improve quality of animal production
- Promote industry investment
- Provide credit for bio-waste programs

The government is currently in the process of drafting a trade remedy law to address price dumping and other uncompetitive practices. The draft is expected to be completed by early 2011.

Start-Up Incentives

Qualified Investment Projects (QIPs) approved by the Council for the Development of Cambodia (CDC) enjoy a number of financial incentives including, but not limited to, tax holidays and import-duty exemption for production equipment and construction materials. QIPs are not required to make pre-payments of profit tax and file minimum tax during the exemption period.

Those interested in investing in the swine industry would benefit greatly from such incentives. The following are thresholds for the application for QIPs status for both animal feed and pork producers:

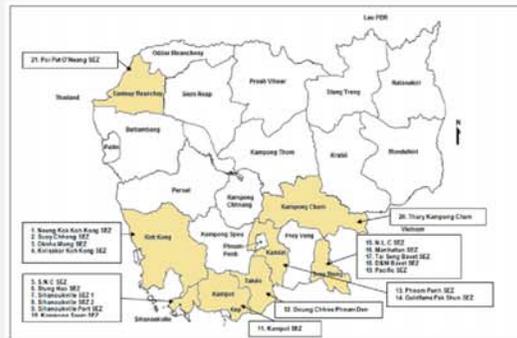
- Animal feed producers: investment of US\$ 100,000 or more
- Production of food products: investment of US\$500,000 or more

Qualified investments can receive a number of tax exemptions, duty free imports for production equipment, construction materials, and production inputs. QIP-qualified businesses shall also be entitled to a 100% exemption of any export tax.

Investments under US\$2 million can be approved at provincial level rather than with the Council for Development of Cambodia (CDC) in Phnom Penh. Each province has constituted a 'Sub-Committee on Investment' for this purpose, chaired by the Governor and a regional representative from CDC. Where the sub-committee is not yet fully operational the investor may proceed through CDC in Phnom Penh.

Special Economic Zones (SEZs): Special Economic Zones provide particularly favorable conditions for the establishment of manufacturing operations, such as feed production or pork processing. Situated at border points and near the major population centers, they benefit from higher-quality infrastructure, cheaper utilities and better market access.

Approved SEZs in Cambodia by province²⁵



The Royal Government of Cambodia has approved 21 SEZs. Six are operational and the remaining 15 are expected to be active by 2015.²⁶

In addition to infrastructure, SEZ investors receive VAT exemptions on various import products and materials and have a single point of access to government services:

A "One stop service"	Quality infrastructure
Investment Registration Import/Export permits Customs Clearance Labor Management	Electricity Clean water Reliable internet access

Businesses within the SEZs also benefit from a number of fiscal incentives, including income tax, customs and VAT benefits.

Financial Services

Cambodia has a thriving financial sector comprising of 33 banks and 20 Micro Finance Institutions regulated by the National Bank of Cambodia²⁷. In total these institutions loaned over US\$300 million for agriculture and related purposes, representing approximately 10% of all credit issued. Internet banking, mobile banking and ATMs are common within the capital and provincial urban centers. To encourage quality in the sector, effective end of 2010, the National Bank required that each commercial bank increase its registered capital threefold to approximately US\$37 million.

²⁵The figure is based on official import from Thailand of 800 pigs per day. http://www.meatradenewsdaily.co.uk/news/060810/cambodia_pigs_crossing_the_border_.aspx

²⁶The figure is based on unofficial important of 1000 pigs per day http://www.meatradenewsdaily.co.uk/news/060810/cambodia_pigs_crossing_the_border_.aspx

²⁷National Bank of Cambodia. "Annual Report" Banking Supervision Department, 2009.

Reasons to Invest in the Cambodian Swine Sector



5. Trade

As a member of the World Trade Organization (WTO) and the Association of Southeast Asian Nations (ASEAN), Cambodia has access to both regional and international markets. Cambodia also benefits from lower import tariff rates indicated in the Asian Free Trade Agreement (AFTA).

Cambodia's AFTA import tariff rates²⁸

Description	AFTA-Applied
* Pure-bred breeding swine (HSC Code 010310)	7%
* Live pur-bred swine, weighing <50 kg (excl. pure bred for breeding) (HSC Code 010391)	7%
* Live pure-bred swine weighing >=50 kg (excl. pure bred for breeding) (HSC Code 010392)	7%

6. Supporting Infrastructure

Public Investment

In conjunction with China, the Cambodian government has established the Sino-Cambodia swine-breeding project to improve the breed used by Cambodian farmers. Based at the government's Pig Breeding Demonstration Center, the venture aims to increase the amount of leaner pigs in the Cambodian industry by offering set prices for breeding piglets. Cambodia also has a National Veterinary Research Institute (NaVRI), which plays an important role in diagnosis, research and surveillance of animal diseases.

