



International
Competition
Network

Statement of Achievements 2025/2026

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Conference of the ICN Manila,
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ICN 20
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FOREWORD

Dear ICN members and NGAs

We are pleased to welcome our members and special guests in Manila for this year's Annual Conference. As the International Competition Network marks its 25th anniversary, the 2025/2026 year stands as a powerful reflection of what continuous, trust-based cooperation among competition authorities can achieve. Over the past ICN year, the Network has continued to demonstrate its unique ability to respond to an increasingly complex and interconnected global landscape, while remaining grounded in its core principle of promoting convergence and facilitating effective international cooperation for the benefit of member agencies, consumers and economies worldwide.

Across its Working Groups, the Network has delivered an ambitious and forward-looking body of work. The Advocacy Working Group advanced global dialogue on limiting anti-competitive measures and strengthening engagement with governments and regulators, reinforcing the importance of competition advocacy in shaping pro-competitive regulatory environments. The Agency Effectiveness Working Group made significant strides in enhancing institutional capacity, notably through the development of comprehensive training resources and practical guidance on enforcement cooperation—tools that will support agencies in delivering more effective coordinated outcomes.

Core enforcement areas have also seen meaningful progress. The Cartel Working Group continued to strengthen anti-cartel execution through updated guidance and practical exchanges on investigative tools such as raids and whistleblower programs. The Merger Working Group updated key recommended practices, including on market definition and exiting firm scenarios, while fostering dialogue on emerging issues such as the interface between merger control and foreign direct investment screening. At the same time, the Unilateral Conduct Working Group delivered the ICN's first dedicated guidance on interim measures, reflecting the growing need for timely and effective intervention in fast-moving markets.

Beyond these achievements, the ICN has continued to innovate. The work on competition concerns in food markets has provided practical tools to support agencies in addressing price dynamics and market concentration in essential sectors. The ICN Technologists Group has further expanded its role as a platform for collaboration on digital and technological challenges, including the use of artificial intelligence and advanced analytical tools in enforcement. Similarly, the ongoing development of the ICN Framework for Competition Agency Procedures (CAP 2.0) underscores the Network’s commitment to procedural fairness and transparency as foundational elements of effective enforcement.

As we gather in Manila for the Annual Conference, we not only celebrate 25 years of collaboration, but also reaffirm the enduring value of the ICN as a platform for dialogue, convergence, and mutual learning. In a world where markets are increasingly shaped by digitalization, data, and global business practices, the need for effective international cooperation has never been greater. Looking ahead, the ICN remains committed to evolving in step with these challenges—preserving the strengths that have defined its success, while continuing to innovate and adapt. Guided by shared experience and a collective sense of purpose, the Network is well positioned to contribute to fair, open, and dynamic markets for years to come.

Best wishes,



Michael Aguinaldo
Chair
Philippine Competition Commission



Andrea Marván
Chair of the ICN Steering Group
Chair, National Antitrust Commission of
Mexico

ADVOCACY WORKING GROUP

The Advocacy Working Group (AWG) aims to improve the effectiveness of ICN members in advocating the dissemination of competition principles and to promote the development of a competition culture. AWG develops practical tools and guidance, and facilitates experience-sharing among ICN member agencies.

AWG Co-Chairs: [CCS Singapore](#), [UOKiK Poland](#), [JFTC Japan](#), [ECA Egypt](#).

Webinar on Worldwide Trends in Limiting Anti-Competitive State Measures

This webinar, held on Thursday, October 23, builds on the AWG report worldwide trends in limiting anti-Competitive State Measures and aimed at fostering discussion on practical experiences in identifying and addressing anti-competitive government interventions. The session brought together contributions from multiple jurisdictions, including active engagement from the Egyptian Competition Authority to exchange insights on tools such as regulatory screening, review of draft legislation, and advocacy frameworks for assessing the competitive impact of State measures.

