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Competition Commission of Pakistan
Creating a level playing field

CC "all other things being equal" CETERIS PARIBUS

Official Newsletter of the Competition Commission of Pakistan
January - June 2026

CREATING A LEVEL PLAYING FIELD









Chairman's **Message**

Competition is not merely a regulatory principle; it is an essential foundation of a dynamic and resilient economy. Effective competition encourages businesses to invest, innovate, improve quality, reduce costs, and respond to consumer needs. It also creates opportunities for new entrants and ensures that markets remain open, transparent, and contestable. The CCP therefore remains firmly committed to safeguarding competitive markets and taking decisive action wherever anti-competitive conduct threatens businesses, consumers, or the broader economy.

I am pleased to present the CCP Newsletter covering the first half of 2026. The period under review reflects our continued efforts to make competition law more effective, responsive, and relevant to the evolving needs of Pakistan's economy.

During these six months, the Commission strengthened enforcement against anti-competitive practices, including cartelization, bid rigging, deceptive marketing, and practices that restrict price competition. These actions demonstrate our aim to ensure that businesses compete on merit and that consumers are protected from practices that distort markets.

Simultaneously, our merger control function continued to facilitate legitimate investment and business restructuring while safeguarding competitive market structures. The Commission reviewed major transactions across various sectors including financial services, energy, infrastructure, information technology, automobiles, cement, sugar, and other important areas of the economy. By combining timely regulatory decisions with careful assessment of competitive effects, we seek to ensure that economic growth and competition move forward together.

Our work, however, extends beyond enforcement. The completion of competition assessment/studies of the cement, civil aviation, automobile, and solar energy sectors has provided evidence-based insights to support competition-oriented reforms and more efficient markets. Through policy notes, market intelligence, and advocacy, the CCP is increasingly contributing to the wider economic policy dialogue.

We have also expanded our engagement with businesses, academia, professional bodies, government institutions, and international partners. Awareness sessions, expert lectures, research collaborations, and institutional partnerships are helping build a stronger culture of competition and voluntary compliance across Pakistan.

Digital transformation remains another key priority. The modernization of our digital systems, implementation of the Complaint Management System, development of centralized monitoring tools, and expansion of e-services are making the Commission more efficient, transparent, and accessible. Our digital communication platforms are likewise helping bring competition law closer to citizens by explaining complex concepts in simple and engaging ways.

As markets evolve through technology, digital platforms, changing business models, and increasing global integration, CCP will continue to respond to these evolutions by strengthening its enforcement capacity, deepening market intelligence, promoting competition-oriented policy reform, embracing digital innovation, and expanding engagement with stakeholders.

Together, we can build markets which reward innovation, encourage investment, protect consumers, and create opportunities for sustainable economic growth.

FARID AHMAD TARAR
Chairman
Competition Commission of Pakistan

Office of **Fair Trade**

§ 10 of the Act addresses deceptive marketing practices. The Commission's Office of Fair Trade investigates potential violations of the § 10 of the Act. In several orders, companies were asked to avoid advertising deceptive claims about their products.



The OFT Department is mainly responsible for the protection of consumers against deceptive marketing practices defined under Section 10 of the Act. The OFT has been set up to further the Competition Commission's objective of creating a business environment based on healthy competition and protecting consumers from anti-competitive practices.

During the reporting period, the Commission handled a total of 15 completed enquiries, of which 11 were initiated as suo motu actions and 04 were processed on the basis of formal complaints. In addition, 05 new enquiries were initiated, comprising 03 suo motu enquiries and 02 enquiries based on formal complaints received from stakeholders.

At present, 22 enquiries remain ongoing, reflecting an equal distribution between enforcement triggers, with 11 suo motu matters and 11 formal complaint-based matters currently under examination.

Sr.	Description	Numbers
1.	**Enquiries Completed**	**15**
	Suo-Moto	11
	Formal Complaint	04
2.	**Enquiries Initiated**	**05**
	Suo-Moto	03
	Formal Complaint	02
3.	**Ongoing Enquiries**	**22**
	Suo-Moto	11
	Formal Complaint	11

KEY SECTORS

AUTOMOBILE | EDUCATION | FMCG | REAL ESTATE

FINANCIAL | POWER | HOME APPLIANCES | TEXTILE

KEY PROBING SECTORS

COSMETICS | ELECTRIC VEHICLES | HERBAL | REAL ESTATE

FINANCIAL | EDUCATION | CONSTRUCTION

> "When firms compete with each other, **consumers** get the **best possible prices**, quantity, and quality of goods and services.



MAJOR ENQUIRIES

Enquiry initiated u/s 37(1) of the Act against Various Housing Schemes

The Competition Commission of Pakistan took notice for, *prima facie,* violations under Section 10 of the Competition Act, 2010, based on concerns received by a letter from Lahore Development Authority to Pakistan Electronic Media Regulatory Authority and copy endorsed to the Chairperson of the Commission regarding 121 Illegal and unapproved Housing Schemes in Lahore division.

Allegedly, sponsors of the housing schemes claimed in the print and electronic media that their housing schemes are duly approved by the LDA, and are advertising and providing false and misleading information without obtaining a prior No Objection Certificate (N.O.C) from LDA. Accordingly, the enquiry committee has proved violation against certain housing schemes for violation of Section 10 of the Act.

Nippon Paints (Pakistan) (Pvt.) Limited against Berger Paints Pakistan Limited for Deceptive Marketing Practices by way of Material Omission

The Competition Commission of Pakistan took notice of concerns based on a complaint filed by M/s. Nippon Paints (Pakistan) (Pvt.) Limited against M/s. Berger Paints Pakistan Limited. It is alleged in the complaint that the Respondent aired television commercials and digital advertisements for its "Weather Pro" and allied products without disclosing the presence and value of redeemable tokens placed inside the paint buckets, contrary to the continuing obligation imposed on paint manufacturers under the Commission's Order of 2012.

The enquiry committee observed that the omission relates to price transparency, which is material information capable of influencing consumer decision-making, and that the nationwide broadcast and digital amplification of the advertisements resulted in a spillover effect on the wider market. Accordingly, the enquiry committee has established violation against the Respondent for violation of Section 10 of the Act.

Formal Complaint Filed by Fronius International GmbH against Wasiq Traders and Mr. Anwar Naveed Butt for Deceptive Marketing Practices for Fraudulent use of Trademark

The Competition Commission of Pakistan took notice of, *prima facie,* violations under Section 10 of the Competition Act, 2010, on a formal complaint filed under Section 37(2) by M/s Fronius International GmbH against Mr. Anwar Naveed Butt, trading as Wasiq Traders.

It was alleged that M/s Wasiq Traders was fraudulently using the Complainant's trademark, thereby creating a likelihood of confusion and distorting competition in the market. The Enquiry Committee concluded that the trademarks of the Complainant and Respondent were substantially similar and that the Respondent's slightly different trade name Fronus was insufficient to distinguish his products from those of the Complainant. Accordingly, M/s Wasiq Traders was found, *,prima facie,* to be engaged in deceptive marketing in violation of Section 10 of the Act.

Enquiry initiated under Section 37(1) Against Alkaram Textile Mills (Pvt.) Ltd., One Life Apparel (Pvt.), MK Apparel, Eden Apparels (Pvt.) Ltd., Al Baraka Apparels and Khas Holdings for, *Prima Facie,* Flat Deceptive Discounts.

The Competition Commission of Pakistan took notice of, *prima facie,* violation under Section 10 of the Competition Act, 2010, against six apparel brands.

Allegedly, the brands advertised flat discounts in a manner that was prominently displayed using large, legible fonts and bright colours, while the accompanying terms and conditions/disclaimers were presented in significantly smaller font sizes, rendering them effectively unreadable to an average consumer. Moreover, in some cases, the discounts were advertised without disclosing the applicable disclaimer, thereby preventing consumers from being adequately informed of the limitations attached to the advertised discounts. Accordingly, the Enquiry Committee found that three Respondents were engaged in deceptive marketing in violation of Section 10 of the Act.

Enquiry u/s 37(2) of the Act Complaint filed by Monster Energy Company against alleged deceptive practices by M/s. Universal Distribution Center and others for deceptive marketing practices for fraudulent use of trademark.

