

ILLUMINATING MARKETS, **ADVANCING FAIRNESS**



COMPETITION & CONSUMER
COMMISSION | SINGAPORE

ANNUAL REPORT
FY2025/2026



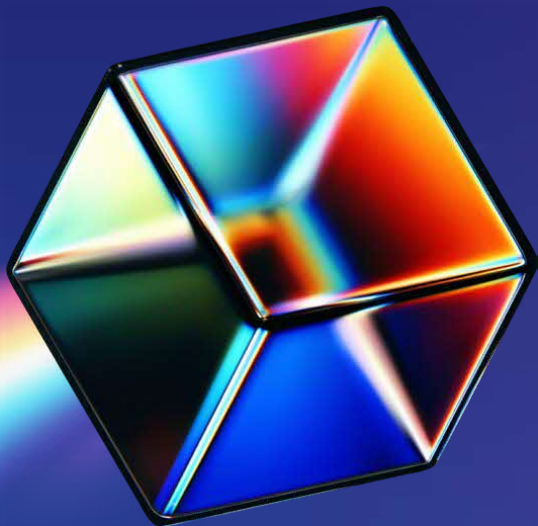
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About CCS

The Competition and Consumer Commission of Singapore (“CCS”) is a statutory board of the Ministry of Trade and Industry. Our mission is to make markets work well to create opportunities and choices for businesses and consumers in Singapore.

CCS administers and enforces the Competition Act 2004 and the Consumer Protection (Fair Trading) Act 2003 to guard against anti-competitive activities and unfair trade practices. Additionally, CCS ensures that businesses observe fair trade measurement practices by administering the Weights and Measures Act 1975, and ensures the supply of safe consumer goods by enforcing and implementing the Consumer Protection (Trade Descriptions and Safety Requirements) Act 1975 and its associated Regulations.



Illuminating clarity from complexity

Like a prism revealing the full spectrum within a single beam of light, CCS brings clarity to the complexities of today’s markets.

In FY2025/2026, CCS continued to strengthen fair competition and consumer confidence through effective enforcement, robust consumer protection, and meaningful regional and international collaboration. Together, these reflect different facets of its work, advancing markets that are fair, open, and trusted.



CHAIRMAN'S MESSAGE

Celebrating 20 years of establishment, CCS reached an important milestone in its evolution as Singapore's competition and consumer protection authority. The year was marked by an expanded consumer protection mandate, a refreshed corporate identity, and a growing regional presence, highlighted by hosting the 11th ASEAN Competition Conference. These developments reinforce CCS's commitment to building fair, innovative and resilient markets for businesses and consumers.



FY2025/2026 is a year I will look back on with great pride. Twenty years ago, CCS was established with a clear and enduring mission: to make markets work well for Singapore. What this year demonstrated is that the work has not stood still. We have grown in capability, expanded our mandate, and strengthened our regional influence — and FY2025/2026 brought all of that into sharp focus.

CELEBRATING TWO DECADES OF EXCELLENCE

Two decades in, CCS has evolved into a trusted authority with a growing regional presence. CCS has grown from a competition regulator into an authority with a broader mandate and a meaningful presence in Singapore and the broader regional competition and consumer protection landscape. That evolution continues because we constantly challenge ourselves — not only to ask whether we are fulfilling our mandate, but also whether we are focusing on the right priorities, doing enough, and impacting those who matter most.

We marked this milestone by hosting the 11th ASEAN Competition Conference in September 2025, which drew 200 industry professionals, including senior officials, regulators, academics, and competition practitioners from across ASEAN and beyond. Themed "A New Era for Competition Policy in ASEAN", the conference explored how regional cooperation can strengthen and build a more resilient and inclusive ASEAN economy. That Singapore hosted it, and that CCS led it, is a testament to this organisation's standing in the international arena today.

At the conference, CCS and the Infocomm Media Development Authority launched the AI Markets ("AIM") Toolkit. The AIM Toolkit gives AI developers and deployers a practical framework for self-assessing potential competition and consumer protection considerations in their work. It demonstrates CCS's commitment to staying ahead of emerging challenges and equipping businesses with practical tools to innovate responsibly while safeguarding competition and consumer interests.

A NEW IDENTITY FOR A NEW DECADE

Milestones invite reflection, but they also present an opportunity to look forward with renewed purpose. This year, CCS's refreshed corporate identity and new logo was unveiled at the anniversary dinner graced by Deputy Prime Minister Gan Kim Yong. While CCS retains its full legal name, the Competition and Consumer Commission of Singapore, the rebranding to CCS signals the confidence and clarity of purpose of an organisation entering its third decade, committed to continuing its mission of making markets work well for businesses and consumers in Singapore.

STRENGTHENING CCS's CONSUMER PROTECTION FRONT

On 1 July 2025, CCS expanded its regulatory functions to encompass consumer product safety and legal metrology functions. Bringing these key functions together under CCS strengthens oversight across Singapore's markets, creates greater regulatory coherence, and enables a more coordinated approach to protecting consumers.

Following the successful pilot of unit pricing in major supermarkets, CCS established an industry workgroup to support the next phase of implementation. Co-chaired by the President of the Consumers Association of Singapore and the CEO of Sheng Siong Group, the workgroup brings together participating supermarket operators to refine implementation requirements, address operational challenges, and prepare for the nationwide rollout of unit pricing. This collaborative approach reflects our belief that effective consumer protection is best achieved through strong partnerships across industry and consumer groups.

LOOKING AHEAD

As global markets continue to be reshaped by artificial intelligence and digital platforms, CCS will continue developing the tools and frameworks that enable businesses to harness new technologies while ensuring markets remain competitive and consumers remain protected. We will also play an active role in implementing the ASEAN Framework on Competition, a legally binding agreement that will strengthen competition regimes across ASEAN and deepen cooperation among member states. This marks a significant step for ASEAN, and one that further deepens Singapore's influence in regional market governance.

ACKNOWLEDGEMENTS

The work of this organisation rests on its people. To the staff of CCS: you embraced an expanded mandate, delivered a major regional conference, and successfully introduced a new corporate identity — all in a single year. Your professionalism, dedication and commitment are the foundation of CCS's success.

I extend my deepest appreciation to Mr Ang Cheng Hock, S.C., Ms Cindy Khoo, Ms Loo Siew Yee, and Dr Faizal Yahya, who stepped down from the Board during the year. Your wisdom and service have helped shape CCS into the organisation it is today. I warmly welcome our new Board members: Mr Goh Yihan, S.C., Mr Wee Tsun-Tching Bernard, Dr N Erlyani Binte Abdul Hamid and Mr Sanjay Manohar Nanwani. I look forward to working together with all Board members in the years ahead.

To our stakeholders, partners in Singapore and across the region and people, thank you. CCS is what it is because of your trust and collaboration. I look forward with confidence to the opportunities that lie ahead as we write the next chapter of CCS's journey.

MR MAX LOH KHUM WHAI
Chairman

CHIEF EXECUTIVE'S MESSAGE

Delivering tangible outcomes across enforcement, consumer protection, regulatory reform and international engagement, we demonstrated the strength of our capabilities and the professionalism of our people. Landmark competition cases, enhanced consumer protection efforts, reforms to regulatory processes and growing international leadership reflected our commitment to responding effectively to evolving market challenges and maintaining competitive, trusted and future-ready markets in Singapore.



My team at CCS rounded off this year with substantive work and achievements. We moved from physical premises at Maxwell Road where we were located for 15 years to our new office down the road in Tanjong Pagar. In an effort to gain greater mindshare, we changed our acronym from 'CCCS' to 'CCS', completing the rebranding with a fresh new logo. Across enforcement, consumer protection, regulatory reform, and international engagement, CCS moved on multiple fronts — and the results were concrete. As I complete my second year as Chief Executive, what stands out is not any single case or decision, but the consistency of high-quality execution that made all of them possible.

DELIVERING IMPACT THROUGH ROBUST ENFORCEMENT

Enforcement is not just about outcomes. It is about sending out the right signals, consistently and predictably, and at high standards.

In competition enforcement, we issued two milestone infringement decisions and imposed financial penalties exceeding S\$10 million in cases involving bid-rigging and anti-competitive information exchange. These cases involved bid rigging in public service tenders and the exchange of competitively sensitive information between remittance service providers relating to Chinese Yuan remittance rates, both of which substantially undermined competitive market outcomes.

In consumer protection, with an increasing case load, CCS has been steadily conducting more investigations relating to fair trading practices, as well as increased numbers of product safety and weights and measures inspections. Beyond competition enforcement actions, we successfully defended an appeal against a court order for a jail sentence against the managing director of a nail parlour for contempt of court and separately secured a court order against several immigration

consultancy businesses and an individual that had misled consumers about Singapore Permanent Residency applications. Our active market surveillance efforts also uncovered safety risks in baby products and children's jewellery sold online, which we brought to public attention.

ADDRESSING DIGITAL MARKET CHALLENGES

Recognising the evolving digital landscape, CCS worked alongside other government agencies to enhance Technical Reference 76, a set of guidelines for electronic commerce transactions, to address emerging challenges including fake reviews, self-preferencing, fair merchant treatment, and the use of artificial intelligence in Singapore's e-commerce marketplaces. The updates were developed with industry stakeholders and were designed to enhance consumer trust and promote a competitive digital marketplace. Our focus on digital markets also extended to enforcement. During the year, two major retailers of consumer electronics and home appliances were found to have used certain irregular website design features, known as dark patterns, to mislead consumers.

We believe firmly that enforcement and education must go hand in hand. To that end, we strategised a high-level communications plan and devised a series of short animations which were shared across social media platforms to educate and empower consumers on how to identify and avoid such practices.

STRENGTHENING OUR REGULATORY FRAMEWORK

We continued to modernise our regulatory framework to ensure it remains efficient, transparent and responsive to businesses. During the year, we revised our merger procedures to shorten assessment timelines for transactions unlikely to raise competition concerns, while providing greater clarity on our review processes. The forthcoming Fast Track Procedure Guidelines will further strengthen our enforcement toolkit by reducing administrative costs and operational uncertainty, offering a more expedient path to resolving investigations.

Building a strong competition-awareness culture in Singapore is a long-term endeavour, and we continued to invest in public engagement efforts. Throughout the year, CCS conducted more outreach and advocacy activities, engaging businesses, practitioners, students, and members of the public. As part of our 20th anniversary celebrations, we organised a public exhibition titled "Our Journey: Fostering Competition, Protecting Consumers", where officers engaged directly with the public to share insights into our work and highlight significant milestones over two decades.

Supporting whole-of-government policymaking remains an important part of our work. During the year, our advisory

teams completed 23 advisory cases for a dozen government agencies across areas such as policy development, legislation, public procurement and market reforms.

LEADING ON THE INTERNATIONAL STAGE

In late 2025, I was honoured to be appointed Vice-Chair of the International Competition Network ("ICN"), an important multi-national platform made up of over 150 member competition authorities worldwide. My focus will be on enabling agencies at all stages of development to meaningfully participate in and benefit from initiatives with the goal of building an inclusive environment where agencies not only learn from established authorities but contribute their own perspectives and solutions to shared challenges.

On the regional front, CCS hosted the 11th ASEAN Competition Conference, at which we also saw the launch of the ASEAN Competition Action Plan 2026–2030 — a strategic framework guiding ASEAN member states on fostering fair, innovative, and competitive markets over the next five years. We also chaired negotiations for the competition chapter of the ASEAN-Canada Free Trade Agreement, with negotiations on that chapter substantially concluded this year. The chapter establishes a shared framework for cooperation between ASEAN and Canada in the area of competition and consumer protection.

As a trusted member of the international community, we will continue strengthening our international leadership through active participation in key forums, sharing our expertise while learning from global best practices.

TOWARD THE FUTURE

As we marked our 20th anniversary in 2025, I have been reminded that our greatest strength lies not only in the decisions we make today, but in the institutional credibility built consistently over the past two decades. None of these achievements happened by chance. They reflect years of investment in building our people, strengthening our capabilities and fostering a culture of professionalism and collaboration.

The complexity of modern markets demands collaborative solutions. CCS will continue to strengthen our partnerships with businesses, consumer groups, and international counterparts to develop practical, effective approaches that support both competition and innovation, ensuring Singapore's markets continue to thrive in an increasingly interconnected world.

The year ahead will undoubtedly bring new challenges as technology, geopolitics and changing consumer expectations continue to reshape markets. I am confident that CCS will continue to meet them with the same professionalism, integrity and sense of purpose that have defined our work over the past twenty years. To my colleagues and our stakeholders, thank you for your continued trust and partnership.

MR ALVIN KOH
Chief Executive

COMMISSION MEMBERS

CHAIRMAN



Chairman

MR MAX LOH KHUM WHAI

(Chairman of Human Resource Committee & Investment Evaluation Committee)
Chartered Accountant

CURRENT COMMISSION MEMBERS

Member

MR ALVIN KOH

(Member of Human Resource Committee & Investment Evaluation Committee)
Chief Executive
Competition and Consumer Commission of Singapore



Member

MS KOH PUAY ENG AGNES

(Chairman of Audit Committee)
Special Advisor
Singapore Exchange Limited



Member

MS CHANDRA MALLIKA

(Member of Audit Committee)
Chief Operating Officer, Asia Pacific & Middle East Africa (MEA)
Chief Country Officer, Singapore
Chief Executive Officer, Developed Asia Pacific
Deutsche Bank AG



Member

MR JASPAL SINGH

(Member of Audit Committee)
High Commissioner
(Non-Resident) to the Republic of Rwanda
Ministry of Foreign Affairs



Member

MS AURILL KAM

Director
Legal Clinic LLC



Member

ASSOCIATE PROFESSOR WALTER EDGAR THESEIRA

Associate Professor of Economics, School of Business
Singapore University of Social Sciences



Member

MS JASMMINE WONG

(Member of Investment Evaluation Committee)
Chief Executive Officer,
Mobility
Abdul Latif Jameel International DMCC



Member

MR LIU FENG-YUAN

Chief Digital and IT Officer
RGE Pte Ltd



NEW COMMISSION MEMBERS

Member

MR GOH YIHAN, S.C.

(wef 1 May 2025)
Deputy Attorney-General
Attorney-General's Chambers



Member

MR SANJAY MANOHAR NANWANI

(wef 1 January 2026)
Senior Director (Policy Development Division),
Registrar of Societies,
Registrar of Foreign and Political Disclosures
Ministry of Home Affairs



Member

MR WEE TSUN-TCHING BERNARD

(wef 1 January 2026)
Assistant Managing Director,
Markets and Investment Group
Monetary Authority of Singapore



Member

DR N ERLYANI BINTE ABDUL HAMID

(Member of Human Resource Committee)
(wef 1 January 2026)
Head of Strategy,
Planning & PR
Hilleman Laboratories



RETIRED MEMBERS

Member

MR ANG CHENG HOCK, S.C.