Discussions were enriched by case studies from Italy, Greece, Spain, and Egypt, demonstrating concrete approaches to addressing State-induced distortions across various sectors. The webinar underscored the global relevance of these challenges, the need for context-specific solutions, and the importance of proactive coordination between competition authorities, policymakers, and sector regulators to prevent unintended restrictions on competition and strengthen advocacy efforts.

The recording of the webinar is available at the [ICN Website](#).

Lead Contact: The Egyptian Competition Authority (ECA).

Report on Worldwide Trends in Limiting Anti-Competitive State Measures

The purpose of this collaborative project is to develop a comprehensive resource on global trends in identifying, assessing, and limiting anti-competitive State measures, with the ultimate objective of promoting more pro-competitive regulatory frameworks. The report aims to bring together insights from multiple jurisdictions to examine how government interventions, whether through legislation, regulation, or administrative practices, may distort market dynamics, restrict entry, or create undue advantages for certain market participants.

As part of this effort, a survey was developed and circulated to relevant jurisdictions to collect comparative data and practical experiences, with a strong level of engagement reflected in the responses received to date. These contributions, alongside case studies and jurisdictional assessments, are being used to inform the report's analytical framework and recommendations. The project ultimately aims to equip competition authorities with practical tools to engage effectively with policymakers and regulators, mitigate unintended competitive harm, and support the development of regulatory environments that foster fair and efficient market outcomes.

Lead Contact: The Egyptian Competition Authority (ECA).

Webinar on Successful Advocacy Towards Governments and Legislators

This webinar, held on Wednesday, 24 November 2025, built on the ICN Advocacy Working Group's [Report on Explaining the benefits of competition to Government and Legislators](#). (2017). The purpose of this webinar was to share practical examples of successful advocacy initiatives towards governments and legislators, and to highlight key takeaways, success factors, and lessons learned that can inspire and guide others. The session covered both NGA and NCA perspectives and also explored opportunities for their mutual cooperation. The slides and other materials from the webinar are available at the [ICN Website](#).

Lead Contact: UOKiK Poland.

Webinar on Interactions Between Sector Regulators and Competition Authorities

This webinar, held on Wednesday, 25 February 2026, built on the AWG report titled “Cooperation between Sector Regulators and Competition Authorities: Frameworks and Experiences in Emerging Areas” published in 2025. The report highlights good practices in emerging areas such as environmental protection, privacy, and digital markets.

The purpose of this webinar was to share case studies and practical experiences regarding cooperation and coordination in these and other emerging fields, including updates and follow-up developments related to the contributions featured in the report.

Lead Contact: JFTC Japan.

2026 ICN Advocacy Workshop, Yerevan

The ICN Advocacy Working Group (AWG) Co-chairs and the Competition and Consumer Protection Commission of the Republic of Armenia co-organized the 2026 ICN Advocacy Workshop, which was held in **Yerevan, Republic of Armenia** on **16-17 March 2026**.

The topics for discussion included among others:

- Importance of Competition Advocacy in Today’s Fast-Changing Global Economy;
- Strengthening SME Capacities of Competition Principles and Raising Awareness of Competition Policy Best Practices.
- Competition Advocacy to Leverage New and Emerging Market Trends While Keeping Markets Competitive;
- Competition Advocacy and Digital Markets
- Fostering a Culture of Pro-Competition Policy Across Public Sector Agencies;

The recordings of sessions are also available [online](#).

AGENCY EFFECTIVENESS WORKING GROUP

The mission of the Agency Effectiveness Working Group (AEWG) is to identify key elements of a well-functioning competition agency and good practices for strategy and planning, operations, and enforcement tools and procedures.

AEWG Co-Chairs: [HCC Greece](#), [AGCM Italy](#), [CC Hong Kong](#), [CC South Africa](#).

