

# FINANCIAL TIMES

WEDNESDAY 11 APRIL 2018

WORLD BUSINESS NEWSPAPER

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## Gun-free funds

Ethical investing can be a good bet

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Forget cars, the future of city transport is on two wheels — PAGE 12



## Greenbelt warriors

Britain's fraught battle to build more homes — BIG READ, PAGE 7

## Mea culpa Zuckerberg's litany of regret

Mark Zuckerberg's contrition before Congress for the leakage of data from 87m Facebook users was the latest in a long line of apologies from the founder of the social media group.

His first came as a Harvard student in 2003 after he closed a site he had created called Facemash, which allowed users to rate each others' looks but which quickly drew strong criticism.

In 2006, user upset over a new Facebook feature called News Feed, which aggregated user updates, forced another apology. They multiplied as Facebook came under fire over Russian election interference and the data leak to Cambridge Analytica, the consultancy that worked on Donald Trump's campaign.

Zuckerberg testimony go to ft.com



**"It was my mistake, and I'm sorry"**

April 10 testimony to Congress

**"This was a breach of trust and I'm sorry"**

March 25 newspaper ads apologising for Cambridge Analytica data breach

**"I ask for forgiveness and I will work to do better"**

Sept 2017, on election interference on Facebook

**"This was a big mistake on our part and I'm sorry for it"**

Sept 2006, on News Feed feature

**"I apologise for any harm done"**

Nov 2003 after closing Facemash

# Volkswagen set to replace Müller in quest for new era after scandal

◆ Chief steered group through emissions fallout ◆ Diess said to be only option for top job

PATRICK MCGEE — FRANKFURT

Volkswagen is set to replace chief executive Matthias Müller, signalling a new chapter at the world's biggest carmaker following its diesel emissions scandal.

The German carmaker's supervisory board will vote on the management shake-up on Friday, according to two people close to Mr Müller who said he would be replaced by Herbert Diess, head of the VW passenger car brand.

In a statement, VW said Mr Müller had shown a "fundamental willingness" to accept the management changes.

Arndt Ellinghorst, an Evercore ISI analyst, said it was clear that Mr Müller was preparing to step down. The move comes days after Deutsche Bank, Germany's biggest, replaced chief executive

John Cryan with Christian Sewing. One VW investor said the changes were less about the fall of Mr Müller and more about the rise of Mr Diess.

Mr Müller assumed the top role at VW out of a sense of duty during the most chaotic days of the company's eight-decade history, following the revelation that it had rigged hundreds of thousands of cars with software to cheat emissions tests. The scandal has cost the carmaker more than \$25bn in the US; litigation in Europe continues.

Mr Müller left a comfortable job as the head of Porsche to lead VW out of the crisis. He has long made clear that he saw his role as steadying the ship. He had said he would not stay beyond 2020 when his contract was set to expire.

"How long should I work — until I'm

100?" he said in an interview last year.

During Mr Müller's tenure, Volkswagen has overtaken Toyota to become the world's biggest carmaker by sales. He has pushed the group to become less complex and more decentralised. He took a critical decision last year to spend €34bn on electrification and self-drive technology, using the emissions scandal as a catalyst for big changes.

The two people close to Mr Müller said he was not being fired. They said he had implemented the strategy he had envisaged and was now willing to leave. But another person said some people on VW's supervisory board wanted change.

Mr Diess is the only serious candidate to succeed Mr Müller. A former hard-charging, cost-cutting executive at BMW, he took the reins of the VW



Matthias Müller assumed the helm at VW out of a sense of duty during the most chaotic days of the carmaker's eight-decade history

brand, one of multiple marques in the VW group along with Audi, in 2015.

He has pushed hard to revamp its profit margins and prepare it for a shift to electric without riling its unions.

Early in his tenure, a former VW official said Mr Diess's days looked numbered because he was fighting the unions. "Changing the cost structure in [VW headquarters] is like walking through the streets of Bogotá looking for drug dealers without a weapon," the person had said. "It's suicide."

A top executive described the job of running the VW brand as the "toughest in the leadership". He said Mr Diess had "managed to do that by being direct and uncompromising". Volkswagen shares were up more than 4 per cent.

Additional reporting by Peter Campbell

### Briefing

► **Norway wealth fund shuns private equity**  
Oslo's \$1tn sovereign fund has opened the door to investing in infrastructure such as wind farms and solar parks as it decided: "Private equity doesn't fit the model we have chosen for the fund." — PAGE 11

► **Trump stays at home to focus on Syria**  
The US president has cancelled a South America trip to oversee the response to a suspected chemical weapons attack, as he tries to build a coalition for action that could include a military strike. — PAGE 2

► **Iran says Israeli strike killed 7 soldiers**  
Tehran has said seven of its troops were killed in a suspected Israeli air strike on a military air base in Syria, making it one of the deadliest strikes on Iranian forces by the Jewish state. — PAGE 2

► **Xi fails to calm trade war rumblings**  
China's president has used a much-anticipated speech to repeat an already announced trade liberalisation without offering concessions to the US. — PAGE 4; MARTIN WOLF, PAGE 9



► **Europe's top court deals new Uber blow**  
The European Court of Justice has rejected the taxi app's objection to a French criminal law that hit its UberPop service. Tech groups normally enjoy heightened protection from national laws. — PAGE 4

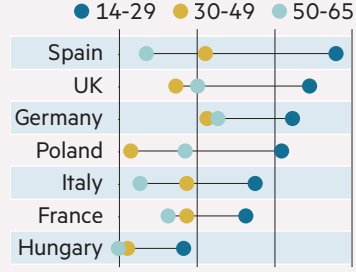
► **Clock ticking on banking union tussle**  
EU financial services chief Valdis Dombrovskis has told the FT that time is running out to complete horse-trading on a project which the ECB has said is crucial to making the euro more resilient. — PAGE 4

► **Deutsche Bank faces €7m Cryan exit bill**  
The lender faces a huge bill for removing chief John Cryan less than three years into his contract. The figure is based on his most recent remuneration and expected pay in the coming year. — PAGE 11

### Datawatch

#### Generation gap

% who identify as LGBT (by age)



Young Europeans are more likely to describe their sexual orientation as other than only heterosexual: 16 per cent of 14-29 year-olds, compared with 7.5 per cent of 30-65 year-olds. The generational gap is particularly wide in Spain

Source: Dalia Research



## Democratic women aim for midterm 'blue wave'

Analysis ► PAGE 2

Country	€/\$	Country	€/\$	Country	€/\$
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	OR160		
Czech Rep	Kc105	Pakistan	Rupee320		
Denmark	DkK25	Poland	Zl20		
Egypt	E£35	Portugal	€3.60		
Finland	€4.50	Qatar	OR15		
France	€3.70	Romania	Ron17		
Germany	€3.70	Russia	€5.00		
Gibraltar	€2.70	Serbia	New0420		
Greece	€3.60	Slovak Rep	€3.60		
Hungary	Ft1090	Slovenia	€3.50		
India	Rup210	Spain	€3.60		
Italy	€3.60	Sweden	SkK39		
Latvia	€6.99	Switzerland	Sfr6.00		
Lebanon	LBP7500	Tunisia	Din750		
Lithuania	€4.30	Turkey	TL12.50		
Luxembourg	€3.70	UAE	Dh1700		

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# Glencore chief Glasenberg quits Rusal board as rouble reels from US sanctions

NEIL HUME AND DAVID SHEPPARD — LONDON  
HENRY FOY — MOSCOW

Glencore chief executive Ivan Glasenberg has stepped down from the board of Rusal, the Russian aluminium producer, as sweeping US sanctions continued to bite, dragging down the rouble amid fears of a wider economic fallout.

Glencore, the Switzerland-based miner and trader, has also put on hold plans to swap its 8.75 per cent stake in Rusal, controlled by tycoon Oleg Deripaska, for shares in another of his companies.

The moves by Glencore highlighted the potency of the latest US sanctions, which have sent shockwaves through Russian financial markets and left Hong Kong-listed Rusal, the biggest aluminium producer outside of China, scrambling to shore up its finances.

The Russian currency fell 4.6 per cent to Rbs65.61 against the dollar, taking its slump this week to 8.5 per cent, before recovering slightly later.

That helped boost demand for Russian stocks and send the Moscow benchmark index up 4 per cent, after falling more than 8 per cent on Monday over fears of further fallout from US-Russian tensions over Syria and more sanctions.

A senior executive at a big listed Russian industrial group said many companies feared fresh sanctions. "We are afraid. All of us are. Nobody knows who will be next," he said.

Rusal has seen its shares fall more than 56 per cent since sanctions were announced on Friday. The London Metal Exchange yesterday suspended placing Rusal aluminium in its warehouses. Bankers, analysts and traders said only a state-backed rescue package

would be able to prop up the company given sanctions contagion fears.

Glencore said it was "committed to complying with all applicable sanctions" and was "taking all necessary measures to mitigate any risks" as a result of the US measures against Rusal and EN+, Mr Deripaska's London-listed holding company.

As Mr Glasenberg announced his resignation, Russia's central bank governor called for calm. "Some time is needed for adaptation of both the financial sector and the economy to these changed conditions," said Elvira Nabiullina.

Gregory Barker, a former UK energy minister, plans to remain as chairman of EN+ to represent minority shareholders, said people familiar with the matter. **Russian economy page 3**  
**Deripaska in crisis page 13**  
**Markets page 19**

### World Markets

STOCK MARKETS				CURRENCIES				INTEREST RATES					
	Apr 10	prev	%chg	Apr 10	prev	Apr 10	prev		price	yield	chg		
S&P 500	2857.28	2813.16	1.69	\$ per €	1.235	1.231	€ per \$	0.810	0.812	US Gov 10 yr	95.44	2.79	-0.01
Nasdaq Composite	7067.56	6950.34	1.69	\$ per £	1.417	1.413	£ per \$	0.706	0.708	UK Gov 10 yr	98.33	1.40	0.00
Dow Jones Ind	24446.21	23979.10	1.95	€ per ¥	0.871	0.872	¥ per €	1.148	1.148	Ger Gov 10 yr	100.50	0.51	0.01
FTSEurofirst 300	1484.28	1471.54	0.87	¥ per \$	107.175	107.040	\$ per ¥	132.361	131.777	Jpn Gov 10 yr	100.79	0.03	0.00
Euro Stoxx 50	3439.30	3414.85	0.72	¥ per £	151.909	151.210	£ index	80.317	80.230	US Gov 30 yr	94.71	3.02	-0.03
FTSE 100	7266.75	7194.75	1.00	€ index	95.798	95.601	\$ index	96.693	96.971	Ger Gov 2 yr	101.95	-0.58	0.01
FTSE All-Share	3995.86	3956.84	0.99	Sfr per €	1.181	1.179	Sfr per £	1.355	1.353				
CAC 40	5307.56	5263.39	0.84										
Xetra Dax	12397.32	12261.75	1.11										
Nikkei	21794.32	21678.26	0.54										
Hang Seng	30728.74	30229.58	1.65										
MSCI World \$	2061.19	2052.78	0.41										
MSCI EM \$	1163.07	1161.97	0.09										
MSCI ACWI \$	504.18	502.32	0.37										

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## INTERNATIONAL

## Chemical weapons allegation

## Trump cancels trip to focus on Syria crisis

## US president scraps plans to attend Lima summit while consulting allies

KATRINA MANSON — WASHINGTON

Donald Trump yesterday cancelled a visit to Latin America as he attempts to build a coalition to back the US response to an alleged chemical weapons attack in Syria.

The US president is trying to co-ordinate a joint diplomatic response with France, the UK and others to the suspected attack in Douma, a rebel holdout on the outskirts of Damascus, that killed dozens of people.

The White House said the president "will remain in the United States to oversee the American response to Syria and to monitor developments around the world".

Mr Trump spoke to Theresa May, UK prime minister, yesterday and has twice spoken to President Emmanuel Macron of France since the incident. On Monday, the US president said that he would deliver his decision on whether to strike Syria in 24 to 48 hours.

France's government spokesman said yesterday that Paris would respond if it was proved that forces loyal to Syria's President Bashar al-Assad had carried out the attack. "The president [Macron] has repeated again and again that if the red line is crossed, and if it is established who is responsible, it will lead to a response," Benjamin Griveaux told Europe 1 radio.

Mr Macron has previously warned that use of chemical weapons would be a "red line" that would prompt an "immediate response from France".

A public summary of the call between Mr Trump and Mrs May said the leaders

had committed themselves to ensuring those responsible for the attack were "held to account".

The diplomatic moves and the decision by Mr Trump not to attend the Americas leaders summit in Lima that

## France's government said it would respond if it was proved Assad forces had carried out the attack

begins on Friday have raised expectations that Washington is planning military action against Syria.

Mr Trump has made clear his opposition to the use of chemical weapons, and a year ago he authorised unilateral missile strikes against a Syrian air base after a sarin gas attack in Khan Sheikhoun killed more than 80 people. His admin-

istration has repeatedly warned Damascus against chemical weapons strikes, including using chlorine and sarin gas.

"We have a lot of options, militarily. And we'll be letting you know pretty soon," Mr Trump said before meeting his senior military and defence leadership on Monday.

Reaching any decision to intervene would be buttressed by securing proof of the alleged attack. Syria and Russia, which intervened militarily to back Mr Assad, have denied the use of chemical weapons in Douma and accused opposition groups fighting in Syria's seven-year civil war of fabricating the attack.

The US is pushing hard to confirm the use of sarin gas, evidence of which would bolster any decision to initiate retaliatory strikes.

Syria said it had invited the Organisation for the Prohibition of Chemical Weapons, the international watchdog,

to deploy a team into the country to investigate the attack with "full transparency".

The OPCW said yesterday that it had asked Damascus to "make the necessary arrangements for such a deployment" and was "preparing to deploy to Syria shortly".

Jon Alterman, director of the Middle East programme at the Center for Strategic and International Studies, said that while it was not Mr Trump's "first instinct" to consult with allies, his administration appeared to be seeking to build a diplomatic coalition rather than taking unilateral action.

But he said any unified action was likely to be pointless given what he described as the absence of any US strategy in Syria.

*Additional reporting by Anne-Sylvaine Chassany in Paris and Henry Mance in London*

## Middle East

## Iran says seven soldiers killed in suspected Israeli strike on Homs base

NAJMEH BOZORGMEHR — TEHRAN  
MEHUL SRIVASTAVA — JERUSALEM

Iran said yesterday that seven of its soldiers were killed in a suspected Israeli air strike on a military air base in Syria, making it one of the deadliest strikes on Iranian forces by the Jewish state.

Ali Akbar Velayati, an adviser to Ayatollah Ali Khamenei, told Iranian state television that the attack on the T4 military base in Homs province on Monday was a plot by "Americans and Zionists" to overshadow the Syrian regime's recent "victories".

Mr Velayati, who was visiting Damascus, was also quoted by Al Mayadeen, a Lebanese television station close to Iran, as saying the Israeli attack "will not remain unanswered".

The strikes underlined the risk of the seven-year Syrian war, which has drawn in myriad forces, becoming a flashpoint for a broader international confrontation as tension in the region intensifies.

Israel has neither confirmed nor denied the air strikes. The assault on the T4 base came as western nations ramped up their condemnation of an alleged gas attack by the Syrian regime on Douma, a rebel holdout on the outskirts of Damascus, over the weekend.

President Bashar al-Assad's government has denied chemical weapons were used. But US president Donald Trump has blamed Russia, Syria and Iran for the alleged attack in Douma and warned they have a "big price" to pay.

Russia, which has also accused Israel of carrying out the Homs strike, and Iran have intervened militarily to provide crucial support to Mr Assad.

Israel has not intervened directly in the conflict but has acknowledged at least 100 air strikes inside Syria since 2013, many of which are believed to have targeted Iranian-allied forces, such as Hezbollah, the Lebanese militant movement, and their weapons caches.

An Israeli F-16 fighter jet was downed in February after flying a mission over Syria to target a mobile trailer the Israeli military said was used to pilot an Iranian drone that entered the Jewish state. In response, Israel carried out air strikes near the T4 air base that it is believed to have struck again on Monday.

Peter Lerner, a retired spokesman for the Israel Defense Forces, said the latest Israeli attack reflected "the reality of advanced weaponry being transferred to Hezbollah in this area".

"Israel is operating in its interest that an Iranian presence a few miles away [from its border] is not acceptable," Mr Lerner said. "It definitely puts the ball in Iran, Syria and Hezbollah's court on how to respond."

Israel and the US have repeatedly warned that Iran and Hezbollah are seeking to capitalise on the conflict to set up bases and weapons manufacturing plants in southern Syria, potentially opening a new front with the Jewish state.

Iran considers Israel an arch enemy and calls it "the illegitimate child" of the US in the Middle East, but it has avoided direct confrontation with the Jewish state because of fears that it would eventually lead to a conflict with the US.

Instead, Tehran supports militant groups in the region such as Hezbollah and Hamas, the Palestinian Islamist group.

## US midterms. Women Democrats

## #MeToo helps drive surge in female candidates

## Anger at Trump victory and high-profile harassment cases prompt 'blue wave' ambitions

COURTNEY WEAVER — WASHINGTON

When Mary Barzee Flores, a Democratic candidate for Congress, was 17, the manager of the local Pizza Hut where she worked assaulted her.

The restaurant chain had just fired the manager's wife after Ms Flores accused the pair of skimming the books. The manager, she said, was quick to retaliate.

"One night he followed me into the big walk-in cooler, closed the door behind him, backed me into shelving . . . and said: "If you're going to take my wife's place, you're going to perform all her duties," Ms Flores recalled. "It was obvious what he meant and he reached out and grabbed me and groped me, and it was terrifying."

It was a story that Ms Flores, an attorney and former Florida Circuit Court judge, did not tell for years. Now she is making it a part of her 2018 congressional campaign.

In the wake of Donald Trump's election, Democratic groups have registered a large increase in the number of women planning to run for office, boosting the possibility that a "blue wave" of Democratic wins in state and federal elections could also lead to more women in elected office.

Since November 2016, more than 34,000 women have told EMILY'S List, which finances Democratic female candidates, that they are interested in running for office, compared with 920 women in the previous election cycle, said Julie McClain Downey, the group's national director of campaign communications.

Many of the women running for office have cited the election of Mr Trump and the narrow loss of Hillary Clinton, the

first female presidential candidate from a main US party, as reasons for running. Others are drawing inspiration from the #MeToo movement, which took off six months ago in response to high-profile accounts of sexual harassment.

"I don't think MeToo, in and of itself, motivated women to run. But I think it creates conditions under which women are feeling encouraged and empowered to speak up across institutions and in response to imbalances of power. And know that if they do stand up and speak out there will be other people behind them," said Kelly Dittmar, a political scientist at Rutgers University's Center for American Women and Politics, which has been tracking gender dynamics in the 2018 midterms.

"At the White House level and even the congressional level, we can point to literal tables where there are no women," Ms Dittmar continued. "When you see bill signings or meetings of cabinet officials, the dearth of women has become quite apparent, and I should add the dearth of diversity."

In Florida, Ms Flores is one of the Democratic candidates running to replace Ileana Ros-Lehtinen, a Republican who has announced plans to retire after this year. While Ms Ros-Lehtinen has held the seat since 2013, Mrs Clinton beat Mr Trump by 20 points in the district in 2016.

"I think like a lot of first-time candidates for Congress, women candidates especially. I was shocked and horrified by Trump winning this . . . Shock and horror at the fact that he won after how he talked about women, how he conducted himself on the campaign trail, how he conducted himself in business," said Ms Flores, who was nominated by Barack Obama to serve on the US District Court in southern Florida.

Rachel Crooks, one of the women who says Mr Trump forcibly kissed her, is running for Ohio state legislature. In Minnesota, Kelly Moller, a prosecutor who spent more than 20 years working



**34,000**  
Number of women who say they are interested in running for office

**<25%**  
Percentage of total candidates running in 2018 who are women

on sexual assault cases, is running for state representative, inspired in part, she says, by the #MeToo movement and the allegations against Mr Trump.

Her senator, Al Franken, resigned last year after allegations of sexual misconduct. Separately, two women came forward accusing a Minnesota state senator and state representative of sexual assault. While the two men resigned in the wake of the allegations, there was no broader investigation into the issue, Ms Moller said. "The women who were survivors called for a task force. That still hasn't happened yet. Women still aren't feeling safe."

Historians and social scientists have compared this election with that in 1992, one year after the hearings into Anita Hill's allegations of sexual harass-

**"The dearth of women has become quite apparent, and I should add the dearth of diversity"**

ment against US Supreme Court nominee Clarence Thomas. In that year, 24 new women won seats in the US House of Representatives, the highest number in a single election. The number of women in the Senate that year rose from one to three.

Ms Dittmar noted reasons for caution. Women still make up less than 25 per cent of the total candidates running in 2018. Still, there are signs that women are running for office in increasing numbers, and that many are finding success in state elections.

Teri Johnson, who is running for the state legislature in Louisiana, said: "I believe so many women are running right now because they see what the men can do and they're not satisfied," she said. "They've had enough."

## Mueller investigation

## Cohen raid delivers deep blow against president's inner circle

KADHIM SHUBBER — WASHINGTON

Michael Cohen has occupied a position at the heart of Donald Trump's business empire for many years.

The aggressive New York lawyer has not only served as a senior vice-president at the Trump Organization but also as a loyal personal consigliere who declared this year: "I will always protect Mr Trump."

Now, federal prosecutors have struck a blow deep inside the president's inner circle, targeting Mr Cohen in a series of raids on Monday that mark the boldest action investigators have taken against close associates of Mr Trump.

The moves by the US attorney's office in the southern district of New York came partly as a result of a referral made by special counsel Robert Mueller, according to Mr Cohen's attorney, and would have required approval from senior Department of Justice officials.

"It's a really big deal. Executing a search warrant on a law office is not done lightly," said Samuel Buell, a professor at Duke University and a former Enron prosecutor.

Mr Trump reacted angrily to the

raids, repeating attacks on Jeff Sessions, US attorney-general; Rod Rosenstein, the deputy attorney-general; and Mr Mueller, who is investigating Russian interference in the 2016 presidential election.

The president called the action "an attack on our country" and continued his venting yesterday, tweeting: "A TOTAL WITCH HUNT!!!"

Charles Grassley, a senior Republican senator, responded yesterday by warning "it would be suicide for the president to want to talk about firing Mueller", while former prosecutors criticised Mr Trump's attack on law enforcement.

"It's law enforcement officers doing their job. It's the furthest thing from an attack on our country," said Matthew Axelrod, a former senior DOJ official now at Linklaters.

The warrants against Mr Cohen step up the pressure on the president. Four Trump political associates have been charged in the Mueller investigation — with three pleading guilty — but none had been longstanding associates linked to his business affairs.

Mr Cohen has worked for the Trump Organization for more than a decade

and was involved in discussions in 2015 about a proposed Trump Tower project in Moscow.

The long-time fixer for the president is also at the heart of a dispute involving Stephanie Clifford. The porn star, also known as Stormy Daniels, received \$130,000 from Mr Cohen shortly before the 2016 election in return for her

**Michael Cohen: prosecutors would have needed strong evidence to target the lawyer's office**



silence about an alleged affair with Mr Trump a decade earlier. One of the matters investigators are looking into is Mr Cohen's payment to Ms Clifford, according to US media.

The move against Mr Cohen followed a referral from Mr Mueller, said Stephen Ryan, Mr Cohen's attorney, who called the raids "completely inappropriate and unnecessary".

DoJ guidelines require the special counsel to consult Mr Rosenstein when he encounters matters outside the juris-

diction of the Russia investigation.

Mr Rosenstein would then decide whether to allow Mr Mueller to investigate or to refer it to other prosecutors.

He signed off the warrants, the New York Times reported.

The action shows that federal investigations surrounding Mr Trump are not confined to matters involving Russia, although any evidence obtained from the raids that are relevant to the Russia investigation could be passed to Mr Mueller's team, according to Patrick Cotter, a white-collar defence attorney and former federal prosecutor.

Prosecutors would have needed strong evidence to target Mr Cohen to meet the high legal bar for raiding a lawyer's office.

Attorneys are typically targeted only if there was evidence they were involved in criminal activity themselves or if they were being consulted by a client to further continuous criminal activity, said Mr Buell.

He added that investigators would have been mindful of the political fallout too. "The closer it gets to the president, the stronger you want your justifications to be," he pointed out.

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## INTERNATIONAL

# Russia feels chill from new round of US sanctions

## Investors fear impact on growth despite economy's relative strength

KATHRIN HILLE AND MAX SEDDON  
MOSCOW

It was standing room only at Russia's largest stock exchange yesterday as the country's top economic policymakers faced an unenviable job: trying to persuade a crowd of skittish investors that the economy could weather the latest sanctions imposed by the US.

Even while officials including economy minister Maxim Oreshkin made their pitch at the Moscow Exchange, the rouble fell nearly 5 per cent in less than an hour to more than 63 to the dollar. Bankers made frantic phone calls and streamed out of the room.

There is ample reason for concern. The US's transaction bans on 24 Russian oligarchs and government officials and 14 companies, imposed last Friday, come as the economy has barely started a tepid recovery from a two-year recession, endured partly under the influence of earlier western sanctions. As Russian stocks and the rouble were clobbered for the second day in a row, investors wondered whether Washington's most potent punitive measures against Moscow so far would do what previous rounds of sanctions had not: break the economy's back.

"Even in 1998 [when Russia defaulted], there was an intellectual framework for how this would proceed. Now we have complete uncertainty and no framework," a top western banker in Moscow said. "This is much worse because we don't know what's going to happen. I spent my whole life trying to bring Russia to western capital markets, and now my life's work is falling apart."

Moscow's main index was up 4 per cent yesterday after plunging 8.3 per cent the previous day. Mr Oreshkin

urged calm. The government would concentrate on helping affected companies where hundreds of thousands of jobs were at stake, he said — a reference to Rusal, the aluminium group hit by the new sanctions together with its oligarch owner Oleg Deripaska.

Many economists agree with the government that the impact of last week's sanctions list on the wider Russian economy may remain limited and a collapse is highly unlikely.

They argue that in 2014, when western countries began sanctioning Russia over its annexation of Crimea and meddling in eastern Ukraine, the sanctions came on top of the blow that a steep fall in global oil prices was dealing to Russia's commodity-dependent economy.

Now, oil prices are a lot higher and less volatile. "Investors are obviously fearful that the tension between Russia and the US will deteriorate further and that is why we have seen this over-reaction in the rouble exchange rate," said Chris Weafer, head of consultancy Macro Advisory. "If there is no material deterioration in geopolitical tension, then the rouble should return to the 59-60 level against the dollar relatively soon. If there is an escalation, especially in the Middle East, then this should also be reflected in the price of oil and that will act as a strong prop for Russia's finances and the rouble."

Also, Russia's economy is in better shape than four years ago. Banks and corporates have less foreign debt and the rouble is floating freely, allowing them to better absorb external shocks.

The share of short-term debt in Russian banks' and corporates' debt has also fallen from more than 40 per cent in mid-2014 to about 20 per cent, mak-



**Moscow: officials in the capital have tried to reassure markets but the rouble plunged again yesterday**  
Andrey Rudakov/Bloomberg

ing it far easier to service. Yet there is no doubt Washington's move has added enormous risks to Russia's economic outlook, a concern for President Vladimir Putin as he prepares for his next six-year term following his landslide election win last month.

One area where a relatively quick impact might be felt is in monetary policy. The central bank could be forced to hold off on interest rate cuts at its next

policy meeting in two weeks' time. "The central bank can no longer be expected to lower rates in the coming half year," said Alexei Kudrin, an economic adviser to Mr Putin and former finance minister. The slide of the rouble — as a consequence of nervousness around sanctions — "demands more attention from the central bank on inflation", Mr Kudrin said.

That could further enfeeble a return to growth. The World Bank expects gross domestic product to increase 1.7 per cent this year and 1.8 per cent in 2019. Russia's leading economic policymakers say decisive structural reforms will be needed for the country to grow faster than 2 per cent per year in the longer term.