(until 30 April 2025)
Justice of the Court of Appeal
Supreme Court, Singapore



Member

MS CINDY KHOO

(Member of Human Resource Committee)
(until 31 December 2025)
Managing Director
Enterprise SG



Member

MS LOO SIEW YEE

(Member of Human Resource Committee)
(until 31 December 2025)
Assistant Managing Director,
Policy, Payments & Financial Crime
Monetary Authority of Singapore



Member

DR FAIZAL BIN YAHYA

(until 31 December 2025)
Senior Research Fellow
Institute of Policy Studies
Lee Kuan Yew School of Public Policy
National University of Singapore



SENIOR MANAGEMENT



01
MR LOKE SHIU MENG
Assistant Chief Executive
(Legal, Enforcement & Consumers)
(until 31 March 2026)
Assistant Chief Executive
(Legal & Enforcement)
(wef 1 April 2026)

02
MS VALATHAMMAI D/O MUTHUPALANIAPPAN
Assistant Chief Executive
(Consumers)
(wef 1 April 2026)

03
MS NG EE KIA
Assistant Chief Executive
(Economics, Policy & Data)

04
MR ALVIN KOH
Chief Executive



05
MR TEO WEE GUAN
Group Director
(Corporate Affairs and International, Communications & Planning)

06
MR HERBERT FUNG
Senior Director
(Data & Digital)

07
MR NG MING JIE
Director
(Fair Trading Practices)
(until 31 January 2026)
Director
(Government Advocacy & Markets)
(wef 18 August 2025)

08
MS WINNIE CHING
Group Director
(Legal & Enforcement)

09
MS YVETTE YOONG
Director
(International, Communications & Planning)



10
MS CINDY CHANG
Director
(Legal)

11
DR TAN HI LIN
Senior Director
(Government Advocacy & Markets)
(until 17 August 2025)

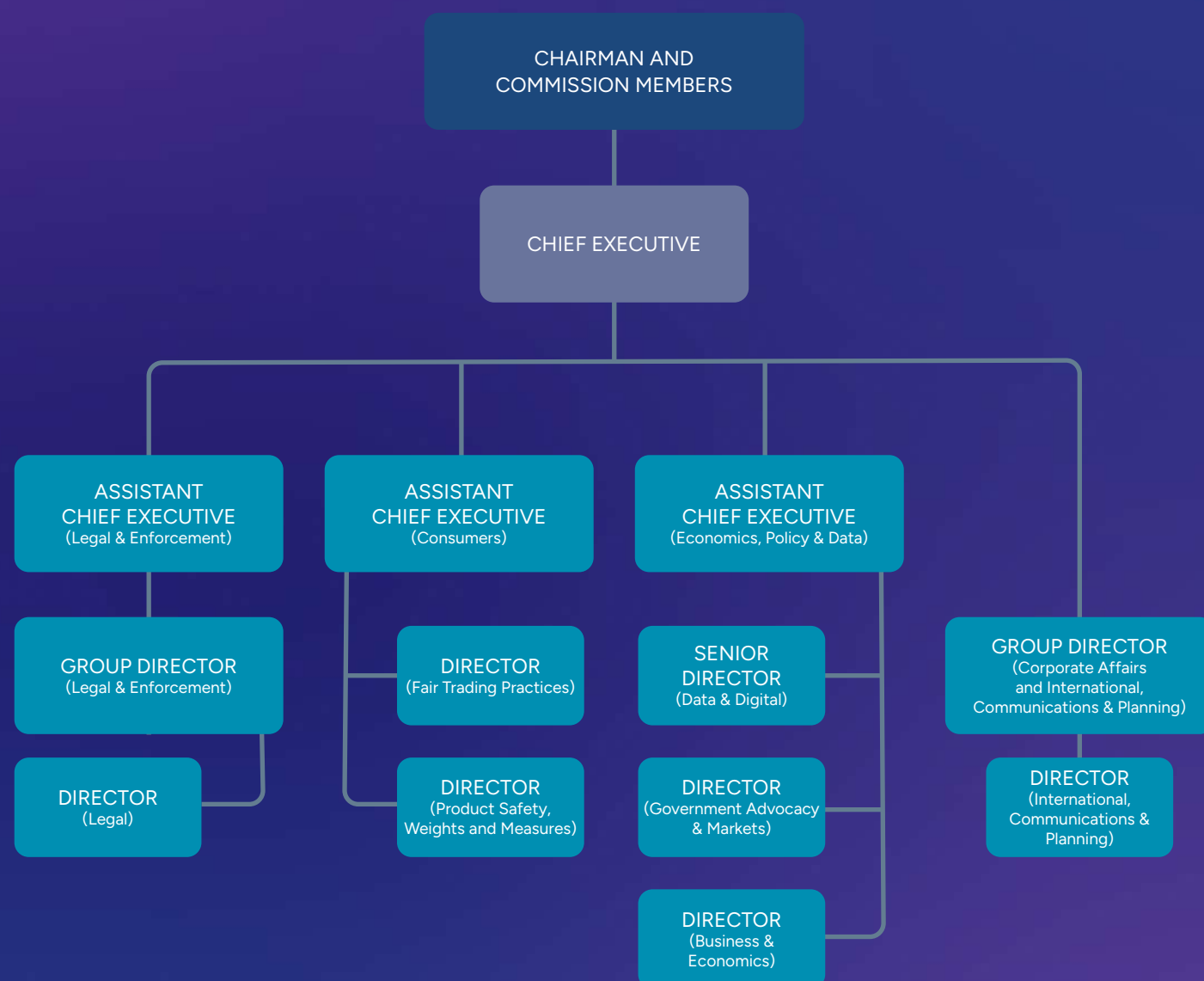
12
MS SERENE SEET
Director
(Enforcement)
(until 31 December 2025)

13
MR KONG WENG LOONG
Director
(Business & Economics)

14
MS BEATRICE WONG
Director
(Product Safety, Weights and Measures)

15
MR KHO QIN YAO
Director
(Fair Trading Practices)
(wef 1 February 2026)

ORGANISATION STRUCTURE



CCS's Total Staff Strength
(as of 31 March 2026):

117

CORPORATE GOVERNANCE

CHAIRMAN & COMMISSION MEMBERS

The Commission oversees the core work of CCS. It comprises the Chairman and 12 Commission Members. Appointed by the Minister for Trade and Industry, the Chairman and the Commission Members bring with them a diverse range of expertise spanning the legal, economic, financial, business and technology domains from both the public and private sectors. The non-executive Commission Members are remunerated based on Public Service Division guidelines.

BUSINESS & ETHICAL CONDUCT

All CCS officers are subject to the provisions of the Official Secrets Act 1935, the Statutory Bodies and Government Companies (Protection of Secrecy) Act 1983 and the Public Sector (Governance) Act 2018. In addition, the Competition Act 2004 contains provisions governing the disclosure of information by CCS officers. CCS officers are also bound by CCS's Code of Conduct and are obliged to adhere to internal policies to avoid conflicts of interest.

HUMAN RESOURCE ("HR") COMMITTEE

The HR Committee was set up in August 2007 and is currently chaired by CCS Chairman, Mr Max Loh Khum Whai with Dr N Erlyani Binte Abdul Hamid, and Mr Alvin Koh as its members. The Committee supports the Commission in reviewing CCS's strategic HR directions, including performance appraisal and promotion of senior officers, talent strategies for attraction, retention and succession planning, as well as reviewing staff compensation levels to ensure market competitiveness.

AUDIT COMMITTEE

The Audit Committee is currently chaired by Ms Koh Puay Eng Agnes with Ms Chandra Mallika and Mr Jaspal Singh as its members. The Committee assists the Commission in areas relating to audit, finance and accounting, regulatory compliance, and risk management. In addition, the Committee reviews the audited annual financial statements and the adequacy of CCS's internal controls with the management, external auditors and internal auditors.

EXTERNAL AUDIT FUNCTIONS

PricewaterhouseCoopers LLP was appointed by the Minister for Trade and Industry in consultation with the Auditor-General to audit the accounts of CCS for FY2025. The audited accounts were duly approved by the Commission and the Minister for Trade and Industry, with the Auditor-General kept informed accordingly.

OVERVIEW OF COMPLETED CASES

Overview of completed cases as of end FY2025

As of 31 March 2026	Competition				
	FY2025	FY2024	FY2023	FY2022	Since 1 January 2005
Preliminary enquiries	7	8	8	4	177
Investigations (excluding Leniency)	5	5	0	1	64
Notifications for Decision or Guidance	1	6	1	3	44
Merger notifications (Phase 1)	7	5	5	9	117
Merger notifications (Phase 2)	0	1	0	0	13
Confidential advice	4	1	1	2	28
Leniency	0	2	1	3	39
Appeals	0	0	1	0	13
Competition advisories	20	25	25	35	367
Market studies	4	3	6	2	43
Total	48	56	48	59	905

As of 31 March 2026	Fair Trading Practices				
	FY2025	FY2024	FY2023	FY2022	Since 9 December 2016
Preliminary enquiries	9	9	3	3	68
Investigations	8	3	3	1	34
Advisories	3	0	0	0	4
Appeals	0	0	1	0	1
Total	20	12	7	4	107

As of 31 March 2026	Product Safety, Weights and Measures Cases and Inspections	
		Since 1 July 2025
Consumer Product Safety Incident and Infringement Cases		587
Consumer Product Safety Compliance Inspections		1,084
Weights and Measures Infringement Cases		267
Weights and Measures Compliance Inspections		964
Total		2,902

COMPLETED MERGERS BY INDUSTRY:

 MEDICAL SERVICES	 SUPPLY OF TRUCKS
 MONEY TRANSFER SERVICES	 SUPPLY OF INTERMODAL CONTAINERS
 NURSING HOME SERVICES	 MARKETING COMMUNICATIONS SERVICES

COMPLETED FAIR TRADING PRACTICES CASES:

 FALSE AND MISLEADING CLAIMS ON SUCCESS IMMIGRATION SERVICES (Injunction granted)	 PROBLEMATIC WEBSITE FEATURES
 MISLEADING USE OF LOGOS	 UNSOLICITED SALES
 FAKE CUSTOMER REVIEWS	

Complaints/queries handled for FY2025:
701

INFRINGEMENT DECISIONS TO DATE

To date, CCS has issued 23 infringement decisions and imposed financial penalties of over S\$106.4 million for anti-competitive conduct.

FY	Infringement Decision Case	Prohibition	Financial Penalty Imposed
2007	Pest Control Operators	Section 34	\$262,760
2009	Express Bus Services	Section 34	\$1,699,133
2010	Ticketing Service Provider	Section 47	\$989,000
2010	Electrical Works	Section 34	\$187,593
2011	Maid Agencies	Section 34	\$152,563
2011	Modelling Agencies	Section 34	\$361,596
2012	Motor Traders	Section 34	\$179,071
2012	Ferry Operators	Section 34	\$286,766
2014	Ball Bearing Manufacturers	Section 34	\$9,306,977
2014	Freight Forwarders	Section 34	\$7,150,852
2015	Financial Advisors	Section 34	\$909,302
2017	Electrical and Asset Tagging Services	Section 34	\$626,118
2017	Capacitor Manufacturers	Section 34	\$19,552,464
2018	Fresh Chicken Distributors	Section 34	\$26,948,639
2018	Ride-hailing Firms	Section 54	\$13,001,702
2018	Hotels	Section 34	\$1,522,354
2020	Building, Construction and Maintenance Services	Section 34	\$32,098
2020	Maintenance Services for Swimming Pools and Water Features	Section 34	\$419,014
2022	Warehouse Operators	Section 34	\$2,799,138^
2024	Vulnerability Management Software Licenses and Services	Section 34	\$8,787
2024	Interior Fit-Out Construction Services	Section 34	\$9,999,182^
2025	Chinese Yuan Remittance Service Providers	Section 34	\$5,365,007^
2025	Bid-rigging in Public Sector Tenders by Contractors	Section 34	\$4,644,409^

^Appeal is ongoing

01

Celebrating CCS20 and Unveiling a Refreshed Identity



CCS marked a significant milestone in 2025: its 20th anniversary. Since its establishment in 2005, CCS has grown from a competition regulator into an organisation with a broader mandate, encompassing consumer protection, product safety, and legal metrology functions. This consolidation reinforces CCS's mission to create opportunities and choices for businesses and consumers in Singapore.

The anniversary celebrations featured various events across September and October 2025, with CCS hosting the 11th ASEAN Competition Conference ("ACC") from 24 to 25 September. The conference brought together close to 200 stakeholders to examine how competition policy and enforcement can build a more resilient and inclusive regional economy, and how the benefits of globalisation and regional integration can be distributed equitably across ASEAN member states. Guest of Honour Ms Low Yen Ling, Senior Minister of State for Trade and Industry, officiated the launch of the ASEAN Competition Action Plan 2026–2030 at the conference.

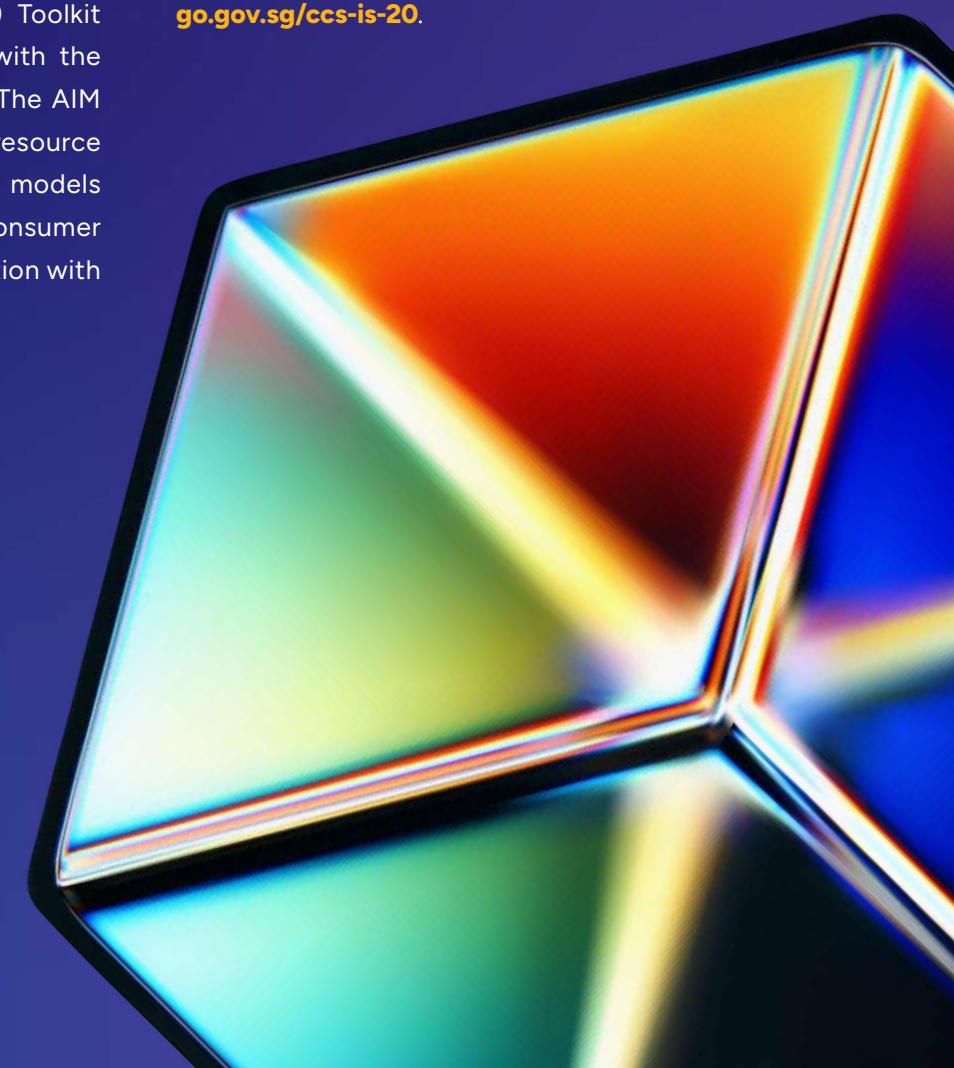
CCS also unveiled its AI Markets ("AIM") Toolkit at the ACC, developed in collaboration with the Infocomm Media Development Authority. The AIM Toolkit is a voluntary self-assessment resource that helps businesses evaluate their AI models and practices against competition and consumer protection requirements, balancing innovation with regulatory compliance.

