

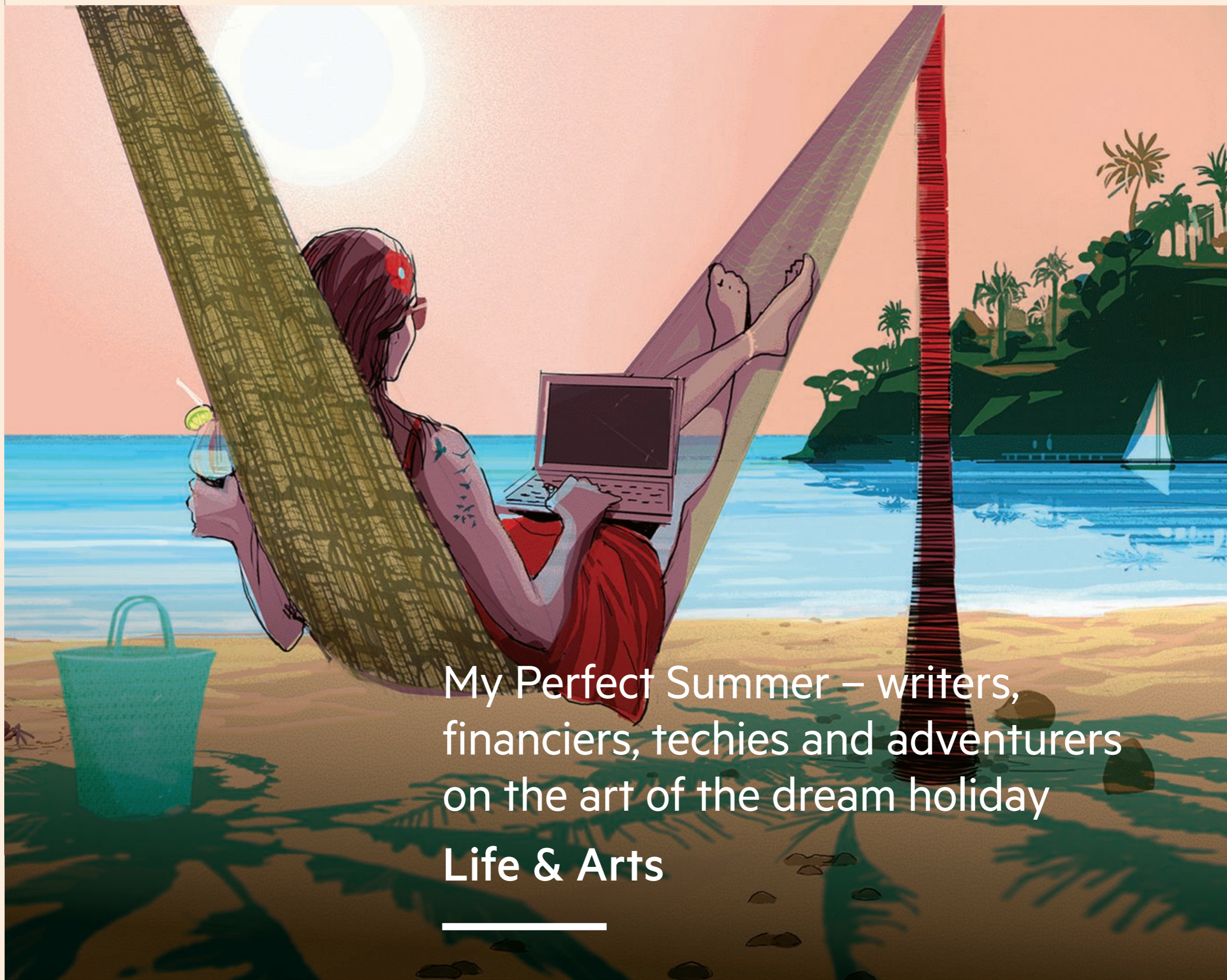








# FT Weekend



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## ARTS

# 'I was only a side dish to Kandinsky'

Ariella Budick surveys a show of Gabriele Münter, an artist of fitful brilliance who deserved to be recognised in her own right

The story of Gabriele Münter delivers a warning to creative women: get too close to a talented man and his craving for glory will blot you out. Münter was Wassily Kandinsky's partner on the front lines of the avant-garde, and at times their paintings can hardly be told apart. But she was pegged early on as his student and lover, rather than his peer. After their relationship ended he went on to worldwide renown, and she stopped painting for almost a decade. "In the eyes of many, I was only an unnecessary side dish to Kandinsky," she recalled. "It is all too easily forgotten that a woman can be a creative artist with a real, original talent of her own."

The Louisiana Museum of Modern Art, just outside Copenhagen, has found a way to honour Münter without making a saint of her. The show recognises both her fitful brilliance and her slips into mediocrity. She was a risk-taker, game to try new things and willing to fail. The glitches set her successes into relief. Her eagerness to experiment and grow didn't help her reputation, though, since versatility in a man is a mark of heroic imagination; in a woman it's wishy-washiness. Picasso's perpetually evolving style is considered his great strength, while Münter's openness remained a liability.

Louisiana fuses natural and architectural beauty in an enchanting setting that can make even so-so artists look good. Set above the sparkling Øresund strait, the museum offers dappled vistas of the sea, ancient trees, and a scattering of sculptural masterpieces set off brilliantly against the green. But Münter's work is shielded from all that outdoor allure. Installed in quiet, spacious, windowless galleries, she generates her own idyllic topography.

The painter was born in 1877 in Berlin, but she had deep roots in the US. Her

father's political activities in the period before the 1848 revolution made him unwelcome in Germany, so he emigrated to Savannah, Tennessee. There, he married Münter's mother (also a German immigrant) and became a dental surgeon. As an anti-slavery liberal, he fell dangerously out of step, politically, in the pre-civil war South. The young couple returned to Germany, where their four children were born and grew up.

Münter and her sister returned to the US years later, in September 1898, to visit relatives in Missouri, Texas and Arkansas. She was a 21-year-old orphan with a substantial inheritance, plenty of time, and a Kodak box camera. Though she had no artistic ambitions, she kept a detailed account of prairie life recorded in two years' worth of photographs that sparked her career.

The images look more like the work of a real-life pioneer — a darkroom Willa Cather, perhaps — than a doctor's daughter who had popped over from Berlin. One shot depicts a harvest scene, with horses hauling a groaning cargo of hay. It's a riot of texture: the shining flanks of sweating animals, the scrub of vegetation and crumbling soil, the carts' smooth wheels, all set off by a woman who appears amid the field hands in a



white dress and cloud-like hat. Louisiana has brought together many of these rarely seen prints, which hang alongside much better-known paintings.

After her American sojourn, Münter returned to Germany, met Kandinsky, and committed herself to art. She enrolled in the Phalanx School, the progressive art academy in Munich that he directed. Their relationship nourished them both with invigorating draughts of creative and emotional intimacy. They summered in Murnau, near Munich, where they bridged observation and invention to transform a pretty Bavarian town into radiant sheaves of colour. In her versions, purple mountains shelter dollhouse-like dwellings, rendered in a dazzling range of hues. A peppermint-green house perches next to a hill, the only fixed point in a baffling and indeterminate flow of fences, trees and lawns.

Though they lived and painted together (in the house she bought), shared the project of grasping nature while simultaneously transcending it, and jointly helped found Der Blaue

Reiter, Kandinsky was adept at claiming sole credit. He "had to express his ideas in words, so he constantly formulated new theories of art", Münter said. He leapt into the maelstrom of abstraction; she held back, scrutinising the world ever more rigorously and schooling herself to see it anew.

Münter has been narrowly known as a landscape painter. But the show embraces her experiments with realism, abstraction, folk art and portraiture. Kandinsky pops up in many portraits, looking dapper at tea, his bearded seriousness belied by a green parrot-handled teapot. His gravitas is even more severely undermined by another teatime scene, in which he sports a pair of green legwarmers, ballet slippers, a peacock blue sweater... and no trousers.

The first world war drove Kandinsky back to Moscow — alone — and after the couple split definitively in 1917, Münter wandered back and forth across Europe, alighting in Switzerland, Scandinavia, Cologne, Berlin, Paris and the south of France. She kept the old Murnau

Clockwise from above: 'From the Griesbräu Window' (1908); 'Sinnende II' (1928); 'Three Women in their Sunday Best, Texas' (1899-1900), all by Gabriele Münter

house, though, and in 1931 moved back in with her life-partner, art historian Johannes Eichner.

Münter's artistic antennae received signals wherever she was, and she soaked up the vibes of various movements. Neue Sachlichkeit caused some brief interference with her work, steering her toward harsh portraits and still-lives in dead pigments. A period of illustrating children's books yielded infantile paintings of houses and animals. Her work can veer between banality



and charm, but she often rises above influences and inspirations.

One of the exhibition's high points is a 1909 portrait of the wealthy artist Mari- anne von Werefkin (patron and lover of Kandinsky's sidekick, Alexei Jawlensky), which subjects the grande dame to a series of bold fauve slaps. Her face, done in shades of bile and cotton candy, is crowned by an imposing hat swathed in orange ribbon. Some of Matisse's vividness and humour wafts across the canvas, but Münter cuts more sharply into the sitter's character than he ever did. "I painted the Werefkin in 1909 in front of the yellow basement of my house, and what a pompous figure she was — arrogant, imperious, and extravagantly dressed with a hat like a cartwheel with all manner of things piled up on it." Münter got even with her frenemy in this portrait, but there's empathy mixed in with the cruelty. In the ruthless slashes of colour you can detect a thriving humanity and profound delight in paint.

To August 19, louisiana.dk

## A diverse Mass of contradictions

CLASSICAL MUSIC

### Bernstein's Mass

Lincoln Center, New York  
★★★★★

John Rockwell

Like all of Leonard Bernstein's more ambitious late compositions, *Mass* (1971) is flawed. There are wonderful things in it, musical things especially. But dramatically, despite the Christian setting, there is too much Talmudic disputation about the nature of God — surely more Bernstein's input than that of his co-writer for the non-Biblical text, Stephen Schwartz — which impedes a satisfying build-up to the climactic crisis and its resolution.

Whatever its flaws, though, *Mass* has been frequently revived and recorded, and has grown steadily in critical estimation, particularly during the current Bernstein centenary celebrations. Lincoln Center's Mostly Mozart Festival (which has long since transcended Mozart, even mostly) took on a Los Angeles Philharmonic production originally conducted by Gustavo Dudamel in early February, with a different cast and choruses for two performances.

The work, which lasted nearly two hours without intermission, was presented in David Geffen Hall. As

now seems standard practice in the summer, the Mostly Mozart Festival Orchestra sat on an audience-level platform, knocking out some 15 rows of parterre seats. That freed up the regular stage for Seth Reiser's platforms and the Celebrant's altar, which provided spaces where the multitudinous choristers (young and adult), dancers and solo singers could cavort (the choristers also filled the front half of the first-tier balconies).

The producer was Elkhanah Pulitzer, based in San Francisco, who did a good job shepherding her forces and worked well with Laurel Jenkins, the choreographer, whose varied dance styles matched the eclecticism of the music and offered some nice static tableaux.

Christine Crook's costumes similarly straddled eras from then to now.

If the text remains problematic, the music is by now less so. Conductors who champion *Mass* (such as Marin Alsop) hail it as a masterpiece. Certainly its stylistic diversity, faulted in 1971, now seems prescient. The high baritone Nmon Ford was the eloquent Celebrant, and Tenzin Gund-Morrow sang the boy soprano solos at the end beautifully. How conductor Louis Langrée compared with Dudamel, I cannot say. On his own terms he held everything together admirably and handled the raucous parts and the Mahlerian choral passages with equal authority.

lincolncenter.org



Eloquent: Nmon Ford as the celebrant  
Richard Termine

THEATRE

### Fire in Dreamland

Public Theater, New York  
★★★★★

Max McGuinness

Kate, the heroine of Rinne Groff's new play, is not much of a dreamer. Drifting between tedious jobs and dead-end graduate programmes, she lacks ambition yet can't quite resign herself to a life of mindless drudgery. Then she meets Jaap, a Dutch student, who is trying to make a film about the 1911 fire that destroyed the Dreamland amusement park in Coney Island.

He's got a dream; she's got a credit card and a place to stay, not to mention US citizenship. What could possibly go wrong?

For starters, the conceit of writing a play about someone making a film is under-developed here. The story of the fire itself, which led to the deaths of dozens of circus animals, sounds fascinat-

ing. But, as recounted through a series of monologues, it feels tacked on to the action. And we never see any of Jaap's supposedly magnificent footage. We are asked to imagine the awesome spectacle of a black lion rampaging about the flaming boardwalk. But Marissa Wolf's stripped-down staging doesn't really give us enough to work with, and Groff's script has frustratingly little to say



Enver Gjokaj as Jaap and Rebecca Naomi Jones as Kate

about the fire's historical significance.

Kate and Jaap's unlikely relationship has stronger dramatic legs. As the impetuous would-be auteur, Enver Gjokaj exudes offbeat, abrasive charm, like a cut-price Marcello Mastroianni. And while Jaap's manipulative designs are transparent, his bungling fantasies make him seem more pathetic than villainously caddish. Rebecca Naomi Jones's Kate similarly departs from ingenious caricature as she attempts to add a bit of discipline to Jaap's faltering cinematic ambitions.

The play takes a melodramatic turn with the late arrival of Jaap's painfully awkward assistant producer Lance (Kyle Beltran), setting up a bittersweet and neatly resolved denouement. Compared to the epic chaos of the Dreamland fire, *Fire in Dreamland* fizzles out in run-of-the-mill romantic intrigue. That might be a more plausible conclusion than Jaap's dream of bringing a real lion back to Coney Island. But it also seems a bit tame.

To August 5, publictheater.org

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## FT BIG READ. AI ARMS RACE

**FT series** By making new technology one of its key priorities, the Chinese Communist party is placing a big bet on a small group of private sector companies. But it has plenty of tools to keep them under control.

