

MAKING
SINGAPORE'S
MARKET
WORK
EASIER





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What an extraordinary journey the past two decades have been. From our humble beginnings as one of Southeast Asia's early competition authorities, CCS has grown into a respected voice in the competition and consumer protection community, contributing to conversations on emerging issues both locally and abroad.

Our growth has been marked by significant milestones. In 2018, we took on the administration of the Consumer Protection (Fair Trading) Act, expanding our role in safeguarding consumer interests. This year, our mandate has grown further to include the Weights and Measures Act, and the Consumer Protection (Trade Descriptions and Safety Requirements) Act, reflecting the trust placed in us to ensure comprehensive market oversight.

This success stems from our uniquely Singaporean approach: pragmatic, principled and forward-looking. From tackling price fixing to landmark merger decisions, we have taken firm action against anti-competitive practices that could have stifled innovation and dampened market vibrancy. Our guidelines and interventions have set clear standards, enabling fair competition while safeguarding consumer interests.

Beyond our borders, we have advanced Singapore's position by leading negotiations on competition chapters in Free Trade Agreements and building frameworks that help businesses thrive locally and abroad.

To our partners, stakeholders and international counterparts, thank you for your trust, support and collaboration. To the businesses and consumers we serve, we remain committed to building better markets together.

As we step into our third decade, let us continue strengthening Singapore's markets to keep them competitive, innovative and fair for the future.

Max Loh
CCS Chairman



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Twenty years ago, CCS embarked on a pioneering mission to introduce competition law to Singapore, advocating greater opportunities and choices for businesses and consumers. Today, our expanded consumer protection mandate, together with the addition of product safety and legal metrology functions, has broadened our role in shaping well-functioning markets.

Throughout this journey, we have remained agile and forward-looking, adopting data analytics and digital tools to enhance how we work. Our investigations into mergers and cartels, backed by robust analysis and impartiality, have levelled the playing field and strengthened market competition.

To date, we have made 23 infringement decisions and imposed over S\$100 million in financial penalties for anti-competitive conduct that harmed our markets.

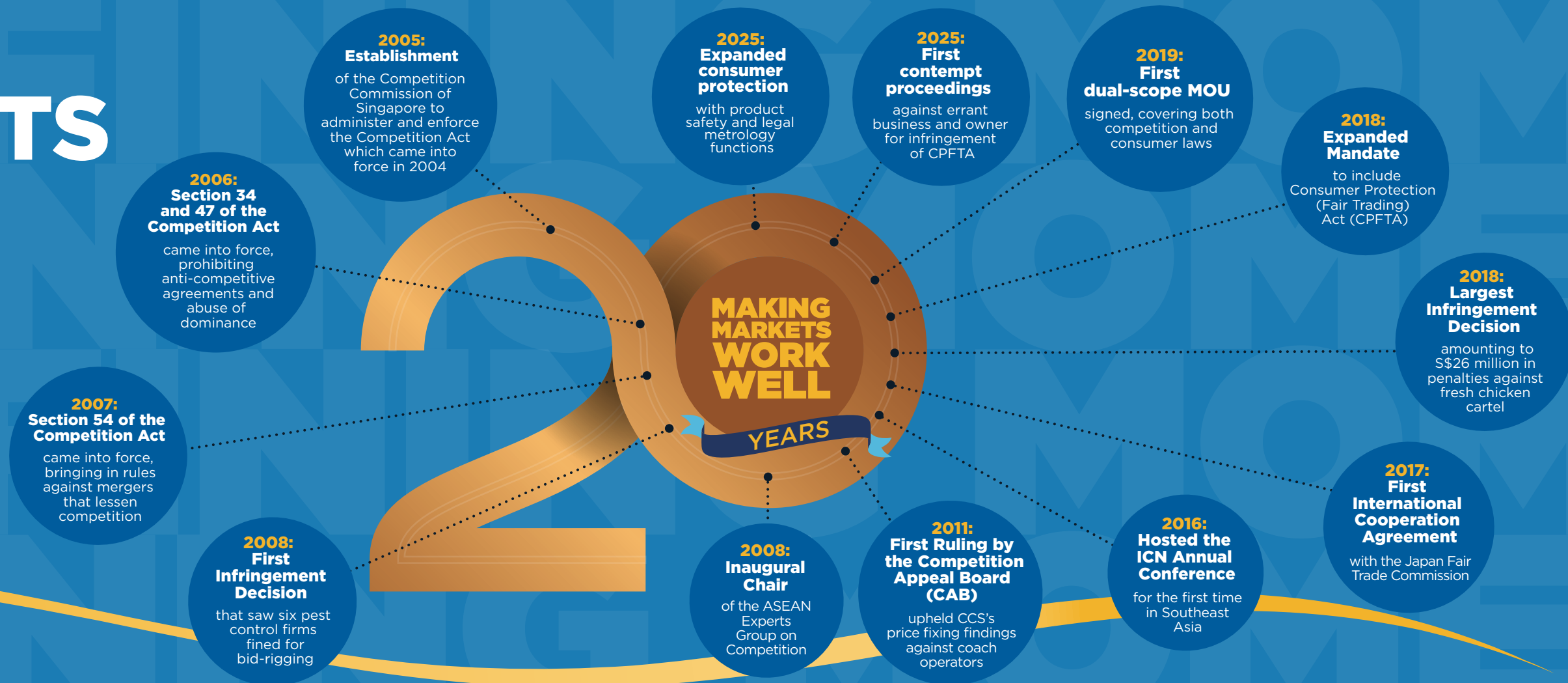
Our consumer protection efforts have also progressed, with more than 200 feedback matters addressed annually. By tackling unfair practices and upholding consumer rights, we help build trust across both traditional and digital marketplaces.