The ACC was complemented by a half-day business conference, "Shaping Tomorrow's Markets Today", bringing together competition practitioners and leaders to examine current and emerging trends in competition and consumer protection law across Singapore and ASEAN.

The highlight of the anniversary was the dinner on 25 September 2025, graced by Guest of Honour Deputy Prime Minister and Minister for Trade and Industry Mr Gan Kim Yong, who unveiled CCS's refreshed corporate identity and new logo, marking the organisation's entry into its third decade.

A commemorative video and booklet were also produced, capturing CCS's journey and mission over two decades. A public exhibition, "Our Journey: Fostering Competition, Protecting Consumers", ran from 1 to 7 October 2025, giving the public a window into CCS's work and milestones. Visitors also tested their knowledge via a quiz, with e-vouchers as prizes.

Find out more about CCS's journey at go.gov.sg/ccs-is-20.





MAKING SINGAPORE'S
MARKETS **WORK WELL**



02

Making Markets Work Well

CCS enforces the competition and consumer protection related laws to ensure businesses compete on a level playing field and to protect consumers' interests.

TOTAL OF S\$4.6M PENALTIES IMPOSED ON CONTRACTORS FOR RIGGING BIDS IN PUBLIC SECTOR TENDERS

Two building firms fined \$4.6m for rigging tender bids to upgrade community clubs

Isabelle Liew

Two construction firms have been fined a total of \$4.6 million by the competition watchdog for rigging bids in tenders called by the People's Association (PA).

The Competition and Consumer Commission of Singapore (CCCS) said on May 23 that Trust-Build Engineering and Construction and Hunan Fengtian Construction Group Co had rigged bids for three tenders in 2022 for upgrading works in the Bukit Batok, Cheng San and Eunos community clubs.

The tenders had a value of around \$56 million for major upgrading works that included repair works, piling and scaffolding.

CCCS' investigations, which began in July 2023, found that both companies colluded on their bid prices and tender submissions, giving one of them – Trust-Build – a better chance at winning the projects. Hunan Fengtian had prepared Trust-Build's tender submissions and proposed its bid prices for each of PA's tenders, CCCS said. Trust-Build's bid prices were lower than Hunan Fengtian's to make the former's bids appear more attractive.

PA had noticed that similar

words, diagrams and photos were used in the tender submissions from the two companies before the tenders were awarded, and reported the matter to CCCS.

"CCCS found that the bid-rigging conduct eliminated the competitive pressure between the parties to submit their best offers to PA, even though none of the PA tenders were awarded to either of the parties," said the competition watchdog. "Such bid-rigging conduct has the potential to give the false impression that the bids received from the parties were genuine and competitive."

At the time, the two firms were able to undertake high-value construction contracts – up to \$50 million for Hunan Fengtian and \$105 million for Trust-Build.

On May 23, Trust-Build was fined \$4.29 million, while Hunan Fengtian was fined \$349,350.

In a media briefing on May 23, Mr Caleb Tan, deputy director of legal and enforcement at CCCS, explained that the difference in fines for the two firms was because the penalties took into account the turnover of the company in the year the infringement took place as well as the year the infringement decision was issued.

"The absolute figure doesn't indicate the relative seriousness or

culpability of the parties," he said.

An Accounting and Corporate Regulatory Authority search showed that Trust-Build is a local company, while Hunan Fengtian is a Chinese firm registered in Singapore.

Mr Tan, who was the team lead for the investigation, said that representatives of the firms had met at a conference and remained in touch.

Hunan Fengtian had intended to wind down its business in Singapore, and its general manager, Mr Xing Hongyun, agreed to help Trust-Build in this scheme as a means to get future business for his own company, Mr Tan said.

The director of Trust-Build, Mr Wang Jian Jun, also wanted to learn from Hunan Fengtian's experience in bidding for public tenders, added Mr Tan.

CCCS had obtained WhatsApp messages between Mr Xing and Mr Wang, who are both Singapore citizens, that showed them discussing the bid prices they would submit.

In one instance in October 2022, Mr Wang asked what if they were awarded two tenders. In response, Mr Xing said: "PA can award three projects, what do you worry? You and me have two companies, can do two projects same time."

In October 2024, both companies were issued legal notices, known as proposed infringement decisions, by the competition watchdog. They were able to make individual representations or provide other information in support of their case.

CCCS said it had received written representations from each firm and took these into consideration in deciding to issue the infringe-

ment decision.

Asked if the firms will face additional penalties from the Building and Construction Authority (BCA), a spokeswoman for the authority said it is looking into the matter. "BCA reserves the right to remove or suspend the firm's registration in BCA's Contractors Registration System," she said, referring to the system that allows businesses to tender for government projects.

Trust-Build senior adviser Chia Chung Mun said in response to The Straits Times' queries that the firm has discussed the CCCS' decision with its lawyers and they would lodge an appeal. But he declined to say more as it might prejudice the appeal. "We count professionalism and integrity as part of our core values, so the CCCS' decision is a disappointment for us," he said.

ST has also reached out to Hunan Fengtian for comment.

Bukit Batok Community Club's tender was eventually awarded at \$17.59 million, while Cheng San's was awarded at \$21 million, CCCS had said in October.

The tender for Eunos Community Club was discontinued for reasons unrelated to this case.

CCCS chief executive Alvin Koh said it will continue to take a more active enforcement stance, and take decisive and firm action against businesses that are found to have engaged in anti-competitive conduct.

"In the context of public procurement where public funds are used, taxpayers are the ones who ultimately pay the price of such infringing conduct," he said.

iliew@sph.com.sg

Source: The Straits Times © SPH Media Limited. Permission required for reproduction.

Financial penalties totalling S\$4,644,409 were imposed on TrustBuild Engineering & Construction Pte Ltd ("TB") and Hunan Fengtian Construction Group Co., Ltd ("HNFT") for bid-rigging in relation to three invitations to tender called by the People's Association in 2022 for upgrading works at Community Clubs in Bukit Batok, Cheng San and Eunos. The total value of the tenders was approximately S\$56 million.

CCS's investigations commenced in July 2023, with raids carried out at the Parties' premises in November 2023. The evidence revealed that HNFT had prepared TB's tender submissions and proposed TB's bid prices for each of the tenders. Even when HNFT purported to compete against TB, HNFT was aware of TB's likely

bid prices and the contents of its submissions. TB and HNFT therefore did not independently determine their respective bids, eliminating the competitive pressure between them to submit their best offers.

None of the tenders were ultimately awarded to either Party. Prior to the awards, the People's Association had identified the potential bid-rigging and reported it to CCS. Both TB and HNFT were excluded from the tender evaluations. CCS issued a proposed infringement decision in October 2024, received written representations from each Party, and subsequently issued the infringement decision. Penalties of S\$4,295,059 and S\$349,350 were imposed on TB and HNFT respectively.

CHINESE YUAN REMITTANCE SERVICE PROVIDERS PENALISED

06 2025年8月1日 星期五 联合早报 焦点

几乎每天交换 维持至少六年 珍珠坊两汇款商互通汇率被罚逾536万元

竞消委调查发现，汉生汇款和长城国际汇款双方平台的公布汇率只是参考值，实际交易中使用的汇率另有一套，但双方会私下交换这些商业敏感信息，并互相根据对方的定价随时调整自己的汇率。两者共计被罚536万5007元，是本地企业因非法信息交换行为，被竞消委处罚的案件中，罚金最高的。

安诗一 报道
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牛车水两家人民币汇款公司违反新加坡竞争法令，非法交换敏感商业信息，被处以超过536万元罚金。

位于珍珠坊的长城国际汇款私人有限公司（ZGR Global Pte. Ltd.）和汉生汇款私人有限公司（Hanshan Money Express Pte. Ltd.）门店相邻，是珍珠坊两大提供人民币汇款业务的业者，也是直接的竞争对手。

不过，双方自2016年1月至更早前，就开始通过柜台口头交流、传递纸条和通电话等方式，在每天开始营业前和调整汇率时，相互告知对方各自的现行汇率信息，严重破坏人民币汇款服务的市场竞争。

新加坡竞争与消费者委员会（简称竞消委）调查发现，双方平台的公布汇率（Published Rates）只是参考值，实际交易中



竞消委经调查后，对珍珠坊两家毗邻的汇款公司长城国际汇款（左）和汉生汇款处以279万3700元和257万1307元的罚金。汉生汇款因承认反竞争行为，并配合调查，所以罚金减少10%。（何家俊摄）

使用的汇率另有一套，尤其是根据汇款金额分等级设定的“分层汇率”（Tiered Rates），未向公众公开，但双方会私下交换这些商业敏感信息，并互相根据对方

的定价随时调整自己的汇率。

由于每日汇率可能多次波动，双方几乎每天、甚至一天数次直接交换这类敏感商业信息。

竞消委2021年7月起正式与双方接洽并展开调查，但双方信息

交换行为持续至2022年2月才停止。

竞消委星期四（7月31日）召开记者会宣布，经调查后，综合

当事双方的相关营业额、违规行为性质，以及严重程度等因素对双方处以罚金。

汉生汇款因承认反竞争行为且配合调查，罚金减少10%，为

257万1307元。之前名为“长城中国汇款”的长城国际汇款，则须支付279万3700元罚金，二者共计被罚536万5007元，是本地企业因非法信息交换行为，被竞消委处罚的案件中，罚金最高的。

竞消委首席执行官高明新说：“竞争法的基本原则是，业者在决定市场行为时必须保持独立性。业者可以根据竞争对手的行为，做出适当的策略调整，但禁止与竞争对手沟通，而影响市场行为或分享定价策略。”

《联合早报》记者星期四中午走访珍珠坊时发现，长城门店仍使用“长城中国汇款”的招牌和标识，而非“长城国际汇款”。

门店没公示汇率详情
员工拒透露负责人联系方式

据了解，长城和汉生两家汇款公司单笔汇款上限都是5万元人民币，手续费为18新元，且服务均采取机器取号的形式。然而，两家公司的电子显示屏上仅显示排号情况，没有公示各外汇的汇款汇率详情。

经询问得知，当天中午12时30分，两家公司新币换人民币的汇款汇率都是5.51，这与双方网站上的公布汇率一致。双方员工均不愿意透露负责人联系方式，以对被告事件做出澄清。

竞消委提醒业者，如果受邀参与反竞争的信息交换，应当立即拒绝，并向当局举报。主动投案案业的业者，有望避免全额或部分罚款。

HIGH COURT REJECTS ATTEMPT BY NAIL PALACE MANAGING DIRECTOR TO REPLACE JAIL SENTENCE WITH A FINE

In May 2025, the High Court dismissed an appeal by two Nail Palace entities seeking to replace a jail sentence with a fine for their managing director, Kaiden Cheng Kai Teng. Justice Audrey Lim upheld the District Court’s order for imprisonment but reduced the duration to three months, in light of the Nail Palace Entities’ compliance with publication orders shortly before Chinese New Year. The High Court found that a custodial sentence was warranted given Kaiden Cheng’s and the Nail Palace Entities’ continuing, egregious, and persistent disregard of court orders, and the substantial and irremediable prejudice caused by their failure to inform consumers of the unfair trade practices the entities had engaged in.

HAIR SALONS ADMIT TO UNFAIR TRADE PRACTICES TARGETING ELDERLY

CCS found that companies operating hair salons under the HairFun brand — Hairfun Beauty Pte. Ltd. and Hairfun Pte. Ltd. — had between May 2023 and July 2024 targeted elderly consumers by offering free or low-cost haircuts ranging from S\$4 to S\$10, then misled them about the necessity of treatment packages and charged them for expensive services and packages they had not consented to purchasing. Investigations commenced after the Consumers Association of Singapore (“CASE”) referred multiple consumer complaints to CCS regarding the sales tactics employed at HairFun outlets. CCS conducted unannounced visits to all three HairFun outlets in October 2024.

In one documented instance, an elderly consumer visited the Ang Mo Kio outlet for an S\$8 haircut. An employee showed the consumer images on a monitor screen and falsely claimed these showed haemorrhaging on his scalp, despite no scanning device having been used. The employee proceeded to wash the consumer’s hair without consent, then concealed the payment amount at checkout while instructing him to enter his PIN. The consumer was subsequently charged nearly S\$1,000 for a hair wash and a ten-session treatment package he had not consented to. A doctor later confirmed his scalp was normal.

This followed an earlier High Court decision in July 2023, in which the court upheld District Court orders requiring the Nail Palace Entities to publish details of declarations and injunctions in four major Singapore newspapers, and to notify consumers and obtain their written acknowledgements of the court orders before entering into sales contracts with them. When the Nail Palace Entities failed to comply, CCS commenced contempt proceedings against the entities and Kaiden Cheng in his capacity as managing director.

Following CCS’s investigations, the HairFun companies and their directors, Mr Roland Teo Jian Hao and Mdm Chiong Hong Hioh, admitted to engaging in unfair trade practices and gave undertakings to cease all unfair trade practices, cooperate with CASE to resolve consumer complaints, and provide a five-day cooling period for customers to cancel and obtain refunds for prepaid packages. The companies refunded all affected consumers, with total refunds amounting to approximately S\$12,500.



Source: Lianhe Zaobao © SPH Media Limited. Permission required for reproduction.

CCS imposed financial penalties exceeding S\$5.36 million on ZGR Global Pte. Ltd. (formerly known as Zhongguo Remittance Pte. Ltd.) (“ZGR Global”) and Hanshan Money Express Pte. Ltd. (“Hanshan”), both providers of Chinese Yuan remittance services operating from adjacent locations in People’s Park Complex. The Parties were found to have infringed section 34 of the Competition Act 2004 through the illegal exchange of information on each other’s outward remittance rates for the Chinese Yuan.

From at least January 2016, the Parties exchanged information on their prevailing remittance rates, including both published rates and the actual tiered transaction rates applied to customers. These exchanges occurred daily and often multiple times a day, through verbal communication over the counter, paper slips, and telephone. The Parties’ prevailing transaction rates, particularly tiered rates, were not readily available to the public, but the Information Exchange Conduct enabled each Party to instantly access the other’s revised rates. CCS found that the exchanges resulted in the Parties

having more similar outward CNY remittance rates during the period of conduct, limiting the variety of rates available to customers.

CCS formally engaged the Parties in July 2021 but the information exchange conduct only ceased in February 2022. CCS issued a proposed infringement decision in November 2024 and a supplementary infringement decision in April 2025, and received written representations from each Party before finalising its decision.

In determining financial penalties, CCS considered each Party’s relevant turnover, the nature and seriousness of the infringement, and aggravating and mitigating factors. Hanshan received an additional discount of 10% for admitting to the infringing conduct under the Fast Track Procedure, in addition to a discount for cooperation with investigations. ZGR Global and Hanshan were penalised S\$2,793,700 and S\$2,571,307 respectively, totalling S\$5,365,007.