By Louise Lucas

In China, a national identity card is required for almost everything, from buying a train ticket, to opening a bank account to using an internet café.

They are also now part of a pioneering experiment in the use of facial recognition technology. In a scheme that started last year in the southern city of Guangzhou, the Chinese government is allowing users of WeChat to link their ID cards to the ubiquitous social media app created by tech titan Tencent.

By scanning their faces with the WeChat app, users can obtain a digital ID that they use to register for a variety of services. For Tencent, there is a further upside to the scheme: the owner of WeChat is becoming the repository for another vast store of data about Chinese citizens.

The pilot project, due to be rolled out around the country, highlights one of the most intriguing aspects of China's headlong push into the world of artificial intelligence and other frontier technologies: the relationship between the Chinese Communist party and the country's ambitious and enormous tech companies.

Even after four decades of market-based economic reforms, the party places a high priority on maintaining state control over the strategic uplands of the economy – from finance to energy and media.

While large private companies have emerged, the party has often looked with suspicion at high-profile entrepreneurs who might present a challenge to its hold on society. As part of a recent crackdown on a group of private companies, the chairman of insurance group Anbang, Wu Xiaohui, was sentenced to



18 years in jail for fraud.

Yet the high priority that has been given to becoming a leader in new technologies means that the party is – for now – placing a large bet on a small group of private sector companies such as Tencent, Baidu and Alibaba, whose founder Jack Ma is probably the only Chinese public figure whose global fame gets close to that of President Xi Jinping.

Given the party's chequered history with the private sector, the global prominence of some of the big tech groups could become a source of considerable tension in the future, say observers.

However, as the WeChat-ID card programme shows, the stakes on both sides are higher than ever before: the nominally private-sector tech companies are inextricably linked with the Chinese state and its security apparatus and where the authorities retain the upper hand in the relationship.

The tech groups, says Duncan Clark, chairman of consultancy BDA and author of *Alibaba: The House That Jack Ma Built*, “are increasingly co-opted into national policy”. They have even been assigned roles in government strategy documents, including a directive on AI that was published last year. “The party is still in charge and the party is going to use them,” he adds.

Close ties with Beijing mean that Chinese tech companies often appear to their international rivals as effective arms of the state – something that has on occasion attracted the attention of the Committee on Foreign Investment in the United States. And as one Beijing based lawyer puts it, US and European companies believe they are competing “not with a company, but with a country”.

#### A modern economy

Fast growing internet businesses like Tencent and Alibaba, as well as the likes of Xiaomi, the smartphone maker that listed this month, and ride-hailing app Didi Chuxing, have changed the way people in China work, pay and play. With their gleaming headquarters and asset-light models they bear no comparison to the sprawling monolithic state-owned enterprises.

If the more than 50,000 state-owned enterprises controlled by central government and employing more than 20m people, according to OECD data, are symbolised by plants churning out steel for the price of a cabbage, the 2018 tech company is about turning data – a nominally free commodity – into cash. Its main asset are the employees, who are



# The party of the future

Above: Alibaba founder Jack Ma greets President Xi Jinping. Left: ‘Sophia the Robot’ at a tech conference in Hong Kong and, right, a monitor showing facial recognition software

FT montage/Getty, Eyevine

sweated assiduously: working “996” or 9am to 9pm, six days a week.

Today, China's top nine tech companies, both listed and privately held, have a combined market value of around \$1.5tn. Alibaba and Tencent, the biggest – and in many cases the financial taproots of China's tech universe – generate billions of dollars of free cash flow.

But for all the surface differences, the new face of corporate China shares socialist characteristics with its state-owned forebears. Fraser Howie, a long-time follower of China's markets and author of *Red Capitalism*, dubs them “state overseen enterprises”.

“Being non-state does not mean you are private,” he says. “It was always a blurred line and it's become ever more so.” It is not a huge change, he adds, because the state-owned companies have operated in much the same way.

According to one former banker who now runs a tech start-up: “The government realises you cannot just create

monopolies through policies; you have to encourage them to be stronger themselves.”

He adds: “This is the only chance China has to truly excel and become [home of] world-class companies.”

Homegrown tech groups have become an integral part of the modern, urban economy in China. Just as gig economies have sprung up in the west, seeded by the likes of Uber and Deliveroo, so Alibaba and Tencent have spawned a generation of self-employed, small-scale entrepreneurs: couriers and app developers. They have also given life to small-time merchants selling their goods on Alibaba's shopping platform Taobao or wannabe stars singing or offering make-up tips via live streaming on platforms like Douyin.

A study last year by Renmin University's School of Labour and Human Resources calculated that by this measure Taobao had created a total of almost 37m jobs in China.



“If you look at [units like] Alipay or WeChat Pay they are now systematically important to the China economy,” says Mr Howie. “The private sector guys know the way they are going to survive and keep their duopolies is to play along with the state,” he adds. “You've got a pretty acquiescent set of billionaires there.”

#### Troubled history

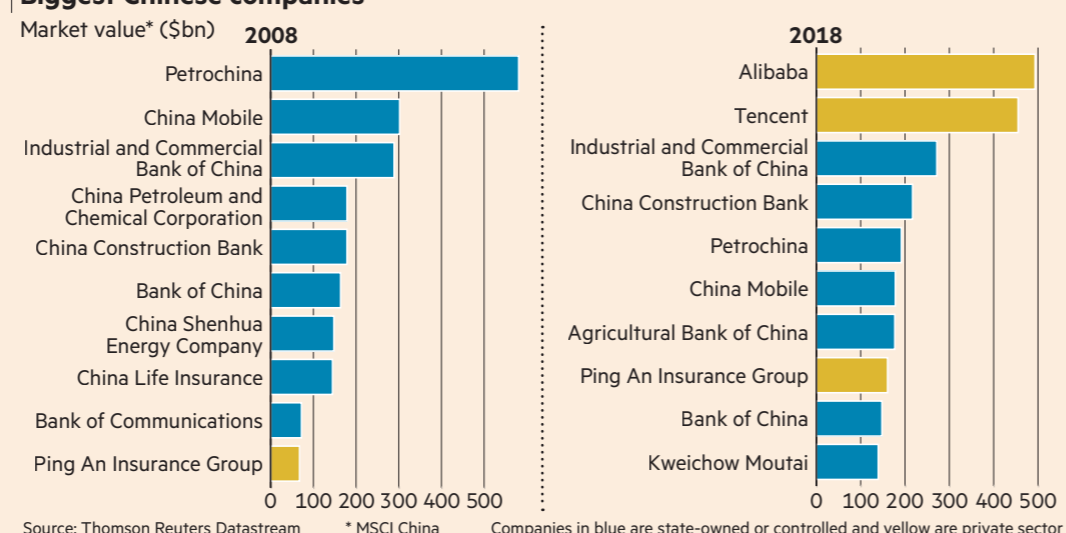
Relations between the party and the private sector have always been sensitive, says Bruce Dickson, professor of political science and international affairs at George Washington University. From the 1990s, local officials tasked with promoting growth found ways to encourage small entrepreneurs in their areas – often one of the main sources of new jobs. Over time rhetoric and policy have gradually become more supportive.

However, the attitude towards the private sector began to shift with the financial crisis of 2008, when fear of bankruptcy among state-owned companies – and attendant loss of jobs – prompted the new mantra of “advance of the state, retreat of the private”.

“Now under [Mr] Xi, the party seems to [be] moving back to more Leninist origins where it is not just keeping an eye but [is] deeply involved and guiding where the party wants to go,” says Prof Dickson.

Beijing has several pressure points to exert control over the private tech groups. For one, all private companies – domestic and foreign – are obliged to have their own party committee. “This way a dialogue can be maintained – ‘unified leadership of the party’ in traditional jargon,” says Feng Xiang, professor of law at Tsinghua University. “This arrangement helps the party, which also means the state, to monitor what happens in private companies.

#### Biggest Chinese companies



#### Soft power Alibaba's Jack Ma has ruffled feathers with his high profile

No one has to tread the fine line between being a successful executive and presenting a challenge to the status quo in Beijing more than Jack Ma, founder and head of Alibaba.

Mr Ma has long adopted the mantle of a soft power ambassador for China. Championing “social inclusion” and free trade, Mr Ma has put several girdles around the earth doling out advice and funds to the likes of young entrepreneurs in Africa, protecting elephants and gorillas in Kenya and Congo and opening Malaysia's digital free-trade zone.

In the UK, Prime Minister Theresa May has taken informal advice from Mr Ma

about Britain's post-Brexit future. The two discussed trade issues when they met in Davos and then Shanghai earlier this year.

Beijing “is happy to co-opt leaders like Jack Ma”, says one analyst. Others note that Mr Ma, a one-time English teacher, is the perfect figure to present a softer face of China.

But it does not always work. Mr Ma ruffled feathers in Beijing in early 2017 when he sat down with then president-elect Donald Trump. That meeting took place before Chinese President Xi Jinping had had a chance to meet the new American leader.

#### Speed read

**Awkward couple** Private technology groups are now the biggest companies in the People's Republic of China

**State control** In recent years, the authorities have tried to protect the interests of public companies

**New levers** The government is working closely with the tech companies on research and projects

“In return [they] can claim some kind of help from the government. It becomes a tradition that private companies and entrepreneurs are all dealing with government officials in their business. In a sense they grow up like that.”

As Beijing pushes ahead on AI and other technologies, it is working together with its appointed champions. For instance Baidu, Alibaba and Tencent – the BAT tech trinity – all have joint labs for research and development with government entities. Alibaba, as well as telecoms group Huawei, is working with local governments on smart city initiatives to keep traffic flowing and the streets crime-free courtesy of surveillance cameras.

Ties are further cemented by two-way financing flows. At Xiaomi's initial public offering, six of the seven anchor investors were state-owned entities. Early last year, plans were circulated for the government to take a “golden share” in the three big tech companies. Although China Investment Corp, the sovereign wealth fund, already has a small stake in Alibaba, the broader idea of Beijing holding a controlling share appears to have run aground.

“Why would they need to?” shrugs one insider.

#### Digital city

State funds are still washing up in the tech sphere. However, one tech lawyer says this is partly the result of surplus cash from state companies that is chasing better returns. Various models are deployed: special investment vehicles; co-invested funds alongside professional private equity groups; and funds of funds. Many are targeting tech.

For its part, Beijing turned to its cash-rich tech groups when it wanted an \$11.7bn infusion for ailing telecoms carrier China Unicom last year.

The state can also pull in private sector resources. The most graphic example is the special economic zones and corridors dotted around the country as evidence of tech prowess. The newest and biggest, Xiongan New Area, is designed to showcase Mr Xi's vision of a state-led “digital city”. Alibaba and Tencent were the first among the anchor tenants to hang up their banners.

A third strand relates to rules and regulations. Across the globe regulators are grappling with a tech sector that is taking rapid strides into previously unimaginable areas: driverless cars, troves of personal data and an outpouring of unverified content.

But Beijing carries a heavier stick. It keeps the landscape broadly free of foreign competition: Facebook, Twitter and Google are all blocked. The great firewall also hands Beijing far greater control of the internet than western leaders could ever dream of: offending material, and sometimes whole apps, are swiftly removed and apologies are suitably abject.

Toutiao, the high-flying news feed and video platform, offered a stark example earlier this year when it was obliged to close a humorous account on the grounds of vulgarity. Apologising for “walking the wrong path”, founder Zhang Yiming offered a far humbler apology than that tendered by Facebook's Mark Zuckerberg in the wake of the Cambridge Analytica scandal.

“We didn't realise that technology has to be guided by the core values of socialism, so that it can be used to spread positive energy, meet the requirements of the times and respect public order and good customs,” Mr Zhang wrote on an official Toutiao social media account.

For Mr Clark, Toutiao “is a sign that if you stray you are going to be made an example of but if you play ball you are going to get richer”.

It is not just about protecting morality. At various times private companies have been tapped to help on foreign exchange policy and to promote Beijing's setpieces – such as the Belt and Road Initiative, now widely touted by tech heads such as Alibaba's Mr Ma.

“This is very different from the west,” says Tsinghua's Prof Feng. “Because the government can say to the private companies that a certain level of co-operation is legally required – it's the law actually.”



**AI arms race**  
More on the competition in deep tech between the US and China  
[ft.com/artificial-intelligence](https://www.ft.com/artificial-intelligence)







## Royal Bank of Canada: blowing up

John Banerjee was not exactly a model employee. According to evidence presented to a UK judge investigating his unfair dismissal claim, he sometimes turned up late for work as a currency trader because he liked to ride around a park on his motorbike, for "fun," before heading in. Several female colleagues complained that he was aggressive; one called him "extremely condescending".

Nonetheless, the judge found that his employer, Royal Bank of Canada, acted unfairly when it fired him in August 2016, notionally over his timekeeping. Mr Banerjee claimed the real reason was that he had tried to raise an alarm about a "box-ticking" approach to compliance. The bank has appealed against the tribunal's judgment.

The affair raises a number of questions. One is over big banks' compliance with the reams of new rules put in place since the financial crisis. In London there are 653 job openings in compliance, according to eFinancialCareers. This is almost as many as in fixed income and M&A combined. But are these armies of people making the system any safer?

RBC operates an annual computerised attestation in which staff must state that they have read and will abide by applicable policies.

Mr Banerjee claimed colleagues applied about as much care to that process as they would to a software upgrade prompt on their iPhones. Click, click, done.

Another, more vital question is over the adequacy of protections surrounding whistleblowers — an issue highlighted by the scandals at Wells Fargo. Mr Banerjee's first emailed complaint to his boss came a few days after that boss implored his staff to speak out when something seemed wrong. But shortly after Mr Banerjee hit send, his email was bounced around upper tiers of management, including the head of employee relations. None made records of discussions the email prompted, according to the judgment. Not long after that the bank started documenting his lateness.

After his dismissal, Mr Banerjee complained to a member of RBC's European board, designated as the bank's "champion" of whistleblowing.

That appeal went nowhere. He has largely fought his own corner, with the support of a barrister and a non-profit group, while RBC has deployed three different City law firms.

