

# FINANCIAL TIMES

TUESDAY 11 SEPTEMBER 2018

WORLD BUSINESS NEWSPAPER

EUROPE

## Trial of strength

The US and China dig in for a long trade war — GIDEON RACHMAN, PAGE 9

## Opioid machine

Purdue Pharma faces lawsuit flood over its painkillers — BIG READ, PAGE 7



## Low-tech vision

Cheap spectacles can transform productivity — AMY KAZMIN, PAGE 8

## Trump hails Kim as North Korea parades

Participants shout slogans as they carry torches during elaborate celebrations in Pyongyang marking the 70th anniversary of North Korea's foundation.

Hours after the parade, Donald Trump hailed his diplomatic progress with North Korean leader Kim Jong Un, with whom he held a summit in Singapore earlier this year. He said there was "nothing like good dialogue from two people that like each other."

Missing from the display of martial prowess in Pyongyang were the country's intercontinental ballistic missiles previously habitually on show on such occasions. Their absence was interpreted by experts, as well as Mr Trump, as a sign of the regime's more conciliatory attitude towards Washington.



Danish Siddiqui/Reuters

# Volvo listing held back as Chinese owner fears effects of trade war

◆ Geely says \$30bn value secure ◆ Concerns stock will slip ◆ Tariff threat for carmaker

PETER CAMPBELL — LONDON

Geely is to delay its initial public offering of Volvo Cars because of concerns over the Swedish company's valuation in light of the global trade war.

The Chinese owner had planned to list part of the carmaker before the end of the year. But although Geely believed it had the backing secured for a flotation valuing Volvo at \$30bn, it was worried that investors, many of which were due to be Swedish pension funds, would see the stock slip after the float.

"It's important to know that we have headroom, so we can look the investors in the eye a year after the IPO," Hakan Samuelsson, Volvo Cars chief executive, told the Financial Times.

"It is still an option, a very realistic

option, but will not happen immediately. The timing has to be optimal."

Had it gone ahead this year, Volvo's IPO would have been the biggest on the Swedish stock market since Telia in 2000, a flotation that left a bitter taste with the country's investment community after shares in the telecoms group fell following the listing.

Mr Samuelsson added that the "conditions right now are not optimal to give certain upside for the investors". He said the business also needed "stable market conditions" to list its shares, and that any final decision rested with Geely's owner, Li Shufu.

Like all big car manufacturers, Volvo is facing potential disruption from the global trade war that has seen the US threaten to ramp up tariffs on automo-

tive imports from Europe and China.

The carmaker, which has plants in China and Europe as well as a new facility in the US, has already begun shifting its footprint to avoid extra costs, with production of its XC60 sport utility vehicles for the US market moved from China to Torslanda in Sweden.

Mr Samuelsson said the outcomes of the trade discussions between the three blocs were "really difficult to predict".

At present the US is seeking to end an imbalance in trade with both China and the EU, with \$50bn of tariffs already imposed and threats of in excess of \$200bn more.

Separately, the Swedish chief executive has extended his contract with the company for another two years until 2022. He said the extension was to see



Chief executive of the Swedish carmaker Hakan Samuelsson said 'conditions right now are not optimal to give certain upside for investors'

the fulfilment of Volvo's new products, including its first self-driving car in 2021, rather than to pursue a stock market listing by the end date.

"We have no fixed timescale and no hurry," he said. "I have no ambition to be a listed company CEO. I see that as no more exciting than a CEO of a private company. I'm rather neutral."

Volvo is still pursuing an ambitious mid-term plan to double sales and raise profit margins by 50 per cent by the middle of the next decade. Last week it unveiled a concept for a vehicle that drives itself while passengers sleep in a bed — a product it believes may replace short-haul flights and overnight trains.

US-EU talks page 3

Lex page 10

Gideon Rachman page 9



## China-Russia war game puts new alliance on show

Analysis ► PAGE 3

# Bolton threatens international court with sanctions if it targets Americans

DEMETRI SEVASTOPOLO — WASHINGTON  
MICHAEL PEEL — BRUSSELS

The Trump administration has escalated its attacks on big global organisations by threatening to impose sanctions on the International Criminal Court if it attempts to investigate US citizens.

In a blistering attack, John Bolton, White House national security adviser, said Washington would "not sit quietly" if the court acted against the US, Israel or other American allies. Mr Bolton said the administration would act to protect Americans and to undermine what he called an "illegitimate court".

"We will let the ICC die on its own," Mr Bolton said in his first speech as national security adviser. "For all intents and purposes, the ICC is already dead to us."

The attack on the ICC is the latest

move by Mr Trump to walk away from institutions and agreements he believes constrain the US overseas.

In his first 20 months in office, he has left the Paris climate accord and the Trans-Pacific Partnership trade pact. The US president has also withdrawn from the UN Commission on Human Rights and has threatened to abandon the World Trade Organization.

Mr Bolton said the US would also close down an office the Palestine Liberation Organization maintains in Washington in response to Congressional concerns about a push by the PLO to get the ICC to investigate alleged crimes by Israel.

The state department separately criticised the PLO, saying it "has not taken steps to advance the start of direct and meaningful negotiations with Israel".

Mr Bolton said if the ICC were to pursue cases against Americans, Washing-

ton would ban its personnel from entering the US and sanction funds coursing through the US financial system.

He is a longtime critic of international institutions, including the ICC, having once said that if the UN lost 10 of its 38 storeys at its New York headquarters "it wouldn't make a bit of difference".

While Mr Bolton worked to weaken the court as an official in George W Bush's administration, the fresh attack comes as its chief prosecutor considers opening an investigation into alleged abuses by US military personnel in Afghanistan.

The US never joined the ICC, but cooperated with its probes. Mr Bolton said the court was "outright dangerous", arguing that it was a "freewheeling global organisation" backed by countries out to constrain the US.

Additional reporting by Kadhim Shubber

Austria	€3.70	Macedonia	Den220
Bahrain	Din1.8	Malta	€3.60
Belgium	€3.70	Morocco	Dh45
Bulgaria	Lev750	Netherlands	€3.70
Croatia	Kn29	Norway	Nkr35
Cyprus	€3.60	Oman	OR160
Czech Rep	Kc105	Pakistan	Rupee350
Denmark	Dkkr35	Poland	Zl20
Egypt	E£25	Portugal	€3.60
Finland	€4.50	Qatar	QR15
France	€3.70	Romania	Ron17
Germany	€3.70	Russia	€5.00
Gibraltar	€2.70	Serbia	New0420
Greece	€3.60	Slovak Rep	€3.60
Hungary	Ft1090	Slovenia	€3.50
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World Markets					
<b>STOCK MARKETS</b>					
	Sep 10	prev	%chg		
S&P 500	2881.10	2871.68	0.33		
Nasdaq Composite	7924.84	7902.54	0.28		
Dow Jones Ind	25926.06	25916.54	0.04		
FTSEurofirst 300	1466.79	1460.67	0.42		
Euro Stoxx 50	3311.86	3293.36	0.56		
FTSE 100	7279.30	7277.70	0.02		
FTSE All-Share	4023.13	4022.00	0.03		
CAC 40	5269.63	5252.21	0.33		
Xetra Dax	11986.34	11959.63	0.22		
Nikkei	22373.09	22307.06	0.30		
Hang Seng	26613.42	26973.47	-1.33		
MSCI World \$	2137.60	2144.03	-0.30		
MSCI EM \$	1022.98	1018.29	0.46		
MSCI ACWI \$	512.97	514.08	-0.22		
<b>CURRENCIES</b>					
	Sep 10	prev	Sep 10	prev	
\$ per €	1.160	1.158	€ per \$	0.862	0.863
£ per €	1.302	1.295	€ per £	0.768	0.772
¥ per €	0.891	0.894	€ per ¥	1.122	1.118
¥ per \$	111.115	111.120	¥ per €	128.938	128.715
¥ per £	144.677	143.912	£ index	77.864	77.884
€ index			\$ index		
Sfr per €	1.129	1.121	Sfr per £	1.266	1.253
<b>COMMODITIES</b>					
	Sep 10	prev	%chg		
Oil WTI \$	67.57	67.75	-0.27		
Oil Brent \$	77.12	76.83	0.38		
Gold \$	1198.90	1205.15	-0.52		
<b>INTEREST RATES</b>					
	price	yield	chg		
US Gov 10 yr	94.97	2.93	-0.01		
UK Gov 10 yr	125.87	1.33	0.01		
Ger Gov 10 yr	143.16	0.40	0.01		
Jpn Gov 10 yr	100.15	0.11	0.01		
US Gov 30 yr	94.11	3.09	-0.01		
Ger Gov 2 yr	101.77	-0.56	-0.01		
<b>FED FUNDS EFF</b>					
	price	prev	chg		
Fed Funds Eff	1.91	1.92	-0.01		
US 3m Bills	2.14	2.13	0.01		
Euro Libor 3m	-0.36	-0.35	0.00		
UK 3m	0.80	0.80	0.00		

Prices are latest for edition. Data provided by Morningstar. A Nikkei Company

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## INTERNATIONAL

## Parliamentary deadlock

## Swedish opposition calls for PM's head

Centre right aims to take power but country faces lengthy coalition talks

RICHARD MILNE — STOCKHOLM

Sweden's centre-right opposition demanded the resignation of Stefan Lofven as prime minister and said it would seek a mandate to form a government as it sought to break the deadlock caused by parliamentary elections.

Sunday's voting produced a near dead-heat between the ruling centre-left bloc, on 40.6 per cent of votes, and the opposition centre right on 40.3 per cent. The rightwing nationalist Sweden Democrats, which have been kept isolated by other parties because of their historical roots in the neo-Nazi movement, won 17.6 per cent.

The record vote for the Sweden Democrats leaves the country facing protracted and complicated coalition negotiations, with little obvious way for any of the parties to put together a governing majority.

Two of the four centre-right parties yesterday turned down an offer of coalition talks from the Sweden Democrats.

Ulf Kristersson, centre-right candidate for prime minister, or Alliance coalition, said after a meeting of the bloc's four party leaders: "Constructive talks, but much work remains to be done. The Alliance will together seek the mandate to form a new government."

Mr Lofven, leader of the Social Democrats, which will again be the largest single party in the new parliament, indicated early yesterday that he would seek to remain prime minister. However, there appears to be a majority

against him, with a vote set to be taken in two weeks if he does not quit before.

Almost all votes from polling on Sunday have been counted. Final results including overseas and late ballots — which have usually been cast more for the centre right — will be known tomorrow.



Stefan Lofven: risks being voted out in two weeks unless he quits first

row. The centre right is deeply split on how to deal with the anti-immigration Sweden Democrats. Mr Kristersson's Moderates and the Christian Democrats appear open to govern with the implicit support from parliament of the nationalists, but have ruled out formally negotiating with them.

However, the Centre party and Liberals have expressed deeper concern about governing with any help from the Sweden Democrats.

Jimmie Akesson, leader of the Sweden Democrats, told Swedish media: "We will vote against all governments that do not give us influence."

Mr Lofven has called for "a burial of bloc politics" and made overtures to the Centre and Liberal parties as his party tries to rescue its worst electoral performance for more than a century — although the Social Democrats per-

formed better than recent opinion polls had forecast.

Sweden has a history of minority governments but has rarely faced such a difficult parliamentary situation from which to form a coalition. One Swedish newspaper offered up 12 government possibilities, concluding that each seemed unlikely.

The vote followed surging support for anti-immigration parties in other European countries including Italy and Germany. Political leaders said the results showed a less dramatic shift to the extreme right and left than many had forecast.

"We are not Paradise Lost," said Carl Bildt, former centre-right prime minister. "We are different from the rest of Europe in that it is happening later in Sweden than in other countries. We are catching up, but not in a good way."

## Chemnitz clashes

## Germany's intelligence chief urged to resign over protests stance

TOBIAS BUCK — MUNICH

The head of Germany's domestic intelligence service is under growing pressure to resign after remarks he made were widely criticised for meddling in politics and playing down the threat of rightwing extremism.

Leaders of the Social Democratic party and the Greens yesterday renewed calls for Hans-Georg Maassen to step down as president of the Federal Office for the Protection of the Constitution (BfV) after comments he made casting doubt on reports of far-right attacks in the east German city of Chemnitz.

Criticism has also come from members of Chancellor Angela Merkel's conservative bloc, but they have stopped short of demanding he resign.

Robert Habeck, leader of the Green party, told a German newspaper yesterday: "Maassen's position is no longer tenable and he has to go to prevent further damage from those institutions that have meant to defend our constitution."

Mr Maassen has long faced criticism from the left for his approach to rightwing extremism, including meeting leaders of the far-right Alternative for Germany and for his refusal to place the party under surveillance. The latest row was triggered by his response to the recent far-right protests in Chemnitz.

The demonstrations, which broke out after the killing of a German man, allegedly by asylum seekers from Iraq and Syria, saw displays of neo-Nazi sentiment and violence against foreigners and leftwing protesters. The killing and subsequent far-right violence sparked condemnation from political leaders, and reignited a row over the country's immigration and refugee policy.

Mr Maassen, in an interview last week, said there was no evidence that rightwing extremists "hounded" foreigners. He also queried the veracity of a widely shared video showing a young German man attacking and chasing two foreigners in Chemnitz. Mr Maassen gave no evidence for his assertion.

His intervention was seen as politically explosive as it contradicted statements made by Ms Merkel and her official spokesman, both of whom had highlighted the apparent "hounding" of foreigners in Chemnitz.

Horst Seehofer, interior minister, said on Sunday he had "full confidence" in Mr Maassen. Yesterday, his ministry said it had received a report from the intelligence chief setting out his official position, but declined to provide details. Mr Seehofer, responsible for overseeing Mr Maassen's agency, is a longstanding critic of the chancellor's asylum policy.

Marco Buschmann, a senior member of the opposition Free Democrats, said it illustrated the "worst government management in the history of the federal republic". He added: "The head of an agency contradicts the head of government. Seehofer, the minister responsible, applauds, the coalition partner SPD laments and there is no sign of any process to clarify the situation."

Yesterday, far-right protesters marched in Köthen, east Germany, after a German died in a fight between two groups. Two Afghans were arrested, but police said the death was caused by a heart attack.

## Scandinavia. Election aftermath

## Far right's advance tests political centre

Establishment parties weigh the risks of continuing to keep nationalists at bay

RICHARD MILNE — STOCKHOLM

Ever since the anti-immigration Sweden Democrats made big gains in the 2014 election, rival political forces have been struggling with how to respond.

But the nationalist party's continued gains in Sunday's election mean its rivals' long-established *cordon sanitaire* — to exclude it from cross-party talks or deny it positions of influence in parliament — faces its most difficult test.

The election did not produce the meltdown that the traditional centre-left Social Democrats, long the largest party, once feared. Nor did it thrust the Sweden Democrats to the top of the poll. But it left such a delicate political balance that the country faces the prospect of weeks of negotiations before a government can be formed.

And if any establishment politicians were inclined to breathe a sigh of relief, there is also the fear that if they mishandle the aftermath the nationalists could be emboldened in the next vote in 2022.

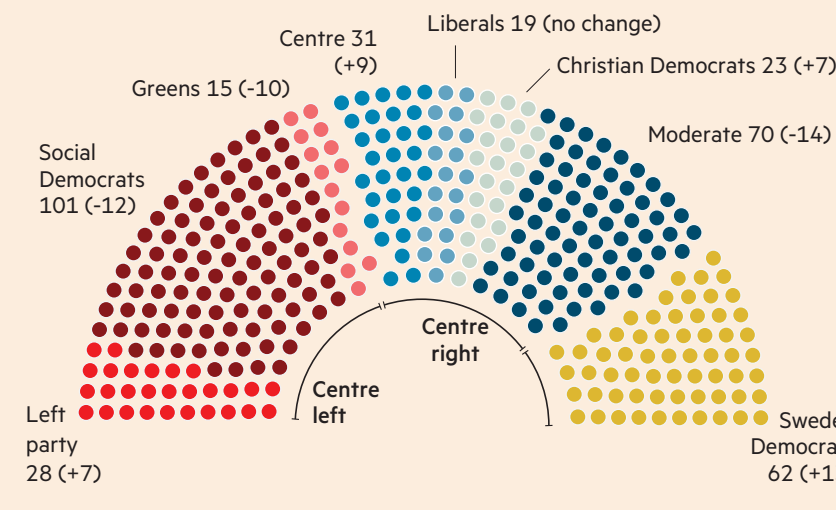
"The longer one keeps them completely outside, the more dangerous it is for democracy," said a business leader.

Stefan Lofven, the Social Democrat premier, remains hostile to any accommodation with the Sweden Democrats and the former communist Left party, which also made gains in the elections. He would like to make a deal to rule with some of the smaller centre-right parties.

The dilemma is sharper for the four parties of the centre-right bloc. The Moderates and Christian Democrats are potentially open to governing with the implicit support of the Sweden Democrats in parliament. But the Centre party and Liberals want nothing to do with the nationalists. Some expect the coalition talks to be so tough the Social Democrats or centre-right Moderates could be forced to

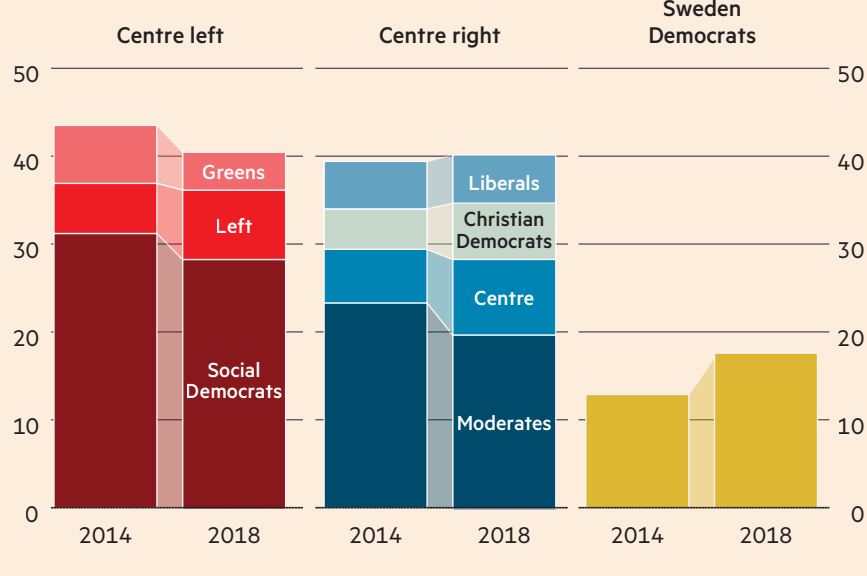
## The result

Seats won (change in number of seats)



FT graphic Source: Swedish election authority

Share of vote



Jimmie Akesson, below, is telling the centre-right parties they need the help of his Sweden Democrats

Mikael Sjoberg/Bloomberg



rule as a single-party minority government.

The biggest test of post-election pacts and alliances will be whether any party can command support for its spending plans. "The formation of the government is going to be difficult. But even more difficult is going to be the budget vote in December," said Carl Bildt, a former centre-right premier.

In 2014, the Sweden Democrats almost brought the centre-left government down by siding with the opposition in the budget debate. Mr Lofven threatened early elections as he was forced to govern with a centre-right budget.

A compromise was found to exclude the Sweden Democrats from influence. This "December agreement" was deeply unpopular among many voters as the opposition decided to agree future budgets unopposed. It has been abandoned but the difficulty remains of passing a budget with the Sweden Democrats so strong in parliament.

"Something is going to have to give. The next few weeks will be interesting. It might create new alliances," said Peter Sandberg, managing director of

the Swedish Chamber of Commerce for the UK.

But the Sweden Democrats are left with a dilemma. Do they force the issue by threatening to bring down a government and its budget, or hope to gain influence by showing they can act responsibly?

Jimmie Akesson, their leader, is raising the pressure on the centre right, making clear that its only way to power is with the help of the Sweden Democrats. His party welcomed some clear regional victories: in Skane, the southernmost region of Sweden and a long-time stronghold, the nationalists came first in 20 out of 33 municipalities.

"They will want to flex their muscles. But Akesson has said there are a lot of different ways to do negotiations. They could choose to accept a centre-right prime minister if their preferences are taken into account," said Nicholas Aylott at Södertörn University.

The new government must also confront the issues that dominated the campaign: how to integrate the many immigrants Sweden has accepted in recent years, and how to sustain its generous but faltering welfare state.

Many economists say the next government should throw caution to the

'We have had now eight years of weak government, and we will now have at least four more years'

wind and spend more to try to solve the problems. But nearly all parties are committed to maintaining a surplus and keeping public debt extremely low.

"The surplus target has been motivated by the coming demographic challenges. But those challenges are here now, and immigration is also putting pressure on the welfare state. So in my mind we should make use of the savings we have made," said Andreas Wallstrom, chief analyst at Nordea Markets.

He said the gains by the Sweden Democrats and Left were linked to the problems with integration and the welfare state — but increased government spending was unlikely.

"In the next election, people will get really disappointed. You could argue that there is a price of this strict fiscal framework — that we are now seeing populist parties gaining ground."

A big fear for business is that the government is set for a bumpy ride in parliament, minimising the chances of reforms of the housing and labour markets that many chief executives see as vital.

Mr Wallstrom said: "I am concerned that we have had now eight years of weak government, and we will now have at least four more years. Eventually, we will pay a price for this."

## Law

## ECJ to rule on limits of 'right to be forgotten' by Google

BARNEY THOMPSON — LONDON

Europe's top judges are being asked to decide the limits of the "right to be forgotten" — a person's ability to demand that internet search engines hide incorrect, out-of-date or potentially embarrassing information about them.

In a grand chamber of 15 judges, the European Court of Justice will today consider two cases involving Google: one on the type of information that should be delisted from its index after a search for someone's name, and the other on whether such a delisting, if agreed to, should apply worldwide.

The ECJ's eventual ruling will not only affect Google but all other search engines, and is likely to have implications for social media platforms. The judges will hear interventions not just from the relevant parties but also from almost 70 civil society groups, pitting privacy campaigners against freedom of information activists.

The cases follow on from a landmark decision in 2014 when a Spaniard, who had his property repossessed and auctioned off in 1998 to recover social security debts, fought to have newspaper

articles about the case removed from Google's search results.

The ECJ ruled in his favour and said the material should be delisted if it was "inaccurate, inadequate, irrelevant or excessive" — a ruling that created what is commonly known as the right to be forgotten.

Search engine operators were left to decide on individual requests by considering the right to privacy against the right to access information in the public interest.

But the 2014 ruling left important questions unanswered, which ECJ judges will address in this week's one-day hearing. The first concerns whether sensitive personal data, such as political beliefs, health information, criminal records and sexual orientation, should be automatically removed from search engine results on request — regardless of public interest.

Four people are requesting that Google remove links that include material they consider sensitive personal information. The cases were referred to the ECJ by France's highest administrative court. Google says a ruling in favour of the applicants "would give carte

blanche to people who might wish to use privacy laws to hide information of public interest — such as a politician's political views, or a public figure's criminal record."

Whether search engines must delete links globally or only in the EU, as is currently the practice, is the second question the ECJ will consider.

Google says enforcing the right to be forgotten in every country would "encourage other countries, including less democratic regimes, to try to impose their values on citizens in the rest of the world". The case was originally brought by France's data protec-

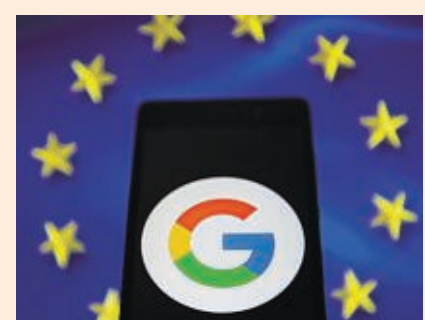
tion authority, which fined Google €100,000 in 2016 for failing to delist search results across all its global domains, including google.com.

"The sensible outcome [of the ECJ cases] is that European law does not extend beyond the borders of Europe, and that sensitive data should not be treated differently from any other kind of data," said Richard Cumbley, global head of technology, media and telecoms at Linklaters, the law firm.

But he cautioned that since the claims were being heard under the EU's previous data protection laws, rather than the new General Data Protection Regulation, "this won't be the last word on the subject".

Since the ECJ's 2014 ruling, Google says it has received nearly 722,000 applications to remove information from the web — almost 90 per cent from private individuals. It had complied with 44 per cent of the requests.

Authorities and courts in Canada, India, Colombia and Brazil, among others, are considering similar right to be forgotten cases but are coming to different conclusions, illustrating the difficulty in establishing a general rule.



Google has received nearly 722,000 applications to remove information

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INTERNATIONAL

# Russia-China war games signal strengthening of strategic ties

## West way as Beijing troops join Moscow's largest military exercises since 1981

HENRY FOY — VLADIVOSTOK

Hundreds of Russian and Chinese tanks, attack helicopters, fighter jets and thousands of soldiers will this week fight side by side in the biggest war games in Russia since 1981, in a show of strength and friendship between the military powers.

Russia's biggest military exercise since the cold war, and its first to be conducted with a country not from the former Soviet bloc, is the strongest sign yet of the deepening strategic bond between Moscow and Beijing that has been prompted by Russia's souring western relations and may herald a redrawing of the region's geopolitics.

Involving 300,000 troops and close to 40,000 vehicles, the seven-day "Vostok" war games will coincide with talks between Vladimir Putin and Xi Jinping in Vladivostok today, amid a concerted effort by Russia to pivot east and embrace its powerful neighbour.

Alexander Gabuev, chair of the Russia in the Asia-Pacific Program at the Carnegie Moscow Center, said: "This is pretty huge. These major exercises are designed to simulate responses to aggression from external enemies."

"For decades, China has been considered one of those potential threats. Thus, to invite them to participate suggests that now they are seen as allies against other aggressors."

China and Russia's 4,200km border has been a source of friction for both countries over the past century, with multiple frontier conflicts.

But in recent years they have sought to develop stronger trade, energy, investment and security relations, with deals for Chinese banks to fund Russian energy projects, oil and gas supply agreements and corporate joint ventures.

That has been spearheaded by a personal friendship between Mr Xi and Mr Putin, and become more prominent since western sanctions were imposed on Moscow in 2014.

Florence Cahill, a senior analyst at GPW, a political risk consultancy, said: "Both Beijing and Moscow are looking to demonstrate that trade wars and sanctions will only push them to develop new alliances."

"As long as their prevailing world view is shaped by an animus towards a US-led international order, co-operation on all levels between Moscow and Beijing will likely be more pronounced than competition between them."

More than 3,200 Chinese troops and over 900 planes, helicopters and pieces of land equipment will take part in the vast exercises across Siberia and eastern Russia and off the country's eastern coast. Held once a year in each of Russia's four military regions, the exercises rehearse an attack on a foreign power. In previous years they have simulated attacks on China and Poland.

Valery Gerasimov, chief of Russia's general staff, said: "There are plans to practise massive air strikes, cruise missile training, defensive and offensive operations, raids, and bypass manoeuvres."

"Aircraft will practise support to an offensive mounted by ground forces and beach defence. Planes and helicopters will practise bombings and [the] use of air-launched missiles."