WHEN THE DESIGN IS THE DECEPTION

**“These are not glitches.
They are design choices.”**

How CCS is tackling the hidden tactics reshaping your online experience

You click “add to cart” for one item and end up paying for two. You see a countdown timer urging you to buy now, only to discover it resets the moment it hits zero. You read glowing five-star reviews that turn out to have been written by the business itself, using your name and your photographs, without your knowledge.

These are not glitches. They are design choices.

Dark patterns are user interface and marketing design features that manipulate consumer behaviour. They exploit how people naturally read, click, and decide, nudging consumers towards outcomes that benefit the business rather than the buyer. They are not always obvious. That is precisely the point. As consumer transactions increasingly move online, the tactics used to influence those transactions are growing more sophisticated, and more difficult to detect. The following pages set out how CCS is responding: the enforcement actions and investigations pursued this year across accommodation booking, car care, electronics, and mattress retail, and what businesses and consumers alike need to know.

WHAT YOU SEE IS NOT ALWAYS WHAT YOU GET: AGODA

When consumers search for accommodation on a booking platform, most assume the results are ranked by relevance to their search — by rating, price, or suitability for their dates. What they may not realise is that results can also be shaped by the platform’s commercial interests.

CCS raised concerns with Agoda over several features of its Singapore website and mobile application that had the potential to mislead consumers. These included the way search results were presented and ranked, the use of certain labels and badges, and the deployment of countdown timers during the booking process.

One key concern centred on the “Best Match” label applied to search results. The label implied that rankings were based solely on the consumer’s search criteria. In fact, Agoda’s algorithm also factored in the money Agoda would earn from each booking. Separately, an “Agoda Preferred” badge appeared on selected properties alongside an explanation that described them as trusted and verified. What the explanation did not disclose was that properties had to pay additional commission to Agoda to receive the badge. A “Promoted” label on other listings similarly failed to make clear that those placements were paid for.

Agoda also applied a “Cheapest x-star stay” label to certain accommodations that were not, in fact, the lowest-priced

option when results were sorted by price for the same star rating. And consumers completing bookings on the website were shown a five-minute countdown timer, creating time pressure to complete the transaction, even though the timer could actually be extended to twenty minutes by clicking a button that many users may never have noticed.

Following CCS’s engagement, Agoda voluntarily updated its platform. “Best Match” was replaced with “Our Picks” to more accurately reflect that the listings represent Agoda’s recommendations rather than a neutral ranking. The “Agoda Preferred” badge explainer was revised to clearly disclose the payment arrangement. The “Promoted” label was changed to “Sponsored”, with a hover message making explicit that the placement is a paid advertisement. The misleading “Cheapest x-star stay” label was removed. And the checkout countdown timer on the website was standardised to twenty minutes, giving consumers adequate time to complete their booking or compare alternatives.

Consumers should be able to trust that search results reflect their search criteria. When platforms design their interfaces to obscure commercial interests behind the appearance of neutral recommendations, they undermine the basis on which consumers make decisions.

YOUR FIVE STARS, THEIR REVIEWS: LAMBENCY DETAILING

In January 2025, a customer of Lambency Detailing, a car grooming brand owned and operated by Quantum Globe Pte Ltd (“Quantum Globe”), discovered something unsettling. A five-star review had appeared on the business’s Sgcarmart page, attributed to her name, complete with her vehicle’s registration number and a photograph of her car. She had not written the review. She had not authorised it. She had not even been asked.

CCS commenced an investigation under Singapore’s fair trading laws. Quantum Globe had been submitting fake five-star reviews using customers’ personal information without their knowledge or consent. The reviews were submitted through a QR code system on Sgcarmart that allowed users to leave feedback without needing an account. Quantum Globe admitted to using ChatGPT to generate customised review content based on services provided to individual customers, then posting those reviews as if they had come from the customers themselves.

In total, eight customers were confirmed to have had fake reviews posted under their names. CCS also identified mass postings of suspicious five-star reviews on certain dates, detected through digital technology and algorithms.

This is the second fake review case uncovered by CCS, and the first to involve both a third-party platform and the use of artificial intelligence to generate the content. When reviews are fabricated, consumers lose a key source of information they rely on to make purchasing decisions, while businesses that earn their ratings honestly are placed at a disadvantage. The integrity of the platform itself is compromised.

Quantum Globe admitted to the conduct and gave an undertaking to CCS. These included stopping the posting of fake reviews, establishing a feedback channel for consumers to report suspicious reviews, notifying affected customers, publishing notices on Sgcarmart and other platforms for six months acknowledging the conduct, and removing all verified fake reviews. The director of Quantum Globe also gave a personal undertaking not to engage in or facilitate unfair trade practices in future.

CCS also engaged SCGM Pte Ltd, which owns and operates Sgcarmart, on additional verification measures — including SMS or email confirmation to strengthen the authenticity of reviews submitted through its platform.



**“When reviews are fabricated,
consumers lose a key source
of information they rely on to
make purchasing decisions.”**

MISLEADING WEBSITE DESIGN FEATURES: COURTS AND PRISM+

In December 2025, CCS took action against two retailers of consumer electronics and home appliances, Courts and PRISM+, for misleading website design features.

At Courts, the issue was both straightforward and significant. During certain promotion periods, Courts' website automatically added items to consumers' shopping carts without seeking their consent – a form of dark patterns known as "Sneak into Basket". A consumer who added an Apple iPad to their cart would find that an Acer vacuum cleaner had also been added. The pop-up confirmation window showed only the intended purchase while the unsolicited item was visible only in a background ribbon partially obscured by the pop-up itself. If a consumer proceeded to checkout without noticing and removing the additional item, they would pay for a product they never chose.

Courts had received customer complaints about this practice as early as 2024, but made no changes until CCS intervened in June 2025. Courts subsequently gave an undertaking to cease the practice, made changes to its website, and agreed to refund customers affected by the conduct.

At PRISM+, the concern was a combination of features designed to create artificial urgency. Checkout pages displayed messages stating that popular items were selling fast, accompanied by a countdown timer urging consumers to purchase within a set number of minutes to secure stock. The timers had no connection to PRISM+'s inventory systems and were not linked to any actual stock constraints. They simply reset when they reached zero.

Product listing pages showed an "In Stock: Running Low" indicator even when substantial inventory was available. For one product, the indicator was displayed when monthly sales represented only seven per cent of total available stock. Tooltip messages on some pages claimed that other brands were "all out-of-stock due to supply chain disruption" or that there was "an industry-wide shortage". When CCS asked PRISM+ to substantiate these claims, the company was unable to do so.

Discount claims on ten products were also found to be inflated. Labels showing "Up to 67% off" were applied to products where the actual achievable discount was lower, in one case as low as 38 percent.

PRISM+ addressed the website issues and provided an undertaking to CCS not to engage in unfair trade practices.

Consumer watchdog raps Courts, Prism+ for misleading website features

By Shikhar Gupta
sgupta@sph.com.sg

THE Competition and Consumer Commission of Singapore (CCCS) said it has taken action against Courts and Prism+ for using website design features to mislead consumers.

Courts automatically added unsolicited items into consumers' shopping carts, while Prism+ used fake countdown timers and misleading stock indicators to pressure consumers into purchases, said the watchdog on Monday (Dec 8).

CCCS chief executive Alvin Koh said: "These two interventions form part of a series of recent enforcement actions taken by CCCS against businesses that employ dark patterns to mislead and pressure consumers into unintended purchases."

During certain promotion periods, Courts' website automatically added items to consumers' carts without seeking their consent. An example was given of an Acer vacuum cleaner added to a consumer's cart after an Apple iPad was added for purchase.

Despite receiving customer complaints as early as 2024, Courts took no action until the intervention of CCCS in June this year. The retailer has now changed its website and agreed to refund affected consumers.

Meanwhile, Prism+ had four website features aimed at pressuring consumers into making hasty purchases. These were a fake countdown timer, misleading stock indicators, unsubstantiated shortage claims and inflated discounts.

CCCS said the electronics manufacturer has rectified these issues and provided an undertaking that it will not engage in any unfair trade practices.

Prism+ said in a statement that it "acknowledges" the CCCS find-



Courts had automatically added unsolicited items into consumers' shopping carts, while Prism+ had used fake countdown timers and misleading stock indicators.
PHOTO: BT FILE

ings regarding a "small number of legacy marketing practices" on its website, including "genuine unintentional errors".

"All required corrections were made swiftly within days, and strengthened safeguards have since been implemented," added Prism+. "Since May 2025, all prices and discounts displayed on our website accurately reflect the offers available and real-time stock availability is based on current inventory levels."

CCCS found that the Prism+ website had messages exhorting customers to purchase the item they were considering within the next few minutes to "secure stock" appeared on checkout pages. The watchdog pointed out that these timers had not been linked to any of Prism+'s inventory systems and simply reset after reaching zero without affecting the checkout process.

Elsewhere, an "In Stock: Running Low" message appeared on product pages on the Prism+ website even when "substantial inventory" was still available, said CCCS.

For one product, this indicator was displayed even though monthly sales figures represented only 7 per cent of the item's total available stock.

That indicator was used for any product with inventory levels above 100 units, and a "Few Units Left: Hurry" message was displayed under that threshold.

CCCS also found that statements claiming "supply chain disruption" and "industry-wide" shortages appeared on product pages on the Prism+ website. The electronics maker could not substantiate such statements to CCCS and claimed that they were made in the context of the pandemic.

Additionally, the discounts of 10 Prism+ products against the original price were listed as "up to 67 per cent off", said CCCS. However, the maximum discount of 67 per cent was "unachievable" as the actual discounts provided did not amount to that percentage of the undiscounted price of the products.

For one product, the discount only amounted to 38 per cent of the strike-through price, in contrast to the larger discount claim. Prism+ attributed this to technical errors, said CCCS.

"Under Singapore's fair trading laws, it is an unfair trade practice for businesses to charge for the supply of unsolicited products, or to make false or misleading claims to pressure consumers into making purchases," said CCCS in its statement.

The watchdog also urged consumers to review their shopping carts for unexpected items, verify payment amounts with intended purchases and question urgency claims.

Source: The Business Times © SPH Media Limited. Permission required for reproduction.

"A consumer who added an Apple iPad to their cart would find that an Acer vacuum cleaner had also been added, silently, in the background."

WHAT THIS MEANS FOR CONSUMERS AND BUSINESSES

Across these four cases, the underlying concern is the same. Consumers have a right to make decisions based on accurate information, presented honestly. When businesses design their interfaces or marketing materials to mislead, they do not just harm individual consumers. They distort the competitive environment for businesses that compete fairly.

CCS's enforcement in this area is part of a broader commitment to ensuring that Singapore's digital marketplace functions fairly. As more transactions move online, and as the tools available to businesses for shaping consumer behaviour become more powerful, the importance of clear, honest communication only increases.

Consumers can protect themselves by reviewing shopping carts carefully before checkout, questioning the authenticity of urgency claims, scrutinising seller ratings and badges, and reporting concerns to CASE. CCS will continue monitoring Singapore's e-commerce landscape and taking action where businesses fail to meet their obligations.

For more information on identifying dark patterns, visit www.ccs.gov.sg.

COURT ORDERS SECURED AGAINST IMMIGRATION CONSULTANCY BUSINESSES FOR MISLEADING PRACTICES

CCS obtained court orders against several immigration consultancy businesses found to have engaged in unfair trade practices. The case centred on Cheng Yong Teck ("Cheng"), who directed the operations of Paul Immigrations Pte. Ltd., VED Immigrations Pte. Ltd. and SAVA Immigrations Pte Ltd. The unfair trade practices involved misleading consumers about the urgent need to apply for Singapore Permanent Residency ("PR") and making unsubstantiated guarantees of PR application success if consumers engaged their services. Affected customers paid up to S\$10,000 for such services.

Investigations commenced after CASE referred multiple consumer complaints regarding Paul Immigrations' sales tactics to CCS. When CCS investigated Paul Immigrations, Cheng ceased its operations and continued similar practices through VED Immigrations, before CCS found that he had also been operating

through a third entity, SAVA Immigrations. The registered shareholders and directors of VED Immigrations and SAVA Immigrations were Cheng's family members. Cheng personally wrote scripts for staff, monitored their sales tactics via closed-circuit television footage, and implemented a punishment-and-reward system to enforce his methods.

The District Court ordered Cheng and the relevant businesses to cease the unfair trade practices, publish details of the court orders in major newspapers and on their digital platforms, notify all potential customers about the court orders before contracting with them, and inform CCS of any changes to their business structures or Cheng's involvement in any business. This case marked CCS's first court action against a person who used new business entities to evade detection of unfair trade practices.



CCS ISSUES GUIDE ON CLEAR AND ACCURATE PRODUCT CLAIMS

In October 2025, CCS published a guide to help businesses make claims relating to the qualities, uses or benefits associated with their products or business ("Quality-Related Claims"). The guide was developed following concerns raised over potential greenwashing and recent enforcement actions taken against businesses found to have made misleading claims.

The guide sets out five principles for businesses making product claims: claims should be true and accurate; clear and easily understood; meaningful; accompanied

by material information; and supportable by evidence. It includes case studies to assist businesses in applying these principles in specific contexts. In developing the guide, CCS sought views from industry suppliers and business associations.

CCS also noted the role consumers can play in holding businesses accountable, advising them to consider whether claims genuinely meet their needs and to seek substantiation or credible user reviews before making a purchase.

CCS ISSUES GUIDANCE ON HOUSEHOLD APPLIANCE REPAIR SERVICES TO SAFEGUARD COMPETITION AND CONSUMER CHOICE

In November 2025, CCS and the National Environment Agency completed a joint study into Singapore's household appliance industry to assess competition and consumer issues, and to better understand the supply landscape and distribution channels of common household appliances. The study was conducted following feedback received by CCS regarding instances where manufacturers had declined to supply repair inputs to independent repairers.

The study found that the supply of household appliances is generally well-served by manufacturers, distributors, importers and wholesalers, and that the after-sales service sector is generally well-supported by repairers. However, independent repairers may face difficulties obtaining certain complex repair inputs that manufacturers do not supply outside their authorised networks. CCS noted that such refusals may affect competition between authorised and independent repairers and could restrict consumer choice. Manufacturers were encouraged to review their supply practices to ensure compliance with the Competition Act.

The study also identified gaps in consumer access to warranty and durability information. CCS developed a checklist to help consumers assess warranty terms for household appliances, and encouraged manufacturers and retailers to present warranty information in a clear and accessible manner. Manufacturers were also encouraged to provide durability information from accredited third-party testing to support informed purchasing decisions.

The study did not find prevalent use of misleading or false environmental claims in the marketing of household appliances. CCS indicated it would monitor developments in the industry and take enforcement action where necessary.