Abrasive or not, he deserved better.

## Publicis Groupe: ad-itional work

The advertising industry is struggling to come up with a suitably creative campaign for its own work. Today's ad business is a grind of digital data. Multinational clients tend to prefer programmable marketing offered by online platforms. That shift has dented the price to earnings valuations of the big three media conglomerates: Publicis, WPP and Omnicom. Of the three, Publicis should hold up best.

This is because the Paris-based company began fighting for marginal gains earlier than its peers. Chief executive Arthur Sadoun took over one year ago with a promise to stop declining profitability in key regions — North America, Europe and Asia. He talked about bringing back growth in organic revenue (ex-acquisitions) too. That last assurance came back to bite him yesterday. First-half results revealed a poor second quarter. Sales dropped 8 per cent year-on-year. Even adjusting for a weaker dollar against the euro, the fall is significant. The share price slipped 7 per cent.

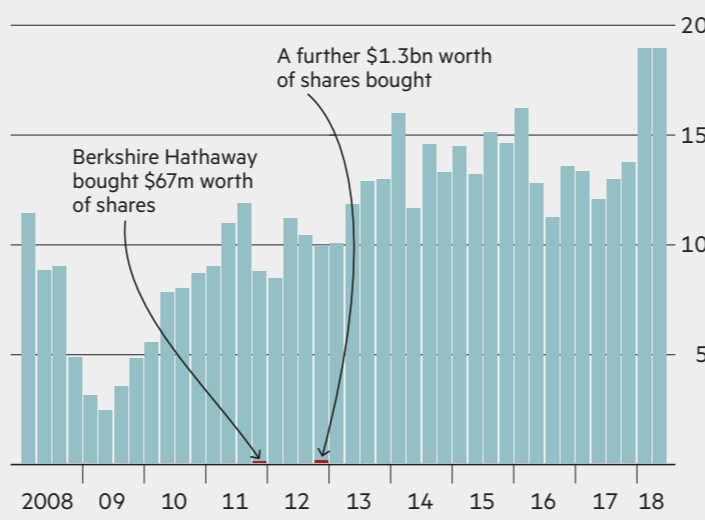
On closer examination, however, the situation is not so bleak. Publicis had already warned about a tough comparison with big account wins made in last year's second quarter. And Mr Sadoun's effort to move away from low-margin business meant dropping a healthcare contract, which hit revenues. Uncertainty about the effect of new European data protection meant some clients opted to delay campaigns. These factors, and the currency effects, could reverse in the next half of the year. Mr Sadoun certainly seems confident about meeting 2020 targets. These include operating margins rising half a percentage point annually. He has delivered so far. Operating profitability increased by 40 basis points in the first half of the year.

The Publicis share price has gone nowhere in the past 18 months. But those of WPP and Omnicom have

## Berkshire Hathaway: repo man

S&P 500 companies have spent more than \$1tn on share repurchase programmes over the past two years. Warren Buffett has supported the trend at companies such as Bank of America. Berkshire Hathaway has not engaged in multiple buybacks but a decision to adjust share repurchase criteria could change that.

### S&P 500 quarterly share buybacks (\$bn)



FT graphic. Sources: S&P, Thomson Reuters Datastream

Warren Buffett might finally have found the bargain he was looking for in this era of inflated asset prices — and in his Omaha backyard too.

Berkshire Hathaway has decided to adjust its share repurchase criteria, giving Mr Buffett and sidekick Charlie Munger the flexibility to repurchase equity when they believe Berkshire shares are below their view of intrinsic value, "conservatively determined".

Mr Buffett set a noted mechanical bar for buybacks in the past. Berkshire was only interested in buying its shares if they traded below 120 per cent of book value. The revision could be an intriguing signal that Mr Buffett believes acquisition targets are simply too expensive for

performed far worse. Publicis can regain its bloom. Mr Sadoun deserves another six months to prove it.

## Novartis: skin in the game

Allergy misery is multiplying. An itchy skin condition known as atopic dermatitis affects one in seven children. Breakthroughs in its treatment will be well rewarded. That justifies a decision by Novartis to pay as much as \$1bn for the rights to a potentially innovative treatment.

The drug, made from living cells, is still going through clinical trials. Yesterday's licensing news pushed up the share prices of developers

his tastes. The more precise conclusion is, however, that Berkshire is just so large that it has the firepower for both blockbuster deals and capital return. Shares rose 5 per cent after the plan was announced.

Berkshire's price-to-book ratio is about 1.4 times. There is no precise threshold where a stock must be above intrinsic value. However, Mr Buffett has historically set that level between 10 per cent and 20 per cent. Berkshire's repurchase activity has been mild. It last bought back shares in 2012 and then only about \$1bn worth. Berkshire's market capitalisation is now nearly \$500bn.

However, Mr Buffett has been an enthusiastic supporter of buybacks generally, pushing back against social

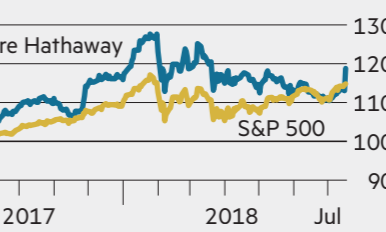
Galápagos of Belgium and MorphoSys of Germany more than 3 per cent. They will receive an upfront payment of \$111m, with later payments depending on various milestones. Royalties depend on sales that might peak at as much as \$1.5bn, about 3 per cent of total revenues.

By itself, that amount would not have a big impact on the Novartis juggernaut. Evaluate, a market intelligence group, estimates Novartis will have prescription drug sales of \$53bn in 2024, more than any rival. But it is building an impressive franchise in treating skin disorders. Sales of its Cosentyx treatment for psoriasis were up 40 per cent to \$701m in the second quarter.

Advances of this sort offset the negative impacts of pricing and

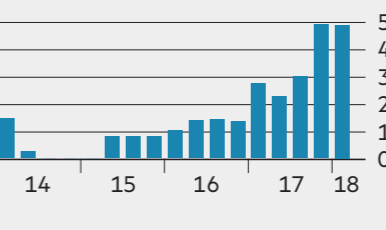
### Berkshire Hathaway

Share price against the S&P 500 index, rebased



### Bank of America

Share buybacks (\$bn)



critiques. He regards them as a way for companies to create value for long-term shareholders and has supported heavy share repurchases at Bank of America, where he is a large shareholder.

Berkshire has accumulated more than \$100bn of cash. That kind of war chest is more than enough for any mega-acquisition or partnership deal — such as that with 3G Capital. Eventually, valuations will recede and the company can put some of that to work. Some portion, in the meantime, can go towards a buyback programme. Mr Buffett seems to think Berkshire's fundamental value has diverged from its book value. A greater strategic move may be cooking.

competition. Those pressures will continue. Even before Pfizer clashed with Donald Trump, Novartis had shelved price increases this year.

Thus Vas Narasimhan, Novartis's new chief executive, needs progress in developing new treatments. He wants to transform Novartis into a focused medicines company. So far, his strategy has included selling to GSK the Novartis stake in a consumer health joint venture and a planned spin-off of the Alcon eyecare unit.

The shift towards innovative medicines is a gamble. Moody's this month downgraded Novartis's credit rating, citing its higher risk profile. But the bet has a good chance of paying off. Investors, as well as patients, will benefit from successful innovation. Better treatments are sorely needed.

## Comcast/Disney: Skyfall

The pursuit of Fox is over for Brian Roberts. His torment is not. Yesterday, the head honcho at Comcast decided to throw in the towel for the Fox assets he had been chasing. Rupert Murdoch never really favoured Comcast's entreaties anyway. Still, the bidding war that Mr Roberts created forced Disney to raise its purchase price by 56 per cent. Disney's bid values the Fox entertainment assets at \$71bn. This equates to about \$3bn in additional gross value to the Murdochs.

Comcast has decided to turn its attention to Sky. It is also fighting with Disney over the satellite and entertainment group but, for now, seems to have the edge with a bid of £14.75 per share. That is above Disney's last bid and about twice the price that the bids started at. But Disney is about to acquire Fox assets — including a 39 per cent stake in Sky. Mr Roberts is not done tangling with Disney just yet.

One approach suggested is that Disney simply stand down and concede Sky to Comcast (technically, Fox has been bidding for Sky). The Fox television and film parts are more crucial to Disney's ambition to create a streaming rival to Netflix. The cost to win Sky, while also buying Fox, is excessive. The last £14.75 bid is already 37 per cent higher than the price was in December.

However, that still leaves the question of whether Disney should sell or swap that 39 per cent stake in Sky so that Comcast can own Sky outright. The stub position had always been awkward for Fox and will be so now for Disney. Research firm MoffettNathanson notes that the Sky stake is tax inefficient since it cannot be consolidated for financial reporting purposes.

Comcast would undoubtedly like to own Sky outright. It could negotiate with Disney to swap assets such as its own stake in US streaming service Hulu for the 39 per cent stub, if Disney were willing. Mr Roberts might finally have some leverage over Disney. He should use it.

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## WEATHER

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Forecasts by **MeteoGroup** Warm front Cold front Occluded front Wind speed in KPH

Today's temperatures		Maximum for day °C	
Amsterdam	Sun 25	Malta	Sun 33
Ankara	Sun 29	Manila	Thunder 30
Athens	Sun 33	Miami	Thunder 31
Bahrain	Sun 39	Milan	Sun 32
Barcelona	Sun 30	Montreal	Sun 31
Beijing	Cloudy 32	Moscow	Thunder 24
Belfast	Rain 17	Mumbai	Thunder 29
Belgrade	Sun 28	Munich	Sun 29
Berlin	Sun 29	Naples	Sun 31
Brussels	Fair 26	New York	Sun 28
Budapest	Fair 27	Nice	Sun 28
Cairo	Sun 35	Nicosia	Sun 35
Cardiff	Rain 22	Oslo	Sun 27
Chicago	Thunder 24	Paris	Shower 23
Cologne	Sun 30	Prague	Sun 28
Copenhagen	Sun 23	Reykjavik	Rain 12
Delhi	Thunder 35	Riga	Fair 26
Doha	Sun 43	Rio	Sun 30
Dubai	Sun 40	Rome	Sun 30
Dublin	Rain 19	San Francisco	Fair 25
Edinburgh	Rain 18	Singapore	Fair 31
Frankfurt	Sun 32	Stockholm	Fair 29
Geneva	Thunder 29	Strasbourg	Sun 31
Hamburg	Sun 25	Sydney	Sun 19
Helsinki	Thunder 25	Tokyo	Sun 34
Hong Kong	Fair 31	Toronto	Fair 29
Istanbul	Fair 29	Vancouver	Sun 21
Lisbon	Sun 25	Vienna	Sun 29
London	Shower 27	Warsaw	Fair 26
Los Angeles	Sun 27	Washington	Fair 31
Luxembourg	Shower 29	Zagreb	Sun 31
Madrid	Sun 33	Zurich	Sun 30

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### CROSSWORD

No. 15,915 Set by MUDD

**ACROSS**

- 1 A loaf of fish? (6)
- 4 Cooker turned on, first of bowls to mix (6)
- 8 Washing wet, it's inferred, after liquid added for starters (7)
- 9 Square is next, triangle's last to form (7)
- 11 Relative caught in embrace of teenager, I gathered (5-5)
- 12 Painful absorbing criticism, holding your heads (4)
- 13 Drawback in contract (5)
- 14 Appropriate number, jazz number (4,4)
- 16 Requiring correction, female taking shower (8)
- 18 Link that is preserved? (3-2)
- 20 Reversible kit for game (4)
- 21 Metal chains hold awfully clumsy boot (10)
- 23 Playwright embodying a creative type (7)
- 24 Leech, perhaps, queen stuck on cap (7)
- 25 Book in earnest he rewrote (6)
- 26 Odd bits of card game palatable, though dry (6)

**DOWN**

- 1 Broadcasting in Hungarian, obviously uplifting (2,3)
- 2 Beautiful pictures alongside appropriate frames (4,3)
- 3 Such nice new locks in back of car, lock security device (9)

Solution 15,914

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M O P I N G   S T A G N A N T
I L L U S T R A T I O N S
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A T A C K   H U A N   S E E
I L L   S E   N   E   M   E   C
S T A M I N A   U N L E A S H
T H I N G   S T A F F   T A Y
E D D A   C H A C I O N N E
R E   I R   U   I
A R O M A N T I A N   S C I A N
A V A   C   S   C
P A N A C H E   K A M P A L L A
I L I R N E Y R M
C H E V A L I E R   R H I N E
A C G M E N   S C A N S C A
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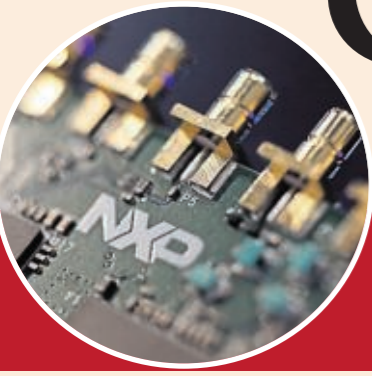
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# Companies & Markets

FINANCIAL TIMES



**Into the fire** The chip tie-up doubts that threaten to leave hedgies burnt — ANALYSIS, PAGE 19

**Un-pact** Why Tokyo's global trade deals have left markets unmoved — LEO LEWIS, PAGE 20

## Toys R Us staff press firms for help

◆ Bain and KKR consider hardship fund ◆ Roth buyout vehicle spurns pleas after bankruptcy

MARK VANDEVELDE — NEW YORK

Toys R Us workers who lost their jobs when the heavily indebted retailer collapsed are talking to two buyout firms about a possible hardship fund — but a third, billionaire investor Steven Roth's Vornado Realty Trust, is refusing to answer their emails.

KKR and Bain, which took the company private with Vornado in 2005, are considering providing some financial help for workers hit by the toy chain's bankruptcy and ultimate liquidation. Criticism over the treatment of workers has led some US pension funds to reconsider investments with the two firms.

