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The American Company's Guide to Doing Business in Romania

A practical market-entry guide for U.S. businesses exploring customers, partners, investment and operations in Romania.

CONNECTING MARKETS. CREATING OPPORTUNITIES.

2026 EDITION • ENGLISH LANGUAGE

About this guide

This guide is designed for U.S. owners, executives, business-development teams and investors evaluating Romania as a market, operating location, sourcing base or gateway into the European Union. It covers the major decisions and workstreams involved in entering the market—from choosing an entry model to validating partners, establishing a Romanian company, hiring staff and managing cross-border compliance.

This is an orientation and planning resource—not legal, tax, accounting, immigration, customs, engineering or investment advice. Romanian and EU rules change. Before committing funds, signing contracts, hiring employees or importing products, obtain advice from qualified Romanian professionals and confirm current requirements with competent authorities.

How to use it: Read Sections 1–3 to decide whether Romania fits your business. Use Sections 4–9 to plan your operating model. Use the roadmap and official links at the end to move from research to action.

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01 | Why consider Romania?

Romania is an EU member state in Southeastern Europe with access to the EU Single Market and, since 1 January 2025, full participation in the Schengen Area. It offers a domestic market, an established industrial and services base, skilled talent in several sectors and a geographic position connecting Central Europe, the Balkans, the Black Sea and routes toward the eastern Mediterranean.

The U.S. Department of Commerce's 2026 market overview describes Romania as a strategically located market and potential gateway for U.S. exporters. It identifies Bucharest as the leading destination for foreign direct investment and highlights ecosystems in Cluj-Napoca, Timi■oara and Oradea.

Potential strengths for U.S. companies

- **EU market location.** A Romanian operation can be part of an EU-based sales or supply structure. It does not automatically make every product or service compliant across the EU.
- **Black Sea and Danube access.** Constan■a and the Danube corridor can matter for maritime, logistics, energy, agriculture, industrial and reconstruction-related activity.
- **Skilled talent.** Romania has established capabilities in IT, engineering, manufacturing, business services and technical fields. Validate availability and cost by city and occupation.
- **Industrial and technology ecosystems.** Potential sectors include automotive, electronics, machinery, cybersecurity, software, aerospace, energy, infrastructure, healthcare and professional services.
- **U.S.–Romania relationship.** The countries have a long-standing economic relationship, including a bilateral investment treaty and income-tax treaty. Specialist advice is needed to apply them.

What Romania is not

- Romania is not in the euro area. Its currency is the Romanian leu (RON), not the euro.
- Romania is not a substitute for EU-wide regulatory analysis. Product standards, VAT, customs, data protection and competition rules may apply.
- Romania is not a uniform market. Infrastructure, permitting, administrative practice, talent and customer expectations vary by location and sector.
- EU company registration does not give U.S. citizens an unlimited right to live or work in Romania.

Strategic takeaway: Validate Romania on its own merits first. Its EU location and regional connectivity can strengthen the business case, but do not replace customer research or local due diligence.

02 | Understand the market before entering

Start with a customer problem—not a country profile

Before forming a company or leasing an office, determine who will buy, why they will buy, what alternatives they use today and what evidence supports demand. “Romania needs this product” is not a market-entry strategy.

1. Define the product or service, intended buyer and use case.
2. Identify 15–25 target accounts or channel partners and map decision-makers.
3. Interview potential customers, distributors, integrators and industry associations.
4. Test price, delivery expectations, warranty, support, localization and payment terms.
5. Identify competitors and substitutes, including EU suppliers and local providers.
6. Confirm whether the product is regulated, requires certification or triggers licensing, import or data obligations.
7. Estimate landed cost, tax, local support, sales-cycle length and working capital.

Where to look

Market cluster	Potential relevance
Bucharest–Ilfov	Headquarters, finance, government relations, professional services, technology and national distribution.
Cluj-Napoca	Technology, software, engineering, startups, education and business services.
Timi■oara–Arad	Manufacturing, automotive supply chains, logistics and Central European links.
Bra■ov–Sibiu	Industrial manufacturing, aerospace-related activity, automotive suppliers and engineering.
Constan■a	Port operations, maritime services, logistics, energy, ship-related services and Black Sea trade.
Ia■i	Technology, engineering, education, healthcare and northeastern market links.
Oradea	Manufacturing, logistics and cross-border business with Hungary and Central Europe.

These are starting points, not a ranking or guarantee of demand. Choose locations based on buyer concentration, workforce, suppliers, logistics, utilities, incentives and total operating cost.

