Effects of Mergers and Acquisitions on Return on Capital Employed and Dividend per Share Indices of Companies in Nigeria

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Abstract

This paper examines the effects of mergers and acquisitions on returns on capital employed and dividend per share of companies in Nigeria. Data were collected from published consolidated financial statements of five of the companies that combined between 1983 and 2003 which had one or two of the companies listed on the floor of the Nigerian Stock Exchange. Data were collected for a period of twenty year, ten years before and ten years after business combination.

Regression analysis and t – test statistic were used to analyze the data. The study reveals that while mergers and acquisitions had significant effect on return on capital employed in 20 percent of the companies, they produced significant effect on dividend per share in 80 percent of the companies studied. The paper concludes that mergers and acquisitions produced varying degrees of effects on some corporate performance indicators. It recommends that mergers and acquisitions could be employed by stakeholders to enhance profitability and dividend per share of their companies in Nigeria.

Keywords: mergers and acquisition, return on capital, divided per share indices, performance indicators, Nigeria

1. Introduction

Corporate entities all over the world exist basically to generate earnings. The higher the earnings the more successful and fulfilling the organization is considered to be, especially to all stakeholders in the organization. Common stakeholders of corporate entities include the shareholders, the employees, the government, debtors, creditors, etc.

However, earnings flows in organizations are not always predictable. The quantity and or the regularity of the earning could be affected by either endogenic or exogenic factors or even both (Adewoyin, 2006). As a result of this, it becomes necessary that as a firm struggles to pass through the various stages of its life cycle, it also contends with internal and external pressures that threaten its earning capacity.

Different organizations adopt different strategies such as internal reorganization, external reconstruction and so on, they consider appropriate to overcome these pressures and meet the stakeholders' expectations. When the measures fail to produce the desired results, the affected organization may go into business combination, either in the form of merger or acquisition as a way out of the unfavourable situation.

Since profitability, measured as return on capital employed (ROCE) and dividend per share indices appear to be a common area of interest for all stakeholders, it becomes necessary to examine how mergers and acquisitions influence them. This is against the background that some analysts wonder if these strategies impact positively or negatively on corporate performance indices that are of concern to business managers, shareholders and investors of all classes (Udeh, 2012.).

1.1 Statement of the Problem

When the period of economic boom in Nigeria was over, economic downturn and business failures emerged as a result of adverse macro economic conditions. Consequently, business expansion became hindered and operating earnings shrank.

Consequent upon these challenges, many firms resorted to adoption of various survival strategies such as divestiture of seemingly non profitable lines of businesses, internal and external capital reorganization, recapitalization, mergers and acquisitions and so on. Olabode and Makinde (2003) assert that business combination which is commonly used as one of the last survival options has an edge over the others in terms of optimization of resources.

However, many of the investors, both macro and marginal, express uncertainties over the effects of mergers and acquisitions on return on capital employed and dividend per share of corporate organizations especially in the non banking sectors of the Nigerian economy. This paper therefore, is designed to explore the effects of mergers and acquisitions on return on capital employed (ROCE) and dividend per share (DPS) of companies other than banks in Nigeria.

1.2 Objectives

The objectives of the study are as follows:

a.   To find out if mergers and acquisitions have significant effects on return on capital employed of companies in Nigeria.

b.   To determine whether mergers and acquisitions have significant effect on dividend per share of companies in Nigeria.

1.3 Research Questions

The following research questions could be discerned:

a.   To what extent do mergers and acquisitions have effect on return on capital employed of companies in Nigeria?

b.   What is the extent of effect of mergers and acquisitions on dividend per share of companies in Nigeria?

1.4 Hypotheses

In view of the above research questions, the following hypotheses were formulated to guide the study:

   a. Mergers and acquisitions do not produce significant effect on return on capital employed of companies in Nigeria.
   b. Mergers and acquisitions do not have significant effect on dividend per share of companies in Nigeria.

2. Theoretical Framework and Review of Related Literature

This study was anchored on transaction cost theory developed in 1937 by Ronald Coarse. The theory is concerned with the relative efficiency of different exchange processes. It focuses on costs of acquiring and handling the information about quality inputs, the relevant prices, the supplier's reputation, and so on. Vannoni (2011), states that firms merge as a way of economizing transaction costs in a world of uncertainty, where contractual arrangements are too expensive. Firms therefore, merge basically to reduce transaction costs and gain economies of large scale.

Mergers and acquisitions are not new corporate strategies. Sapienza (2009) states that combinations of business entities have occurred ever since the corporate form of enterprise came into existence.

Rock, Rock and Sikora (1995) see merger as a business combination in which two or more entities join together, with one being fused into the others while acquisitions are combinations in which little or no effort is made to continue in existence with the identity of the acquired company. Rock, Rock and Sikora (1995) view implies that merger involves total fusion of one entity into another.

This may not always be the case. The Companies and Allied Matters Act (CAMA) of 2004, section 590 lends credence to the contrary. The section describes merger as an amalgamation of the undertaking or any part of undertaking or interest of two or more companies.

Okonkwo (2004) states that an essential difference between a merger and an acquisition is that in a merger, there is no disinvestment of shareholders of the amalgamating companies (expect of course, where there are dissenting shareholders who are paid off while the reverse in the case in an acquisition. He adds that when one company takes over another and clearly establishes itself as the new owner, the purchase is called an acquisition. From a legal point of view, the target company ceases to exist, the buyer swallows the business and the buyer's stocks continue to be traded in the stock market.

