

Excerpt from: *America, Inc.*

Who Owns and Operates the United States

Morton Mintz and Jerry S. Cohen; The Dial Press, New York; 1971

[Editor: *The only things that have change are these:*

- a global, not national scale, and
- the lack of an international antitrust agency.

Perhaps that is not so much of a change after all.]

Art Buchwald, in one of his most penetrating social commentaries, once looked ahead to the year 1978. By then every company west of the Mississippi River had been merged into a single corporation, Samson Securities. Every company east of the Mississippi had been merged into another corporation, the Delilah Company. To simplify things still more, the heads of Samson and Delilah decided to merge, so that there would be only one corporation in the entire United States. However, a clearance to join Samson and Delilah was needed from the Antitrust Division of the Department of Justice.

Here is Buchwald's scenario:

At first the head of the Antitrust Division indicated that he might have reservations about allowing the only two companies left in the United States to merge.

“Our department,” he said, “will take a close look at this proposed merger. It is our obligation to further competition in private business and industry, and if we allow Samson and Delilah to merge we may be doing the customer a disservice.”

The chairman of Samson protested vigorously that merging with Delilah would not stifle competition, but would help it. “The public will be the true beneficiary of this merger,” he said. “The larger we are, the more services we can perform, and the lower prices we can charge.”

The president of Delilah backed him up. “in the Communist system, the people don't have a choice. They must buy from the state. In our capitalistic society, the people can buy either from the Samson Company or the Delilah Company.”

“But if you merge,” someone pointed out, “there will be only *one* company left in the United States.”

“Exactly,” said the president of Delilah. “Thank God for the free enterprise system.”

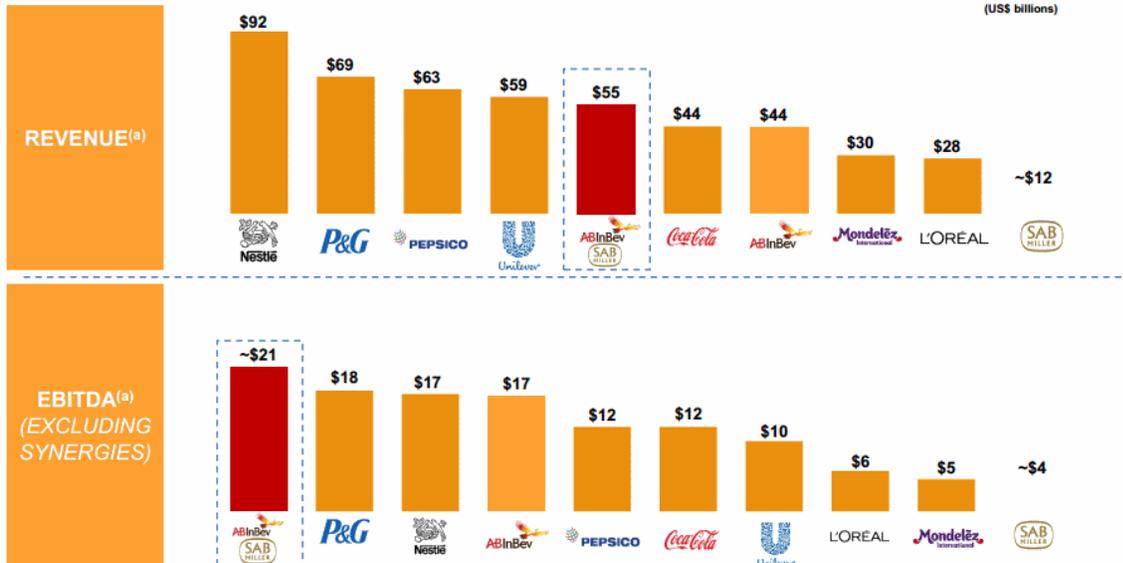
The Antitrust Division of the Department of Justice studied the merger for months. Finally, the Attorney General made this ruling. “While we find drawbacks to only one company being left in the United States, we feel the advantages to the public far outweigh the disadvantages. “Therefore, we're making an exception in this case and allowing Samson and Delilah to merge.

“I would like to announce that the Samson and Delilah Company is now negotiating at the White House with the President to buy the United States. The Justice Department will naturally study this merger to see if it violates any of our strong antitrust laws.”

Speech to the American Society of Newspaper Editors, Washington, D.C., January 17, 1925.

FROM THE VERY PEN OF THE BEHEMOTH: AB-InBevSAB

Creates one of the world's leading consumer products companies



Source: Company financial reports, FactSet, Unaudited Pro Forma Condensed Combined Financial Information published by AB InBev on 26 August 2016.
 Note: Average 2015 exchange rates used: CHF:USD of 1.0393 (Nestlé) and EUR:USD of 1.1099 (Unilever and L'Oréal). Figures for SABMiller represent a 12 month period ending 31 March 2016; all other standalone figures represent a 12 month period ending 31 December 2015. Figures may not sum due to rounding.
 (a) The historical revenue and EBITDA figures of the combined group represent the aggregate consolidated revenue and EBITDA of (a) the amount for the 12 month period ending on 31 March 2016 (in the case of SABMiller) and (b) the amount for the 12 month period ending on 31 December 2015 (in the case of AB InBev). For the avoidance of doubt, the following transaction-related divestitures have been reflected in the pro forma AB InBev and SABMiller figures: MillerCoors and the Miller brand portfolio outside of the US, European premium brands, CR Snow, Central and Eastern European brands and Distell Group Limited. The aggregate EBITDA figure comprises the aggregate of AB InBev's Normalized EBITDA and SABMiller's Subsidiaries' EBITDA (adjusted for divestitures, as above), each as defined in their respective annual reports.

AB InBev

A Largely Complementary Geographic Footprint