The Competition Commission of Pakistan took notice of a complaint filed by M/s Monster Energy Company against M/s Universal Distribution Center, Mr. Ali Muhammad, and Mr. Sajid Younus under section 10 of the Competition Act, 2010, alleging deceptive marketing through unauthorized use of its registered "Claw Icon Mark." The Complainant asserted that its mark, used internationally since 2002, enjoys substantial goodwill and reputation and that the Respondents adopted a substantially similar claw-shaped mark in a black-and-green colour scheme for Class 03 products, including cosmetics, perfumes, body sprays, and air fresheners.

It was observed that, despite differences in the brand names "Monster Energy" and "Lucky," the claw designs were substantially similar in graphic elements, colour scheme, and stylization. Further, considering the Complainant's prior use, registrations, goodwill, and overlapping distribution and online channels, the Committee found the Respondents' conduct was capable of misleading consumers and creating false association. Accordingly, the Committee established violations of section 10 of the Competition Act, 2010 and recommended proceedings under section 30.

Mergers & **Acquisitions**

§ 11 of the Act addresses mergers. No undertaking shall enter into a merger which substantially lessens competition by creating or strengthening a dominant position in the relevant market



The Mergers and Acquisitions (M&A) Department of the Competition Commission of Pakistan (CCP) is responsible for reviewing mergers, acquisitions, and joint ventures to ensure that such transactions do not substantially lessen competition or result in the creation of a dominant market position. The Department plays a critical role in promoting competitive market structures and safeguarding consumer welfare in Pakistan.

The M&A Department comprises professionals with diverse expertise in law, economics, finance, accounting, business, and marketing. This multidisciplinary composition enables the department to conduct comprehensive assessments of proposed transactions from both legal and economic perspectives.

The regulatory framework governing merger review primarily includes; Section 11 of the Competition Act, 2010, which sets out the substantive provisions relating to mergers and acquisitions; the Competition (Merger Control) Regulations, 2016, which prescribe the procedural requirements for merger notifications; and the Merger Guidelines, 2008, which provide practical guidance to undertakings.

The M&A Department ensures that mergers and acquisitions **do not substantially lessen competition** while promoting competitive markets and safeguarding consumer welfare

KEY SECTORS

SERVICES	ENERGY	NATURAL RESOURCES	INDUSTRIAL	INFRASTRUCTURE
FINANCIAL	INFORMATION TECHNOLOGY	CEMENT	SUGAR	AUTOMOBILE

* Confectionery and other sectors

40
PHASE I
Orders Passed

PKR
9,319,518,744
FDI facilitated by CCP



1. Acquisition of Entire Shareholding of Mitsubishi Fuso Truck and Bus Corporation by Toyota Motor Corporation

The acquisition is part of a broader global restructuring involving Toyota Motor Corporation, Daimler Truck AG, Hino Motors Ltd, and MFTBC. Together, they form a single integrated business restructuring aimed at consolidating and jointly managing the commercial vehicle operations of Hino and MFTBC through a newly established holding structure.

2. Acquisition of Entire Shareholding of First Women Bank Ltd. by Eve Holdings RSC Ltd.

The Acquisition is part of the Government of Pakistan's privatization initiative where Eve Holdings RSC Limited, a special purpose holding company incorporated in Abu Dhabi, acquired the entire shareholding of First Women Bank Limited, a public unlisted commercial bank in Pakistan from the Government of Pakistan and existing institutional shareholders, including Habib Bank Limited, MCB Bank Limited, Allied Bank Limited, National Bank of Pakistan, and United Bank Limited.

3. Acquisition of Majority Shareholding of Krrave Technologies PTE. Ltd. by Soul Innovations Ltd.

Suol Innovations Limited, incorporated in Cyprus and part of the global inDrive Group, acquired the shares pursuant to call option agreements executed with multiple shareholders. Suol Innovations is part of the inDrive Holding Inc. and operates in Pakistan under the inDrive brand. The target company, incorporated in Singapore, is the holding company of KRRAVE Technologies (Private) Limited, which operates KRRAVE Mart, an online grocery and essentials delivery platform in Pakistan.

4. Acquisition of Majority Shareholding of Pakistan International Airlines Corporation by PIA Equity Ltd.

The Acquisition forms part of the Government of Pakistan's privatization initiative where PIA Equity Limited, a Special Purpose Vehicle (SPV), owned by a consortium comprising Arif Habib Corporation Limited (AHCL), Fatima Fertilizer Company Limited (FFC), Lake City Holdings (Private) Limited (LCH), City Schools (Private) Limited (CSPL), and AKD Group Holdings (Private) Limited (AKD) acquired majority shareholding in Pakistan International Airlines Corporation.

5. Acquisition of Majority Shareholding of Rafhan Maize Products Company Ltd. by Nishat Group

The transaction involves the acquisition of shares of Rafhan Maize Products Company Limited from Ingredion Incorporated (the majority seller) and other individual shareholders. It stands as one of the largest private sector mergers and acquisitions (M&A) in Pakistan's recent corporate history.

6. Acquisition of Shareholding of Lotte Confectionery PTE Ltd. by Lotte Co., Ltd. from Lotte Wellfood Co., Ltd.

The transaction, part of the Global alignment between the entities of the Lotte Group, involved Japan's Lotte Co., Ltd acquiring significant shareholding in Singapore-based Lotte Confectionery (S.E.A.) Pte. Ltd. from Lotte Wellfood Co., Ltd.

7. Acquisition of Entire Shareholding of Castrol Group Holdings Ltd. by Motion JVCO Ltd., Purchasing their Global Lubricant Business

The acquisition of Castrol Group Holdings Limited is being executed by US-based private equity firm Stonepeak (via the entity Motion JVCO Limited), with BP retaining a 35% stake and Canada Pension Plan Investment Board co-investing.

8. Acquisition of Majority Shareholding in TPL Insurance Ltd. by Jazz International Holdings Ltd.

Jazz International Holdings Limited (a VEON subsidiary) acquired a controlling stake in TPL Insurance Limited. This integrates TPL Insurance into the Jazz ecosystem, aiming to expand digital insurance and financial inclusion in Pakistan.

9. Scheme of Arrangement of ISE Realty Company Ltd. and ISE Tower REIT Management Company Ltd.

Under the approved Scheme, designated real estate assets and liabilities of ISE Towers REIT were transferred to ISE Realty Company Limited, followed by a reorganization of shareholding through the issuance of shares to the existing shareholders of ISE Towers REIT. Following the restructuring, ISE Towers REIT functions as a Special Purpose Vehicle (SPV) to facilitate the launch and management of a REIT Scheme.

Cartel & **Trade Abuse**

§ 3 of the Act deals with abuse of dominant position and § 4 prohibits agreements between undertakings and decisions by association of undertakings that can distort competition in a market. The Cartels & Trade Abuse Department investigates potential violations of § 3 & 4 of the Act and recommends relevant actions to the Commission.

Enquiry into Bid Rigging in Reclamation Workshop Items

An enquiry initiated under Section 37(1) of the Competition Act, 2010 has, *prima facie*, found six companies supplying and recycling paper-covered copper strips and enameled copper wires engaged in bid rigging. The enquiry, launched in March 2025 following concerns raised by Lahore Electric Supply Company (LESCO) over identical bid prices, examined tender data from LESCO and other DISCOs and identified suspicious bidding patterns, including identical rates and apparent allocation of tender lots among suppliers.



Subsequent search and inspections conducted under Section 34 at the premises of four major suppliers uncovered evidence of a coordinated cartel managing tenders issued by DISCOs and the Pakistan WAPDA Foundation (PWF). The investigation revealed that tenders were pre-allocated among the companies based on fixed market shares, while bid prices, cover bids, and even decisions not to participate were coordinated in advance. A central coordinator maintained records of tender allocations and company shares, while winning firms contributed 0.75% of the tender value to a common commission fund after issuance of the Letter of Intent (LOI). The cartel is believed to have operated since at least 2019, affecting tenders worth approximately Rs. 2,747.22 million.