Mr Putin has pledged that his next term will focus on revitalising the economy by pushing through those kinds of drastic changes: more investment in healthcare and education as well as in "technological breakthrough". While the technocrats running his government were reassuring investors yesterday, he toured an experimental laboratory at the Russian Academy of Sciences, a visit aimed at demonstrating

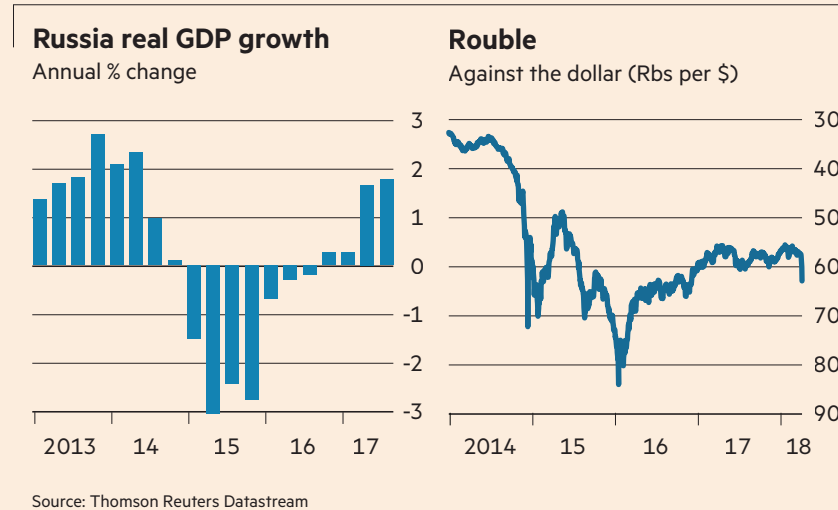
those ambitions. But those long-term plans will depend upon investment — which has started to recover from several years of decline — and this may be thrown off track by the latest sanctions. "If Russia wants to grow even 1 per cent per year or more, the main boost needs to come from investment," said Vladimir Tikhomirov, chief economist at BCS, a brokerage. "But this can easily be derailed if a more cautious monetary policy raises the cost of credit again."

Moscow also fears sanctions, will scare away foreign investors that had begun to look at Russia more positively. "The arbitrary nature of the new sanctions may instil a new fear in them that they might get caught up in this if they invest here now," said a senior official.

That fear is already taking hold. "When the sanctions first came in, everyone thought they were temporary. When business dried up, everyone thought it would come back," said a western executive at a fund focused on Russia investments.

"It's only now that people are realising it'll be like this for a long time."

**Rusal page 13**  
**Markets page 19**



FT  
FINANCIAL  
TIMES

## FT DIGITAL HEALTH SUMMIT EUROPE

From Fragmentation to Integration

19 June 2018 | Estrel Berlin

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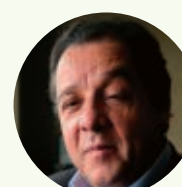
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## INTERNATIONAL

## National laws

## Uber suffers further blow in European court

ECJ backs Paris ban on illegal transport services but raises regulation fears

MEHREEN KHAN — BRUSSELS

The European Court of Justice has dealt another legal blow to Uber, just a few months after the Luxembourg court ruled that the ride-hailing app should be regulated like a traditional taxi company.

Judges at the EU's highest court yesterday ruled the French government was within its rights to pass a criminal law in 2014 banning some illegal transport services without first notifying the European Commission of its plans.

Tech companies are granted an additional layer of protection from national legislation in the EU with draft laws affecting them needing to be approved by Brussels.

Uber had challenged France's bypassing of the notification system after it was taken to court by a taxi driver in Lille for running its UberPop service that used unlicensed drivers. Uber was fined €800,000 under the law in 2016 after two of its executives were found to have run an illegal service.

The ECJ said the EU's 28 member states were allowed to "prohibit and punish the illegal exercise of a transport activity such as UberPop without having to notify the commission in advance of the draft legislation laying down crimi-

nal penalties for the exercise of such an activity".

Campaigners for digital companies said the ruling threatened to reduce the regulatory protection that tech companies had in the EU.

The decision is the latest against Uber in Europe. In December the ECJ ruled that Uber should be classified as a taxi service, rather than a purely digital intermediation service, which opened it up to tougher national transport legislation in the EU.

Uber has been under intense global scrutiny after a series of crises, including hiding details of a mass data breach from regulators, the alleged use of spy tactics and its failure to report sex attacks by its drivers. Travis Kalanick

quit as chief executive last year and was replaced by Dara Khosrowshahi.

In London, Uber has appealed against a decision by the regulator to block the renewal of its licence to operate. The city's transport authority plans to overhaul taxi regulations in a move to increase oversight of ride-hailing companies such as Uber.

The company said the French ruling would have little impact; the UberPop peer-to-peer service was suspended in 2015. "As our new CEO has said, it is appropriate to regulate services such as Uber and so we will continue the dialogue with cities across Europe," it said.

In its ruling, the ECJ said national EU laws regulating Uber's operations did not need to be scrutinised by the Euro-

pean Commission because Uber was a transport company rather than an "information society service".

"It follows that the French authorities were not required to notify the commission in advance of the draft criminal legislation in question," said the ECJ.

Damien Geradin, a partner at Euclid Law in Brussels, said the court's decision was a blow for how tech companies are regulated in the EU.

"It means that the European Commission will have limited power to prevent the adoption of national restrictive provisions affecting all sorts of digital platforms, which will impact the development of the digital sector as a whole," said Mr Geradin.

Investors bet on electric bikes page 12

## Competing demands

## Eurozone banking union heads towards 'critical phase'

JIM BRUNSDEN — BRUSSELS

Europe's top financial services official has warned that time is running out to complete a project to strengthen the eurozone's banking system, as national governments spar over competing reform demands.

Valdis Dombrovskis, European Commission vice-president responsible for the euro, said political negotiations on completing the banking union were entering a "critical phase", and that failure could leave the project in limbo until after next year's European Parliament election.

For that target to be reached, governments needed to broker compromises by a summit of EU leaders set for June. "What we need now is basically to politically unblock this discussion," Mr Dombrovskis told the Financial Times, adding that talks were "approaching some kind of an endgame".

Yesterday Klaus Regling, head of the euro's bailout fund, also ramped up pressure on governments to reach a compromise on the reform package or "risk having to wait for the next crisis" to shore up the currency bloc.

"We seem to be losing the momentum rather than seizing it," said Mr Regling, head of the European Stability Mechanism. "No country will get all that it wants, but each country will get something. For that to happen, national traditions and convictions will have to meet somewhere in the middle."

The European Central Bank has stressed that completing the banking union is essential to making the financial sector, and by extension the euro, more shock resistant. The project, conceived during the eurozone debt crisis, took financial supervision of big banks out of national hands and gave it to the ECB. It also led to the establishment of a eurozone agency to handle failing banks, backed by a common fund.

But nations have been deadlocked for months over the next steps, such as the creation of a common scheme to guarantee bank deposits, and moves to give greater financial firepower to eurozone authorities tasked with winding up failing banks. Some governments, the ECB and the commission view the bank deposit proposal as one of the pillars of the banking union.

Much of the discussion pits countries in the north of the currency bloc, which argue that the priority should be enacting more "risk reduction" measures to clean up the banking sector, against those in the south that want to push ahead with pooling more responsibility for tackling financial crises.

Mr Dombrovskis insisted the EU had "already come a long way" on risk reduction, adding that legislation to tighten banks' capital requirements was set to be agreed by May.

One issue, Mr Dombrovskis said, was what to do about banks' often sizeable holdings of their own government's debt. Germany and a number of other governments have argued that regulations are needed to push banks to diversify their investments, and to force them to make provision for the risk that they will lose money if a sovereign defaults.

But Italy and other nations in the south warn that new rules could drive up costs for banks by forcing them to raise fresh capital.

## Open borders. Deeper ties

## African free trade pact raises prosperity hopes



Two trucks wait at a Ugandan border crossing with Democratic Republic of Congo — Isaac Kasamari/AFP/Getty Images

Continent-wide deal aims to ease hold-ups but two of the biggest economies have refused to sign

JOHN AGLIONBY  
GHANA-IVORY COAST BORDER

While Charles Opong and three other drivers prepared for a ninth night sleeping under their trucks at a border post, officials from Ivory Coast and Ghana blamed each other for the hold-up.

An Ivorian official complained that Ghana closed the border at 6.30pm each day, but 500m away, a Ghanaian immigration officer retorted that his country's laws were "perfect", adding "the difficulties are with our neighbours".

Mr Opong and his colleagues said there was disagreement over how much duty should be paid as they crossed from Ivory Coast. Yet all they were transporting were empty milk cartons.

"Hopefully we'll get it sorted tomorrow," he said. "But we're luckier than some people. Some cargo is delayed here for a month."

Such problems are common across Africa as poor logistics, bureaucratic bottlenecks, decaying infrastructure and corruption are blamed for stymieing trade across borders. Ivory Coast and Ghana are both members of the Economic Community of West African States (Ecowas), which allows for duty-free shipments for products made in the 15-country bloc. But that Mr Opong and his colleagues were held up shows the challenges for politicians and businesses trying to deepen economic ties.

The hope is that such issues will soon be consigned to history following a continent-wide free trade agreement signed last month. The African Continental Free Trade Area, which was signed by 44 African leaders, aims to reduce 90 per cent of tariffs to zero from the current average of 6.1 per cent.

"We now have the construction for meaningful intercontinental trade," Nana Akufo-Addo, Ghana's president, said. "An increase in trade is the surest way to develop fruitful relations between our countries, enhance development and attain prosperity."

There is big potential, analysts say.

Africa boasts a market of 1.2bn and a combined economic output of \$2.5tn, according to the African Union. And the population is expected to double by 2050, the UN said. But intra-African trade accounts for only about \$170bn, or 18 per cent, of the continent's total annual formal commerce, according to the African Export-Import Bank. This com-

Stella Rose: 'Fines for getting caught have risen and the cost of using the border post has fallen'



parates with about 68 per cent for the EU.

The UN's Economic Commission for Africa estimates that if the trade deal is fully implemented, intra-African trade will swell by at least 50 per cent within five years. But translating leaders' dreams into reality will be difficult.

The continent's two largest economies, Nigeria and South Africa, are among 11 governments that have refused to sign the pact. Their leaders' claims that they need to protect nascent domestic indus-

tries illustrate how national interests can hamper continental integration.

Parfait Kouassi, an Ivorian businessman and deputy chairman of the country's chamber of commerce, said he was "very sceptical" about the trade deal's short-term prospects due to "so many officials' narrow-minded thinking". He recently wanted to build a medicine factory in Benin but "it just couldn't happen because of the bureaucracy".

"If I want to export pharmaceuticals from here to [neighbouring] Burkina Faso, I have to export them first to France," Mr Kouassi said.

Arancha González, director of the International Trade Centre, mandated by the UN and WTO, acknowledged that implementation would be challenging, partly as Africa was "55 markets that are the product of history rather than the product of enlightened thinking".

"The biggest obstacle is structures of power in countries that rely too much on the status quo than opening up."

Still, there are examples that show that regional trade can work in the right conditions. Trade flows between Kenya and Uganda have been transformed

since a "one-stop" border post was set up in Busia, two towns of the same name straddling the frontier of the two east African nations, in 2016.

"When I first arrived at the border six years ago, clearance times were sometimes up to six days," said Michael Akiyo, a Ugandan customs official. "Now it's usually about 20 minutes."

Truck drivers waiting at the border agree. And both Kenyan and Ugandan revenue authorities say their income from the post has increased by about 50 per cent since it opened.

Perhaps the biggest revolution has been in the informal sector, which accounts for three-quarters of jobs in sub-Saharan Africa. Benedict Oramah, export-import bank president, estimates cross-border informal trade is worth up to \$60bn a year across the continent. Even so, analysts warn that greater integration will be a long process.

"I used to smuggle the vast majority of my goods," said Stella Rose at the Kenya-Uganda border. "But the fines for getting caught have risen and the cost of using the border post has fallen by two-thirds so I cross properly."

## Xi speech

## Rehash of China plan fails to lift dispute fears

GABRIEL WILDAU — BO'AO  
TOM MITCHELL — BEIJING

President Xi Jinping has announced a "four-point plan" to liberalise China's foreign investment environment and trading regime, but the absence of substantial concessions to US president Donald Trump in a speech did little to assuage fears of a trade war.

Mr Xi said yesterday that the Chinese government would "broaden market access" for foreign financial services companies, reduce limits on foreign investment in the automotive, shipbuilding and aviation sectors, improve the operating environment for foreign investors and lower import tariffs.

Most of the measures mentioned in his speech to the Boao Forum for Asia, however, had been previously announced and the Chinese president offered no new details about when or how they would be implemented.

Chinese government officials first proposed greater financial sector liberalisation and easing the 50 per cent foreign ownership limit on automotive joint ventures in November, just after

Mr Trump ended his first visit to China. Trump administration officials have consistently rejected such offers as "too little, too late". Last week, the US and China threatened each other with punitive tariffs on \$100bn of bilateral trade.

"China does not seek trade surpluses," Mr Xi said as he vowed to "significantly

China president Xi Jinping: most of the measures mentioned in his speech had already been announced



lower" tariffs on imported vehicles. He was speaking hours after Mr Trump said in a tweet that China's 25 per cent tariff on imported cars was 10 times that assessed by the US. "Does that sound like free or fair trade," Mr Trump said. "No, it sounds like STUPID trade."

Foreign investors and diplomats had hoped that Mr Xi would use his speech at Boao to outline bold new reforms with concrete details and implementation timetables. His address was instead largely a rehash of his January 2017

speech at the World Economic Forum in Davos, Switzerland, where he sought to position China as a defender of global trade and economic openness, despite its own highly restricted domestic investment environment.

"This speech is yet another bid by Xi Jinping to don the mantle of an earnest advocate of globalisation and market-oriented economic reforms," said Eswar Prasad, a China expert at Cornell University. "The key question is whether he will in fact push for broad economic and financial reforms or undertake minimal reforms that he views as essential and sufficient to maintain decent growth."

Beijing reacted angrily to Mr Trump's announcement the US would impose punitive tariffs on \$50bn worth of Chinese industrial exports, in retaliation against "forced technology transfers" and other forms of alleged intellectual property theft. China responded with proposed counter-tariffs on \$50bn worth of US exports.

Additional reporting by Shawn Donnan in Washington  
Martin Wolf page 9  
Smart Money page 11

## Diplomacy

## North Korea talks of US summit 'prospect'

BRYAN HARRIS — SEOUL

North Korea has for the first time publicly acknowledged the prospect of talks with the US as momentum builds before a summit between the leaders of the two countries.

At a meeting of the ruling Workers' party, North Korean leader Kim Jong Un "set forth the strategic and tactical issues to be maintained" and "made a profound analysis and appraisal of the orientation of the development of the North-South [Korean] relations and the prospect of [North Korea]-US dialogue", a state news agency reported yesterday.

The reported comments are North Korea's first mention of the potential summit with Donald Trump, US president. Earlier reports announcing the historic meeting came from Chinese or South Korean sources.

The development comes as preparations for the meeting gather pace. On Monday, Mr Trump said he planned to meet Mr Kim in May or early June and that discussions would be focused on ending Pyongyang's nuclear weapons programme.

"We'll be meeting with them sometime in May or early June and I think there'll be great respect paid by both parties and hopefully we'll be able to make a deal on the de-nuking of North Korea," the US leader said.

"They've said so. We've said so. Hopefully, it'll be a relationship that's much

'We'll be meeting with them sometime in May or early June'

Donald Trump

different than it's been for many, many years," he added.

A meeting between the two leaders would be historic: no sitting US president has ever met a leader from North Korea, for fear of bestowing legitimacy and prestige on one of the world's most brutal dictatorships.

Mr Trump, however, has thrown such convention aside in the hopes of rapidly solving a problem that proved intractable for past US administrations.

North Korea has told the US it is will-

ing to discuss the de-nuclearisation of the Korean peninsula, but it has not yet laid out its conditions. In earlier rounds of negotiations, Pyongyang has typically sought a security guarantee, including the removal of the 30,000 or so US troops from South Korea.

The meeting will follow an inter-Korean summit set for April 27. South Korea's President Moon Jae-in hopes to use that first meeting with Mr Kim to lay the groundwork for the later summit with Mr Trump.

South Korea's Yonhap state news agency yesterday quoted a North Korean diplomat as saying de-nuclearisation "can be resolved with phased, synchronised measures", comments that will bolster concerns the regime is seeking to draw out the process.

North Korea is estimated to have about 60 nuclear weapons. It is also close to completing its intercontinental ballistic missiles programme, which allows the regime to equip its long-range missiles with nuclear warheads.

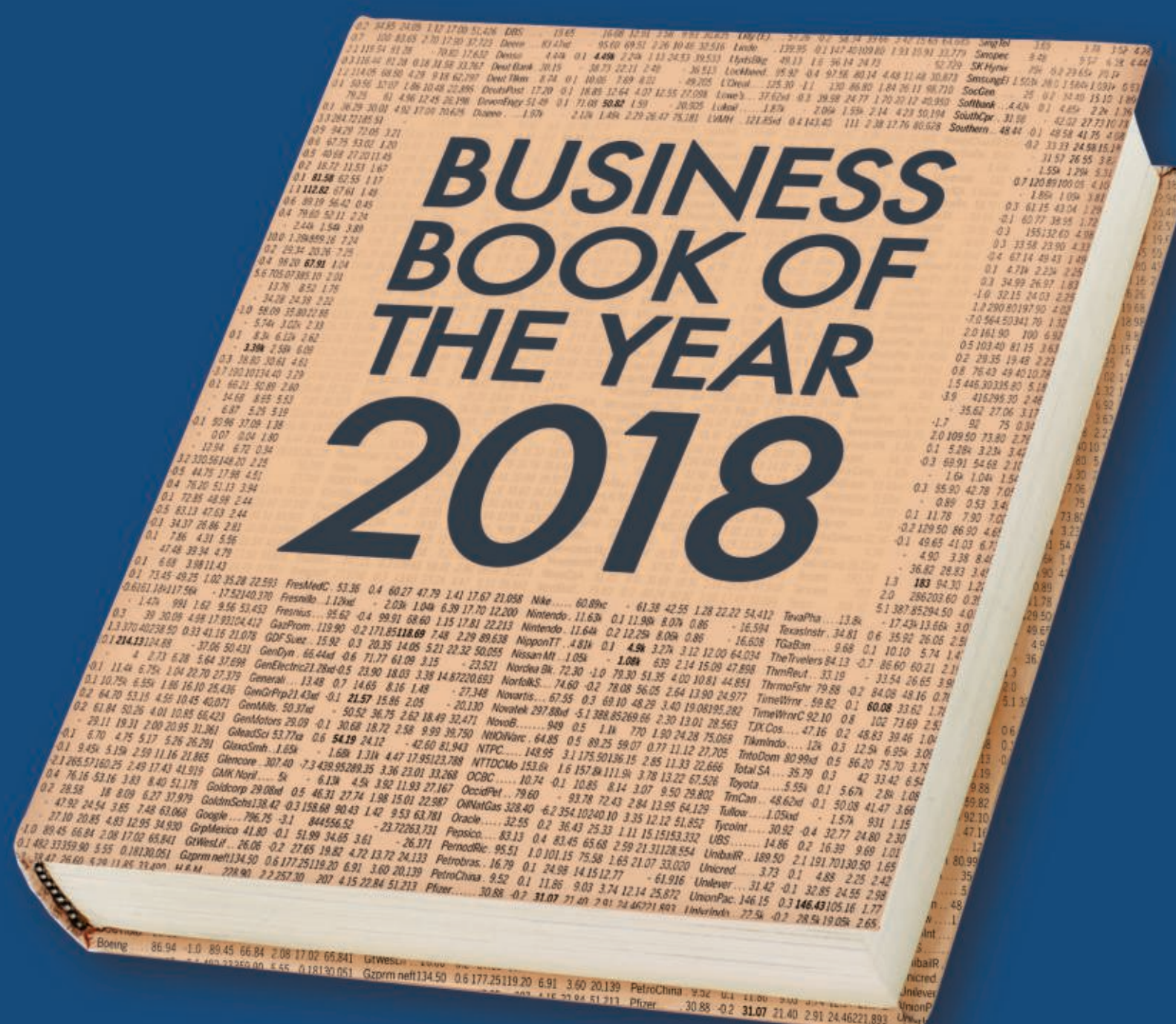
Despite the flurry of diplomacy, North Korean scientists are believed to be still working on these projects.





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#BBYA18



## ARTS

# Refurbishment and resurgence

CLASSICAL MUSIC

## Chineke! Orchestra

Queen Elizabeth Hall, London  
★★★★☆

Richard Fairman

For many long years a cloud hung over the South Bank. What was to be done with the Queen Elizabeth Hall and Purcell Room? Widely derided as architecture, they were looking ever more shabby and unloved. Should the buildings be hidden under a giant glass wave, as one master plan proposed? Or would it be kinder to put them out of their misery and go for demolition?

The dithering continued to 2015, but now – lo and behold! – the skies have cleared. After a nearly three-year refurbishment the Queen Elizabeth Hall has reopened, looking fresh and classy inside, its 1960s style carefully preserved, and its roof ringing to an exuberant concert by the Chineke! Orchestra.

A lot of the action has been behind the scenes. Backstage areas have been enlarged and remote corners housing technical equipment reminiscent of 1960s sci-fi *Doctor Who* have been updated.

An exhibition at the Purcell Room called *Concrete Dreams*, supported by the Heritage Lottery Fund, will trace the history of the brutalist 1967 complex and those heady early days of its artistic programming, when Mike Oldfield's *Tubular Bells* rubbed shoulders with Du Pré and Barenboim, the newly formed London Sinfonietta with Pink Floyd.

There have been periods when one looked back ruefully at that kind of adventurousness, but this spring clean has not been limited to the buildings. The next two months promise a resurgence of the old flair. There will be no fewer than 32 premieres, a Ligeti festival, a "Concrete Dreams" weekend celebrating the halls' 50-year heritage with cutting-edge contemporary music and dance, and (for those who have not already had their fill) late-night gigs in the 1,000-seat foyer.

The eye is on the future and Chineke!



Anthony Parnter conducts the Chineke! Orchestra at the refurbished Queen Elizabeth Hall — Mark Allan

## THE LIFE OF A SONG

Michael Hann tells the story of The Moody Blues' 1967 hit, 'Nights in White Satin', written by Justin Hayward when he was just 19

ft.com/life-of-a-song



Orchestra's opening event offered another slant on that. An associate orchestra of Southbank Centre, which made its debut at the QEH in 2015, the fast-improving Chineke! might well feel this is home. As the first majority black and minority ethnic orchestra, it has its own eye on change for the next generation.

The concert presented an ethnic mix of composers as well as performers. Two contrasting works – Samuel Coleridge-Taylor's *Ballade in A Minor* for Orchestra and Britten's *The Building of the House* overture – gave the players a healthy workout. In between, *Dream Song* by Daniel Kidane, lighting the fuse as the first of the 32 premieres, ambitiously aimed to mark two occasions

by setting words from Martin Luther King Jr's "I have a dream" speech on the 50th anniversary of his funeral. It was a step too far: though the orchestral writing was vivid, the famous words seemed to lose their expressive power when set to music, however nobly they were intoned by baritone Roderick Williams. They have enough music in them without.

To end, Chineke! Orchestra and its conductor, Anthony Parnter, gave a rousing performance of Beethoven's *Symphony No.4*. If it is going to play as well as this, Chineke! sounds ready to start writing the next chapter at the QEH.

southbankcentre.co.uk

DANCE

## Dance Theatre of Harlem

City Center, New York  
★★★★☆

Apollinaire Scherr

Though Dance Theatre of Harlem's first commitment – to black ballet dancers – is as strong and pressing as ever, its other foundational pillars, Balanchinean neoclassicism and black culture, seemed to belong to separate buildings this year, with one of them in much need of repair.

The evening began with neoclassicism, reliably intact. Balanchine's 1953 gem *Valse Fantaisie* glints with the menace and turmoil that consumes its famous kin *La Valse*. A riveting quartet of amazons (among them company standouts Lindsey Croop and Crystal Serrano) switched from dips sideways to swivels in direction as sharp and faceted as a diamond. The female lead is meant to complement the corps' latent threat with an innocent sprightliness and calm, bubbling jumps resolving into wafting balances. But the stalwart Alison Stroming proved too restrained.

If *Valse Fantaisie* cuts into the waltz's glassy surface, the surprise of the New York City Ballet sleeper *This Bitter Earth* is that the silky thread of steps never breaks. Christopher Wheeldon's masterful duet is a sustained exhalation of passion. Here, though, clumsy partnering compromised newcomer Serrano's plush expansiveness. Da'Von Doane excepted, the troupe's men are not equal to the women (whom bigger, better-funded companies have lately

had the savvy to snatch up).

The show's final two works gestured towards the ensemble's other long-held allegiance, to black arts and roots. Darrell Grand Moultrie's recent *Harlem On My Mind* condescended to the big band era with a perfunctory melange of ballet and vaudeville razzmatazz, tango, Marcel Marceau, you name it. Only a solo for spectacular spinner Ingrid Silva to an instrumental of "My Funny Valentine" justified the homage. Myriad variations on the ballet turn – both in place and across space, with coltish hitches in the smooth unspooling – invoked the song's soft ache. Silva shimmered alone on the huge stage.

*Harlem On My Mind* seemed positively devoted to its sources, however, next to the late Geoffrey Holder's 1974 *Douglas*, once a troupe staple. Named after the Caribbean term for people of Indian-African descent, this pageant depicts a "mixed" wedding with all the sensitivity of a 19th-century Orientalist ballet. Cartwheels in voluminous skirts and waggling chins signalled the "Hindu". Nearly nude men hopping like turbo-kangaroos from wing to wing represented the African, as did the relentless drum.

But the Trinidad-born choreographer, whose broad strokes point to his tenure on Broadway, wasn't going to let actual traditions dampen the heat of ritual. And people felt the fervour, even now, in 2018. Long after the curtain fell, the audience thundered its love.

DTH tours Arizona, California and the midwest to mid-May  
dancetheatreofharlem.org



Menace and turmoil: Da'Von Doane and Alison Stroming in 'Valse Fantaisie'

Dave Andrews

# Jazz and blues turned inside out

JAZZ

## James 'Blood' Ulmer's Odyssey Trio

Ronnie Scott's, London  
★★★★☆

Mike Hobart

James "Blood" Ulmer was the guitarist who delivered the thrash in the late Ornette Coleman's Prime Time band, and since then has immersed himself in the wayward harmonies and tonal vagaries of the classic blues. His Odyssey Trio, featuring Charles Burnham on violin and Warren Benbow on drums, pull the two strands together and stir the pot with folk-dance skirls, meditative drones and the mournful outlines of Asiatic scales.

Ulmer played seated throughout this performance, speaking little and singing in a gravelly voice that sparked memories of the great John Lee Hooker. He looked every inch the world-weary blues man but, musically, he and his trio are harmolodic adventurers paring familiar forms down to their essence and distorting them into unfamiliar shapes.

The evening opened with a hiss of cymbals, bass-drum thumps and the spiritual drone of "Church". At first, Ulmer's casually bent notes conjured bottleneck cries, but the piece grew tense as the guitarist's crunchy strums, slides, slurs and wah-wah-doctored fast-fingered runs entered into a dialogue

with Benbow's drums. Tempo and pulse changed as the piece progressed, the plaintive sustained notes of Burnham's violin evolving into modal whines, then a splatter of sighs, cries and trills.

The band's second tune subtitled the vocal, "Online Junkie", with Delta blues plucks and a rhythmic mix of two-step march and spacious funk. Later in the set, the lyrics of "Little Red House" were set to a Bo Diddley beat and "Woman" was loosely built on a regular blues form. Ulmer dedicated the piece "to all the ladies", emphasising the *all*. Lyrics confirmed the sentiment as genuine.

Elsewhere "Survivors of the Hurricane" varied the opening line over a blues-soaked drone while "America" and the Dylanesque "President of Hell"

made it clear that Ulmer is not a fan of Donald Trump. Instrumental numbers delivered pulsating abstractions and standalone features for each member of the band.

Drummer Benbow's carefully constructed melodic solo underscored his function as rhythmic timekeeper and bass register support. Burnham merged plucked strings, angular melodies and out-of-shape riffs into a pulsating abstraction. As the piece drew to a close, the tune "Somewhere" took shape, notes stretched and verse shoe-horned into the bridge. As with the evening as a whole, the familiar was rendered surreal.

ronniescotts.co.uk



Adventurer: James 'Blood' Ulmer at Ronnie Scott's

Steven Cropper

THEATRE

## Périclès, Prince de Tyr

Barbican, London  
★★★★☆

Ian Shuttleworth

In latter years, Cheek by Jowl's productions – whether in English, French or Russian – have struck me as very much to be admired, but rather less to be loved. Declan Donnellan's concept of depicting characters' relationships in terms of their relative positions onstage is greatly illuminating in one respect, naggingly schematic in another. The company's latest production with its French ensemble (in French, with English subtitles), a revival of Shakespeare's *Pericles* (they make a point of jointly crediting George Wilkins, whom scholarly consensus now holds to be significant co-author), shows few signs of this

approach, and is consequently their freshest work in ages.

We begin in a Persian-blue hospital room. A pair of orderlies check and turn an unconscious man and remake his bed. (These poor chaps remake that bed several times in the course of each 100-minute continuous performance; no wonder they're so skilled at hospital corners.)

Then the action begins. *Périclès* may be understood to be comatose, delirious, raving... it doesn't matter, though it's worth noting that in the tournament to win the hand of princess Thaisa, his "armour" is a straitjacket. The salient point is that what he and we see are visions acted out by the orderlies, doctor and a trio of (family?) visitors who at other times sit quietly across the room, leafing through magazines.