While their militaries work together, Mr Xi and Mr Putin will meet at an economic conference in Vladivostok, alongside Japanese president Shinzo



In step: Russian soldiers, above, will join Chinese troops at the exercises. Below, Vladimir Putin and Xi Jinping are set to meet again today

Anatoly Maltsev/EPA

Abe and South Korean prime minister Lee Nak-yeon.

The talks and the war games come at an uneasy time for the region, with uncertainty over the continued defence role of the US, the fate of North Korea's nuclear programme and Pyongyang's enthusiasm for a settlement brokered by Donald Trump, the US president.

Kwon Hyuk-chul, a security expert at Kookmin University in Seoul, said the Sino-Russian drills could have an impact on denuclearisation efforts on the Korean peninsula.

"China's participation in these drills is going to make the US uneasy," he said. "If relations between China and the US continue to worsen, our efforts towards denuclearising North Korea could face a setback. Co-operation is what is most needed right now."

Moscow denied the war games were to prepare its forces for a large-scale conflict. Maria Zakharova, a spokeswoman



'Beijing and Moscow are looking to demonstrate that trade wars and sanctions will only push them to develop new alliances'

for Russia's foreign ministry, said: "Unfortunately, we are used to the allegations that Russia is preparing for some big conflict. We have been hearing such statements from Nato representatives and some of its members. But there are absolutely no grounds for that."

Besides demonstrating the developing friendship between the countries, defence analysts said that the Vostok drills would allow both countries' top brass to get a good look at their neighbours' military equipment and tactics.

Mikhail Barabanov, editor-in-chief of the Moscow Defense Brief, said: "The Russian military, of course, is interested in seeing and assessing China's progress in the military field. But I believe that for China the opportunity to get acquainted with the Russian armed forces is much more interesting, since the Russian army has in recent years a great deal of combat experience in Ukraine, Syria, etc while China's armed forces are completely deprived of modern combat experience and have not fought since 1979."

While politicians and businesses are keen to continue searching for more areas of mutual assistance between China and Russia, generals in both countries are likely to be more circumspect given their history of animosity.

"I do not think the Russian general staff is so naive as to think this is a definite long-term alliance," said Mr Gabuev. "There will naturally be mutual wariness. But the overarching strategic view regarding China has shifted."

Additional reporting by Bryan Harris in Seoul

Brussels meeting

## US-EU trade talks move towards November deal

JAMES POLITI — WASHINGTON  
JIM BRUNSDEN — BRUSSELS

The US has held out the prospect of a partial trade deal with the EU in the next two months, as part of a detente in transatlantic commercial relations.

After a meeting in Brussels yesterday with Cecilia Malmstrom, the EU trade commissioner, the office of US trade representative Robert Lighthizer said that "an early harvest in the area of technical barriers to trade" could be reaped as early as November.

He was referring to a possible deal to reduce regulatory hurdles that hamper commercial exchanges across the Atlantic, such as conflicting standards on car safety, medical devices and pharmaceuticals, which had been the subject of lengthy negotiations between the Obama administration and officials in Brussels a few years ago.

Although a full trade deal to slash tariffs and tackle sensitive sectors such as agriculture and financial services between the US and the EU remains far off, the apparent progress yesterday should at least limit the risk of a new flare-up in transatlantic trade tensions in the coming months.

In late July, Jean-Claude Juncker, the president of the European Commission, agreed to a truce with Donald Trump, the US president, in a bid to ease friction after the US decision to impose tariffs on steel and aluminium imports — and its threat to do the same with cars.

Ms Malmstrom said the meeting with Mr Lighthizer was a "first opportunity" to build on the deal between Mr Juncker and Mr Trump. "We discussed how to move forward and identify priorities on both sides, and how to achieve concrete results in the short to medium term," she wrote on Twitter. "Lots of work remains this autumn."

The US and the EU — along with Japan — have also stepped up talks on how to

tackle some of their biggest concerns related to Chinese trade policy, in an attempt to see if they can forge a common front to put pressure on Beijing.

The Trump administration has been looking to temper its trade fights with its strategic allies in recent weeks, including the negotiation of a deal to reform Nafta with Mexico and Canada, in a bid to focus on its escalating trade dispute with Beijing.

The US has already imposed \$50bn in tariffs on Chinese imports, a move that was quickly met with retaliation from China, and vowed to press ahead with a further \$200bn soon — which is also expected to be met with a new round of retaliation.

This month, Brussels also said it was willing to renew its effort to address its restrictions on US hormone-treated beef, which has been a persistent source of complaints from Washington.

But even as the thaw in relations appears to continue, there are still deep misgivings about the Trump administration's approach to trade, and its questioning of the multilateral trading system.

"The EU does not welcome the America First bully," said Phil Hogan, the EU agriculture commissioner, last week. "It will deal with him where it can, but will always stand four-square against the idea that America can put its elbows on the table and dictate terms."



Cecilia Malmstrom: discussions identified priorities on both sides

Official figures

## Hot summer lifts UK growth as retail and construction rally

DELPHINE STRAUSS — LONDON

The UK's scorching summer fuelled a recovery in retail and construction, propelling quarterly economic growth in the three months to July to its fastest pace in a year, official data showed yesterday.

The Office for National Statistics said its new measure of rolling three-month growth — comparing a three-month period with the previous three months — hit 0.6 per cent, up from 0.4 per cent in the previous quarter.

That was the strongest quarterly growth recorded since July 2017, but the figures were flattered by the unusually slow growth in February and March.

"It wasn't just the mercury rising at the start of the third quarter: today's data deluge suggests the UK economy was too," said Lee Hopley, chief economist at the EEF manufacturers' organisation.

The figures will vindicate Bank of England policymakers, who raised interest rates in August saying they were confident the slowdown at the start of

the year was because of a change in the weather, not the economic climate.

"Far from running out of steam, UK activity has picked up after a very poor start to the year," said Ian Stewart, chief economist at Deloitte.

George Buckley, economist at Nomura, said that the figures were consistent with recent survey data and suggested the economy was performing well.

The pick-up was due in large part to a sharp recovery in retail trade, which grew 2.1 per cent from the previous quarter. This could be a sign that consumers are spending more freely, as the squeeze on real wages eases, but separate data have shown that much of it was spending on food and drink — fuelled by World Cup football and other summer events — with large parts of retail still hit by a secular shift in consumer habits.

Construction activity also grew strongly, up 3.3 per cent from the previous three-month period.

Manufacturing remains the weak point, with rolling three-month growth negative for the fifth month in a row.

Treason case

## Cambodian opposition leader freed but barred from politics

JOHN REED — BANGKOK

The leader of Cambodia's main opposition party was released from prison yesterday in what was seen as an attempt by the authorities to damp criticism of July's general election.

Kem Sokha, who was jailed a year ago on treason charges, was freed on bail, according to his Cambodian National Rescue party and the government.

The release comes a week after Hun Sen's Cambodian People's party claimed all 125 seats in the parliament after the poll that the US described as "neither free nor fair".

Kem Sokha was held in a jail near the Vietnamese border after his party was accused of trying to overthrow the government. Kem Monovithya, his daughter and a CNRP official, told Reuters her father needed medical attention.

Cambodia's highest court outlawed the CNRP in November and banned 118 senior members from politics, drawing criticism at home and abroad of the ruling party. Hun Sen, in charge since 1985, accused opponents of seeking to unseat

him and silenced critical media during the past year. The CNRP had made inroads among voters in polls in 2013 and 2017, threatening the rule of one of the world's longest-serving leaders.

The crackdown prompted the US to impose visa restrictions on Cambodian officials and the EU to review its "Everything but Arms" trade preferences, under which imports from the kingdom enter the trading bloc duty-free.

Western donor countries that have bankrolled Cambodia's postwar recovery for 25 years have voiced reservations about helping as long as Hun Sen is in charge. They said the charges against Kem Sokha had not been dropped and he could not resume his political role.

Virak Ou, president of Future Forum, a Phnom Penh think-tank, said: "A politician like him would definitely want to go out there and talk to people again, and he will know he can't do that."

Mu Sochua, the CNRP's deputy leader, said Kem Sokha was "virtually under house arrest" and could be detained if he engaged in political activities or contacted people implicated in his case.

Terror attack

## Isis suspected in deadly assault on Libya's state oil company

HEBA SALEH — CAIRO  
DAVID SHEPPARD — LONDON

Gunmen with automatic weapons and hand grenades have killed two employees of Libya's National Oil Corporation in an attack on the company's headquarters in Tripoli.

The assault began at 9am with intense shooting, explosions inside the building and a number of staff temporarily held hostage, NOC said yesterday.

The attack targeted an institution at the heart of Libya's economy and exacerbated concerns about insecurity in a country where tensions are growing between militias and rival governments in the east and west.

NOC is the chief partner of international oil companies such as Italy's Eni and OMV of Austria that are working across the country. It is the only institution in Libya allowed to export oil under UN Security Council regulations.

No one has claimed responsibility for

the attack, but suspicion is likely to turn to Isis, which staged a suicide attack in May against the country's electoral commission that killed more than a dozen people.

The company said 10 employees were injured and had been evacuated to hospital for treatment.

Mustafa Sanalla, NOC chairman, was inside the building at the time of the attack and was evacuated.

He said: "We solemnly mourn the death of those martyred by the terrorists and wish a speedy recovery to those injured. We praise our staff for their bravery in the face of unbelievable violence, and give thanks to the swift response of the emergency services and the security teams working to end this horrific situation."

Ghassan Salamé, the UN's envoy for Libya, warned last week that the political vacuum in the country was allowing Isis to expand its operations. He said the group's presence and activities were

spreading. Even before the attack, the situation in Tripoli was tense after days of fighting between militias that ended only a week ago after Mr Salamé negotiated a ceasefire that is holding but is still seen as fragile.

International efforts to reach a political settlement in Libya have repeatedly

failed. The UN-backed government in Tripoli is struggling to impose its authority while the east is dominated by Khalifa Haftar, who heads the self-styled Libyan National Army. Mr Haftar refuses to recognise the government in Tripoli.

The state-owned oil company has

overseen an increase in output this year, reaching almost 1m barrels a day, the highest since the 2011 uprising that overthrew Muammer Gaddafi, the dictator who ruled for 40 years.

But oil output remains vulnerable to competing militias — which have used oilfields and export facilities as political bargaining chips — as well as to power cuts and wider unrest.

The majority of Libya's oil exports were shut off for a brief period in July after fighting at oil ports in the east of the country. Brent crude, the international oil benchmark, rose 1 per cent yesterday to \$77.70, boosted in part by the attack in Libya.

Security forces are now in control of the building after the death of all the attackers, Wissam Al-Messmari, a manager for the Petroleum Facilities Guard, told Bloomberg.

One gunman was killed by security forces and the rest blew themselves up, he said.



## INTERNATIONAL

## Monetary policy

## Turkey central bank faces pressure on rates

International investors push for big rise despite signs of slowing output

LAURA PITEL — ANKARA

Turkey's central bank is facing calls for a big interest rate rise at a crucial meeting this week, even as data show economic output beginning to slow down.

The dilemma facing Murat Cetinkaya, central bank governor, was underlined by second-quarter gross domestic product figures out yesterday. They showed the economy grew 5.2 per cent in the second quarter from a stimulus-fuelled 7.3 per cent rise the previous quarter and annual growth of 7.4 per cent last year.

Many economists believe Turkey faces recession. The lira has lost more than 40 per cent of its value against the

dollar since the start of this year, amid fears that the economy had previously overheated and a dispute with Washington that exacerbated investor concerns.

Turkey's main interest rate, the one-week repo, is 17.75 per cent and a rise would probably slow growth further.

But the international investors whose money is vital to sustaining the economy maintain that a significant interest rate increase must be announced on Thursday, to tame inflation that reached almost 18 per cent in August.

"It is awkward for the central bank," said Charles Robertson, chief economist at Renaissance Capital, an investment bank. "They have to balance the needs of an economy diving into recession against a lack of inflation credibility. And markets are demanding they prove that they have inflation credibility before they respond to the recession."

The bank took the unusual step last week of announcing that its monetary stance would be "adjusted" at Thursday's meeting. Paul Greer, a portfolio manager at Fidelity International, said that expectations were "very high" after

**'Turkey's political environment does not appear to be conducive to large policy rate hikes'**

the statement, with markets pricing in an increase of at least 300 basis points.

Yet some analysts remain sceptical, citing concerns about pressure from President Recep Tayyip Erdogan, a self-declared "enemy" of high interest rates.

Inan Demir, senior emerging markets economist at Nomura, called for an

increase of 575bp, and warned that more could be necessary. But he added: "Although we strongly believe that this should be done, we do not have a high conviction that it will happen. Turkey's political environment does not appear to be conducive to large, orthodox policy rate hikes."

After the GDP figures were released, Berat Albayrak, finance minister, said that slowing consumption and investment growth, plus a recovery in revenue from exports and tourism, showed the economy was beginning to rebalance. He said early indicators from the third quarter showed that consumer demand, which has powered the recent high growth, would slow further.

That is a view shared by many economists, who pointed to data released last week that showed a decline in manufacturing activity for the fifth month in a

row in August, and figures showing that car sales fell 53 per cent year-on-year. Some, such as the Dutch bank ABN Amro, expect GDP growth to contract as much as 3 per cent in 2019.

But Kevin Daly, a portfolio manager at Aberdeen Asset Management, said that the lira's relative stability over the past week and signs of slowing growth may have created "a false sense of security" at the central bank. He added that policymakers might be deterred from big interest rates by the example of Argentina, which has been unable to shore up the peso despite raising rates to 60 per cent and calling in the IMF.

Many analysts fear that failing to act could cause the lira to weaken further, piling pressure on groups saddled with foreign currency debt on a banking sector facing a possible surge in bad loans.

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## Liberal Democratic party

## Japan premier kicks off fight for leadership with pledge on Abenomics

ROBIN HARDING — TOKYO

Shinzo Abe vowed to continue the economic stimulus known as "Abenomics" while longtime rival Shigeru Ishiba attacked the Japanese prime minister's failure to raise wages at the start of a party leadership contest.

At a joint press conference to launch a 10-day campaign, cut short by last week's earthquake in Hokkaido, Mr Abe and Mr Ishiba clashed over the economy and the constitution.

With polls of the ruling Liberal Democratic party electorate suggesting Mr Abe is on course for an overwhelming victory, Mr Ishiba's gamble in forcing a leadership election seems more likely to strengthen the premier than bring him down.

The pair will go head to head in a ballot on September 20, with LDP parliamentarians and regional officials casting a total of 810 votes. The LDP holds a leadership election every three years but nobody challenged Mr Abe in 2015. As the LDP has a parliamentary majority, the winner automatically becomes prime minister.

"Mr Ishiba probably won't reach 150 votes. It's looking like a landslide victory for Mr Abe and I think that's a stable prediction," said Takao Tshikawa, editor-in-chief of the political newsletter *Insideline*.

If the prime minister's victory were big enough, said Mr Tshikawa, he might be able to force out some of the LDP's older power brokers, tightening his grip on the party before term limits forced him to step down in 2021.

"This will be my last leadership election," said Mr Abe.

Four months ago he was in political peril as a series of nepotism scandals dragged down his approval ratings. Several rivals weighed a leadership bid but a recovery in the polls scared off the most dangerous threats.

Only Mr Ishiba — a former university debating champion known for his obsessive knowledge of defence policy — decided to run. But Mr Ishiba, a former party secretary-general, lacks support in the parliamentary LDP.

After six years of relatively strong growth under Mr Abe, investors are keen for his programme of monetary and fiscal stimulus to continue. Mr Abe has promised a new emphasis on reforming the social security system to allow for later retirement.

He said under his policies, Japan had "returned to proper economic conditions, where for every person seeking a permanent full-time job, there is more than one job available". But Mr Ishiba said workers had not felt the benefits, especially in the regions. "Have incomes risen for working people? Why is the labour share of income at its lowest for 43 years? Why do disposable incomes keep falling? I think this is our greatest problem," he added.

Mr Abe pushed his plan for a minor revision to the constitution, to make explicit the legality of Japan's self-defence forces. Mr Ishiba said it was more important to pass clauses on emergency powers for the PM and the voting power of Japan's regions.

Mr Abe is set for victory because he has secured support from most of the LDP's internal factions.

## Migrant labour. Pilot scheme

## China factories tempt workers with childcare offer

Critics say higher wages and better housing are needed to help 'left-behind' youngsters

BEN BLAND AND NICOLLE LIU  
HONG KONG

Zhang Shuling is one of millions of migrant workers in China who leave their children behind when they return to work at the end of every lunar new year, knowing they will not see them until the holiday comes around again.

"For the wellbeing of the whole family, I have to work away from home," said Ms Zhang, whose job is 1,500km from her home in Henan province.

But this year she was reunited with her son Botao for a month during the school summer holidays.

The move was part of a pilot scheme run by several factories in the manufacturing heartland of Guangdong province to mitigate the damage to "left-behind children" and their parents.

While she completes her shift making greeting cards for Hallmark, Botao and about 50 other children spend the day in a temporary childcare facility at the Golden Cup Printing factory in the southern city of Dongguan, drawing pandas and making rice cakes.

"Even for the new year holiday there are only around 10 days, but now he can stay with us for a month," said Ms Zhang.

The childcare initiative was launched in 2016 by the ICTI Ethical Toy Program, a global not-for-profit body funded by factories, toy brands and retailers to audit labour and safety standards.

For businesses, one aim is to help attract and retain workers. In China this is becoming increasingly difficult due to a shrinking labour force and shifting employment preferences, with many younger Chinese less willing than their parents to work in a distant factory.

Some 69m children have been left behind in small towns and villages as one or both parents have migrated for work, an analysis of 2015 census data by Unicef, the UN children's fund, found.

The government, which has promised to do more for the children affected by widespread migration, has cited a much lower figure of 9m, based on children



**In the shadows: children in Anshun, a rural area of southern China, with their grandmother, who with her husband raises the children while their parents work in urban areas**

Kevin Frayer/Getty

who are away from both parents. Grandparents look after many such young, but Unicef says many lack adequate care, leading to a "negative impact on their physical, educational and psychosocial development and wellbeing".

Alice Yeung, a director of the family-owned Golden Cup Printing factory, said she joined the project's "family friendly spaces" initiative to help her business and improve work conditions.

Like many other manufacturing executives in China, she is finding it increasingly difficult to find enough workers at wage levels where she can maintain profit margins. She sees the day care programme, which cost her Rmb40,000 (\$5,800) to run this year, as one way to attract and retain working parents.

"It really doesn't cost much to us," said Ms Yeung.

Mark Robertson of the scheme said that other participating factories had reported improvements in their ability to recruit and retain staff, as well as bet-

ter worker-management relationships.

Lin Guanghui, general manager of Yingde Best Top Toys, which makes Disney Marvel figurines and toys for McDonald's Happy Meals, said joining the programme had been a "small investment with great return". After starting to offer the "family friendly spaces" during summer, workers became more committed and recommended that friends and family join.

Mr Robertson said that toy brands and retailers in the west had to find "ways to help factories compete more effectively in China" as they faced challenges from rising wages in the US-China tariff dispute.

His organisation plans to expand the scheme to 25-30 factories next year, but that covers only a tiny proportion of such workers.

Critics say these initiatives are designed to burnish the public image of toy brands and factories, which are known for tough working conditions, rather

**'These kids would be better off if they could be with parents on a daily basis'**

than address the core problems of low wages and inadequate housing.

"How many workers can get this kind of special care? And how long term is this?" asked Jenny Chan, assistant professor of sociology at Hong Kong Polytechnic University, who has studied social issues facing migrant workers in China. "These kids would be better off if they could be with parents on a daily basis for guidance on schoolwork, life and their daily needs."

It would also help if government speeded up long-discussed reforms of the *hukou* household registration system to make it easier for migrant workers to get access to local health and education services, she added.

Like many migrant parents, Ms Zhang is hoping her sacrifice will ensure her children have better prospects.

"I hope they could develop better in their home town and not be like us, being forced to stay in a strange land," she said.

## Company shift

## Trade fears push Taiwan to lure business back

EDWARD WHITE — TAIPEI

The Taiwan government is drawing up measures to encourage companies with factories in China to shift operations back to Taiwan, in response to the rising threat from the US-China trade dispute on its critical electronics manufacturing industry.

The incentives, which are being finalised, include relaxation of Taiwan's strict land-use regulations as well as expanded tax breaks for spending across equipment upgrades, research and development, and manufacturing automation, trade officials told the FT.

"If [companies] decide to come back to Taiwan to produce more products, we know we have to help them," said John Deng, Taiwan's top trade negotiator and minister without portfolio.

The move is a fresh sign of global fears over collateral damage from increased US protectionism against China. While investors are bracing themselves after President Donald Trump on Friday said his administration could move "very soon" on the next wave of US tariffs on \$200bn of Chinese exports, analysts have warned the trade dispute between

the world's two largest economies would probably escalate and drag on the Chinese economy.

Mr Trump in a tweet on Saturday said prices for Apple products might rise because of new tariffs imposed on China, and exhorted the company to make its goods in the US.

Taiwan is one of the most exposed

**'If [companies] decide to come back to Taiwan to produce more products, we have to help them'**

economies to any slowdown in China. Taiwan-owned electronics manufacturers, including a bundle of Apple suppliers, run large production bases in China, and China takes about 40 per cent of Taiwan's exports.

Officials in Taipei did not expect a significant loss from the tariffs already imposed or from the next proposed round, but the impact would be "very serious" if the dispute deteriorated to the point tariffs or other retaliatory actions targeted consumer electronics

such as handsets and notebooks, Mr Deng said.

Taipei's bid to attract companies back to Taiwan is in line with a broader policy to reduce dependence on China. Beijing, which claims Taiwan as its territory, encourages closer economic ties.

Despite several electronics companies already shifting some "small-scale" production for US-bound components back to Taiwan from China in response to the tariffs, the cost involved and a lack of flexibility in the technology supply chain would curb a larger scale exodus, said Clark Tseng, analyst at Semi, a global chip industry association.

"Most of the final assembly is still in China, so I don't see a big move of production from China to Taiwan," he said.

Taiwan Semiconductor Manufacturing, the world's largest contract chip-maker and a big supplier to Apple with operations in China and Taiwan, would not comment on the government policy.

But spokeswoman Elizabeth Sun said the company's decision in 2016 to spend \$3bn building a chip factory in Nanjing, eastern China, followed years of investigation and planning.

**Gideon Rachman** page 9

## Chief Executive Officer (CEO) Egypt Fund

The Government of Egypt (GoE) is hiring the Chief Executive Officer (CEO) for its newly established sovereign fund, the "Egypt Fund". The Egypt Fund (EF) is being created to maximize the value of selected assets owned by the GoE, and to attract local and foreign private investment to existing and greenfield projects.

The Egypt Fund will be privately managed and operated on a commercial basis, implementing international best practices in investment, portfolio management, governance and transparency. The GoE is looking to hire the best caliber candidates in relevant areas of finance, investment and fund management for the Egypt Fund and will offer competitive, market-based, packages.

The CEO is expected to have extensive world-class experience in finance, investment banking and in working with government and international financial institutions. The CEO will lead a high caliber, culturally diverse, workforce. S/he is expected to develop and implement investment and portfolio management strategies in accordance with the Egypt Fund mandate, observing international best practices in portfolio management, in accounting and reporting, and in environmental, social and corporate governance standards.

The CEO will be responsible for building a sophisticated, state of the art, institution that will work with the GoE to promote investment and help unlock the potential of a range of resources and sectors in Egypt. The position is high profile and will require working and interacting with governments, international financial institutions and the media.

**Interested professionals should please send a detailed CV accompanied by a cover letter to info@egyptfund.org by 17:00 Cairo local time on September 27th, 2018. Please direct any enquiries to this email. Only shortlisted candidates will be contacted for interviews.**





SPECIAL REPORT: NOVEMBER 29, 2018

# G20: ARGENTINA & THE WORLD

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When Mauricio Macri took office in 2015, he put an end to a period of isolationism and re-entered the world's capital markets.

Argentina, as the host country, aims to bring both a global outlook and a Latin American perspective to the G20. The agenda is highly focused on the world's challenges regarding the future of work, infrastructure for development, and food sustainability. The participation of all G20 Heads of State is anticipated in Buenos Aires for the November 30th summit. Free trade, protectionism, a rising US dollar and interest rates will no doubt provide a proactive component to discussions.

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ARTS

**Helsinki's decision to forgo a Guggenheim outpost caused a stir in 2016 – but has been vindicated by its Amos Rex arts hub. By Edwin Heathcote**

All buildings are temporary. But some temporary buildings end up outlasting those intended to be more permanent. One of the finest and hardest of these survivors must be Helsinki's Lasipalatsi, or "Glass Palace". Built in 1936 and intended as a commercial structure to cater for the projected 1940 Olympics in the city (cancelled because of the second world war), it was a sleek functionalist building embodying a certain 20th-century idea of modernity. Punctuated by striking neon signs (Helsinki's first) and housing a cinema, milk bar, co-operative restaurant, modern shops, nautical-looking terraces and a bus station at the rear, it was a jolt of modernism in the centre of a city still emerging as the capital of an independent Finland.

The Olympics finally took place in Helsinki in 1952 but somehow successive plans for the Lasipalatsi foundered. The building survived to become a tatty, neglected landmark which was nevertheless embedded in the civic consciousness as a symbol of the centre. Now, finally, one of those plans has come to fruition, cementing the building's status as an architectural landmark, a modernist monument and a place of public culture.

Reborn as Amos Rex, the complex has reopened as an art gallery, public piazza and commercial centre. It has probably never looked as good since it first opened.

Its curious name is a portmanteau of Amos Anderson (1878-1961), a Finnish industrialist, newspaper publisher and founder of the Amos Anderson Art Museum, and the former Bio Rex cinema, the neon signs for which still crown the structure. The museum had been housed in a stolid 1913 building which proved too inflexible and necessitated a move. At first the plan was to build an extension to the Lasipalatsi, but its protected status made this impossible, so architects JKMM were forced underground. The result is a bit of an art bunker, but one which bulges up into the courtyard in a weird, undulating



A palace for the people

landscape of skylights and slopes, as if, the architects, say, it is "bubbling up and refusing to be invisible".

Its entrance, though, is inconspicuous. The visitor walks through the restored modernist shopfronts on the busy Mannerheimintie and down an intriguingly theatrical stairway. Instead of subterranean darkness there is brilliant light. A ceiling of coils of white fabric like a cloudy sky is punctuated by angled, round openings, very much in the vein of James Turrell's sky spaces, but with the gleeful addition of a face or two peering down over the rim back down at you, usually waving.

The gallery itself is vast, a 2,200 sq m box capped with an undulating ceiling of Paco Rabanne discs which mirrors the wavy concrete landscape up above. For the inaugural show, by Japanese digital artists TeamLab, everything has been blacked out and the ceiling covered up. It is an exhibition clearly aimed at attracting as broad an audience as

**Clockwise from main: the public piazza at night; work by TeamLab; exterior showing the boiler house chimney – Mika Huisman; Tuomas Uusheimo**

possible, emphasising the experience over the art. TeamLab's interactive installation is visually stunning, with streams of data transformed into flows of water, bird's-eye views, sprouting flowers, mythical creatures and Hokusai waves. Accessible and arresting, it extends the life of the Lasipalatsi as a popular entertainment centre rather than an elitist outpost.

