

FREED!

LEVELING THE PLAYING FIELD -
THE CCCS OFFICERS HELP THE HONEST



COMPETITION
& CONSUMER | SINGAPORE
COMMISSION



MY NAME IS EDWARD LIM.
I RUN A STORE CALLED "HEALTH & HERBS"
WHICH SPECIALISES IN MEDICINAL HERBS.

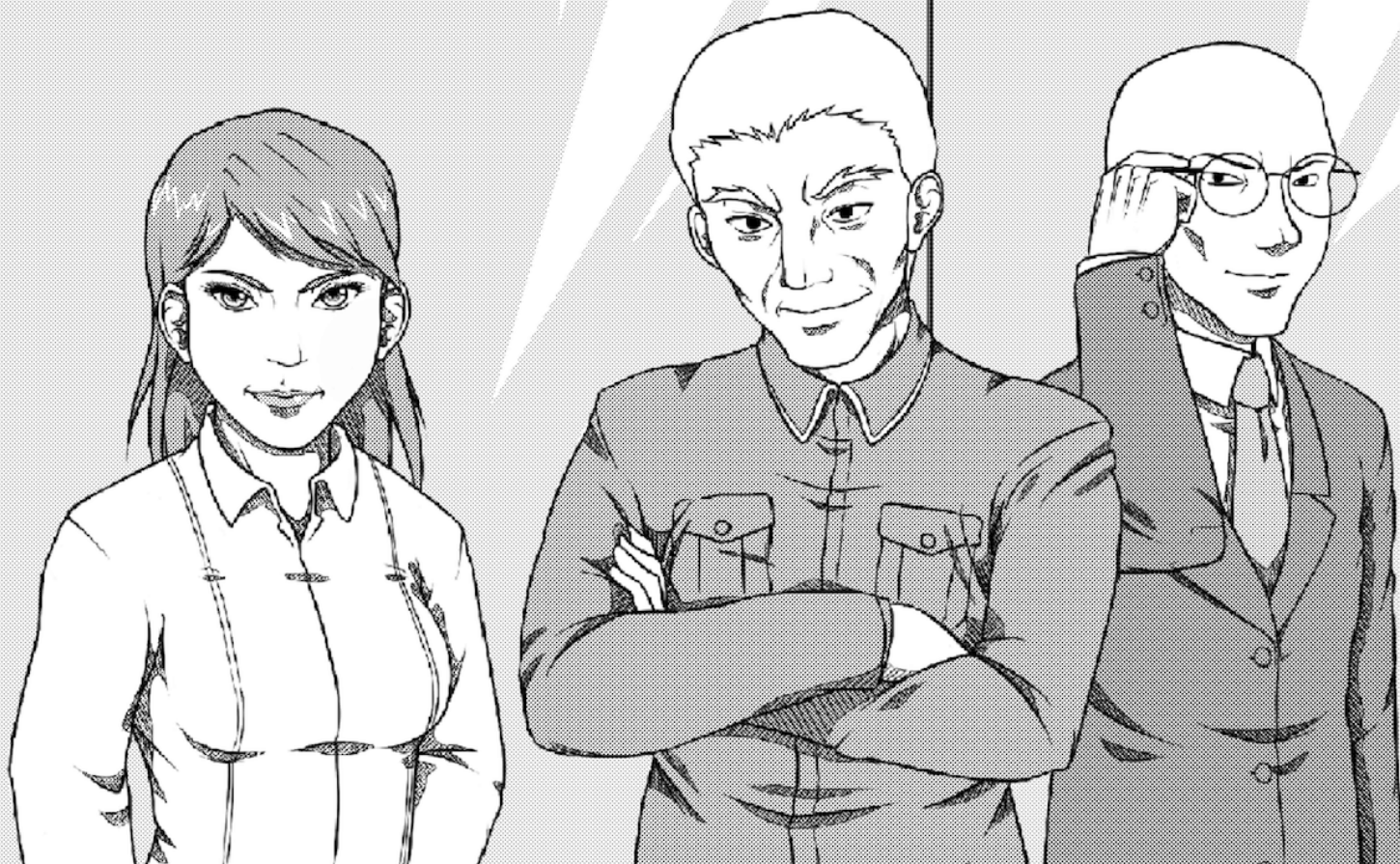


I WAS QUITE CONTENTED WITH
THE PROFITS I WAS MAKING...



EXCEPT THAT THE COST OF
MEDICINAL HERBS KEPT ON RISING...

THEN A FEW OWNERS OF OTHER
HERBAL MEDICINE STORES APPROACHED ME...



THEY CONVINCED ME THAT
FORMING A CARTEL WOULD
BE BENEFICIAL FOR ALL OF US.

LET'S ALL
FIX PRICES
OF HERBS
AT \$20/gm.

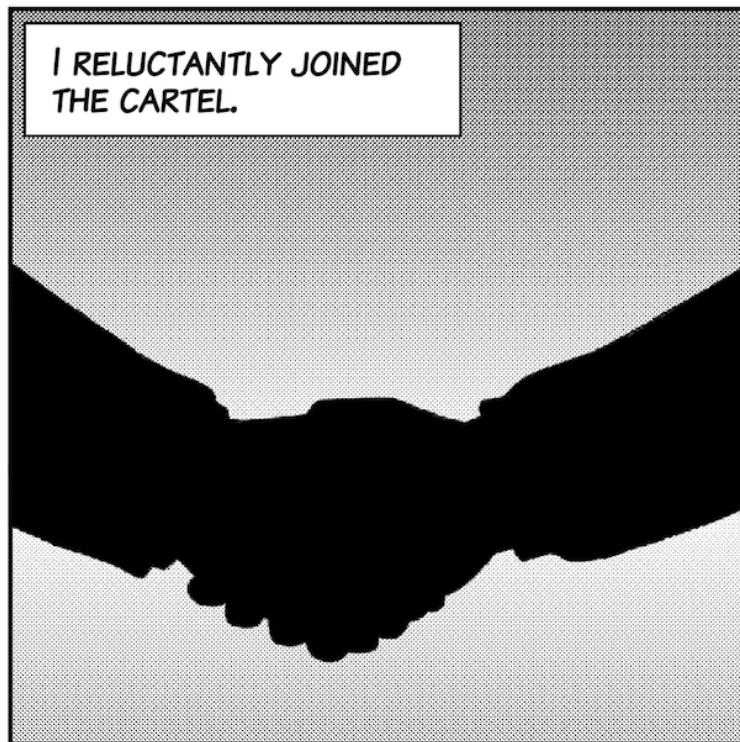
THIS APPROACH
IS THE
BEST FOR OUR
INDUSTRY.