竞消委调查： 消费者对家电预期寿命与广告宣传有落差

林伟杰 报道
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本地消费者心目中的家用电器预期寿命，与广告宣称的使用寿命有落差，两者的差别多达六成。

落差最大的是电视机，广告宣称的使用寿命平均为4.1年，消费者预想的是6.6年，是前者的1.6倍。消费者预期寿命更长的电器还包括冰箱、冷气机和电饭锅等。

消费者预期寿命比较短的家电，包括炉灶面板（cooker hobs）、微波炉和电烤箱等。这当中又以慢煮锅和压力锅的落差最大，广告宣传的使用寿命平均为8.4年，但消费者预期的只有5.6年。

列入调查的12种家用电器中，消费者预想使用寿命较长和较短的，各占一半。

这个调查结果来自新加坡竞争与消费者委员会和国家环境局联合展开的研究。

根据竞消委星期一（11月10日）发布的文告，它和新加坡消费者协会收到投诉，称家用电

器制造商拒绝供应零件、诊断软件、校准代码和技术装备等，可能影响独立维修员提供电器维修服务，也使得消费者无法从其他渠道获取服务。

竞消委与环境局因此展开研究，了解本地家用电器行业的情况。竞消委过后在报告书中为家电制造商提供指导，以保障消费者的权益。

业者：数码化和技术进步或导致家用电器无法修复

研究人员访问了制造商、入口商、分销商、授权维修供应商和独立维修员等；邀请1500名本地公民和永久居民参与线上调查与小组讨论。

根据调查资料，本地家用电器的使用寿命逐渐缩短。除了消费者认为制造商故意缩短产品寿命，以推高汰换率，也存在其他可能的解释。

许多独立维修员认为，家用电器的数码化和技术进步，是导致产品寿命缩短的主要原因。这是因为先进技术依赖于复杂的电

子元件，一旦发生故障，就可能导致整个产品无法修复。

另有业者指出，为降低成本而使用耐用性较低的材料制造内部组件，以及频繁推出新产品而导致生产速度加快，也可能损害产品质量，并缩短使用寿命。

尽管有独立维修员指出，一些家用电器制造商限制他们取得复杂零件和维修耗材，但研究报告表明，这种情况在本地并不普遍。

制造商与零售商受促重视维修与保修信息

竞消委在总结研究结果时，提醒限制独立维修员获得品牌特定零件和维修耗材的供应商，重新审视目前的做法，确保遵守竞争法令。

竞消委也鼓励制造商和零售商在官方网站上或在消费者购买产品时，以清晰、简洁和易懂的方式说明保修条款。如果产品由经认可的第三方检测机构测试过，制造商应公开产品的耐用性信息，协助消费者比对不同产品及做出购物选择。

CCS WARNS CONSUMERS ABOUT SAFETY RISKS WHEN BUYING BABY PRODUCTS AND CHILDREN’S JEWELLERY ONLINE

本地电商所售22婴儿用品中17种不合规

王辉雯 报道
hweewen@sph.com.sg

当局抽查本地电商售卖的婴儿产品后发现，近八成未达安全标准。

新加坡竞争与消费者委员会星期四（11月13日）发文告说，竞消委属下消费品安全办公室今年在虾皮（Shopee）和Lazada等电商平台购买了22件婴儿与儿童用品以进行测试；结果发现，其中17件不符合消费品安全要求条例规定的产品安全标准，仅五件在结构安全和化学成分方面符合国际安全标准。

竞消委：不合规产品已下架已购买者应立即停用

这些不合格的产品主要有三类，即婴儿床、婴儿车和儿童饰品。其中，一些婴儿床存在可能卡手指或头部、勒住颈部及摔下受伤等风险；一些婴儿车在不平坦的路面推行时，框架或轮子易断裂，束缚系统也不足，儿童可

能摔落；有些儿童饰品的部件含铅量超标；有些儿童手表中的纽扣型电池容易被幼儿取出误吞。

竞消委首席执行官高明新在文告中指出，竞消委已与电商平台和在线零售商密切合作，将不合规的产品下架。

竞消委呼吁已经购买了这些产品的消费者应立即停止使用，同时提醒其他拥有类似产品的消费者，应留意这类产品的潜在危险。

消费品安全办公室也提醒消费者，上网购买婴儿用品和儿童饰品存在安全风险。根据全国创伤资料库的记录，2022年至2024年，平均每年约有140起涉及婴儿床、婴儿车、纽扣电池及儿童饰品的儿童受伤个案。

因此，消费者购买婴儿用品时应选择授权零售商或信誉良好的品牌与供应商，并查看产品标签上的适用者年龄建议和安全说明。

办公室指出，本地售卖婴儿

不合格产品名单

婴儿床：

1. Bangluouu
2. MAQ X1
3. Beedome
4. Cobabies
5. Edison KUB-011

婴儿车：

1. Baobaohao（宝宝好）Foldable Cabin Stroller
2. Lightweight Stroller（Starry White）
3. Functional Baby Stroller 360° Rotate
4. Baby Stroller（商家：OULIANLAN）

婴儿饰品：

1. Sakura – Unicorn Beaded Jewellery Set
2. Elsa Character Chain Jewellery Set
3. Perfect Baby – Anna Character Beaded Jewellery Set

婴儿手表：

1. Hello Kitty Green Luminous Strap Watch with Light（两商家）
2. Sofia the First Green Luminous Strap Watch with Light（两商家）
3. Anna Elsa Pink Strap Watch with Light

床、婴儿车和玩具的实体店，多数能提供符合相关安全规定的检测文件。

高明新说：“竞消委敦促消费者和家长对有风险的产品保持警惕的同时，也会继续市场监测工作，以确保消费者的安全。”

竹脚妇幼医院急诊科部门

资深顾问医生及伤害预防工作小组组长陈明仁说：“过去五年来，与婴儿床和婴儿车相关的受伤事故有所增加。这个趋势提醒我们，父母和看护者在使用婴儿床和婴儿车时，务必确保有人在场、更谨慎，提供更密切的监督。”

Source: Lianhe Zaobao © SPH Media Limited. Permission required for reproduction.

In November 2025, the Consumer Product Safety Office of CCS conducted market surveillance on three categories of children’s products — baby cots, strollers, and children’s jewellery including accessories — and uncovered safety issues across all three. 22 products offered by suppliers on Shopee and Lazada were purchased and tested. Of these, 17 were found to be unsafe as they did not meet applicable product safety standards under the Consumer Protection (Consumer Goods Safety Requirements) Regulations 2011.

Common hazards identified included entrapment, strangulation and fall hazards in baby cots; fall, choking, shearing and crushing hazards in strollers; and laceration hazards and button battery ingestion risks in children’s jewellery. The National Trauma Registry recorded an average of approximately 140 child injury

cases annually between 2022 and 2024 from products in these three categories.

CCS worked with e-commerce platforms and online retailers to remove the non-compliant products. Consumers who purchased the identified products were advised to stop using them immediately. CCS observed that most physical retailers surveyed were able to produce supporting documents indicating that their products had been tested to relevant safety requirements.

Under the Consumer Protection (Consumer Goods Safety Requirements) Regulations 2011, suppliers of general consumer goods in Singapore are required to ensure their products meet applicable safety standards before placing them on the market.

BADGES THAT MEAN NOTHING: HOTEL BED COMPANY

Misleading claims can look simple. They can take the form of a logo that looks official but is actually not, or a rating that appears credible but has no legitimate basis.

CCS launched an investigation in March 2025 following a complaint about misleading marketing practices by mattress sellers in Singapore. The investigation found that Hotel Bed Company Singapore had displayed logos on its website and online platforms with statements such as “Hotelier Standard For Excellence” and “Hospitality Standards”, creating the impression that these were recognised industry standards. However, there were no such official standards. The logos were design choices, not certifications. Additionally, a 4.5-star Trustpilot rating was displayed across the brand’s platforms. CCS investigated and found no active account for Hotel Bed Company on Trustpilot. The displayed rating was based primarily on reviews that the business had written itself.

The case also raised questions about responsibility when a business changes hands. The logos and Trustpilot

A rating that appears legitimate but is built on a fiction.

rating were originally created and displayed by the brand’s former owner, H&S Private Limited (“H&S”). When H&S sold the brand to Adcasa Pte Ltd (“Adcasa”) in January 2025, Adcasa became aware of the logos and the rating but did not verify their accuracy and continued to display them.

CCS issued warnings to both H&S, for initiating the conduct, and Adcasa, for continuing it after acquiring the business. Adcasa has since given an undertaking to remove the misleading logos and the Trustpilot rating.

The case raises a broader concern that goes beyond any single brand. Across Singapore’s mattress retail sector, CCS has observed businesses marketing products as “hospitality grade”, “hotel grade”, or “orthopaedic grade” in ways that may lead consumers to believe these designations reflect official standards. CCS will continue to monitor such claims and take action where businesses fall short of their obligations under the Consumer Protection (Fair Trading) Act (“CPFTA”).

WATER FILTER COMPANY, AOX PTE. LTD., TAKEN TO TASK FOR MISUSE OF CCS’s LOGO

CCS found local water filter company AOX Pte. Ltd. (“AOX”) to have misused CCS’s logo in marketing materials at its physical retail outlets. AOX had reproduced CCS’s logo alongside a statement claiming that its findings had been verified by CCS. The statement was false and misleading; CCS had not verified any of the findings claimed by AOX. The use of CCS’s logo together with this statement constituted an unfair trade practice under the CPFTA and an offence under the Competition Act 2004.

Following CCS’s intervention, AOX admitted to the offence and gave an undertaking to cease using CCS’s logo and refrain from engaging in unfair trade practices. AOX also committed to issuing a clarification at its physical retail outlets.



OMNICOM-IPG MERGER CLEARED AS ADVERTISING MARKET REMAINS COMPETITIVE

Omnicom Group Inc. (“Omnicom”) and Interpublic Group of Companies (“IPG”) are both global players in advertising, media planning, and communications, with operations that include presences in Singapore. The proposed transaction would see Omnicom acquire IPG.

CCS commenced its review in March 2025, conducting a public consultation and seeking feedback from stakeholders including competitors and clients. Respondents generally did not raise concerns.

In Singapore, the relevant overlap between the two companies spans three areas: the supply of marketing communications services, the supply of media buying services, and the procurement of media buying services. Marketing communications services cover advertising, public relations, brand identity and design, and related work. Media buying services cover the

planning and purchasing of advertising space and time across print, digital, and outdoor platforms.

CCS found that both markets remain competitive and that the transaction is unlikely to substantially lessen competition in Singapore for several reasons. First, there are many alternative suppliers of both marketing communications and media buying services in Singapore, ranging from large multinational networks to independent agencies, and clients regularly switch between them. Second, the bespoke nature of these services means that no single provider holds a lock on client relationships. Third, any increase in the combined entity’s purchasing power in media procurement would be effectively constrained by the bargaining position of media owners, who operate across both traditional channels such as television and radio and major digital platforms.

TAMARIND HEALTH’S ACQUISITION OF TALKMED CLEARED FOR PRIVATE ONCOLOGY CARE

Tamarind Health Limited sought to acquire TalkMed Group Limited, a provider of private oncology services in Singapore. Medical oncology, the treatment of cancer primarily through drugs including chemotherapy, is a specialist field with a relatively limited pool of providers. Both companies operate in the provision of these services in Singapore’s private healthcare sector, creating a direct overlap that required assessment.

CCS commenced its review in January 2025, conducting a public consultation and seeking feedback from stakeholders including competitors and insurance service providers, whose role in the private healthcare market is significant.

Following its assessment, CCS concluded that the transaction is unlikely to substantially lessen competition in the market for private medical oncology

services in Singapore. Two considerations were central to this finding.

First, patients seeking medical oncology services in Singapore are not limited to the private sector. Alternative providers exist across both public hospitals and private institutions, and patients are able to switch between providers. The combined entity would not enjoy a dominant or unchallenged position in the market.

Second, and more structurally significant, insurers play a substantial role in shaping how patients select and finance private medical oncology care. This insurer influence acts as a meaningful constraint on the ability of any private provider to raise prices or reduce service quality following a merger, since insurers can steer patients toward alternative providers and negotiate on their behalf.

CONDITIONAL APPROVAL OF SINGAPORE AIRLINES–MALAYSIA AIRLINES COOPERATION

Singapore Airlines and Malaysia Airlines submitted a joint application to CCS in March 2023, seeking a decision on whether their proposed cooperation would constitute an anti-competitive agreement under the Competition Act 2004. The scope of the cooperation covers scheduling, pricing, sales and marketing, and broader commercial coordination, including expanded codesharing and special prorated arrangements, effectively creating a metal-neutral alliance between the two carriers’ full-service operations. The cooperation does not extend to their affiliated low-cost carriers, Scoot and Firefly respectively.

This was not the first time CCS had assessed a cooperation arrangement between the two airlines. An earlier joint application was conditionally cleared in May 2022, with the condition that the parties file a new application once the market had sufficiently recovered from the COVID-19 pandemic. This application fulfils that obligation.

CCS’s assessment found that price and capacity coordination arising from the proposed cooperation would restrict competition on the Singapore-Kuala Lumpur route and its reverse. The two airlines hold substantial combined market shares on the route, and coordination between them has the potential to reduce the competitive pressure that would otherwise exist on fares and capacity.

To address these concerns, Singapore Airlines and Malaysia Airlines offered a package of commitments. These included maintaining weekly seat capacity at levels existing prior to the cooperation taking effect, with provisions to propose capacity increases upon meeting specified performance targets tied to demand growth. The airlines are also committed to reporting operational data from their affiliated low-cost carriers on the route annually and to appointing an independent auditor to monitor compliance with all commitments.

CCS consulted industry stakeholders on these proposed commitments between February and March 2025. No concerns were raised. In reaching its decision, CCS also factored in a significant market development: Jetstar Asia’s impending permanent withdrawal from the Singapore-Kuala Lumpur route, which reduces the number of active competitors and underscores the importance of the capacity commitments holding.

Satisfied that the commitments sufficiently address the competition concerns identified, CCS granted conditional approval on 7 July 2025. CCS will continue monitoring developments on the route to ensure that the commitments deliver the intended competitive outcomes for passengers.



CLEARANCE GIVEN FOR HINO–MFTBC MERGER

Businesses that depend on medium and heavy duty trucks, from logistics operators to construction firms to public sector agencies, need reliable access to a range of suppliers, and strong after-sales support.

Hino Motors, Ltd. (“Hino”), a subsidiary of Toyota Motor Corporation listed on the Tokyo and Nagoya stock exchanges, distributes light commercial vehicles, medium duty trucks, heavy duty trucks, and spare parts in Singapore exclusively through Borneo Motors (Singapore) Pte. Ltd.. Mitsubishi Fuso Truck and Bus Corporation (“MFTBC”) distributes a comparable range through Goldbell Engineering Pte. Ltd., and additionally supplies buses and industrial engines.

The two companies do not overlap in the supply of light commercial vehicles, which Hino does not supply in Singapore. The parties compete primarily in the supply of medium duty trucks, defined as vehicles weighing between 5 and 16 tonnes, and heavy duty trucks, defined as vehicles weighing more than 16 tonnes. These are the relevant markets CCS identified for assessment.

CCS received the merger application on 4 July 2025 and launched a public consultation the following week, inviting feedback on the potential competition impact of the proposed transaction. The consultation ran until 28 July 2025. On 7 October 2025, CCS cleared the proposed merger, concluding that it is unlikely to substantially lessen competition in Singapore in relation to the supply of light commercial vehicles, medium duty trucks, and heavy duty trucks.

Following its assessment of the parties’ submissions and third-party feedback, CCS found that the relevant markets are likely to remain competitive, given the presence of alternative suppliers, moderate barriers to entry, the ability of end-customers to switch suppliers, and little to no price transparency, as end-customers typically procure vehicles through quotations or tenders.

