

A photograph of a supermarket aisle filled with shelves of various products, including snacks, canned goods, and pet food. A central graphic overlay, resembling a torn piece of paper, contains the text "ILLUSION OF CHOICE" in red capital letters. The word "CHOICE" has a small sunburst icon replacing the letter 'I'.

ILLUSION OF CHOICE

**AMERICAN
ECONOMIC
LIBERTIES
PROJECT**

INTRODUCTION

As consumers today, we seem to have more choices than ever. We can walk down a grocery aisle and choose from dozens of cereal varieties. We can walk into a drugstore and choose from a plethora of shampoo brands. Or we can go online and use dozens of flight and hotel booking services.

But these appearances are often deceptive. In dozens of major industries, a few large corporations control the majority of the products and brands we see. These monopolistic corporations dominate their markets in part by acquiring and hiding behind a multitude of brand names, which present the impression of robust choice and competition.

To help understand how monopoly power impacts our day-to-day lives, the American Economic Liberties Project is publishing *The Illusion of Choice*, a visual report that provides a snapshot of how a small number of corporations own a shocking number of brands and subsidiaries that many of us assume compete independently amongst each other. Although it may be common knowledge that corporations like Coca-Cola and General Mills command large shares of their respective markets, information revealing the extent of this aspect of consolidation has been lacking until now.

The report extends beyond food and beverage industries to reveal monopoly power in many industries we regularly interact with, like entertainment, travel, alcohol, beauty and fashion, appliances, and personal care. Each visual, backed by a detailed dataset, confirms the reality that the choices we as American consumers face are often illusory—by design.

The harms that monopoly power inflicts on wealth inequality, race and gender discrimination, workers' rights, product safety and quality, and ultimately, our democracy, are beyond this report's scope. We offer *The Illusion of Choice* as a tool to demonstrate the systemic nature of monopoly power in our economy, and to help lift the veil on information that the largest corporations would prefer to keep hidden from public view. In so doing, we hope to continue to build momentum among policymakers, advocates, and the broader public for breaking the extraordinary power that monopolies now hold over our economy and democracy.

Note: Acquisition data was gathered from company press releases, 10-K filings, and news coverage, meaning any undisclosed acquisitions may not be included. Lobbying data was gathered from [opensecrets.org](https://www.opensecrets.org), covering the ten-year span between 2008 and Q3 2019. Revenue numbers cover 2018 annual financial results, sourced from investor reports and business articles.

*Lobbying data: Newell Brands lobbying data covers the years 2010 – Q3 2019, British American Tobacco lobbying data covers years 2017 – Q3 2019, JAB Holding lobbying data covers years 2014 – Q3 2019, Expedia and Hertz lobbying data covers years 2009 – Q3 2019, and L'Oréal lobbying data was below the annual reporting threshold between 2008 – Q3 2019.

For questions or comments, email us at info@economicliberties.us.

ILLUSION OF CHOICE

ALTRIA

RICHMOND, VA
HEADQUARTERS

HOWARD A. WILLARD III
CEO

67 BRANDS
OWNED

\$25.4 BILLION
REVENUE

\$125.8 MILLION
FEDERAL LOBBYING

CIGARETTE

CIGAR

SMOKELESS TOBACCO

PIPE TOBACCO

WINE

Marlboro	Black & Mild	Copenhagen	APPLE	14 HANDS WINERY	MOTTO
Parliament	EPOCA	SKOAL	CARTER HALL	ANEW	NORTHSTAR
VIRGINIA SLIMS	Gold & Mild	Cope	KENTUCKY CLUB	THE BURN BORNE OF FIRE	SPRING VALLEY
L&M	Prince Albert's	Copenhagen POUCHES	ROYAL COMFORT	CANON 13	PATZ & HALL
Basic	FA	SKOAL	SUGAR BARREL	Chateau Michelle	O winery
BENSON & HEDGES	METROPOLITAN	SKOAL POUCHES	WALNUT	SOLARE	PRAYERS OF Sinners & Saints
Cambridge	Middleton's cherry PIPE TOBACCO	REDSEAL		COLUMBIACREST	MERF
Chesterfield		HUSKY		CONN CREEK NAPA VALLEY	RED DIAMOND
Commander				DOMAINE STE MICHELLE	SEVEN FALLS CELLARS
DAVE'S				DRUMHELLER	SNOQUALMIE VINEYARDS
ENGLISH OVALS				ERATH WINERY	STAG'S LEAP WINE CELLARS
LARK				FLATBED CIDER	STIMSON ESTATE CELLARS
MERIT				HAWK CREST	TWO VINES
PLAYERS				INTRINSIC WINE CO.	VILLA M EDEN
SARATOGA					
CLASSIC					
Sherman's MCD					
Originals					