I'M SURE
YOU WANT
THE BEST
FOR YOUR
BUSINESS.

HE HAS
A POINT...



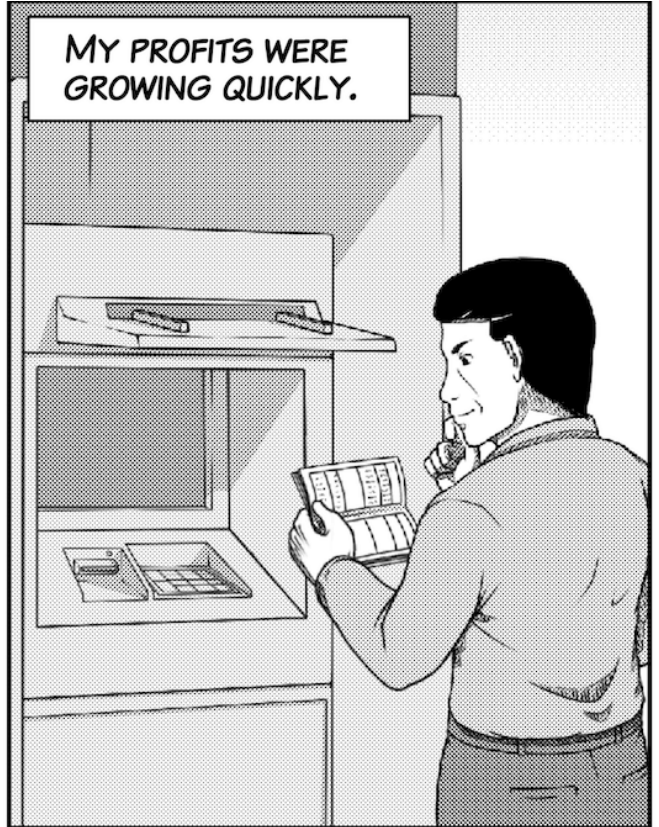
I RELUCTANTLY JOINED
THE CARTEL.



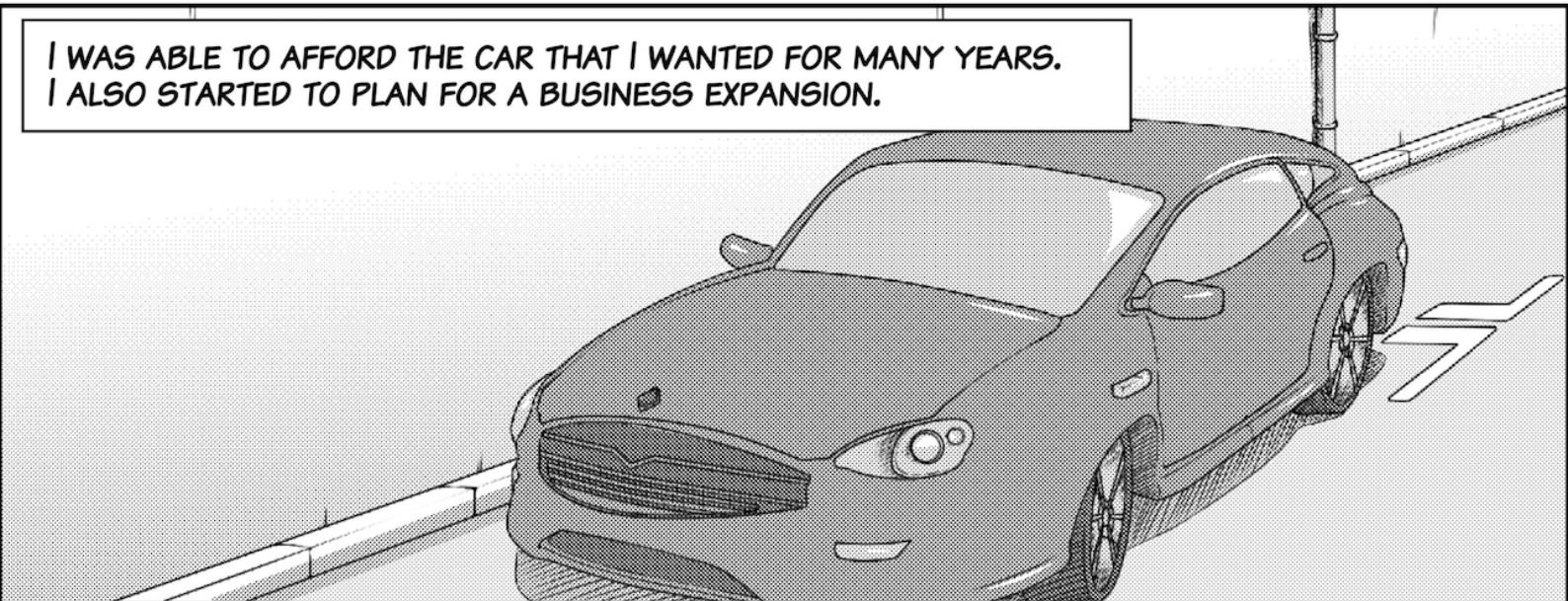
I COULD SEE THE BENEFITS,
ALMOST IMMEDIATELY.