Even he himself takes multiple roles: at various times Christophe Grégoire slips from *Périclès* into the part of Cleon, governor of Tarsus to whom *Périclès*

entrusts the upbringing of his daughter Marina, and the Pander who runs the brothel in Mytilene into which she is sold. Valentine Catzéfflis has an emotional range which makes the same clothing ensemble – sloppy fawn cardigan, miniskirt, black tights – appear both vampish as the incestuous daughter of King Antiochus and demure as Marina.

The number of characters and locations mentioned here indicate the narrative and geographical sprawl of the play. It's an achievement in itself that such strong editing does not create further confusion; instead, the consistent hospital focus keeps us engaged with *Périclès*' real or imagined tribulations and his palpable emotional volatility, manifested both in his own person and in Marina as a kind of anima. This isn't CbJ's usual route to clarity, but it is, powerfully, the same destination.

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## FT BIG READ. UK HOUSEBUILDING

Britain's Conservative government is desperate to relieve a housing shortage that is alienating younger voters. But plans to build on 'greenbelt' land around London have angered many of its own supporters.

By Jim Pickard

Leading a new political party requires broad shoulders, as Susan Parker found out after setting up the Guildford Greenbelt Group in 2015. "I've experienced quite a few things that Theresa May would never have to experience," she says. "The prime minister will never have to write out her own leaflets on her own computer and pay for the ink herself." Sometimes, she admits, being a political leader is "like herding cats".

GGG was set up on a shoestring only six months before local elections in 2015 but reaped 20,000 votes, a striking result in the wealthy English market town. The embryonic party won three council seats which in living memory had always been Conservative and came second in nearly 20 other wards.

The emergence of such protest parties is one reflection of the ferocious politics that surround the issue of housing in the UK and which is hugely divisive for the ruling Conservatives. A decade after the financial crisis, house prices have risen thanks to a combination of record-low interest rates and sluggish housebuilding volumes. For many, property has simply become unaffordable.

Guildford is one of the towns on the front line in a battle taking place across the UK between a Conservative government desperate to tackle a housing crisis and thousands of worried residents, many of whom are natural Conservative voters, who are opposed to mass housebuilding on their doorsteps. They are fighting over the future of the so-called greenbelts – the extensive doughnuts of open land that surround London and other English cities, which were designed to prevent suburban sprawl.

Some 23 miles north-east of Guildford, in the south London constituency of Mitcham and Morden, there are 9,500 people on the waiting list for public

I've had a five-person family sharing a single bed. Nobody is saying there isn't a housing problem in this country'

housing, and 190 families in temporary accommodation. Siobhain McDonagh, the local Labour MP, begins her constituency "surgery" at 2pm every Friday. Sometimes she is still there at 9.30pm dealing with an overwhelming array of housing problems.

"I've had a five-person family sharing a single bed," she says. "Now we're dealing with two parents with six kids in private rented housing for seven years, the landlord wants them out so he can get more money, they are being evicted."

Ms McDonagh says more than 80 local families are temporarily housed in cramped, damp rooms in a converted warehouse on an industrial estate. "Nobody is saying there isn't a housing problem in this country," she says.

Nor is the problem confined to those on low incomes. Many young professionals in London on decent salaries cannot afford to buy a home. The number of homeowners under 45 in England has dropped from 4.46m in 2010 to 3.56m in 2015-2016.

With more and more younger voters switching to the opposition Labour party, Mrs May's government is desperate to find a silver bullet to tackle the housing crisis – described by the prime minister as a "personal mission".

Sajid Javid, housing secretary, admits that a generation has been "locked out of the housing market" and has set a target of 300,000 new homes a year. He said in March that planning reforms would include "more flexibility" to develop brownfield land in the greenbelt. He has also warned councils that if they miss new housing targets they will be stripped of their planning powers.

Nick Boles, a former Conservative planning minister, says British governments have not built enough homes in the past 20 years. "We have failed through a combination of cowardice, complacency, laziness and incomprehension," he says.

#### Taking on the base

Many Tories remain afraid, however, of alienating their own core voters in places such as Guildford, a picturesque Surrey town next to the North Downs and where 89 per cent of the district council is in greenbelt land.

"It started out as a protest group, we had gone on a big march 18 months earlier, after that it grew by osmosis and it was like our own Arab spring," says Mrs Parker, a former investment banker turned accountant before she set up the party in Guildford. "I remember one hearing at a church hall with the MP and it was like a Baptist mission, person after person saying 'I have voted Conservative all my life and you have lost our vote.'"



Surrey spring: Susan Parker, a former City investment banker who founded the Guildford Greenbelt Group to protest against plans for new housing. Below: Prime minister Theresa May says UK planning laws need reform but has resisted development in her Maidenhead constituency

Tolga Akmen/FT

The greenbelt – designed to prevent cities sprawling ever outwards – holds a special place in the British psyche alongside the NHS. The most famous section is in London, dating back to 1947. But there are 13 others around cities including Nottingham, Sheffield, Newcastle and Bristol.

Ministers repeatedly claim that they will not undermine the principle that no new building should occur there unless all other options have been exhausted. Mr Javid says the greenbelt is "sacrosanct". Mrs May has declared: "The government is very clear that the greenbelt must be protected."

Yet this protection is not inviolable. Under pressure from the government, councils are designating swaths of greenbelt land for housebuilding. Research by the Campaign to Protect Rural England, a conservation group, claims there are a "startling" 425,000 new homes planned for land released from the greenbelt in local government blueprints – an increase of 150,000 in just one year. In Greater Manchester alone, nearly 60,000 homes are planned under a 30-year "spatial framework". Andrew Mitchell, the Tory MP for Sut-

ton Coldfield in the Midlands, has protested at the "monstrous dump of concrete" heading his way.

The building industry insists that the projects under way represent little more than a nibbling around the edges of the protected areas. But Guildford residents say their town is proof that the protected area is being bent out of shape. According to Sir Paul Beresford, an MP in a neighbouring constituency, some 57 per cent of housing in Guildford Borough Council's 15-year "local plan" will be built on greenbelt sites.

Some of those 12,426 homes will be built in the town itself, including a lengthy development above the station already nicknamed "The Stalinist Great Wall of Guildford" by unimpressed locals. But most of them are earmarked along the A3 road which links the town with London's southern suburbs, at sites including an old airfield at Wisley.

"All the way along the A3 will be ribbon development with lumps on one side or the other," says Mrs Parker. "There are lots of places around the country which could be improved by building, especially in London, where you have semi-derelict land . . . where you could build affordable flats for people to live in."

Guildford's protesters are educated, articulate and angry. Amanda Mullarkey, chair of the Guildford Residents Association, described a "feeling of despair" as the national government imposes ever more homes on the area. "People are feeling that their scope to influence and shape things has slipped away and in that situation they have to choose whether to fight or just give up."

Campaigners place the blame on the 2010-15 coalition government: ministers in 2012 edited the "national planning policy framework" – the key planning rule book – to make it easier for developers to use greenbelt land. Councils were told that although they should

try to avoid earmarking the protected land for houses, it could be fine in "very special circumstances".

The CPRE says that this has allowed housebuilders to "cherry-pick" sites in those protected areas. Paul Miner, who manages the group's campaigns about planning, says ministers need to do more to encourage builders to develop old urban sites instead. Richard Rogers, a prominent architect, has argued that more than 1m homes could be built on existing urban or suburban plots.

#### Political tide turns

As pressure builds on the government to tackle the housing crisis, the political debate seems to be shifting. The average age of a first-time buyer in the UK has risen from 25 in 1969 to 36 in 2014. The affordability ratio of median houses to median incomes in England has jumped from 3.5 to 7.6 since 1997.

Ministers are starting to think the previously unthinkable about housebuilding. For example, a few months ago Mr Javid suggested that the government should borrow £50bn to build 140,000 homes – although the idea was later blocked by Downing Street.

Elsewhere, others are asking if the time has come to rip up some planning protections. Paul Cheshire, professor of economic geography at the London School of Economics, believes "almost every reasonable person" would agree on the need for a radical overhaul of the current system.

He suggests that if all land which had no particular environmental value and was within 800m of an existing station in London's greenbelt was built on, it could enable the construction of around a million homes. "No doubt many people who live close to the locations identified here would rabidly oppose building . . . that is more or less inevitable," he says.

Ms McDonagh, the Labour MP, has

compared London to Los Angeles, which has had the same population growth since the second world war. If you laid a map of LA over London, he says, it would stretch all the way from Cambridge to Brighton.

"The Treasury is saying, build in the south-east, that's the motor that will drive the economy," Sir Crispin says. "They don't give a shit about protecting the environment."



#### Speed read

**Out of control** Rising house values have priced many younger people out of the market, especially in London

**Building boom** The government wants to encourage a much faster rate of housebuilding to meet demand

**Noisy backlash** The plans have angered suburban residents, many of whom support the Conservatives

published an early day motion (EDM) calling on the government to consider this idea. "People may think that greenbelt means beautiful open spaces or parks like Box Hill, but a lot of this is scruffy bits of land," she says. "I don't want to ruin anyone's view, but I don't want thousands of families to spend the rest of their lives in temporary accommodation."

Prof Cheshire points out that greenbelt across England has declined by only 0.1 per cent in the past 10 years. Furthermore, much of the land designated as greenbelt is either brownfield – previously used land that includes buildings such as military bases or old aircraft hangers – or it is golf courses and arable farmland, he argues. "In Surrey more land is golf courses than houses," he says.

He adds that the fetishisation of the greenbelt has also diverted developers into places of ecological importance. Prof Cheshire cites Lodge Hill on the Hoo peninsula in Kent, where Medway Council wants to build thousands of homes at a nesting ground for endangered nightingales.

Developers prefer building on fields because it is easier than remediating old brownfield sites and dealing with complex urban planning rules. The most attractive fields for developers are near cities and – therefore – in greenbelt.

#### Small changes

Andrew Whitaker, planning director at the Home Builders Federation, says there is an erroneous perception that the greenbelt is always rich in wildlife. "It's not that it has wildlife, it is merely there because it happens to be around an urban area," he says. "It includes land that has been previously used, such as power stations or sewerage works."

The HBF argues that only 11 per cent of Britain's land mass is currently developed. Even if 250,000 homes a year were built for 20 years in the countryside that figure would only rise to 13 per cent, it says.

'We should consider all sites and all options – brownfield and greenfield, large, small, greenbelt, high-density'

Mr Whitaker says he understands why Guildford residents would be unhappy about having thousands of new homes built around the town. "But at the end of the day we have a housing crisis and we need to build houses for people, the people that complain about houses being built are people who already have houses," he says. "The challenge is giving a voice for the people who are moving into the houses that are built, you never tend to hear from them."

Ruth Davidson, executive director of public impact at the National Housing Federation, cites a survey by NatCen, a research organisation, suggesting 73 per cent of Britons now support affordable new homes in their local area.

"To build the number of homes we need, we should consider all sites and all options – brownfield and greenfield, large and small, greenbelt, high density," she says.

Those arguments do not persuade campaigners in Guildford. Mrs Mullarkey of the residents' association says it is "crazy" to build over the fields along the A3. "Where is it going to end?" she says. "If every time we do a local plan they say it's only say a tiny fraction of the greenbelt, but then they keep doing it, it's not a sustainable solution."

Sir Paul, the Surrey MP, is a former leader of Wandsworth council in London and believes there is plenty of space left in London to build at greater density and height. "Once you build on green fields you never get it back again," he says.



#### Not next door please

Politicians wary of new building in their areas

The UK government has made building new houses one of its signature issues. Yet some cabinet ministers are more reticent when it comes to their own constituencies.

Prime minister Theresa May has opposed several new developments in her seat of Maidenhead, for example a Berkeley Homes project in the village of Cookham. "Even talking about the

need to build in the greenbelt is still taboo," says one Tory MP in private.

Gavin Barwell, Mrs May's chief of staff, was housing minister until he lost his seat in Croydon in last summer's election. In 2016, he was accused of hypocrisy after he described three planned local developments in the south London constituency as a "pile of nonsense".

Nor is the opposition Labour party in any hurry to rip up existing protections in the greenbelt. Jeremy Corbyn, the party's leader, recently told the CBI: "If you take away this cordon of green space and cleaner air around big cities, I think you

have the danger of massive ribbon development."

For now, an uneasy compromise continues, whereby the belt remains "protected" even as chunks of it are turned over to housebuilders – a situation that pleases neither side.

Sir Crispin Blunt, a Conservative MP, has set up a group of about 70 mostly Tory MPs opposed to any more encroachment by developers. He dismisses the idea that lots of greenbelt is not countryside: "It's not a grey area," he insists. "A green space such as a golf course is still a green space." He





# FINANCIAL TIMES

'Without fear and without favour'

WEDNESDAY 11 APRIL 2018

## Takeover defences will not stop short-termism

The problem goes deeper than the predations of 'vulture' investors

JM Smucker would have been vulnerable. At the end of 2017, shares in the US packaged-food group had fallen by a third in just over a year, and were at a big discount to the market. Food companies are a favourite target of private equity firms and consolidators like Kraft Heinz, which see room to cut costs, buy back shares and sell assets. JM Smucker, with a market value of \$12bn, was screaming out for a bid.

It did not happen, though — and could not have. JM Smucker has a tenure voting system. On matters involving change of control, shareholders who have owned the stock for more than four years get 10 votes per ordinary share; others, just one. This leaves the extended Smucker family (three Smuckers are on the board, and one is chief executive) solidly in control.

Some analysts attribute Smucker's excellent long-term performance to this structure: its shares have whipped peers over 10 years, and longer.

Tenured voting and other management protections — "poison pills" and two-tiered share structures — are common in the US. In the Netherlands, companies block takeovers with "stichtings", foundations that separate ownership from control. Governments get into the act, too: France's Florange law grants enhanced voting rights after two years of ownership.

In the UK, such arrangements are rare. The City of London has a strong "one share, one vote" culture. In the aftermath of the sale of storied UK industrial group GKN, this culture will come into question, as it has before.

The argument for takeover defences runs as follows. A company's market price may fall below even its true value. An opportunistic buyer can then attain control and make changes, giving the share price a boost. But sometimes those changes (cost cuts, say, or debt-funded buybacks) preclude longer-

term investment, which could increase the value of the company even more. However, asked to choose between a moderate but relatively certain short-term return and a less certain chance of greater long-term rewards, short-term owners, vultures and arbitrageurs always choose the former. This stunts the growth not just of companies but inhibits the productive capacity of whole economies.

When the epithets are removed, though, the problem is human nature, with its preference for immediate rewards and sure things. It is far from clear how much takeover defences do to solve this ancient problem, or if what they can do is worth the costs.

One of the most striking aspects of the GKN case was how "national security" considerations were used in an attempt to protect a board that had, by any objective standard, done a sub-par job. It was also instructive to watch many of the company's so-called "long-term investors" quickly sell to the arbitrageurs. The case of Japan, where companies' cross-shareholdings serve as a barrier to takeovers and helped keep much of the economy stagnant for decades, is instructive, too.

Some companies use takeover defences to shield long-term investment. Others stagnate behind them. Depending on various factors, different systems may work marginally better for different companies and industries. The idea that stiffened takeover regimes represent a substantive solution to the problem of short-termism, under-investment and de-industrialisation is, however, a fantasy.

Companies and investors can strike whatever deals they please, within reason. Countries that write takeover protections into law, however, abrogate the right of individuals to dispose of their property however they please — and will get little in return.

## Northern Ireland's peace is still taken for granted

Two decades on, the UK province is post-conflict if not post-sectarian

The Good Friday Agreement's subdued 20th birthday is a perverse sign of its success. The mood is low because Northern Ireland's devolved government has been suspended since January 2017, when strained relations between the power-sharing parties broke down. The border with the Irish Republic has also become the main complication in the Brexit process.

These problems are serious but, for the time being, political and in some cases even technical in nature. As recently as the 1990s, when troubles in Northern Ireland implied the spilling of blood, this kind of strife was a lofty aspiration. That it is now enough to sully the anniversary of the peace agreement shows how expectations have risen. The people of Northern Ireland demand more than the absence of violence, and are entitled to.

In its first decade, the agreement was sometimes romanticised by its brokers and touted worldwide as a template for conflict resolution. This was always far-fetched. It came only after concerted action against paramilitaries by the British and Irish governments. It made ugly compromises, including the early prison release of the perpetrators of violence. Without intending to, it has worked against moderate parties and empowered the more strident Sinn Fein and Democratic Unionist party, whose votes prop up Theresa May's Conservative premiership in Westminster. Northern Ireland today is post-conflict, but not quite post-sectarian.

If a clean solution to this centuries-old quarrel had been available in 1998, the local parties, US president Bill Clinton, his envoy George Mitchell, the UK prime minister Tony Blair and his Irish counterpart Bertie Ahern all unaccountably missed it. But there was never such a thing. The most plausible way forward was a complex deal, harnessing diplomatic finesse and the pub-

lic's sheer exhaustion with violence, which had claimed more than 3,600 lives since 1968 and often visited the British mainland. The peace process may have evoked Bismarck's line about the making of the sausage, but, 20 years on, the prize is measured in lives saved, as well as a richer Northern Ireland and a Britain more at ease with the Republic.

The agreement did not just aspire to end the conflict, but to protect civil rights in a region where Catholics had endured discrimination. There remains the sensitive matter of the Irish language, which Sinn Fein wants to advance in legislation, but Northern Ireland has come far since the days when a public service as indispensable as the police struggled for trust among nationalists. Indeed, the debate over rights has actually widened to include same-sex marriage, which exists in the Republic and the mainland UK but not in Northern Ireland.

As with the Irish language, Sinn Fein and the conservative DUP cannot agree. But their arguments rage within the parameters of democratic politics, if not presently inside the walls of the suspended assembly. If the agreement has turned out to be a better foundation for peace than for sound government, that is no minor achievement.

The intransigence of Northern Ireland's politicians is old news. The indifference of outsiders is a newer problem. Liberated from the conflict, British prime ministers have been progressively less engaged in the region since Mr Blair and his predecessor, John Major. The same is true of US presidents since Mr Clinton. It has taken the impasse in the Brexit negotiations to jolt the country's memory of this unusual part of its realm. If people now take peace in Northern Ireland for granted, it is both a compliment and a threat to the agreement.

## Letters

Sir, The clash between China and the US is miscast as being about trade imbalances (Report, April 10). Not only are the numbers misleading, but also at stake is a fundamental difference in how the two titans do economics.

US business strategy has from the outset of China's opening up in the 1980s been to trade from, and within, not to China. Sales of goods and services produced by US companies in China exceed both US exports to China and the value of the US's trade deficit with China. US businesses made super

profits for the decades during which their global outsourcing delivered Chinese-made, US products to US consumers at knockdown prices.

As US markets became saturated and consumers over-indebted, US businesses re-engineered their global value chains to focus on Chinese consumers. But in this phase, to profit from China meant shared ownership and technology transfer. There was no subterfuge, the deal was clear. US companies could not resist short-term super profits, willingly sacrificing long-term competitiveness in return for a

few decades of almost infinite sales, hoping to outrun their Chinese counterparts for as long as possible.

The US trade gap therefore results from an unholy collaboration between China Inc focused on its long-term interests, and US Inc seeking to extract short-term gain by discounting the future. Now this second stage is coming to its close. The longer-term that US businesses discounted so heavily has arrived. Their profits, and their survival, is now at stake. The US itself is suffering from its pursuit of excessive short-term consumption and profits.

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## Two opposing forces can be reconciled by Beijing

Sir, F Scott Fitzgerald wrote "the test of a first-rate intelligence is the ability to hold two opposed ideas in mind at the same time". This insight applies to our thinking on US-China trade deficits.

Proponents of President Trump's imposition of tariffs on Chinese goods, like Peter Navarro, correctly point to the drain on domestic demand and consequent displacement of jobs caused by large deficits ("Trump is standing up for American interests", Opinion, April 9). There are many potential causes of a trade deficit and, as an accounting identity, trade deficits are always accompanied by domestic consumption above saving. But China's management of the dollar-renminbi exchange rate and the massive accumulation of dollar reserves by the People's Bank of China since China's entry into the World Trade Organization in 2001, indicate the US-China imbalance is the intended outcome of China's mercantilist policies. Moreover, the PBoC's investment in US government debt has compressed US yields and risk spreads, which has triggered a dangerous "reach for yield" by US financial institutions.

On the other hand, critics of Mr Trump's trade stance correctly point out that the large increase in the volume of US-China trade has increased the real incomes of US households by lowering their cost of goods and they express a valid concern that a trade war could reverse those income gains and exacerbate tension between the US and China.

Ultimately, the two opposing forces should be reconciled by China. Adam Smith's argument that the mercantilist's accumulation of financial assets reflects a transfer of wealth to its trading partners well applies to contemporary China. The PBoC is earning a near-zero return on its dollar assets and Chinese household consumption as a percentage of gross domestic product is the smallest on the planet. China would become wealthier under balanced trade.

**Daniel Aronoff**  
Cambridge, MA, US

## Integrate accounts with non-pension capital

Sir, Martin Wolf is not alone in wanting to see the "corner solutions" of defined benefit and defined contribution pension schemes combined in a collective defined contribution structure ("The case for an alternative pensions model", Opinion, April 6). But capital markets do not permit fair sharing of risk in the way he hopes.



'You wouldn't dare say that if my lawyer wasn't under investigation'

Risk sharing and income smoothing both depend on management solutions for the uncertainty about "true" mean returns and about the deviations, and the relationship of those deviations with time. Defined benefit schemes, with-profits funds and guaranteed funds are all constructs that have relied on being able to model and manage that problem. We can see that they ultimately failed because the required return certainty and the actual certainty were never aligned.

It is a common fallacy that the challenge of smoothing income over time must somehow be different if there are one million members instead of just one member. Modelling shows this not to be the case. Once the different liabilities have been measured and unutilised, there is in each case one portfolio exposed to one actual set of returns. The model risk is the same but the consequences of errors are different.

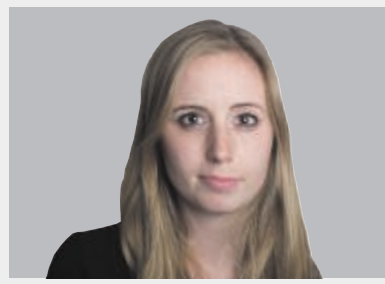
In our experience of modelling individual drawdown, there is no way to avoid large cuts in spending without drawing at a rate far below the mean expected rate. That creates optionality for higher future spending, gifting or lower risk-taking if markets permit. Collectives cannot base payments on the mean without accepting the high chance of making intolerably large cuts. But they cannot pay less than the mean if the option pay-offs may benefit a different group of members.

Progress is not another version of collectivised liabilities but rather the technology to support maximising individual spending subject to idiosyncratic constraints, where pension accounts are fully integrated with non-pension capital and take into account any defined benefit income contribution.

**Stuart Fowler**  
Managing Director, Fowler Drew  
London SE11, UK

## Trump's spendthrift officials prove an expensive luxury

Washington notebook  
by Courtney Weaver



Scott Pruitt, the head of Donald Trump's Environmental Protection Agency, has been in office for a little over a year, but in that time the climate change sceptic has made quite a few strange demands.

There were the requests for a private charter plane and a bulletproof desk — both denied — and the one for a \$43,000 soundproof booth in his office (approved). And that is just the beginning. Over his short tenure, Mr Pruitt has enjoyed the perks of first class, employed a 20-person security detail — unprecedented for an EPA chief — and all the while saving on rent.

Mr Pruitt, we now know, was paying \$50 a night for his lodging in Washington, his landlords a lobbyist couple, one of whom was active in the energy industry.

The high-flying Mr Pruitt is one of several Trump officials to become enmeshed in spending scandals. Mr Trump's health and human services secretary Tom Price was forced to resign after it emerged he had spent \$400,000 on private air charter. Veteran affairs secretary David Shulkin was removed last month, after coming under fire for a \$122,000 trip he and his wife took to Europe.

Treasury secretary Steven Mnuchin was criticised for inquiring about a US air force jet to accompany him and his wife Louise Linton on their honeymoon (his department withdrew the request).

Ben Carson, the secretary of housing and urban development,

drew disapproval for purchasing a \$51,000 dining table for his office.

Taken separately, each controversy could have been brushed away. Compounded, they are producing a steady drip of negative headlines.

Shirley Anne Warshaw, a professor at Gettysburg College and the author of nine books on presidential decision making, notes that the various agencies and their heads appear to be operating without much oversight from the White House. That is something the US has not witnessed since the Eisenhower years, she says: "In a typical administration, the White House is micromanaging the departments . . . How could no one have any idea what was going on?"

While many pundits have been quick to draw comparisons between the Trump presidency and the Watergate era, in many ways the better comparison is the administration of President Warren Harding, says presidential historian Douglas Brinkley.

Like Mr Trump, the 29th US president was an avid golfer and chose to populate his administration with family members and old friends and acquaintances. Harding's sister was appointed as head of the social service division of the US Public Health Service; his brother-in-law as superintendent of prisons.

In office Harding's biggest problems stemmed from the so-called Ohio Gang; the cronies from Harding's home state who followed him to Washington. One, Harding's Interior

Trade is not the problem, and tariffs are not the solution. The US's threat of tariffs are the equivalent of Britain's gunboat diplomacy, effective when it ruled the waves, but counter-productive in its declining years. Complaining about technology theft is reasonable when it is illegal. But it is a weak argument when there was a willing buyer and seller, the very heartland of American capitalism.

**Dr Simon Zadek**  
Visiting Professor and Senior Fellow,  
Singapore Management University,  
Singapore

## If UN is to stay relevant it must get rid of the veto

Sir, Maintaining hope and faith in humanity is hard enough these days. But the ineffectiveness of the UN in recent times ("Trump to decide on Syria response 'very quickly'", April 10) has sent a chill down my spine: Russian vetoes (against sending Syria's crimes to the international court), political manoeuvring by some states to marginalise the UN special envoy, obstruction of efforts to outlaw chemical weapons — the last few nails have been hammered into the UN's coffin. These are dark times.

In its founding charter the UN declares that it will strive to achieve international co-operation in solving international problems of an economic, social, cultural, or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion.

Countries that regularly commit human rights abuses (poor women's rights, for example, and persecution of religious minorities) are violating this charter. Why are they allowed to remain as members of the UN?

The UN is not fit for purpose. As a start, it should get rid of the veto, a device which is being used by bully states to the detriment of the most vulnerable — the very people the UN is supposed to be protecting.

**Alison Hackett**  
Dun Laoghaire, Co Dublin, Ireland

## Short-term approach is foisted on management

Sir, Tom Brown's article ("Lazy fund managers lead to lousy returns", April 9) highlights important and genuine issues about the motivations of some, and possibly even most, investment management firms. Whether fund managers across the industry are generally lazy is hard to say, but what is recognisable is that much of the industry has allowed itself to become entangled in a destructive and complex spider's web of short-term index-relative risks and phoney quantitative sophistication that measures just about everything except that which matters most: the fundamental long-term prospects for the companies in which we invest on behalf of our clients.

That Mr Brown has never met a fund manager that wanted to visit his companies' operations or to properly understand their businesses is astonishing. I wonder though if his comment that "most of them are unwilling to leave London — unless it sounds like fun" is a little insular. Some

of us aren't based in London, and we do get out quite a bit — not to see "partisan" brokers, but to spend time with companies, attend trade shows and work with academic institutions to try to figure out new opportunities for the fruitful deployment of capital.

The short-termism foisted on company management by the majority of investors is well-known and has been addressed among others by the Kay Review; it is lamentable that the market both pushes for and rewards such behaviour. Fear not though Mr Brown, and instead we plead patience. The fundamentals always win out in the end.

**Stuart Dunbar**  
Baillie Gifford,  
Edinburgh, Scotland

## Luxury business hotels are great places to escape

Sir, Pilita Clark paints a familiar picture of international business travel ("The stress-free luxury of lo-tech hotel rooms", April 9). The business model of five (or more) star hotels is predicated on keeping the guest inside once he or she has arrived, particularly encouraging them to spend their money in over-priced, soulless and usually empty restaurants.

I rarely use the gym or the swimming pool, I never use the spa and beauty treatments, nor shop in the boutiques full of useless luxury items. And I spend all my time avoiding staff who ask me every 20 paces how my stay is going. Luxury hotels are great for room service in the middle of the night when you're starving. And for asking the concierge where to escape to in the evenings to see real life.

**Seamus Gillen**  
Director, ValueAlpha,  
Potters Bar, Herts, UK

## Auditors should answer to stakeholder panels

Sir, During the government consultation on corporate governance last year a significant number of responses supported the establishment of stakeholder advisory panels to operate alongside boards. These panels would be appointed by boards but be made up of a wider set of stakeholder interests — shareholders, yes, but also employees, customers, suppliers and community interests.

Having auditors appointed by, and accountable to, stakeholder panels would be another valuable role for them and help create a more objective relationship between management and auditor.

