

# FINANCIAL TIMES

FRIDAY 6 APRIL 2018

WORLD BUSINESS NEWSPAPER

EUROPE

The FT investigates



Malta, murder, money laundering and murky links between Iran and Venezuela — BIG READ, PAGE 7

Protecting privacy  
The flaws in Facebook's business model — REBECCA MACKINNON, PAGE 9

## Beijing begins legal battle to spike US guns for trade war

- Global financial markets rebound
- China cites serious WTO 'violation'

SHAWN DONNAN — WASHINGTON

Beijing signalled it was willing to escalate its fight with Donald Trump over his plan for anti-China tariffs by launching a legal challenge against Washington's newly proposed duties against more than 100 Chinese products.

Yesterday's Chinese move to open a World Trade Organization case was made despite efforts by White House officials to ease fears of a looming trade war and is likely to feed doubts over the ability of the world's two largest economies to reach an amicable settlement.

Beijing said the proposed US tariffs, unveiled this week, represented a "serious violation" of global trading rules because they discriminated against Chinese goods and violated the tariff limits Washington was committed to.

Despite renewed tension, global financial markets rallied on hopes the two sides would find a way to resolve their differences. In Europe, Germany's Dax index closed up 2.9 per cent, while London's FTSE 100 rose 2.4 per cent. Japan's Nikkei was up 1.5 per cent.

Wall Street also continued its recovery from Wednesday's early sell-off, rising 0.5 per cent in afternoon trading.

The rally was helped by soothing words from US officials, who insisted there was still time to strike a deal with Beijing. Larry Kudlow, the new White House economic chief, insisted "it's nothing around the corner" since the tariffs were currently only "proposals".

Attempts by Washington to allay market fears were belied by the WTO filing,

and those briefed on bilateral negotiations said there appeared to be little grounds for hope. "Clearly the two sides are talking but the discussions do not appear to be meaningful," said one person familiar with the talks.

The Trump administration has been split on how aggressively to embrace protectionist measures, and it appears to be dividing again over how best to deal with China. Some, including Steven Mnuchin, the Treasury secretary have pushed for a negotiated settlement focused on reducing the \$375bn US annual trade deficit in goods with China. Other trade hawks are gearing up for a longer fight aimed at the bigger target of Chinese industrial policy.

Hawks in the administration are ascendant and will be joined by other advocates of a hard line on China such as John Bolton, the incoming national security adviser, and Mike Pompeo, Mr Trump's pick for secretary of state.

Mr Trump himself has signalled his desire to take a hard line on China over trade. On Thursday he wrote on Twitter that his plan for new trade penalties against China "Will End [trade] Barriers And Massive I.P. Theft" by China.

Scott Kennedy, of the Center for Strategic and International Studies, said: "The administration itself is undecided what their top priorities are and whether having this play out for a while works for their advantage or whether they want to wrap it up quickly."

Trade war page 2  
Philip Stephens & Liao Min page 9  
Cargill raises the alarm page 11

## Deadlock Italy's leaders struggle for breakthrough in coalition talks



Ettore Ferrari/EPA

Silvio Berlusconi, the former prime minister, leaves Rome's Quirinal Palace yesterday after meeting President Sergio Mattarella during talks on forming a government following last month's election in Italy.

No sign of a breakthrough was apparent in the post-election

deadlock as Mr Mattarella consulted all parties in an effort to broker a coalition.

Mr Berlusconi's centre-right Forza Italia and the League, its rightwing election partner, emerged from the vote as the largest group, but lacking a majority. The big winner was the anti-establishment Five

Star Movement, which became the biggest party and is seeking a coalition with the League or the Democratic party (PD).

But the centre-left PD has ruled out joining a government. That stance was reiterated by Maurizio Martina, acting secretary, after he met the president. Full story page 3

### Briefing

► **Currency crisis threatens North Korea**  
Biting international pressure has fuelled a swelling trade deficit in the isolated nation, which experts predict could escalate into a "fully fledged" currency crisis as soon as this year. — PAGE 4

► **Hungary poll stirs crackdown concerns**  
The question surrounding Sunday's general election is not how big Viktor Orban's victory will be but whether an expected third term as PM will widen a crackdown on media and civil society. — PAGE 3

► **Former Catalan police chief to face trial**  
The former head of the Catalan police is to face trial for sedition and belonging to a criminal organisation over his role in the Spanish region's independence push. — PAGE 3

► **Lula prepares for prison after ruling**

Luiz Inácio Lula da Silva, Brazil's former leader, is braced for jail after a supreme court ruling that has thrown the presidential race wide open.



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► **FCA unveils rules for asset managers**

Asset managers have been warned to act in investors' best interests as the UK financial watchdog announced rules to restore savers' trust in the £8.1tn British fund industry. — PAGE 11

► **Maada Bio elected Sierra Leone president**

Julius Maada Bio, a retired brigadier and briefly a leader of a junta during Sierra Leone's civil war, has been elected as the west African country's president after winning a runoff vote. — PAGE 4

► **Average gender pay gap revealed in UK**

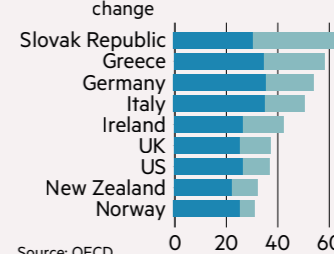
Three out of four UK companies pay men more than women, with an average pay gap of 9.7 per cent, according to data from businesses ahead of a government deadline. — PAGE 4

### Datawatch

#### Jobs at risk of automation

Per cent

■ Risk of significant change ■ High risk of automation



Source: OECD

Almost one in two jobs across 32 countries is likely to be at risk of automation, according to the OECD. Jobs in Anglo-Saxon and Nordic countries are less automatable than those in eastern and southern Europe, it found.



## Brexit spurs shipping lines to bypass UK for Irish trade

Report ► PAGE 4

Austria	€3.70	Macedonia	Den220
Bahrain	Din1.8	Malta	€3.60
Belgium	€3.70	Morocco	Dh45
Bulgaria	Lev750	Netherlands	€3.70
Croatia	Kn29	Norway	Nkr35
Cyprus	€3.60	Oman	OR1.60
Czech Rep	Kc105	Pakistan	Rupee320
Denmark	Dkr35	Poland	z120
Egypt	EGP35	Portugal	€3.60
Finland	€4.50	Qatar	QR15
France	€3.70	Romania	Ron17
Germany	€3.70	Russia	€5.00
Gibraltar	€2.70	Serbia	NewD420
Greece	€3.60	Slovak Rep	€3.60
Hungary	Ft1090	Slovenia	€3.50
India	Rup210	Spain	€3.60
Indonesia	€3.60	Sweden	SKr39
Latvia	€6.99	Switzerland	Sfr6.90
Lebanon	LBP7500	Tunisia	Din750
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No: 39,748 ★

Printed in London, Liverpool, Glasgow, Dublin, Frankfurt, Milan, Madrid, New York, Chicago, San Francisco, Orlando, Tokyo, Hong Kong, Singapore, Seoul, Dubai, Doha



## Dimon fears need for 'drastic action' by Fed to quell overheating economy

ALISTAIR GRAY AND ROBIN WIGGLESWORTH — NEW YORK

Jamie Dimon, head of JPMorgan Chase, has warned that the US economy is at risk of overheating, raising the prospect of the Federal Reserve soon needing to slam on the brakes to prevent wages and prices from rising too quickly.

Mr Dimon wrote in his annual letter to shareholders that while "modest" moves by the world's central banks to end crisis-era stimulus programmes have gone smoothly, policymakers were in uncharted waters and the Fed could be forced to take "drastic action" if inflation increased more quickly.

"Many people underestimate the possibility of higher inflation and wages, which means they might be underestimating the chance that the Federal Reserve may have to raise rates faster

than we all think," he wrote. "We have to deal with the possibility that, at one point, the Federal Reserve . . . may have to take more drastic action than they currently anticipate."

The prospect of an overheating economy has spooked the financial markets as recently as February, when stronger-than-expected US wage growth sparked the worst Wall Street sell-off in six years.

Jay Powell, the new Fed chairman, has signalled a willingness to raise rates more quickly than his predecessor, Janet Yellen, but market indicators show investors remain unconcerned.

Prices of Fed funds futures suggest few expect the Fed to raise rates by more than three times this year, as policymakers have indicated. Longer-term measures also indicate that investors expect inflation and bond yields to remain subdued for years to come.

Still, bond markets have suffered a reversal in recent months on concern that US tax cuts and increased government spending might accelerate inflation. A full-blown resurgence could prove painful for financial markets.

In his letter, Mr Dimon said the financial system was more resilient than in the run-up to the last crisis. Banks had "far more" capital to sustain losses, he said, while mortgage underwriting standards were "pristine". But he pointed to new sources of potential instability, including the rise of passively managed index funds and "dramatically smaller" market making by primary dealers.

He was wary of the Fed's unwinding of its quantitative easing stimulus programme. "QE has never been done on this scale. We cannot possibly know all of the effects of its reversal."

### World Markets

STOCK MARKETS				CURRENCIES				INTEREST RATES					
	Apr 5	prev	%chg	Apr 5	prev	Apr 5	prev		price	yield	chg		
S&P 500	2671.75	2644.69	1.02	\$ per €	1.223	1.230	€ per \$	0.818	0.813	US Gov 10 yr	95.41	2.78	0.01
Nasdaq Composite	7106.55	7042.11	0.92	\$ per £	1.400	1.409	£ per \$	0.715	0.710	UK Gov 10 yr	98.62	1.37	0.01
Dow Jones Ind	24603.58	24264.30	1.40	¥ per €	0.874	0.873	€ per £	1.145	1.145	Ger Gov 10 yr	100.58	0.50	0.00
FTSEurofirst 300	1475.03	1439.34	2.48	¥ per ¥	107.460	106.540	¥ per £	131.408	131.034	Jpn Gov 10 yr	100.86	0.03	0.01
Euro Stoxx 50	3433.30	3340.35	2.78	¥ per ¥	150.401	150.056	£ index	80.082	79.872	US Gov 30 yr	94.52	3.02	0.01
FTSE 100	7199.50	7034.01	2.35	£ index	95.809	95.682	\$ index	96.815	96.861	Ger Gov 2 yr	102.01	-0.61	-0.01
FTSE All-Share	3961.28	3876.63	2.18	Sfr per €	1.178	1.180	Sfr per £	1.348	1.351				
CAC 40	5276.67	5141.79	2.62										
Xetra Dax	12305.19	11957.90	2.90										
Nikkei	21645.42	21319.55	1.53										
Hang Seng	29518.69	30180.10	-2.19										
MSCI World \$	2061.31	2048.80	0.61										
MSCI EM \$	1155.64	1170.15	-1.24										
MSCI ACWI \$	503.82	501.89	0.38										



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# PIAGET

## TRADE WAR

## On the brink

## China struggles to identify US dealmakers

## Trade tensions are complicated by rise of Washington's hawks

BY TOM MITCHELL — BEIJING  
SHAWN DONNAN — WASHINGTON

With the world's two largest economies on the brink of a \$100bn trade war, the Chinese government is struggling to identify reliable interlocutors in Washington.

Beijing has entrusted vice-premier Liu He, President Xi Jinping's leading economic adviser and point person for Sino-US relations, with negotiating a settlement that will allow China and the US to back down from imposing punitive tariffs on bilateral trade flows worth about \$100bn.

He will be supported by Wang Qishan,

the feared former head of Mr Xi's anti-corruption campaign and trouble-shooter who was appointed vice-president last month. But Mr Xi's most trusted lieutenants have two important questions: who is Mr Trump's Liu He, and is Washington really willing to talk?

According to Chinese and US officials, Mr Liu last year identified Gary Cohn, the former Goldman Sachs executive and Mr Trump's first national economic adviser, and Wilbur Ross, the commerce secretary, as conduits to the White House.

But Mr Ross lost influence within the Trump administration last summer after he negotiated a list of concessions from China that was rejected by his boss. Beijing has been further confounded by the recent departure of Mr Cohn and the rising power of "China hawks" such as Robert Lighthizer, the US trade representative, John Bolton,

the incoming national security adviser, and Peter Navarro, a trade adviser.

In recent weeks, Mr Liu has been communicating with Steven Mnuchin, the US Treasury secretary, in an effort to

## 'Lighthizer is the person driving the bus on these tariffs and he's not really talking to anyone in China'

avoid an all-out trade war. But while Mr Mnuchin remains influential and is widely regarded by Chinese officials as a moderate "internationalist", he has much less influence over day-to-day trade issues than Mr Lighthizer.

"Lighthizer is the person driving the bus on these tariffs and he's not really talking to anyone in China," said one

person briefed on the discussions.

Mr Lighthizer has long pushed for a more muscular and unilateral approach to China. The World Trade Organization and global trade rules are ill-equipped to referee its rise, he argues. He and other China hawks have argued for months against talks with Beijing.

Mr Navarro, a former academic behind the 2013 book and film *Death by China*, sees a fight as inevitable and contends that the real goal should be the repatriation of US companies' supply chains too dependent on China for parts.

Mr Xi's "Made in China 2025" initiative to lead the world in industries such as artificial intelligence and robotics is an existential threat to the US economy, Trump administration officials argue. "We're trying to win the battle over the emerging industries of the future," Mr Navarro said on Wednesday. "If they

seize that high ground technologically by stealing from us, we will not have a future as a country in terms of our economy and our national security."

The Trump administration argues its latest tariffs are aimed at stopping Beijing's practice of forcing the transfer of technology to joint venture partners as a condition of doing business in China. Chinese officials, who on Wednesday outlined a retaliatory list targeting more than 100 US exports deny such policies violate global trade rules.

"The [Trump] administration is heavily influenced by ideologues [who] can't fathom how a system that is not free market-based like the US could possibly survive and deliver for its people," said Tim Clissold, a China investor. "The only possible explanation [for them] is theft."

Additional reporting by Lucy Hornby  
Philip Stephens page 9

## Industrial confidence

## Japan makes restrained response to Trump steel tariffs

ROBIN HARDING — TOKYO

Tokyo has opted for a low-key response to Donald Trump's tariffs on steel because Japanese mills believe US rivals cannot make the high-grade metals they export.

The lack of retaliatory threats from Japan, despite anger and frustration at the US president's decision to target a close ally, reflects confidence that many of the country's steel exports can win product-by-product exemptions from the tariffs.

Japan's calculated response highlights its determination to keep good relations with Mr Trump and the difficulty of using tariffs as a tool to force trade concessions when so many US industries rely on imports.

"The US steel industry is quite technologically advanced," said one official at a large Japanese steelmaker, who argued it would take years for US manufacturers to win customer certification for the speciality steels used in oil and cars.

Mr Trump last month ordered punitive tariffs of 25 per cent on steel and 10 per cent on aluminium, claiming that imports were a threat to US national security. He later announced temporary exemptions for Canada, Mexico, Australia, Argentina, Brazil, South Korea and the EU — but not Japan.

That threatens roughly \$2bn in Japanese exports from companies such as Nippon Steel & Sumitomo Metal, JFE Holdings and Kobe Steel.

According to industry officials, out of 2m tonnes of Japanese steel exported to the US, about 190,000 tonnes are high-grade piping used deep underground in oil wells. Another 320,000 tonnes are speciality steels for the automotive industry and 170,000 tonnes are hard-wearing railway track.

Much is supplied under long-term contracts with customers such as leading oil companies or Japanese carmakers with US plants. The applications are often critical to safety or performance.

Mr Trump's tariffs include a process for users to request an exemption if they cannot buy the steel they need within the US. Japanese producers believe they will be able to win such exemptions for at least some of their exports.

"Many of the products we export from Japan either cannot be made in the US or not in sufficient amounts, so we will be explaining that and seeking individual exemptions," said Kosei Shindo, chairman of the Japan Iron and Steel Federation, at a recent press conference.

Japan's trade ministry is seeking a broader tariff exemption but refuses to link the issue with US demands for bilateral trade talks. Shinzo Abe, Japan's prime minister who struck up a warm relationship with Mr Trump, is likely to raise the steel tariffs with the US president when the pair meet this month.

"Japan's exports have not harmed, and will not harm, the US security base in any sense," said a senior official at the ministry of economy, trade and industry. He also said there was little potential for Chinese steel, Mr Trump's main target, to reach the US via Japan.

Last year, almost 80 per cent of Japan's 38m tonnes in steel exports went to Asia, dwarfing the US market.

## US business. Uncertainty

## Companies on edge over threat to supply chains

## Many components and pieces of equipment have been listed for possible punitive levies

ED CROOKS — NEW YORK

The Trump administration says the ultimate goal of its threatened tariffs on imports from China is to bring back manufacturing jobs in the US. Jason Andringa, who runs a manufacturer of agricultural and construction equipment in Iowa, says they could have exactly the opposite effect.

His business demonstrates how complex international supply chains mean that new tariffs can have damaging unintended consequences.

Vermeer, where Mr Andringa is chief executive, imports cabs assembled in its plant in Tianjin, China, that it uses for its drilling vehicle made in Iowa. Using the lower-cost imported cabs helps Vermeer stay competitive against German and Chinese rivals, in the US market and around the world.

But the components were on the commerce department's list of imports from China threatened with a new 25 per cent tariff. If the administration follows through on that threat, Vermeer's competitive position will be eroded.

"We have 600 jobs at our Iowa factory as a result of being able to import products, and we have American production sold into global markets," Mr Andringa said.

"If the US goes ahead with a unilateral tariff, it is going to create global opportunities for companies in other countries to go after."

Vermeer had been planning to launch a new product line, using another Chinese component, to offer customers a lower-priced alternative. "A 25 per cent tariff makes that strategy obsolete," Mr Andringa said.

The threatened new tariffs come on top of the problems already caused by the jump in the price of steel, prompted by an earlier round of tariffs imposed last month. Platts benchmark US-made hot rolled steel coil has risen by 34 per cent since the start of the year.

Although Vermeer can pass some of that increase on to its customers in



Field work: some Vermeer equipment is made in China and sent to Iowa  
Mindy Fawer/Alamy

higher prices, it will have to absorb some of it in lower profits.

The list of 1,333 categories of Chinese products facing possible tariffs excluded many of the largest US imports, including phones, clothes and shoes, to minimise the direct impact on consumers. The result has been that many components and pieces of equipment used by businesses have been threatened instead.

"The administration thinks you can force everyone to bring supply chains back home to America," said Rufus Yerxa, president of the National Foreign Trade Council, a group that argues for open markets.

"But in a world of very globally integrated markets and supply chains, tariff

policies are going to have a negative impact on jobs."

In the long term, he added, any country could repatriate its supply chain if it wanted, but that would mean having much higher costs and giving up the benefits of trade.

The pressures on US manufacturers caused by the proposed tariffs are compounded by the threatened retaliation by China against US exports, including soybeans and aircraft.

Customers facing potential blows to their sales in China would be less willing to invest in new machinery, said Dennis Slater of the Association of Equipment Manufacturers.

"A farmer in Iowa who plants soybeans and doesn't know if there will be

## 'Tariff policies are going to have a negative impact on jobs'

tariffs in China is not going to be quick to invest in equipment," he said.

"Even if it is just a tactic for talks, the dampening effect is real . . . People in the US who might want to buy products are really facing uncertainty now."

Manufacturers did not want to be seen as opponents of President Donald Trump, Mr Slater said. The economic policies of his first year, in deregulation and corporate tax cuts, were very welcome. But he wanted the administration to listen to manufacturers.

"We're saying, 'Please understand the significance of its impact on industry,'" Mr Slater said. "If you really want to hurt manufacturing, start a trade war."

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Markets page 19

## Exporters

## German carmakers fear cost of collateral damage

GUY CHAZAN AND PATRICK MCGEE  
BERLIN

German companies fear they could suffer considerable collateral damage from President Donald Trump's import tariffs because machines and cars made by their subsidiaries in China and exported to the US could end up being hit just as hard as all-Chinese products.

Ulrich Ackermann, head of the foreign trade department of the VDMA, the German Machinery Association, said he had received anxious calls all week from companies worried about the possible impact of the tariffs.

"Companies who manufacture in China and deliver to the US are obviously concerned," he said. "They want to know what will happen to their business if these tariffs come into force. The chances are that they will indeed be affected."

As an export-driven economy heavily reliant on open borders and free trade, Germany has watched the conflict between Washington and Beijing with alarm. The fear is that the tariffs threatened by the US and China, if imposed,

will have a massively disruptive effect on the complex web of global value chains, harming other nations not directly involved in the trade war.

"The German model depends on trade being as free as possible," said Dennis Snower, head of the Kiel Institute for the World Economy. "If you hurt trade flows, then Germany will be hurt."

China this week threatened to impose tariffs on \$50bn of US imports, including soybeans, aircraft and cars. That came after the US said it would impose additional tariffs on a list of 1,330 Chi-



BMW exports thousands of cars a year from the US to China

nese goods, in a move it said was in retaliation for decades of state-backed intellectual property theft.

But German companies fear they will get dragged into any conflict between the two economic superpowers. One vulnerable sector is cars, a pillar of the German economy. BMW and Mercedes parent Daimler would be highly exposed to any Chinese import tariff on US cars because they are the largest vehicle exporters from the US by value and China is their number one market.

The two carmakers export about 115,000 vehicles to China from the US each year, while Fiat Chrysler, Ford and General Motors export fewer than 30,000 vehicles together, according to Evercore ISI, a research company. Arndt Ellinghorst, an Evercore analyst, said German carmakers would take a \$1.7bn hit from the Chinese tariff, compared with \$737m for their US rivals.

Not all German companies with subsidiaries in China would be affected by Mr Trump's tariffs. Trump, a maker of high-tech machine tools, said more than 90 per cent of the machines it produced in China went to the Chinese market.

Most of the rest were destined for other Asian countries. Kuka, the industrial robot maker, said all of the machines it made in China went to the Asian market.

But others inevitably would be affected, said Martin Wansleben, managing director of the German Chamber of Commerce and Industry. "Germany is highly integrated into the world economy and we are extremely dependent on international value chains," he said.

He said an additional concern for German companies was that Chinese demand for German-made parts, machines and other equipment could fall if Chinese companies were no longer allowed to export to the US market.

They were also worried that the tariffs being threatened by China and the US could lead to big diversions in trade flows. "If the American market closes to Chinese suppliers, they will try to sell more into other markets," said Mr Wansleben. "There's a German saying: when two people quarrel, the third rejoices," he said. "But that doesn't apply in this instance. Here it's when two people quarrel, the third also cries." Car sector leadership page 13

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Tel: +44 20 7873 4909  
[www.exec-appointments.com](http://www.exec-appointments.com)Published by: The Financial Times Limited, 1 Southwark  
Bridge, London SE1 9HL, United Kingdom. Tel: +44 20  
7873 3000; Fax: +44 20 7407 5700. Editor: Lionel Barber.Germany: Dogan Media Group, Hurriyet AS Branch  
Germany, An der Brücke 20-22, 64546 Morfelden -  
Walldorf. Responsible Editor: Lionel Barber. Responsible  
for advertising content: Jon Slade.Italy: Monza Starline S.r.l. Via Michelangelo Buonarroti,  
153, Monza, 20900, Milan. Tel: +39 039 28288201Owner: The Financial Times Limited; Rappresentante e  
Direttore Responsabile: Lionello Barber. Responsabile  
di Pubblica Relazione: Marco Provasi -  
Via G. P. Ufficiali 220037, Paderno Dugnano (MI), Italy.  
Milano n. 28461 000508 - Poste Italiane SpA - Sped. in  
Abb. Post. DL 353/2003 (conv. L. 27/02/2004 n. 46) art. 1  
Comma 7, DCE Milano.Spain: Bernont Impresion, Avenida de Alemania 12, CTC,  
28821, Colada, Madrid. Legal Deposit Number(Deposito Legal) M-32596-1995; Publishing Director,  
Lionel Barber; Publishing Company, The Financial Times  
Limited, registered office as above. Local Representative  
office: C/ Infanta Maria Teresa 4, bajo 2, 28016, Madrid.  
ISSN 1355-9262.UAE: Al Nisr Publishing LLC, P.O. Box 6519, Dubai. Editor  
in Chief: Lionel Barber.Qatar: Dar Al Sharq, PO Box 3488, Doha-Qatar. Tel: +97  
44557825France: Publishing Director, Jonathan Slade, 46 Rue La  
Boetie, 75008 Paris. Tel: +33 (0)1 5376 8256; Fax: +33 (0)1  
5376 8253; Commission Paritaire N° 0909 C. 85347; ISSN  
1148-2753.Turkey: Dunya Super Veb Ofset A.S. 100, Yil Mahallesi  
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## INTERNATIONAL

# Brazil election thrown open as court rules Lula to face prison

Analysts say his removal could take the heat out of the October contest

JOE LEAHY AND ANDRES SCHIPANI  
SÃO BERNARDO DO CAMPO

Former Brazilian leader Luiz Inácio Lula da Silva was braced for prison after a landmark supreme court ruling that heightens political uncertainty in Latin America's largest country and throws open the field for elections due later this year.

The country's supreme court had in the early hours of yesterday morning decided by a narrow majority of six judges to five to reject a request from the firebrand leftwinger to remain free while he appeals against a lengthy corruption sentence.

Mr Lula da Silva has been leading the polls for elections set for October that were already expected to be the most unpredictable in recent times. Any intention the charismatic figure who has towered over Brazilian politics for years had to make a comeback would now appear to be over. "This marks the end of Lula as a viable candidate for the presidency," said Paulo Sotero, director of the Brazil Institute at the Woodrow Wilson International Center for Scholars in Washington.

The impending jailing of Mr Lula da Silva is yet another dramatic twist in the career of a politician who rose from the shop floor to gain international fame as Brazil's first working-class president.

His fate has split Brazilians, with wealthier conservative voters generally welcoming the decision, while it has devastated many poorer Brazilians, who regarded him as a hero who transformed one of the world's most unequal countries.

Following the court decision, officials and supporters from Mr Lula da Silva's Workers' Party (PT) maintained an all-night vigil with the former president at a metalworkers' union building in São Bernardo do Campo, an industrial city outside São Paulo.

"What has happened is a process of political persecution," said Luiz Carlos da Silva, better known as Professor Luizinho and a PT founder. "They know he didn't do anything, there is no proof."

With their best campaigner likely to be behind bars as early as next week, the PT and Brazil's other leftwing groups now face a stark choice – ditch Mr Lula da Silva and find a new candidate, or stick with him and risk bombing out in the elections.

Ricardo Sennes, at consultancy Prospectiva, said the left could still garner up to 20 per cent of votes with a new candidate, such as Patrus Ananias, a former minister under the government of Mr Lula da Silva's handpicked successor, Dilma Rousseff.

Even before the supreme court ruling, Mr Lula da Silva was expected to have a slim chance of regaining the presidency.



All-night vigil: supporters hold posters of former president Lula da Silva at metalworkers' union offices

Patricia Monteiro/Bloomberg

Under Brazilian law, a person who has a criminal conviction upheld on appeal cannot stand for public office.

Mr Lula da Silva had planned to continue campaigning ahead of a decision by the country's electoral tribunal in August that will determine the official candidates for elections. Polls taken before yesterday's supreme court decision put Mr Lula da Silva's support at 36 per cent, double that of nearest contender, the far-right politician Jair Bolsonaro. Incumbent Michel Temer had said he would not stand for re-election, but now says he might.

During his eight years in power ending in 2010, Mr Lula da Silva's successive governments were credited with raising millions from poverty. But the economy slipped into recession under Ms Rousseff, who was impeached in 2016 for budgetary violations.

