



**MEMORANDUM OF UNDERSTANDING (MOU)
REGARDING THE FORMATION OF
THE CANADIAN CHAMBERS OF THE INDO PACIFIC**

DATE: April 16, 2026

PARTIES:

This Memorandum of Understanding (MOU) is entered into by and between the following Canadian Chambers of Commerce operating and headquartered in the Indo-Pacific region (hereinafter collectively referred to as the "Parties"):

- Canadian Chamber of Commerce in Bangladesh
- Canadian Chamber of Commerce in Brunei
- Canadian Chamber of Commerce in Beijing (operating as the Canada-China Business Council)
- Canadian Chamber of Commerce in Cambodia
- Canadian Chamber of Commerce in Hong Kong
- Canadian Chamber of Commerce in India (Indo-Canadian Business Chamber)
- Canadian Chamber of Commerce in Indonesia
- Canadian Chamber of Commerce in Japan
- Canadian Chamber of Commerce in Korea
- Canadian Chamber of Commerce in Laos
- Canadian Chamber of Commerce in Malaysia
- Canadian Chamber of Commerce in Macao
- Canada – Mongolia Chamber of Commerce
- Canadian Chamber of Commerce in the Pearl River Delta (China)
- Canadian Chamber of Commerce in the Philippines
- Canadian Chamber of Commerce in Shanghai
- Canadian Chamber of Commerce in Singapore
- Canadian Chamber of Commerce in Sri Lanka
- Canadian Chamber of Commerce in Taiwan
- Canadian Chamber of Commerce in Thailand
- Canadian Chamber of Commerce in Vietnam

PREAMBLE

WHEREAS, the Parties are independent organizations that support and promote Canadian business interests within and in relation to their respective jurisdictions and Missions across the Indo-Pacific;

WHEREAS, the Parties recognize the immense economic potential and strategic importance of the Indo-Pacific region and believe that a collaborative, network-based approach will significantly enhance their collective impact and value provided to members;



WHEREAS, the Parties wish to form a coalition to be known as the "Canadian Chambers of the Indo-Pacific" (CCIP) to leverage their combined strengths, share knowledge and resources, and present a unified voice on matters of mutual interest;

NOW, THEREFORE, the Parties mutually agree to the following:

1. OBJECTIVES & PRINCIPLES OF COLLABORATION

The core objective of this MOU is to establish a framework for cooperation to harness the collective power of the Canadian business community network across the Indo-Pacific. The Parties agree to collaborate based on the principles of mutual benefit, respect, transparency, and shared value. Key areas of cooperation include, but are not limited to:

- **Knowledge Sharing & Best Practices:** Facilitate the regular exchange of market knowledge, economic updates, regulatory changes, and operational insights among member chambers.
- **Capacity Building:** Mutually and individually develop and share programs and concepts to enhance the skills and capabilities of member chambers and their staff, empowering them to better serve their members and navigate the Indo-Pacific business landscape.
- **Network Amplification:** Promote each other's events, initiatives, and connectivity between members to create a stronger, interconnected network for Canadian businesses entering or operating in the Indo-Pacific.
- **Advocacy:** Where aligned, collaborate on advocacy efforts and policy positions to address cross-regional trade and investment issues affecting Canadian businesses and Chamber members.
- **Support the Formation of New Chambers:** Provide guidance, mentorship, and strategic resources to support the establishment of new Canadian chambers of Commerce in key Indo-Pacific markets where none currently exist, thereby expanding the network's reach and support for Canadian businesses.
- **Joint Initiatives:** Explore, develop and support joint projects, such as regional trade missions, webinar series, conferences, events, benchmarking reports, speaker series, and business matchmaking programs that benefit their members from a multi-market perspective.
- **Support for Members:** Provide enhanced support to member companies by facilitating introductions and providing insights across the CCIP network, reducing the friction of regional market entry and expansion.