Business culture and relationship-building

The U.S. Commercial Service's 2026 guidance notes that sustained contact, prompt acknowledgment, appointment lead time and a degree of formality are valued in Romanian business settings. Phone calls can complement email. English is used in many international settings, but Romanian-language materials and local support can improve credibility.

- Use clear agendas, written follow-ups and named owners for next steps.
- Allow time for internal approvals and relationship development.
- Do not assume a warm introduction replaces due diligence.
- Use a qualified Romanian-speaking adviser for negotiations and document review when needed.

03 | Choose your market-entry model

There is no single correct structure. The right model depends on demand, contract requirements, liability, staffing, tax exposure, regulation and how much control you need locally.

Model	When it may fit	Key issues
Direct cross-border sales	Testing demand; limited sales; no local staff or fixed place.	VAT, customs/importer of record, product compliance, permanent establishment and local consumer rules.
Distributor or reseller	Local channel access, inventory, sales coverage or support.	Territory, exclusivity, targets, pricing, IP, customer ownership, compliance and termination.
Commercial agent	Local business development without a full subsidiary.	Authority to bind the U.S. company, commission, tax and employment classification.
Romanian SRL subsidiary	Local hiring, contracting, recurring operations or local presence.	Formation, governance, accounting, tax, payroll, banking and licenses.
Branch or representative office	A defined local presence connected to the foreign parent.	Legal capacity, permitted activities, registration, tax and liability.
Joint venture	Combining local access, expertise, facilities or capabilities.	Governance, funding, deadlock, IP, performance, compliance and exit.

Questions to answer before choosing

- Will customers require a Romanian contracting entity or local invoice?
- Will the company hire employees, lease premises, hold inventory or perform services locally?
- Will U.S. personnel regularly negotiate or conclude contracts in Romania?
- Who will be importer of record and bear customs, product-compliance and warranty responsibility?
- Does the activity require a license, authorization or professional qualification?
- Can the business support Romanian accounting, payroll, reporting and banking obligations?

Important: A Romanian SRL is a separate legal entity with local corporate, accounting, tax and governance obligations. Operating without a local entity does not automatically mean there are no Romanian tax or regulatory obligations.

04 | Establishing a Romanian company

The SRL in brief

The Societate cu R■spundere Limitat■ (SRL) is a commonly used Romanian limited-liability company form. U.S. investment may be possible subject to applicable law, sanctions, regulated-sector rules and documentation. Confirm shareholder eligibility, ownership, registered office, administrator arrangements and capital requirements with Romanian counsel and the National Trade Register Office (ONRC).

Typical formation workstreams

1. **Choose the structure and ownership.** Decide whether the shareholder will be the U.S. parent, an individual or both. Map ownership and control accurately.
2. **Check the company name.** Use ONRC's current name-availability process and naming rules.
3. **Define activities.** Select appropriate CAEN activity codes and identify activities requiring additional authorization.
4. **Prepare documents.** These may include articles of association, shareholder and administrator details, registered-office evidence, declarations and foreign corporate documents. Translation, notarization, apostille or legalization depends on the document.
5. **File with ONRC.** Submit the registration package through the current ONRC process and respond to any registry requests.
6. **Complete tax and beneficial-owner formalities.** Confirm what is covered at incorporation and what later declarations or updates are required.
7. **Set up operations.** Open a bank account, appoint an accountant, configure invoicing and payroll, and obtain permits.
8. **Maintain the company.** Track annual accounts, tax returns, ownership or administrator changes, registered-office renewals and sector obligations.

Documents to prepare early

- U.S. parent-company formation or good-standing documents, where relevant.
- Board/shareholder resolutions authorizing the investment and naming representatives.
- Identity documents for shareholders and administrators.
- Proof of registered office or right to use premises.
- Ownership chart and ultimate beneficial-owner information.
- Power of attorney for Romanian counsel or filing representatives, if used.
- Certified Romanian translations and any required apostille/legalization.

The exact checklist depends on the ownership chain and filing method. Do not assume a U.S. certificate, notarized signature or electronic document will be accepted without checking current ONRC requirements.

Registered office and investment review

A registered office is a legal address, not necessarily a staffed operating office. Warehouses, production sites and customer-facing premises may require separate registrations or approvals. Check zoning, fire-safety, environmental, health, construction and sector rules before signing a lease. Foreign-investment screening may apply in sensitive sectors such as critical infrastructure, defense, energy, technology and data.

