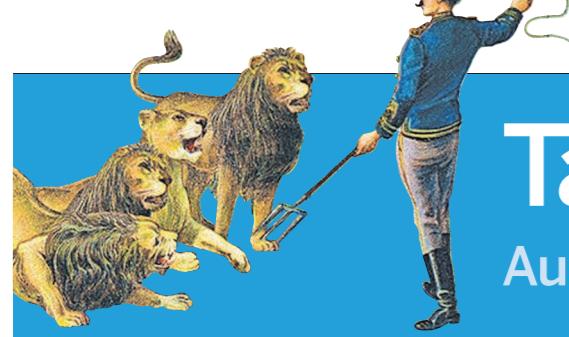


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World Business Newspaper

Taming the Big Four

Auditors come under the lash, Page 17

Banks on flood alert
as bonus tide rises
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News Briefing

Arrests linked to Rolls-Royce probe

The criminal probe into whether Rolls-Royce committed bribery in Indonesia and China accelerated yesterday when the UK authorities arrested two men following dawn raids. **Page 15**

Buffett in stake talks

Warren Buffett's Berkshire Hathaway is in talks to swap its 28 per cent stake in Graham Holdings for control of a subsidiary of the company formed last summer after the Graham family sold the Washington Post newspaper to Amazon's Jeff Bezos. **Page 15**

Shooting party win

The Supreme Court has found in favour of a man who launched a legal battle against the trustees of an aristocratic family over a lack of game. **Page 4**

Study backs EU ties

Downing Street will today release official reports concluding that the balance of powers between Westminster and Brussels in key policy areas is broadly correct. **Page 2**

Rules force go-slow

Motorists will have to cut their maximum speed on a second motorway under a government plan to introduce a 60mph speed limit on part of the M3 in Surrey. **Page 4**

US debt deal sealed

The US Congress has given its final stamp of approval to legislation that suspends the country's borrowing limit and removes the spectre of a US debt default until March 2015. **Page 8**

China extends reach

China is trying to tilt the balance of power in the Pacific, where the US has been dominant for decades, by developing a "blue water" navy that can operate farther from its shores. **Page 6**

Partition risk in CAR

The Central African Republic is in effect splitting into Christian and Muslim fiefdoms as tit-for-tat reprisals between followers of the two religious groups continue in the impoverished nation. **Page 6**

Sochi activist jailed

A Russian court has sentenced one of Sochi's most prominent environmental activists to three years in prison for painting a fence, raising concerns about the fate of other protesters. **Page 7**

Renewables fund blow

Guy Hands' plans to transform his private equity business, through his biggest fundraising since he lost a £1.75bn stake in EMI, has been hit by the departure of his star dealmaker. **Page 15**

Separate section

Executive Appointments

The EU's in-demand professionals: the HR boss caught in the BBC's spotlight; and expert advice on switching careers.

Carney adjusts guidance ● 3.4% growth expected this year ● Forecasts boost Osborne claims

BoE set to hold rates beyond election

By Chris Giles
and Sarah O'Connor

from rising interest rates. The BoE's Monetary Policy Committee said it was willing to see boom-time rates of growth even as interest rates might need to "remain at low levels for some time to come". It was confident, it made clear, that inflation would remain under control. In a more transparent set of forecasts than before, the BoE now expects the economy to grow 3.4 per cent in 2014, compared with its previous 2.8 per cent forecast and much higher than most independent analysts' calculations.

If the new forecasts prove accurate, they will provide the chancellor with the perfect backdrop for next year's election: rapid growth, falling unemployment, recovering incomes and productivity, and no threat

Underemployment moves up agenda

If unemployment was central to the Bank of England's shortlived first phase of forward guidance, then three extra letters will be crucial to the second.

Underemployment is the new mantra in Threadneedle Street. The slack in Britain's labour market is why the Monetary Policy Committee has felt able to ignore unemployment's rapid fall without considering a rate rise in the near future.

While many people feel overworked, the central bank thinks there is scope to wring more effort from employees by increasing "further the hours worked". When it introduced its monetary policy guidance last

August, the BoE did not mention underemployment as important.

But now, this little-watched indicator – the proportion of part-time workers unable to find full-time work – is central to the BoE's justification for keeping rates low. About 5 per cent of employees say they work part-time because they cannot find full-time work. This has not improved in recent months.

Sam Hill, senior UK economist at RBC Capital Markets, said the "reference to the pool of 'underemployed' workers looking for more hours helped to emphasise the message that the MPC sees room for rates to stay on hold for some time".

The new forecasts include an expectation of an 11.5 per cent surge in business investment and a 23 per cent leap in investment in housebuilding. The BoE is pessimistic about export performance, with net trade being a drag on the economy this year, in 2015 and in 2016.

The BoE's new guidance suggests markets were right not to expect a rate rise before the election and that gradual rises thereafter would only reach a level close to 2 per cent in three years' time.

The rate-setters came to that view after judging there was slack in the economy amounting to between 1 per cent and 1.5 per cent of national income and this would fall slowly despite rapid growth, because unemployment falls, productivity

growth recovers and part-timers increase their hours.

"The message to business is that we're going to set an appropriate path for monetary policy so that the economy continues to grow," Mr Carney said. "When the point comes [for rates to start rising] the adjustments will be gradual and limited. The MPC will not take risks with this recovery."

Sterling moved higher as the inflation report was published. Ten-year Gilt yields jumped 5 basis points to 2.79 per cent, indicating that those betting in financial markets thought the BoE's tone was more hawkish than the view of most economists.

**Spore capacity, Page 3
Editorial Comment, Page 10**



Storm winds of 100mph add to flood misery

Huge waves batter the seafront in Aberystwyth, west Wales, as another storm swept across the UK yesterday. Winds exceeding 100mph and heavy rain added to the misery for victims of floods described by the officer in charge of the army response as an "almost unparalleled natural disaster".

Police reported the death of a man from suspected electrocution as he attempted to move a tree that had brought down power lines in Chippenham, Wiltshire. The Energy Networks Association said about 130,000 homes and businesses were without power across the country.

Disruption to power lines forced the closure of the West Coast rail link as the storm sparked the Met Office to issue its first red wind alert – the highest level – of the winter. Sixteen severe flood warnings remained in place for Berkshire, Surrey and Somerset.

Meanwhile, Mark Carney, governor of the Bank of England, warned that the weather would "affect the near-term [economic] outlook". **Page 2**

Tuscan tussle



Tax decisions deliver fresh blows to India's investment reputation

By James Crabtree in Mumbai

India's battered investment reputation has suffered a double blow, after Vodafone and Nokia were hit by fresh setbacks in multibillion-dollar tax disputes.

It emerged yesterday that the Indian government is moving to scrap conciliation talks with UK-based telecoms group Vodafone aimed at resolving a \$2.6bn dispute over taxes allegedly due on a cross-border deal in 2007.

Nokia, meanwhile, is appealing to India's Supreme Court over an unrelated \$1.1bn tax squabble. A recent legal decision in effect prevents the Finnish group from transferring Indian assets as part of its €5.4bn phone business sale to Microsoft.

Yesterday's twin decisions are likely to intensify concerns over the investment climate and India's treatment of foreign companies ahead of crucial May

elections. Many investors hope that a change of government, led by opposition leader Narendra Modi, could finally restart India's faltering economy.

The moves are the latest in a series of tax-related disagreements to dog multinationals in Asia's third-largest economy. Companies such as Shell and IBM have also been caught up.

The profusion of tax disputes is now deterring foreign groups from investing, said Dinesh Kanabar, deputy chief executive of KPMG in the country: "This is a pretty dark day for India's image abroad. I am party to several discussions involving foreign companies who say that, if we have a choice, we will expand outside India because there is no certainty over tax."

The economy is also a challenge. Government data published yesterday showed industrial production continuing to shrink in December, overshadowing a minor fall in inflation. Ron Somers, president of the US-India Business Council, said Vodafone and Nokia's troubles would send the wrong signal to investors. "Even during the election season... India must continue to recognise that a deteriorating tax climate threatens its global reputation."

Risto Siilasmaa, Nokia's chairman, said after meeting Anand Sharma, India's commerce secretary: "The question is whether we are allowed to transfer the factory to Microsoft. If we are not allowed to transfer, we will have a factory, but we will not have a business. And if we don't have a business, we can't manufacture anything in the factory."

Additional reporting by Richard Milne in Oslo

**Editorial Comment, Page 10
Lombard, Page 16**

World Markets

STOCK MARKETS

CURRENCIES

INTEREST RATES

	Feb 12	prev	%chg	Feb 12	prev	Feb 12	prev		
S&P 500	1819.26	1819.75	-0.03	\$ per €	1.359	1.368	€ per \$	0.736	0.731
Nasdaq Comp	4201.29	4191.05	+0.24	\$ per £	1.658	1.649	£ per \$	0.603	0.607
Dow Jones Ind	15963.94	15994.77	-0.19	£ per €	0.819	0.830	€ per £	1.221	1.205
FTSEurofirst 300	1326.79	1317.3	+0.72	¥ per \$	103	102	¥ per €	139.3	140.0
Euro Stoxx 50	3094.89	3077.08	+0.58	¥ per £	170.1	168.8	£ index	86.1	85.2
FTSE 100	6675.03	6672.66	+0.04	\$ index	87.2	87.2	€ index	96.05	96.69
FTSE All-Share UK	3583.99	3582.5	+0.04	SRp per €	1.225	1.224	SRp per £	1.495	1.475
CAC 40	4305.5	4283.32	+0.52	COMMODITIES					
Xetra Dax	9540.0	9478.77	+0.65						
Nikkei	14800.06	14718.34	+0.56	Feb 12	prev	chng			
Hang Seng	22285.79	21962.98	+1.47	Oil WTI \$ Mar4**	100.37	99.94	0.43		
FTSE All World \$	264.13	263.41	+0.27	Oil Brent \$ Mar4**	108.79	108.68	0.11		
				Jpn Gov 10 yr	99.90	0.61	0.01		
				US Gov 30 yr	100.48	3.72	0.04		
				Ger Gov 2 yr	99.80	0.11	0.01		
				Feb 12	prev	chng			
				Fed Funds Eff	0.06	0.07	-0.01		
				US 3m Bills	0.05	0.06	-0.01		
				Euro Libor 3m	0.26	0.26	0.00		
				UK 3m	0.51	0.51	-		

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Whitehall studies see benefits of Europe

Official green light given to Brussels

Low-key release to calm eurosceptics

By George Parker, Political Editor

Downing Street will today release official reports concluding that the balance of powers between Westminster and Brussels in key policy areas is broadly correct.

The eight Whitehall studies find that Britain's EU membership has bolstered trade, created wealth and brought benefits in areas from legal co-operation to the growth of football's Premier League – not the answers eurosceptics want to hear.

So Number 10 has ordered a low-key release for the reports, which include a strong endorsement of the commercial advantages of Britain's EU membership, fearing they might provoke another row with anti-Brussels Tory MPs.

The reports, covering areas such as the internal market in goods and trade, will be notified to parliament in a written statement on the last day before MPs leave Westminster for a 10-day recess.

Liberal Democrats claim Conservatives want to smother the reports because Downing Street fears they do not support the case for a radical renegotiation of EU powers ahead of David Cameron's proposed 2017 referendum.

A ninth report on the EU's free movement of people rules was shelved amid Lib Dem claims that Theresa May, home secretary, had failed to provide evidence to support her case for tighter controls on migration.

The latest batch of "balance of competence" reports reflect the generally pro-EU conclusion of the first wave of six reports, released by Downing Street last summer the day after MPs had left Westminster for a 10-week break.

Mats Persson, director of the Open Europe think-tank, said: "Fourteen of these reports have now been published and, in terms of the division of powers between the EU and UK, all of them have concluded that the status quo is broadly desirable."

The most contentious paper in the current series was Mrs May's contribution on the free movement of people, which became entangled in the fierce political debate on whether Britain needed to restrict EU migration.

Mrs May's team rewrote the initial report, prepared by officials, to include contentious claims about the impact of EU migration and benefit tourism. Mr Cameron was forced to shelve the report amid Lib Dem protests.

Ukip described today's set of reports as "a whitewash document on Britain's EU membership with its most crucial chapter missing altogether".

"the balance of competences for the free movement of goods and intellectual property is currently in the right place".

Another paper on trade says that while Britain would have greater control over relations with third countries if it regained powers over trade policy, it would mean "giving up benefits of access to the single market".

Other papers on areas including asylum and immigration, research, civil justice and tourism drew similar conclusions, although there were also frequent calls for the EU to use its existing powers more sparingly.

However, Mr Persson noted that the reports pointed to overregulation in areas such as transport and environmental policy, and a call for the EU to do less in other areas.

Tory officials said the papers on transport and environment supported the case of Mr Cameron's business task force for less regulation and less EU interference in some areas.

In particular, the papers argue that excessive Brussels regulation was having an adverse effect on small companies, and in the field

'The impression is we no longer have an independent government'

John Redwood, former Tory leadership contender

of road haulage and shipping in particular.

Tory officials denied any attempt to hide the reports and said they were being released as soon as they were ready. Conservative eurosceptic MPs insisted they were providing a useful catalogue of EU powers.

John Redwood, a former Tory leadership contender, said: "The overwhelming impression is that we no longer have an independent government in many areas."

The most contentious paper in the current series was Mrs May's contribution on the free movement of people, which became entangled in the fierce political debate on whether Britain needed to restrict EU migration.

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By Kiran Stacey and George Parker in London, and Mure Dickie in Edinburgh

An independent Scotland would not be allowed to share the pound with the rest of the UK, George Osborne will warn today, as he gives a speech in Edinburgh designed to spear a hole in the Scottish National party's argument for separation.

In his most definitive statement on the subject, the chancellor will rule out sharing the pound if Scotland votes "Yes" in September, the first in a cross-party attempt to remove a central plank of the SNP's policy platform.

Mr Osborne will say: "The

pound is one of the oldest and most successful currencies in the world. I want Scotland to keep the pound and the economic security that it brings."

Alistair Darling, the leader of the "Better Together" anti-independence campaign, told the Financial Times that Mr Osborne would be "totally emphatic" in his denunciation of a currency union.

Senior members of the "Better Together" campaign have told the FT Mr Osborne's speech will be accompanied by a Treasury paper analysing the restraints on national sovereignty demanded by a currency union, including the agreement of a banking union and fiscal transfers.

The paper will build on the speech given by Mark Carney, Bank of England governor, in Edinburgh last month, which also set out

the conditions needed for an "optimal currency union". Mr Osborne's speech will be followed by a media blitz by Danny Alexander, the Liberal Democrat chief secretary, to repeat the message. Ed Balls, Labour's shadow chancellor, will make a similar argument towards the end of the week, sealing the cross-party consensus on one of the most sensitive issues in the independence debate.

Their joint assertion is designed to kill off a main SNP argument for independence: that it will be able to share the pound even after a "Yes" vote.

Scottish ministers have repeatedly refused to countenance any other currency option, but if the UK sticks

to this negotiating position, an independent Scotland would be forced to choose either to create its own currency or to join the euro.

Nicola Sturgeon, the deputy Scottish first minister, said yesterday that she expected the British government to change its mind if Scots do vote "Yes". But she also warned that if UK ministers stick to their guns, their Scottish counterparts could retaliate by refusing to take on their share of UK debt.

Ms Sturgeon said: "It is a bluff because if this was to be the position of the Westminster government then it would put them in a position that's at odds with majority public opinion in Scotland, it would put them

at odds with majority public opinion in England."

She added: "It would cost their own businesses hundreds of millions of pounds, it would blow a massive hole in their balance of payments and it would leave them having to pick up the entirety of UK debt."

Mr Darling hit back at Ms Sturgeon's claims, saying: "We always knew we would have to go the extra political mile. Nobody is bluffing here – it is politically not doable."

The move comes as the polls show the pro-independence cause closing the gap with the pro-unionists. A recent poll by ICM showed the "No" side with a seven-point lead, down from 17 points last year.

Rating warning

Worries about the relatively low level of capital at Royal Bank of Scotland have prompted Moody's to warn that it may downgrade the bank's credit rating, underlining how the lender has little room left for manoeuvre, writes Martin Arnold.

Investors and shareholders shrugged off the move by credit rating agency, pointing out that the bank's capital had dropped sharply because it had chosen to "front-load" much of the bad news that would have trickled out over the coming years in its recovery plan.

Moody's said the recovery plan "will gradually improve the bank's currently weak asset quality profile, increase its solvency and will eventually restore the bank's sustainable profitability". But it added that RBS management "faces a number of short-term headwinds, which could challenge the implementation of this plan and in turn be negative for its creditors".

One shareholder said: "It's a topic we are paying quite a lot of attention to. But are we in a state of alarm? No." Shares in RBS closed up 3p at 346.2p.

Future of the Union

Osborne dashes SNP hopes on sharing pound



Scotland players contemplate defeat by England in last weekend's Six Nations match. Scotland could also lose banking jobs to England

Getty

RBS chief plays down dangers of independence

By Martin Arnold, Banking Editor

Royal Bank of Scotland's chief executive has waded into the debate about Scottish independence by playing down the risk for the bank and saying it could adapt to ensure it continued doing business on both sides of the border.

The status of RBS, which is 80 per cent owned by the UK taxpayer, is a crucial issue in the independence debate, particularly after it emerged that chancellor George Osborne is set to rule out a joint currency between an independent Scotland and the rest of the UK.

In his first detailed comments on independence, Ross McEwan said: "If I need to adapt my business to serve England, Scotland, Wales and both the Republic of Ireland and Northern Ireland, then I will."

"We've been in Scotland for nearly 300 years. So I need to take this independence issue very seriously. We've also been operating in the rest of the UK for nearly hundreds of years and have a royal charter," Mr McEwan said in an online Q&A on the Guardian website.

Business secretary Vince Cable warned this month that RBS would "inevitably" move its headquarters from Edinburgh to London if Scotland voted to leave the UK.

This raised the prospect of job losses among the 12,000 people RBS employs

in Scotland – a tenth of its total workforce – as part of a wider shift of financial services jobs south. Lloyds Banking Group, which is a third owned by the UK taxpayer, is also domiciled in Scotland, so faces the same issue.

About 3,000 people are based in RBS's Gogarburn headquarters, a purpose-built complex on the outskirts of the Scottish capital created under former chief executive Fred Goodwin before the financial crisis.

Mr McEwan, a New Zealander who took over arguably the most politically sensitive job in British business from Stephen Hester last year, said: "Mr Cable and I have not talked about moving our head office."

Analysts struggle to calculate the consequences of a potential Scottish exit from the UK for RBS. Christopher Wheeler, banking analyst at Mediobanca, said the banking industry would

If Scotland goes
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For the full FT series on the consequences of independence go to www.ft.com/scotland

straightforward to shift the bank's domicile to London, where the bank already has large operations.

"A lot of headquarters functions are split between Edinburgh and London and many senior people spend time in both places already," the shareholder said.

"The principal operating subsidiaries of the bank could continue operating as before."

However, the shareholder said one consequence of moving the bank's headquarters to London might be that it would rebrand its non-Scottish operations as NatWest, one of the big four English clearing banks that it acquired in 2000.

Additional reporting by Mure Dickie

highest level – of the winter, and 16 severe flood warnings remain for Berkshire, Surrey and Somerset.

Mark Carney, the Bank of England governor, warned that flooding across southern England "will affect the near-term [economic] outlook", in an interview with ITV News, adding that transport, farming and other business activity would be affected "for some time" by the disruption.

The high winds hit as it emerged that the cost of cleaning up the floods could be a record £3bn if the deluge continues for months, as some experts predict. Nearly 6,000 homes have been flooded across the country.

"At the moment £3bn would be the top end," said Eamonn Flanagan, an analyst at Shore Capital, on the likely cost to insurers. "It's not too difficult to get to £1bn in the short term. But if you have a conveyor belt of storms in April, there's no reason why the bill should not reach £3bn."

Network Rail said last

night its inspection teams were trying to assess the damage but they were being hampered by high winds and the darkness. "Trees have fallen across the line and the overhead lines are down in a number of places but it is too early to say how extensive the damage is," Network Rail said.

There appeared little prospect of engineers clearing the line before this morning. "With the storm coming through during the

night, it will be difficult for our staff to work... in the high winds," it said.

Virgin Trains warned passengers to expect lengthy delays, although it was still running services between London, Birmingham and Wolverhampton.

The British Geological Survey cautioned this week that floods could persist "for months" in some areas.

Justin Balcombe, UK head of general insurance consulting at KPMG, said:

"It could certainly be the most significant UK flood event that the insurance industry has seen."

Mr Balcombe said many homeowners would be underinsured, leading to a potentially big gap between the costs to insurers and the wider economy. He said consumers had tended to opt for the cheapest insurance deal, partly because of the rise of price comparison sites, and might face limited payouts when claiming.

AA Insurance gave warning yesterday that recent falls in home insurance premiums could be "wiped out" as insurers recouped the costs of claims.

Insurers have grown more concerned since the floods spread to affluent, well-populated areas. They are also concerned by business interruption claims as the floods hit commercial sites.

David Cameron clarified his promise that "money is no object" in dealing with the flooding crisis, telling the House of Commons that this pledge applied only to the immediate clear-up

operation. When it came to providing sandbags, pumping water out of homes and restoring electricity there should be no "penny pinching", Mr Cameron said during prime minister's questions.

But Ed Miliband, the Labour leader, reminded Mr Cameron that he had vowed to provide enough cash not only for the recovery but also to make Britain more resilient in the future.

That "very grand promise" appeared to be at odds with the round of 550 redundancies of flood experts currently taking place at the Environment Agency, Mr Miliband told the Commons.

Mr Cameron replied that flood prevention expenditure had risen to £2.4bn from 2010 to 2014, compared with £2.2bn for the previous four-year period. The prime minister has been riled by accusations by Lord Smith, chairman of the EA, that the quango has suffered "massive" cuts under the coalition.

Additional reporting by Jim Pickard

Extreme weather an 'unparalleled disaster', says army chief

Winds cause West Coast rail chaos

By Mark Odell, Alistair Gray and James Pickford

The extreme weather lashing the country is "an almost unparalleled natural disaster", the army said yesterday, as Britain battled against severe transport disruption, power cuts and further flooding that could cost more than £3bn.

High winds brought further chaos, with winds gusting over 100mph, toppling trees and bringing down overhead lines on the West Coast main line, closing the country's busiest intercity rail link north of Nuneaton.

The latest weather front only compounded the damage from the floods. Major General Patrick Sanders, assistant chief of the defence staff, who is co-ordinating the armed forces' response, described the damage from the floods as "almost unparalleled natural disaster".

The Met Office issued its first red wind alert – the

highest level – of the winter, and 16 severe flood warnings remain for Berkshire, Surrey and Somerset.

Mark Carney, the Bank of England governor, warned that flooding across southern England "will affect the near-term [economic] outlook", in an interview with ITV News, adding that transport, farming and other business activity would be affected "for some time" by the disruption.

"At the moment £3bn would be the top end," said Eamonn Flanagan, an analyst at Shore Capital, on the likely cost to insurers. "It's not too difficult to get to £1bn in the short term. But if you have a conveyor belt of storms in April, there's no reason why the bill should not reach £3bn."

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A gondola sails through Datchet, Berkshire, yesterday

Spare capacity offers clue to speed of rate rises

Governor's assessment

The MPC will monitor a broad range of indicators of slack in the economy as the recovery gathers momentum, write **Emily Cadman and Chris Giles**

Mark Carney, the Bank of England governor, delivered an upbeat assessment of the UK economic recovery in his forecasts, predicting rapid growth and low inflation.

The BoE said yesterday that growth would hit 3.4 per cent this year (most City economists reckon about 2.7 per cent). Inflation would be "benign" with the core consumer price index below the target 2 per cent rate.

Anchoring these assumptions is a belief that there is considerably more slack in the labour market than headline unemployment figures suggest.

The BoE expects the jobless rate to dip to 6.6 per cent by the end of the year and to continue a very gradual decline to 6.3 per cent in 2017, if interest rates rise in line with market expectations.

Falling unemployment would normally indicate a tightening of the labour market and inflationary pressure from higher wage claims. However, the bank believes a desire by involuntary part-time workers – such as those on zero-hours contracts – to work more hours will keep inflation low. This judgment allows the BoE to predict rapid non-inflationary growth and only a gradual fall in the degree of spare capacity.

It estimates spare capacity in the economy at between 1 and 1.5 per cent of gross domestic product – the first time it has published such a figure. This is lower than the December forecast of the Office for Budgetary Responsibility, which put the figure at 1.8 per cent.

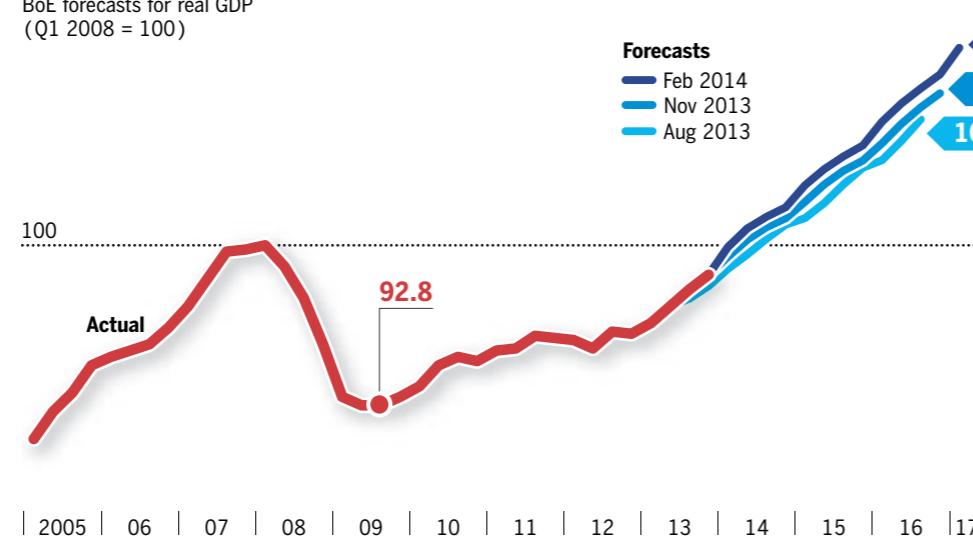
The Monetary Policy Committee judgment, therefore, is much more optimistic about the underlying capacity of the economy to grow than the OBR.