Olabode and Makinde (2003) discover that the commonest expectation of shareholders in merger and acquisition deals is a higher dividend payment. They further note that the expectation was only met in 41.3% of deals

consummated in the banking sector. The contention is that these findings may not apply to other sectors of the Nigerian economy. In another development, Adewoyin (2006) and Sanni (2009) observe that the banking sector reform in Nigeria which was embraced by many banks through mergers and acquisitions not only produced more stable financial institutions but also had secondary effects that impacted directly on shareholders welfare. Adewoyin (2006) contends that the improvement in shareholders wealth consequent on the reform would predispose them more favourably to future reforms. However, Hagedoorn and Schakenraad (2004) argue that mergers and acquisitions are empire - building strategies that hardly improve shareholders' welfare defined by profitability and dividend indices.

Furthermore, Kitching (2006) states that there are evidences consistent in suggesting that a high proportion of mergers and acquisitions are financially unsuccessful and fail to meet shareholders' expectations in terms of bountiful return on capital employed or dividend payments. In a related development, Solow (2005) concludes that shareholders basically approve corporate restructuring in form of mergers and acquisitions to improve their dividend per share index and avoid take-over bids. Mergers and acquisitions try to prevent hostile advances of acquiring companies.

Scherer (2004) states that mergers and acquisitions significantly influence the earning per share when the synergies of business combination are properly managed. He however, notes that persistent low earnings per share is a major indicator for take-over bids in companies in Germany.

Arguing from the view point of systematic risk, Moyer and Chatfield (2006) opine that merger and acquisition activities increase market power of an enterprise and decrease its systematic risk. They state that increase in market power and decrease in systematic risk that result from mergers and acquisitions often lead to increase in profitability of the enterprise.

Michel and Shaked (2007) discover that synergy created by related mergers and acquisitions positively influence the profit streams of the firms. They believe that profit of firms tend to increase in relation to the degree of relatedness of companies in merger and acquisition activities. On the contrary, Mahesh (2007) finds that mergers and acquisitions fail to make positive contributions in respect of return on capital employed. He observes that economy of scale or synergies that result from mergers and amalgamations are often vitiated by limited experience of the managers. The divergence of findings in mergers and acquisitions especially in countries other than Nigeria and similar studies in the banking sector of the Nigerian economy really calls for further studies. Hence, the need for this study in the non-banking sector of the Nigerian economy.

3. Methodology

Data were generated from published consolidated financial statements of five of the companies that combined between 1983 and 2003 (excluding banks) which had one or two of the companies listed on the floor of the Nigerian Stock Exchange. (See Appendix 1). Data were collected for a period of 20 years, 10 years before and 10 years after business combination. (See Appendix 2). Regressional method was used to analyze the data generated. It is represented by

$y = a + bx$

Where

X = independent variable = Total assets of the merged and acquired companies

Y = predicted value of the dependent variable = Return on capital employed and dividend per share of merged and acquired companies.

The two hypotheses were tested using t - test statistic represented by the formula

$$t_{cal} = \frac{B1 - 0}{\sqrt{\dfrac{MSE}{Sxx}}} \sim t(n-2)$$

Where B1 = Regression coefficient for the total assets of the merged and acquired companies.

MSE = variance component due to error term.

Sxx = Estimated variance of the total assets of the merged and acquired companies. (See Appendix 3 for the details of the analysis)

4. Findings and Discussion

The following findings were made:

Research Questions One: To what extent do mergers and acquisitions have effect on return on capital employed of companies in Nigeria?

Table 1. Effects of regression of logged return on capital employed on adjusted total assets of merged and acquired companies on the basis of coefficient of determination (R^2)

Model	Coefficient of variation	Coefficient of determination	Adjusted R^2
A.G Leventis Plc	.502	.252	.210
Nestle Nigeria Plc	.637	.406	.373
Oando Plc	.487	.237	.193
GlaxoSmithKline Consumer Plc	.643	.413	.380
Total Nigeria Plc	.026	.001	.055

(Source: Udeh, 2012)

Table 1 shows that mergers and acquisitions accounted for different degrees of variation in the profit index of the companies under investigation. Specifically, while mergers and acquisitions accounted for 25.2 percent variation in the profit in relation to a unit change in total assets of A.G. Leventis Plc, they produced 40.6 percent variation in profit index in response to a unit variation in total assets of Nestle Nigeria Plc. Similarly, mergers and acquisitions accounted for 23.7, 41.3 and 0.1 percent variations in the profit figures of Oando Plc, Glaxosmithkline Consumer Plc and Total Nigeria Plc respectively in relation to a unit variation in the total assets of these companies. The results agree with the findings of Michel and Shaked (2007) that synergy created by related mergers and acquisitions positively influenced profit streams of the firms.

Research Question Two: What is the extent of effect of mergers and acquisitions on dividend per share of companies in Nigeria?

Table 2. Effects of regression of dividend per share on adjusted total asset of merged and acquired companies on basis of co-efficient of determination (R^2)

Model	Coefficient of variation	Coefficient of determination	Adjusted R^2
A.G Leventis Plc	.000	.000	-.056
Nestle Nigeria Plc	.885	.784	.772
Oando Plc	.775	.601	.577
Glaxosmithkline Consumer Plc	.408	.219	.176
Total Nigeria Plc	.878	.770	.758

(Source: Udeh, 2012)

Table 2 shows that zero percent variation in dividend per share of A.G Leventis Plc was accounted for by a unit variation in total assets.

Furthermore, while 78.4 percent variation in dividend per share could be explained through a unit variation in total assets of Nestle Nigeria Plc, 60.1 percent variation in total assets was accounted for by a unit variation in total assets of Oando Plc. Again, 21.9 and 77.0 percent variations in dividend per share of Glaxosmithkline Consumer Plc and Total Nigeria Plc respectively were accounted for by unit variations in the total assets of the companies. These findings are in consonance with the results of study done by Adewoyin (2006) where he stated that the banking sector reform in Nigeria which was embraced by many banks through mergers and acquisitions did not only produce more stable financial institutions but had secondary effects that impacted directly on shareholders' welfare as defined by dividend per share.