**Charlie Geffen**  
London ECA, UK

Secretary Albert Fall, found notoriety after it emerged he had received hundreds of thousands of dollars in kickbacks and loans from private oil companies in exchange for giving them favourable leases on petroleum reserves, an affair dubbed the Teapot Dome Scandal. Harding's attorney-general and veterans affairs director would also come under scrutiny.

Many of Harding's cabinet members came from the private sector and looked at government with disdain, much the way that the "private sector cheerleaders" of Mr Trump's administration do, says Mr Brinkley. "Like the Harding crowd, they're part of an old-boy network — constantly gifting things, getting second homes for free, swapping advice for perks."

While few US administrations are entirely unmarked by scandal, the ethics controversies that have dogged Mr Trump's cabinet seem relentless. The president who promised to "drain the swamp" has surrounded himself with officials who are accused of breaking the rules.

Mr Pruitt may weather this storm: for the president, sacking the EPA chief means facing the headache of trying to get a new head confirmed on Capitol Hill. For Mr Trump's base, meanwhile, the Pruitt scandal may not even register. In a world of FBI raids, trade wars and looming foreign policy crises, the expensive tastes of a few Trump cabinet members could go unnoticed.

courtney.weaver@ft.com



# Comment

## Brexit confusion threatens the UK aviation industry

### OPINION

#### Tom Enders

With less than one year until Britain leaves the EU, the future shape of the UK's relations with the bloc and its member countries remains extremely unclear. For international businesses making investment decisions that go far beyond Brexit, this situation is damaging and hard to bear.

A transition arrangement for the UK's departure will be a positive step, once it is signed. But this is a temporary solution — it does not solve all the issues that need to be addressed. We must have more clarity on the UK's long-term relationships, not just for the next 20 months.

My business, aviation, is by its very

nature global. Aerospace manufacturers, whose products must meet rigorous safety and certification standards, cannot let political whims drive the crucial issue facing our industry: no certification, no fly.

The UK must avoid double certification and double standards. This would best be achieved through continued participation in the EU aviation safety certification agency, EASA. The European Council apparently foresees an "air transport agreement combined with aviation and security agreements" that are somewhat aligned with current conditions. This, combined with UK prime minister Theresa May's comments, gives me hope the UK will remain a member of EASA and other regulatory agencies, but business cannot plan, or indeed run, on hope.

Airbus's UK sites design and build the wings for all our commercial aircraft. Our customers are not buying British wings; they are buying global aircraft. During production, parts of these wings

move between the UK and the EU multiple times before final assembly. This is typical for all of our UK-assembled products and is why the lack of clarity around the customs union and trade is hugely worrying.

We spend £5bn a year with UK suppliers. Across our operations and supply chain, we think Brexit will affect 672

### Manufacturers need Britain to give clarity on customs and ensure alignment with EU rules

sites. Our people also make more than 80,000 business trips between the other 27 EU nations and Britain every year.

Hard borders and regulatory divergence risk blocking trade, creating supply chain logjams and causing our business to grind to a halt. These delays will hit our competitiveness and are some-

thing that we cannot afford to tolerate. We need the UK to provide clarity on customs and ensure alignment with the EU rules that apply to our sector.

Meanwhile, Britain and the EU have insisted the security and defence relationship must continue after Brexit. The UK has much to offer and the two together provide a stronger deterrent. But this needs to be more than words. Real action is needed to cement this co-operation and ensure security for all Europe's citizens, independent of talks on trade and economic relationships.

Britain and the EU nations must adopt a more pragmatic stance on flagship space and defence programmes that seek to enable closer working between militaries. At present the UK faces being left out, which benefits only those who pose security risks to all of us.

We must find a way for reality to match the rhetoric of security partnerships, continuing what has been established through political, military and industrial co-operation.

Another area of concern is the space industry, a vital component of European security and one from which the UK risks being frozen out.

Research programmes funded by the EU such as Galileo — the European equivalent to GPS — and the earth observation programme Copernicus could be badly affected. These issues should be included within the scope of the security and defence partnership, which the UK and the EU need to start negotiating now.

There remains so much at stake, not least real investment decisions that could have serious implications for Airbus and other industrial companies well after the date the UK leaves the EU.

Britain must recognise that future investments are not a given. It is the competitive environment that determines international interest in the UK. Any downgrading of the free movement of goods and people will have an impact on Britain's competitiveness.

It is no good making the right noises.

We need a plan that comes from the UK but is also accepted by the EU27. Within these negotiations, the EU will need to offer some flexibility but the UK must also be realistic in its demands; pragmatism must trump pride.

Our preference is for the UK to remain a home nation for Airbus, and we will continue to talk to the UK and other European governments and try to get the clarity we need. It is not too late to reassure large businesses like Airbus about what will happen in a year's time as well as after a transition period. But the time to do that is fast running out.

We need business and regulatory conditions that are right for us and our supply chain. Competitiveness is key. Our factories are highly efficient. We must not lose this competitiveness, either through increased financial or regulatory burden, or through a lack of clarity that will make future investment impossible.

The writer is chief executive of Airbus

# The rivalry that will shape the 21st century

## Martin Wolf Economics

### Managing the competition between these superpowers is going to be difficult



China is an emerging superpower. The US is the incumbent. The potential for destructive clashes between the two giants seems unbounded. Yet the two are also intimately intertwined. If they fail to maintain reasonably co-operative relationships they have the capacity to wreak havoc not only upon each other, but upon the entire world.

China is a rival of the US on two dimensions: power and ideology. This combination of attributes might remind one of the clash with the Axis powers during the second world war or the cold war against the Soviet Union. China is of course very different. But it is also potentially far more potent.

China's rising power, economic and political, is evident. According to the IMF, its gross domestic product per head in 2017 was 14 per cent of US levels at market prices and 28 per cent at purchasing power parity, up from 3 per cent and 8 per cent, respectively, in 2000. Yet, since China's population is more than four times as big as that of the US, its GDP in 2017 was 62 per cent of US levels at market prices and 119 per cent at PPP.

Assume that by 2040, China achieves a relative GDP per head of 34 per cent at market prices and 50 per cent at PPP. This would imply a dramatic slowdown of the rate it is catching up (a fall of about 70 per cent from the rate since 2000, starting in 2023). China's economy would then be almost twice as big

as that of the US at PPP and almost 30 per cent larger at market prices. (See charts.)

The 34 per cent benchmark I have chosen is that of today's Portugal. It is hard to imagine that China, with its vast savings, motivated population, huge markets and sheer determination could not achieve the relative prosperity of Portugal. This would still leave it far poorer, relative to the US, than Japan or South Korea — the fast-growing east Asian economies of the past.

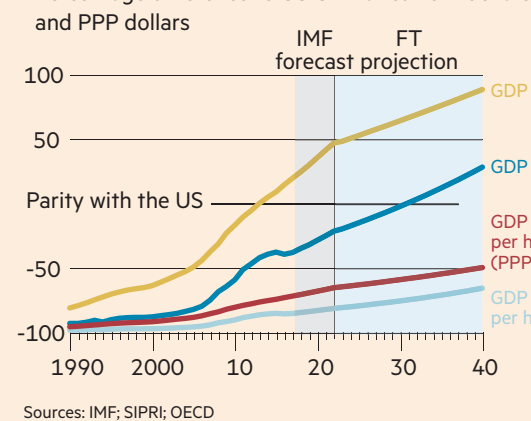
Size matters. It is quite unlikely that China's overall economy will not end up far bigger than that of the US, even if, on average, individual Americans remain far more prosperous than individual Chinese. China is also already a more important export market than the US for many significant countries, particularly in east Asia. Moreover, China is spending almost as big a share of GDP on research and development as leading high-income countries. This is a driver of Chinese innovation, which I recently saw at a visit to Alibaba's headquarters in Hangzhou. Moreover, the combination of economic size with improving technology is making China an increasingly formidable military power. The US may complain about this. But it has no moral right to do so. Self-defence is a universally accepted right of nations.

So is the right to develop. The US can huff and puff about Chinese theft of intellectual property. But every catch-up nation, very much including the US in the 19th century, seized the



### China's GDP and GDP per head

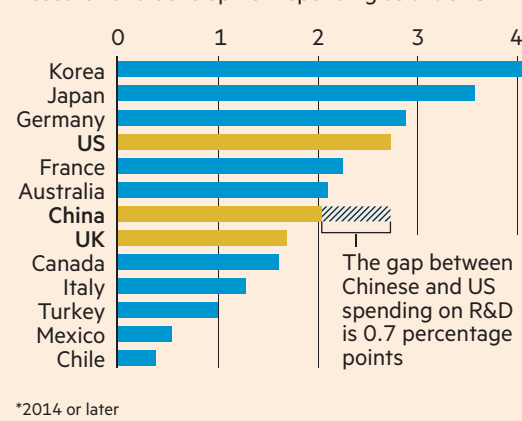
Percentage difference to US GDP at current dollars and PPP dollars



Sources: IMF; SIPRI; OECD

### China is converging on US on R&D

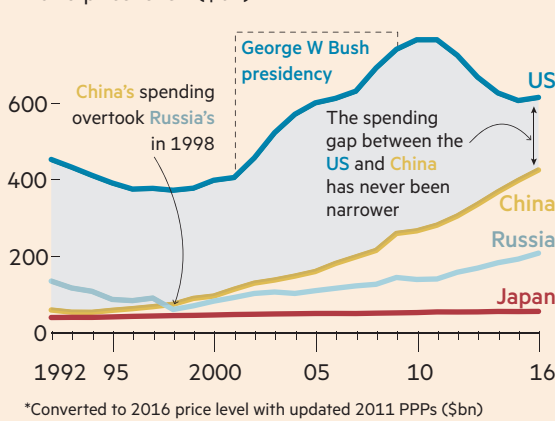
Research and development spending as a % of GDP\*



\*2014 or later

### China's military expenditure

2016 price level\* (\$bn)



\*Converted to 2016 price level with updated 2011 PPPs (\$bn)

ideas of others and built upon them. The idea that intellectual property is sacrosanct is also wrong. It is innovation that is sacrosanct. Intellectual property rights both help and hurt that effort. A balance has to be struck between rights that are too tight and too loose. The US can try to protect its intellectual property. But any idea that it is entitled (or indeed able) to prevent China from innovating its way to prosperity is mad.

China is also an ideological challenger of the US, on two dimensions. It has

### China rivals the US in power and ideology. The potential for destructive clashes seems unbounded

what might be called a planned market economy. It also has an undemocratic political system. Unfortunately, recent failures of free market high-income economies have increased the lustre of the former. The election of Donald Trump, an admirer of despotism, has strengthened the appeal of the latter. The US, one would once have said, also has the benefit of powerful and committed allies. Unfortunately, Mr Trump is waging economic war upon them. If a decision to attack North Korea led to the devastation of Seoul and Tokyo, US military alliances would be over. An alliance cannot also be a suicide pact.

Managing the competition between these two superpowers is going to be difficult. Graham Allison of Harvard is fatalistic in his *Destined For War*: conflict between the incumbent and rising

power is almost inevitable. A hot war among nuclear powers might seem relatively unlikely. But large-scale friction and so an end to necessary co-operation over economic relations seems probable. It is unclear how to resolve today's conflicts over trade. Co-operation over managing the global commons has already collapsed, given the Trump administration's rejection of the very idea of climate change.

China's future is up to China. But the west's relations with China are up to it. The US is right to insist that China abide by its commitments. But then so must the US and the rest of the west. China is not going to feel compelled to abide by agreed rules when pressed by any country that treats these rules with contempt. China is, in any case, not the real threat. That relationship can surely be

managed. The threat is the decadence of the west, very much including the US — the prevalence of rent extraction as a way of economic life, the indifference to the fate of much of its citizenry, the corrupting role of money in politics, the indifference to the truth, and the sacrifice of long-term investment to private and public consumption. It is indeed a tragedy that the best way we could find to escape from a financial crisis was via monetary policies that risked promoting new bubbles. We could be better than this.

The west can and must live with a rising China. But it should do so by being true to the better angels of its own nature. If it is to manage this turn of the wheel of history, it has to look within.

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## BlackRock's gun-free funds show ethical investing is a good bet after all

### COMPANIES

#### Brooke Masters

Americans fed up with gun violence now have the chance to speak with their purses. Last week, BlackRock, the world's largest investment manager, said it was creating several options for investors who want to avoid AR-15 rifles and other civilian firearms.

Gunmakers and most gun retailers will now be excluded from BlackRock's broader socially responsible mutual and

exchange traded funds. Such funds have historically excluded companies that make cluster bombs, nuclear reactors and cigarettes, while favouring companies that are rated socially responsible. BlackRock's institutional investors will be offered an even more targeted option: they can screen gun stocks out of their endowments and include gun-free index funds in their employees' pension plan choices without going the whole hog on ethical investing.

This level of pointed shunning is unprecedented for BlackRock. The investment manager began looking at the issue after the February massacre of 17 people at Marjory Stoneman Douglas High School in Florida sparked widespread protests against the US's lax gun laws. The move also comes shortly after BlackRock's chief executive, Larry Fink,

warned companies that financial performance was not enough — they must also "make a positive contribution to society".

That is a noble idea, but investors have long been wary about the potential

### Investors who want to avoid the firearms sector may be taking less risk than they once feared

impact on their portfolios of trying to do good, while also doing well financially. "Sin stocks" — companies that sell alcohol, tobacco, weapons and gambling — have historically done better than the broader market. And Norway's recent

experience tends to back this up. Its sovereign wealth fund began excluding such stocks from its broad based equity investments in 2004. That decision has cost it about 0.1 percentage points a year. On the other hand, the fund calculated that excluding individual companies over specific environmental, human rights and other ethical issues had boosted its returns by 0.04 percentage points annually. Over a 12-year period, the fund estimated that ethical investing cut returns by 1.6 per cent compared with its equity benchmark.

Norway believes that pressing its ethical agenda has been more than worth the small amount of lost earnings — the finance ministry expanded its ban to include big coal producers in 2016. It is debating whether to add oil companies to the list for financial reasons.

More and more investors are starting to follow their lead. The Global Sustainable Investment Alliance's last review found, in 2016, that nearly \$23tn in assets were being managed under environmental, social and governance criteria, up 25 per cent from 2014.

These "ESG" strategies are not only becoming more popular, but also more sophisticated. For investors who want to follow their principles, but also track an index, portfolio managers are finding ways to "optimise" ESG funds by replacing excluded companies with additional exposure to groups with similar characteristics, but which do better on ethical and governance scorecards.

BlackRock found that it could improve a portfolio's ESG rating by one level (from triple B to A) and keep the tracking error below 10 basis points. A

two-level increase to AA led to a 50 bps tracking error. And a 2017 study by Robeco, another asset manager, found sin stock outperformance could be replicated by screening for other kinds of investment factors, such as high profit margins.

In the case of US firearms stocks, investors who want to follow their principles and avoid the sector may be taking less risk than they once feared. After all, the US retail sector is struggling, including some of the most prominent owners of stores that sell guns: shares in Walmart, Kroger and Camping World are each down more than 15 per cent since the Parkland shooting, and Remington, a prominent gunmaker, declared bankruptcy in March.

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### Lufthansa: well grounded

The notion of a 28-hour working week and hefty pay rises sounds outlandish in Germany, land of punctilious productivity. But unions are serious about demanding a bigger share of the country's economic spoils. Volkswagen has already made a deal.

Lufthansa, Germany's largest airline, is the latest to be hit by disputes. The strike by airport ground workers is directed at the public sector, not Lufthansa. But there is no point flying an aircraft if passengers cannot get off with their bags. A one-day strike is not a real threat when Lufthansa is still flying high on its best set of full-year results to date. But if the "warning" stoppage turns into longer discord, it will be. Labour battles have dragged on performance in the past. A pilot strike in 2014 resulted in a profit warning and sharp share price fall.

Back then, the airline was in the midst of a restructuring drive to cut €1.5bn in costs and faced intense competition from local carriers. The fruits of those savings plus the recent collapse of rivals Monarch, Air Berlin and Alitalia puts it in a different position now. Operating profit rose 70 per cent to a record high of almost €3bn in 2017 — double that of rival Air France-KLM. A chunky purchase of about half of Air Berlin has increased revenue, passenger numbers and capacity. Adjusted operating margins are just over 8 per cent.

Past troubles still hamper valuations. Despite last year's outperformance, Lufthansa is still valued at a discount to peers. At the same multiple, shares would be 7 per cent higher than now.

That does not mean 2018 will be a breeze. If discontent worsens, the airline will face pressure on labour costs and its pension deficit. Fuel prices have increased by about a quarter in the past year, meaning margins are under pressure across the industry.

And while Lufthansa cashed in on Air Berlin's woes, so did easyJet and Ryanair. Both have kicked-started German operations.

That leaves Lufthansa in an awkward position. It expects fuel prices to rise by €70m this year and has said cost cuts will "largely" offset the rise, but not quite. Competition means it cannot raise prices to make up the difference.

That suggests earnings before the usual adjustments will be flat this year.

The airline's increased dominance of German airspace will not become clear until this pressure eases. Expect next year to be better.

### Verifone: put paid to

The rise of electronic money and the relative decline of cash ought to be an opportunity for Verifone Systems, which is the world's second-biggest supplier of card payment terminals.

It has not worked out that way. Let down by its execution, the US company is being acquired for \$3.4bn, including debt, by Francisco Partners and British Columbia Investment Management. It spells the end of a cute ticker symbol, "PAY", and of another public company, which will be overhauled in private.

The 54 per cent premium sounds generous. At best, it counts as a mercy for long-suffering shareholders. It is lower than the shares traded in June 2016 before a dire earnings statement.

The \$23.04-a-share offer is a paltry 4 cents higher than when chief executive Paul Galant took over in October 2013. The S&P 500 has risen by more than half in that time. Competitor Ingenico, the world's leader in terminals, is up 25 per cent. There are no dividends to enter into evidence for the defence.

Like other ageing technology hardware companies, such as Apple, Verifone would like to earn more revenues from software, both because it comes with higher margins and recurring sales and because of the associated higher multiple. Francisco Partners hailed this "transformation" as "just beginning". Verifone has been talking about it for years.

Services now produce 42 per cent of overall revenues. But the bulk of that move reflects a decline in hardware sales. Group sales of \$1.9bn are stagnant. Among the disappointments, Verifone failed to capitalise fully on a belated US shift from magnetic stripes to chips.

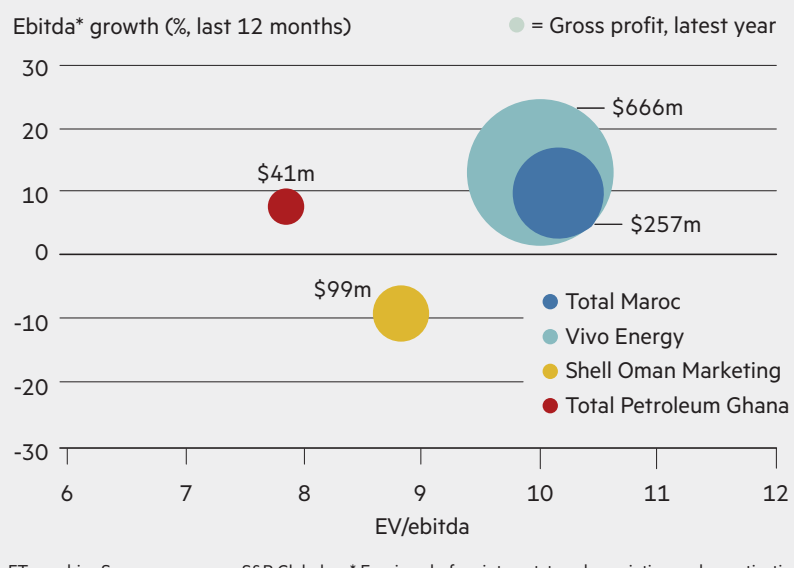
There is a "go shop" period. A higher bid is possible but unlikely. The acquirers are paying 14 times earnings before interest, tax, depreciation and amortisation. The "transformation" will now receive their "highest focus".

Good luck to them. Their chances

### Vivo Energy: pumped up

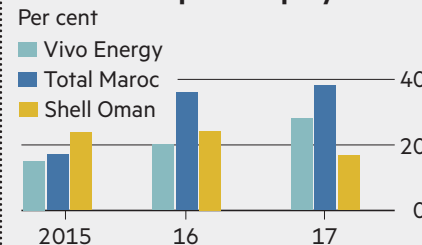
The African fuel retailer plans to list in London and Johannesburg this spring. Returns on capital are attractive in this fast-growing sector. With stations in 15 countries, Vivo offers greater scale and geographical diversification than its locally listed rivals.

#### Emerging market fuel and lubricant retailers

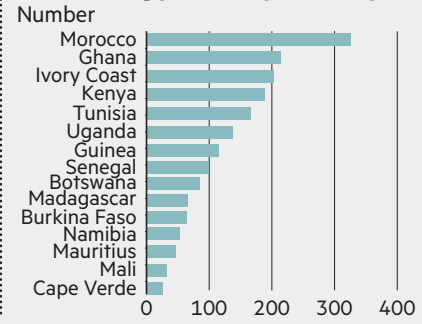


FT graphic Sources: company; S&P Global \* Earnings before interest, tax, depreciation and amortisation

#### Return on capital employed



#### Vivo Energy sites by country



Driving in Africa is just plain risky. Dangers are so high that organisers of the Paris-Dakar rally have moved this race to South America. Selling fuel to drivers looks a safer option.

Vitol, the energy trader, thinks so. Yesterday, it announced plans to list Vivo, the African fuel retailer it jointly owns with private equity firm Helios Investment Partners, on the London and Johannesburg exchanges. Given that pan-African consumption stocks are scarce, Vivo should attract interest, via a mooted float value of €3bn looks steep.

Vivo markets and distributes petrol, diesel and lubricants in 15 countries around Africa. It has a top three market position in each, and profitability looks strong. Measured

against capital employed, which combines shareholders equity with debt, its profitability has nearly doubled to 28 per cent since 2015. That probably mixes very good returns in markets such as Morocco — Vivo's largest — with less punchy numbers elsewhere. In Ivory Coast, its third-largest market, ROCE was only about half the group's total in 2016, according to S&P Capital IQ data.

Vivo does offer plenty of growth on its retail side. It already has 1,800 Shell-branded service stations throughout the continent and plans to open another 400 by 2022. It can open plenty more. Africa averages about 50 service stations for every million people. China has 71. It recently announced a merger with Engen,

adding another 300 stations in nine African countries assuming that deal closes later this year.

While prospective investors may well like the pan-African reach of Vivo's business, what they will pay for this is another matter. Other locally listed African fuel retailers trade at an average of around seven times their trailing operating earnings (adjusted for depreciation and amortisation). Reports that Vivo's owners expect near 10 times looks pricey anywhere, even if operating earnings have expanded by a third annually since 2015.

For the Vivo listing to make it out of the showroom, realistic pricing will be needed, as well as world equity markets staying on the road.

look slim of cashing in lucratively on a company that failed to reap the benefits of cash going out.

### LVMH/luxury stocks: wealth of nations

The best things in life are free. The second-best things are very, very expensive. That sentiment — attributed to style icon Coco Chanel — has been taken to heart by brand-conscious fans. Global enthusiasm for upmarket bling is as conspicuous as a Louis Vuitton monogram.

First-quarter sales at luxury conglomerate LVMH proved the point. They rose by a tenth, thanks to a strong performance by Louis Vuitton — soon

to tap into the style of street-centric designer Virgil Abloh. Bulgari watches, Givenchy perfumes and Hennessy cognac also did well.

The figures beat forecasts by as much as a half, pushing LVMH stock up 4 per cent. Shares in its rival Kering — which is also valued in line with the sector average of 22 times forward earnings — rose 3 per cent, as investors cheered the resurgence of the luxury market.

One blot was the strength of the euro. Foreign exchange fluctuations knocked 10 per cent off LVMH's sales figures.

The depreciation of the Chinese renminbi against the euro has probably hurt margins in China. Deloitte reckons the price premium over Europe has shrunk by a quarter in the year to September — although luxury goods are still as much as a third more

expensive in China than France.

The surge in Chinese sales also marked a slowing of the anti-graft crackdown. President Xi Jinping's corruption purge that began in 2013 knocked demand for gifts of expensive watches and jewellery. But it is focused on a small elite and is now having little impact on the rampant consumerism of China's emerging middle class.

With Chinese demand back — for now — luxury-goods companies have good reason to be confident. But they are well aware how quickly conditions can change. Rising protectionism, falling asset values and a tourism downturn are just some of their fears.

Such risks are always with us. But so too are the rich. And every year in China and other emerging markets, there are more of them.

### Carl Icahn: auto mogul

While the world waits for carmakers to hurry up and consolidate, Carl Icahn is ensuring that auto suppliers do not drag their feet. Yesterday, Mr Icahn sold his auto-parts maker Federal-Mogul to Tenneco for an enterprise value of \$5.4bn — mostly paid in stock.

The expected global shift to electric vehicles and ride-sharing will well take decades but it is already clear that there will be overcapacity among traditional carmakers. Hope for survival hinges on merging and slashing capacity. Mr Icahn has built his own diverse auto empire. When he makes a strategic bet on joining forces with a rival the sector should take note.

Post-merger, Tenneco plans to split the two units contained within both Tenneco and Federal Mogul into their own listed businesses. Each has a unit that builds part of car's power train. These will make exhaust systems, bearings and ignitions. Each also has an after-market parts unit that will make brake pads and suspension systems.

Tenneco currently trades at less than 5 times earnings before the usual adjustments. It believes that after separating units and clarifying its focus, it could trade between 7 and 9 times. Its share price rose 5 per cent yesterday — not quite proof of a sharp re-rating.

Tenneco's own analysis shows that power-train companies trade at a discount to parts makers. Since the car's invention, the power train has been designed for fully internal combustion cars. Forecasts show that in 2030 nearly 40 per cent of cars built will be either hybrids or fully battery powered (up from 5 per cent today).

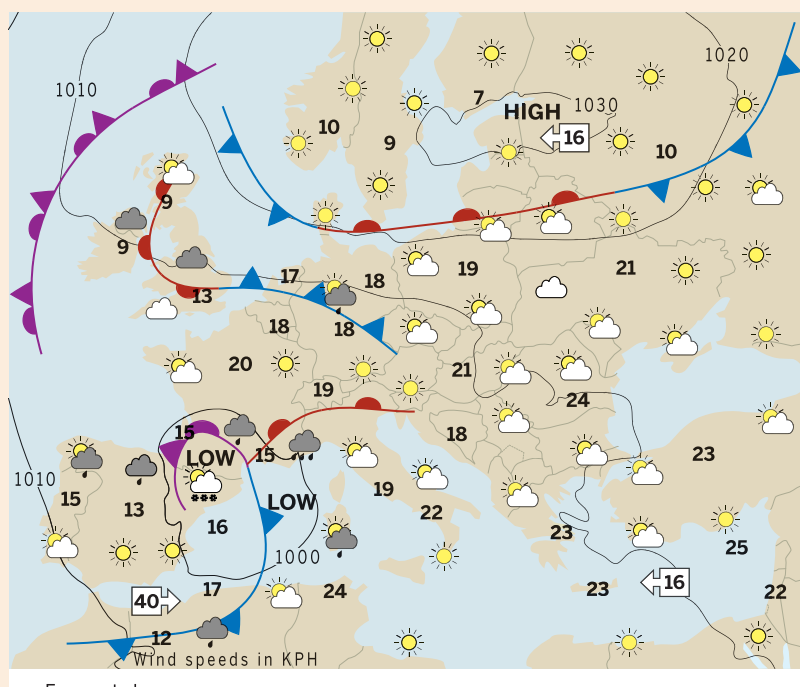
However, Tenneco thinks the "content per vehicle" of its clean air products will keep rising owing to strict air pollution standards. Thus it can weather an absolute fall in production of internal combustion vehicles.

Given Mr Icahn is taking shares of Tenneco as deal payment, he clearly hopes that this vision is true. Then again, with investments in ride-sharing service Lyft he is also hedging his bets.