However, Mr Lula da Silva became a target of Brazil's sweeping Lava Jato, or Car Wash, corruption investigation and was sentenced to more than 12 years jail for accepting favours from construction companies.

Analysts said the removal of Mr Lula da Silva from the race could

**'This marks the end of Lula as a viable candidate for the presidency'**

take some of the heat out of the contest.

Yesterday's ruling opens up the race to other candidates such as black former supreme court judge, Joaquim Barbosa, who is known for being tough on corruption. "He has a profile that can be very competitive in an environment of deep voter mistrust with the political establishment," wrote Eurasia Group in a note.

Other contestants include São Paulo governor Geraldo Alckmin, a veteran of the centre-right Brazilian Social Democracy party, although his rejection rate is expected to be high because of perceptions of him as an establishment candidate.

However, any attempt to dump Mr Lula da Silva from the PT's ticket is likely to be met with resistance by die-hard supporters.

"Lula is our candidate," said Professor Luizinho in the reception of the metalworkers' union building, littered with beer bottles from disappointed supporters who had been watching the case on a large-screen television. "There is no plan B, C, D or E," he said. **Editorial Comment** page 8 **Pulp deal** page 15

## Spain

## Catalonia's former police chief awaits sedition trial

MICHAEL STOTHARD — MADRID

The former head of Catalonia's police force is to face trial for sedition over his alleged role in the region's push to win independence from Spain last year, joining a list of former politicians who face similar charges.

The country's High Court in Madrid yesterday said that Josep Lluís Trapero had been part of a "complex and heterogeneous organisation" that alongside regional government ministers had wanted to "bring about Catalonia's secession" from Spain.

The charge is the latest handed down by the Spanish courts in recent weeks against former Catalan officials, turning up the legal pressure on the region's beleaguered pro-independence movement.

Mr Trapero is an important figure in Catalonia and a household name. He was seen as a hero by many for his handling of the terrorist attack in Barcelona last summer that left 14 people dead.

But just weeks after the Barcelona attack, the officer found himself in a difficult situation as Catalan politicians prepared for, and staged, an illegal referendum on regional independence, which they then used as the basis for a declaration of independence from Spain.

While the 17,000-strong Catalan police force enjoyed a measure of autonomy as part of Spain's constitutional arrangements with its regions, Mr Trapero had a legal duty to carry out the orders of the Spanish courts and try to stop the referendum from taking place on October 1. But he was under local pressure to support the independence movement.

He ended up trying to steer a delicate middle course: neither actively supporting the independence movement nor pushing too hard to try to stop the process.

However, Carmen Lamela, a Spanish High Court judge, said yesterday that inaction had been tantamount to collusion with separatist politicians, who are facing charges ranging from embezzlement to rebellion.

The allegations against Mr Trapero are primarily connected with events surrounding the staging of the independence referendum. The judge said Catalan police had been ordered to close down polling booths but took little action. This meant that the referendum largely went ahead.

The charges also relate to a protest in September, when the Catalan police

seemingly did nothing to intervene when a crowd kept members of the Spanish civil guard trapped inside a government office for hours. Several civil guard cars were destroyed.

The judge yesterday said that the Catalan police had used the excuse of acting with "proportionality" to cover "inaction".

Mr Trapero quit the Catalan force – known as the Mossos d'Esquadra – shortly after the referendum following the Spanish government's imposition of direct rule on the region in response to the Catalan declaration of independence.

Two other members of the regional



Josep Lluís Trapero: was under local pressure to support independence

police and an official with the regional interior department were also charged yesterday.

Separately, former Catalan leader Carles Puigdemont was granted bail by a German court after having been arrested in the country last month. The court rejected the arguments of German prosecutors that Mr Puigdemont should be extradited on charges of rebellion, saying this was inadmissible. But the court said extradition to Spain was still possible for charges of misuse of public funds.

Mr Puigdemont was held in Germany on a European arrest warrant as he returned from Denmark to Belgium, where he has been living since fleeing there following the referendum.

Catalonia has been without a government since Madrid ordered new elections to be held in December. Voters once again returned a regional parliament with a majority of pro-independence MPs but the parties have been unable to agree on a leader who is free of legal threat.

New elections could be needed if no government can be formed by May.

## Political deadlock

## Italian parties fail to agree on blueprint to form government

HANNAH ROBERTS — ROME

A first round of formal consultations to form a new government in Italy has ended without breaking the country's month-long political deadlock after inconclusive elections.

President Sergio Mattarella yesterday received delegations from all the main parties in a bid to forge a new executive. But neither of the two party leaders who emerged in the strongest position from the March 4 poll – Luigi Di Maio, of the Five Star Movement, or Matteo Salvini of the League – were able to show the president that they had the support needed for a working majority.

Following the consultations, the leaders of Five Star and the League have agreed to meet for formal negotiations.

Mr Mattarella said in a statement: "No single party or coalition has the necessary votes to form or support a government. Next week there will be new consultations to verify whether there is the possibility of finding an agreement between different political forces."

Markets have so far reacted with calm to the political stand-off in the third-largest country in the eurozone but investors could eventually be troubled by a prolonged period without a government.

Five Star took 32 per cent of the vote in the election and is the largest single party in parliament but is unable to form a government without wider support. The rightwing League took the most votes in the centre-right coalition, outstripping Silvio Berlusconi's Forza Italia, but their combined 37 per cent of the votes is again insufficient for a parliamentary majority.

Any coalition-building has been made more complex by the public determination of the centre-left Democratic party – which led the outgoing government – to remain in opposition and rebuild following a heavy defeat.

Emerging from his meeting with Mr Mattarella, Mr Salvini acknowledged

that co-operation with Five Star would be needed to form an effective government.

"We will do everything to form a government, starting obviously from the centre-right coalition, which won the elections," he said. "Looking at the numbers . . . if we want to form a government that lasts it has to involve Five Star. You do not need a scientist to see that any other solutions are temporary."

Mr Di Maio has proposed a government with a short and pre-agreed programme, which he said he would discuss next week with the Democratic party and the League. "After the first negotiations we will understand which is the force most similar to us and work with them," Mr Di Maio said.

Giovanni Orsina, professor of Italian politics at Luiss University in Rome,

**'After the first negotiations we will understand which is the force most similar to us and work with them'**

said: "The difficulty is that in this election there are two winners and neither of them has a political interest in being the junior partner in a coalition."

A sticking point has been Five Star's insistence that it will not work with Mr Berlusconi, a long-time adversary whom it sees as emblematic of corruption in the political class. But Mr Di Maio said yesterday that he would work with all parties.

The secretary of the Democratic party, Maurizio Martina, also suggested that Five Star could in fact strike an alliance with elements in Mr Berlusconi's Forza Italia.

Mr Di Maio is likely to face dissent from the left wing of his party if he goes against his word and makes a deal with Forza Italia. Some MPs expressed concern at a public meeting on Tuesday that he would work with Mr Berlusconi.

## Veiled threats

## Orban opponents fear retribution after Hungarian election

NEIL BUCKLEY — BUDAPEST

For opposition parties, media and civil society in Hungary, the question surrounding Sunday's general election is not just how big Viktor Orban's victory will be but whether his expected third consecutive term as premier will expose them to a bigger crackdown.

Recent veiled threats, media leaks and proposed legislation have fuelled concerns among critics that victory could embolden Mr Orban's Fidesz government to take a more hardline stance in its confrontation with the EU over democracy and rule of law.

The nationalist-populist government has for more than a year waged a campaign against George Soros, accusing the Hungarian-born liberal financier and philanthropist of using non-governmental organisations he supports in a "Soros plan" to flood Hungary with Muslim migrants. Anti-Soros and anti-migrant themes have dominated Fidesz's election rhetoric.

In February the government stepped up pressure, introducing three so-called Stop Soros bills aimed at restricting non-profit groups supporting migrants, which critics say could weaken civil society more broadly.

NGOs fear a recent series of apparently incriminating Soros leaks in pro-government media, which they say used doctored recordings obtained covertly, could be used to strengthen the case to pass the bills soon after the ballot.

Days before the recordings emerged, Mr Orban warned in a speech that "after the election we will, of course, seek amendments, moral, political and legal amendments" from opponents. The word officially translated as "amends", *elégtétel*, usually means "retribution" or "rec-

ompense". That caused consternation not just among non-profit groups but opposition parties and media. "We saw it as a threat, and so did our owner," said Peter Tarr, deputy chief executive of Hir TV, an opposition channel.

Gabor Gyulai of the Hungarian Helsinki Committee, a human rights group, called the prime minister's words a "statement that you would definitely not hear in any developed democracy".

The Stop Soros package would require civil society groups working on migration to apply for a licence from the interior ministry – with no legal appeal if refused – and pay a prohibitive 25 per cent tax on any foreign funding.

The bills follow a law passed last year, now being reviewed by the European Court of Justice, requiring NGOs to label themselves as "foreign funded" if they receive more than HUF7.2m (\$28,000) of annual foreign financing.

"Many NGOs that have nothing to do with migration have understood the [new package] is a threat to them as

well," said Mr Gyulai. The laws could be applied to groups with even oblique links to migrant issues, he said, and could open the way to other measures.

Daniel Makonnen, a spokesman for Mr Soros's Open Society Foundations in Hungary, said the package "represents a real threat to our existence and the existence of civil society" in the country.

The OSF and some of those to which it makes grants, as well as Migration Aid, funded from other sources, say they have been victims of "dirty tricks" and fake news. Senior employees or former employees of the groups were invited to meetings between December and February by individuals posing as businesspeople who appear to have used fake identities, with their company websites later deleted.

Magyar Idok, a staunchly pro-Fidesz daily, published several stories last month sourced to an "undercover investigative reporter", using what the groups say were manipulated quotes or recordings from the meetings. In one, a former

employee of Soros Fund Management was quoted as saying the financier had "spent billions" and had 2,000 people working for him in Hungary. The OSF said the ex-employee was referring to its global workforce – just over 1,700.

Magyar Idok declined to respond to FT questions on the recordings. But Fidesz and other pro-government media leapt on the stories. Mr Orban said in a TV interview that Mr Soros employed 2,000 "mercenaries" in Hungary. Zoltan Kovacs, the government spokesman, called in a blog for the 2,000 to be named.

The bogus figure has become a leitmotif of government discourse, Mr Makonnen said. "I was horrified to see how far the government is ready to go to try to undermine our work and discredit human rights organisations," he said. The information attacks, he added, made civil society groups fear that Mr Orban's "revenge" warning was no empty threat.

Asked about the prime minister's words, Mr Kovacs said: "We mean what we mean. If there are undue charges, lies [being said about] you, they cannot go without consequence. This is especially true with the appearance of non-political actors in the field of politics," he added, explaining the latter statement as a reference to NGOs.

Opposition parties, too, have taken the prime minister's words as a threat. Bernadett Szel, leader of the opposition LMP, noted her party and Jobbik, a far-right group that is number two to Fidesz in the polls, had both faced arbitrary fines levied by supposedly independent institutions during the election campaign. "I'm afraid, if [Mr Orban] stays in power then he's going to go on in this way," she added.



Viktor Orban: 'We will, of course, seek amendments, moral, political and legal amendments'

Atilla Kisbenedek  
STF/AFP/Getty Images

## INTERNATIONAL

## Markets gateway

## Brexit spurs EU shipping groups to bypass Britain

## Direct Irish services to continental Europe rise amid fears over UK checks

ARTHUR BEESLEY — DUBLIN

Shipping companies are ramping up direct freight services between Ireland and continental Europe as the country's hauliers make plans to bypass British ports after Brexit.

Although Irish hauliers have long used Britain as a gateway to other EU markets, the UK's impending departure from the EU has prompted concern about long tailbacks and cumbersome customs checks when passing through UK ports.

The preparations come despite UK

government promises of frictionless trade after Brexit and a planned transition that will mean the UK observing EU rules until 2020.

CLDN, a Luxembourg-based shipping company, has introduced two "megavessels" on new direct freight routes linking Dublin with the Belgian port of Zeebrugge and the Dutch port of Rotterdam.

"In anticipation of Brexit, the shipping community was looking for alternative solutions whereby they were seeking a good balance between costs, frequency and lead-time," the company told the Financial Times.

Brittany Ferries will start a new service between Cork on Ireland's southern coast and the Spanish port of Santander this month.

Meanwhile, Irish Continental Group will boost freight capacity nearly 10-fold between Dublin and the French port of Cherbourg this summer when a new ferry comes into service.

Weekly freight capacity on the route would increase to 1,155 trucks from 120, although some of that would be reserved for tourist vehicles in the holiday season, the company said.

Direct routes to continental Europe have the potential to displace some of the busy freight traffic between Ireland and the UK, although Ireland's heavy reliance on trade with Britain means links between the two will continue to be a mainstay. Irish Continental plans a big increase in capacity on its Dublin-Holyhead service from 2020.

A survey last year found that 57 per

cent of Irish exporters could supply EU countries by shipping directly to continental ports, if transit time through the UK increased or costs rose.

Verona Murphy, president of the Irish

'We've got three expected checks . . . From our perspective it just couldn't be worse'

Road Haulage Association, said businesses feared long delays at UK ports if Theresa May, UK prime minister, proceeded with plans to leave the EU's customs union and internal market.

"We've got three expected checks: customs, the department of agriculture

and then immigration. It's going to be huge. From our perspective it just couldn't be worse," she said.

Transit times on direct routes were longer but would offer more certainty over trucking schedules in the event of new checks at UK ports, she said. "You know what time you get on [the direct ferry] and you know what time you get off, and you haven't left the eurozone, so you get a green light at customs."

The daily capacity for trucks on routes between Dublin and the Welsh port of Holyhead is about 1,000 each way, according to the Irish Exporters Association.

Routes linking Rosslare on Ireland's south-eastern coast with the Welsh ports of Fishguard and Pembroke together have a daily capacity of 250

each way. Much of this traffic travels on to continental Europe. Data show that two-thirds of leading Irish exporters shipping to the continent do so via Britain, taking advantage of short-sea crossings, extensive UK motorways and ports and the Channel tunnel.

Citing research by the state-owned port of Cork, Brittany Ferries said it was confident of the demand for its Santander service.

"It was always our intention to look at a direct route from Ireland to Spain but certainly Brexit has hastened the decision," the company said.

"We have had a great deal of interest from hauliers. However, as they normally follow a late booking pattern, it remains to be seen how that will translate into business."

## Trade deficit. Exchange rate puzzle

## Sanctions-hit N Korea faces crisis over hard currency

## Balance of payments crunch looms as Pyongyang uses foreign reserves to pay China

BRYAN HARRIS — SEOUL

As Kim Jong Un gears up for a historic summit with US president Donald Trump, the North Korean leader's primary objective is growing clearer: sanctions relief.

Biting international pressure has fuelled a swelling trade deficit in the isolated nation, which experts predict could escalate into a "fully fledged" currency crisis as soon as this year.

If sanctions continue unabated, the Kim regime could quickly run out of hard currency as the nation's foreign reserves are used to finance the deficit with China, its principal trading partner, economic experts and officials said.

The "indicators suggest sanctions are strong enough to create a currency crisis . . . at the end of 2018 or the beginning of 2019," said Choi Jang-ho, a fellow at the Korea Institute for International Economic Policy. "I expect to see both industry and the wider economy shrinking by then."

The developments will boost the White House, which has spearheaded a "maximum pressure" campaign to coerce Mr Kim's regime into abandoning its nuclear weapons programmes.

After a year of threats and recriminations, Mr Trump and Mr Kim last month agreed to a summit, although neither an agenda nor a venue has been decided.

Economic developments in North Korea are notoriously hard to track due to the dearth of official data and the opaque web of decentralised policy-makers. But data from China, which accounts for about 90 per cent of North Korea's trade, combined with exchange rate information from inside the isolated nation suggest Pyongyang could soon face a balance of payments crisis and potentially a run on its currency.

The concerns are rooted in North Korea's \$1.7bn trade deficit in goods with China in 2017. The figure, more than twice its usual level, is unlikely to be mitigated by non-goods income, such as remittances, given that "new sanctions target [North Korea's] overseas workers," said William Brown, a professor of Asian economies at Georgetown University and a former US intelligence officer.

Black market activities, such as drug trafficking and cryptocurrency theft, have long aided the regime's finances, often to the tune of tens or hundreds of millions of dollars.

But with scant external investment or loans on offer, North Korea is believed to be financing its deficit using its foreign



A man passes a factory in Chongjin, North Korea. National imports and exports have fallen

Ed Jones/AP/Getty

currency reserves, which are estimated to be between \$3bn and \$13bn.

"The chances are they are burning their reserves," said Go Myong-hyun, a research fellow at the Asan Institute for Policy Studies in Seoul. "The sanctions have only been in place for more than a quarter, so it is too soon to see the impact now . . . I expect a fully fledged crisis later this year."

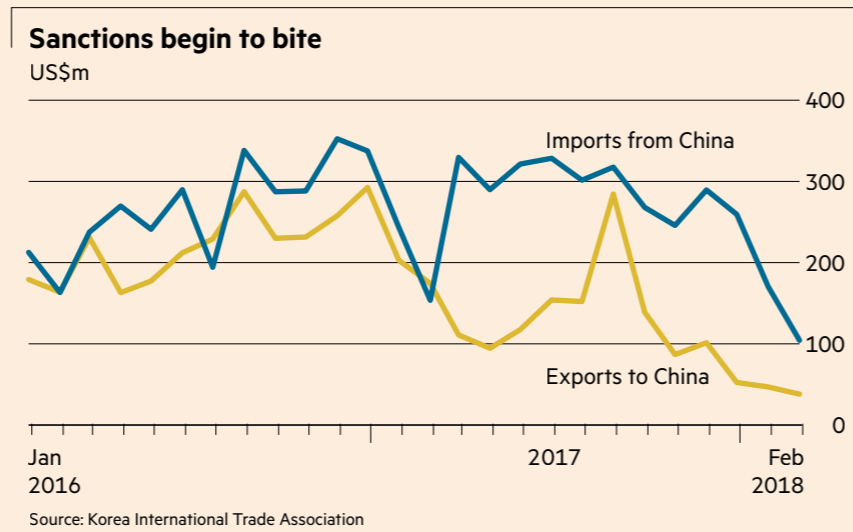
In February, the head of South Korea's parliamentary intelligence committee estimated that North Korea had about

\$3bn in cash reserves, which he predicted would run out in less than a year given a \$250m monthly outflow suggested by Chinese trade data.

"The volume of exports and imports have significantly fallen both in January and February this year, which could signal an economic downturn, shrinking industry and the depletion of foreign reserves," Mr Choi said.

If Pyongyang is unable to make its payments, imports are likely to dry up, triggering goods shortages, inflation and

'Chances are they are burning their reserves. I expect a fully fledged crisis later this year'



## Peaceful election

## Opposition leader sworn in as Sierra Leone president after run-off

MURRAY WITHERS AND DAVID PILLING LONDON

Julius Maada Bio, an opposition leader who was briefly a leader of a junta during Sierra Leone's civil war, has been sworn in as the west African country's president after winning a run-off vote.

The retired brigadier takes over from Ernest Bai Koroma, who was in power from 2007 and obliged to step down after serving his constitutionally mandated two terms.

Mr Maada Bio's victory comes shortly after a peaceful election in neighbouring Liberia, where two-term leader Ellen Johnson Sirleaf stood down in January to make way for former footballer George Weah.

The two elections in what, during the

1990s, was a troubled region consolidated a pattern of regular transfers of power through the ballot box in west Africa, now arguably the most democratic part of the continent.

Opposition candidates defeated the incumbents in presidential elections in Nigeria and Ghana in 2015 and 2016 respectively.

Last year, after 23 years ruling Gambia, Yahya Jammeh was forced by the threat of regional military action to cede power to Adama Barrow, a political neophyte who had surprisingly defeated him in an electoral contest.

In Sierra Leone, after a tense few days where counting was briefly halted and internet connections cut, Mr Maada Bio was sworn in late on Wednesday shortly after results were released showing that

he had won 51.8 per cent of the vote.

Foreign minister Samura Kamara, the candidate of the incumbent All People's Congress (APC), said he would

'That more than 80% of voters took to the polls is an indication of confidence in the electoral process'

challenge the result over what he said were "electoral irregularities".

Electoral turnout was marginally down for the March 31 run-off compared with the first round, but was still reported as 81 per cent.

The run-off itself was delayed after a member of the APC filed an injunction

related to alleged ballot tampering.

"The fact that more than 80 per cent of eligible voters took to the polls in the run-off is a strong indication of the confidence that Sierra Leoneans had in the electoral process," said Tom Vens, EU ambassador to Sierra Leone.

The elections were mostly peaceful, he added. The EU was one of several international election observers.

With the majority of parliamentary seats in APC hands — as opposed to that of the new president's Sierra Leone People's party — the election result raises hopes for improved accountability, analysts said.

"This is a significant result and a few months ago, an unexpected one," said Alex Vines, head of the Africa programme at the UK's Chatham House

think-tank, who added that Mr Kamara had been expected to score a narrow victory.

He said the presidential-parliamentary split would test Mr Maada Bio's resolve to participate in constructive and collective politics.

A pressing task for the new president will be to spread growth more evenly and boost revenue from the mining of diamonds, iron, rutile and other resources. Some estimates put youth unemployment at 70 per cent.

Corruption is a problem, with disputes still lingering over lost funds allocated for the Ebola crisis in 2015. The previous government was also criticised over its response to mudslides that killed hundreds of people in Freetown, the capital, in August.

## Labour market

## UK businesses report average gender pay gap of nearly 10%

BILLY EHRENBERG-SHANNON AND ALEXANDRA WISNIEWSKA — LONDON

Three out of four UK companies pay men more than women, with an average pay gap of 9.7 per cent, according to data supplied by businesses ahead of a government deadline.

Under rules introduced last year, UK employers with 250 or more workers are required to report the difference between what they pay men and women. By midnight on Wednesday, 10,016 employers had submitted data, exceeding the government estimate of about 9,000 employers.

A total of 1,652 public sector employers — 60 per cent more than expected — had submitted details of their gender pay, while in the private sector, 7,808 employers submitted their figures. Some 556 employers did not specify an industrial classification and could not be labelled as either public or private sector. Based on the data, the average median pay gap in the private sector is 8.1 per cent.

The average median pay gap in the public sector is 14 per cent.

The data were the most comprehensive collected in any country.

The data revealed that the sectors with the worst gender pay gaps were construction, where male staff earn 24.8 per cent more on average than female employees; financial and insurance services, which pays men 22.2 per cent more on average than women; and education, where the gap is 19.9 per cent.

The average median pay gap in the private sector is 8.1% and in the public sector is 14%

No sector pays women more than men, on average, but industries with the smallest gaps include accommodation and food services, where female employees earn only 1 per cent less, on average, than their male counterparts, and health and social care, where women earned 1.6 per cent less on average.

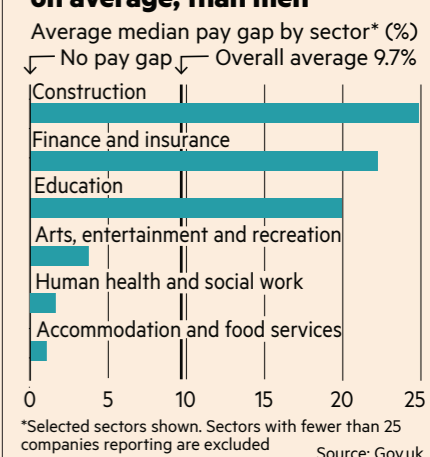
There also have been anomalies in the data. Fifty employers have reported pay gaps of zero measured by both the mean and the median, which is statistically implausible.

Six have reported pay gaps that imply the average male or female salary is less than zero, which is impossible.

More than 220 companies have also changed their original submissions.

It is also unclear whether the Government Equalities Office, which is responsible for the reporting portal, as well as the Equality and Human Rights Commission have the tools they need to find companies that fail to report the information.

## No sector pays women more, on average, than men



TIME, A HERMÈS OBJECT.



Publicis EtNous



Carré H  
Time, square like a Hermès scarf.

## ARTS

# The unfeasible lightness of building

An exhibition in Paris of work by architect Junya Ishigami reveals his gift for earthy yet weightless structures. Edwin Heathcote meets him

Does architecture need to be freed? And, if it does, freed from what? I was a little sceptical of the title of the new show at Paris's Fondation Cartier, *Freeing Architecture: Junya Ishigami*, and of the young and impossibly cool Japanese architect who is its subject. But the scepticism fell away as he led me through the works in a torrent of vague, almost childlike descriptions.

Dressed in what looked like a vintage 1970s leather jacket – slightly scuffed, too small and with a big, rounded collar – skinny black trousers and Cuban heels, Ishigami is himself an almost ethereal presence, moving weightlessly between exhibits like a marionette. Those qualities are apparent in most of his work too, which seems unfeasibly light; how exactly it stays up isn't always obvious.

This is the first monographic exhibition on an architect staged by the Fondation Cartier in its 24-year history and it seems remarkable that such a prestigious show should be devoted to an architect who appears to have built so little. Ishigami, who is 43 (which is, in architectural terms, late infancy), previously worked at SANAA with Kazuyo Sejima and is a little younger than Japan's other young star, Sou Fujimoto. Both SANAA and Fujimoto appear almost obsessed with lightness, with the creation of a ghostly architecture that denies building's most obvious characteristic, weight, and its greatest opponent, gravity.

Being known mostly for his few exhibition commissions (including the gorgeous greenery of the Japanese Pavilion at the Venice Biennale in 2008), Ishigami seems to have avoided a serious encounter with gravity so far. In this show he begins to reveal how he will cope. His approach is to conceive of his



Lecture hall at the visitor centre, Vijversburg, Netherlands. Below: Ishigami's 'House With Plants' in Tokyo



architecture not exactly as landscape but as something about landscape. Every one of the projects displayed here deals in some way with the particular conditions of the ground and the ideas (often extremely simple) are extruded directly from the site.

There is, for instance, a visitor centre in a forest (Vijversburg in the Netherlands) in which, rather than chopping down trees, he threaded the building along existing woodland paths, extruding glass tentacles between the trees. There is a chapel in China which sits in a steep-sided ravine and extends its sheer verticality in a tall tower. There is a low-roofed house for his mother which disappears into the ground and a one-kilometre-long building (also in China) which is just a single roof, more like a walkway so long and slender that it begins to appear a part of the landscape.

If these buildings sit lightly on the land, there are others which instead

carve out the earth to create a far weightier atmosphere, an appreciation of the character of the subterranean. The most striking of these are the proposals for a dwelling and restaurant in Yamaguchi, Japan. Holes are dug and filled with concrete. The surrounding earth is then excavated, leaving negative forms that function as columns – a counterintuitive, upside-down architecture. The earth is bonded to the concrete and the result should be a kind of grotto. It is a weird solution but also slightly brilliant, an architecture of sensation and association, of feeling the earth. "If we eat in an old building," Ishigami tells

'I want architecture to be an extension of the existing nature,' says Ishigami

five huge holiday homes, all on one level and all under one single flat roof pierced with round skylights like a slice of Swiss cheese. The boulders that litter the landscape are preserved inside, holding up the roof so there is no need for extra columns. The topography becomes the structure and is enveloped inside.

The exhibition is dominated by a meandering model of an arch proposed for Sydney, a kind of warped version of the St Louis landmark. "I wanted it to be like a line drawn in the air," Ishigami explains, "so it looks different from every angle and someone used to approaching from one street has a completely different picture of it from someone coming from another place."