Test of Hypothesis

Hypothesis One: Mergers and acquisitions do not produce significant effect on return on capital employed of companies in Nigeria.

Table 3. Results of t-test statistic on whether mergers and acquisitions have significant effects on return on capital employed

Model	Mean	Std Deviation	t-cal	t-tab	df
A.G Leventis Plc	.40048	.294032	-2.459	2.10	18
Nestle Nigeria Plc	1.25990	.210470	3.507	2.10	18
Oando Plc	1.16702	.444617	-2.301	2.11	17
Glaxosmithkline Consumer Plc	1.02541	.346948	-3.68	2.10	18
Total Nigeria Plc	1.72906	.113586	-.112	2.10	18

(Source: Udeh, 2012)

Table 3 shows that t - calculated for A.G Leventis Plc was -2.459 while the t - tabulated was 2.10

In addition, while the t - calculated for Oando Plc was -2.301 and t - tabulated 2.11, the t - calculated for Nestle Nigeria Plc, GlaxoSmithKline Consumer Plc and Total Nigeria Plc were 3.507, -3.558 and -.112 respectively with t - tabulated of 2.10 each.

The t-test results revealed it was only 20% of such variation in profit index accounted for by mergers and acquisitions that was significant. In fact, the results showed that while mergers and acquisitions significantly influenced profitability of Nestle Nigeria Plc, their effects on the profit index of other companies were not significant. The findings of the study are in agreement with the findings of Moyer and Chatfield (2006) that increase in market power and decrease in systematic risk from mergers and acquisitions often lead to increase in profitability of enterprises. Furthermore, these findings are consistent with the submission of Sanni (2009) that consolidation in the banking industry increased profitability of the banks.

Hypothesis Two: Mergers and acquisitions do not have significant effect on dividend per share of companies in Nigeria.

Table 4. Results of t-test statistic on whether mergers and acquisitions have significant effect on dividend per share of companies in Nigeria

Model	Mean	Std Deviation	t-cal	t-tab	Df
A.G Leventis Plc	6.48500	2.547088	.002	2.10	18
Nestle Nigeria Plc	2.00415	224.030123	8.073	2.10	18
Oando Plc	1.78242	130.013560	5.056	2.11	17
Glaxosmithkline Consumer Plc	1.56300	7.107824	2.249	2.10	18
Total Nigeria Plc	4.99500	353.738183	7.771	2.10	18

(Source: Udeh, 2012)

Table 4 shows t - calculated of .002 for A.G Leventis Plc and 8.073 Nestle Nigeria Plc with t- tabulated of 2.10. It also shows that while Oando Plc had a t- calculated of 5.056 and t - tabulated of 2.11, Glaxosmithkline Consumer Plc and Total Nigeria Plc had T calculated of 2.249 and 7.771 respectively and t - tabulated of 2.10 each.

The t - test results indicate that while mergers and acquisitions had significant effect on the dividend per share of Nestle Nigeria, Oando, Glaxosmithkline Consumer and Total Nigeria Plcs, they did not produce significant effect on dividend per share of A.G. Leventis Plc. This shows that mergers and acquisitions significantly influenced dividend per share of 80 percent of the companies studied.

These findings are consistent with the findings of Olabode and Makinde (2003) in which they concluded that the expectations of shareholders in terms of higher dividend per share are met in 41.3 percent of merger and acquisition deals consummated in the Nigerian banking sector. However, these results are inconsistent with the conclusion of Hagedoorn and Schakenraad (2004) that mergers and acquisitions were empire building strategies that hardly improve shareholders' welfare interpreted by earnings and dividend indices.

5. Conclusion and Recommendations

In spite of controversies over the impact of mergers and acquisitions on indices of corporate performance in some countries of the world, this study found that mergers and acquisitions had different levels of significant effect on profitability and dividend per share of a cross section of companies in Nigeria. The study specifically showed that the

mergers and acquisitions produced wider scope of significant effect on dividend per share than on return on capital employed of companies.

The following recommendations are made:

(1)   Mergers and acquisitions should no longer be seen as survival strategies that are useful only when companies are sinking or facing economic downturn. They can enhance profitability and dividend per share indices of companies in Nigeria.

(2)   Since improvement in welfare of stakeholders of companies is a common area of interest; and mergers and acquisition offer themselves as useful tools for achieving this purpose, appropriate stakeholders can employ these strategies whenever necessary to enhance their welfare.

(3)   Government should create the enabling environment to encourage companies use mergers and acquisitions as both survival and performance enhancing strategies.

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Appendix 1. Business combinations handled by the Nigerian Securities and Exchange Commission between 1983 and 2003

S/N		YEAR COMBINED	NO. LISTED
EXISTING COMPANY			
1. ITI Plc	Henein Shipping Co. Ltd.	1983	None
2. Lever Brothers Nig. Ltd.	Lipton Nigeria Co. Ltd.	1984	None
3. Associated Match Ind. Plc. (Formerly Niger Match Co. Ltd.)	(i) United Company Nig. Ltd. (ii) Star Match Nig. Co. Ltd. (iii) Safa Nig. Ltd.	1985	None
4. United Insurance Company Ltd.	United Life Assurance Co. Ltd.	1987	None
5. Gas Product Ltd.	Gas and Welding Ltd.	1991	None
6. Prudent Merchant Co. Ltd.	Prudent Finance Ltd.	1991	None
7. A. G. Leventis Nig. Ltd.	Leventis Technical Ltd. and Leventis Motors Ltd.	1995	One
8. Nestle Nigeria Plc	Nestle Foods Plc	1996	One
9. Glaxosmithkline Consumer Plc.	Sterling Products Nigeria Plc	1996	Two
10. Union Bank of Nigeria Plc	Nal Merchant Bank Plc	1996	One
11. Guaranty Trust Bank Plc	Magnum Trust Bank Ltd.	2001	One
12. Total Nig. Plc	ELF Oil Ltd.	2001	One
13. Oando Plc	Agip (Nig.) Plc	2002	Two
14. Carnud Metal Box Nig. Plc	The Crown Work and Seal Company (Nig.) Ltd. and Cammters Nig. Ltd.	2003	None

