



COMPETITION & CONSUMER  
COMMISSION | SINGAPORE

## MEDIA RELEASE

25 February 2026

### CCS Seeks Feedback on Revised Guidance Note for Passenger Airline Alliance Agreements

1. The Competition and Consumer Commission of Singapore (“**CCS**”) is seeking feedback on its updated Passenger Airline Guidance Note for alliance agreements between airlines (the “**PAGN 2026**”). The revised PAGN 2026 will supersede the existing Passenger Airline Guidance Note published in 2018<sup>1</sup>.
2. The PAGN 2026 aims to assist the airline industry to better understand CCS's assessment framework and provide greater clarity on CCS's commitment deliberation. This will facilitate a more expedient review process moving forward.

### Proposed Updates to the PAGN 2026

3. The proposed updates are designed to streamline CCS's review process while maintaining the rigour of its assessment.
4. First, the PAGN 2026 will introduce a clearer process (streamlined 3-Step Approach) for all airline alliance notifications, with specific milestones to help airlines understand when to consider initiating commitment discussions with CCS and when to finalise commitments for market testing.
5. Second, the PAGN 2026 will outline CCS's key considerations that the airlines should consider when formulating their commitments for CCS's deliberation. Such considerations include whether airlines should explore other forms of commitments apart from capacity (e.g. price commitments) and other relevant factors (e.g. growth factor, non-fulfilment period and firewalls) when designing their capacity commitments.

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<sup>1</sup> Refer to existing CCS Guidance Note for Passenger Airline Alliance Agreement at [https://isomer-user-content.by.gov.sg/45/e673d6fd-fc2e-45d0-a904-c710032b6f0e/Airline%20Guidance%20Note\\_final.pdf](https://isomer-user-content.by.gov.sg/45/e673d6fd-fc2e-45d0-a904-c710032b6f0e/Airline%20Guidance%20Note_final.pdf)

6. Finally, the PAGN 2026 will also cover CCS's approach to defining relevant market(s) and evaluating net economic benefits for airline alliance agreements.

### **Public Consultation**

7. The revised PAGN 2026 can be accessed and downloaded from the CCS website at [ccs.gov.sg](https://ccs.gov.sg) under the section "[Public Consultation](#)".
8. Public feedback can be provided via the [official online form](#), or by emailing us at [CCS\\_consultation@ccs.gov.sg](mailto:CCS_consultation@ccs.gov.sg). The closing date for submissions is 5.00 pm on 11 March 2026. If the submission or correspondence contains confidential information, please also provide CCS with a non-confidential version of the submission or correspondence.

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## **About the Competition and Consumer Commission of Singapore**

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.

For more information, please visit [www.ccs.gov.sg](http://www.ccs.gov.sg).

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