There is also model of a kindergarten with shapes derived from cartoonish animals, and a tank of water with a billowing concrete canopy that seems to float on its surface. This is an offshore pavilion near Copenhagen that is accessible only by boat. It looks like a concrete cloud.

My favourite is what looks like a village tightly packed with little houses but which, it transpires, is a residential home for elderly Alzheimer's patients in Tohoku, Japan. The architect scoured the country looking for homes that were being demolished and brought parts of them to the site to create a collection of rooms which each have a distinct lived-in character, their scale and materials breeding a sense of familiarity

that is intended to comfort residents.

Finally there is a model of Ishigami's (completed) workshops for the Kanagawa Institute of Technology, an exquisite-looking forest of slender columns around which students congregate to make their own space. It will be counterpointed by an entirely column-free space in which the roof simply drapes across the room, drooping under its own weight like a sheet hung between two walls. The model here is a compelling piece of work that genuinely expresses something about gravity and the tolerance of materials.

Although this exhibition promises much, there is no way to tell whether the promise can be fulfilled. Ishigami's statements are vague, perhaps because of his slightly faltering English, perhaps deliberately. When I ask him for more detail, he points me towards the Japanese garden and the idea of *shakkei*, which he translates as "borrowing scenery"; it is the practice of including the surrounding landscape in a garden's design. "I want architecture to be an extension of the existing nature," he says.

But the question remains, freeing architecture from what? Ishigami does, I think, suggest an answer in this fascinating exhibition. Freeing it from its history and the burden of its expectations, its weight in every sense. Freeing it, in effect, from itself.

To June 10, [fondationcartier.com](http://fondationcartier.com)



Rendering of Ishigami's proposal for a dwelling and restaurant in Yamaguchi, Japan



"Our biggest dream for the future is that we stop wasting food entirely."

Mette Lykke, CEO of Too Good To Go, Denmark

Shocked at seeing good food being thrown away, a group of friends decided to create an app called Too Good To Go where stores can sell their surplus food. Developing on Android's open-source operating system allowed them to launch their app quickly and make improvements to the service as it grows.

Too Good To Go's mission is to reduce food waste worldwide.

So far they have saved an incredible 3 million meals.

Watch the mini-documentary about the app that reduces food waste:

[g.co/androidstories](http://g.co/androidstories)

android

me, "it has a good atmosphere which we don't get if we're in a new office building. I didn't want to create space as an ornament or to make something that looked like an amusement park."

Similarly, for the Polytechnic Museum in Moscow (a huge 19th-century building housing the city's science museum), rather than create an extension as most architects would, Ishigami looked underground. "The building was in very good condition," he tells me, "but the foundations were . . . er . . . turned to dust." Crumbling? I suggest. "Yes, yes, so we used that condition, we had to rebuild underground anyway and we carved out a bowl around the building." The extension, then, is a new basement, depicted here as a forest of concrete columns of different sizes and shapes through which exhibitions can be threaded.

There are even odder buildings here. Describing an attenuated roof set in a landscape of pebbles, Ishigami tells me: "This is a very beautiful landscape [Dali in Yunnan province, China] but change is very rapid and it won't be there for long so the idea is to preserve the landscape inside." This is a plan for a series of

## Silky, gleaming sound of youth

OPERA

**The Marriage of Figaro**

Coliseum, London  
★★★★★

Richard Fairman

In providing opportunities to young singers, English National Opera is on a noble mission. Given the risks involved, it is unsurprising that the results this year have been up and down – mixed in *A Midsummer Night's Dream*, near disastrous in *La traviata*, but a gratifying success here in Mozart.

Fiona Shaw's production of *The Marriage of Figaro*, first seen in 2011, is not an odds-on winner. The ugly, unit set is too bland and the stage revolve is irritating, though the idea of showing the servants at work around the house is neat enough.

The production has little to say about the opera's big issues of social upheaval and sexual exploitation, and busies itself instead with countless tiny ideas, none of them good. Do we have to put up with the buzzing mosquito before the opera starts? Or the blind Basilio? Or Barbarina being sick at the side of the stage?

Against the odds, the new cast, most of them taking on their roles for the first time, transcend their surroundings.

Who would have guessed this was Lucy Crowe's first try at the Countess? She sounds radiant, despite a cloudy start in her opening aria (as happens with so many singers of the role) and projects strongly in this big theatre. Silky lambent of sound, tingling with inner intensity, she has every side of the role covered.

In the Almavivas' dysfunctional household, the women wield the sharp rapiers, the men the blunt swords. Ashley Riches cuts an imposing figure as the Count, authoritative and lascivious, as if trying out a dry run for Don Giovanni, but fated to be ensnared by the women's wiles. His singing is outstanding in the

recitatives, rather reined in elsewhere. Rhian Lois makes a resourceful Susanna, though not always pure of voice, and Thomas Oliemans brings a quality baritone, but not much personality, to Figaro. Another newcomer, Katie Coventry, is a happy-go-lucky, gleaming young Cherubino.

Experience tells in the three character roles, sung by Janis Kelly, Keel Watson and Colin Judson. Music director Martyn Brabbins conducts plausible, big-house Mozart, though from time to time he falls behind the singers. This is a night when the young are out in front.

[eno.org](http://eno.org)



Radiant: Lucy Crowe in 'The Marriage of Figaro'  
Alastair Muir

## FT BIG READ. MALTA

The arrest of Ali Sadr in the US for sanctions-busting exposed the often murky economic links between Iran and Venezuela. It has also raised difficult questions for Malta, where he set up a private bank.

By Cynthia O'Murchu

The day after a car bomb claimed the life of Maltese investigative reporter Daphne Caruana Galizia, in October last year, one of the 47 libel suits against her was quietly dropped at a county court in the US.

Maltese private bank Pilatus Bank and its owner, Iran-born Seyed Ali Sadr Hasheminejad, known as Ali Sadr, had filed proceedings against Caruana Galizia earlier last year. The suit came after a series of stories published on her website that claimed Pilatus had laundered funds from allegedly corrupt schemes on behalf of offshore companies and individuals, including Keith Schembri, chief of staff to the Maltese prime minister, Joseph Muscat.

Based in part on the release of files in the Panama Papers, the stories culminated in the claim that Michelle Muscat, the prime minister's wife, had received \$1m from the daughter of President Ilham Aliyev of Azerbaijan, with the money moving through a Panamanian shell company in transactions facilitated by Pilatus.

Mr Muscat was quick to react, calling the accusations "the greatest lie in Malta's political history". Pilatus also responded emphatically. "Pilatus Bank was not set up to criminally launder money... Pilatus Bank has not committed any criminal acts. Mr Sadr has not committed any criminal acts", the now withdrawn lawsuit filed in May last year says.

The story did not end there. In March, Mr Sadr was arrested in the US and

**Pilatus Bank owner**  
Ali Sadr is facing six counts of evading US sanctions against Iran



charged on six counts of evading Washington's sanctions against Iran. Prosecutors claim he organised a scheme, lasting from 2006 to 2014, to illicitly funnel more than \$115m from a Venezuelan housing project to Iranian-controlled companies via western banks.

Prosecutors allege Mr Sadr used "deceptive means" to hide the role of Iranian parties in the US dollar payments. They say that with the help of seven co-conspirators Mr Sadr set up Swiss, Turkish and offshore entities and arranged for funds to be transferred through Swiss and US banks. Mr Sadr had also used a St Kitts and Nevis passport and an address in Dubai, which prosecutors say were intended to mask his Iranian connections.

Following his arrest, Mr Sadr was removed from his role at Pilatus and his voting rights were suspended. The Maltese Financial Services Authority hired an experienced former US regulator to take control of the bank's assets and stopped all transactions, including withdrawals or deposits. Protesters placed a washing machine and pegged fake euro notes on a washing line outside the bank's headquarters.

Mr Sadr last week pleaded not guilty and was denied bail. "Mr Sadr intends to vigorously defend himself and looks forward to doing so in court," Baruch Weiss, his lawyer in the sanctions matter, told the Financial Times.

#### Oversight concerns

Mr Sadr's indictment casts rare light on alleged schemes that have been created by Iranian entities to evade sanctions. It follows the conviction in January of a Turkish banker in a US sanctions case involving fraudulent billion-dollar gold-for-food transactions.

But it also raises uncomfortable questions for Europe. Amid a procession of scandals that have involved banks in Latvia and Cyprus, the arrest of Mr Sadr is the latest in a series of cases in which the ability of European regulators, law enforcement agencies and financial institutions to police money laundering has been called into doubt.

Pilatus is not mentioned in the indictment, which was unsealed on March 20, and there is no allegation that the bank was involved in the illicit scheme that led to his arrest. But the indictment revealed that during the time Mr Sadr began the process of applying for and obtaining Pilatus's banking licence, he was still involved in the alleged sanctions evasion scheme and was already under investigation by US authorities.

The FT has discovered that in addition to Mr Sadr, another non-executive director of Pilatus Bank, Mustafa Cetinel, was also investigated in the same probe, though he has not been charged.

In recent months, EU lawmakers, prompted by damning intelligence reports from Malta's anti-money laundering agency, which were leaked to the media, have repeatedly called for an inquiry into Pilatus Bank. The reports found "major" shortcomings in the bank's anti-money laundering pro-



Protesters in Valletta on March 21 hold up posters of former Pilatus chairman Ali Sadr and call for the resignation of Malta's police commissioner after news of Mr Sadr's arrest in the US

Darrin Zammit Lupi/Reuters

esses and one, from 2016, referred to intelligence that Mr Sadr was being investigated in a foreign jurisdiction for money laundering.

Some of the MEPs have echoed questions raised by Caruana Galizia: how could a then 32-year-old with no public record in banking manage to set up a private Malta bank geared to wealthy individuals and politically connected clients? The bank holds more than €300m in assets, according to its latest annual report.

And how was that bank able to open a branch office in London at a time when its owner and chairman and a least one other board member were being investigated by US authorities for their alleged involvement in evading US sanctions and money laundering?

For Maltese MEP David Casa, who has campaigned for Pilatus to be investigated, the problem goes beyond Mr Sadr's alleged subterfuge. It exposes, he says, the inherent weakness of the EU's "passporting" system, which allows financial companies and banks licensed in one country to transfer their permissions to operate in another EU country.

"The proper functioning of the passporting system is necessarily dependent on the robustness of the procedures carried out by the regulatory authority of the member state in which the entity is licensed," Mr Casa wrote in a letter to the UK's Prudential Regulation Authority last month, claiming that regulatory oversight had been compromised in the case of Pilatus.

Danièle Nouy, chair of the European Central Bank supervisory board, told an EU parliamentary committee last month that it was "very embarrassing to depend on the US to do the job". The ECB does not have a mandate to supervise financial institutions and banks on their compliance with anti-money laundering laws because that role is carried out by local regulators.

Meanwhile, the European Banking Authority is undertaking a preliminary inquiry into the Maltese regulator and the country's anti-money laundering unit. This followed a letter from 22 MEPs to the EBA's chairman that blamed "regulatory capture" for "the apparent impunity" with which Pilatus allegedly continued to operate.

#### Pressure on Tehran

US prosecutors have for years been investigating allegedly illicit flows from Venezuela to Iran — part of a broader push by Washington, especially before the 2015 nuclear deal with Tehran, to put pressure on the Iranian economy.

The economic ties between Venezuela and Iran flourished after the election of Mahmoud Ahmedinejad in 2005, as the new president bonded with then Venezuelan leader Hugo Chávez in mutual antipathy towards the US. Tehran's search for new economic partners gained added urgency after the imposition in 2010 of US banking sanctions that crippled its ability to do business within the global financial system.

According to the US indictment, the company at the centre of the plan to evade sanctions was Iranian International Housing Corporation, a construction firm incorporated in Tehran by the Sadr family's main holding company, Stratus Group. In 2007, IIHC entered into a \$476m contract with a subsidiary of state-owned Venezuelan oil company PDVSA to build thousands of housing units in the Latin American country.

In order to obscure the involvement of Iranian companies in the deal, prosecutors allege, Mr Sadr set up a network of front companies and bank accounts. He was able to do this in part because he took advantage of a passport-for-investment scheme from St Kitts and Nevis — a popular scheme among wealthy Iranians who want visa-free travel in much of the world. In 2014 the US Treasury issued a notice warning that "illicit actors" were using the St Kitts citizenship-by-investment scheme to mask their identity and evade sanctions.

Mr Sadr was one of the founders of a company in Switzerland called Clarity Trade & Finance and another in Turkey called Stratus International Contracting. The indictment says that between 2011 and 2013, he organised 15 separate payments to IIHC worth \$115m that went through these two companies. Most of the funds were eventually transferred to a British Virgin Islands entity incorporated by Mr Sadr and others.

Documents and emails from the companies indicate the efforts to get around sanctions, US prosecutors say. In a letter dated July 22 2011, seen by the FT and referred to in the indictment, an IIHC director asked for payments to be made through a bank account at Zurich-based Hyposwiss Private Bank Ltd held in the name of Clarity Trade & Finance. JPMorgan's New York branch is listed as the intermediary bank. The letter was addressed to Dulcosa, the PDVSA subsidiary that oversaw the government-financed housing project. The funds should go to Clarity Trade & Finance, the director wrote, "in view of the current difficulties for transfer and movement of funds".

A banker familiar with the transactions who dealt with Mr Sadr told the FT the bank's impression was that the business was conducted between a Turkish company and Venezuela. He said there was no indication that the end beneficiary was an Iranian company. "All the contracts were done by lawyers, properly done, and all the shareholders were outside of Iran," he said.

Like others in the legal and banking sector who worked with Mr Sadr, he dismissed the sanctions evasion allegations as "politically motivated".

Mr Sadr's father, Mohammed Seyed Hasheminejad, who is an unnamed co-conspirator in the indictment, told the FT that Stratus Group was only a minor shareholder in IIHC. "IIHC has transferred no single penny to Iran and hence has not violated any US sanctions," he said, denying that the Turkish company was set up to circumvent sanctions.

Daphne Caruana Galizia, below, published a leaked report by Malta's anti-money laundering agency on Pilatus Bank



Investigative journalist Daphne Caruana Galizia, who was murdered in Malta last year

The contract in Venezuela was to build Ciudad Fabricio Ojeda, a vast housing project in Zulia state. About a third of these apartments remain unfinished, some languishing without basic facilities and vandalised with graffiti, according to a 2017 report by Venezuela's lobbying group Transparencia.

Mr Sadr's father — who is a former chairman of EN Bank, Iran's first private bank — said 4,000 of the 7,000 housing units had been delivered. "The Venezuelan government has not had money to pay us back," he said.

Though the indictment does not name him, the FT has established that another of the suspected co-conspirators is Mr Cetinel, a non-executive director of Pilatus Bank.

According to Turkish public records, Mr Cetinel held a 4 per cent stake in Stratus International Contracting, the company established by Mr Sadr to which the allegedly illicit payments were made. One of Mr Cetinel's social media profiles shows him in December 2013 attending the opening ceremony of the Ciudad Ojeda housing project.

Prosecutors allege that Mr Cetinel recommended a name change for IIHC to

one that would remove the reference to Iran. Alternative names suggested included "International Iron Housing Company". Mr Cetinel did not respond to a request for comment.

#### Political connections

According to the US indictment, it seems as though Mr Sadr was living a double life. At the same time as allegedly orchestrating the financial links between Iran and Venezuela, he also set about establishing a bank in Malta. Mr Sadr began applying for a banking licence in the summer of 2012. KPMG assisted and advised Mr Sadr in compiling the application and liaising with the Maltese regulator, according to a letter that Pilatus chief executive Hamidreza Ghanbari sent in January to MEPs. Mr Sadr's "source of wealth and source of funds were vetted acutely as part of the MFSA due diligence process", he wrote.

KPMG declined to comment, citing client confidentiality. Pilatus Bank did not respond to multiple requests for comment. JPMorgan declined to comment, as did St Galler Kantonbank, which owned Hyposwiss Private Bank Ltd at the time of the transactions.

Little is known about the operations

#### Speed read

**Maltese connection** Daphne Caruana Galizia published a series of stories about Pilatus Bank on her website

**Bloc power** The ability of EU regulators and law enforcement agencies to police money laundering is under scrutiny

**Pass the test** The EU passporting system relies heavily on the robustness of the home state regulator

or finances of the companies Mr Sadr owned. Public records indicate that Clarity Trade & Finance, which claimed to be trading in agricultural commodities, made a profit of €1.2m in 2012, while Stratus International Contracting made nearly €16m in profit.

Mr Sadr was also a director of Pilatus Capital, a company originally incorporated in the UK as Sirius Trade and Finance by Mehdi Shams, a former employee of the Iranian shipping line Irisl. Mr Shams was sentenced to death two years ago in Iran for embezzlement.

In early 2017 Pilatus established offices in London's Mayfair, which Mr Sadr and Mr Ghanbari visited regularly. The UK's Financial Conduct Authority confirmed that Pilatus Bank had passported its licence but said the bank had not yet opened for business in the UK, meaning it could not carry out regulated activities such as opening accounts.

The Maltese Financial Services Authority has faced heavy criticism in recent months that it rubber-stamped Pilatus's licensing application, an accusation that has been rejected by the MFSA as well as Pilatus Bank. The MFSA said it had been closely reviewing and monitoring the bank in line with its supervisory responsibilities and continued to co-ordinate closely with international regulators and law enforcement.

The Maltese authorities have not been helped by information about Mr Sadr's political connections. Last month, Maltese media reported that Mr Muscat and his chief of staff attended Mr Sadr's wedding in 2015.

After receiving the preliminary report into the bank's processes by Malta's anti-money laundering agency, which Caruana Galizia published on her website, Pilatus engaged the bank's auditor, KPMG, and a local law firm to conduct a review of the bank's clients and procedures. That review gave Pilatus a clean bill of health.

The agency subsequently decided its concerns no longer existed. But after the renewed scrutiny of Pilatus that has followed the US indictment of Mr Sadr, the Maltese authorities are now being forced to explain why they did not ask more questions about the bank.

Additional reporting by Najmeh Bozorgmehr in Tehran



# FINANCIAL TIMES

'Without fear and without favour'

FRIDAY 6 APRIL 2018

## Lula's prosecution shows nobody is above the law

*Brazil's anti-corruption purge should be celebrated, not decried*

Luiz Inácio Lula da Silva lifted millions of people out of poverty during his two terms as president of Brazil. The workers' hero also presided over the most corrupt government in the country's history – and that is according to one of his own ministers. On Wednesday night, Mr Lula da Silva faced his come-uppance when the Supreme Court rejected his appeal to avoid jail over a corruption conviction.

The controversial ruling, which could see Mr Lula da Silva behind bars in days, marks the sad and ignominious fall of a remarkable politician. But it also shows nobody is above the law – a positive, even revolutionary, development in a country racked by extreme legalism but also great illegality.

First, the ruling throws wide-open Brazil's already highly-charged presidential election. Mr Lula da Silva, who had been aiming for re-election in October, has been leading polls. Yet that does not mean that Jair Bolsonaro, currently second in the polls, is now a shoo-in. An extreme rightwinger, Mr Bolsonaro is a frightening prospect: he makes US president Donald Trump's views seem mild. But the end of Mr Lula da Silva's candidacy also nixes his appeal as the "anti-Lula". Indeed, this lopping-off of such two extreme candidates will give more chance for centrist contenders to emerge from the field. One such is Joaquim Barbosa, the well-regarded former head of the Supreme Court.

Second, supporters of Mr Lula da Silva have decried the judicial ruling as proof of a rightwing witch hunt against his Workers Party, the left in general, or indeed anyone who takes Brazil's pressing social concerns to heart. But that is far from so.

Brazilian judges and prosecutors have been impartial in their pursuit of justice, and have acted across the political spectrum. Rightwing politicians

such as the former house speaker Eduardo Cunha are in jail on corruption charges. Sérgio Cabral, the former governor of Rio de Janeiro, has been sentenced to 14 years in jail. President Michel Temer is also under investigation. Nor is Mr Lula da Silva quite the saint he is often made out to be.

The former union leader gave voice to the poor. During his presidencies, from 2003 to 2011, the proportion of Brazilians living in poverty also halved. These are remarkable achievements. Yet they are no more remarkable than what happened in centrist Peru, Chile – or indeed many other South American countries that also enjoyed the munificence of the commodity price boom. Mr Lula da Silva's presidency may have been more charismatic than theirs, but its results were little different. The aftermath – Brazil's worst-ever recession – was certainly worse.

The last point is perhaps the most important. During the past four years, Brazil's justice system has pursued and prosecuted perpetrators of two of the world's largest-ever corruption schemes: at Petrobras, the state-controlled oil company, and at Odebrecht, the construction company that was handmaiden to much of Mr Lula da Silva's "rainbow" foreign policy. The roll-call of presidents, senior politicians and business leaders from across the region who have since been held to account is impressive. Pedro Pablo Kuczynski, who resigned as Peru's president last month, is only the latest.

Perhaps no other country in the emerging world has gone so far in rooting out the scourge of corruption, and all via the rule of law. Just as the prosecution of Chilean dictator Augusto Pinochet marked a turning point for human rights lawyers, so too might this Latin American anti-corruption purge. Brazil's judges and prosecutors deserve all the credit.

## London's violent crime wave can be beaten back

*New York and Glasgow provide useful lessons for the UK capital*

On Wednesday evening an 18-year-old boy was stabbed to death in the London borough of Hackney. Separately, two miles away, a 53-year-old man died following a fight at a betting shop. This brought the number of murders in London this year to more than 50. There have been five alone this week – a resurgence that had UK newspapers drawing unflattering comparisons with the homicide rate in New York.

It is true that in both February and March London's Metropolitan Police was dealing with more killings than the New York Police Department. In reality, that may have been a temporary anomaly. New York's per capita murder rate was significantly higher throughout 2017 when the homicide rate per 100,000 inhabitants was 3.4 compared to 1.2 in London.

Moreover, if the gap between the two cities is narrowing, it is not so much because of the increase in violence in the UK capital. It is more the result of New York's extraordinary success in beating back violent crime over the past three decades.

Londoners had also grown accustomed to falling levels of crime. So the recent increase is understandably causing public anxiety. Last year, almost all of the police forces in England and Wales registered a rise in knife crime, with the biggest increase in the capital.

At least part of the answer can be found on the other side of the Atlantic. In the 20 years to 2009, the number of murders, robberies and burglaries in New York was down 80 per cent, twice the US national average, and lower than it had been in 1961. Experts are still studying the mix of policies that led to these declines. But there is little doubt that more effective and aggressive policing was a major contributor. This initially involved both putting more policemen on the streets (7,000

were added in the 1990s) and using sophisticated crime mapping to target hotspots.

Other aspects of New York's success were counter-intuitive. Unlike the rest of America, the city did not lock away ever greater numbers of offenders. On the contrary. By 2009, according to one academic study, there were 29 per cent fewer prison inmates than 20 years before, while nationally the figure was up 65 per cent. Nor curiously did New York's success in beating crime coincide with comparable successes in beating drug abuse.

On average, police force budgets in England and Wales have been cut by 20 per cent since 2010, or £600m in the case of the Metropolitan Police. Many of the social and youth services essential to help prevent young people falling into a life of crime have also been slashed. Reducing these services may not have an immediate impact. Over time it clearly does, and with tragic effect.

New York's experience shows that tougher and more targeted policing is necessary to rid the streets of crime. In London that should not mean a return to the kind of stop and search tactics that alienated ethnic minority communities in the 1970s and was ultimately counter-productive. But more intelligence-led frisking is called for.

Glasgow provides lessons closer to home. Once dubbed the murder capital of Europe, homicides in the Scottish city are down 60 per cent over the past decade. There the authorities have treated knife violence as a public health and education issue, as well as a criminal one.

London may still be a comparatively safe city. But the authorities need to act fast to protect that reputation and prevent more lives from being wasted. The successes of other cities in reducing crime provide valuable lessons.

## Letters

### How GKN lost a long-term holder's confidence

Sir, I read Michael Skapinker's article "Customers should have come first in the GKN battle" (April 5) with interest, although I do not agree with it in its entirety. I am a private investor with a smallish portfolio. I have held GKN shares for many years. My original holding was purchased more than 20 years ago.

When Melrose's original bid was announced, I instructed my broker to do nothing as I have considerable

confidence that GKN's technology in electric motors for cars was world class. (As an aside, I drive an electric car.) When GKN decided to sell its driveline business to a US company, I instructed my broker to accept the Melrose offer as the only way in which this technology would remain in the UK for the foreseeable future, which I considered important. Had the GKN management shown that it wanted to retain the businesses under its present

control, I would have supported it.

Mr Skapinker complains about short-term speculators, but these people/companies will have bought their holdings from long-term holders who had lost confidence in the GKN management. Is he really saying that when a bid occurs long-term holders should not be allowed to sell their holdings?

**Anthony Behrens**  
London SW8, UK

### If only the French or Dutch had stopped to plant a flag

Sir, John Barstow (Letters, April 4) thinks it a pity that the US did not inherit the British Crown Dominion system. Well, unfortunately here in Australia we did. The Westminster system is the most combative, do-nothing, undemocratic system of government ever foisted on an unsuspecting population. A system that disenfranchises half the population for the length of every electoral cycle and allows every incoming flip-flop government to spend the whole term undoing its adversaries' legislation.

As for the British legal system, call it a system but don't call it prompt and don't call it justice, except for the very rich and corporations. If only the French or Dutch had been better at planting flags when they passed Australia some 100-plus years before Captain Cook.

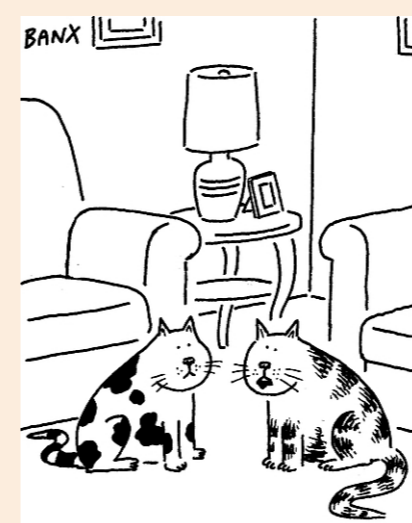
**Geoffrey Warrener**  
Brisbane, QLD, Australia

### Ample opportunity for an about-turn on Brexit

Sir, Wolfgang Münchau, in "The opportunity to revoke Brexit has closed" (April 2), advances four reasons for why he believes so: a withdrawal treaty is now "very likely"; the UK's Labour party does not support a second referendum; the UK economy has failed to collapse; and the rest of the EU has more important problems to deal with, hence is now reconciled to Brexit being a reality. All four reasons are mere nonsense.

A withdrawal treaty has not been agreed. Despite the sacking of Owen Smith for demanding a second referendum, the Labour party's stance on the issue will not be categorical until the last minute when the outcome of the Brexit negotiations comes to parliament for approval; it will not risk its chances of becoming the governing party now by saying otherwise. Aside from the Treasury and the Bank of England, no professional academic economist has stated that the dire predictions for the UK economy will materialise before Brexit became a reality. And there is no evidence whatsoever that the rest of the EU has given up on the UK remaining in the club.

Of course, Mr Münchau could have added that all recent polls have shown no change in the ratio of those wanting to leave and to remain. But that would be equally nonsensical because people will not change their perception until they find out what the negotiated deal looks like. They did not all vote Leave for one and the same reason.