This optimism comes from a view that people want to work many more hours than they do currently. But the BoE also sees encouraging signs in the rising willingness to work of older people, a continued rise in the population from immigration and the unexpected ability of the long-term unemployed to find work.

Cause and effect

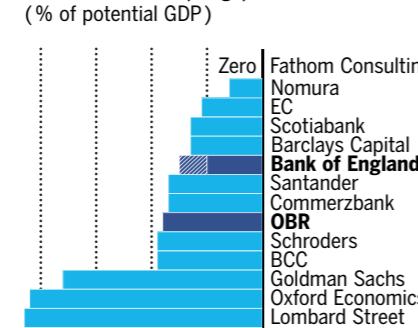
The BoE sees a strengthening recovery ...

BoE forecasts for real GDP (Q1 2008 = 100)



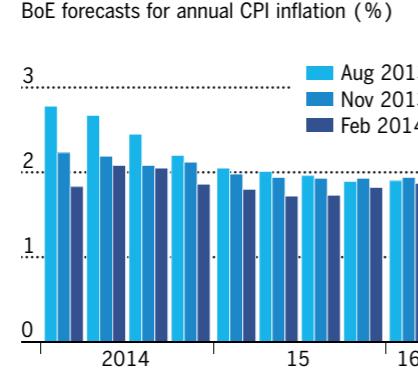
... but with a fair degree of spare capacity in the economy ...

Forecast of the output gap in 2014 (% of potential GDP)



... meaning that growth shouldn't push inflation higher ...

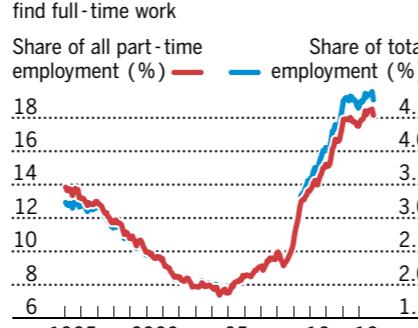
BoE forecasts for annual CPI inflation (%)



Sources: Bank of England; HM Treasury; ONS

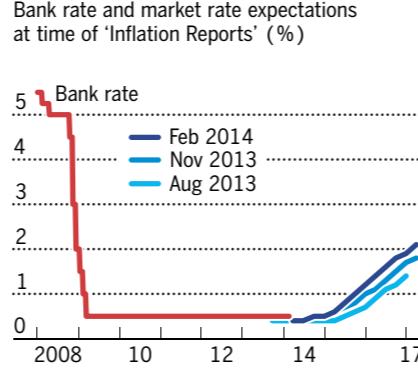
... especially in the labour market ...

Part-time employees who could not find full-time work



... and the first rate rise can be postponed until next year

Bank rate and market rate expectations at time of 'Inflation Reports' (%)



To reflect these optimistic judgments, the MPC will not just focus on the unemployment rate. It will now monitor a broad range of indicators of slack in the economy, including participation in the labour market, average hours worked, recruitment difficulties, wage growth and the extent of involuntary part-time working.

It aims to eliminate this slack over the next two to three years and "absorb spare capacity further" before raising rates. If it is wrong, interest rates will rise much earlier.

Speaking yesterday, Mr Carney emphasised that the outlook was much improved. But there were clouds on the horizon and he said: "We've learned that as of yet the recovery is neither balanced nor sustainable."

"A few quarters of above-trend growth driven by household spending are a good start, but they aren't sufficient for sustained momentum."

Mr Carney admitted productivity growth was disappointing, with the bank now only expecting a return to the pre-crisis average at the end of its forecasting period.

Exports would also continue to disappoint, with the bank expecting UK exporters' share of world trade to continue to fall. But it predicts a rebound in business investment from a decline of 3.25 per cent in 2013 to growth of 11.5 per cent this year.

Not all economists are convinced by the forecasts, with some believing the spare capacity will be eaten up much more quickly. Investment bank Nomura, for example, is still predicting a rate rise in August.

Former MPC member Andrew Sentance, now at professional services firm PwC, is also backing early rate rises. "If the economy continues to grow and unemployment is still falling, the emergency monetary policies put in place five years ago will become increasingly inappropriate," Mr Sentance said.

But the key concern is over the "fuzzy" nature of the new guidance. Chris Williamson, chief economist at data company Markit, said spare capacity was "notoriously difficult" to measure.

"There is therefore great uncertainty about just how much usable spare capacity exists in the economy at the moment, and therefore a lack of clarity on the economy's ability to grow without generating inflation, especially in terms of labour productivity," he said.

Editorial Comment, Page 10

Q&A

Fuzzy guidance comes in, forward guidance goes out

Forward guidance was Mark Carney's big idea when he became governor of the Bank of England last July. The Bank's Monetary Policy Committee agreed last year not to raise interest rates at least until the jobless rate fell to 7 per cent, something it did not think was likely until 2016. It now thinks that level has already been reached. Mr Carney announced a new phase of guidance yesterday.

Has forward guidance been ditched?
In its original form, yes. The guidance was announced as a clear link between the unemployment rate and monetary policy and that has gone. The governor prefers to talk about guidance moving to a new phase, but he talked about the original guidance in the past tense on Wednesday. The unemployment rate of 7 per cent is no longer an important threshold.

So what is the new guidance?
Mr Carney said there were five elements to the new phase of guidance. He summed it up as: "The MPC will not take risks

with the recovery." The elements are: first, that the BoE will seek to eliminate spare capacity in the economy over the next three years; second, that there is spare capacity now; third, that when the economy can sustain higher interest rates, they will rise only gradually; fourth, that interest rates are unlikely to rise far; and finally the MPC will not unwind quantitative easing until rates have started to go up.

Did the original guidance work?
Mr Carney said it worked extremely well. He added that he would have done nothing differently, even if he had known how fast unemployment would fall.

He pointed to a couple of small surveys that suggested companies tended to agree they were "slightly more confident" after guidance was issued than before. Households, however, showed almost complete ignorance of the policy.

Is the BoE sure the new guidance will work?
It depends which BoE you ask. Ask the 2013 vintage BoE, and it said open-ended guidance would "provide very little additional information" with the risk that "the vague language of the guidance could cause people to misinterpret it". That same central bank added that a focus on numerical values of spare capacity did "not perform well from a data or communications point of view" which would "make it hard for the public to understand".

The 2014 BoE disagrees completely. It

says the new policy is clear in explaining "what we intend to do", "why we intend to do it", and "how we intend to do it".

How does the bank explain this U-turn?

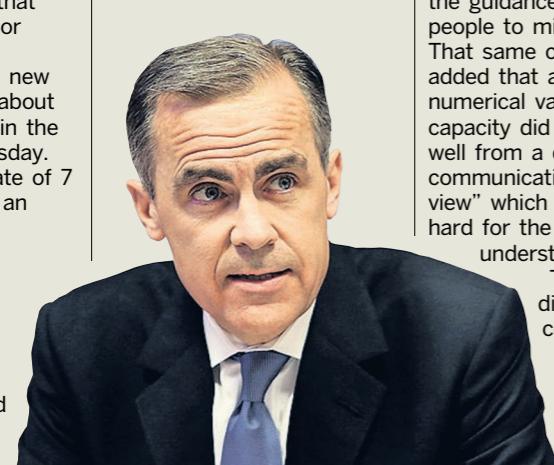
Mr Carney thinks each policy was ideally suited to its time. Guidance linked to unemployment was right last year. The new open-ended guidance is right now.

Will the new guidance last?

The governor said: "The objective is not to have forward guidance for ever; the objective is to have a recovery that moves into a sustainable, balanced expansion". The new "fuzzy guidance" might last longer than the last phase or it might not.

Although it is much closer to traditional communication by the bank, the BoE is now releasing more information about its forecasts and no longer clinging to the fiction under Lord King that the rate-setters looked afresh at everything every month and had no forward-looking plan. The additional honesty in the new guidance will enhance its likely longevity.

Chris Giles



Mark Carney
yesterday

Mixed reaction to Carney's dovish tone

Forecasts

**By Sarah O'Connor,
Economics Correspondent**

Mark Carney gave investors, economists and businesses a lot to digest yesterday. As well as a new version of forward guidance with five elements, there were 18 previously unpublished economic forecasts to pore through.

How did companies, markets and experts react? Investors thought the message was that interest rates would start to rise a little sooner than expected.

Sterling moved higher, gaining 0.6 per cent to \$1.6549. Money markets showed investors bringing forward expectations for a 25 basis point interest rate rise slightly to May 2015. UK government bonds underperformed their peers, with 10-year yields rising 6

basis points to 2.80 per cent. "Carney was not dovish enough for the markets," said Kathleen Brooks, research director at FOREX.com. "The BoE... did not seem as committed to keeping rates at the current 0.5 per cent level for the long term".

City economists agreed the inflation and spare capacity forecasts pointed to the first rate rise coming in 2015.

But unlike the markets, most economists thought Mr Carney's tone was dovish.

"Forward guidance has morphed into something fuzzier, but what is clear is that the bank is in no hurry to raise rates and, when it does, it intends to go slowly," said Ian Stewart, Deloitte's chief economist.

There were also disagreements about the significance of Mr Carney's latest version of guidance. Robert Wood of Berenberg Bank said he was glad Mr Carney had abandoned the link between monetary policy and the unemployment rate, but called the new version of guidance "inflation targeting with some added bells and whistles". Ross Walker from RBS agreed. "Governor Carney presented this as a new 'phase' of policy [but] in our view, it is more of a reversal and we would go as far as to argue that 'explicit' forward guidance has been abandoned."

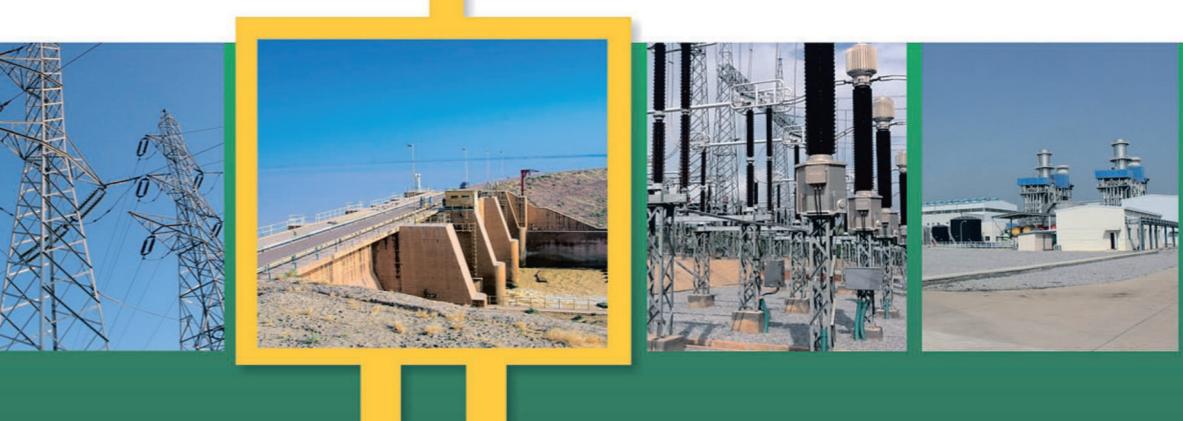
Many economists were pleased with the extra information the BoE released about its forecasts, but some warned the result was to muddy the waters. "More information does not necessarily mean additional clarity," said Peter Dixon at Commerzbank. "The policy linked to unemployment was flawed, but easy to understand, and we suspect there will be a lot more volatility in markets."

Additional reporting by Jamie Chisholm



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NATIONAL NEWS

Keeping the lights on

EU state aid rules threaten green energy projects

Companies alarmed at subsidies delay

Brussels focuses on first batch of CFDs

By Guy Chazan, Alex Barker and Pilita Clark

Some of Britain's flagship renewable energy projects have been thrown into doubt over EU concerns that the subsidies that support them might be a waste of taxpayer money.

To the alarm of the UK's biggest energy companies, ministers are struggling to deliver schemes to foster investment in low-carbon power generation after underestimating EU rules against anti-competitive state subsidies.

Hitches in securing European Commission state aid approval threaten to delay the rollout of the first batch of "contracts for difference", or CFDs, a form of subsidy providing long-term, stable prices for renewable and nuclear projects. It is at the centre of the coalition's energy bill, passed last year.

According to people involved in the informal talks, concern in Brussels has focused on an early CFD that the government wants to award to nine projects in April. These interim arrangements were created to ensure the nine ventures can go ahead quickly without having to wait for the official CFD rollout later in the year.

Among those that have been promised such a contract are power generator Drax, which has embarked on a £700m programme to

switch from coal to wood pellets. Others include Danish utility Dong Energy, which is hoping to receive them for its Burbo Bank, Hornsea and Walney offshore wind farms.

But the contracts are to be awarded without a price auction or an open "technology neutral" tender. Brussels has informally warned the UK that the projects appear to involve heavy subsidies that may be overgenerous and harmful to competition.

Britain has yet to submit a formal application for the schemes and is being asked to provide more information. The early feedback and risks of delay are rattling the industry. "State aid is a big concern because it's one of the things that has to be agreed before any

Any delay in getting a green light from the EU 'could be a problem for us'

Energy company executive

of these new [subsidy] arrangements can be in place," said one executive.

An executive at another company hoping to secure an early CFD said any delay in getting a green light from the EU "could be a problem for us". But he was confident the government would let companies accrue the benefits of the contract, even if they do not receive payments, while state aid clearance is pending.

Britain drew up the concept of CFD with EU state aid restrictions in mind, so



Drax power station, North Yorkshire, which is switching to using wood pellets Getty

Chancellor poised to freeze tax on fossil fuels

Carbon emissions

By Brian Groom, Business and Employment Editor

George Osborne is preparing to freeze a tax on fossil fuels used to generate electricity for up to four years in response to pleas to lower energy costs for industry.

The chancellor's move, however, is unlikely to go far enough to satisfy energy-intensive industries such as steel and chemicals, which have warned they are near "crisis point" because of green taxes.

They say more closures are likely because their UK

plants are at a competitive disadvantage compared with European rivals.

The carbon price floor, which was introduced last April and is passed through to consumer bills, is designed to push power generators to move from coal and gas to low-carbon energy sources such as nuclear and offshore wind.

It has been criticised by consumer groups, manufacturers, power utilities and even environmental campaigners, who say it is an inefficient way to offer incentives for low-carbon generation.

A final decision has yet to be taken, but the floor is likely to be frozen in the budget at its 2015-16 level of just over £18 per tonne of CO₂ emitted, according to industry sources. It was due to rise to £30 by 2020. This would cost about £50m in the first year, probably rising above £300m by 2020-21, but it may not assuage critics, many of whom want the tax scrapped.

The concession is small compared with the £2bn a year the carbon price floor is set to raise from 2015-16.

Mr Osborne is expected to reject pleas from energy-intensive industries to widen the package to compensate them for the cost of green energy policies, worth £250m over two years – for instance by exempting them

from other levies such as the renewables obligation.

The political attraction for the chancellor is that freezing the carbon price floor would lower bills for consumers as well as manufacturers. It follows the government's decision in December to knock £50 off energy bills by cutting other green levies.

The carbon price floor will add about 10 per cent to electricity prices for domestic consumers by 2015. A freeze could knock up to £15 a year off bills by the end of the decade.

Manufacturers have welcomed the tax, saying it makes British industry uncompetitive. It acts as a surcharge on the CO₂ price under the EU emissions trading system, which has fallen sharply, making carbon far more expensive in the UK than in the rest of Europe.

Companies such as Tata Steel and Ineos, the chemicals group, have called for cuts in green taxes. Tata Steel said it paid £30m more on green levies in the UK than its competitors in France and Germany.

Tom Crotty, director of Ineos, told the Financial Times in December: "We are at a crisis point. We will not have an energy intensive sector in this country in 20 years' time... You already see chemical com-

panies closing assets, steel companies closing assets."

The Treasury said: "Effective carbon pricing, including the carbon price floor, is an important part of the government's energy policy. Establishing a minimum carbon price sends an early and credible signal to help drive billions of pounds of investment in low-carbon electricity generation."

"However, ensuring UK industry remains globally competitive is a priority and government acknowledges that rising energy costs is a key issue for many businesses. This is particularly true given the lower than expected European carbon price."

UK competitiveness will be at risk unless action is taken to reduce the shortage, the business leaders warn in a letter to the Financial Times.

The group of 20 suggest the answer is to encourage more talented science, maths and engineering graduates to teach in UK schools, via the recruiter Teach First.

In their letter the signatories, who include Antonio Simoes of HSBC UK, Richard Hardie of UBS, and Sir Anthony Salz of Rothschild, offer coaching for teachers, as well as visits to businesses for pupils from disadvantaged back-

tions could be kick-started only by a one-to-one meeting between George Osborne, the chancellor, and Philip Hammond, the defence secretary.

"In any negotiation you get to the point where you need the two principles to get in the room together," Mr Thompson said. "We are getting to that point."

The negotiations over the new organisation started when the MoD's previous plan to part-privatise the entire outfit fell apart because of a lack of more than one bidder.

Mr Hammond and his officials believe they need some form of sweeping overhaul to the organisation, known as Defence Equipment and Support, in order to make the savings they have already promised. They insist they can do this within the current DE&S budget but need permission to be able to recruit highly paid civil servants to run it.

"Hammond believes he has an agreement with [Danny] Alexander, [chief secretary to the Treasury], that DE&S gets the right to do what it wants inside a cost cap, ie the current operating budget," said one person with knowledge of the negotiations.

Reforms already being implemented by Bernard Gray, the head of DE&S, have started to bear fruit, according to a separate report released today by the National Audit Office.

The report says the MoD's biggest 11 equipment projects had a £46m net cost decrease in the last fiscal year, with the only significant over-run being that already announced in the aircraft carriers programme.

But the NAO warns there "remain risks to affordability".

Deadlock over MoD plan for private sector arms experts

By Kiran Stacey and Carola Hoyos

The Treasury and Ministry of Defence are at loggerheads over proposed reforms that would allow the MoD to break civil service rules to parachute in highly paid experts from the private sector in an attempt to drive down purchasing costs.

Whitehall officials have told the Financial Times that negotiations over the creation of a new body to oversee the MoD's £14bn weapons procurement programme had nearly ground to a halt, with only a few weeks remaining to come to an agreement before the end of the financial year.

The MoD is seeking unique powers to be able to break civil service pay structures and recruit experts from the private sector to negotiate with weapons companies over how much they pay for arms. Defence officials believe this will help drive down costs in the MoD's much criticised purchasing arm, but the Treasury is reluctant to set a precedent that could see other departments argue for similar concessions from strict Whitehall rules.

One person close to the

negotiation told the FT: "The Treasury is really swinging the lead here, but we are running out of time, and we need to move quickly to make this work in time for April."

Neither the MoD nor the Treasury would comment officially on the current status of the talks.

But Jon Thompson, the lead civil servant at the MoD, gave a hint of the difficulties being encountered yesterday, when he told the defence select committee that negotia-

City leaders appeal for maths graduates to teach

Skills shortage

City leaders including bankers at Goldman Sachs, Rothschild and HSBC are pressing for action to combat a 40,000 a year shortage of science, technology, engineering and maths – and allocated special funding to open a fleet of stem-focused schools.

UK competitiveness will be at risk unless action is taken to reduce the shortage, the business leaders warn in a letter to the Financial Times.

The group of 20 suggest the answer is to encourage more talented science, maths and engineering graduates to teach in UK schools, via the recruiter Teach First.

In their letter the signatories, who include Antonio Simoes of HSBC UK, Richard Hardie of UBS, and Sir Anthony Salz of Rothschild, offer coaching for teachers, as well as visits to businesses for pupils from disadvantaged back-

grounds, to show what kinds of jobs are attainable for those who have mastered core subjects.

Ministers have recognised the importance to the economy of so-called "stem" subjects – science, technology, engineering and maths – and allocated special funding to open a fleet of stem-focused schools.

UK competitiveness will be at risk unless action is taken to reduce the shortage, the business leaders warn in a letter to the Financial Times.

The group of 20 suggest the answer is to encourage more talented science, maths and engineering graduates to teach in UK schools, via the recruiter Teach First.

Research has shown England is one of the only countries in the OECD group of developed nations where young adults are less numerate than their grandparents.

Brett Wigdortz, Teach First's chief executive, said a cultural change was needed so expectations were raised on basic numeracy.

Helen Warrell

Brussels air regulations force M3 motorists to slow down

By Mark Odell

Motorists will have to cut their maximum speed on a second motorway under a government plan to introduce a 60mph speed limit on part of the M3 in Surrey.

The Highways Agency is expected to publish a consultation today to cut the speed limit on a three-mile stretch of the road between junction 3 and 4 near the densely populated areas of Camberley and Frimley.

The proposed change is the result of a £170m upgrade that will open up the road's hard shoulder to increase capacity in both directions on a congested 13-mile stretch between junctions 2 and 4a. It is one of a growing number of so-called "managed motorway schemes" that use variable speed limits to manage traffic flow.

Cutting the maximum speed limit on part of the upgraded road is deemed necessary because emissions from the increased traffic volumes the scheme is expected to generate would breach European air quality regulations that came into force last year.

This new European law has already forced the government to announce plans

to cut the speed limit to 60mph on a 30-mile stretch of the M1, as part of a similar upgrade.

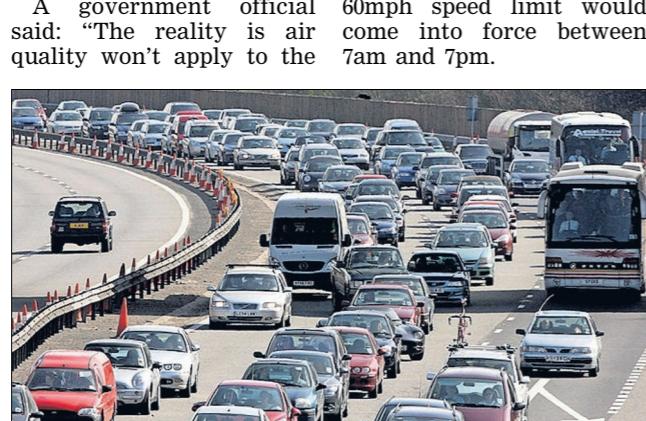
The M1 announcement led to a backlash from some eurosceptic Tory MPs. The government has sought to dampen fears of a wider cut to the speed limit enforced by Brussels and insists it is only likely to affect two more of the 26 road upgrade projects scheduled to start before the 2015 election.

The reduced speed limit is expected to apply to just 38 miles of the 4,300 miles of road that make up the strategic network. Improvements in engine technology should see the restrictions removed within four years. A government official said: "The reality is air quality won't apply to the

majority of new projects. And the four where it could do are all schemes that are happening because there is congestion anyway. So drivers will enjoy quicker trips, not slower ones."

The 60mph restriction contrasts with an earlier government plan to raise the motorway speed limit to 80mph, a policy that was shelved last year.

According to the Highways Agency, congestion during peak times cuts the average speed on M3 into London to 45mph in the morning. In the evening, traffic in the reverse direction out of the capital travels at an average of 56mph. If approved, the new 60mph speed limit would come into force between 7am and 7pm.



The M3 in Surrey. Drivers face a 60mph speed limit PA

Highlands shooter wins case in grouse over bird numbers

By Jane Croft and Mure Dickie

The purple heather moorland on Scotland's great sporting estates has long attracted tweed-clad shooting parties on the Glorious Twelfth – the traditional August opening of the grouse season.

But one moor's lack of grouse has prompted an unusual legal battle, pitting a wealthy Scottish businessman, who built up seafood and smoked salmon companies, against the trustees of one of Britain's aristocratic families.

Alistair Erskine, 52, took a 15-year lease on the grouse moor at Castle Grant, near Grantown-on-Spey in the Highlands, in 2007 through Cramasgo, his partnership vehicle.

Despite spending £530,000 of his own money on keepers, roads and fencing to improve the moor, the estate yielded only small numbers of grouse – far fewer than the 2,000 birds he expected each year.

Mr Erskine sued Viscount Reidhaven's trustees – who look after the interests of the aristocratic Seafield family – alleging he was misled to enter into the contract by an employee of

the trustees. Yesterday, the Supreme Court, Britain's highest court, found in his favour.

Grouse shooting is considered a key test of a shooter's skill because the wild birds – which live only on heather moors – can fly at up to 80 miles an hour.

However like other Scot-

Grouse are a key test of a shooter's skill because they can fly at up to 80 miles an hour

tish estates, bird numbers fell sharply owing to ticks and louping ill virus and by 2006, the owners were seeking new investment to offset annual losses running at £30,000.

According to court papers, Mr Erskine, a keen shot who was interested in leasing the moor, was invited to take part in a shoot but formed a view that part of the moor had

been overshot. His concern was passed on to Sandy Lewis, the chief executive of the trust and of other Seafield family estates, who sent a subsequent email about grouse numbers, which proved critical in the court case.

Mr Erskine testified in an earlier court hearing that Mr Lewis's email satisfied him that the moor had not been "significantly overshot" and there ought to be a stock of 2,700 birds at the end of the season.

However, the grouse population turned out to be smaller because the counts were conducted in areas that were not representative of the whole moor.

The Scottish courts found negligent misrepresentation but because Mr Erskine had invested using a limited partnership, Cramasgo was not owed a duty of care and so could not recover damages. Mr Erskine appealed.

Colin Sheddick, Scotland director for the British Association for Shooting and Conservation, said the case was unlikely to hurt interest in Scottish sporting estates as it centred on commercial law and appeared to have resulted in additional protection for investors.

London, where people used long train journeys for work and relaxation.

Although anxiety starts to rise, in general, after the first 15 minutes of travel time, several modes of commuting help sustain personal wellbeing for longer. These include riding a motorbike for up to 30 minutes, travelling by taxi and taking the train or Underground for up to 30 minutes.

The only form of commuting beyond 15 minutes associated with increased personal wellbeing is "travelling by other means", which, the ONS surmises, involves an aircraft, helicopter or boat.