The most visible aspects of this €50m project are above ground. The strange landscape of concrete hills clad in tessellated geometric tiles has become an instant hit, with children clambering up the sides, skateboarders noisily rattling down the slopes and tourists lounging amid the surfaces as if on a giant urban bean bag. At its centre is the restored



boiler house chimney with its spiralling base and neon signs on top, imparting a dash of industrial chic. Helsinki isn't always the easiest place in which to hang around outside, so perhaps the unusually warm late summer evenings gave a deceptive picture – but this looks like a genuine public place, open, unprogrammed and free.

A comparison with the Victoria and Albert Museum's Sackler Courtyard is difficult to avoid: it too is a case of burying rather than extending, an approach that might indicate a contemporary

lack of nerve in building beside historic landmarks – or perhaps a renewed respect. At the V&A, Amanda Levete folded her courtyard into an origami landscape; JKMM have draped theirs like a series of tents. Both exploit a little natural light from above and give glimpses into the underworld.

Perhaps the finest achievement here has been the restoration of the Lasipalatsi itself. Originally designed by three architectural students, including Viljo Revell, who went on to become one of Finland's most successful architects, it

exemplifies the openness, structural lightness and the willingness to mix the commercial and the cultural, the avant-garde and the popular, that was so characteristic of the inter-war years. At its heart is the cinema, wonderfully restored, with its original chrome-tubed seats reupholstered in red velvet, a wonderful resource for a museum keen on engaging the public with events, screenings and so on. There are design shops on the street frontage and generous, flowing, impeccably repaired modernist public space inside.

It seems incredible that so much should survive, from the sculptural spiral stairs and neon-framed clocks to



sinuous wooden handrails, glass globe cluster light fittings, signage and much more. The colours – salmon pink, burgundy and Scandi-wood – evoke the nautical aesthetic of the 1930s, along with sweeping balconies and panoramic ribbon windows. The city outside is Amos Rex's sea.

When Helsinki abandoned ambitious plans to build a Guggenheim Museum on its waterfront in 2016, the city underwent a moment of introspection and reassessment of its cultural infrastructure. What was perceived as a municipal failure may well turn out to be a massive success. The reinvigoration of the Lasipalatsi has made a messy centre more complete. There is no garish, over-scaled extension rather the transformation of an under-used public space and a neglected landmark into a vital piece of city. I might find the lunar landscape of concrete craters a little too alien, a little too winsome, but the city has already wholeheartedly adopted it, and the re-emergence of a "temporary" masterpiece as an open, public and historic space in an often inhospitable climate is magical.

amosrex.fi

After the Proms, a triumvirate triumph

CLASSICAL MUSIC

**Emanuel Ax, Leonidas Kavakos, Yo-Yo Ma**

Barbican, London  
★★★★★

Harriet Smith

It was a busy weekend in London. No sooner had the doors closed on the marmite affair that is the Last Night of the Proms than the new season was gearing up for action. In the case of the Barbican, that meant a Sunday matinee of Brahms piano trios. Not especially newsworthy? Think again, for the line-up was a stellar one: pianist Emanuel Ax, violinist Leonidas Kavakos and cellist Yo-Yo Ma. Sometimes, when big musical personalities combine in chamber music it becomes overly competitive but that was emphatically not the case here. In fact, Ax, who, as pianist, was the glue that held the trios together, occasionally seemed almost too self-effacing.

We began in the warmth of the Second Trio, the ardent theme shared by the strings in octaves, with Kavakos almost side-on to the audience as he leaned into

Ma, reacting minutely to the cellist's every gesture. The urgent Scherzo, in which Brahms creates hushed mystery from the simplest of musical means, before flowering into an effulgently beautiful Trio, was a highlight.

The Third Trio could not be in greater contrast and the three players fully captured the jagged fury of the work's opening. There was a moment in the first



Yo-Yo Ma at the Barbican – Mark Allan

movement when ensemble went awry, but if anything that simply added to the sense of danger. The unhurried Scherzo, in which Ax took the lead, had a whimsicality that was very alluring, while in the slow movement we got to eavesdrop on Brahms at his most introverted, before all was swept away in a finale that combined drive and playfulness.

To the deliciously affirmative opening movement of the First Trio (misleadingly numbered as it's usually, as here, played in its late revision) Ax, Kavakos and Ma brought warmth and gentleness as well as energy, while the drive of the Scherzo was countered by its luscious Trio. But it was in the slow movement that something remarkable happened, the audience utterly still as Ax led the way with a beatific chorale, to which Ma and Kavakos responded with quiet intensity. From this we moved to a strikingly caressing account of the finale, Ma setting the tone.

A standing ovation was the only possible response and the musicians graciously responded with a rapturous account of the slow movement of Schubert's First Piano Trio.

barbican.org

POP

**Arctic Monkeys**

O2 Arena, London  
★★★★★

Sam Taylor

This year's *Tranquility Base Hotel & Casino* was a bold, interstellar departure for the Arctic Monkeys. Gone were the falsetto harmonies, hip-hop-inspired grooves and slick, Brylcreemed riffs that made 2013's *AM* the band's biggest commercial success yet. Instead they created a loungey concept album, setting pallid piano noodling and ponderous mid-tempo beats to musings on the moon as a gentrified luxury resort.

If *Tranquility Base* often felt like being stuck in the hotel's lift with a rambling sci-fi enthusiast, its songs sounded far more potent during this first of four sold-out shows at The O2. Opener "Four Out of Five" orbited round a

wiggling bass groove before becoming pleasingly sidetracked by bewildering harmonic detours and eyebrow-raising key changes. "I put a taqueria on the roof – it was well reviewed: four stars out of five," crooned frontman Alex Turner, hips shimmying.

Turner masterfully delivered the album's half-sung, half-spoken vocals in his rich transatlantic drawl. He cooed softly before howling about being kissed "underneath the moooooon's side-boooooob" like a randy yet rueful wolf as the album's artwork, resembling a hexagonal spaceship, descended on the stage. A knack for comic timing was also apparent. Against the plinking piano jabs of "One Point Perspective" he entreated the audience: "bear with me man, I've lost my train of thought", before pausing abruptly to stroke his chin quizzically.

Four touring musicians supplemented the band's four core members, adding extra keyboards, percussion and guitar. As with previous tours, old

material has been refreshed. The frenetic energy of "Brianstorm" was caged and dispersed through teasing tempo changes and a dynamic drum breakdown. A slowed-down "Cornerstone" allowed Turner to accentuate its cheeky tale of substituting an ex for her sister. "It was a tough Christmas," he quipped, "but we got over it by New Year."

The band showcased their discography's breadth. "Teddy Picker" and "Dancing Shoes" supplied the riotous, staccato riffs that typified the Monkeys' early sound. The rapid drum rolls and swampy guitar of "Pretty Visitors" represented 2009 album *Humburg*'s seedy fairground atmosphere. Best of all were *AM*'s lead singles. "R U Mine?" provided a suave, storming finale yet "Do I Wanna Know?" was the show's mid-set climax: its stomping, voluptuous refrain surrendering to melancholic longing. Four Out of Five? They're underselling themselves.

theO2.co.uk



SPECIAL REPORT: FINANCIAL WELLNESS

TAKING THE PULSE OF PEOPLE'S FINANCES

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FT BIG READ. US DRUG EPIDEMIC

Purdue Pharma faces a flood of lawsuits over its sales of powerful painkillers. While prosecutors claim it exaggerated the benefits of OxyContin, its owners had a bigger market share than previously realised.

By David Crow

# An opioid marketing machine

Like many salespeople working in the US pharmaceuticals industry, Carol Panara had often heard about the legendary bonuses on offer at Purdue Pharma, the maker of the now infamous opioid painkiller OxyContin.

"I remember one of their reps telling me you could make \$40,000 or \$50,000 a quarter in bonuses," she recalls. "I thought, 'Wow, there are actually companies paying that kind of money, why can't I find something like that?' I had two kids that were getting ready to go to college. It sounded as if it was too good to be true."

In 2008, Ms Panara decided to quit her job at Novartis, the Swiss drug-maker, and join Purdue, a career move that has since become the source of bitter regret. Over lunch at a diner in Medford, New Jersey, she recounts how she became concerned about the tactics Purdue used to increase sales of OxyContin, a drug that has been blamed for sparking the US opioid crisis.

Ms Panara claims she and her colleagues were instructed to boost sales of OxyContin — a potent and addictive painkiller — by aggressively targeting inexperienced doctors while underplaying the risks of abuse.

"I feel bad that the company was so blasé, so negligent about taking responsibility," says Ms Panara, who left in 2013, and who was last year subpoenaed by the state attorney-general in New Jersey. "I feel they misled the public, they misled the doctors, and they misled their salespeople."

The actions of Ms Panara and her colleagues at Purdue have become central to the legal case that prosecutors are

**'The bulk of what Purdue has done to cause this epidemic stems from their promotion of the drug as safe and effective for pain'**

now building against the company. There are more than 1,000 lawsuits brought by states and local governments in the US alleging the drug-maker's marketing practices ignited and then fuelled the opioid crisis, which claimed more than 42,000 lives in 2016.

The litigation, which is expected to reach court early next year, is designed to extract hundreds of millions of dollars from the company and its owners, the billionaire Sackler family. Public officials say they need the cash to help offset the bill for the health epidemic, which was recently pegged at \$79bn a year by the US Centers for Disease Control and Prevention.

Purdue's defence will not be helped by the revelation in the FT that the Sackler family also owns one of the biggest generic producers of opioids — little-known Rhodes Pharma.

**Ethical concerns**

Ms Panara was not mistaken about the bumper pay packets at Purdue. In one quarter of 2009, she earned a bonus of more than \$16,000, according to a payslip seen by the FT, while her total annual package easily outstripped \$100,000. Nor was she among the highest earners, like the sales reps from Florida and other lucrative states — known as the "toppers" internally — who were rewarded with luxury trips to Hawaii and the Caribbean, she says.

However, almost as soon as she joined, she says she felt queasy about the company's ethics. For a start, she claims her managers played down Purdue's 2007 settlement with the US Department of Justice, which saw it plead guilty to criminal charges of misleading regulators and doctors over the addictive properties of OxyContin. "They said, 'We were sued, they accused us of mis-marketing, but that wasn't really the case. In order to settle it and get it behind us we paid a fine,'" she says. "You had the impression they were portraying it as a bit of a witch hunt."

Purdue said in a statement: "In 2007, the company accepted responsibility for the actions of certain Purdue supervisors and employees in connection with marketing OxyContin before that time. We paid a significant fine as well as a heavy price in terms of the public trust. To suggest that we did not substantially change our practices is simply wrong."

The 2007 plea deal did little to stem Purdue's blistering growth rate. In the following two years, the drugmaker regrouped, hiring more than 100 new sales reps to boost revenues from Oxy-



OxyContin tablets, the opioid drug made by Purdue Pharma

FT montage/Alamy

Contin; by 2010, the medicine was pulling in more than \$3bn a year. One Purdue executive says: "They did not listen to their critics and insisted they had just a few isolated problems. After the settlement, they didn't change — the way the sales force was managed and incentivised, everything stayed the same."

Andrew Kolodny, an expert on the addiction epidemic at Brandeis University, says Ms Panara's experiences are "critically important" because they show it was "business as usual" at Purdue following the 2007 settlement. "The bulk of what Purdue has done to cause this epidemic stems from their promotion of the drug as safe and effective for chronic pain," he says. "All of that continued after the plea deal, and the result was they paid a fine but there was no significant change in their behaviour."

Lawyers working on the current legal effort against Purdue say the question of whether the company reformed itself

after the plea deal could become a critical issue. That is because the deal included a non-prosecution agreement stating that "there will be no further criminal prosecution or forfeiture action by the United States for any violations of law, occurring before May 10 2007".

Ms Panara says she and her colleagues were instructed to market the drugs to general practitioners treating common ailments like back pain, rather than only to pain specialists and oncologists more experienced with opioids and their risks. "They had us calling on family doctors, because there are many more family doctors out there than pain management doctors," she says.

If a doctor expressed concern about a patient showing signs of addiction, Ms Panara was trained to counter those fears by educating them on so-called pseudo-addiction, she says. For example, an addict might turn up at the surgery requesting a fresh batch of pills before their 30-day supply should have run out, claiming they had lost the tablets or accidentally dropped them down the toilet. The advice that she was told to give the doctor was that the patient's dosing was too low and should be increased.

"The theory of pseudo-addiction was that a patient might exhibit these drug-seeking behaviours, but if their pain were adequately managed by giving a higher dose, then that drug-seeking behaviour would cease," she says. "Thereby we were building their tolerance, building their physical dependence, and making them an addict."

**Sales tactics**

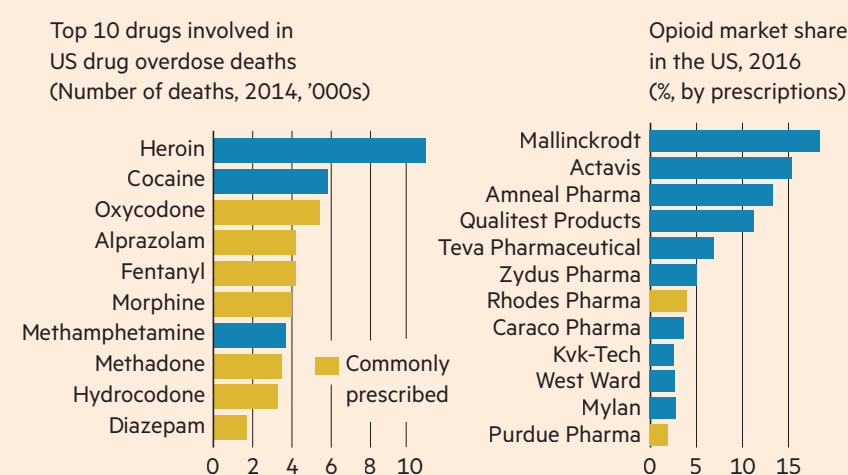
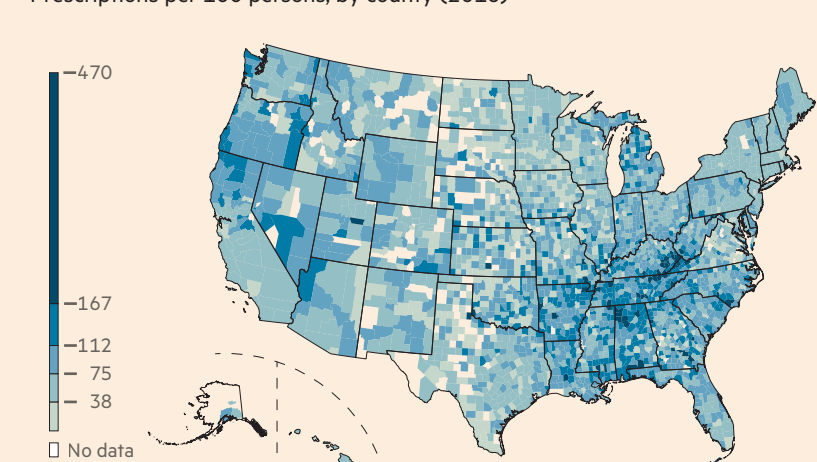
Another sales rep says they were discouraged from reporting a suspicious doctor's surgery to the authorities — a possible "pill mill" that might have been set up with the express purpose of prescribing and profiting from opioid painkillers. A person close to the company says they tried to tell their superiors, but were told they could not report the surgery because it was a satellite outpost of a larger practice that was located in another rep's sales region.

"It was only open two-and-a-half days a week," says the rep. "It was a small dirty, bare room with plastic chairs, but it was always packed with patients."

Ms Panara's managers warned her not to overtly claim that OxyContin was better or safer than other opioids — which is what landed the company in so much trouble in 2007. However, she says she was trained to talk about the product in ways that implied it was safer. For instance, Ms Panara touted the benefits

**'Purdue would not have been able to grow the pie unless it could get physicians to prescribe more opiates overall'**

Prescription opioid crisis in the US  
Prescriptions per 100 persons, by county (2016)



Graphic: Alan Smith  
Sources: Centers for Disease Control and Prevention; FT research; Institute for Medicaid Innovation

**Speed read**

**Legal pressure** Purdue faces more than 1,000 lawsuits claiming it ignited and fuelled the opioid crisis

**New links** Purdue's owners also own Rhodes Pharma: their combined opioid output is the seventh biggest in the US

**Penalty risk** Prosecutors will need to show that Purdue violated a 2007 settlement on its marketing of opioids

rival companies. Between 2008 and 2010, roughly \$1.3bn worth of generic extended release oxycodone was prescribed by doctors, according to figures from Iqvia, a data provider.

One official at the US Department of Health and Human Services describes the set-up as unusual: "It's the equivalent of asking a McDonald's store manager to grow sales of Burger King and KFC." But Ronny Gal, a Bernstein analyst, says: "As the leader in the field, Purdue would not have been able to grow the pie unless they could get physicians to prescribe more opiates overall."

A former senior manager at the company describes the strategy as a "one, two punch", explaining that as long as doctors were comfortable prescribing an opioid — even if it was not Purdue's — then sales reps could convert them to OxyContin in time.

**Big presence**

One company that would also have benefited from greater demand for opioids is Rhodes Pharma, a drugmaker also owned by the Sackler family. The Rhode Island-based company was set up in November 2007, according to registration documents filed in Delaware — just four months after Purdue pleaded guilty to misleading patients and doctors.

Rhodes has not been publicly connected to the Sackler family before, and their ownership of the company may weaken one of their defences: that they cannot be held responsible for the opioid crisis because Purdue accounts for a small fraction of overall prescriptions.

In an article on its website, entitled "Common Myths About OxyContin," Purdue says: "The terms oxycodone and OxyContin are often used interchangeably... News reports often mistakenly refer to OxyContin, even when other medications containing oxycodone are specifically named by authorities."

The article says OxyContin accounted for just 1.7 per cent of total opioid prescriptions in 2016. However, according to figures seen by the FT, Rhodes is a much larger producer of opioids by volume, and the combined companies accounted for 14.4m prescriptions that year, giving them an overall market share of 6 per cent in 2016.

That would make Purdue-Rhodes the seventh largest opioid manufacturer in the US, just behind generic drugmaking giant Teva, and well ahead of many of the other companies targeted in the recent wave of litigation, such as Johnson & Johnson, Endo and Depomed.

According to an FDA database, Rhodes Pharma makes a wide range of opioid products containing highly addictive opiates such as morphine, oxycodone and hydromorphone. Although registered as a separate entity from Purdue, employees say that little distinction is made internally between the two companies. Staff share the same employee handbook, according to a copy of the 2017 manual seen by the FT.

A former senior manager at Purdue says Rhodes was set up as a "landing pad" for the Sackler family in 2007, to prepare for the possibility that they would need to start afresh following the crisis then engulfing OxyContin. It could still serve the same purpose, he says, noting the company's decision to hire restructuring experts last month. People familiar with Purdue's finances say they are under pressure as it struggles to contend with mounting legal bills and falling sales of OxyContin.

The former employee is one of hundreds of people who have departed the drugmaker this year, some of whom left because they knew people who had become addicted. "There were a lot of people who had personal experiences — family members and friends who became addicted — and they started to ask if the benefits of opioids outweigh the risks," the person says. "I think that unless you're a zealot it's hard to see that they do not."



**\$79bn**  
Annual bill in the US for the opioid epidemic, according to the CDC

**14.4m**  
Number of prescriptions sold by Purdue and Rhodes in 2016

**42,000**  
Deaths in 2016 in the US resulting from the opioid crisis

of a 12-hour formulation, which releases the drug into the body over a longer time period than traditional opioids.

"You could say that with a shorter-acting medication that wears off after six hours, there was a greater chance the patient was going to jump their dosing schedule and take an extra one a little earlier," she says. "We couldn't say [it was safer], but I remember we were told that doctors are smart people, they're not stupid, they'll understand, they can read between the lines."

In its statement to the FT, Purdue said "we have strived to do better". It said it had strengthened its ethics and compliance programme, "repeatedly retrained" its sales force and in early 2018 ceased all promotion of opioids.

A person close to Purdue claims it has not received a warning letter from the US Food and Drug Administration since 2005 related to OxyContin promotion.

Ms Panara and another sales rep say they were incentivised to increase not just sales of OxyContin but also generic versions of extended release oxycodone. Whereas pharma salespeople are usually compensated based on their ability to grow sales of a particular medicine, part of the bonus for Purdue's staff was calculated in relation to the size of the overall market, according to compensation statements seen by the FT.

The set-up meant that Purdue's marketing force was indirectly supporting sales of millions of pills marketed by





# FINANCIAL TIMES

'Without fear and without favour'

TUESDAY 11 SEPTEMBER 2018

## India's misguided move towards data localisation

*New rules are needed to guarantee cross-border flows of information*

It would seem perverse for an emerging economy desperate for growth and profits deliberately to damage one of its most successful export sectors. But India, where the threat of self-destructive protectionism never quite goes away, is shaping up to do exactly that.

A draft government policy envisages a ban on the international transfer of data generated by Indian ecommerce users. A similar policy implemented by the Reserve Bank of India will prohibit companies sending financial data abroad from October.

Both Indian and foreign companies, particularly from the US, have protested. They are right to do so. Such data localisation measures are on the rise around the world. Frequently they use legitimate concerns such as cyber security or privacy as covers for old-fashioned protectionism.

In India's case, the moves have been egged on by domestic companies, including data centre and digital payments groups, trying to keep out foreign competition. This is short-sighted. India has benefited mightily from its IT industry engaging with the world economy. A boost for a few Indian companies will be outweighed by lower efficiency from using relatively expensive domestic data storage, and by the loss of foreign processing business.

The measures are a further move towards breaking up the world into a series of data regimes, a phenomenon sometimes named the "splinternet". This could seriously retard the growth of data-enabled innovation beyond simply the delivery of online services.

Increasingly, goods supply chains have an associated data stream feeding information back and forth between the manufacturer and the user. Such services will take a rising share of value-added in consumer and capital goods. Growth will be restricted if data cannot be aggregated internationally.

There are entirely legitimate reasons for restricting the free movement of data, chief among them being concerns about privacy. While some of the toughest restrictions on data movements are in surveillance states such as Russia and China, some EU countries have also brought in data localisation measures with privacy in mind. For historical reasons, Germany is particularly sensitive to concerns in this area.

Yet a properly-constituted system of free data flow could have clearly defined safeguards to protect the privacy and security of personal information. The best solution would be clauses written into trade agreements — or a standalone treaty — guaranteeing the exchange of information subject to that condition.

At the moment, as so often with international trade and commerce, there is a dearth of governments trying to take the initiative. The US used to be at the forefront of this, putting substantive provisions on data flow into the 12-nation Trans-Pacific Partnership trade deal. To the credit of the countries that remained and completed the deal after President Donald Trump pulled the US out of the pact, they kept the provisions in. But beyond that there is a lack of momentum.

Meanwhile, the EU has largely removed itself from the game. Rather than reciprocal trade deals it relies on unilateral "adequacy agreements" allowing information exchange with authorised countries or companies. Such deals are uncomfortably fragile, being subject to unilateral revocation and vulnerable to legal challenge.

As long as no one is taking the lead on data governance, governments like India's can argue they are merely following international norms. If the benefits of the information economy are to be maximised, data flow is a hole in global governance that needs to be filled.

## Tightening up China's Belt and Road Initiative

*Beijing's lending could fuel a debt crisis in the developing world*

Chinese officials have long talked up the "win-win" attributes of their engagement with other developing countries. China wins contracts, markets and access to raw commodities. Its partners win infrastructure and investment, and an ally that, unlike western countries, eschews obvious political conditionality in return for loans. The mutual benefits can indeed be great. A growing number of the recipients of Chinese credit are discovering, however, that the purported "win-win" formula also creates losers.

US officials claim to see a pattern in which Beijing has encouraged indebtedness in order to gain control of strategic assets when debtors default on repayments. Whether China is doing this deliberately or not — and Beijing strongly denies this — the effect in parts of Africa and Asia is noteworthy.

For good reason, Pakistan plans to renegotiate agreements signed under Chinese President Xi Jinping's Eurasian African infrastructure rollout known as the Belt and Road Initiative. Malaysia has gone further and cancelled about \$5bn worth of pipeline projects linked to the same Chinese programme. Kuala Lumpur had already suspended another \$20bn in BRI schemes and is investigating links in some of them to the scandal-plagued 1Malaysia Development Berhad investment fund.

It is in the interest of both countries to review how strategic, commercially sound and clean these projects are. Pakistan is in the throes of a balance of payment crisis brought on in large part by the scale of its borrowing under the \$62bn China-Pakistan Economic Corridor plan — the most ambitious part of the BRI. This risks triggering a row between Beijing and Washington, which places the IMF in the unenviable role of arbiter of the competing interests of two

of its three largest shareholders. Last month, members of the US Senate accused China of "weaponising capital" and called on the Trump administration to ensure the IMF does not leap to the rescue of countries struggling to repay Chinese loans. There is a whiff of hypocrisy in this, given the reckless nature of past US lending. If the real concern in Washington is to maintain US influence in the developing world in the face of Chinese rivalry, it needs to raise its own game.

But there are also valid reasons for US concern. No doubt, Chinese financing is supporting growth in Africa and Asia. No doubt, too, it is increasing the risk of distress in vulnerable clients. A detailed recent study by the Center for Global Development found this was the case in 23 of 68 countries with BRI funding, eight of which already have unsustainable levels of sovereign debt.

Sri Lanka surrendered a 99-year lease to a Chinese conglomerate for a port financed with loans from Beijing that failed to generate much income. Ports in Pakistan and Djibouti, where both the US and China have military bases, are vulnerable to similar takeovers.

It is not the role of the IMF to safeguard America's national security interests. But it is the IMF's job to sound the alarm over irresponsible lending and borrowing.

Although discredited by its failures to do this correctly in the past, there is no reason that the IMF should not improve in future. It should also lean on China to join the Paris club of international creditors, or at least subscribe to the same standards of sustainability and transparency.

The burgeoning problems associated with opaque Chinese lending have global implications. China's reputation as a development financier is on the line.

## Letters

Sarah Sands' prediction that "Five-generation families are our future" (September 8/9) is unlikely to come true if current patterns of family formation continue because the median age at which women are becoming mothers is now 30, five years later than their mothers or grandmothers. The generation gap is increasing and more women are becoming grandmothers later in life. They are the sandwich generation. Altogether 62 per cent of over-50s in

England have at least one grandchild. Half of working mothers rely on grandparents for some childcare.

The narrowing gap between the life expectancies of men and women means older men are more likely to be caring for a wife than their fathers were. Among the 6.5m carers in the UK, half are aged over 55, including a million over 65. Altogether, nearly one in five women and one in eight men aged between 55 and 64 years are carers and 20-30 per cent of them are

caring at least 35 hours a week. With the raising of the state pension age to 65 years for women, they are expected to combine care with employment. Employment rates have increased among women affected by the higher SPA but it is still under half and a recent Institute for Fiscal Studies study found one in five, compared with 6 per cent pre-reform, were in poverty.