ILLUSION OF CHOICE

ANHEUSER-BUSCH INBEV

LEUVEN, BELGIUM
HEADQUARTERS

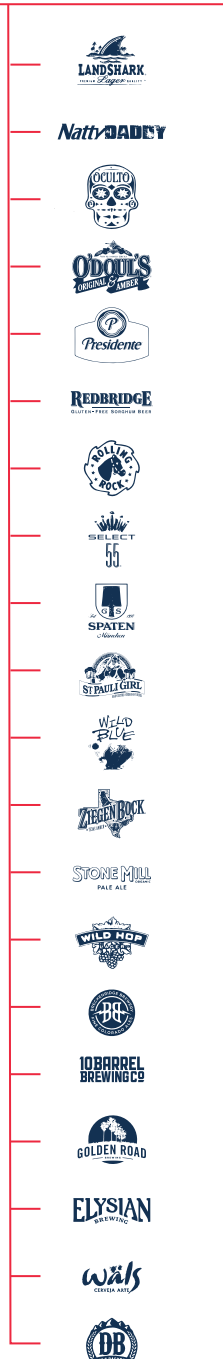
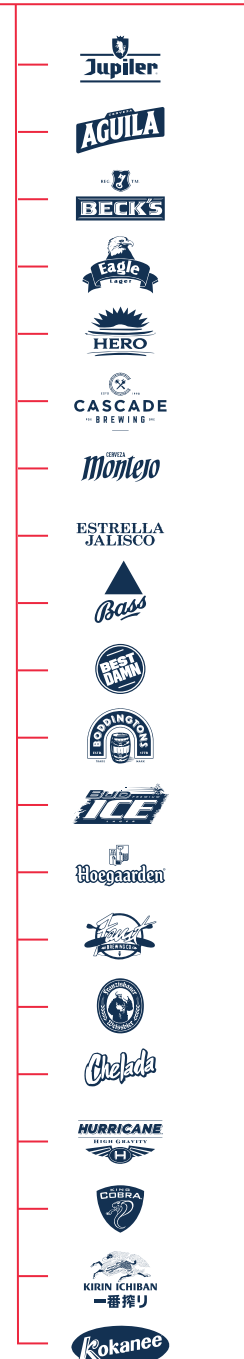
CARLOS BRITO
CEO

71 BRANDS
OWNED

\$54.6 BILLION
REVENUE

\$44.2 MILLION
FEDERAL LOBBYING

BEER BRANDS



ALTERNATIVE ALCOHOLIC DRINKS



ENERGY OR HEALTH DRINKS



ILLUSION OF CHOICE

AVIS BUDGET GROUP

PARSIPPANY-TROY HILLS, NJ
HEADQUARTERS

LARRY D. DE SHON
CEO

7 BRANDS
OWNED

\$9.1 BILLION
REVENUE

\$2.9 MILLION
FEDERAL LOBBYING

AVIS®

Payless^{CAR RENTAL}

Maggiore^{group}

Budget®

zipcar

Budget®
Truck Rental

apex

ENTERPRISE HOLDINGS

ST. LOUIS, MI
HEADQUARTERS

PAMELA NICHOLSON
CEO

4 BRANDS
OWNED

\$24.1 BILLION
REVENUE

UNDISCLOSED
FEDERAL LOBBYING

Alamo

enterprise

National

DEEM

HERTZ GLOBAL HOLDINGS

ESTERO, FL
HEADQUARTERS

KATHRYN D. MARINELLO
CEO

5 BRANDS
OWNED

\$9.5 BILLION
REVENUE

\$240,000
*FEDERAL LOBBYING

Thrifty^{CAR RENTAL}

flexicar

dollar.^{CAR RENTAL}

DONLEN
A Hertz Company

Hertz

ILLUSION OF CHOICE

BRITISH AMERICAN TOBACCO

LONDON, UK
HEADQUARTERS

JACK BOWLES
CEO

44 BRANDS
OWNED

\$32 BILLION
REVENUE

\$7.3 MILLION
*FEDERAL LOBBYING

CIGARETTE

TOBACCO

VAPOR/HEATED/
MODERN ORAL
PRODUCTS

OPERATING
COMPANIES/
SUBSIDIARIES

ILLUSION OF CHOICE

COCA-COLA

ATLANTA, GA
HEADQUARTERS

JAMES QUINCEY
CEO

26 BRANDS
OWNED

\$31.9 BILLION
REVENUE

\$79.2 MILLION
FEDERAL LOBBYING

SODA

Coca-Cola

Coke^{Diet}

Coca-Cola
zero

FANTA

Sprite

Tab

SPRINGS
FRUIT BEV.
SINCE 1988

FRESCA

WATER

DASANI

GLACÉAU
smartwater.