The ONS says factors such as higher income or better housing may not compensate for the negative effects of commuting. Individuals, it says, could be making "suboptimal choices".

Chris Tighe

Happier commuters let the plane take the strain

Lifestyle

A long and arduous journey to work is hardly the best way to start the day, but a study has shown that a commute of as little as 15 minutes starts to damage personal happiness and increase anxiety.

The worst effects are experienced by those whose journey to work lasts between an hour and 90 minutes, according to official data. Commuters are on average less satisfied with their lives than those who work at home.

WORLD NEWS

Weakened Italy awaits 'demolition man' Renzi

Political crisis

Calls for change at the top as the prime minister's agenda runs into the sand, writes Guy Dimmore

Enrico Letta, the Italian prime minister now fighting for his survival, landed in office by accident less than 10 months ago, taking over a debt-crippled country mired in its longest postwar recession and heading an unprecedented left-right coalition that seemed doomed to fail.

That he has managed to survive even this long – Italy has had more than 60 governments since 1945 – is testimony to a politician at the relatively young age of 47 skilled in the art of negotiated compromise and appreciated for his honest doggedness.

Mr Letta was propelled into office after his Democratic party's leader, Pier Luigi Bersani, threw in the towel following a dismal election campaign a year ago that resulted in a hung parliament. Mr Letta even managed to see off a challenge by Silvio Berlusconi. Convicted for tax fraud and expelled from the Senate last November, the former prime minister pulled his Forza Italia out of Mr Letta's coalition but failed to bring it down.

But that battle sapped the

coalition's energies and undermined its economic priorities. Instead of focusing on cutting government spending, reducing debt and driving down Italy's excessive cost of labour, months were spent on satisfying Mr Berlusconi's populist demands to abolish a property tax.

Mr Letta's agenda – to pass a new electoral law and change the constitution to make Italy more governable – also ran into the sand. Mr Letta and his fragmenting coalition (he is also acting agriculture minister) became synonymous with procrastination.

Meanwhile, the nation's public debt has risen above €2tn, and at 133 per cent of GDP, boasts the second highest ratio in the eurozone after Greece. Youth unemployment has soared above 40 per cent, fuelling social unrest, and a fall in industrial output in December has signalled that Italy's hoped-for recovery will be fragile at best.

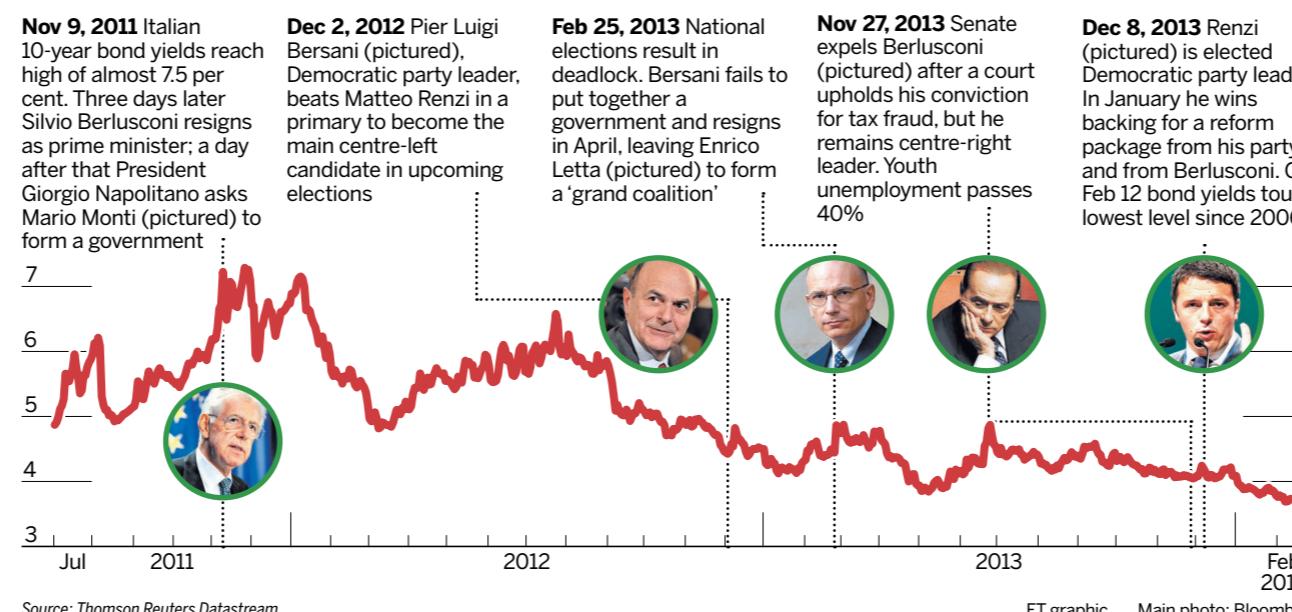
"The activity of this government is frozen. It is not going anywhere. We have been asking for a turning point for many months," said Andrea Romano, parliamentary leader of the small centrist Civic Choice party and coalition partner that has joined calls for a handover of power from Mr Letta to Matteo Renzi, the Democrats' newly elected leader with the nickname "demolition man".

Since sweeping his party's primary elections in December, the 39-year-old



Italian government bonds

10-year yield (%)



mayor of Florence has shown a rare dynamism combined with a mastery of communications to rival Mr Berlusconi. Mr Renzi also ignored the wrath of the party's leftwing by sealing a pact with the former prime minister – still leader of the centre-right despite his court conviction and

'Renzi is widely considered as the right man to shake things up'

Roberto Gallo
Royal Bank of Scotland

three other trials he faces – over a new electoral law. "What does Italy need – a politically weak government or a strong one that tries to reform the country?" commented Giovanni Orsina, politics professor at Rome's Luiss university. "From the point of view of the country I am happy to see that Renzi becomes prime minister as in this way we remove ambiguity."

But as Mr Orsina and other commentators point out, Mr Renzi – should he succeed in ousting Mr Letta – faces considerable hurdles. He controls the party's new leadership but does not enjoy the loyalty of many of

its members in parliament. Outside parliament, Mr Renzi, like his predecessors, will have to grapple with an inefficient public administration resistant to change, and the powers and privileges of entrenched lobbies, ranging from trade unions to local governments and professional guilds.

"Italy needs structural change, and the current political class has definitely not been able to do deliver that. Renzi is widely considered as the right man to shake things up," said Roberto Gallo, head of European credit research at Royal Bank of Scotland. But Mr Gallo notes that

Mr Renzi will also lead a fragile coalition in a hung parliament and that his leadership would have been stronger if he had waited and won elections under the new law. As Italy's third prime minister – after Mr Letta and Mario Monti – not to have been directly chosen by voters, and not even a member of parliament, Mr Renzi is vulnerable to accusations that he lacks popular legitimacy.

Yet it is the prospect that Italy will get a new government without risking snap elections that is helping propel Mr Renzi, even though the final outcome is uncertain.

Letta refuses to quit as PM following talks with arch-rival

Negotiations said to be 'very tough'

By Guy Dimmore and Giulia Segreti in Rome

Italy's prime minister was yesterday struggling for survival at the head of the country's 10-month-old coalition government in a power struggle reminiscent of the medieval rivalry between the Tuscan cities of Pisa and Florence.

Although the final outcome is unclear, Mr Renzi's camp is already preparing a new government line-up with the expectation of taking office as early as next week.

Fabrizio Saccomanni, a technocrat appointed finance minister at the insistence of Mario Draghi, Italian head of the European Central Bank, admitted his days might be numbered. But he insisted that economic reforms, including a major privatisation drive, should continue whoever was in office.

Giorgio Napolitano, the 88-year-old head of state with the power to dissolve parliament and nominate prime ministers, has said it is up to the Democratic party to resolve its internal struggle but yesterday again dismissed talk of early elections.

Investors welcomed the prospect of a new government being formed without Italy heading into the uncertainty of elections. Milan's stock market rose and yields on Italy's 10-year bonds touched their lowest since 2006. This is far below peaks reached in 2011.

More reports:
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Alaska faces crucial decision on project to supply LNG to Asia

Energy exports

Proposal to build 800-mile pipeline to the south coast must be backed by legislators by May, writes Ed Crooks

One of the world's largest energy projects, which would export liquefied natural gas from Alaska to Asia, is facing a crucial decision in the state's legislature.

The Alaska LNG project, which has an estimated cost of \$45bn-\$65bn, would mean a bonanza for the state's economy and offer a fresh source of supply for Asian gas buyers.

It would also open up large new reserves and long-lived production for ExxonMobil, BP and ConocoPhillips, the project's three principal backers.

However, the plan to take gas 800 miles across the state from Alaska's North Slope to a new liquefaction plant on its south coast faces technical and financial challenges. It also still needs to win the support of the state's lawmakers, some of whom have argued the plan gives too much away to the oil companies.

The administration of Sean Parnell, Alaska's governor, is planning the highly unusual move of taking a 20-25 per cent stake in the project, meaning it could have to put up more than \$10bn to fund its share of the cost, although it has a preliminary agreement with TransCanada, the pipeline company, to cover roughly half of that.

To keep the plan on track as planned for a final go-ahead in 2018, it needs approval from the state legislature in its present session, which ends on April 20.

Angela Rodell, the commissioner in Alaska's department of revenue, told the Financial Times that Alaska LNG could make "a huge difference" to the state's economy, generating about \$4bn a year or about \$5,500 for every one of the state's 730,000 inhabitants, and raising its unrestricted

tax receipts – which the state government is free to spend as it chooses – by about 80 per cent from their 2014 levels.

However, the plan has been criticised in Alaska, where it has become entangled with the continuing controversy over taxes on oil companies, which provide about 90 per cent of the state's unrestricted revenues.

An oil tax reform was passed by the legislature last year and took effect last month, removing some of the heavier charges that used to hit companies at higher oil prices.

It is still opposed by many Alaskans, and a petition on the issue received enough support to force a referendum on repealing the reform, which will be held in August.

Bill Walker, a Republican who is running for governor as an independent in the election in November,

has opposed both the tax reform and the administration's plan to work with Exxon, BP and Conoco on Alaska LNG.

Legislative approval is needed to confirm the plan for the state to take a stake in the project, to fund further development work, and for the administration to continue negotiating with potential partners.

If the state legislators vote in favour, the next big hurdle will be agreeing long-term gas sales contracts with customers, without which the project will not be able to go ahead.

Joe Balash, Alaska's natural resources commissioner, said the state had already had expressions of interest from "a number of Asian gas buyers".

The Japan Bank for International Co-operation, the state-owned development bank, last September signed a memorandum of understanding with Alaska, high-

lighting the North Slope's 35tn cubic feet of proved reserves of gas and the estimated 200tn cu ft yet to be found as central to plans for a "closer economic relationship between the state and Japan".

The project would be a huge feat of engineering, and it might well cost even more than recent megaprojects such as the \$54bn Gorgon LNG plant in northwest Australia, or the \$48bn first phase of the Kashagan oilfield in Kazakhstan. On the other hand, the North Slope's gas is in effect free, because it emerges naturally alongside the oil being produced there, and is simply injected back into the field again.

A report for the state late last year argued that Alaska LNG could deliver gas in Asia at a break-even price of about \$12 per million British thermal units, which would probably make it rather more expensive than the expected cost of gas shipped from the new export projects being developed elsewhere in the US, in states such as Texas and Louisiana.

With LNG cargoes selling recently in Japan at \$19 per mBTU, though, exports could still be profitable.

Frank Harris, an analyst at Wood Mackenzie, argued that the critical factor in securing customers for Alaska LNG was likely to be the competition between the project and the plants being developed in the rest of the US including the Cameron LNG terminal in Louisiana.

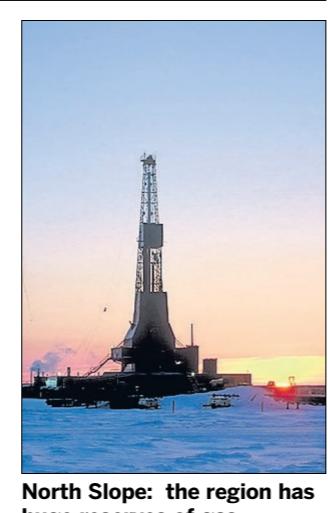
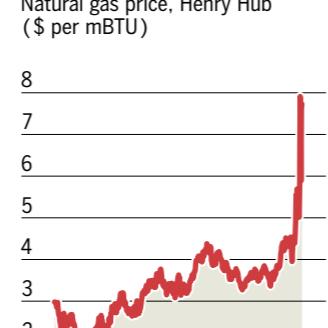
If exports from Alaska are perceived by LNG buyers to be free of the sort of political concerns that loom over US exports in general, including worries about the impact on domestic gas prices for US consumers, then they could succeed. If not, Mr Harris argues, Asian customers will be wary about becoming too heavily dependent on US supplies.

By the time Alaska LNG could be in production, by 2024 according to the state's schedule, other US gas export profits could have been in operation for the best part of a decade.

Natural high
US exports of natural gas (bn cubic feet per day, rolling 3-month average)



Natural gas price, Henry Hub (\$ per mBTU)



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German party hails Swiss vote

Euroscepticism

AfD hopes poll result on migration will help it attract voters in EU election, writes Stefan Wagstyl

As mainstream German politicians were bemoaning Swiss voters' surprise move this week to support curbs on EU immigration, Bernd Lucke, leader of one of Germany's newest political parties, was trying not to sound too pleased.

"We are happy," Mr Lucke said in an interview. "It's a sign that Swiss people find immigration issues more difficult than the government. And this is true also in Germany."

Mr Lucke heads Alternative für Deutschland, a

eurosceptic political party formed last May in an attempt to channel German taxpayers' anger over the eurozone crisis.

The party has so far trailed the rapid growth of rightwing eurosceptic parties in other EU member states – from France to Finland. Yet the Swiss vote may offer a fresh chance for AfD to connect with voters ahead of May's European Parliament elections.

"The result has given the AfD an opportunity to widen its agenda from criticising the euro to criticising immigration," says Florian Hartleb, researcher at the Konrad Adenauer Stiftung, a conservative think-tank.

Days before the Swiss vote, the party received another boost when Germany's constitutional court decided to refer to the European Court of Justice a legal complaint about the

European Central Bank's bond-buying programme.

The ECB scheme has been credited with rescuing the euro but has raised fears among German taxpayers that it could force them to shoulder huge liabilities. AfD was quick to condemn the court's move as a "surrender" of national sovereignty.

Unlike other parts of Europe, Germany has proved a difficult breeding ground for rightwing and populist parties. It also boasts a strong economy,

low unemployment and a crying need for immigrant workers. Still, in a result that shocked established politicians, the AfD scored 4.7 per cent in the September Bundestag election – nearly reaching the 5 per cent needed for seats – and contributed to the defeat of the liberal FDP.

After the vote, and the formation of a coalition with impeccable pro-EU credentials, the AfD lapsed into infighting.

But the lifting in January of EU restrictions that had

limited the freedom of Romanian and Bulgarian workers to come to Germany has revived fears that foreigners – Roma, especially – might swamp the country's welfare system.

At 9 per cent, the foreign-born share of Germany's population is far smaller than that of Switzerland, at 23 per cent, but larger than that of key EU partners with rising rightwing parties, including France at 6 per cent, the UK at 8 per cent, and the Netherlands at 4 per cent. A recent ARD television channel poll showed AfD support at 6 per cent, well above the European Parliament's election threshold of 3 per cent.

Mr Lucke says he is not concerned about immigration per se, but rather "the problems" associated with poor migrants: unemployment, benefit claims, competition for housing and

"criminality". The AfD's answer is Canadian-style immigration control, with points for qualifications and work experience. Since such controls are incompatible with EU rules, the EU would have to be reformed.

Germany's mainstream parties have seen off rightwing challengers before, notably the Republikaner party which scored 7 per cent in the 1989 European election – a peak result for the far right in modern Germany.

"Don't overestimate the AfD," Mr Hartleb says. "It has problems trying to build a national structure."

But it still represents a challenge to mainstream leaders from chancellor Angela Merkel down. As Bild, the German tabloid paper, said this week: "The Swiss referendum is a warning signal for the rest of Europe."



'Swiss people find immigration issues more difficult than the government'

Bernd Lucke, left

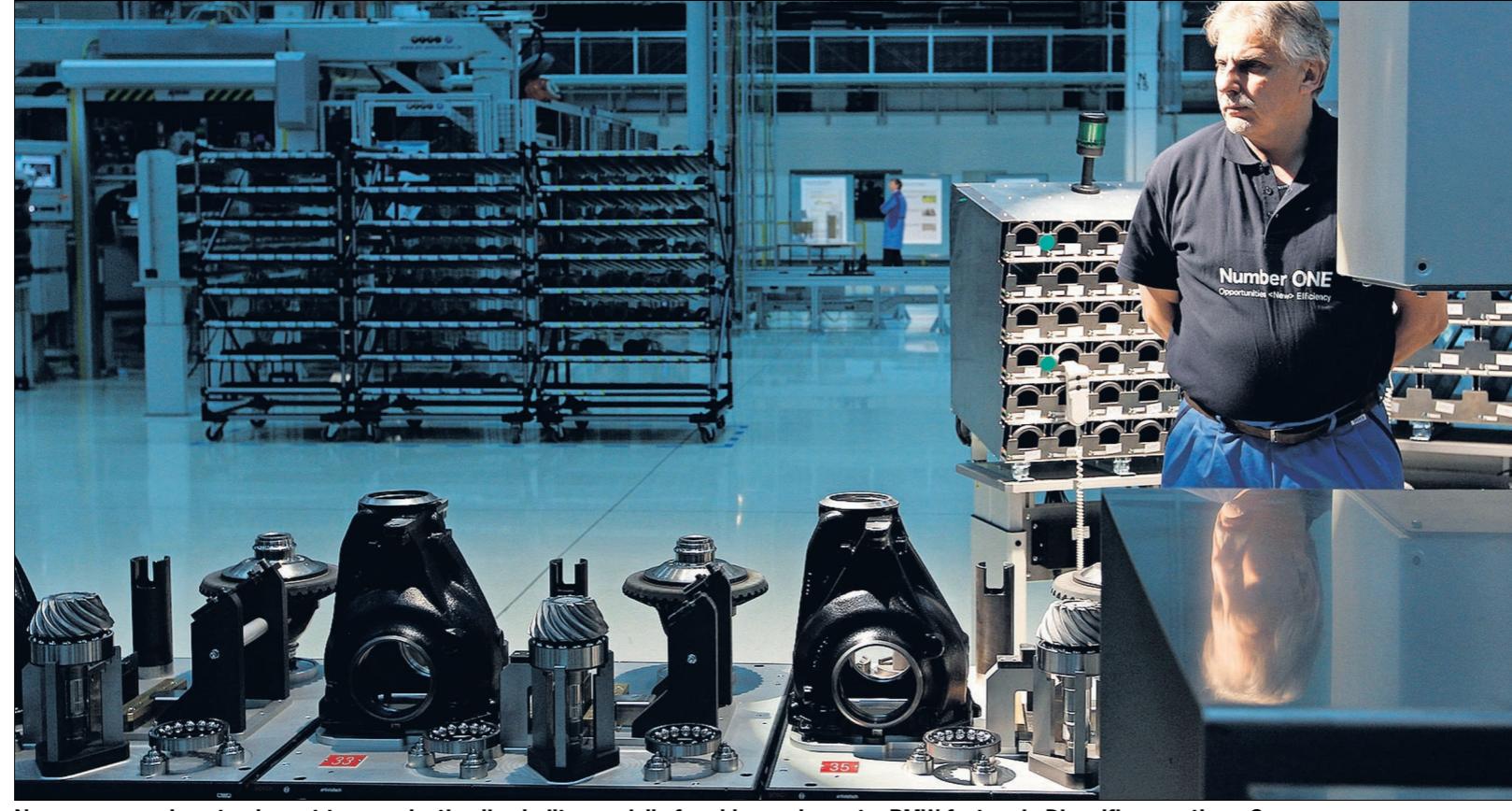
Growth hopes

The German government yesterday raised its 2014 growth forecast and pledged to foster domestic investment and consumption, in a move that could cut the country's reliance on its internationally criticised export surpluses, writes Stefan Wagstyl.

The economics ministry predicted gross domestic product to increase 1.8 per cent in 2014, up from an October forecast of 1.7 per cent and well ahead of last year's sluggish 0.4 per cent. For 2015, the ministry forecast a further 2 per cent increase.

Sigmar Gabriel, economy and energy minister, said the economy was "in good shape", but warned of "significant challenges" ahead, including energy reform, infrastructure renewal and rising wages.

www.ft.com/germany



New gear: a worker stands next to a production line built especially for older workers at a BMW factory in Dingolfing, southern Germany

Reuters

Companies forced to woo older skilled workers

Demographics

Jeevan Vasagar and Norma Cohen examine the consequences as the supply of younger employees dries up

Werner Brockmann has spent his entire 48-year career working as an electrician for Deutsche Bahn.

As the 62-year-old approached his retirement date the German rail operator, rather than presenting him with a gold watch, offered a deal that allowed Mr Brockmann to swap 13 per cent of his salary for an additional nine weeks' holiday.

"I can have almost the whole summer at home," he said.

Mr Brockmann is a beneficiary of the unexpected dividend that Germany's demographic change has

paid to some of its older workers.

While countries in southern Europe are beset by a plague of youth unemployment, German companies are desperately trying to hold on to older workers.

"German companies are facing a labour shortage. It is difficult for them to get competent, highly skilled employees," said Nils Stieglitz, professor of strategic management at Frankfurt School of Finance and Management. "One way to compensate is to extend the lifetime of their employees."

As a consequence, Prof Stieglitz said, pressure was mounting on German employers to offer a better work-life balance to retain older employees.

Yet critics say the move is also part of a worrying trend towards reliance on an ageing workforce that means the country will increasingly struggle to fund its pensions system.

As governments across

Europe have pushed through plans to raise retirement ages, Germany, the continent's strongest economy, has taken a step in the opposite direction.

The country recently unveiled draft legislation to lower the retirement age to 63 for workers such as Mr Brockmann who have contributed to the system for 45 years.

The government estimates that, each year, about 200,000 workers will be able to retire early under this legislation – a proposal that will cost €60bn between its planned introduction in July and 2020.

The remainder of the workforce will be required to keep to the current retirement age, which is being raised from 65 to 67.

Analysts said the new plan to lower the retirement age was a vote-winning tactic urged on Angela Merkel, the chancellor, by the Social Democrats, junior partners in her

new coalition government.

The plan has also been criticised by German business leaders, who have had to work hard in recent years to hang on to older employees.

Ulrich Grillo, president of the BDI, Germany's largest employers' organisation, said the country could not urge reform on others while

lowering its own retirement age, accusing the government of "preaching water while drinking wine".

Sigrud Heudorf, head of employment conditions at Deutsche Bahn, described the early retirement proposal as a "significant issue" for the company.

"We have a tough occupational image – employees who work outside on maintenance and do shift work, including night shifts. I can imagine some will think, I'll go early."

For decades, German employers made such extensive use of early retirement to reshape their businesses that the employment rate for older men registered one of the sharpest declines of any European country.

All that has changed as the supply of younger workers dried up. Germany's low birth rate meant the working-age population began to decline 10 years ago, a trend that will accelerate from 2020 when the baby-boom

ers generation begins to retire.

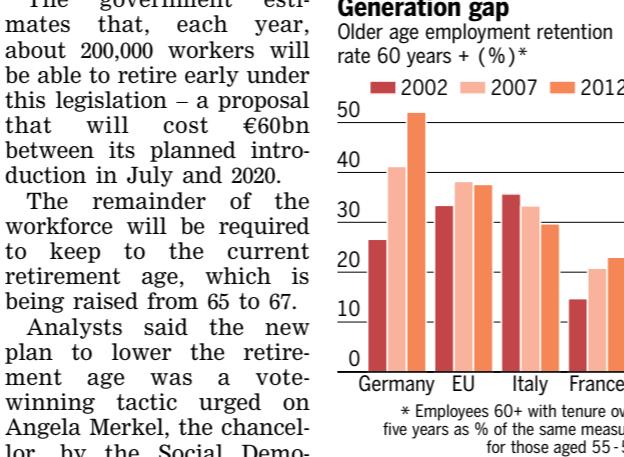
High net migration to Germany has softened the impact of the country's ageing, and the German government remains keen to attract more immigrants to make up the future shortfall of workers.

Germany's robust economy has also strengthened workers' bargaining power.

Deutsche Bahn struck a deal with the railway union last year, offering part-time work to older employees in some of the hardest-to-fill parts of the business, including shift workers and those on call.

But for Germany the challenge is not just the cost of pensions, it is also about the shrinking pool of potential workers who will be around in years to come to pay for their retirement.

Germany's working-age population is expected to fall 7 per cent by 2025, according to projections from the UN Population Division.



Source: OECD

Sephardic Jews warm to Spanish plan

By Matthew Kalman in Jerusalem and Tobias Buck in Madrid

The Spanish embassy in Tel Aviv has been inundated with calls from eager Israelis after Madrid proposed a potentially far-reaching change to its laws that would allow citizenship to be offered to all Jews whose ancestors hail from Spain.

Until now the descendants of Jews expelled from Spain during the 15th century, known as Sephardic Jews, could claim Spanish citizenship only after living in the country for two years, and then only if they renounced their previous nationality.

The new bill, which is still to be approved by the Spanish parliament, will allow the estimated 3.5m Sephardic Jews who are alive today to claim Spanish nationality without having to give up their current passport.

All Spanish Jews were either expelled or forced to convert to Christianity in 1492, as part of the Catholic

reconquest of Spain that also saw the entire Muslim population either driven from the country or forced to convert. Though estimates vary, historians believe at least 200,000 Jews lived in Spain before the expulsion.

While the biggest community of Sephardic Jews lives in Israel, other communities also exist in Latin America, Turkey, the US and other parts of Europe. The proposed offer of Spanish citizenship would also apply to them.

Alberto Ruiz-Gallardón, the Spanish justice minister, said the move was an attempt to address the 1492 expulsions, which he described as one of Spain's "most important historical errors".

"Now they have an open door to become once again what they should have never stopped being."

