CRS Report for Congress

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Largest Mergers and Acquisitions by Corporations: 2001

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Summary

The worldwide rate of corporate mergers and acquisitions (M&A) activity declined during 2001. This report provides a listing of the largest mergers (announced value of at least two billion U.S. Dollars) or acquisitions for the year 2001 to December 31, 2001.[†] Completion dates for the mergers or acquisitions are included and merger or acquisition failures noted. These data have been drawn from publicly available sources and have not been otherwise verified by CRS. This report will be updated monthly.

Largest Mergers or Acquisitions: 2001 (ranked by value)

(All amounts cited are U.S. Dollars)

Acquirer,				
Sector, and	Target Firm	Date	Date	Value
New Name (if applicable)	and Sector	Announced	Completed	(\$ billions)
* The designation "Pending" often	indicates that regulatory approval	needed for act	ual merger h	as not
been obtained.			-	
Comcast Inc.	AT&T Broadband div.	7/9/01	Pending*	72.0^{3}
Telecommunications	Telecommunications			
Asahi Bank	Daiwa Bank	9/8/01	Pending*	43.0 ⁴
Banking and finance	Banking and finance			
Bank of Scotland plc	Halifax plc	5/4/01	9/29/01	40.6^{4}
Banking and finance	Banking and finance			
HBOS plc				
EchoStar Communications Corp.	Hughes Electronics (div. GM)	8/6/01	Pending*	32.0 ⁴
Telecommunications	Telecommunications			

[†] For the top 25 mergers of 1998, see RS20502, Twenty-five Largest Mergers and Acquisitions by Corporations: 1998; for the top 25 mergers of 1999, see RS20503, Twenty-five Largest Mergers and Acquisitions by Corporations: 1999; and for the top 25 mergers of 2000, see RS20504, Twenty-five Largest Mergers and Acquisitions by Corporations: 2000.

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Acquirer,				
Sector, and	Target Firm	Date	Date	Value
New Name (if applicable)	and Sector		Completed	
* The designation "Pending" often	indicates that regulatory approval r	needed for act	tual merger h	as not
been obtained.		2/10/01	< 1 2 0 10 1	20.04
BHP Ltd.	Billiton plc.	3/19/01	6/29/01	28.0^{4}
Mining BHP-Billiton Ltd.	Mining			
Hewlett-Packard Co.	Compag Computer Corp	0/04/01	Danding*	25.0^{3}
Business machines	Compaq Computer Corp. Business machines	9/04/01	Pending*	23.0
American International Group	American General Corp.	4/3/01	8/29/01	23.0^{2}
Insurance	Insurance	4/3/01	0/29/01	23.0
Anglo American Corp. plc. (45%)	DeBeers Consolidated Mines	2/15/01	6/1/01	17.6^{4}
Central Holdings Ltd. plc. (45%)	Ltd.	_, 10, 01	0/1/01	1110
Debswana Diamond Co. Ltd. (10%)	DeBeers Centenary AG			
Mining and gem distribution	Mining and gem distribution			
DB Investments				
Allianz AG	Dresdner Bank AG	3/28/01	7/23/01	17.6^{4}
Insurance	Banking and finance			
Amgen Inc.	Immunex Inc.	12/17/01	Pending*	16.0^{4}
Pharmaceuticals	Pharmaceuticals	11/15/01	D 11 4	15 153
Phillips Petroleum Co. Inc.	Conoco Inc.	11/17/01	Pending*	15.17^{3}
Petroleum	Petroleum	1/17/01	Den l'are *	14.04
E.ON AG Utility	PowerGen plc Electricity generator	1/17/01	Pending*	14.0^{4}
First Union Corporation	Wachovia Corporation	4/16/01	9/4/01	13.4 ⁴
Banking and finance	Banking and finance	4/10/01	9/4/01	15.4
Wachovia Corporation	Durking and Imanee			
Citigroup Inc.	Grupo Financiero Banamex	5/17/01	8/3/01	12.5^{3}
Banking and finance	Accival, S.A.			
Ç	Banking and finance			
Nestle S.A.	Ralston Purina Co.	1/15/01	12/12/01	11.9 ²
Conglomerate	Animal food maker			
Singapore Telecommunications	Cable & Wireless Optus	3/26/01	9/17/01	11.8^{3}
Ltd.	Mobile operator (Australia)			
Telecommunications				
Johnson & Johnson	Alza	3/26/01	6/22/01	11.7^{4}
Health care	Health care	10/17/01		10.054
Vivendi Universal S.A.	USA Networks	12/17/01	Pending*	10.85^4
Conglomerate GZ Bank AG	Television producer & cable DG Bank AG	7/9/01	8/17/01	10.4^{4}
Banking and finance	Banking and finance	7/9/01	0/1//01	10.4
DZ Bank AG	Danking and Imanee			
Tyco International Ltd.	CIT Group Inc.	3/13/01	6/1/01	9.9 ²
Conglomerate	Finance company			
Duke Energy	Westcoast Energy	9/20/01	Pending*	8.5^{4}
Utility group	Natural gas company		C	
Newmont Mining	Franco-Nevada Mining Corp.	11/14/01	Pending*	8.5^{4}
Mining	Ltd.			
	Normandy Mining			
	Mining	C 10 10 1	10/2/04	7 0 ²
Bristol-Myers Squibb Inc.	E.I. DuPont Pharmaceutical div.	6/8/01	10/2/01	7.8^{3}
Pharmaceuticals	Pharmaceuticals	4/0/01	7/07/01	7 =4
Bank One Banking and finance	Wachovia Bank credit card div.	4/9/01	7/27/01	7.5^{4}
Banking and finance	Credit cards Western Mining Corporation,	11/12/01	Pending*	7.5 ³
Alcoa Inc.	Ltd.	11/12/01	r chullig .	1.5
Aluminum	Mining			