Vornado, which was an equal partner with KKR and Bain in the leveraged buyout that loaded the retailer with more than \$5bn of debt, has shunned discussions with representatives of former employees, according to people familiar with the talks.

Vornado is structured as a permanent capital vehicle and does not raise outside money regularly, so has not suffered the same investor pressure.

Creditors seized control of Toys R Us in April, closing all its stores and telling 30,000 fired workers they would not receive severance benefits they expected. Ex-employees are trying to enforce their claims against the retailer in

bankruptcy court but are unlikely to have any legal recourse against the trio of former owners, who they contend are also to blame. Instead, they have started a campaign of public criticism.

Workers' representatives have scheduled meetings with Bain Capital investors in California, Ohio, Maryland and Pennsylvania, who have collectively provided the firm with about \$2bn since 2012. Two state pension funds, Minnesota and Washington, are reconsidering future investments in KKR.

Laid-off workers plan to take the argument to Vornado today, with a rally at a San Francisco building co-owned by the fund. Jim Baker, a campaigner at the

### Former employees are trying to enforce their claims against the retailer in bankruptcy court

Private Equity Stakeholder Project, said he had contacted Mr Roth five times since April but received no reply.

Mr Roth could not be reached for comment. Vornado did not reply to a request for comment.

KKR wrote to 10 congressional Democrats stating its "desire to help" those who lost their jobs in the Toys R Us bankruptcy. "We believe we have found a path outside of the bankruptcy process to help those who need it the most," the firm said.

Bain declined to comment but people familiar with the discussions said that its representatives had joined talks with workers.

## Smart Money



John Authers

You cannot escape the Faangs. This is not the intro to a horror movie but merely the beginning of yet another piece on the market prominence of the handful of large US companies that dominate the internet. It is not a subject that can be avoided, especially when Amazon's value at one point this week exceeded \$900bn for the first time.

Crucially, a notional six-member FAANMG group — Facebook, Amazon, Apple, Netflix, Microsoft and Google — would at this point be comfortably bigger than any of the 11 economic sectors into which the S&P 500 is divided. To quote Bianco Research: "If the FAANMGs were their own sector, they would be larger than any of the 11 official sectors, making up 17 per cent of the S&P 500's weight. More importantly, they are still growing at a healthy clip."

This is astonishing, and alarming. Previous episodes when one sector grew to have a bigger share of the total S&P 500 (tech during the dotcom bubble, banks during the credit boom and energy companies during the 2008 oil price spike are all good examples) have all ended badly. But, for now, one sector of six companies is worth 17 per cent of the whole S&P 500.

Let us put that differently, but equally spectacularly. The market cap of the five biggest stocks in the S&P 500 (the six mentioned earlier, minus Netflix) is now almost exactly equal to the market cap of the smallest 282 S&P 500 companies. Both come to just under \$5.1tn, according to Michael Batnick, also known as The Irrelevant Investor.

This looks extraordinary but inequality on this scale is not historically unusual. Apple's market share has never been as big as IBM's during its greatest years of dominance.

In terms of investor positioning, owning the Faangs and other big tech names has never been so popular. Combining with another acronym, the Chinese BATs (Baidu, Alibaba and Tencent) is particularly popular. This month's Bank of America Merrill Lynch survey of global fund managers, showed that being "long Faang+Bat" is now the most crowded trade since the market was fixated on the "long US dollar" bet during 2015. The bank notes investors have aggressively rotated into the "growth" theme and the Faang+Bat trade constitutes the "largest US equity 'long' since Feb '17". Even if the internet groups' current dominance looks unsustainable, and has been brought into question this year by the Facebook data protection scandal and Google's travails with the EU, investors show minimal signs of nerves, as yet.

History shows that the identity of the biggest few companies does change over time. A strict policy of always buying the largest company by market cap would be a bad one. It would involve taking stakes in fallen idols including IBM, GE, Cisco and Coca-Cola. But for the time being, the Faangs have it.

john.authers@ft.com

## Decade high Treasury yields surge as Fed stays on course for rate rises

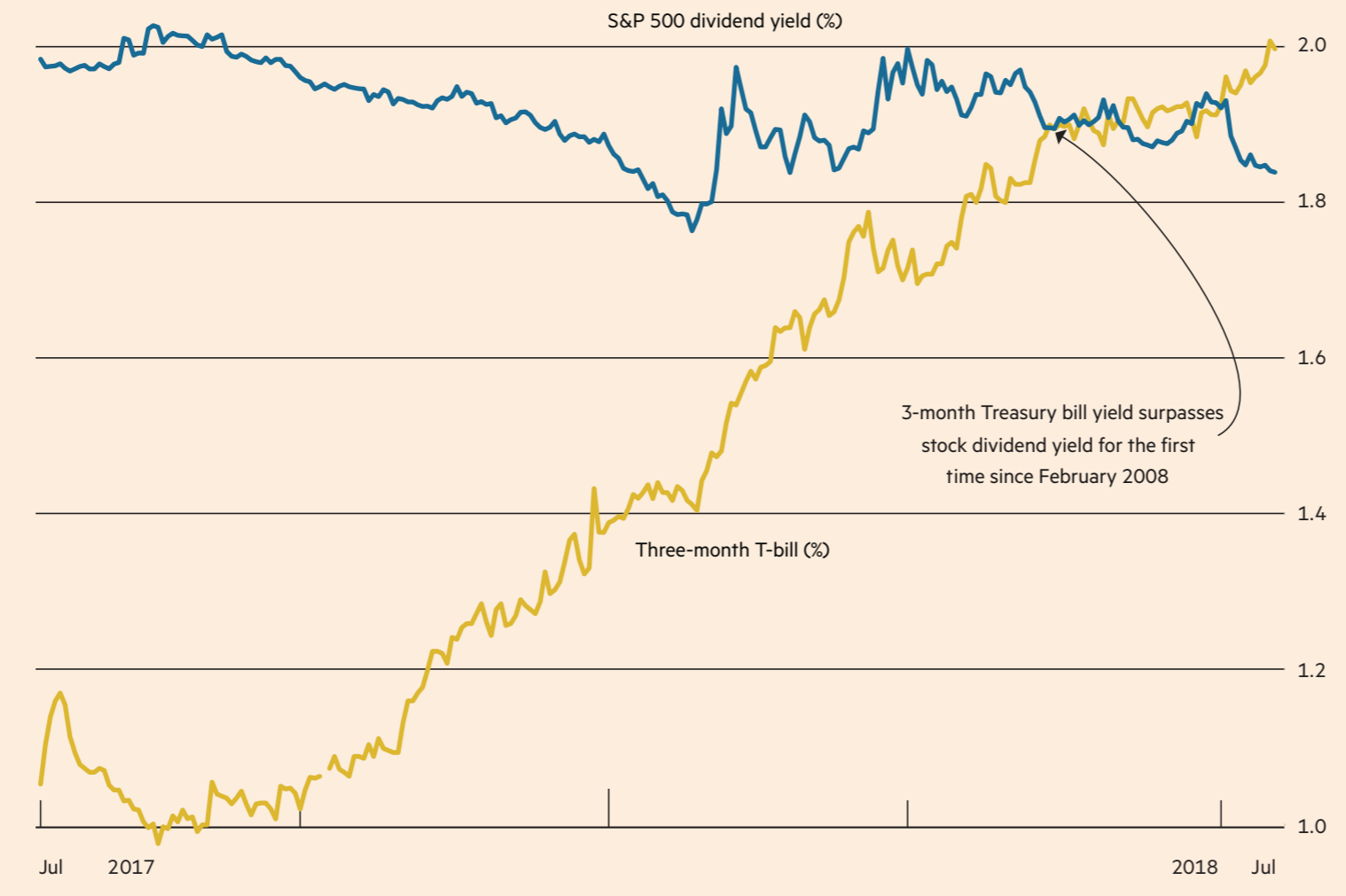
The 2 per cent club has a new member. The yield on the three-month US Treasury bill passed that milestone for the first time in more than a decade as the Federal Reserve remained on course to keep raising interest rates.

The yield on the bills is above 2 per cent for the first time since 2008. The short-term market rate, viewed by investors as essentially a cash-like instrument and a very liquid haven in times of market turmoil, has doubled since the start of last September. The relentless rise in bill yields reflects a steady tightening of interest rate policy by the Fed, while the US Treasury has substantially boosted sales of short-term debt to help finance a worsening budget deficit.

The yield on the three-month T-bill has moved further above the trailing 12-month dividend yield of the S&P 500, in what probably signifies the dying moments of the Fed's exceptional assistance to the stock market.

Since the 1960s, periods when three-month bill yields have been greater than the dividend yield of the S&P 500 have been relatively rare and have certainly not lasted for as long as the past decade. The most recent period stems from the Fed's decision during the financial crisis to cut interest rates towards zero and conduct several rounds of bond purchases, known as quantitative easing.

A further climb in bill yields beckons as the central bank expects to deliver two more 25 basis point interest rate rises in 2018. Peter Wells



Source: Bloomberg

### The six-member FAANMG group is comfortably bigger than any of the S&P 500's 11 sectors

## Bank whistleblower gains rare victory as court rules RBC actions 'egregious'

KATIE MARTIN — LONDON

Royal Bank of Canada unfairly dismissed a former currencies trader who had called on the bank to tighten up what he called "box-ticking" compliance procedures, a London employment tribunal has ruled in a rare victory for a City whistleblower.

John Banerjee, the bank's former head of emerging markets currency trading in London, was fired in 2016, with the bank citing a long-running problem with his timekeeping, according to the judgment documents released on Wednesday.

But the judge in the case, which ran to early May, described the bank's actions as "egregious" and said employers

should take better care of whistleblowers "even if they find them somewhat enervating".

The bank's stated policy that employees should feel free to raise concerns represented "fine, but empty words", the tribunal judgment stated. "Using his late arrival at work as a pretext, the bank sacked the claimant," it added. "The main reason for his dismissal was his public interest disclosure."

The bank said it "strongly" disagreed with the tribunal's decision and would appeal. "RBC takes its duties as an employer very seriously and encourages a robust compliance culture, which includes promoting the freedom for employees to speak up and blow the whistle," it said.

Mr Banerjee is seeking millions of pounds in compensation for the loss of his career, in which he was paid in excess of £1m a year. He successfully argued that he was fired not for timekeeping or other issues but as a result of having raised problems with the bank's culture around compliance.

The former trader spent months complaining about the bank's guidelines for traders, telling management they needed "root and branch" change. In one exchange, a senior manager discussing his complaint described Mr Banerjee as "a blowhard".

Mr Banerjee said: "The bank has subjected me to a war of attrition. It is wonderful to be vindicated by the court."

Lex page 10

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Companies / Sectors / People					
<b>Companies</b>	Citigroup.....15	Legal & General.....1	Philip Morris International.....12	Uber.....14	<b>People</b>
21st Century Fox.....112,20	Comcast.....1,10,12,20	Lenovo.....12	Piraeus.....14	Uber.....7	Agarwal, Anil.....19
ABB.....20	Consolidated Press Holdings.....13	Liberty Global.....12	Pixar.....12	Unilever.....20	Bothwell, Stephanie.....15
AbbVie.....19	Crown Resorts.....13	Lucasfilm.....12	Prima Meat Packers.....20	United Rentals.....20	Buffett, Warren.....10
Aetna.....19	Deliveroo.....7	Marvel.....12	Prudential.....1	Vedanta Resources.....19	Granoff, Stephen.....19
Airbus.....15	Didi Chuxing.....7,14	Mazda.....20	Publicis.....10,12,20	WPP.....10,12,20	Halbower, Matthew.....19
Alibaba.....7,14	Disney.....10	Meituan Dianping.....14	Qualcomm.....19,19	Walt Disney.....1,12,20	Hiesinger, Heinrich.....12
Alpha Bank.....14	Elliott Management.....12,19	Merck.....20	Roche.....20	Xiaomi.....7	Iger, Bob.....12
Anbang.....7	Embraer.....15	Mitsubishi Motors.....20	Royal Bank of Canada.....10,11	ZTE.....19	Lehner, Ulrich.....12
Anglo American.....19	Eurobank.....14	NH Foods.....20	Royal Dutch Shell.....20		Li, Jack.....7
Antofagasta.....19	Facebook.....7	NBC Universal.....12	SAP.....20	<b>Sectors</b>	Malone, John.....12
Ashtead.....20	Famar.....10	Mobike.....14	Saizeriya.....20	Aerospace & Defence.....15	Manduca, Mark.....15
Baidu.....7	GSK.....10	MorphySys.....20	Sberbank.....4	Automobiles.....20	McAllister, Kevin.....15
Bain.....11	Galapagos.....10	National Bank of Greece.....14	Shire.....19	Banks.....9,10,11,12,15	McNerney, Jim.....15
Banco Sabadell.....14	GoBee.....14	NXP Semiconductors.....19	Sky.....10,12	Financial Services.....13,14	Mullenburg, Dennis.....15
Bank of America.....10	Google.....7,12	National Bank of Greece.....14	SoftBank.....14	Financials.....10,12,19	Munger, Charlie.....10
Bank of America Merrill Lynch.....15	Grab.....14	Nestlé.....12	Sony.....14	Food & Beverage.....20	Murdoch, Rupert.....10,12
Barclays.....1	Guido Kerkhoff.....12	Netflix.....10	Soroban Capital.....19	Industrial Goods.....12	Narasimhan, Vas.....10
Berkshire Hathaway.....10	Hiratsmu.....20	Notos Com Holdings.....14	Standard Chartered.....1	Industrial.....12	Packer, James.....13
Bluebird.....14	Huawei.....7,9	Novartis.....10	Star.....12	Media.....10,12,13	Roberts, Brian.....1,10,12
Boeing.....15	Hulu.....10	Ola.....14	Steinhoff.....12	Pharmaceuticals.....10,20	Sadoun, Arthur.....10,12
Bombardier.....15	Humana.....19	Omicron.....10,12	Taobao.....7	Retail.....14,20	Singer, Paul.....12,19
Broadcom.....19	Illiad.....20	P&G.....12	Tata Steel.....12	Retail & Consumer.....14,20	Wiese, Christo.....12
CPH.....13	Ito En.....20	Paulson & Co.....19	Tencent.....7	Technology.....14,19,20	Zhu, Stephen.....14
CaixaBank.....14	KKR.....11,14	Pentwater.....19	ThyssenKrupp.....12	Telecoms.....20	
Ceivan Capital.....12	KPMG.....113	Pfizer.....10	Toujiao.....7	Tobacco.....12	
China Investment Corp.....7	Lacto Japan.....20		Tullow Oil.....12	Transport.....14	
China Unicom.....7			Twitter.....7	Travel & Leisure.....13,14,20	



## COMPANIES

# Concerns raised about 'too big to fail' KPMG

Regulators, competitors and clients have posed hard questions about the strength of one of the biggest audit firms

MADISON MARRIAGE, CAROLINE BINHAM AND MARTIN ARNOLD

When Arthur Andersen collapsed after becoming entangled in the Enron scandal in 2002, the US accounting firm was written off by many in the audit profession as an outlier.