Source: Securities and Exchange Commission's Statistical Report ,October 2005

Appendix 2

Pre-Merger Extracts from Financial Statements of A.G Leventis Plc (1985 - 1994)

YEAR	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
PAT(N'000)	10,370	11,246	13,422	14,381	16,572	17,104	19,941	25,800	46,412	50,970
DPS(kobo)	7	6	5	7	7	8	8	10	15	20
NAPS(kobo)	10	12	16	11	13	18	21	27	42	56
TOTAL ASSETS(N'000)	141.214	225.341	294.652	330.180	389.421	411.023	491.452	735.038	1.519.415	1.428.478
INFLATION RATE (%)	6	5	10	38	41	8	13	45	57	57
DEFLATOR FACTOR	0.943	0.952	0.909	0.725	0.709	0.926	0.885	0.690	0.637	0.637
ADJUSTED PAT(N'000)	9,778.91	10,706.192	12,200.598	10,426.225	11,749.548	15,838.304	17,647.785	17,802.00	29,564.444	32,467.89
ADJUSTED TOTAL ASSETS (N'000)	133,165	214,525	276,839	239,381	276,099	380,607	434,935	507,173	967,867	909,940
ADJUSTED DPS (Kobo)	6.6	5.7	4.5	5.1	5.0	7.4	7.1	6.9	9.6	12.7
ADJUSTED NAPS (Kobo)	9.4	11.4	14.5	8.0	9.2	16.7	18.6	18.6	26.8	35.7
ROCE (%)	6.925	4.751	4.141	3.158	3.017	3.853	3.591	2.422	1.946	2.273

Source: Financial Statements of A.G Leventis Plc and National Bureau of Statistics Reports from 1985-1994

Post-Merger Extracts from Financial Statements of A.G Leventis Plc (1995 - 2004)

YEAR	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
PAT(N'000)	73,228	69,056	89,573	(10,209)	70,557	10,779	36,310	59,565	186,180	240,992
DPS(kobo)	10	10	12	__	10	5	6	7	7	7
NAPS(kobo)	60	40	52	66	48	56	70	80	74	78
TOTAL ASSETS(N'000)	2,790.773	2,380.052	2,158.959	2,172.068	2,485.518	2,782,752	2,478,703	2,679.776	3,364.045	3,987.993
INFLATION RATE (%)	64	73	29	8	7	7	19	13	14	15
DEFLATOR FACTOR	0.610	0.578	0.775	0.926	0.935	0.935	0.840	0.885	0.877	0.870
ADJUSTED PAT(N'000)	44,669.08	39,9140.368	69,419.075	(9,453.534)	65,970.795	10,078.36	30,500.40	52,715.025	163,279.86	209,663.04
ADJUSTED TOTAL ASSETS (N'000)	1,702,372	1,375,670	1,673,193	2,011,335	2,323,959	2,601,873	2,082,111	2,371,602	2,950,267	3,469,553
ADJUSTED DPS (Kobo)	6.1	5.8	9.3	__	9.4	4.7	5.0	6.2	6.1	6.1
ADJUSTED NAPS (Kobo)	36.6	23.1	40.3	61.1	44.9	52.4	58.8	70.8	64.9	67.9
ROCE (%)	1.601	1.74	3.215	(0.435)	2.654	0.362	1.230	1.967	4.854	5.257

Source: Financial Statements of A.G Leventis Plc and National Bureau of Statistics Reports from 1995 – 2004

Pre-Merger Extracts from Financial Statements of Nestle Nigeria Plc (1986 - 1995)

YEAR	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995
PAT(N'000)	21,452	26,843	30,361	34,624	39,748	62,590	90,244	158,541	220,763	612,828
DPS(kobo)	7	8	11	14	14	19	27	80	N1.40	N1.44
NAPS(kobo)	63	70	76	83	70	80	100	100	N1.20	N1.51
TOTAL ASSETS(N'000)	103,632	140,241	17,513	221,432	258,339	380,195	857,161	1,342,203	1,459,868	2,440,464
INFLATION RATE (%)	5	10	38	41	8	13	45	57	57	64
DEFLATOR FACTOR	0.952	0.909	0.725	0.709	0.926	0.885	0.690	0.637	0.637	0.610
ADJUSTED PAT(N'000)	20,422.304	24,400.287	22,011.725	24,548.416	36,806.648	55,392.15	62,268.36	100,990.617	140,626.031	373,325.08
ADJUSTED TOTAL ASSETS (N'000)	98,658	127,471	124,347	156,995	239,222	336,473	591,441	854,983	929,936	1,488,683
ADJUSTED DPS (Kobo)	6.7	7.3	8.0	9.9	13.0	16.8	18.6	51.0	89.2	87.8
ADJUSTED NAPS (Kobo)	60.0	63.6	55.1	58.8	64.8	70.8	69.0	63.7	76.4	92.1
ROCE(%)	19.707	17.399	12.759	11.086	14.247	14.569	7.264	7.524	9.633	15.297

Source: Financial Statements of Nestle Nigeria Plc and National Bureau of Statistics Reports from 1986 – 1995

Post-Merger Extracts from Financial Statements of Nestle Nigeria Plc (1996 - 2005)

