

[Company Name]

[Business Name]

[address]

[address]

[phone number]

[email]

19/01/2023

To the ACCC

RE: Bakers Delight Holdings Ltd - application for authorisation [AA1000650]—draft determination

I am writing to you as a franchisee bakery owner of a Bakers Delight store, regarding the draft determination. I agree with your draft determination to deny authorisation to Bakers Delight Holdings Ltd. If it were to be granted, I have a number of concerns about how the proposed changes would impact my business. In answer to your letter:

1. I have not been told of what the additional costs would likely be if the proposed arrangement was not authorised.
2. Having the flexibility and independence to react to conditions of the region is very important to the success of my business. Our competition is other types of bakeries in the local area. We need to be able to offer competitive pricing to compete with these stores, not price things at a pre-determined price set by Bakers Delight Holdings Ltd.

Currently, we choose not to offer many of the promotional discounts offered. We are able to do this by setting the price to be 100% of the original total. Under the new system, this would not be possible, we would be obliged to offer discounts to customers. If one of the 5 proposed options for each promotion was no discount (a 0% discount), we would be able to maintain this flexibility in the business.

In the current market, we choose to price many items above the RPP price offered by Bakers Delight Holdings Ltd. The promotional discounts we offer are proportional, but also higher than their RPP prices. I am concerned that if this proposal was to go ahead, it would impact our ability to make business decisions for ourselves, and our ability to be profitable as a business.

Thank you for considering my concerns for this draft determination.

Regards

[Signature]

[Name]