Such conduct constitutes prohibited bid rigging under Section 4(2)(e) of the Competition Act, 2010.

Enquiry Into Cartelization in the Edible Oil and Ghee Sector

Following a reference from the Economic Coordination Committee (ECC) of the Federal Cabinet regarding persistently high domestic edible oil and vegetable ghee prices despite declining international palm oil prices, the Commission initiated an enquiry under Section 37(1) of the Competition Act, 2010. The enquiry, authorized on 4 November 2025 after a reference from the Ministry of Industries & Production, examined whether undertakings in the edible oil and ghee industry had entered into a prohibited agreement in violation of Section 4 of the Act.

The enquiry assessed the three-tier market structure of edible oil and ghee in Pakistan, covering more than 54 brands across Tier I, II, and III markets. It analyzed cost and pricing data from January 2024 to November 2025, focusing on unexplained price movements, price parallelism, and profitability trends to determine the existence of cartelization.

The investigation found that imported edible oils account for approximately 78–96% of production costs, with international palm oil prices being the primary driver of domestic prices. A strong correlation (0.91–0.95) between international and local prices confirmed cost-based pricing. No evidence of uniform pricing or parallel price movements was observed, while pricing differences were attributable to inventory cycles, import lags, freight costs, and operational factors. Industry operating margins also declined from around 2% in 2023–2024 to negative levels in 2025, inconsistent with cartel conduct. Accordingly, the enquiry found no, *prima facie*, violation of Section 4 of the Competition Act and recommended closure of the matter.



CCP Conducts Search & Inspection as Part of out of Home Advertisement Segment Enquiry

As part of its ongoing enquiry into the out-of-home advertisement sector, CCP conducted raids on three entities linked with the sector, including the advertising agents association called Forum of Lahore Outdoor Media Agencies (FLOMA). The raids were carried out as part of an inquiry into alleged cartelization, price fixing, and coordinated bid decisions in the sector.

Out-of-home (OOH) advertising includes billboards, pole streamers, bus shelters, digital screens, vehicle branding, and other public-space displays. The sector involves multiple agencies and vendors, and any collective fixing of prices, commissions, or bid decisions can distort competition and increase advertising costs.

The inquiry was launched after a complaint by an advertising agency, which alleged that the association formed a cartel to fix agency commissions and took collective decisions on bids. The association was also accused of blacklisting agencies and vendors that did not comply with its terms and conditions.

Section 4 of the Competition Act, 2010 prohibits associations from collectively determining prices or business terms. CCP has gathered evidence of potential violations and, if cartelization is established after investigation, show-cause notices will be issued.

Legal **Cases**



Under Section 42 of the Competition Act, 2010, an aggrieved person may appeal a Commission or Appellate Bench order to the Competition Appellate Tribunal within 60 days of its communication.

CASES DECIDED BY THE COMMISSION

01. The Commission imposed a penalty of PKR 20 million on Panther Tyres Limited for advertising the deceptive slogans 'PAKISTAN'S NO.1 TYRE' and 'PIONEERS IN TYRE MANUFACTURING' in violation of Section 10(2)(b) of the Competition Act, 2010. The Commission held that the deceptive slogans had the inherent tendency and capacity to mislead and deceive consumers.

02. The Commission imposed a penalty of PKR 75 million on Newage Cables (Pvt) Limited and PKR 190 million on GM Cables & Pipes (Pvt) Limited for issuing a Retail Discount Policy, limiting the discretion of dealers in offering discounts to buyers. The Commission held that such action on part of Newage and GM amounted to a violation of Section 4(2)(a) of the Competition Act, 2010 for fixing the price of cables and wires.

03. The Commission fined Mezan Beverages (Pvt) Limited PKR 150 million for fraudulently copying the trademark, product packaging, labeling, bottle shape and overall trade dress of the popular energy drink, STING. The Commission held that Mezan's conduct was aimed at unjustly capitalizing on the goodwill and market presence of the STING energy drink, in violation of Section 10(2)(d) of the Competition Act, 2010.

CASES DECIDED BY THE SUPERIOR COURTS

The Superior Courts, including the Supreme Court of Pakistan, disposed of five cases involving the Commission. Notably, the Lahore High Court dismissed Honda Atlas Cars (Pakistan) Limited's Intra-Court Appeal, affirming the Commission's mandate to conduct enquiries and enforce competition law.

CASES DECIDED BY THE COMPETITION APPELLATE TRIBUNAL

Eleven appeals pending before the Tribunal were decided and disposed of in the relevant period. Some of the significant matters concluded were:

01. The Tribunal upheld the Order of the Commission against Unilever Pakistan and Friesland Campina Engro for misleading consumers by advertising their frozen desserts as ice cream. However, keeping in view the principles of proportionality and mitigating circumstances the penalty was reduced to PKR 20 million and PKR 15 million, respectively. The said amount was successfully recovered by the Commission from the two undertakings.

02. The Tribunal upheld the Commission's Order against Unilever Pakistan, finding that changes to the claims for Lifebuoy Soap and Hand Wash amounted to an admission of disseminating false and misleading information in violation of Section 10(2)(b) of the Competition Act, 2010. Considering Unilever's remedial actions after the SCN, the Tribunal reduced the penalty to PKR 10 million, which was subsequently recovered by the Commission.

03. The Tribunal dismissed ten long-pending appeals filed by several banks and the Pakistan Banks Association, upholding the Commission's 2008 Order imposing collective penalties of approximately PKR 205 million for cartel-like conduct. The Commission had found the banks and Pakistan Banks Association guilty of collectively deciding rates of profit and other terms and conditions for deposit accounts.

04. The Tribunal upheld the PKR 40 million penalty against United Distributors Pakistan Limited and International Brands (Private) Limited for an anti-competitive non-compete agreement violating Section 4(2)(b) of the Competition Act, 2010. The penalty was successfully recovered by the Commission.

05. The Tribunal upheld the Commission's Order against Kingdom Valley (Pvt) Limited, directing the real estate developer to deposit a penalty of PKR 35 million for misleading consumers about the location and approval status of its housing project. The Tribunal emphasised that such practices are particularly harmful in the real estate sector, where consumers are frequently misled by exaggerated claims, often resulting in significant financial losses. The penalty was thereafter deposited by Kingdom Valley with the Commission.

06. The Tribunal upheld the Commission's finding that Reckitt Benckiser Pakistan Limited had violated Section 10(2)(b) of the Competition Act, 2010 by disseminating misleading information to consumers regarding the nature and character of its product, Strepsils, which was marketed and advertised as a medicinal product for sore throat relief, despite its deregistration as a drug and subsequent registration as a food item.



Registrar Office

The Office of the Registrar supports the Commission's quasi-judicial functions by managing notices, hearings, orders, and compliance proceedings, while facilitating the adjudication process under the Competition Act, 2010.

Orders Issued

The Commission issued 2 orders under the Competition Act, 2010 against undertakings found to have engaged in anti-competitive practices.

- 1 order was issued against M/s Panther Tyres for engaging in deceptive marketing practices, in violation under Section 10 of the Competition Act, 2010.
- 1 order was issued against M/s GM Cables and M/s Newage Cables for engaging in minimum retail price maintenance (RPM) through the imposition of discount caps and the setting of minimum retail prices, in violation under Section 4 of the Competition Act, 2010.



Penalties, Compliance & Recovery

The Commission imposed penalties amounting to PKR 285.22 million for violations of the Competition Act, 2010 on the following undertakings.

- Panther Tyres for violating Section 10 of the Competition Act, 2010 by engaging in deceptive marketing practices capable of misleading consumers and distorting competition in the relevant market.
- GM Cables and Newage Cables for violating Section 4 of the Competition Act, 2010 by imposing minimum retail prices and discount caps, thereby restricting retailers' ability to compete on price and limiting effective market competition.

The enforcement actions undertaken during the reporting period reflect the Commission's continued commitment to ensuring effective implementation of the Competition Act, 2010, promoting compliance with competition law, and fostering transparent, efficient, and competitive markets for the benefit of businesses and consumers across Pakistan.

The Commission also successfully recovered PKR 105.78 million and ensured 100% compliance of CCP's 4 Orders through sustained compliance and recovery efforts, reinforcing the effectiveness of its enforcement regime.