Transportation

Significant investment in transport infrastructure has improved national distribution and export potential, enabling Cambodia-based producers to tap into established domestic and global supply chains.

Road: Phnom Penh can be accessed by well-constructed national roads from all provinces²⁹. There are seven international border checkpoints in the country providing uninterrupted road access to neighboring Thailand, Laos, and Vietnam.

River: The Mekong River is frequently used to transport trade commodities (mainly agricultural products) and connects Cambodia to Laos and Vietnam.

Rail: The Royal Government of Cambodia is working together with ADB and other donor partners to rehabilitate the national rail lines. Two main rail lines run from Poipet (on the western

border with Thailand) to Phnom Penh and another line from Sihanoukville port to Samrong on the southern border with Vietnam. Rehabilitation of the rail lines project will be completed in 2013³⁰.

Business Opportunities

The current condition of pig production in Cambodia yields a variety of investment opportunities to capitalize on growth in demand at home and abroad.

Feed production: Cambodia possesses the raw materials for feed production, yet in the absence of a domestic industry, merely exports them. As a low-cost location offering significant investment incentives, feed processing based in Cambodia offers significant potential to tap into domestic as well as foreign demand.

Processing: Processed pork products add value, increase yields and improve storage properties, enabling greater distribution and export. Processed products also have much greater branding potential. Currently Cambodia imports mass market processed products although there is some small scale artisanal processing in Phnom Penh.

Exporting Pork Products: When considering pork and processed products, the price level of many export markets tends to be higher, reflecting taste for better quality and variety of products. Moreover, export markets may not exhibit the short-term demand volatility characteristic of Cambodia's domestic market.

Integrated production: Vertically integrated companies covering pig breeding through to processing should reap cost savings and benefit from effective quality control. Several companies are already implementing this model; however, they represent a small minority of overall production. This indicates that there remains substantial opportunity to capitalize on this business.

Economies of scale: Cambodia lacks producers who have the capacity to invest in production and cost-saving techniques, such as processing of bio-waste for energy and fertilizer. However, these are additional business opportunities for large

²⁸MSME FAO, (2008). *Swine Marketing in Cambodia*

²⁹Ministry of Public Works and Transportation (2009), *Overview on Transport Infrastructure Sectors in the Kingdom of Cambodia*

³⁰ADB, (2010) *Cambodia and ADB Sign New Railway Funding Agreement*, <http://www.adb.org/documents/news/carm/2010/carm201002.asp>

Reasons to Invest in the Cambodian Swine Sector



producers.

Carbon finance: As a Less Developed Country (LDC), Cambodia is well placed to benefit from schemes designed to finance projects that reduce greenhouse gas emissions. Under such a scheme, for example, with the use of a Clean Development Mechanism (CDM), the cost of bio-digesters may be financed through the sale of carbon credits.

Branding: Generally speaking, the provenance of pork sold in Cambodia is impossible to determine, and therefore a health scare will cause demand to fall indiscriminately. A trusted brand, however, would benefit from consumer anxiety.

Vet service: There are a small number of Cambodian-owned veterinary service companies operating in Cambodia. However, access to quality veterinary inputs and services is still a major obstacle to small holders and smaller commercial farmers.

Cold chain services: There are currently many pork producers and distributors in need of greater cold-chain access. The ability to transport a product over longer distances will enable more customers to be reached and a higher market share attained. Development Partners in the Swine Industry
A number of development partners are aiding the private

sector development of the swine industry:

USAID Cambodia Micro, Small and Medium Enterprise (MSME) Program facilitates technical and business assistance to thousands of micro-, small-, and medium-sized enterprises in rural Cambodia. Recent activities of MSME in swine have included initiatives to improve small business production, promote competition, and establish public-private sector dialogue.

The MSME project also concentrates on facilitating technical assistance to eight other product sectors, including: aquaculture, clay tile, safe drinking water and latrines, skills development to the garment industry, honey, resin, eco-tourism and high-quality fruits.

Cambodia Agribusiness Development Facility (CADF) is an agribusiness development project funded by the NZAID, which aims to improve various agriculture value chains including swine, vegetable, fruit, mushroom, and sericulture. In the swine sector, the project helps farmers in Siem Reap and Banteay Meanchey through improving swine feeding processes, healthcare and breed quality.

Food and Agriculture Organization (FAO) helps the swine industry by assisting with the diagnosis and management of swine disease with the aim of improving swine health and production practices.

Celagrid, a Cambodian NGO, supports 400 communities Takeo, Pursat and Kandal provinces, providing technical advice on pig raising, feed production and biogas.

The Department of Animal Health and Production (DAHP) is part of Ministry of Agriculture, Forestry and Fisheries (MAFF) and comprises of the National Veterinary Research Institute (NaVRI), the National Research Institute of Animal Production (under establishment) and 24 regional offices. Their work includes the study of animal raising techniques, breed, genetics and feed, technical extension work to improve productivity. The NaVRI is responsible for disease diagnostics, research, and control. DAHP also plays an important role in policy formation with respect to animal health and production.