Inequalities facing the sandwich generation are substantial. There are huge variations in health expectancies

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## Juncker's appointment should not set a precedent

The *spitzenkandidat* system was adopted by the European Parliament in a classic EU power grab after its last elections in 2014. Until then, commission presidents had been chosen by the European Council of national leaders on its own. The European Parliament, however, found a moment of weakness on the council to press its case and the council endorsed Jean-Claude Juncker, the *spitzenkandidat* proposed by the loose party grouping that won the most seats in the 2014 EU parliamentary election.

Your article ("EU fires starting gun in race for top jobs", September 4) implies the 2014 experiment has set a permanent precedent, but there is no legal or constitutional reason for the European Council to permit this.

Indeed, acceptance of such a precedent would represent a further erosion of national influence within the EU at a time when the anti-federalist tide is running strongly.

Arguments that the *spitzenkandidat* system enhances electoral accountability do not wash. National leaders have greater democratic legitimacy than MEPs, with national elections recording much higher turnouts than the paltry 43 per cent in the 2014 EU elections. Anyway, who trusts a constitutional system in which the arrangements are constantly in flux?

Finally, examine the outcome of the first use of the *spitzenkandidat* system. Under Mr Juncker's leadership, the European Commission has failed effectively to handle mass immigration and its aftermath, the eurozone mess has deepened, the Visegrad countries have been alienated and Britain has voted for Brexit. Then there is the recent controversial promotion of Mr Juncker's *chef de cabinet* to head the EU civil service and, fair or not, his bibulous reputation.

A reversion to the normal method for selecting commission presidents would seem fully justified.

**Gregory Shenkman**  
Director, Institute for Public Policy Research, London W8, UK

## The IPPR's analysis has been widely endorsed

In his review of the Institute for Public Policy Research Commission on Economic Justice's report ("Weighing the remedies for Britain's economic injustices", September 8), Jesse Norman misrepresents some of its key arguments. He says it focuses on the UK's economic problems since the financial crisis and should instead have taken a longer view. But that is precisely what the report does, arguing that our under-performance in



'It's casual Thursday'

investment, productivity, trade and geographic inequality go back 30-40 years. He implies the report ignores the build-up of debt in that period. On the contrary, we point to this as a source both of the UK's unbalanced growth model and its uncompetitive exchange rate despite a trade deficit. He says we neglect the role of government in fostering the success of the UK's leading sectors; in fact we emphasise this point in arguing for a more diversified industrial strategy.

Mr Norman doubts the report will get bipartisan support for its implementation. But the remarkable breadth of people and institutions which have endorsed its broad arguments (though of course not every policy recommendation), ranging right across the political spectrum, suggests a deeper conclusion.

This is that, 10 years after the financial crisis, a consensus is finally being reached on the need for a fundamental change of economic direction. Our polling shows widespread public agreement with the key arguments and major proposals of the report. I would urge FT readers to judge it for themselves.

**Michael Jacobs**  
Director, Institute for Public Policy Research, London WC2, UK

## After saving the world, TSB should be a breeze

Your profile of Richard Meddings ("Richard Meddings will need rugged determination in top TSB job", September 8) might have mentioned that he (with Peter Sands) is widely credited with devising the banking capital injection scheme which enabled Gordon Brown to "save the world" in October 2008. Saving TSB ought to be a walk in the park after that.

**Rupert Boswall**  
Staplehurst, Kent, UK

## A spectacular success for tea-pickers

Techno-optimists mesmerise global audiences with visions of how cutting-edge technology — from 3D printing to gene editing to artificial intelligence — will boost economic productivity and transform human lives. Often forgotten in this euphoria is how many people have yet to benefit from older, more humble technologies — such as a pair of spectacles.

In India's tea-growing Assam state, a recent randomised control trial highlighted the dramatic economic benefits of reading glasses for ageing tea-pickers suffering from presbyopia — the decline in near-vision that comes with age.

The research took place last year at the peak of the harvest season, when tea-leaves are abundant. The only constraint is how fast the workers can pluck. Before the trial, not one of the 751 enlisted tea-pickers, all over the age of 40, had glasses. For the study, half got simple reading glasses — like those sold over-the-counter in many western countries — and half did not.

Professor Nathan Congdon, of Queen's University Belfast, says the results — published recently in the *Lancet* — were unequivocal, if unsurprising. Workers with glasses plucked around 5kg more tea each day than those without — a 21 per cent increase in productivity. Tea-pickers over the age of 50 recorded even bigger gains, at 31 per cent.

"For picking tea, that ability to see things up close is very important — to determine whether a bud of tea is ready to be picked or not," he says.

## Thinking like an engineer will make software safer

Lex is right, cyber attacks are a systemic threat ("BA/cyber attacks: the next systemic crisis", September 8). Almost all software is insecure because it is not seen as an engineering product that needs scientific foundations. Most vulnerabilities that cyber attacks exploit can be traced to errors in software design and programming. Such errors are pandemic because programming has evolved not as an engineering profession but as a branch of creative writing — and even worse, one where plagiarism is strongly encouraged.

Programmers make many mistakes in their own code and they also include vast amounts of software that they did not write and that they do not fully understand. They rely on testing to find all the errors, even though computer scientists know that most errors in complex systems will never be found in any practical amount of testing. Although it is possible and practical to design and build software systems scientifically and to reason about correctness and security, there are few incentives for the software industry to adopt rigorous methods and tools, and regulators have failed to address this market failure. Until they do, the systemic threat from cyber risks will continue and it will get worse.

**Prof Martyn Thomas**  
Fellow of the Royal Academy of Engineering, London SW8, UK

## Bridge to Belfast needs a Chinese sense of urgency

The "Greater Bay Area" project featured in the FT (September 3) should be an inspiration to the UK.

The UK needs the "Belfast area bay project". The integrity of the United Kingdom in political, economic and social terms demands a physical interconnection, namely a bridge between Galloway and Belfast. At the very minimum the end result will be more internal UK trade.

Belfast would emerge as a port of increased importance for the UK as a whole in terms of transatlantic trade given the proximity to the north Atlantic and the great circle route.

This would place the UK in a more pivotal position between the transatlantic route and the increasingly interconnected markets of Europe and Asia via the Channel tunnel.

The imperative of post-Brexit competitiveness demands such an expansion of infrastructure in the here and now. In this context the UK government needs to develop a Chinese sense of urgency.

**John Barstow**  
Pulborough, West Sussex, UK

associated with education and employment opportunities, environment and lifestyle. In some parts men are living 14.1 years and women 15 years longer in "very good health or good health" than in other parts (Office for National Statistics). Sadly it is not true that "we are all spreading our wings, young and older".

**Hilary Land**  
Professor Emerita of Family Policy, School for Policy Studies, University of Bristol, UK

## Balkans frontier squabble exposes double standard

While I have no particularly firm view on the benefits or otherwise of the redrawing of the border between Serbia and Kosovo ("Land-swap proposal triggers Balkan unease", September 7), I can only be amazed by the double standards of those, both in the area and in the wider EU, who supported the creation of an independent Kosovo but are opposed to the proposed redrawing on the basis of the inviolability of borders in Europe.

What makes current borders inviolable while earlier ones became "adjustable"? What was the 1999 break-away of Kosovo from Serbia if not a forcible redrawing of Serbia's borders on an ethnic basis?

**Stephen C Capsaskis**  
Athens, Greece

## Efforts to close the 'doom loop' are destined to fail

Thomas Huertas ("Bank holdings of sovereign debt need scrutiny", Letters, September 7) makes very reasonable proposals on how to control the "doom loop" of government debt making the banking system more risky, while the banks make the government's finances more risky. But the sensible reforms he recommends won't happen and can't happen, for a simple reason: the financial regulators who would have to take the actions are employees of the government which wants to expand its debt. A top priority of all governments is to be able to increase their debt as needed. The regulators will not act against this fundamental interest of their employer.

An egregious example of this problem in the US context is that as the bubble inflated the banking regulators did, and still do, allow the banks to hold unlimited amounts of the debt of Fannie Mae and Freddie Mac, the government-backed mortgage firms, long since failed and in conservatorship.

Moreover, the regulators allowed (and indeed promoted, through low capital requirements) banks to own and finance with deposits the preferred equity of Fannie and Freddie. But what were the poor regulators to do? Their employer, the US government, wanted to expand housing debt and leverage through Fannie and Freddie, and they went along.

**Alex J Pollock**  
Distinguished Senior Fellow, R Street Institute, Washington, DC, US

### OPINION ON FT.COM

**Nick Butler**  
Why Donald Trump's ambitions for US gas are based on shaky foundations  
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regulations that tightly restrict glasses' prescription and sale.

But from 2012 to 2017, another charity founded by Mr Chen trained Rwandan nurses to carry out basic vision tests and then screened 2.5m people. The result: 300,000 obtained glasses — 90 per cent of them, simple reading glasses. Now, the charity is replicating the initiative in Ghana.

Meanwhile, Clearly is working with researchers to create a body of scientific evidence that glasses matter — to persuade policymakers that investing in eye-care can bring socio-economic dividends.

Next on the research agenda is to study how glasses can boost productivity in the garment sector, extend employment, boost educational outcomes and reduce road accidents.

"If you can't see clearly, it's obviously going to affect you, but that's not good enough for policymakers and government ministers. They need evidence," Mr Chen says. He admits, however, to being sometimes puzzled about why such arduous exercises are really necessary.

"The top five [male] executives of the World Bank — in their official photos — they are wearing glasses, but they can't figure out that the beneficiaries they are trying to help might get benefits?" he says. "This solution has been around for 700 years. It's time. We can fix this."

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## India Notebook

by Amy Kazmin



## Opinion

## A new centre party will have to wait

## POLITICS

Robert Shrimley



The thunder of the centre party timpani, or perhaps the tinkle of the Liberal Democrats, grows louder. From the terraces of Twickenham to the dining rooms of Dulwich, the anticipation mounts. The realignment of UK politics is at hand, or close, or coming soonish. A new moderate party (details to be advised) with a fresh, charismatic leader (name to follow) is coming with a bold policy platform (to be determined) that will heal the divisions and break the mould of British politics. En Marche!

The conditions could hardly be more propitious. The Tories are in chaos over Brexit and could soon elect a populist rightwinger as leader. Labour has been taken over by Marxists, described by the former head of the Commission for

Racial Equality as being “led by anti-Semites and racists” and is in the process of purging moderate MPs — in one case live streamed by Iranian TV. Moderates know there is no future for them in Jeremy Corbyn’s Labour.

Meanwhile, the most momentous issue of modern times could be heading to the hardest of conclusions almost by default. So yes, there is a desperate need for a moderate, market-orientated party of social justice. And there is likely to be one, if not a full-blown new party then at least something that puts the boosters under the stagnant Liberal Democrats, with whom a new group will need to work. What price the Lab Dems?

Yet the rush needs to be halted. Those tempted are right to be cautious. The UK’s voting system is heavily weighted against new parties — there is no French run-off to speed the arrival of our Emmanuel Macron — and they will only get one shot at this. So while the time is coming, there are four good reasons why now is not yet the right moment.

The first is that there is no obvious leader. This tends to matter: none of the contenders yet have that combination

of passion, charisma and determination that is the prerequisite for any venture having even the semblance of a chance. The 1980s breakaway Social Democratic party had three national figures and still failed. With the right leader there is a chance; without, there is none.

Second, they do not yet know what will happen to the Conservatives. A post-Brexit party led by Boris Johnson is

**There may be a gap in the philosophical market, but there is no clear evidence of a demand for it**

a different prospect to one led by, say, Sajid Javid — not least if a new group is to attract defecting Tories. The current civil war may continue, but it may burn far less hot. As Theresa May’s early popularity showed, the Tories are capable of closing a gap in the centre very quickly.

Thirdly, there is a fight to be had now over Brexit and any breakaway from Labour will weaken that battle. Leaving

aside the rights and wrongs of the case for a second referendum (I am dubious), the party is being nudged towards the idea. The leadership is resisting, preferring instead to focus on bringing down Mrs May. But even if it holds off the People’s Vote campaign, Labour can certainly be pushed into at least adopting the softest of Brexits. The pro-Europeans correctly judge that this can only be done from within. In the short term then, they will park their fury over anti-Semitism and purges while there is a chance of pulling Labour their way.

Finally, and crucially, any new grouping needs to be about more than Brexit. There is little benefit in becoming the Remain party just as the UK leaves. Pro-Europeanism will be central to its platform but it cannot be what defines it.

There may be a gap in the philosophical market; there is no clear evidence of a demand for it. Last year, in the most polarised election for 30 years, nearly 83 per cent of voters backed the two main parties. In England it was 87.5 per cent.

Voters have made clear their desire for change. A party that offers a return to the cosy continuity of the Tony Blair

and David Cameron eras is not going to succeed. To stand any chance it must be more than the party of the metropolitan liberals. It will need to speak to provincial towns and hard-pressed families, to tackle the issues of economic fairness and injustice, ground on which Labour will certainly fight and which at least some Conservatives also recognise. It cannot surrender to soft liberalism. It will have to speak to concerns over immigration and appear tough on law and order. It will have to address the deepening crisis in public services and the inequality of life chances. If all this sounds rather Blairite, well there’s the rub, because it needs the appeal of Blairism and without the toxicity of Mr Blair.

Get everything right and the prospects are still slim. But politics is so volatile that the right leader with the right programme might just have a chance, if not to win then at least to force the two big parties back towards the centre. Even so, until the would-be splitters can launch with a conviction to dazzle the voters they are right to bide their time.

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## Biological bounty is the ocean’s richest treasure

## SCIENCE

Anjana Ahuja



The high seas are stocked with untold riches. Not gold or rubies hidden on shipwrecks but a more contemporary kind of treasure: the DNA of millions of marine creatures. The harvesting of this biological bounty is already under way. Around 13,000 genetic sequences from more than 800 marine species have been patented — with just under half of all patents belonging to the German chemicals company BASF. These striking statistics will feature in UN discussions that have begun in New York on a contentious issue: who should own and profit from the ocean’s immense biodiversity?

The question is as broad as the ocean is deep, with cutting-edge science, commerce, and international treaties and conventions overlapping with discomforting complexity. Nations are protected from biopiracy — the plunder of native plant and animal DNA — under the Convention on Biological Diversity and the 2010 Nagoya protocol. But this protection, afforded around national shores, lapses in international waters, which begin 200 nautical miles out.

Here, governance becomes hazy. The 1982 UN Convention on the Law of the Sea, which predates the genetic revolution, contends that the resources found on or below the seabed, such as minerals, are the “common heritage of mankind”. The uncertainty of how this principle applies to marine genetics — combined with an enshrined freedom to roam the high seas — is turning

**The patenting of sea life recalls the protracted legal battle over the ownership of human genes**

the oceans into a genetic Klondike.

Marjo Vierros, a senior fellow in global marine governance at the United Nations University, the UN’s academic arm, has charted commercial interest (patents) in almost every kind of marine organism: marine sponges, corals, worms, molluscs, algae, fish (including sharks), and micro-organisms (archaea and bacteria). Many genetic sequences are destined for use in the chemical industry, but some show promise as new medicines or even as ingredients in cosmetics.

The majority of existing patents cover marine species found in protected national waters, but the most valuable may lurk in far-off depths. The bottom of the ocean is home to extremophiles, organisms that have adapted to chilly temperatures, crushing pressures and, near hydrothermal vents, the acidic environment. Identifying the genes that allow vent-dwelling organisms to thrive — and then splicing those into, say, crops that could be grown in acidic soils — has obvious commercial potential. The global market for marine biotechnology is expected to reach \$6.4bn by 2025.

BASF did not need to mount expensive fishing expeditions for its patent trove: it netted most of them simply by scouring public genetic databases and then, entirely legally, applying for patents. Robert Blasiak, an ocean management researcher at Stockholm University, documented the marine gene-grab in a recent paper in *Science Advances*.

As well as discovering the dominance of BASF, the analysis of nearly 13,000 marine gene patents showed that 165 countries owned none, raising legitimate questions of social justice. He has written about the “urgency of clarifying the legal regime around access and sharing of marine genetic resources”. One idea is for patent-holders to pay into an international global fund, from which poorer countries could benefit.

The patenting of sea life recalls the legal battle over the ownership of human genes. It began in the mid-1990s when Myriad Genetics filed patents for two genes associated with breast cancer. The company developed a proprietary \$4,000 diagnostic test and sued rivals touting cheaper ones. This lasted until 2013, when the US Supreme Court finally ruled the Myriad patents invalid because DNA is a product of nature.

Now we must collectively venture on to the high seas to ask to whom the sponges, corals, fish, molluscs, worms, and even the bacteria, rightly belong.

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## America, China and the route to a trade war

## FOREIGN AFFAIRS

Gideon Rachman



Trade wars are good, and easy to win.” Donald Trump’s breezy tweet of last March may go down in history as the economic equivalent of a prediction in Britain, in August 1914, that the first world war would “all be over by Christmas”.

The US president’s initial tariffs, imposed on \$50bn-worth of Chinese exports in June, did not bring swift victory. Instead, they were met with Chinese retaliation. Now Mr Trump is preparing to impose tariffs on a further \$200bn-worth of imports from China, which will probably be met, once again, by a tit-for-tat response from Beijing. The world is on the very brink of a major trade war between the US and China, and it is unlikely to end quickly.

To date, markets have been oddly relaxed about all this. Perhaps they have assumed that a last-minute deal would be reached between the US and China? But that is far too complacent. Instead, there are political, economic and strategic reasons that are pushing the two sides towards prolonged confrontation.

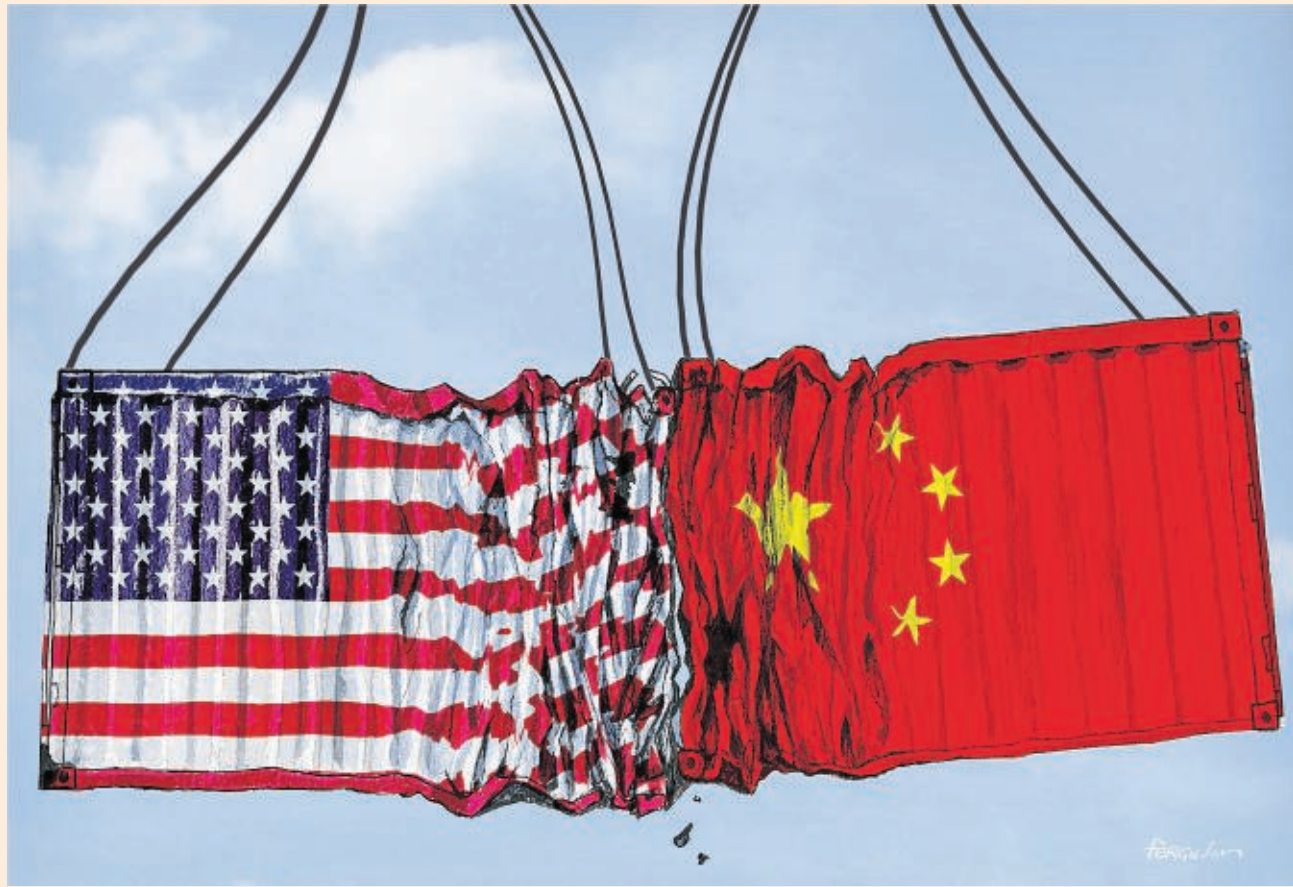
If both sides proceed as threatened, they will soon have covered more than half of their bilateral trade — with Mr

Trump threatening even further tariffs after that, which would essentially cover all Chinese exports to the US.

America’s biggest companies and products are already in the line of fire. Apple warned last week that the cost of its products will rise if the next round of proposed tariffs are imposed. It was met with a presidential suggestion that they relocate production to the US. American farmers, hit by Chinese tariffs on soybeans, have been offered government subsidies and appeals to their patriotism.

For political reasons, both Mr Trump and President Xi Jinping of China will find it very hard to back away from this fight. It is possible that Mr Trump would accept a symbolic victory. But Mr Xi cannot afford a symbolic defeat. The Chinese people have been taught that their “century of humiliation” began when Britain forced the Qing dynasty to make concessions on trade in the 19th century. Mr Xi has promised a “great resurgence of the Chinese people” that will ensure that such humiliations never occur again.

There is also reason for doubt that, when it comes to China, the Trump administration would settle for minor concessions — such as Chinese promises to buy more American goods or to change rules on joint ventures. The protectionists at the heart of the administration — in particular Robert Lighthizer, the US trade representative, and Peter Navarro, policy adviser on trade and manufacturing in the White House — have long regarded



China as the core of America’s trade problems.

Optimists will take heart from the fact that Mr Trump has backed off, possibly temporarily, from the dire trade threats he was aiming at Mexico and the EU. The Mexicans have promised to restructure automobile supply chains, and the EU has pledged to buy more American soybeans and gas, and to open discussions about a free-trade pact.

But the US’s complaints about China are much more far-reaching than its concerns about the EU or Mexico. They relate not just to specific protected industries, but to the entire structure of the Chinese economy.

In particular, the US objects to the way China plans to use industrial policy to create national champions in the

**For political reasons, Trump and Xi will find it very hard to back away from this fight**

industries of the future, such as self-driving vehicles and artificial intelligence. But the kinds of changes that the US wants to see in Beijing’s “Made in China 2025” programme would require profound changes in the relationship between the Chinese state and industry that have political, as well as economic, implications.

Seen from Beijing, it looks as though the US is trying to prevent China moving into the industries of the future so as to ensure continued American dominance of the most profitable sectors of the global economy, and the most strategically-significant technologies. No Chinese government is likely to accept limiting the country’s ambitions in that way.

The contest over future technologies also underlines the fact that there is a strategic aspect to this trade rivalry — something that is completely lacking in the Trump administration’s confrontations with Mexico, Canada or even the EU.

China is the only plausible rival to the US as the dominant power of the 21st century. So while Mr Trump’s trade tar-

iffs reflect his own personal quirks — in particular, his longstanding protectionism — they are also part of a broader mood-shift within the US.

Large parts of the US establishment, well beyond the Trump administration, have soured on the idea that economic engagement is the best way to deal with a rising China. Instead, the appetite for confrontation is growing. Prominent Democrats are now as vocal in their calls for tariffs and trade sanctions on China as Mr Trump.

The dangers of US-Chinese confrontation over trade are amplified by the fact that both sides seem to believe that they will ultimately prevail. The Americans think that because China enjoys a massive trade surplus with the US, it is bound to suffer most and blink first. The Chinese are conscious of the political turmoil in Washington and the sensitivity of American voters to price rises.

Both sides are preparing for a trial of strength. It is unlikely to be over by Christmas.

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## The case for maintaining net neutrality

## TECHNOLOGY

John Thornhill



Few people who have any interest in net neutrality appear neutral on the subject. For some, slightly mystifying, reason, the arcane subject of internet traffic management has become one of the great ideological wedge issues of our time, pitting open internet evangelists against free market champions.

For a technically complicated debate, it has aroused passions around the world. The comedian John Oliver has said that the only two words in the English language that offer more boredom than net neutrality are “featuring Sting”. But he has still persuaded hundreds of thousands of concerned internet users in the US to bombard the Federal Communications

Commission with emails supporting the principle.

The term was first coined by Tim Wu, a Columbia University law professor. It enshrines the principle that internet service providers should provide all online content and services on an equal basis. When delivering data, ISPs should not discriminate by speed or price.

Last month, that principle was upheld in India when the government issued rules mandating net neutrality. The government’s intervention was preceded by a lively four-year debate, during which 800,000 users emailed the Telecom Regulatory Authority of India in one week in 2015 demanding a “free and fair” internet.

Open internet advocates were elated, boasting that India now enjoyed the strongest net neutrality regulations in the world. However, critics attacked the move as “cyber socialism” that might deter providers from expanding coverage to India’s unconnected. The rules would also be near-impossible to monitor or enforce, they argued.

In the US, government policy has been heading in the opposite direction.

In June, the Trump administration scrapped Obama-era rules enforcing the principle, arguing that government should not micromanage the internet. But the administration’s deregulation drive is being resisted by some US states. Last month, Californian legislators approved a bill defending net neutrality. Oregon, Vermont and Washington have already enacted similar legislation. But

**The public debate is often based on partial information, corrupted by corporate lobbying**

the betting is that federal law will still ultimately prevail.

If policymaking could be subjected to A/B testing then the differing approaches of India and the US might be instructive (although there may be too many variables to reach a definitive judgment). Which policy will stimulate greater innovation?

At the level of principle, both camps

make clear and valid points. The “rage against the machine” crowd argues that it is harmful for the delivery of data to be deliberately slowed down — or throttled — to give privileged, paying customers a faster service. That only entrenches rich incumbents over disruptive insurgents, stifles innovation and hinders new online businesses from emerging.

But some free-market economists counter that it is perverse to prevent a business that may be critically dependent on reliable and timely data provision from buying faster services from a willing seller. Any abuses of data provision are better dealt with by existing consumer protection and competition rules. Turning the internet into a de facto public utility erodes market incentives to improve infrastructure or data compression, or invent better methods of data delivery in the era of 5G.