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### WEATHER

Your trust, your future, our commitment MUFG



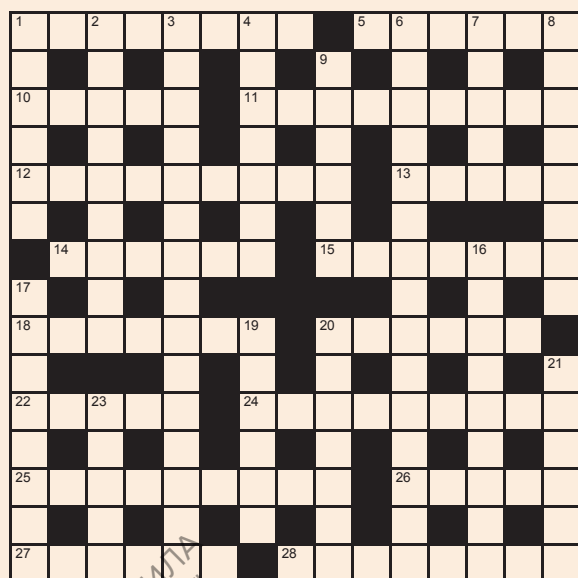
#### Today's temperatures

City	Weather	Temp	Maximum for day °C
Amsterdam	Shower	17	Sun 20
Ankara	Fair	23	Maria Fair 33
Athens	Fair	23	Miami Cloudy 25
Bahrain	Shower	32	Milan Shower 14
Barcelona	Shower	13	Montreal Cloudy 8
Beijing	Sun	23	Moscow Sun 10
Belfast	Cloudy	11	Mumbai Sun 33
Belgrade	Fair	21	Munich Sun 19
Berlin	Cloudy	18	Naples Fair 22
Brussels	Rain	16	New York Fair 11
Budapest	Fair	21	Nice Shower 14
Cairo	Sun	30	Nicosia Fair 25
Cardiff	Rain	12	Oslo Sun 10
Chicago	Cloudy	17	Paris Sun 20
Cologne	Rain	17	Prague Cloudy 19
Copenhagen	Sun	9	Reykjavik Drizzle 9
Delhi	Fair	33	Riga Sun 11
Doha	Thunder	32	Rio Sun 29
Dubai	Sun	33	Rome Fair 19
Dublin	Cloudy	10	San Francisco Cloudy 17
Edinburgh	Cloudy	8	Singapore Fair 32
Frankfurt	Fair	19	Stockholm Sun 9
Geneva	Fair	16	Strasbourg Sun 20
Hamburg	Cloudy	13	Sydney Sun 28
Heilsinki	Sun	7	Tokyo Fair 21
Hong Kong	Fair	28	Toronto Cloudy 7
Istanbul	Fair	20	Vancouver Shower 12
Lisbon	Fair	15	Vienna Sun 21
London	Shower	13	Warsaw Cloudy 19
Los Angeles	Sun	20	Washington Cloudy 15
Luxembourg	Sun	18	Zagreb Sun 22
Madrid	Cloudy	13	Zurich Sun 19

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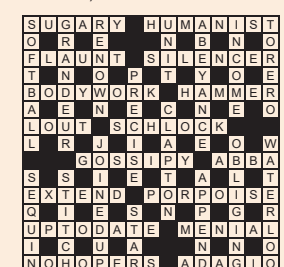
### CROSSWORD No. 15,829 Set by AARDVARK



- ACROSS**
- Regularly furnish item of furniture that's wobbly (8)
  - Type of theatre doctor visits in the morning twice (2-4)
  - Formidable second row (5)
  - American turned through arch and left big sports event (5,4)
  - In emotionless situation, agents brought over old criminal (9)
  - Expert's appropriate clothing outside in deluge (5)
  - Tease superior with a religious book (6)
  - View from east certainly popular (7)
  - Artist might use this rented property within The Crown? (5)
  - Grave site peripherally showing when person died, say (6)
  - Pass priest leaving to deliver sermon (5)
  - Englishman abroad every year with dreary old hairstyle (9)
  - Number ten, Lotus, crashed inside track without restraint (9)
  - Tone up, caber-tossing (5)
  - War poet without money, without love (6)
  - Gradually removed newsmen, then another, putting in complaint (5,3)
- DOWN**
- Positive aspect of promoted football team (6)
  - Cake makes tongue register (5,4)
  - Film director's flared pants snag on part of gun (6,9)

- The French, extremely sycophantic, like opera house (2,5)
- Female novelist organised trade crowd, spread at the front (8,7)
- Character in Marathon on Tyneside's a European runner (5)
- One ignited in company of friend to fight for a cause (8)
- Work on model's face (6)
- One might be in a stew, given tricky problem (3,6)
- Relative keeping trim on runs gets minimal Chinese meal? (5,3)
- Repeatedly showing heart, helps Jason somewhere in Texas (2,4)
- Unhappy to involve doctor with the old dog
- Skill needed to include details in silver on shield? (6)
- Eagerly excited, Olga's opening in spades (1,4)

Solution 15,828



## The Banker TECH PROJECTS AWARDS 2018

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# Companies & Markets

FINANCIAL TIMES



**Pole position** CVC joins the race to take control of MotoGP — COMPANIES, PAGE 15

**Market myth** Dispelling the link between bond and dividend yields — MARKET INSIGHT, PAGE 20

## Norway fund to shun buyout deals

Oslo bars investing in booming private equity Door open to renewable infrastructure

RICHARD MILNE — MALMO  
JAVIER ESPINOZA — LONDON

Norway will not allow its sovereign wealth fund to invest in the potentially big returns of private equity but has opened the door for the \$1tn fund to go into renewable infrastructure.

In its annual white paper on the oil fund, Norway's finance ministry said private equity did not suit its model of running the world's largest sovereign wealth fund.

But it said that, after twice turning down the chance to invest in infrastructure more broadly, it would examine whether the fund could use its existing

environmental mandate to invest in projects such as wind farms and solar parks. The government will report back next year to parliament on how the fund could do that.

Siv Jensen, the centre-right finance minister, told the Financial Times: "Private equity doesn't fit the model we have chosen for the fund. The greatest challenge is openness, information we can share with the public."

There was debate within the finance ministry between those pushing the oil fund to become more diversified, like other big investors, and those who argue that Norway's success has been thanks to the fund being essentially a large

index fund, owning on average 1.4 per cent of every listed global company.

Per Stromberg, the Swedish academic who led a group of experts looking at private equity for Norway, described the ministry's decision not to proceed as "surprising".

"They got massive domestic push-back. Some have a massive distrust in the merits of active investment," he said. "I am sympathetic to the complexity of changing policy but it is likely to come at a considerable cost in lower returns in the future."

The private equity industry is booming as buyout groups raise their largest funds, turn away record sums of cash

**'Private equity doesn't fit the model we have chosen for the fund'**

Siv Jensen, finance minister

and pay the highest multiple for assets. But there are worries that buyout groups paying up for scarce assets will inevitably lead to lower returns.

Some institutional investors in private equity breathed a sigh of relief on the news because it would mean less competition to get into funds. One private equity investor said: "Great news about Norway. Better for the rest of us."

Norway's decision comes as many big sovereign wealth funds are committing large amounts of capital to private equity. Saudi Arabia's Public Investment Fund said last year that it had pledged to invest up to \$20bn in a \$40bn Blackstone fund.

## Smart Money



John Authers

My suspicion is that tariffs are not a reason to sell stocks at this point, but rather a convenient excuse. They may yet become a pressing reason to sell, if the game between China and the US plays out badly.

The underlying reason for the selling is doubts over the growth hypothesis. The growth spurt began in early 2016 after China put to rest fears that its growth had stalled. And it looks as though we may now be in the grips of another incipient China growth scare – to which the possibility of a trade war between China and the US certainly contributes.

Citi's global economic surprise indicator is no longer on the up; in fact, it has just gone negative. Doctor Copper, another reliable indicator for the health of the world economy, is also sending a disquieting signal. The same might be said of bonds. The fact that US Treasury yields have stopped rising suggests there are at least second thoughts on the chances of strong and inflationary growth.

Within China the Li Keqiang index, developed in response to the frustration, felt by even the nation's premier, that Chinese data were not trustworthy, suggests an economy that is going off the boil (although certainly not one that is in precipitate decline).

Looking at stocks, we get some intriguing results. The 100 stocks in the MSCI World developed markets index that derive the highest share of their revenues from China have suffered a correction, and dipped below their 200-day moving average for the first time since the last Chinese growth scare ended in early 2016. Note that the peak came before the explicit threats of tariffs on China.

H shares (traded in Hong Kong) and American depositary receipts (traded in New York) of large Chinese companies tell a similar story. There is anxiety about China, although certainly nothing more, as yet, than a correction.

Take this deteriorating position with regard to the Chinese economy, and add the great overvaluation of US stocks, and you have the conditions for the volatility of the past few weeks.

The narrative of the past two years is under question, and the war of words over tariffs is leading to exaggerated moves as nervous investors attempt to get out ahead of flows into or out of stocks, almost on a day-to-day basis.

### China-exposed stocks



john.authers@ft.com

## Blurred images EU indices do not give a true picture of nations' health

European equity indices are not a good guide to the health of their national economies, according to research.

The companies covered by the most widely used European stock market benchmarks generate less than half of their revenues domestically, an analysis of corporate accounts by the data provider FactSet has found.

The figures are a warning to investors who rely on indices to allocate their capital that they may not be spreading their exposure to risk in a way that they think they are. The rise of passive investing, or buy-and-hold investing, has made indices more important than ever.

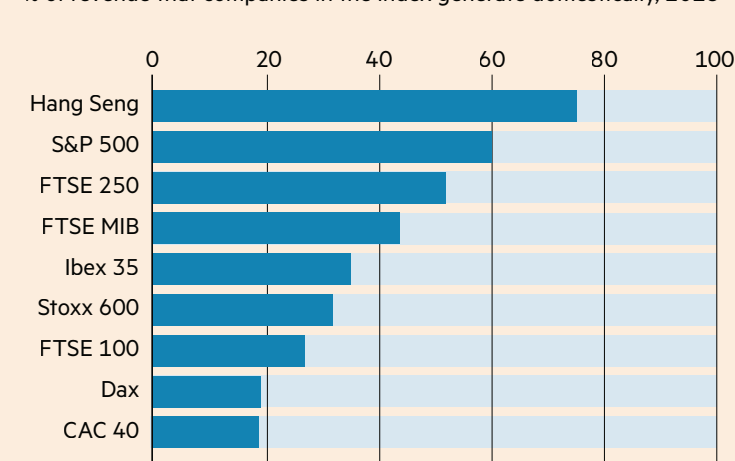
The research looked at the geographical sources of revenue of the companies included in the Dax, which tracks the performance of Germany's 30 biggest companies, the CAC 40 in France, Spain's Ibex 35 and the FTSE MIB in Italy.

Less than one euro in five earned by Dax companies comes from Germany, and French companies generate only a similar proportion of revenues at home. A third of revenues generated by companies in the Ibex 35 come from domestic sources and 44 per cent of FTSE MIB companies' earnings are made in Italy.

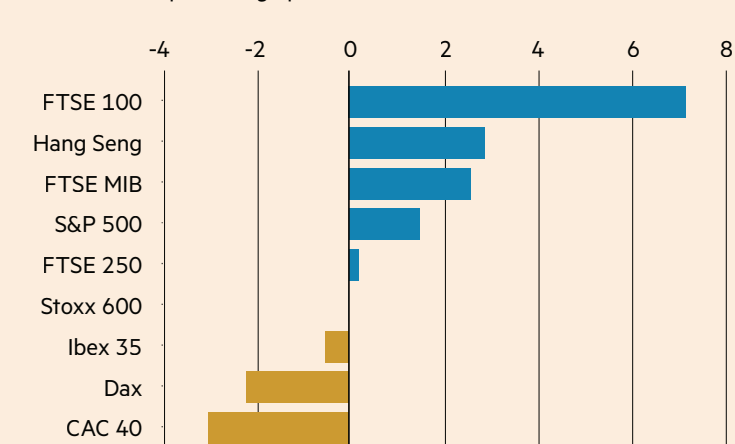
The trend is growing: the proportion of revenue generated domestically has fallen in the past five years for companies in the CAC 40, Dax and Ibex 35 with the US an increasing source of revenue.

The share of earnings generated in America has risen across all the main European indices since 2013. Kate Allen

% of revenue that companies in the index generate domestically, 2018

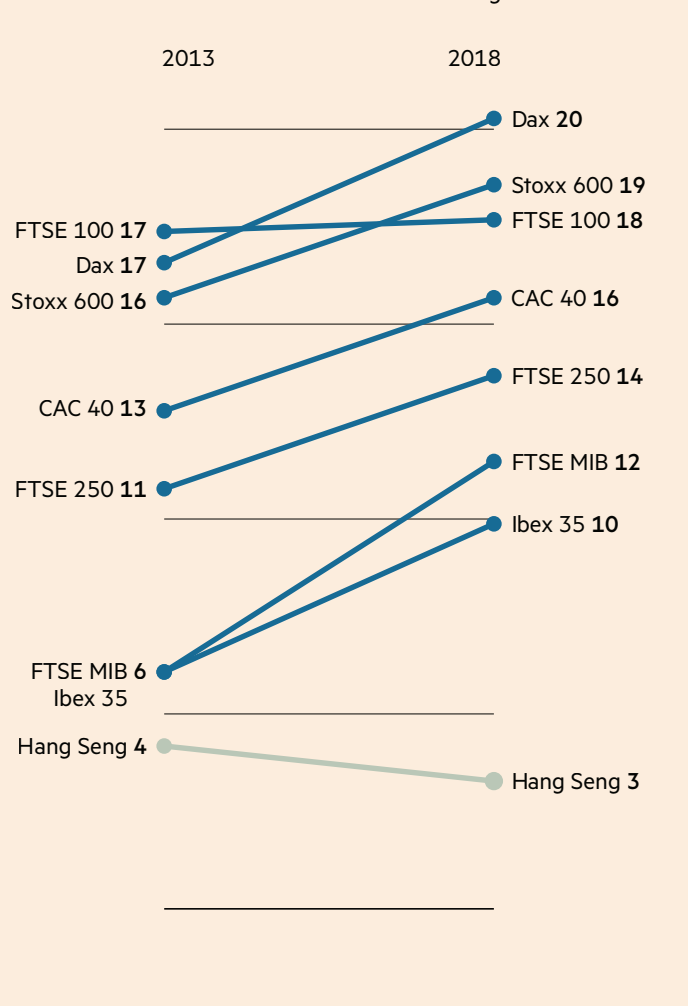


Change in the proportion of revenue generated domestically, 2013 to 2018, percentage points



Source: FactSet

% of revenue generated in the US



## Deutsche Bank likely to pay €7m bill for ousting of Cryan as chief executive

LAURA NOONAN — LONDON

Deutsche Bank faces a bill of €7m for removing John Cryan as chief executive less than three years into his five-year contract.

Deutsche, Germany's biggest lender, ousted the Briton over the weekend, with Paul Achleitner, the chairman, saying that the bank needed a "new execution dynamic". Christian Sewing, who started his career at Deutsche and most recently ran its retail bank, was appointed chief executive.

Less than a fortnight earlier, Mr Cryan had assured his 98,000 staff that he was "absolutely committed" to staying on and that there was "no difference of opinion" between his management

team and the bank's supervisory board, chaired by Mr Achleitner.

Mr Cryan's term was set to run until July 2020, when the bank would have been on the final leg of the Strategy 2020 plan that aimed to cut costs, overhaul a flagging IT system and cull less profitable activities. Mr Cryan, who was criticised for his unrelentingly blunt assessment of Deutsche's shortcomings, had spoken of staying on for a second term.

The bank's annual report showed that Mr Cryan and any member of Deutsche's management board was entitled to "a severance payment upon early termination of their appointment at the bank's initiative" as long as the bank did not terminate "for cause".

"The severance payment, as a rule, is

two annual compensation amounts and is limited to the claims to compensation for the remaining term of the contract," the annual report said.

The payment is based on the executive's most recent year's remuneration and expected pay in the coming year. Mr Cryan's total remuneration for 2017 was €3.4m, implying a pay-off figure of about €7m depending on how pension contributions and fringe benefits are treated.

The bank declined to comment on the details of the payment but said: "John will get the amount of deferred compensation he is contractually entitled to over the coming five years."

Mr Cryan did not respond to requests for comment.

### Scandals throw spotlight on Indian bank boards

The felling of the leaders of India's two largest private-sector banks reflects growing scrutiny of lending standards and the oversight of bank boards. The moves have bolstered those who argue that private-sector ownership is no panacea for governance problems.

Analysis — PAGE 14

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## COMPANIES

## Mining

## Rio faces pay test at general meeting

Adviser concerned over bonuses in view of mine fatalities and US probe

ATTRACTA MOONEY AND NEIL HUME

Rio Tinto is set for a tetchy annual meeting in London today after a leading adviser recommended that investors reject its remuneration report and vote down the re-election of a director, over concerns about the miner's safety record and a probe by US regulators.

Glass Lewis, a proxy adviser that works with more than 1,500 big investors globally, called on shareholders to vote against the Anglo-Australian group's pay report. It said top executives were in line to receive a bonus payment linked to safety even though the miner had suffered two fatalities last year.

The adviser, widely followed by institutional shareholders when deciding how to vote at annual meetings, also recommended investors vote against the re-election of Ann Godbehere, its senior independent director, because of a civil fraud case brought by the US Securities and Exchange Commission.

The SEC probe centres on a bungled coal deal in Africa, with the SEC claiming Rio and two senior executives knew assets in Mozambique were worthless but hid the fact while it raised billions of dollars in the US bond market.

Ms Godbehere served on the company's audit committee at the time of the 2011 acquisition. It ultimately took a \$3bn writedown on the assets.

"We believe the inadvertent nature of the offence should not excuse the directors from responsibility for the breach, particularly in light of the imposed

financial penalty and a potential future penalty following the SEC investigation, which has an impact on the company's value to shareholders," Glass Lewis said.

Rio said in a statement that it believed "the SEC case is unwarranted and that it is wholly premature to assign blame to any individual". Glass Lewis's larger rival, ISS, has recommended votes in favour of all company motions.

Rio chief executive Jean-Sébastien Jacques and chief financial officer Christopher Lynch saw their short-term incentives (STI) reduced last year in light of two fatalities.

But Glass Lewis said any payout in a year when deaths occurred would be considered "a serious breach of moral and ethical code by many investors".

"In light of the fatalities, we would expect the company to reduce the safety component of STI down to zero, as

'In light of the fatalities, we would expect the company to reduce the safety component of STI down to zero'

Glass Lewis

appears to be the common practice among the company's Australian industry peers," it said. Companies such as BHP Billiton, Newcrest Mining and Fortescue Metals Group had a record of not paying out short-term bonuses for safety in years they reported fatalities.

Rio said it had moved to address the issues raised by Glass Lewis with a revised pay policy that would "introduce a specific outcome in respect of any fatalities recorded during the year in review". It added: "Safety is Rio Tinto's top priority and any fatalities carry a direct impact on remuneration for all executives."

Today's AGM had already attracted attention after an advocacy group accused Rio of denying UK investors an opportunity to vote on a motion that would force it to review its membership of lobby groups that back fossil fuels.

## INSIDE BUSINESS

## ASIA

Henny Sender



## New Delhi's tariffs on Chinese solar panel imports are ill-judged

In the hinterlands of eastern Uttar Pradesh and Bihar in the Indian heartland, there are few reasons for optimism. Trains wind their way across the flat plains at speeds barely improved in 30 years, while many roads have deteriorated. Jobs are scarce. Unemployed young people sit listlessly in the shade.

Yet in some places, the evaporation of irrigation canals in place since British times has slowed thanks to solar panels placed above them. More importantly, these have meant that remote villages now have electricity for the first time.

Solar energy has been a great success story in India at a time when cities such as Delhi, which borders Uttar Pradesh, have been choking on the foul air caused by their dependence on thermal power, generated by plants that burn dirty coal and lack the most modern scrubbing technology. While the price of solar energy does not always measure the cost accurately, it is fast becoming competitive with coal-fired power plants. Or at least that seemed to be the case until January, when the Modi government announced it planned to introduce 70 per cent tariffs on solar panels imported from several countries — but which were mostly directed against China.

India barely has a solar panel manufacturing industry. Indeed, with a few exceptions, it doesn't have much manufacturing at all. The prime minister's much vaunted "Make in India" campaign hasn't really happened. So, in some ways, India's latest protectionist thrust is understandable. Manufacturing has historically been the way developing economies grew and their people prospered. India needs to create a million jobs a month to absorb its young people as they move from rural villages. Yet before the government stopped releasing data last year, India was creating less than a million jobs a year, and many of them low-end service jobs.

Both the ruling BJP and the opposition Congress party have long blamed China for the lack of their own manufacturing competitiveness. But to try to focus on solar panels makes little sense. India needs manufacturing that is labour-intensive rather than capital-intensive, given the abundance of workers and the high cost of capital. But solar panel production is costly and does not require many workers.

In introducing the plan (which is tied up in court wrangling), the Modi government "hasn't thought through many issues such as what happens to existing contracts or input costs," says one former senior official.

The worry also is that protectionism becomes about protecting the well-connected and inefficient rather than the capable and economically rational. Many coal plants, for example, are owned by powerful industrialists with a stake in raising the costs of solar to preserve the viability of their plants. In some cases, they won government contracts to supply power by bidding at low prices, seemingly in the belief that the government would come to their rescue if needed.

Plants have also been funded with borrowed money. If these operations cannot generate sufficient cash flow, this may lead to another round of bad debts in the system, hitting state-owned banks such as State Bank of India and Punjab National Bank. Ashish Gupta of Credit Suisse in Mumbai estimated that \$25bn of debt in the sector will go into default, having already been classed as "stressed". This could make banks less willing to lend to companies in India — and without adequate credit the economy can't grow. "Everybody knows thermal doesn't have much of a future," he said. "They are already asking the government for relief."

Making the situation even more vexing is that some of those operating the ailing thermal plants have ambitious plans to get into solar power by bidding for government mandates. These include Adani Power, Tata Power and JSW Energy — although some analysts said that these have an interest cover of less than their earnings before interest, tax, depreciation and amortisation on their power operations. "Those rates will make solar equally unviable," said Mr Gupta.

"It is an unjustifiable race to the bottom," said Ajay Gundecha of infrastructure consultancy Apta Ventures. Not for the first time. Trapped between an appeal to populism and policies catering to a few privileged tycoons, the prime minister needs to find a more consistent way to boost the Indian economy.

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## Technology. Transport

## Investors bet on electric bike and scooter services

Hundreds of millions of dollars have been ploughed into Bird and other groups

TIM BRADSHAW — LOS ANGELES

Ask anyone in Silicon Valley about the future of transport and their eyes light up with the possibilities.

Some say driverless vehicles will be on the roads in a few short years. Others point to efforts to create flying cars.

Pose the question to former Uber and Lyft executive Travis VanderZanden and the answer is simpler: electric scooters.

Investors are taking it seriously. In the past few months alone, hundreds of millions of dollars have been ploughed into Bird Rides, Mr VanderZanden's start-up, and other companies renting out electric bikes and scooters that can be picked up and dropped off anywhere. "I do think that the next 10 to 20 years are going to see some incredible innovations in transportation," Mr VanderZanden said, citing self-driving cars and Elon Musk's tunnelling hyperloops.

Silicon Valley has caught on. LimeBike and Spin are San Francisco start-ups with a dockless rental offering



"But how do we have a positive impact today? Nobody was using short-range electric vehicles to go after the last-mile problem."

Uber seems to agree. On Monday, it paid upwards of \$100m to acquire Jump, a stationless electric bike rental service.

Each Bird scooter or Jump bike is tracked by GPS, which allows customers to find their nearest ride using their smartphone, then rent it via an app. At their destination, users end the ride on the app, then drop off the bike or scooter at the nearest rack or street corner.

The acceleration into short-range electric vehicles has been rapid.

Uber started a pilot programme in San Francisco integrating 250 Jump bikes into its app little more than two months ago, and it is less than a year since Mr VanderZanden first launched Bird by putting 10 electric scooters on a street corner in Santa Monica.

Mark Suster, an investor at Santa Monica-based Upfront Ventures, admits he "wasn't 100 per cent sold" on the idea of electric scooters when he first heard about it. But after watching a constant flurry of Birds flying past his office

Bird, which raised \$100m in venture funding in March, has deployed more than 1,000 scooters across Los Angeles, San Diego, the San Francisco Bay Area, Austin, and Washington DC

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Mark Suster, an investor at Santa Monica-based Upfront Ventures, admits he "wasn't 100 per cent sold" on the idea of electric scooters when he first heard about it. But after watching a constant flurry of Birds flying past his office

window, "within six months it became undeniable" that the service was a hit — at least on the sunny streets of west Los Angeles.

Bird raised \$100m in venture funding in March, and has deployed more than 1,000 scooters across Los Angeles, San Diego, the San Francisco Bay Area, Austin, and Washington DC.

"I was surprised by how quickly it took off," said Daniel Friedland, partner at Goldcrest Capital, Bird's first investor. "But it's so obvious when you see it that it's part of the fabric of the city."

By the start of this year, Silicon Valley was starting to catch on.

LimeBike and Spin are two San Francisco-based start-ups that offer dockless bike rental services, similar to China's Mobike and ofo. After launching pedal bikes in dozens of cities, both US companies started adding electric scooters to their fleets early this year.

"From day one, the plan was to be multi-modal," said Toby Sun, chief executive and co-founder of LimeBike, which has launched both electric bikes and scooters. "For this year, it will be the core focus for us to do more electric."

Founded in January 2017, LimeBike

has raised more than \$130m. Mr Sun said it planned to deploy tens or even hundreds of thousands of its lime-green e-bikes this year.

Fifteen-month-old Spin is also pivoting.

"Every market we are in is going to slowly transition to be a scooter market," said Ewyn Poon, the company's president and co-founder.

To accomplish that, Spin is in talks with investors to raise tens of millions of dollars in new funding.

"We have taken it slow and steady, but right now it's time for us to step on the gas," Mr Poon said. "I can see the city of San Francisco having as many scooters as there are cars on the street — on every corner."

That idea could horrify or delight city authorities, which are grappling both with congested streets and the explosion of unlicensed pedal bikes.

Early adopters, environmentalists and some transit officials may love the idea of electric vehicles replacing cars, but with complaints mounting about bikes and scooters littering the streets in San Francisco and elsewhere, a regulatory backlash seems inevitable.

Nonetheless, similar legal clashes did little to hold back Uber's ride-sharing business in the US.

"If Uber and Airbnb had gone slowly, I think they would have got crushed by vested interests," said Mr Suster. "You're always going to have a tension between how cities operate, existing rules and regulations, and product innovation."

Consumer demand and utilisation will not only shape the regulatory debate but determine what kind of vehicle dominates the streets.

While Spin and Bird are focusing only on scooters, Kirt McMaster, a repeat entrepreneur in smartphones and digital media, is betting e-bikes will win.

"A good pedal-assist e-bike is the first version of mass consumer bionics," he said. "When you give somebody a superpower, it is hard to take it back."

Mr McMaster's latest company, Nere, claims to have been the first stationless e-bike service, operating for almost two years in western Europe.

"In the US, we believe that people who choose a pedal electric bike will choose it entirely over a car," he said. "The car is the PC and the e-bike is the iPhone."

## Financials

## Most of EU's millionaire bankers live in Britain

OWEN WALKER — LONDON

London's status as home to Europe's highest earners has been reaffirmed by data showing more than three-quarters of the EU's top-paid bankers and asset managers are UK-based.

The figures from the European Banking Authority underscore the City of London's dominant position as Europe's finance capital despite fears of an exodus following the UK's vote to leave the EU.

The number of bankers in Europe earning more than €1m a year fell 11 per cent to 4,597 in 2016, the latest year for which data are available. However, this was mostly the result of the hit to Britain-based professionals' pay from the pound's fall against the euro in the

months following the Brexit vote in June that year.

The UK was home to 3,529 high earners — 77 per cent of the total and more than 14 times as many as Germany, the country with the second-highest number of 253. France's figure of 205, the third-biggest, was 15 per cent higher than the year before.

The highest-paid asset manager received €33.2m, the top-earning executive earned €25.2m and the leading investment banker made €18m. A total of 15 bankers and 10 executives earned more than €10m in the UK.

The EBA has monitored pay at lenders and bank-owned asset managers for several years. It has noticed variable pay fall since the introduction of the European bankers' bonus cap in 2014. This

limited bankers' bonuses to 100 per cent of fixed pay, or 200 per cent with special shareholder approval. The UK did not extend the cap to asset managers and small institutions beyond banking.

Since 2014 the average bonus paid for those earning more than €1m has dropped from 127 per cent of salary to 104 per cent. For all workers, the average bonus dropped from 65.5 per cent to 57.1 per cent over the same period.

Pay deals at asset managers have come under global scrutiny in recent years, with more than half of a group's outlay typically devoted to staff costs. Japan's Government Pension Investment Fund, the world's largest retirement scheme, launched a probe last year into how much its external fund managers pay investment professionals.

## Retail &amp; consumer

## HNA hits fresh snag as it pulls Swissport float

RALPH ATKINS — ZÜRICH

HNA, the indebted Chinese conglomerate seeking to strengthen its finances, has abandoned plans to float Swissport, the air-services group, just weeks after it was forced to pull plans to list the Gategroup catering group it also owns.

Swissport said in a brief statement that the planned initial public offering and listing on the Swiss stock exchange would be deferred "due to current market conditions". It provided no further details. The company, which provides ground services and cargo handling, had revenues of €2.8bn last year.

The decision appeared a further setback for HNA following the collapse last month of plans to raise as much as

SFr1.3bn (\$1.37bn) by floating up to 65 per cent of Gategroup, which it acquired two years ago.