However, the attraction of an EU passport with access to residence, education and welfare could be attractive to many Sephardic Jews across the world.

Those wishing to obtain Spanish citizenship would be required to prove their status by way of a certificate issued by the Federation of Jewish Communities in Spain or the rabbinical authority in their home country.

They would also have to do so in the first two years after the change is passed – suggesting the law is a one-off opportunity.

The Spanish embassy in Tel Aviv warned applicants they would have to be patient.

"Those interested in applying for Spanish citizenship through this channel must wait for its entry into force as law to process their application," the embassy explained.

Spain's Jewish community welcomed the move, which it described as "a step towards righting a mistake and an injustice".

However, Chaim Hames, head of the Centre for the Study of Conversion and Inter-Religious Encounters at Ben-Gurion University, questioned how many applicants would be successful.

"Unless they are very relaxed about how they are going to check criteria of who actually is a descendant of a Spanish Jew, it is going to be impossible for most people to prove," said Prof Hames.

Sochi activist jailed for three years

By Courtney Weaver in Moscow

A Russian court has sentenced one of Sochi's most prominent environmental activists to three years in prison for spray-painting a fence, raising concerns about the fate of activists who have spoken out against the Winter Olympics.

Evgeny Vitishko, a member of the Environmental Watch of the North Caucasus, an advocacy group, received a three-year suspended sentence in 2012 for spray-painting a construction fence in the middle of a forest – land that should not have been built upon in the first place, activists said, because it was protected under Russian law.

However, yesterday a court in the Krasnodar, the administrative centre, ruled that Mr Vitishko's sentence should be converted into jail time, claiming he had violated the terms of his

parole and travelled outside his restricted travel zone.

While President Vladimir Putin granted amnesty to 2,000 people ahead of the Sochi Olympics last year, including high-profile prisoners such as ex-tycoon Mikhail Khodorkovsky and members of the punk band Pussy Riot, regional activists in Sochi have come under increased pressure in the lead-up to the winter games.

A second environmental activist, Igor Kharchenko, was arrested in Sochi two days before the opening ceremony and given five days of detention on charges he had disobeyed a police officer.

Meanwhile, other activists, including Semyon Simonov, a vocal activist for migrant workers in Sochi, said that they had been barred from attending the games and entering the Olympic Park despite holding tickets to certain events.

Media curbs cast shadow on Turkey's economy

GLOBAL INSIGHT



Daniel Dombey in Istanbul

Why, in the first throes of a corruption scandal late last year, did Turkey's government install a secret policeman as head of the country's internet regulator?

The question may have consequences for both the country's freedom of expression and its economic prospects.

The first thing to bear in mind about the appointment of Ahmet Cemal Celik, a former National Intelligence Organisation official, is that the body he now heads, Turkey's telecoms directorate, is quite unlike watchdogs in other countries.

For a start, the first five duties it lists on its website concern its role in tapping telephones.

Moreover, parliament gave it new powers last week to block web pages for privacy reasons – without first having to obtain a court order.

Opposition politicians say the measure, which awaits only a presidential signature, is intended to stop the continuing leak on to the web of material from now-stalled corruption investigations into government-connected figures.

The EU, US, and the Council of Europe have all expressed concern.

Recep Tayyip Erdogan, prime minister, replies that the internet law is intended to eliminate the threat of the "parallel state" – his term for supporters inside the police, prosecution service and judiciary of Fethullah Gulen, a preacher and former ally with whom the government is now at odds.

For the moment, markets are bemused after the central bank last month raised interest rates in spite of oft-proclaimed opposition from Mr Erdogan to such a move. But that might not mean plain sailing ahead: this week the US Federal Reserve depicted Turkey as the world's most vulnerable big emerging market, echoing the International Monetary Fund.

A further warning was sounded by Kemal Dervis, a former economy minister often hailed for laying the groundwork for Turkey's economic success. Mr Dervis said political meddling in day-to-day technocratic decisions mattered much more than what interest rates might happen to be.

Mr Dervis suggested the country had turned the clock back on economic governance. Mr Erdogan and his ministers disagree. But they have, after all, just given a former secret policeman nationwide authority over access to the web.

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WORLD NEWS

Pressure mounts on Venezuela

Toyota factory hit by staged closure

Fears rise as recession looms

By Jonathan Wheatley and Andres Schipani

It is hard to imagine many problems for a carmaker in an economy where petrol costs the equivalent of half a US cent a gallon. But today, Toyota de Venezuela will run down production because it can no longer import the parts needed to keep its factory going.

Toyota's staged closure is just one aspect of a potential balance of payments crisis in the making. Manu-

facturers across the Venezuelan economy are operating far below capacity for lack of components and supplies. Shortages of everyday goods are a fact of life. US dollars change hands on the black market for more than 13-times the official exchange rate.

Meanwhile, CDS spreads – a measure of the cost of insuring against default – and the yields on Venezuelan bonds are at near-crisis levels. Consumer price inflation is running at 56 per cent and after anaemic growth last year, the economy is heading into recession. "Venezuela does not produce what it needs to consume," says Siobhan Morden, a credit strategist

and close follower of Venezuela at Jefferies, a New York investment bank. "The government restricts imports because oil prices are flat, so the economy cannot grow. Venezuela is mired in stagflation."

Its mismanaged oil industry is key to Venezuela's problems. The country has the world's largest oil reserves, according to BP. When Hugo Chávez, the president who died last year, came to power 15 years ago, Venezuelan oil was \$8 a barrel on international markets. In 2011, it was more than \$100 a barrel. The resulting wealth paid for the government's socialist policies but it also led to complacency. Oil pro-

duction has stagnated at about 2.7m barrels a day, for lack of investment. Oil prices have relaxed and revenues are flat or falling, at about \$80bn-\$100bn a year.

Subsidising petrol pump prices has had a substantial but undisclosed cost. Venezuelans consume about 760,000 b/d. Miguel Octavio, a Venezuelan financial analyst, points out that when Mr Chávez came to power, the cost of a 21-gallon tank of petrol was the equivalent of \$13.50. By the end of last year, using the black market exchange rate, it had fallen to 11 cents. Restoring that price to \$2.00, its level in 2006, would be to multiply it by 20. Restoring it to the price of 15 years ago

would be to multiply it by 122. The government's exchange rate policy is en snared by a similar logic.

The official exchange rate is 6.3 bolivars to the dollar but almost no dollars are available to the private sector at this rate. Instead, the central bank holds sales of dollars to authorised bidders at a rate of 11.36 bolivars to the dollar. At its programme of weekly sales, the central bank releases \$220m at a time. Venezuelans pay about 84 bolivars per dollar on the black market.

Even with this suppressed demand, the government "does not have the political capital" to allow a devaluation, says Ms Morden. With inflation already

running high, voters would revolt against anything that sent prices higher.

Rather than devalue, the government has printed bolivars to cover a widening gap between its revenues and its spending.

Faced with the intractability of its policies, analysts fear the government will run down its non-reserve assets to fund imports.

The International Monetary Fund sees a potential crunch in 2016 when it expects Venezuela to record its first current account deficit since Chávez came to power – a remarkable feat for one of the world's oil producers.

Blog: www.ft.com/bb

Nigeria loses \$1bn a month to oil racket, says bank chief

By William Wallis in Lagos

Nigeria's central bank governor has exposed a multi-billion-dollar subsidy racket inside the state-owned oil company that may partly explain huge shortfalls in what Africa's leading oil producer is earning from its crude.

The allegations by Lamido Sanusi of the mismanagement of Nigeria's oil industry are ensuring a stormy end to his tenure at the central bank, which began when he tackled widespread financial fraud during a 2009 banking crash.

Huge shortfalls in oil revenues, which typically account for more than 70 per cent of government revenue, have periodically come to light in Nigeria. However, the sums involved in the governor's allegations dwarf previous controversies and come as the broader economy is drawing unprecedented attention from global investors.

Lamido Sanusi, who is set to step down as central bank governor in June, provides hundreds of pages of data, expert and legal opinion, and evidence in the form of contracts – seen by the Financial Times – to support his allegations in a memo to a Senate committee on finance investigating the matter.

The probe was prompted by Mr Sanusi's earlier warnings, in a letter to President Goodluck Jonathan, of a huge gulf emerging between the value of Nigeria's oil production and the revenues it provides to the state.

The memo points to more than \$1bn a month from crude oil sales allegedly owed to the state that Mr Sanusi believes the Nigerian National Petroleum Corporation has failed to remit.

In spite of consistently high international prices, Nigeria's income from oil has been declining sharply, putting pressure on state finances, foreign reserves and the naira, the currency. The scale of resulting shortfalls is only partially explained by fluctuations in

oil production and direct theft from pipelines.

The NNPC, along with Ngozi Okonjo-Iweala, the finance and economy minister, and Diezani Alison-Madueke, the petroleum minister, are expected to provide their own statements at a Senate hearing today.

But Mr Sanusi's claims have already prompted a furious rebuttal from Andrew Yakubu, the NNPC's group managing director, who accuses him of failing to understand "the technicalities of the oil industry".

"CBN is not an auditing outfit. But what it is doing is now auditing. We have no problem with auditing, but let the professionals, the certified bodies and agencies, [do it]," he said.

A senior NNPC told the FT it would respond fully to the claims contained in the memo at today's hearing.

Mr Jonathan's opponents have taken advantage of the furore amid rising political tension before 2015 elections and public demands for an audit of the NNPC under his stewardship. The last external audit was initiated before Mr Jonathan came to power.

Mr Sanusi points to possible losses of \$20bn in a 19-month period between January 2012 and July 2013 by questioning three main areas in which he alleges that the state has been short-changed.

The most glaring anomaly in the memo details is in the allocation of fuel subsidies. At meetings aimed at reconciling the numbers last December the NNPC claimed it had spent \$8.49bn on subsidies deducted at source by the corporation. Those included a subsidy on kerosene.

However, annexes to Mr Sanusi's memo show that the kerosene subsidy was eliminated in 2009 by a directive of the late president, Umar Yar'Adua. Further evidence in the form of official data from across Nigeria shows that nowhere in the country is kerosene sold at a subsidised rate. It is bought by the NNPC at N150, sold to marketers at

N40-N50, but retails at N170-N250. Mr Sanusi estimates that \$100m goes astray this way each month. "The margin of 300-500 per cent over purchase price is economic rent which never got to the man on the street. In dollar terms, every vessel of kero-

sene imported by NNPC with federation money cost about \$30m and it was sold at \$10 or \$11m, generating rent of \$20m per vessel to the syndicate," he writes.

Mr Sanusi also questions the legality of billions of dollars of deductions for petrol subsidies allegedly funded outside the legal budgetary framework. He says the figures the corporation has provided imply that it is importing up to twice as much fuel as the country consumes. In reality, he says, private marketers, who in prior investigations have taken the brunt of blame for alleged fraud, supply half the market.

In his memo, Mr Sanusi calls on the NNPC to provide evidence that the fuel it claims to have imported actually arrived.

He also raises questions over the value Nigeria is obtaining from crude oil

swaps with international and local traders, in which oil is exchanged for refined fuel imports without cash changing hands. The expert analysis he attaches lists several ways in which these opaque arrangements, covering an estimated 200,000 to 220,000 b/d of Nigeria's total production, which fluctuates between 2m and 2.2m b/d, could be costing the state.

One such contract, dating from 2011, contains a clause permitting the destruction of related documents a year after contract termination, highlighting potential difficulties in ascertaining the true value of swaps.

Finally, Mr Sanusi delves into an equally complex arrangement whereby the Nigerian Petroleum Development Corporation, a subsidiary of the NNPC, entered into "strategic alliance agreements" to

the state received only \$400m in taxes from the NPDC during the period he examined.

finance and manage oilfields in which Royal Dutch Shell had sold off its stake.

Three law firms consulted by the central bank said these agreements contravened the constitution by transferring control of revenues and profits on state-owned assets to private companies. But in response to questions from the FT, the main companies involved – Atlantic Energy and Seven Energy – defended both the legality and commercial rationale of what they said were standard service contracts.

They said contractually it was up to the NPDC to pay the state its dues after deductions according to a revenue-sharing formula. Mr Sanusi says that on \$7bn in crude shipped under these arrangements, the state received only \$400m in taxes from the NPDC during the period he examined.

But Republican leaders in the House and the Senate calculated that it was not worth risking a new fiscal crisis in a midterm election year, bucking their party's rank-and-file and powerful outside conservative groups who were itching for another confrontation with President Barack Obama.

John Boehner, the Republican House Speaker, on Tuesday allowed a vote to delay a debt-ceiling increase until next March in the lower chamber, paving the way for its passage with mostly Democratic votes.

Yesterday there was some drama in the Senate. Republican leaders Mitch McConnell and John Cornyn had to mount a last-minute campaign to secure the votes from within their party that were needed – alongside those of all Democrats – to clear a 60-vote procedural hurdle.

Mr McConnell and Mr Cornyn voted in favour of advancing the bill, which could give ammunition to their Tea Party primary challengers in November's

midterm elections. Their support helped nudge 10 other Republicans to approve the procedural vote, which was a precursor to the bill's passage through the Senate. The legislation now heads to Mr Obama for his signature.

Senator files lawsuit against Obama over NSA data policy

By Richard McGregor in Washington

Rand Paul, the libertarian Republican senator, has filed a class action lawsuit against President Barack Obama and top officials over mass data collection by US intelligence agencies.

Mr Paul, who is positioning himself for a presidential run in 2016, filed his case with the US District Court for the District of Columbia and was joined by FreedomWorks, a prominent Tea Party group.

US courts already have before them two cases challenging the constitutionality of the mass collection of telephone data by the National Security Agency, the electronic eavesdropping body.

The lower courts have so far delivered contradictory outcomes, with one federal court judge ruling metadata collection to be unconstitutional late last year and another a week later that it was legal. Both cases are on appeal.

"The Bill of Rights protects all citizens from general warrants – I expect this case to go all the way to the Supreme Court and I predict the American people will win," Mr Paul said.

Mr Paul's case, although widely seen as a stunt, could help lift the political salience of an issue that crosses partisan boundaries to bring both Democrats and Republicans together.

"The more the left and the right consider [opposition to metadata collection] to be organic to their views on liberty, the harder it will be for the intelligence community," said Benjamin Wittes, of the Brookings Institution.

The case, in the form of a class action, also hands Mr Paul a tool to mobilise like-minded supporters, mainly on the libertarian right, in support of his likely campaign to become the Republican candidate for the presidency in 2016.

The US intelligence com-

munity, particularly the NSA, has been under siege since Edward Snowden, a former contractor for the agency, fled his post in Hawaii last year and began leaking reams of top-secret documents.

Top intelligence officials have said the tens of thousands of documents taken by Mr Snowden, who is in exile in Russia, constitute the worst security leak in US intelligence history.

Mr Obama, in a lengthy speech in January setting out the administration's response to the Snowden revelations, said that he would end the government's bulk retention of metadata while retaining the NSA's ability to access

'I expect this to go to the Supreme Court and I predict the American people will win'

such records. If he does end the programme, it would render constitutional challenges like that of Mr Paul meaningless. But it is not yet clear how any new non-government entity holding the data would operate, leaving legal challenges intact.

At a press conference yesterday, Mr Paul said metadata collection was precisely the kind of intrusion by the state that led to the American Revolution in the late 18th century.

"The colonists did not appreciate the British who would go door to door searching anyone and everyone without probable cause or suspicion," Mr Paul said.

"It's time to hold government officials accountable for their habitual trampling on the constitution and on our rights as individuals. The lesson of the American Revolution was that this should never happen again."

Congress approves law to suspend US borrowing limit

By James Politi in Washington

The US Congress has given its final stamp of approval to legislation that suspends the country's borrowing limit and removes the spectre of a US debt default until March 2015, after Republican leaders in the Senate scrambled to save the measure from faltering in the upper chamber.

The passage of a so-called "clean" debt-ceiling bill – without any policy conditions attached – caps a remarkable turnaround by congressional Republicans, who had previously used these votes to demand huge concessions from the White House, including deep spending cuts and an end to the 2010 health reform law.

But Republican leaders in the House and the Senate calculated that it was not worth risking a new fiscal crisis in a midterm election year, bucking their party's rank-and-file and powerful outside conservative groups who were itching for another confrontation with President Barack Obama.

John Boehner, the Republican House Speaker, on Tuesday allowed a vote to delay a debt-ceiling increase until next March in the lower chamber, paving the way for its passage with mostly Democratic votes.

Yesterday there was some drama in the Senate. Republican leaders Mitch McConnell and John Cornyn had to mount a last-minute campaign to secure the votes from within their party that were needed – alongside those of all Democrats – to clear a 60-vote procedural hurdle.

Jack Lew, Treasury secretary, hailed the agreements as providing "certainty and stability to businesses and financial markets, and should add momentum to the economic growth forecasted in 2014".

Mr Obama and Democrats will hope that this week's votes have set a precedent that will make it difficult for Republicans to set fiscal demands in connection with debt-ceiling increases.

Also yesterday, however, Congress agreed to cuts to military pensions that were part of last December's budget deal, offering a stark reminder of the waning appetite on Capitol Hill for even modest reforms to government programmes.

Paul Ryan and Patty Murray, the Republican and Democratic chairs of the budget committees in Congress, had struck an agreement to trim cost-of-living adjustments for working-age retired military personnel by one percentage point, saving about \$7bn over a decade.

House Republicans had mulled scrapping the cuts in connection with raising the borrowing limit but chose to pass the measure separately on Tuesday. The Senate approved a repeal of the cuts yesterday.

Indian cricket auction stumped by report on corruption

By James Crabtree in Mumbai

As the final hammer fell on the first day of its annual player auction, the lucrative Indian Premier League cricket tournament delivered a clear confirmation of its moneymaking clout, with its eight teams splashing out \$34m, three times more than last year.

Early attention in yesterday's contest focused on Kevin Pietersen, who was sacked by his own national team this month, and who quickly found himself snapped up by the Delhi Daredevils for \$1.5m. The former England player ended up reaching only the third-highest

amount during a day of frenetic bidding, however, beaten for the top slot by India's Yuvraj Singh, who recently returned to the pitch following a battle with cancer, and whose price of \$2.3m was more than double the highest bid last year.

Yet while the auction easily exceeded financial expectations, the IPL's hopes for a trouble-free run into the controversial but highly profitable annual event unravelled earlier this week, when a report from India's Supreme Court detailed allegations of illegal betting and corruption during the 2013 contest.

The revelations are the latest in a series of



Kevin Pietersen off to Delhi Daredevils

aftershocks that followed the arrest last year of various bookmakers and cricketers, including an Indian international player, that kicked off a match-fixing scandal and embarrassed the IPL's many high-profile corporate sponsors.

The resulting police probe and media imbroglio that gripped India's cricket-crazed public inflicted yet more damage on the reputation of an event whose sporting merits have been overshadowed by management infighting and allegations of impropriety ever since it shook up the once genteel sport in 2008.

The auction will provide a further demonstration of the IPL's financial muscle,

as its eight teams contemplate bids for 514 cricketers, including some of the sport's biggest names, all eager to participate in an event that allows otherwise modestly paid sportsmen to earn millions of dollars in just eight weeks.

This week's corruption allegations, however, have refocused attention on the league's management and in particular on N Srinivasan, the influential head of the Board of Control for Cricket in India, the governing body in the country. Last year's police entanglements led critics to call for Mr Srinivasan's resignation, prompting a

dogged fightback from a man whose control of the IPL frequently sees him described as the most formidable powerbroker in world cricket.

The success of his efforts was made clear last weekend when Mr Srinivasan was appointed to chair the International Cricket Council, the global governing body in the lower chamber, paving the way for its passage with mostly Democratic votes.

Yesterday there was some drama in the Senate. Republican leaders Mitch McConnell and John Cornyn had to mount a last-minute campaign to secure the votes from within their party that were needed – alongside those of all Democrats – to clear a 60-vote procedural hurdle.

Mr McConnell and Mr Cornyn voted in favour of advancing the bill, which could give ammunition to their Tea Party primary challengers in November's

Syria

In just two years Jabhat al-Nusra has become one of the most effective and dangerous groups battling the Assad regime.

What sets the al-Qaeda affiliated jihadis apart is their ability to win and maintain popular support.

By Borzou Daragahi

A gathering force



To the west, al-Qaeda's avowed arm in Syria is a terrorist group and a dangerous threat to Europe and North America. To many Syrian rebels fighting Bashar al-Assad, and even for some of the liberal, secular activists opposed to the regime, the fighters of Jabhat al-Nusra are invaluable allies. They are among the most powerful armed groups taking on forces loyal to Damascus.

Over the past month the Syrian rebels seeking to bring down the Assad regime have battled another al-Qaeda inspired group: the Islamic State of Iraq and al-Sham, or Isis, while tolerating al-Nusra. Although listed as a terrorist organisation and welcoming foreign jihadis to its ranks, al-Nusra's agenda has been more focused on Syria and its actions less alienating to other rebels.

This week there were signs that al-Nusra was taking sides by joining other jihadis against Isis and chasing it out of an oil-rich region.

As shaky talks meant to hammer out Syria's future resume in Geneva, the greatest puzzle of the civil war may be al-Nusra. It is perhaps the most effective of the armed groups opposed to Mr Assad, but one described by western officials as among the most dangerous.

Over its two years in existence, the group has pulled off increasingly complex operations, employing explosives-laden vehicles and suicide bombers with often devastating results. It has also found sources of international and local funding, and tapped into global networks to draw fresh fighters into its ranks. Despite joining the battle late, it has become a spearhead of the revolution.

"Almost all the major battles won by [rebels] were led by Jabhat al-Nusra fighters," says Pieter Van Ostaeyen, a Belgian historian and Arabist who closely tracks the conflict. "They were always or almost always on the front line, whether by suicide attack, car bombings or frontal attacks. The other guys just come in to clean up the mess afterwards."

Most important, it has managed to do what few other jihadi groups have achieved: win over a large number of civilians, even some of those who vehemently disagree with its extremist ideology.

It is popular despite evidence of human rights abuses, including summary executions of alleged regime supporters and the imposition of harsh Islamic mores on women.

"Of all the groups on the hardline end of the rebellion, Jabhat al-Nusra has played the most pragmatic politi-

cal game," says Charles Lister, a Syria specialist at the Brookings Doha Centre. "That's contributed to the situation where they're an al-Qaeda group but also among rebel groups and among some sections of the political opposition. Most rebel groups on the ground either support or accept Jabhat al-Nusra's role in the fight."

A video posted on the internet on January 11 highlights their approach. A hooded figure points to a map. The narrator explains that, after the people of the eastern Damascus district of Ghouta "sought our help against the torture and detention" in a security services office, "your brothers in Jabhat al-Nusra answered the call".

The images show several explosives-laden vehicles being prepared, two for a building and one for a nearby checkpoint. The commentator describes how two squads are recruited for the operation, as masked men crawl along the ground holding their guns in a training exercise. The combatants facing certain death read out their wills. The operation takes place at night, the hooded figure explains.

A man named Abu Addoha detonates the first vehicle, filled with a ton of explosives at the checkpoint. Abu Omar drives a truck loaded with 2.5 tons into a compound. An explosion and a bright light appear in the distance. Footage purportedly taken the next morning shows a building reduced to rubble.

It is just one of many operations that has strengthened the group's reputation for ruthlessness and efficiency.

Jabhat al-Nusra, which means the Victory Front, was launched at the beginning of 2012 by Abu Bakr al-Baghdadi, the Iraqi who later became the leader of the cult-like Isis, the Syrian rebel group now at odds with most other armed fighters in Syria. Isis is considered to be so extreme that even al-Qaeda leader Ayman Zawahiri disavowed it.

Abu Mohammad al-Golani, a charismatic and mysterious Syrian, now leads al-Nusra. Even in meetings with trusted commanders of other rebel units, Mr Golani is said to hide his face. Syrian by birth, he is thought to be in his late thirties and to have fought against US troops in Iraq.

Under his leadership, the group has grown into a broad, relatively well funded network with a presence in almost every corner of the country. It is estimated to have as many as 12,000 men, about a quarter of them foreign fighters.

Despite ties to global jihad and its relations with Mr Zawahiri, al-Nusra

has pursued a vehemently nationalist Syrian agenda – although a Lebanese branch of the group has launched deadly attacks against the Lebanese Shia group Hezbollah, which has been aiding Mr Assad's forces.

"We started with eight fighters and now can talk about entire liberated regions, destroyed airports and high-security headquarters," a man described as Mr Golani said in an hour-long December 18 interview with Al Jazeera.

"We actually have legislative bodies that take care of a lot of things like the judiciary system and public services. They [the legislative bodies] also manage electrical power and oil facilities, and recently we started managing oilfields that we took back from the regime," he said.

Like Mr Baghdadi, Mr Golani has built an organisation with strong name recognition and the ability to draw funds and resources from sym-

'Almost all the major battles were led by Jabhat al-Nusra. The other guys just come in to clean up afterwards'

pathetic patrons abroad, mostly in the Arabian Peninsula. His group's expanding control of lucrative oil-fields, including some at Deir Azzour in the east, gives it a funding mechanism unavailable to most rebel groups.

But unlike Mr Baghdadi, Mr Golani has built strong relations with other rebel groups. Al-Nusra frequently takes part in operations with other factions, especially the Islamic Front, a coalition that includes the powerful

Ahrar al-Sham and the moderate Liwa al-Tawhid.

"We used to consider Isis and Jabhat al-Nusra the same but once they split there were big changes," says Ahmed Abu Obeidah, a Turkish-based former rebel fighter still affiliated with Liwa al-Tawhid. "They got very strong, with better weapons, and they started to work with everyone else."

Mr Golani has emerged as a much more astute political player than Mr Baghdadi, mostly refraining from injecting sectarian venom into official statements. He has largely kept a vow not to overtly target civilians, including members of Syria's Alawite and Christian minorities – in part at the behest of Mr Zawahiri.

"Ever since the break with Isis, Jabhat al-Nusra has become more sensitive to environmental circumstances than Baghdadi is," says Kirk Sowell, founder of Uticensis, a risk management firm based in Jordan. "Jabhat al-Nusra has tried to work with the Islamist wing of the opposition, especially the Islamic Front, and sort of left the secularists alone."