DATE	TYPE	WITHDRAWAL	DEPOSITS	BALANCE
			\$600.00	\$3000.00
24/05/11	DEP		\$800.00	\$3800.00
25/05/11	DEP		\$1000.00	\$4800.00
26/05/11	DEP		\$1100.00	\$5900.00
27/05/11	DEP		\$1100.00	\$7000.00
28/05/11	DEP		\$1200.00	\$8200.00
29/05/11	DEP		\$1200.00	\$9400.00
30/05/11	DEP			

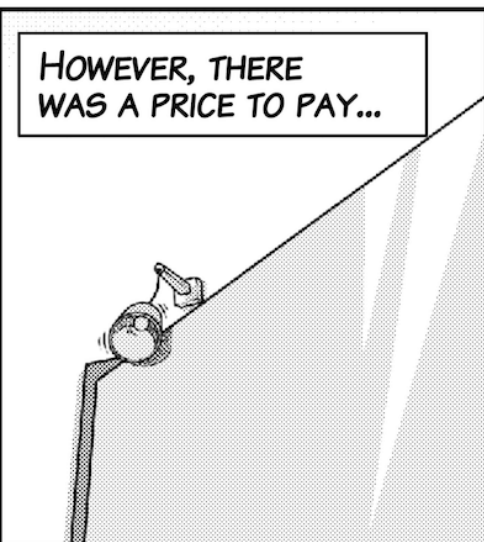
MY PROFITS WERE
GROWING QUICKLY.



I WAS ABLE TO AFFORD THE CAR THAT I WANTED FOR MANY YEARS.
I ALSO STARTED TO PLAN FOR A BUSINESS EXPANSION.



HOWEVER, THERE
WAS A PRICE TO PAY...



AH! HELLO THERE!

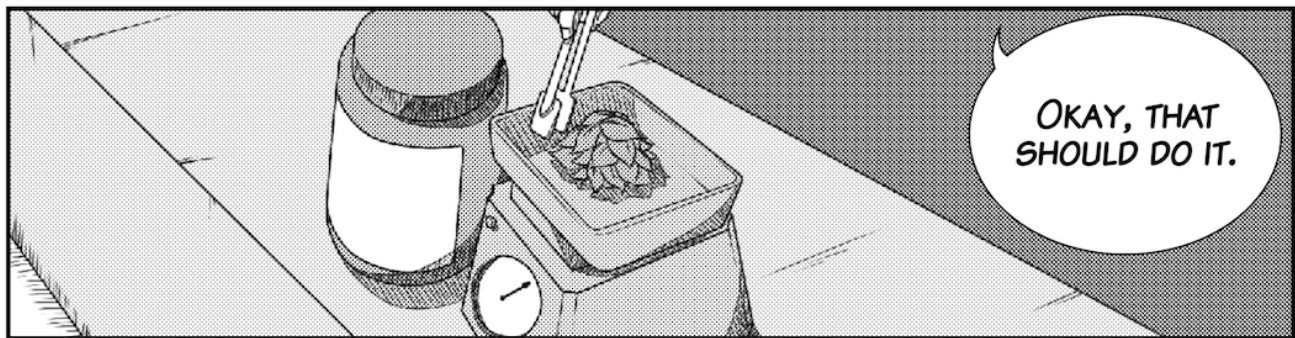


NOT BY ME...

BUT MY CUSTOMERS.

HELLO, EDWARD.
IT'S BEEN SOME
TIME SINCE WE
LAST MET.

OUR USUAL ORDER,
PLEASE.



HOW MUCH
IS IT, SON?

\$250.00

THE PRICES
HAVE REALLY
INCREASED
A LOT, SON!

W- WELL,
SUPPLIES ARE
RUNNING LOW,
SO PRICES
HAVE GONE UP.



I'M SORRY.
WE CAN'T AFFORD
IT RIGHT NOW.
WE'LL COME
BACK NEXT
TIME.

SORRY FOR
WASTING
YOUR TIME,
DEAR.

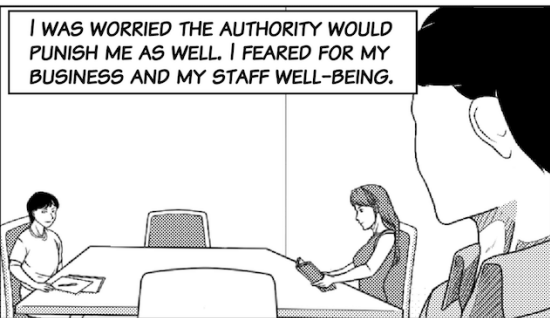
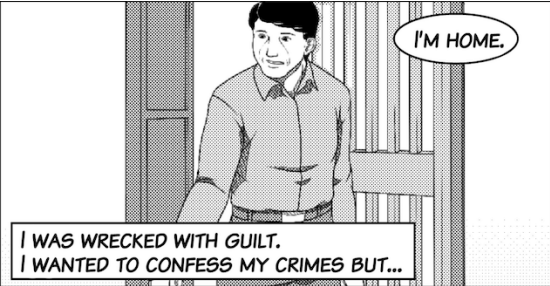
NO, NO.
NO NEED TO
APOLOGISE.



IT'S OK,
DEAR.

I'M SORRY
I COULDN'T GET
IT FOR YOU.
I KNOW IT
REALLY HELPS
TO EASE YOUR
BACK PAIN.





to the attention of the Competition and Consumer Commission of Singapore (CCCS). CCCS is to administer and enforce the Competition Act and to maintain and promote competitive mar

THAT SOUNDS LIKE WHAT I'VE DONE.

What is a cartel?