2025/2026 WORK PRODUCT

Effective Training on Competition Project

This project aims to strengthen the effectiveness of ICN members' in-house training programs on competition law and practice. The project delivered a document providing an extensive collection of training materials on competition law and policy, publicly available on internet, coming from the ICN as well as other international organizations (OECD and UNCTAD) and scholars. The resources are organized into modules by topic, each containing videos (quick orientations and core training), transcripts, and reference documents. For the first time, a partnership with UNCTAD was activated to facilitate dissemination among ICN members, support engagement with them, and collaborate on additional resources. This collection will serve as basis for developing an online ICN Training Toolkit with feedback mechanisms, effectiveness measurement tools, and interactive digital formats for enhanced delivery and accessibility. The document is available in the following [link](#).

Project Lead: [HCC Greece](#), [AGCM Italy](#), [CC Hong Kong](#).

Making Enforcement Cooperation Effective

This joint AEWG and ICN Special Project Group on International Enforcement Cooperation (IEC) project is developing practical guidance on how to undertake different types of enforcement cooperation and make it more effective. A checklist of good practices and hypothetical case scenarios, drawing on input from AEWG members and work undertaken by OECD, and containing lessons learnt and advice on how to make cooperation more effective and efficient, will be discussed at the 2026 ICN Annual Conference in Manila, where a dedicated breakout session provided a forum for further dialogue on practical tools and case examples to facilitate enforcement cooperation.

Project leads: [HCC Greece](#), [AGCM Italy](#), [AdC Portugal](#).

Webinar on Economics in Effective Competition Enforcement

As part of the AEWG's ongoing project on the role of chief and senior economists in effective competition enforcement, the working group continued its programme of inter-workshop webinars. A webinar on "Presenting Economic Evidence before Courts" was held in November 2025, drawing on agency experiences and academic insights into how economic evidence is produced, communicated, and assessed in judicial proceedings. A further economics webinar on "Competition cases in the telecommunications sector" was scheduled for 30 April 2026.

Project leads: [GVH Hungary](#), [CC South Africa](#).

Ongoing and Upcoming Topics

- Making Enforcement Cooperation Effective
- Effective Training on Competition
- The Role of Chief/Senior Economists for Effective Enforcement

CARTEL WORKING GROUP

The mandate of the Cartel Working Group (CWG) is to address the challenges of anti-cartel enforcement, including the prevention, detection, investigation and punishment of cartel conduct. At the heart of antitrust enforcement is the battle against hard core cartels directed at price fixing, bid rigging, market allocation and output restriction.

CWG Co-Chairs: CC New Zealand, [CMA UK](#), GHV Hungary, CCI India.

2025/2026 WORK PRODUCT

Webinar on Raids

As part of the CWG Back to Basics programme, we hosted a webinar on changes to Chapter 1 - Raids of the Anti-Cartel Enforcement Manual on 12 June 2025. The webinar was hosted by the UK CMA, with speakers from Korea KMOJ, Mexico COFECE, Spain CNMC, and Zambia CCPC who shared their experiences of conducting raids and the usefulness of the Chapter as a benchmarking tool and training resource for agencies. The Webinar highlighted the ways in which the updated Chapter can help all agencies improve their raid processes.

Lead contact: [CMA UK](#).

Webinar on Managing Informants/Whistleblowing

This webinar, held on 25 March 2026 and repeated on 1 April for the Asia-Pacific focused on how to manage informants/whistleblowers and the lessons learned in developing and managing informants. There were over 130 attendees at the webinar where agencies from across the globe—US DOJ, Zambia CCPC, Hungary GVH, Ireland CCPC and Israel CA—shared their experiences around operating informant/whistleblower programmes and addressed issues such as paying for whistleblowers, and protecting whistleblowers in investigations and through enforcement actions. There was very positive feedback from attendees and a desire for webinars to focus next year on different key parts of setting up informant programmes.

Lead Contact: [CC New Zealand](#).

Cartel Workshop

The 2025 ICN Cartel Workshop was held by the KFTC and KMOJ in partnership 12-14 November 2025 in Seoul. There was also a digital forensics workshop held for a day immediately prior to the Cartel Workshop. There were over 180 attendees from 41 countries who attended the workshop. The 2026 Workshop is planned to be held in November 2026 by the Hungarian Competition Authority in Budapest. Member agencies and NGA's have provided a number of areas of focus that they wish to be discussed at the 2026 Workshop.