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Acquirer,				
Sector, and	Target Firm	Date	Date	Value
New Name (if applicable) * The designation "Pending" often	and Sector	Announced	Completed	(\$ billions)
been obtained.	indicates that regulatory approval i	lieeded for act	luai merger n	as not
Phillips Petroleum	TOSCO Inc.	2/5/01	9/18/01	7.49 ³
Integrated oil company	Petroleum refiner & marketer			,
Equity Office Properties Trust Real Estate Investment Trust	Spieker Properties Real estate	2/23/01	7/2/01	7.2^{4}
P&O Princess Cruises plc. Cruise line	Royal Caribbean Cruises Ltd. Cruise line	11/20/01	Pending*	6.8 ⁴
Bayer AG Chemicals and pharmaceuticals	Aventis CropScience (subsidiary Aventis SA) Chemicals	10/2/01	Pending*	6.67 ⁴
Enel (Italian government-owned) Electricity	Infostrada Sp.A. Telecommunications	3/16/01	3/29/01	6.5 ³
Conoco Inc. Oil company	Gulf Canada Resources Limited Oil company	5/29/01	7/13/01	6.33 ³
Valero Energy Corp. Oil refiner and marketer	Ultramar Diamond Shamrock Corp. Oil refiner and marketer	5/7/01	12/31/01	6.13 ³
Pirelli SpA. Telecommunications Benetton SpA Conglomerate	Olivetti SpA which controls Telecom Italia SpA Telecommunications	7/30/01	9/19/01	6.1 ³
Sanmina Corp. Electronics manufacturer Sanmina-SCI Corp.	SCI Systems Electronics manufacturer	7/16/01	12/7/01	6.0 ³
United Overseas Bank Ltd. Banking and finance	Overseas Union Bank Ltd. Banking and finance	8/17/01	9/2/01	5.54
DBS Group Holdings Ltd. Banking and finance	Dao Heng Bank Banking and finance	4/11/01	9/5/01	5.364
Khazanah Nasional Bhd Malaysian government investment	United Engineers Malaysia Bhd Conglomerate	7/23/01	10/9/01	5.3 ²
Vodafone Group plc Telecommunications	Japan Telecom Co. Ltd. (20%) Telecommunications	5/2/01	10/12/01	5.3 ²
GE Capital, div. General Electric Co. Conglomerate	Heller Financial Inc. div. Fuji Bank Ltd. Commercial finance	7/30/01	10/25/01	5.3 ³
Italenergia SpA Holding company controlled by: FIAT SpA Conglomerate Electricité de France Electric utility	Montedison SpA Agro-energy group	7/20/01	9/3/01	5.34
Schlumberger Limited Oilfield services	Sema plc IT services	2/12/01	6/4/01	5.24
Washington Mutual Inc. Banking and finance	Dime Bancorp Banking and finance	6/25/01	{1/04/02, scheduled)	5.2 ³
Walt Disney Co. Broadcasting and entertainment	Fox Family Worldwide Entertainment programmer	7/23/01	10/24/01	5.2 ³
BP plc Integrated oil company	E.On Oel division (51 percent) E.ON AG. Energy	7/16/01	Pending*	5.14
E.ON AG. Energy	Sydkraft AB (58%) Energy	2/21/01	4/30/01	5.0 ²