A cartel is an agreement between producers or suppliers of a good or service to fix prices and/or limit their production.

There are 4 main types of cartel conduct :

- (a) Price Fixing
- (b) Bid Rigging
- (c) Market Sharing
- (d) Production Controls

Why are cartels bad?

Cartels prevent competition since there is little or no incentive to lower prices or provide better quality goods or services. For example, economic studies have shown that cartels, on average, overcharge by 30%, thus raising costs. As a result, businesses and consumers are hurt and there is likely to be harm to the Singapore economy as well.

How can CCCS help you if you spot a cartel?

Although cartels generally operate in secret, you may be in a position to spot them in your industry. You can report them to CCCS and CCCS will investigate accordingly. CCCS has substantial investigation powers which it can exercise.

You may contact CCCS at the following:

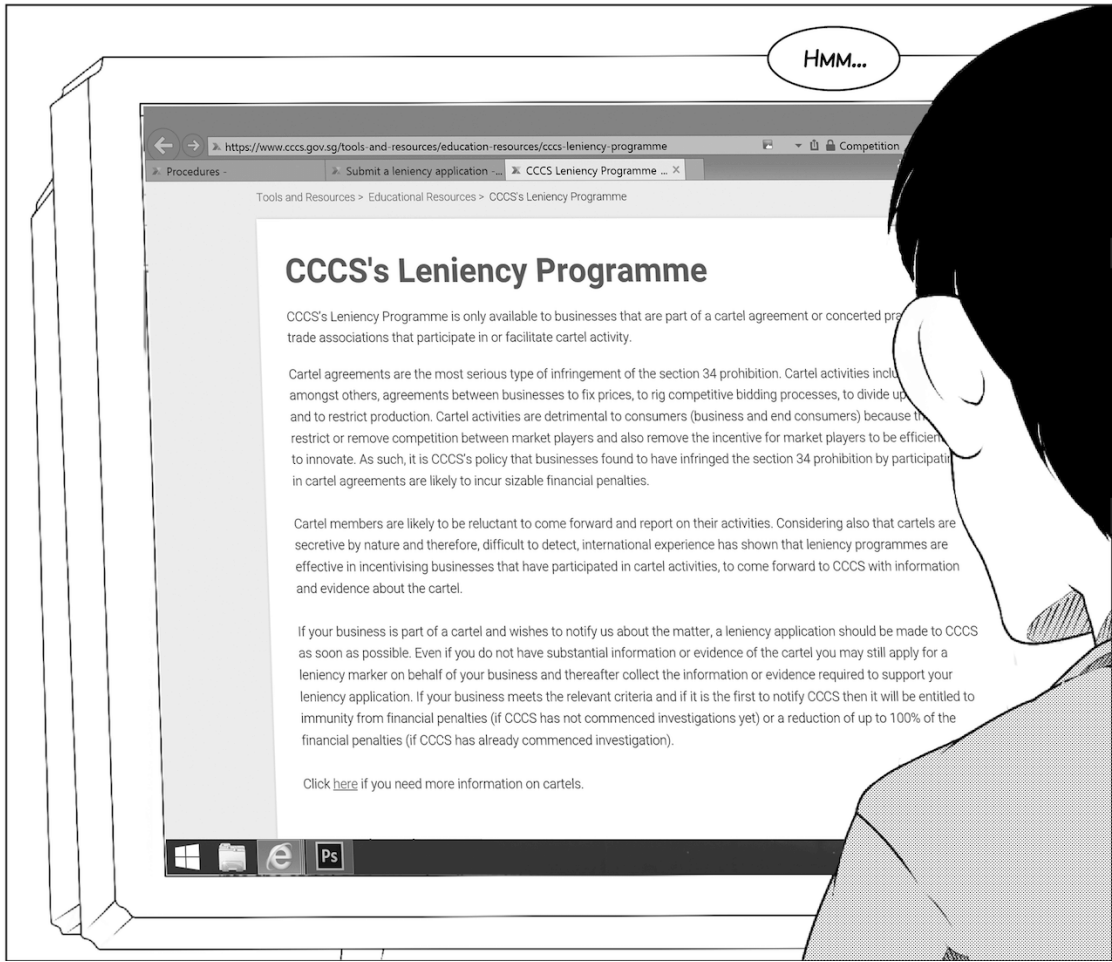
Hotline
1800 325 8282

AH BOY, WHERE DID YOU GET THIS COMIC?

SOME OFFICERS FROM THE COMPETITION AND CONSUMER COMMISSION OF SINGAPORE CAME DOWN TO MY SCHOOL TO GIVE A TALK...

VERY WORRY? WE OWN THE 2ND HAND HANDPHONE MARKET. WE CAN SET ANY PRICE WE WANT!

HMM...



https://www.cccs.gov.sg/tools-and-resources/education-resources/cccs-leniency-programme

Procedures - Submit a leniency application -> CCCS Leniency Programme ... X

Tools and Resources > Educational Resources > CCCS's Leniency Programme

CCCS's Leniency Programme

CCCS's Leniency Programme is only available to businesses that are part of a cartel agreement or concerted practice or trade associations that participate in or facilitate cartel activity.

Cartel agreements are the most serious type of infringement of the section 34 prohibition. Cartel activities include, amongst others, agreements between businesses to fix prices, to rig competitive bidding processes, to divide up markets and to restrict production. Cartel activities are detrimental to consumers (business and end consumers) because they restrict or remove competition between market players and also remove the incentive for market players to be efficient, to innovate. As such, it is CCCS's policy that businesses found to have infringed the section 34 prohibition by participating in cartel agreements are likely to incur sizable financial penalties.

Cartel members are likely to be reluctant to come forward and report on their activities. Considering also that cartels are secretive by nature and therefore, difficult to detect, international experience has shown that leniency programmes are effective in incentivising businesses that have participated in cartel activities, to come forward to CCCS with information and evidence about the cartel.

