



**COMPETITION
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CONFERENCE
2026

Competition Matters

DRIVING COMPETITION FOR A PROSPEROUS FUTURE





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Effective competition through innovation and collaboration, and market design

John Small, Chair

A decorative graphic in the bottom right corner of the slide, consisting of several overlapping, wavy, red lines that create a sense of movement and depth.

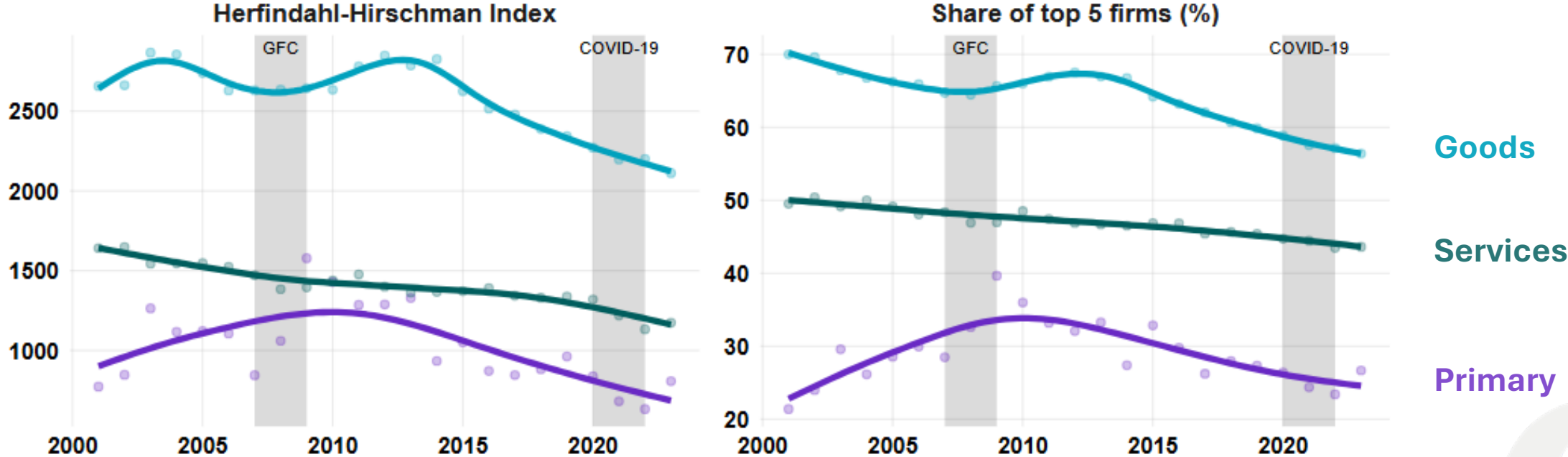


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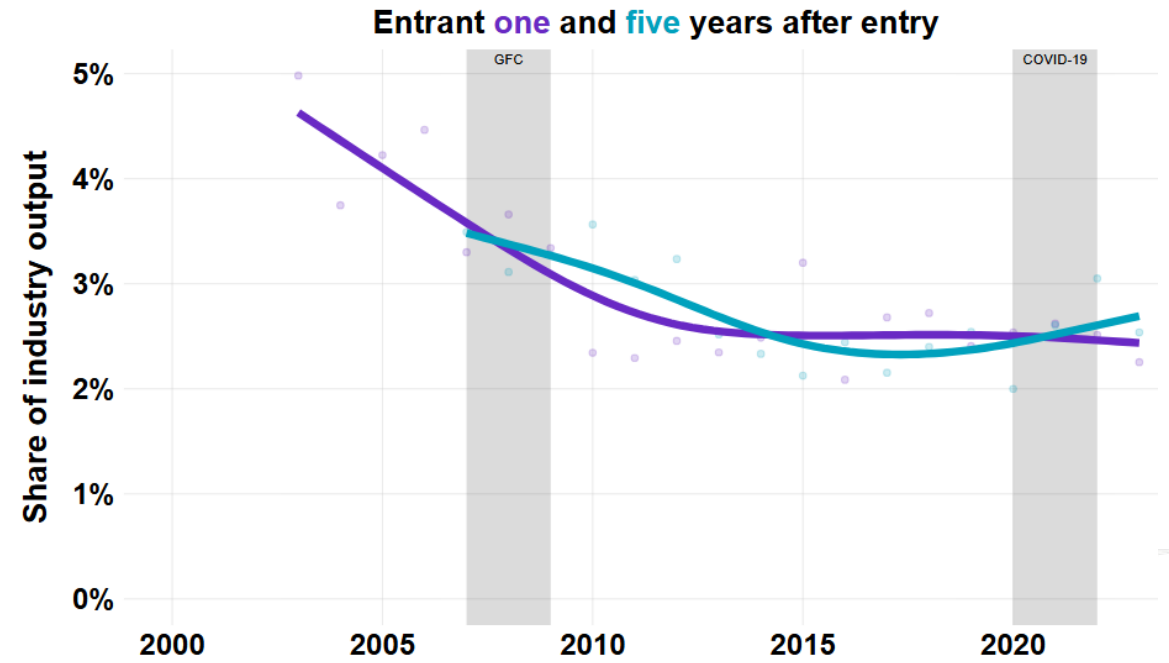
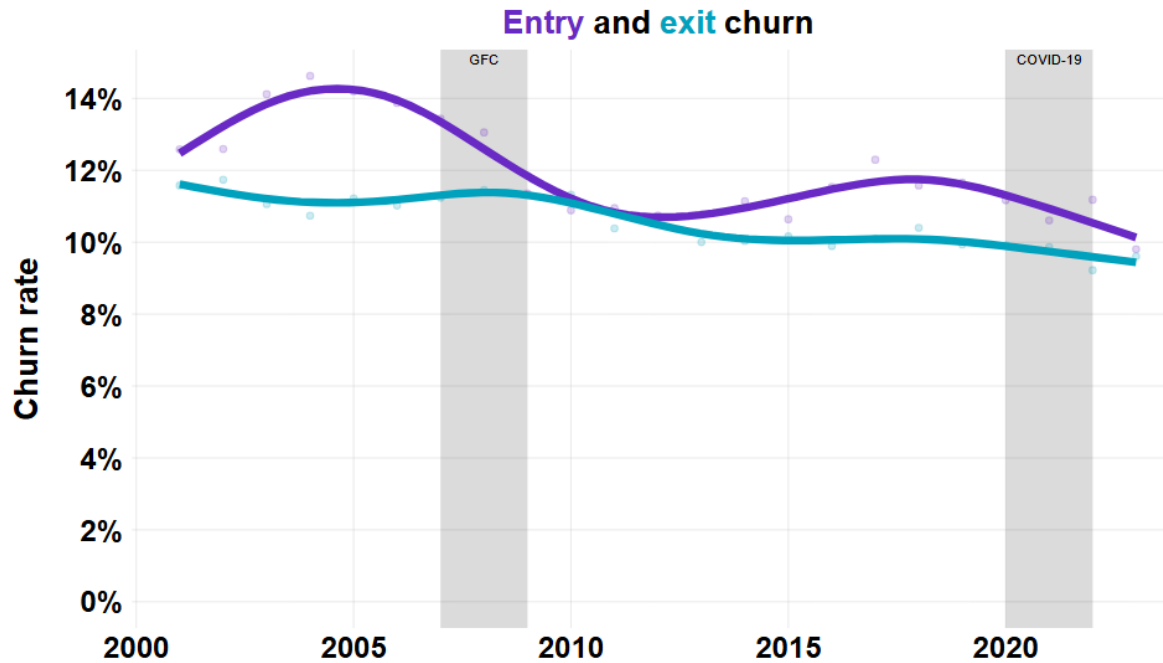
Looking back



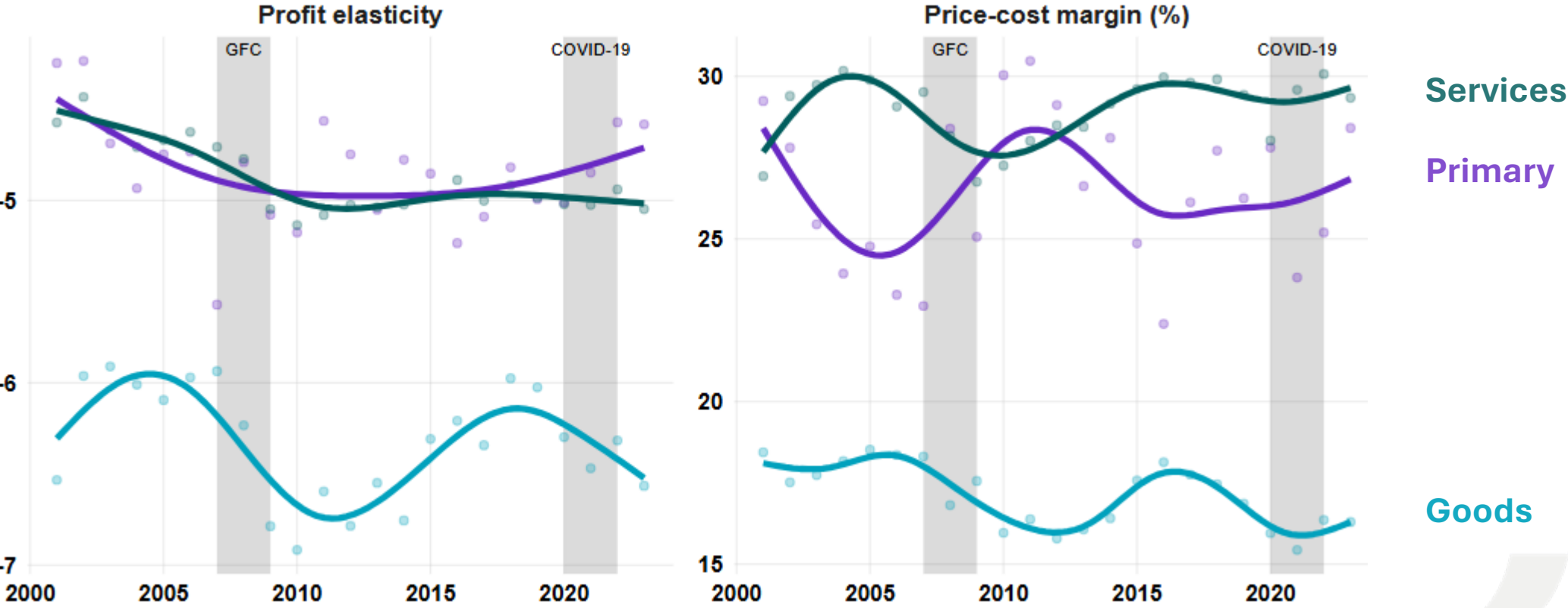
Concentration reduced since 2001...