'I worry how much of my data has been breached on Facebook'

Whatever the outcome of the negotiations, we can predict with absolute certainty that it will be much worse than EU membership. Indeed, it is then that the Labour party would reveal its true colours; it cannot risk doing so now because it cannot afford to offend some of its vehement supporters. And the Conservative party would not opt for a general election in 2019 since it would most certainly lose, hence it would prefer a second referendum.

**Dr Ali M El-Agria**  
London W5, UK  
Emeritus Professor of International Economic Integration, Fukuoka University, Japan

### MP's 'no hard border' argument is not helpful

Sir, Gregory Campbell (Letters, April 5) says there won't be a hard border between the two Irelands, mainly because it would be impossible to secure it. At this stage can we not expect a leading member of the main party in Northern Ireland who campaigned for Brexit to have made some headway on a solution?

Restating the main reasons people fear a hard border as the arguments as to why it won't happen doesn't feel like a lot of progress. Blaming his negotiating partners is unlikely to help.

**Paul O'Hara**  
Belfast, N Ireland

### Frequency has been part of airlines' strategy

Sir, John Gapper ("The best flight is straight and does not stop", March 29) fails to understand the major feature of airline competitive strategies in the decades since deregulation (domestically) and liberalisation (internationally) began. This has been to offer ever-increasing levels of frequency. Airlines have focused on building up their hubs by adding

frequencies in markets already served and adding new cities to a hub's schedule. (At the industry level, it includes additional airlines entering city-pair markets.) It is this focus on increasing frequency that has, to date, put downward pressure on average aircraft size per departure, particularly in intercontinental markets, and has marginalised the A380 and 747-800 aircraft programmes.

Improvements in technology, largely engine power and efficiency, have certainly expanded the geographic reach of airline hubs to increasingly more distant cities. However, note that the introduction of service between Perth and London, which Mr Gapper highlights as demonstrating the prevalence of point-to-point service, ends at Heathrow, hub of Qantas's alliance partner. In spite of Boeing's longstanding marketing campaign around passenger preference for point-to-point service, one of the "points" is almost invariably a hub.

**John B Griffiths**  
Seattle, WA, US

### Sir Martin must know it is time to step down

Sir, Further to Andrew Hill's Instant Insight "WPP's Martin Sorrell is no longer in control of his story" (FT.com, April 4): regardless of the validity of the allegations made, which I note and accept are wholly denied by Sir Martin, it would seem that WPP has fallen victim to the fate of many large, multi-faceted corporations, in that it has become excessively large and that its culture displays a degree of arrogance.

Sir Martin has been chief executive of WPP for more than 30 years. As an experienced senior executive he will be aware that it is possible to serve with great distinction but also to serve for too long. The time has come for him to step down and allow younger people the opportunity to restructure and revivify the company.

**Keeley-Jasmine Cavendish**

London SE21, UK

### Danger of imposing group identities on individuals

Sir, While I agree with Gideon Rachman that the identity politics of the far-right is a dangerous conduit for racism and xenophobia (April 5), he is wrong to disregard the concept altogether. Identity politics doesn't amount to "imposing" group identities on unwitting individuals, but rather recognising their existence in order to better formulate public policy, such as in closing the gender pay gap or ensuring that the criminal justice system isn't biased against blacks, for example.

**Jake Mulcahy**  
Dublin, Ireland

## Corbyn and the true socialist anti-slavery Exodus story

**Notebook**  
by Robert Shrimley



*Jeremy Corbyn is battling criticism that through inaction or indifference he has allowed an anti-Semitic culture to bloom among his supporters on the leftwing of his Labour party. As the row grew, the UK opposition leader attended a Passover dinner organised by Jewish supporters on the party's far-left. Passover tells the story of how Moses confronted Pharaoh and led the Jewish slaves out of Egypt. Here, perhaps, is the Corbynite version.*

And so it came to pass that Moses went to Pharaoh in Egypt and said: "My people are slaves; they are held in bondage and forced to labour in terrible conditions." And he said to Pharaoh: "Let my people go."

And Pharaoh said: "How dare you accuse me of slavery. This is a vile smear. I have been an anti-slaver all my life. I would not tolerate slavery in my country." And Moses said: "Well, what about those slaves over there?" And Pharaoh replied: "Well OK, there may be pockets of slavery but the idea that Egypt has a systemic problem with it is frankly offensive."

So Moses pointed to Pharaoh's palace, which was built by slaves, and to his barge, which was rowed by slaves, and to the pyramids, whose construction definitely had a slavish dimension. So Pharaoh's office issued a statement making clear that he had never actually seen any of these slaves, but if he had he would certainly have challenged it because "he has been an anti-slaver all his life". They added Pharaoh thought the slave masters were really comrades

from Oarsmen for Palestine. Pharaoh added: "I regret not looking more closely at their terms and conditions."

But his friends and supporters in Phomument urged him to harden his heart, saying he was a saintly man who was fighting for the oppressed and that Moses' claims were patently a "smear" against someone who had been an anti-slaver all his life. And they said that allegations of slavery were being "weaponised" by Pharaoh's enemies to undermine his leadership. And they warned that Moses was backed by "powerful forces" like the Rothschilds and George Soros.

They told Pharaoh that Moses was a well-known Blairite Tory Jew. And they urged him to crack down on any of his own followers who thought Moses had a point. They said it was an attempt to silence Pharaoh for trying to stop the Jews from leaving to form their own homeland in Israel, where they would become instruments of the racist Zionist American capitalist imperialist conspiracy.

Then the capitalist Zionist Moses, along with Tory allies in the so-called mainstream Jewish groups, staged a mighty protest just before supper against continued slavery in Egypt.

So Pharaoh's supporters organised a counter demonstration by a group called Jews for Slavery, which Pharaoh said represented a legitimate strand of opinion within the Jewish community. Jews for Slavery insisted there was no slavery in Egypt because the slaves were happy to work for a Pharaoh who was a man of peace who worked

### Point of IMO's sulphur cap is human health

Sir, I must take issue with Rick Joswick and Chris Midgley ("Impact of IMO mandate will cost the global economy \$1tn", Letters, April 3), and come to the defence of the International Maritime Organisation's sulphur regulation.

Maersk, which runs the world's biggest container shipping line, estimates that the 2020 requirements could add an annual total cost for the container shipping industry in the order of \$5bn to \$30bn. Even including other shipping segments, and choosing an arbitrary five-year timeline, I fail to see how a round \$1tn number can be arrived at. Whatever the extra spending on cleaner fuel from 2020, just calling it a "cost" to the economy is oddly one-sided. Gross domestic product rises only happen through people buying more stuff, or spending more on the same amount of stuff (for example as it becomes higher quality). Messrs Joswick and Midgley could just as accurately call it a \$1tn boost to the economy, a windfall for the most advanced refiners, and producers of higher quality crude oil around the world, including many developing countries.

But more fundamentally they fail to mention the entire point of the IMO's 2020 sulphur cap regulation – human health. According to the most recent research published in Nature, shipping's dirty cheap fuel causes around 400,000 premature deaths a year via heart and lung conditions, and gives 14m children a year asthma. Given the extraordinary efficiencies of scale in modern shipping, freight accounts for only a few pence or cents in the consumer cost of an iPhone.

Would you pay a few cents more for your iPhone so that a child living on a coastline next to a major shipping lane doesn't get sick? I certainly would. The IMO has made the right and proper decision in starting to clean up shipping.

**Ned Molloy**  
Shipping Consultant,  
London N15, UK

### Major scientific publishers still in control 20 years on

Sir, Further to your report "Springer Nature explores Frankfurt listing" (April 4) and the sustainability of the scientific journal publishing business model: back in the late 1990s I worked for JCL, the UK IT company (now Fujitsu), and was involved with a project looking at the likely disruptive effect of the internet on various areas of business. One was scientific publishing and I held meetings (at their request) with senior staff at Springer, Elsevier, Academic Press, Wiley, Blackwells and several others who were all expressing fear at the sustainability of the extremely profitable scientific journals business, especially as a number of academics were setting up sharing services to bypass them. It's interesting that here we are, 20 years later, and the major publishers are still in control.

Perhaps there are lessons to be learnt here about how slow the actual take-up of technology really is, after all we still have the likes of estate agents, shops, cinemas and so on and probably will have for a long time to come, despite predictions by the IT industry of their imminent demise.

**Dr Dennis Jones**  
Wareham, Dorset, UK

for the oppressed masses and had been an anti-slaver all his life.

But Pharaoh also saw that Moses' demonstration was a bit awkward at this point in the political cycle, what with local elections in a few weeks, so he issued a proclamation vowing to fight slavery. And Pharaoh added that perhaps he had underestimated the level of slavery in Egypt because leftwing slavery was more complex than rightwing slavery.

Yet even now Pharaoh's followers urged him to stay strong against Tory and Blairite slaves who had never supported him, adding: "What about Assyrian slavery? Why don't you mention that in your tablets?"

So Moses, who was no man of peace, threatened Pharaoh with 10 plagues, including rebel backbench MPs, hostile media coverage and eradication of his Facebook pages.

And Pharaoh dwelt long on the issue and finally said: "You are right. We must do better. I will be the most militant opponent of slavery." And he went to dinner with some good comradesly slaves who shared his life-long commitment to anti-slavery. All agreed that Moses did not really speak for the workers and was not representative of the wider slave community, many of whom retained great confidence in Pharaoh's wider internationalist socialist agenda.

And Pharaoh brought them horseradish from his own allotment and all agreed that it was good.

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## Comment

### America should know that China believes in fairness as well

#### OPINION

Liao Min

The dollar is our currency, but it's your problem." These words were uttered by then US Treasury secretary John Connally during a G10 meeting in 1971, shortly after the Nixon administration ended the dollar's convertibility into gold. Slightly adapted, they apply perfectly to the current global trade system: "Our deficit, your problem."

After duties on Chinese steel and aluminium exports, this week the US announced plans to impose a 25 per cent tariff on 1,333 products manufactured in China, ranging from industrial robots to locomotives. Yet in theory, China and the US should produce a more balanced trade and investment result than seems to be the case, given their highly complementary economic structures.

Moreover, as a joint evaluation by the US and China commerce departments showed, the trade deficit between America and China, which the US put at \$35.5bn in January, has been overestimated by at least 20 per cent.

According to a report published in January by the US Congressional Research Service, there is some good news behind that headline figure (however it is calculated). First, American exports to China grew by 51 per cent between 2001 and 2016, the fastest growth rate among the US's top 10 export markets. Second, in 2015 the US ran a \$33.3bn services trade surplus with China, the largest among its partners. And third, China's total trade surplus has fallen to less than 2 per cent of gross domestic product. Yet despite these developments, the US continues to complain about China.

Most economists believe that it is the low savings rate that is the major factor behind the trade deficit in the US. Many of my American friends agree. But where they disagree is on China's unfair trade practices. At the top of a lengthy list of complaints are the following: sub-

sidies to state-owned enterprises; high tariffs on imports; no reciprocal market openness; and even the theft of US intellectual property.

Admittedly, China needs to go further with market-oriented reforms and improvements to the rule of law. Recent efforts undertaken by Beijing to strengthen leadership, consolidate government and upgrade law-based gov-

#### Admittedly, Beijing needs to go further with market reforms and improvements to the rule of law

ernance are intended to lay a more solid and accountable foundation for further reform and liberalisation. This year marks the 40th anniversary of the beginning of the opening-up of the Chinese economy by Deng Xiaoping. China will continue in this direction, not reverse course.

China is a developing country, and as such its average import tariff is still

higher than that of the major developed economies. But the level of tariffs is continuing to decline, although more slowly for some products than expected.

Are subsidies to SOEs a major contributor to China's growing exports? In 2017, SOEs accounted for 10 per cent of Chinese exports. There is no correlation between SOE subsidy and export growth. On the contrary, that figure reflects China's success in reforming and opening up its economy. Subsidies do go to SOEs in some industries compensating for those laid off, but generally they do not succeed, leading to unintended consequences of over-capacity and over-indebtedness. The Chinese government is addressing these issues and making progress by promoting supply-side restructuring and reform.

On IP, in 2016, nine out of 10 respondents to the American Chamber of Commerce in China's business climate survey said that IP enforcement had improved over the previous five years. Even though there are cases of IP infringement, these violate official policy. The establishment of a new government agency will improve enforcement.

Balancing trade is not that difficult, if trade is based on comparative advantage in high-tech products. If American companies could freely sell their high-tech goods to China, the US would not have run a substantial deficit in this area in 2016.

Such a deficit is puzzling. China lags far behind the US in high tech, while the trade goes in exactly the wrong direction. This means that many competitive US companies are unable to cash in on China's mushrooming high-tech market. Here, market forces should be allowed to play their role.

While it is tempting for the US to say to China, "our deficit, your problem", it would not be sensible for it to do so. A more rational option would be to participate in global competition based on its own comparative advantage. At the same time, and even more importantly, the US and China must work together to advance the agenda of global structural economic reform.

The writer is an academic member of the China Finance 40 Forum

### Facebook has been too casual about data for too long

#### OPINION

Rebecca MacKinnon

High-tech romance hit a snag on Wednesday when some users of the Tinder dating app were briefly shut out because login credentials tied to Facebook accounts would not work. Bizarrely the malfunction was good for the social media site: it won public relations points by showing it is serious about doing the right thing and tightening its policies to restrict third party access to user data.

Facebook's show of resolve came on the same day that the company announced the latest discovery to emerge from its investigation into the Cambridge Analytica data disaster: that the personal information of 87m users could have been accessed by third parties without their permission.

A key lesson from this episode is that transparency with the public about all policies affecting users' rights to privacy and expression is essential. Also vital is comprehensive risk assessment that covers all the ways that a company's business operations may potentially harm users. Such risk assessment should include hard questions about whether the company's business model enables and enhances respect for users' rights.

Although Mark Zuckerberg, Facebook's chairman and chief executive, has said he takes full responsibility for the company's failure to prevent abuse, he is yet to address the lack of respect for users' privacy and expression rights inherent in Facebook's business model. Despite changes to its privacy policies, Facebook fundamentally has not

#### There are questions about whether the company's business model enhances respect for users' rights

changed. It still depends on collecting and sharing as much personal information as regulators and public opinion will tolerate. It still needs to do everything possible to encourage engagement with content in a manner that will benefit advertisers. And its extractive and exploitative relationship to its users is the same.

Facebook's proposed revisions to its privacy policies and terms of service for the first time since 2015 include improved disclosure about how data are used across its services and how users can control the retention and deletion of information. While the company has simplified and clarified its explanation about what is shared with advertisers and how, the practices described have not changed much. Options for users to delete some types of information are provided, but people are not given more control over what information is collected about them in the first place.

Ranking Digital Rights, a non-profit research project that I run, analyses and compares the commitments and disclosed policies of 22 of the world's most powerful internet, mobile and telecommunications companies. Facebook gets credit for undertaking human rights risk assessments related to government censorship and surveillance demands, and demonstrating transparency about how it handles those demands. But we believe that Facebook is a good example of how policies that fail to give users meaningful control over their data, along with poor disclosure about policies affecting their rights, are a sign of serious underlying risks to users that must not be ignored.

Since 2015 our analysis has consistently found that Facebook has disclosed fewer details about how it handles users' information than most of its peers. In fact, Facebook has given users fewer options to control what is collected about them, and how it is used, than any other company evaluated in our corporate accountability index – including two Chinese and two Russian companies.

Facebook's relatively poor performance in that regard has long been a source of anxiety about the company's attitude towards its users – an attitude that its investors and board have chosen not merely to ignore, but to reward handsomely. The consequences of doing so have been disastrous for users, the public, shareholders and the company itself.

The writer directs the Ranking Digital Rights project at New America

## How we traded a big idea for a bad one

#### GLOBAL POLITICS

Philip Stephens



Sad to say, Donald Trump cannot be blamed for everything. Watching the US president lavish praise on autocrats, throw up trade barriers and disdain global rules and institutions, it seems a fair conclusion that he wants to upturn the liberal international order. Much of this work, though, had been done before he reached the White House. Mr Trump is as much emblem as cause of the descent into disorder.

The west misread the collapse of Soviet communism. It was not, after all, the end of history. Happy assumptions about the permanent hegemony of laissez-faire capitalism and the historical inevitability of liberal democracy were rooted in a hubris that invited nemesis. For all that, the end of the cold war did produce a big idea. Now, as we are daily reminded by Mr Trump's Twitter feed, it is being swapped for a very bad idea.

Communism's demise promised, in a favourite phrase of my Chinese friends, a world of win, win. The revolutionary thought was that the selfish interests of rich and rising states could be accommodated if everyone played by the rules. The deep interdependence woven by globalisation would square the circle

between competing national interests and multilateral obligations.

In Europe, where borders had long been blurred by the EU, the idea gave impetus to further integration. Europeans embraced what the British diplomat Robert Cooper called a "postmodern" view of state relations. Elsewhere, national sovereignty was more highly prized, but the new order seemed enough to prevent a return to Hobbesian conflict among the great powers.

The rules and institutions were necessarily imperfect, not least because they had been written largely by the rich nations. There was too much triumphalism in the west and insufficient recognition of the redistribution of global power to the south and east. The goal, though, was a good one: China, India, Brazil et al would rise in a fashion that did not collide with established powers. Robert Zoellick, then a senior official at the US state department, coined the phrase "responsible stakeholders" to describe their role in the existing order.

The fashion now is to dismiss such assumptions as naive. China may have been the biggest winner from the west's design – its entry to the World Trade Organization was the seismic geopolitical event of the early 21st century – but Beijing was never going to accept a second-fiddle place in a US-led system.

Xi Jinping, now installed as emperor-president for life, is held up as proof. Mr Xi judges the time has come for China to expunge two centuries of humiliation. The aim of the Belt and Road Initiative is to shift the centre of global gravity to



Eurasia. The Middle Kingdom can then take its rightful place centre stage.

What is less clear is what Mr Zoellick and others could have sensibly proposed as an alternative to positive engagement. Should the west have sought to halt China's rise – declared it an enemy and locked it out of the WTO and other global institutions? Would such containment have extended to a naval blockade of the South China Sea? These are not approaches likely to have safeguarded the international peace.

In the event, the US has turned out to be a bigger enemy than Beijing of its own grand design. Washington has seemed more determined to throw away the big idea faster than Beijing has been to challenge it. Wars of choice in Afghanistan and Iraq sapped America's moral

#### China was the winner from the west's design, but it was never going to play second fiddle to the US

authority. The attempt to impose democracy at the point of a cruise missile undercut faith in political pluralism. The 2008 financial crash put paid to the consensus that liberal, open markets were a certain route to prosperity.

Mr Trump is picking up where others left off. If the west was careless in the defence of the rules-based system, the present occupant of the White House flatly repudiates it. Mr Trump lives in a world of winners and losers. He blames the postwar structures built by America and its allies for western weakness. He is allergic to multilateralism. "I do bilateral," he said the other day. Everything in Trumpworld is zero sum.

So the only surprise about his decision to slap higher tariffs on imports of steel, aluminium and a range of other goods is that anyone should have been surprised. Mr Trump has few deep-rooted beliefs, but economic nationalism has always been at the centre of his worldview. He blames weak leadership in Washington for allowing others to challenge US pre-eminence. Protectionism is his only remedy. When Mr Trump

rails about unfair trade as often as not he is making a general point rather than aiming specifically at, say, China, Canada, or Mexico. His target is the system.

The problem is not simply that trade wars are a very bad idea. History tells protectionism is virulently contagious. Europe has its own populists. These mount-the-barricades nationalists hail from both extreme right and extreme left. Their demands for trade barriers could soon enough secure them a larger following. The snag with zero-sum games is that win or lose can quite quickly turn into lose, lose.

A dwindling band of optimists among my American friends tell me that Mr Trump is as bad as it gets – whoever comes next will rebalance US policy. Maybe. But Mr Trump is setting a direction that other nations feel compelled to follow. Beijing now belongs to nationalists. Europe has its own nationalists. There will not be any winners. Before long all those cynics may realise that Mr Zoellick was right after all.

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## The case for an alternative pensions model

#### ECONOMICS

Martin Wolf



British academics are revolting over a planned shift in their pension scheme from a traditional defined benefits structure to the increasingly common defined contributions alternative. This is significant for more than the affected academics. With typically British lack of forethought, provision of pensions has moved from one indefensible extreme to its equally indefensible opposite over a generation: from loading risks on employers to piling them on individual employees. Are there superior alternatives? In a word, yes.

The Universities Superannuation Scheme is the biggest pension scheme in the UK, with £60bn of assets and as many as 350 employers. This collective approach among universities is far bet-

ter than the separate schemes run by individual companies, which were riddled with conflicts of interest. Even honest sponsors were often incapable of managing the risks they were encouraged to run. Yet, after a recent valuation, the USS concluded that it had a deficit of £7.5bn. Moreover, it believes that if the scheme is to sustain the current level of benefits, the combined contributions of employers and employees must rise from 26 to 37 per cent of pay. The employers want to replace the scheme with one based on defined contributions.

Behind this is the view that prospective real returns have fallen sharply across all assets. Indeed, returns on the safest assets – long-term index-linked gilts – are negative, in real terms. The costs of being reasonably certain of delivering on the old promises into the future do indeed look prohibitive. So something has to change. But what?

Nick Barr and Mike Otsuka of the London School of Economics have discussed the alternatives insightfully. The central question, they note, when considering promises that extend so far into

the future is where the risk lies if, as is inevitable, things do not go to plan. The two traditional options – defined benefit and defined contribution – are what economists call "corner solutions". In principle, they load all the risk on one side – the employer or the individual employee. Such solutions are inferior to an explicit combination of the two.

What should have been done long ago

#### A risk-sharing structure should include employers, along with current employees and pensioners

was to introduce to the scheme explicit rules on how the burden would be shared among retirees, contributors and sponsors, in the event that returns look likely to be inadequate. Such risk management could be organised on the lines of a scheme now in operation in the Canadian province of New Brunswick.

This has three elements: a division between base and ancillary benefits;

robust stress tests; and, crucially, a pre-specified set of rules governing actions in the event of any projected shortfall. In essence, this fully internalises uncertainty within the scheme's operation.

This is what ought to have been done within historic pension schemes. Indeed, the law should have encouraged this pre-specified flexibility, instead of imposing such rigid obligations on employers that the latter have almost universally abandoned their pension promises. (The exception is the government, which has the power to tax the population at its disposal). Alas, that train now seems to have left the station.

This raises the question of how to make risk-sharing in defined contribution schemes less unsatisfactory. The big defects of these schemes is that individuals bear all the risk and often heavy costs. Collective provision of individual plans via schemes run by employers (such as the USS) or by the government will greatly lower the costs. But if individual beneficiaries bear investment risk, they will be advised to shift into bonds as they approach retirement. That will lower likely returns. It is possi-

ble to go further, by creating a collective defined benefit plan. Returns would then be shared among all members of the scheme, in a pre-specified way: when returns are good, pensions might be raised and contributions lowered and vice versa when returns are poor.

The important point is that such smoothing would automatically share the risks among a very large group of people and, crucially, also across generations. This structure would also protect people from having to make investment decisions that, in reality, most of them are unable to make in a sensible way. In principle, such risk-sharing should also include employers, along with current employees and pensioners.

I now think the best structure of all would be a national collective defined contribution scheme. But the USS is surely big enough to do such a collective scheme on its own. If the defined benefit promise is to be abandoned, then this is surely the best way to go. Lurching from one corner solution to its opposite, quite simply, is not.

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## Ahold Delhaize: on the defensive

Politicians are prone to obsessing about their "legacy". Company bosses should not. Ample remuneration is their reward for a job well done, not the right to preserve a company in aspic.

Yesterday, Belgian-Dutch food retailer Ahold Delhaize said that chief executive Dick Boer would retire in July. Mats Jansson, who chairs the supervisory board, will quit after the group's annual meeting next week. Both will be replaced by their deputies.

Mr Boer's departure had been speculated upon for months. He was instrumental in broking the merger of Delhaize with Ahold, which seems to be bedding down nicely. His work is done. Expect little change under his successor, Frans Muller.

The changes on the supervisory board are more notable. A 66-year-old Swede is being replaced by a 74-year-old Dutchman. Two Belgian directors are leaving, citing other commitments. This may be significant, given that the supervisory board faces opposition from shareholders over the renewal of an option agreement with the Stichting Continuïteit Ahold Delhaize. This grants the company power to issue new preferred stock to the stichting, diluting the voting power of ordinary shareholders in the event of a bid.

The issue is to be discussed at the annual meeting — the documentation says no conclusion on renewal has been reached — but so far the company has resisted calls for a vote. Two Ahold investors, activist CIAM and shareholder rights group VEB, have publicly opposed the renewal of the option agreement without a shareholder vote, either at the annual meeting or later in the year.

Stichtings are contentious. The existence of one at Alzko Nobel emboldened the chemicals group's board to rebuff the advances of US rival PPG, to the chagrin of many investors. They are also arguably unnecessary in the Netherlands, which has vibrant shareholder democracy and extensive public interest tests for takeovers.

Unilever, the consumer-products group, plans to wind up its own stichting when it moves its corporate domicile to Rotterdam, preferring a one-share one-vote structure. A company such as Ahold, which is

bigger in terms of market value than either Tesco or Carrefour and operates in a consolidating sector, should not need to hide behind poison pills. If it wishes to do so, it should at least give its owners a chance to vote on them.

## Sophos: battle ready

Fighting off bugs makes people feel worse, then better. The shares of Sophos, the anti-virus company, are also prone to such fluctuations. The share price fell by a fifth in February, only to rise by a similar percentage yesterday. The volatility is a sign of the hopes and fears around an emerging star of the European tech sector.

The February jitters were sparked by a slowdown in billings in its third quarter, while the latest boost followed news that full-year billings were up by more than a fifth. Those sort of growth figures explain why the company attracts fans. The cyber security market is growing fast and Sophos is outpacing it. It is a cloud specialist providing protection against multiplying threats, from ransomware to hacking. Three-quarters of sales are to existing customers, providing plenty of opportunities for cross-selling.

Sophos has set ambitious targets: it wants billings (a leading indicator of sales) to rise to \$1bn by March 2020, from \$771m now. With the share price down more than a quarter from a late-January high, its enterprise value is four times forward sales. On that metric, the shares are cheaper than US rivals Fortinet at 4.6 times or Palo Alto Networks at 6.7.

But revenue is vanity, profits are sanity — and Sophos is not tipped to make an operating profit until next year at the earliest. Its preferred metric is "cash ebitda", which measures billings adjusted for factors ranging from depreciation to share option charges. It focuses on billings, not sales, because it cannot fully recognise revenues at the start of a contract. The room for subjectivity in the use of such an unconventional measure understandably makes some nervous.

Concerns can be over-stated. Cash is reality, and Sophos collects cash upfront on its multiyear contracts.

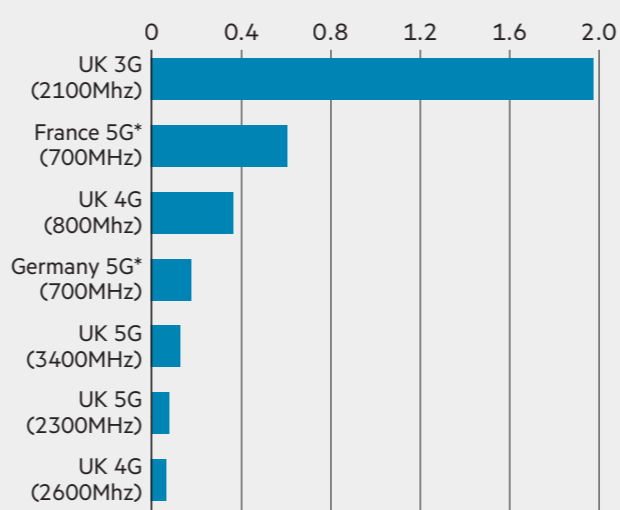
Free cash flow is expected to exceed \$220m by 2020. But the company

## 5G spectrum auction: olé

The UK's first 5G mobile spectrum auction looks a reasonable success. It raised more than expected without forcing operators to overspend. On a per megahertz per capita basis, this week's cost for the two 5G bands sold was lower than the previous 4G and 3G UK auctions. O2 did well to boost its mobile capacity.