If your business is part of a cartel and wishes to notify us about the matter, a leniency application should be made to CCCS as soon as possible. Even if you do not have substantial information or evidence of the cartel you may still apply for a leniency marker on behalf of your business and thereafter collect the information or evidence required to support your leniency application. If your business meets the relevant criteria and if it is the first to notify CCCS then it will be entitled to immunity from financial penalties (if CCCS has not commenced investigations yet) or a reduction of up to 100% of the financial penalties (if CCCS has already commenced investigation).

Click [here](#) if you need more information on cartels.

HELLO, I WOULD LIKE TO FIND OUT MORE ABOUT THE CCCS'S LENIENCY PROGRAMME.



AAHH... I SEE...

Procedures - Competition ... Submit a leniency applicatio... X
POST
You can also send the completed [CCCS Leniency Application](#)
Competition and Consumer Commission of Singapore
45 Maxwell Road
The URA Centre, #09-01
Singapore 069118
(Please mark "Leniency Application" clearly on the top left hand corner)

IN THAT CASE, MAY I MEET WITH YOUR OFFICER TO TALK ABOUT A LENIENCY APPLICATION?

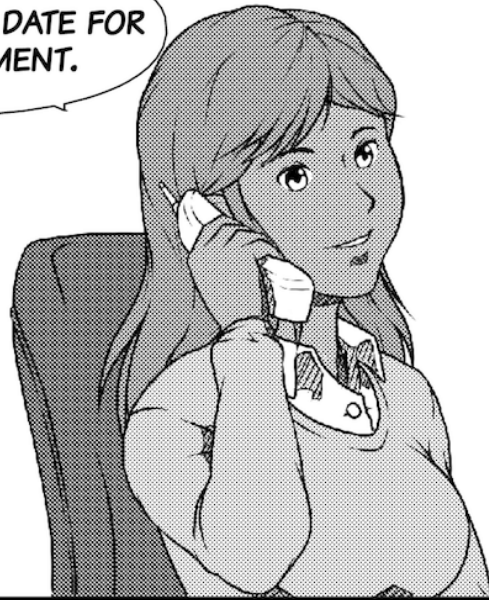
In Person

You can also arrange to meet CCCS. Call our hotline on 1800- 325 8282 to set up an appointment.

For more details, please refer to the [CCCS Guidelines on Lenient Treatment](#) for organisations or persons with information on cartel activity cases.

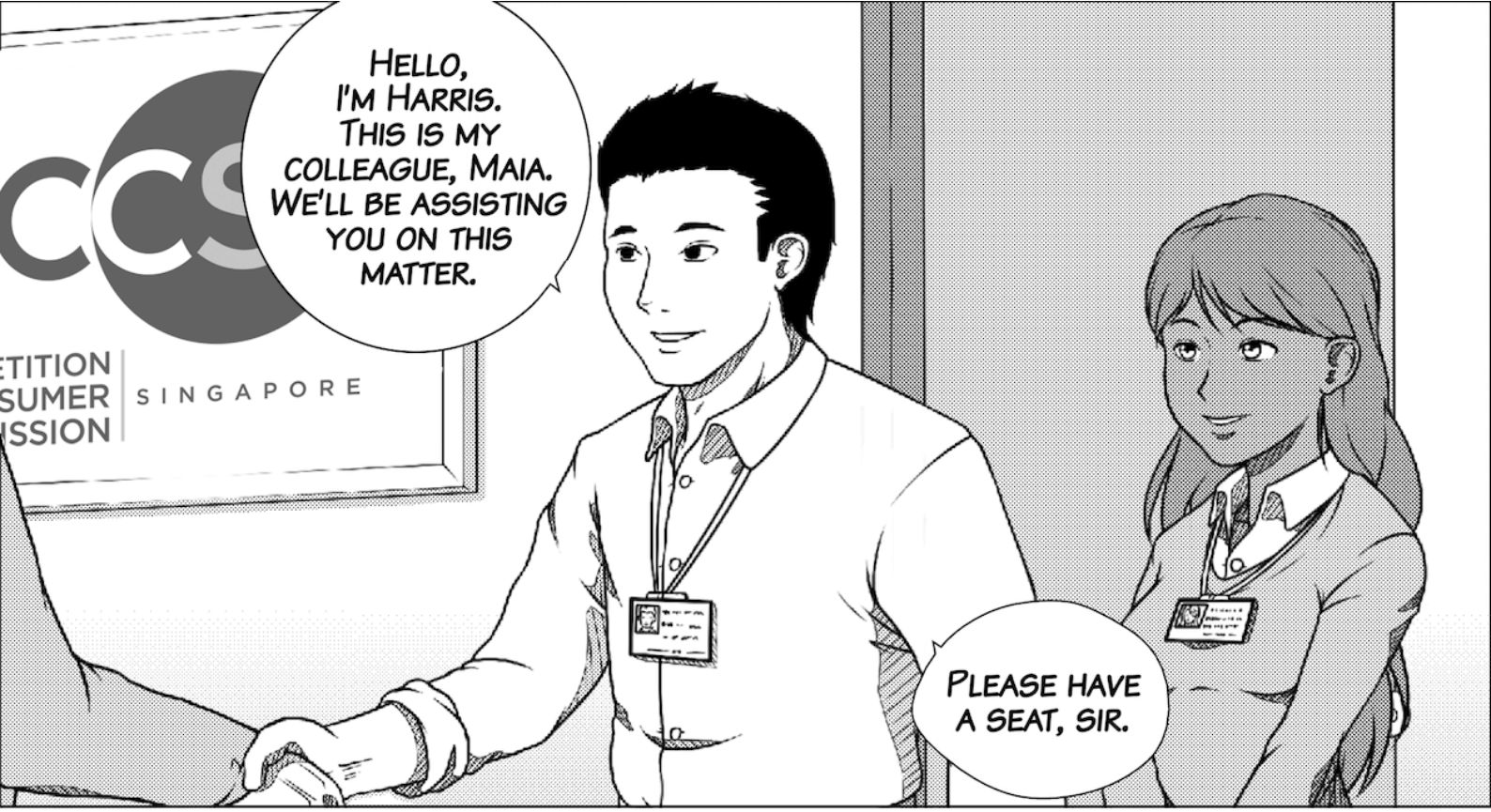
Share this page

SURE, I'LL SET A DATE FOR AN APPOINTMENT.