Fully Automated Complaint Management System (CMS)

With the support of Information Systems & Technology department of the Commission, the Complaint Management System (CMS) has been upgraded and fully implemented. These enhancements have strengthened transparency, visibility, and operational efficiency in complaint management.



Key Enforcement Cases

To promote fair competition and protect consumer welfare, the Commission continued to strengthen enforcement of the Competition Act, 2010 through proactive investigations and enforcement actions. A total of 6 Show Cause Notices (SCNs) were issued under Section 10 of the Competition Act, 2010 for, *prima facie*, violations relating to deceptive marketing practices.

During the same period:

- 27 hearings were conducted in enforcement proceedings.
- 6 Show Cause Notices were issued for, *prima facie*, violation of Section 10 of the Competition Act, 2010.
- 2 enforcement orders were issued upon completion of adjudication proceedings.

Center of Excellence in **Competition Law** (CECL)



Sector inquiries and market studies, conducted under §28 and 29(b), enable the Commission to assess market competition, recommend pro-competitive measures, and identify potential law violations, supporting effective competition policy and informing policymakers and other stakeholders.

The Research Department of the Commission conducts Competition Assessment Studies under Section 28 (1) (b) of the Competition Act, 2010, which mandates the Commission to conduct market studies for promoting competition in all sectors of the economy, and Section 29(b) that empowers the Commission to promote competition by reviewing policy frameworks and making suitable recommendations to foster competition.

During the period under review, the Research Department completed the following 4 studies:

1. Competition Assessment of the Cement Sector of Pakistan
2. Competition in the skies: Pakistan's Civil Aviation Market Assessment
3. Unlocking Green Potential: A Market Competition Study of Solar Energy
4. Competition Assessment of the Automobile Sector of Pakistan

The above studies are intended to assess the competitive landscape of these four key sectors and examine their implications for market competition and the broader economy. Specifically, the competition assessment studies aim to evaluate the level of market competition, identify instances of market dominance and barriers to entry, and analyze the existing regulatory framework along with its impact on competition within each sector.

Evidence-based research helps build competitive markets, remove barriers, and support informed policy.

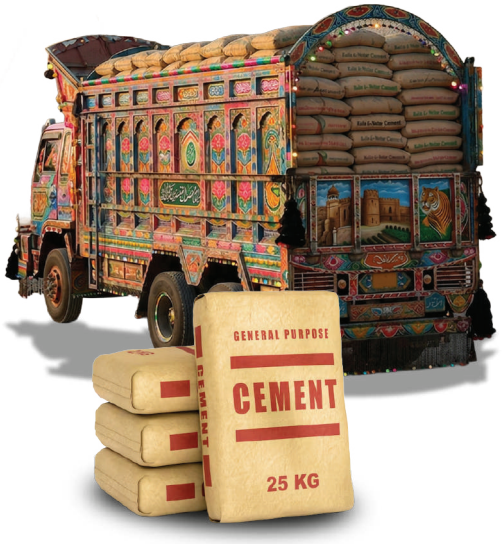
Pakistan's Cement Sector

The Center of Excellence in Competition Law (CECL) of the Commission has completed a Competition Assessment of Pakistan's cement sector, providing a comprehensive analysis of the industry's structure, competitive landscape, and key challenges. As one of the country's major manufacturing industries, the cement sector remains vital for infrastructure development and economic growth. Although cement consumption declined during FY2025, Pakistan's per capita consumption remains well below the global average, indicating significant long-term growth potential.

The assessment study highlights the industry's evolution into a competitive, privately led market following deregulation and privatization. Pakistan's cement industry currently comprises 16 companies operating 27 production plants with a combined capacity exceeding 83 million tonnes. While the national market exhibits a relatively competitive structure, regional concentration, particularly in Southern Pakistan, remains comparatively higher.

The study identifies several structural and regulatory challenges affecting competition, including high capital requirements, rising energy costs, transportation constraints, provincial royalty disparities, dependence on a single coal-handling terminal, high taxation, smuggling, and counterfeit cement. These factors increase production costs and limit market contestability.

To promote a more efficient and competitive market, the assessment recommends a coordinated reform agenda focusing on harmonized mineral royalty regimes, improved logistics and axle-load enforcement, greater competition in coal handling, stable tax policies, rationalized energy pricing, stronger border controls, and enhanced enforcement against counterfeit products. These measures are expected to strengthen market efficiency, encourage investment, protect consumers, and support the long-term competitiveness of Pakistan's cement industry.



Pakistan's passenger traffic has nearly doubled in two decades, rising from **12.8 million in 2006–07 to 24.3 million in 2024–25**



Pakistan's Civil Aviation Market Assessment

This study assesses the competition in Pakistan's scheduled air passenger market, evaluating the sector's competitive landscape and identifying reforms to enhance efficiency, consumer welfare, and long-term growth. The study is based on 19 years of traffic data, extensive research, and stakeholder consultations.

The assessment highlights the aviation sector's growing contribution to Pakistan's economy, supporting employment, tourism, and trade. Passenger traffic has nearly doubled over the past two decades, rising from 12.8 million in 2006–07 to 24.3 million in 2024–25, with international travel driving most of this growth. However, the study notes that the domestic market remains highly concentrated, while Pakistani airlines face significant competitive challenges in international markets due to higher financing costs, taxation, exchange rate volatility, and operational constraints.

The study recommends adopting an integrated national aviation strategy that promotes transparent and competition-neutral regulation, rationalises taxes and financing costs, strengthens regional connectivity, and expands maintenance, cargo, and ancillary services. It also emphasizes aligning aviation policy with tourism and trade objectives, enhancing consumer protection, promoting sustainable aviation practices, and strengthening competition oversight to unlock the sector's full economic potential.

A Market Competition Study of Solar Energy in Pakistan

This competition assessment study of Pakistan's solar energy sector assesses key issues including import dependence, quality assurance, licensing requirements, net-metering, grid integration, and the availability of reliable market data.

Drawing on quantitative analysis and extensive stakeholder consultations, the assessment finds that the rapid growth of solar energy has been driven by private sector investment, declining global solar panel prices, supportive import policies, and rising grid electricity tariffs. At the same time, it identifies several challenges affecting market efficiency and competition, including inadequate transmission infrastructure, delays in net-metering approvals, policy uncertainty, weak testing and certification mechanisms, limited market data, and slow implementation of the Competitive Trading Bilateral Contract Market (CTBCM).

To support a more competitive and sustainable solar market, the study recommends modernizing the electricity distribution network, expanding smart metering and grid management systems, establishing accredited testing and certification facilities, developing a National Solar Registration System, promoting domestic manufacturing, accelerating CTBCM implementation, expanding rural access to solar energy, and encouraging battery storage technologies.



A Study of Pakistan's Automobile Industry

This competition assessment study of Pakistan's automobile sector examines the regulatory and structural factors influencing competition, investment, and consumer welfare. As a key contributor to the national economy, the industry accounts for around 2.8% of GDP and provides direct employment to more than 215,000 people.

The assessment highlights the automobile sector's significant role in industrial growth, employment, and domestic value addition. It finds that competition in the passenger car market remains constrained by high entry barriers, substantial investment requirements, and regulatory complexities. While past protection policies supported the development of local manufacturing, prolonged tariff protection, policy inconsistencies, and implementation gaps have limited competition, innovation, and export potential. The study also identifies challenges including limited access to vehicle financing, fragmented regulatory oversight, the absence of a vehicle scrappage policy, and inadequate infrastructure for electric vehicles.

To foster a more competitive and consumer-oriented market, the study recommends adopting a long-term and predictable automobile policy, rationalising tariff protections, strengthening vendor development, expanding vehicle financing, introducing a structured vehicle scrappage programme, and accelerating the development of electric vehicle infrastructure. These reforms aim to enhance investment, improve consumer choice, and support the sustainable growth of Pakistan's automobile industry.

Pakistan's automobile sector contributes **2.8% of GDP and supports over 215,000 direct jobs**, yet competition remains constrained by entry barriers, regulatory complexities, and prolonged tariff protection.