### Spectrum auction costs

Per MHz per capita (£)



FT graphic. Sources: Macquarie; Ofcom; European Commission \* Conversion at historic rates

To achieve the promise of the internet of things, where auto-mobiles theoretically could speak to refrigerators, a faster mobile communications technology will be needed — 5G.

Data transfer will come lightning fast, and with less interruption. Understandably all UK operators will want to offer 5G, but more so Telefónica's O2, which previously had the least amount of spectrum capacity. Yesterday, the results of the first auction of 5G bands were announced. Quick as a flash, O2 has managed to play catch-up. That is even better news for Telefónica.

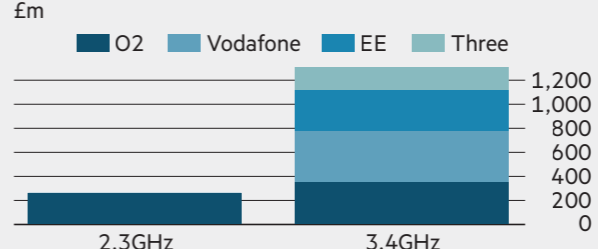
This was a curious auction result in that almost every mobile operator came away with a fair slice of the pie,

without spending a fortune. Even the government will be pleased. The total amount raised for Her Majesty's Treasury, £1.35bn, for both the 2.3 and 3.4 gigahertz bands, topped analyst estimates by more than a third. Plus, regulator Ofcom got what it wanted, all four operators participating and winning some 5G capacity. This is not the end of the auctioning, however. Other important frequency bands — such as 3.6GHz and 700MHz — are yet to come. The lower of the two travels further and will provide the better coverage outside the big conurbations.

BT Group's EE mobile spectrum was capped by Ofcom, given it already has the largest amount of 4G capacity. O2 could then afford to grab all of the 2.3GHz spectrum on offer. It should be

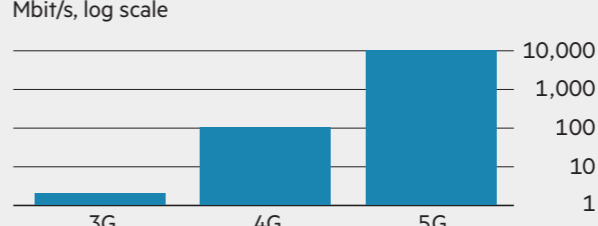
### UK 5G auction results March 2018

£m



### Download rates compared

Mbit/s, log scale



## Rank: bingo wings clipped

Bingo raves, hipster bingo, rebel bingo, drag bingo. Youthful pleasure seekers have found no end of ways to co-opt an old British pastime. But even the attentions of the à la mode are not powerful enough to halt the decline of bingo hall owner Rank Group.

A profit warning yesterday morning led to a 16 per cent share price drop that has sent Rank's market value to a bit of a two-and-eight.

In fact, the downgrades were not catastrophic. Full-year operating profit is expected to land between £76m and £78m — 7 per cent below the market's expectations and last year's figure. But the margin will probably remain at or close to double figures and Rank has net cash. The company's consistently rising dividend is not in danger.

The trouble is that it offers proof of structural problems. Same-hall revenues are falling — off 2 per cent at Mecca and 9 per cent at Grosvenor Casinos in the third quarter of its financial year. The malaise affecting Britain's high streets has hit leisure groups, too. The number of UK commercial bingo clubs is about a quarter of what it was in the 1990s.

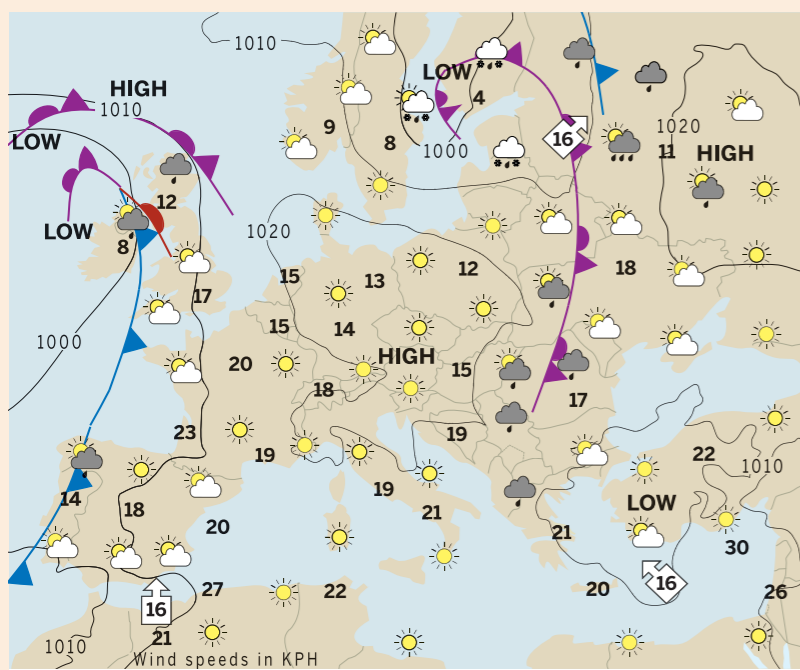
Rank boss Henry Birch is also putting down his bingo card and moving to online retailer Shop Direct. His attempts to pep up the group by increasing online gaming and scale were bold. Only one has worked. Digital revenue is up 17 per cent, although it is less than a fifth of group sales. But the 2016 joint bid (with 888) to buy larger rival William Hill failed. Perhaps it was for the best. There were few overlaps and the enlarged group would have been anchored to a vast number of slowing, landlocked venues.

Rank finds itself in need of a new caller just at the moment that it needs new ideas. The share price fall makes bidding for something else difficult, while tie-ups elsewhere have left no obvious buyer for Rank. Regardless of its new-found fashionability, the company should keep prioritising virtual bingo halls over the real thing.

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## WEATHER

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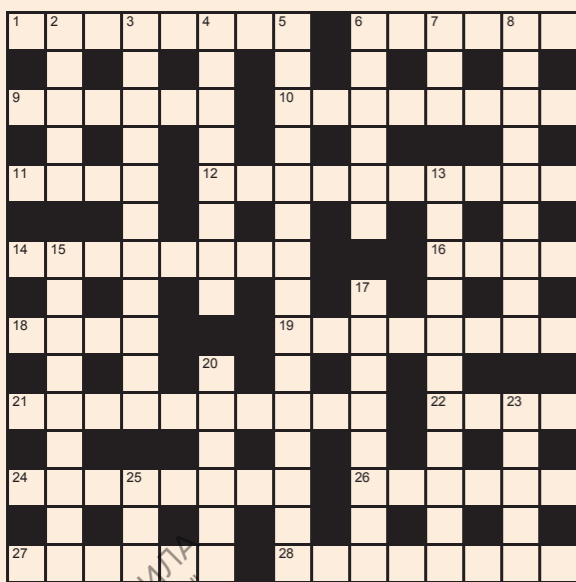
Today's temperatures		Maximum for day °C	
Amsterdam	Sun 15	Malta	Sun 21
Ankara	Sun 22	Mariela	Sun 33
Athens	Shower 21	Miami	Fair 27
Bahrain	Fair 29	Milan	Sun 21
Barcelona	Sun 17	Montreal	Snow 5
Beijing	Fair 9	Moscow	Drizzle 12
Belfast	Shower 10	Mumbai	Sun 33
Belgrade	Rain 15	Munich	Sun 13
Berlin	Sun 13	Naples	Sun 21
Brussels	Sun 16	New York	Sleet 13
Budapest	Fair 16	Nice	Sun 16
Cairo	Sun 29	Nicosia	Sun 30
Cardiff	Fair 13	Oslo	Sun 9
Chicago	Cloudy 3	Paris	Sun 20
Cologne	Sun 15	Prague	Sun 11
Copenhagen	Sun 9	Reykjavik	Sun 4
Delhi	Fair 37	Riga	Hail 7
Doha	Sun 30	Rio	Fair 29
Dubai	Sun 34	Rome	Sun 20
Dublin	Rain 11	San Francisco	Rain 17
Edinburgh	Rain 12	Singapore	Fair 32
Frankfurt	Sun 17	Stockholm	Sleet 7
Geneva	Sun 17	Strasbourg	Sun 20
Hamburg	Sun 12	Sydney	Fair 26
Heilsinki	Sleet 4	Tokyo	Fair 23
Hong Kong	Cloudy 24	Toronto	Snow 4
Istanbul	Sun 19	Vancouver	Drizzle 14
Lisbon	Rain 14	Vienna	Sun 13
London	Sun 17	Warsaw	Sun 12
Los Angeles	Sun 20	Washington	Cloudy 19
Luxembourg	Sun 15	Zagreb	Sun 17
Madrid	Shower 18	Zurich	Sun 18

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## CROSSWORD

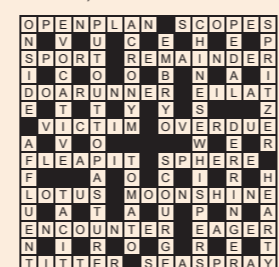
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- ACROSS**
- Faithful supporter of Henry, Louis XIII's forgotten father? (8)
  - Flipping gangster, holding a daughter's whatsit (6)
  - Sycophants originally seen in Arab republic (3-3)
  - Lack of talent, after alto leaves High Society (8)
  - Watercourse lady kept uncovered (4)
  - Possibly who's providing venue for agricultural displays? (10)
  - Prince is enthralled by marines' extreme strictness (8)
  - Religiously revere female organ (4)
  - Killer of golden calf? Not half (4)
  - Musical returns, with company incorporating a time for musical instruction (8)
  - Make sweeping statement after seeing real change (10)
  - Exhibit Hockneys at National Gallery initially (4)
  - Just an adult that's on board between 1 and 4 (8)
  - Mark is busier at work (6)
  - Bug caught, then let loose (6)
  - Leather does, perhaps, relatively speaking (8)
- DOWN**
- Poem for one residing in city (5)
  - Honour first bit of court order before raising capital in China (11)

- Solitary confinement starts after day on wine (8)
- Like an officer initially stationed in Runcorn (3-12)
- Removes mistakes from eg Dub's playing (6)
- Bird is headless chicken? (3)
- Page number desperate chap located in a speed competition (9)
- Relaxing time for skaters? 9 to 5, traditionally (6,5)
- New realities for an old Hebrew (9)
- Can be broken? Blame tea breaks (8)
- Cluster of flowers, with one caught in lead of red setter (6)
- Second generation immigrant in Washington is eighteen (5)
- Try going topless? It's happening! (3)

Solution 15,824



## JOTTER PAD

РЕЛИЗ ПОДГОТОВИЛА ГРУППА "What's News" VK.COM/WSNWS

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# Companies & Markets

FINANCIAL TIMES



**Taking the wheel** Carmakers search for the next generation of leaders — PAGE 13

**Non-profit investors still willing to back high-growth money losers** — RICHARD WATERS, PAGE 12

## Cargill raises alarm over tariff war

Commodities trader posts dip in earnings • Monsanto raises yearly income by 6.6%

MIKO TERAZONO — LONDON  
PETER WELLS — NEW YORK

Cargill, the world's largest commodity supplier, has sounded the alarm over a potential US trade war with China, just as it reported a pick-up in commodity markets.

"We're deeply concerned about the trade tensions and are urging both countries to get to the negotiating table," Cargill said, amid fears that Beijing's proposed 25 per cent tariffs would hit US agricultural businesses. "There are no winners in a trade dispute."

Along with US farmers, international trading houses that buy crops and sell

them on to China are expected to be affected by Beijing's tariffs. The US exports almost \$20bn of agricultural goods a year to China.

Cargill's comments were made as the family-owned group announced its third-quarter earnings yesterday, noting that markets had started to show some signs of life. US farmers and the agribusinesses have withstood several years of low crop prices thanks to beneficial weather and plentiful harvests.

"After five years of very large crops, the build-up in global stocks has quieted markets, but volatility picked up late in the period, allowing for better trading opportunities," said the commodities

group, which moves tens of millions of tonnes of crops and agricultural products around the world.

Cargill nevertheless reported a 24 per cent fall in third-quarter earnings after it was hit by a charge of \$161m related to the recent change in US tax laws. Net earnings for the three months to February 28 totalled \$495m, compared with \$650m in the same period last year.

The impact of ballooning grain inventories and low crop prices meanwhile affected Monsanto, the agrochemicals group whose \$66bn takeover by German chemicals company Bayer is in the process of clearing regulatory hurdles. The company struggled to deliver

'We're deeply concerned. There are no winners in a trade dispute'

Cargill

much top-line growth, reporting a \$181m drop in corn seed sales, which account for 54 per cent of total group revenue. Nevertheless, it reported a 6.6 per cent year-on-year rise in net income to \$1.46bn.

Monsanto said that it "continues to be confident in the companies' collective ability to secure the required approvals within the second calendar quarter of 2018 and in the time contemplated by the agreement".

Late last month, the European Commission approved Bayer's proposed acquisition after it promised to divest substantial parts of its business in order to alleviate competition concerns.

## Smart Money



Robin Wigglesworth

The remarkable rise of short-term US borrowing costs has been largely shrugged off as a technical glitch caused by the repatriation of corporate cash piles and a splurge of bill issuance by the US Treasury. Yet the dislocation is producing winners and losers.

The three-month Libor rate, at which banks borrow from one another, has almost doubled this year to 2.31 per cent. While this is at least partly caused by the Federal Reserve's interest rate increases, the gap between Libor and the "overnight indexed swap" rate, a gauge of the future level of Fed funds rates, has more than doubled this year to 59 basis points, the highest since the financial crisis.

The Libor-OIS spread has typically been a good signal of banking sector stress, and has naturally raised eyebrows on Wall Street. But analysts say it is primarily caused by US companies moving some of their overseas cash piles back home after the Trump administration's tax reform and a big increase in Treasury bill sales to finance the deficit.

In other words, the supply of short-term funding has dipped just as demand has increased, pushing Libor higher. This should be a transitory technical driver. Indeed, the rise in the Libor-OIS spread has moderated over the past week. Nonetheless, while the Libor-OIS spread might normalise as markets digest recent developments, the rise in short-term borrowing costs will be a headwind to some investors, and a tailwind for others.

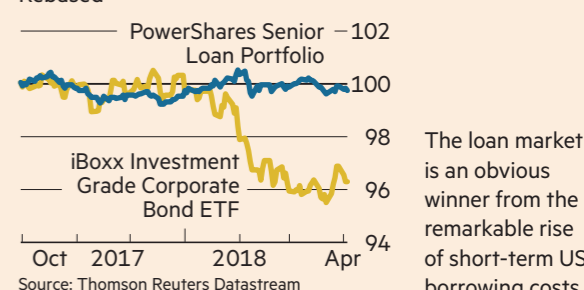
One obvious winner is the loan market. Amundi Pioneer points out that bank loans have returned 1.1 per cent this year, compared with high-grade corporate bonds and Treasuries losing 2.6 per cent and 3.5 per cent respectively. The flipside is that some borrowers will be hurt.

Most big companies tend to rely overwhelmingly on fixed-rate bonds, but 50 non-financial S&P 500 companies where floating rate debt accounts for more than 5 per cent of their borrowing have underperformed the stock market by 320 basis points this year, according to Goldman Sachs.

If Libor's rise reverses, then these stocks could represent an attractive buying opportunity. Yet given the advanced stage of the credit cycle, it still makes sense to eschew companies with weaker balance sheets that are exposed to rising borrowing costs.

### Bank loans benefit from rising rates while corporate bonds swoon

Rebased



The loan market is an obvious winner from the remarkable rise of short-term US borrowing costs

robin.wigglesworth@ft.com

## Credit concern Corporate debt as percentage of GDP soars

One lesson from the financial crisis was that the credit market matters more than others — and several of its measures are now flashing amber.

The Markit CDX index — an indicator of what investors pay to insure against a default in the US investment grade market — is back at levels seen a year ago.

US high yield, the market's speculative area, has also had a bigger breakdown. The iShares iBoxx HYG, a popular exchange traded fund that tracks high yield, has on a closing basis fallen towards levels not seen since November 2016.

One sliver of comfort is that both measures are currently well adrift of the extremes of early 2016 which, until this year, was the last time we saw a big correction in the equity market.

But over the longer term, credit looks ripe for further weakness, given the record amount of debt that companies have sold and the steady deterioration in quality. The triple-B segment now accounts for nearly half of the investment grade market, while leverage has increased and covenant quality declined.

"Corporate debt as a percentage of gross domestic product is sitting at a record high," said Scott Miner, chief investment officer at Guggenheim Partners.

"By the time we get to the end of 2019, when the overnight rate is between 3.25 to 3.5 per cent, corporate America will be in worse shape than it is today. It will be in worse shape than it was last year. It will be in worse shape than in 2007."

michael.mackenzie@ft.com

### Credit market alarm - CDX IG up ...

Markit CDX Investment Grade index

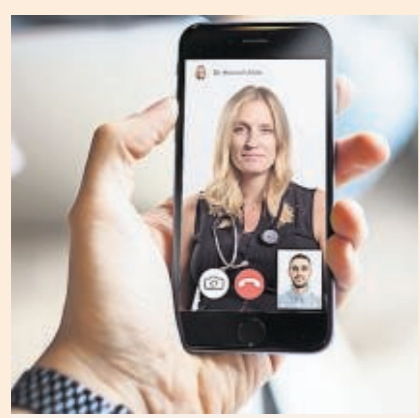


### ... and the HYG ETF down - but both measures are well short of 2016 extremes

iShares iBoxx \$ High Yield Corporate Bond ETF (HYG)



Measures cost of insuring against default in US investment-grade market  
Source: Thomson Reuters



### Digital health start-up strikes deal with Tencent

Babylon, a UK start-up that uses algorithms to assess illness, has struck a deal with China's Tencent to offer its technology on the WeChat social platform. Using AI in healthcare offers big possibilities but raises questions over safety, privacy and accountability.

Full story ► PAGE 12

## UK watchdog revamps rules in drive to restore savers' trust in asset managers

ATTRACTA MOONEY, OWEN WALKER AND JENNIFER THOMPSON — LONDON

Asset managers have been warned to act in investors' best interests as the UK financial watchdog announced stringent rules to stamp out bad behaviour and restore savers' trust in the £8.1tn British fund industry.

The Financial Conduct Authority told asset managers that they would have to improve governance on fund boards, as well as move investors into the cheaper versions of funds, as it unveiled its first set of remedies aimed at improving practices in the industry.

It also proposed introducing new rules on performance fees and overhauling how asset managers disclose

fund objectives, as it tries to tackle a practice known as closet tracking, where a fund closely follows its benchmark despite charging high fees for active management.

The rules are the culmination of a two-and-a-half-year investigation into the investment industry, which oversees the savings of three-quarters of the UK population. The FCA published its far-reaching report on the sector last year and has been consulting on various measures since.

Christopher Woolard, executive director of strategy and competition at the FCA, said the investment choices open to people "can have a profound impact on their financial health".

Under the new rules, the FCA said, it

would require executives at asset managers to assess the value of the company's funds, take responsibility for recruiting independent directors and act in the best interests of investors. This would fall under the new accountability rules for all financial services companies, known as the senior managers and certification regime, under which fund companies will come next year.

Another practice known as box profits, by which fund managers make money out of keeping the difference between the bid and offer spread on their funds, will be banned in most cases.

Asset managers will also be forced to switch investors to the cheaper versions of their funds.

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## COMPANIES

## Technology

## Twitter touts progress on terror content

More than 1.2m accounts suspended for 'violations' since August 2015

RICHARD WATERS — SAN FRANCISCO

Twitter yesterday claimed to have made "significant" headway in ridding its network of terrorist propaganda, following mounting pressure on social networks this year to take stronger action against dangerous or abusive material.

However, the San Francisco-based company is still identifying about 1,500 accounts a day being used to promote terrorism, highlighting how deeply ingrained the problem has become. And, like other online services, it does not provide an estimate of

how many rogue accounts still go undetected.

Social networks have come under fierce political criticism, particularly in Europe, over their failure to stamp out terrorist propaganda. Speaking at Davos in January, UK prime minister Theresa May warned tech groups this year that "nobody wants to be known as the terrorists' platform or the first choice for paedophiles".

In a sign of how pervasive terrorist propaganda has become on its network, Twitter yesterday said it had suspended more than 1.2m accounts since August 2015 for "violations related to the promotion of terrorism". But it claimed it had made progress in its efforts to shift terror promotion off its service, with the number of accounts suspended in the

second half of 2017 falling to 274,460. That marked a decline of 8.4 per cent from the first half of the year and was the second straight period in which suspensions had fallen, it said.

The figures were disclosed in Twitter's latest semi-annual transparency report, detailing the number of requests it receives from governments and law enforcement agencies to remove material.

The company claimed it was continuing to see "the positive, significant impact of years of hard work making our site an undesirable place for those seeking to promote terrorism".

Much of the headway has come from developing software to identify suspect accounts. "Internal, proprietary tools" were used to identify 93 per cent of the

The group's transparency report details the number of requests from states and law enforcement agencies to remove material

accounts, and about three-quarters of those were suspended before they sent any tweets, the company said.

As Twitter's automated tools have played a bigger role, government action has played a less significant role in combating the propaganda. The number of government requests to shut down accounts fell by 50 per cent from the previous six months and now account for only 0.2 per cent of suspensions, the company said.

Twitter and others have reacted in the face of a backlash to abuses of their networks.

In one of the starkest signs of the swing in political mood, the US Congress has passed a bill to penalise online platforms if they knowingly allow communications related to sex trafficking.

## INSIDE BUSINESS

## TECHNOLOGY

Richard Waters



## Spotify and Tesla show growth is still winning over profit

The last time the stock market showed this much enthusiasm for a handful of tech companies addicted to profitless growth, it was the height of the dotcom boom.

In the first quarter of this year, chronic money-loser Netflix contributed 7.5 per cent to the overall upside in the S&P 500 index all by itself. That was exceeded only by Amazon, which was long a byword for expansion without earnings: the company underwrote 18.8 per cent of the broader market's gains.

The parallels run only so far. The valuation underpinnings of the tech sector overall are far stronger than they were at the end of the 1990s, thanks to the emergence of a handful of hugely profitable giants.

But after the shockwaves that have passed through the stock market since the middle of March, it is as well to listen for the echoes from the late 1990s. Some tech stocks have taken a serious dent. Are the days of tying valuations to the promise of unspecified future profits over?

Not if this week's Wall Street debut of Spotify is anything to go by. The music-streaming service faces a tough road to profitability. It is heavily dependent on buying content from three music labels, which have little incentive to let it take a bigger slice of their pie. But despite seeing its losses more than double to €1.2bn last year, it has been rewarded with a stock market value of more than \$25bn.

At least Spotify did not come to Wall Street in desperate need of cash, instead arriving through the back door of a direct listing that did not involve selling any shares. That makes it look downright conservative compared with the prominent standard-bearers for profitless growth during the latest tech-led bull market: Netflix and Tesla.

The online video streaming company has been hemorrhaging cash, to the tune of \$4.6bn over the past three years, using debt to fill the hole. Electric-car company Tesla, for its part, has bled \$7bn over the same period, selling \$7.2bn worth of stock, convertibles and straight debt to make up for the shortfall.

With market uncertainty rising, any company that has built its financial strategy on an expectation of constantly tapping investors for more cash is bound to look less secure.

No surprise, then, that Tesla has been trying to get Wall Street to shift its gaze away from its present struggles and on to the sunny uplands it sees ahead in the second half of the year. According to the company, that will be when it achieves high production volumes, good gross margins and strong positive cash flow. It calls this a "long-sought ideal combination". Nirvana cannot be far behind.

Businesses like this are inherently vulnerable when markets turn. The margin for error is small and any weakness in execution can lead quickly to a loss of confidence — a condition Tesla is coming to understand.

But even after the massive volatility that has returned to tech stocks, it looks far too early to call an end to the run. Despite slumping 20 per cent in little more than a month, Tesla is still worth just 10 per cent less than the far bigger — and solidly profitable — General Motors.

When the dotcom boom turned to bust, Amazon faced the same bankruptcy speculation that swirls round the electric-car maker now. Nearly two decades on, it still has little regard for bottom-line earnings. Its e-commerce and logistics businesses barely break even in a good year (though cloud computing now provides at least a modicum of profits).

If the market was going to have second thoughts about Amazon's profit-lite strategy, now would be the time. In the face of a direct attack from President Donald Trump, political risk has risen sharply — producing just the kind of uncertainty markets hate. The remarkable thing about Amazon's shares, however, is how well they have held up.

True, they have fallen slightly more than other so-called Faang stocks, such as Google and Apple, which have much stronger profit underpinnings. But they moved in virtual lock-step with Netflix and Tesla in the days when the tirade from the White House was at its fiercest (at least, until good news about Tesla's first-quarter production sent the electric-car maker's shares up 14 per cent in the space of two days).

It may well turn out that the stock market has reached a turning point. But for now it is still too early to count out the tech world's high-growth money-losers.

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## Healthcare. Social media

## Tencent gives medical app a shot in the arm



Tencent, owner of WeChat, has struck a deal to give its 1bn users access to the Babylon medical app — Richard A. Brooks/AFP

Babylon, a British start-up behind AI symptom-checker, gains access to Chinese market

ALIYA RAM — LONDON

Babylon, the British digital health start-up that uses artificially intelligent algorithms to assess illness, has struck a deal with Chinese internet giant Tencent to offer its technology on the group's hugely popular WeChat social messaging platform.

The deal will give WeChat's almost 1bn users the ability to message medical symptoms to Babylon's app, which will send back healthcare advice, and propel the company into China's huge medical market.

It is the second international deal signed by Babylon in the past two months, following a similar arrangement it signed with Saudi Arabia's ministry of health last month.

Tencent and Babylon did not disclose the financial terms of the licensing agreement or who will control the user data. But the deal is a boon for the UK company as it pushes to expand its reach internationally, especially as it has faced challenges in its home market.

"We are incredibly focused, now that we have built the technology, on taking that technology global," said Ali Parsa, Babylon's chief executive, who founded the London-based company five years ago.

Babylon has more than 1.4m users to whom it offers paid-for video consultations with human doctors in addition to a free automated symptom-checker. Almost half its users are based in the UK, with the remainder spread across Rwanda and Ireland.

Mr Parsa has sought partnerships with big tech companies and public health services such as the UK's NHS, which is increasingly willing to experiment with new technologies to ease the burden on doctors, cope with public spending cuts and an ageing population.

Babylon's deals — which include an agreement with Bupa, the private healthcare provider, and the NHS's non-emergency helpline 111, to help provide triage services for non-critical health problems — have been relatively small.

The company agreed a second trial with the NHS in November to allow about 1m Londoners to switch from their local surgeries to use the app as a first point of contact.