05 | Tax, accounting and financial operations

Tax planning should be completed before the first invoice, employee, import or intercompany payment. The Romanian company and U.S. parent may each have reporting obligations. Treatment depends on structure, residence, activity, revenue, expenses, related-party arrangements and treaties.

Topics for a Romanian tax adviser

- **Corporate income tax.** Determine whether the company falls under standard corporate income tax or qualifies for a special regime. Eligibility conditions and thresholds can change; do not rely on an outdated microenterprise-tax summary.
- **VAT.** Confirm registration, charging, input recovery and cross-border treatment. Romania's standard VAT rate is listed as 21% in the European Commission's current VAT table; reduced rates and exceptions depend on the supply.
- **Withholding taxes.** Review dividends, interest, royalties and management fees, including treaty eligibility and documentation.
- **Transfer pricing.** Related-party transactions between the U.S. parent and Romanian subsidiary should be priced and documented under applicable rules.
- **Payroll.** Model employer costs, employee deductions, benefits and reporting before hiring.
- **Permanent establishment.** Assess whether people, premises, agents or activities create Romanian taxable presence without an SRL.
- **U.S. tax treatment.** Coordinate with U.S. international tax counsel on foreign tax credits, CFC rules and reporting where relevant.

Accounting and electronic reporting

Romanian companies have local bookkeeping, statutory accounting and filing obligations. Depending on the entity and transaction profile, requirements may include RO e-Factura electronic invoicing, SAF-T reporting, VAT returns, payroll filings and other ANAF submissions. Confirm systems and deadlines for the company's profile.

Banking, currency and cash flow

Bank onboarding is not automatic. Banks may request ownership and beneficial-owner information, corporate documents, identification, business rationale, expected transaction flows and source-of-funds evidence. Romania uses RON and is not yet in the euro area. Model FX exposure, conversion fees, VAT cash flow, customer payment timing and working capital.

Planning rule: Obtain a written tax and accounting setup memo before operations begin, covering entity tax status, VAT, e-invoicing, payroll, intercompany agreements, filings, deadlines and responsible providers.

06 | Hiring people and managing employment

Romania can offer technical, professional, multilingual and operational talent. Employment cost includes more than gross salary: plan for contracts, payroll, workplace health and safety, working time, leave, employee data, occupational medicine and reporting.

Before making an offer

- Define role, location, reporting line, language needs and compensation range.
- Confirm employee versus contractor classification based on the actual working relationship.
- Prepare a compliant Romanian-language employment contract and job documentation.
- Check minimum wage requirements and sector-specific rules.
- Set up payroll, withholding, social contributions, occupational safety and employee records.
- Address probation, notice, leave, overtime, remote work, confidentiality and IP assignment.

U.S. citizens and other non-EU nationals

U.S. citizens should not assume visa-free short business travel authorizes employment in Romania. Business meetings and short visits differ from taking up employment or performing ongoing work locally. Work authorization, long-stay visa and residence rules depend on the person's status, role and current Romanian procedure.

Romania introduced a new digital foreign-worker process in 2026, including D/AM1 and D/AM2 work-visa pathways for specified categories. The applicable route depends on worker, employer and recruitment model. The Romanian employer or authorized placement agency has key responsibilities; the foreign worker does not submit the single application alone.

Contractors and workforce due diligence

- Verify legal status, references, insurance, tax registration and authority to perform regulated services.
- Avoid using a contractor arrangement to disguise an employment relationship.
- Validate qualifications, professional licenses and right-to-work status.
- Put confidentiality, IP ownership, data protection, access controls and offboarding in writing.

07 | Selling, importing and exporting

Selling goods into Romania

Romania is part of the EU customs territory. Goods shipped from the United States generally enter the EU customs system and may be subject to customs declarations, tariffs, import VAT, product rules and controls. Determine tariff classification, customs value, origin, importer of record and required approvals before quoting a delivered price.

1. Classify the product using the correct HS/CN/TARIC code.
2. Check EU tariffs, trade measures, restrictions and documentation for the product and origin.
3. Identify the importer of record and customs representative.
4. Determine import VAT treatment and whether VAT registration or fiscal representation is required.
5. Check product safety, CE marking, technical documentation, labeling and producer-responsibility rules where relevant.
6. Agree Incoterms, insurance, delivery point, customs responsibility, inspection and warranty obligations.

Selling services

Cross-border services can trigger VAT place-of-supply rules, withholding tax, permanent-establishment questions, professional licensing, data protection and consumer rules. Installation, construction, engineering, consulting, software, telecoms, healthcare and financial services may each have different requirements.