ZICO
COCONUT WATER

FLAVORED DRINKS

fairlife

GOLD
PEAK

Honest

Mello

Minute
Maid

odwalla

POWERADE.

Simply
Beverages.

GLACÉAU
vitaminwater.

innocent

FUZE

Leading
Organic
& Raw
Company

MOJO
KOMBUCHA

SURGE

COFFEE

COSTA
COFFEE

ILLUSION OF CHOICE

COLGATE- PALMOLIVE

NEW YORK, NY
HEADQUARTERS

NOEL R. WALLACE
CEO

40 BRANDS
OWNED

\$15.5 BILLION
REVENUE

\$5.4 MILLION
FEDERAL LOBBYING

ORAL CARE

Colgate

Colgate Total

Colgate OPTIC WHITE

Colgate Sensitive

Colgate Maxfresh

Colgate SPARKLING WHITE

Ultrabrite

SORRISO

TOM'S OF MAINE

elmex

Colgate wisp

PERSONAL & SKINCARE

SPEED STICK

GARD

afta

lady Speed Stick

Softsoap brand

PALMOLIVE

Irish Spring

Sanex

tahiti

Tender care

LABORATOIRES
FILORGA
PARIS

PCA skin

elta
md
SKINCARE

HOME CARE

Brite ALL PURPOSE CLEANER

Suavitel

MURPHY OIL SOAP
FIRST CLEANER

AJAX

Fleecy

Fabuloso

Protex

Cuddly

Fluffy

Pinho Sol

AXION

Soupline

Softlan

Star Sol

PET CARE

HILLS SCIENCE DIET

HILLS PRESCRIPTION DIET

ILLUSION OF CHOICE

CONAGRA

CHICAGO, IL
HEADQUARTERS

SEAN CONNOLLY
CEO

73 BRANDS
OWNED

\$7.9 BILLION
REVENUE

\$6.3 MILLION
FEDERAL LOBBYING

SNACKS



SPREADS/ DRESSINGS



PRE-MADE MEALS/MIXES



CANNED



ILLUSION OF CHOICE

DEAN FOODS

DALLAS, TX
HEADQUARTERS

ERIC BERINGAUSE
CEO

49 BRANDS
OWNED

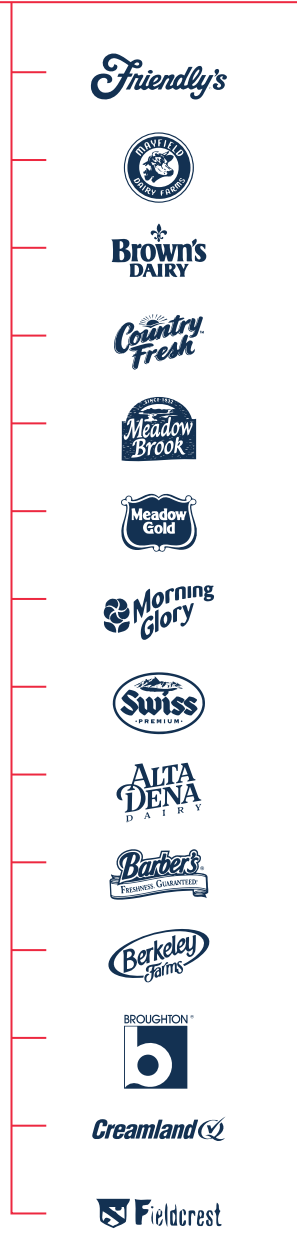
\$7.8 BILLION
REVENUE

\$8.3 MILLION
*FEDERAL LOBBYING

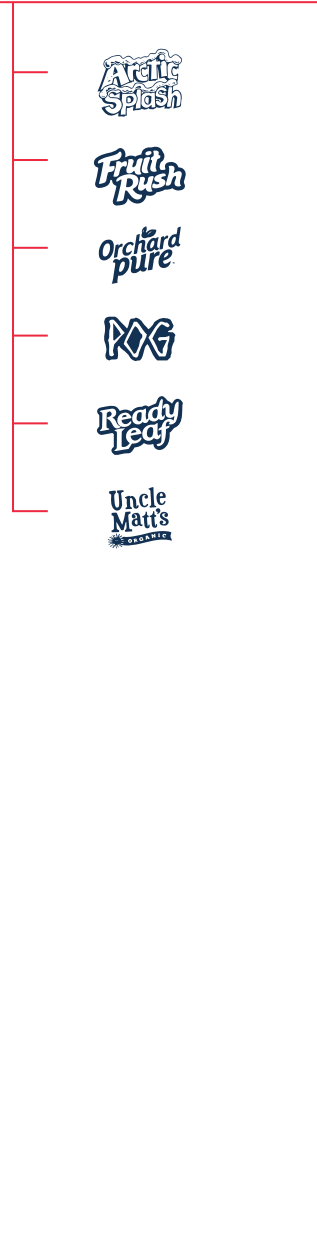
DAIRY PRODUCTS



DAIRY PRODUCTS



JUICE



ILLUSION OF CHOICE

ESSILORLUXOTICA

CHARENTON-LE-PONT,
FRANCE
HEADQUARTERS

FRANCESCO MILLERI
& HUBERT SAGNIERES
CEO

62 BRANDS
OWNED

\$18 BILLION
REVENUE

UNDISCLOSED
FEDERAL LOBBYING

EYEWEAR

- Ray-Ban
- MICHAEL KORS
- OAKLEY
- A | X
ARMANI EXCHANGE
- alain mikli
paris
- ARNETTE
- BURBERRY
LONDON ENGLAND
- CHANEL
- DOLCE & GABBANA
- GIORGIO ARMANI
- BOLON
EYEWEAR
- Persol
- PRADA
EYEWEAR
- RALPH LAUREN
- Ferrari
- STARCK
- TORY BURCH

RETAIL CHAINS

- VERSACE
- VOGUE
EYEWEAR