But the scheme has remained in trial mode amid a backlash from UK doctors,



Babylon chief Ali Parsa: sought links with big tech groups and health services

who say Babylon is "cherry-picking" the easiest patients, and say the app could be unsafe or increase pressure on the public health system.

Daniel Ray, director of data for NHS Digital, the body in charge of healthcare data in the UK, told the Financial Times that using AI in healthcare offered huge possibilities but also raised questions about safety, data privacy and accountability. "There is the potential for a big opportunity for artificial intelligence in the NHS but there are a number of things we need to do to make sure we get it right through regulation," he said.

The NHS has launched a working group to discuss regulation for AI after a number of other technological breakthroughs including by Google's DeepMind, which has developed an algorithm for analysing medical images.

Demis Hassabis and Mustafa Suleyman, founders of DeepMind, are investors and advisers in Babylon.

Doctors have also raised questions about the efficacy of Babylon's diagnostic tools, pointing to biases in AI algorithms that learn from historic data sets to predict future patterns.

Babylon says it is registered as a so-called "class 1 medical device manufacturer" under rules set by the UK's Medicines and Healthcare products regula-

Ali Parsa is no stranger to using the private sector to rethink the delivery of healthcare — and the controversies that often come with such efforts.

Ten years before the 53-year-old former Goldman Sachs banker launched Babylon in 2014, he set up Circle, a private healthcare company that he led as chief executive until 2012.

The Aim-listed group became the country's first private company to manage a National Health Service hospital, taking over the running of Hinchingsbrooke Hospital in Cambridgeshire after it fell into deep financial difficulties.

Circle argued at the time that it could provide better, cheaper care by improving efficiency, as well as giving doctors and nurses more control over decision-making.

But the company was forced to pull out of its management contract three years ago, amid mounting losses and heavy criticism of its performance.

At the time, the news was received as a sign the NHS was not ready for private sector involvement.

With Babylon, analysts said Mr Parsa's success would depend on convincing the government and regulators that the app — and its use of data — is safe. Matteo Natalucci, an independent analyst, said "Babylon are the experts in this". But he added: "In the NHS and any government project, partnership is key."

tory authority. But Margaret McCartney, a GP and healthcare writer, said existing standards were ill-equipped to analyse artificial intelligence.

"I am concerned that they have not commissioned adequate safety testing," she said. "Class 1 [status] is what you give to spectacles . . . I suspect there isn't a sufficient regulatory framework in place to look at this sort of thing."

The challenges with the NHS could be one reason why Babylon is looking for opportunities abroad. Sam Smith, a campaign co-ordinator at medConfidential, an organisation that lobbies for patient confidentiality, said the company was likely to meet lower resistance in countries with less-developed health services and regulations.

"This sort of thing makes sense on communications platforms particularly," said Mr Smith. "If your doctor is also on WeChat then you're never deleting your WeChat account."

Tencent has invested in We Doctor, a Chinese online healthcare provider, but said Babylon was a "leader in this technology".

"Tencent is committed to improve our users' lives through the means of digitalisation and technology," said Meng Zhang, general manager of Tencent Medical.

## Telecoms

## State lender to enter Telecom Italia battle with stake purchase

NIC FILDÉS — LONDON

The Italian government is set to buy up to 5 per cent of Telecom Italia, as the battle for control of the former state-owned company intensifies.

The board of Cassa di Risparmio di Roma, the Italian state lender, met last night to approve a plan to build a significant stake in the company, according to a CDP spokesman.

Shares closed up more than 5 per cent at 80 cents, following reports that CDP was on the verge of building a stake.

The move is designed to protect the state's interests in a strategic asset ahead of an extraordinary meeting on May 4

that will pit existing shareholders Vivendi and Elliott Management against each other in a battle for control of the Telecom Italia board.

Vivendi has a 24 per cent stake in Telecom Italia but controls the board. Its position has come under threat after Elliott built a stake of almost 6 per cent in the company and challenged the French media group on corporate governance points. Vivendi has hit back, saying it is a long-term investor and that shareholders should back its growth plan over the "sausage factory" approach of the US hedge fund.

The extraordinary meeting has been convened to allow shareholders to vote

for a new board that will favour Vivendi and its management or a set of Italian industry veterans proposed by Elliott.

The move by CDP to buy shares will effectively give the Italian state leverage in deciding the future direction of Telecom Italia. That has alarmed Vivendi, according to a person with direct knowledge of the situation, after Claudio Costamagna, chairman of CDP, said last week that he had met Elliott.

Amos Genish, who was appointed as chief executive of Telecom Italia last year, has worked to ease tension with the Italian government over Vivendi's influence. Key to that has been a plan to spin-off the company's network into an

independent company, which could pave the way for a merger with rival Open Fibre or an initial public offering.

CDP is a large shareholder in Open Fibre so would have stakes in Italy's two largest broadband infrastructure providers after investing in Telecom Italia.

Shareholders in the telecoms group have until Monday to put forward their candidates for the new board, which will be voted on at the May meeting.

Mr Genish said this week that Arnaud de Puyfontaine, chief executive of Vivendi who has been executive chairman of Telecom Italia since last year, would only be nominated on a non-executive basis next week.

## Legal Notices

SEC v. Steve Chen, USFIA, Inc., Alliance Financial Group, Inc., Amauction, Inc., US China Consultation Association, Quail Ranch Golf Course, LLC, et al., USDC CDCA  
Case No. 2:15 CV 07425-RGK

## NOTICE OF CLAIMS BAR DATE

The Court has set June 29, 2018, as the Claims Bar Date for the submission of claims in the Receivership in this action. Any person or entity who believes they have a claim of any type against USFIA, INC., ALLIANCE FINANCIAL GROUP, INC., AMAUCTION, INC., ABORELL MGMT I, LLC, ABORELL ADVISORS I, LLC, ABORELL REIT II, LLC, AHOME REAL ESTATE, LLC, ALLIANCE NGN, INC., APOLLO REIT I, INC., APOLLO REIT II, LLC, AMKEY, INC., US CHINA CONSULTATION ASSOCIATION, and QUAIL RANCH GOLF COURSE, LLC, or their subsidiaries and affiliates must send a Claim Form to Thomas A. Seaman, Court-appointed Receiver, to submit a claim. Do not file your claim with the Court. Claim Forms must be received by the Receiver on or before June 29, 2018, at 5:00 PM P.S.T. or you will lose your right to receive any distribution from the Receivership Estate and your claim will be forever barred. Additional information and Claim Forms can be obtained from [www.usfiareceiver.com](http://www.usfiareceiver.com) or from the Receiver at [claims@usfiareceiver.com](mailto:claims@usfiareceiver.com)

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## COMPANIES

# Only the very brightest of sparks need apply

## Car industry hunts for leaders of the future to succeed the likes of Marchionne and Ghosn in an era of intense change

PETER CAMPBELL  
MOTOR INDUSTRY CORRESPONDENT

The question of who should be in the driving seat of several of the largest car-makers is coming to a head.

Motor manufacturing faces an era of intense change, with the need to embrace fresh business models and invest in new technology while keeping the old engine running.

"We are facing a generational change," Ralf Landmann, a headhunter at Spencer Stuart, said.

New leaders will have to steer cumbersome businesses through a ferociously competitive and deeply cyclical industry, as well as bridging the culture chasm between engineers and increasing numbers of technologists in the ranks.

Fiat Chrysler, the Renault-Nissan-Mitsubishi Alliance, Mercedes-Benz owner Daimler, Volvo Cars, Jaguar Land Rover and Toyota are all due to, or likely to, need to consider succession in the next few years.

The first of these is Fiat Chrysler, which will name a successor to long-time chief Sergio Marchionne this year.

The challenge for the group is exacerbated by the rock star status of Mr Marchionne, whose tenure and impact means he has become the virtual embodiment of the company.

The Renault-Nissan-Mitsubishi Alliance faces a similar conundrum when it comes to a successor to Carlos Ghosn.

Mr Ghosn, who has cartoon strips named after him in Japan, has stepped back from the role as chief executive of Nissan but remains boss of Renault, chairman of all three carmakers, as well as chief executive and chairman of the alliance, which is increasingly trying to act as a single business. This year he was re-appointed Renault chief.

Both Mr Marchionne and Mr Ghosn are known for a nomadic lifestyle that sees them often sleeping only on private jets or in chauffeur-driven cars as they oversee empires built in part by them over decades.

"Their management style has had such an impact on the organisation for the past 10 years," one recruiter who has worked with both men said.

Yet while Fiat Chrysler has indicated that Mr Marchionne's successor will be internal, there is a growing body of thought that the next generation of executives will come from outside the sector.

"It's entirely possible that the next great automotive leader will be someone no one in the industry has heard of," said Chris Donkin, head of the industrial and tech practice at executive search company Inzito.

"It is becoming increasingly clear that the approach that has generally served the industry reasonably well over the last 100 years, which is to appoint as CEO either the most technically gifted engineer or the most commercially adept finance guy, is not going to be enough."

Some of the most successful names in the business have come from outside the often-insular automotive world, from Ford's former chief executive Alan Mulally, a Boeing alumni, to Fiat's Mr Marchionne, who started his career as a chartered accountant and tax specialist for Deloitte & Touche in Canada.

Early in his tenure, Mr Marchionne said that the greatest asset he brought to the role was knowing nothing about the industry.

Last year Ford became the first carmaker to appoint a leader from outside the industry with the specific aim of steering it through transition, naming former Steelcase boss Jim Hackett chief executive.

"I was looking for somebody that could do two very different things simultaneously," said Bill Ford, chairman of the family-backed group, refer-



Generational change: employees work on the assembly line at the Renault-Nissan plant in Melloussa, outside Tangier — Fadel Senna/AFP/Getty

### Action team Diversity, knowledge and skills

As racing drivers rely on their teammates in the pit lane, so the next generation of car bosses will lean increasingly on the executives around them — especially if they come from outside the industry.

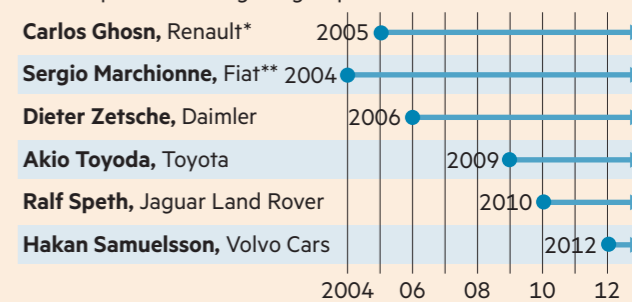
When Ford appointed outsider Jim Hackett to the top job last summer, it shuffled executives to create a top team to lead the business.

Former Europe boss Jim Farley and former Americas president Joe Hinrichs were put in de facto joint control of Ford's daily operations, while handing the government relations brief to chairman Bill Ford.

"The CEO of the future doesn't need to be the smartest guy in the room, or the brightest engineer of his generation any more," said Chris Donkin, head of the industrial and technology practice at executive search firm Inzito. "He or she needs to work with a leadership team that is as diverse as possible and have the skills to draw upon that knowledge and combine it to come up with a solution."

### Tenure of leading car executives

● Year placed in charge of group



\*Later to become the boss of Renault-Nissan-Mitsubishi Alliance; \*\*Marchionne became head of Chrysler in 2009 and Fiat-Chrysler in 2014 Source: Companies

Since Carlos Ghosn's retention as Renault chief the alliance, which includes Nissan and Mitsubishi, has been working to create a set-up that can thrive without him



Fiat Chrysler has indicated that it will name an internal candidate as successor to Sergio Marchionne later this year, ahead of his departure in early 2019



Under German rules Daimler chief Dieter Zetsche has to retire next year, leaving the carmaker facing serious questions over who will succeed him



Toyota president Akio Toyoda, 61, great-grandson of the group's founder, will be able to sidestep a Japanese rule that senior executives must step down at 65



German-born JLR chief Ralf Speth's contract is due to come to an end in 2020. The most likely internal successor would be the chief strategy officer Hanno Kirner



Another former Ford division that has thrived under new ownership, Volvo's turnaround has been driven by Hakan Samuelsson. The Swede's contract runs until 2020



ring to the job of running a company while building a new business in it.

"Each one is hard enough in itself. To do them at the same time — that requires special leadership."

The move has polarised the sector, with some executives praising the choice as visionary, others privately mocking it.

There is the question of gender. General Motors' Mary Barra is the only female chief at a big carmaker.

A problem recruiters also might face is nationality constraints. Despite being among the most globalised industries, the sector remains nationalistic when it comes to appointing leaders.

The three German carmakers are led by Germans, and Fiat by an Italian. Volvo Cars and truckmaker Volvo Group are led by Swedes. Honda, Toyota and Nissan have Japanese chief. Ford and General Motors are both under US management.

When Renault chose to appoint a chief operating officer, who would run the business in all but name and is seen as the most likely potential chief executive successor to Mr Ghosn, it selected Frenchman Thierry Bolloré, partly at the behest of Paris.

This fits oddly with the rigours of running a business with operations in most countries, where leaders face the task of enthusing employees from the youngest coder in its Californian operation to its oldest German engineer.

That required "cultural dexterity," Mr Donkin said.

Yet for the culturally adept Mr Ghosn, leadership remains about results.


"At the end of the day, what makes leadership is the performance," he said at Renault's results, while defending his reappointment.

Fiat Chrysler, once debt-riddled and now overtaking Ford in profitability, knows this.

But personality remained a driver, said one person who has worked with Mr Marchionne.

"Even if Superman arrived at Fiat Chrysler's headquarters, he would have difficulty stepping into those footsteps."

### Contracts & Tenders



**GOVERNMENT OF MAHARASHTRA**  
**OFFICE OF THE EXECUTIVE ENGINEER**  
PUBLIC WORKS DIVISION NO. 1, GADCHIROLI.

**NOTICE FOR HYBRID ANNUITY MODE [HAM] (ONLINE) TENDER**  
E-TENDER NOTICE NO. 26 FOR 2017-18 (THIRD TIME)  
NOTICE INVITING BID

Email: [gadchiroli1.ee@mahapwd.com](mailto:gadchiroli1.ee@mahapwd.com) Phone No: 07132-233415.

**Subject: Hybrid Annuity Mode, Package No. NAG-136, NAG-137 and NAG-138 :-**  
Upgradation of Roads Under Public Works Circle, Gadchiroli.

1. The Government of Maharashtra had entrusted to the Authority the development, maintenance and management of State highways and Major District Roads of State of Maharashtra. The Authority had resolved to augment the existing roads in the State of Maharashtra by improvement thereof (The "Project") on "Hybrid Annuity" basis and has decided to carry out the bidding process for selection of (a private entity) as the Bidder to whom the Project may be awarded.

**Brief particulars of the Project are as follows**

Sr. No.	Package No.	Name of State Highway / Major District Road	Length (in Km.)	Estimated Project cost (Rs. in Crores)
1	NAG - 136	Improvement of State Border- Amgaon- Deori- Chichgad- Korchi- Purada- Malewada- Yerkad- Godalwahi- Kasansur- Etipalli- Allapalli Road SH-363 Section from Purada KM 93/800 to Godalwahi KM 143/800 Total Length 50.00 KM, Dist. Gadchiroli in the State of Maharashtra under Hybrid Annuity.	50.00	126.56
2	NAG - 137	Improvement of State Border- Amgaon- Deori- Chichgad- Korchi- Purada- Malewada- Yerkad- Godalwahi- Kasansur- Etipalli- Allapalli Road SH-363 Section from Chokewada to Harewada KM 190/360 to KM 202/150 & Etipalli Tola to Allapalli from KM 212/100 to 252/250 Total Length 51.940 KM, Dist. Gadchiroli in the State of Maharashtra under Hybrid Annuity.	51.940	158.30
3	NAG - 138	Improvement of Bramhapuri Armori Wairagad Rangi Dhanora Road SH-368 from KM 16/00 to 61/00, Dist. Gadchiroli in the State of Maharashtra under Hybrid Annuity.	46.00	71.40

2. All information of e-tendering is available on the following websites / Notice Board

- <http://www.mahapwd.com> (informatory notice)
- <http://mahatenders.gov.in>

3. The complete bid documents can be viewed / downloaded from e-procurement portal from 04/04/2018 to 21/04/2018 (up to 17.45 Hrs. IST). Bid must be submitted online only.

4. The e-procurement portal is given below- <http://mahatenders.gov.in>

5. e-Tender Schedule is as given below:

Sr. No.	Event Description	Date
1.	Invitation of RFP (NIT) (Download period of online tender).	04/04/2018 at 10:00 Hrs. to 21/04/2018 at 17:45 Hrs.
2.	Last date for receiving queries for Pre-Bid.	11/04/2018 up to 11:00 Hrs.
3.	Pre - Bid meeting.	11/04/2018 at 12:00 Hrs In the Office of the Chief Engineer, P. W. Region Nagpur.
4.	Authority response to queries for Pre-Bid Meeting.	18/04/2018.
5.	Bid Due Date (Technical & Financial Bid last date & time).	23/04/2018 till 23:00 Hrs.
6.	Last date & time of online super hash generation & Bid Lock.	24/04/2018 at 10:00 Hrs. to 24/04/2018 at 23:45 Hrs.
7.	Control Transfer of Bid.	25/04/2018 at 10:00 Hrs. to 27/04/2018 at 23:50 Hrs.
8.	Physical submission of Bid Security / POA etc. (as per clause 2.11.2 of RFP).	At any of the following places within 72 hrs. after Bid Lock at office of the 1. Chief Engineer, P. W. Region, Bungalow No. 39/1, Opp. Ladies Club, Civil Lines, Nagpur. 2. Superintending Engineer, Public Works Circle, Gadchiroli. 3. Executive Engineer, Public Works Division No.1, Gadchiroli.
9.	Opening of Technical Bids.	On Dt. 02/05/2018 at 11:30 Hrs. in the office of the Superintending Engineer, Public Works Circle, Gadchiroli (Maharashtra).
10.	Declaration of Eligible / Qualified Bidders.	02/05/2018.
11.	Opening of Financial Bids.	05/05/2018 from 11:30 Hrs.

6. Note:-

- Bid submitted through any other mode shall not be entertained. However, Bid Security, proof of online payment of cost of bid document, Power of Attorney and joint bidding agreement etc. as specified in Clause 2.11.2 of the RFP shall be submitted physically by the Bidder on or before 28/04/2018 (at 17:45 pm. IST). Please note that the Public Works Department reserves the right to accept or reject all or any of the Bids without assigning any reason whatsoever.
- Other terms and conditions are detailed in online e-tender form. Right to reject any or all online bid of work, without assigning any reasons thereof, is reserved with Department.

Sd/-  
Executive Engineer  
Public Works Division No.1,  
GADCHIROLI

DGIPR/2018/2019/24.

### Automobiles

## Peugeot owner to launch electric vehicle unit

DAVID KEOHANE — PARIS

Peugeot owner PSA is creating a business unit dedicated to electric vehicles as it gears up to offer all of its models with an electric option by 2025.

The new division, which will start work in 2019, "will be responsible for defining and deploying the group's electric vehicle strategy and rolling out the related products and services", the French car company said in a statement.

The move by PSA is its latest effort to catch up with other big car manufacturers that are racing to electrify their fleets amid stringent emissions regulations in Europe, China and other markets.

"PSA up to now has not been known for delivering electric vehicles," said

Hans-Peter Wodniok, an automotive analyst at AlphaValue. "I would say that PSA and Fiat are probably the laggards in the industry."

While some competitors such as Renault and Volkswagen already have electric cars on the market and have laid out plans to electrify their ranges, Peugeot's first fully battery-driven car is not due for release until late 2019.

Carlos Tavares, PSA chief executive, has previously criticised government interventions to get more electric cars on to the road. "If you have ministers in Europe who say they will forbid the use of internal combustion engines, then I have to comply and we will have to transform, re-engineer and retrain," he said at last year's Frankfurt motor show.

"But if electrification is not profitable in future, we all have a problem."

In January Mr Tavares said that the company would offer all of its models with an electric option by 2025 and that 80 per cent of its cars would by 2030 have so-called level two automation — technology that steers and brakes in certain limited conditions, such as on motorways.

"By 2025, PSA... will offer 40 electrified vehicles," Mr Tavares said as he outlined his plans to return to the US market, from which it withdrew in 1991.

PSA, which acquired the Opel and Vauxhall brands from General Motors last year and also owns Citroën, said the new business unit would be headed by Alexandre Guignard.

### Trading Directory



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Shares Awards

BEST EXECUTION BROKER, GLOBAL, 2017  
Global Brands Magazine

## COMPANIES

## Financials

# Danske board member quits in scandal probe

Resignation comes as watchdogs investigate alleged money-laundering

RICHARD MILNE  
NORDIC CORRESPONDENT

The growing money-laundering scandal at Danske Bank has claimed its first management scalp, with the resignation of the head of its business and international units.

Danske, Denmark's biggest lender, is being investigated by Estonian and Danish regulators over potential money-laundering in the Baltic country.

Lars Morch, the member of Danske's management board responsible for business banking as well as Estonia,

"The bank should have undertaken more thorough investigations at an earlier point"

resigned yesterday, although he will remain on the bank's payroll until October 2019.

"Although the ongoing investigations into the issues related to the Estonian non-resident portfolio have not been completed, it is now clear that the bank should have undertaken more thorough investigations at an earlier point," said Ole Andersen, Danske's chairman.

Danske has faced allegations from the Danish newspaper Berlingske that lax controls in its Estonian operations from about 2007 until 2015 led to money-laundering from countries such as Azerbaijan, Moldova and Russia.

Senior executives have come under pressure about what they knew and when, as well as why they did not act sooner to address the problems.

Mr Andersen admitted yesterday that if Danske had investigated earlier it "would have led us to understand the

full extent of the issues sooner and prompted swifter actions. We have discussed this situation with Lars Morch over the past few weeks".

Danske has hired a law firm to conduct its own investigation, due out later this year. Berlingske reported in February that a whistleblower told senior management in 2013 of allegations that a relative of Vladimir Putin, the Russian president, and Russia's intelligence services were behind money-laundering in the Estonian branch.

The investigation could raise questions for Thomas Borgen, who has been Danske's chief executive since 2013 and was in charge of international banking for four years before that. Danske said Mr Borgen would temporarily take over Mr Morch's responsibilities.

The investigation of Danske is only the latest in a series of money-laundering problems to hit Nordic and Baltic banks in recent years. In 2015, Nordea, the region's largest lender, and Handelsbanken were fined by Swedish regulators for lax controls.

ABLV, Latvia's third-largest bank, is in the process of liquidating itself after being accused by the US of "institutionalised money-laundering" while the European Central Bank last month pulled the plug on Versobank, a small Estonian lender.

Danske is paying DKK12.5m (\$2m) in December by Danish authorities for violating anti-money-laundering rules unrelated to the specific allegations in Estonia. Mr Borgen has called the lack of controls in Estonia "deeply regrettable and completely unacceptable".

Shares in Danske are down about 10 per cent since the fresh investigation by Estonian regulators was confirmed at the end of February.

"Given the seriousness of the case, the board should have reacted faster and initiated an investigation earlier," a representative of Denmark's largest pension fund ATP said at Danske's annual meeting last month.

## Food &amp; beverage



The US private equity group's \$772m agreement to acquire Accolade Wines comes amid a boom in Australia's wine industry — Philip Quirk/Alamy

# Carlyle picks rich fruit with Accolade Wines deal

JAMIE SMYTH — SYDNEY

Carlyle, the US private equity group, is paying A\$1bn to buy Accolade Wines, the largest producer of Australian wines including Hardys — the biggest-selling brand in the UK.

The US\$772m deal, which was announced yesterday, comes amid a boom in Australia's wine industry, which reported record exports of A\$2.56bn in 2017. Surging exports to China, which grew 63 per cent to A\$848m last year, are attracting private equity interest in a sector that suffered a sales decline in the years immediately following the 2008 financial crisis.

"This is a company with great brands and strong market positions, with multiple growth opportunities, particularly in Asian markets," Carlyle said in a statement.

Carlyle is buying Accolade from Champ Private Equity, an Australian group which owns 80 per cent of the company, and Constellation Brands, which owns the remaining 20 per cent. Champ formed Accolade in 2011 following its purchase of the group's Australia and European divisions from Constellation Brands.

Carlyle's purchase is the private equity group's second Australian acquisition in a year. In June, it teamed up with Pacific Equity Partners, an Australian buyout group, to acquire iNova Pharmaceuticals from Valeant Pharmaceuticals in a deal worth US\$930m.

John Haddock, Champ chief executive, said the company had rejuvenated core brands such as Hardys during its seven-year ownership of Accolade by investing in marketing, product development and vineyard infrastructure.

He said Accolade would generate around A\$900m in sales and A\$100m in earnings this year.

"Our sales in China grew about 80 per cent last year, although off a small base. There is a big opportunity for the new owners in that market," said Mr Haddock.

Figures published by Wine Australia, a government marketing agency, show China is the largest export market for Australian wine, ahead of the US and the UK. Australian wine exports increased 15 per cent in 2017 over the previous year.

"Sales in China grew about 80 per cent last year. There is a big opportunity for the new owners in that market"

"We have seen a significant increase in the participation by private equity investors in the Australian food and beverage industry over the past two years," said David Baveystock, director of Comet Line Consulting, an advisory group.

He added: "The private equity investors believe the underlying growth prospects of the food and beverage industry are strong, including the opportunity to export product into overseas markets including Asia."

Mr Baveystock said Australian wine, meat, seafood and pet food were all attractive targets for investors, as the brands could sell well in Asia.

Treasury Wine Estate, another big Australian wine producer, successfully rebuffed private equity bidders KKR, Rhone Capital and TPG in 2014-15

See Lex

## Contracts &amp; Tenders

**HELENIC REPUBLICAN ASSET DEVELOPMENT FUND**

**SUMMARY FOR THE REQUEST FOR PROPOSAL FOR THE EXPLOITATION OF KYTHNOS XENIA OF THERMAL SPRING PROPERTY**

**I. Preamble**  
The Fund has decided to proceed with the launch of an international tender (the "Tender"), as described in the dated April 2nd 2018 Invitation for Request for Proposal (the "RFP"), for the exploitation of a plot of land, of a total surface of approximately 7,018 m<sup>2</sup>, with two thermal springs and building facilities of the hotel complex Xenia Kythnos, located on building block 28, in the traditional settlement of Loutra of Kythnos, Municipality of Kea Kythnos, Regional District of the South Aegean Region (the "Property").

**II. The Property**  
The Property includes a three-storey hotel unit of 46 rooms, a hydrotherapy facility which started being built around 1836 and was completed according to the plans of the German architect Ernst Ziller, a two-storey building for hydrotherapies and an auxiliary wing.

The property is situated about 13km away from the main port of Kythnos (Merichas) and about 100m from the beach of Loutra.

**III. Tender**  
The Tender will be conducted in one phase.

Interested parties that wish to participate in the Tender must submit their Offers in accordance with the conditions and terms stipulated in the RFP, no later than 17:00 Greek Time (GMT +2), on June 11, 2018. The place and procedure of submission is specified in the RFP.

The RFP will be available as of April 2, 2018 on the Fund's website [www.hrdf.com](http://www.hrdf.com).

Interested parties will be able to get access to VDR by depositing € 1,000 plus VAT (where applicable) and signing a Confidentiality Agreement and the Terms of Operation of the VDR. In addition, they will have the opportunity to conduct site visits of the Property upon relevant written request until May 25, 2018.

**IV. Development Concept**  
The Property will be developed in accordance with provisions of art. 18, Law 3986/2011, as in force, by the establishment and transfer of a Surface Right on the Property.