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Sector Date Value New Name (if applicable) and Sector Amnounced Completed (S billions) * The designation "Pending" often indicates that regulatory approval needed for actual merger has not been obtained. 2/12/01 Pending* 5.0 ² Potomac Electric Power Co. Connectiv 2/12/01 Pending* 5.0 ² Société Européen des Statellues SA GE Americom (ifv. GE) 3/5/01 11/12/01 4.95 ⁴ Porcer & Gamble Inc. Claino Div. Bristol-Myers Squibb 5/21/01 11/16/01 4.95 ⁴ Conglomerate Hair care products 6/20/01 Pending* 4.7 ² Cable Cable Cable 6/20/01 Pending* 4.7 ² Cable Cable Cable 2/12/01 Pending* 4.7 ² Usinor S.A. Arbed S.A. 2/19/01 12/12/01 4.6 ⁴ Steel company Accerala Corporación Siderrigica 3.9 ³ 01 1.1/21/01 3.9 ³ Sun Life Financial Services Clarie Ide ontive ture) 1.1/21/01 3.9 ³ 01 3.1 ⁵ Insurance Company Accerala Corporación Siderirgica 3.90/01 3.7 ⁴ <th>Acquirer,</th> <th></th> <th></th> <th></th> <th></th>	Acquirer,				
** The designation "Pending" often indicates that regulatory approval needed for actual merger has not been obtained. Potomac Electric Power Co. Electricity distributor Connectiv Electricity distributor 2/12/01 Pending* 5.0 ² Société Européen des Statellites SA GE Americom (div. GE) 3/5/01 11/12/01 5.0 ³ Société Européen des Statellites SA GE Americom (div. GE) 3/5/01 11/16/01 4.95 ⁴ Congelomerate Hair care products 5/2/01 11/16/01 4.95 ⁴ Lafarge S.A. Building materials Blue Circle Industries plc 1/8/01 7/11/01 4.7 ³ Cable Cable Cable 212/01 Pending* 4.7 ⁴ Reliant Resources Orion Power 9/27/01 Pending* 4.5 ⁴ Steel company Aceratia Corporación Sideríficica 219/01 12/12/01 4.6 ⁴ Steel company Insurance company Insurance 9/4/01 11/21/01 3.9 ⁴ Oil driller Oil driller Oil driller 0/1 11/16/01 4.55 ⁴ Insurance Company Scatel companies 0/1		Target Firm	Date	Date	Value
been obtained. Potomace Electric Power Co. Potomace Electric Power Co. Potomace Electric Power Co. Power Power Protect & Gamble Inc. Clairol Div. Bristol-Myers Squibb S/21/01 11/12/01 5.0° Statellite owner Protect & Gamble Inc. Clairol Div. Bristol-Myers Squibb S/21/01 11/16/01 4.95 ⁴ Conglomerate Hair care products Blue Circle Industries ple 1/8/01 7/11/01 4.7 ³ Building materials Electricity generator Cable	New Name (if applicable)		Announced	Completed	(\$ billions)
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Electricity distributor Electricity distributor Société Européene des Satellites SA GE Americom (div. GE) 3/5/01 11/12/01 5.0 ³ Satellite owner Satellite owner Satellite owner 5/21/01 11/12/01 4.95 ⁴ Procter & Gamble Inc. Clairol Div. Bristol-Myers Squibb 5/21/01 11/16/01 4.95 ⁴ Lafarge S.A. Blue Circle Industries ple 1/8/01 7/11/01 4.7 ³ Reliant Resources Orion Power 9/27/01 Pending* 4.7 ⁴ Energy Electricity generator 2/19/01 12/12/01 4.6 ⁴ Steel company Acceralia Corporación Siderúrgica 2/19/01 12/12/01 4.6 ⁴ Sun Life Financial Services Clairca Life Insurance 10/9/01 12/12/01 3.8 ⁶ Saudi Aranco Tinsurance company Global Marine Inc. 9/4/01 11/12/10 3.9 ² Oil driller Oil driller Oil driller 10/9/01 12/12/01 3.8 ⁶ Saudi Aranco Creaxeo share of joint venture) Intreaxed companies Intropanies 3		Connectiv	2/12/01	Donding*	5.0^{2}
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Satellite ownerSatellite ownerProcter & Gamble Inc.Clairol Div, Bristol-Myers Squibb5/21/0111/16/014.954ConglomerateHair care products1/8/017/11/014.72Lafarge S.A.Blue Circle Industries ple1/8/017/11/014.72CableCable6/20/01Pending*4.73CableCable2/19/0112/12/014.64Steel companyAceralia Corporación Siderúrgica2/19/0112/12/014.64Steel companyAceralia Corporación Siderúrgica3.92016/11/21/013.92Santa Fe International Corp.Global Marine Inc.9/4/0111/12/1013.923.92Oil drillerOil driller01oil driller3/19/018/30/013.74Royal Dutch/ShellEquilon LLC and Motiva LLC10/9/0112/12/013.864Saudi ArameoTorzaco share of joint venture)3/19/018/30/013.74Medironic MiniMedMedical products5/31/018/30/013.74Medironic Inc.MiniMed Inc.5/31/018/30/013.74Medironic MiniMedMedical products5/31/018/30/013.74Medironic MiniMedNedical products8/14/01Pending*3.42Oil and gas producerMinited Incereon Ray and antare as producer3/19/018/14/018/20/013.74Medironic MiniMedCare as producerNatural gas producer3.243.243.24Oil and gas producerMinited Ince	•		3/5/01	11/12/01	5.0^{3}