- VALENTINO
- TIFFANY & Co.
- Sferoflex
- OLIVER PEOPLES
LOS ANGELES
- MIU MIU
EYEWEAR
- EMPORIO ARMANI
- COACH
NEW YORK
- BVLGARI
- Brooks Brothers
- FOSTER GRANT
- POLO
RALPH LAUREN
- RALPH
RALPH LAUREN EYEWEAR
- LUXOTICA
- COSTA
- Ossé

RETAIL CHAINS

- ILORI
OPTICAL
- LENSCRAFTERS
- PEARLE
EST. 1900
VISION
- sunglass hut
- OPTICAL
- sears
OPTICAL
- GMO
- ÓTICAS|CAROL
- salmoiraghi & viganò
- For Eyes
- EYEBUY
DIRECT
- VisionDirect
- David Clulow
- SPECTACLE HUT

LENS CRAFTERS

- ESSILOR
- VARILUX
- Crizal
- Crizal PREVENCIA
- Eyezen
- Transitions
- Kodak LENS
- OPTIFOG
- Xperio
- Barberini

EYEWEAR

- Laubman & Pank
Optometrists
- GrandVision
- OPSM
- eye
Med

ILLUSION OF CHOICE

ESTEE LAUDER

NEW YORK, NY
HEADQUARTERS

FABRIZIO FREDA
CEO

30 BRANDS
OWNED

\$13.7 BILLION
REVENUE

\$3.4 MILLION
FEDERAL LOBBYING

PERFUME

DKNY

MICHAEL KORS

TORY BURCH

TOMMY HILFINGER

JO MALONE
LONDON

LE LABO®

DONNAKARAN

Ermenegildo Zegna

EDITIONS DE PARFUMS
FREDERIC MALLE

aramis

AERIN
BEAUTY

KITON

Kilian
PARIS

MAKEUP

BECCA

MAC

ESTÉE LAUDER

TOM FORD BEAUTY

BOBBI BROWN

Bumble and bumble.

Too Faced

smashbox

HOLLYWOOD, CALIFORNIA
GLAMGLOW™

SKINCARE

LA MER

AVEDA

CLINIQUE

LAB SERIES

DARPHIN
PARIS

RODIN
olio lusso

Dr.Jart+

ORIGINS

ILLUSION OF CHOICE

EXPEDIA

BELLEVUE, WA
HEADQUARTERS

MARK D. OKERSTROM
CEO

25 BRANDS
OWNED

\$11.2 BILLION
REVENUE

\$13.1 MILLION
*FEDERAL LOBBYING

STAY



TRAVEL



CAR RENTAL



OTHER



ILLUSION OF CHOICE

GENERAL MILLS

MINNEAPOLIS, MN
HEADQUARTERS

JEFF HARMENING
CEO

39 BRANDS
OWNED

\$15.7 BILLION
REVENUE

\$13.4 MILLION
FEDERAL LOBBYING

BAKING
PRODUCTS

CEREAL

MEAL

ORGANIC/
NATURAL

SNACKS

PET FOOD



Bisquick



CASCADIAN FARM

Cheerios

Chex

Cinnamon
Toast
Crunch

FIBER
One

Kix

Lucky
Charms

COUNT
CHOCULA

{Total}

Trix

WHEATIES

OLD EL PASO

Green
Giant



Totino's

PROGRESSO



LARABAR

LIBERTÉ

NATURE VALLEY

EPIC

MOUNTAIN HIGH

MUIR GLEN
ORGANIC

Garden of Eatin'



