

# JUST EAT

## EU COMPETITION

March 2012



# Agenda



- ▶ **Just-Eat?**
- ▶ **EU competition and link to our future**
- ▶ **Future of e-commerce**
- ▶ **From a commercial, digital perspective**



The local takeaway hero

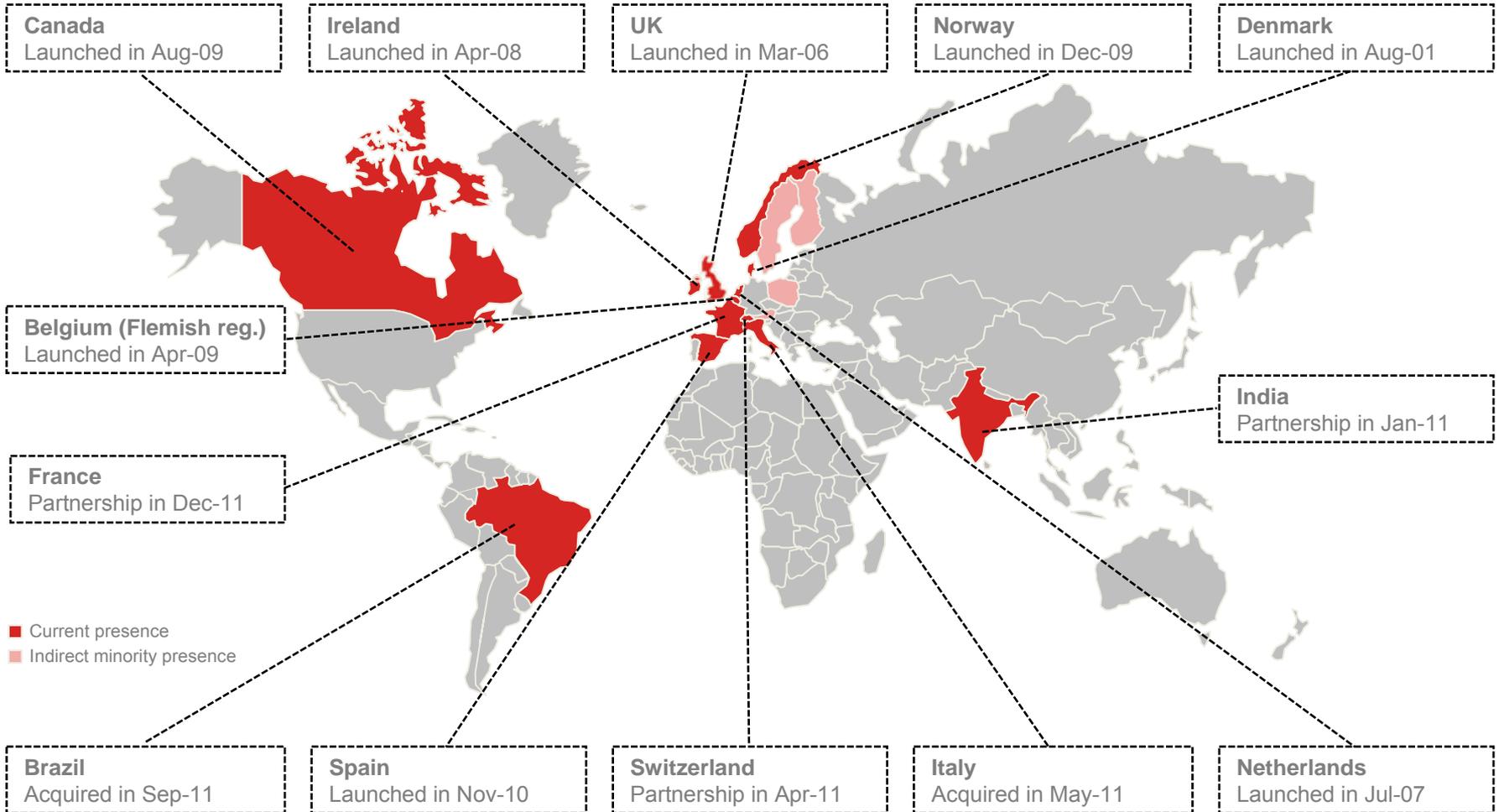
**JUST EAT**



# Just-Eat's geographic presence

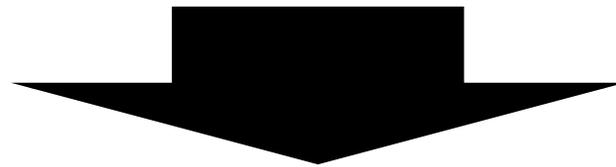


Launch / acquisition timeline



## TRANSPARENCY

- ▶ Consumers getting more transparency around choice
- ▶ Consumers getting more transparency around quality of choice
- ▶ Restaurants able to communicate quality of offering much wider



- ▶ The best restaurants gets more business, the bad ones get less
- ▶ Consumers probably ordering takeaway more often