Other companies in Switzerland have recently pushed ahead with IPOs on the country's stock exchange — including CEVA, a logistics group, which on Monday detailed its plans for a stock market debut before the end of June.

However, the decision to pull the Gategroup IPO highlighted wariness among investors about taking stakes in companies alongside HNA, although bankers close to the deal said the price demanded was also a factor.

HNA ran into controversy in Switzerland last year when the country's takeover watchdog ruled that the Chinese group had provided "untrue or incomplete" information regarding its owner-

ship when it acquired Gategroup for SFr1.4bn in 2016.

The Chinese conglomerate has an estimated \$20bn in debt maturing this year or next. The company has sold some assets and extended credit arrangements with banks — until the Gategroup setback — had helped it navigate a turbulent first three months of the year.

Immediately after the Gategroup setback, Swissport had said its listing plans — announced in January — remained on track. But Swissport's IPO would almost certainly have proved even more challenging than Gategroup's — Swissport's finances are more intertwined with its Chinese parent because of a series of short-term loans the Swiss group has made to HNA affiliates.



## COMPANIES

# Kremlin awaits as Rusal battles to stay afloat

Metals group likely to need state help to keep operating, probably via state-bank loans, say analysts and traders

HENRY FOY — MOSCOW  
NEIL HUME AND  
DAVID SHEPPARD — LONDON

It was his ties to Vladimir Putin's Kremlin that saw Russian metals tycoon Oleg Deripaska targeted with US sanctions that have crippled his business empire. As the oligarch tries to fight his way out of the escalating crisis engulfing his fortune, he will need as many friends in high places as he can get.

As board members jump ship and share prices plunge, and as his executives warn of credit defaults and tell customers to stop doing business with them, Mr Deripaska's energy and aluminium empire is likely to need the support of the Russian state to continue functioning, analysts, traders and bankers told the FT, as the vast implications of the harshest US sanctions ever imposed on Russia's economy become clearer.

"If it is clear that state support is needed then I think there is no question it would be provided," said Oleg Kouzmin, chief economist at Renaissance Capital in Moscow. "Since the crises of the 1990s the Russian government has always stepped in to prop up major companies to ensure that they repay their debts and continue operating."

Mr Deripaska was hit by sanctions on Friday that ban him and his companies from doing business in US dollars or with US citizens, and potentially with citizens from other countries.

Shares in Rusal, his aluminium producer that accounts for 7 per cent of the metal's global production, have fallen 55 per cent since then, and the company has warned that it could face "technical" credit defaults. At the end of 2017, the company's net debt stood at \$7.6bn, with 92.5 per cent of it denominated in

**"This is the first time that they've sanctioned a public company – what happens to the stock?"**

dollars. Adding to the company's woes, the London Metal Exchange said it was suspending placing Rusal aluminium in its warehouses.

Five market analysts at top Moscow banks speaking on condition of anonymity said they believed some form of state support would be necessary to keep the company running, with this most likely coming in the form of loans from state-run banks.

"First, what happens with the eurobonds? Will they have to accelerate those because they can't pay in dollars?" said a person on the board of one of Mr Deripaska's companies. "Second, this is the first time that they've sanctioned a public company and secondary trading – what happens to the stock? Third, who will they sell the aluminium to, will the buyers all drop out? Will only Russia and China be left?"

"If all that happens, they have to be nationalised," this person added.

Rusal did not respond to a request for comment on whether it was in talks with state-run lenders.

In Mr Deripaska's favour is Rusal's importance to the Russian economy, and the Kremlin's history of helping systemically important oligarchs.

Rusal is the country's sole aluminium producer, and is integral for domestic users of the metal. It also employs 62,000 people that the Putin administration would not want to see protesting for their jobs and livelihoods.

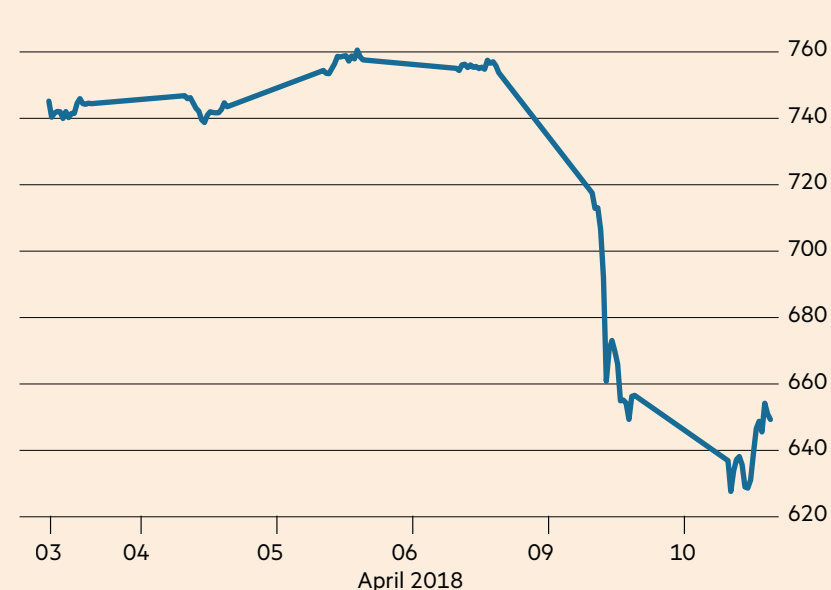
## In the crucible



A worker watches as aluminum ingots pass along a conveyor belt after cooling in the foundry at Rusal's smelter in Krasnoyarsk — Andrey Rudakov/Bloomberg

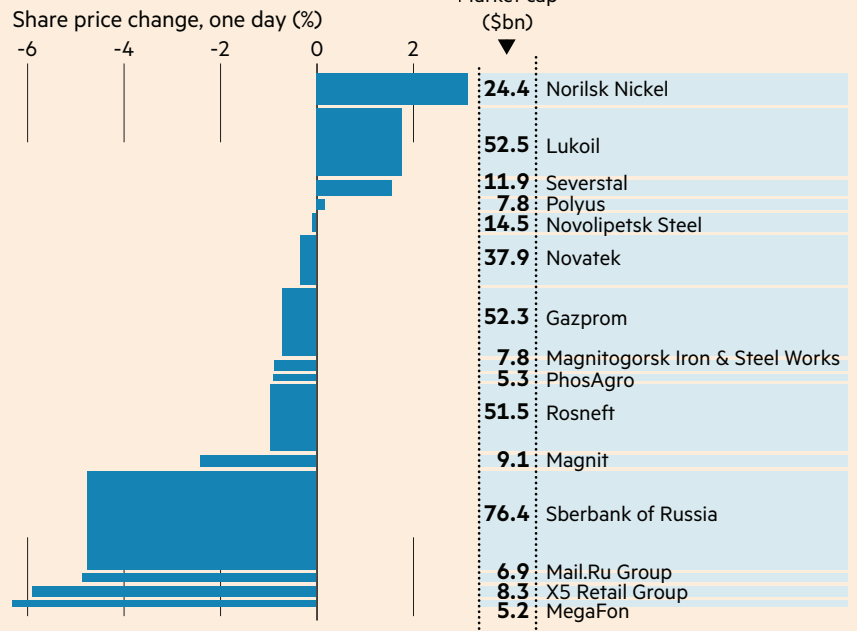
## Russian stocks suffer big losses

Russia IOB Index\*



\*Tracks the 15 biggest and most liquid Russian companies trading on the London Stock Exchange's international order book (IOB) under the form of Russian depository receipts

Constituents of the FTSE Russia IOB Index:



The company also has major debts to large banks that could put pressure on the country's banking system. Perhaps most importantly, the Kremlin does not want to see a Russian industrial giant collapsing due to White House policy.

"What's most important now is to minimise uncertainty, above all by providing for the stable, calm operation of enterprises which employ hundreds of thousands of people," Russia's deputy prime minister Arkady Dvorkovich told an investor conference in Moscow yesterday.

"This is what company owners, lawyers, and financial specialists are now doing, and if necessary, we will facilitate the preservation of these enterprises' stable operations," he said, adding that share price performance was a less important issue.

The stakes for Rusal are high. Four large metals traders told the FT that they were no longer doing business with Rusal and were using provisions in the sanctions to unwind trades.

A scramble to replace Rusal metal has seen the price of aluminium rise almost 9 per cent since the sanctions were announced. It is not clear where Rusal's 3.7m tonnes of annual production will go given the company is in effect barred from the US financial system, making western banks unable to finance even the most risk-hungry trader.

Glencore, the biggest buyer of the

group's metal, yesterday said it was reviewing its contracts with the company as its chief executive, Ivan Glasenberg, stepped down from Rusal's board.

China, which has helped sanctioned Russian entities in the past, is seen as less likely to step in to finance or invest in Rusal. The country is awash in aluminium production capacity and has brought in sweeping reforms to try to shrink the industry, which is a major source of pollution.

For commodity traders, the sanctions' impact on Rusal and the broader aluminium market has raised questions over whether the US could go further, and target Russia's crucial oil and gas sectors. "The aluminium market was reacting very firmly on the latest US sanctions against Russian aluminium interests and that is helping to develop the 'what-if' scenarios on the basis of US sanctions on Russian oil interests," said Olivier Jakob at Petromatrix.

Russian energy executives, including Alexei Miller, chief executive of gas export giant Gazprom, and Vladimir Bogdanov, the head of oil company Surgutneftegaz, were sanctioned last week, though so far the US has hesitated from extending the sanctions to the companies, which supply a third of Europe's gas and account for 10 per cent of world oil production.

Additional reporting by Max Seddon

See Markets

## Travel & leisure

# Soon-Shiong in talks to net DC United

MURAD AHMED — LONDON  
JAMES FONTANELLA-KHAN — NEW YORK

Billionaire Patrick Soon-Shiong is part of a consortium looking to take control of US Major League Soccer team DC United in a deal that would value the club at \$500m, a record for the top football competition in the US.

DC United's chief executive and general manager Jason Levien is heading a group that is seeking to buy out Erick Thohir, the Indonesian businessman who owns 78 per cent of the team's operating rights.

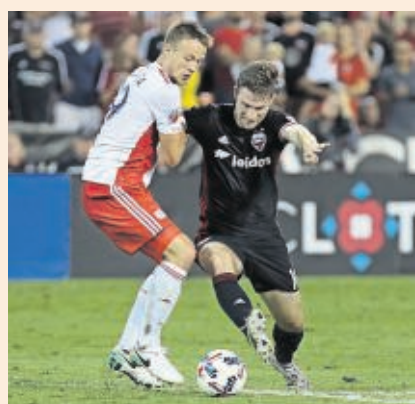
Mr Levien, who owns the remaining 22 per cent of the club, is aiming to bring on board new investors alongside Mr Soon-Shiong who together will take full control of the club, according to two people with knowledge of the negotiations.

It remains unclear how much Mr Soon-Shiong, a surgeon turned biotech entrepreneur, is seeking to invest in DC United. He is already a minority owner of NBA basketball team Los Angeles Lakers and, in February, acquired the

Los Angeles Times newspaper for \$500m.

DC United has been exploring options to add new investors or launch partnerships to strengthen the club's financial situation, a person close to Mr Thohir said.

The person added that Mr Thohir, who sold the majority of his controlling stake in Italy's Serie A club Inter Milan to China's Suning in 2016, has been seek-



The deal would value DC United at \$500m, a record for the US league

ing ways to significantly reduce his exposure to football assets.

A person close to the consortium described the stake sale as a "restructuring as [Mr] Thohir has been looking to reduce his share for a little while". Mr Levien, who is also one of the co-owners of English Premier League football club Swansea City, will retain his leadership positions at DC United.

The news was first reported by Bloomberg, which said the sale could be completed by the end of the month.

The deal would be a record for Major League Soccer, the sport's top league in the US, which has steadily grown in popularity since it was founded in 1993.

According to Forbes, the most valuable team in the league is LA Galaxy, worth an estimated \$315m. The California-based team, which is the only side to have won more MLS titles than DC United, recently acquired Zlatan Ibrahimovic, the former Manchester United and Paris Saint-Germain striker.

Mr Levien declined to comment. Mr Soon-Shiong did not return a request for comment.



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## COMPANIES

## Retail

# Head of Ikea unpacks plan to 'claim the city centre'

Brodin lines up improved delivery and big change to model amid online threat

RICHARD MILNE — OSLO

Ikea's chief executive promised change at the flat-pack furniture group in response to shifting shopping habits and a move to online sales that are disrupting traditional retailers.

Jesper Brodin, in charge of the largest

furniture retailer by sales since September, said that under its three-year strategy, Ikea would have full digital solutions in all countries, including home delivery "at an affordable price".

He said the retailer would make a big move away from out-of-town stores to those in city centres.

Ikea would look at ideas such as lending furniture to customers instead of selling it; using virtual reality to help people plan interiors; and different store formats, especially in city centres.

"We are going to look into a transformation of our business. We are at a point where it is less business than usual than we have experienced in the past. The speed of change going forward will be incredible."

Ikea has long relied on a model than has pushed down costs by getting customers to drive to its stores, pick out the furniture, and assemble it at home. But it is facing the challenge of city dwellers without cars, increasing competition from online participants such as Ama-

zon, and shoppers prepared to pay extra for home delivery and assembly.

Mr Brodin stressed the need for urgency in Ikea's response, and had shifted its traditional five-year plans to a 2019-21 strategy.

"It's about the mindset: we are not going to have 10 years to gradually change and plan."

One of the biggest shifts is Ikea's newly discovered love of city centres, as more and more people move to urban areas.

"We are going to claim the city centres," he said, expanding earlier commitments to better cater to urban consumers.

Ikea would start by targeting 10 megacities, such as London, New York and Tokyo, through a number of experiments of smaller shops.

It had trialled a kitchen-only store in Stockholm and one focused on wardrobes and mattresses in Madrid.

"These three years will be exceptional when it comes to change, entre-

preneurship, testing and trying and exploring new ways forward," the chief executive said.

Mr Brodin described Ikea as "hungry for growth".

Online shopping accounts for 5 per cent of its €34bn retail sales. In the UK it is about 10 per cent.

The group was conducting research in the UK into how it could rent out furniture.

"It's our ambition to explore that," Mr Brodin said.

## Financials. Governance

## ICICI and Axis woes blunt calls for India bank privatisation

As scrutiny of standards intensifies, big operators face questions over performance

SIMON MUNDY — MUMBAI

An important moment for India's male-dominated business sector came in the summer of 2009, when Chanda Kochhar and Shikha Sharma took charge of its two largest private-sector banks by assets.

The pair had risen rapidly at fast-growing ICICI Bank, and were the final two candidates in its search for a new leader. When Ms Kochhar won out, Ms Sharma departed for the top job at Axis Bank, another of the private lenders that were eating into the dominance of state-owned banks.

But as the two women's paths tracked each other on their way to becoming India's first female bank heads, their lengthy tenures threaten to come to an abrupt, near-synchronous end.

Scrutiny is intensifying of lending standards at India's large banks, and of the ability of boards to hold top executives to account.

As calls grow for privatisation of India's ailing state-run banking sector, the fact has been highlighted that some of the biggest private-sector banks face serious questions over performance.

On Monday, Axis' board announced an about-turn in its leadership plans. It had granted Ms Sharma a three-year contract extension that would have kept her in charge until June 2021; but she will depart at the end of this year. The move followed reports that the central bank was resisting the extension, after Axis was hit by a surge in non-performing corporate loans.

While India's state-controlled banks have been the worst hit by rising business loan defaults, ICICI and Axis have been much more badly affected than other private lenders. Both have had a



ICICI Bank chief Chanda Kochhar, left, with her counterpart at Axis Bank, Shikha Sharma  
Shriya Patil/India Today Group/Getty Images

strong focus on corporate banking since their inception, and took part in an enthusiastic wave of industrial lending over much of the past decade.

At 7.82 per cent and 5.28 per cent respectively at the end of December, ICICI's and Axis' respective bad loan ratios were by far the highest among private-sector lenders. But while Ms Sharma's position was weakened by criticism of Axis's performance, Ms Kochhar has been hit by allegations of a more serious nature.

The storm around Ms Kochhar broke on March 29 when the Indian Express published an account of dealings

between her husband, Deepak Kochhar and Venugopal Dhoot, controlling shareholder of the Videocon electronics group, which subsequently secured, and defaulted on, Rs32.5bn (\$500m) of loans from ICICI.

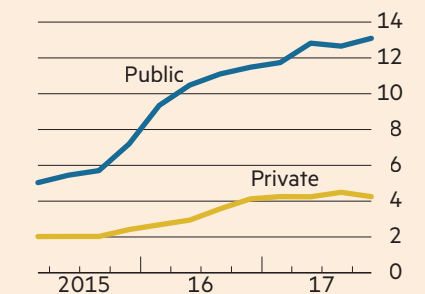
In 2008, Mr Kochhar and Mr Dhoot established an energy group, NuPower Renewables, from which Mr Dhoot quit after a month. Supreme Energy, a company owned by Mr Dhoot, extended a \$10m convertible loan to NuPower. Mr Dhoot went on to sell his 99.9 per cent stake in Supreme Energy to another director, who sold it to a trust controlled by Mr Kochhar for Rs99,900 (\$1,500).

NuPower, where Mr Kochhar remains managing director, said that the latter transaction had been made at fair market value. Mr Dhoot told the Indian Express that he no longer owned Supreme Energy when the loan to NuPower was made in early 2010, though public filings show that he sold his shares only in November that year.

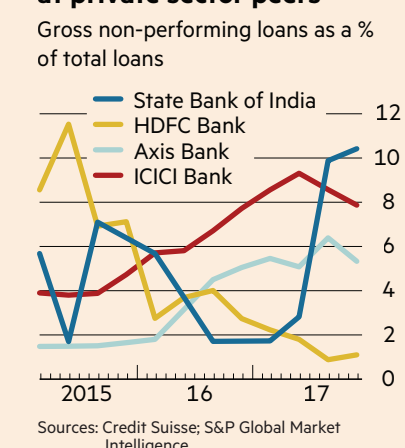
For Arvind Gupta, a shareholder-advocate who flagged these transactions to authorities two years ago, Mr Dhoot's apparent "generosity" towards the spouse of a top banker raised serious questions about conflicts of interest.

In April 2012, several Videocon com-

panies secured loans of \$500m from ICICI Bank to fund an expansion into the oil and gas industry, most of which is part of the bank's hefty portfolio of non-performing debt.



**Bad debt at ICICI and Axis has been more serious than at private sector peers**  
Gross non-performing loans as a % of total loans



Sources: Credit Suisse; S&P Global Market Intelligence

following February's revelation of an alleged \$2bn fraud at state-controlled Punjab National Bank. That strengthened calls for privatisation of public banks, which have been swept by a crisis of non-performing corporate loans.

But the developments at ICICI and Axis have lent weight to the argument of sceptics that private-sector ownership is no panacea.

Management accountability at the banks has come under scrutiny, with analysts contacted by the Financial Times criticising the board of Axis over Ms Sharma's contract extension, and ICICI's board for jumping to Ms Kochhar's defence without commissioning an independent investigation.

"They seem to be in defensive mode right now — they don't see the bigger picture," said Suyash Rai, a senior consultant at the National Institute of Public Finance and Policy.

Had a European bank suffered a spike in bad loans of the same scale as had ICICI and Axis, "we'd have seen multiple changes to the management and board", said Nilanjan Karfa, an analyst at Jefferies.

Late last month, the securities regulator announced rules aimed at strengthening boards, including a reduction in the number of director positions that can be held at once, and enhancing the role of board-level committees.

Advocates of bank privatisation say that such reforms are hastening a move towards stronger corporate governance in India, and that privatising the state-controlled banks would be the best means of ensuring that they joined this trend.

For all their problems, ICICI and Axis were still better-run institutions than the state-owned lenders, said Mr Rai.

"But public perception is shaped by this kind of incident," he said. "Anybody who was asking for bank privatisation will now be told: 'Hey, look at these private banks — they have their own problems'."

## Public Notice

**BCP Finance Company**  
(incorporated with limited liability under the laws of the Cayman Islands)

**€ 500,000,000 Series D Perpetual Non-cumulative Guaranteed Non-voting Step-Up Preference Shares**

guaranteed on a subordinated basis by  
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(incorporated with limited liability under the laws of Portugal)

ISIN: XS0231958520

BCP Finance Company (the "Issuer") hereby announces that in accordance with paragraph 3(a) (Limitations) of the terms of the Series D Perpetual Non-cumulative Guaranteed Non-voting Step Up Preference Shares (the "Series D Preference Shares") as described in the Offering Circular dated 12 October 2005 (the "Offering Circular"), no Dividends will be declared in respect of Series D Preference Shares for the dividend period ending on 13 April 2018, as the payment of such Dividends may not be permitted in accordance with paragraph 3(a) therein.

The aggregate nominal value currently outstanding is €15,942,000.00.

Defined terms used herein shall take the meaning given to them in the Offering Circular.

Cayman Islands, 11 April 2018

## Contracts &amp; Tenders

**FERROVIE ITALIANE** **RFI**  
RETE FERROVIARIA ITALIANA

**CALL FOR EXPRESSIONS OF INTEREST FOR THE SALE PROCEDURE OF 100% OF THE SHARE CAPITAL OF THE COMPANY TO BE FORMED CENTOSTAZIONI RETAIL S.P.A. AND GRANT TO THAT COMPANY OF THE CONTRACT ATTRIBUTING THE EXCLUSIVE RIGHT OF ECONOMIC EXPLOITATION OF THE COMMERCIAL AND ADVERTISING SPACES IN THE RAILWAY STATIONS OF MILANO PORTA GARIBOLDI, ROMA OSTIENSE, PADOVA, TORINO PORTA SUSA AND NAPOLI AFRAGOLA**

**NOTICE OF POSTPONEMENT OF THE TERM FOR THE SUBMISSION OF THE EXPRESSIONS OF INTEREST**

With reference to the Call above mentioned, whose notice is rewritten below, the term previously established within 12:00 noon (Italian time) on 13th April 2018, is now postponed within 12:00 noon (Italian time) on 4th May 2018.

In consideration of the established postponement, requests for any additional information and/or clarifications pursuant to paragraph VII of the Call, shall be formulated by or before 12:00 noon on 17 April 2018.

The answers to all requests for any additional information and/or clarification, including the ones received within the previous term of 12:00 noon (Italian time) on 26 March 2018, will be released within 24 April 2018 with the modality stated in the Call.

\*\*\*

**NOTICE OF CALL**

As a part of the value improvement of the business related to the economic exploitation of the railway stations of Milano Porta Garibaldi, Roma Ostiense, Padova, Torino Porta Susa and Napoli Afragola ("Retail Stations") Ferrovie dello Stato Italiane S.p.A. ("FS") and Rete Ferroviaria Italiana S.p.A. ("RFI"), started a corporate reorganisation procedure, which involves establishing Centostazioni Retail S.p.A. ("CS Retail"). CS Retail, following the completion of the reorganisation procedure, will be entitled to the economic exploitation in exclusivity of the commercial and media & advertising spaces in the above-mentioned stations.

Specifically, CS Retail will be granted:

- the activities and the contractual arrangements related to the economic exploitation in exclusivity of the commercial and media & advertising spaces in the Retail Stations;
- the right of the economic exploitation in exclusivity of the commercial and media & advertising spaces in Retail Stations, on the basis of a specific contract with RFI ("Retail Contract").

In this context, FS, also on behalf of RFI, intends to start the value improvement process of the company to be formed CS Retail by launching a selection procedure (the "Procedure") for (i) the sale of the entire share capital of CS Retail and (ii) the grant to CS Retail of the Retail Contract, which provides the right of economic exploitation in exclusivity of the commercial and media & advertising spaces in the above-mentioned stations and, therefore,

**INVITES**

interested parties to submit their expressions of interest in order to participate in the Procedure. Interested parties need to meet all the general requirements and the capacity requirements specifically indicated in the Call for expressions of interest, as published on the following websites: [www.fsitaliane.it](http://www.fsitaliane.it), [www.rfi.it](http://www.rfi.it), [www.centostazioni.it](http://www.centostazioni.it) (the "Call").

Interested parties that wish to take part in the Procedure, under penalty of exclusion, must ensure that their envelope, containing their expression of interest together with all documents and declarations specifically indicated in the Call, arrives strictly within the term, originally set on 12:00 noon (Italian time) on 13th April 2018 and with this Notice postponed to 12:00 noon (Italian time) on 4 May 2018, at the headquarters of PriceWaterhouseCoopers Advisory S.p.A. located at Largo Angelo Focchetti 28, 00154, Rome.

Interested Parties will be able to have sight of the Call and the related forms for submitting the expression of interest by visiting [www.fsitaliane.it](http://www.fsitaliane.it), [www.rfi.it](http://www.rfi.it), or [www.centostazioni.it](http://www.centostazioni.it).

Ferrovie dello Stato Italiane S.p.A.

## Legal Notices

**SERVICE BY PUBLIC NOTICE**

As service by public notice, it is hereby notified that the Financial Supervisory Authority (FIN-FSA) has, on 21 February 2018, taken the following decision, which the FIN-FSA has not been able to serve to the concerned party in any other manner.

Concerned party: Danko Koncar Decision: FIVA 17/02.05.05/2017

Subject: Imposition of obligation to launch a bid and conditional imposition of a fine

The decision will be available for viewing by the concerned party at the FIN-FSA premises at Snellmaninkatu 6, FI-00170 Helsinki, for 30 days following the publication of this notice in the Official Gazette. This notice will be published in the Official Gazette on 11 April 2018.

The period for lodging an appeal against the decision to the Helsinki Administrative Court is 30 days after service of the decision. The service of the decision is considered to have been effected on the seventh day after the publication of this notice in the Official Gazette.

Financial Supervisory Authority, 11 April 2018

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## COMPANIES

## Financials

# Anger at \$100bn fat-finger trade in Samsung unit

Financial regulator urged to tighten controls after shares error sparks chaos

BRYAN HARRIS — SEOUL

South Korea's financial regulator has urged the country's brokerages to strengthen internal controls amid surging concerns over compliance protocols after a so-called fat-finger trade.

Samsung Securities, an affiliate of the country's largest conglomerate, sparked chaos last Friday after an employee accidentally issued 2.8bn shares to staff — an amount theoretically worth about \$100bn, and 30 times the brokerage's issued share capital.

The company intended to pay dividends worth Won2.8bn (\$2.6m) under a share ownership plan, but the employee entered the numbers into the system as "shares" instead of "won", the South Korean currency.

The company took 37 minutes to halt

There was a perception that employees tried to make a quick buck at the expense of other investors

the trade, by which time some employees had sold the so-called ghost stocks.

The scandal prompted public outrage because of a perception that the employees were trying to make a quick buck at the expense of other investors, and would have known that such large stakes must have been an error.

Shares in Samsung Securities, which is the nation's fourth-largest brokerage, have fallen 10 per cent since the incident, knocking \$300m off its market value.

Anger over the error is giving way to concern about South Korea's system for double-checking and verifying trades. Analysts say the fear is that smaller fat-finger trades might have slipped through the system unnoticed in the past and could happen again.

"I really don't understand how this kind of incident could happen at a big company like Samsung Securities," said

Ahn Sung-hak, a researcher at Hana Institute of Finance. "They should have a filtering system in place in order to prevent human errors or a warning system that can prevent the issuance of more shares than actually exist."

The South Korea National Pension Service — the third largest pension fund in the world — said yesterday that it had stopped using the broker to trade shares.

Kim Ki-sik, the head of the Financial Supervisory Service, met the chiefs of 17 brokerages and urged them to improve internal control mechanisms to prevent such incidents.

On Monday, the financial authorities launched a probe into Samsung Securities and South Korea's "overall stock markets system".

According to media reports, the company has fired 20 employees, including 16 who immediately sold off their new stock. The people who sold their stock did not receive payment for the shares because the trade was halted during processing.

Samsung Securities did not respond to requests for comment.

The incident has also raised questions about how easily Samsung Securities could issue stock with so little oversight.

"We're an OECD country. This could be a big issue for our market credibility," said one businessman, adding that the Korean stock exchange should have a monitoring system in place to double-check transactions.

Park Chang-kyun, a business professor at Chung-Ang University, echoed the sentiment.

He said: "The first fault lies with Samsung Securities for neglecting a proper system to prevent this from happening. But the second fault lies with the financial regulator, which has neglected their role of supervising the brokerages' internal computer systems and comparing them with global standards and legal requirements."

Since the incident, more than 200,000 South Koreans have signed an official petition on the website of the Blue House, the president's executive office, demanding that people who sold the ghost shares be punished.

Additional reporting by Kang Buseong

## Travel &amp; leisure



The purchase of a large stake in Dorna would mark a return to MotoGP for CVC after 12 years — Nicolas Aguilera/epa-EFE

## CVC in race for control of MotoGP

JAVIER ESPINOZA AND MURAD AHMED LONDON  
JAMES ALLEN — BAHRAIN

CVC Capital Partners, the former owner of Formula One, is among a group of financial institutions chasing a deal to take control of MotoGP, the international motorcycle racing series.