Fruit
Snacks

Koipait



ILLUSION OF CHOICE

GRUPO BIMBO

MEXICO CITY, MEXICO
HEADQUARTERS

DANIEL SERVITJE
CEO

51 BRANDS
OWNED

\$15 BILLION
REVENUE

UNDISCLOSED
FEDERAL LOBBYING

BREAD



PROCESSED SNACKS/CANDY



ILLUSION OF CHOICE

HERSHEY

DERRY TOWNSHIP, PA
HEADQUARTERS

MICHELE BUCK
CEO

39 BRANDS
OWNED

\$7.8 BILLION
REVENUE

\$8.6 MILLION
FEDERAL LOBBYING

CHOCOLATE

- Cadbury
- HERSHEY'S
- KISSES
- KitKat
- Reese's
- Symphony
- BROOKSIDE
DARK CHOCOLATE
- York
- barkTHINS[®]
—snacking chocolate—
- 5th AVENUE

CANDY

- Almond Joy
- HEATH
english toffee ...
- Mounds
- mr. Goodbar
- krackel
- TAKE 5
- Milk Duds
- Whatchamacallit

CANDY

- PAYDAY
- Rolo
- SKOR
- WHOPPERS
- ZAGNUT
- SCHARFFEN
BERGER
- DAGOBA
ORGANIC CHOCOLATE
- ZERO

CANDY

- JOLLY rancher
- allan
- Twizzlers
- PELON
PET RICO
- breath
savers
- ICE BREAKERS
- Bubble
Yum
- Good
& Plenty

SNACKS

- SKINNY
POP
- BREASTS BOOTS
- ONE
- KRAVE
JERKY
- SMART PURSES
GENTLE!