Policy Notes

As envisaged under Section 29(b) of the Act, the department issues policy notes to the Federal and Provincial Governments based on its review of existing policy and regulatory frameworks. During the period under review, the following two policy notes were issued:

1. Promoting Competition through Rigorous Oversight & Actions to Curb Deceptive Marketing Practice of Mis-selling in Bancassurance: The Policy Note identifies the anti-competitive practice of mis-selling in bancassurance (banca), a significant sales channel in the insurance industry. Mis-selling has been identified as affecting both competition in the industry and consumers. The issue of mis-selling is particularly associated with life insurance offered by private life insurers and distributed through banca channels. It further argues that the mis-selling of insurance products by bank/insurance staff using banca is tantamount to deceptive marketing practices, prohibited under Section 10 of the Competition Act, 2010. The Policy Note also explores the experiences of international markets in banca and recommends pro-competition solutions for Pakistan.

2. Promoting Competition through the Removal of Federal Government's Guarantee on Policies Issued by the State Life Insurance Corporation: The policy note reviews the impact of the government guarantee granted to the State Life Insurance Corporation (SLIC) and its impact on competition. It argues that this guarantee creates an uneven playing field, as private-sector insurance companies do not have such a guarantee. This guarantee distorts market dynamics, leads to inefficiencies, and undermines competition by giving SLIC an unfair advantage compared to other market players. Therefore, the guarantee needs to be withdrawn to promote competition.

Promoting fair competition means **protecting consumers** and ensuring a level playing field for businesses.



Exemption Regime

The Competition Act, 2010 aims to promote and protect effective competition in the markets of Pakistan. Section 4 of the Act prohibits undertakings from entering into agreements that have the object or effect of restricting, preventing, or reducing competition, including but not limited to price fixing, limiting production or distribution, eliminating competition in a relevant market, or creating or strengthening a dominant position. Section 5 of the Act, however, provides for exemptions from the prohibitions contained in Section 4, subject to the fulfillment of specified statutory conditions as stated under Section 9 of the Act.



Sector-wise Review and Exemptions Granted

The Exemption Department continued to facilitate legitimate business collaborations while ensuring compliance with the Competition Act, 2010. The Department examined exemption applications across a diverse range of economic sectors, reflecting the broad applicability of the competition law framework. During the reporting period, the Commission granted 19 exemptions relating to agreements from the Automobile (4), Financial Services (3), Pharmaceuticals (3), Chemicals (2), FMCG (2), Services (2), Food & Beverages (1), Telecom (1), and IT Solutions (1) sectors. These exemptions enabled businesses to pursue efficiency-enhancing collaborations and commercial arrangements while ensuring that competition in the relevant markets remained protected in accordance with the provisions of the Competition Act, 2010.

19
Exemptions Granted

Sr.	Sector	Numbers
1.	Pharmaceutical	03
2.	Food & Beverages	01
3.	Chemicals	02
4.	Financial Services	03
5.	FMCG	02
6.	Automobile	04
7.	Services	02
8.	Telecom	01
9.	IT Solutions	01
	Total	**19**

Exemptions are **justified** where the benefits clearly outweigh the adverse effects of a lessening of competition.

Chairman's Interactions


June 4, 2026


March 26, 2026


June 18, 2026



March 30, 2026


March 26, 2026


May 19, 2026


June 11, 2026



June 1, 2026


April 16, 2026


April 2, 2026


April 14, 2026


April 1, 2026

Creating Awareness Through **Advocacy**



§ 29 of the Act addresses Competition Advocacy. The Commission shall promote competition through advocacy which, among others, shall include creating awareness and imparting training about competition issues and taking such other actions as may be necessary for the promotion of competition culture.

The Commission continued to strengthen its competition advocacy efforts through a broad range of awareness, capacity-building, and stakeholder engagement initiatives aimed at promoting a culture of fair competition and voluntary compliance with the Competition Act, 2010. A total of 11 advocacy activities were successfully organized, covering academia, industry, professional bodies, public sector institutions, and research think tanks.

CCP expanded its outreach to academia by conducting awareness sessions at leading universities, including Hamdard University, NUST Law School, and Bahria University, to educate students and faculty on competition law and consumer welfare. The Commission also strengthened engagement with the business community through an awareness session at the Lahore Chamber of Commerce & Industry (LCCI), encouraging businesses to adopt competition compliance practices and promote voluntary adherence to the law.

As part of its commitment to institutional capacity building, CCP organized three distinguished lectures under its Lecture Series in Competition Law, featuring eminent national and international experts who shared valuable insights on digital markets, industrial competitiveness, and government-business relations. The Commission further reinforced strategic partnerships by signing a Memorandum of Understanding (MoU) with the Sustainable Development Policy Institute (SDPI) to promote collaborative research, policy analysis, and knowledge sharing in the field of competition policy.

The Commission also continued integrating competition law into executive and professional development programmes through a session in IBA's Directors Training Programme, a guest lecture at PITAD for officers of the Commerce and Trade Group, and an awareness session with the Institute of Cost and Management Accountants (ICMA). These initiatives enhanced understanding of competition law among corporate leaders, public officials, and future professionals while reinforcing CCP's commitment to building a competitive, transparent, and consumer-oriented marketplace in Pakistan.

Summary of Advocacy Activities

Sr.	Type of Advocacy Activities	No. of Activities
1.	**Competition Advocacy Academia Drive:** Awareness Sessions on Competition Law for students and faculty of relevant departments (such as Law, Economics, and Business departments etc.) to build a competition-aware generation.	**03**
2.	**Competition Advocacy Industry Drive:** Awareness sessions on Competition Law with key industries/sectors, trade associations, and chambers of commerce.	**01**
3.	**Lecture Series in Competition Law:** This lecture series features leading national and international experts who will share their insights on evolving challenges in competition law and policy.	**03**
4.	**Promoting Collaboration through Memorandum of Understanding (MoUs):** Formalising collaborations with key stakeholders including academia, regulators in other sectors, government agencies, and international competition authorities.	**01**
5	**Training Workshops on Competition Law & Compliance:** Training Workshops with companies on competition law and compliance programs. This will also include competition law module delivered under Directors' Training Program (DTP) of different institutions	**01**
6.	**Guest Lectures on Competition Law**	**01**
7.	**Awareness Sessions on Competition Law with Professional Bodies**	**01**
Total Advocacy Events Executed		**11**

Awareness Sessions on **Competition Law with Professional Bodies**

Session with students and faculty members of Institute of Cost and Management Accountants (ICMA), Islamabad







The Competition Commission of Pakistan, in collaboration with the Institute of Cost and Management Accountants (ICMA), Islamabad, organized an interactive awareness session on Competition Law at CCP Headquarters.

Senior officers of the Commission, including Director General Dr. Ikram ul Haq, Director Ms. Maliha Quddus, Secretary to the Commission Ms. Marryam Pervaiz, and Deputy Director Mr. Noman Ahmed, delivered presentations on key provisions of the Competition Act, covering abuse of dominant position, prohibited agreements, deceptive marketing practices, and mergers & acquisitions.

The session was attended by students, faculty members, and representatives of ICMA, Islamabad, including Mr. Muhammad Rizwan (FCMA), Secretary, Islamabad Branch Counci, ICMAP, and Managing Partner Rizwan Arish & Co.; Mr. Arslan Mehmood, Member Islamabad Branch Council ICMAP; Mr. Amir Ejaz, Executive Director ICMAP; and Mr. Bilal Ahmad, Director Northern Region ICMAP.

Speaking on the occasion, the Chairman Mr. Farid Ahmad Tarar emphasized the importance of promoting awareness of Competition Law among future professionals and business leaders. He highlighted that CCP, as a sector-neutral regulator, works to curb anti-competitive practices across all sectors of the economy through the powers vested in the Commission under the Competition Act.

Training Workshops on Competition Law & Compliance

Competition Law Session in IBA's Directors Training Program (DTP)

Dr. Ikram ul Haq, Director General, Market Intelligence Unit, and Ms. Marryum Pervaiz, Secretary to the Commission, Competition Commission of Pakistan, addressed participants in the Directors' Training Program hosted by IBA's Centre for Executive Education at NIBAF, Islamabad.