The possibility that another large accounting firm could fail so catastrophically seemed remote to the regulators and rival auditors who worked to minimise the impact of Arthur Andersen's demise.

But a steady stream of damaging news involving KPMG, the accounting group, over the past 12 months has caused regulators, competitors and clients once again to pose hard questions about the strength of one of the biggest audit firms.

A senior director at one of KPMG's biggest clients, speaking on condition of anonymity, said that "the system needs the accountancy firm since without it there would not be capacity in the market for others to take up the slack".

The director added that it was in the interests of regulators and even its largest competitors, which include EY, Deloitte and PwC, for KPMG to overcome its recent difficulties. "They are too important to fail," he said. "Everybody will bust a gut to make sure that they turn it round."

A regulatory official, speaking privately, said that the problems facing KPMG look like a "perfect storm", adding: "The big question is whether the government would work to prop up a Big Four [firm] or not."

Despite KPMG's involvement in scandals spanning three continents, there are no signs at this stage that its biggest international clients are distancing themselves from the firm.

These scandals include its work for the Gupta family in South Africa; its audit of Carillion, the collapsed UK outsourcer, and an investigation by the Securities and Exchange Commission into three former KPMG partners who were accused of leaking confidential information in an attempt to improve inspection results for the firm.

It recently won the coveted contract to audit Rio Tinto, the miner, and its appointment as the new auditor at BT, the telecoms group, was waved through by shareholders last month almost unanimously.

Bill Michael, its UK chairman, said: "KPMG is in robust financial health. KPMG is seeing outstanding growth right across our audit, tax and advisory arms, we have a strong balance sheet and are well funded with a growing pipeline."

Yet regulators have been concerned – prompting the Bank of England's Prudential Regulation Authority to raise questions about whether there were risks to KPMG's viability.

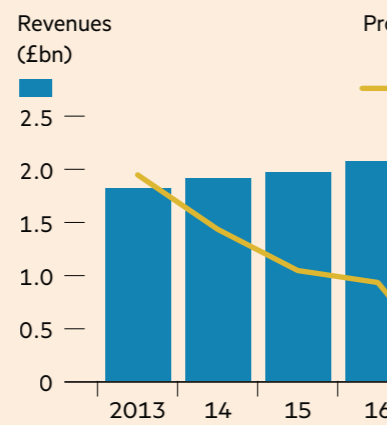
The regulator stepped up its scrutiny of the UK's largest accounting firms after the Parliamentary Commission on Banking Standards criticised auditors for failing to spot the signs of financial instability that led to the financial crisis. The commission said in a damning report in 2013 that auditors failed to "expose risks being added to [banks'] balance sheets" during the crisis, and that "audited accounts conspicuously failed accurately to inform their users about the financial condition of banks".

Andrew Tyrie, the commission's chairman and former Conservative backbencher, who chairs the Competition and Markets Authority, has made targeting the Big Four one of his key

## Industry 'in crisis'

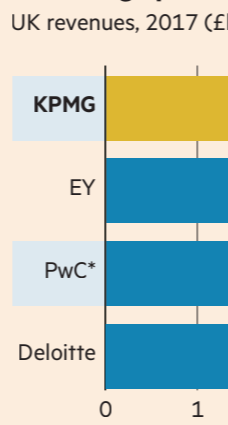


### KPMG UK profits head south



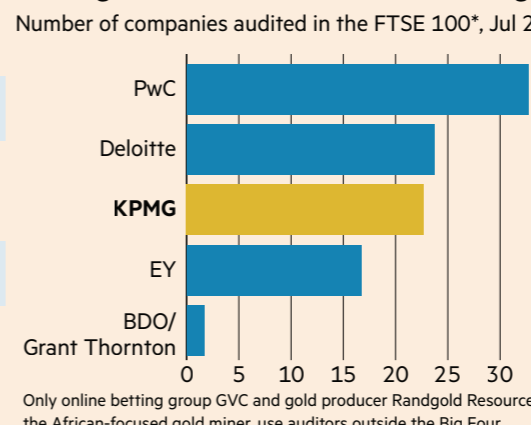
Sources: Thomson Reuters; companies; Bloomberg

### KPMG lags peers



\* Includes Switzerland

### The Big Four's dominance in UK auditing



Only online betting group GVC and gold producer Randgold Resources, the African-focused gold miner, use auditors outside the Big Four  
\* Excludes Scottish Mortgage Investment Trust

## Timeline

### How the problems have piled up for Big Four group

**Late Mar 2016** KPMG ends relationship with the Gupta family, which runs a sprawling empire in South Africa with ties to Jacob Zuma. It had audited Gupta-linked companies for 15 years

**Sep 12 2017** South African businesses come under pressure from civil groups to cut ties with KPMG over its work for Gupta family companies. Activists promote the hashtag #KPMGmustfall

**Sep 15** KPMG executives in South Africa dismissed after an internal investigation found the firm had missed red flags in its auditing of companies owned by the Guptas

**Sep 19** KPMG loses two contracts in South Africa as clients seek to distance themselves from the firm

**Oct 5** KPMG apologises to South African MPs over its work for the Guptas

**Dec 14** KPMG revenues increase to a record \$26bn in its latest financial year, but it remains the smallest of the Big Four accounting firms

**Jan 17 2018** KPMG accused in a criminal complaint in South Africa of "knowingly failing to appropriately apply its own risk management and quality controls" in its preparation of a report for the revenue service

**Jan 22** Former KPMG partners charged with fraud after the audit firm improperly received advance notice of inspections by US regulators

**Jan 29** UK authorities launch probe into KPMG audit of Carillion, the collapsed government outsourcer

**Feb 13** KPMG's share of UK public sector contracts drops sharply

**Feb 22** MPs turn fire on KPMG and Deloitte partners over Carillion

**Apr 17** South Africa bans KPMG from auditing public institutions

**May 3** Barclays Africa fires KPMG as its auditor

**Jun 4** KPMG to parachute in senior executives and cut hundreds of local jobs in effort to save South African business

**Jun 11** KPMG fined £3.2m by UK watchdog for misconduct in auditing Quindell, scandal-hit finance company

**Jul 3** UK watchdog launches inquiry into KPMG's work for Conviviality, the collapsed drinks supplier

**Jul 12** Old Mutual appoints a second firm to review its accounts in a blow to its longstanding auditor KPMG

## Travel & Leisure

### Packer gives up last Australian directorships

JAMIE SMYTH — BRISBANE

James Packer, the billionaire, has resigned from the boards of 22 Australian companies over the past few weeks and is no longer a director of any business registered in the country.

The move follows the 50-year-old businessman's resignation from the board of Crown Resorts in March, which his private investment vehicle Consolidated Press Holdings said was due to Mr Packer suffering "mental health issues". In late June Mr Packer quit the board of CPH and has since resigned all his directorships of Australian registered companies, according to company records.

"This is a very significant move by Mr Packer, who for years has been one of the biggest investors in Australia and appears now not to be active," said Stephen Mayne, a director of the Australian Shareholders' Association.

"The Packer family have been at the forefront of Australian business for decades."

Mr Packer inherited a media and publishing empire from his father Kerry Packer, which he later sold using the

proceeds to build Crown Resorts into Australia's largest casino operator. The business initially flourished and expanded to the US, Macau and elsewhere. But when 19 Crown employees were arrested in China in 2016 and later convicted of "gambling-related crimes", Mr Packer retrenched the group back in Australia and sold off most of its overseas assets.

The arrests in China, which related to the illegal marketing of casino activities, and the breakdown of Mr Packer's relationship with Mariah Carey, the US pop star, apparently took a heavy toll on the billionaire.

In March Mr Packer sought medical treatment for mental illness and began stepping back from his Australian businesses. Company records show he has resigned as a director of 24 Australian

'Mr Packer has for years been one of the biggest investors in Australia and appears not to be active'

businesses this year, most recently on July 11 when he stepped down from the board of Mistytime. Mr Packer's address is listed in Colorado on the filings, as first reported by The Australian newspaper.

Despite stepping back from the Australian businesses, Mr Packer still controls the CPH group and remains a director of CPH International, the group's holding company based in the Bahamas. He also remains a shareholder in almost a dozen Australian companies.

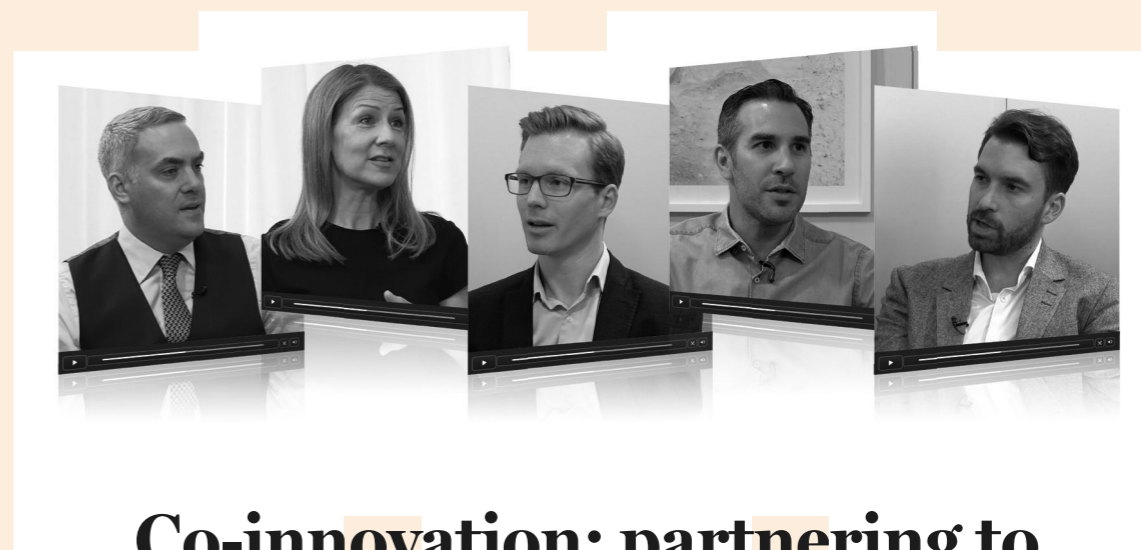
Mr Packer, who is worth \$4.1bn, according to Forbes, last year became embroiled in a continuing corruption investigation into Benjamin Netanyahu, the Israeli prime minister, and his wife Sara by Israeli prosecutors.

Australian police interviewed Mr Packer about gifts allegedly provided to Mr Netanyahu. Last month Mrs Netanyahu was charged with fraud and breach of trust in relation to the ordering of expensive meals for the Israeli prime minister's residence. There is no suggestion of wrongdoing by Mr Packer.



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## Co-innovation: partnering to create the future of finance

As the need to innovate becomes more pressing, banks have become increasingly collaborative. This new era of cooperation sees lenders striking up new partnerships with the full range of market participants – including clients, fintechs and employees – to pursue their digitisation and innovation agendas.

Danielle Myles, investment banking editor of The Banker, speaks with Nordea's innovation leaders and partners about the opportunities presented by this new open-style of banking.

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- How to foster a culture of innovation

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- Sophia Wikander, Head of Business Innovation in Transaction Banking, Nordea
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## COMPANIES

## Technology

# SoftBank and Didi to launch taxi app in Japan

Joint venture will try to crack \$15bn market and defy sector resistance

KANA INAGAKI — TOKYO

Didi Chuxing has teamed up with investor SoftBank to launch a ride-hailing platform in Japan as they seek to capture a surge in Chinese tourists ahead of the 2020 Tokyo Olympics.

The Chinese ride-hailing app will attempt to crack a ¥1.7tn (\$15bn) market that has confounded US rival Uber and one that SoftBank founder Masayoshi Son has condemned as “stupid” for banning such apps.

“Today ride-hailing is prohibited by law in Japan,” Mr Son said at an annual company event yesterday.

“I can’t believe there is still such a stupid country. To protect the past, they are denying the future. It’s a crisis situation.”

Local regulations bar services from using drivers without professional taxi licences from picking up and delivering passengers, outside of remote areas where public transport might not be readily available. In effect, for ride-hailing companies such as Uber and Didi to operate in the Japanese market,

they can only offer ride-hailing services through partnerships with local taxi companies who use their app to connect with passengers.

SoftBank and its Saudi-backed \$100bn technology fund have made a huge bet on the future of ride-hailing with investments in Uber, Didi, Brazil’s 99, India’s Ola and Singapore’s Grab.

Using SoftBank’s network and local market expertise, Didi, which has more than 550m active users, plans to pilot its Didi Mobility Japan joint venture in Osaka from this autumn. That will be followed by rollouts in Tokyo and other cities in Japan.

Its platform, using artificial intelligence and data analysis to forecast passenger demand, will be available for free to all Japanese taxi companies. The service will also offer Chinese-Japanese translation and payments by Chinese users can also be made through Alipay or WeChat Pay.

“We think technology should not only be disruptive but also inclusive and collaborative,” Jean Liu, Didi’s president, said in Tokyo.