ILLUSION OF CHOICE

JAB HOLDING

LUXEMBOURG CITY,
LUXEMBOURG
HEADQUARTERS

OLIVER GOUDET
CEO

150 BRANDS
OWNED

UNDISCLOSED
REVENUE

\$1 MILLION
*FEDERAL LOBBYING

COFFEE TEAS & WATER SOFT DRINKS BAKERY JUICE DRINKS & MIXERS MAKEUP/BEAUTY PRODUCTS

*Estimated value fiscal year 2018

ILLUSION OF CHOICE

JOHNSON & JOHNSON

NEW BRUNSWICK, NJ
HEADQUARTERS

ALEX GORSKY
CEO

42 BRANDS &
345+ DRUGS
OWNED

\$81.6 BILLION
REVENUE

\$73.4 MILLION
FEDERAL LOBBYING

PERSONAL & SKINCARE

Aveeno
ACTIVE NATURALS

Clean
Clear

Neutrogena

LE PETIT
MARSEILLAIS

RoC

OGX

Maii
MOISTURE

Carefree

Stayfree

Lubriderm

Compeed

PIZ
BUIN

Dr.ChiLabo

NEOSTRATA

Rogaine

BAND-AID

LISTERINE

exuviance

SUNDOWN

DRUGS

Motrin

TYLENOL

Benadryl

Polysporin

NEOSPORIN

ZYRTEC

Imodium

RHINOCORT

SUDAFED

Pepcid

Nicorette

ZARBEE'S
NATURALS

EYECARE

Visine

ACUVUE

blink

iLASIK

LipiFlow

BABY PRODUCTS

Johnson's
baby

BABY.com

babycenter

Desitin

PENATEN

OTHER

Lactaid
BRAND

ILLUSION OF CHOICE

LOREAL

CLICHY, FRANCE
HEADQUARTERS

JEAN PAUL AGON
CEO

50 BRANDS
OWNED

\$29.4 BILLION
REVENUE

UNDISCLOSED
*FEDERAL LOBBYING

PERFUME

DIESEL

eacharel

VIKTOR&ROLF

shu uemura

Atelier Cologne

MUGLER
PARIS

Proenza Schouler

RALPH LAUREN
FRAGRANCES

Maison Margiela
PARIS

Guy Laroche

Pablo Picasso

AZZARO
PARIS

HOUSE
99

LUXE PRODUCTS

LANCÔME

shu uemura

GIORGIO ARMANI
beauty

YVES SAINT LAURENT

ud
URBAN DECAY

clarisonic

BIOThERM

Kiehl's
SINCE 1851

it
COSMETICS

HR
HELENA RUBINSTEIN

羽西
YUE SAI

CONSUMER PRODUCTS

L'ORÉAL
PARIS

MAYBELLINE

essie

NYX

CeraVe
DERMATOLOGICAL SKINCARE

●●●GARNIER

ABB | AFRICAN
BEAUTY BRANDS

LA ROCHE-POSAY
LABORATOIRE DERMATOLOGIQUE

SKINCEUTICALS

VICHY
LABORATOIRES

SANOFLORE
LABORATOIRE BIO

ROGER & GALLET
PARIS

ACNE FREE®
DERMATOLOGY INSPIRED CARE

mg
美即面膜

Niely
Cosméticos

PROFESSIONAL PRODUCTS

KÉRASTASE
PARIS

REDKEN
5TH AVENUE NYC

MATRIX

PUREOLOGY
serious colour care

MIZANI

L'ORÉAL
PROFESSIONNEL

DECLÉOR
PARIS

shu uemura

CARITA
PARIS

BIOLAGE

Seed
Phytoscience

ILLUSION OF CHOICE

L.V.M.H.

PARIS, FRANCE
HEADQUARTERS

BERNARD ARNAULT
CEO

83 BRANDS
OWNED

\$52.1 BILLION
REVENUE

\$840,000
FEDERAL LOBBYING

WINE & SPIRITS

- CLOS des LAMBRAYS
- Château d'Yquem
- Dom Pérignon
- Ruinart
- MOËT & CHANDON
CHAMPAGNE
- Hennessy
COGNAC
- Veuve Clicquot
REIMS FRANCE
- J&F Ardbeg
- CHATEAU CHEVAL BLANC
- GLENMORANGIE
SINGLE MALT SCOTCH WHISKY
- KIRKWOOD
- CHANDON**

FASHION & LEATHER

- MERCIER
CHAMPAGNE
- NEWTON
NAPA VALLEY
- CAPE MENTELLE
MARGARET RIVER
- CLOUDY BAY
NEW ZEALAND
- BELVEDERE
VODKA
- BODEGA NUMANTIA
- CHEVAL BLANC
CHATEAU BLANC & TERRAZAS DE LOS ANDES
- TERRAZAS
de los Andes
- WOODINVILLE
- Ho Yun
- CL(19)S
- VOLCAN
DE MITERRIA

FASHION & LEATHER

- LOEWE
- MOYMAT
PARIS
- LOUIS VUITTON
- FENDI
ROMA
- CELINE
PARIS
- Christian Dior
COUTURE
- GIVENCHY
PARIS
- FENTY
- BERLUTI
- MARC JACOBS
- EMILIO PUCCI
- KENZO
- PINK
SHIRTMAKER
- NICHOLAS KIRKWOOD
- RIMOWA
- PATOU
- Loro Piana

PERFUME & COSMETICS

- GUERLAIN
- ACQUA DI PARMA
- Christian Dior
PARFUMS
- GIVENCHY
PARFUMS
- LOEWE
- benefit
THE FRANCHISE
- MAKE UP FOR EVER
- MARC JACOBS
BEAUTY
- FEITY BEAUTY
BY RIHANNA
- fresh
- Kat Von D
- KENZO
PARFUMS
- CHA LING
L'ESPRIT DU THE
- Maison Francis Kurkdjian

WATCHES & JEWELRY

- CHAUMET
PARIS
- TAGHeuer
SWISS AVANTGARDE SINCE 1860
- TIFFANY & Co.
- BVLGARI
- FRED
- ZENITH
- HUBLLOT

RETAIL LINES

- SEPHORA
- LA GRANDE
EPICERIE PARIS
- STARBOARD
CRUISE SERVICES
- LE BON MARCHÉ
RIVE GAUCHE

OTHER

- COYA
- ROYAL
VAN LENT
SHIPYARD
- Le Jardin
d'Acclimatation
- Samaritaine
- Les Echos
- Le Parisien
- COMMISSAIRE LES
EPIPS
- investir
- BELMOND
- CHEVAL BLANC

**Refers to Chandon's six brands worldwide. namely: California, Brazil, Australia, China, India and Argentina

ILLUSION OF CHOICE

MARRIOTT

BETHESDA, MD
HEADQUARTERS

ARNE SORENSON
CEO

31 BRANDS
OWNED

\$20.8 BILLION
REVENUE

\$9 MILLION
FEDERAL LOBBYING

LUXURY
HOTELS

THE RITZ-CARLTON

THE
LUXURY
COLLECTION[®]

W
HOTELS

ST REGIS

starwood
Hotels and
Resorts

EDITION

BVLGARI
HOTELS & RESORTS

PREMIUM
HOTELS

DELTA
HOTELS

Le MERIDIEN

WESTIN[®]
HOTELS & RESORTS

Sheraton
HOTELS & RESORTS

DESIGN HOTELS[™]

RENAISSANCE[®]
HOTELS

AUTOGRAPH COLLECTION
HOTELS

GAYLORD HOTELS[®]