YEAR	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
PAT(N'000)	1,284,113	710,161	801,829	1,250,550	1,605,183	2,526,238	3,174,080	3,804,114	3,935,495	5,303,128
DPS (N)	N3.00	N1.50	N1.70	N2.00	N3.75	N4.40	N6.00	N7.00	N7.00	N7.00
NAPS (N)	N1.67	N1.85	N2.05	N3.01	N3.06	N2.82	N2.82	N3.02	N3.28	N11.32
TOTAL ASSETS(N'000)	3,275,076	3,334,413	2,895,465	3,546,710	4,625,740	6,764,401	8,829,843	11,910,016	13,399,870	16,875,084
INFLATION RATE (%)	73	29	8	7	7	19	13	14	15	18
DEFLATOR FACTOR	0.578	0.775	0.926	0.935	0.935	0.840	0.885	0. 877	0.870	0.847
ADJUSTED PAT(N'000)	742,217.314	550,374.775	742,433.654	1,169,264.25	1,500,846.105	2,122,039.92	2,803,060.8	3,336,207.978	3,423,380.65	4,491,749.416
ADJUSTED TOTAL ASSETS (N'000)	1,892,994	2,584,170	2,681,201	3,316,174	4,325,067	5,682,097	7,814,411	10,445,084	11,657,887	14,293,196
ADJUSTED DPS (N)	N1.7	N1.2	N1.6	N1.9	N 3.5	N3.7	N5.3	N6.1	N6.1	N5.9
ADJUSTED NAPS (N)	N1.0	N1.4	N1.9	N2.8	N2.9	N2.4	N2.5	N2.6	N2.9	N9.6
ROCE(%)	22.663	16.506	25.641	32.968	32.446	31.371	31.745	28.012	25.547	26.618

Source: Financial Statements of Nestle Nigeria Plc and National Bureau of Statistics Reports from 1996 - 2005

Pre-Merger Extracts from Financial Statements of Oando Plc (1992 - 2001)

YEAR	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
PAT(N'000)	89,317	119,913	315,990	750,668	749,394	98,780	318,949	560,694	528,147	375,444
DPS(kobo)	35	53	110	250	200	50	100	150	225	225
NAPS(kobo)	240	259	437	834	682	711	673	882	1010	3023
TOTAL ASSETS(N'000)	199,613	258,960	546,524	1,042.571	852,846	889,126	1,051,825	1,378,144	1,577,978	4,722,983
INFLATION RATE (%)	45	57	57	64	73	29	8	7	7	19
DEFLATOR FACTOR	0.690	0.637	0.637	0.610	0.578	0.775	0.926	0.935	0.935	0.840
ADJUSTED PAT(N'000)	61,628.73	76,334.581	201,285.63	457,307.48	433,149.732	76,554.50	295,346.774	524,248.89	493,817.445	315,372.96
ADJUSTED TOTAL ASSETS (N'000)	137,733	164,958	348,136	635,968	492,945	689,073	973,990	1,288,565	1,475,409	3,967,306
ADJUSTED DPS (Kobo)	24.2	33.8	70.1	153.0	116.0	38.8	92.6	140.3	210.4	189.0
ADJUSTED NAPS (Kobo)	165.6	164.9	278.4	508.7	394.2	551.0	623.2	824.7	944.4	2,539.3
ROCE(%)	30.874	29.477	36.830	43.863	50.788	8.610	28.079	38.040	31.294	6.677

Source: Financial Statements of Oando Plc and National Bureau of Statistics Reports from 1992 - 2001

Post-Merger Extracts from Financial Statements of Oando Plc (2002 - 2011)

YEAR	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
PAT(N'000)	59,960	797,710	890,802	1,375,804	3,075,068	5,480,414	8,343,325	10,096,979	14,374,966	N/A
DPS (kobo)	40	200	200	312	250	362	600	300	300	N/A
NAPS (kobo)	2,244	1,834	3,464	3,703	4,258	7,492	4,960	5,835	5,258	N/A
TOTAL ASSETS(N'000)	6,652,228	5,981,722	19,823,858	21,190,995	24,369,270	47,416,277	44,878,733	52,811,742	95,192,266	N/A
INFLATION RATE (%)	13	14	15	18	8	5	9	11	10	N/A
DEFLATOR FACTOR	0.885	0.877	0.870	0.847	0.926	0.952	0.917	0.901	0.909	N/A
ADJUSTED PAT(N'000)	53,064.60	699,591.67	774,397.74	1,165,305.988	2,847,512.968	5,217,354.128	7,650,829.025	9,097,378.079	13,066,344.09	_
ADJUSTED TOTAL ASSETS (N'000)	5,887,222	5,245,970	17,246,756	17,948,773	22,565,944	45,140,296	41,153,798	47,583,380	86,529,761	N/A
ADJUSTED DPS (Kobo)	35.4	175.4	174.0	264.3	231.5	344.6	550.2	270.3	272.7	N/A
ADJUSTED NAPS (Kobo)	1,985.9	1,608.4	3,013.7	3,136.4	3,942.9	7,132.4	4,548.3	5,257.3	4,779.5	N/A
ROCE(%)	0.798	11.695	3.906	5.499	11.684	11.003	17.048	17.226	13.726	_

Source: Financial Statements of Oando Plc and National Bureau of Statistics Reports from 2002 – 2011

Note: N/A = Not available

Pre- Merger Extracts from Financial Statements of GlaxoSmithKline Consumer Plc (1986 - 1995)