- ▶ **Take action against business practices which restrict competition;**
  - ▶ Pricing, Discrimination, Forcing practices
- ▶ **Examine mergers to see if they reduce competition;**
- ▶ **Open up competition in areas previously controlled by State-run monopolies;**
- ▶ **Vet financial support given to companies by EU national governments;**
- ▶ **Cooperate with other competition authorities around the world.**

Source: [http://ec.europa.eu/competition/publications/consumer\\_en.pdf](http://ec.europa.eu/competition/publications/consumer_en.pdf)

## Big issues

### ▶ **Short term pressure:**

- ▶ sovereign crisis
- ▶ saving the EURO
- ▶ saving financial system
- ▶ saving credibility for the European project
- ▶ managing social aspects of recession

### ▶ **Medium/long term issues**

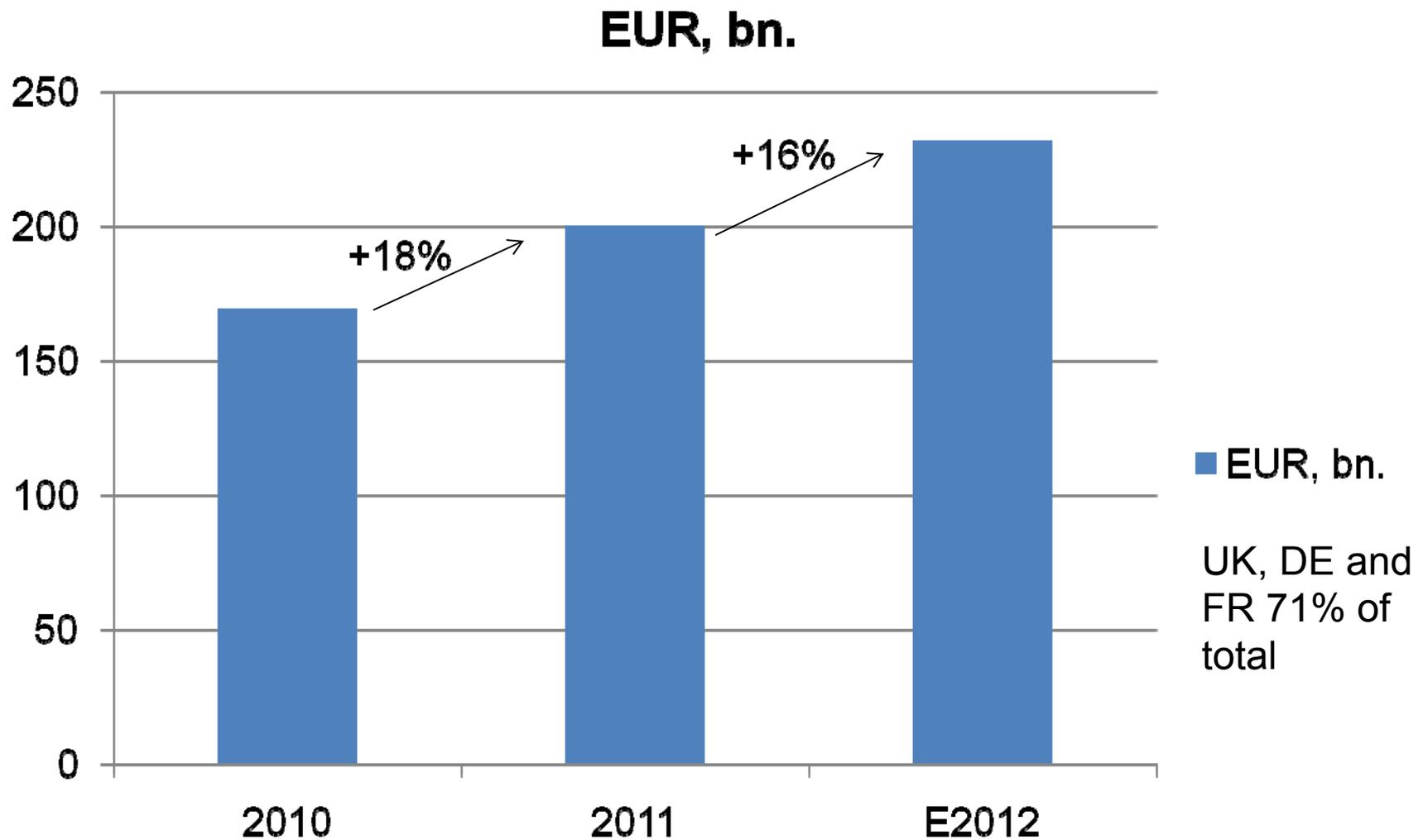
- ▶ structural/incentive inefficiencies
- ▶ ageing population
- ▶ economic globalisation
- ▶ political globalisation
- ▶ climate change
- ▶ accelerated technological innovation
- ▶ momentum/developing the European project

Solution:  
**Work more**  
+  
**Work smarter**

### Implementation

**Top down directives**  
+  
**Bottom up incentives**

# E-commerce in Europe



Source: Centre for Retail Research 2012

## Online Share of Retail Trade 2011 Combined sales £169.88 bn (€200.52 bn)

Growth% p.a.