Lead Contact for the 2026 Workshop: [GVH Hungary](#).

MERGER WORKING GROUP

The Merger Working Group (MWG) promotes the adoption of best practices in the design and operation of merger review regimes.

MWG Co-Chairs: CNMC Spain, CC Mauritius, CB Canada, AdIC France.

2025/2026 WORK PRODUCTS UPDATED

Recommended Practices

Chapter on Exiting Firms and Assets. The objective of the project was to update and elaborate on the current recommended practices to reflect recent development in the assessment of exiting firm claims. The document is available in the following [link](#).

Project lead: CMA UK.

WEBINAR SERIES

Webinar on Mergers Analysis and FDI Screening: Exploring the Interface Between Competition Review and National Security

The webinar, on Thursday, February 19th, 2026, addressed similarities and differences between merger control and FDI analysis, covering issues such as gun jumping, notification thresholds, information requirements, remedies, and appeal systems. It also explored cooperation channels between NCAs and FDI national authorities, as well as national specificities of FDI regimes that were particularly relevant from a competition law perspective. All the participants shared their experiences from their different points of view in the interplay between merger analysis and FDI screening. The webinar attracted around 90 live viewers. The recording is available in the following [link](#).

Lead Contact: [CNMC Spain](#).

Webinar on Call-In powers

The webinar considered the merits of using call-in powers to capture potentially anticompetitive mergers that do not meet ordinary notification thresholds, and discuss best practices as to their design and implementation in both voluntary and mandatory merger regimes.

Lead Contact: CMA UK.

2025 Merger Workshop

The ICN Merger Workshop 2025 was hosted by the Competition Commission of Mauritius on 15-17 October 2025, at the Caudan Arts Centre, Port Louis.

The workshop saw about 100 participants whereby salient issues around merger control were discussed by over 60 speakers/facilitators, encouraging rich discussion and the exchange of new perspectives.

Important topics around merger control were discussed including Merger control & investment, Non-traditional parameters in merger review, Digital markets including novel theories of harm, Use of parties' internal documents in merger investigations, Assessment of merger efficiencies, Assessing entry as part of SLC and Cross-border mergers & acquisitions.

UNILATERAL CONDUCT WORKING GROUP

The Unilateral Conduct Working Group (UCWG) examines the challenges involved in analyzing unilateral conduct of dominant firms and firms with substantial market power.

UCWG Co-Chairs: [CADE Brazil](#), [RK Türkiye](#), [KKV Sweden](#), [European Commission \(DG COMP\)](#).

2025 AND 2026 WEBINAR SERIES

Webinar on Data-Related Remedies (October 2, 2025)

The purpose of this webinar was to discuss the international experience with the application of data-related remedies in digital markets, the challenges and opportunities for implementing data-related remedies in some jurisdictions, as well as relevant case studies shared by the speakers. For the recording of the webinar, see [here](#).

Webinar on Evidence Used in the Enforcement Against Unilateral Conduct (November 27, 2025)

This webinar explored challenges and solutions faced by agencies in collecting and using evidence in unilateral conduct. The speakers discussed evidence used in market definition and assessment of dominance/substantial market power, and the role of economic evidence in unilateral conduct cases. They shared their experience with investigative tools like inspections and internal document requests and zoomed in on obstructive practices encountered in their jurisdiction and the solutions found to address them. For the slides and a recording of the webinar, see [here](#).

Webinar on Exclusive Dealing in Unilateral Conduct Enforcement

This webinar aimed to provide an opportunity to discuss exclusive dealing as a form of unilateral conduct under competition law. The goal was to examine recent developments and trends regarding exclusive dealing arrangements, and to generate ideas on how competition agencies can effectively address such practices. Overall, it served as a platform for exchanging opinions, case experiences, and policy perspectives on exclusive dealing.