The CCP officials delivered insightful sessions on key provisions of the Competition Act, 2010, highlighting the Commission's role in promoting fair competition, preventing anti-competitive practices, and fostering a transparent, level playing field for businesses. The interaction also focused on enhancing corporate compliance and building awareness among current and future business leaders.



Competition Advocacy
Academia Drive

Hamdard School of Law, Hamdard University, Karachi

The Competition Commission of Pakistan (CCP), in collaboration with Hamdard School of Law, Hamdard University, Karachi, organized an awareness session on Competition Law of Pakistan, highlighting the role and functions of the Commission. The session was held at the university premises as part of CCP's ongoing academia advocacy drive to promote awareness of Competition Law among students, faculty members, and researchers.

The CCP delegation was led by Ms. Bushra Naz Malik, Member (CCP), and included Dr. Ikram ul Haq, Director General (HR, Admin, and Market Intelligence Unit); Ms. Marryum Pervaiz, Secretary to the Commission and Head of Advocacy; and Ms. Maliha Qudus, Director, Cartels & Trade Abuse. The delegation was welcomed by Mr. Anwar Ahmad, Associate Dean, Faculty of Legal Studies; Mr. Kaleem Ahmed Ghias, Registrar; and senior faculty members of the University.





During the session, CCP officials delivered presentations on key provisions of the Competition Act, covering abuse of dominant position, prohibited agreements, deceptive marketing practices, and mergers & acquisitions.

Speaking on the occasion, Ms. Bushra Naz Malik emphasized the Commission's commitment to fostering a level playing field for businesses in Pakistan. She noted that raising awareness among young scholars and future legal professionals is essential for building a culture of compliance with Competition Law.

Faculty members appreciated CCP's outreach initiative and expressed interest in continued collaboration. The session concluded with an interactive Q&A session, where students engaged actively on issues related to cartel investigations, deceptive marketing, and consumer protection.



Awareness Session on Competition Law at NUST Law School (NLS)

The Competition Commission of Pakistan, in collaboration with National University of Sciences and Technology (NUST) School of Law Islamabad, conducted an engaging awareness session on Competition Law at the university campus.

Member CCP, Mr. Salman Amin and Secretary to the Commission, Ms. Marryum Pervaiz delivered presentations on key aspects of competition law. Head of Department, NUST School of Law, Mr. Syed Sikandar Shah, and Assistant Professor, Ms. Amara Amir, represented NUST at the session. The session highlighted CCP's mandate, major enforcement areas, and its performance in promoting fair competition.





Awareness Session on Competition Law in collaboration with Bahria University, Department of Law, Islamabad



As part of its ongoing outreach initiative to promote awareness of Competition Law among academia, the Competition Commission of Pakistan conducted an engaging session at the Bahria University Islamabad Law School.

The CCP delegation, comprising Director General Dr. Ikram ul Haq, Secretary to the Commission Ms. Marryum Pervaiz, Director Ms. Maliha Quddus, and Deputy Director Mr. Noman Ahmed, delivered presentations on key aspects of Competition Law and the Commission's enforcement framework.

Dean Bahria Law School, Dr. Muhammad Fayaz, along with faculty members, represented the university at the session. Attended by a large number of students and faculty members, the interactive session generated keen interest and discussion on CCP's mandate, major enforcement areas, and its role in promoting fair competition and consumer welfare in Pakistan.

Competition Advocacy
Industry Drive

Awareness Session on Competition Law at Lahore Chamber of Commerce & Industry (LCCI)







The Competition Commission of Pakistan (CCP) held an awareness session at the Lahore Chamber of Commerce & Industry (LCCI) on the evolution and the substantive provisions of competition law. The session aimed to enhance understanding of core areas, including abuse of dominant position, prohibited agreements (cartelization), deceptive marketing practices, and mergers and acquisitions while promoting a culture of compliance within the business community.

Chairman CCP, Farid Ahmad Tarar, led the CCP delegation, while the session was attended by LCCI President Faheem ur Rehman Saigol, members of the senior management, the Executive Committee, and a large number of general body members.

Addressing the participants, the Chairman emphasized that distortion of competition harms both businesses and consumers, and underscored the importance of fostering a culture of compliance. He highlighted CCP's ongoing efforts to modernize its enforcement frame-



CCP and LCCI joined hands to **promote a culture of compliance**, with discussions on cartelization, abuse of dominant position, deceptive marketing, and mergers & acquisitions, while emphasizing stronger collaboration and regular engagement with the business community.

work, including the automation of complaint handling mechanisms and the development of guidelines, particularly in emerging areas such as e-commerce.

He also stressed the importance of collaboration with stakeholders and strengthening advocacy initiatives to promote voluntary compliance. In this regard, he encouraged LCCI to establish a voluntary compliance regime within the Chamber and develop practical guidelines for its members. He further noted that CCP is actively working on sector-specific guidelines and will continue to engage through targeted outreach and social media campaigns to raise awareness across industries.

Speaking on the occasion, LCCI President Faheem ur Rehman Saigol appreciated CCP's outreach efforts and emphasized the need to strengthen linkages with the business community. He underscored the importance of regular engagement sessions and proposed formalizing cooperation through a Memorandum of Understanding (MoU). He noted that healthy competition is essential for a vibrant and sustainable economy.

Senior Vice President Tanveer Ahmad Sheikh and Vice President Khurram Lodhi also spoke on the occasion, highlighting the importance of sustained engagement between CCP and the business community. They suggested holding regular advocacy sessions, including monthly interactions, and proposed the designation of focal persons to enhance coordination and collaboration between CCP and the Chamber. They also emphasized the need for continued cooperation to promote a competitive business environment.

Senior CCP officials, including Director General Dr. Ikram ul Haq, Director and Secretary to the Commission Marryum Pervaiz, and Director Maliha Quddus, delivered detailed presentations on key provisions of the Competition Act, including abuse of dominant position, prohibited agreements, deceptive marketing practices, and mergers and acquisitions. The presentations provided practical insights into compliance requirements and highlighted the role of competition law in ensuring fair market practices. The session concluded with an interactive question-and-answer session.

Lecture Series in Competition Law

Competition Concerns in the Digital Economy

The Competition Commission of Pakistan (CCP), as part of its ongoing Lecture Series on Competition Law, today hosted a lecture on "Competition Concerns in the Digital Economy," delivered by Dr. Amber Darr, Lecturer in Competition Law at the University of Manchester, UK, and External Expert at CCP's Center of Excellence in Competition Law (CECL).

The lecture examined how the rapid growth of digital platforms, big data, algorithms, and network effects is reshaping markets and creating new challenges for competition authorities worldwide. Dr. Darr highlighted key features of digital markets, including increasing returns to scale, market tipping, data-driven market power, and the risks of algorithmic collusion, while also discussing the complexities of defining relevant markets and assessing dominance in zero-price and innovation-driven environments.

Drawing on leading EU competition cases involving Google, Apple, and Amazon, the lecture explored issues such as abuse of dominance, tying and bundling, unfair trading conditions, and the evolving treatment of vertical agreements in the digital economy. The discussion also placed Pakistan's digital ecosystem in a regional and global context, emphasizing the importance of effective competition enforcement to ensure fair, open, and innovative digital markets.

The lecture was attended by CCP officers ranging from Management Executives to Director Generals, who actively engaged in a discussion on regulatory challenges and enforcement strategies in the digital economy, reinforcing CCP's commitment to building institutional capacity in competition law enforcement.





Role of Industry in Promoting Market Competition







The Competition Commission of Pakistan hosted the sixth lecture of its ongoing Lecture Series on Competition Law on the topic "Role of Industry in Promoting Market Competition." The lecture was delivered by Dr. Nadeem Javed, Vice Chancellor of the Pakistan Institute of Development Economics (PIDE). The session examined Pakistan's industrial structure, productivity challenges, and the impact of weak competition on long-term economic growth.

Welcoming the participants, Chairman CCP Dr. Kabir Ahmed Sidhu underscored that competition is not merely a legal or regulatory concept but a core economic policy tool. He reaffirmed CCP's commitment to strengthening competition enforcement as a means to enhance productivity, boost exports, and promote sustainable industrial growth.