Mr Golani has maintained good relations with many groups that present a big problem for western countries wanting to aid the opposition.

Al-Nusra's affiliation with al-Qaeda alarms western governments who fear that once the war in Syria is over the jihadis, particularly those who have flocked into Syria from Europe and the US, will return home to wage jihad. James Clapper, the US director of national intelligence, said in Congressional testimony last month that the group "does have aspirations for attacks on the [American] homeland".

Analysts, however, say that Mr Golani, although critical of the US as

Different tack: al-Nusra rebels in Aleppo through a smashed window

Reuters

well as the Assad regime's patrons Iran and Russia, has never threatened to launch attacks outside the Levant.

More worrying is what al-Nusra means for Syria should the war end with the jihadi fighters able to claim some credit for its conclusion and expecting to be rewarded. The group's radical vision is at odds with what most Syrians are likely to want in a future state.

A l-Nusra has been accused of convening Islamic courts and imposing regulations on women's dress and movement on unwilling populations.

The group has managed to soften its image, however. When a secular Syrian family living abroad sought to deliver humanitarian aid to the country last year, it collaborated with al-Nusra despite large ideological differences. Although undoubtedly in the most radical Islamist camp, close observers say al-Nusra includes fewer radical fighters than other extreme groups.

"Al-Nusra will always be al-Qaeda but we can't forget that most of the Nusra men in the rank and file aren't Qaeda-spirited fighters," says Cedric Labrousse, a French researcher monitoring the Syrian conflict. "Many are forgetting today the huge waves of Free Syrian Army men coming to Nusra for guns and money for their families."

Unlike Mr Baghdadi, his one-time mentor but now arch-rival, Mr Golani keeps a low profile. In the December broadcast with Al Jazeera journalist Tayseer Alouni, he attempted to present a moderate image of himself.

"The west describes us as a majority of Sunnis who want to eradicate the other minorities," he said in the interview, which was filmed from behind his shoulder, with Mr Alouni the only person in the shot. "I am not worried about the post-regime fall because Islamic law maintains well minorities' rights. We strongly condemn those who go to extremes in declaring individuals or groups of people apostates."

Despite al-Nusra's extreme ideology and frequently ruthless violence, Mr Lister from the Brookings Doha Centre says Mr Golani demonstrates an evolution in the tactics and rhetoric of jihadi groups that have failed because of their inability to win sustained levels of popular support.

Even as more moderate rebels take on Isis, few believe an attack on al-Nusra could follow.

"Jabhat al-Nusra is spread more across the country, while Isis is not in many areas of Syria," says Ahmed Khalil, a Syrian Kurdish human rights activist based in Istanbul.

"It would be really risky to declare war on Jabhat al-Nusra. I have spoken to many people inside Syria and they all support Jabhat al-Nusra and see it as a very powerful faction in the opposition, not as an enemy."

Mr Lister says that the possibility of foreign fighters going back home and fighting cannot be counted out.

But he adds: "Ever since they emerged in Syria, they [al-Nusra] have shown zero sign of carrying out attacks beyond Syria, Lebanon and Iraq. The real fear is the fact that an al-Qaeda group has managed to attain such strong and mass popular support on the ground."

Speed read

Rapid rise Jabhat al-Nusra was launched in 2012 by Abu Bakr al-Baghdadi, who later led Isis, a group so extreme even al-Qaeda disavowed it

Mystery man Al-Nusra is now led by Abu Mohammad al-Golani, a mysterious Syrian in his thirties who hides his face even when with trusted commanders

Homeland threat Al-Nusra's affiliation with al-Qaeda alarms western governments who fear that rebels will return home to the west to wage jihad

On the web

For more analysis, comment and news on the Syrian conflict, visit www.ft.com/syria

Casualties

Rebel groups turn on each other in bloodiest month

Jabhat al-Nusra turned on its founder and former leader this week when it joined other rebel groups in an attack on Abu Bakr al-Baghdadi's Islamic State of Iraq and al-Sham.

Al-Nusra all but declared war on Isis, an al-Qaeda splinter group, in the eastern city of Deir Azzour, chasing it out of the oil-rich region. In so doing, it brought its immediate goals even more closely in line with the west and moderate rebel groups hoping to bring down the regime without offering up Syria as a haven for transnational terrorism.

"They're the good guys," says a western security official in southeastern Turkey who has had dealings with al-Nusra. The official had used the group as a mediator in efforts to release western hostages held by other jihadi groups.

After heavy fighting, Isis withdrew its forces from Deir Azzour. Isis activists on Twitter said the group had pulled out of the city to prevent further bloodshed among rebel factions who are fighting Syrian President Bashar al-Assad's forces.

Isis's supporters said the estimated

200 fighters leaving Deir Azzour would probably turn to assassinations and car bombings against the remaining rebel groups in the province – a tactic Isis has used in other opposition-held areas.

The group's territorial influence traces a line along the Euphrates river from Fallujah in Iraq – barely 60km from Baghdad – across to Raqa in Northern Syria.

Isis has alienated many civilians and opposition activists by imposing harsh rulings against dissent, even beheading its opponents, in areas it controls.

More than 2,300 rebels have been

killed in the past month of infighting, making it the bloodiest such episode since the Syrian conflict began nearly three years ago.

Unlike other Islamist groups such as al-Nusra, which share similar austere interpretations of Islam, Isis has tried to set up an Islamic caliphate in territory it has seized in Iraq and Syria.

Other Syrian rebels want to topple the Assad regime first before deciding on a ruling system, although many also seek an Islamic government.



100km





"Without fear and without favour"

Thursday February 13 2014

Carney's salutary change of mind

Bigger questions remain after U-turn on forward guidance

Mark Carney became governor of the Bank of England on the understanding that he would shake up monetary policy in Britain. The former chief of the Bank of Canada did not disappoint: merely a month into his term, the Monetary Policy Committee had already introduced a policy of "forward guidance", pledging not to raise interest rates while unemployment remained above 7 per cent.

But six months later, Mr Carney's revolution has expired. Yesterday the MPC announced it would no longer link the future direction of interest rates to a single indicator. Guidance has survived but in a milder form: the BoE will provide more information about its thinking on interest rates but will not make an exact forecast. For now, the MPC has ruled out any immediate tightening, adding that when rates go up they will follow a "gradual path".

Mr Carney's U-turn is an embarrassment for Threadneedle Street. Last August the BoE had forecast that the unemployment rate would stay above 7 per cent until 2016. Yet joblessness has fallen much faster and – at 7.1 per cent – it is only a whisker away from the MPC's threshold.

Even so, while it is now clear the bank was wrong to tie its destiny to a variable it did not fully understand, very few analysts predicted that the recovery would be as strong as it turned out to be. Nor did this blunder cause much harm to the British economy. In fact, guidance may have done some good, insofar as it prevented market rates from jumping in spite of a flurry of good economic news.

Still, the governor was right to abandon his flagship policy. Lowering the unemployment threshold below 7 per cent would have sent a confusing message to investors, who would have wondered just how credible the new target might be. Swapping one variable with another – say, the growth rate of real wages – would have been just as puzzling.

For now the governor seems to have pulled off a neat trick. There were concerns that market rates could jump at the news that the BoE had abandoned its original

formulation of guidance. While yields on the 10-year Gilt went up on the news, they only rose by 5 basis points to 2.75 per cent.

Yet Mr Carney still has important questions to answer. The most relevant is whether the Monetary Policy Committee's continuing reluctance to raise rates is appropriate. After all, the recovery is picking up pace. The BoE expects growth this year to hit 3.4 per cent, as investment in housing and new equipment catches up with the rise in consumer spending. With house prices also bubbling up, calls for an early tightening are not completely out of place.

For now, the evidence seems to be on Mr Carney's side. True, one should remain sceptical of the BoE's own estimates of spare capacity in the economy. These are largely based on evidence from the

It is important to ask whether the BoE's reluctance to raise rates is appropriate

labour market, an area the MPC has struggled to understand. But prices remain in check; inflation is expected to remain close to the BoE's 2 per cent target over the next three years.

Furthermore, the bank's hyperbolic growth forecasts may well be too optimistic. The government's austerity programme will continue to weigh on growth and, as sterling keeps appreciating, net exports are unlikely to pick up. Since real wages are still stagnant there is only so much more consumers can do to boost the economy. Were companies to continue hoarding cash rather than investing, growth may well disappoint.

The truth is that we still do not fully understand what is driving the recovery and how strongly the upturn will continue. The lesson for the BoE is to keep an open mind. Mr Carney was right to show flexibility over guidance. He should do the same over the more important question of what will happen to rates.

India's tax laws are deterring investors

Foreign companies become alarmed by unpredictability

In the next three months India will hold a general election. It will be a defining moment for the country at a time of growing economic challenges. The frontrunner in the race to be prime minister is Narendra Modi, the controversial leader of India's Hindu nationalist opposition. Much of the international discussion about Mr Modi currently focuses on his reputation as a Hindu nationalist and his alleged complicity in past anti-Muslim violence. But if he wins power, the world's business leaders will be asking another question about him: can he reverse India's notoriously aggressive tax treatment of foreign companies?

There have been numerous disputes between the Indian taxman and foreign businesses in recent years. None has attracted more attention than that involving British mobile operator Vodafone. Back in 2007 Vodafone took over an Indian mobile outfit that was majority-owned by Hutchison Whampoa, a Hong Kong conglomerate, paying \$10.9bn. The Indian government subsequently demanded that Vodafone hand over \$2.6bn in capital gains tax for the acquisition, a demand the company refused.

In the ensuing five years Vodafone and the government battled this out in the courts. The Vodafone deal involved a Dutch subsidiary of the British company buying a Cayman entity owned by Hutchison. The Indian government claimed that Vodafone was liable for \$2.6bn because it should have withheld the tax from Hutchison on its behalf at the time of the deal. Vodafone argued that, under Indian law, the transfer was not taxable because it took place in a foreign jurisdiction.

Whatever the rights and wrongs, the dispute looked to have been resolved in January 2012 when India's supreme court issued a judgment in Vodafone's favour. But India's government did not leave matters there. It passed legislation allowing it to reopen tax

cases retrospectively, thereby taking the Vodafone dispute back to square one. A year ago India indicated it was minded to settle the matter. Now, in another twist, the finance ministry looks set to order that negotiations with Vodafone be scrapped.

India's government is not alone in worrying about how to recoup tax from foreign companies that operate on its soil but register in offshore tax havens. But India's problems here go well beyond Vodafone. Many of the takeovers by Indian companies of foreign ones have been routed through tax havens such as Mauritius. The Indian authorities do not seem to show anything like the same zeal in pursuit of their own national champions.

Besides, Vodafone's tax case is not alone in generating unease abroad. A string of companies – including IBM and the UK's Cairn Energy – have struggled with India's revenue services. Yesterday Nokia announced that it has in effect been blocked from transferring assets in India to Microsoft as a result of a dispute with the tax authorities. If India wants to send a troubling message to global companies about how unpredictable a tax environment it has, it is certainly getting its timing right.

India today has a reputation for having the world's most draconian tax regime. What is baffling is whether the country's authorities have thought through how much self-inflicted damage this is doing. India needs foreign companies to set up shop on its soil. The Indian economy is expected to have grown by about 5 per cent last year compared with 10.5 per cent in 2010. Although its current account deficit has declined in recent times, it remains a matter of concern. It may be that Mr Modi understands this and, if he is elected, will take action.

Meanwhile, any business leader planning to locate in India needs to think hard about the unpredictability of the Indian taxman.

Out-of-court bank settlements undermine trust

From Mr Robert Jenkins.

Sir, Banks may be too big to jail but the US justice department is not too big to sue. Thus Better Markets is taking the US attorney-general to court ("The people vs Wall Street Banks", editorial February 12).

Better Markets is a not-for-profit advocate for sound financial reform. At issue is the \$13bn settlement reached with JPMorgan's chief executive. Compared with other

banking fines, it was a whopper. However, as with penalties past, it will be paid for with other people's money – that of shareholders. So was it the right number? How do we know? No executives have gone to jail. Should they? What was the exact evidence that the investigations uncovered? Who were the individuals involved in illegal conduct? What exactly do the settlement and supporting documents say? Was the granting of civil

immunity appropriate? Who was and was not in the room when the deal was struck? Were fairness and justice served?

Trust in our financial system will not be restored without knowing the answers. Better Markets aims to find out. We should all hope that it does.

Robert Jenkins,

London W9, UK

Senior Fellow, Better Markets;

Former member, Bank of England

Financial Policy Committee

It's time for the ICO to brand Google as a privacy violator

From Mr Marc Bradshaw.

Sir, I, and other supporters of the UK's Google Governance group, read with great optimism reports over the weekend that the French privacy regulator, the CNIL (Commission nationale de l'informatique et des libertés), protected French consumers by ordering Google to bear a sign about its violations on the google.fr website for 48 hours.

Back in May 2013, you published my letter reporting that my lawyers had written to the CNIL's counterpart in the UK, the

Information Commissioner's Office. We alerted the ICO and the CNIL to the very sanction now adopted in France. The ICO told my lawyers at the time that "it is important to be aware that the options available do not enable the Commissioner to require a public apology". In response, my lawyers obtained the cast-iron support of a legal Opinion from Thomas de la Mare QC that the ICO would be perfectly within its powers to require Google to publish a warning notice on the google.co.uk website; that it is "common sense"

that fines "are likely to be a commercial irrelevance to Google"; and that I and other UK consumers are entitled to expect the ICO to apply "effective remedies" to safeguard our legal rights. That was seven months ago.

Perhaps now, at long last, the ICO will stop mimicking the French concept of *laissez-faire* and will instead have the French regulator's courage to brand Google with the visible scar of a privacy violator.

Marc Bradshaw,
Waterloo, Hants, UK

Etonians dance to the music of time

From Mr James Doyle.

Sir, Lucy Kellaway ("Lessons on success from Eton and the Tiger Mother", February 10) meditates on the fact that Etonians lack the "triple package" of superiority complex, insecurity and impulse control, now said to be the foundation of a successful upbringing. This overlooks the career of Old Etonian Kenneth Widmerpool, a pioneer in this field.

James Doyle,
Brookline, MA, US



Simon Russell Beale as Widmerpool in 1997

Spectre of mortgage looms at early age

From Mr Bijan Omrani.

Sir, Lucy Kellaway ("Lessons on success from Eton and the Tiger Mother", February 10) makes an interesting psychological analysis as to why many old Etonians have not embarked on particularly bold or remarkable career choices. Speaking as someone who has recently taught at both Eton and Westminster, I can say there is a simpler explanation: the cost of living.

It is a depressing fact that by the age of 15 I found many students already to be neurotic about house

prices. For all their huge creativity and potential, many knew that any attempt to pursue less conventional career paths would make it simply impossible for them to live in the south east of England or aspire to the lifestyles of their parents. It isn't a matter of psychology, but sadly that shades of the mortgage repayment begin to close upon the growing boy.

Bijan Omrani,
London N1, UK
Formerly Teacher of Classics,
Westminster School

Inspired rather than irritated

From Mr William Mauder Taylor.

Sir, Rather than feeling irritated first thing on Monday morning at being encouraged by Lucy Kellaway to think about what could have been, instead I felt I should try harder ("Lessons on success from Eton and the Tiger Mother", February 10). Does any other columnist have this effect upon loyal followers?

William Mauder Taylor,
London N1, UK

Gross domestic product is inseparable from demography

From Mr CF Sach.

Sir, There has been much printed in your newspaper recently about various aspects of gross domestic product and the recent figures. One notable absence from these comments is the impact of demography, or more relevant in the case of the UK, population growth.

Looking at various government websites it suggests that the UK has an average population growth of about 0.6 per cent or 0.7 per cent per annum, therefore this level

of growth is required for the economy to remain constant, let alone grow.

If GDP is to be used in any sensible way to assess living standards or performance against other countries as governments of all shades infer, surely this factor needs to be adjusted for, and a GDP per capita figure shown.

In the postwar era, many European countries had rising population, at broadly similar rates, and so the raw figures were a rough assessment of performance. Now

some of our European colleagues have static or falling population and so the impact of population becomes more marked.

If GDP per person is reviewed, depending on other assumptions, a very different view of our economic performance in recent years is quickly apparent and one wonders if in today's world GDP per capita would shed more light on efficiency and living standards within the economy.

CF Sach,
Coleshill, Bucks, UK

Softly-spoken Salmond may turn out to wield a big stick

From Mr Frank McCallum.

Sir, In the interests of accuracy it should be noted that the reference to "wee things" seemingly attributed by your correspondent Anthony Black to Alex Salmond (Letters, February 6) was actually made by the leader of the Scottish Labour party, Johann Lamont.

One of the main attractions of the

Yes for independence campaign is its belief that social justice is central to the wellbeing of a nation and is most certainly not a "wee thing".

I do, however, agree with Prof Black in his suggestion that things "could get nasty". Mr Salmond is often accused of being naive in his softly-spoken, seemingly glib reassurances that the remnants of

the UK would co-operate with an independent Scotland in mutual self-interest. A possible refusal to share historic UK debt may very well be the big stick behind those softly-spoken words.

Frank McCallum,
Managing Director,
McCallum Media Monitor,
Glasgow, UK

Barclays submerged by bonus floods

As Britain struggles to cope with the worst flooding for years, another deluge has engulfed Barclays, where it emerged this week that bonus and compensation payments have grown even as profits have fallen.

Bankers in Britain are facing freak bonuses, with many institutions unable to resist the deluge of compensation payments in spite of the best efforts of regulators. Once modest bonus pools are now huge reservoirs of cash, bursting their banks and showering money across the financial landscape. At Barclays, shareholders have been cut off by a fast-flowing bonus pool three times larger than the dividend payout.

Parts of the system, most notably in the low-lying investment bank areas, have long been prone to flooding, but the constant downpour of cash has meant rising bonus levels even when profits are down.

Meanwhile, any business leader planning to locate in India needs to think hard about the unpredictability of the Indian taxman.

wellington boots to wade through trading floors awash with remuneration. Ministers had promised rigorous new bonus defences following the great floods of 2007 but their appetite for action waned after a few dry years. David Cameron is now convening daily cabinet emergency committee meetings and has stressed that voters must be left in no doubt how much he cares about the crisis.

Analysts say that years of high bonuses have saturated the ground and are seeping up through the floorboards of many banks. Geologists say the pressure from bonus levels is at its highest since the financial crisis and is now so great that the performance-related bonuses are rising even without the performance to which they are supposed to be related.

The effect on the landscape is visible from the air. Vast chunks of shareholder value are being eroded by the bonus surge and analysts say the commercial coastline is being changed irrevocably.

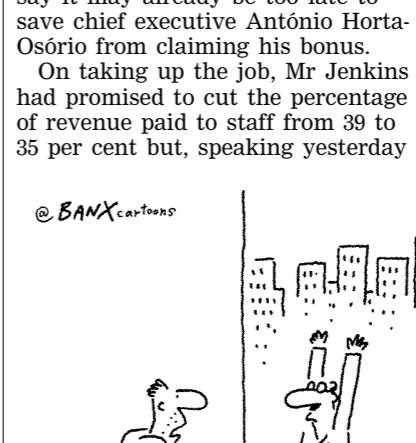
The freak bonus levels are causing embarrassment especially to the so-called "new breed" of bankers who are fighting to restore the industry's reputation. Some, such as Antony Jenkins at Barclays, have worked hard to project a new image. He is so alive to the threat he instinctively announced he would forgo his own bonuses. However, levels are so high he is struggling to hold out. Troops from the Royal Engineers are working round the clock installing sandbags in his 30th floor office to

protect him from the bonus tide.

Even so, the outlook is not good. He has already been heard talking about the retention benefits of high bonuses, saying that without them he would struggle to keep those staff who played such a key role in lowering profits. Fears are growing that he may soon have to take a large bonus just to stop himself leaving. At least he still has a chance. Over at Lloyds, engineers say it may already be too late to save chief executive Antonio Horta-Osorio from claiming his bonus.

On taking up the job, Mr Jenkins had promised to cut the percentage of revenue paid to staff from 39 to 35 per cent but, speaking yesterday

@BANKXcartoons



'Has your phone got Flappy Bird on it?'

Passionate Stem teachers are key to our future success

From Sir Richard Lambert and others.

Sir, The UK economy's continued growth depends upon a rapid increase in the productivity of sectors such as manufacturing, life sciences and research. It is therefore our duty to inspire young people to pursue careers in science, technology, engineering and maths.

A projected 40,000 extra Stem graduates are needed each year to fill the 104,000 graduate-level Stem jobs the economy requires. If the current skills shortage in these areas continues, this will not be possible. As a business community, we have a shared responsibility to help address this.

We believe the solution is simple: inspirational Stem teachers. Without a passionate teacher to inspire confidence, pupils are less likely to continue with a subject. In recent years there has been a shortfall of 4,000 teachers in mathematics alone. In 2011-12, nearly one in four pupils did not even attempt a science GCSE. The problem is even worse for pupils in low-income communities, where there is a pervasive trend in low uptake and poor attainment. We know that one teacher can inspire love for a subject that lasts through university and into the workplace.

In 2011 the government pronounced Stem education to be the foundation of future economic success. Tonight more than 100 business leaders will work together – in the presence

COMMENT

Abe's 'womeneconomics' requires revolutionary change

David Pilling

The female labour force in Japan is the most underutilised resource. Japan must become a place where women shine." Thus spoke Prime Minister Shinzo Abe in a speech at Davos last month in which he said his country's output could rise 16 per cent if women worked as much as men. In London last year, in full Abenomics sales-pitch mode, he made similar remarks, declaring: "I am determined to encourage women to break through the glass ceiling. I will prepare the architecture to make that possible."

As Japan ages and its population shrinks, the old men who run the country are realising they need women more than they thought. From now on, women must do it all. They must have more babies, since the birth rate is just 1.4, well below the 2.1 needed to replenish a population. They must look after their children because nursery places are in short supply and the concept, common in places such as Hong Kong, of relying on foreign nannies is discouraged by law. They must

also care for older relatives given that 11 per cent of the population is over 75 and that there is a stigma against old people's homes. Oh, and while they are at it, they must work in formal employment to boost the country's gross domestic product. Not surprisingly, women have not been able to do all this simultaneously. The glass ceiling mentioned by Mr Abe is more like reinforced concrete and the women-friendly "architecture" he wants to erect is as flimsy as origami. As a result, many women are on virtual strike, marrying later and having fewer children.

In some ways, they are decidedly not on strike. More are holding down jobs while continuing to perform their household "duties". The female participation rate has risen steadily. Last year the number of women working reached a record high. In 2010, according to the OECD, the club of mostly rich nations, 63 per cent of Japanese women aged between 15 and 65 were working, slightly higher than the OECD average of 62 per cent, albeit lower than countries such as the US, at 68 per cent; and the UK, at 70 per cent.

Closing this gap, say by raising Japan's participation rate 4.5 percentage points, would produce some GDP gains. The effect, though, would not be miraculous. Projections indicate that, due to ageing and a queasiness about mass immigration, the workforce will continue to shrink about 0.5 per cent a year.

One reason to be pessimistic about

Japan's glass ceiling is in fact reinforced concrete and the women-friendly 'architecture' he calls for is as flimsy as origami

the economic impact of more women in the workforce is the sort of jobs they do. About 55 per cent of working women are in non-regular employment, earning half as much on average as their full-time male peers. Many women do such jobs not because they are striking a blow for feminism but because they need to supplement their husband's (probably declining) income. Others are heads of one-

parent families, the numbers of which have increased.

To gauge the economic impact of increasing such jobs it is worth conducting a thought experiment. Imagine all the women who stay at home instead sought employment in their neighbour's house, looking after their neighbour's child or elderly relative. All that would be achieved is the generation of a taxable source of income for the state. The actual amount of care provided would remain exactly the same.

Unlike in many advanced nations, where the female participation rate stays stable, Japan's rate dips during child-rearing years. When they can afford it, women tend to take long breaks from work after childbirth. Most eventually return but often to lower-paid or less responsible jobs, although the so-called M-shaped curve this creates is beginning to flatten out.

If Japan is really to put "women power" to work, it needs more revolutionary change. Corporate culture and social attitudes must alter. Fortunately, cultural practice is not as immutable as often presumed. It can be shifted by policy. If women are to "do it all"

they need to be able to "have it all" – rewarding careers and the chance to have children. That means things such as flexitime, more women on "career tracks" and more acceptance of working mothers in managerial positions. On these measures, Japan scores exceptionally poorly in international comparisons. Further, if Japan is to make the transition from an "analogue" manufacturing-led economy to one that is competitive in an open, digital and information-driven age, the sort of skills women have will become ever more vital. Getting women into the workforce is more than a mere numbers game.

Is Mr Abe the man to bring about this revolution? That seems doubtful. His own social views are traditional at best. Some of those he has appointed – women as well as men – express opinions that would not be out of place in the 1850s, let alone the 1950s. If he is to put flesh on the bones of his rhetoric, he is going to have to invest some of his political capital in real legislative and leadership-led change. Failing that, his stirring "feminist" words will remain empty rhetoric.

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The Fed is not to blame for turmoil in emerging markets

Eswar Prasad

The Federal Reserve is causing heartburn for central bankers in emerging markets. Since 2008 the US central bank has been flooding capital markets with cheap money, forcing down yields on safe assets. Many investors scurried into places such as India and China in the hope of earning higher returns. Now that the Fed is reversing course, credit booms in emerging markets are turning to bust. This is especially painful for countries with current account deficits, which are reliant on foreign finance.

It is not just the Fed. China's currency policies over the years and the Bank of Japan's recent monetary easing have added to the angst of central bankers in other countries and ratcheted up currency tensions.

The trouble is that every central bank has a mandate that focuses on its own economy. The Fed has argued that any spillover effects of its policies would be limited if other countries let their exchange rates adjust freely. Emerging markets have indeed used currency adjustments to cushion themselves from the impact of Fed policy. That is why, despite the turmoil they are experiencing, few of them are on the verge of a classic currency crisis. But this has not prevented their central bankers from complaining vigorously about a US central bank that, so far as they are concerned, displays all the sensitivity of a bull in a china shop.