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Building materialsBuilding materialsLiberty Media Group CableDeutsche Telekom cable Cable6/20/01Pending*4.71Icabe CableCabe9/27/01Pending*4.74Reliant ResourcesOrion Power Electricity generator9/27/01Pending*4.74Usinor S.A.Arbed S.A.2/19/0112/12/014.64Steel company Arcelor S.A.Aceralia Corporación Siderirgica Insurance company12/17/01Pending*4.554Santa Fe International Corp. Oil drillerGlobal Marine Inc.9/4/0111/21/013.93Oil driller Royal Dutch/ShellEquinon LLC and Motiva LLC Oil refining and marketing10/9/0112/12/013.864Saudi Aramco Medical Research Group Medical products5/31/018/30/013.74Medtronic Inc. Medtronic Inc.MiniMed Inc. Medical aproduct design5/31/018/30/013.74Prug distributor Medical aproduct design9/4/017/23/017/23/013.52PendenseyAnderson Exploration Ltd.9/4/018/14/018.354Oil and gas producerNatural gas producer3.433.43Oil and gas producerNatural gas producer3.243.24Congolomerate CongolomerateMedical Research Group Medical aproduct design8/14/01Pending*3.54Oil and gas producerNatural gas producerNatural gas producer3.433.43Oil and gas producerNatural gas producer3.243.433.24 <td< td=""><td>Conglomerate</td><td>Hair care products</td><td></td><td></td><td></td></td<>	Conglomerate	Hair care products			
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Oil companyOil companyWestvaco Corp. Paper and packagingMead Corp. Paper and packaging8/29/01Pending*3.23MeadWestvacoPaper and packagingNatural gas producer3.24Dominion Resources. Inc. Gas and electricity traderLouis Dreyfuss Natural Gas Natural gas producer9/10/0111/8/013.22Nortel Networks Optical componentsJDS Uniphase Switzerland Laser chips1/18/012/14/013.04Wireless semiconductorsWireless semiconductors3.043.04Wireless semiconductorsWireless semiconductors3/13/017/3/012.92Groupe Dexia S.A. Banking and financeArtesia Banking Corp. S.A.3/13/017/3/012.92London Electricity Group plc UtilityTXU Corp. distribution network11/19/01Pending*2.873			7/11/01	<u> 20/01</u>	2.0^{4}
Westvaco Corp. Paper and packagingMead Corp. Paper and packaging8/29/01Pending*3.23MeadWestvacoPaper and packaging3.243.243.24Dominion Resources. Inc. Gas and electricity traderLouis Dreyfuss Natural Gas Natural gas producer9/10/0111/8/013.22Nortel Networks Optical componentsJDS Uniphase Switzerland Laser chips1/18/012/14/013.04Conexant Systems wireless division Wireless semiconductorsAlpha Industries Wireless semiconductors12/17/01Pending* Pending*3.04Groupe Dexia S.A. Banking and financeArtesia Banking Corp. S.A. Banking and finance3/13/017/3/012.92London Electricity Group plc UtilityTXU Corp. distribution network in England11/19/01Pending* Pending*2.873			//11/01	8/20/01	5.2
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Gas and electricity traderNatural gas producerNortel NetworksJDS Uniphase Switzerland1/18/012/14/013.04Optical componentsLaser chips1/18/012/14/013.04Conexant Systems wireless division Wireless semiconductorsAlpha Industries12/17/01Pending*3.04Wireless semiconductorsWireless semiconductors12/17/01Pending*2.92Groupe Dexia S.A. Banking and financeArtesia Banking Corp. S.A.3/13/017/3/012.92London Electricity Group plc UtilityTXU Corp. distribution network11/19/01Pending*2.873					
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Optical componentsLaser chipsConexant Systems wireless divisionAlpha Industries12/17/01Pending*3.04Wireless semiconductorsWireless semiconductors3/13/017/3/012.92Groupe Dexia S.A. Banking and financeBanking and finance3/13/017/3/012.92London Electricity Group plc UtilityTXU Corp. distribution network11/19/01Pending*2.873					1
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Wireless semiconductorsGroupe Dexia S.A. Banking and financeArtesia Banking Corp. S.A.3/13/017/3/012.92London Electricity Group plc UtilityTXU Corp. distribution network11/19/01Pending*2.873		•	12/17/01	Dandina*	2.0^{4}
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Banking and financeBanking and financeLondon Electricity Group plcTXU Corp. distribution network11/19/01Utilityin England			3/13/01	7/3/01	2.9^{2}
London Electricity Group plcTXU Corp. distribution network11/19/01Pending*2.873Utilityin England			2,10,01	110101	,
Utility in England			11/19/01	Pending*	2.87^{3}
Electricity distribution	• • • •	in England		-	
		Electricity distribution			