Other companies, such as Sony, also plan to launch a ride-hailing service in Japan as the traditional taxi industry is under pressure to meet a surge in demand, with annual foreign tourists set to hit 40m by 2020.

The number of taxi users in Japan has nearly halved during the past two decades, while industry revenue has fallen 38 per cent from its peak in the early 1990s, according to government figures.

But Japan’s 200,000-taxi federation has lobbied hard against the emergence of ride-hailing.

Uber operates a service in its original model, using non-professional drivers, only in the depopulated part of Kyoto, a city in western Japan, and in another small town in the northern island of Hokkaido.

Earlier this year, it announced that it would join forces with local taxi operators to launch a car-hailing pilot programme in the remote island of Awaji.

In Tokyo, it matches taxi company drivers with users via its app.

Stephen Zhu, Didi’s vice-president, who will head the joint venture with SoftBank, conceded that Japan was a challenge. But he added: “We have a commitment to keep on trying. We will not give up easily.”



“Today ride-hailing is prohibited by law in Japan . . . to protect the past, they are denying the future”

## Technology



Students examine a bicycle in Zhengzhou, in Henan province. Ofo’s ambition had been to place 20m bikes in 20 countries by the end of last year — China Daily/Reuters

## Bike-share sector backpedals from overseas plans

EMILY FENG — BEIJING

Asia’s shared bicycle sector is undergoing a contraction that has edged out smaller participants and slowed down overseas expansion by some of its biggest platforms.

This month, Alibaba-backed start-up ofo announced that it would close its six-month-old operations in India, as well as in its two Australian sites, Sydney and Adelaide, within two months.

The news comes as the company plans to scale back its operations in four regions — Japan, South Korea, Singapore and Hong Kong — because of a cash crunch, according to Chinese business magazine Caixin.

The retreat is a reversal from its plans to place 20m bikes in 20 countries by the end of 2017.

“Our focus now is on our priority markets and moving towards profitability,” ofo said. “We are communicating with our local markets about our plans.”

Over the past two years, the Asia-Pacific shared bike sector has had an influx of investment, allowing as many as 60 platforms to build bike fleets and subsidise rides in an effort to outbid competitors, according to research firm IDC.

Mobike and ofo, China’s largest platforms, raised nearly \$2bn in 2017.

The explosion in shared bikes has been most apparent in China, where, at their zenith, rows of cycles jostled for limited footpath space. However, their ranks have been trimmed by a number of closures as smaller start-ups find their resources quickly drained by heated competition and bike thefts.

“Their purpose was to chase after growth and give their investors the growth story they wanted, but we quickly saw problems in their overseas expansion,” said Chen Lin, assistant professor at the China-Europe International Business School in Shanghai.

Ofo is reportedly laying off employees in North America, according to a Quartz report. Employees were told ofo was “going into sleep mode” in the US and Canada, the report said.

This month, Hong Kong-based start-up GoBee went bust, citing losses. A European expansion flopped after 60

Ofo is closing up in India and Australia and plans retrenchment elsewhere amid a cash crunch

per cent of its bike fleet was damaged or stolen within four months of the service’s launch.

China start-up Bluegogo, which once had 20m riders, was one of the first major platforms to go belly-up last November.

Surviving platforms have persisted by seeking backing from China’s biggest

tech groups. In April, ofo’s main competitor, Mobike, was fully acquired by food services group Meituan Dianping in a \$3.7bn deal including debt. Using some of the funds raised, Mobike waived \$150m in user deposits on its bikes in an effort to gain an edge.

Mobike says it aims to make zero deposits a standard in the bike-sharing industry — a move that would effectively raise the cost of competitors’ operations, edging other players out.

The boom and bust cycle shares parallels with the spending war between Chinese ride-hailing group Didi and Uber, which battled for market share by offering subsidised rides to users.

“Of course [sharing bike companies] rely too much on external investment and user subsidies,” said Ms Chen. “They never had a sustainable business model, and blindly expanded.”

Additional reporting by Yuan Yang in Beijing

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(Company number 01815509)

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Principal Trading Address: Friars Court, Friarage Passage, Aylesbury, Buckinghamshire, HP20 2SJ

Nature of Business: Security Broking & Fund Management

Final Cut-Off date: 31 August 2018

Notice is hereby given, that the Supervisor intends to declare a final dividend to the unsecured creditors of the company within the period of two months from the Final Cut-Off date specified above. Creditors who have not yet done so must prove their debts by delivering their proofs to the Supervisor to the address detailed below no later than the Final Cut-Off date. Creditors who have not proved their debt by the Final Cut-Off date may be excluded from the benefit of this dividend or any other dividend declared before their debt is proved.

Supervisor’s Name and Address: Nicholas S Wood (IP No. 9064) of Grant Thornton UK LLP, 30 Finsbury Square, London, EC2P 2YU

Date of Appointment: 2 May 2007

For further information contact Paula Martin at the office of Grant Thornton UK LLP on 0161 953 6334, or Paula.Martin@uk.gt.com

### “LEHMAN BROTHERS (Luxembourg) S.A., in judicial liquidation

Registered Office: 29, Avenue Monterey L-2163 Luxembourg-City  
B.P. 320 - L-2013 Luxembourg-City

#### Notice to Creditors

By a commercial court order II n° 2018TALCH02/01263 dated 13 July 2018, the Luxembourg District Court sitting in commercial matters, 2nd Chamber, has, in the judicial liquidation process of LEHMAN BROTHERS (Luxembourg) S.A., in judicial liquidation, a limited liability company (“société anonyme”) existing under Luxembourg law, registered at the Luxembourg Trade Register under the filing reference B39564, with registered office at 29, Avenue Monterey L-2163 Luxembourg-City (the “Company”), set the date for the closing of the accounts (“date d’arrêt de compte”) for the distribution of the last dividends at 31st August 2018.

Notice is hereby given to the creditors of the Company that, in case they do not file their claim(s) before 31st August 2018, their claim(s) will not be taken into account for the distribution of the last dividends to be done, in conformity with the rules contained in article 508 of the Luxembourg Commercial Code.

The liquidators of LEHMAN BROTHERS (Luxembourg) S.A., in judicial liquidation

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## Financials

## KKR joins banks to strike second Greek bad-loan deal

MARTIN ARNOLD — LONDON

US private equity group KKR has agreed its second Greek non-performing loan deal, teaming up with the country’s four main banks to invest in one of their big troubled borrowers.

The move indicates how Greek lenders are responding to pressure from regulators to shed their vast piles of bad loans, while an improving eurozone economic climate is making it easier to clean up their balance sheets.

KKR’s Pillarstone unit, which was created four years ago to invest in companies held in the bad-loan portfolios of Italian banks, has been hunting for similar Greek investments since investing in pharmaceutical group Famar last year. Pillarstone already manages more than €2bn of bad loans in total.

It has agreed to service more than €150m of NPLs made by Greece’s four largest banks — Piraeus, Alpha Bank, Eurobank and National Bank of Greece — to Notos Com Holdings, which operates department stores and a wholesale fashion business. Pillarstone and the four banks are also injecting about €25m of fresh equity into the company.

Greek banks, which have been recapitalised three times since a 2010 debt crisis, are still weighed down by about €100bn of bad loans, which on average account for about half their balance sheets — higher than any other EU country. The European Central Bank is pressing them to reduce this to about €65bn by the end of next year.

The deal is a further sign that pressure by regulators on eurozone banks to sell bad debts and an improving economic outlook are starting to produce results. The total stock of bad loans in European banks has fallen more than a third in three years, from €1.12tn to €813bn, according to the European Banking Authority.

Greek banks have recently joined the

sell-off. Eurobank sold €1.5bn of unsecured consumer loans last year, while National Bank of Greece, Piraeus and Alpha Bank aim to sell a total of more than €11bn of NPLs this year.

Separately, Spain’s Banco Sabadell said yesterday it had agreed a €3.9bn deal to sell most of its real estate portfolio to US private equity investor Cerberus. The move highlights how Spain’s property market has rebounded since the bursting of the country’s housing market bubble in 2008.

It comes after a similar €7bn deal was agreed by rival CaixaBank to sell the majority of its troubled real estate portfolio to US private equity group Lone Star in June.

The deal is a sign that pressure by regulators on eurozone banks to sell bad debts is producing results

Spain’s residential real estate prices fell up to 40 per cent in the crash, leading to widespread mortgage defaults and more than 500,000 unsold new homes. But they have since rebounded to about 80 per cent of their pre-crisis highs, according to central bank data, allowing lenders more breathing room to bow to pressure from regulators by exiting their property portfolios.

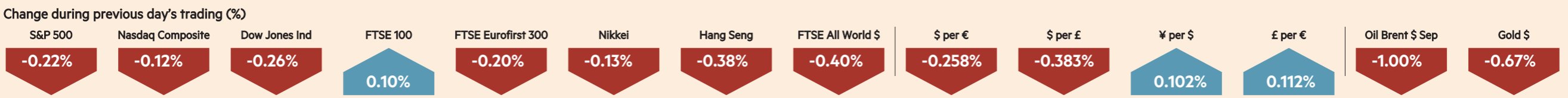
Sabadell said it would keep its real estate servicing arm and hold a 20 per cent stake in the property assets, which had a gross book value of about €9.1bn, with the rest owned by Cerberus. It added the sale would result in a €92m net loss from additional provisions but would still increase its profitability.

The deal would boost its common equity tier one ratio — a key benchmark of banking strength — by 0.13 percentage points. At the end of March, the bank’s core capital ratio was 12 per cent.



MARKET DATA

WORLD MARKETS AT A GLANCE



Stock Market movements over last 30 days, with the FTSE All-World in the same currency as a comparison



Table of stock indices with columns: Country, Index, Latest, Previous, % Change. Includes indices for Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Colombia, Croatia, Cyprus, Czech Republic, Denmark, Egypt, Estonia, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kenya, Kuwait, Latvia, Lithuania, Luxembourg, Malaysia, Mexico, Morocco, Netherlands, New Zealand, Nigeria, Norway, Pakistan, Philippines, Poland, Portugal, Romania, Russia, Saudi Arabia, Slovakia, Slovenia, South Africa, South Korea, Sri Lanka, Sweden, Switzerland, Taiwan, Thailand, Turkey, UAE, UK, USA, Venezuela, Vietnam, and Cross-Border indices.

(c) Stock (v) Unavailable. 1 Correction. \* Subject to official recalculation. For more index coverage please see www.ft.com/worldindices. A fuller version of this table is available on the ft.com research data archive.

UK MARKET: BIGGEST MOVERS

UK Market: Biggest Movers. Table with columns: Stock, Price, % Change. Lists top gainers and losers like Amazon, Netflix, Apple, Microsoft, Facebook, etc.

UK MARKET WINNERS AND LOSERS

UK Market: Winners and Losers. Table with columns: Company, Price, % Change. Lists top performing and underperforming stocks like Johnson Matthey, Wm Morrison, etc.

CURRENCIES. Table showing exchange rates for various currencies (Dollar, Euro, Pound, etc.) with columns for closing mid, daily change, and percentage change.

FTSE ACTUARIES SHARE INDICES

FTSE Actuaries Share Indices. Table listing various actuarial share indices and their performance metrics.

FT 30 INDEX

FT 30 Index. Table showing performance metrics for the FT 30 index, including closing price, daily change, and percentage change.

FTSE SECTORS: LEADERS & LAGGARDS

FTSE Sectors: Leaders & Laggards. Table showing performance metrics for various market sectors like Automobiles & Parts, Tech Hardware & Equip, etc.

FTSE 100 SUMMARY

FTSE 100 Summary. Table providing a comprehensive overview of the FTSE 100 index, including closing price, daily change, and various statistics.

UK STOCK MARKET TRADING DATA. Large table showing trading data for various UK stocks, including closing price, daily change, and percentage change.

UK RIGHTS OFFERS

UK Rights Offers. Table listing current rights offers for various companies.

UK COMPANY RESULTS

UK Company Results. Table showing financial results for various UK companies.

UK RECENT EQUITY ISSUES

UK Recent Equity Issues. Table listing recent equity issues for various companies.

UK STOCK MARKET TRADING DATA

UK Stock Market Trading Data. Table showing trading data for various UK stocks.

Hourly movements 8.00 9.00 10.00 11.00 12.00 13.00 14.00 15.00 16.00 High/Low/Day/Day/Day. Includes detailed text about market data, FTSE Global Equity Series, and UK stock market trading data.



POWERED BY MORNINGSTAR. All data provided by Morningstar unless otherwise noted. All elements listed are indicative and believed accurate at the time of publication.



MARKET DATA

FT50: THE WORLD'S LARGEST COMPANIES

Table with columns for Country, Company Name, Price, Day Change, High, Low, Yield, P/E, and Market Cap. Includes sections for Australia, Brazil, Canada, Germany, Hong Kong, India, Israel, Italy, Japan, Korea, Mexico, Netherlands, Norway, Russia, Singapore, South Africa, South Korea, Spain, and Sweden.

Table with columns for Country, Company Name, Price, Day Change, High, Low, Yield, P/E, and Market Cap. Includes sections for Taiwan, Thailand, United Arab Emirates, United Kingdom, USA, and various international companies.

FT 500: TOP 20

Table listing the top 20 FT 500 companies with columns for Company Name, Price, Change, Day, Week, and Month.

FT 500: BOTTOM 20

Table listing the bottom 20 FT 500 companies with columns for Company Name, Price, Change, Day, Week, and Month.

INTEREST RATES: OFFICIAL

Table showing official interest rates for various countries and currencies.

INTEREST RATES: MARKET

Table showing market interest rates for various countries and currencies.

COMMODITIES

Table listing commodity prices for Energy, Metals, and Agriculture.

PRECIOUS METALS (PM LONDON FX)

Table listing precious metal prices for Gold, Silver, and Platinum.

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Table listing commodity prices for Energy, Metals, and Agriculture.

PRECIOUS METALS (PM LONDON FX)

Table listing precious metal prices for Gold, Silver, and Platinum.