This whingeing ought to stop. The root of the problem is a failure of the domestic policy of their own governments. Emerging market central banks are being asked to keep currency values stable, hold down inflation, support growth and maintain financial stability. This balancing act, difficult at the best of times, becomes impossible when other policies – fiscal and structural – are providing little support, or even working at cross-purposes.

In India, misguided agricultural



There is no such thing as the banking profession

John Gapper

I sympathise with Sir Richard, not least because he appointed me as the FT's banking correspondent two decades ago, when Royal Bank of Scotland and others were starting their trek towards self-destruction, but he does not have much to work with. The classic "banker", an experienced, judicious loan expert, is a mythical figure.

The best chance, maybe the only one, lies in organisations that are coherent enough for "culture" to have a meaning beyond bland statements of aspiration. That was true of the old Barclays – a patrician family-run bank – and is still true of a few banks, notably Goldman Sachs. Whether or not the culture is salutary, it exists.

Goldman has grown rapidly but without merging with a commercial bank or losing its identity (its biggest deal was taking over J Aron, the commodity broker that employed Lloyd Blankfein, its chief executive, and several other senior partners). Its 450 partners remain a cohesive group in spite of the strains provoked by a shift towards trading.

It was tarnished by how it behaved in the subprime mortgage crisis, and the jury is out on its ambition to be less avaricious and nicer to its customers, but Goldman is at least in control of itself. It cut bonuses after a fall in revenues for 2013, limiting them to 37 per cent of income. When Mr Jenkins tried to pull the pay lever, aiming for a similar result, it stuck.

This is hardly surprising, given how Barclays pulverised its old culture over two decades, as it grew in investment banking. "There was no sense of common purpose in a group that had grown and diversified... there were no clearly articulated and understood shared values," according to the Salz review of the bank's business practices.

Barclays is an amalgam of

Ultimately, banks will have to tighten their discipline or create the cultures they lack

everything from a UK high street bank; to de Zoete & Bevan and Wedd Durlacher, the pre-Big Bang stock broker and jobber; to most of Lehman Brothers, the Wall Street investment bank. It would be amazing if a branch banker in Liverpool had fellow feeling for a debt trader in Singapore.

This does not make Barclays unusual; in fact, it is a run-of-the-mill creation of the long boom, like RBS (National Westminster, ABN Amro), Deutsche (Morgan Grenfell, Bankers Trust) or JP Morgan Chase (Bank One, Chemical Bank, Bear Stearns, Washington Mutual, Cazenove & Co etc). All kinds of professions and cultures were thrown together.

Meanwhile, technology undermined the retail banking profession by allowing banks to replace individual judgment with credit scoring. The branch banker was turned into an overeager salesperson of mortgages and insurance policies, many of which were mis-sold. UK banks have paid £20bn in redress for mis-selling of payment protection insurance and other abuses since 2011.

One way to solve this behavioural disaster – an option favoured by Sir Richard and others – is to encourage bankers to take professional exams and rebuild their sense of pride and

identity. Bad bankers might be struck off by professional bodies, like bad doctors or lawyers lose licences. It was once common for British bankers to be qualified but only a small fraction is now.

Greater professional pride would not hurt but I doubt it is the answer. Financial analysts already study for qualifications, and that did not prevent problems in the past. Nor is the deskilling of retail banks likely to be reversed, creating a fresh need for traditional bankers – if anything, more work is likely to be done by machines.

Ultimately, banks will have to tighten their discipline or create the cultures they lack. The former is a lot simpler than the latter. A bank with a coherent identity and strong leadership can tell its managers to alter course. "We had sessions where we told everyone, 'Things that were OK then are not OK now,'" says one banking executive.

If the bank is in effect starting from scratch, having mislaid its original culture and instead amassed a mish-mash of financial specialists with conflicting skills and attitudes, it is another matter. Mr Jenkins is trying very hard to pull off what may be an impossible task.

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COMMENT ON FT.COM**Janet Yellen, tapering and a moribund G20**

Interdependence cannot be wished away; rising world turbulence may yet exact a toll on the US, says Philip Stephens

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policies have driven up food prices. This feeds into broader inflation in an economy where food expenditure accounts for a large fraction of average household budgets. The government has proved unable to cut the budget deficit or reform the labour market, and has failed to attract private financing for badly needed infrastructure investment. India's central bank has to fill in all the gaps, single-handedly fighting inflation and trying to prop up growth.

In Turkey, a sharp rise in interest rates has kept the currency's value from collapsing. This risks hurting growth but the central bank had little choice: political turmoil has stymied reform and heightened the risk of capital flight.

Emerging markets are not alone in leaning too heavily on monetary policy. In the US, fiscal policy is being tightened prematurely. In Japan, structural reforms remain a mirage and the central bank will probably have to ease monetary policy even further to keep the economy from stalling.

There is inevitably cross-border spillover from the monetary policy of major economies. International co-operation seems like a logical solution. But it is unlikely to work. Adding a cross-border mandate to their already long list of tasks would put central banks in an even worse bind. Instead, co-ordination should begin at home. Governments need to work with their own central banks to frame a consistent policy that will achieve their economic objectives. They should not pursue schizophrenic domestic policies and then expect central bankers across the world to sort out the mess.

I was part of a committee of academics and former central bankers that recently called for central bankers of a few big economies to meet periodically, discuss the mutual consistency of their policies and issue a report explaining their policy actions in a global context. The idea was not so much to force central bankers to take into account the international effects of their policies as to sharpen public awareness of the limits of monetary policy.

Rather than fulminating about other countries' monetary policies, national leaders ought to put their own houses in order. Monetary authorities should focus on delivering low inflation and financial stability. If central bankers wage proxy battles on behalf of their feckless political leaders, they risk damaging their own hard-won credibility, independence and effectiveness.

The writer is a professor at Cornell University, a senior fellow at the Brookings Institution and author of *'The Dollar Trap'*

Egypt needs inclusive reform not coercive populism

David Gardner

My day now, the transition envisaged by Egypt's military after July's coup d'état will be all but completed, with the apotheosis of Abdel Fattah al-Sisi. Elevated to the rank of field marshal last month by his brother generals, who used the promotion to green-light his run for the presidency, the army commander is basking in the sort of mass adulation due to a matinee idol, and all but anointed as the new pharaoh of Egypt.

That was not how the Tahrir Square revolution – when three years ago this month the generals helped to ease aside Hosni Mubarak as a subprime pharaoh who could no longer hold the country together – was supposed to turn out. But nor, if the new field marshal does go ahead and get himself elected, is this how the great upheaval of the past three years is likely to end. Adulation is ephemeral. The socioeconomic and political demands of Egypt's young population are permanent.

The army, which put an end to the divisive and sectarian rule of the elected president Mohamed Morsi,

whose Muslim Brotherhood government imploded in one year, of course says it is following a road map to democracy. But it is taking no chances. It has restored the essential features of the Mubarak era security state. In December it banned the Brotherhood by declaring it a terrorist organisation. The jails are full, not only with Islamists but increasingly the secular activists who propelled the Tahrir upheaval.

Depressingly, these are popular measures, egged on by the local media in a witch-hunt that suffocates debate. Even without a security state, the yearning for security after three years of upheaval would guarantee an avalanche for Field Marshal Sisi. But, just in case, the generals have decided to hold the presidential vote before elections to a new parliament. They have also won the almost unanimous support of the 38 per cent of Egyptians who voted. It dilutes the Islamist-flavoured Brotherhood charter, but firmly embeds the political and economic autonomy of the army. Abdel Moneim Abol Fotouh, an independent Islamist who ran for president in 2012, this week called

Egypt "a republic of fear" in which it was no longer possible to compete openly for power. Yet even if Field Marshal Sisi, who shows every sign of feeling the hand of history on his shoulder, has Egypt's interests foremost in his mind, how likely is he to be able to solve its deep-seated problems?

The emerging Sisi model does

Adulation is ephemeral. The socioeconomic and political demands of the young population are permanent

differ from the Mubarak state. It tilts power away from the security services towards the army, so that the commander will be less a prisoner of his praetorians. Unlike Mr Mubarak, moreover, he has a genuine mass following. But if, as the record so far suggests, he opts for coercive populism rather than inclusive reform, all bets are off. Liberals with the technocratic skill to drive change, such as Ziad Bahaa-

Eldin, the deputy prime minister, are leaving government.

The structural economic changes of the last Mubarak decade were often well designed but ultimately served as a platform for crony capitalism, discrediting the very idea of reform. Some of the most egregious profiteers from that era are resurfacing in Cairo, just when Egypt needs an informed debate and representative institutions to find ways to offer its people decent lives.

Egypt's "war on terror", furthermore, driving Islamists underground and criminalising about a quarter of the population, is becoming a self-fulfilling prophecy, turning the country into a magnet for jihadis.

But Field Marshal Sisi is the embodiment rather than the cause of the underlying problem; which is that in Egypt the army is the principal national institution as well as its main social escalator. This is a region blighted by institutional poverty. That is true even in Turkey, where a struggle for power within Islamist ranks has revealed the Potemkin character of several institutions. The neo-Islamist ruling party of Prime Minister Recep

Tayyip Erdogan is in a debilitating fight with the followers of the preacher Fethullah Gulen, erstwhile allies who had helped it domesticate the overmighty generals. The root cause is the competition to capture institutions, from the judiciary to education. Such is the ferocity of the struggle that Mr Erdogan appears to be tilting back towards the army. This must tickle Field Marshal Sisi, lambasted by the Turkish leader for last year's populist putsch.

In Egypt, as in Turkey, the crying need is for social and political forces to reach consensus on an inclusive model of nation-building. The shared original sin is the winner-takes-all political culture that keeps bringing the temple down.

Mr Erdogan, in his ever more authoritarian delirium, may have forgotten that it was he who proposed – in a late 2011 tour of newly liberated Tunisia, Egypt and Libya – the idea of a secular state as common patrimony, the shield of all beliefs and none, a common platform for all identities. That does not seem to be the Sisi model or, increasingly, the Erdogan practice.

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London must hang on to its real taxis



Michael Skapinker
Business and society

London: the world's most visited city. Home to the red double-decker bus, Big Ben, Tower Bridge, Changing the Guard and the black taxi. That "most visited city" tag, which caused a recent flurry, is a little dubious. It is based on the International Passenger Survey, which is based on a sample of interviews with passengers coming and going from the UK. The Office for National Statistics candidly describes it as an "estimate".

Still, London draws millions of tourists and has become a global capital while maintaining its traditional symbols – except for that boxy black taxi, which is now the whatever-colour-you-like whatever-shape-you-can-think-of taxi. No city competing for tourists would throw away something as distinctive – except for London, which has.

This week BYD, the Warren Buffett-backed Chinese carmaker, announced it would introduce "minicabs" into London, with the intention of eventually selling proper London taxis that are available not just for private hire but can ply the capital's streets for fares.

It is the latest of a slew of potential competitors to the London Taxi Company, builder of the TX4, the classy, roomy traditional-style cab that says "London" to potential visitors from all over the world.

BYD follows Nissan and Metrocab – part of the Frazer-Nash group – which plan to sell taxis in London, and Mercedes-Benz, whose Vito people carriers are already ploughing through the capital as licensed taxis.

The Vito taxis remind me of the

Monty Python sketch in which John Cleese claims to have a cat licence and a post office clerk says: "That is a dog licence with the word 'dog' crossed out and 'cat' written in, in crayon."

The Vito vehicles are not London taxis. They are vans with yellow lighted "taxi" signs jammed on their roofs. They are infuriating proof that London has lost its way.

There are mitigating factors. While the traditional London taxi is a design beauty, its manufacturer has had one financial prang after another. Once a consortium of manufacturers and dealers, it became a division of engineer Manganese Bronze, which went into administration and was taken over last year by China's Geely. So the London Taxi Company cannot claim to be a reliable monopoly.

Second, Boris Johnson, London's mayor, is trying to cut the capital's air pollution by insisting that its taxis produce zero emissions by 2018. The offerings of BYD, Nissan and Metrocab will be electric, but then Geely says it plans to produce electric cabs too.

So what is wrong with the new cabs? London has not achieved its international pre-eminence by standing still but its genius, indeed the British genius, is to build on what went before. The London Underground's logo, trains and map have modernised without losing the look that made them so recognisable.

The same is true of London's buses. The new Routemaster bus, one of Mr Johnson's pet projects, updates previous models while, in design terms, quoting from them. Mr

Johnson has banished the dreadful single-decker "bendy buses" from London's streets.

Nissan seems to understand London's way of doing things. Pictures of its NV200 taxi, which it plans to build in Coventry, home of the London taxi, suggest it will pay homage to the traditional design while giving its cab a modernised, but still recognisable, look.

Metrocab's design appears to be based on similar principles, but BYD's e6 looks set to follow the Mercedes "cat licence" route.

This could have been avoided if Transport for London, which licenses taxis, had insisted on a recognisably London design for new entrants. That would not be over-intrusive for an authority that already specifies the distance between seats and the maximum tint of the windows.

Failing that, it could have insisted that all London taxis be black. The traditional cabs have been allowed other colours for years now, but if taxis are permitted to be different shapes, they should all be London's traditional colour. (Black Mercedes Vitos are marginally less ghastly than the blue or grey ones.)

New York's taxi rules state that "the exterior of the vehicle must be painted taxi yellow" – and who could imagine the Big Apple agreeing to anything else?

We can still win London's battle. If you approach a taxi rank or hail a cab in the street and an interloper offers you a ride, say: "Sorry, mate, I want a real London taxi."

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The city's genius, indeed the British genius, is to build on what went before

Sudan tycoon's battle for growth



"I grew up really resenting politics": Osama Daoud Abdellatif says Dal Group has survived many governments because it is seen as purely commercial

Osama Daoud Abdellatif tells Katrina Manson about doing business against a backdrop of sanctions and crises

When doctors told Osama Daoud Abdellatif, Sudan's leading businessman, that he should take it easy and go back to tending cattle as a way to calm his ulcer, the result was all too predictable. Within months the head of Dal Group, the country's biggest conglomerate, had hatched a plan to start Sudan's largest and most successful dairy farm.

Now, only a few years later, Khartoum, the hot, dusty capital that is home to economic crisis, a pariah president and international sanctions, is also home to a state of the art 600,000-litre-a-day dairy processing factory. And while Mr Abdellatif was raising a herd of 50 cows just outside the capital at the time of his doctor's advice, he now has more than 3,800 – with a further 3,000 arriving in March. Thanks to animal fodder grown on 25,500 acres of irrigated land nearby, they are also well fed, pushing milk yields 25 per cent higher than average in the western countries from which the cows have been imported.

"My passion is agriculture," says Mr Abdellatif, speaking in his well-appointed office – the only thing still gleaming in Khartoum's rundown industrial area. Dal says it has sales of \$1.5bn a year, making it twice the size of Sudan's next biggest corporation. It has a foothold in nearly every sector of the economy – from food to medical goods, and from vehicles to property. "It is quite shameful that Sudan, an agricultural country, imports about \$200m of powdered milk. We are exporting fewer crops than we did 40, 50 years ago. That is going backwards," he says. He also laments how Sudan was the bread basket for the Middle East in the 1970s, but today imports 2.4m tonnes of wheat.

This month Mr Abdellatif began building more mills to export animal

I think the oil thing was the curse: our biggest problem is that as a country we spent the money from oil and so now there is no income'

feed to the Gulf. Later this year he will open a \$20m powdered milk factory in order to displace imports. "We are actively trying to develop an agribusiness industry – this really has to be the story now."

Food constitutes 80 per cent of Dal's sales. The group is the biggest wheat importer and miller in Sudan, with 60 per cent of the market. It also botches Coca-Cola, makes pasta and – in an effort to tempt back Sudan's high-flying diaspora and their families – runs an international school, an upmarket restaurant and a luxury golf course. It will next month begin marketing 115 \$1m villas.

Employing more than 7,000 people, Dal's success is some feat given that the company operates in one of the most broken economies in Africa. Massive economic mismanagement, effective bankruptcy, inflation and sanctions (the US lists Sudan as a state sponsor of terrorism) have made everything from construction to finance prohibitive. Late last year the country ran so short of foreign exchange that wheat stocks dwindled to three days. Overnight policy shifts doubled the price of some staples, sending thousands of protesters onto the streets. "These are the toughest conditions that I've ever seen, really – it's more [a question of] survival at the moment," says Mr Abdellatif, who says access to finance is his biggest problem.

Banks have recently tripled the cost of short-term credit and he cannot finance the five-year-plus projects he wants to develop. "We're growing at 60mph but we can grow at 120mph

with proper financing," he says. "The banks that are willing to deal with Sudan have become very few. It's very lucrative [for them] because there's not huge competition so they charge us an arm and a leg – but beggars can't be choosers."

That makes reinvesting rather than pocketing profits critical to growth, even though he chuckles that this policy drives his conservative financial managers "crazy". "Every year they say, 'oh, this is going to be a terrible investment', and we insist and it goes on and it's actually OK. We've never had any easy period... It has taken maybe 10, 20 times more effort than [it would] in another country."

The company was founded by Mr Abdellatif's father after he won a contract from Caterpillar to distribute tractors in the 1960s. But only after Mr Abdellatif took over in 1980 did the group – which he renamed after his father's initials – really expand. "It was a lot smaller then. My father simply became so sick that I had to take over," he says. At the time it employed about 100 people.

Sudan's decade-long oil boom of the 2000s delivered growth, but Mr Abdellatif believes the commodity is also responsible for many of the country's woes. "The oil boom happened at a good time for us. In 2002 we were already going [well], but we just grew a bit faster," he says. "I think the oil thing was the curse: our biggest problem is that as a country we did not invest our oil money in productive activities. We spent the money from oil and so now there is no income. So it's really very difficult."

Greenhouses to nurture a local food supply

Although Osama Daoud Abdellatif, head of Dal Group, Sudan's largest company, prides himself on investing in agriculture, he despairs that the lessons of underdevelopment have not been taken up more broadly. "[Nearby businesses] are no longer interested in agriculture; they want to invest in solid

assets," he says, citing how businesses are demolishing greenhouses in favour of residential property developments to exploit land prices that he says rival those of some prestigious western cities. "We really are swimming against the current."

After a five-year prototype

theory out on a small scale, Dal has just bought 10 five-acre greenhouses that are already on their way from China. As with other ventures, such as dairy processing, the aim is to replace costly imports. "In summer 1kg of tomatoes is more expensive than 1kg of meat," he says. "Now we will be able to provide all this locally."

But he is used to problems. In 1970 a socialist military government, which was installed in a coup, nationalised his father's company along with the rest of the economy; only in 1979 did the family recover full ownership. In 1983 the Islamist government introduced sharia law in a country used to whisky and discos. Botched policies led to the country's first rampant foreign exchange shortages and breadlines. "Our parents gave us a country and we messed it up. It started with the communist-socialist era and all these nationalisations and confiscations. It went from the extreme left to the extreme right in 16 years," says Mr Abdellatif, whose office window overlooks once nationalised factories that still lie ruined. "That was a very negative period for business – the country never recovered."

He tries to stay out of complicated, fraught domestic politics. "There is no halfway in business and politics... I grew up really resenting politics... I am completely neutral. We have survived many governments and they have left us alone because they see us as purely commercial."

D espite the nationwide fame of the company that provides the Sudanese with their daily basics, Mr Abdellatif tries to keep a low profile at home and is rarely photographed.

At 62, he has spent much time thinking about the succession of his family business even as he concentrates on expanding it. "I have six children – it all gets complicated," says Mr Abdellatif, who smoked 50 cigarettes a day from the age of 14 to 40 until he gave up in celebration of the birth of his first son. Today he does not even drink tea, a national pastime.

The company's first internationally audited accounts should be ready by 2016 – part of a five-year project intended to bring Dal up to global standards. After that, options include a public listing in Dubai or selling a stake to private equity; a British company is interested. Either way, Mr Abdellatif wants Dal to continue. "We've worked too hard to let it end at the next generation."

ease" by constantly subdividing into smaller teams and using hierarchy to encourage communication and reduce friction.

Unfortunately, Sutton

and Rao are sometimes guilty of imposing on their readers the sort of cognitive overload they warn is one of the main threats to fruitful expansion. Growing organisations "often pile on so many metrics, procedures and chores that people lose the capacity and willpower to do the right things", they write. That is roughly how I felt when I was trying to absorb five "key elements" that make up one of seven tools, within one of the six subsections of Chapter Six, halfway through the book's second part.

My advice is to start with the final chapter, where the authors sum up their argument and expand on Daniel Kahneman's favourite idea for testing out big decisions. Divide your team into two groups and make them imagine that, a year later, they are reporting back on the outcome of the yet-to-be-taken decision. One group must press

Growth tactics: Huggy Rao (top) and Robert Sutton

tend it was a disaster; the other, a success. The ensuing discussion will unearth doubts and suggest new paths to success.

"Prospective hindsight" may even prompt entrepreneurs to reconsider their growth plans. The last chapter introduces Hank Jotz, a San Francisco sailmaker, who took on five employees but reverted to a one-man operation when he found he was making no more money and "realised [he] was just running a hippie support system". A bit like the Vietnamese developer, who this week withdrew his hugely successful Flappy Bird game application from stores because it "ruins my simple life", the tale of Jotz Sails is a valuable counterpoint to the dominant theme that growth is usually worth the trouble.

Andrew Hill

The writer is the Financial Times management editor

From the blogs

A Lego test for micromanagers

New kids' movie is not anti-capitalist

Business schools love Lego as a model of corporate innovation. But has this case study taken an anti-capitalist turn?

The baddie in *The Lego Movie*, out this month, is called President Business, prompting excited US TV pundits to froth about kids being brainwashed against the profit motive. However,

having seen it last weekend, I can assure any Ayn Rand-worshipping readers that it is not a threat.

On the face of it, the Octan conglomerate led by pantomime CEO President Business, below, does fit the Hollywood mould for capitalist villainy. Its wares

include surveillance systems and overpriced coffee. But the "Red Lego" thesis is undermined by a plot twist. I won't spell it out to avoid spoiling the film, which will be reviewed in the FT this Friday. Yet the real target is micromanagement, not all management, it seems.

It left me thinking of a good test for bosses. Can you sit on your hands while someone makes a Lego model but misses the odd step in the instructions – or creates something entirely off-field? The movie's credo is "back off".

Adam Jones

www.ft.com/businessblog



ARTS & TELEVISION

Art that goes beyond the pail

The humdrum stuff of Indian life is transformed into thought-provoking pieces

VISUAL ARTS

Subodh Gupta – Everything is Inside

National Gallery of Modern Art, New Delhi

Georgina Adam

Transforming the everyday reality of India – its bicycles, foodstuffs, cooking utensils, bundled-up possessions and even cowpats – into art has made Subodh Gupta famous, inside and outside the country. Now the Bihar-born artist, aged 50, is having the biggest ever solo show of his work, at New Delhi's National Gallery of Modern Art (NGMA), curated by Germano Celant. Gupta's gallery, Hauser & Wirth, was closely involved in creating and sponsoring the show.

Gupta is best known for sculpture and paintings of stainless steel food containers or tiffins, and the tone is set immediately at the entrance to the ornate Jaipur House, which holds the first half of the exhibition. A 24ft-tall sculpture of tiffins, spilling out of a giant bucket, stands outside the building. But inside, the exhibition starts with a very different piece: "My mother and me", a cow-dung hut made in 1999. "Shit is shit, but belief changes it into something else, it becomes something holy in this part of the world," says Gupta, who as a child was sent out to gather such pats for ceremonies. The piece evokes his rural childhood and indeed, inside, it has a warm smell something like biscuits, and a womb-like feeling.

The pots reappear immediately in this show, however, with a more recent work, "Faith Matters" (2007) – an installation of shiny tiffins trundling around on a table like a sushi belt, which Gupta explains represents not only food, but also its ceaseless travel, through the silk and spice routes. But the theme of displacement is far more poignantly expressed by his famous "Everything is Inside" (2004), the piece that gave its name to the whole show. The

sliced-off black and yellow taxi roof is seemingly sunk into the floor under the weight of its rope-tied bundles. "Flights back from Europe or Dubai are full of Indians with these packets, so tightly tied that even the Customs can't get into them," says Gupta. "I was thinking, 'What are they carrying? What are the dreams they bear, as well as the possessions?'"

Departures and possessions are also the subject of a number of installations of airport trolleys, some loaded with more bundles. Gupta admits he had to steal a trolley to serve as a mould, having failed to get Air India to give him one – a comment on the country's stifling bureaucracy. And propped in the corner of the same room, "Three Cows" (2003) (bicycles loaded with food containers) return to the themes of displacement, nourishment – and emptiness.

The very first pail Gupta made stands in a corridor. "Untitled" (1995) is a series of wall-mounted stools, as used by villagers all over the country, but encrusted with themes – bread, nuts, a face... and a metal pail. It has a naive "outsider art" feel about it, underlined by its small scale and modest placement.

Gupta is primarily a sculptor, and he explores his themes through different materials: marble, earthenware and bronze, sometimes almost playfully subverting the subject. One is a lump of dough, waiting to be kneaded on a table – in bronze. Another is a sculpture of a stretched white canvas hanging on a wall – also cast in bronze. "Twins" (2010) are his familiar containers – but carved in marble. His paintings, generally of food pots, or of half-finished food itself, are dotted around the exhibition, and include the self-portrait "Bihari" (1999). This, he explains, was an attempt to face the generally pejorative perception of people from his part of the country: a flashing neon light reading "Bihari" affirms this identity.

The second part of the show is housed in a modern wing of the NGMA and here Gupta has placed



MORE ARTS ONLINE

"A production best enjoyed with eyes closed": Shirley Apthorp reviews 'La clemenza di Tito' at the National Theatre, Munich ft.com/arts

monumental, recent works. Disappointingly, these mainly reiterate some of his trademark themes, and the display looks worryingly like a large showroom. A giant skull lying on a red velvet cushion evokes "A Very Hungry God", the shiny tiffin-and-pail sculpture that was installed outside Palazzo Grassi in 2006 and belongs to François Pinault. A rickshaw is loaded with tiffins. A giant frozen waterfall of shiny cooking pots cascades down the staircase. A huge pile of utensils bristles with dripping taps, and a boat, loaded with discarded pots, studded with whirring fans, is partly suspended from the ceiling. Similar and more successful versions of this boat were shown at

the Kochi Biennale and Hauser & Wirth in London last year. Gupta was famously once described in The Guardian as the "Damien Hirst of India", a description he apparently doesn't dislike, although in a recent interview in India.com he said he didn't think much of the nouveau riche collector class with whom his work is so popular. But by endlessly repeating his trademark themes, he is taking the same route. And bigger is not necessarily better: the smaller-scale works in the first half of the show are infinitely more interesting and thought-provoking.