18%

24%

16%

14%

18%

22%

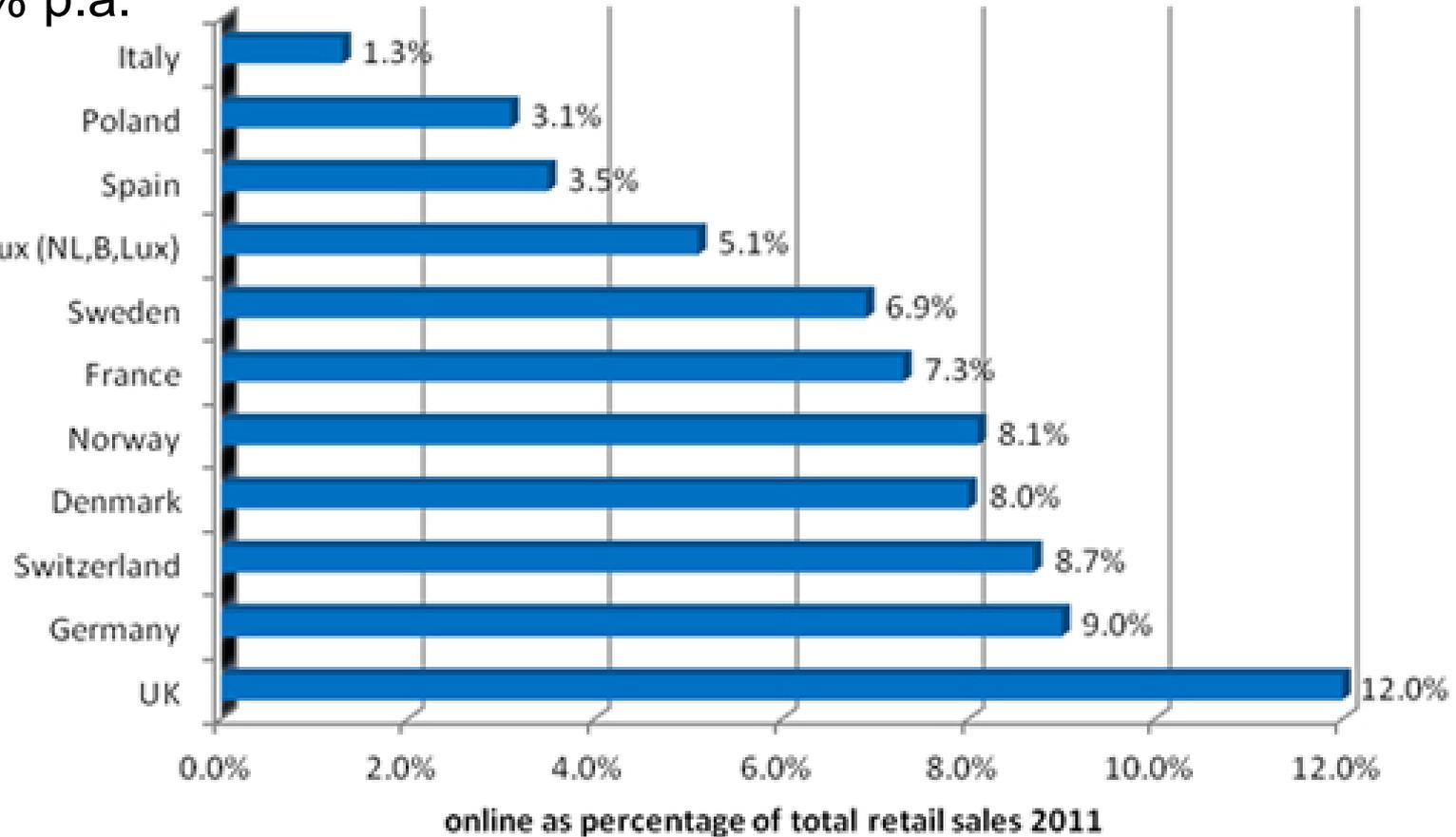
17%

14%

16%

13%

14%



# Important!



- 1. A big and healthy EU market for technology products is critical to have EU originated and EU based technology companies**
- 2. Politicians and bureaucrats needs to follow technology trends much closer than ever before, and act much faster than ever before when adjusting legal frameworks**

# How is internet growth different?



10 important examples of difference vs. "traditional companies":

## A. Give me space to innovate

1. Encourage tech clusters (open society)

## B. Give me customers

2. Fixed and mobile broadband access essential infrastructure (telco monopoly)
3. Dependent on customers technology adaptation/penetration curve (public tech adaptation, education, encouragement)
4. Significant scale advantages within country and internationally ("crown jewel")

## C. Eliminate growth barriers

5. Risk capital is key
6. Companies accelerate recruitment (labour law, immigration laws, education)
7. Companies internationalise much faster (standardisation e.g. PSP, money laundering)

## D. Protect my business

8. Secure knowledge/IP
9. Significant value creation to the winner (stock market, taxation)
10. Future proof legal framework (cookie rules, ACTA, cloud safe harbour, privacy)