BOND INDICES

Table showing bond indices for various countries and currencies.

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Table showing bond indices for various countries and currencies.

BONDS: INDEX-LINKED

Table showing index-linked bond prices and yields.

BONDS: TEN YEAR GOV SPREADS

Table showing ten-year government bond spreads.

BONDS: HIGH YIELD & EMERGING MARKET

Table showing high yield and emerging market bond prices and yields.

BONDS: BENCHMARK GOVERNMENT

Table showing benchmark government bond prices and yields.

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Table showing benchmark government bond prices and yields.

BONDS: GLOBAL INVESTMENT GRADE

Table showing global investment grade bond prices and yields.

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<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;">  <p><b>Algebris Investments</b> (IRL) <b>Regulated</b></p> <p>Algebris Financial Credit Fund - Class EUR € 152.25 - 0.44 0.00 Algebris Financial Income Fund - Class EUR € 139.98 - 0.09 0.00 Algebris Equity Fund - Class B EUR € 121.59 - 0.29 0.00 Algebris Asset Allocation Fund - Class B EUR € 98.18 - 0.05 0.00 Algebris Macro Credit B EUR Acc € 114.78 - 0.03 0.00 Algebris Core Yield Fund - Class B EUR € 98.33 - 0.02 -</p> <p><b>The Antares European Fund Limited</b> <b>Other International</b></p> <p>AEF Ltd (Est) € 726.72 - 0.89 AEF Ltd Eur (Est) € 708.90 - 1.22 0.00</p> <p><b>Arisag Partners</b> <b>Other International Funds</b></p> <p>Arisag Africa Consumer Fund Ltd € 13.44 - 0.00 0.00 Arisag Asia Consumer Fund Limited € 93.53 - 0.52 0.00 Arisag Global Emerging Markets Consumer Fund € 11.73 - 0.05 0.00 Arisag Global Emerging Markets Consumer Fd € 12.95 - 0.01 0.00 Arisag Global Emerging Markets Consumer Fd (FX) € 14.67 - 0.06 0.00 Arisag Latin America Consumer Fd € 25.09 - 0.08 0.00</p> </div> <div style="width: 30%;">  <p><b>Dragon Capital Group</b> 1501 Me Lin Point, 2 Ngoc Duc Ka, District 1, Ho Chi Minh City, Vietnam Investment, dealing and administration: fund@dragoncapital.com</p> <p><b>Other International Funds</b></p> <p>Vietnam Property Fund (VPT) NAV € 0.80 - 0.03 0.00</p> <p><b>DSM Capital Partners Funds</b> (LUX) <b>Regulated</b></p> <p>DSM Global Growth I2 € 201.55 - 0.98 0.00 DSM Global Growth I2 AS 115.68 - 0.33 - DSM Global Growth I1 € 122.20 - 0.19 0.00 DSM US Large Cap Growth A € 160.43 - 0.89 0.00 DSM US Large Cap Growth I2 € 138.02 - 1.25 0.00</p> <p><b>HPB Assurance Ltd</b> Unit 111, Havelock, Bank Hill, Douglas, Isle of Man, IM1 4LN 01538 563430</p> <p><b>International Insurances</b></p> <p>Holiday Property Bond Ser 1 € 0.53 - 0.00 0.00 Holiday Property Bond Ser 2 € 0.65 - 0.00 0.00</p> <p><b>Hausmann</b> <b>Other International Funds</b></p> <p>Hausmann Cia A € 2529.80 - 48.44 0.00 Hausmann Cia C € 2431.62 - 43.28 0.00 Hausmann Cia D SF 1269.85 - 22.77 0.00</p> <p><b>Mirabaud Asset Management</b> (LUX) www.mirabaud.com, marketing@miraubaud-am.com Convection based investment vehicles details available here: www.miraubaud-am.com</p> <p>Mir - Gls Strat Bd 1 USD € 109.10 - 1.00 0.00 Mir - Eqa/EuroPensMid € 167.37 - 0.07 0.00 Mirabaud - UK Equity High Alpha € 126.03 - 0.43 0.00</p> </div> <div style="width: 30%;">  <p><b>Global Investment House</b></p> <p>Global GGC Islamic Fund \$ 109.03 - 2.61 0.00 Global GGC Large Cap Fund \$ 167.35 - 4.25 0.00 Global Saudi Equity Fund \$ 99.26.35 - 5.98 0.00</p> <p><b>HPB Assurance Ltd</b> Unit 111, Havelock, Bank Hill, Douglas, Isle of Man, IM1 4LN 01538 563430</p> <p><b>International Insurances</b></p> <p>Holiday Property Bond Ser 1 € 0.53 - 0.00 0.00 Holiday Property Bond Ser 2 € 0.65 - 0.00 0.00</p> <p><b>Hausmann</b> <b>Other International Funds</b></p> <p>Hausmann Cia A € 2529.80 - 48.44 0.00 Hausmann Cia C € 2431.62 - 43.28 0.00 Hausmann Cia D SF 1269.85 - 22.77 0.00</p> <p><b>Mirabaud Asset Management</b> (LUX) www.mirabaud.com, marketing@miraubaud-am.com Convection based investment vehicles details available here: www.miraubaud-am.com</p> <p>Mir - Gls Strat Bd 1 USD € 109.10 - 1.00 0.00 Mir - Eqa/EuroPensMid € 167.37 - 0.07 0.00 Mirabaud - UK Equity High Alpha € 126.03 - 0.43 0.00</p> </div> </div>																													



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## MARKETS &amp; INVESTING

## Analysis. Equities

## 'Slam dunk' move caught up in trade war

Hedge funds that saw an easy profit in NXP-Qualcomm bid are now at the mercy of Beijing

ARASH MASSOUDI — LONDON  
ERIC PLATT AND  
LINDSAY FORTADO — NEW YORK

Some of the world's biggest hedge funds are learning the hard way that there is no such thing as a slam-dunk trade.

Paul Singer's Elliott Management and Matthew Halbower's Pentwater Capital are among those caught up in US chipmaker Qualcomm's \$44bn pursuit of NXP Semiconductors, a takeover first agreed when Barack Obama was still in the White House and one that has until next Wednesday to be completed.

The only remaining approval required is from Chinese regulators, and many investors believe that rising Sino-US tensions over trade and technology are why the deal has yet to win clearance from Beijing. A lack of approval would make Qualcomm the highest-profile US corporate casualty of the trade war.

If the takeover collapses, analysts warn that aggressive selling of NXP

'I have never quite seen anything like this before. If NXP goes wrong the entire market will be down'



shares by hedge funds may reverberate across the financial system as investors race to close trades and settle leveraged bets with their banks.

Of the company's publicly known stockholding base, roughly 41 per cent is held by hedge funds, according to Bloomberg data.

"I have never quite seen anything like this before," said one veteran observer of the hedge fund industry. "If NXP goes wrong next week, the entire market will be down."

Shares in NXP, whose chips for driverless cars will give Qualcomm a way of cutting its dependence on those used in smartphones, have fallen more than 11 per cent from a recent high in June and are trading well below the \$127.50 offer price. The stock was trading at about \$103 yesterday.

NXP's largest hedge fund shareholders include Elliott, which first disclosed a stake in August last year, Texas-based HBK, Soroban Capital and Pentwater, all of whom own at least 3 per cent of its stock, according to the most recent publicly available data.

This would not be the first time that hedge funds have been ensnared by the collapse of a deal. In 2014, investors, including Paulson & Co, suffered paper losses after US pharmaceutical group AbbVie walked away from its \$32bn deal to buy Shire.

Multiple hedge fund managers told the FT that traders had been blindsided by a chain of events that began nearly two years ago. Funds moved quickly to buy shares in NXP, which Qualcomm first agreed to buy for \$110 a share just weeks before Donald Trump won the presidential election in 2016.

Betting that the transaction would be

completed, arbitrageurs sought to profit from the gap between NXP's stock price and Qualcomm's offer — about \$10 on the day the companies announced the deal.

Depending on a hedge fund's risk tolerance, such bets in a takeover situation are typically built with the use of leverage allowing the opportunity to amplify gains or losses.

### Investor exposure When mergers turn sour

When a merger runs into trouble, the fallout often extends beyond shareholders and can leave debt investors also looking decidedly glum.

Banks arrange financing packages for multibillion-dollar mergers and acquisitions before deals close. Companies such as Qualcomm, after all, need the funding to write their acquisition cheque to the company they have agreed to purchase.

The issue for bondholders is that they bear the risk should a deal fail to materialise. While companies usually promise investors to buy back their bonds with a 1 per cent premium if they fail to complete a deal by a pre-determined date, investors can still get burnt. Buried within bond contracts are clauses that have enabled some large companies to buy back debt issued to finance deals at par and thus not pay a premium.

Earlier this year Qualcomm redeemed some debt tied to the financing of its takeover of Dutch chipmaker NXP, including \$1.5bn of notes that matured in 2020. Those bonds had previously traded as high as 101 cents on the dollar, but were ultimately called at par.

By the middle of last year, the likelihood of making money by owning NXP shares looked to be practically guaranteed. The stock closed above Qualcomm's \$110-a-share offer price on July 27, reflecting both the company's improved performance and increased optimism about semiconductor makers. A wider re-rating of the sector had pushed the Philadelphia Semiconduc-

tor Index up by a third since the Qualcomm takeover deal was announced.

"It was seen as a no-brainer because you had an offer of \$110 in cash and if the deal didn't happen you got even more than \$110," because the whole sector was rising, explained one hedge fund portfolio manager who has followed the NXP-Qualcomm saga closely. "This was a rare case where people believed there was zero downside."

He added: "Normally, in merger arbitrage, you either make a little bit of money or lose a lot if you are wrong. Almost never, do you have a case where you make money both ways. There's a law that says there is no reward without risk and people forget that. It was seen as riskless."

The first flicker of alarm that NXP shares may not be a one-way bet to trading gold emerged last November when it became clear that Singapore-based chipmaker Broadcom was planning to make a bid for Qualcomm. The move introduced a new risk, but after a period of volatile trading, NXP shares continued their ascent. By December, Elliott launched a public campaign seeking a \$135 per share offer for NXP.

Indeed, as Broadcom persisted with its hostile approach for Qualcomm, it dawned on investors that an improved offer for NXP could prove a shrewd defence mechanism to fend off the then Singapore-based company.

In February this year, Qualcomm won the support of nine NXP shareholders, including Elliot and Soroban, and agreed to a new deal that valued NXP at \$127.50 a share.

But less than a month later, the Trump administration cited national security concerns and blocked a deal

between Broadcom and Qualcomm before it had even been agreed. Nor was that unprecedented move the end of the high-stakes drama for the Qualcomm-NXP deal.

In April, China demanded further divestitures from Qualcomm before it would approve the purchase of NXP.

As the clock ticks towards July 25 without Chinese sign-off, Qualcomm and NXP have signalled that they will not extend the merger deadline. Both declined to comment on whether they would resume negotiations for an extension in the coming days. Several people involved in the deal said they viewed next week's deadline as a drop-dead one, barring a last minute indication from Chinese regulators that the deal was nearing approval.

Qualcomm executives have outlined a plan for large share buybacks should the deal with NXP collapse.

Analysts and investors have questioned the rationale for China's hesitation. Some have likened Qualcomm to a chess piece that has allowed Beijing to pressure the US over its sanctions on ZTE, the telecoms maker that was essentially forced to halt its operations after it could not secure key parts. Others simply see it as a bargaining chip for the Chinese in the trade war.

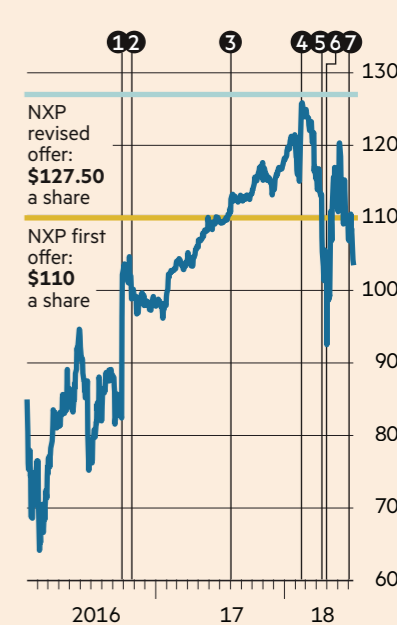
"We watch the stock now pretty closely just as a tell on overall sentiment on the trade war," said Stephen Granoff, the head of research at Sender Company & Partners.

The hedge fund invested in NXP earlier this year but ultimately sold its stake. Mr Granoff added that the drop in the stock had caused "pain" for some funds already.

There may be more to come.

### Hedge funds piled into NXP stock as the buyout loomed...

... but shares have slid as deal with Qualcomm remains out of reach (\$)



- 1 Sep 29 2016 NXP shares rally on reports Qualcomm is in preliminary talks with NXP
- 2 Oct 27 2016 Qualcomm agrees to buy NXP for \$110 a share, or roughly \$4.7bn
- 3 Aug 4 2017 Elliott discloses stake in NXP, eyeing fight with Qualcomm
- 4 Feb 20 2018 Qualcomm increases NXP offer to \$127.50 per share
- 5 Apr 19 2018 China demands further concessions before approving deal
- 6 May 2 2018 NXP misses quarterly earnings forecasts
- 7 Jul 6 2018 US tariffs on Chinese products take effect as trade war intensifies

Sources: Bloomberg; FT Research

## Commodities

## Brazilian soybeans at a premium as Chinese sidestep tariff on US crop

EMIKO TERAZONO

Brazilian soybean premiums have surged to a near four-year high against those of the US as the Washington-Beijing tariff war leads to a scramble by Chinese traders for alternative sources.

Soybeans exported at the Brazilian port of Paranaguá have been selling for \$396.60 a tonne, \$66.10 more than the commodity sold on the US southern Gulf of Mexico coast.

The premium is the highest since September 2014 and comes as Chinese buyers have been cancelling their US orders as the 25 per cent tariff increase by Beijing on US soybean imports took effect this month.