Until March 16, ngmaindia.gov.in

Tins ain't what they used to be: 'Ray', a giant Subodh Gupta sculpture, stands outside the National Gallery of Modern Art in New Delhi. Below: Ian Bartholomew in 'Oh What a Lovely War'

Graham Crouch
Nobby Clark

THEATRE
Oh What A Lovely War
Theatre Royal, Stratford East, London

★★★★★
Sarah Hemming

In this, the centenary year of the outbreak of the first world war, Joan Littlewood's groundbreaking musical satire has already been involved in a bit of a skirmish involving the British secretary of state for education (his interest is drollly acknowledged here in a short prelude to the show proper). It's good, then, to see the piece itself lovingly revived in its original East End home. For seen now, it marks history in more ways than one.

A hundred years since the war broke out and 50 since the show was first staged, it is in a sense a period piece itself, a defiant, visionary deployment of popular entertainment style to tackle history from the point of view of the man-on-the-street (or, in this case, the man-in-the-trench). Rather than a naturalistic depiction of the war, Littlewood and her company devised an end-of-the-pier show: a jaunty mix of song, dance and comic sketches. The format allowed them to satirise incompetent authority but also cannily sidestepped sentimentality, relying for effect on the shocking juxtaposition of this breezy style with the terrible statistics of loss in battle, delivered on an electronic display panel overhead.

In Terry Johnson's revival, what still hits home is the piece's profoundly affecting use of the men's songs. Jaunty, rude, yearning, they offer a direct link with the common soldiers who made up those numbers of dead detailed in the show. The caustic portrayals of the top brass, by contrast, come across as heavy-handed. Charged with contemporary despair at continuing conflict in the world, the piece is at its best when at its simplest. Some of the satire is so hectically delivered, it loses impact.

During the songs, though, the show comes into its own. Caroline Quentin holds the stage magnificently with her ghastly recruiting number "I'll Make a Man of You" and her tongue-twister "Sister Susie's Sewing Shirts". And the production is never better than when depicting the famous Christmas Eve truce. A German voice sings "Silent Night"; the British soldiers offer a risqué musical response: it's plain, drily funny and very moving.

stratfordeast.com

This Evening's Television

BBC 1



Chris Edwards, Poundworld CEO, sets out his stall, 8pm

6.00 BBC News.

6.30 Regional News Programmes.

7.00 The One Show.

7.30 EastEnders.

8.00 Pound Shop Wars.

Poundworld opens a new store in Peterborough, angering a local shop owner who vows to take on the national chain.

8.30 Inspector George Gently. A woman's body is washed up beside a pier, leading Gently and Bacchus to question the staff and guests of the camp where she worked.

10.00 BBC News.

10.25 Regional News and Weather.

10.35 Question Time. Alan Johnson MP is among the panelists answering questions in Scunthorpe.

11.35 This Week. Andrew Neil and Michael Portillo discuss political developments.

BBC 2

4.00 Live Winter Olympics. Clare Balding and Jonathan Edwards introduce coverage of day six in Russia.

7.30 Winter Olympics: Today at the Games. Highlights from Sochi.

8.00 The Hairy Bikers' Asian Adventure. New series. Dave Myers and Si King travel through Asia exploring the roots of their favourite dishes.

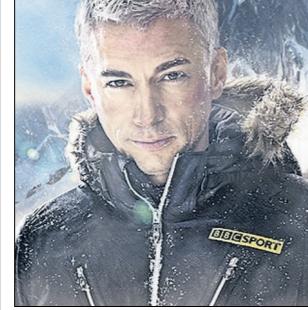
9.00 Bible Hunters. Part one of two. The stories of the men and women who travelled across Egypt in the 19th and 20th centuries to unearth Christian texts.

10.00 Charlie Brooker's Weekly Wipe. A satirical look at the news from politics, the media and the internet. Last in the series.

10.30 Newsnight.

11.20 Inside the Animal Mind.

Why the cleverest animals are also the most social. R



Jonathan Edwards reports from Sochi, 4pm and 7.30pm

ITV London



Joan Collins makes waves in 'Benidorm', 9pm

6.00 ITV News London.

6.30 ITV News and Weather.

7.00 Emmerdale.

7.30 Can We Trust the Police? Tonight. Fiona Foster investigates the extent to which confidence in the police has changed following allegations and revelations.

8.00 Emmerdale.

8.30 Birds of a Feather.

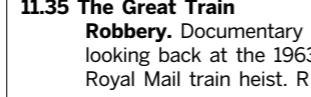
9.00 Benidorm. The CEO of the Solana Hotel Group (Joan Collins) forces Joyce to downgrade the resort status. Last in the series.

10.00 ITV News at Ten and Weather.

10.30 ITV News London.

10.35 The Cube. R

11.35 The Great Train Robbery. Documentary looking back at the 1963 Royal Mail train heist. R



Plus-size dancers audition in 'Big Ballet', 9pm

Channel 4

6.00 The Simpsons. R

6.30 Hollyoaks.

7.00 Channel 4 News.

8.00 Supersize vs Superskinny. Two young mothers enter the feeding clinic and Emma Woolf meets a woman with both cerebral palsy and anorexia.

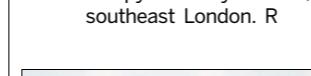
9.00 Big Ballet. Coaches Wayne Sleep and Monica Loughman audition the plus-size dancers for parts in Swan Lake.

10.00 Bodyshockers: My

Tattoo Hell. Katie Piper continues her exploration of body modification in Magaluf, where she meets Stefan, who got a tattoo while drunk.

11.05 Getting Rich in the Recession: Scrappers.

Documentary exploring the booming scrap-metal industry, with access to a scrapyard in Sydenham, southeast London. R



Plus-size dancers audition in 'Big Ballet', 9pm

The Banker Top 100 Russian Banks

\$29.2bn

\$24.1bn

\$18.5bn

2010

2011

2012

Aggregate year-end pre-tax profits of the Top 100 Russian banks in billion USD

Profitability insight

The ranking is the definitive measure of the health, performance and growth of Russia's leading banks. Tracking the 100 largest banks in Russia in terms of Tier 1 Capital, the Russian Banks ranking covers close to \$1,400 billion of total assets.

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The Banker Database tracks the performance of banks in every country. Subscribers are able to access bank profiles, current and historical financial and ranking results, benchmarking, advanced filtering and comparison tools.

Other Channels

BBC 3

7.00 Total Wipeout. 8.00 Motorway Cops. 9.00 Tough Young Teachers. 10.00 Ja'mie: Private School Girl.

10.30 EastEnders. 11.00 Family Guy.

11.25 Family Guy. 11.45 American Dad!

BBC 4

7.00 World News Today. 7.30 The Sky at Night. 8.00 Ever Decreasing Circles. 8.30 Britain on Film: End of Empire. 9.00 The Brits Who Built the Modern World. 10.00 Horizon:

Asteroids – The Good, the Bad and the Ugly. 11.00 Dreaming the Impossible: Unbuilt Britain.

Channel 5

6.00 Home and Away. 6.30 NewsTalk Live.

7.00 Titanic: The True Story.

8.00 The Kidnapping of Shergar.

9.00 The Hotel Inspector. 10.00 Brain Hospital: Saving Lives. 11.00 The Girl with 90 Per Cent Burns: Extraordinary People.

ITV 2

6.00 Dinner Date. 7.00 You've Been

Framed! 7.30 You've Been Framed!

8.00 Two and a Half Men. 8.30 Two and a Half Men. 9.00 The Big Reunion 2014. 10.00 Fake Reaction.

10.50 Mom. 11.20 Dads. 11.45 Two and a Half Men.

E4

6.00 The Big Bang Theory. 6.30 The Big Bang Theory. 7.00 Hollyoaks. 7.30 How I Met Your Mother. 9.00 Brooklyn Nine-Nine. 9.30 The Inbetweeners. 10.00 The Midnight Beast. 10.35 The IT Crowd. 11.10 8 Out of 10 Cats. 11.45 8 Out of 10 Cats.

More4

6.50 Grand Designs. 7.55 Grand Designs. 9.00 The Good Wife. 10.00 Nashville. 11.00 Southland.

Film4

7.05 Step Up 2: The Streets. 9.00 The Adjustment Bureau. 11.05 Cypher.

TCM

6.25 The Odessa File. 9.00 8mm. 11.20 Suspect Zero.

Sky Atlantic

COMPANIES

Tax retrospection a blind alley in India's equity quest

**Jonathan
Guthrie**

LOMBARD

India gets mixed reports from tourists. The pleasure of viewing the Taj is counterbalanced by the discomfort of seeing street sleepers. Multinationals such as Vodafone make trade-offs too. An Indian operation gives them access to a big market with big potential. The downside is a government with a penchant for retrospective tax demands.

Talks have broken down between the mobile operator and ministers over a \$2.6bn levy imposed retrospectively on Voda's \$10.9bn purchase of Hutchison Essar in 2007. India's fearsome tax inspectors appear to be revisiting Cairn Energy's \$6.5bn sale of a Rajasthan oil business too. Nokia is juggling a \$1.1bn

tax dispute with a row over a transfer of assets to Microsoft.

Hard not to concur with the consensus at the local *chai* (tea) shop on most other issues: Delhi's Nehru-suited politicos haven't a clue. They disproved the name of India's Supreme Court, which supported Voda, by changing the law to allow a retrospective capital gains charge. Inward investors, who generally have stronger nerves than alarmists allow, are right to feel rattled this time.

Zoom out for a moment. Such rows, at root, are about equity. Bust-ups involving Anglo American in Chile, Tullow Oil in Uganda and Shell in Nigeria sit in the same bucket. Developing countries see multinationals – apparently or actually – making a mint and want a larger share. Among issues facing corporations this century, equity is the biggy.

Of India's attempt to extract higher rents from western business, one can only say: natural impulse, bad process. To squeamish tourists one would add: if street sleepers make you uncomfortable, imagine what it's like for them.

Brass bands, brass neck

Some stories have an arc so elegant they should be true even if they aren't. This certainly applies to rumours that the founding family of the Wm Morrison supermarket chain is mulling a buyout backed by private equity firms. The business has got into a mess as a quoted company run by career managers. Who better to sort it out than the founding Yorkshire family, whose head is visceral entrepreneur Sir Ken Morrison?

Cue the Black Dyke Band playing "Ilkley Moor". Cue the octogenarian striding into the Bradford headquarters. Fade to credits.

Morrisons had a lousy Christmas and is having a rotten new year. Shore Capital's Clive Black estimates like-for-like sales volumes are falling 7.9 per cent. The company has heavy operational gearing because, unlike Tesco and J Sainsbury, it manufactures much of the food it sells. Falling sales reduce profits sharply.

Strategically, chief executive Dalton Philips has been something of a ditherer. The company's treasurer was recently

arrested on suspicion of insider trading. Activist Elliott Associates has proposed splitting the business into a property arm and an operating company.

Private equity firms are bound to contemplate a takeover. Mr Black believes the property has a net asset value of 225p per share, leaving only 12p of the market price ascribed to the cash-generative grocery business. The market capitalisation of £5.5bn is assimilable. Involvement from the Morrison family, which reputedly owns 10 per cent, would reduce public hostility.

The danger for clan Morrison is that it would front a transaction whose prime movers have quite different objectives. The risk for stock market investors is that they sell a temporarily unstable company for a song. Beware the elegant story arc. Business is inelegantly complex.

One hand clapping

Refreshing honesty from Punch Taverns. The pubs group has notified investors it will hold 16 meetings tomorrow at which

"no business is to be conducted".

No business is conducted at 95 per cent of the meetings held by UK companies. Instead, they are forums for grandstanding, back-stabbing and time-wasting. No one admits it.

Punch has not been seized by an existentialist desire to proclaim its own activities are purposeless yet worthwhile. Instead its 16 get-togethers are a legal requirement. Bondholders refused to back a restructuring plan from the board which, shying from a covenant breach, has opted to reopen talks.

The board, led by chairman Stephen Billingham, could cancel votes by 16 classes of noteholders, but not the meetings at which they will be proposed. These will occur at the offices of Slaughter and May at 9am. No one will attend.

We suggest Mr Billingham gets psyched up for the great non-event tomorrow morning by listening to John Cage's composition 4'33''. This consists of four minutes and 33 seconds of silence.

jonathan.guthrie@ft.com

Veteran Hogg to quit 3i for new role

INVESTMENT COMPANIES**Signs of instability after shake-up**

By Anne-Sylvaine Chassany, Private Equity Correspondent

3i investment veteran Cressida Hogg has left the UK-based private equity group, in the latest sign of instability after a strategic overhaul led by chief executive Simon Borrows.

Mrs Hogg helped set up 3i's infrastructure unit in 2005 and will leave at the end of March to pursue a senior role outside the group, 3i said yesterday.

She will be replaced by insiders Phil White and Ben Loomes. Mrs Hogg is to join Canada Pension Plan Investment Board to lead its infrastructure investments in the UK, say people with knowledge of the move.

The move to CPPIB, a pensions plan that manages C\$192bn of assets, also emphasises how Canadian pension funds and sovereign wealth funds are becoming an appealing destination for private equity executives, who do not have to worry about fundraising or quarterly earnings there.

"I am sorry to see Cressida leave our business and would like to thank her for her contribution over the years," Mr Borrows said.

"Her departure provides an opportunity to promote a number of very talented individuals and, in doing so,

bring further energy and focus to investment origination and business development.

It is a key strategic objective of 3i Group to fur-

ther grow and [to] develop its infrastructure business."

Infrastructure investment was one of three important areas identified by Mr Borrows, a former investment banker, when he took over as chief executive in May 2012 with a mandate to restore 3i's stature and to boost a share price that had tumbled in the aftermath of the financial crisis.

After shutting offices in Asia and Europe-wide, and cutting about 40 per cent of the company's workforce, Mr Borrows led the acquisition of Barclays' European infrastructure funds management business, adding about £780m of assets under management and a team based in London and Paris.

But with £1.56bn of assets under management at September, 3i's infrastructure business is the smallest of the group's three pillars. Its performance has been impaired lately by assets in India. As of September, its \$1.2bn India infrastructure fund was showing a 40 per cent loss because of the depreciation of the rupee and that country's challenging economic environment.

Ms Hogg joined 3i in 1995 from JP Morgan and co-founded 3i's infrastructure business in 2005 with former 3i chief executive Michael Queen. She became managing partner in 2009 and led investments including buyouts of Anglian Water and Eversholt Rail Group, rolling stock company.

Her departure follows resignations last year of Denis Ribon, head of 3i's healthcare investments; David Whileman, who stepped down in June as head of UK investments to join London-based private equity group I n f l e x i o n ; and Tomas Ekman, head of Nordic operations.



Welcoming expansion: VietJetAir will buy 63 Airbus aircraft with an option for 30 more

COMPANIES ROUND-UP

Heineken toasts future despite fall in net profits

BEVERAGES

Heineken, the Dutch brewer, reported a sobering slow performance in 2013, but gave some cheer to investors by forecasting a better year ahead.

Jean-François van Boxtmeer, chief executive, said 2013 had been "challenging" and "difficult" after performance was dragged down by central and eastern Europe, where underlying operating profits fell 13 per cent on weakness in Poland and a rise in excise duties in Russia.

Growth in Africa slowed for the first time in nine years, overshadowing better results in Asia and Mexico, where Heineken has made acquisitions.

Mr van Boxtmeer expected profits to grow this year with a pick-up in the global economy, cost-cutting, and more investment and innovation. The shares, which have fallen 8 per cent dur-

ing the past 12 months, rose 1.3 per cent. The world's third-largest brewer by sales has been hampered by having more exposure to low-growth European markets than AB Inbev and SAB Miller, the two biggest.

Revenues fell 4 per cent to €21.3bn as price rises failed to balance lower volumes. Net profit fell by 53 per cent to €1.4bn, mainly because 2012 results were flattered by a €1.5bn exceptional gain.

Heineken had warned on profits in October.

Scheherazade Daneshku



Exposure to Europe has hampered Heineken

VietJetAir signs \$9bn Airbus deal

Vietnamese low-cost airline VietJetAir achieved notoriety shortly after its launch when it was fined by the country's aviation watchdog for a video featuring bikini-clad flight attendants dancing in the aisle of an inaugural flight to the coastal town of Nha Trang, writes Jeremy Grant in Singapore.

But this week, Vietnam's only privately held airline made headlines for a rather more serious reason – signing a \$9.1bn deal to buy 63 Airbus aircraft with an option for 30 more.

For a carrier that did not exist two years ago, in a communist-run country whose airline sector is dominated by state-owned

Vietnam Airlines, its ambitions have made people sit up and take notice.

But they also emphasise how Asia's crowded market for low-cost carriers is still producing operators with eye-popping growth plans.

Analysts warn that those that do not rein in costs from the start could fail.

"We are seeing overcapacity become a serious problem this year," says Brendan Sobie, a Singapore-based analyst at the Centre for Aviation, a consultancy.

"Demand is there and the fundamentals of this market are excellent. But airlines are not entirely behaving rationally with their capacity expansion."

There are about 1,200 aircraft on order in southeast Asia alone: more than the number of aircraft flying in the region.

Most have been booked by AirAsia, founded by Malaysian entrepreneur Tony Fernandes, and Indonesian carrier Lion Air – Asia's two biggest and fastest-growing low-cost carriers, and important customers for both Boeing and Airbus.

The two manufacturers expect airlines in Asia to buy \$1.8tn-\$1.9tn worth of aircraft during the next 20 years as the region's middle class increases.

VietJet acknowledges that southeast Asia is "very competitive" but shrugs off

concerns. "In Vietnam, demand for air transport is growing dramatically. We have a limited aviation market in the country with only three airlines and a population of more than 90m," says Chu Viet Cuong, a VietJet board member.

"So with the road infrastructure still not developed, there is a huge demand for air travel," Mr Chu said in an interview at the Singapore Air Show.

VietJet will deploy the short-haul and medium-haul A320 aircraft it is buying from Airbus this year in order to expand domestic routes and to service planned new Asia routes.

Banks left in limbo on Volcker reporting date

BANKS

The world's largest banks could be left scrambling to meet a key reporting date for the Volcker rule because US regulators disagree on what the requirements are, people familiar with the matter said.

The differences highlight a central concern since the Volcker rule was approved in December, over how the five agencies that wrote the measure will co-ordinate its implementation. Regulators have formed a working group to resolve issues, but lawmakers, trade groups and others question how effective it will be.

One issue facing the working group is deciding what the biggest banks must report when they submit certain metrics to regulators this summer, people familiar with the matter said.

In effect as a debt for equity swap, increased the wider group's debt to equity ratio from 7.8 per cent to 8.5 per cent.

www.ft.com/insurance

bans proprietary trading, says the largest banks have to start reporting information on risk and position limits, risk factor sensitivities, inventory turnover and other metrics this July.

The monthly reports are meant to show that banks are putting together the data and systems necessary to comply with the Volcker rule, which was approved in December and goes into effect in July 2015.

But the banks cannot yet put together the reports and are unsure of what to do because the regulators have been disagreeing for weeks over what they want, banking sources said. Because of differences in interpretation and ambiguity in the rule, some regulators have taken the date to mean reporting June metrics in July. Others interpret it as reporting July information in August.

The Volcker rule, which

Fidelity chief's successor to target female investors

INVESTMENT COMPANIES

Fidelity Investments, the US asset management group, will increasingly focus on attracting female investors under Abigail Johnson, as she moves into position to succeed her 83-year-old father, Edward Johnson, as chairman.

Her comments came in the Fidelity annual report to shareholders, which revealed that the family-controlled company suffered another outflow from its funds in 2013, even as it increased assets under management to \$1.94tn.

"Across the board, women are unhappy with our industry," Ms Johnson said in the report. "Our research shows many lack confidence in their ability to make financial decisions, particularly younger women."

"Yet, at the same time, women are becoming

increasingly powerful in our economy, controlling more wealth, often outearning their spouses, and making more retirement decisions."

Ms Johnson has cemented her position as her father's successor in recent years, taking responsibility for Fidelity's FMR division, overseeing its financial services and diversified businesses.

Last month, the head of the asset management division, which handles mutual funds and mandates for institutional investors, had net outflows of \$1.1bn in 2013. However, rising equity markets lifted total assets under management 15 per cent.

Stephen Foley

Toyota recalls 1.9m Prius cars after software glitch

CARS

Toyota has recalled 1.9m of its most advanced Prius cars, almost half of the model's total production, due to a computer glitch in the hybrid power system.

The recall is a blow for both Toyota, the world's largest carmaker by sales which has been hit with reputation-sapping recalls in the past, and the Prius, the world's biggest-selling hybrid car and the low-emission technology's standard-bearer.

Toyota said no accidents have been caused by the defect, which affects the software that controls a part of the hybrid engine system that gives boost to power when accelerating.

"The setting of the software could cause higher thermal stress in certain transistors within the booster converter and these transistors could deform or

become damaged as a result," the Japanese group said. This could cause the vehicle to enter a "fail-safe mode", the carmaker said, and the hybrid system could shut down and stop the car. As of the end of last year, Toyota had sold 4.2m Prius models worldwide.

The company did not disclose a cost estimate for the recall, which requires a software update taking less than an hour. Multimillion vehicle car recalls have become increasingly common as carmakers share more and more parts and designs between models to cut down on costs, multiplying the impacts of a single faulty part. The most recent recall affects Prius models built between March 2009 and February 2014. About 31,000 of the affected cars are in the UK, with the majority in Japan and the US.

Henry Foy

More news at ft.com/companies**● Liansheng defaults on \$50m trust loan**

A Chinese mining company, whose flamboyant boss made headlines for spending \$11m on his daughter's wedding, has defaulted on a \$50m trust loan, underlining the stresses in China's vast shadow banking system. The investment product, which was backed by loans to coal miner Liansheng Resources, failed to repay investors last Friday, according to state media. It had raised Rmb289m (\$47.7m) from wealthy clients of China Construction Bank.

Although this tranche – the fourth of six – is now technically in default, investors may yet see some of their money returned under a restructuring of the company. Liansheng has previously failed to repay investors on earlier tranches of maturing trust loans, having borrowed a total of Rmb1bn.

www.ft.com/asia

● ING injects \$1bn into insurance arm

ING has injected \$1bn of equity into its European and Japanese insurance arm to shore up its finances ahead of a flotation of the business in what is expected to be one of the year's biggest listings. The Dutch financial services group said the refinancing had left the insurance business "well capitalised" ahead of the listing, which could value it at between €5bn and €8bn. The comments were made alongside its annual results. However, some analysts warned the group may yet need to plough further capital into the arm, which regulators have forced ING to sell because of its government bailout during the financial crisis.

In effect as a debt for equity swap, increased the wider group's debt to equity ratio from 7.

COMPANIES

Big Four swagger around pitfalls - for now

SUPPORT SERVICES

News analysis

A China-US ruckus risks fouling the pitch and a Brussels shake-up looms but revenues are at record highs, writes **Sam Fleming**

Are the Big Four accounting leviathans about to be tamed?

Even as their revenues ascend to fresh records, PwC, Deloitte, KPMG and EY are struggling to navigate new legal and regulatory pitfalls in two of their most important markets – China and the European Union.

The four networks' Chinese affiliates were yesterday preparing to appeal a US decision to bar them from working for any US-listed Chinese companies for six months. The spat between the two countries threatened to check progress for the accountancies in one of their fastest-growing regions, as well as souring broader commercial relations between the nations.

Separately, this spring the European Union will push through its boldest attempt to shake up the industry, with a package that claims to rip apart cosy relationships between audit firms and clients and prise the market open to fresh competition. The new rules come despite ferocious lobbying by industry advocates, who complain the reforms will pile as much as €16bn of extra costs on major companies by forcing them to regularly switch auditors.

"We are seeing for the first time the professions' control of the policy debate has slipped," said Iain Richards, head of governance and responsible investment at Threadneedle Investments in London. "The financial crisis has really given impetus to some of the longstanding concerns there have been about audit quality and the audit market."

Judged by their financial performance, the Big Four seem pretty unfurled. Last year the collective global revenues of the four networks rose to \$113.8bn from \$110.2bn in 2012, while their worldwide workforce approached three-quarters of a million people. They hung on to a 67 per cent share of the global accountancy market according to the International Accounting Bulletin – unchanged from half a decade earlier.

The so-called mid-tier players, including Grant Thornton and BDO, had a market share of 33 per cent, also unchanged on 2008.

The China-US ruckus risks fouling the pitch in one of the most promising markets for accountancy, however.

Brought to account

Market share and revenues

● Deloitte, PwC, EY and KPMG ● Others



Revenues

2013

Deloitte.

pwc

EY

KPMG

Employees

$\uparrow = 10,000$

203,000

\$32.4bn

184,000

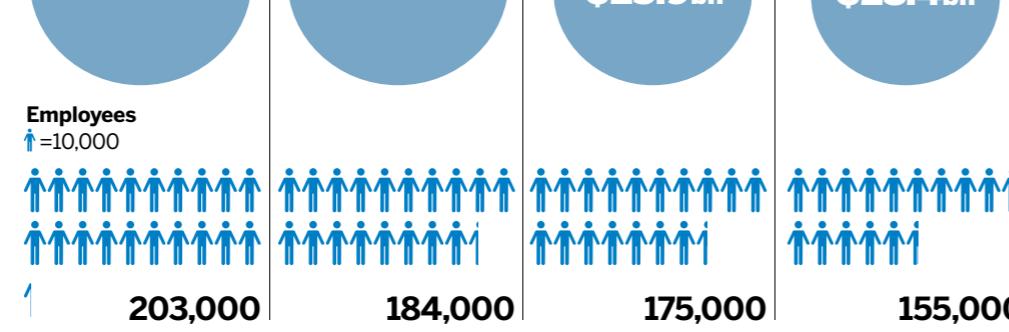
\$32.1bn

175,000

\$25.9bn

155,000

\$23.4bn



The financial crisis has really given impetus to concerns about audit quality and the audit market'

The Big Four's Chinese joint ventures have refused to turn over audit working papers requested by the US Securities and Exchange Commission in several fraud investigations, saying it would violate Chinese law. The SEC administrative judge who heard the dispute opted to bar the affiliates from working for US-listed Chinese companies for half a year.