YEAR	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995
PAT(N'000)	10,014	13,703	17,681	20,342	22,531	41,722	88,391	101,323	128,902	309,791
DPS (kobo)	13.30	15.40	19.18	14.60	16.15	18.20	20.00	20.17	17.30	18.15
NAPS (kobo)	135	180	252	290	325	312	300	224	235	287
TOTAL ASSETS(N'000)	128.5	163.6	182.7	205.6	301.0	276.1	183.0	142.7	149.7	175.1
INFLATION RATE (%)	5	10	38	41	8	13	45	57	57	64
DEFLATOR FACTOR	0.952	0.909	0.725	0.709	0.926	0.885	0.610	0.637	0.637	0.610
ADJUSTED PAT(N'000)	9,533.328	12,456.027	12,818.725	14,422.478	20,863.706	36,923.97	60,389.79	64,542.751	82,110.574	188,372.51
ADJUSTED TOTAL ASSETS (N'000)	61,067	66,014	58,386	69,071	100,239	115,652	115,299	165,068	221,477	1,519,031
ADJUSTED DPS (Kobo)	12.7	14.0	13.9	10.4	15.0	16.1	12.2	12.8	11.0	11.1
ADJUSTED NAPS (Kobo)	128.5	163.6	182.7	205.6	301.0	276.1	183.0	142.7	149.7	175.1
ROCE(%)	14.861	17.152	15.918	14.802	19.252	28.255	31.950	24.907	23.616	7.565

Source: Financial Statements of GlaxoSmithKline Consumer Plc and National Bureau of Statistics Reports from 1986 – 1995

Post- Merger Extracts from Financial Statements of GlaxoSmithKline Consumer Plc (1996 - 2005)

YEAR	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
PAT(N'000)	244,646	341,401	214,230	50,145	66,005	119,875	497,053	684,327	955,261	975,741
DPS (kobo)	20,83	25	16.66	10	7.5	12	22	30	35	40
NAPS (kobo)	351	403	442	325	313	460	528	614	543	516
TOTAL ASSETS(N'000)	3,208.250	2,738,223	2,822,531	2,562,038	2,481,519	2,824,688	5,264,932	4,819,560	6,021,983	8,296,389
INFLATION RATE (%)	73	29	8	7	7	19	13	14	15	18
DEFLATOR FACTOR	0.578	0.775	0.926	0.935	0.935	0.840	0.885	0.877	0.870	0.847
ADJUSTED PAT(N'000)	141,435.388	264,535.775	198,376.98	46,835.575	61,714.675	100,695	439,891.905	600,154.779	831,377.07	826,452.627
ADJUSTED TOTAL ASSETS (N'000)	1,854,369	2,122,123	2,613,664	2,395,506	2,320,220	2,372,738	4,659,465	4,226,754	5,239,125	7,027,041
ADJUSTED DPS (Kobo)	12.0	19.4	15.4	9.4	7.0	10.1	19.5	26.3	30.5	33.9
ADJUSTED NAPS (Kobo)	202.9	312.3	409.3	303.9	292.7	386.4	467.3	538.5	472.4	437.1
ROCE(%)	4.408	9.661	7.028	1.828	2.486	3.565	8.355	12.452	13.806	9.962

Source: Financial Statements of GlaxoSmithKline Consumer Plc and National Bureau of Statistics Reports from 1996 – 2005

Pre-Merger Extracts from Financial Statements of Total Nigeria Plc (1991 - 2000)

YEAR	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
PAT(N'000)	99,104	202,616	345,941	857,574	1,128,457	837,845	606,290	610,625	1,518,444	1,169,690
DPS(kobo)	39.75	90.00	135.00	450.00	N4.29	N1.71	N2.00	N2.00	N4.00	N4.00
NAPS(N)	N6.20	N7.02	N8.00	N8.10	N6.50	N7.00	N7.40	N7.54	N11.06	N12.76
TOTAL ASSETS(N'000)	200,998	273,275	422,271	629,343	755,845	1,209,690	1,367,980	1,530,605	2,153,046	2,426,739
INFLATION RATE (%)	13	45	57	57	64	73	29	8	7	7
DEFLATOR FACTOR	0.885	0.690	0.637	0.637	0.610	0.578	0.775	0.926	0.935	0.935
ADJUSTED PAT(N'000)	87,707.04	139,305.04	220,354.417	546,274.638	688,358.77	484,274.41	469,374.75	565,438.75	1,419,745.14	1,093,660.15
ADJUSTED TOTAL ASSETS (N'000)	177,883	188,560	268,987	400,891	461,065	699,201	1,060,185	1,417,340	2,013,098	2,269,001
ADJUSTED DPS (Kobo)	35.2	62.1	86.0	286.7	N2.6	N1.0	N1.6	N1.9	N3.7	N3.7
ADJUSTED NAPS (N)	N5.5	N4.8	N5.1	N5.2	N4.0	N4.0	N5.7	N7.0	N10.3	N11.9
ROCE(%)	43.636	50.976	52.183	86.801	91.071	40.033	34.312	36.942	65.941	45.067

Source: Financial Statements of Total Nigeria Plc and National Bureau of Statistics Reports from 1991 - 2000

Post-Merger Extracts from Financial Statements of Total Nigeria Plc (2001 - 2010)

YEAR	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
PAT(N'000)	2,499,300	2,514,087	2,684,256	2,778,904	3,615,040	2,516,693	3,255,410	4,393,162	3,968,059	5,436,638
DPS (N)	N6.00	N7.00	N9.00	N9.00	N9.50	N7.40	N9.50	N12.93	N11.68	N8.00
NAPS (N)	N12.03	N13.49	N11.84	N11.02	N18.17	N16.98	N18.67	N21.41	N20.57	26.30
TOTAL ASSETS(N'000)	3,573,994	4,008,510	4,019,028	3,742,235	4,131,818	5,765,754	6,338,944	7,268,984	6,982,835	8,929,188
INFLATION RATE (%)	19	13	14	15	18	8	5	9	11	10
DEFLATOR FACTOR	0.840	0.885	0.877	0.870	0.847	0.926	0.952	0.917	0.901	0.909
ADJUSTED PAT(N'000)	2,039,412	2,224,966.995	2,354,032.512	2,417,646.48	3,061,338.88	2,330,457.718	3,099,150.32	4,028,529.554	3,575,221.159	4,941,933.942
ADJUSTED TOTAL ASSETS (N'000)	3,002,155	3,547,531	3,524,688	3,255,744	3,499,650	5,339,088	6,034,675	6,665,658	6,291,534	8,116,632
ADJUSTED DPS (N)	N5.0	N6.2	N7.9	N7.8	N8.0	N6.9	N9.0	N11.9	N10.5	N7.3
ADJUSTED NAPS (N)	N10.1	N11.9	N10.4	N9.6	N15.4	N15.7	N17.8	N19.6	N18.5	N23.9
ROCE(%)	57.063	55.506	58.572	64.604	74.092	40.418	48.891	55.421	51.200	55.346