TRIBUTE
PORTFOLIO

ELEGANT HOTELS
BARBADOS

SELECT
HOTELS

Fairfield[®]
BY MARRIOTT

COURTYARD
BY MARRIOTT

SPRINGHILL SUITES[®]
BY MARRIOTT

PROTEA HOTELS.
MARRIOTT

aloft[™]
HOTELS

FOUR POINTS
BY SHERATON

moxy
HOTELS

AC
HOTELS
MARRIOTT

HRC
HYATT
RESIDENCE CLUB

LONGER
STAY HOTELS

Residence INN.
BY MARRIOTT

element
BY WESTIN

TOWNEPLACE
SUITES[®]
MARRIOTT

Marriott.
EXECUTIVE APARTMENTS

VACATION
MANAGEMENT



ILLUSION OF CHOICE

MARS

MCLEAN, VA
HEADQUARTERS

GRANT REID
CEO

48 BRANDS
OWNED

\$35 BILLION
REVENUE

\$24.4 MILLION
FEDERAL LOBBYING

PET FOOD



Eukanuba



IAMS



ROYAL CANIN



whiskas

CANDY

m&m's

SNICKERS

Twix

skittles

Dove

M&M's

ALTOIDS

BOUNTY

CELEBRATIONS

Ethel M
CHOCOLATES

Galaxy

Milky Way

Starburst

LIFESAVERS

AMERICAN
HERITAGE
CHOCOLATE

GUM

Extra

BIG RED

DOUBLEMINT

eclipse

Hubba Bubba

5

Orbit

Winterfresh

SPEARMINT

WRIGLEY'S
Juicy Fruit

PET SERVICES

Banfield

bluepearl

Pet Partners

WALTHAM
Petcare Science Institute

Whistle

W*SDOM
PANEL

PACKAGED FOODS

CocoaVia

SEEDS of CHANGE

goodnessKNOWS

Uncle Bens

TASTY BITE

foodspring

Combos

ILLUSION OF CHOICE

NEWELL BRANDS INC.