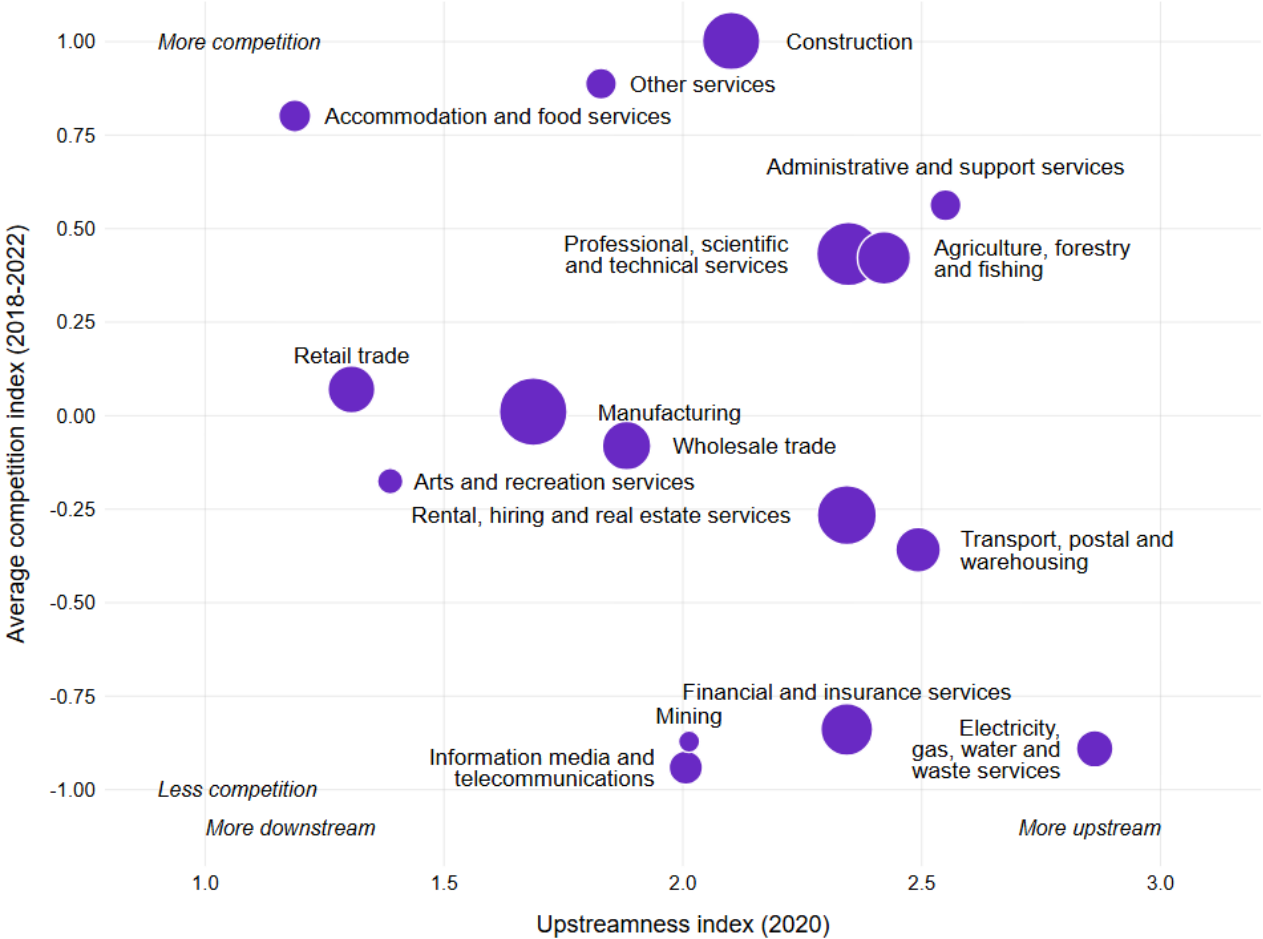
... but dynamism also reduced since 2001



Outcomes vary across sectors and industries



What to monitor and where to focus





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Competition and collaboration





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Making difficult choices





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