**V. Information for the RFP**  
Interested parties may request clarifications regarding the RFP and the Tender in writing, in accordance with the conditions of RFP, until May 25, 2018.

## Contracts &amp; Tenders

**CHENNAI METRO RAIL LIMITED**  
(A Joint Venture of Govt. of India and Govt. of Tamil Nadu)  
Admin Building, CMRL Depot, Poonamallee High Road, Koyambedu, Chennai - 600107, Tamil Nadu, India  
NIT No: CMRL/SYS/TVS&VAC-09/2018

**e-procurement**  
CMRL invites online tender through e-procurement bids for the Tender No- UA-VAC & TVS-09 "DESIGN VERIFICATION AND VALIDATION, MANUFACTURE, SUPPLY, DELIVERY, INSTALLATION, TESTING, COMMISSIONING (INCLUDING SYSTEM ACCEPTANCE TESTING, INTEGRATED TESTING & COMMISSIONING AND OPERATIONAL ACCEPTANCE) ALONG WITH SUPPLY OF OPERATION AND MAINTENANCE MANUALS, TRAINING OF OPERATION AND MAINTENANCE PERSONNEL, SUPPLY OF SPARES, SPECIAL TOOLS AND MAINTENANCE TOOLS AND ASSISTANCE FOR MAINTENANCE, DEFECT LIABILITY PERIOD, COMPREHENSIVE ANNUAL MAINTENANCE FOR A COMPLETE INTEGRATED UNDERGROUND STATIONS AIR CONDITIONING SYSTEM (VAC) AND TUNNEL VENTILATION SYSTEM (TVS) ALONG WITH ELECTRICAL AND SCADA WORKS AT WASHERMANNPET, SIR THEAGARAYA COLLEGE & KORUKUPET STATION- INCLUDING TBM TUNNEL BETWEEN STATIONS, CUT & COVER TUNNEL AND RAMP UPTO PIER-01 (CH. 111.089 to CH. 2899.858)

Tender Documents can be downloaded from E-procurement website.  
For further details, please visit e-procurement website:  
<http://eprocure.gov.in/eprocure/app> [www.chennaiMetroRail.org](http://www.chennaiMetroRail.org)  
DPR/1318/TENDER/2018 Chief General Manager (Electrical Inspector)

## Contracts &amp; Tenders

**CHENNAI METRO RAIL LIMITED**  
(A Joint Venture of Govt. of India and Govt. of Tamil Nadu)  
Admin Building, CMRL Depot, Poonamallee High Road, Koyambedu, Chennai - 600107, Tamil Nadu, India  
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For further details, please visit e-procurement website:  
<http://eprocure.gov.in/eprocure/app> [www.chennaiMetroRail.org](http://www.chennaiMetroRail.org)  
DPR/1318/TENDER/2018 Chief General Manager (Electrical Inspector)

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## Legal Notices

**IN THE COURT OF SESSION SCOTLAND P1163/17**

**THE ROYAL BANK OF SCOTLAND PLC**  
- and -  
**ADAM & COMPANY PLC**  
- and -  
**NATIONAL WESTMINSTER BANK PLC**

NOTICE IS HEREBY GIVEN that on 22 March 2018, the Court of Session in Edinburgh pronounced an Order (the "Order"), under Part VII of the Financial Services and Markets Act 2000 (as amended) (the "Act"), inter alia: 1. Sanctioning under section 111 of the Act, the ring-fencing transfer scheme, as amended, (the "Scheme"), which is under the Act, under which certain personal and business banking businesses and commercial banking businesses (including deposit-taking business) of The Royal Bank of Scotland plc ("RBS plc") are to be transferred to Adam & Company PLC ("Adam") or National Westminster Bank plc ("NatWest"); the Scheme is set out in the Appendix to the Petition, as amended, including on five electronic data sticks, a photocopy of each of which is to be included in each certified copy of the Order;

2. Transferring under section 112(1)(a) of the Act, to Adam or NatWest, with effect from the "Effective Time" (which is expected to be 00:01hrs on 30 April 2018), the Transferring Businesses (as defined in the Scheme);

3. Transferring under section 112(1)(b) of the Act, to Adam or NatWest, with effect from the Effective Time, all rights, benefits, liabilities and obligations of RBS plc under, or in connection with, the "Transferring Assets" and the "Transferring Liabilities" (as defined in the Scheme), which order shall not become effective in respect of any "Residual Assets" and "Residual Liabilities" of RBS plc (as defined in the Scheme) until the relevant "Subsequent Transfer Date" (as defined in the Scheme);

4. Ordering, under sections 112(2)(a), 112(2)(c), 112(2A) and 112(2B) of the Act, that the transfer shall be valid and binding on all persons having an interest or right in any of the Transferring Assets or the Transferring Liabilities (or both), notwithstanding any restriction on transferring, or otherwise dealing with, the same, and that that transfer shall take effect as if (a) there were no requirement to obtain the consent of any person; and (b) there were no contravention of, or interference with, any such interest or right;

5. Ordering, under section 112A(2) of the Act, that any "Enforceable Rights" (as defined in the Scheme) which arise in consequence of the Scheme becoming effective will be enforceable in accordance with their respective terms;

6. Ordering, under section 112(1)(c) of the Act, the continuation by or against Adam or NatWest of "Proceedings" (as defined in the Scheme and so excluding what are there defined as Excluded Proceedings) pending by or against RBS plc on the Effective Time, as provided for in the Scheme, except that that order shall not become effective in the case of any Proceedings which relate solely to Residual Assets or Residual Liabilities (or both) until the relevant Subsequent Transfer Date, and provided that, in relation to any such Proceedings, RBS plc and Adam or NatWest do not agree otherwise before the Effective Time or Subsequent Transfer Date (as applicable); and

7. Accepting the "Withdrawal Undertaking" (as defined in the Petition) by Adam in favour of certain accountholders.

Copies of the Order, the Scheme and the Withdrawal Undertaking are available free of charge on application to CMS Cameron McKenna Nabarro Olswang LLP at the address set out below.

A copy of the Scheme and the Withdrawal Undertaking can be viewed on the following website: <https://www.rbs.com/rbs/ringfencing/rfs-documents.html>.

In outline, the Withdrawal Undertaking permits certain accountholders to withdraw all or any part of their deposits at any time up until the date that is three months after the Effective Time.

Dated 6 April 2018  
CMS Cameron McKenna Nabarro Olswang LLP  
Salute Court, 20 Castle Terrace, Edinburgh EH1 2EN  
Solicitors to RBS plc, NatWest and Adam

**US \$200,000,000**  
**Rothschilds Continuation Finance B.V.**  
Primary Capital Undated  
Guaranteed Floating Rate Notes  
ISIN: GB0047524268

For the period from March 29, 2018 to September 28, 2018, the Notes will carry an interest rate of 2.7500% per annum with an interest amount of US \$139.79 per US \$10,000 Note.  
The relevant interest payment date will be September 28, 2018.

**BNP PARIBAS SECURITIES SERVICES**  
Agent Bank

**THE HIGH COURT**  
2017 Record No. 422 COS

**IN THE MATTER OF LINCOLN HERITAGE LIFE ASSURANCE COMPANY DESIGNATED ACTIVITY COMPANY**  
**AND IN THE MATTER OF AURORA LIFE IRELAND DESIGNATED ACTIVITY COMPANY**  
**AND IN THE MATTER OF HARCOURT LIFE ASSURANCE COMPANY DESIGNATED ACTIVITY COMPANY**  
**AND IN THE MATTER OF HARCOURT LIFE IRELAND DESIGNATED ACTIVITY COMPANY**

**THE ASSURANCE COMPANIES ACT 1909**  
**AND IN THE MATTER OF THE INSURANCE ACT 1989**  
**AND IN THE MATTER OF THE EUROPEAN COMMUNITIES (LIFE ASSURANCE) FRAMEWORK REGULATIONS 1994**  
**AND IN THE MATTER OF THE EUROPEAN UNION (INSURANCE AND REINSURANCE) REGULATIONS 2015**

**NOTICE**  
TAKE NOTICE that by Order dated 15 March 2018 made pursuant to Section 13 of the Assurance Companies Act 1909, Section 36 of the Insurance Act 1989, the European Communities (Life Assurance) Framework Regulations 1994 and Regulation 41 of the European Communities (Insurance and Reinsurance) Regulations 2015, the High Court of Ireland sanctioned a scheme of transfer (the "Scheme") in connection with the transfer by Union Heritage Life Assurance Company designated activity company ("UHL"), Aurora Life Ireland designated activity company ("ALI") and Harcourt Life Assurance Company designated activity company ("HLA") (together the "Transferees") each having their registered office in Ireland at Block 2, Harcourt Centre, Harcourt Street, Dublin 2, of the Transferring Policies, the Transferring Assets and Transferring Liabilities and the Transferring Contracts (each defined in the Scheme) to Harcourt Life Ireland Designated Activity Company having its registered office at Block 2, Harcourt Centre, Harcourt Street, Dublin 2, Ireland with effect from 23:59 on 31 March 2018.

6 April 2018  
Harcourt Life Ireland Designated Activity Company, becoming effective will be enforceable in accordance with their respective terms.  
Block 2, Harcourt Centre, Harcourt Street, Dublin 2, Ireland

We Want Your Business

Eni S.p.A.  
Registered Office: Rome, Piazzale Enrico Mattei, 1 - Italy  
Company Share Capital € 4,005,358,876.00 fully paid up  
Rome Companies Register, Tax Identification Number 00484960588  
VAT Number 00905811006, R.E.A. Rome No. 756453

## Extract of the notice of Ordinary Shareholders' Meeting

The Ordinary Shareholders' Meeting of Eni S.p.A. is convened on May 10, 2018, on single call, at 10:00 a.m. (CET), in Rome, Piazzale Enrico Mattei, 1, 00144 (pedestrian entrance on Passeggiata del Giappone, Piazza della Stazione Enrico Fermi), to discuss and decide on the following

### Agenda

- Eni S.p.A. financial statements at December 31, 2017. Related resolutions. Eni consolidated financial statements at December 31, 2017. Reports of the Directors, of the Board of Statutory Auditors and of the Audit Firm.
- Allocation of net profit.
- Remuneration report (Section I): policy on remuneration.
- Appointment of the Independent Auditors for the period 2019-2027.

Information regarding:

- the right to attend and to vote at the Shareholders' Meeting;
- the right to ask questions prior to the Shareholders' Meeting within May 7, 2018;
- the addition of items to the agenda of the Shareholders' Meeting and proposed resolutions on the items on the agenda;
- the vote by proxy also through the Shareholders' Representative designated by the Company;
- the vote by mail;
- ADR holders;
- the availability of the full text of the proposed resolutions, together with the explanatory reports and the documents to be submitted to the Shareholders' Meeting;
- the organizational aspects of the Shareholders' Meeting,

is provided in the full notice of Shareholders' Meeting available on the Company's website [www.eni.com](http://www.eni.com), section "Shareholders' Meeting", to which reference is made.

The documentation concerning the Shareholders' Meeting will be available to the public - in accordance with the legal time limits - at the Company's registered office, at Borsa Italiana S.p.A., at the centralized storage service authorised by Consob called "Info" - which can be consulted on the website [www.info.it](http://www.info.it), and on the Company's website [www.eni.com](http://www.eni.com), in the section "Shareholders' Meeting".

The Chairman of the Board of Directors  
Emma Marcegaglia

## Contracts &amp; Tenders

**Bharat Heavy Electricals Limited**  
UNIT : TIRUCHIRAPPALLI

**SUPPLIERS REQUIRED FOR VALVES**

BHEL Tiruchirappalli invites Two-part sealed bids from suitable sources for supply of the following items, for which Tender Documents and full details can be downloaded from BHEL's website <http://www.bhel.com> (Tender Notifications Page) against Reference Nos. indicated below.

Sl No	Scope of Supply	Ref. Nos.
1	Spring Loaded Safety Valves with F92 material	NIT_36884
2	Spring Loaded Safety Valves with F92 material	NIT_37067
3	Electromatic Relief Valves with F91 material	NIT_37240

All corrigenda/addenda/amendments/time extensions/clarifications, etc. to the tender will be hosted on above website(s) only and will not be published in any other media. Bidders should regularly visit above website(s) to keep themselves updated.  
Sr. Engineer/Purchase Valves, BHEL, Tiruchirappalli - 620 014 (TN), Ph.: 0431-2577096; email: [sivabala@bhel.in](mailto:sivabala@bhel.in)

## Contracts &amp; Tenders

**भारत हेवी इलेक्ट्रिकल्स लिमिटेड**  
(A Govt. of India Undertaking)

Ramachandrapuram, Hyderabad 502 032 (INDIA) Ph. 040-23182394

**Notice Inviting Tender**  
"BHEL wishes to procure Grinding Rolls and matching Bull ring segments for HP-1103 mills of BIFPCL - Bangladesh Project. Manufacturers may submit their offer as per the NIT 37915 on or before dt. 23.04.2018. Refer BHEL website ([www.bhel.com](http://www.bhel.com)) for details."

\*Note: Registration process for items required by BHEL is always open at <https://supplier.bhel.in>  
Prospective suppliers (including MSEs & owned by SCs/STs) may visit this site and apply for registration in the respective unit.

AGM/PURCHASE/Purchasers  
Email: [ramapra@bhel.in](mailto:ramapra@bhel.in)

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## COMPANIES

Basic resources. M&amp;A

# Pulp deal puts Brazil back on bankers' radar

Resurgence is expected to continue despite uncertainty over presidential election

JOE LEAHY — SÃO PAULO

At a ceremony last month to announce the Brazilian mega-takeover by Suzano Papel e Celulose of Fibria Celulose to create the biggest producer of market pulp, the raw material for paper, executives reached for superlatives.

"This will be the biggest Brazilian company in agribusiness," said Walter Schalka, chief executive of Suzano — an achievement in a country that is a world leader in agricultural goods ranging from sugar to coffee beans.

But the \$14.5bn deal between the two Brazilian companies was significant for another reason — it put Latin America's largest economy firmly back on the radar of the global international mergers and acquisitions market.

The deal was the biggest takeover of a Brazilian target company in Brazil's history, excluding a 2010 government deal with state-owned oil producer Petrobras, according to data company Dealogic. It was one of the top 10 deals globally by size in the first quarter of this year and it comes as other Brazilian companies are launching eye-catching deals. PagSeguro Digital, a Brazilian payments company, staged the second-biggest initial public offering in the world during the quarter, with a \$2.6bn listing in New York.

Bankers argue the transactions represent a resurgence of the Brazilian market that is likely to continue in spite of heightened uncertainty in 2018, as the country faces its most unpredictable presidential elections in decades. Driv-

ing the interest is the nation's economic recovery, with gross domestic product expected to grow nearly 3 per cent this year, up from 1 per cent in 2017, on the back of record-low interest rates.

"This year could be as good as or even better than 2017," said Roderick Sinclair Greenlees, global head of investment banking at Itaú BBA, Brazil's largest private sector bank. Itaú advised Suzano and was ranked second by deal value in the first quarter M&A league tables for Brazil, according to Dealogic.

Bankers argue the deal also represents one of the first large Brazilian transactions that was not related to the negative consequences of the country's recession or crippling corruption scandals that have swept the country.

In 2017, for instance, companies such as JBS, the world's largest meatpacker, were driven by their involvement in Brazil's biggest political bribery investigation, known as *Lava Jato* (car wash), to deleverage by offloading assets.

While this trend is expected to continue — Petrobras, which was also at the centre of *Lava Jato*, is looking to sell a pipeline arm known as TAG, reportedly for about \$8bn — other mega-deals on the horizon are more strategic in nature.

These include talks between Boeing and Brazil's Embraer, the world's third-largest commercial aircraft producer, and the potential sale of Oi, Brazil's largest fixed-line telecom operator.

"There are many potential large deals," said Bruno Amaral, head of M&A at BTG Pactual. The Brazilian investment bank represented a rival bidder, Paper Excellence, in the contest for Fibria. "It's not hard to envisage a hot market till the end of the year," Mr Amaral added.

Bankers say the Fibria deal also shows that bank finance is beginning to flow



Wood chips are piled high for processing at the Fibria Celulose plant in Aracruz, Espírito Santo, Brazil. The takeover of Fibria by Suzano Papel e Celulose will create the biggest producer of pulp  
Rich Press/Bloomberg

back into the market. A consortium of international banks — JPMorgan Chase, BNP Paribas, Mizuho Bank and Rabobank — is providing \$9.2bn in loans to Suzano for the purchase.

"You cannot be considered an international bank if you are not present in Brazil," said Sandrine Ferdane, chief executive of BNP Paribas in Brazil.

The big question mark on the horizon remains the October presidential election. Two populists, former president Luiz Inácio Lula da Silva from the left and Jair Bolsonaro from the extreme right, are leading preliminary polling.

But there are countless other potential candidates, from a black supreme court judge, Joaquim Barbosa, to the powerful centre-right governor of the state of São Paulo, Geraldo Alckmin. Compounding the uncertainty is that Mr Lula da Silva is facing jail after being convicted of corruption and losing both of his appeals so far.

However, bankers say that whoever wins, Brazil's tight fiscal situation will force the next president to undertake important reforms, such as overhauling the country's expensive pension system.

"There's a very good chance that, if it's a business-friendly candidate in terms of policies and reforms... then we're going to combine a cyclical recovery with a structural change," said Mr Amaral of BTG.

In the meantime, M&A would continue as strategic investors moved into the region, although the equity market would be likely to take a break for most of the second half during the election.

"Elections are important for the capital markets and I think we will see those [equity] deals either happen now, in the first half of the year, or at the very end of the year," said Mr Greenlees.

See Editorial Comment

## Financials

## Paris gains on London as FT 1000 hub

IAN SMITH — LONDON

London has maintained its position as the most popular location for Europe's fastest-growing companies but Paris is closing the gap as Brexit approaches.

The FT 1000 list, now in its second year, ranks companies by their revenue growth between 2013 and 2016. London is home to 74 of the businesses that made the list, followed by Paris on 62 and Milan on 25. The gap between the UK and French capitals has fallen from 33 in 2017's list to just 12 this year.

The snapshot of corporate growth comes at a tricky time for London's start-up sector, which is enjoying benign economic conditions but faces uncertainty about the future trading relationship with the EU.

The ranking of 1,000 companies from 31 countries was compiled by Statista, the research company, in partnership with the Financial Times.

Top spot in this year's survey was

taken by London-based food delivery company Deliveroo. It takes over from German peer HelloFresh, which topped last year's FT 1000 ranking before going on to an initial public offering in November.

"London's light shines brightly for business," said Eddie Curzon, London director at the CBI employers' group. Nine out of 10 companies say the city is a great place to do business, according to the latest survey from the CBI and real-estate services group CBRE.

Mr Curzon said technology and creative businesses were key to London's future growth but they needed further clarity on the Brexit deal between the UK and its EU partners.

He added that London's "ingrained challenges" of providing adequate housing and infrastructure also needed to be overcome.

"These are two tough nuts to crack, as their combined effect is making it difficult for firms to recruit and retain the

talented staff they need." In the fast-growing fintech sector, companies have raised concerns that Brexit is already causing a shortage of software engineers. Financial services and fintech contribute 19 of the London-based companies in this year's ranking.

Kate Bell, head of economic and social policy for the Trades Union Congress, said getting Brexit right was the priority for retaining London's attractiveness to start-ups.

"That means making sure there are no barriers to trade in both manufacturing and services," she added. "We can't have a final deal that makes it harder for London-based tech firms to do business in the EU."

Ms Bell said the deal must also not make it harder for London's tech groups and research centres to recruit workers.

An FT special report on the FT 1000 will be published online worldwide and in print in Europe on April 30.

## Travel &amp; leisure

## AMC to open first Saudi cinema for 35 years

DON WEINLAND — HONG KONG

Chinese-owned AMC Entertainment will this month open the first commercial cinema on Saudi Arabian soil in 35 years.

The kingdom closed its cinemas in the early 1980s following a revival of hard-line Islamic sentiment, but late last year it announced reform measures pursued by Crown Prince Mohammed bin Salman.

The Ministry of Culture and Information broke the 35-year ban this week, awarding a cinema operating licence to a subsidiary of the Public Investment Fund of Saudi Arabia. AMC, which is owned by Chinese conglomerate Dalian Wanda, has signed an agreement with the fund to open and operate the cinemas, the first of which is expected to open on April 18 in the capital, Riyadh.

A press release from the company showed pictures of a colourful theatre atrium in the King Abdullah financial district, part of a new development zone in Riyadh.

AMC aims to open up to 40 cinemas in 15 cities in the kingdom over the next five years. By 2030, it plans to have between 50 and 100 cinemas in 25 cities.

"The decision is part of Saudi Arabia's social and economic reform programme under Vision 2030, spearheaded by His Royal Highness the Crown Prince Mohammed bin Salman, who is on an official visit to the United States," AMC said on Wednesday.

As part of a charm offensive directed at the US, the prince met people such as the media entrepreneur Michael Bloomberg and Goldman Sachs' chief executive Lloyd Blankfein in New York last week.

Prince Mohammed, 32, has rapidly consolidated power over the past year,



AMC's first cinema is set to open in the Saudi capital Riyadh on April 18

launching a sweeping purge of rival princes and tycoons while also leading a devastating war against Shia rebels in neighbouring Yemen.

However, he has also launched social and economic reforms at home aimed at breaking with some conservative laws while also attempting to wean the kingdom off of its oil-based economy.

He recently lifted a ban on women driving in the country. For the first time in decades, the Saudi government is promoting concerts and cultural events to broaden entertainment options for the Saudi people, two-thirds of whom are under the age of 30.

The government hopes that reopening cinemas will play a part in boosting domestic entertainment spending. It anticipates 300 theatres showing films will open by 2030, contributing \$24bn to the economy and creating 30,000 jobs.

AMC was bought by Dalian Wanda for \$2.6bn in 2012. The Chinese property and entertainment group, controlled by tycoon Wang Jianlin, went on to buy other big US assets, including Legendary Entertainment for \$3.5bn, but has since come under Chinese government pressure to divest many of its assets.



Presented by





## FT-UK UZBEKISTAN ENERGY FORUM

Understanding the Opportunities in a Rising Uzbekistan Economy



**Baroness Rona Fairhead CBE**  
Minister for Trade and Export Promotion, Department for International Trade



**Rodolphe Olard**  
Managing Director/Global Head of Natural Resources Advisory, ING



**Louis Skyner**  
Partner, Dentons



**Aida Sitdikova**  
Director, Energy and Natural Resources, Russia, Caucasus and Central Asia, European Bank for Reconstruction and Development (EBRD)

**18 April 2018 | Corinthia Hotel, London**

The Financial Times and fDi are delighted to host the **FT UK-Uzbekistan Energy Forum** in London on April 18. Chaired by **Courtney Fingar**, Editor, *fDi Magazine*, this one-day forum will discuss the rapid developments that are underway for Uzbek-British Trade and economic relations, and highlight significant projects for British companies to participate in.

Join us to discover the exciting commercial, trading and partnership opportunities that Uzbekistan offers, with a special focus on the energy sector.

For more information and to register, please visit:  
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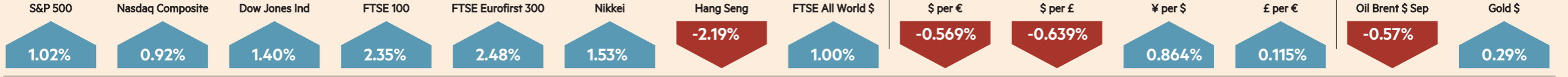
An event from **FINANCIAL TIMES LIVE**

MARKET DATA

WORLD MARKETS AT A GLANCE

FT.COM/MARKETS DATA

Change during previous day's trading (%)



Stock Market movements over last 30 days, with the FTSE All-World in the same currency as a comparison

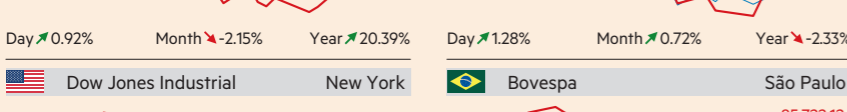
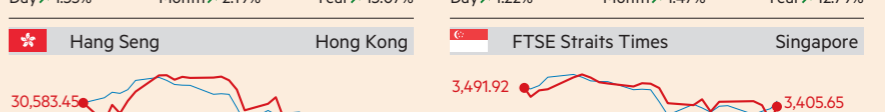
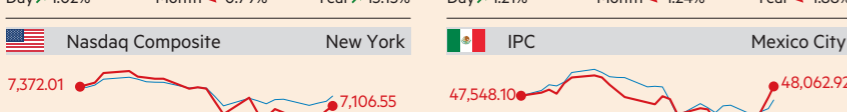
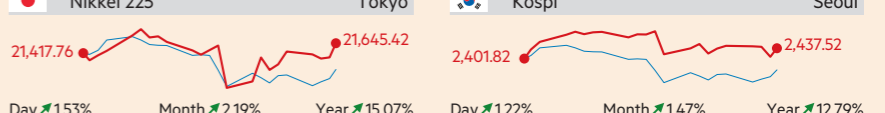
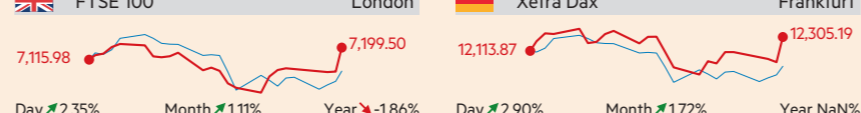
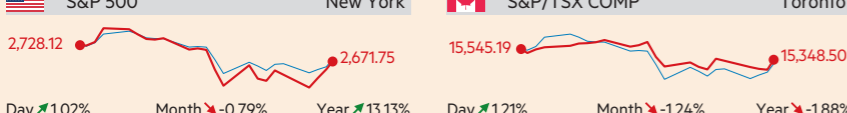
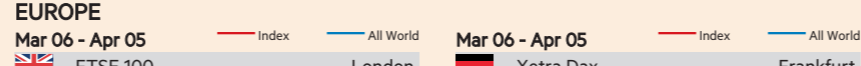


Table with columns: Country, Index, Latest, Previous. Lists various global indices like Argentina Merval, Australia All Ordinaries, Austria S&P/ASX 200 Res, etc.

Table with columns: Country, Index, Latest, Previous. Lists various European indices like Italy FTSE Italia All Share, Japan Nikkei 225, Korea KOSPI, etc.

Table with columns: Country, Index, Latest, Previous. Lists various Asian indices like Taiwan Weighted PI, Thailand Bangkok SET, Turkey BIST 100, etc.

(c) Stock (j) Unavailable. 1 Correction. Subject to official recalculation. For more index coverage please see www.ft.com/worldindices. A fuller version of this table is available on the ft.com research data archive.

UK MARKET: BIGGEST MOVERS

Table with columns: Company Name, Sector, % Change, Price. Lists major UK stock movers like Amazon, Facebook, BT Group, etc.

UK MARKET: WINNERS AND LOSERS

Table with columns: Company Name, Sector, % Change, Price. Lists UK market winners and losers like BT Group, British American Tobacco, etc.

Table with columns: Currency, Day's Change, % Change. Lists major currency movements for Dollar, Euro, Pound, etc.

Rates are derived from WM Reuters Spot Rates and MorningStar (latest rates of time of production). Sources are rounded. Currency redenominated by 1000. The exchange rates printed in this table are also available at www.ft.com/marketsdata.