EU product compliance and digital services

CE marking is required only for product categories covered by applicable EU harmonization legislation; it is not a universal quality mark. GDPR may apply to a U.S. company processing personal data of people in the EU in connection with offering goods or services or monitoring behavior. Review lawful basis, notices, processor agreements, international transfers, security, retention and data-subject rights.

Use the European Commission's Access2Markets portal for product-specific information on tariffs, taxes, procedures and trade barriers. Generic tariff assumptions are not sufficient.

08 | Contracts, compliance and risk management

Build contracts for the actual relationship

U.S. templates should not be copied into Romania without review. Romanian counsel should assess governing law, mandatory local rules, language, enforceability, remedies and signatory authority.

- **Distribution:** territory, exclusivity, minimum purchases, marketing, pricing, inventory, warranty, customer data, compliance and termination.
- **Agency:** authority, commission triggers, expenses, reporting, conflicts and post-termination commission.
- **Supply:** specifications, quality control, delivery, acceptance, traceability, subcontracting, audit rights and remedies.
- **Employment and consulting:** scope, confidentiality, IP ownership, data protection and termination.
- **Joint ventures:** governance, reserved matters, capital calls, deadlock, related-party dealings, exit and dispute resolution.

Anti-corruption and third-party risk

U.S. companies may be subject to U.S. laws such as the Foreign Corrupt Practices Act, as well as Romanian and EU anti-corruption, competition and public-procurement rules. Do not make facilitation payments or provide improper benefits to officials, state-owned entities, customers or intermediaries. Conduct risk-based diligence on agents, consultants, distributors, subcontractors and joint-venture partners.

Public procurement, defense and intellectual property

Public-sector and defense work can require supplier registration, security clearances, export-control review, licensing, procurement eligibility and strict subcontracting controls. A partner's access or experience does not transfer automatically to a U.S. company. Confirm contracting entity, eligibility, sanctions, export controls, end user and end use. Register and protect trademarks, patents, designs and other rights in relevant markets; put ownership and licensing in writing.

Dispute resolution

Agree in advance on governing law, venue, language, escalation, mediation or arbitration, interim relief and enforcement. Consider where assets and counterparties are located. Careful counterparty diligence and clear contracts reduce avoidable risk.

09 | Finding partners, customers and opportunities

A reliable local network can shorten market learning, but introductions should lead to verification—not replace it. Use trade associations, chambers, sector clusters, trade shows, public procurement portals, universities, local professional firms and the U.S. Commercial Service.

Partner-screening checklist

- Confirm legal name, registration number, registered office, directors and ownership.
- Identify ultimate beneficial owners and screen sanctions, politically exposed persons and adverse media where appropriate.
- Request customer references and validate them independently.
- Review financial capacity, insurance, facilities, personnel and certifications.
- Check litigation, insolvency, tax compliance and regulatory history where legally available.
- Understand subcontractors, conflicts, related parties and government connections.
- Verify that the proposed partner can perform the promised work and has authority to bind the entity.

Where U.S. companies can start

Resource	How it can help
U.S. Commercial Service – Romania	Market research, commercial guidance, partner-search support and trade promotion.
U.S. Embassy in Bucharest	Official country information, commercial contacts and U.S. government resources.
AmCham Romania	Business network, policy information, sector committees and member connections.
ONRC	Company registration and public company information.
Romanian ministries and regulators	Sector rules, permits, public programs and official notices.
EU Access2Markets	Product-specific customs, tariff, tax and import/export information.

RomAm Ventures as a practical starting point

RomAm Ventures connects American and Romanian companies through market-entry knowledge, business resources, networking and practical services. Use the free Resource Center to prepare, the Business Directory and Member Network to discover potential relationships, and the Events & Networking Center to identify relevant industry gatherings. Treat every introduction or directory entry as a starting point for independent due diligence.

For hands-on support, define the work precisely: market validation, partner identification, local setup coordination, translation, logistics, hiring support or business development. Confirm the provider, deliverables, fees, conflicts and responsibility for regulated advice.