But when the discussion descends from the lofty heights of principle to the messy terrain of practicality then many of these distinctions melt away. In practice, ISPs already throttle delivery of data at peak times. When we all return home to binge-watch Netflix movies at

the same time then data delivery has, in effect, to be rationed. Moreover, even India’s rules accept that certain exceptions should be made. Exemptions are allowed for “critical” internet of things services, such as autonomous cars and remote diagnostic surgery.

In truth, the arguments over net neutrality involve complex trade-offs and are a matter of broader societal choice. But that public debate is often based on partial information, corrupted by corporate lobbying, and mangled by dysfunctional political systems.

In a world that corresponds to economists’ assumptions of perfect competition and rational actors, we would not need net neutrality rules. But until that happy day arrives and goodwill, peace, and free chocolate ice-cream descend upon the earth, then we should defend this necessary principle.

It is better to enforce equal access with some exemptions, as in India, than to allow a handful of ISPs to discriminate between users in far-from-perfect markets.

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# Lex.

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## Geely/Volvo: hitting the brakes

Better safe than sorry. Volvo Cars, famous for inventing the modern seatbelt, has long been renowned for its risk-averse approach. Its trademark caution is displayed in a decision to delay its initial public offering. The Swedish carmaker and Geely, its Chinese owner, feared that trade wars would hit the valuation.

The decision contrasts with that of Aston Martin, which on Monday confirmed plans to float. But the James Bond carmaker reckons it can sell itself as a luxury brand. That could give it some immunity from woes afflicting volume carmakers. Volvo reasonably thinks it might be dragged down by these jitters. The Stoxx 600 Autos & Parts index has dropped 15 per cent this year.

Even so, Volvo's IPO is more hampered by an overblown price target than the tariff tit-for-tat. The direct effect of this on Volvo should be limited. Over the six years to 2017, Volvo quadrupled the Chinese share of its production to about 17 per cent. It has started sourcing its XC60 sport utility vehicle, for sale in the US, from Sweden instead of China to avoid higher tariffs. A new US manufacturing base in South Carolina will add to its flexibility.

The valuation sought by Geely looks a bigger stumbling block. At \$30bn, it would be over 16 times what Geely paid Ford for the whole business in 2010. That looks excessive, for all that Geely has presided over a remarkable recovery. It gave Volvo access to funds and with it, scope for reinvention. As a result, Volvos are no longer the butt of jokes such as this: What do you call a Volvo at the top of a hill? A miracle.

Bankers tried to justify the valuation by pointing to the group's other assets, such as its Polestar electric-car brand and its unfettered access to the Chinese market. At \$30bn, Volvo's enterprise value would be 10 times its 2017 ebitda. Even with plans to double sales by the middle of the next decade and raise its profitability by 50 per cent, that is high. By contrast, the enterprise value of BMW is five times trailing ebitda. Daimler's is just over two times.

Volvo will hope its float is postponed, not cancelled. It wants extra cash to back its ambitions in electric and self-

driving ambitions. But when the group eventually comes to market, Geely will need to be less demanding. Like their drivers, Volvos are conservative and understated. The same will probably apply to their maker's valuation.

## Snap: ghosted

Kylie Jenner noted her dwindling use of Snapchat with the words: "ugh this is so sad". The model and reality TV star is not alone. Daily active users fell by 5m in the last quarter. Shares in Snap have gone the same way. At less than \$10, the stock trades at a painful discount to last year's \$17 IPO price.

Ms Jenner's lament earlier this year highlighted the problems of a social media platform sold to investors on the promise of fast growth. Instagram's cloning of Snapchat's distinctive features mean its disappearing stories and bunny-face filters are no longer unique. Snap cannot compete with Instagram's reach, either. Follower numbers are not regularly publicised but Ms Jenner said that she had 10m followers on Snapchat two years ago. Her Instagram following is over 114m.

Snap has tried to reassure investors by offering its first revenue projection – forecasting growth of about 29-37 per cent in the next quarter. This is fine, but it is unlikely to outrun its costs. Negative free cash flow of \$234m in the second quarter was \$5m more than the same period last year.

Snap still has \$1.6bn in cash, but it is being run down by the company's focus on its video camera-equipped "Spectacles". This is a long-term bet. The number of consumers keen to wear tech hardware on their face may turn out to be modest.

Bringing in new sales executive Kristen O'Hara, formerly at Time Warner and WPP, and renaming the division "Business Solutions" looks like a worthwhile plan to present a more seasoned company to advertisers in the short term. And Snap can still boast more popularity with teens and tweens than older social media rivals, according to data company eMarketer.

Those users are worth less and less to investors. When Snap went public its valuation was equal to about \$90 per daily active user. At the current \$12.5bn market capitalisation it is

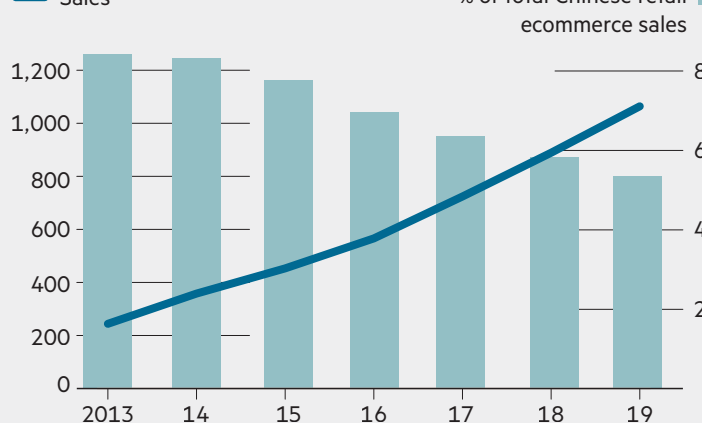
## Alibaba/Daniel Zhang: dream catcher

In his upgraded role as chairman and chief executive, Daniel Zhang will need to deliver on the promises of visionary predecessor Jack Ma. Staving off domestic competition, expanding in southeast Asia and proving the value of a complex investment portfolio are among his top challenges.

### Alibaba retail ecommerce

\$bn\*

— Sales

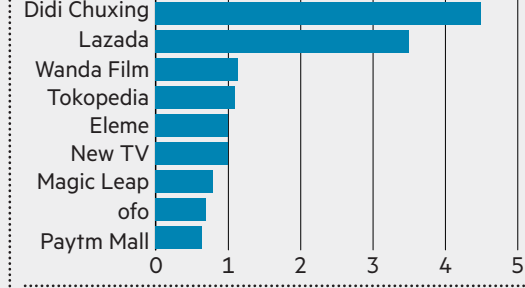


\* Includes gross merchandise value for Tmall, Taobao marketplace and AliExpress Global on a calendar year basis; includes products or services ordered using the internet via any device, regardless of the method of payment or fulfillment; excludes travel and event tickets; excludes Hong Kong

FT graphic Sources: eMarketer; Crunchbase; Alibaba

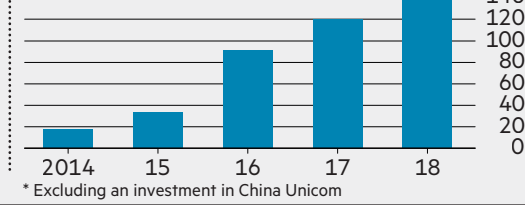
### Investments since 2016\*

\$bn



### Value of external equity investments

Rmb bn



\* Excluding an investment in China Unicom

Daniel Zhang's nickname at Alibaba translates to "free and unfettered". It will apply more accurately next year to founder Jack Ma. Mr Ma will be at liberty to pursue "lots of dreams" after handing the chairmanship of the \$420bn group to Mr Zhang.

Mr Zhang, a long-term executive, must reassure shareholders that prospects are solid and that a plan to accumulate stakes in other businesses makes sense. A valuation of 50 times last year's earnings suggests that investors expect further explosive growth. But the shares are lower than they were a year ago.

Businesses with margins as high as Alibaba's are hard to find. Slick domestic competitors, such as JD.com and Tencent, are encroaching

on its core business. The group's share of Chinese ecommerce will drop from more than 80 per cent five years ago to about 50 per cent next year, forecasts research group eMarketer.

Diversification into cloud services, media and urban transport may not offer the same high profit margins, given intense competition.

Geographic expansion will test Mr Zhang's abilities and the adaptability of Alibaba's business model. Last year, the group poured \$1.1bn into Indonesia-based Tokopedia. In March, it added \$2bn to its investment in Lazada, which is based in Singapore.

Both ecommerce groups focus on south-east Asia. These fragmented territories contrast with the solid geography of China, to which Alibaba is

so well suited. The opportunity looks smaller too. Indonesia's ecommerce market is worth 1 per cent of China's, according to a study by Australia's government. User growth is fastest among poorer consumers, which is likely to depress an average order size of only \$25.

Alibaba's external stakes have increased seven-fold in the past four years and are now 5 per cent of the market capitalisation. Last year the group recorded a Rmb18bn (\$2.6bn) impairment on its stake in Alibaba Pictures, whose film *Asura* was set in a dimension of pure desire.

That is an obvious cue for Mr Zhang to steer away from managerial self-indulgence. Alibaba's ragbag of investments needs to start delivering.

## CBS/Redstones: the eclipse of Moonves

CBS believes that two headaches can be cured with one press release. Yesterday the broadcast TV network said that Les Moonves, its well-paid chief executive, would be leaving. An investigation by the New Yorker magazine had detailed further sexual harassment allegations against the TV legend.

At the same time, CBS settled litigation with controlling shareholder, the Redstone family, over attempts to merge CBS with another Redstone affiliate, Viacom. The two moves are an elegant solution. But it will remain difficult to trust executives who fostered both problems.

Mr Moonves had been perceived as the hero in the long-running soap opera featuring the Redstones, Viacom and CBS. His acumen helped CBS weather the digital shift. He resisted a shareholder-unfriendly merger of CBS with the ailing Viacom.

A problem arises, however, when those perceived as too big to fail go ahead and fail anyway. Mr Moonves's \$120m severance will not be his until an investigation into his alleged misbehaviour is over. The possibility remains that he will receive zero.

As a part of the governance reset, CBS will add six new independent directors. CBS has dropped its legal attempt to dilute the control of the Redstones. In exchange, the family said it would not suggest a Viacom/CBS merger for at least two years. This leaves CBS free to pursue transactions with the likes of Verizon. The governance changes are significant. The Redstones are stepping back in a way that seemed impossible before.

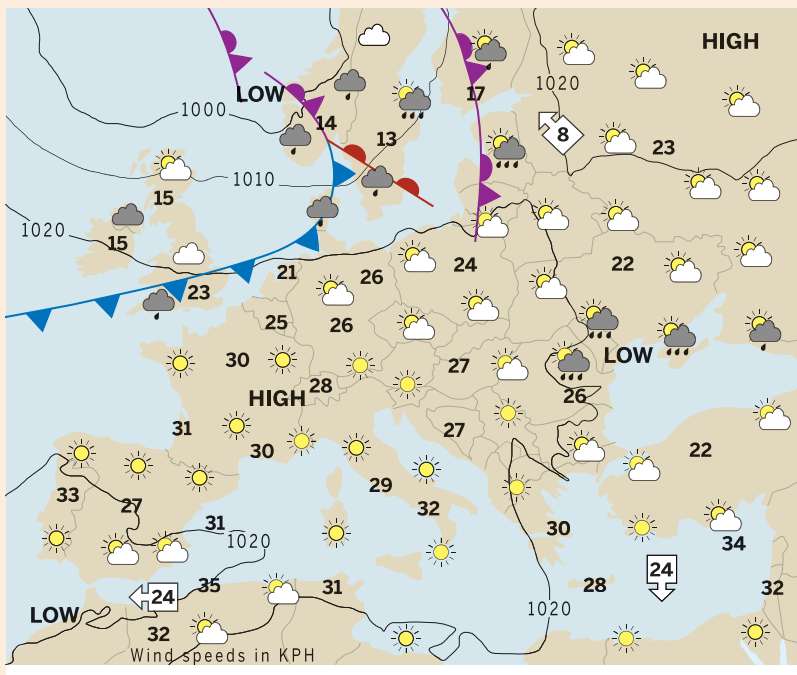
CBS is left without a permanent CEO. Its business results are decent; its streaming app is forecast to have 16m subscribers by 2022. It is still seen, even with an enterprise value of \$31bn, as too small to survive alone.

Its forward p/e ratio is nine times, compared with Disney at 15 times. CBS and the Redstones seem to want to act responsibly and morally. Praise for this should be limited by the length of time it has taken them to get there.

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## WEATHER

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### Today's temperatures

Maximum for day °C

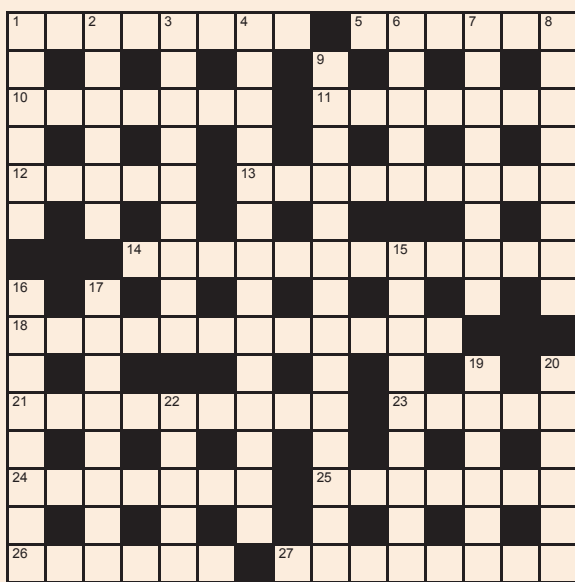
Amsterdam	Cloudy	21	Malta	Sun	30
Ankara	Fair	23	Manila	Thunder	31
Athens	Sun	29	Miami	Cloudy	31
Bahrain	Sun	37	Milan	Sun	31
Barcelona	Sun	29	Montreal	Rain	21
Beijing	Cloudy	25	Moscow	Cloudy	23
Belfast	Cloudy	15	Mumbai	Fair	31
Belgrade	Fair	27	Munich	Sun	27
Berlin	Fair	26	Naples	Sun	32
Brussels	Sun	25	New York	Rain	27
Budapest	Fair	27	Nice	Sun	28
Cairo	Sun	34	Nicosia	Sun	34
Cardiff	Rain	19	Oslo	Rain	14
Chicago	Sun	26	Paris	Sun	30
Cologne	Sun	27	Prague	Fair	26
Copenhagen	Rain	18	Reykjavik	Cloudy	10
Delhi	Fair	35	Riga	Shower	21
Doha	Sun	38	Rio	Cloudy	25
Dubai	Sun	39	Rome	Sun	29
Dublin	Drizzle	15	San Francisco	Sun	20
Edinburgh	Fair	16	Singapore	Thunder	30
Frankfurt	Sun	28	Stockholm	Shower	17
Geneva	Sun	29	Strasbourg	Sun	29
Hamburg	Rain	22	Sydney	Sun	22
Heilsinki	Shower	17	Tokyo	Cloudy	25
Hong Kong	Sun	32	Toronto	Cloudy	22
Istanbul	Fair	25	Vancouver	Shower	17
Lisbon	Sun	33	Vienna	Sun	28
London	Cloudy	23	Warsaw	Fair	24
Los Angeles	Fair	25	Washington	Thunder	27
Luxembourg	Sun	25	Zagreb	Sun	29
Madrid	Thunder	27	Zurich	Sun	28

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### JOTTER PAD

### ACROSS

- 1 Drunk backing change – culminating point (4,4)
- 5 Noticed wings of emus of multiple colours (6)
- 10 Give account of origins of normal and realistic price (7)
- 11 A card he's playing that's absurd (7)
- 12 Manage to avoid publicity inspired by Biblical lady (5)
- 13 Writer serene, not animated (9)
- 14 Nice miss using successful wine I imported (12)
- 18 Amorous fondling clasping fasteners? All one needs to get on board! (5,7)
- 21 Pay back unfortunate slumberer I left out (9)
- 23 Perfume dispatched, picked up (5)
- 24 Crazy to reverse during new road building (7)
- 25 Fuss after article opposing firm withdrawing fruit (7)
- 26 School period finishes early after local exchange (6)
- 27 Referring to mask, the French sounding alarm? (8)

### DOWN

- 1 When leylandii are severely trimmed, riverside town is visible (6)
- 2 Language from harassed manager, having lost heart? (6)

- 3 Mounting some horse, maned, artist used for brand (5,4)
- 4 Less rash reader is prepared for full-scale practice (5,9)
- 6 Quarrel over eastern flood (5)
- 7 Nothing odd in fiesta, supported by inventor, a girl (8)
- 8 More boring daughter at stern? That is right (8)
- 9 Kitchen coinage unexpectedly good? (5,2,3,4)
- 15 Rock succeeded with singular quality (9)
- 16 Dispute over European joke featuring cut of pork? (5,3)
- 17 Receptacle is blocking run (8)
- 19 Happen to booze every Friday after labourers leave (just starting!) (6)
- 20 Note, very big, in Old English serving no purpose (6)
- 22 Wine store linked with, say, rising over-indulgence (5)

Solution 15,959

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KNSAHNP  
SESAME UNTHRAW  
NINTHSTREETS  
BUREAU  
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# Companies & Markets

FINANCIAL TIMES



**Everything app** China's answer to Amazon prepares to list — COMPANIES, PAGE 15

**Old school Lloyd's of London boss faces huge modernisation task** — PATRICK JENKINS, PAGE 12

## Deutsche hit by funding costs pain

Bank faces €200m in lost annual revenues — Chiefs focus on cutting price of debt issuance

STEPHEN MORRIS AND ROBERT SMITH — LONDON  
OLAF STORBECK — FRANKFURT

Deutsche Bank is set to lose as much as €200m in revenue a year unless chief executive Christian Sewing can reverse a recent surge in funding costs.

Executives have made reducing the cost of issuing debt a top priority after a chastening summer for the German lender, people familiar with their thinking said.

The push comes after its credit rating was downgraded, its shares continued to tumble and the price of insuring its debt doubled on fears of contagion from political crises in Italy and Turkey.

Illustrative of the deteriorating situation Mr Sewing faces, every unsecured bond Deutsche has sold this year is trading below the issue price. When several German banks issued a new type of ultra-safe senior debt for the first time last month, Deutsche had to pay a coupon more than double that of smaller domestic peer Commerzbank.

Deutsche had historically benefited from being seen as a *de facto* extension of the German state — with an implicit guarantee it would be bailed out — and so it was able to raise money at a rate approaching that of the sovereign.

However, post-crisis rules mean that even senior bondholders are explicitly

on the hook if a German bank fails, causing funding costs to skyrocket.

"Deutsche's ability to fund at a cheaper rate than its peer group was a cornerstone of its competitive edge," said Jernej Omahen, banking analyst at Goldman Sachs. "Regaining it should be the strategic imperative."

Paying more than big rivals such as France's BNP Paribas and JPMorgan Chase in the US leaves Deutsche's investment bank vulnerable to being priced out of business for its most important institutional clients, which would exacerbate market share declines in key businesses, analysts say. "Small changes in funding costs can

'Small changes in funding costs can have a massive impact on a bank's profitability'

have a massive impact on a bank's profitability," a top-20 shareholder said.

While Deutsche executives recognise that the problem needs to be addressed quickly, one cautioned there had to be a trade-off between mollifying rating agencies and debt investors, and reviving lacklustre earnings by taking on more risk. "We believe our creditworthiness is not fully recognised in our credit spreads," a spokesman said.

While a €200m annual hit is unwelcome, with annual revenue of €26bn it is not enough to force the bank to turn away clients or change its strategy.

However, the bank has made three consecutive annual losses.

## Smart Money



John Authers

At last it is a workers' market in the US, rather than an employers' market, with more jobs open than there are people looking for them. Wage growth, which has hit 2.9 per cent, is now likely to face continued upward pressure, underlined by average hourly earnings data released on Friday that showed the strongest rise in wages since 2009.

The last time average hourly earnings touched 2.9 per cent, in the payrolls report at the start of February, there was an immediate equity market correction — and subsequently by a correction of the wage inflation number itself, which was revised downwards. This time around, the number was greeted by a sharp rise in 10-year Treasury yields, back towards the top of their range of the past eight months. But the response of equities has been more muted, while the dollar has not benefited to the extent that might have been expected given the rise in US bond yields.

It's plain to see that US labour market tightness remains a crucial issue. If the jobs market is tight enough to give employees the upper hand in wage negotiations and start consistent upward pressure on wages, there will be very real inflationary pressure, and the Fed will have to keep tightening rates. That is not what people in the emerging world want to hear. But it is hard to see how a tight labour market, and therefore tighter money in its wake, can be avoided.

Beyond the payrolls report, there are clear signs that the jobs market is picking up

Beyond the payrolls report, there are clear signs that the jobs market is picking up, and that therefore in the US overheating and inflation are a greater risk in the near-term than deflation or recession. That is great if you are an employee, not if you are an employer.

Torsten Slok, Deutsche Bank economist, points out that people are leaving their jobs voluntarily, because they get better money elsewhere. That means that employers must pay more if they want to keep their best staff. Critically, the participation rate — the proportion of the potential workforce actively either employed or looking for a job — has at last stabilised and begun to rise a little.

We are still back only to the participation rate of the late 1970s, and the working population presumably includes higher proportions of women and people of colour, and a lower proportion of white men, than it did then. So we can see reasons for social tension. But if we combine the unemployment rate (the proportion of those participating who are unemployed) with the participation rate, we find that there is a real recovery under way, which had only just started in the late days of the Obama administration.

Only about one in 25 of those looking for a job are unemployed; not long ago it was one in 10. That is something that all Americans can cheer. We now just have to hope that it does not cause too much displacement in the rest of the world economy.

john.authers@ft.com

## Sizzling Sensex India's stock market surges on back of weak rupee

A torrid year for the rupee has been a boon for India's stock market, which has only recently paused from a stellar run. The rupee has weakened to become one of the worst performing emerging market currencies this year, breaching Rs72 against the US dollar.

As one of the largest importers of oil globally, the country has been hurt by a rising crude price, which has weighed on its current account deficit and the rupee.

In stark contrast, the domestic stock market sits near the top of the pile of global indices, with the BSE Sensex up nearly 12 per cent in local currency terms.

The weaker rupee has been a boost to Indian companies that earn a substantial portion of their revenues in the US, and those that focus on exports.

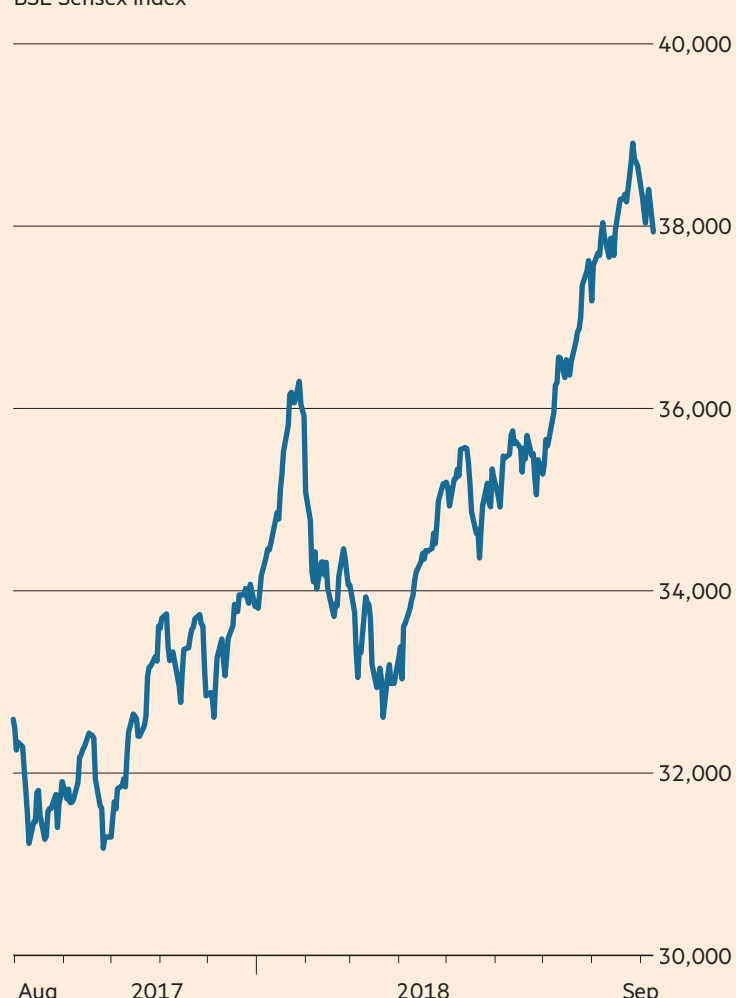
"A depreciation in the rupee is positive for higher earnings growth," said Sukumar Rajah, manager of the Franklin India fund.

IT services companies Tata Consultancy and Infosys have been the top performers so far, up 54 per cent and 41 per cent respectively. But not all companies will benefit from the weak rupee. Among the worst affected will be those that rely on imports and oil — the higher cost of which will probably dent profit margins.

Still, the rupee is not the only factor affecting India's equity market. The improving economy and growth in corporate revenues were arguably more significant, analysts said.

Emma Dunkley

Indian stock market performance  
BSE Sensex index



Source: Thomson Reuters Datastream

India's currency slump  
Rupee against the dollar



## Ireland's richest man faces pressure on core interests

Denis O'Brien, Ireland's richest man, is facing crunch time at two of his most critical investments; the telecoms company Digicel and the newspaper group Independent News & Media. He faces talks in refinancing the former and legal action over the latter.

Full story ► PAGE 13

## Blackstone leads £1.5bn deal for UK's renowned Victorian railway arches

AIME WILLIAMS AND JOSH SPERO  
LONDON

The UK's state-run railway infrastructure owner is to sell more than 5,000 commercial properties for close to £1.5bn to US buyout group Blackstone and London-based Telereal Trillium in one of the UK's biggest real estate deals.

The sale by Network Rail to raise funds for the upgrade of the country's ageing railway system has already run into controversy given a wave of protests from small businesses that occupy the thousands of railway arches that comprise the majority of the properties.

The arches, many of which date back to the 19th century, are home to a variety of small businesses, from car

mechanics to hairdressers. Much treasured by local communities, the businesses fear that new private equity landlords may mean steep increases in rent.

The opposition Labour party said that the sell-off would undermine the finances of the railways and "damage small and medium-sized enterprises across the country". It called on the Conservative government to intervene.

Network Rail said the sale would mean it required less loan funding from the government. It can no longer borrow money on the private market because it has been reclassified as a public body, and it will reach its debt ceiling next year.

The Office of Rail and Road, the industry regulator, has said that Net-

work Rail's debt increased by £5.6bn to £50.4bn in 2017-18.

Blackstone, the world's largest real estate manager, and Telereal Trillium will hold equal ownership stakes in the portfolio. The investors said they considered the collection of Victorian railway arches "unique".

James Seppala, head of European real estate at Blackstone, said the group recognised the role the arches played in stimulating economic activity. "We love the tenant base for its independence and diversity and we want to keep the tenant base," said Adam Dakin, managing director at Telereal. He added that the investors planned to hold the arches for the "long-term" and would invest "substantial amounts of capital".