These accomplishments reflect the dedication of our staff and the support of our stakeholders. Thank you for being part of this remarkable journey. Here's to the next chapter in making markets work well in Singapore.

Alvin Koh
CCS Chief Executive



DEFINING MOMENTS





THE HEART OF WHAT WE DO

AS THE NATIONAL
BODY IN COMPETITION
MATTERS AND CONSUMER
PROTECTION, WE MAKE
MARKETS WORK WELL
FOR BUSINESSES
AND CONSUMERS
IN SINGAPORE BY

Promoting Competitive Markets

through actions against
anti-competitive agreements,
abuse of dominance, and
mergers that substantially
lessen competition

Promoting Fair Trading Practices

among suppliers through
outreach and advocacy
to ensure consumers
can make informed
purchasing decisions

Shaping Policy and Advocacy

and advising government
and public bodies on
competition and consumer
protection matters

Promoting Strong Competition Culture

in Singapore through
advocacy and outreach
efforts, as well as providing
guidance to businesses

Safeguarding Consumer Safety

by ensuring consumer
products (e.g. household
electrical appliances,
toys) meet applicable
safety standards

Representing Singapore Globally

on competition and consumer
issues, protecting local
interests in cross-border
matters and supporting
Singapore businesses
venturing abroad

Protecting Consumers

by tackling unfair practices
and ensuring businesses
deal fairly in both digital
and traditional marketplaces

Ensuring an Accurate System of Weights and Measures

by verifying the
accuracy of weighing and
measuring instruments
used for trade, as well as
the declared contents of
pre-packaged goods