In his presentation, Dr. Nadeem Javed highlighted Pakistan's persistent productivity gap and the dominance of highly concentrated industries, including cement, sugar, fertilizer, steel, and automobiles. He explained that weak competitive pressures, regulatory discretion, and protection of incumbents have constrained firm growth, innovation, and export competitiveness. Drawing on international experience from countries such as South Korea, Vietnam, Turkey, and Chile, he noted that disciplined competition, openness to trade and investment, and strong rule-based enforcement were key to escaping low-productivity traps.

The lecture concluded that competition policy must be integrated into industrial and growth strategies. Without effective competition, industrial policies risk reinforcing inefficiencies and protecting rents rather than promoting productivity and economic transformation.

The CCP's Lecture Series aims to promote informed debate on competition law and policy by engaging leading academics, policymakers, and practitioners.

Managing Government-Business Relations





The Competition Commission of Pakistan (CCP) hosted a distinguished lecture by Dr. Ishrat Hussain, Former Governor of the State Bank of Pakistan, on the topic "Managing Government–Business Relations", as part of its ongoing Lecture Series in Competition Law.

The lecture was attended by CCP officers across all tiers, from Management Executives to Director Generals. Participants engaged in an in-depth discussion on the evolving challenges of ensuring fair competition, particularly in the context of digital markets and the modern economy, where the balance between state regulation and market efficiency has become increasingly complex.

In his address, Dr. Ishrat Hussain underscored that the traditional binary of markets versus government is no longer valid. He emphasized the need for a capable and effective government working alongside competitive, well-regulated markets, highlighting the role of institutions such as competition authorities in preventing abuse of market power, ensuring a level playing field, and protecting consumers. Drawing on international and domestic experience, he stressed that sustainable economic growth requires clarity in regulatory roles, strong rule of law, investment in infrastructure and human capital, and responsible conduct by private businesses.

Mr. Salman Amin, Member, CCP, formally welcomed Dr. Ishrat Hussain and paid tribute to his outstanding contributions to Pakistan's public service and economic reforms. He noted that Dr. Hussain's books, including "The Political Economy of Reforms," "Economic Management in Pakistan," and "Governing the Ungovernable," remain highly relevant and continue to offer valuable insights and solutions to Pakistan's current economic challenges.

The session concluded with closing remarks by Ms. Bushra Naz Malik, Member, CCP, who thanked Dr. Ishrat Hussain for his invaluable contribution to Pakistan's economic and institutional development. She reaffirmed CCP's commitment to fostering informed dialogue on competition policy and governance.



Promoting Collaboration through **Memorandum of Understanding (MoUs)**

MoU signing Ceremony between Competition Commission of Pakistan (CCP) and the Sustainable Development Policy Institute (SDPI)

The Competition Commission of Pakistan (CCP) and the Sustainable Development Policy Institute (SDPI) have signed a Memorandum of Understanding (MoU) to strengthen collaboration in research, policy analysis, and evidence-based recommendations aimed at promoting competitive and inclusive markets.

The signing ceremony was attended by Dr Kabir Ahmed Sidhu, Chairman CCP, Dr Abid Qaiyum Suleri, and senior officials from both organizations. The MoU was signed by Salman Amin, Member CCP, and Dr Sajid Amin Javed, Deputy Executive Director SDPI.

Speaking on the occasion, Dr Kabir Ahmed Sidhu said the partnership would allow both institutions to jointly review legal and regulatory frameworks and update them in line with changing market realities. He said the collaboration would help produce quality research, reports, and data to support better policy solutions. He emphasized that markets should benefit consumers and businesses at large, not a few, and must remain free from monopolistic and oligopolistic practices.





Dr. Abid Qaiyum Suleri said that collaboration between SDPI and CCP would generate strong analytical inputs to support government policymaking. He added that joint research would offer practical pathways to address existing challenges across sectors and promote competition-friendly policies.

Office of **International & External Affairs**



The Office of International and External Affairs (OI&EA) serves as the Commission's focal point for international engagement, cooperation, and strategic partnerships. It works to strengthen Pakistan's integration with the global competition community by fostering collaboration with foreign competition authorities, international organizations, and development partners. Through these engagements, OI&EA supports the Commission's mandate by promoting international best practices, facilitating technical cooperation, building institutional capacity, and strengthening Pakistan's representation in global competition policy and enforcement forums.

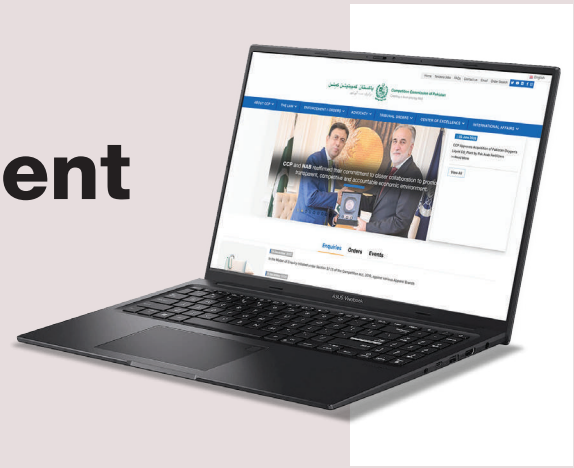
OI&EA significantly strengthened the Commission's international profile by expanding bilateral and multilateral cooperation, coordinating participation in major international forums, and advancing institutional capacity-building initiatives.

The Office made substantial progress on Memoranda of Understanding (MoUs) with several foreign competition authorities, including those of Türkiye, Sri Lanka, Egypt, Uzbekistan, Indonesia, Bangladesh, Kazakhstan, and Kuwait.

OI&EA coordinated the Commission's participation in high-level engagements organized by the Organisation for Economic Co-operation and Development (OECD), UN Trade and Development (UNCTAD), International Competition Network (ICN), BRICS+, Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC), World Bank, Japan Fair Trade Commission (JFTC), American Bar Association (ABA), and Federal Antimonopoly Service of Russia (FAS Russia). These engagements covered emerging and priority areas such as competition enforcement, consumer protection, digital markets, artificial intelligence, public procurement, and economic governance.

Together, these initiatives have strengthened the CCP's international engagement, supported policy development and institutional capacity, and enhanced the Commission's visibility and representation within the global competition community.

Information Systems & **Technology Department**



The Information Systems & Technology (IS&T) Department continued to strengthen the Competition Commission of Pakistan's digital ecosystem by implementing strategic initiatives aimed at enhancing operational efficiency, modernizing technology infrastructure, and improving digital service delivery.

Key initiatives undertaken during the reporting period include:

Enterprise Application Development:

Development of a Centralized Dashboard to enable real-time monitoring and reporting of cases, complaints, enquiries, show cause notices, orders, etc., facilitating data-driven decision-making. The Department also undertook the upgradation of the e-Exemption and e-Merger System to enhance functionality, improve user experience, and streamline digital service delivery. Additionally, an online payment gateway is being integrated into the e-Merger System and e-Exemption system to facilitate secure electronic payments and provide a seamless end-to-end digital application process.

Website Modernization

Comprehensive redesign of the official CCP website to deliver a modern, responsive, and user-friendly interface. The initiative also included a comprehensive review, updating, and rationalization of website content, ensuring the timely publication of official information, improved content quality, and the archiving of outdated or redundant material.