### Companies / Sectors / People

Companies			Sectors			People					
AAC Technologies	20	Deutsche Bank	11	Lloyd's of London	12	Sunny Optical	20	Healthcare	7	Li Shufu	1
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# TIME TO CHANGE

20 September 2018 | The Landmark, London

Businesses need urgently to address gender imbalance and encourage greater inclusion. Events of the past year have underlined that it is time for radical change. But to bring about this transformation to a more diverse, inclusive corporate Britain, men and women need to act together.

**SPEAKERS INCLUDE:**  
**Julia Gillard**, Former Prime Minister of Australia  
**General Sir Gordon Messenger OBE**, Vice Chief of the Defence Staff  
**Nicola Adams OBE**, Professional Boxer and Double Olympic Champion  
**Penny Mordaunt**, Secretary of State for International Development and Minister for Women and Equalities  
**Pierre-Dimitri Gore-Coty**, Vice President and Regional General Manager, EMEA, Uber  
**Jeremy Darroch**, Group Chief Executive Officer, Sky

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## COMPANIES

## Media

## Moonves payout hinges on CBS probe

Outgoing chief in line for \$120m if investigation clears him of harassment

ANNA NICOLAOU — LONDON

Les Moonves could receive up to \$120m in severance pay after he resigned as chief executive of CBS — but the payout depends on the results of an investigation into sexual harassment allegations against him.

Mr Moonves, among the most powerful executives in Hollywood, resigned from CBS yesterday in the wake of accusations waged against him by a dozen women. The CBS board hired external counsel led by Mary Jo White, the former chairman of the Securities and Exchange Commission, and Nancy Kestenbaum, a former federal prose-

cutor, to investigate the claims. CBS has put \$120m into a trust, which will be handed to Mr Moonves if the investigation does not find cause to fire him under his employment contract.

Mr Moonves would also be involved in the leadership transition for up to one year and CBS would provide him with "office services and security services" for up to two years.

However, if the board does find cause to dismiss him, CBS will keep its money, according to filings with the SEC yesterday that detailed the terms of separation.

CBS also said it would donate \$20m of Mr Moonves's severance to charity groups that "support the #metoo movement and equality for women in the workplace".

The uncertainty surrounding his severance pay is "highly unusual", said

Mark Zauderer, a partner at law firm Ganfer Shore Leeds & Zauderer. "Normally severance is negotiated with an agreed amount without contingency. For [Mr Moonves] to agree to this, indicates a very strong determination by CBS not to settle easily. If the board finds that there has been misconduct . . . it's likely that they will fight hard not to pay anything."

In addition to negotiating the exit of Mr Moonves, CBS and its controlling shareholder, the Redstone family, have made a compromise amid a years-long battle for control of the television company.

CBS has dropped its lawsuit that aimed to strip the Redstone family of their voting power in CBS. In turn, National Amusements, the investment vehicle of the Redstones, agreed it would not propose to merge CBS

'If the board finds there has been misconduct . . . it's likely that they will fight hard not to pay anything'

with Viacom for two years, unless two-thirds of board directors unaffiliated with the Redstones support it.

Mr Moonves has been credited with steering CBS through a time of turmoil in the media business; under his watch the broadcaster has been the most-watched US TV channel for the past decade. He had resisted a combination of CBS with Viacom, the owner of MTV and Paramount Pictures — while Shari Redstone has previously favoured a merger. Analysts view some type of deal inevitable for CBS as the industry consolidates and traditional media companies try to fend off Netflix.

Mr Moonves, 68, is one of hundreds of executives accused of sexual harassment in the past year as revelations about Harvey Weinstein sparked a reckoning in Hollywood.

See Lex

## INSIDE BUSINESS

## FINANCE

Patrick Jenkins



## New broom must drag Lloyd's of London into the modern world

When Inga Beale was appointed chief executive of the Lloyd's of London insurance market four years ago, she was celebrated as a reformer. The first female chief in the market's three centuries of existence, she pledged a modernisation agenda, claiming Lloyd's had "an extraordinary opportunity to increase its footprint".

Ms Beale tried valiantly to align Lloyd's with the 21st century — via everything from technology initiatives to a ban on lunchtime drinking and a push for a more diverse workforce. But she was not well liked within a market known for being male-dominated and fond of its traditional ways, with an anachronistic reliance on armies of intermediaries wielding sheaves of paper-based contracts.

Ultimately, she oversaw a decline in Lloyd's standing in the world, rather than the hoped-for expansion. According to a report last year on the London insurance market, which includes Lloyd's, its share of the core business of global reinsurance declined from 13.4 per cent to 12.3 per cent between 2013 and 2015, the latest date for which figures are available. Insurers say that trend has continued.

Ms Beale's replacement, John Neal, was appointed last Friday, declaring slightly more modest aspirations. He noted the "many challenges" facing insurers but said he was determined to ensure Lloyd's "remains at the forefront" of the global market.

One legacy he is unlikely to prioritise is the diversity agenda. Where Ms Beale — who has talked openly about being bisexual — was a mascot for modernising a staid marketplace, Mr Neal looks like a throwback. He was handed a big penalty last year by his then employer, QBE, for being slow to disclose an affair with his PA.

More profound are the challenges he will face to address Lloyd's apparent decline. His appointment, according to one Lloyd's veteran is, "mission critical".

The Lloyd's market is a unique institution. A bit like a shop front for the dozens of underwriting syndicates that operate under its roof, it has thrived on the underwriters' ability to respond to unusual or bespoke risks — from typhoons and cyber crime to the possibility of Kanye West cancelling a concert.

Longstanding relationships between its expert brokers and underwriting agents are vital to its way of operating. But significant reform to its working practices has proved impossible for Lloyd's management to push through. A forward-thinking effort in 2010 to replace brokers' bulging leather satchels with iPads was quietly shelved after poor take-up.

But change at Lloyd's is becoming more urgent as the world around it evolves. Integrating technology into the way the market operates — to avoid the use of paper contracts and manual data entry — is essential if Lloyd's is to match the efficiency of standard insurers.

Stripping out some of the layers involved in placing business is also a priority. Sometimes five intermediaries can be involved between the party being insured and the Lloyd's underwriter, all charging a fee.

Then there is Lloyd's unreconstructed governance. Clearing out the duplicated functions of bodies such as the Lloyd's "council" and "franchise board", and replacing them with a standard board of directors, would be more efficient and allow directors to be properly held to account.

Lloyd's governance also involves a legacy regulatory function, which is now shared with the Prudential Regulation Authority, doubling up on many obligations. It is time that Lloyd's gave up this responsibility, too.

All of these issues make Lloyd's top-heavy on costs, a fact that critics say is key to the market's loss of business. The market's expense ratio — which measures costs as a proportion of premiums — has risen to 40 per cent, at least 10 percentage points higher than a normal insurer.

Compounding the competitive threat is the fact that it is the big insurers themselves that control Lloyd's underwriting syndicates, now that institutional capital has replaced the traditional "Names" or wealthy individual backers who used to fund the market. This means that although they will use Lloyd's for some specialist underwriting, it may well be cheaper for insurers to route more business to their standard insurance entities, or for clients to go to providers in less harshly regulated locations, such as Bermuda.

For Mr Neal, it adds up to a big challenge, mitigated only slightly by the fact that the Brexit risk that absorbed much of Ms Beale's time should have been largely resolved with the creation of a new Brussels unit by the outgoing chief.

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## Technology. Ecommerce

## Alibaba chief Zhang to succeed Ma as chairman

Founder will step down next year as group faces challenges from trade war and regulators

LOUISE LUCAS — HONG KONG

Daniel Zhang will replace founder Jack Ma as chairman of Alibaba in a year, adding the role to his job as chief executive of China's most valuable company and ending days of speculation after it emerged at the weekend that Mr Ma would retire from the ecommerce group.

Mr Ma, a former English teacher who founded the company 19 years ago and built it into a business with a stock market valuation of \$420bn, said that he would instead focus his efforts on philanthropy and education.

"I still have lots of dreams to pursue," Mr Ma said in a letter to customers, staff and shareholders yesterday. "I also want to return to education, which excites me with so much blessing because this is what I love to do."

The 54-year-old will spend the next 12 months ensuring "a smooth transition of the chairmanship to Mr Zhang", Alibaba said.

Mr Ma, who owns 6.4 per cent of Alibaba and has a net worth of more than \$40bn, according to the Bloomberg Billionaires Index, will remain on the board until the 2020 annual meeting.

The transition has been a decade in the making, with Mr Ma focusing on a long-term vision and playing a more ambassadorial role since stepping down as chief executive in 2013. He will remain a lifetime member of the 36-person Alibaba partnership, the torch-bearer for corporate culture and

'I still have lots of dreams to pursue. I also want to return to education'

Jack Ma

mission, and a shareholder in the group. News of Mr Ma's impending retirement comes at a time when sentiment towards Chinese technology has been under pressure both overseas, as trade tensions escalate between China and the US, and at home as Beijing ramps up regulation of the sector.

Duncan Clark, head of the BDA consultancy and author of a book on Alibaba, noted that Mr Ma was "a great delegator — none of this [Tesla chief] Elon Musk 120-hour weeks".

However, as a figurehead Mr Ma will be hard to beat. A natural performer, his demeanour contrasts sharply with the more sober Mr Zhang.

Mr Ma spends much of his time on the road, meeting heads of state as well as



## Chair swap Showman at the top gives way to safe pair of hands

With his appointment as chairman of Alibaba, Daniel Zhang once again has the task of filling the shoes of the tech company's showman founder Jack Ma.

Mr Zhang, 46, has been chief executive of the company valued at about \$420bn for the past three years, earning a reputation as a safe pair of hands. Joe Tsai, executive vice-chairman of the company, said Mr Zhang was "capable . . . very creative and has big vision".

An alumnus of Shanghai University of Finance and Economics, he was set to join Barings only for the venerable British bank then to implode in 1995 as a result of "rogue trader" Nick Leeson's colossal losses.

Another luckless choice was Arthur Andersen, a career — and company —

that died when Enron went bankrupt amid scandal in 2001.

Mr Zhang joined PwC instead, and later gained experience working at Shanda, the online gaming company which was acquired last year by Zhejiang Century Huatong Group.

He joined Alibaba in 2007 as chief financial officer of Taobao Marketplace, its online ecommerce platform, and has gradually risen up the ranks.

Mr Zhang is perhaps best known for his stewardship of Singles Day, an Alibaba innovation in marketing that has transformed November 11 into the biggest shopping bonanza on the planet.

More recently, he is credited with driving the partnership with Starbucks to deliver coffee, dealing a blow to rival Tencent.

Mr Zhang will have another year to adjust and learn the ropes from Mr Ma. Louise Lucas

Daniel Zhang: joined Alibaba in 2007 as chief financial officer of the Taobao Marketplace unit, and will now take the role of group chairman in addition to that of CEO — Jan Zappner

business partners and young entrepreneurs as the face of the company. "The question is, do you need a ringmaster to keep it all going?" added Mr Clark.

Mr Zhang, 46, joined Alibaba in 2007 as chief financial officer of Taobao Marketplace, the ecommerce platform. An alumnus of Shanghai University of Finance and Economics, he has worked with PwC, the professional services firm, and an online game developer. Before becoming chief executive of Alibaba in 2015, he was chief operating officer.

In his letter yesterday, Mr Ma described his successor as showing "superb talent, business acumen and determined leadership", adding that Mr Zhang's "analytical mind is unparalleled . . . and he has the guts to innovate and test creative business models". Mr Ma has long spoken of building a company to last more than a century.

"No company can rely solely on its founders. Of all people, I should know that," he added.

See Lex

## Personal &amp; household goods

## Lambert takes helm at buoyant Richemont

RALPH ATKINS — ZURICH

Richemont's wealthy founder has appointed a chief executive to run the Swiss luxury goods group, after holding the post vacant for almost two years, as it reported strong sales growth in the first five months of its financial year.

Jérôme Lambert, 49, previously chief operating officer, will take the helm with immediate effect of the group that includes brands such as Cartier and Montblanc, Richemont said yesterday.

The appointment marked a reversal by Johann Rupert, the group's chairman and controlling shareholder, who announced he was abolishing the posi-

tion in November 2016 — a move widely seen at the time as bolstering his role.

In 2016 Swiss watch and jewellery companies were suffering amid sluggish economic growth and the impact of terrorism in Europe. The launch of the Apple Watch had also triggered a "battle for the wrist," while changing consumer behaviour was increasing the pressure for opening up online sales channels.

Since then, Mr Rupert has overseen a leadership revamp, which included his son, Anton, joining the Richemont board, along with Nikesh Arora, the technology investor who worked for a decade at Google. This year, Richemont has taken full control of the Yoox Net-a-

Porter online retailer, and bought UK-based Watchfinder, the second-hand online and shop-based watch retailer.

Meanwhile, the sector has seen a recovery, boosted by China. Richemont said its sales in the five months ending August 31 had increased by 25 per cent at constant exchange rates to €5.7bn, or by 22 per cent at actual exchange rates. Excluding Yoox and Watchfinder, sales for the period increased by 10 per cent at constant exchange rates and by 7 per cent at actual exchange rates.

Mr Lambert joined Richemont brand Jaeger-LeCoultre in 1996 as its financial controller. He was later chief executive of Montblanc.

## Food &amp; beverage

## Cargill's stockholders reap bumper dividend

GREGORY MEYER — NEW YORK

The 100-odd family members who control Cargill have collected their biggest dividend cheques in years after the agribusiness titan profited by selling beef, grain and food ingredients.

The US-based company paid \$551m in dividends to stockholders in the fiscal year ended May 31, up 29 per cent from the year before and the most since 2011, according to financial statements seen by the Financial Times.

The figures offer a rare glimpse into the performance of Cargill under chief executive David MacLennan, who took the helm in 2013 with a pledge to

improve its returns and profitability.

Cargill is the largest private US company by revenues and plays a central role in the global food supply, moving millions of tonnes of agricultural commodities around the world. About 90 per cent of its common stock is owned by members of the Cargill and MacMillan families, descendants of the man who founded it in 1865.

In recent years, Mr MacLennan has shuffled management and executed a sweeping series of deals to focus on food and agricultural businesses where Cargill best competes.

The moves have paid off in adjusted operating earnings that topped \$3bn in

each of the past two years, the highest since the company still held a controlling stake in Mosaic, a fertiliser supplier. Cargill's dividends are calculated based on profits of the previous two years.

Cargill's chief competitors include Archer Daniels Midland and Bunge, both listed in New York; London-listed Glencore; and privately owned Louis Dreyfus. The sector has struggled for most of the past decade because of glutted grain markets and farmers' increasing negotiating power in crop deals.

Cargill's dividend payments have historically been modest relative to profits, allowing room to invest without tapping equity markets.



## COMPANIES

# Tycoon faces testing times at INM and Digicel

It is crunch time for Ireland's richest man, with pressure mounting at two of his most critical investments

ARTHUR BEESLEY — DUBLIN

In an austere courtroom last Tuesday, a senior Dublin judge expressed concern over conduct "suggestive of an unlawful purpose" to benefit Ireland's richest man Denis O'Brien in the country's largest newspaper group, Independent News & Media. High court inspectors are now set to investigate a growing governance scandal at INM, where Mr O'Brien is the main shareholder.

The very next day bankers in New York launched high-stakes talks with bondholders over the refinancing of Mr O'Brien's heavily indebted Caribbean telecoms company Digicel, the group that turned him from millionaire to billionaire as it expanded from a standing start in 2001 to its current 14m subscribers in 31 markets.

In short, it is crunch time for Mr O'Brien with pressure mounting at two of his most critical investments.

"There are trying times ahead for Denis O'Brien," said Elaine Laing, associate professor at Trinity College Dublin business school. But he has been in tight corners before in a career marked by stunning triumphs, vast wealth, bitter conflict and spectacular setbacks. "He is one of Ireland's most controversial, successful and influential businessmen," Ms Laing added.

At the age of 60, Mr O'Brien is the survivor of many scrapes. He made his fortune in the 1990s, winning Ireland's second mobile phone licence in dubious circumstances that remain under examination by the Criminal Assets Bureau of the Irish police. He has always rejected outright the findings of a judge-led tribunal that he gave money to the minister who "secured the winning" of the licence for him.

Mr O'Brien went on to establish Digicel and, later, he won a brutal corporate war to unseat Anthony O'Reilly, Ireland's first business superstar, as the biggest INM shareholder. Mr O'Brien's 29.9 per cent INM stake, largely amassed pre-crash for €500m, is now worth €34m. Separately he controls a stable of Irish radio stations.

But today storm clouds are gathering that look particularly threatening for Mr O'Brien.

In Dublin last Tuesday, there was standing room only when Peter Kelly, president of the Irish high court, called a special hearing on INM in the middle of court vacation season.

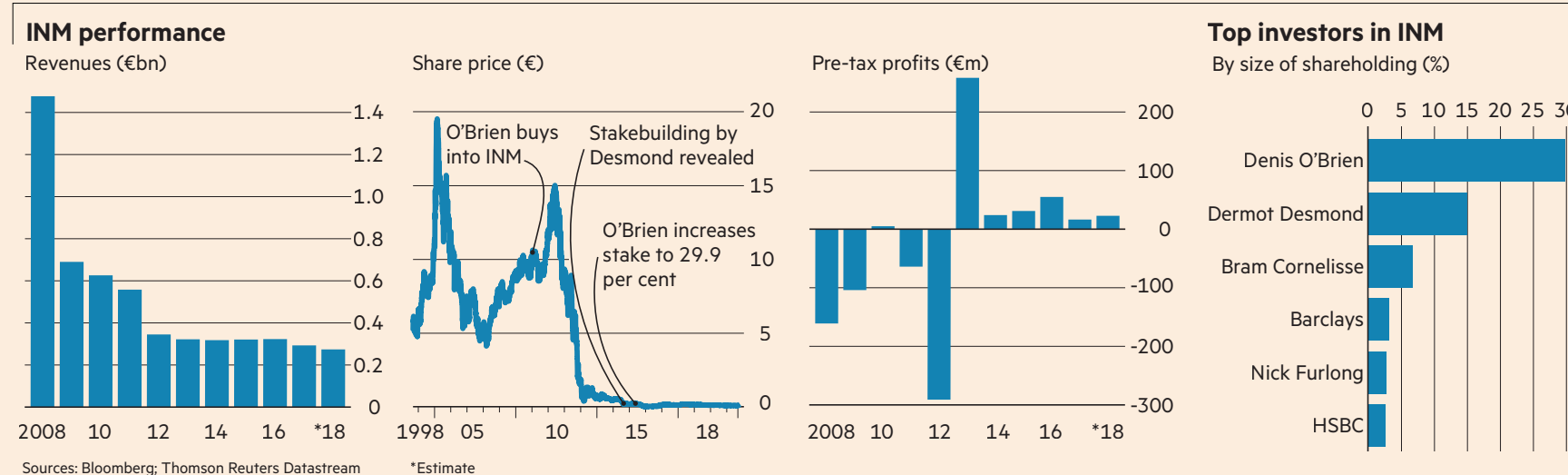
At issue is a suspected data breach and governance issues that have raised serious questions for Mr O'Brien and his associate Leslie Buckley, the former INM chairman who is also vice-chairman of Digicel. The INM affair will now be investigated by two inspectors who have sweeping powers to compel witnesses to provide testimony or evidence and the right to interview witnesses under oath.

The judge read tersely for more than 90 minutes from a 76-page ruling, saying at one point that he had written much of it during the holiday month of August. These investigations are not taken lightly. In another company case in the past, Mr Kelly noted that the sledgehammer of court inspection should not be used to crack a nut. "What has been disclosed in the evidence before me is no nut," he said.

The court has heard that back-up IT tapes from INM ended up in the hands of third-party companies for "data interrogation" on information relating to 19 named individuals, among them journalists and former company officials, some of whom had come into con-



A suspected data breach and governance issues have raised serious questions for Denis O'Brien — Charlie Bibby



flict with Mr O'Brien. They include two lawyers who worked for the tribunal that investigated the telephone licence.

The data were accessed by parties with links to Mr Buckley and one of Mr O'Brien's companies paid for the analysis.

## Grand gestures Telecoms entrepreneur with media ambitions

A decade ago, when Ireland's football authorities were casting around for a new manager for the country's ailing soccer team, Denis O'Brien stepped forward to pay half the annual salary of Italian maestro Giovanni Trapattoni.

The grand gesture was typical of Mr O'Brien.

His own career started with a shortlived TV shopping channel and a Dublin pop radio station that is still on the air today.

He set up the Esat Telecom consortium that won Ireland's second mobile phone licence in controversial circumstances.

This was the springboard to launch Digicel, his most lucrative venture, and, ultimately, his battle with Tony O'Reilly over INM.

sis. "The rights and entitlements of some or all these 19 people may have been transgressed in the most serious way by this activity," said Mr Kelly. The objective remained unclear but was "certainly suggestive of the company's affairs being conducted for a purpose that is unlawful."

The inspectors will also examine a plan for INM to buy out Newstalk, a loss-making radio station that Mr O'Brien controls. The proposal was scrapped after INM's former chief executive, Robert Pitt, complained of pressure from Mr Buckley to pay an inflated price for Newstalk.

Also in the frame is a proposal, later dropped, for INM to pay about €1m to one of Mr O'Brien's companies for work "allegedly done" on the sale of shares in APN, an Australian group. Mr Pitt claimed no services were provided.

"Whilst the Newstalk acquisition and the APN transaction did not ultimately lead to any loss for the company, the circumstances surrounding them are certainly suggestive of an unlawful purpose directed to the benefit of Mr O'Brien directly or indirectly and the detriment of the company," the judge said.

Mr O'Brien's spokesman declined to comment for this article on Mr Kelly's ruling. Mr Buckley, who has pledged to defend himself robustly, welcomed "the opportunity to vindicate my good name through the inspection process".

## Travel & leisure

# Europe beckons for Blue Bottle Coffee

RACHEL SANDERSON — MILAN

Blue Bottle Coffee Co, the US specialist coffee roaster and retailer majority-owned by Nestlé, could come to Europe as part of the escalating global competition for high-end coffee drinkers.

Marco Settembri, chief executive of Nestlé in Europe, the Middle East and north Africa, made the comments to the Financial Times as Starbucks opened its first café in Italy in a cavernous former Post Office headquarters in Milan.

The opening of Starbucks' top end "Reserve Roastery" in Milan — only its third after locations in Seattle and Shanghai — has been keenly watched in Italy, the home of coffee.

It has special interest also for Nestlé, owner of Nespresso and Nescafé, which in May announced the acquisition of the global rights to market the consumer and food service products of Starbucks outside of its coffee shops. At \$7.2bn, it was Nestlé's third-biggest acquisition.

"We signed this relationship to do it forever," Mr Settembri said. "Star-

bucks . . . do something different from what we do: that is why Starbucks is complementary to us," he said.

China, where Mr Settembri said Starbucks was opening a new coffee bar every 15 hours, was a focus in the deal as it would allow Nestlé to push into the market.

Mr Settembri ruled out speculation regarding the rollout of a Nespresso coffee bar chain in Europe, but said Blue Bottle Co could work in the region.



Majority owner Nestlé says the hipster chain could thrive in Europe

Mr Settembri said the US and Japan were considered Blue Bottle's "main market".

But he added: "Blue Bottle is a hyper premium concept in terms of offering, and selling this kind of product could be [done] in Europe."

Nestlé bought 68 per cent of the hipster coffee chain in 2017 in a deal which valued it at more than \$700m.

The moves by Nestlé and Starbucks take place against aggressive consolidation in the global coffee market. JAB, the holding company of the Reimann family, has sunk about \$50bn into coffee since they entered the market in 2012 with Peet's Coffee.

Mr Settembri played down speculation that Nestlé, which owns Italian brands San Pellegrino water and Perugina chocolate, could be keen to acquire an Italian roaster such as closely held, family-owned Illy.

Instead, he said he expected the entry of Starbucks would help revolutionise Italians' taste for single shot espressos or small cup frothy cappuccinos.

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## COMPANIES

## Airlines

# BA under pressure as hack details emerge

Theft of card verification codes bolsters potential fine for August attack

MARTIN ARNOLD, ALIYA RAM AND JOSH SPERO

As further details of a British Airways hack that stole financial details of 380,000 customers emerged yesterday, at least one UK high street bank said it was discussing whether there was a way to claim compensation from the company.

BA is also expected to face tougher fines for the hack, which took place during two weeks from August 21, because

of sensitive bank card verification codes that were stolen at the time.

Businesses receiving payments are not allowed to store card verification value (CVV) codes, even if they are encrypted, because they make it much easier for cards to be used. "I believe it might be the worst financial data breach of all time in the transportation sector," said Lukasz Olejnik, a cyber security and privacy researcher.

BA said yesterday it did not store CVV codes. This suggests they were scraped as customers keyed them in online, or intercepted when payments were made and the codes sent for authorisation.

High street bank RBS, which has

issued replacement cards to tens of thousands of customers, said that because merchants like BA do not store CVV codes, "this looks like the hack has taken place during the payments process rather than on a database".

The UK data protection watchdog, which has the power to impose fines of up to 4 per cent of turnover (£500m in BA's case) for data breaches, considers

**'I believe it might be the worst financial data breach of all time in the transportation sector'**

various factors when deciding a penalty, including "the extent of any exposure to physical, financial or psychological harm".

Customers whose data were stolen have already approached lawyers about legal action, although BA promised compensation in its initial communications.

"This is particularly serious given the CVV leak," said Sean Humber, partner at law firm Leigh Day. "So it seems to be clear that those who have lost the data will have the right to compensation not just for the financial losses but for non financial losses."

Affected customers' banks have mostly been sending out replacement

cards as a matter of course. Santander pointed out that it may be too early for customers to know if any fraud had taken place: "It usually takes a few weeks for bad people to get hold of the stolen data and to use it to try and defraud customers. Replacing the cards mitigates this risk but it does not eliminate it."

On Friday, the number of calls from RBS customers asking for their cards to be cancelled rose 10-fold, but it has since returned to normal, the bank said, adding that there had been no overall increase in fraud since the hack and it was "too early to tell" if affected customers had suffered higher fraudulent activity than usual.

## Technology

# Twitch founder Kan raises \$65m for start-ups' law firm

TIM BRADSHAW — SAN FRANCISCO

Justin Kan, co-founder of live-streaming site Twitch, has raised \$65m for his latest venture, Atrium, which is using machine learning to automate legal services — and bring down legal bills — for start-ups.

Andriessen Horowitz is leading the round with partners Marc Andriessen and Andrew Chen joining Atrium's board. Mr Kan, a veteran entrepreneur who served as a partner at Silicon Valley accelerator Y Combinator, co-founded Atrium in 2017 with Augie Rakow, a former partner at Orrick, a tech-focused law firm.

Twitch, which Mr Kan started as the eponymous live-streaming site Justin.tv, was acquired by Amazon for \$1bn in 2014. "I have been an involuntary power user of legal services over the years," Mr Kan said in an interview.

After founding several companies and advising many more at Y Combinator, he said he became frustrated with the lack of transparency in legal services, when "opening your legal bill [can be] like playing Russian roulette".