New Work Product

ICN Checklist for and Effective Use of Interim Measures in the context of Unilateral Conduct proceedings

This Checklist is the first ICN document dedicated to interim measures. It is the outcome of a multi-year project launched in 2024 in light of the revived interest of the ICN community for urgency procedural tools. Drawing on the contributions of ICN members, the Checklist identifies key principles devised to assist in the introduction and implementation of an effective interim measures regime in the framework of unilateral conduct proceedings. The Checklist focuses on procedural matters, including procedural framework, legal criteria for adopting interim measures, the types of measures that can be adopted and issues that may arise subsequently to the interim measures decision. The document is available in the following [link](#).

Project lead: Autorité de la concurrence.

Ongoing and Upcoming Topics

- Revision of the UCWG Workbook on Exclusive dealing
- Evidence used in enforcement against unilateral conduct
- Stocktacking of existing UCWG products

UCWG Workshop 2026

The [Unilateral Conduct Workshop](#) took place from 15 to 17 April 2026 in Prague, hosted by the [Office for the Protection of Competition of the Czech Republic](#).

The UC Workshop aimed to explore a wide range of topics related to unilateral conducts in the context of relevant market definition and dominance, market power versus market share, quantitative methods in market definition, best practices in defining relevant markets, evaluation of remedies and commitments, ex-ante enforcement, ex-post evaluation, future challenges in unilateral conduct enforcement.

ICN STEERING GROUP SPECIAL PROJECTS

Competition Concerns in Food Markets

During the 2025/26 ICN year, a price monitoring toolkit was developed. The toolkit aims to empower agencies by providing high-level guidance on the steps that an agency can follow when developing a price monitoring project. The document is available in the following [link](#).

In addition, the Special Project is also conducting focus papers on the poultry sector and on global commodity traders which are part of the “best practices and case studies knowledge base”. The Poultry working paper reviews evidence on international mergers at the global level and in regional areas and the extent to which these mergers have contributed to concentration and lessons for merger control. The Global Commodity Traders working paper details the concentration and market power of these traders and provides evolution of global commodity traders, as well as their impact on competition, regionally and globally. The working papers are in draft form and await to undergo the ICN member input and comments process.

Lead contacts: [CC South Africa](#), [CA Kenya](#).

ICN Technologists Group

The ICN Technologist Group (ICNTG) was established in 2023 by the US Federal Trade Commission (FTC), and the role of chair was passed to the UK Competition and Markets Authority (CMA) in 2025.

ICN Technologists Forum in May 2025 and delivery of insights report

The CMA hosted the second ICN Technologist Forum (ICNTG), in May 2025 in Edinburgh, Scotland, which focused on three main themes:

- The ‘State of Play’ of Competition in AI and Digital Markets
- Building Capability in Agencies
- Operational Effectiveness

The ICNTF explored and unpacked the opportunities from AI for internal innovation inside agencies, showcasing demos and fostering knowledge exchange among attendees. Key topics included AI innovation to drive efficiency and effectiveness in

agency work and operations, data governance, legal defensibility, talent development and inter-agency collaboration. The event highlighted the value of in-person dialogue and sparked strong interest in continuing to grow this global community of technologists. A summary report of insights was circulated afterwards in May 2025, and alongside a post-event feedback survey, these informed the upcoming ICNTG workplan including the creation of thematic interest groups.

Creation of Interest Groups within the ICNTG

The CMA facilitated the formation of 4 interest groups within the ICNTG, co-chaired by a variety of member agencies, to deliver an exciting workplan beginning March 2026. These interest groups are:

1. Use of AI, including AI governance and agentic workflows (Co-Chaired by Singapore CCS and DG Comp).
2. Forensic Analysis and Detection Tools (Co-Chaired by the UK CMA, New Zealand ComCom and Italy AGCM).
3. Algorithmic Collusion (Co-Chaired by Australia ACCC, Mexico CNA and Brazil CADE),
4. Impact/opportunities of tech and AI for markets and technologist capabilities (Co-Chaired by Spain CNMC, Kenya CAK and Chile FNE)

ICNTG Virtual Community Events

The CMA hosted two 'all hands' ICNTG Community Events, in October 2025 and February 2026 to provide updates on standalone projects together with an overview of the Interest Groups Workplan for 2026. The confirmed standalone projects include 1) creating a database of public full-text decisions of competition authorities' members of the ICN in a machine-readable format. (Project Tardis) and 2) an annual survey for ICNTG members. A potential third project is a Competition Innovation Hackathon.