"Premiums have jumped as soon as the Chinese started purchases of Brazilian beans," said Stefan Vogel at Rabobank.

He added that at current levels, US soybean prices plus the tariffs and freight to China were approaching parity with Brazilian soybeans and shipping costs, limiting a further move upwards on the premium unless there was a dramatic shift in Chinese demand.

According to US Department of Agriculture data, more than 830,000 tonnes of soybean exports to China have been cancelled since April, the equivalent of

about 14 vessels. This contrasts with 170,000 tonnes last year.

The USDA numbers also show a sharp rise in cancellations of shipments to "unknown" destinations, a bulk of which are normally destined for China, according to Agriscensus, a price information agency.

Looking at the USDA data and talking to traders, "more than 2m tonnes that were [eventually] China-bound have been cancelled — that's the equivalent of around 30 vessels", said Andy Allan, analyst at Agriscensus.

Latest Brazil export figures of the oilseed to China show that in March and



The price of Brazilian soybeans has been helped by a truckers' strike

April the Latin American country sold 32.5m tonnes, up 1.7m tonnes, or 6 per cent, from 30.8m last year.

China is the top soybean importer for the world. Its retaliatory tariff move has sent US prices tumbling. Soybean futures in Chicago fell to a nine-year low of \$8.10½ per bushel this week, although they have since rebounded.

The USDA, in its monthly supply and demand estimates published last week, cut its forecast for China's soybean imports from 103m to 95m tonnes in the coming marketing year, reduced its outlook for US soybean exports by nearly 11 per cent to 55.5m tonnes and raised its estimate of Brazilian exports by 2m tonnes to 75m, a record high.

The Brazilian price has also been supported by a truckers' strike, which has limited the flow of soybeans to ports. As Chinese buyers' cancellations depress the price of US soybeans, buyers in other parts of the world are taking advantage. Since March, US soybean exports to countries other than China have been running 50 per cent ahead of last year, according to a USDA report.

Soybean crushers in Europe were switching from Brazil to the US, explained Mr Vogel. "They are not taking Brazilian beans. The US is 20 per cent cheaper."

## Commodities

## Concerns over slowing global growth prolong sell-off in industrial metals

NEIL HUME AND HENRY SANDERSON

A sell-off that has hammered the price of industrial metals continued yesterday as fears over slowing global growth and the trade spat between the US and China rattled commodity markets.

Lead, nickel and zinc tumbled as much as 5 per cent while copper crashed through \$6,000 a tonne for the first time in a year as macro funds increased bearish bets and the Chinese currency weakened further.

"The trade war is really causing more concern," said Richard Fu, head of Asia for brokerage AMT in London.

"There's a debt problem in China, and if the trade war causes more harm to industries and manufacturing businesses it could make the problem even worse."

The selling spilled over into mining stocks, with London-listed Anglo American falling 3.7 per cent to 1,629p; Chile-focused copper producer Antofagasta losing 2.2 per cent to 943p; and Vedanta Resources, the natural resources company controlled by Indian metals tycoon Anil Agarwal, shed 4 per cent to 775p.

Metals such as copper and zinc are often the first to witness shifts in the economy because of their wide range of

uses across manufacturing and heavy industry. As such, they are considered a good gauge of global growth.

Over the past month, as trade tensions between the US and China have ratcheted up, this signal has been flashing red. Copper has plunged more than 17 per cent, or \$1,250 a tonne, while the LME Index, which tracks the performance of six key industrial metals, has dropped more than 15 per cent.

In its latest World Economic Outlook, published this week, the International Monetary Fund said growth was becoming "less synchronised" as emerging markets struggled with rising oil prices, weakening currencies and trade tensions. Because of these factors the IMF lowered its growth projections for Argentina, Brazil and India.

"I'm not that worried about growth in China, but I am worried about emerging markets," said Colin Hamilton, analyst at BMO Capital Markets. "Oil prices are up significantly in local currency terms and investor flows in those markets are becoming outflows pretty quickly, which hurts investment."

Copper for delivery in three months on the London Metal Exchange dropped as much as 3.2 per cent to \$5,988 a tonne yesterday, while zinc fell 5 per cent to \$2,495. Both metals later recovered to

trade at \$6,054 and \$2,568 respectively. Elsewhere, nickel fell 2 per cent to \$13,395 a tonne and lead 1.7 per cent to \$2,132.

Since peaking in early June metal markets have been hit by waves of selling. Analysts said the latest downturn was driven by macro funds and speculators placing bearish bets.

Oliver Nugent, analyst at ING in Amsterdam, pointed to the 16 per cent increase in copper open interest — the number of futures contracts outstanding — on the exchange Comex in New York.

"It shot up in the past month and that's telling because Comex tends to be a more of a speculative bourse compared to the London Metal Exchange," he said. "If you have rising open interest in a falling price environment, it very indicative of a big pick-up in short positions."

Mr Nugent said it was difficult to say if the selling of copper and other metals on exchanges such as Comex and the LME had gone too far because there was little support from the physical market, where big industrial consumers bought metal. "How low can it go? The honest answer is that it can go where it wants... because there's no strong physical underpinning," he said.

Markets & Investing
FINANCIAL TIMES

The day in the markets

What you need to know

- Resumption of US-China trade concerns weighs on global stocks
Renminbi hits one-year low
Demand worries hit base metal prices
Sterling falls below \$1.30

Global equity indices drifted lower yesterday against a backdrop of renewed concerns about the US-China trade spat, disappointing corporate earnings reports and falling industrial metals prices.

Chinese stocks lost ground and the renminbi fell to its lowest level against the dollar in a year.

"In our view, the escalating trade conflict with the US is a key factor behind the recent renminbi weakness," said Arjen van Dijkhuizen at ABN Amro.

"On top of this, we have seen more signs that the Chinese economy has resumed a gradual slowdown, and more measures to soften macroeconomic policies."

Larry Kudlow, US National Economic Council director, said that negotiations between the US and China aimed at defusing trade tensions had stalled — and that in his view, it was China's president who was holding up a deal between the two nations.

The renminbi's latest decline came as the dollar touched a one-year high against a basket of peers, buoyed by expectations for further gradual interest rate rises in the US.

Meanwhile, the resumption of trade

Chinese renminbi hits one-year low as trade tension escalates



Source: Thomson Reuters

worries helped push the S&P 500 lower for the first time in three sessions, with some poorly-received earnings adding to the negative tone.

Financials were among the biggest drags on the benchmark US index, while the basic materials sector sank as metal prices suffered from worries about the outlook for Chinese demand.

Copper slid below \$6,000 a tonne for the first time in a year.

Continental European stocks followed the trend, with France's Publicis hit by news of a steep drop in second-quarter

sales. But the FTSE 100 bucked the trend as it eked out a modest gain, helped by a drop for sterling below \$1.30, marking a fresh 10-month low following the release of much weaker than forecast UK retail sales data.

"Although retail sales figures can be volatile, there is a growing sense that the UK economy is slowing down sharply, and with the political backdrop deteriorating, the Bank of England needs to have a pretty solid reason for hiking rates when it meets next month," said Kathleen Brooks at Capital Index.

Dave Shellock

Indifference to Japanese free-trade shares is part of a broader wobble of faith

Leo Lewis

Markets Insight



This week, Tokyo and Brussels signed a deal that creates a trade zone covering about 30 per cent of global gross domestic product.

Next week, negotiators are primed to announce progress on the Asia-centric economic partnership involving countries that represent another 30 per cent of world GDP. Japan, straddling both mega-pacts as a new free-trade zealot, seems destined for a golden era.

The market isn't buying any of it. Investor reticence over Japan's free trade bonanza story is clear at the individual stock level. A year ago, when Japan and the EU reached a broad agreement on the deal, the brokers began their usual rush to create thematic baskets around the free trade narrative.

Lifting the EU's 10 per cent tariff rate on cars exported from Japan would favour the likes of Mazda and Mitsubishi Motors that have high European sales and low local production. Japanese food processors such as NH Foods and Prima Meat Packers would benefit from the reduced tariffs on imported meat.

By December 2017, when the negotiations formally concluded, some brokers had to admit that their scheme had not worked. Nomura's picks, for example, had underperformed the benchmark Topix by an average 7 per cent since the choices were made.

Since then, most of the Japan-EU stock ideas have fared even worse: in

2018, shares in the restaurant chains and meat processors that were favoured by the brokers are down between 12 and 40 per cent year to date. The biggest winners are Lacto Japan, which imports a lot of European cheese, and Ito En, a drinks maker that stands to benefit from the scrapping of EU tariffs on green tea.

But the investment shrug towards the majority of those free-trade stocks is part of a broader wobble of faith. The Topix is about 3.7 per cent under water for 2018 — a steady drip lower that has defied months of a relatively soft yen.

The steady drip lower of the Topix benchmark has defied months of a relatively soft yen

for a sustained period, traders have reprised the time-honoured warning that the index (despite having done so in January and February) will not rechallenge the "iron coffin lid" of 1,800 points.

Foreign investors were net sellers of almost ¥1.8tn of cash stocks and futures between the last week of June and the first two of July, and global funds' allocations towards Japan are their lowest for more than a year.

Shinzo Abe's push to strike the EU deal (and others like it) may put a number of theoretical "buy" signals across various stocks or even sectors, but it does not yet do enough to offset fears that Japan will be injured by Donald Trump's trade wars. The monthly QUICK investor survey for July found that more than half of Japanese institu-

tions expected the trade war to stretch on until November. Around a quarter think it will last until 2020.

The most recent Bank of America Merrill Lynch fund manager survey found that trade war concerns were by far the most worrying tail risk for investors. The market's heightened concern has resulted in the lowest equity allocation since November 2016. In a report accompanying the survey, BofA Japan strategist Shusuke Yamada said that while Japanese equity was not seen by global fund managers as a specific instrument to short on trade-war risk, Japanese stocks were "unlikely to be relative winners".

There are different versions of this argument.

Even if investors concede that Japan's pain from a US-China trade war could be relatively slight, say analysts at Mizuho Securities, the rising drumbeat of trade war rhetoric has "focused investor attention on the new G2 [US and China] and reduced interest in Japan, which appears diminished next to the two combatants".

Even the Topix rally of the past few weeks, which appeared tied to the yen's sharper decline towards the ¥113/\$ level, has been halfhearted because nobody is persuaded that will last.

The BofA survey found a net (percentage overweight minus percentage underweight) 18 per cent of investors now see the yen as undervalued — the highest ratio since 2008.

Japan is due to start a bilateral economic dialogue with the US this month and, say foreign exchange traders, there are any number of ill-tempered directions those talks could take that would translate into a yen spike.

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Markets update

Table with 7 columns: US (S&P 500), Eurozone (Eurofirst 300), Japan (Nikkei 225), UK (FTSE100), China (Shanghai Comp), Brazil (Bovespa), and various currency and bond indices.

Main equity markets



Biggest movers

Table listing biggest movers in US, Eurozone, and UK, including Danaher, Iliad, Unilever, and others with percentage changes.

Wall Street

Investors pushed up shares in Tilray, the Canadian medical cannabis producer, as they began trading on Nasdaq in the latest effort by the marijuana industry to move into the financial mainstream.

Shares in the first cannabis producer and distributor to conduct an initial public offering on a US exchange opened at \$23.05, up from a listing price of \$17, that itself was higher than an indicated range of \$14 to \$16 a share. The IPO raised \$153m.

By late morning, the stock was at \$21.30, giving the company an opening market value of \$2.1bn.

"It is a big deal for the cannabis industry's expansion plans," said Matthew Kennedy, an IPO market strategist at Renaissance Capital, which runs exchange traded funds that buy newly listed shares.

Shares in Comcast climbed 3 per cent to \$35.07 in late-morning trading after the cable group said it would no longer pursue a takeover of the bulk of Rupert Murdoch's 21st Century Fox.

Shares in Fox dropped 1.6 per cent to \$45.95 as Comcast conceded defeat to media rival Walt Disney after a months-long bidding war.

Nicole Bullock

Eurozone

SAP led European markets lower even after the software maker nudged full-year guidance slightly higher to reflect demand for cloud services. Investors were more concerned that a deterioration in SAP's underlying margins for the second quarter meant a promised turnaround in profitability would remain elusive.

ABB gained after the Zurich-based engineering group said base orders, or projects worth less than \$15m, improved for a sixth consecutive quarter.

Roche retreated after interim data from a late-stage trial of the drugmaker's Tecentriq treatment for lung cancer proved inconclusive. Baader Helvea analysts said the setback "might have far-reaching consequences" for Roche as it allowed direct comparison with Merck's rival Keytruda drug.

Iliad was the Stoxx 600's biggest gainer after saying that just 50 days after launching in Italy with a promotional tariff, it had hit a target of 1m subscribers. The mobile group said it was extending its offer to a further 200,000 customers, which analysts read as a signal that pricing would normalise soon.

London

Oil stocks kept the FTSE 100 in positive territory after Saudi Arabia dismissed fears that it would raise production, and as a weakening pound lifted dollar earners. Royal Dutch Shell was the main support for the index, with Raymond James analysts turning positive based on higher oil prices underpinning its 5.5 per cent dividend yield.

Unilever was in demand after a reassuring post-results conference call. Management said that emerging markets demand had picked up and that organic growth would accelerate in the second half. The comments, and the looming prospect of a share buyback, helped deflect from Unilever's weaker than expected first-half sales.

Moneysupermarket rallied after interim results from the price comparison site matched market expectations, in part thanks to a recovery for its core energy-switching business.

Disappointing quarterly results from Publicis, the French advertising agency, meant sector peer WPP hit a three-month low. Publicis said organic sales were down 2.1 per cent, against market expectations for 1.1 per cent growth.

Ashtead retreated in response to United Rentals, its main rival in the US, reporting margin pressure.

Advertisement for fDi Benchmark featuring a large graphic with the text "Powerful location benchmarking for your organisation" and "REQUEST A FREE DEMO". The ad also includes a screenshot of the benchmarking tool interface.