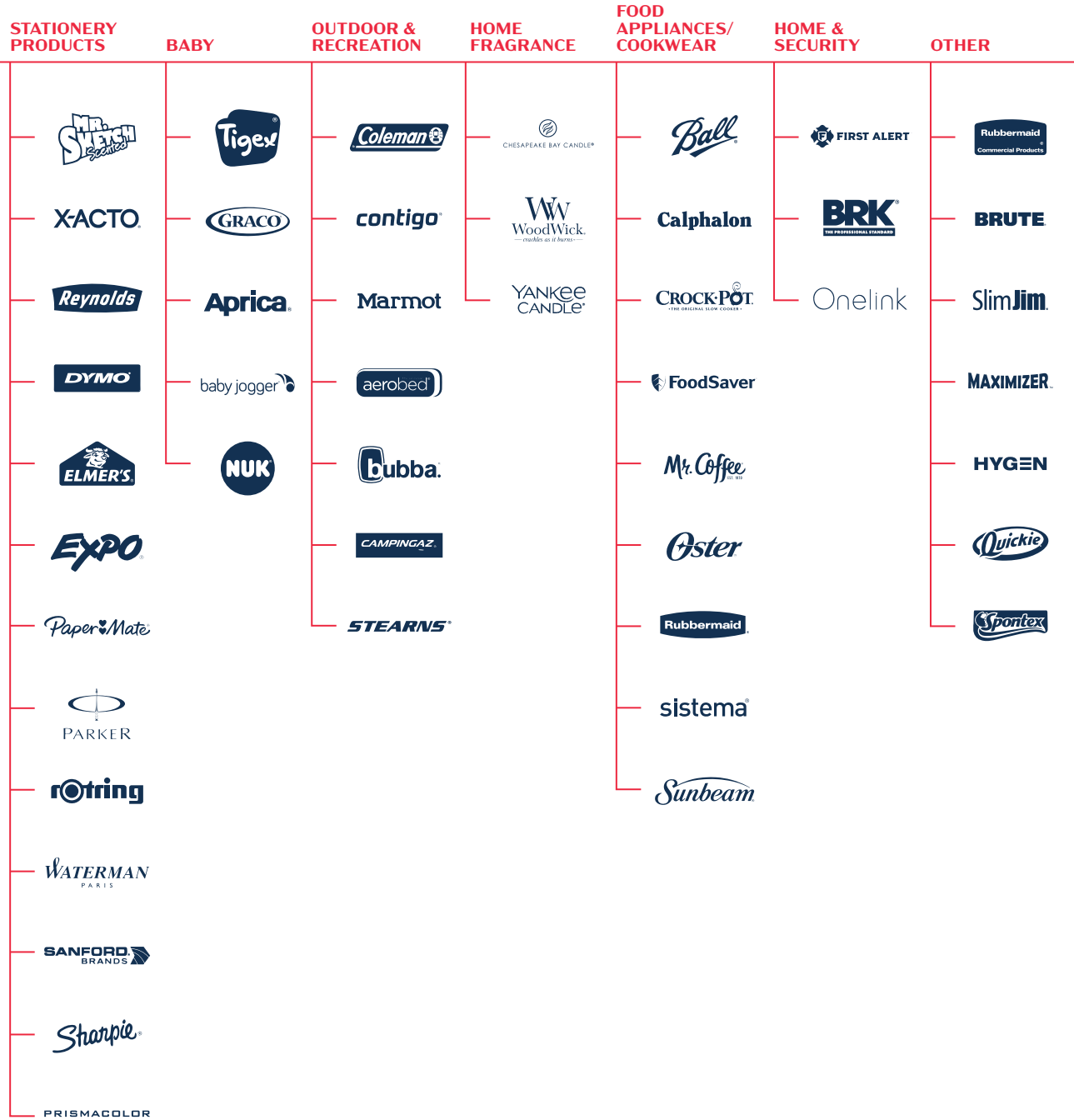
HOBOKEN, NJ
HEADQUARTERS

RAVI SALIGRAM
CEO

47 BRANDS
OWNED

\$8.6 BILLION
REVENUE

\$665,000
*FEDERAL LOBBYING



*Estimated value fiscal year 2018

ILLUSION OF CHOICE

PEPSICO

HARRISON, NY
HEADQUARTERS

RAMON LAGUARTA
CEO

62 BRANDS
OWNED

\$64.7 BILLION
REVENUE

\$47.9 MILLION
FEDERAL LOBBYING

SODA FLAVORED DRINKS WATER SNACKS HEALTHY SNACKS BREAKFAST PRE-MADE MEALS

ILLUSION OF CHOICE

PROCTER & GAMBLE

CINCINNATI, OH
HEADQUARTERS

DAVID S. TAYLOR
CEO

66 BRANDS
OWNED

\$67.7 BILLION
REVENUE

\$47.3 MILLION
FEDERAL LOBBYING

ORAL CARE

Oral-B

Crest

Fixodent

scope

PERSONAL & HYGIENE

SK-II



Old Spice

Gillette

Gillette Venus

Secret

OLAY



THE ART OF SHAVING
NEW YORK

IVORY



PANTENE

BRAUN

head & shoulders

aussie

HOME CARE

Tide

bonce

Gain

Cascade

Charmin

febreze

Downy

Bounty

Mr. Clean

Swiffer

ARIEL

Puffs

ERA

cheer

ACE

FEMININE PRODUCTS

always

TAMPAX

Clearblue

HEALTH PRODUCTS

VICKS

ZzzQuil

Pepto Bismol

alioN PROBIOTIC

Prilosec OTC

Meta MUCIL

BABY PRODUCTS

Pampers

Luvs

ILLUSION OF CHOICE

UNILEVER

LONDON, UK
HEADQUARTERS

ALAN JOPE
CEO

105 BRANDS
OWNED

\$51 BILLION
REVENUE

\$13.6 MILLION
FEDERAL LOBBYING

PERSONAL
& SKINCARE



































TEA/HEALTH
DRINKS

HOME CARE

ICE CREAM

COSMETICS

CONDIMENTS &
SUPPLEMENTS

						
	NEXXUS				Murad	
		PURE LEAF				
AXE		TAZO	DAY 2		HOURLASS	
					dermalogica	
Simple	St. Ives					
	schmidt's					
Living proof.						
						
	CLEAR					

ILLUSION OF CHOICE

WHIRLPOOL CORPORATION

BENTON HARBOR, MI
HEADQUARTERS

MARC BITZER
CEO

16 BRANDS
OWNED

\$21 BILLION
REVENUE

\$11.7 MILLION
FEDERAL LOBBYING

HOMEWARE/
APPLIANCES

INTERNATIONAL

OTHER

Whirlpool
CORPORATION

KitchenAid®

MAYTAG

Afresh

JENNAIR

GLADIATOR

AMANA

every
drop
every

INDESIT

Bauknecht

acros®

Hotpoint.

HashiCorp
Consul

BRASTEMP

DIQUA 帝度

Yummly®

ILLUSION OF CHOICE

WYNDHAM

HOTELS

PARSIPPANY-TROY HILLS, NJ
HEADQUARTERS

MICHAEL D. BROWN
CEO

18 BRANDS
OWNED

\$3.9 BILLION
REVENUE

\$1.1 MILLION
FEDERAL LOBBYING