2. NATURE OF THE AGREEMENT

This MOU is a statement of mutual intent to collaborate in good faith. It is not intended to create any legally binding obligations, fiduciary responsibilities, or financial commitments between the Parties unless otherwise agreed to in a separate, specific written agreement. This MOU does not establish a separate legal entity. The CCIP shall not in any way override



or interfere with the independent authority, Board decisions or constitutions of any of the Parties. This MOU shall supersede any previous understandings or terms of reference documents between the Parties in relation to collaboration through CCIP or associated concepts and shall remain in effect until amended or nullified by means of majority decision of the signatory Parties.

The Parties acknowledge that while this MOU establishes a framework for collaboration under the CCIP, it does not constitute a legally incorporated entity. Any future consideration of formal structure of the CCIP shall be subject to mutual agreement and a separate formal process, ensuring alignment with the interests and legal obligations of all participating Chambers.

3. GOVERNANCE & COORDINATION

The CCIP will operate as a collaborative network. Coordination may be facilitated through a rotating secretariat or a steering committee comprising representatives from participating Chambers or through external individuals appointed by the participating Chambers. Decisions will be made on a consensus basis among participating Parties involved in any specific initiative. The CCIP shall not interfere with, nor override, the internal operations of its member Chambers. Each Ex-officio or appointed representative to the CCIP Committee shall be duly authorized by the board of their respective Chamber and empowered to act on behalf of and represent its interests within the CCIP Committee

Each respective chamber is authorized to contribute one representative to the CCIP, that representative is preferably the most senior elected official or the representative's appointed nominee. It is preferable that this nominee be an elected official and not be an employee of the individual chamber.

Each representative is responsible for the communication between the CCIP and their respective Chambers' Board and general membership. The CCIP, through its committee and/or appointed secretariat, create regular meeting minutes which shall be circulated to all representatives.

4. FINANCIAL ARRANGEMENTS

Each Party shall be responsible for its own costs and expenses, if any, incurred in connection with activities undertaken pursuant to this MOU, unless otherwise mutually agreed in writing prior to the undertaking of a specific joint project. As per the terms of this MOU, each Party shall not be held liable for any cost or expense unless expressly agreed to voluntarily. The CCIP shall have no authority to bind and of the Parties to any cost or expense without voluntary expressed consent.

5. INTELLECTUAL PROPERTY

Each Party shall retain ownership of its own pre-existing intellectual property. Any intellectual property jointly developed under this MOU shall be owned jointly by the participating Parties, with terms of use to be agreed upon at the time of creation. Should the CCIP choose to create a website or engage in other forms of branding communications, or events, each Party shall provide expressed consent, and provide its respective logo voluntarily without



forfeiture of individual rights. Each Party may use the name of CCIP in the context of promoting awareness of this MOU, including but not limited to inclusion on Chamber website, branding or other communications materials.

6. ADDITION OF NEW MEMBERS

This MOU is not exclusive. Any Canadian Chamber of Commerce operating and headquartered in the Indo-Pacific region that shares the objectives of this MOU may be invited to become a signatory. Admission of new members shall be subject to the consensus of the existing signatory Parties.

7. WITHDRAWAL

Any Party may withdraw from this MOU by providing thirty (30) days written notice to the other signatory Parties. Withdrawal from this MOU will not affect any specific projects or commitments already undertaken by the withdrawing Party prior to the effective date of withdrawal.

8. AMENDMENTS

This MOU may be amended by the written mutual consent of all signatory Parties. The CCIP and the Parties shall jointly retain documents including meeting minutes, this MOU and future amendments to this MOU, and share responsibility in circulating to future appointed representatives.

9. ENTIRE AGREEMENT

This document represents the entire understanding between the Parties concerning the subject matter herein and supersedes all prior discussions, agreements, and understandings.

IN WITNESS WHEREOF, the duly authorized representatives of the participating Chambers have executed this Memorandum of Understanding.