THE APPOINTMENT DAY...





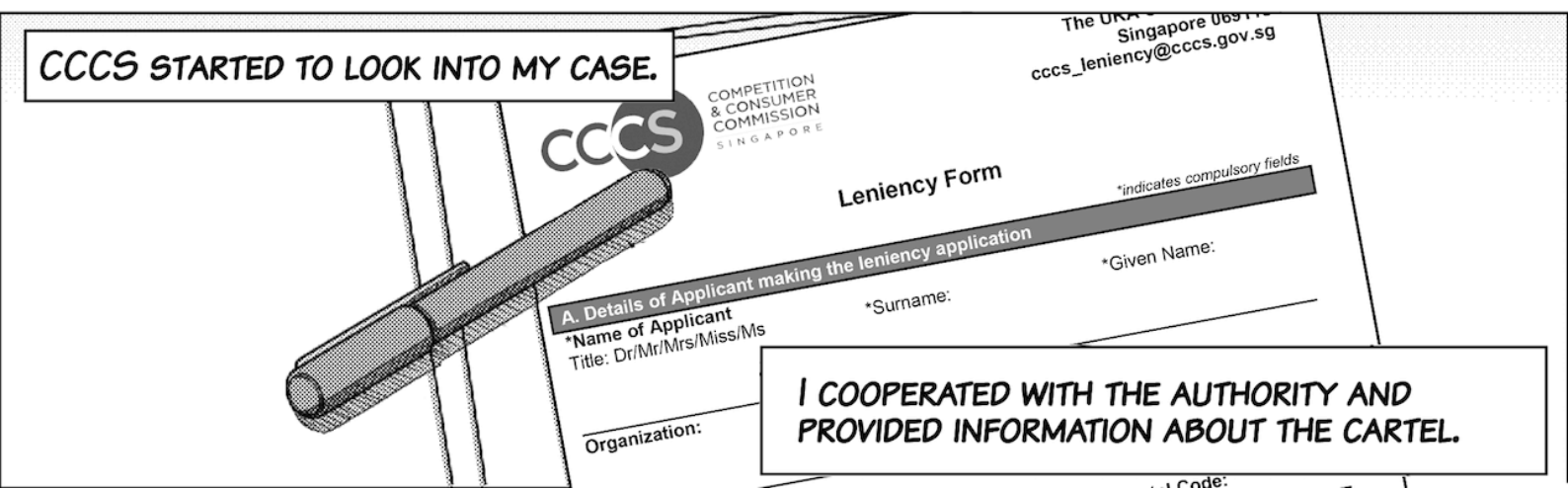
HELLO, I'M HARRIS. THIS IS MY COLLEAGUE, MAIA. WE'LL BE ASSISTING YOU ON THIS MATTER.

PLEASE HAVE A SEAT, SIR.



IT BEGAN WHEN A FEW OTHER STORE OWNERS APPROACHED ME...

NOW TELL ME ABOUT THE CARTEL THAT YOU TALKED ABOUT.



CCCS STARTED TO LOOK INTO MY CASE.



COMPETITION & CONSUMER COMMISSION SINGAPORE

The UKA Singapore 069...
cccs_leniency@cccs.gov.sg

Leniency Form

*indicates compulsory fields

A. Details of Applicant making the leniency application
*Name of Applicant
Title: Dr/Mr/Mrs/Miss/Ms
*Surname:

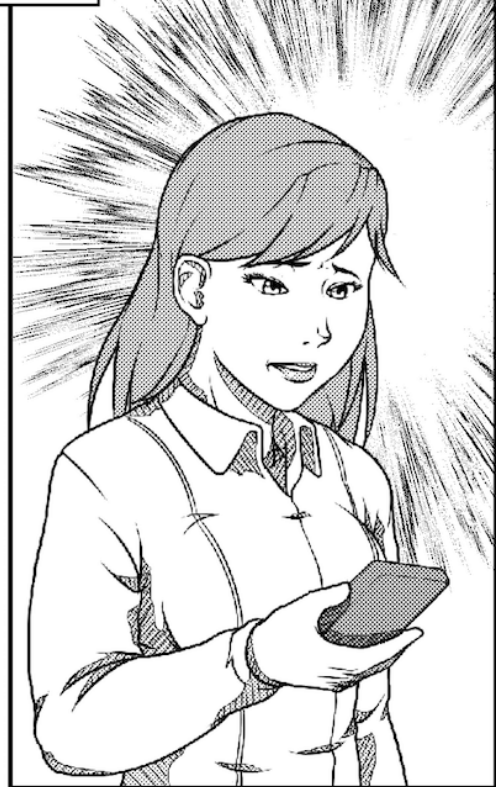
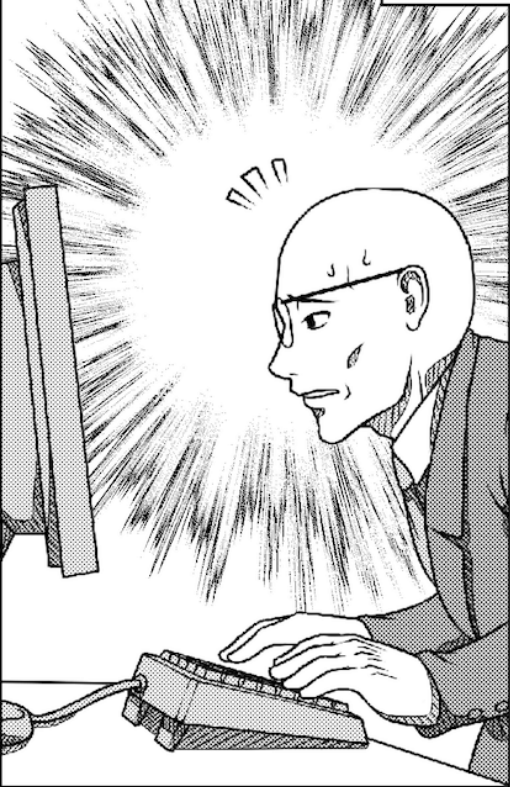
*Given Name:

Organization:

I COOPERATED WITH THE AUTHORITY AND PROVIDED INFORMATION ABOUT THE CARTEL.

Code:

THE OTHER MEMBERS OF THE CARTEL HAD THE RECORDS OF THEIR ACCOUNTS CONFISCATED AND THEY WERE CALLED IN FOR INTERVIEWS.



CCCS STARTED INVESTIGATION INTO THE CASE AND WITH SUFFICIENT EVIDENCE, IT WAS CONCLUDED THAT THE COMPANIES WERE INVOLVED IN PRICE FIXING ACTIVITIES. THEY WERE FINED AND THE COLLUSION STOPPED.

BUSINESS SINGAPORE

LENIENCY PROGRAMME EXPOSES HERBAL PRICE FIXING CARTEL..

LENIENCY APPLICANT GRANTED FINANCIAL IMMUNITY

The Leniency Programme has enabled a whistle blower to step up and reveal a cartel in the herbal medicine industry

The Leniency Programme has enabled a whistle blower to step up and reveal a cartel in the herbal medicine industry
The Leniency Programme has enabled a whistle blower to step up and reveal a cartel in the herbal medicine industry

BERITA HARIAN

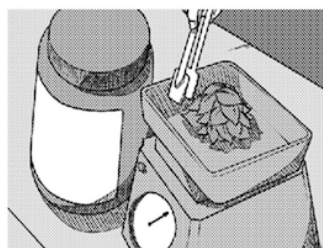
KEDAI PERUBATAN TRADISION DIBERI KERINGANAN DAN TIDAK DIKENAKAN DENDA DI BAWAH PROGRAM MERINGANKAN HUKUMAN

BUSINESS DAILY

CARTEL EXPOSED !

A LENIENCY APPLICANT CAME FORWARD TO CCCS WITH INFORMATION ON THE CARTEL BEFORE INVESTIGATION COMMENCED. HAVING MET ALL THE CONDITIONS OF THE CCCS'S LENIENCY PROGRAMME, THE APPLICANT WAS GRANTED TOTAL IMMUNITY FROM FINANCIAL PENALTY.

The Leniency Programme has enabled a whistle blower to step up and reveal a cartel in the herbal medicine industry
The Leniency Programme has enabled a whistle blower to step up and reveal a cartel in the herbal medicine industry



LENIENCY APPLICANT GRANTED FINANCIAL IMMUNITY

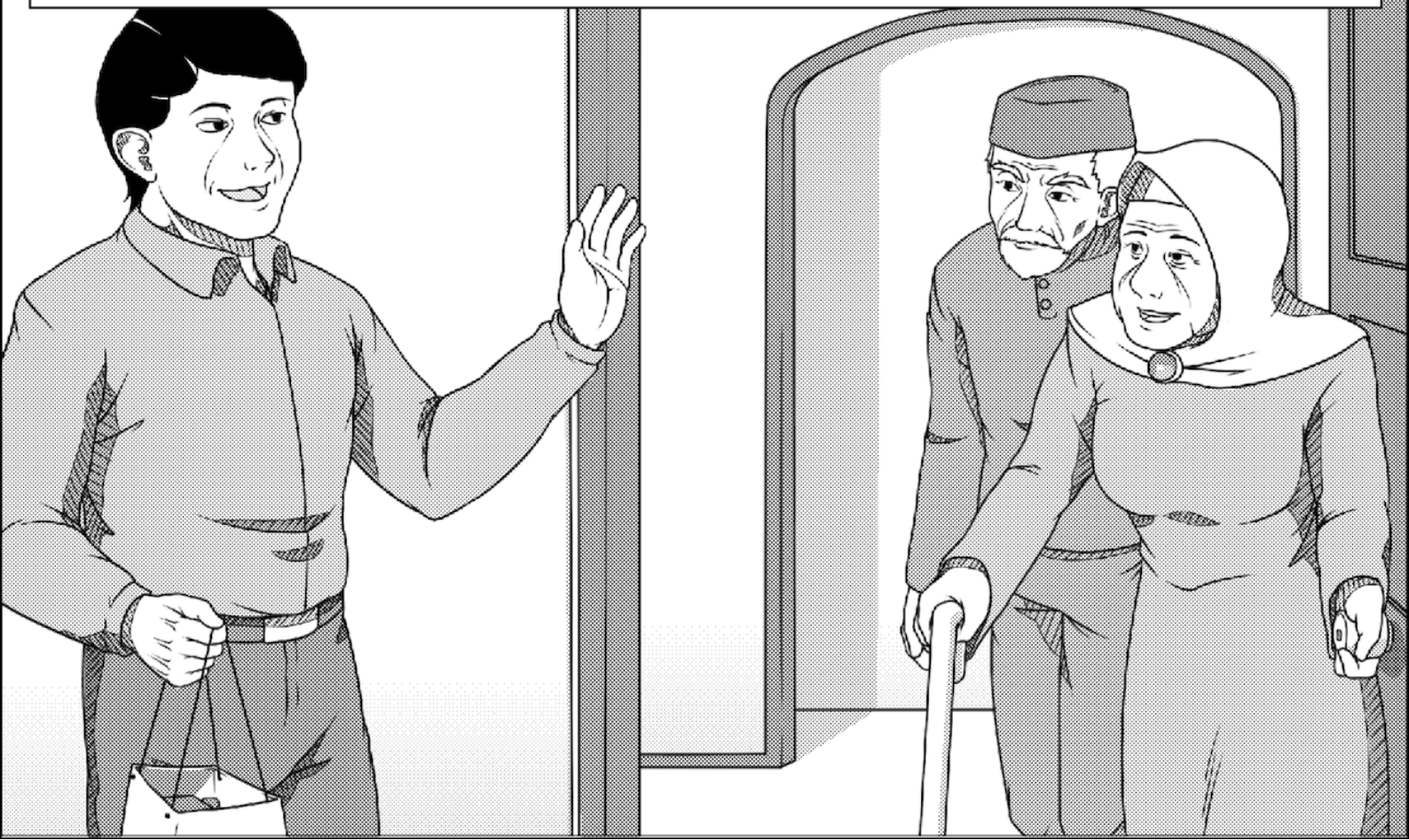
The Leniency Programme has enabled a whistle blower to step up and reveal a cartel in the herbal medicine industry
The Leniency Programme has enabled a whistle blower to step up and reveal a cartel in the herbal medicine industry