Source: Financial Statements of Total Nigeria Plc and National Bureau of Statistics Reports from 2001 – 2010

Appendix 3

Regression Analysis of ROCE on Total Assets for A. G. Leventis PLC

Descriptive Statistics

	Mean	Std. Deviation	N
LogROCE1	.40048	.294032	20
LogTotalasset1	5.94845	.449623	20

Correlations

		LogROCE1	LogTotalasset1
Pearson Correlation	LogROCE1	1.000	-.502
	LogTotalasset1	-.502	1.000
Sig. (1-tailed)	LogROCE1	.	.012
	LogTotalasset1	.012	.
N	LogROCE1	20	20
	LogTotalasset1	20	20

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset1[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: LogROCE1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502[a]	.252	.210	.261351

a. Predictors: (Constant), LogTotalasset1

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.413	1	.413	6.049	.024[a]
	Residual	1.229	18	.068		
	Total	1.643	19			

a. Predictors: (Constant), LogTotalasset1

b. Dependent Variable: LogROCE1

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.351	.795		2.956	.008
	LogTotalasset1	-.328	.133	-.502	-2.459	.024

a. Dependent Variable: LogROCE1

Regression Analysis of DPS on Total Assets for A. G. Leventis PLC

Descriptive Statistics

	Mean	Std. Deviation	N
AdjustedDPS1	6.46500	2.547088	20
LogTotalasset1	5.94845	.449623	20

Correlations

		AdjustedDPS1	LogTotalasset1
Pearson Correlation	AdjustedDPS1	1.000	.000
	LogTotalasset1	.000	1.000
Sig. (1-tailed)	AdjustedDPS1	.	.499
	LogTotalasset1	.499	.
N	AdjustedDPS1	20	20
	LogTotalasset1	20	20

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset1[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: AdjustedDPS1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.000[a]	.000	-.056	2.616884

a. Predictors: (Constant), LogTotalasset1

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.000	.999[a]
	Residual	123.265	18	6.848		
	Total	123.266	19			

a. Predictors: (Constant), LogTotalasset1

b. Dependent Variable: AdjustedDPS1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.453	7.964		.810	.428
	LogTotalasset1	.002	1.335	.000	.002	.999

a. Dependent Variable: AdjustedDPS1

Regression Analysis of ROCE on Total Assets for Nestle Nigeria PLC

Descriptive Statistics

	Mean	Std. Deviation	N
LogROCE2	1.25990	.210470	20
LogTotalasset2	6.11517	.714246	20

Correlations

		LogROCE2	LogTotalasset2
Pearson Correlation	LogROCE2	1.000	.637
	LogTotalasset2	.637	1.000
Sig. (1-tailed)	LogROCE2	.	.001
	LogTotalasset2	.001	.
N	LogROCE2	20	20
	LogTotalasset2	20	20

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset2[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: LogROCE2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637[a]	.406	.373	.166660

a. Predictors: (Constant), LogTotalasset2

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.342	1	.342	12.302	.003[a]
	Residual	.500	18	.028		
	Total	.842	19			

a. Predictors: (Constant), LogTotalasset2

b. Dependent Variable: LogROCE2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.112	.329		.339	.738
	LogTotalasset2	.188	.054	.637	3.507	.003

a. Dependent Variable: LogROCE2

Regression Analysis of DPS on Total Assets for Nestle Nigeria PLC

Descriptive Statistics

	Mean	Std. Deviation	N
AdjustedDPS2	2.00415E2	224.030123	20
LogTotalasset2	6.11517	.714246	20

Correlations

		AdjustedDPS2	LogTotalasset2
Pearson Correlation	AdjustedDPS2	1.000	.885
	LogTotalasset2	.885	1.000
Sig. (1-tailed)	AdjustedDPS2	.	.000
	LogTotalasset2	.000	.
N	AdjustedDPS2	20	20
	LogTotalasset2	20	20

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset2[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: AdjustedDPS2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885[a]	.784	.772	107.071964

a. Predictors: (Constant), LogTotalasset2

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	747241.127	1	747241.127	65.179	.000[a]
	Residual	206359.298	18	11464.405		
	Total	953600.426	19			

a. Predictors: (Constant), LogTotalasset2

b. Dependent Variable: AdjustedDPS2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1497.495	211.668		-7.075	.000
	LogTotalasset2	277.655	34.392	.885	8.073	.000

a. Dependent Variable: AdjustedDPS2

Regression Analysis of ROCE on Total Assets for Oando Plc

Descriptive Statistics

	Mean	Std. Deviation	N
LogROCE3	1.16702	.444617	19
LogTotalasset3	6.54291	.896804	19

Correlations

		LogROCE3	LogTotalasset3
Pearson Correlation	LogROCE3	1.000	-.487
	LogTotalasset3	-.487	1.000
Sig. (1-tailed)	LogROCE3	.	.017
	LogTotalasset3	.017	.
N	LogROCE3	19	19
	LogTotalasset3	19	19