Atrium is one of a new crop of tech companies targeting the legal profession from LegalZoom — which raised \$500m in a secondary financing in July — to newer start-ups including Everlaw, Ravn and Logikcull. Last week, Toronto-based Kira Systems, another company using artificial intelligence for contract processing, raised \$50m from Insight Venture Partners.

Atrium employs machine-learning techniques to analyse legal documents and automatically extract key data points, a process that might take a human lawyer many billable hours.

Thanks to advances in AI, "that's really something in the last couple of

Justin Kan: 'I have been an involuntary power user of legal services over the years'



years that's become possible," said Mr Chen. For clients, the benefits are lower costs and more predictable bills. The system has been used in \$500m worth of primary financing for start-ups including scooter rentals service Bird and MessageBird, a cloud-based telecoms company. Atrium now has 110 employees and 250 active clients.

"Our eventual goal is, if we prove this works for start-ups, we can apply that to other practice areas," Mr Kan said.

Atrium goes further than most of its competitors by operating as two distinct entities with shared sets of ownership: Atrium LTS, a software company, and Atrium LLP, a new law firm that uses the software company's tools.

Because law firms cannot raise venture capital, Atrium LTS loans funds to Atrium LLP for operations. However, tying the two together has proved controversial, with some lawyers questioning whether such a tie-in could run foul of ethics rules.

A task force set up by the State Bar of California to consider whether regulatory changes or new ethics rules could help to drive down costs for clients and improve access to legal services is due to report by the end of next year.

## Banks. Restructuring

# Citigroup late in the game to merge key divisions

Wall Street rivals have long run their advisory and capital markets businesses as one unit

ROBERT ARMSTRONG AND LAURA NOONAN — NEW YORK

The question about the new organisational structure unveiled last week by Citigroup's investment bank is not so much why changes were made, but what took the bank so long to make them.

Wall Street's other big banks have long run their advisory and capital markets businesses as one unit, recognising the benefits of a one-stop shop for clients seeking advice on a big transaction who may well have the need to raise debt or equity too.

Why, then, did it take until now for Citi's Corporate and Investment Banking division (loans and advice) to be fused with the Capital Markets Origination division (debt and equity raising)?

Jamie Forese, who heads the Institutional Clients Group which sits over CIB, CMO, markets, treasury and private banking, told the Financial Times the move was about "thinking of the future" now the process of post-crisis "repairing and rebuilding" is over.

That spirit of renewal is in evidence elsewhere in the group; on Tuesday chief executive Mike Corbat announced the retirement of Citi's veteran chief financial officer John Gerspach, its Europe, Middle East and Africa CEO Jim Cowles and its North America boss Bill Mills.

The bank's experience with past restructurings may have a lot to do with the longevity of the old structure in the investment bank. Citi was an early mover when it merged its corporate and investment banks back in 2008, but the experience was a painful one and complications and rivalries endured for years after, bankers say.

That merger was complicated by



Citi's Corporate and Investment Banking division will fuse with the Capital Markets Origination unit — Christopher Ditts/Bloomberg

investment bankers believing they were more important than corporate banking colleagues, even though corporate banking was a more stable business line after the financial crisis, a senior banker who lived through the merger said.

Last week's merger will not be afflicted by the same challenge because investment bankers and capital markets bankers are on a more even footing, but still the hangover from the last merger was enough to make Citi want to bide its time before attempting another. "It's better to do the right thing a bit slow than the wrong thing too soon," said Tyler Dickson, former head of capital markets origination who was named to co-head the newly-created Banking, Capital Markets and Advisory unit with investment banker Manolo Falco.

Two senior investment bankers told the FT that "personalities" had made it difficult to merge the divisions sooner, but would not give further details.

"Universally people have said this makes a lot of sense," said Mr Dickson,

adding that he and Ray McGuire, the former head of Citi's CIB global and now chairman of the new combined unit and vice-chairman of Citigroup, already had a close working relationship. A senior investment banker said Mr McGuire was "very happy" with his new role,

where he will be spending more time focusing on clients.

"Ray has had the longest tenure of any global business head I can remember," he added. Mr McGuire spent 13 years as the head of Citi's CIB globally.

Mr McGuire's move from a key opera-



## Financial services

# Bain offers to repay S Africa fees after probe

JOSEPH COTTERILL — AT O'HANNESSBURG

Bain will set aside millions of dollars in fees from South Africa's tax authority after evidence that its advice on a restructuring was used to pursue a political vendetta by an ally of the former president, Jacob Zuma.

The management consultant said it was offering to repay R164m (\$10.8m), plus interest and value-added taxes, after an internal probe found within a week of investigating that its work for the South African revenue service (Sars) "fell short of our operating principles".

Like McKinsey and KPMG, Bain has come under fire in South Africa for work allegedly facilitating the breakdown of independent institutions under Mr Zuma's corruption-hit presidency, which ended earlier this year.

McKinsey and KPMG have moved to repay fees for work tied to alleged looting of state contracts by the Guptas, a business family enjoying Mr Zuma's friendship.

In recent weeks a judicial inquiry in South Africa has heard evidence that Tom Moyane, Mr Zuma's appointee as

head of Sars, used Bain's advice on a restructuring in 2015 to purge internal opponents and degrade what was formerly regarded as a world-class tax collection authority.

Last week former Sars employees called for Bain to repay its fees after the company's head in South Africa, Vittorio Massone, told the inquiry that "we

**'We do not want to benefit from work that was used to further a different agenda than was intended'**

might have been used" by Mr Moyane. Bain said on Sunday that an additional reason for setting aside fees was that "we do not want to benefit from work that was used to further a different agenda than was intended".

Bain added that it would follow the inquiry's decision on what to do with the money it has set aside, or use the amount "for the benefit of South Africa" if the inquiry gives no guidance.

"In the latter instance, we will seek

guidance from business, government and civil society leaders on how these funds can best be used," it said.

Mr Massone, who also admitted Mr Moyane had asked for Bain's advice on Sars a year before he was appointed its head, will step back from day-to-day operations to focus on the inquiry, the company said.

Turmoil under Mr Moyane has led to Sars missing revenue collection targets by R50bn, increasing pressure on South Africa's already badly strained state finances.

After the ruling African National Congress forced Mr Zuma to leave office this year, his successor, Cyril Ramaphosa, sacked Mr Moyane and instituted the inquiry.

The inquiry also heard evidence from a South African Treasury official that the Bain contract might have been irregularly awarded by Sars.

Mr Moyane denies wrongdoing, as do the Guptas and Mr Zuma.

Bain said it has also appointed an oversight committee of senior partners while the South African investigation continues.

## Travel &amp; leisure

# Casino mogul Okada sues after being ousted by family

GRACE RAMOS

Japanese gaming tycoon Kazuo Okada has sued his former company to try to regain control of the casino-resort empire he lost last year in a family feud.

Mr Okada has asked a Manila court for his immediate reinstatement as shareholder, director, chairman and chief executive of Tiger Resort, Leisure and Entertainment, the gambling arm in the Philippines of Tokyo-listed Universal Entertainment Corp.

The casino mogul lost control of Tiger Resort when he was removed as sole director of Okada Holdings in May 2017. The holding company controls 68 per cent of Universal.

In his lawsuit, the 75-year-old billionaire said his forced departure last year, which went ahead when shares owned by his children in Okada Holdings were combined, should be declared null and void "for being without authority" and violating corporation code.

In the filing, Mr Okada claimed that

his daughter Hiromi was coerced into transferring her shares to his son Tomohiro.

With the controlling stake, the siblings appeared to have appointed two new directors to the holding company who then ousted Mr Okada for allegedly misusing \$20bn in company funds.

"Hiromi was deceived to sign documents that caused Mr Okada's invalid removal from OHL. She was made to sign these documents without being given the opportunity to read and understand their contents," the complaint read.

Mr Okada was arrested in Hong Kong last month in relation to corruption charges. He has repeatedly denied any wrongdoing.

The Okada group, which operates the \$2.4bn casino complex Okada Manila, recently resolved a legal spat with Wynn Resorts when Wynn agreed to pay \$2.6bn in a settlement relating to the forced redemption of a stake held by Universal's US unit.

## Legal Notices

THE HIGH COURT COMMERCIAL 2018 Record No. 278 COS  
IN THE MATTER OF ATHORA IRELAND PUBLIC LIMITED COMPANY AND IN THE MATTER OF THE ASSURANCE COMPANIES ACT 1969 AND IN THE MATTER OF THE EUROPEAN UNION (INSURANCE AND REINSURANCE) REGULATIONS 2015  
NOTICE IS HEREBY GIVEN that Athora Ireland Public Limited Company ("Athora") having its registered office in Ireland at 2nd Floor, IFSC House, Custom House Quay, Dublin 1, applied to the Central Bank of Ireland on the 20th day of June 2018 for its approval pursuant to the Assurance Companies Act 1969, the Insurance Act, 1989 and the European Union (Insurance and Reinsurance) Regulations 2015, to transfer to Utmost Ireland Designated Activity Company ("Utmost") the Transferring Business which includes the Transferring Policies, Transferring Contracts, Transferring Assets and Transferring Liabilities of Athora as defined in a Scheme dated the 13th day of July 2018.

AND FURTHER TAKE NOTICE that copies of the Petition and the Schedules annexed hereto (including the Scheme), the independent statutory report and the reports of the Heads of Actuarial Function of Athora and Utmost (the "Transfer Documents") are all available for inspection at the offices of Athora at 2nd Floor, IFSC House, Custom House Quay, Dublin 1 and at the offices of Utmost at Ashford House, Tara Street, Dublin 2, D02 VXE7 and at the offices of William Fry, 2 Grand Canal Square, Grand Canal Dock, Dublin 2, Ireland and at 17th Floor, 110 Bishopsgate, London, UK, during the hours of 9:00 a.m. to 5:00 p.m. Monday-Friday (public holidays excepted) for a period of at least fifteen days from the date of this notice. Copies of the Transfer Documents will be made available free of charge to any policyholder of Athora or Utmost or any person having sufficient interest in the transfer requesting such copies and are also available for viewing and / or download online at www.athora.com/ie and www.utmostwealth.com. The Policyholders (as defined in the Scheme) and non-transferring Athora policyholders may also contact the Athora policyholder telephone line on +44 (0) 845 6000173 from Monday to Friday (public holidays excepted) between the hours of 9:00 a.m. and 5:00 p.m. Utmost policyholders may contact the dedicated Utmost policyholder telephone line on +44 (0) 845 6025281 from Monday to Friday (public holidays excepted) between the hours of 9:00 a.m. and 5:00 p.m.  
AND FURTHER TAKE NOTICE that the said Petition will be heard by the High Court on the 27th day of November 2018 at the Four Courts, Dublin 7, at 11:00 a.m.  
Any person who wishes to be heard on the hearing of the said Petition should notify Athora's solicitors, William Fry, 2 Grand Canal Square, Grand Canal Dock, Dublin 2 quoting reference 2518/0032 (in writing) no later than the 20th day of November 2018 of their intention to appear on the said Petition and should indicate to the said solicitors whether such person or persons support or oppose the said Petition and further should, by said time and date, file in court and furnish to Athora's solicitors such evidence by way of affidavit as is proposed to be relied upon at the hearing of the Petition by such person.  
William Fry, 2 Grand Canal Square, Grand Canal Dock, Dublin 2, Ireland

## Businesses For Sale

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COMPANIES

Technology

# Didi Chuxing slides to \$580m first-half loss

Ride-hailing group vows to focus on safety after passengers are murdered

YUAN YANG — BEIJING

Chinese ride-hailing company Didi Chuxing made a net loss of more than Rmb4bn (\$580m) in the first half of the year, and is still paying billions of dollars annually in subsidies two years after winning an expensive battle with Uber.

The figures were disclosed in a letter last week to employees by chief executive Cheng Wei, which was leaked to domestic media. A person familiar with its contents confirmed the authenticity of the letter, which gives a glimpse into

the financial state of the company after its purchase of Uber's China operations in 2016.

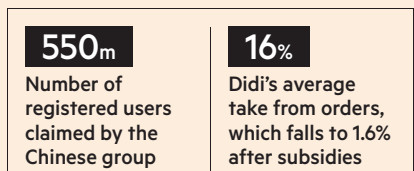
The company has faced fierce criticism since two female passengers were murdered this year by Didi drivers.

"We are definitely not an evil company, and definitely not one focused on profits above all else," Mr Cheng said, citing the fact that Didi had not turned a profit since it was founded six years ago, and that it gave out Rmb11.7bn in subsidies to drivers and passengers in the first half of this year.

"We will invest our revenues in safety and the [user] experience," Mr Cheng wrote. Defending the online ride-hailing sector, he added: "We can see that the rate of incidents is far lower than

that for the traditional taxi industry."

Didi has promised to focus on safety rather than unbridled growth after a 20-year-old woman was raped and killed by a driver for Hitch, the company's car-



pooling platform, in the coastal city of Wenzhou three weeks ago. Her death followed the murder in May of another woman using the service.

Didi faces a driver shortage in China's big cities, where migrant workers — the

bulk of its workforce — are not allowed to drive for the platform. The company told the Financial Times this year that it was making "very low" profits, and had no immediate plans to raise them.

Didi, which claims 550m registered users — more than half of China's mobile-internet users — and 30m drivers, was valued at \$56bn last year.

In his letter, Mr Cheng said the company took on average only 16 per cent from each order placed on its platform. This fell to 1.6 per cent after deducting the cost of subsidies, he added.

In March, Didi had roughly \$12bn cash on hand. It is drawing on that reserve not only to subsidise rides in China but to compete with Uber overseas by expanding in Mexico and Brazil.

Technology

# Facebook and Google warn over dangers of Australia data plans

JAMIE SMYTH — SYDNEY

US technology groups including Google and Facebook have warned that an Australian government plan to force them to help police decode certain forms of communications on their platforms could undermine public safety.

The Digital Industry Group Inc, whose members include the world's biggest tech groups, told Canberra that the draft bill would make it easier for "bad actors" to commit crimes and does not contain the requisite safeguards or checks and balances. The industry association called on Australia's Liberal-National coalition to amend the bill and step up efforts to find global solutions that would protect citizens from harm, rather than moving ahead on its own.

"The bill as currently written could undermine security for all users, including the vast majority of people and businesses who use digital services for good," said Digi in a submission to the government.

"The proposal for companies to facilitate technical vulnerabilities is of particular concern as it doesn't just create a vulnerability for law enforcement to exploit, it becomes a vulnerability for all, making it easier for criminals to exploit digital technologies to commit crimes," it added.

Digi's members include Amazon, Facebook, Google, Twitter and Oath.

The strong criticism sets up the potential for future legal disputes between the Australian government and the US tech industry, which says governments should permit the free flow of information across borders and not require service providers to locate infrastructure within a particular country's borders.

Australia's Assistance and Access Bill 2018 is part of a trend that has seen laws introduced in the UK, the US and elsewhere intended to help police access user data to tackle serious crime, terrorism and national security issues.

When the proposal was announced last year, Malcolm Turnbull, Australia's prime minister at the time, advocated allowing police access to encrypted messages to ensure "the internet was not used as a dark place for bad people", such as terrorists and paedophiles.

According to experts the draft law is more nuanced on encryption than the government's initial proposals, but it goes further than many other democratic countries, mandating tough penalties for non-compliance such as fines for companies of up to A\$10m (US\$7m) and 10 years in jail for individuals.

Canberra says the bill does not force technology companies to provide a "backdoor" to encryption, something that would have enabled police to tap into end-to-end encryption services such as WhatsApp.

However, digital rights advocates say laws requiring companies to provide a way for police to access messages on customers' devices before they are encrypted amounts to the same thing. They have published a satirical video outlining their concerns and are attempting to mobilise a public awareness campaign.

The industry submission warned that a requirement for providers to build a systematic weakness or vulnerability into their services had the potential to erode consumer trust and introduce weaknesses.

Technology. Meituan flotation

# China's 'everything app' targets \$4bn Hong Kong IPO

World's largest food-delivery business faces pressure from Alibaba as it seeks to expand

LOUISE LUCAS — HONG KONG

Meituan Dianping is the world's largest food-delivery company but few global investors could even pronounce its name before its roadshow kicked off last week — a pickle for an issuer aiming to raise up to \$4.4bn.

The Beijing-based company describes its business model as an amalgam of the US food-delivery site Grub Hub, rolled together with Yelp, the reviews site, the hotel site Booking.com, retailer Whole Foods, the room-booking site Airbnb and several other consumer services sites.

But its 700-plus page prospectus brings to mind a different US peer: Amazon.

Amazon, whose valuation last week hit \$1tn, was valued at \$438m when it listed 21 years ago. This Thursday, when pricing concludes for a listing in Hong Kong, Meituan is aiming for \$45bn to \$55bn.

But like the "everything store", Meituan is the "everything" app, delivering noodles, booking hotels and planning weddings for 340m Chinese users.

It rates growth above short-term profitability; and boasts a chief executive and co-founder, 39-year-old Wang Xing, who will have a paper fortune of \$5.3bn if the shares price at the top of the range.

It is also stupendously lossmaking, to the tune of Rmb19bn last year and Rmb22.79bn (\$3bn) in the first four months of this year.

The prospectus warns investors "we cannot assure you... our business as a whole will achieve profitability in the future".

Meituan's revenues rose 161 per cent year on year to Rmb33.9bn in 2017, but the cost of generating those revenues rose faster, up 208 per cent to Rmb21.7bn.

"People wonder: can they get profitable? How much money do they have to spend to do that? How much more can food [delivery] really grow?" said one Hong Kong-based banker.

Meituan executives prevaricate over the first two questions, but they have a ready response to the third. China's food sector, from groceries to eating out and ordering in, is a \$1tn market according to the company's prospectus.

Maggie Wu, the chief financial officer



Tencent-backed Meituan spans areas from food delivery to wedding planning but remains lossmaking — Greg Baker/AFP/Getty

of Alibaba, Meituan's chief rival, has also described food delivery as a "massive \$1tn opportunity".

iResearch, a consultancy, is projecting the market will be worth more than \$2tn by 2023 as Chinese families continue to move to cities and consume more services.

Meituan and Alibaba are going head to head for supremacy, burning cash as they entice their users with subsidies that often make it cheaper to eat restaur-

ant food than to cook. Meituan — backed by Tencent, Alibaba's chief rival — currently has the edge.

But Alibaba has merged its food-delivery arm Ele.me with local services unit Koubei, pumped in a further Rmb3bn together with SoftBank and spent much of it on subsidies. Worryingly for Meituan, Ele.me is continuing to raise further funds.

The incentives, promotions and advertising are one factor behind Meit-

uan's losses; those outlays rose by a third to Rmb10.9bn last year.

The second factor is costs. Unlike Amazon, Meituan employs an asset-lite model. Its platform essentially connects more than 4m restaurants, travel agents, ticket sellers and other services with consumers, each paying Meituan a commission and in some cases a marketing fee.

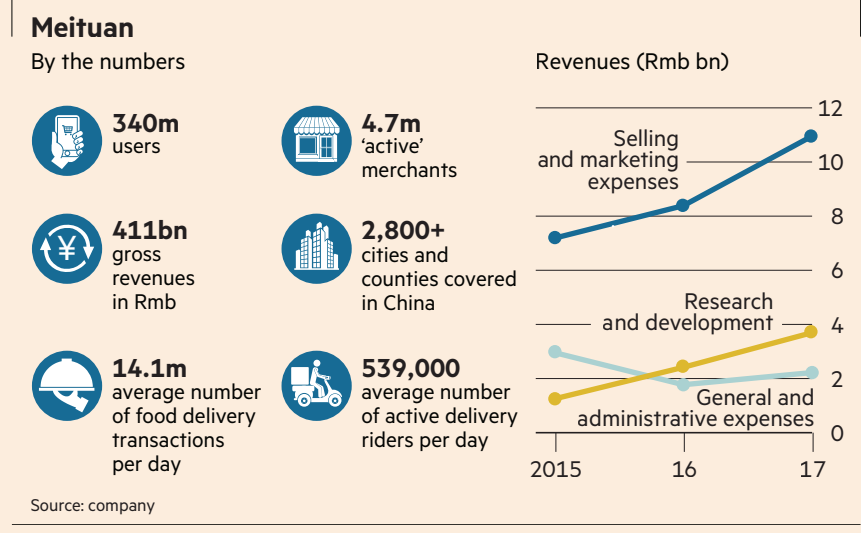
The bulk of its nearly 47,000-strong workforce are in sales, engineering or support. The delivery couriers, like gig economy workers the world over, are not on Meituan's staff but take a big bite out of its revenues.

Courier costs more than trebled year on year to Rmb18.3bn last year, tracking a fourfold increase in the number of food deliveries, to more than 14m a day.

Meituan argues that the per-delivery cost drops as the number of deliveries rises and couriers can drop off more goods — not just meals, but medicines or flowers — on shorter trips. FedEx makes the same number of deliveries each day.

By comparison Alibaba reckons its broader services give it an edge: couriers can be deployed to deliver goods from its ecommerce platforms.

"The scope of Meituan Dianping is



Technology

# Snap loses its strategy chief as stock lingers at an all-time low

TIM BRADSHAW — LOS ANGELES  
ARASH MASSOUDI — LONDON

One of Snap chief Evan Spiegel's top deputies plans to leave the company, at a time when stock in Snapchat's parent company is trading at an all-time low.

Imran Khan, who has served as Snap's chief strategy officer for almost four years, will depart after a replacement is hired, the company said yesterday.

"There is never a perfect time to say goodbye, but we have a stellar leadership team in place to guide Snap through the next chapter and I plan to stay on to ensure a very smooth transition," Mr Khan said.

News of Mr Khan's looming departure comes just four months after Drew Voller, Snap's chief financial officer, left after three years. He was replaced by former Amazon executive Tim Stone.

Last month, Snap hired Kristen O'Hara, Time Warner's former chief marketing officer, as global head of business solutions, leading its ad sales.

Snap is expected to look for an exter-

nal hire to replace Mr Khan in the new role of chief business officer, overseeing Snap's revenue, partnerships and content divisions.

"We won't miss a beat during this [transition] period, and you will be left in better hands than my own," Mr Khan said in an email to Snap employees obtained by the Financial Times.



Snap is expected to look for an external hire to replace Imran Khan

Mr Khan, a former Credit Suisse investment banker, is planning to stay in Los Angeles to start his own company — most likely a tech investment firm, said people familiar with the matter.

He had swapped New York for Los Angeles to join what was then simply called Snapchat in January 2015. He had been a top-ranking equity analyst at JPMorgan before moving into tech investment banking at Credit Suisse, where he won a leading position in Alibaba's record-breaking initial public offering for the bank.

He also secured Credit Suisse a stake in the Chinese ecommerce group that increased fivefold in value by the IPO, which was then the biggest.

When he made what was seen at the time as a surprising move to Snapchat, the picture-messaging app had recently achieved a \$10bn valuation from venture capital investors, despite bringing in little-to-no revenues.

Mr Khan led the creation of an advertising business that is projected to exceed \$1bn in sales this year, as well as

overseeing an increase in Snap's headcount from about 100 to more than 3,000 employees. He also played a central role in Snap's IPO in March 2018.

However, after going public at \$17, Snap has sagged in recent months as it struggles with the repercussions of an app redesign that upset many users.

Snapchat's daily active user count fell in the second quarter, the first decline from the previous quarter in its history. Although it still managed to beat Wall Street's revenue forecasts, Snap's shares fell to an all-time low last week, trading below \$10 for the first time.

Even so, Mr Khan's departure was presented as amicable and voluntary. In his email to staff, he paid tribute to the company's "groundbreaking products and formats that truly disrupted the mobile industry... I am really proud of what we achieved as a team".

Mr Spiegel said: "Imran has been a great partner building our business. We appreciate all of his hard work and wish him the best."