I WAS GIVEN FINANCIAL IMMUNITY FOR STEPPING FORWARD AND MY IDENTITY WAS PROTECTED. NOW I'M FREE TO SET MY PRICES INDEPENDENTLY TO REFLECT MY OWN COST OF OPERATIONS AND NOT RUN FOUL WITH THE COMPETITION ACT.



I FELT BETTER.
I HAD DONE THE RIGHT THING.

I FOUND NEW WAYS TO INCREASE MY PROFITS. NOW, I PROVIDE FREE HOME DELIVERY OF MY HERBS AND OFFERED LOWER CONSULTATION FEES TO ELDERLY FOLKS. MY BUSINESS GREW AND MY CUSTOMERS WERE HAPPY WITH MY SERVICE.



BUSINESS IS NOW SO BRISK. FROM OWNING JUST ONE STORE, I NOW OWN SEVERAL OUTLETS.

HEALTH & HER

HERBS



HEALTH & HERBS



WHAT CAN I SAY? BY BEING HONEST, THINGS TURNED OUT WELL FOR ME, MY BUSINESS AND MY FAMILY.

"FREED!" was intended to create awareness about the CCCS's Leniency Programme which was set up to encourage cartel members to come forward to provide information on cartels.

Are you in a cartel?

A cartel is an agreement between producers or suppliers of a good or service to fix prices and/or limit production.

Cartels are bad as they prevent competition since there is little or no incentive for producers or suppliers to lower prices or provide better quality goods or services. As a result, businesses and consumers are hurt and there is harm to the Singapore economy.

If you are in a cartel, you should report the cartel activity under the CCCS's Leniency Programme.

What is the CCCS's Leniency Programme?

The CCCS's Leniency Programme offers an incentive to encourage a company or person(s) who have participated in a cartel to come forward and report the cartel activity. The first person or company that comes forward and provides evidence of such activities before CCCS starts investigation is granted full immunity from financial penalty.

How can CCCS help you if you spot a cartel?

Although cartels generally operate in secret, you may be in a position to spot them in your industry. You can alert CCCS and CCCS will investigate accordingly. CCCS has substantial investigation powers which it can exercise.

How do you apply for Leniency?

A person or company who wishes to apply for leniency may contact the CCCS hotline or write in to us.

Hotline

1800 325 8282

Email

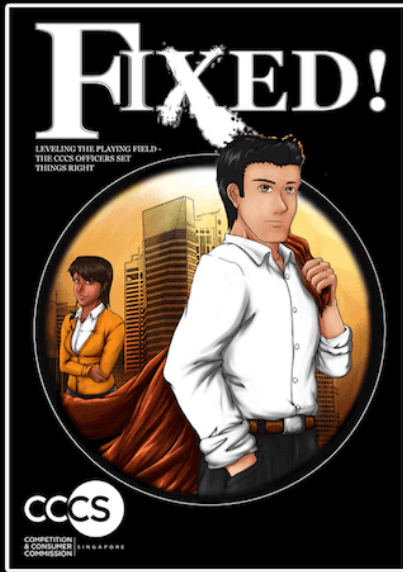
cccs_feedback@cccs.gov.sg (Enquiries/Feedback)

You must provide CCCS with all the evidence relating to the cartel activity. CCCS will keep your identity confidential throughout the course of the investigation.

More information can be found at www.cccs.gov.sg



Other titles in the CCCS Manga Series



'Fixed' was intended to help you identify possible cartel activities and show you how to bring them to the attention of the Competition and Consumer Commission of Singapore (CCCS)

Ever since Ah Kai's shop closed down, the handphone market had been slow. Ah Kai revealed that there was a cartel activity going on.

How did CCCS deal with it?



'Foiled!' was published to help you understand what types of business conduct are regarded as an abuse of dominance, which is against the law under the Competition Act.

Ling and her master arrived in The City of Champions to set up Red Phoenix Martial Arts School. However, the dominant player, Black Tiger Combat School would not allow that!

It is up to CCCS to set things right!



'Fused!' was published to help businesses better understand the voluntary merger notification regime in Singapore.

Two lovebirds unite in love as they plan to merge their businesses. However, they need to know how will their merger affect competition in the shopping district.

Will CCCS stop the merger?



COMPETITION
& CONSUMER COMMISSION | SINGAPORE

FREED!

Brought to you by