ICNTG Knowledge Sharing Events

The CMA are running interactive ICNTG-wide Knowledge Sharing Events for each Interest Group throughout 2025/2026. The first knowledge sharing event in November 2025 featured a rich discussion about how agencies are developing applied AI tools, with demos on an AI bot for mergers decisions, LLM Scraping and Agentic AI for detection of dark patterns. A second knowledge sharing event in March 2026 on Digital Forensics Terminology 101, laid the foundations for key concepts that will be explored by the Forensic Analysis and Detection Tools Interest Group throughout the year. The session benefitted from lively engagement and questions from a broad range of member agencies.

Lead agency: [CMA UK](#).

ICN Framework for Competition Agency Procedures - Project 'CAP 2.0'

Co-Chairs: [German Bundeskartellamt](#), [UOKiK Poland](#), U.S. Department of Justice.

The ICN Framework for Competition Agency Procedures (CAP) is designed to strengthen procedural fairness in competition law enforcement. It provides a set of principles and best practices and uses the ICN infrastructure to increase visibility of the principles and to promote agreement among competition agencies operating within differing legal regimes and enforcement systems. In the ICN year 2025/26, therefore, the CAP Co-chairs implemented the first elements of their multi-year CAP 2.0 project, which focuses on three areas: promoting the CAP, outreach, and offering hands-on insights. The CAP Co-chairs reached out to current CAP signatories and potential future members to promote the CAP and to explore new areas of work. CAP members were asked to update their contacts and make any necessary updates to their templates in order to facilitate CAP cooperation. The Co-Chairs organized a series of three events, beginning with a webinar followed by an interactive breakout session and a live streamed plenary session at the Manila conference. All CAP activities are documented in a **written report** which was presented to members in draft form at the annual conference. The final version will include the input from the Manila sessions.

From Principles to Practice: Insights on the Treatment of Confidential Information and Other Aspects of Procedural Fairness, 29 Jan 2026

The aim of this webinar was to explore the challenges and solutions faced by agencies to ensure various aspects of procedural fairness. Representatives from the competition authorities of USDOJ and Chile's FNE, along with two NGAs from Belgium and Greece discussed agencies' approaches to handling confidential information obtained from both subjects of an investigation and third parties. They discussed how agencies balance the need to keep information confidential with other aspects of agencies' work, such as ensuring the right to defense and enabling international cooperation. As a final point, CAP co-chairs conducted a short poll to identify areas where challenges still exist. The recording of the webinar is available online [[LINK](#)].

ROLES IN THE ICN

ICN 2024/2025

Working Group	1	2	3	4
Advocacy	UOKIK Poland	CA Egypt	JFTC Japan	CCCS Singapore
Agency Effectiveness	CC South Africa	HCC Greece	AGCM Italy	CC Hong Kong
Cartels	GVH Hungary	New Zealand CC	CCI India	CMA UK
Mergers	CNMC Spain	CA Mauritius	Canada BC	AdIC France
Unilateral Conduct	EC DGCOMP	CADE Brazil	CA Türkiye	CA Sweden

Operational Framework	CB Canada	CCI India
Membership	KFTC Korea	CNMC Spain
Promotion & Implementation	Mexico CNA (ICN Bridging Project)	

ICN Special Projects and Frameworks

Agriculture and food markets	South Africa CC		CA Kenya		
Cooperation	HCC Greece	FTC USA	AGCM Italy	GVH Hungary	AdC Portugal
ICN CAP	US DOJ	BKartA Germany		UOKIK Poland	