IMPACT & ACHIEVEMENTS

COMPETITION

More Than
100

Mergers

assessed to ensure healthy market competition

Over
20

Infringement Decisions

upheld competition through decisive enforcement actions across sectors

Over
\$S\$100M

In Financial Penalties

deterred anti-competitive conduct and protected market integrity

39

Market Studies

conducted to provide insights and guide sound policy recommendations

Sections
34, 47, 54

Over
850

Competition - Related Cases Completed

building a strong record of promoting fair markets

CONSUMER PROTECTION

11

Injunctions

obtained to firmly stop unfair practices and uphold consumer rights

More than
200

Feedback Handled Annually

to ensure fair trading and protect consumer interests in the marketplace

Over
800

Investigations Each Year

into product safety and weights & measures infringements and incidents



More Than
18,000

Instruments verified annually to be fit for trade use

ACCURACY LABEL

INTERNATIONAL

Over
15

Free Trade Agreements

include competition provisions that promote open markets and a level playing field for businesses

5

Memorandums of Understanding (MOUs)

signed with overseas authorities to strengthen cross-border enforcement and cooperation

A member of
ICN Steering Group

since 2015



KEEPING THE PLAYING FIELD LEVEL

From price-fixing cartels to anti-competitive mergers, CCS has tackled cases that rewrote the rulebook, shaping how businesses play fair and consumers stay protected. Here are some instances where CCS kept things fair for all.

Pest Control Bid-Rigging (2008)

- First infringement decision issued by CCS
- 6 pest control firms colluded in tender bids
- S\$262,760 in penalties imposed

Express Bus Price-Fixing (2009)

- Price fixing limited consumer choice for SG-MY express bus tickets
- Involved the Express Bus Agencies Association and 16 companies
- S\$1.69 million in total fines imposed

SISTIC Abuse of Dominance (2010)

- First and only abuse of dominance infringement decision issued under Section 47 of the Competition Act
- Exclusive venue contracts blocked competitors
- S\$989,000 penalty imposed

Ball Bearings International Cartel (2014)

- First international cartel case
- 4 Japanese firms and Singapore subsidiaries fixed prices
- Nearly S\$9.3 million in fines imposed

Fresh Chicken Distributors Cartel (2018)

- 13 major suppliers fixed prices and divided up market share
- Accounted for over 90% of Singapore's chicken supply
- Largest penalty imposed by CCS to date: S\$26.9 million

Grab-Uber Merger (2018)

- Grab acquired Uber's Southeast Asian business
- This meant reduced competition in the ride-hailing market
- Parties infringed Section 54 of the Competition Act
- CCS imposed a fine of S\$6.4 million on Grab and S\$6.5 million on Uber

Water Filtration Claims (2022 - 2024)

- 3 cases of misleading water filter ads
- Companies were asked to make corrections
- Improved consumer awareness of unfair trade practices



STAYING AHEAD OF THE GAME

As markets evolve and rules shift, the Competition and Consumer Commission of Singapore stays one step ahead. With a future-focused mindset, we don't just react to change — we shape it.

From strengthening consumer safeguards to shaping policy, we are building a more competitive and consumer-friendly future for Singapore.

Maintaining Open and Contestable Markets

Fair markets don't happen by chance. CCS keeps them open, dynamic and responsive. We do this by:

- Tracking emerging developments and issuing timely guidance
- Intervening when anti-competitive practices threaten fair play
- Strengthening consumer protection through transparency and accountability

A Future-Ready Organisation

To stay sharp in an ever-changing world, we are investing in people and systems. We are committed to:

- Growing future leaders through training and development
- Using digital tools to enhance enforcement and casework
- Fostering innovation, agility, and continuous improvement

Active Regional Engagement

CCS champions competition and consumer protection across Asia Pacific. We:

- Deliver credible and rigorous enforcement
- Forge strong partnerships with overseas authorities
- Actively shape ASEAN's policy development

CCS – NEW BEGINNINGS

Our rebrand to "CCS" reflects our confidence in new beginnings – signalling growth, maturity, and renewed clarity of purpose. Our dynamic logo symbolises thriving markets in motion, blending golden-yellow energy with the authoritative blue of a strong and reliable regulator, rooted in our institutional legacy. Together, these elements position CCS as both today's guardian of fairness and innovation and, tomorrow's future-ready regulator.



COMPETITION & CONSUMER
COMMISSION | SINGAPORE