The Luxembourg-based private equity group is considering a deal to buy a significant stake in Dorna, a Spanish sports-management company that has the exclusive rights to promote and manage MotoGP, the motorcycling equivalent of F1, according to multiple people with knowledge of its intentions.

The deal could make CVC the largest shareholder in MotoGP's parent and mark a return to a sport it has previously controlled. In 2006, CVC sold its stake in Dorna to rival private equity firm Bridgepoint for about €500m. Market insiders expect a deal would value the Madrid sports company at well over €1bn in enterprise value.

"It's a very expensive business," said a banker who has known the business for

years. "[But] people pay a lot of money to hold these rights... It's got almost no capital expenditure and very high margins. It's a cash machine."

CVC faces fierce competition from other potential buyers that are considering a deal for Dorna, including Eurazeo and large family offices such as Groupe Bruxelles Lambert, according to two people familiar with their interest.

Yet CVC appears in a strong position because of its history with MotoGP, industry observers said. In 2006, CVC sold its shareholdings in Dorna as a condition imposed by the European Commission to approve the private equity group's takeover of Formula One in the same year.

Management is also keen for CVC to acquire a stake given its past experience

'It's got almost no capital expenditure and very high margins. It's a cash machine'

and its working relationship with CPPIB, the Canadian pension investor, which bought a 39 per cent stake in the sports management company in 2012, these people said.

According to people close to the potential sale, Dorna's management has a preference for CVC as a buyer but they cautioned that other bidders may yet seize an advantage and a sale may not even happen.

"They want to speak to people who speak their language," said a person familiar with Dorna's thinking.

It also remains unclear the size of the stake that CVC and other potential bidders are seeking from either Bridgepoint or CPPIB, these people said.

But the move would mark a speedy comeback to motorsports for CVC, just 18 months after it sold its stake in F1 in a deal worth \$8bn.

A person close to the asset said despite interest there was no formal sales process going on. CVC, Bridgepoint, CPPIB and GBL declined to comment. Eurazeo and Dorna did not immediately reply to a request for comment.

## Financials

# Buyout funds eye European banks' payment companies

JAVIER ESPINOZA  
PRIVATE CAPITAL CORRESPONDENT

Buyout funds are eyeing potential acquisitions of payment companies buried deep within banks in Spain and France, amid a boom in card and phone payments.

Consumers are increasingly switching from cash payments to using cards and phones to pay for everything from bubblegum to train tickets and Mexican food, fuelling a battle among private equity groups to acquire the payment companies that in many cases have been developed by banks.

Recent big deals include the €3bn acquisition of Paysafe by a consortium made up of CVC and Blackstone and Hellman & Friedman's \$5.3bn takeover of Nets in Denmark.

Bain Capital and Advent International, the two US buyout groups behind the takeover of Worldpay, one of the most lucrative deals in the industry, have said groups in France and Spain represent "really big" opportunities. These include units at Crédit Mutuel, Société Générale and Natixis in France and BBVA, Sabadell and Bankia in Spain, they said.

"We are significant participants in these markets in Europe and we keep our eye on what is happening," said Robin Marshall, managing director and co-head of Bain Capital Private Equity in Europe.

The surge of interest comes as a number of bidders, including Bain and Advent, are looking to buy Swiss stock market operator SIX Group's \$2.1bn payments unit, according to people familiar with the auction.

But James Brocklebank, a managing partner at Advent, said it was difficult to determine the value of these units or whether they will ever be put up for sale. "They are really big," said Mr Brocklebank. "But the question is whether the banks in France, for example, will ever want to let go. They have not so far."

The buyout funds, which acquired Worldpay in a deal worth €2bn and listed it for a €5bn enterprise value, also warned that competition was making it hard to replicate historically profitable transactions. The widespread use of Apple Pay has dealt a blow to other contactless payment services. "Apple Pay is a killer app," said Mr Brocklebank. "It is so quick that it is brilliant."

## Contracts &amp; Tenders

**GOVERNMENT OF MAHARASHTRA  
OFFICE OF THE EXECUTIVE ENGINEER  
PUBLIC WORKS DIVISION, KHAMGAON**

**NOTICE FOR HYBRID ANNUITY MODE [HAM] (ONLINE) TENDER  
E-TENDER NOTICE NO. 03 / 2018-19 (2nd Call) (SHORT TENDER NOTICE)  
NOTICE INVITING BID**

Email: [khamgaon.ce@mahapwd.com](mailto:khamgaon.ce@mahapwd.com) Phone No: 07263-254897.

Sub: - RFP for Upgradation of Roads in Maharashtra State for Two Laning Road / Two Laning Road with Paved Shoulder under MRIP package on Hybrid Annuity Mode of (HAM) (Under Public Works Circle, Akola).

1. The Government of Maharashtra, has entrusted the Authority for 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 Two Laning / Two Laning with Paved shoulder thereof (the "Project") on Design, Build, Operate and Transfer (the "DBOT Annuity" or "Hybrid Annuity") basis and has decided to carry out the bidding process for selection of a Private Entity / 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)	Name of P.W. Division
1	AM - 81	Upgradation of Road joining two District places in Akola and Buldhana District (Warwand Undri Ambe Takali Balapur) SH 274 & 269 (2 <sup>nd</sup> Call).	69.552	177.390	P.W. Division, Khamgaon
2	AM - 84	Upgradation of Road joining two Taluka places in Buldhana District (Changefal Matargaon Khamgaon) Length 45.838 km SH 222 (2 <sup>nd</sup> Call).	45.838	104.510	P.W. Division, Khamgaon

The complete BID document can be viewed / downloaded from E-procurement portal from Dt. 13/04/2018 to Dt. 27/04/2018 (up to 23.00 Hrs. IST). Bid must be submitted online only at <https://maharashtra.etenders.in> (Subportal-<https://pwd.maharashtra.etenders.in>) during the validity of registration with the e-Tendering Portal on or before Dt 27/05/2018 (up to 23.00 Hrs IST). Technical submission of the Bids received online shall be opened on Dt. 07/05/2018 at 12.30 Hrs to Dt. 09/05/2018 at 18.00 Hrs (IST).

**Pre-bid Conference Date:- 19/04/2018 Time 11.30 am. (Office of the Chief Engineer P.W. Region, Amravati).**

All information related to Tender are available at following website.  
(1) <http://mahapwd.com> (2) <https://pwd.maharashtra.etenders.in>  
(3) Copy available at E.E. P.W.D. Office, Khamgaon on information Board

(Any Corrigendum / changes will not be published in News Papers & can be seen only on website).

Online Schedule is Applicable & Final

Terms & Conditions:

- Contractor submitting bids need not be registered with Public Works Department.. Any eligible contractor who satisfies tender terms and conditions can participate in the tender, Foreign companies having sub companies in India can participate in the tender process.
- Post Qualification Criteria is Applicable.
- Tenders are requested to contact on following telephone numbers regarding any doubts/ information/ difficulty regarding online enrollment or obtaining digital certificate. Sify Technologies Ltd. Nextender (India) Pvt. Ltd., On 020-25315555/ 25315556 (Pune) or 022-26611117/ 26611287 (Extn. 25/26) Mumbai.

O.No. 2898/e-tn-03/Tender/2018/Dt. 04/04/2018.  
Office of the Executive Engineer  
Public Works Division,  
Khamgaon  
Pin Code-444303.  
DGIPR/2018/100.

Sd/-  
(S. P. Thotange)  
Executive Engineer  
Public Works Division,  
KHAMGAON

**GOVERNMENT OF MAHARASHTRA  
OFFICE OF THE EXECUTIVE ENGINEER  
PUBLIC WORKS DIVISION AHMEDNAGAR.**

**NOTICE FOR HYBRID ANNUITY MODE [HAM] (ONLINE) TENDER  
E-TENDER NOTICE NO. 03 FOR 2018-19 (THIRD CALL)  
NOTICE INVITING BID**

Email: [ahmednagar.ce@mahapwd.com](mailto:ahmednagar.ce@mahapwd.com) Phone No: 0241-2325334.

**Subject: Hybrid Annuity Mode, Package No. NSK-70 :-  
Upgradation of Roads Under Public Works Circle, Ahmednagar.**

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.	Hybrid Annuity Mode Package No.	Name of Work	Length (in Km.)	Estimated Project cost (Rs. in Crores)
1	NSK - 70	Improvement to Amrapur Pathardi Kada Mirajgaon Karjat Bhigwan Road SH-54 Km.92/500 to 128/100 Dist.Ahmednagar (Karjat to Nagar District Border).	35.60	Rs.65.01
		Improvement to MSH 8 to Ghogargaon to Kombhali Walwad Karjat Road MDR-66 Km. 0/00 to 29/800 Dist. Ahmednagar Ghogargaon to Karjat).	30.03	Rs.52.88 Rs.117.89

2. All information of e-tendering is available on the following websites / Notice Board  
I. <http://www.mahapwd.com> (Informatory Notice)  
II. <http://mahatenders.gov.in>

3. The complete bid documents can be viewed / downloaded from e-procurement portal from 10/04/2018 to 27/04/2018 (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).	10/04/2018 at 10:00 Hrs. to 27/04/2018 at 17:45 Hrs.
2.	Last date for receiving queries for Pre-Bid.	19/04/2018 up to 11:00 Hrs.
3.	Pre - Bid meeting.	19/04/2018 at 12:00 Hrs In the Office of the Chief Engineer, P. W. Region, Nashik.
4.	Authority response to queries for Pre-Bid Meeting.	23/04/2018.
5.	Bid Lock.	27/04/2018 at 17:45 Hrs.
6.	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, Nashik, Tribak Road, Nashik. 2. Superintending Engineer, Public Works Circle, Ahmednagar, Aurangabad Road, Ahmednagar. 3. Executive Engineer, Public Works Division Ahmednagar, Aurangabad Road, Ahmednagar.
7.	Opening of Technical Bids.	On Dt. 04/05/2018 at 11:30 Hrs. in the office of the Superintending Engineer, Public Works Circle, Ahmednagar (Maharashtra).
8.	Declaration of Eligible / Qualified Bidders.	10/05/2018.
9.	Opening of Financial Bids.	10/05/2018 from 11:30 Hrs. to 17:55 Hrs.

6. Note:-  
a) 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 04/05/2018 (at 11:00 am. 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.  
b) 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.

**Outward No./Tender/1972/2018-19  
Office of the Executive Engineer,  
Public Works Division, Ahmednagar,  
Dated - 05/04/2018**

Sd/-  
Executive Engineer  
Public Works Division,  
AHMEDNAGAR

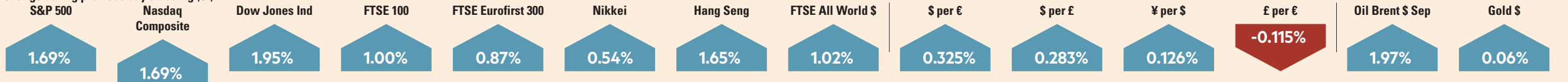
DGIPR/2018/125.



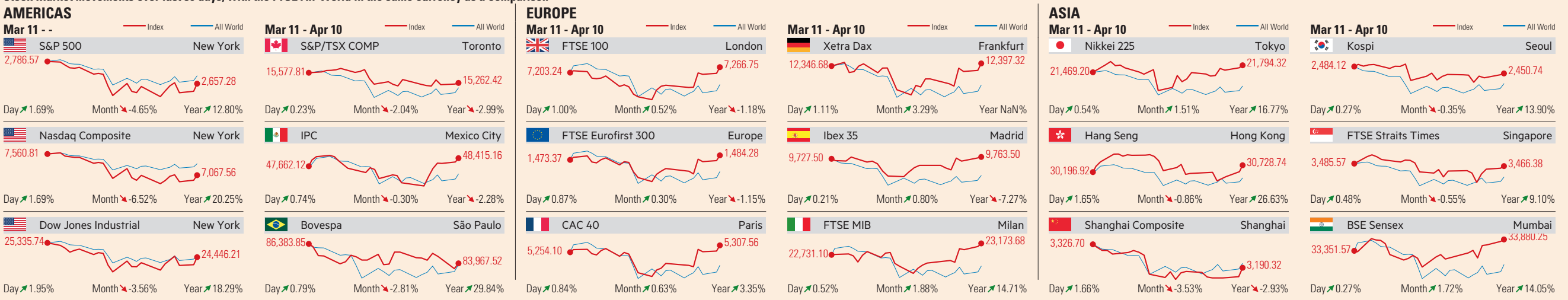
MARKET DATA

WORLD MARKETS AT A GLANCE

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



Country	Index	Latest	Previous	Country	Index	Latest	Previous	Country	Index	Latest	Previous	Country	Index	Latest	Previous
Argentina	Merval	3210.53	3184.43	Cyprus	CSE M&P Gen	67.02	66.70	Italy	FTSE Italia All Share	25425.04	25298.95	Philippines	Manila Comp	7524.68	7546.68
Australia	All Ordinaries	5951.80	5904.70	Czech Republic	PKX	1125.02	1125.55	Poland	WIG	58615.03	58699.72	Portugal	BVLXPS20	5475.84	5448.99
Austria	ATX	3988.61	3988.61	Denmark	OMXC20	892.97	898.11	Romania	BET Index	3005.36	3040.11	Russia	MOEX	2786.57	2786.57
Belgium	BELEX20	3897.91	3870.64	Egypt	EGX30	17410.59	17410.59	Saudi Arabia	TASI	10983.39	10984.98	Singapore	FTSE Straits Times	3488.38	3488.38
Brazil	Ibovespa	8369.52	8300.23	Estonia	TSE100	1280.22	1280.22	South Africa	JSE All Share	2419.00	2419.00	Slovakia	SAX	3409.89	3381.31
Canada	S&P/TSX 60	901.66	903.33	Finland	HEXHELV	9549.39	9502.71	Slovenia	BIOTOP	628.03	623.66	South Korea	KOSPI	2450.74	2444.08
Chile	IPSA Gen	28048.51	28012.89	France	CAC 40	5307.56	5263.34	Spain	IBEX35	9297.95	9242.95	Sweden	OMX Stockholm 30	1525.27	1511.32
China	S&P/TSX Div Mer & Min	955.43	962.91	Germany	DAX	12428.67	12428.67	Switzerland	SMI Index	8755.57	8697.08	Taiwan	TSEI	10827.18	10863.53
Colombia	COLCAP	1531.72	1520.76	Greece	ATHEX	810.54	801.14	Thailand	BIST100	11884.90	11835.98	Thailand	Bangkok SET	1765.95	1751.27
Croatia	CROBEX	1807.44	1801.44	Hungary	BUX	3078.74	3078.74	Turkey	BIST100	11884.90	11835.98	UK	FTSE 100	7203.24	7203.24
				India	BSE Sensex	33880.25	33788.54	USA	DJ Industrial	24826.25	24826.25	USA	DJ Composite	8176.75	8007.48
				Indonesia	Jakarta Comp	6206.18	6206.18		FTSE All-Share	2419.00	2419.00		DJ World	10271.62	10119.38
				Inland	ISEQ Overall	6833.33	6835.77		FTSE Eurofirst 300	1473.37	1473.37		FTSE MIB	22731.10	22731.10
				Israel	Tel Aviv 125	1290.24	1289.34		FTSE Eurofirst 500	2079.84	2079.84		FTSE Eurofirst 100	688.71	692.29

(c) Closed, (u) 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.

STOCK MARKET: BIGGEST MOVERS

AMERICA	LONDON	EURO MARKETS	TOKYO	UK MARKET WINNERS AND LOSERS
ACTIVE STOCKS	ACTIVE STOCKS	ACTIVE STOCKS	ACTIVE STOCKS	FTSE 100
stock traded m	stock traded m	stock traded m	stock traded m	price
Facebook	Glencore	Bliva	Toyota Motor	Winners
American.com	BT Group	Bayer AG Na O.n.	Johnson Matthey	Micro Focus Int
Nvidia	Rio Tinto	Lvmh	Fanuc	Johnson Matthey
Apple	Glassmate/kin	Volvo Group Ab Vro D.n	Sony	Wpp
Norfolk	British American Tobacco	Alberis Int	Sanofi	Royal Dutch Shell
Marathon Petroleum	British American Tobacco	Novartis	Sanofi	Industrial Transport
Alphabet	BP	Novartis	Mitsubishi UFJ Fin	Diageo
Microsoft	BP	Novartis	Sanofi	Roche
Alphabet	BP	Novartis	Sanofi	Roche
Bank of America	BP	Novartis	Sanofi	Roche
BIGGEST MOVERS	BIGGEST MOVERS	BIGGEST MOVERS	BIGGEST MOVERS	BIGGEST MOVERS
Close price	Close price	Close price	Close price	Close price
Day's change	Day's change	Day's change	Day's change	Day's change
Day's % change	Day's % change	Day's % change	Day's % change	Day's % change
Up	Up	Up	Up	Up
Down	Down	Down	Down	Down

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FTSE ACTUARIES SHARE INDICES

Index	£ Strg	Day's % change	€ Strg	Day's % change	YTD %	Div	P/E	X/O	Equal
FTSE 100 (100)	7286.75	1.00	8505.68	1.19	7183.64	7286.50	1.95	12.87	85.51
FTSE 250 ex Inv (198)	21150.43	1.05	18953.54	20931.46	20933.35	20704.63	2.89	11.33	119.91
FTSE 350 (350)	4045.80	1.00	4005.82	4003.21	4078.14	3.88	2.10	13.16	43.43
FTSE 350 ex Investment Trusts (297)	4010.20	1.00	3950.51	3971.02	3967.59	4048.07	3.83	13.50	43.47
FTSE 350 ex Dividend Yield (242)	4018.20	0.89	3997.03	3982.75	3981.34	3923.01	3.21	2.84	15.23
FTSE SmallCap (284)	5676.62	0.69	5081.62	5637.59	5637.16	5458.32	3.27	10.11	38.40
FTSE SmallCap ex Inv (156)	4919.20	0.77	4403.68	4891.64	4882.43	4653.31	3.31	1.75	26.28
FTSE Share (334)	3956.86	0.99	3577.03	3656.84	3653.47	4020.31	4.70	13.01	42.31
FTSE All-Share ex Inv (453)	3936.81	1.00	3524.17	3897.84	3894.56	3969.64	3.82	13.56	42.42
FTSE All-Share ex Multinationals (566)	1276.23	0.82	909.79	1216.22	1210.56	1207.33	3.87	1.89	25.71
FTSE Hedging (54)	10080.06	0.25	9485.17	10502.04	10153.93	9701.26	4.75	12.52	67.17
FTSE Hedging ex Inv (46)	15327.69	0.40	13721.11	15256.74	15312.22	13430.64	3.49	4.02	1883.17
FTSE All-Small (378)	3968.07	0.67	3542.30	3917.73	3932.07	3796.57	3.25	10.21	26.70
FTSE All-Small ex Inv (202)	3701.18	0.76	3312.24	3672.24	3674.35	3635.36	3.22	1.68	17.95
FTSE All-Small ex Div (819)	10273.82	0.72	9203.10	10234.66	10233.19	9397.01	1.31	11.13	67.55

FT 30 INDEX

Index	Apr 10	Apr 09	Apr 08	Apr 07	Apr 06	Apr 05	Apr 04	Apr 03	Apr 02	Apr 01	Yr Ago	High	Low
FT 30	3140.60	3116.10	3104.60	3100.40	3037.90	3010.00	3077.00	2974.50	3000.00	3037.70	3037.70	3140.60	3116.10
FT 30 Div Yield	1.94	1.95	1.95	1.95	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.94	1.42

FX: EFFECTIVE INDICES

Country	Apr 09	Apr 08	Apr 07	Apr 06	Apr 05	Apr 04	Apr 03	Apr 02	Apr 01	Yr Ago
Australia	91.37	91.46	92.41	92.41	92.41	92.41	92.41	92.41	92.41	92.41
Canada	90.98	90.89	89.45	89.45	89.45	89.45	89.45	89.45	89.45	89.45
Denmark	138.45	138.59	139.86	139.86	139.86	139.86	139.86	139.86	139.86	139.86
New Zealand	116.61	116.12	115.42	115.42	115.42	115.42	115.42	115.42	115.42	115.42
Norway	85.80	87.81	87.24	87.24	87.24	87.24	87.24	87.24	87.24	87.24

FTSE GLOBAL EQUITY INDEX SERIES

Index	No of stocks	US \$	Day %	Mth %	YTD %	Total %	YTD Dr	Dr %	Apr 9	Apr 8	Apr 7	Apr 6	Apr 5	Apr 4	Apr 3	Apr 2	Apr 1	Yr Ago
FTSE Global All	7658	5772.03	0.3	-3.9	-1.7	87.42	-1.1	2.3	Oil & Gas Producers	100	367.89	-0.1	-0.1	-0.2	62.37	-1.4	3.6	3.6
FTSE Global Large Cap	1452	502.47	0.4	-4.1	-1.8	746.18	-1.1	2.5	Oil Equipment & Services	28	768.63	0.1	-0.1	-0.9	420.36	-9.2	3.8	3.8
FTSE Global Mid Cap	1730	774.47	0.3	-3.3	-1.5	1058.63	-1.0	2.1	Basic Materials	261	518.84	0.0	-0.8	807.33	-4.1	2.7	2.7	
FTSE Global Small Cap	4876	815.56	0.1	-3.3	-1.4	1079.82	-0.9	1.9	Chemicals	121	263.84	0.4	-0.4	-4.8	118.95	-4.4	2.4	2.4
FTSE All-World	2182	333.49	0.4	-4.0	-1.7	509.68	-1.1	2.4	Forestry & Paper	16	324.52	0.0	0.0	0.3	564.98	-9.9	2.8	2.8
FTSE World	2603	588.69	0.4	-4.0	-1.8	1208.14	-1.1	2.4	Industrial Materials & Mining	70	655.58	-0.6	-0.6	-6.6	708.22	-5.9	2.8	2.8
FTSE Global All ex UK	1730	774.47	0.3	-3.3	-1.5	1058.63	-1.0	2.1	Mining	54	620.76	-0.5	-0.5	972.08	-4.0	3.4	3.4	
FTSE Global All Cap ex USA	5588	520.90	0.4	-1.5	-1.2	808.65	-0.5	2.8	Industrials	571	403.68	0.2	-0.2	-2.7	589.65	-3.2	2.1	2.1
FTSE Global All Cap ex JAPAN	6931	583.06	0.3	-4.3	-1.8	805.96	-1.3	2.4	Construction & Materials	115	535.38	0.6	0.6	0.8	815.30	-2.3	2.1	2.1
FTSE Global All Cap ex Europe	7169	588.01	0.3	-4.2	-2.0	826.70	-1.3	2.3	Aerospace & Defense	42	622.20	-0.2	-0.2	-6.9	1107.26	-7.3	1.8	1.8
FTSE Developed	1404	532.21	0.4	-4.0	-2.0	777.77	-1.3	2.4	General Industries	529	220.58	0.1	0.1	-0.1	348.64	-3.3	2.5	2.5
FTSE Developed All Cap	5706	561.27	0.4	-4.0	-1.9	808.50	-1.3	2.3	Electronic & Electrical Equipment	74	453.62	0.5	0.5	-1.6	695.35	-1.3	1.7	1.7
FTSE Developed Large Cap	922	491.16	0.4	-4.0	-2.0	727.85	-1.3	2.5	Industrial Engineering	107	812.62	-0.1	-0.1	-5.9	1173.26	-5.1	2.0	2.0
FTSE Developed Mid Cap	242	302.62	0.5	-0.5	-1.4	650.34	-0.4	3.4	Industrial Transportation	106	681.99	0.4	-0.4	-0.9	986.42	-4.5	2.2	2.2
FTSE Developed Europe Mid Cap	322	634.52	0.4	-1.9	-0.5	964.19	-0.1	2.7	Support Services	83	382.37	0.5	0.5	0.2	538.86	0.3	1.7	1.7
FTSE Dev Europe Small Cap	714	803.62	0.3	-2.3	-0.5	1328.85	-0.1	2.4	Consumer Goods	444	429.29	0.3	0.3	-2.4	748.25	-1.8	2.4	2.4</











## MARKETS &amp; INVESTING

Analysis. Commodities

# US sanctions heighten LME fears over exposure to Rusal aluminium



Exchange's metal contract in spotlight on worries that investors will react warily

HENRY SANDERSON

As Matthew Chamberlain prepared to return from an annual copper conference in Chile yesterday, the youngest ever chief executive of the London Metal Exchange faced a dilemma.

The US government's decision to target Russian aluminium producer Rusal had rattled the market for a metal used in everything from drink cans to cars, sending its price up 8 per cent since sanctions were imposed on Friday.

The sanctions raised questions about where millions of tonnes of the metal would go and who – if anyone – would buy it. For the LME – a feature of the City for 140 years and long regarded as the market of last resort for metals – the danger was that nervous traders would dump Rusal aluminium on to the exchange while yanking non-Russian metal from it.

Such an outcome, said analysts, would make investors wary of using the LME contract for one of its most-traded metals, as the risk of receiving Rusal metal that could breach sanctions increased if traders needed to take delivery.

Late yesterday, the LME moved to

assuage those fears, saying users would no longer be able to deposit Rusal metal in the exchange from April 17 unless they can demonstrate to the exchange that it does not breach the sanctions.

"They need to make sure that the metal that comes into LME warehouses is not liable based on US sanctions against Rusal," said Jorge Vasquez, founder of consultancy Harbor Aluminium. "I think that the LME will seriously think about next steps if it becomes an exchange of Russian metal."

Being essentially blocked from the exchange is the latest body blow to Rusal, whose share price has already collapsed by more than 50 per cent.

The LME is a physically backed market in which traders can take or deliver metal into one of its warehouses to settle a contract. Analysts said the move would likely see more Rusal metal initially move on to the exchange before it is barred.

"You should see a rush in the next seven days to get that material on [the exchange]," said Oliver Nugent, an analyst at ING in Amsterdam.

Traders had already started to withdraw non-Russian aluminium from the LME, most of it in order to meet surging US demand for the metal.

One trader withdrew 18,500 tonnes of aluminium from the exchange's Port Klang warehouse in Malaysia, LME data showed yesterday.

In a further sign of nerves around hav-

ing exposure to Rusal aluminium, four large traders told the Financial Times this week that they had halted business with Rusal and were using the general provision included in the sanctions to unwind existing positions, even if that meant doing so at a loss.

Glencore, the biggest buyer of Rusal metal, and a large trader of aluminium, said it was evaluating its contracts with Oleg Deripaska's company. Last year, Glencore purchased \$2.4bn of aluminium from Rusal under a long-term supply deal that is due to expire later this year.

Rusal is the largest producer outside of China, with an output of 3.71m tonnes of aluminium last year. A total of 45 per cent of its sales revenue came from Europe in the fourth quarter of last year.

The LME said this week that around 36 per cent of its stocks in its warehouses of metal was "eastern European" in origin, which analysts and traders said was mostly from Rusal.

Yet there is an estimated 1m tonnes of aluminium stocks sitting in warehouses outside of the LME that could be of Russian origin and which could be sold back on to the exchange, according to Eoin Dinsmore, an analyst at CRU in London. This is especially the case with any aluminium that is financed by US banks, which can no longer transact with Rusal or its affiliates, he said.

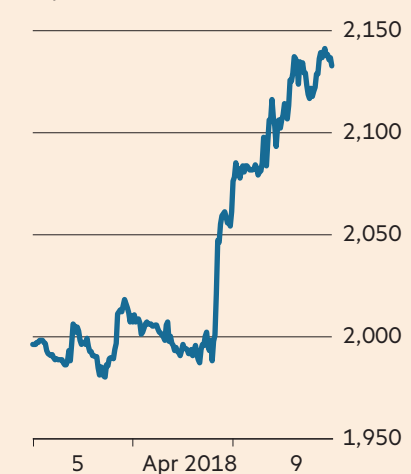
"Clearly the exchange will be the clearest place to put that metal if you are

struggling to finance it or sell it," Mr Dinsmore said.

**Large traders have told the FT they are halting their business with Rusal and unwinding positions**

Mark Elias/Bloomberg

**LME 3-month aluminium price**  
\$ per tonne



**US Midwest aluminium premium**  
US cents



Source: Bloomberg

**'You should see a rush in the next seven days to get [Rusal] material on [the exchange]'**

struggling to finance it or sell it," Mr Dinsmore said.

The LME, which was acquired by the owner of the Hong Kong Stock Exchange for £1.4bn in 2012, previously suspended metal from Iranian Aluminium Company that year, meaning no further deliveries of the metal were accepted into the exchange's warehouses. But they were a much smaller producer than Rusal, which is the biggest outside of China.

For the holders of the Rusal aluminium, one remaining option is to send it to the Shanghai Futures Exchange, which accepts the company's metal. But China already has a surplus.

"China needs aluminium like a hole in the head," said one trader.

Meanwhile, the US market is already facing a shortage of aluminium following the proposal by the Trump administration to impose tariffs on imports of the metal.