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset3[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: LogROCE3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487[a]	.237	.193	.399524

a. Predictors: (Constant), LogTotalasset3

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.845	1	.845	5.292	.034[a]
	Residual	2.714	17	.160		
	Total	3.558	18			

a. Predictors: (Constant), LogTotalasset3

b. Dependent Variable: LogROCE3

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.748	.693		3.964	.001
	LogTotalasset3	-.242	.105	-.487	-2.301	.034

a. Dependent Variable: LogROCE3

Regression Analysis of DPS on Total Assets for Oando Plc

Descriptive Statistics

	Mean	Std. Deviation	N
ustedAdjDPS3	1.78242E2	130.013560	19
LogTotalasset3	6.54291	.896804	19

Correlations

		ustedAdjDPS3	LogTotalasset3
Pearson Correlation	ustedAdjDPS3	1.000	.775
	LogTotalasset3	.775	1.000
Sig. (1-tailed)	ustedAdjDPS3	.	.000
	LogTotalasset3	.000	.
N	ustedAdjDPS3	19	19
	LogTotalasset3	19	19

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset3[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: ustedAdjDPS3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775[a]	.601	.577	84.551193

a. Predictors: (Constant), LogTotalasset3

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	182732.093	1	182732.093	25.561	.000[a]
	Residual	121531.373	17	7148.904		
	Total	304263.466	18			

a. Predictors: (Constant), LogTotalasset3

b. Dependent Variable: ustedAdjDPS3

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-556.855	146.686		-3.796	.001
	LogTotalasset3	112.350	22.222	.775	5.056	.000

a. Dependent Variable: ustedAdjDPS3

Regression Analysis of ROCE on Total Assets for GlaxoSmithKline Consumer PLC

Descriptive Statistics

	Mean	Std. Deviation	N
LogROCE4	1.02541	.346948	20
LogTotalasset4	5.80372	.782698	20

Correlations

		LogROCE4	LogTotalasset4
Pearson Correlation	LogROCE4	1.000	-.643
	LogTotalasset4	-.643	1.000
Sig. (1-tailed)	LogROCE4	.	.001
	LogTotalasset4	.001	.
N	LogROCE4	20	20
	LogTotalasset4	20	20

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset4[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: LogROCE4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643[a]	.413	.380	.273125

a. Predictors: (Constant), LogTotalasset4

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.944	1	.944	12.659	.002[a]
	Residual	1.343	18	.075		
	Total	2.287	19			

a. Predictors: (Constant), LogTotalasset4

b. Dependent Variable: LogROCE4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.679	.469		5.716	.000
	LogTotalasset4	-.285	.080	-.643	-3.558	.002

a. Dependent Variable: LogROCE4

Regression Analysis of DPS on Total Assets for GlaxoSmithKline Consumer PLC

Descriptive Statistics

	Mean	Std. Deviation	N
AdjustedDPS4	1.56300E1	7.107824	20
LogTotalasset4	5.80372	.782698	20

Correlations

		AdjustedDPS4	LogTotalasset4
Pearson Correlation	AdjustedDPS4	1.000	.468
	LogTotalasset4	.468	1.000
Sig. (1-tailed)	AdjustedDPS4	.	.019
	LogTotalasset4	.019	.
N	AdjustedDPS4	20	20
	LogTotalasset4	20	20

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset4[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: AdjustedDPS4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.468[a]	.219	.176	6.452409

a. Predictors: (Constant), LogTotalasset4

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	210.497	1	210.497	5.056	.037[a]
	Residual	749.405	18	41.634		
	Total	959.902	19			

a. Predictors: (Constant), LogTotalasset4

b. Dependent Variable: AdjustedDPS4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9.051	11.071		-.818	.424
	LogTotalasset4	4.253	1.891	.468	2.249	.037

a. Dependent Variable: AdjustedDPS4

Regression Analysis of ROCE on Total Assets for TOTAL Nigeria PLC

Descriptive Statistics

	Mean	Std. Deviation	N
LogROCE6	1.72906	.113586	20
LogTotalasset6	6.22873	.541650	20

Correlations

		LogROCE6	LogTotalasset6
Pearson Correlation	LogROCE6	1.000	-.026
	LogTotalasset6	-.026	1.000
Sig. (1-tailed)	LogROCE6	.	.456
	LogTotalasset6	.456	.
N	LogROCE6	20	20
	LogTotalasset6	20	20

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset6[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: LogROCE6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.026[a]	.001	-.055	.116657

a. Predictors: (Constant), LogTotalasset6

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.013	.912[a]
	Residual	.245	18	.014		
	Total	.245	19			

a. Predictors: (Constant), LogTotalasset6

b. Dependent Variable: LogROCE6

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.764	.309		5.710	.000
	LogTotalasset6	-.006	.049	-.026	-.112	.912

a. Dependent Variable: LogROCE6

Regression Analysis of DPS on Total Assets for TOTAL Nigeria PLC

Descriptive Statistics

	Mean	Std. Deviation	N
AdjustedDPS6	4.99500E2	353.738183	20
LogTotalasset6	6.22873	.541650	20

Correlations

		AdjustedDPS6	LogTotalasset6
Pearson Correlation	AdjustedDPS6	1.000	.878
	LogTotalasset6	.878	1.000
Sig. (1-tailed)	AdjustedDPS6	.	.000
	LogTotalasset6	.000	.
N	AdjustedDPS6	20	20
	LogTotalasset6	20	20

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	LogTotalasset6[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: AdjustedDPS6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878[a]	.770	.758	174.150582

a. Predictors: (Constant), LogTotalasset6

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1831571.686	1	1831571.686	60.391	.000[a]
	Residual	545911.654	18	30328.425		
	Total	2377483.340	19			

a. Predictors: (Constant), LogTotalasset6

b. Dependent Variable: AdjustedDPS6

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3070.892	461.087		-6.660	.000
	LogTotalasset6	573.214	73.761	.878	7.771	.000

a. Dependent Variable: AdjustedDPS6