CLEARANCE OF THE TAL–SEACO MERGER

Typewriter Ascend Ltd (“TAL”) sought to acquire Global Sea Containers Limited (“Seaco”). Both companies supply intermodal containers in Singapore, including dry box containers for general cargo, refrigerated containers for temperature-sensitive goods, and dry freight special containers for cargo with specific loading requirements.

CCS commenced its review on 16 July 2025 and conducted a public consultation, seeking feedback from stakeholders including competitors and customers. Respondents generally did not raise concerns.

CCS found the transaction unlikely to substantially lessen competition in the supply of intermodal containers in Singapore for several reasons. The parties are not each other’s closest competitors, and customers can switch to multiple alternative suppliers. Barriers to entry and expansion in the intermodal container market are low. CCS also noted that the merged entity may, in practice, be better positioned to compete with larger global suppliers of intermodal containers, which could benefit customers through a more credible competitive counterweight. Customers also retain meaningful bargaining power in their dealings with suppliers.

TPG–ECON HEALTHCARE MERGER CLEARED

TPG Inc., a global private equity firm, already held a stake in Singapore’s aged care sector through its ownership of Invest Healthcare and its subsidiaries, which provide non-residential care and nursing home services. The proposed acquisition of Econ Healthcare (Asia) Limited, which operates across the same categories of services, consolidated two sets of operations under a single owner and required CCS to assess whether this concentration would substantially lessen competition.

CCS reviewed the transaction and concluded that it had not resulted in a substantial lessening of competition in the supply of non-residential care services, or in either subsidised or unsubsidised nursing home services in Singapore.

Several factors underpinned this conclusion. The combined market shares of the relevant entities are likely to remain competitive, leaving substantial room for competitors to continue operating effectively. Viable competitors remain active in both the non-residential care and nursing home segments. In the subsidised nursing home segment specifically, the Ministry of Health’s pricing schemes place constraints on price increases, meaning that even an entity with greater market presence would face real limits on its ability to raise fees. Competitors also retain the ability to shift capacity between subsidised and unsubsidised services in response to market conditions, which adds flexibility to the competitive landscape. Finally, the nursing home market in Singapore is inherently fragmented, comprising a mix of for-profit and non-profit providers across different sizes and service offerings.



A BROADER MANDATE, A STRONGER FRAMEWORK

ADVERTORIAL

Better protection for consumers

The Competition and Consumer Commission of Singapore takes on two regulatory roles to enhance its safeguards for shoppers when they make everyday purchases

Every day, we make purchases and decisions, from vegetables at the supermarket to calling fans for our home. We trust we are getting fair prices and safe products. Behind the scenes, a new protection agency enforces the laws that shield consumers from unfair business practices and ensures that transactions are transparent and honest.

From today, the Competition and Consumer Commission of Singapore (CCCS) expands its consumer protection role. The Consumer Product Safety Office (CPSO) and Weights and Measures Office (WMO) have moved from Enterprise Singapore to CCCS, consolidating key consumer protection functions under one regulator.

Established in 2005 as a statutory body under the Ministry of Trade and Industry, CCCS has grown over the years

– from ensuring fair competition to overseeing fair trading and now, product safety and measurement accuracy.

The CPSO oversees the safety of household goods sold in Singapore, while the WMO makes sure that weighing and measuring instruments used by businesses are accurate by appointing qualified companies (Authorised Verifiers) to verify these instruments regularly. They also check pre-packed goods in stores to ensure they contain the correct quantities as labelled.

Koh says: "By bringing these complementary regulatory roles together, we can achieve greater operational synergies and develop a more robust consumer protection regulatory framework to better serve businesses and consumers alike."

Prevent overpaying and unfair practices

The next time you are at the supermarket, look for the Accuracy Label on the weighing scale. This label means the weighing scale or measuring instrument has been verified as accurate. It shows the date when it was tested and is valid for one year. WMO also conducts routine checks on pre-packaged goods such as rice, cereals and frozen foods to verify that consumers are paying for accurate quantities.

Protect consumers from defective products

Many home appliances such as ceiling fans and water heaters are required to meet CPSO safety requirements.

Always look for the Safety Mark, which shows that the product has been tested and meets local safety standards. For instance, ceiling fans must support specific weight limits, among other regulations. The CPSO monitors both physical and online retailers. Last year, they removed nearly 7,000 e-commerce listings for unregulated products.

Find out more about the consumer protection framework and how it affects you at the following websites:
www.cccs.gov.sg
www.consumerproductsafety.gov.sg
www.weightsandmeasures.gov.sg

BROUGHT TO YOU BY

CCCS COMPETITION & CONSUMER COMMISSION
SINGAPORE

IN ASSOCIATION WITH

CONSUMER PROTECT SAFETY OFFICE **WEIGHTS AND MEASURES OFFICE**

CCS entered FY2025/2026 with a meaningfully expanded remit. On 1 July 2025, following the passage of the Competition (Amendment) Act 2025, the consumer product safety and legal metrology functions previously held by Enterprise Singapore were formally transferred to CCS. With this transfer, the Consumer Product Safety Office (“CPSO”) and the Weights and Measures Office (“WMO”) became part of CCS.

Businesses and consumers can now approach CCS for fair trading practices, product safety requirements,

and weights and measures compliance, all under one roof. The consolidation creates real operational synergies and gives CCS a fuller set of tools to strengthen market integrity and protect consumers across Singapore's marketplace.

All existing regulatory requirements, registrations, and certificates issued by the CPSO and the WMO remain valid and enforceable under CCS's authority.

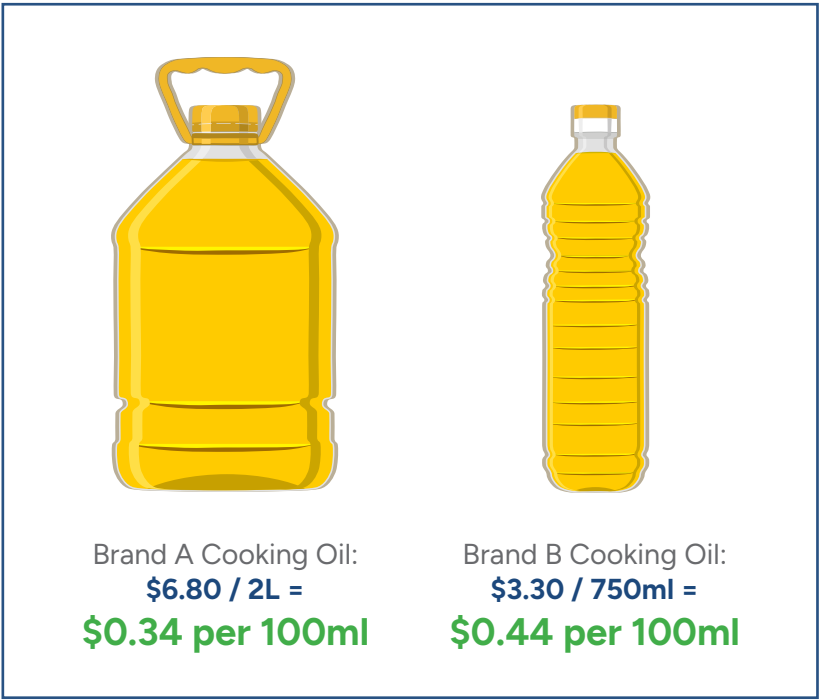


First published in The Straits Times on 1 July 2025

KNOWING THE PRICE PER UNIT

In September 2025, CCS and CASE launched a unit pricing pilot at five major supermarket chains: NTUC FairPrice, Sheng Siong, Prime Supermarket, Cold Storage, and Giant. Participating outlets displayed unit prices, the price per kilogram or per litre, alongside the selling price for selected grocery categories including rice, meat, eggs, cooking oils, fruits, and vegetables.

The rationale is simple. A larger pack is not always better value. Unit pricing lets shoppers compare across



different brands and package sizes without doing the mental arithmetic themselves. Countries including the United Kingdom and Australia have already made unit pricing standard practice.

The pilot ran over eight weeks across staggered periods, with consumer feedback gathered by a market survey firm.

Though Brand A costs more upfront, it is the better deal based on the lower unit price.

PARTICIPATING SUPERMARKETS:
FairPrice, Sheng Siong, Prime,
Cold Storage, Giant

ITEMS COVERED:
Rice, meat, eggs, cooking oils,
fruits, vegetables

WHAT MOVED TO CCS

CPSO

Consumer Protection (Trade Descriptions and Safety Requirements) Act 1975
Ensures consumer products supplied in Singapore are safe and meet applicable safety standards. Conducts market surveillance, investigates safety feedback, and informs consumers of product safety issues.

WMO

Weights and Measures Act 1975
Regulates weighing and measuring instruments and units of measurement used in trade, and verifies that pre-packaged goods contain the stated quantity. Protects both buyers and sellers in trade transactions.

Effective 1 July 2025. All existing registrations and certificates remain valid.



RAISING THE STANDARD FOR E-COMMERCE

Singapore’s e-commerce sector generated S\$393.9 billion in revenue in 2023. As more businesses move online and more consumers rely on digital platforms for everyday purchases, the standards governing how those platforms operate matter more than ever.

In September 2025, the Technical Reference 76 on Guidelines for Electronic Commerce Transactions (“TR 76”) was enhanced through a multi-stakeholder working group led by Enterprise Singapore, with CCS and the Ministry of Home Affairs as key contributors. The revised guidelines cover the full arc of a consumer’s online purchasing journey, from how products are displayed and ranked, to how disputes are resolved, and to how scams are detected and reported.

The updates fall across three areas:

Enhancing consumer trust. Platforms must present product information, including prices, return policies, and applicable fees, accurately and upfront. Discounts should represent genuine savings. Sponsored or paid listings must be disclosed. Fake reviews and misleading design features, including subscription traps, false urgency cues, and misleading stock indicators, are explicitly addressed.

Keeping the market open and competitive. Merchants should be able to list and sell across multiple platforms without being forced to use additional services. Platforms should not give preferential treatment to their own listings or those of affiliates at the expense of competing merchants. Conditions for merchant removal or account termination must be communicated clearly and applied reasonably.

Strengthening anti-scam measures. Platforms should verify merchant identities, implement processes to detect and remove suspicious accounts, and respond to regulatory requests within 24 hours. E-commerce scams more than halved between the first half of 2024 and the first half of 2025, from approximately 7,200 cases to 3,200. The enhanced TR 76 is designed to sustain and build on that progress.

TR 76 AT A GLANCE

Enhancing Consumer Trust

- Disclose sponsored listings
- Genuine discounts only
- No fake reviews
- No false urgency or misleading stock indicators
- Terms and conditions: accessible and clear

Open and Competitive Market

- Fair conditions for merchants
- Allow multi-platform listing
- No self-preferencing
- Transparent search and ranking
- Clear dispute resolution

Strengthening Anti-Scam Measures

- Verify merchant identity
- Detect and remove suspicious accounts
- Respond to regulatory requests within 24 hours
- Keep records of transactions and account activity

The TR 76 is available for purchase at the Singapore Standards eShop at singaporestandardseshop.sg

UPDATING THE RULEBOOK

This year, CCS undertook a substantive review of two key sets of guidelines that govern how competition cases are handled in Singapore, consulting publicly on proposed changes and inviting industry feedback.

Merger Procedure Guidelines

CCS proposed updates to its Merger Procedure Guidelines to make the merger review process more efficient without compromising its rigour. The key change is the introduction of a streamlined track for mergers that are unlikely to raise competition concerns. Under the revised guidelines (wef 1 May 2026), the assessment period for such cases is reduced from 30 to 25 working days. The changes also reduce the information burden on merger parties and provide earlier clarity on whether CCS is likely to clear a transaction.

Fast Track Procedure Guidelines

Following public consultation in November 2025, CCS introduced new Fast Track Procedure Guidelines, replacing the existing framework. Effective from 1 July 2026, the new guidelines make it easier for parties under investigation to initiate settlement discussions with CCS, with settlement discounts of up to 30% on remaining financial penalties for parties who accept and

resolve the infringements as per the signed Agreement, i.e. did not withdraw from, challenge, or appeal the signed Agreement.

Revised Guidance Note for Passenger Airline Alliance Agreements

In February 2026, CCS sought public feedback on an updated Passenger Airline Guidance Note (the “PAGN 2026”), replacing the version published in 2018. Singapore’s aviation sector is a significant one for CCS. In FY2025/2026 alone, the regulator assessed and conditionally approved cooperation agreements involving Singapore Airlines with both Garuda Indonesia and All Nippon Airways.

The revised PAGN 2026 (wef 27 July 2026), introduces a clearer, three-step process for all airline alliance notifications with specific milestones, so airlines understand when to initiate commitment discussions with CCS and when to finalise those commitments for market testing. The updated guidance also broadens the types of commitments CCS may consider, including price commitments alongside the existing capacity-based approach, and covers CCS’s framework for defining relevant markets and evaluating net economic benefits.

WHAT CHANGED AND WHY

	What changed	Why it matters
Merger Procedure Guidelines	Streamlined track for low-concern mergers; assessment period cut from 30 to 25 working days	Faster decisions, less burden on businesses, same rigour
Fast Track Procedure Guidelines	New framework replacing Fast Track Procedure; higher settlement discounts; clearer appeal position	Quicker resolution for businesses; better use of CCS’s resources
Airline Alliance Guidance Note	3-step process with clear milestones; broader commitment types; updated market assessment framework	Greater clarity for airlines seeking approval; more predictable review process

03

Engaging Our Stakeholders

CCS works closely with other government agencies to engage and advise them on competition matters. CCS also reaches out to a spectrum of stakeholders to promote the awareness and understanding of competition and consumer protection laws.



OVERVIEW OF FY2025/2026 GOVERNMENT ADVISORIES

In FY2025/2026, CCS has completed 23 advisory cases, providing advice to 12 government agencies, including the Land Transport Authority, the Ministry of Health, the Monetary Authority of Singapore, and the Singapore Tourism Board. Through these cases, CCS supported governments agencies to address issues in relation to industry initiatives, public policies and market developments. These government agencies generally found CCS's advice to be useful, and CCS's recommendations were adopted or implemented.

Advice on Price Caps

CCS's advice was sought on the competition concerns that may arise from implementing price caps on an industry. While the price caps are intended to ensure long-term affordability for customers, CCS shared that such price caps could also reduce the commercial incentives for market players to improve quality of the product. Published price caps may also discourage market players from diverging their prices from the published rates, thereby discouraging them from charging a more competitive price.

To address the competition concerns, CCS suggested mitigating measures such as for the government agency to regularly audit product quality and put in place quality standards. CCS also suggested that such price caps must be regularly reviewed and updated to ensure that they remain effective in ensuring affordability for customers without undermining the financial sustainability of the market players.

Advice on Pricing Guidelines

CCS's advice was sought on concerns that may arise from businesses in a specific sector charging a higher price for a certain customer group. CCS highlighted that businesses which set their own prices independently based on their own business operating circumstances would not raise competition concerns, even if they impose different charges on different groups of customers.

Nonetheless, CCS suggested for the government agency to remind businesses in that sector to clearly communicate any pricing and its conditions to the consumers, including how the changes in conditions would affect prices, additional upfront charges, and accurate explanations for any additional charges when requested by consumers. Businesses should also adopt best practices with respect

to pricing that are set out in CCS's Price Transparency Guidelines.