The US aluminium premium – the extra amount that US buyers need to pay to get metal above the LME price – has jumped 70 per cent this year to a record high. That has imposed greater costs on US consumers of the metal – from car makers to carmakers.

"We think the market is still not fully aware of how shocking this development could be for the market and thus prices," said Mr Vázquez at Harbor Aluminium.

Additional reporting by Neil Hume

## Equities

## Brevan Howard to launch Asia-focused macro fund in effort to reverse outflows

EMMA DUNKLEY — HONG KONG

Brevan Howard is raising money for a new fund that will make bets on Asian markets, as the former hedge fund behemoth seeks to reverse outflows.

The London-based firm, which was co-founded in 2002 by billionaire Alan Howard and four former colleagues from Credit Suisse, is planning to launch the MB Macro fund by the end of the second quarter, according to a person familiar with the matter.

Brevan Howard declined to comment.

So-called macro funds, which make wagers on currencies and rates based on global macroeconomic trends, have endured a testing few years as central bank stimulus helped subdue market volatility.

Brevan's flagship Master fund, run by Mr Howard and other managers, fell more than 5 per cent in 2017.

The launch of the fund, which will be run by Singapore-based trader Minal Bathwal, comes as the backdrop for macro funds becomes more benign. Strategists say that rising interest rates and a return of volatility to the stock market should help improve last year's performance.

An easing in fears over China's corpo-

rate debt pile contributed to the benign backdrop for stocks last year, and the Asian economy will continue to help set major global trends.

At the same time, speculation is increasing that the Bank of Japan will this year signal an eventual end to its stimulus programme.

In 2017, hedge funds that invested in stocks fared better than most other types of funds, including those making



Entrance: Brevan Howard plans to launch fund in the second quarter

major bets based on broad economic trends, according to data from LCH Investments, a research and investing company.

Mr Bathwal has delivered an annualised return of 17.5 per cent since 2008 when he joined Brevan Howard, according to one person close to the firm.

Brevan Howard, like other macro hedge fund managers, has been hit by redemptions over the past few years. Its assets have fallen from a peak of around \$40bn in early 2014 to about \$8.5bn. The firm was forced to close its emerging market fund in 2014 following a sharp sell-off across some of the developing economies the previous year.

However, macro strategies have rebounded in popularity in 2018. According to figures from eVestment, an analytics group, investors put \$11.5bn into macro funds in the first two months of the year, just over half the \$21.8bn invested in hedge funds overall.

The reversal of fortunes for macro strategies has seen other well-known managers and financiers prepare to launch their own macro funds, including former GLG and Moore Capital star trader Greg Coffey, Hassim Dhoda in London, and Jon Corzine, the former Goldman Sachs executive who then ran MF Global.

## Capital markets

## Caracas 'hoodwinking bondholders' after payments ceased in September

JONATHAN WHEATLEY

Venezuela stopped paying bondholders in September, according to central bank data, contradicting statements by President Nicolás Maduro that the country would continue to honour its debts while negotiating a resettlement with creditors.

The data show that regular foreign debt payments of hundreds of millions of dollars a month, in line with its sovereign obligations, fell to a few tens of millions from October for fees and the legacy of a 1980s-era restructuring.

"This proves Venezuela is deliberately hoodwinking bondholders and engaging in a stealth default," said Russ Dallen of the boutique bank Caracas Capital.

The data were posted in an Excel file as part of a revamp of the central bank's website and include monthly expenditures in US dollars on public foreign debt payments going back to 1996. Previously, data on foreign debt payments were published in the form of a ratio that revealed little information, Mr Dallen said. "This must have been posted by an intern," he added.

Mr Maduro announced on November 2 that the country would restructure and refinance its debts after making one

last payment on a bond owed by PDVSA, the state-owned oil company. S&P Global, the rating agency, declared the country in default shortly afterwards.

Holders of bonds issued by PDVSA and Elecar, a state-owned utility, have continued to receive sporadic payments, which have amounted to about \$2.5bn since Mr Maduro's announcement. Several payments have been made late, sometimes after the 30-day grace for coupon payments.

No payments at all have been received

**'They have said they have begun the process of paying things they clearly did not pay'**

on bonds issued by the government of Venezuela, despite assurances that the process of payment was under way.

The central bank data, which cover payments of sovereign debt only and exclude obligations by PDVSA and other state entities, show that just \$83m was paid in October, compared with sovereign obligations amounting to \$465m, according to data from Caracas Capital.

Payments in November fell to \$28m, compared with obligations of \$183m,

and in December declined to \$23m, compared with obligations of \$242m.

Mr Dallen, who broke the news of the stalled payments to his clients on Monday, said October's payment included about \$74m due on a Brady bond that resulted from Latin America's debt restructuring in the late 1980s. The payments in November and December attributed to foreign debt service would include lawyers' fees and other costs, he said. Mr Dallen said no money had been received by any holders of Venezuelan sovereign bonds.

He said Venezuela had chosen carefully which PDVSA and Elecar bonds to continue paying. Payments included \$984m owed by PDVSA on a bond due in 2020 that is secured by 51 per cent of the shares in Citgo, Venezuela's US refining and distribution subsidiary. He said evidence from clearing houses suggested these payments, too, had come to a halt.

"We don't think they are paying PDVSA bonds either," he said. "They have been doing it [defaulting] strategically to sow confusion. They have said they have begun the process of paying things they clearly did not pay, and blamed it all on sanctions."

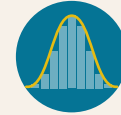
A spokesperson for Venezuela's economic ministry was not immediately available for comment.

## Tail risk

## Action leaves rouble twisting in the wind

CHLOE CORNISH

This time last week, investors were bullish on the Russian bear. The rouble was an emerging market currency offering healthy yield, sovereign bonds were investment grade again and rising oil prices boosted Moscow's commodity-heavy stock market.



But after the US Treasury announced sanctions against Russian oligarchs and their companies, rouble-holding hands weakened. Investors perceived that the sanctions, broader than ever, were indiscriminate. Any Russian grandmother and her onion company could be next.

"US sanctions could be a game changer," said Piotr Matys, emerging markets foreign exchange strategist at Rabobank, who put his cautiously optimistic view of the rouble "on hold".

Diana Amoa, EM currency manager at JPMorgan Asset Management, said the rouble's drop of about 8 per cent this week showed "the market hadn't fully priced in how serious the potential sanctions could be".

So with consensus now turning bearish on Russia, is this a chance for the bold to buy the dip? Not unless you have exceptionally strong hands. The rouble is still far from nuclear winter territory. The past 48 hours was "a big movement, but nothing that is completely out of the question," said Tilmann Kolb, EM analyst with UBS Wealth Management.

There is not yet sufficient incentive for Russia's central bank to prop up the currency by raising interest rates or deploying its forex riches, because the country will glean some benefits from a cheaper currency. It will be a boon for Russian companies with overseas earnings; oil sold abroad will help to boost tax revenues.

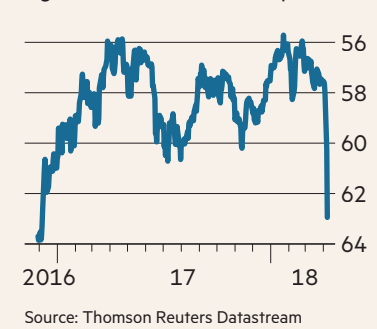
But that means the rouble could fall further. At the rouble-dollar's nadir in 2016, after two years of Russian intervention in Crimea had drawn international criticism and western sanctions, you needed 82 roubles to buy \$1. By the end of yesterday, it was still only 63 roubles to the dollar.

With Russia taking the opposite side to the Trump administration in Syria, not to mention global recriminations over the alleged Salisbury spy poisoning, it would be a brave bet to wager that Russia's stock would rise internationally any time soon.

It makes sense for investors to wait and see how Russia will respond to the mounting pressure. Bears can hibernate, but they can also bite back.

## Russian rouble

Against the dollar (rouble per \$)



Source: Thomson Reuters Datastream

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# Markets & Investing

## FINANCIAL TIMES

### The day in the markets

#### What you need to know

- Global stocks rise as US-China trade worries ease
- Treasuries fall after PPI data
- Brent oil above \$70 a barrel
- Rouble down sharply for second day

Hopes for an improvement in the US-China trade dispute helped pave the way for renewed gains for global stocks and oil prices, while US Treasuries suffered modest losses after the release of stronger-than-expected US wholesale inflation data.

President Xi Jinping of China struck a broadly conciliatory tone in a speech at the Bo'ao Forum for Asia in Hainan, pledging to speed up efforts to reduce trade and investment barriers, boost competition and bolster intellectual property protections.

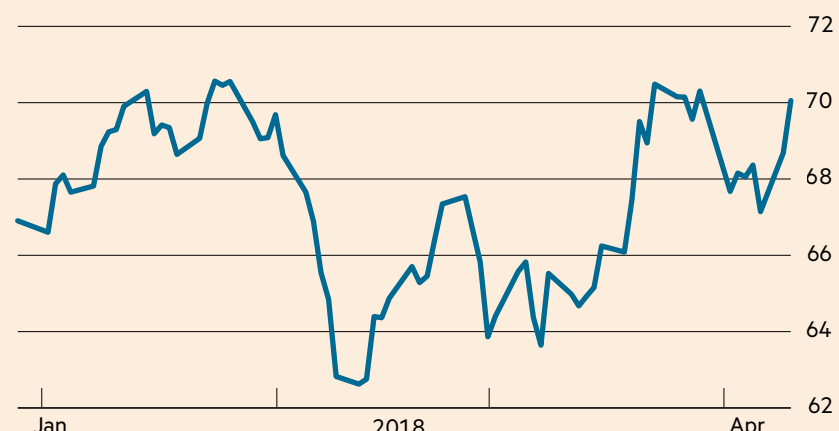
"Our economists' overall assessment of today's speech is that it strengthens their base case that negotiations and de-escalation will be the ultimate outcome in settling on a US-China trade framework," said analysts at Morgan Stanley.

Julian Evans-Pritchard at Capital Economics said the comments could provide US president Trump with an opportunity to back down from his tariff threats while claiming a victory of sorts.

"In practice, however, there was little in Mr Xi's speech that we haven't heard before and nothing that would address broader US concerns over China's trade practices."

#### Brent tests \$70 as trade war worries recede

\$ per barrel



Source: Thomson Reuters Datastream

Nevertheless, US stocks rose strongly in early trade, after paring big gains late on Monday following news that the FBI had raided the office of Mr Trump's personal lawyer.

Energy was the best-performing sector in the S&P 500 index, as Brent oil climbed to a two-week high above \$70 a barrel.

The stronger trend in equity markets — plus signs that inflation was picking up pace in the US — weighed on Treasuries.

The core producer price index rose 0.3 per cent in March, taking the annual

rate up to a seven-year high of 2.7 per cent. Analysts warned that the pipeline price pressure could soon feed into consumer price inflation.

Meanwhile, the Russian rouble fell sharply for a second day — hitting its lowest point against the dollar since 2016 — following the imposition of fresh sanctions against the country last week by the US.

The dollar lost ground against the euro but firmed against the yen and Swiss franc. Gold was a shade higher.

**Dave Shellock**

## Weighing equity yields against those of bonds? Don't let the myth wreck your portfolio

Stuart Kirk  
Markets Insight



Finance is a place where myths go to live. And they survive by eating away at investor returns. One of the most enduring is higher interest rates are bad for share prices — itself a relative of the myth linking bond yields to earnings or dividend yields. Both are so established, a valuation methodology is based on them: the "Fed model".

That many investors believe in the Fed model is perplexing, as any relationship between bond and dividend yields has no ground in fact or theory. None whatsoever. Yet the myth is stronger than ever. Equity markets are struggling this year in part because bond yields are up — or so the story goes. Indeed some FT readers will have reduced their equity exposure recently as they worry the era of low interest rates is over.

There is a reasonable chance, however, that such a move could be expensive in terms of performance lost. To understand why, investors need to know where the bond versus dividend yield myth comes from and how it perseveres. Luckily, the answers are simple enough — they are the usual mix of extrapolation from recent experience, egregious data-mining and muddled theory.

Start with facts. Robust analysis of investment returns always means looking back as far as possible. Not since the financial crisis. Not since the millennium or a couple of decades — this is noise. The US has reliable data on S&P 500 dividends and 10-year Treasury yields from about 1950, but the numbers tell the same story the world over. Be wary of anyone suggesting a relation over shorter periods — they are being selective in order to sell you something.

What first leaps off a chart as you scan back over 70 years is the roaring 1980s

and '90s, when both bond and dividend yields moved lower in tandem. Those decades coincided with an explosion in share ownership and hence the narrative of falling interest rates boosting equity prices became lore. So much money was made it is no wonder investors fear the reverse happening now.

But the second thing you notice is even more striking. A long-run view also makes it clear how abnormal this period of concurrent falling yields actually was. By contrast during the 1950s and '60s bond yields rose as dividend yields fell. In the 1970s, however, both moved higher together. And a different relationship again post-2000 — this time declining bond yields coexisted with ris-

paid out in nominal terms and do not adjust to inflation.

We have a classic pears and apples problem. This is further amplified by dividend yields being relatively stable because earnings yields mean revert with margins. Bond yields are more volatile due to long, random swings in inflation rates. Of course, general prices can be stable for years, giving the illusion of a relationship. But it is based on luck and no one knows in advance the direction.

Another theoretical misconception is that rising bond yields mean future dividends should be discounted at a higher interest rate, thus reducing their net present value. This is so widely believed today it is hard to imagine that in the 1950s and '60s — when share prices were rising with higher bond yields — everyone was just as convinced of the opposite theory that inflation lifts the future value of dividends.

Both arguments are nonsense for the following reason. During periods of rising inflation and bond yields, forward nominal earnings move higher but so should future interest rates — with the two cancelling each other out. Likewise, deflation crimps the value of future dividends but concomitant lower interest rates compensate. (This is why analysts must use a normalised discount rate in their models.)

There are many legitimate ways to value equity markets. Comparing bond and equity yields is not one of them. Do not let a myth ruin your portfolio. It is perfectly possible for investors to make great returns in stocks over many years even as bond yields rise.

Stuart Kirk is head of DWS's Global Research Institute and a former editor of the FT's Lex column

In fact or theory, there is no ground whatsoever.

That so many believe in the Fed model is perplexing

ing dividend yields. Four unique periods with four unique results.

In other words no historical relationship between bond yields and dividend yields. This means interest rates have nothing to do with share prices either, as the former lead bond yields while dividend yields move with earnings yields (the latter being the inverse of the price/earnings ratio). Yes, correlations can be found in the short run, but they are statistically meaningless.

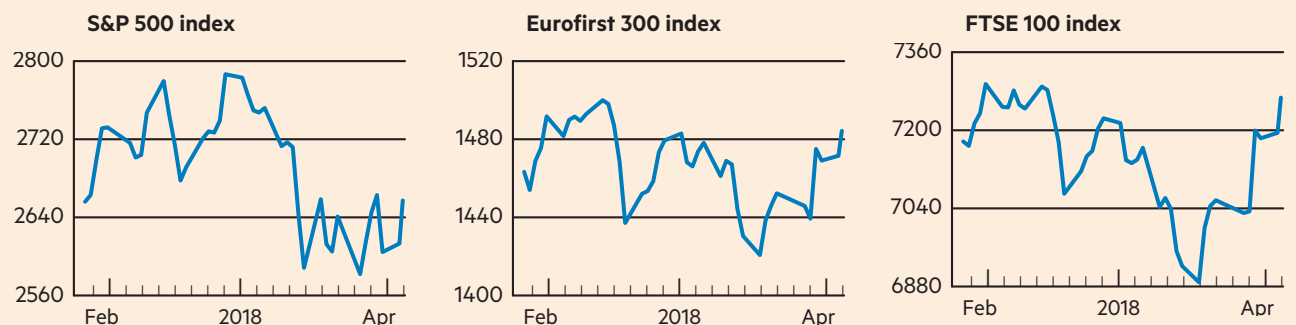
And if the myth has no basis in fact, it has even less in theory. This is hardly surprising when you think about it for a minute. Dividends are paid out of future company profits and are a claim on real assets. Therefore the worth of these dividends holds its own with inflation. Bond coupons on the other hand are

### 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	2657.27	1484.28	21794.32	7266.75	3190.32	83967.52
% change on day	1.69	0.87	0.54	1.00	1.66	0.79
<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	89.602	1.235	107.175	1.417	6.296	3.415
% change on day	-0.263	0.325	0.126	0.283	-0.233	0.813
<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	2.795	0.513	0.030	1.404	3.722	9.719
Basis point change on day	-1.010	1.100	0.090	-0.100	-0.700	3.800
<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	336.88	70.57	65.18	1331.95	16.34	3275.80
% change on day	1.02	2.95	2.94	0.06	0.40	1.65

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
<b>Ups</b>			
Seagate Technology	7.62	Lvmh	4.92
Newfield Exploration	6.26	Bayer	4.73
Range Resources	5.53	Porsche	4.52
Devon Energy	5.47	Commerzbank	3.70
Technipfm	5.31	Volvo	3.31
<b>Downs</b>			
American Airlines	-3.61	Telefonica	-38.19
Hershey (the)	-3.07	Seadrill	-4.37
Nektar Therapeutics	-1.82	Givaudan	-2.44
Charter Communications	-1.64	Henkel	-2.17
Ppl	-1.54	Carlsberg	-1.89
		United Utilities	-2.93
		Coca-cola Hbc Ag	-2.74
		Severn Trent	-2.14
		Shire	-1.50
		Sse	-1.39

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

Shares in Sprint and T-Mobile rocketed after a media report said that the two mobile phone operators had restarted deal talks.

Sprint shares, trading in which was briefly halted, surged 16.6 per cent to \$6.03 after trading resumed, giving the company a market value of \$23.9bn.

T-Mobile USA, meanwhile, jumped 6.6 per cent to \$63.75, valuing the company at \$54.1bn.

A combination of T-Mobile USA and Sprint — respectively the third and fourth biggest wireless carriers in US — has been repeatedly discussed, and would bring together the two smaller US mobile networks to better challenge AT&T and Verizon.

The two companies most recent merger talks ended in November, after they failed to reach an agreement over how to maximise value for their shareholders.

According to the Wall Street Journal, the two companies are back around the negotiating table in order to explore a combination for the third time in four years.

However, the report warned that the talks were at a preliminary stage and that the two companies could fail to reach an agreement. Pan Kwan Yuk

### Eurozone

Ingenico of France jumped nearly 8 per cent on news that its main rival, the US-listed Verifone Systems, is being taken private. A consortium of investors led by Francisco Partners agreed to buy the point-of-sale payment terminal maker for \$3.4bn including debt, giving equity holders a 54 per cent premium on Monday's closing price.

The deal follows speculation that Ingenico might be a target for companies including Atos.

The Verifone deal "serves as a reminder of the significant dry powder in private equity," Neil Camping, an analyst at Mirabaud, said. "Fintech M&A is on the rise, with the Verifone deal following the ongoing bidding war for Fidessa and the \$17bn Blackstone strike for Thomson Reuters' data unit. . . . The combination of recurring services, attractive valuation, strong market position and best in class solutions could well find Ingenico next on the shopping list, whether the buyer [is] from private equity or industry."

Luxury goods makers rose after the quarterly numbers from LVMH, that came out on Monday, beat expectations across all five of its divisions. The beneficiaries included the Paris-listed owner of Gucci, Kering, which will post results on April 24 and rose 3 per cent. Bryce Elder

### London

A recovery for mining stocks helped lift the wider market as sentiment switched once again on sanctions and trade tariffs.

The FTSE's large-cap mining index showed its biggest daily gain in nine months, having started the day at a 2018 low. Glencore joined the rebound as analysts played down its exposure to US sanctions against Russian companies.

Mark-to-market losses on its Russia stake and its soon-to-expire marketing deal with the aluminium producer add up to little more than 1 per cent of Glencore's current value, said Merrill Lynch.

Capita led the FTSE 250 gainers on news that Volkswagen had extended a longstanding customer service contract with the group for a further two years.

The renewal helped ease concerns that Capita will have to cut contract guidance when delivering full-year results and a probable rights issue, expected by the end of the month.

Pubs groups Mitchells & Butlers and Marston's retreated. Barclaycard spending data pointed to a tough March for the sector while Stifel analysts cut earnings forecasts to reflect bad weather.

Card Factory jumped after the retailer committed to paying a special dividend, which had been uncertain since results in January. Bryce Elder

### Legal Notices

#### Notice of Extraordinary General Meeting

##### J.P.Morgan Liquidity Funds

The meeting will be held at the location and time stated below.

##### Agenda for Meeting and Shareholder Vote

Update to provisions as required by the Regulation (as defined below) or available as a result of changes to the Law (as defined below) and the Luxembourg Law of 10 August 1915 on commercial companies (the "1915 Law") on 3 December 2018 or on any other date as decided by two directors of the Fund but no later than 21 January 2019

1 Introduce provisions in the Articles as required by the Regulation or as a result of changes to the Law and the 1915 Law, and in particular to:

- amend Article 3 to update references to laws and regulations applicable to the Fund so as to read as follows:

"The purpose of the Company is to invest the funds available to it in high quality short-term liquid assets as permitted by EU Regulation 2017/1131 of the European Parliament and the Council of 14 June 2017 on money market funds (the "Regulation") and by Part I of the law of 17 December 2010 on undertakings for collective investment, as may be amended from time to time (the "Law") with the purpose of spreading investment risks and affording its shareholders the results of the management of its assets.

The Company may take any measures and carry out any transaction which it may deem useful for the fulfillment and development of its purpose to the fullest extent permitted under the Regulation and the Law."

- amend Article 5 to, inter alia, provide that each sub-fund may qualify either as a short-term or a standard variable net asset value money market fund, a short-term low volatility net asset value money market fund or a short-term public debt constant net asset value money market fund as allowed by the Regulation and, as disclosed in the Prospectus, and will invest in liquid financial assets or other types of investments allowed under the Regulation;

- amend Article 15 to, inter alia:

- o provide that the Board has the power to determine the investment policies and strategies of the sub-funds in compliance with the Regulation, Part I of the Law, and any other applicable regulations, as will be further described in the Prospectus; and

- o allow the Fund's eligible assets and diversification requirements to the Regulation;

- amend Article 20 to grant the Board the power to apply liquidity fees or gating mechanisms, in accordance with the provisions of the Regulation and as will be further disclosed in the Prospectus;

- amend Article 21 to provide that in accordance with the Regulation, the Board may decide to suspend redemptions for certain sub-funds for any period up to 15 business days;

- amend Article 28 to clarify that all matters not governed by the Articles shall be determined in accordance with the 1915 Law, the Regulation and the Law;

- add Article 30 to detail the Fund's internal credit quality assessment and liquidity management procedures; and

- more generally, make any other changes to the Articles as deemed necessary in particular to comply with the requirements of the Regulation and any other delegated or implementing acts and the Law and 1915 Law

Update to provisions related to non-payment of subscriptions to be effective on 3 December 2018 or on any other date as decided by two directors of the Fund but no later than 21 January 2019

2 Update the provisions of Article 6 related to non-payment of subscriptions in particular to:

- provide that the issuance of shares will be subject to the condition that the purchase price is received with good value from the subscriber;

- provide that the acceptance of the subscription and the issue of the shares will be evidenced by the issue of a contract note;

- provide that shares will be pledged to the benefit of the Fund pending the payment of the purchase price by the subscriber;

- grant the Fund or its delegate with the discretionary power to redeem or cancel the shares issued at the cost and expense of the subscriber and without prior notice, in case the purchase price has not been received from the subscriber by the Fund or its delegate within the time limit provided for in the Prospectus, or if at any time after the receipt of a subscription request, for classes of shares that do not settle on the same day as the subscription request, the Fund becomes aware of a market event or an event affecting the investor that, in the opinion of the Fund or its delegate, is likely to result in a situation where the investor will not be in a position to or willing to pay the purchase price within the aforesaid time limit;

- provide that the Fund or its delegate may also enforce the Fund's rights under the pledge, at its absolute discretion, and bring an action against the investor or deduct any costs or losses incurred by the Fund or its delegate against any existing holding of the investor in the Fund;

- provide that any shortfall between the purchase price and the redemption price and any costs incurred by the Fund or its delegate to enforce the Fund's rights will be required to be paid by the subscriber to the Fund upon demand in writing to compensate the damage suffered by the Fund or its delegate;

- provide that in case the redemption proceeds exceed the purchase price and the aforesaid costs, the difference may be retained by the Fund or its delegate as both may agree from time to time and that in the case the redemption proceeds and any amounts effectively recovered from the investor are less than the purchase price, the shortfall will be borne by the Fund or its delegates as both may agree from time to time; and

- provide that, pending receipt of the purchase price, the transfer or conversion of the relevant shares is not permitted and voting rights and entitlements to dividend payments are suspended.

J.P.Morgan  
Asset Management

Update to provisions to liquidate, reorganize or merge sub-funds or share classes to be effective on 3 December 2018 or on any other date as decided by two directors of the Fund but no later than 21 January 2019

3 Update the provisions of Article 20 in relation to liquidation, closing down, reorganisation or merger of sub-funds or share classes to:

- describe under which circumstances the Board may decide (i) to liquidate a sub-fund or share class, (ii) to close down a class of a sub-fund by merger into another class of the same sub-fund, another sub-fund or another undertaking for collective investment in transferable securities, (iii) the reorganisation of one sub-fund, and (iv) the merger of sub-funds; and

- clarify that the provisions on mergers of UCITS set forth in the Law and any implementing regulation shall apply.

Update to provisions for appointment of the Board to be effective on 3 December 2018 or on any other date as decided by two directors of the Fund but no later than 21 January 2019

4 Update the provisions of Article 12 to provide that the general meeting of shareholders electing the directors of the Fund shall further determine the number of directors, their remuneration and the term of their office (maximum six years) and that the directors shall be elected at the majority of the votes cast.

General, non-material update of the Articles to be effective on 3 December 2018 or on any other date as decided by two directors of the Fund but no later than 21 January 2019

5 General update of the Articles and in particular update of Articles 6, 7, 8, 20, 21 and 22 inter alia:

- to provide that shares may be issued against subscription in kind of eligible assets under the Regulation;

- to provide that the Board has the power (i) to refuse to issue or register any transfer of a share, or (ii) to redeem compulsorily any existing shareholding, or (iii) to impose such restrictions or (iv) to demand such information as it may think necessary for the purpose of ensuring that no shares are acquired or held (directly or indirectly) (a) any "U.S. Person", (b) any person in breach of the law, regulation or requirement of any country or governmental authority, or (c) any person in circumstances which in the opinion of the Board or its delegate might result in the Fund or any of its delegates incurring any liability to taxation or suffering any sanction, penalty, burden or other disadvantage (whether pecuniary, administrative or operational) which the Fund or its delegates might not otherwise have incurred or suffered or otherwise be detrimental to the interests of the Fund or (d) any person whose shareholding's concentration could jeopardise the liquidity of the Fund or any of its share class or (e) any person who may entail that any limit, to which his shareholding is subject, is exceeded;

- to clarify that the Fund may redeem or convert shares of a class where it appears that a shareholder or beneficial owner of a class of shares with specific eligibility criteria does not meet such criteria;

- to clarify that the Board may withhold any transfer request and any payment of the proceeds of any redemption request that has been processed, until the demand for further information initiated by the Fund has been satisfied;

- to provide that authentication procedures may be put in place by the Fund or its delegates to comply with relevant laws or regulations or to mitigate the risk of error and fraud;

- to provide that the Board may decide for the net asset value per share to be determined several times during the same day;

- to clarify that the Board may decide to apply a constant net asset value policy;

- to add and clarify circumstances where the Board is allowed to suspend the determination of the net asset value of a class of shares and the issue, conversion and redemption price;

- to clarify that income and expenses related to a particular valuation day will be accounted for in the last net asset value of that valuation day and be processed as at the last net asset value of the relevant valuation day if the sub-fund / class of shares calculates several net asset values on each valuation day; and

- Delete the French translation of the Articles in accordance with Article 26 (2) of the Law.

THE MEETING  
Location Registered office of the Fund (see below)  
Date and time 27 April 2018 at 11.30 CET

Quorum Shares representing at least 50% of the value of the shares issued by the Fund. If the quorum is not reached, a second extraordinary general meeting will be convened for 25 May 2018 at 11.30 CET with the same agenda. There is no quorum required for the reconvened extraordinary general meeting.

Voting Agenda items will be resolved by a majority of two-thirds of the votes cast.

THE FUND  
Name J.P.Morgan Liquidity Funds  
Legal form SICAV - Fund type UCITS  
Registered office 6, route de Trèves, L-2633 Senningerberg, Luxembourg  
Phone +352 34 10 1 - Fax +352 3410 8737  
Registration number (RCS Luxembourg) B 25148  
Management company J.P.Morgan Asset Management (Europe) S.à.r.l.