10 | A practical 90-day market-entry roadmap

Period	Priority actions	Deliverables
Days 1–15 Validate	Define offer and target buyer; review sector rules; build target-account list; interview buyers and experts; estimate landed cost and competition.	Market hypothesis; target-account list; initial risk register; go/no-go criteria.
Days 16–30 Select model	Compare direct sales, distributor, agent, SRL or JV; assess tax, VAT, permanent establishment, licensing and staffing.	Entry-model decision; preliminary budget; adviser shortlist.
Days 31–45 Verify partners	Conduct legal, financial, sanctions, reference and capability checks; validate demand and delivery model.	Due-diligence file; draft commercial terms; revised forecast.
Days 46–60 Prepare	If appropriate, start company formation; prepare bank onboarding; select accountant; map tax, invoicing, payroll and permits.	Incorporation package; operating checklist; implementation schedule.
Days 61–75 Build	Complete registrations and approvals; configure contracts, invoicing, payroll and logistics; prepare localized sales materials.	Operational readiness checklist; compliant customer/supplier documents.
Days 76–90 Pilot	Run a controlled pilot; monitor delivery, feedback, cash collection, compliance and partner performance.	Pilot results; pipeline review; six-month operating plan.

This is a planning framework, not a promise that incorporation, banking, licensing or approvals will be completed within 90 days. Sector complexity and document readiness materially affect timing.

Suggested management dashboard

- Qualified target accounts and customer interviews completed.
- Verified partner candidates and due-diligence status.
- Pipeline value, stage, probability and expected close date.
- Forecast gross margin after freight, customs, tax, channel and support costs.
- Entity formation, bank, tax, VAT, payroll and licensing milestones.
- Cash runway, payment terms, FX exposure and working-capital needs.
- Open legal, compliance, cybersecurity and operational risks.

11 | Checklists and official resources

Before spending significant money

- Have we identified a specific buyer and verified demand?
- Do we understand competitors and realistic pricing?
- Have we selected an entry model and documented why?
- Have Romanian and U.S. tax advisers reviewed cross-border implications?
- Have we checked product, service, sector and licensing rules?
- Have we verified our local partner and ultimate beneficial owners?
- Do we understand hiring, immigration and employment requirements?
- Have we planned VAT, customs, invoicing, accounting and bank onboarding?
- Are IP, data protection, anti-corruption and export-control obligations addressed?
- Do we have a budget, cash-flow forecast, risk register and exit plan?

Official and primary resources

U.S. Department of Commerce – Romania Market Overview
https://www.trade.gov/country-commercial-guides/romania-market-overview
2026 market overview, sectors, opportunities and context.

U.S. Department of Commerce – Business Travel and Etiquette
https://www.trade.gov/country-commercial-guides/romania-business-travel-and-etiquette
Business culture, travel, currency and entry information.

National Trade Register Office (ONRC)
https://www.onrc.ro/
Company registration, forms and registry services.

Romanian National Agency for Fiscal Administration (ANAF)
https://www.anaf.ro/
Tax registration, guidance, returns and electronic reporting.

European Commission – VAT rules and rates
https://europa.eu/youreurope/business/finance-and-tax/vat/vat-rules-rates/index_en.htm
EU VAT rates and general guidance.

European Commission – Romania SME VAT rules
https://sme-vat-rules.ec.europa.eu/national-vat-rules/romania-sme-rules_en
Romania SME VAT scheme information.

European Commission – Access2Markets
https://trade.ec.europa.eu/access-to-markets/en/home
Product-specific tariffs, taxes, procedures and trade barriers.

European Commission – Romania and the euro
https://economy-finance.ec.europa.eu/euro/eu-countries-and-euro/romania-and-euro_en
Romania's EU and euro-area status.

European Commission – Romania joins Schengen
https://home-affairs.ec.europa.eu/news/bulgaria-and-romania-join-schengen-area-2025-01-03_en
Schengen status effective 1 January 2025.

WorkinRomania.gov.ro – Employers
https://workinromania.gov.ro/workinro/default/angajatori?lang=en
2026 foreign-worker employer process and obligations.

European Commission – Employed worker in Romania
https://home-affairs.ec.europa.eu/policies/migration-and-asylum/eu-immigration-portal/employed-worker-romania_en
Work authorization and residence information.

U.S. Department of State – Romania Investment Climate
https://www.state.gov/reports/2024-investment-climate-statements/romania/
Investment climate and legal/commercial context; check for newer editions.

U.S. Department of State – U.S.–Romania investment treaty
https://2021-2025.state.gov/94-115-1/
Treaty text and status information.

U.S. Embassy in Romania
https://ro.usembassy.gov/
Official U.S. government country information.

AmCham Romania
https://www.amcham.ro/
Business network and sector resources.

Important verification note

Prepared November 2026 using official U.S. government, Romanian government and European Commission sources available at the time of preparation. Rules and online guidance may change. This guide does not list every tax rate, threshold, filing deadline, customs duty, visa category or sector-specific license. Verify current requirements with the responsible authority and qualified advisers before acting.

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