FTSE ACTUARIES SHARE INDICES

Table with columns: Index Name, 5Yr, 10Yr, Div, P/E, etc. Lists various FTSE actuarial indices like FTSE 100, FTSE 250, etc.

FT 30 INDEX

Table with columns: Index Name, 5Yr, 10Yr, Div, P/E, etc. Lists FT 30 index performance metrics.

FTSE SECTORS: LEADERS & LAGGARDS

Table with columns: Sector, % Change, YTD, etc. Lists FTSE sector performance leaders and laggards.

UK RECENT EQUITY ISSUES

Table with columns: Issue Name, Amount, Date, Price, etc. Lists recent UK equity issues like Balfour Beatty, etc.

UK STOCK MARKET TRADING DATA

Table with columns: Date, Buy, Sell, etc. Lists daily UK stock market trading data for various indices and sectors.

FTSE Global Equity Series, launched in 2003, contains the FTSE Global Small Cap Index and broader FTSE Global All Cap Index... (c) FTSE International Limited under licence.

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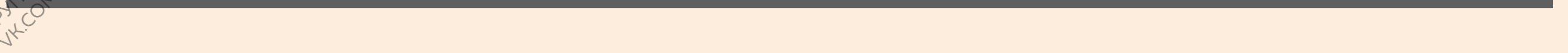




MANAGED FUNDS SERVICE

Table listing various financial products and services including Algebris Investments, Dragon Capital, Hermes Investment Funds, Ashmore Investment Management, Aspect Capital, Morgan Stanley, Natixis, Kames Capital, New Capital, Pictet Asset Management, RobecoSAM, S.W. Mitchell Capital, and Robecosam. Each entry includes product names, fund codes, and performance metrics.

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## MARKETS &amp; INVESTING

## Analysis. Capital markets

# Investors encourage India to roll out red carpet for foreign buyers of debt



Bond turbulence fuels debate over worryingly shallow domestic pool

SIMON MUNDY — MUMBAI

In late March, officials from India's finance ministry held a closed-doors meeting with the banks that help sell the government's debt.

The backdrop was an unusually ugly period for the market, with the yield on 10-year government bonds rising over a percentage point since August — an alarming sign for an administration, which must rely heavily on debt financing to fund development.

Days later, the government announced an overhaul of its bond issuance policy that prompted the biggest one-day drop in ten-year yields in more than two years to 7.33 per cent — still well above the trough of 6.41 per cent reached last July.

Typically, the government front-loads its annual borrowing, with about 60 per cent of issuance in the first half of the April-March fiscal year.

This year, that proportion would be 48 per cent, the government said — reinvigorating the bond market by triggering expectations of a short-term squeeze in supply.

A further boost to sentiment came at the start of this week when the central

bank extended the period over which banks must book provisions against their bond trading losses, freeing up funds for further investment.

Many in the Mumbai market warned that these measures might bring only limited relief, arguing that the recent surge in government borrowing costs reflected an unhealthy shallow pool of domestic bond buyers.

The problem could best be addressed, they argued, by opening the market further to foreign investors — a move some speculated might happen as soon as this month.

The sovereign debt market is of critical importance to India's economic policy, as the government pursues investment plans aimed at keeping economic growth above 7 per cent and at pushing per capita annual income well beyond its current level of below \$2,000.

The bond market slump of recent months was the worst since the taper tantrum of 2013, when foreign investors pulled money from India and other vulnerable emerging markets.

In contrast, foreign appetite for Indian bonds has been strong over the past year.

Although they turned net sellers last month, foreign investors pumped a net \$18.3bn into Indian debt — including the relatively small corporate bond market — in the financial year ending in March. That compared with net sales of \$1.1bn in the previous financial year, when

markets were jolted by the government's demonetisation of high-value banknotes.

The strong foreign appetite reflects a reappraisal of the country's economic fundamentals.

Teresa Kong, a portfolio manager for Matthews Asia, said: "India is a structurally different country today than what it was back in 2013... fundamentally stronger and less susceptible to sudden stop of capital."

The external debt burden is smaller relative to gross domestic product, she noted, while foreign currency reserves had soared and tighter monetary policy had boosted confidence in the inflation outlook.

But while Ms Kong would like to expand her investment in Indian sovereign bonds, she is hamstrung by rules restricting foreign holdings to 5 per cent of outstanding issuance.

Together with the limited scale of India's insurance and debt mutual fund sectors, this has meant that domestic banks dominate the Indian sovereign debt market. Regulations require the banks to invest at least 19.5 per cent of their deposits in government bonds.

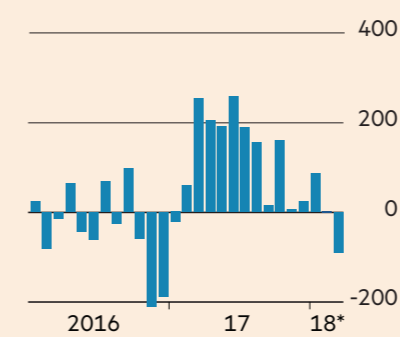
With their deposit bases swollen after the demonetisation of late 2016 and their appetite for new lending dented by soaring bad loan rates, the banks' investment in sovereign bonds went well above that level.

Narendra Modi's administration must rely heavily on debt financing as it pursues development goals — AP

'India is a structurally different country today than in 2013 — stronger and less susceptible to sudden stop of capital'

Teresa Kong, Matthews Asia

Monthly net investment by foreign buyers in Indian debt INR bn



Yield for generic 10-year Indian government bond Per cent



- ① Jun 14 2017 Consumer price data for May show record low inflation of 2.18%
- ② Nov 20 2017 Central bank cancels plans to sell government bonds worth \$1.5bn
- ③ Dec 28 2017 Government expands borrowing plan for next three months
- ④ Mar 26 2018 Government announces smaller than expected borrowing over next 6 months

Sources: National Securities Depository Limited; Bloomberg

However, bank treasury managers concluded that holdings had gone high enough.

This caused a vicious cycle, as growing mark-to-market losses further deterred banks from buying bonds and created a worrying shortfall of demand for government debt.

The market had almost been "showing signs of having broken down" in recent months, said Suyash Choudhary, head of fixed income at IDFC Asset Management.

Participants are more immediately interested in whether the government will increase the cap on foreign investment in its debt — perhaps bringing it in line with the treatment of corporate bonds at 8 per cent.

If that were done in a staggered way, one analyst estimated that foreign investors could absorb as much as a quarter of the Rs6tn (\$92bn) of bond issuance planned for the year.

But with memories still fresh of the destabilising capital outflows of 2013, most expect the government to tread cautiously.

"In the past, sudden capital flows have caused a lot of volatility and damage," said Mahendra Jajoo, head of India fixed income investment for the Indian operation of Mirae Asset Management of South Korea. "But now India is becoming a larger economy, and there is enough strength to open up this market further."

## Equities

## Financial markets become a battleground as China and US seek to strengthen political hand

CHLOE CORNISH AND JOE RENNISON

The swings in US stocks over the past 48 hours undermine the notion that investors know what a trade war would mean for markets.

China's plan to impose tariffs on more than 100 US imports sent the S&P 500 tumbling more than 1.6 per cent in early trading on Wednesday before the benchmark for large-cap stocks rallied to close up 1.2 per cent. It was up a further 1 per cent in late afternoon trading yesterday.

However, what is becoming clearer, say analysts and investors, is that financial markets have themselves become a battleground as both China and the US seek to strengthen their political hand.

China's response to the Trump administration's plan to impose a levy on \$50bn worth of imports was "driven by the desire to inflict as much visible political and financial market pain", said Steven Englander, head of research and strategy at Rafiki Capital Management, who said the trade spat "is largely being played out in financial markets".

Boeing shares have been among those most affected by this week's tit-for-tat after Beijing's tariffs plan included aircraft weighing between 15,000kg and 45,000kg. Panicked investors sent Bo-

eing stock down as much as 5.7 per cent on Wednesday before it recovered to close down just 1 per cent. And as the single biggest constituent on the Dow Jones Industrial Average, accounting for almost 10 per cent of its weighting, Boeing's drop helped drag the wider index down more than 2 per cent at one point.

Shares in Caterpillar, another significant member of the Dow with a big business in China, fell as much as 4.8 per cent on Wednesday before recovering to close the day little changed.

While Boeing, Caterpillar and the Dow all headed higher yesterday, a sustained drop in the US stock market is likely to be uncomfortable for Donald Trump who has frequently pointed to its advance since his election as something of a stamp of approval.

He last tweeted about the Dow Jones on March 26, commenting "Great news! #MAGA" on a CNBC news report about the Dow posting "its third best one-day point gain ever".

"Clearly [the Chinese] have identified the areas which are most sensitive," Edmund Shing, head of equity derivative strategy at BNP Paribas, said of China's decision to target American products like soybeans and aircraft. "I feel the Chinese are very open to negoti-

ating, but they don't want to lose face".

While equity investors cheered Mr Trump signing corporate tax cuts into law late last year, the threat that he will target China as part of a plan to return jobs to the US is potentially a new headwind for the S&P 500.

The promise to return jobs to the US won him support, and market analysts expect him to double down on these themes ahead of the midterm congressional elections in November.

Johan Javeus, chief strategist at SEB Group, the Nordic bank, said the US's planned tariffs on Chinese goods were



China's threatened soybean levy will hit the US where it hurts

"very much aimed for the US public".

The degree to which China's retaliation was designed to make an uncomfortable political impact in markets was underlined in the threat to impose a levy on soybeans.

With US soybean exports worth \$14bn annually, and China the biggest export market, prices of the legume initially fell 3 per cent. Soybean farming is concentrated in states that helped swing the 2016 US election Mr Trump's way such as Iowa, Minnesota and Ohio, Goldman Sachs noted.

Stefan Selig, founder of BridgePark Advisors and former undersecretary of commerce for international trade under Barack Obama, said that the skirmishes over tariffs were not "good either for markets or economic growth".

While investors may struggle to work out the ultimate effects of a possible trade war, they may have to get used to financial markets being part of the negotiation process.

US commerce secretary Wilbur Ross helped US stocks stabilise on Wednesday after remarking that "even shooting wars end with negotiations".

Additional reporting by Emma Dunkley in Hong Kong and Robin Wigglesworth in New York

## Equities

## BlackRock funds to shun gun shares after school shootings

CHRIS FLOOD

BlackRock, the world's largest asset manager, is to launch a range of new funds that exclude firearms manufacturers and retailers following the deaths of 17 people in a deadly high school shooting in Florida in February.

New York-based BlackRock is one of the biggest shareholders of the three largest US publicly traded gun companies. It owns 16.9 per cent of Sturm Ruger; 11.1 per cent of American Outdoor Brands; and 12.7 per cent of Vista Outdoor.

These companies, along with the retailers Walmart, Dick's Sporting Goods and Kroger, will be excluded from two new BlackRock exchange traded funds tracking US smaller companies and bonds that score well on a range of environmental, social and governance (ESG) metrics.

It has also decided to exclude firearms manufacturers and retailers from an existing range of six ESG equity and bond ETFs that have around \$2.2bn in total assets.

US public pension funds are also under growing pressure to divest from gun manufacturers.

BlackRock is seeking to respond to

those pressures by offering institutional investors five new index tracking strategies that will follow broad benchmarks, such as the S&P 500, but exclude gun producers and large retailers of civilian firearms.

"It is ultimately our clients' choice about the types of funds they invest in," said BlackRock in an internal memo. "We will continue to engage with all our clients to understand their needs and preferences so that we can effectively meet their investment objectives."

The comptroller of New York state's pension funds wrote last week to the heads of nine major US financial companies including JPMorgan, Bank of America and Wells Fargo to ask them to explore the cost of implementing systems that could reject purchases of firearms, ammunition or other gun accessories via credit cards.

Thomas DiNapoli, the comptroller, asked the companies to consider whether gun purchases should be classified alongside other risky transactions including pornography, illegal drugs and cryptocurrencies.

"If gun violence continues unabated in society, public outcry and calls for action may grow and create significant financial risk for the company," Mr DiNapoli said in the letter.

## Tail risk

## All this talk of corrections needs correcting

MILES JOHNSON

Those who are tasked with analysing and commenting on markets must often try to pin a meaningful narrative on the daily gyrations of financial assets when quite possibly there was none at all. Because of this tension between the need for a narrative and the frequent absence of important new information, the language used to describe market swings can risk lurching into the imprecise or exaggerated.

In recent weeks, following a fall in the value of US stocks, we have seen the reappearance of a classic market commentary linguistic contortion: "the correction".

A correction is commonly defined as when a market falls by 10 per cent or more from its peak. On occasions, the term "official" is attached to correction to note when the market has finally fallen by precisely 10 per cent or more, as opposed to 9.5 per cent or 8.2 per cent. Why the seemingly arbitrary 10 per cent precisely is taken as the level for a correction, or what recognised body exists to make this "official" is never explained.

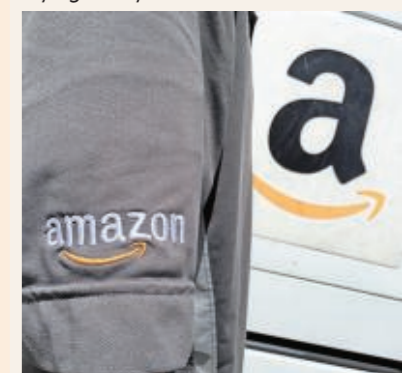
Another confusing aspect to the "correction" is why a 10 per cent fall in a market suddenly renders the new price "correct"? Was it wrong before and now it is right? Over what timeframe should we judge this?

Amazon shares are down more than 12 per cent from their peak. Over six months they are still up by 43 per cent.

Those who choose to use "correction" as a meaningful construction are implicitly accepting a number of questionable and unproven concepts that are subtly embedded within the word. The idea that a 10 per cent drop is more meaningful than, say, an 8 per cent drop accepts the idea of "technical levels" and a belief that chart patterns can accurately predict future prices.

Many argue this is little more than financial sophistry (just ask bitcoin chart followers who used its "parabolic" chart pattern to extrapolate a value of \$100k a coin by the end of 2018). If someone is simply trying to describe a large drop in price over a period of time, the terms "fall", or more precisely "fall by X", are surely better alternatives.

No one is likely to stop making reference to market corrections any time soon but we would all benefit by being more correct about understanding exactly what we are trying to say when we use it.



Amazon shares fell over 12% from their peak but are still up by 43%

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# Markets & Investing

## FINANCIAL TIMES

### The day in the markets

#### What you need to know

- Global stock markets gain ground as trade war worries ease
- White House seeks to calm concerns about tariffs
- Dollar higher across the board while Treasury yields rise and gold falls

An easing of concerns about the possibility of a US-China trade war helped drive a further improvement in global risk appetite as optimism mounted that Washington and Beijing would manage to resolve their differences.

White House officials attempted to play down the rhetoric, saying the Trump administration was involved in negotiations with China and that current US trade tariffs were just proposals.

"It appears that President Trump remains very focused on avoiding any large-scale fallout in US equity markets," said Derek Halpenny, analyst at MUFG.

"That could have serious repercussions for Mr Trump's approval rating as we head toward the midterm elections."

However, analysts highlighted that considerable uncertainty remained as to what would happen next.

"Trade policy risks are perhaps spilling over into the outlook for monetary policy and perhaps focusing investors' attention on the extended run-up in equity markets in recent years," said Scotiabank.

Nevertheless, the S&P 500 index extended the previous day's rally to leave it just a whisker away from re-entering

#### German stocks record biggest one-day gain in a year

Xetra Dax index



Source: Thomson Reuters Datastream

positive territory for the year while the Xetra Dax in Frankfurt jumped 2.9 per cent, its biggest one-day rise since April 2017.

Citi strategists said they expect global equities to rise 8 per cent by year-end.

"Synchronised growth in the global economy and tax cuts in the US should help to drive another year of healthy earnings-per-share gains across all major markets," the bank said.

The "risk-on" mood helped push sovereign bond prices lower across the globe with the yield on the 10-year

Treasury pushing back above 2.8 per cent to its highest in a fortnight.

The yen softened to its weakest level against the dollar since late February, gold lost ground and the CBOE Vix equity volatility index dipped below its long-term average of 20 for the first time in two weeks.

Attention is now likely to turn to the health of the US economy as the markets digest the March non-farm payrolls report, due out today. The focus is likely to be on the pace of average hourly earnings growth. **Dave Shellock**

## Oil traders should pay more attention to the Middle East power struggle

David Sheppard  
Markets Insight



In the past 14 days Saudi Arabia, the world's largest oil exporter, has faced a barrage of missiles aimed at its capital city, an attack on a super-tanker hauling 2m barrels of crude, and a second missile launch aimed at oil storage tanks on its Red Sea coast.

Oil prices, normally a reasonable barometer of geopolitical risk in the Middle East, have responded to these attacks from Houthi rebels in Yemen by falling 3 per cent over the same period.

Oil traders, distracted for now by a brewing trade war between the US and China, are at risk of growing complacent. But it is unlikely they will be able to discount Saudi Arabia's conflict in Yemen much longer.

Since Riyadh entered Yemen's war in 2015, the oil market has changed dramatically. At the time, crude markets were awash with excess supplies created by the US shale industry and Opec's post-2014 decision to pump full blast.

That allowed the loss of supplies from Yemen — which were above 400,000 barrels a day in the early years of this decade — to be readily discounted, even as they slowed to less than 10 per cent of that level.

The fighting, largely confined to the Arabian peninsula's poorest country, was seen as of limited risk to the wider oil market, whatever the humanitarian catastrophe that unfolded.

But the oil industry is in a very different place today. Opec is back to managing supplies through output curbs and the market is significantly tighter than it was three years ago as demand has grown strongly. Any disruption to oil supplies now would be felt much more keenly, even as US shale production breaks new records.

The Houthi attacks over the past two weeks also suggest an increased willing-

ness to wage a concerted effort targeting the economic lifeblood of the kingdom, a move Riyadh is unlikely to take lightly.

While the recent bids to hit Saudi oil shipments or energy infrastructure have been thwarted, with the kingdom's oil minister, Khalid al-Falih, describing them as "a desperate attempt" that would fail to disrupt oil supplies, analysts are increasingly unnerved.

With the rebels widely seen as enjoying backing from Iran, Saudi Arabia's fellow Opec member and regional rival, the potential for the oil market to be impacted by secondary effects from the conflict increases.

Helima Croft, a former CIA analyst who heads RBC Capital Markets

### Oil prices have responded to recent attacks from Houthi rebels in Yemen by falling 3 per cent

commodity strategy team, this week told S&P Platts it had become the "most dangerous confrontation for the oil market", describing it as a potential "tripwire for a direct confrontation between Saudi Arabia and Iran".

Iran, which most military analysts believe must have supplied the ballistic missiles capable of reaching Riyadh — more than 500km from the Yemen border — is itself feeling greater pressure on its oil supplies as tensions with Saudi Arabia have mounted.

Mohammed bin Salman, Saudi Arabia's powerful crown prince, has been in the US for the past two weeks, lobbying not just for investment and partnerships as part of his economic transformation plans, but also for increased pressure on Iran.

Donald Trump, the US president, will decide next month on whether to withdraw from the Iran nuclear deal, which he has described as "the worst" ever negotiated, potentially hitting Iran's crude exports again after sanctions curtailed Tehran's oil sales between 2012 and 2015. His appointment of Iran hawk John Bolton as national security adviser does not suggest a change of course.

Though the Iranian oil volumes affected are likely to be less this time without the backing of the EU and other US allies that still support the nuclear deal, it would still arrive at a time when the oil market is already tightening.

While Saudi Arabia — the only country with significant spare oil production capacity — may see an opportunity in lower Iranian oil exports to capture additional market share, such a move would do little to soothe tensions between the two countries.

In the meantime, a successful assault by Houthi rebels on a Saudi oil shipment, refinery or storage facility would be a significant escalation. A direct ballistic missile hit on a residential area in Riyadh, which has so far depended on US-produced Patriot missile defence systems to avert more damage, would also probably demand a more severe response from Saudi Arabia.

The next ministerial Opec meeting in Vienna, when the Saudi Arabian and Iranian oil ministers next come face to face, is a little over two months away.

What was expected to be a simple rollover of their supply deal, which many expect Saudi Arabia to push the cartel — and Russia — to agree later this year to extend it into 2019, may become a lot more interesting. Oil traders should be paying attention.

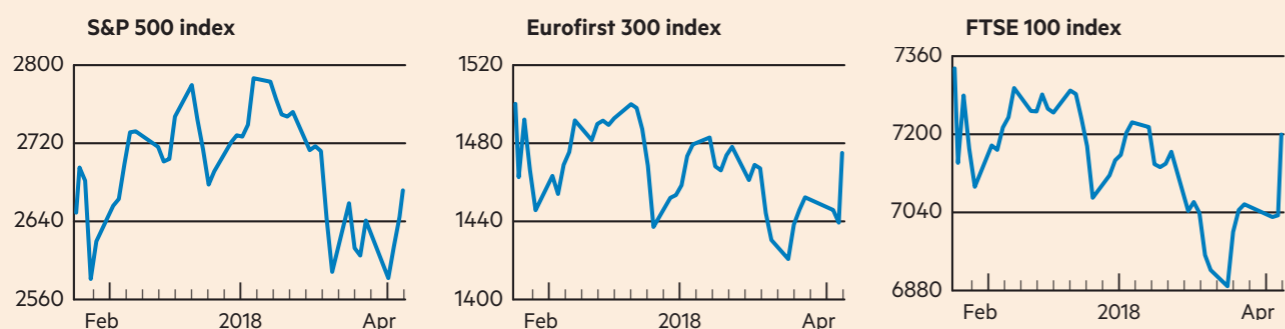
david.sheppard@ft.com

### Markets update

	US	Eurozone	Japan	UK	China	Brazil
<b>Stocks</b>	<b>S&amp;P 500</b>	<b>Eurofirst 300</b>	<b>Nikkei 225</b>	<b>FTSE100</b>	<b>Shanghai Comp</b>	<b>Bovespa</b>
Level	2671.75	1475.03	21645.42	7199.50	3131.11	85722.12
% change on day	1.02	2.48	1.53	2.35	-0.17	1.62
<b>Currency</b>	<b>\$ index (DXY)</b>	<b>\$ per €</b>	<b>Yen per \$</b>	<b>\$ per £</b>	<b>Rmb per \$</b>	<b>Real per \$</b>
Level	90.425	1.223	107.460	1.400	6.300	3.331
% change on day	0.314	-0.569	0.864	-0.639	0.000	-0.665
<b>Govt. bonds</b>	<b>10-year Treasury</b>	<b>10-year Bund</b>	<b>10-year JGB</b>	<b>10-year Gilt</b>	<b>10-year bond</b>	<b>10-year bond</b>
Yield	2.780	0.498	0.026	1.366	3.776	9.543
Basis point change on day	1.000	0.000	0.610	1.000	-1.800	2.300
<b>World index, Commods</b>	<b>FTSE All-World</b>	<b>Oil - Brent</b>	<b>Oil - WTI</b>	<b>Gold</b>	<b>Silver</b>	<b>Metals (LME)</b>
Level	336.47	68.32	63.58	1337.30	16.46	3193.80
% change on day	1.00	0.15	0.06	0.29	-0.36	-0.80

Yesterday's close apart from: Currencies = 16:00 GMT; S&P, Bovespa, All World, Oil = 17:00 GMT; Gold, Silver = London pm fix. Bond data supplied by Tullett Prebon.

### Main equity markets



### Biggest movers

%	US	Eurozone	UK
Ups	Marathon Oil 6.51	Arcelormittal 5.58	Micro Focus Int 8.86
	Navient 5.22	Raiffeisen Bank Internat 5.54	Evrz 5.46
	Range Resources 4.86	Telecom Italia 5.22	Johnson Matthey 4.34
	Mosaic (the) 4.73	Omv 4.96	Easyjet 4.22
	Albemarle 4.73	Tenaris 4.60	Royal Dutch Shell 3.99
Downs	Micron Technology -5.64	Seadrill -1.76	Direct Line Insurance -9.96
	Hormel Foods -2.98	Carlsberg -1.12	Aviva -2.93
	Regeneron Pharmaceuticals -2.87	Red Ele. -0.51	Randgold Resources Ld -2.49
	Under Armour -2.46	Terna -0.17	Pearson -1.32
	Biogen -2.33	Lindt -0.14	Just Eat -1.30

Prices taken at 17:00 GMT

Based on the constituents of the FTSE Eurofirst 300 Eurozone

All data provided by Morningstar unless otherwise noted.

### Wall Street

Spotify climbed more than 2 per cent to \$147.40 after Stifel started coverage of the music streaming service with "buy" advice and a \$180 target.

It forecast Spotify would reach operating income profitability by 2020 based on monthly average users growing to 300m by 2021 — with more than half as paying subscribers — from 160m at the end of 2017.

"We think Spotify's market leadership, emerging markets exposure, favourable user demographics, the secular shift to mobile and digital services, as well as the near-universal appreciation of music, will support Spotify's growth for years to come," said Stifel.

Industrials that received a drubbing in early trading on Wednesday after China hit back at US protectionist measures with tariffs of its own on US imports were among yesterday's top gainers by New York mid-session. Boeing bounced back with a 2.5 per cent gain.

Deere & Company, the tractor maker, rose 1.1 per cent while Caterpillar advanced 1.7 per cent. Sentiment for both companies was hurt by concerns that China's proposed tariffs on soybeans and other agricultural products would hurt US farm income.

Bryce Elder and Pan Kwan Yuk

### Eurozone

Ubisoft rose close to 11 per cent on news that Far Cry 5 had become the computer game maker's second-biggest launch ever with \$310m in sell-through consumer spending in the first week of release. Digital distribution accounted for more than 50 per cent of total sales.

"The success of Far Cry 5 and strong digital performance confirms that Ubisoft has successfully embraced the digital transition and game-as-a-service business model," said Kepler Cheuvreux. It estimated 3m units sold would generate around €135m of net revenues for Ubisoft.

European equities jumped yesterday with Germany's Dax up almost 3 per cent — its best performance this year. Linde, the German chemicals group, led the index, closing up nearly 5 per cent. The stock had been under pressure since the European Commission launched a probe into its planned merger with US rival Praxair in February.

Outokumpu, the Finnish stainless steel group, rose 7 per cent as investors concluded there was upside in the stock, which has fallen nearly 20 per cent since February. Credit Suisse analysts, however, said they preferred the "risk-reward balance for other names" and would keep a "neutral" rating on Outokumpu.

Bryce Elder and Chloe Cornish

### London

Shire was in demand after Takeda, its potential acquirer, hosted an analysts' meeting to address concerns about the deal's size and strategic rationale.

Christophe Weber, Takeda's chief executive, was reported by analysts who attended as saying that buying Shire would accelerate the Japanese group's transformation and that it can afford a deal without sacrificing its investment-grade credit rating or dividend.

Sophos led the FTSE 250 gainers after a trading update from the security software maker showed a rebound in billings. The reassurance helped sector peer Micro Focus, which suffered similar weak trends to Sophos in the last quarter.

Johnson Matthey climbed amid speculation of stakebuilding by an activist investor. The appearance of an activist on Matthey's shareholder list will probably revive talk that Matthey could split its vehicle batteries division from the exhaust catalysts business, which is seen to be in long-term decline.

Just Eat faded after JPMorgan Cazenove turned negative. The rapid expansion of Deliveroo and UberEats has seen them take a bigger share of chain restaurants and upscale operators, which makes Just Eat's core UK business more fragile, the broker argued. Bryce Elder



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