Advice on Creating A List of Recommended Industry Players

CCS's advice was sought on an initiative to identify and publish a list of recommended industry players to undertake certain tasks, with the assistance of the industry association. CCS highlighted that doing so will give a competitive advantage to industry players that are included in the list. As such, the criteria used should be objective and transparent, and all qualifying market players should be given ample time and opportunity to apply to be on the list. CCS also advised against allowing the association to play certain roles to minimise the risk of disadvantaging non-affiliated industry players or using the platform to facilitate the exchange of commercially sensitive information.

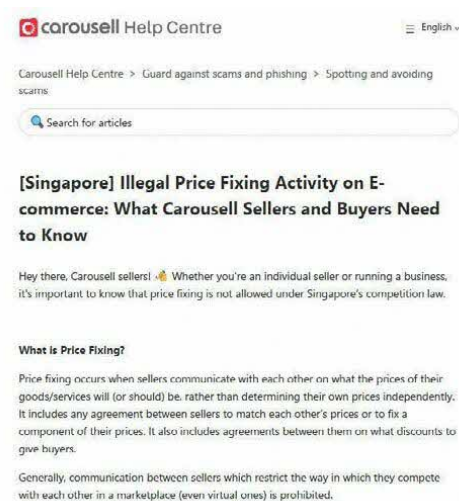
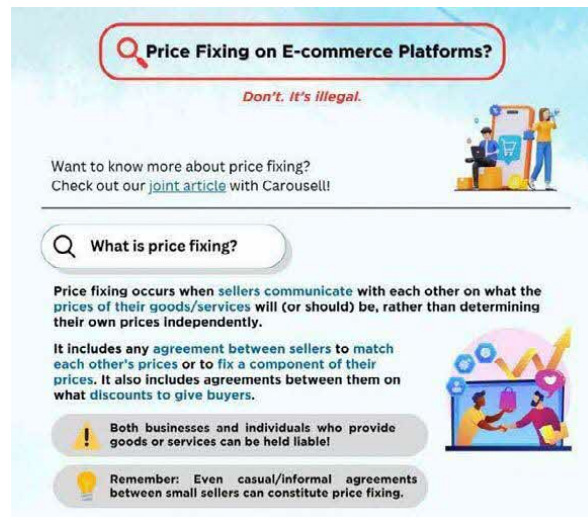
Advice on Enhancement of Procurement Process

CCS's advice was sought on different approaches to enhance the public procurement process for an industry which entails balancing the focus on quality, innovation and price as well as the participation of the industry associations. CCS highlighted that a balanced evaluation of price, quality and innovation is needed to achieve fair competition and value for money in procurement. For example, overemphasis on minimum track record as an evaluation criterion in a tender could make it more difficult for new businesses with good proposals to break into the market and this limits competition. CCS identified competition issues relating to the different approaches, and suggested improvements to address them. CCS also highlighted competition risks associated with giving certain roles to the industry associations such as prices coordination or unfair advantage for their members.

OUR DIGITAL ENGAGEMENT

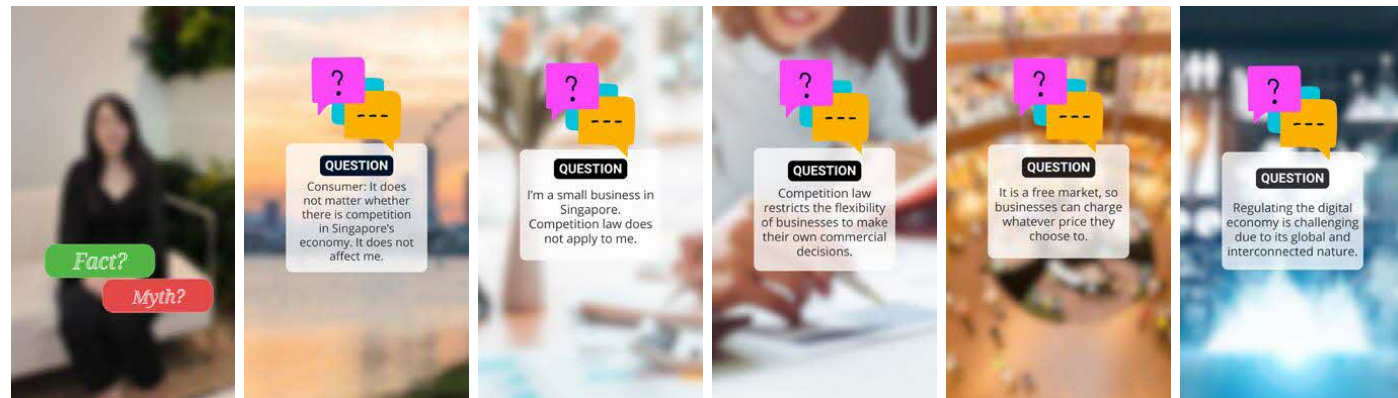
Joint Article with Carousell – Price Fixing on E-commerce Platform (April 2025)

CCS partnered with Carousell to educate sellers about price fixing – a serious infringement of competition law. Through a joint article titled “Illegal Price Fixing Activity on E-commerce: What Carousell Sellers and Buyers Need to Know”, CCS explained the illegality of price fixing and outlined legitimate pricing practices that sellers can adopt instead. The article emphasised that competition law applies to all sellers, regardless of their size or market presence. The key messages were further amplified through CCS’s social media channels.



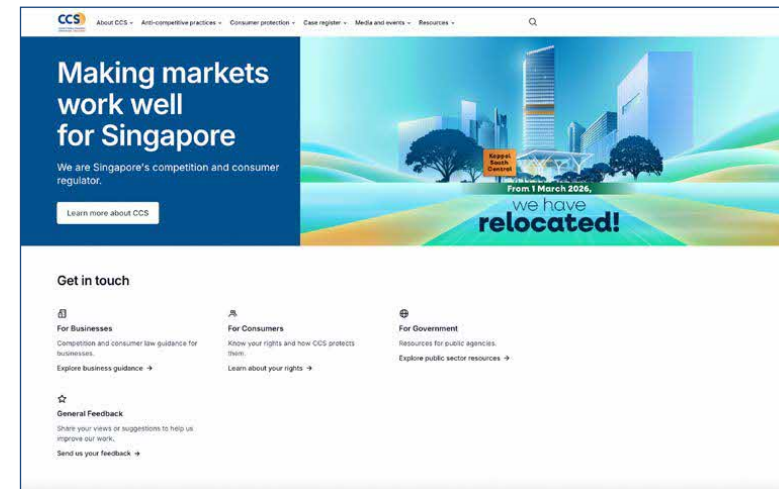
Social Media Series – Explainer Videos

CCS produced a series of short explainer videos on social media featuring our officers, breaking down facts about the Competition Act and the Consumer Protection (Fair Trading) Act. The series comprised 17 reels and featured eight officers.



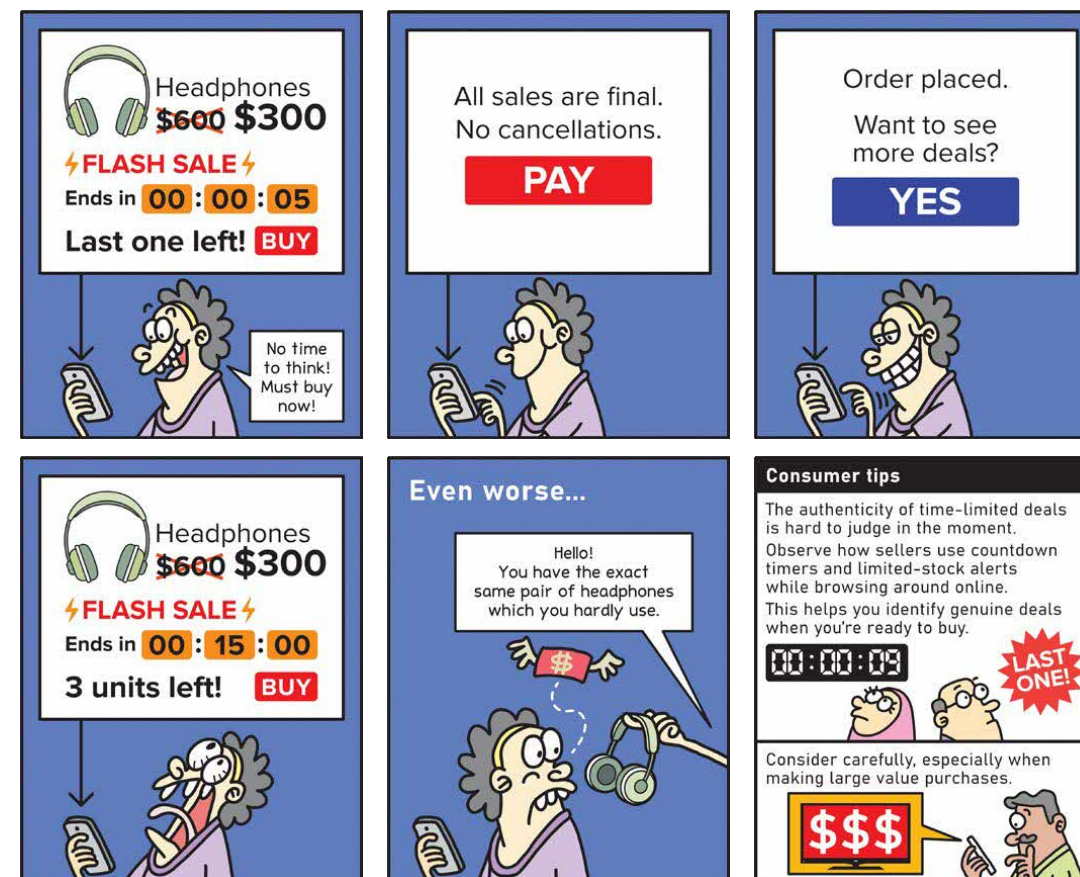
Revamped Corporate Website (June 2025)

To improve user experience, the CCS website was migrated to the Isomer platform. Isomer is a static site hosting platform developed by the Government Technology Agency for Singapore Government agencies, offering a more streamlined and secure browsing experience for users. The migration ensured that the website met government standards for accessibility and performance, while also simplifying content management for the team.



Know More About Dark Patterns (July 2025)

A series of six illustrations was developed with Chew on It! presenting thematic comics on dark patterns such as “Fake Reviews”, “Subscription Trap” and “Fake Ranking” etc to explain the different types of dark patterns and how the public can spot them. Social media boosting was implemented to increase awareness of the campaign.



OUTREACH TO BUSINESSES, PRACTITIONERS, TRADE ASSOCIATIONS AND CHAMBERS

Singapore Corporate Counsel Association Legal Congress (6 April 2025)

CCS participated as a panellist at the Singapore Corporate Counsel Association Legal Congress, contributing to a panel discussion on the role of in-house counsel as gatekeeper or growth partner. The two-day event drew over 800 participants.



Outreach to the Singapore Retailers Association (“SRA”) Secretariat (30 July 2025)

CCS conducted an outreach session with the SRA Secretariat. Several areas for potential collaborations were identified, including further outreach sessions for the SRA’s smaller members and participants in their SCAPE incubator programme.

28th Annual SME and Infocomm Commerce Conference (3–4 September 2025)



CCS participated as a government partner at the 28th Annual SME and Infocomm Commerce Conference (“SMEICC”) 2025, organised by the Singapore Chinese Chamber of Commerce & Industry (“SCCCI”). This marked CCS’s fifth involvement in the flagship SME event. The conference, themed “A Shared Future: Business Reimagined”, was graced by Dr Vivian Balakrishnan, Minister for Foreign Affairs, Ministry of Foreign Affairs.

Over the 2-day conference, participants across various industries visited the CCS booth, learning more about CCS’s work through educational materials, including resources tailored for SME owners on bid-rigging concerns. CCS also created an electronic direct mailer for SCCCI’s post-event distribution to over 4,000 attendees, highlighting CCS’s rebrand and significant announcements affecting business owners, including the launch of the AI Markets Toolkit. A presentation on “Competition Act: Dos and Don’ts,” was also delivered during the conference to educate businesses on compliance requirements.

Business Engagement with Trip.com (18 September 2025)

CCS hosted representatives from Trip.com, who expressed interest in CCS’s fair trading enforcement and its online travel booking market study. CCS provided an overview of Singapore’s competition and fair trading laws, with a focus on CCS’s digital fair trading cases and price transparency guidelines.



OUTREACH TO SCHOOLS

National University of Singapore (“NUS”) EWBCLB-CCS Programme (2 April 2025)

CCS participated in a panel discussion on competition law organised by the NUS EW Barker Centre for Law & Business, alongside supporting law firms.



Outreach to NUS Economics of Competition Policy (11 April 2025)

CCS presented to NUS students enrolled in the NUS Economics of Competition Policy course, covering CCS’s role, competition matters, the three prohibitions under the Competition Act, fair trading practices and relevant enforcement cases.

Outreach to Nanyang Junior College (23 April 2025)

CCS presented an overview of its functions, the three prohibitions under the Competition Act, and Singapore’s consumer protection framework under the CPFTA. This session was accompanied by relevant enforcement cases, including recent cases in digital markets such as Grab’s acquisition of Trans-cab Holdings Ltd. and CCS’s investigation into Loft Home Furnishing for publishing fake 5-star reviews.

Outreach to staff of ITE’s Business & Services School (16 May 2025)

CCS presented to staff and teachers at ITE Simei Campus on unfair trading practices under the CPFTA, with a focus on the beauty and hair industry. The session highlighted common practices that may constitute unfair trade practices under the Act.

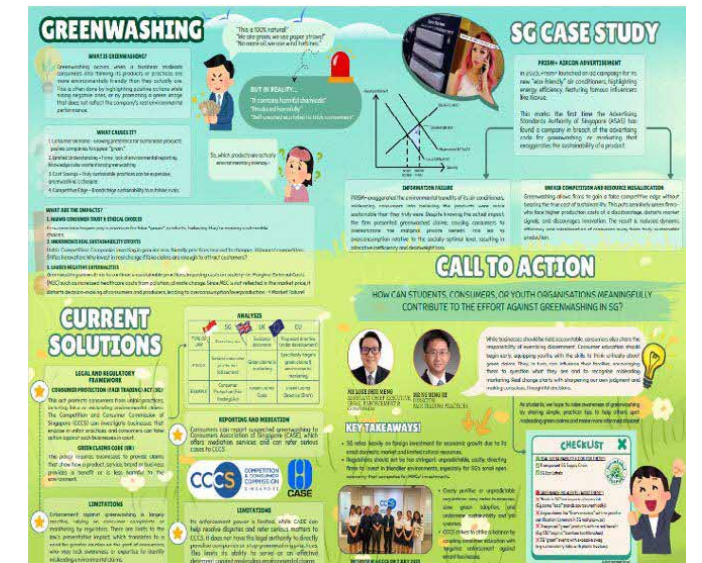
Outreach to Singapore Management University (“SMU”) School of Economics (14 June 2025)

CCS spoke on market studies and government advisories as part of a module designed for SMU master’s students. The session also featured contributions from representatives of Baker McKenzie, Rajah & Tann and CompassLexecon.