See Lex

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**AN APARTMENT OF 217.84 m2 in PARIS 16th**  
**36 Boulevard Suchet**  
6 main rooms on the 1st floor. MAID'S ROOM on the 4th floor.  
CELLAR and PRIVATE PARKING. The property is free from encumbrances.  
**Reserve Price: €2,600,000**  
Deposit required to make a bid: banker's cheque made out to the Chairman of the Bar/Receiver (Batonnier Séquestre) in the amount of 10% of the reserve price with a minimum of €3,000  
For information: **Mr Denis RINGUET**, Lawyer, 29 rue Berzélius, PARIS 17 - T: **01.44.40.10.20**  
- The Registry of the JEX VENTES IMMOBILIERES (Enforcement Judge for Real Estate Sales) at the Tribunal de Grande Instance of Paris, where the Terms and Conditions of Sale may be consulted, or the office of the prosecuting counsel, **www.ferrari.fr**  
**Viewing: 11 am to 12 pm, 4 OCTOBER 2018**







MARKET DATA

FT500: THE WORLD'S LARGEST COMPANIES

Stock	52 Week						Stock	52 Week								
	Price	Day	Chg	High	Low	Yld		P/E	MCap	Price	Day	Chg	High	Low	Yld	P/E
<b>Australia (AS)</b>							<b>Finland (E)</b>									
ANZ	28.26	-0.14	30.80	26.08	5.56	11.66	57800.01	Nokia	4.66	0.01	5.39	3.81	4.04	-22.38	30478.39	
BHPBillitn	31.20	-0.10	35.29	25.54	3.58	26.19	7120.61	Sampo	43.82	0.21	48.92	40.80	55.99	10.27	28177.97	
CMSBAM	70.75	0.24	82.66	67.22	6.22	13.28	88619.06	<b>France (E)</b>								
CS	21.21	1.56	22.69	12.81	1.63	40.22	82330.31	AirbusGrp	104.80	-0.04	111.16	89.52	142	35.92	94405.42	
NasAusdX	27.69	-0.18	32.98	25.90	1.25	11.21	53884.21	Antiquade	105.80	-0.15	113.10	84.41	249	19.67	52480.19	
TelstraW	3.11	-0.02	3.79	2.60	1.57	10.13	26326.29	BNP Parib	50.61	0.16	69.17	50.06	5.92	8.84	73388.13	
Westpac	27.69	-0.11	33.68	27.49	4.44	21.87	41528.71	ChristianDor	356.30	3.10	383.80	260.35	1.59	25.45	74631.08	
Woolworths	28.24	-0.05	31.49	24.45	6.77	11.20	26397.54	Creed Agr	12.19	0.11	15.05	11.11	5.13	10.65	40533.21	
<b>Belgium (E)</b>							Darone	65.28	0.08	72.13	52.92	2.89	15.63	51893.66		
ABInHbnk	77.39	-0.14	107.40	76.48	4.74	22.76	115659.14	EDF	14.86	0.36	14.97	9.67	30.19	19.19	51890.33	
KBC Grp	63.70	1.32	78.80	60.80	4.67	11.17	30742.16	Engie SA	12.50	0.24	15.16	12.17	5.56	26.79	35309.76	
<b>Brazil (BS)</b>							Essar Intl	120.60	1.10	127.60	100.60	1.26	35.96	30668.66		
Ambev	18.37	0.05	24.56	17.79	3.09	35.00	70516.03	Hemes Intl	534.00	-0.60	614.00	415.70	10.74	46.14	65416.16	
Bradesco	24.85	-0.33	30.80	22.33	1.63	61.81	20393.56	Ltdornt	20.00	0.90	214.90	170.30	1.76	28.07	130049.19	
Cielo	14.42	0.30	28.25	13.04	7.90	8.43	9565.15	LMVM	284.05	0.65	313.70	218.10	1.74	20.48	166932.92	
ItaUnifin	38.27	0.63	48.31	33.90	2.38	10.07	30886.28	Orange	13.68	0.06	15.24	13.12	4.41	10.27	42226.56	
Petrobras	24.27	0.55	31.80	15.26	4.23	22.05	40830.57	PernodRic	134.30	0.40	147.75	113.10	1.50	22.00	41363.85	
Valo	53.05	0.17	56.75	30.73	2.08	14.13	37070.24	Renault	71.95	0.26	100.80	78.50	4.30	4.25	24692.56	
<b>Canada (CS)</b>							Safarim	115.70	-1.70	119.35	81.04	0.71	12.23	55927.93		
BCE	52.85	-0.05	62.90	52.38	5.50	17.56	36562.13	Sanoft	73.49	0.52	83.29	62.88	4.09	26.69	106729.14	
BkMntri	107.34	-0.28	107.98	90.17	3.48	14.45	52190.24	Sant Gbn	35.60	0.23	51.40	35.15	3.87	9.77	22824.99	
BkVas	75.03	0.02	85.70	73.91	4.31	11.09	70204.2	Schneider	85.60	1.10	78.56	64.92	0.29	16.47	44071.54	
Bronkfld	56.72	-0.27	57.77	49.71	1.35	16.20	41998.4	SFR Group	34.50	21.87	23.02	17955.81				
ChCom Cons	27.13	-0.32	27.90	23.94	4.26	11.21	41391.63	SocGen	35.63	0.23	49.87	34.21	6.13	11.22	33398.79	
CanNatIs	42.94	0.08	49.08	36.88	1.21	20.28	39733.05	Total	51.88	-0.11	56.27	43.09	4.84	16.06	160386.11	
CanNatHy	113.64	0.06	118.29	90.84	5.11	15.35	63377.88	UnibailR	190.00	0.35	236.45	177.55	0.43	10.62	22215.04	
Enbridge	44.52	-0.34	52.59	37.58	5.69	31.11	59014.53	Vinci	80.30	0.86	88.90	77.95	2.01	15.13	60535.76	
Imperial	25.00	-0.44	42.49	28.61	3.97	14.89	41893.63	Vermeil	21.84	-0.01	24.97	19.54	2.04	23.41	33969.17	
ImpClc	39.86	-0.38	44.71	33.43	1.54	23.54	23595.27	<b>Germany (E)</b>								
ManuFitec	23.39	0.13	29.37	23.59	23.94	35.23	36	Allianz	182.34	-0.82	206.85	170.12	4.15	12.02	90566.46	
Potash	25.78	0.05	26.41	20.88	6.75	14.75	16841.05	BASF	76.35	-0.59	98.80	76.16	3.91	11.20	81734.21	
RYK	103.73	0.15	108.52	90.66	3.58	12.84	113557.5	Bayer	72.44	-0.15	119.04	71.65	3.77	18.62	76839.9	
Suncor	7.34	-0.05	14.35	6.86	4.05	5.47	41391.63	Bentley	31.95	0.26	100.80	78.50	4.30	4.25	24692.56	
TherRes	56.77	-0.18	61.11	46.69	3.25	33.51	31961.71	Continental	150.35	0.20	140.29	145.85	2.97	9.94	34864.34	
TntDom	79.47	-0.15	79.88	66.00	3.01	13.54	110392.99	Daimler	54.50	0.02	76.48	53.76	6.16	6.76	67658.58	
TsmCan	55.24	-0.37	65.18	50.28	4.70	16.56	36377.88	Deu Bank	9.58	-0.05	17.13	8.72	1.14	-11.49	22868.4	
Vale	30.80	-1.06	36.02	14.01	-4.99	8158.48	DeuTum	13.65	0.06	15.88	12.72	4.73	18.94	75391.96		
<b>China (HS)</b>							VolvoCar	135.20	0.20	191.80	132.40	2.86	5.97	46295.58		
AgriBdCh	3.67	-0.03	4.06	3.49	5.74	5.24	14371.01	<b>Hong Kong (HS)</b>								
Bk China	3.39	0.04	5.92	3.36	6.16	30.61	36113.12	AIA	61.85	-1.91	75.00	57.05	1.40	16.06	95151.6	
BkComCm	5.55	-0.01	7.13	5.33	6.10	5.11	24754.09	BOC Hold	36.00	-0.30	42.15	35.25	3.57	12.40	48467.51	
BOC Tech	1.25	-0.15	1.78	1.30	28.78	31.68		CSOnSInk	23.60	-0.30	32.20	22.50	3.20	6.20	32390.05	
ChCom Cons	27.13	-0.32	27.90	23.94	4.26	11.21	41391.63	ChnYnK	54.95	-1.20	75.30	54.85	3.05	5.16	23892.97	
ChEvBtng	3.22	-0.04	4.76	3.14	6.74	4.92	5200.82	CiticSecs	13.04	-0.40	22.95	12.88	3.67	11.27	3794.71	
Ch Rl Con	9.31	0.04	10.36	7.53	1.89	6.18	6461.51	CK Hutchison	88.90	-0.15	107.80	80.80	3.16	9.35	43688.45	
Ch Rl Grp	6.78	0.09	6.98	5.25	1.50	7.71	3633.96	CNOOC	13.70	-0.16	14.84	13.12	3.53	14.53	77921.42	
ChIronStk	6.56	-0.11	8.39	6.45	3.69	20.99	11.63	ChinaGas	31.50	-0.80	37.50	21.85	3.25	21.60	20122.56	
ChinaNvke	25.00	-0.44	42.49	28.61	3.97	14.89	41893.63	HK ExclCdx	214.40	-2.40	18398.39	212.20	2.49	30.05	34052.25	
ChinaPac	4.68	-0.12	6.82	4.63	6.56	4.55	8872.6	MTI	39.75	-0.10	7514.21	39.25	1.74	10.40	30910.04	
ChinaFic	16.78	-0.12	28.20	16.62	28.11	15906.4	SandsCh	33.60	-0.45	49.35	33.25	5.85	18.42	34586.92		
ChinaMnBnk	28.60	-0.35	39.50	26.40	5.19	19.726.4	Shk Progs	111.40	-0.40	139.80	109.70	3.26	11.41	11145.7		
ChinaRwS	75.80	-0.23	75.80	67.85	4.18	17.90	19770.64	VolvoCar	135.20	0.20	191.80	132.40	2.86	5.97	46295.58	
ChinaSecs	27.80	-0.40	42.40	27.80	13.14	8828.84	<b>India (BS)</b>									
ChMinSheng	5.42	-0.12	7.79	5.37	3.82	3.65	5744.83	Bhartiart	388.40	-1.20	564.80	331.00	1.03	18.00	21441.65	
DMASecS	12.35	-0.33	22.35	12.34	15.88	8821.66	HDFC Bk	2041.15	-15.80	2220	1757.85	6.06	27.66	76530.83		
DMShangR	5.54	-0.19	8.44	4.63	0.36	80.91	17105.44	Hind Unifin	1810.3	-8.45	1808.65	1169	1.55	64.92	48138.75	
DMShangR	16.76	-0.54	25.45	16.76	6.53	49880.81	HongDong	1883.55	-36.45	2052.95	1638	0.81	18.49	44004.85		
DMShangR	1.15	-0.01	6.83	1.81	67.68	11099.99	Infocys	730.85	-1.95	748.50	436.83	0.77	17.17	22045.53		
DMShangR	5.16	-0.05	7.75	4.93	3.04	6.56	31296.55	ITC	306.58	-0.30	322.95	250.00	1.26	32.24	51781.75	
DMShangR	9.23	-0.01	12.28	8.83	0.66	43.97	16861.33	L&T	13.86	-0.10	14.70	11.23	2.14	24.71	25808.88	
DMShangR	5.71	-0.07	7.93	4.43	1.27	12.946.7	Oil&Gas	31.50	-0.80	37.50	21.85	3.25	21.60	20122.56		
DMShangR	25.00	-0.44	42.49	28.61	3.97	14.89	41893.63	RelianceInd	285.85	-22.75	329	179.10	5.89	10.99	10929.99	
DMShangR	2.81	-0.02	4.08	7.94	5.85	8.55	17729.49	SK NwNew	2.84	-0.05	31.20	23.25	-	-19.83	31057.99	
DMShangR	0.04	-0.08	0.04	-0.81	6.71			SunPharmInd	68.00	-62.65	670.30	435.00	0.57	40.92	11403.61	
DMShangR	8.08	-0.13	14.35	8.07	1.90	19.29	9658.28	Tata Cons	2080.75	0.90	2107.25	1250.75	1.08	20.89	21160.37	
DMShangR	6.67	-0.23	13.80	6.15	4.18	7.78	28977.11	<b>Indonesia (Pp)</b>								
DMShangR	28.26	-0.94	49.89	28.90	17.50	25.66	33701.49	Bk Cent As	22300	200.00	24700	16800	-	-	38679.26	
DMShangR	4.94	-0.04	6.18	5.55	2.32	2.25	2958	IndoPac	86.05	-1.42	94.75	88.20	0.74	-2.27	22924.14	
DMShangR	1.49	-	2.98	1.45	-	22.99	6875.22	Indo								



## MANAGED FUNDS SERVICE

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Algebris Investments (IRL)</b>							
<b>Regulated</b>							
Algebris Financial Credit Fund - Class EUR	€ 151.55	-	-0.06	0.00			
Algebris Financial Income Fund - Class EUR	€ 137.40	-	-1.28	0.00			
Algebris Financial Equity Fund - Class EUR	€ 115.73	-	-1.52	0.00			
Algebris Asset Allocation Fund - Class EUR	€ 98.18	-	-0.05	0.00			
Algebris Macro Credit B EUR Acc	€ 104.45	-	0.00	0.00			
Algebris Core Equity Fund - Class EUR	€ 96.29	-	-0.27	0.00			
<b>The Antares European Fund Limited</b>							
<b>Regulated</b>							
Antares International	€ 707.75	-	2.14	0.00			
AEF Int (USD)	\$ 1,687.74	-	1.80	0.00			
AEF Ltd Eur (€)	€ 1,687.74	-	1.80	0.00			
<b>Arasjia Partners</b>							
<b>Other International Funds</b>							
Arasjia Africa Consumer Fund Limited	€ 12.35	-	0.09	0.00			
Arasjia Asia Consumer Fund Limited	€ 90.40	-	0.71	0.00			
Arasjia Global Emerging Markets Fund	€ 10.95	-	0.10	0.00			
Arasjia Global Emerging Markets UCITS	€ 12.14	-	0.16	0.00			
Arasjia Global Emerging Markets Growth	€ 13.76	-	0.11	0.00			
Arasjia Latin America Consumer Fund	€ 23.99	-	0.35	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Ashmore</b>							
<b>Ashmore Investment Management Limited (LUX)</b>							
<b>Regulated</b>							
Ashmore SICAV Emerging Market Debt Fund	€ 92.51	-	-0.01	0.15			
Ashmore SICAV Emerging Market Equity Fund	€ 165.08	-	-0.08	0.17			
Ashmore SICAV Emerging Market Total Return Fund	€ 81.12	-	-0.11	0.11			
Ashmore SICAV Global Small Cap Equity Fund	€ 149.16	-	-0.39	0.05			
EM Micros Core Dividends USD F	€ 91.55	-	-0.58	0.87			
EM Micros Core Dividends USD F	€ 74.45	-	0.51	0.00			
EM Short Duration Fund Acc USD	€ 134.14	-	-0.01	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Aspect Capital Ltd (UK)</b>							
<b>Regulated</b>							
Aspect Diversified USD	€ 397.85	-	-5.82	0.00			
Aspect Diversified EUR	€ 226.32	-	-3.35	0.00			
Aspect Diversified GBP	€ 119.16	-	-1.75	0.00			
Aspect Diversified CHF	€ 106.44	-	-1.58	0.00			
Aspect Diversified Trends USD	€ 116.95	-	0.55	0.00			
Aspect Diversified Trends EUR	€ 111.20	-	0.55	0.00			
Aspect Diversified Trends GBP	€ 118.56	-	0.50	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Atlantis Sicav (LUX)</b>							
<b>Regulated</b>							
American Dynamic	€ 508.61	€ 508.61	19.76	0.00			
American One	€ 456.42	€ 456.42	6.09	0.00			
Bond Global	€ 1426.54	€ 1426.54	7.23	0.00			
Euroconscience	€ 107.97	€ 107.97	-0.27	0.00			
Fair East	€ 930.35	-	-8.54	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Bank of America Cap Mgmt (Ireland) Ltd (IRL)</b>							
<b>Regulated</b>							
Global Liquidity USD	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Barclays Investment Funds (CI) Ltd (AER)</b>							
<b>Regulated</b>							
2801 Grand Street, New Jersey, 02339 Channel Islands 01534 612630							
<b>FCIA Recognised</b>							
Starling Bond F	€ 0.46	-	0.00	2.65			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Bank of America Cap Mgmt (Ireland) Ltd (IRL)</b>							
<b>Regulated</b>							
Bank of America Cap Mgmt (Ireland) Ltd	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Barclays Investment Funds (CI) Ltd (AER)</b>							
<b>Regulated</b>							
Barclays Investment Funds (CI) Ltd	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Bayesian Capital Management (UK) LLP</b>							
<b>Regulated</b>							
Bayesian Capital Management (UK) LLP	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Bayesian Capital Management (UK) LLP</b>							
<b>Regulated</b>							
Bayesian Capital Management (UK) LLP	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Bayesian Capital Management (UK) LLP</b>							
<b>Regulated</b>							
Bayesian Capital Management (UK) LLP	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Bayesian Capital Management (UK) LLP</b>							
<b>Regulated</b>							
Bayesian Capital Management (UK) LLP	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Bayesian Capital Management (UK) LLP</b>							
<b>Regulated</b>							
Bayesian Capital Management (UK) LLP	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Bayesian Capital Management (UK) LLP</b>							
<b>Regulated</b>							
Bayesian Capital Management (UK) LLP	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Bayesian Capital Management (UK) LLP</b>							
<b>Regulated</b>							
Bayesian Capital Management (UK) LLP	€ 1.00	-	0.00	0.61			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Genesis Asset Managers LLP</b>							
<b>Other International Funds</b>							
Emerging Mkts NAV	€ 7.60	-	0.05	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Global Investment House</b>							
Global GCC Islamic Fund	€ 107.95	-	-0.04	0.00			
Global GCC Large Cap Fund	€ 186.98	-	0.96	0.00			
Global Saudi Equity Fund	€ 294.91	-	-2.69	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Herms Investment Funds PLC</b>							
<b>Regulated</b>							
Herms Absolute Return Debt Fund	€ 1.25	-	1.25	0.00			
Herms Absolute Return Debt Fund Class A	€ 1.92	-	1.92	0.00			
Herms Absolute Return Debt Fund Class B	€ 2.62	-	2.62	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Marwyn Asset Management Limited (CYM)</b>							
<b>Regulated</b>							
Marwyn Value Investors	€ 441.12	-	4.48	0.00			

Fund	Bid	Offer	Dv-Yield	Fund	Bid	Offer	Dv-Yield
<b>Emerging</b>							



## MARKETS &amp; INVESTING

Analysis. Fixed income

# Fed's balance sheet shrinking has big implications for banks



The central bank's decisions will have far-reaching effects and politicians are watching

SAM FLEMING — WASHINGTON  
ROBIN WIGGLESWORTH — NEW YORK

The clock is ticking. As the Federal Reserve presides over the steady shrinking of its multi-trillion dollar balance sheet, investors are urging policymakers to push forward long-awaited decisions over just how large the central bank's portfolio will need to be to keep monetary policy running smoothly and the banking sector well-stocked with safe assets.

Jay Powell, Fed chairman, has lined up a debate for this autumn. But as the reduction in the balance sheet accelerates into 2019, the market is looking for much clearer signs from the Fed on its future framework for steering the economy. Some analysts worry that the Fed risks shrinking its balance sheet too much.

The Fed confronts two major, intertwined decisions. Does it want to stick with its current system for setting interest rates or revert to something similar to the framework it used before the financial crisis? And how big a balance sheet is it willing to carry in order to execute monetary policy?

The decisions will have far-reaching

implications for how the banking sector operates. Politicians are watching closely: many Republican lawmakers are suspicious of the Fed's swollen balance sheet, seeing it as an unnecessary incursion by the public sector into private markets.

Fitch said that, after basically stabilising in 2017, the Fed balance sheet will shrink by around \$315bn this year and \$437bn in 2019 as it allows assets it has been holding to mature.

The flipside of those assets are liabilities, including currency in circulation and commercial banks' reserves held on deposit at the Fed.

The quantity of reserves in the system is central to any decision on how the Fed will set interest rates in the future. Opting to keep the current system would by necessity mean keeping a lot more reserves in the system than under the pre-crisis toolkit, thus limiting the extent to which the Fed shrinks the assets on its balance sheet.

This so-called floor system, which the Fed currently uses, involves it setting an interest rate on excess bank reserves and another rate on an overnight reverse repurchase facility to steer market rates. Among those who have been enthusiastic about it is Mr Powell, who in mid-2017 before his appointment as Fed chair told an audience he saw the system as simple and efficient to administer, straightforward to communicate and effective in controlling rates.

The imposition of regulations requiring banks to hold big buffers of high-quality liquid assets, coupled with changes in banks' preferences, suggest the sector will want to hold prodigious quantities of reserves for the foreseeable future.

Specialists argue that is no bad thing. If banks continue to sit on large quantities of cash at the central bank, rather than near-equivalents such as Treasuries, it will make them more resilient in the case of a future financial crisis, said Louis Crandall, economist at Wrightson Icap.

Another option is to go back to a so-called corridor system, like one used before the crisis, in which a relatively scarce quantity of reserves is held by the banks and the central bank conducts frequent interventions to hold official rates close to its target.

Many officials want the Fed to stick with the current system but they are likely to have an exhaustive debate before reaching a conclusion. But deciding exactly when to stop shrinking its balance sheet is still a tricky judgment.

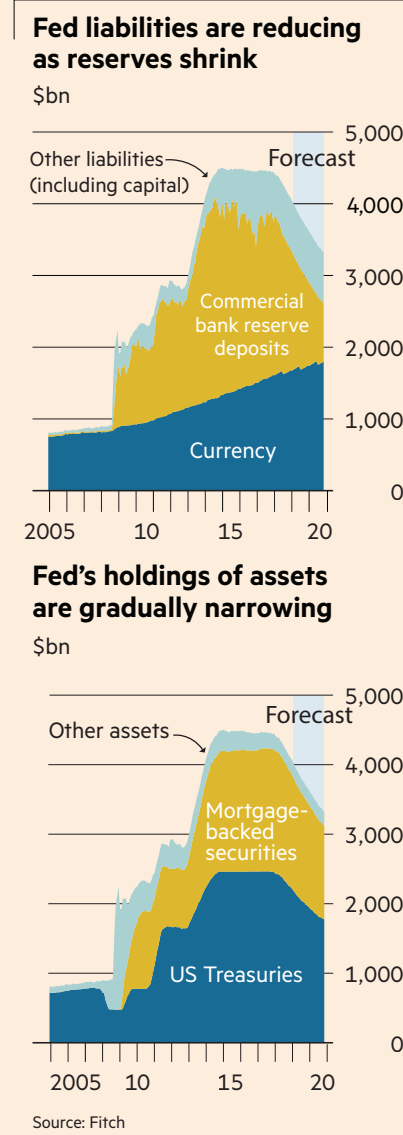
Seth Carpenter, US economist at UBS and a former Fed and Treasury official, said officials could alight on a number for the amount of reserves they think will be needed or instead decide they need to infer the correct answer from market movements.

Recent fluctuations in the Fed's key interest rate, which is hovering closer to

The Federal Reserve faces choices on how it winds down its balance sheet

Chris Wattle/Reuters

The market is looking for much clearer signs from the Fed on its future framework



the upper end of its target range than the lower one, have been highlighted as an early signal that reserves may not be as abundant as the central bank thought, something that could point the Fed in the direction of stopping its balance sheet reduction sooner. If the Fed pushes the reduction too far, it could trigger unwelcome rates volatility.

Brian Sack, the director of global economics at DE Shaw and a former head of the New York Fed's markets desk, argued that a future situation in which market rates settled just above the Fed's administered rates, and the administered rates are closer together, would be a good configuration for a floor system.

"We may not have reached the point where the Fed would want to stop but we are certainly at a point where they should consider the conditions that would lead to that decision," he said.

Some officials are already putting numbers out on the likely level of reserves. Jim Bullard, president of the St Louis Fed, told the FT in an August interview that he did not expect the Fed to need more than \$500bn worth. "I would have to be convinced that you need more than that," he said.

Others foresee a far bigger quantity of reserves. Mr Crandall said he would ideally like the Fed to stop shrinking the balance sheet early next year, keeping reserves at around \$1.5tn — although a halt later in the year now seems more likely.

## Currencies

## Bitcoin and ethereum hit by volatility after SEC suspends trading in trackers

HANNAH MURPHY

Cryptocurrency prices suffered another blow as the main US regulator temporarily halted trading in a pair of securities tracking the most popular digital assets.

The US Securities and Exchange Commission announced late on Sunday it had suspended trading in two exchange-traded notes — Bitcoin Tracker One and Ether Tracker One — for at least 10 days over "confusion" as to whether the products were exchange traded funds or not.

That prompted volatile trading in the already depressed prices of ethereum, the crypto asset behind the Ether Tracker One, and bitcoin yesterday.

The market capitalisation of all the digital assets tracked by CoinMarket-Cap has shrunk to \$196bn from a peak of more than \$800bn in January while trading volumes have followed suit.

Early declines of more than 3 per cent in both assets were partially offset by news yesterday that New York regulators had approved two new digital currencies pegged to the US dollar.

The drops in cryptocurrency prices come after ether and bitcoin suffered a savage sell-off last week of around 30 per cent and 9 per cent, respectively,

touching 10-month lows. The SEC's move was prompted by the emergence last year of hundreds of new cryptocurrencies and other blockchain projects as retail enthusiasm for the nascent asset class sent the price of bitcoin surging.

The US regulator warned that some trading websites were wrongly labelling the two tracker instruments, which are listed on the Nasdaq exchange in Stockholm and also trade over the counter in the US as ETFs.

"There is a lack of current, consistent and accurate information' concerning the two tracker products

"There is a lack of current, consistent and accurate information concerning [the products] resulting in confusion among market participants," the watchdog said. The suspension will last until September 20.

The SEC has so far refused to give the green light to numerous proposed bitcoin ETFs in recent weeks, including one proposed by Gemini exchange, run by cryptocurrency entrepreneurs Cameron and Tyler Winklevoss.

The agency has cited concerns over

## Tail Risk

## Sword of Damocles hangs over seven EMs at risk of crisis

EDWARD WHITE

Seven emerging market economies, including Sri Lanka and South Africa, are at risk of an exchange rate crisis, according to a gauge published by Nomura, as investor fears about contagion from recent currency crunches in Turkey and Argentina continue to build.

Sri Lanka, South Africa, Argentina, Pakistan, Egypt, Turkey and Ukraine are most at risk, according to the bank's "Damocles" index, which assesses the risk of exchange rate crises over the next 12 months across 30 EM economies.

The index, which Nomura said is an "early warning system", condenses macroeconomic and financial variables and gives countries a score from zero to 200. A score above 100 suggests vulnerability to an exchange rate crisis in the next 12 months while a reading above 150 signals a crisis could erupt at any time.

Sri Lanka is most at risk with 175, followed by South Africa and Argentina with 143 and 140, respectively. Sri Lanka had the worst outlook "due to still-weak fiscal

## Sri Lanka had the worst outlook. Political stability also remains an issue

finances and a very fragile external position", Nomura analysts said. "With [foreign exchange] reserves of less than five months of import cover and high short-term external debt (\$160bn), its refinancing needs are large. Political stability also remains an issue."

The report came amid renewed concern about EM currencies and equities in recent weeks with Argentina and Turkey already suffering rapid declines in the value of their currencies, the Indian rupee trading at a record low and pressure on the Indonesian rupiah.

However, eight countries — Brazil, Bulgaria, Indonesia, Kazakhstan, Peru, Philippines, Russia and Thailand — had scores of zero, implying little risk of a currency crash in those economies, the index showed.

"As investors focus more on EM risk, it is important not to lump all EMs together as one homogeneous group; Damocles highlights a long list of countries with very low risk of full-blown crises," the bank's analysts said.



Nomura's index takes its name from the Greek mythology figure

## Commodities

## Gold miner hails 'find of the century' as Australian exploration boom expected

JAMIE SMYTH — SYDNEY

A Canadian company has unearthed two large gold-encrusted rocks at an underground mine in Western Australia, which geologists say amount to a "once-in-a-century discovery".

RNC Minerals said yesterday it had found a 95kg stone containing 2,440 ounces of gold and a 63kg specimen containing an estimated 1,620 ounces at its Beta Hunt mine in Western Australia.

The company said it had mined 9,250 ounces of high grade coarse gold over a week, worth C\$15m (US\$11.4m), including the encrusted rocks that it claims could rank among the largest gold discoveries.

"This is a spectacular discovery — possibly the find of the century in the Australian gold fields," said Ross Large, professor of geology at University of Tasmania. "This is the sort of find that you would associate with the 1860s gold rush and will probably cause a boom in exploration."

Australia's gold fields have produced many of the world's largest gold nuggets, including the 72kg nugget Welcome Stranger, which was unearthed by prospectors John Deason and Richard Oates in Victoria in 1869 during the gold rush.

The discovery by RNC almost 150 years after that find comes amid a resurgence in Australia's gold industry — with companies ploughing a record A\$223m (US\$158.8m) into exploration in the June quarter, up 16 per cent on the same period a year earlier.

"Exploration is going well due to a strong Australian gold price, particularly brownfield exploration," said Warren Pearce, chief executive of the Association of Mining and Exploration Companies.



Gold-encrusted rocks recovered from the Beta Hunt mine

"But this RNC find is a bit of an exception — it's hard to think back to a discovery like this," he added.

RNC began a sale process for its Beta Hunt mine in March before this latest discovery.

The company said that due to the significance of the discovery it was no longer in exclusive discussions with a preferred bidder for the assets, which is a gold and nickel mine.

RNC said it had decided to consider all alternatives, including a sale to maximise the value of Beta Hunt to its shareholders.

Sam Spearing, director of the Western Australia School of Mines at Curtin University, said the discovery at Beta Hunt was very unusual due to the huge concentration of gold found.

He said miners typically extracted 2 to 12 grammes of gold per tonne of rock mined while RNC had found 2,200 grammes per tonne. "This is a very rare occurrence and sure to pique interest in the area."

The price of gold has fallen 12 per cent to below \$1,200 an ounce from a peak in January of \$1,358. A strengthening US dollar and rising short-term interest rates from the US Federal Reserve this year has weakened the appeal of holding gold.