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Acquirer,				
Sector, and	Target Firm	Date	Date	Value
New Name (if applicable)	and Sector	Announced	Completed	(\$ billions)
* The designation "Pending" often been obtained.	indicates that regulatory approval n	eeded for act	ual merger n	as not
Power Financial	Mackenzie Financial	1/29/01	4/19/01	2.8^{4}
Banking and finance	Banking and finance	1/29/01	4/19/01	2.0
Apax Partners	Yell plc (division of British	5/26/01	8/13/01	2.8 ³
Hicks, Muse, Tate & Furst Inc.	Telecom plc)	5/20/01	0/13/01	2.0
Investment companies	Yellow pages			
Sara Lee Corp.	Earthgrains	7/02/01	8/15/01	2.8^{4}
Food products	Food products			
American International Group	Chiyoda Mutual Life Bankrupt life insurer	2/23/01	4/20/01	2.75 ⁴
Northrop Grumman Corporation	Newport News Shipbuilding Inc.	5/8/01	12/3/01	2.7 ³
Defense contractor General Electric Co.	Shipbuilder Telemundo Communications	10/11/01	Donding*	2.7^{4}
Conglomerate	Spanish language broadcaster	10/11/01	Pending*	2.7
Solectron Corp.	C-Mac Industries, Inc.	8/9/01	12/3/01	2.7^{3}
Contract manufacturer	Contract manufacturer	8/9/01	12/3/01	2.1
Vodafone plc	Japan Telecom	9/20/01	10/12/01	2.64^{4}
Telecommunications	Telecommunications)/20/01	10/12/01	2.04
Furukawa Electric KK Electrical equipment maker	Lucent Technologies Optical Fibre Division Optical fibre manufacturer	7/26/01	11/16/01	2.53 ⁴
Suiza Foods	Dean Foods	4/5/01	12/24/01	2.5^{4}
Food producer	Food producer	4/3/01	12/24/01	2.3
Dean Foods	i ood producer			
Maxim Integrated Products	Dallas Semiconductor	1/29/01	4/11/01	2.5^{4}
Integrated circuit maker	Chip maker	0/04/01	10/5/01	0 r^{2}
Deutsche Bank AG Banking and finance	Zurich Scudder Investments Banking and finance	9/24/01	12/5/01	2.5^{2}
BNP Paribas SA	BancWest (55% not previously	5/7/01	12/20/01	2.45 ³
Banking and finance	owned) Banking and finance	5/7/01	12/20/01	2.73
AOL Time Warner	IPC Group Ltd.	7/25/01	10/12/01	$$2.4^{2}$
Conglomerate	(Owned by investment corp. Cinven Ltd.)			
Schroder Ventures	Magazine publisher Cognis AG	9/13/01	11/30/01	$$2.4^{2}$
Goldman Sachs Capital Partners Investors	Specialty chemical producer	9/15/01	11/30/01	φ2. 4
BNP Paribas SA	United California Bank	12/10/01	Pending*	2.4^{4}
Banking and finance	Banking and finance	12,10,01	1 01101118	
Williams Cos. Conglomerate	Barrett Resources Corp. Natural gas explorer/producer	5/7/01	8/2/01	2.38 ³
Valentia	Eircom	7/2/01	11/17/01	2.38 ³
Anthony J.F. O'Reilly Financier	Telecommunications	1/2/01	11/1//01	2.30
Goldman, Sachs Group Inc. Warburg Pincus LLC				
Investment banks				
Provident Equity Partners Inc.				
Soros Private Equity Partners Ltd				
Investment partnerships Deutsche Bank, A.G.	Pub operations of Whithread	2/20/01	5/0/01	2.32^{3}
Banking and finance	Pub operations of Whitbread Holdings, plc	3/20/01	5/8/01	2.32
Dunking and manee	Restaurants and lodgings			