Recent Events

2008: Establishment of a pig farm joint venture between Cambodia's Mong Reththy Group and ACMC, a UK pig breeding and genetics company. The company combines breeding, fattening, feed production and pork processing, and aims to eventually provide 1.1 million pigs for slaughter every year by 2015.

2009: Korean Overseas Grains and Investment Corporation (KOGID) announces plans to invest US\$150 million in grain processing for feed production.

2010: The German bank, KfW Bankengruppe, uses carbon credits to finance an electricity generation plant at a 5,000-pig farm in Sihanoukville.

May 2010: Cambodian company BVB Investments Ltd announces plans to invest US\$19 million in integrated pig farm, slaughterhouse and meat processing plant in Kompong Thom province.

August 2010: The Royal Government of Cambodia temporarily bans swine imports from Vietnam and Thailand over disease concerns.

Want to learn more?



Want to learn more?

Council for the Development of Cambodia
www.cambodiainvestment.gov.kh

Cambodia Chamber of Commerce
www.ccc.org.kh

Ministry of Agriculture, Forestry and Fisheries (including
DAHP)
www.maff.gov.kh

National Institute of Statistics
www.nis.gov.kh

USAID Cambodia Micro, Small and Medium Enterprise (MSME)
Program
www.cambodiamsme.org

Food and Agriculture Organization (FAO)
www.fao.org

Key Statistics

Swine statistics at a glance (2009) ³¹	
Pig stock	2,126,304 heads
consumption per capita (2007)	9.29
% Smallholder	90%
% Commercial farm	10%
Production (2007)	110,000 tonne
Pig live meat (producer price)	4,446 US\$/tonne
Pig meat (producer price)	6,444 US\$/tonne
Live stock contribution to GDP	5%

Cambodia at a glance ³²	
Land area	181 035 km ²
Climate	Tropical
Average temperature	27°C or 80 F
Population	13 395 682 (2008)
Annual population growth rate	1.54%
Official language	Khmer
Business language	Khmer and English
Religion	Buddhist
Coastline	440 Km

Cambodia tax rates ³³		
Profit tax	normal	20%
	incentive rate	0% or 9%
Minimum tax		1% of turnover
Withholding tax		15%
Income from property rental		10%
Payment to non-residents		14%
Tax on salary (riel per month)		
0-500,000		0%
500,001-1,250,000		5%
1,250,001-8,500,000		10%
8,500,001-12,500,000		15%
12,500,001 +		20%
Non-residents	flat rate	20%
Fringe benefits tax		20%
Value added tax		10%
	exports	
Property transfer tax		4%

Cambodian macro-economic data ³⁴	2005	2006	2007	2008	2009e	2010f
Real GDP growth (%)	13.3	10.8	10.2	6.7	-2	4.4
Exports growth (%)	12.4	26.9	10.7	15.2	-17	5
Exports, goods only (% GDP)	47%	50%	47%	46%	39%	0.37
FDI (USD\$Million)	375	475	866	795	515	725
FDI (% GDP)	6%	6%	10%	8%	5%	0.07

Business costs ³⁵	
Land	Sale (per sq.m)
Phnom Penh, Commercial Land	US\$800-5,000
Siem Reap, Commercial Land	US\$300-500
Sihanoukville, Commercial Land	US\$300-500
Development Land (all province/city)	US\$30-\$120
Office space	Rent per month (per sq.m)
Prime areas	\$10-15/sq.m
Secondary areas	\$7-10/sq.m
Electricity tariffs in Phnom Penh Commercial and industrial	Tariff, US\$/kWh (average in 2009)
Small (<6,750kWh)	US\$0.1863
Medium (>=13,500kWh but less than 13,500kWh)	US\$0.1783
Big (>=13,500kWh)	US\$0.1742
Directly connected to MV	US\$0.1703
Industrial gas supply	US\$0.32/kg

Labour costs	Salary (US\$ per month)
Senior Manager	1,000-1,500
Middle Manager	500-1,000
Entry level Manager	240-400
Accountant	250-400
Secretary	120-150
Office clerk	100-120
Driver	100-120
Janitor	50-80
Laborer	50-80
Garment worker minimum wage	60

³¹Ministry of Agriculture and Fisheries, Annual Report 2009-10

³²Ministry of Tourism, Annual Report on Tourism Statistic, 2009

³³Council For The Development of Cambodia, Cambodia Investment Guidebook, January 2010

³⁴Council For The Development of Cambodia, CDC East Asia and Pacific Economic update, 2010

³⁵For Land and Office Space, see Bonna Realty Group, ASEAN Facts and Figures 2009
Research For Electricity Tariff, see Electricite Du Cambodge, Internal Report, 2009

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