Engagement with River Valley High School (2 July 2025)

CCS spoke with students from River Valley High School about its work on greenwashing, as part of the school’s Economics Explorer Programme, which examines how economic concepts apply in practice. The discussion was subsequently incorporated into an infographic for students to share with their peers.



Outreach to St Andrew’s Junior College (“SAJC”) (27 November 2025)

An outreach session with students from SAJC was held to discuss CCS’s work. The sharing session was arranged as part of SAJC’s Discovery Fortnight, an event designed to broaden students’ exposure to different fields and disciplines.

OUTREACH TO GOVERNMENT AGENCIES

12th Inter-Agency Forum on Countering Financial Fraud against Government Assistance Schemes (21 May 2025)

CCS spoke at the 12th Inter-Agency Forum on Countering Financial Fraud against Government Assistance Schemes. The forum was co-chaired by the Commercial Affairs Department and the Inland Revenue Authority of Singapore which brought together officers of grant-giving and grant-owning agencies across sectors. CCS's presentation focused on bid-rigging, its prevalence in grant applications, case referrals, as well as opportunities for inter-agency collaborations.

AI Markets ("AIM") Toolkit demonstration at IMDA's ATxSG conference (27 May 2025)

At the Infocomm and Media Development Authority ("IMDA")'s flagship event, Asia Tech Conference Singapore, CCS demonstrated the AIM Toolkit designed to help AI developers and deployers self-assess potential competition and consumer protection considerations in AI development and deployment. During the same event, CCS also participated in the roundtable discussion on AI Governance testing practices.



Outreach to Enterprise Singapore ("EnterpriseSG") Internal Audit and Investigations team (29 May 2025)

CCS hosted officers from EnterpriseSG Internal Audit and Investigations team to discuss CCS's work. The two agencies agreed on an in-principle framework for future case referrals.

CCS is also working with EnterpriseSG and the Accountant-General's Department to explore accounting-related training for CCS officers.

Outreach to Ministry of Finance's Procurement Office (24 June 2025)

CCS engaged the Government Procurement Function Office to discuss CCS's existing workstreams, particularly its efforts to equip public sector agencies in reducing bid-rigging.

Outreach to the National Environment Agency ("NEA") (30 July 2025)

CCS presented on bid-rigging prevention measures at the NEA Procurement Outreach, a session attended by over 150 NEA staff. Participants raised questions on a range of issues, including the distinction between bid-rigging and price-diving/low-balling, whether competitors sharing common subcontractors raise competition concerns, and how NEA should handle separate bids submitted by linked companies.

AI x COPCOMER (26 September 2025)

The fireside chat featured Ms Sholthana Begum, Senior Director of Technology and Digital at the UK's Competition and Markets Authority ("CMA"). Ms Begum shared insights on the CMA's experience building their data and AI capabilities, and on the analytical tools it uses for market monitoring.



Public Sector Legal Forum (30 October 2025)

CCS presented at the Public Sector Legal Forum, featuring the AI Markets Toolkit as a case study on the adoption of artificial intelligence and technology in the legal sector.



Internal Audit Community Day (3 October 2025)

CCS presented at the Internal Audit Community Day during Public Service Governance Week at One Punggol, addressing approximately 500 internal auditors. The presentation covered bid-rigging detection methods and how CCS advises government agencies on competition matters. The session drew considerable interest, particularly in CCS's Bid-Rigging Detection Tool, with multiple agencies contacting CCS for further information.



04

Beyond Our Shores

CCS works with our international counterparts to achieve our aim of making markets work well to create opportunities and choices for businesses and consumers in Singapore. We work with our partners to build necessary capacities and to cooperate on cross-border matters.

34th and 35th Meetings of ASEAN Experts Group on Competition (“AEGC”) (April, October 2025)

The 34th meeting of the AEGC and related meetings were held in Siem Reap, Cambodia from 8–11 April 2025. ASEAN Member States held extensive discussions on the status and implementation plans for various ASEAN projects, particularly the ASEAN Competition Action Plan (“ACAP”) 2026–2030 and the ASEAN Merger Information Sharing Portal (“MISP”).



The 35th Meeting of the AEGC and related meetings were held in Phnom Penh, Cambodia from 6–10 October 2025. ASEAN Member States discussed the status of and implementation plans for various ASEAN projects. CCS provided updates on the 11th ACC, the progress of negotiations for the ASEAN-Canada Free Trade Agreement, and recent competition developments in Singapore. CCS also participated in a workshop on the ASEAN Capacity Building Roadmap 2030 and a validation Workshop on the ASEAN Competition Business Perception Index, held on the sidelines of the Meeting.



30th ASEAN Committee on Consumer Protection (“ACCP”) Meeting (16–20 June 2025)

CCS attended the 30th ACCP meeting and related sessions in Jakarta, Indonesia. At the meeting, the ACCP chairmanship was handed over from Singapore to Thailand. Delegates reviewed completed, ongoing, and upcoming ACCP projects, met with ASEAN development partners, and discussed the ASEAN Strategic Action Plan on Consumer Protection 2026–2030.



11th ASEAN Competition Conference (“ACC”) (24–25 September 2025)

CCS hosted the 11th ACC, welcoming close to 200 stakeholders to discuss competition policy developments across the region. Themed “A New Era for Competition Policy in ASEAN”, the conference brought together policymakers, business leaders, practitioners, academics, and international partners to explore how competition policy can build a more resilient and inclusive regional economy. The event also marked the launch of the AIM Toolkit, developed in partnership with the Infocomm Media Development Authority. The AIM Toolkit is a voluntary self-assessment tool that helps businesses evaluate their AI models and practices for competition and consumer protection compliance through process checks and technical tests.



On the margins of the Conference, CCS leadership met with counterparts from the European Commission’s Directorate-General for Competition and the Australian Competition and Consumer Commission.

43rd Meeting of ASEAN Consultative Committee for Standards and Quality Working Group on Legal Metrology (15–16 October 2025)

CCS assumed the Chairmanship of the Working Group at this meeting held in Hanoi, Vietnam. Delegates discussed the harmonisation of legal metrology requirements across the region to ensure accurate trade measurements.



31st Meeting of the ASEAN Committee on Consumer Protection (“ACCP”) (17–21 November 2025)

The 31st ACCP Meeting in Kuala Lumpur, Malaysia saw progress across key workstreams, including the ASEAN Strategic Action Plan for Consumer Protection. Member States provided updates on consumer protection law implementation, with CCS contributing case studies and its enhanced Technical Reference 76 on Guidelines for E-commerce Transactions. The meeting also discussed prospects for future cooperation with external partners and organisations, including the Organisation for Economic Co-Operation and Development (“OECD”).



2025 International Competition Network (“ICN”) Annual Conference, and ICN Technologist Forum (7–9 May 2025)

CCS Chief Executive Mr Alvin Koh led a panel discussion at the Advocacy Plenary on “Competition in all policies: A balancing act?” during the ICN Annual Conference held in Edinburgh, Scotland. On the margins of the conference, the CCS delegation met with counterparts from the Australian Competition and Consumer Commission, among others. CCS also provided a live demonstration of the AIM Toolkit at the ICN Technologist Forum, drawing considerable interest from attendees.



International Consumer Protection and Enforcement Network (“ICPEN”) Best Practices Workshop and Tech Exchange (12–15 May 2025)

Held in Washington D.C., United States, the ICPEN Best Practices Workshop drew consumer protection enforcers from over 70 countries in attendance. CCS presented Singapore’s first fake reviews case, and how CCS used technology to facilitate the investigation.



OECD Competition Committee (16–20 June 2025)

At the OECD Competition Committee and related meetings, CCS delivered Singapore’s intervention on quantification of benefits for market studies and advisories.



9th United Nations (“UN”) Conference on Competition and Consumer Protection (7–11 July 2025)



Organised by the United Nations Conference on Trade and Development (“UNCTAD”), the UN Conference on Competition and Consumer Protection is a high-level multilateral meeting on competition and consumer protection. On the sidelines of the conference, CCS held a bilateral meeting with Ms Helena Laurent, Director-General of Consumers International (“CI”) – the only global network of consumer organisations, representing over 200 groups across 100 countries. CCS and CI explored opportunities to strengthen consumer protection policy through CI’s ongoing initiatives.

32nd Meeting of the Asia Pacific Economic Cooperation (“APEC”) Joint Regulatory Advisory Committee (“JRAC”) on Electrical and Electronic Equipment (30 July 2025)

The 32nd JRAC meeting was held in Incheon, South Korea, and was attended by electrical and electronic product regulatory representatives from APEC economies. CCS presented on Singapore’s experience with consumer education and engagement. Other topics included Australia’s use of Artificial Intelligence for web scraping, China’s latest developments in its China Compulsory Certification system and Taiwan’s management of Battery Energy Storage Systems.



On the sidelines of JRAC, CCS also met with its counterparts from South Korea, holding bilateral meetings with key product safety and legal metrology agencies. The CCS Weights and Measures Office met with the Korean Agency for Technology and Standards (“KATS”) to discuss legal metrology frameworks and policies, and conducted a site visit to PNE Systems, a manufacturer of Electric Vehicle Supply Equipment (“EVSE”), to learn about Korea’s legal metrological requirements for EVSE verification. The CCS Consumer Product Safety Office held bilateral meetings with the Korea Consumer Agency (“KCA”) and KATS, where KCA presented its patented AI-driven consumer safety monitoring and analysis system, which formed part of its Consumer Injury Surveillance System, and discussed upcoming product safety issues, while the meeting with KATS covered product safety regulatory policy and surveillance frameworks.



Competition, Industrial Policy and Innovation Conference (4 August 2025)

The Conference was hosted by the Taiwan Fair Trade Commission in collaboration with the International Centre for Law & Economics. It brought together leading voices from across jurisdictions to explore how regulation and antitrust law are adapting to, and possibly shaping, technological innovation against the backdrop of shifting geopolitical interests and national priorities. CCS Chief Executive Mr Alvin Koh participated in a panel on the evolution of global antitrust standards.



3rd ASEAN-Commonwealth of Independent States-Korean Fair Trade Commission (“KFTC”) Summit (2–3 September 2025)

CCS attended the 3rd ASEAN-Commonwealth of Independent States-KFTC Summit, which brought together competition authorities to address cross-jurisdictional enforcement challenges and develop practical solutions. CCS subsequently attended the 13th Seoul International Competition Forum, the flagship event of the KFTC, which drew approximately 300 attendees from six continents. CCS presented on Technical Reference 76 and its approach to regulation.

Asia Pacific Legal Metrology Forum (“APLMF”) – International Organisation of Legal Metrology (“OIML”) Training Course (2–4 September 2025)

CCS, Chair for APLMF Working Group on Goods Packed by Measure, co-organised a regional training course with Thailand’s Central Bureau of Weights and Measures. The event received participation from 10 economies. CCS delivered part of the training relating to inspection and testing methodologies, and compliance standards for pre-packaged goods, demonstrating its commitment to capacity-building initiatives that advance legal metrology in the region.



11th International Forum on Fair Competition Policy of China (“IFFCPC”) (8–9 September 2025)

The 11th IFFCPC themed “Unified National Market, Fair Competition for the Future” was held in Beijing, China. Hosted by State Administration for Market Regulation (“SAMR”)’s Anti-Monopoly Bureau and organised jointly with the Beijing Municipal Administration for Market Regulation, the Forum aimed to enhance fair competition awareness across society, drawing overseas competition authorities, government departments, business representatives, and regional experts.

CCS Chief Executive Mr Alvin Koh presented CCS’s achievements in competition enforcement, consumer protection, and product safety, highlighting cases such as Grab/Trans-Cab merger and outcomes including the beverage container return scheme and the environmental sustainability collaboration guidance note.



32nd Asia-Pacific Legal Metrology Forum (“APLMF”) (5–7 November 2025)

The 32nd APLMF was held in Bandung, Indonesia, with representation from 18 APEC economies. CCS jointly presented with Australia on the outcomes of the inaugural regional pre-packed goods surveillance on frozen seafood, participated in by 10 economies. Participating economies acknowledged the importance of conducting such surveillances. The forum also provided opportunities for sharing and discussion matters such as legislative reviews and verification of Electric Vehicle Supply Equipment.

24th OECD Global Forum on Competition and Competition Committee Meetings (1–5 December 2025)



The OECD’s 24th Global Forum on Competition and Competition Committee meetings were held in Paris, France. CCS submitted a written contribution for the Roundtable on Market Studies and Other Market Analysis Tools, with CCS Chief Executive Mr Alvin Koh presenting on CCS’s approach to initiating market studies. Mr Koh gave a Keynote Address at the 10th Meeting of High-Level Representatives of Asia-Pacific Competition Authorities, elaborating on CCS’s 20-year journey in market regulation. CCS also engaged in bilateral meetings on the sidelines, including an exchange with the European Commission’s Executive Vice-President, Ms Teresa Ribera to reaffirm bilateral relations.

20th East Asia Top Level Officials’ Meeting on Competition Policy (“EATOP”) and 17th East Asia Conference on Competition Law and Policy (“EAC”) (5–6 February 2026)

At the 20th EATOP, CCS Chief Executive Mr Alvin Koh presented CCS’s Guidance Note for Environmental Sustainability Collaborations and shared CCS’s experience with its first case under the streamlined process for collaborations pursuing environmental sustainability objectives, for which CCS issued positive guidance. Mr Koh also held bilateral meetings with counterparts from the Japan Fair Trade Commission and the Taiwan Fair Trade Commission on the sidelines of the EATOP and EAC.



Visit by Commissioner of Competition, Competition Bureau Canada (23 September 2025)

Mr Matthew Boswell, Competition Bureau Canada's Commissioner of Competition, led a delegation visit to CCS. The two agencies exchanged perspectives on their approaches to artificial intelligence, digitalisation, and emerging issues in the digital economy.



Visit by State Administration for Market Regulation (26 September 2025)

A delegation led by Mr Meng Yang, Vice Minister of State Administration for Market Regulation ("SAMR"), visited CCS where both agencies exchanged updates on their respective institutional frameworks and discussed recent developments in competition law and enforcement.



Free Trade Agreements ("FTAs") facilitate free trade and investment by offering tariff concessions, sector-specific access and fast market entry. Many of Singapore's FTAs include chapters on competition and provisions on consumer protection. CCS represents Singapore as the Chapter Lead for negotiations of competition and consumer protection provisions in FTAs and other framework agreements. CCS also participates in negotiations for other framework agreements that aim to strengthen ties and cooperation.

11th Round of Negotiations for the ASEAN-Canada Free Trade Agreement ("ACAFTA") Working Group on Competition (29–31 July 2025)

The 11th round of negotiations for the Competition Chapter of the ACAFTA was held from 29 to 31 July 2025 at the ASEAN Secretariat in Jakarta, Indonesia. Singapore chaired the negotiations, and substantive conclusion of the Competition Chapter was achieved at the round.



ASEAN Framework Agreement on Competition ("AFAC") (23 September 2025)

The AFAC was signed by ASEAN Member States on 23 September 2025 in Kuala Lumpur, Malaysia, on the sidelines of the 57th ASEAN Economic Ministers' Meeting. Mr Gan Kim Yong, Deputy Prime Minister and Minister for Trade and Industry represented Singapore at the meeting and signed the agreement on Singapore's behalf. The AFAC is ASEAN's first legally binding agreement dedicated to competition matters and aims to enhance regulatory coherence and facilitate cross-border competition enforcement in the region.



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