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Acquirer,				
Sector, and	Target Firm	Date	Date	Value
New Name (if applicable)	and Sector	Announced	Completed	(\$ billions)
	indicates that regulatory approval ne	eeded for act	ual merger h	as not
been obtained.				
Royal Bank of Canada	Centura Banks	1/26/01	6/5/01	2.3^{4}
Banking and finance	Banking and finance			
Energy East Corp.	RGS Energy Group	2/20/01	Pending*	2.2^{2}
Utility holding company	Utility holding company		-	
Mediacom Communications	AT&T Broadband	2/27/01	7/18/01	2.2^{4}
Cable operator	Cable operations (four states)			
Royal Bank of Scotland	Mellon Bank,	7/09/01	12/1/01	2.2^{4}
Banking and finance	div. Mellon Financial			
C	Banking and finance			
Interpublic Group Inc.	True North Communications Inc.	3/19/01	6/22/01	2.1^{4}
Advertising	Advertising			
General Electric Corp.	Franchise Finance Corporation of	3/30/01	8/02/01	2.1^{2}
Conglomerate	America			
5	Retail finance company			
U.S. Bancorp	Nova Corp.	5/8/01	7/24/01	2.1^{3}
Banking and finance	Payment processor			
Burlington Resources Inc.	Canadian Hunter Exploration	10/9/01	12/4/01	2.08^{3}
Energy producer	Ltd.			
	Natural gas producer			
Swiss Re	Lincoln Re	7/30/01	12/7/01	2.0^{3}
Reinsurer	div. Lincoln National Corp.			
	Life reinsurer			
Millennium Pharmaceuticals	Cor Therapeutics	12/5/01	Pending*	2.0^{4}
Biotechnology	Biotechnology		2	

Note: Values given for transactions are expressed as the value of the combined assets of the two firms when there is a merger. In an acquisition, the value shown is the purchase price of the target corporation. These figures sometimes vary from one source to another and can change as the market value of the company's stock changes, values are shown in U.S. Dollars. U.S. Dollar value can fluctuate with changes in exchange rates. The values shown above are derived from the following sources:

¹ Source for value: *Mergers & Acquisitions*.

² Source for value: *Mergerstat*.

³Source for value: *The Wall Street Journal*.

⁴ Source for value: *The Financial Times*.

⁵ Source for value: *The Washington Post*.

Sources: *Mergerstat Online* (http://www.mergerstat.com); *Mergers & Acquisitions Magazine*, various issues; *The Wall Street Journal*, various dates; *The Financial Times*, various dates; announcement and closing dates from *The Wall Street Journal* or *The Financial Times*, various dates.