IT Governance

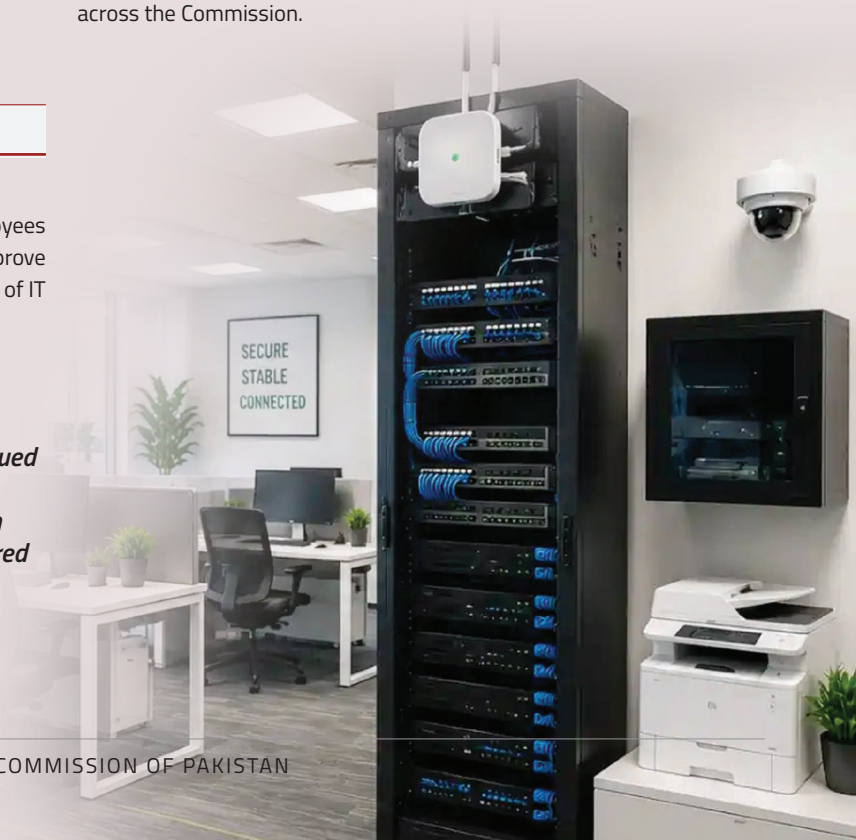
Initiation of a comprehensive IT governance and strategic framework to strengthen technology governance, standardize IT processes, improve operational efficiency, and support the Commission's long-term digital transformation objectives.

E-Office management

Facilitated the enforcement and organization-wide adoption of the e-Office system, promoting paperless workflows, improving efficiency, enhancing record management, and strengthening digital governance across the Commission.

Infrastructure Enhancement

Procurement and deployment of upgraded IT equipment for employees and enhancement of the Commission's network infrastructure to improve system performance, connectivity, reliability, and the overall quality of IT services.



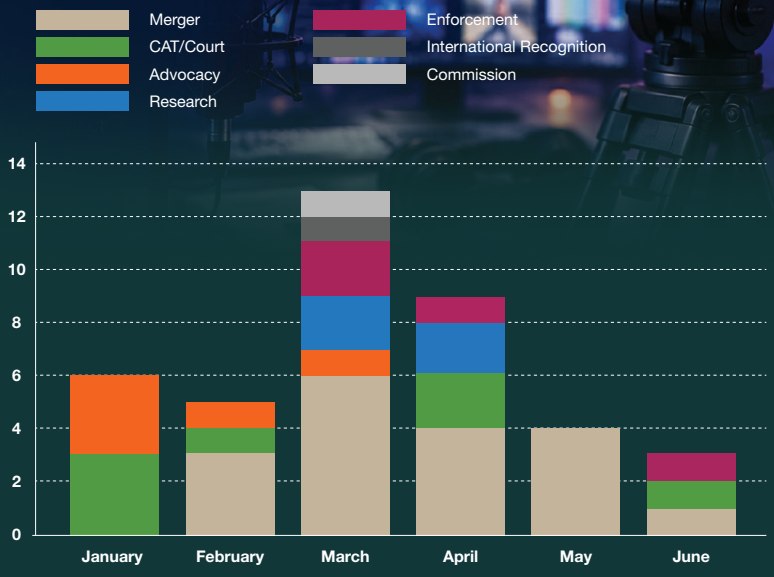
These initiatives demonstrate the IS&T Department's continued commitment to delivering secure, innovative, and efficient technology solutions that support the Commission's mission and contribute to a modern, resilient, and digitally empowered organization.

Media Department

During January–June 2026, the Commission issued 41 press releases covering enforcement, merger control, litigation, advocacy, research, international recognition and institutional developments. The communications highlighted not only regulatory decisions but also broader market signals—facilitating lawful consolidation, addressing anti-competitive conduct, translating legal outcomes for stakeholders, and promoting market reforms through research. Merger-related releases were the strongest stream, with 19 covering sectors including cement, banking, insurance, aviation, e-commerce, REITs, sugar, chemicals, polymer, collateral management, corporate restructuring and PIA. This reflects CCP's role in facilitating investment and restructuring while safeguarding competition.

Enforcement and litigation releases reinforced the Commission's deterrence profile through recoveries, penalties and court and tribunal outcomes involving deceptive marketing, resale price maintenance and anti-competitive agreements. Meanwhile, research and advocacy on civil aviation, automobiles, solar and cement supported wider market reform and compliance. OECD recognition of CCP's AI-enabled market intelligence further highlighted its adoption of modern regulatory tools.

What drove each month's coverage



CCP's Digital Platforms
Making Competition Law Simple for Everyone

Recognising that competition law is often perceived as technical and difficult to understand, the Competition Commission of Pakistan has introduced a new digital communication strategy that goes beyond reporting institutional activities. The Commission's social media platforms have been repositioned as Pakistan's leading public education resource on competition law, consumer rights and fair markets.

During the period under review, CCP's digital platforms have moved beyond publishing press releases and meeting updates to providing educational and explanatory content. Through engaging explainers, infographics, creative social media posts and short videos, the Commission has simplified complex concepts such as mergers, cartels, abuse of dominance, deceptive marketing and consumer rights. Followers can now better understand not only what the Commission does, but also why competition law matters, how it affects everyday life and how businesses can comply with the law.

This shift marks an important step in making the Commission's communication more accessible, informative and citizen-focused, while strengthening public awareness of competition law and promoting a culture of fair competition in Pakistan.



THE NEWS

CETERIS PARIBUS

Farid Ahmad Tarar appointed as CCP chairperson

By our correspondent

KARACHI: The government has appointed Farid Ahmad Tarar as chairperson of the country's antitrust watchdog,



THE NATION

Tribunal upholds CCP's findings on deceptive marketing of Strepsils

OUR STAFF REPORTER
ISLAMABAD

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اوصاف

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اوصاف

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پالیسی عدم تسلسل، ریگولیٹری رکاوٹوں اور محدود مسابقت بڑے مسائل قرار

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THE EXPRESS TRIBUNE

AI tools used to unearth competition law breaches

OECD highlights Pakistan's initiatives to modernise enforcement functio via advanced tech

OUR CORRESPONDENT
ISLAMABAD

The Competition Commissio
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INTERNATIONAL THE NEWS

CCP calls for stronger compliance culture at LCCI session

By Mansoor Ahmad

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The Frontier Post

Tribunal upholds CCP's findings on deceptive marketing of Strepsils

F.P. Report

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INTERNATIONAL THE NEWS

CCP collects Rs40m fine in anti-competitive agreement case

By our correspondent

KARACHI: The Competition Commission of Pakistan (CCP) has recovered Rs40 million in collective penalties from two companies after a tribunal upheld findings that they entered into an anti-competitive agreement that restricted market competition.

The CCP said the fines were imposed for a non-com-

BUSINESS RECORDER
Founded by M.A. Zuberi

CCP approves REIT restructuring involving ISE towers REIT

STAFF REPORTER

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INTERNATIONAL THE NEWS PAKISTAN

CCP clears Arif Habib-led consortium's acquisition of PIA

By our correspondent

KARACHI: The Competition Commission of Pakistan (CCP) has approved the proposed acquisition of Pakistan International Airlines Corp by a consortium led by Arif Habib Corp, clearing a key step in the government's privatisation drive.

The CCP said it authorised the transaction following a Phase I review under the Competition Act, 2010, concluding that the deal does not create or strengthen a dominant position or materially reduce competition in any relevant market.

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INTERNATIONAL THE NEWS

CCP calls for stronger compliance culture at LCCI session

By Mansoor Ahmad

LAHORE: The Competition Com-

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DAWN
E-PAPER | FEBRUARY 27, 2026

CCP clears acquisition of Attock Cement

ISLAMABAD: The Competition Commission of Pakistan (CCP) has

and sale of cement and related products.
Kapco is a publicly listed energy com-
pany engaged in power generation and