Jim Doty, the chair of the Public Company Accounting Oversight Board, America's top audit watchdog, this month expressed optimism that the US and China can hammer out a deal allowing Washington to inspect

audit work of China firms. But the Chinese affiliates were expected to file an appeal of the decision yesterday.

Paul Gillis, an accounting expert and professor at Peking University, says the firms have ended up at the centre of an ideological dispute between how laws should apply between the US and China. "It is quite serious," he says, predicting the firms will face increasingly competitive conditions in the years to come.

The EU proposals, which are likely to pass a vote in the European Parliament in April, are also significant. They will force listed EU companies

and large financial services groups to rotate auditors every 10 years – with a 10-year extension if they put the services out to tender.

The rules will also clamp down on firms' scope to offer consultancy services to audit clients, limiting the fees they charge for non-audit services to 70 per cent of the audit charge and sharply constricting their ability to offer services such as tax advice.

The restrictions on consultancy touch on a particularly important part of the Big Four's business. While combined audit revenues have fallen by \$5bn over the past five years, advisory

has jumped by \$16.1bn. Last year PwC said it was swallowing up consultant Booz & Co, which makes revenues of \$1.4bn, while Deloitte announced a string of deals, purchasing firms specialising in strategy, investment banking, software and social media. Among EY's purchases was Greenwich Consulting, a European management consultancy.

With companies in Europe switching auditors much more regularly, the Big Four will find it trickier to juggle client relationships and avoid tripping over restrictions on offering non-audit services. They will face the costly and time-consuming process of tendering for big audit contracts much more often. EY, one of the big four, has described the legislation as "a bad deal for investors, a bad deal for business and for jobs, and a bad deal for the European and global economy".

Yet close observers caution against assuming this adds up to a dramatic reversal of fortune for the Big Four. After all, the accountants have been navigating serious legal and regulatory threats in the past. When the 2002 Enron scandal claimed the fifth big firm, Arthur Andersen, the rest carried on growing regardless.

The EU's reforms are softer than original proposals by European Internal Market Commissioner Michel Barnier in 2011 and some experts doubt they will curb the Big Four's market dominance.

Joseph Gerakos, an associate professor of accounting at University of Chicago Booth School of Business, said: "Rotation will not in itself reverse the concentration of the market – practically speaking it just means a client is faced with a choice of three firms rather than four."

That argument is echoed by the Big Four themselves. Ian Powell, chairman and senior partner of the UK firm of PwC, said one of the consequences of mandatory rotation was "you take out the incumbent from any tendering process. You immediately reduce competition."

Tom Rodenhausen, managing director at Kennedy Consulting Research & Advisory, says that the Big Four's businesses are growing ever more complex, but he does not see any prospect of a forced break-up of the industry – an idea Mr Barnier initially floated and then dropped.

Radical change is more likely to be voluntarily initiated within the Big Four firms' own ranks, he argues, predicting that consultancy partners may eventually be tempted to go their separate ways from auditors.

"Every now and then they know they are going to get hit with something," said Mr Rodenhausen. "They take the blow, dust themselves off and carry on."

Scramble for lucrative ECB audit of banks

An audit gravy train in the shape of the European Central Bank's new role as banking supervisor will soon arrive and the Big Four accounting firms are eager to hop on, writes **Alice Ross**.

Europe's 128 largest banks will be required to undergo extra audits before the ECB starts regulating the sector at the end of the year.

Known as the asset quality review, the lenders will soon have their balance sheets pored over by a fresh pair of eyes to check for any gaping holes in capital requirements or any murky accounting blips.

The ECB has made it clear that none of the banks will be allowed to use the same accounting firm for the AQR that it uses for the

normal audits, to ensure a level of detachment.

That stipulation has created a scramble across Europe for the lucrative contracts as the Big Four bid for the extra AQR work. National regulators expected to decide who gets what slice of the audit pie by the end of February. The auditing process is likely to take months.

Accountancy firms are keen to participate, with some creating special AQR "task forces" for the roles. "This is an exceptionally important moment in putting Europe on the path to recovery and in terms of restoring confidence to the banking sector we would therefore like to play a role," says Stephen Smith, vice-president Vitor Constâncio told a press conference this week.

The prospect of fresh auditors has raised alarm in some quarters. Some bankers are concerned that some of their more creative accounting techniques – such as in the area of bad shipping loans – could fail to pass muster under a fresh pair of eyes.

Others have raised questions over the idea that auditors will in effect now be checking each other's homework.

The ECB has vowed that its probes of banks' balance sheets will be thorough and will uphold the regulator's reputation. "We will absolutely conduct an exercise which will be very demanding and very rigorous," ECB vice-president Vitor Constâncio told a press conference this week.

play the game. *Clash of Clans* and *Hay Day* were both released in the summer of 2012 on Apple devices, before being launched late last year on Google's Android operating system.

By the end of last year, the two titles were generating more than \$2m a day, as regular players paid more money to speed up the game or buy extra powers.

\$2m a day

Amount 'Clash of Clans' and 'Hay Day' made last year

people played its games nine to 10 times a day but often just for five to seven-minute periods.

But yesterday, in response to suggestions that some players were addicted to Supercell's games, Mr Paananen said: "You could say that about every type of entertainment. I agree with you: I don't think you should devote your life to playing games. What is different about mobile games [to console games] is that in some part they have become part of people's daily life. You carry the game with you."

Supercell's growth appears to have accelerated in the wake of an advertising campaign that included a slot during the Super Bowl in the US.

A hacker earlier this week disclosed figures that Supercell's revenues per day were now \$5.15m.

Mr Paananen refused to confirm or deny the figures, merely saying the hacking was a "criminal act".

Yesterday, Supercell said it would release its third game – *Boom Beach* – first on Apple's iOS and then on Android.

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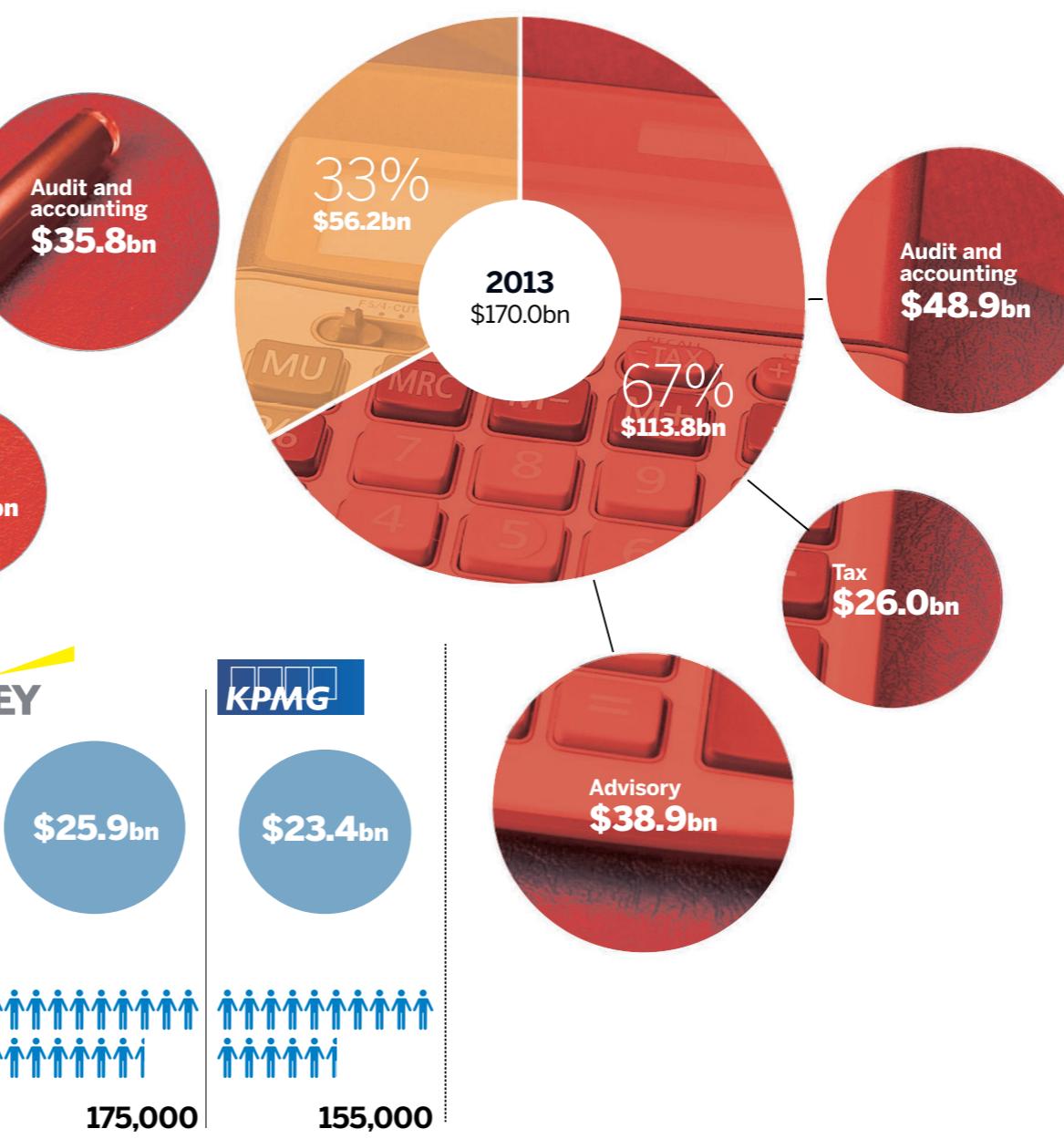
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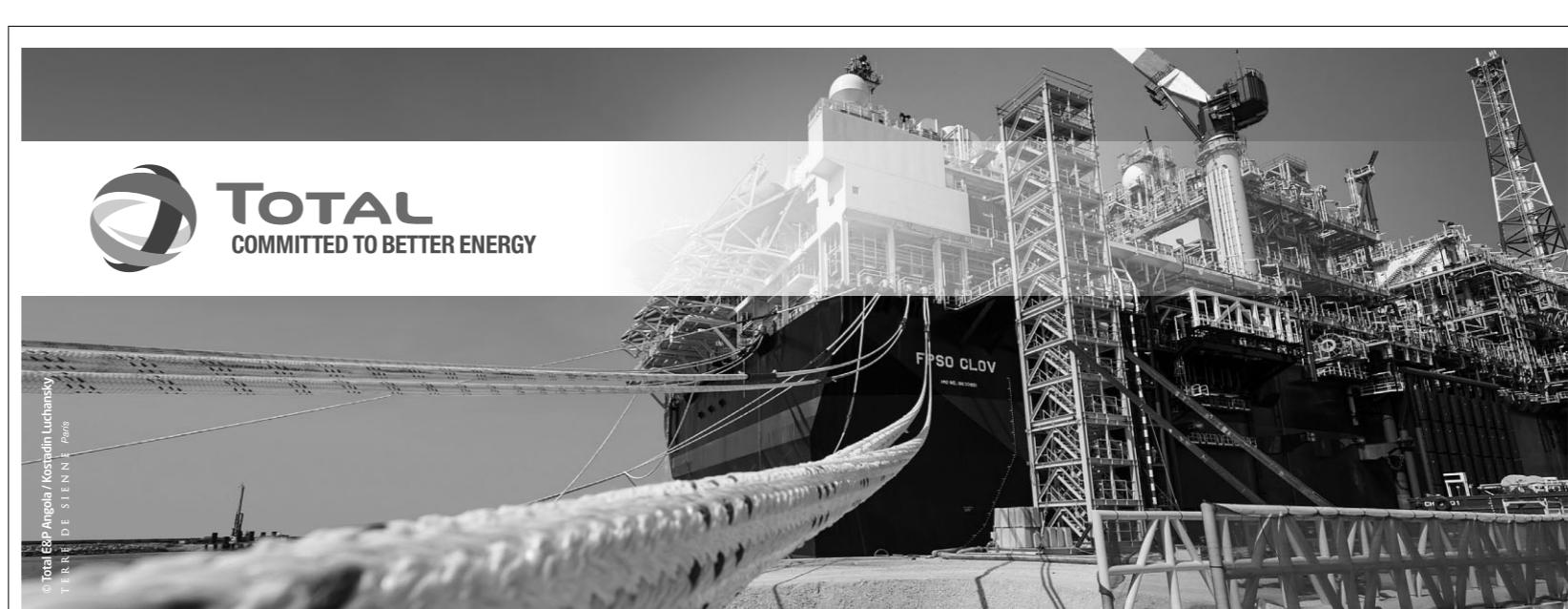
He explained that many



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Full-year 2013 Results

MAIN RESULTS

ADJUSTED NET INCOME

14.3

billion dollars
(10.7 billion euros)

HYDROCARBON PRODUCTION

2.3

million barrels of oil equivalent per day

NET INVESTMENTS

25.9

billion dollars
(19.5 billion euros)

NET-DEBT-TO-EQUITY RATIO

23.3%

at December 31, 2013

DIVIDEND FOR THE 4TH QUARTER 2013

0.61

euros/share⁽¹⁾

(+3.4% compared to previous quarter)



"The Group reported 2013 adjusted net income of 14.3 billion dollars, a slight decrease from the previous year. Against a backdrop of growing demand, the upstream environment remained stable with a Brent price close 110 \$/b. In the downstream, the significant deterioration of European refining margins was partially offset by a more favorable environment for petrochemicals."

The year 2013 marks an important step for the Group. In the Upstream, launching major projects, in key regions like Africa, Canada and Russia, as well as entering

into promising new assets, notably in Brazil, allows us to confirm our objectives and strengthens the outlook for the Group beyond 2017. In the Downstream, the resilient results are evidence of the successful implementation of our ongoing restructuring plans.

As announced, the intensive investment phase that we embarked on to transform our production profile by 2017 reached a peak in 2013.

Backed by a strong balance sheet and a commitment to a policy to provide competitive returns to our shareholders, the Board of Directors decided to propose at the Annual Shareholders Meeting an increased dividend of 2.38 euros per share for 2013.

Having demonstrated strong operational progress in every segment, we are confident in the ability of our teams to develop value-creating projects and to prevail in the necessary battle against rising costs. It is with this ambition that we move forward to implement our model for sustainable growth and reaffirm our priority for safety and acceptability in our operations."

Christophe de Margerie
Chairman and CEO

(1) Pending approval at the May 16, 2014 Annual Shareholders Meeting, the ex-dividend date for the remainder of the 2013 dividend will be June 2, 2014 and the payment date will be June 5, 2014.

INDIVIDUAL SHAREHOLDER RELATIONS

COMPANIES

Banks face fresh forex claims

BANKS

Barclays and UBS among accused

Lawsuit includes original research

By Daniel Schäfer and Madison Marriage in London

Seven global banks including Barclays and UBS face new claims of alleged foreign exchange market manipulation in the first US class action lawsuit to include original research that highlights unusual price spikes in euro, ster-

ling and other major currencies.

While nearly a dozen similar lawsuits have been filed in the US, the damages claim filed by the City of Philadelphia Board of Pensions and Retirement goes much further in seeking to prove its allegations by including an analysis of daily trading around the pivotal WM/Reuters 4pm fix of currency prices.

The research compiled by Fiderves at the request of the plaintiffs alleges the anomalous price movements became rarer and less pronounced after reports about regulatory scrutiny of the

forex market surfaced last summer.

The analysis comes as executives at a string of global banks are responding to probes by regulators worldwide into whether their traders have colluded to move currency prices.

The lawsuit comes only a week after New York's top banking watchdog became the latest authority to wade into the probe and the head of the UK's Financial Conduct Authority said the allegations of forex manipulation were "every bit as bad" as those in the global probe of Libor-fixing that has led banks to pay some \$6bn in

penalties so far. Philadelphia's lawsuit, filed in Manhattan federal court, is the tenth such class-action so far. The plaintiffs are seeking damages that could rise to \$10bn, analysts estimate.

The Fiderves researchers looked at daily trading around the crucial 4pm fix

Research alleges the anomalous price movements became rarer after reports of scrutiny

for six currency pairings with the US dollar – yen, Australian dollar, New Zealand dollar, euro, sterling and Swiss franc – over a period of six years.

After stripping out market events and longer-term volatility that might influence sudden price movements, they found an alleged "average quantum of manipulation" of 0.12 and 0.16 per cent for the euro/dollar pair and between 0.20 and 0.28 per cent for the Aussie dollar pairing.

"These patterns in currency prices – where there is a sudden surge followed by a reversal – are consist-

ent with price behaviour in other markets in which there has been collusion," the court filing said.

Morgan Stanley analysts who looked at the euro-dollar pair last year also found spikes at 4pm that were unrelated to economic events. They wrote at the time that they suspected the spikes were due to automated trading programs.

Nine banks have so far suspended, placed on leave or fired a total of 21 traders in the global probes involving at least a dozen regulators. No bank or individual has yet been formally accused of any wrongdoing.



on Europe

Not yet enough swallows to presage a Russian summer

In Russian business, even three swallows do not necessarily make a summer. But announcements already this year by two retailers – Lenta, and the Russian subsidiary of Germany's Metro – as well as Credit Bank of Moscow of planned initial public offerings might just signal a pick-up in the Russian IPO market.

The market will not soon regain the heights of 2007, when 29 initial and secondary Russian offerings raised \$32.9bn. But with almost \$7.9bn raised last year from nine issues – the best since 2007 – prospects for a further recovery are good.

That might seem counter-intuitive. Even setting aside broader concerns about emerging market assets, Russian economic growth stalled at 1.3 per cent last year, thanks largely to weak investment, and many independent economists believe it will not beat 2 per cent this year. Moscow's equity market is as unloved as ever, trading on a paltry 4.5 times forward earnings – against more than 10 times for the MSCI Emerging Markets index.

But some Russian segments are still growing, notably retail and consumer goods. Retail sales grew almost 4 per cent last year, helped by continued real wage growth, and much scope remains for developing modern retailing across Russia.

Also, investors are willing to pay for individual stocks with a compelling case. These can be valued more in line with international

'People are rightly hoping that if you come to market with a company with good corporate governance, you will stand out'

peers than with broader Russian assets. So Gazprom, the Russian natural gas group seen as inefficient and low-growth, is on a meagre three times forward earnings, its weighting helping drag

down the whole Moscow index. But Magnit, the fast-growing retailer, trades on 21 times forward earnings, with internet stocks Yandex and Mail.ru on 36 and 26 times respectively. That means business owners are prepared to opt for equity financing over debt – especially in a country where bank lending rates are well into double digits. Chris Weaver of Macro-Advisory, a Moscow-based consultancy, adds that Russian businesses have also got more realistic about IPO valuations rather than pushing them to the limit.

"Companies are understanding that if you sell a modest amount of equity at an attractive valuation, the total valuation can rise quite fast afterwards," he says.

That helped six of last year's issuers beat the broader market index by the year-end, in sharp contrast to years past.

Peter Westin, chief strategist at Aton, an investment bank, adds that private groups are adopting good governance to differentiate themselves, in particular, from some state-controlled companies.

"People are rightly hoping that if you come to market with a company that has good corporate governance, you will stand out," he says.

That does not remove all risks. Two of last year's IPOs – Qiwi, an online payment systems company, and Tinkoff Credit Systems, a credit card issuer – later suffered sharp falls on concerns over legislative changes mooted by Russia's parliament affecting their business models.

So Russia's unpredictable regulatory environment can spring nasty surprises even for otherwise "good" stories. But both companies operate in areas under particular regulatory scrutiny, and Qiwi's shares remain above the issue price.

Russia's unpredictable regulatory environment can spring nasty surprises even for 'good' stories

New offerings this year are set to be dominated, like last year, by retail, consumer

and technology groups. Assuming Lenta and Metro are successful, next up may be toy retailer Detsky Mir, and Obuv Rossi, a shoe manufacturer.

Even though Russia has, on paper, a privatisation programme of state assets worth about \$100bn, non-state companies are again likely to dominate new offerings. Investors remain more wary of state-controlled names, while senior officials remain divided on privatisation plans.

This year should see, too, a positive development for Russian stocks, with Euroclear, the pan-European settlements house, on course to gain access to Moscow's equity market. Opening the market to a bigger audience of foreign investors could help eliminate valuation differences between foreign-listed depository receipts and local shares.

Longer-term, however, hopes for a healthier IPO stream less reliant on dual listings overseas still depend on Russia expanding its hugely under-developed domestic capital base. That, suggests Mr Weaver, means pension reforms, allowing insurance funds to be invested in equities, and persuading Russians to put savings into mutual funds instead of cash.

The intentions are there. Vladimir Putin wrote about the urgency of this issue in a press article before he returned to Russia's presidency in 2012. With little progress since, however, that particular swallow has still not presaged a summer.

Neil Buckley is the Financial Times's eastern Europe Editor

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The Italian government plans to float 40 per cent of Poste Italiane this year, as part of a privatisation programme aimed at cutting public debt of more than €2tn

Bloomberg

'Strange animal' Poste Italiane parcelled up for IPO

Interview

Massimo Sarmi
Chief executive,
Poste Italiane

State interference may curb appetite for Italy's biggest corporate employer, says Guy Dinmore

On a tour of Poste Italiane's headquarters in Rome, chief executive Massimo Sarmi proudly shows off banks of computer screens and busy technicians monitoring everything from suspected cyber attacks on its systems and banking clients, to the flow of electronically scanned letters and customers queuing at branches around the country.

There is even a room – behind closed doors – hosting a cyber security research project with US intelligence agencies.

"We are not a traditional postal operator. We are a strange animal," Mr Sarmi says, describing the group as a "service hub... in

communications, logistics and financial services".

The 65-year-old executive, who has run Italy's biggest corporate employer since 2002, admits he has a lot to do to explain his "animal" to future investors. The government plans this year to float 40 per cent of Poste Italiane, with an estimated total value of €10bn to €12bn, as part of the biggest privatisation programme since the late 1990s, aimed at cutting Italy's crippling public debt of more than €2tn.

In common with Europe's other recently privatised postal operators, such as Royal Mail in the UK, the mail business – apart from ecommerce-driven parcel delivery – is in decline. The group now makes about 80 per cent of its revenue from financial and insurance products, and expects results for 2013 to be in line with a net profit of €1bn in 2012 on revenues of €24bn.

Poste Italiane was a pioneer in Europe of prepaid cards and launched its BancoPoste financial arm in 1998. With 6m

current account holders and €400bn in deposits, it is Italy's sixth largest bank, though without a banking licence, and with PosteVita its third-largest insurer. Its PosteMobile division has issued 3m SIM cards.

Mr Sarmi sees Poste Italiane as "more like Amazon and Google" than Deutsche Post, which was privatised in 2000. He has launched PosteShop for online purchases ranging from food to household goods, and sees Poste Italiane's payment services as a rival to PayPal. The group's latest move is into cloud computing.

Mr Sarmi is confident that the "trusted" brand of Poste Italiane will find ready investors among its 145,000 employees, who will be offered shares at a discount as a sweetener,

Massimo Sarmi

as well as the public at large.

But he might need to do some explaining there too. Last month, capitalising on the queues that make daily life a nightmare for Italians, Giovanni Cafaro, an unemployed Milanese businessman, made headlines by setting up an agency that offers to wait in line for customers for €10 an hour. The response has been enormous and Mr Cafaro is extending his service to banks and government offices. Mr Sarmi says Italians "trust and like" Poste Italiane, despite what he calls the "occasional queue" at its branches.

"We have 145,000 employees. I am sure Italians will invest immediately... I am convinced that institutional investors will be interested in this

from all parts of the world, including China," he says.

Doubts persist however. Tito Boeri, economist at Bocconi university, says the government's overall privatisation plan – which includes air traffic controller Enav and operators of the gas and electricity grids among others – is being driven by a desperate need for cash rather than strategic thinking.

Professor Boeri also points to what he calls the political nature of the "animal" that will remain under government control.

Poste Italiane, he says, has a reputation for being a repository of former officials and politically connected people, and was persuaded by the government to rescue Alitalia from bankruptcy last December by taking a 19 per cent stake in the airline for €75m.

Mr Sarmi responds that there was an "industrial logic", because Poste Italiane also owns Mistral, a small cargo carrier. This is dismissed by Prof Boeri as "a lot of fantasy and

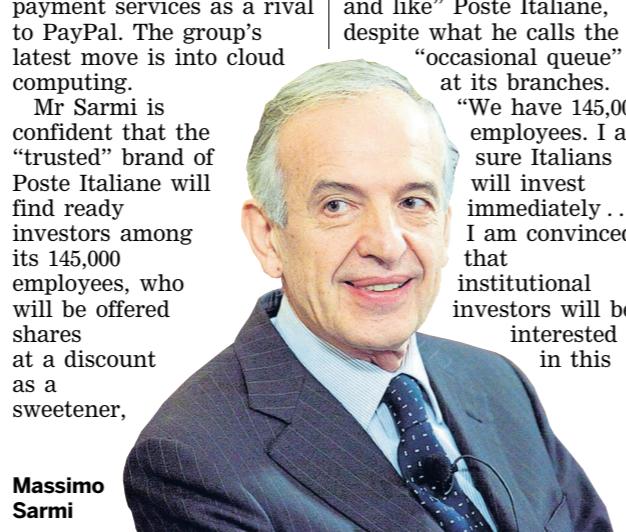
creative imagination".

Carlo Stagnaro, research director at Istituto Bruno Leoni, a liberal think-tank, is concerned about a lack of internal transparency and the government's decision not to go ahead with further liberalisation of the postal sector before privatisation. Without unbundling Poste Italiane, its profitmaking banking and insurance operations create "room for a massive cross-subsidisation" of its lossmaking postal activities, Mr Stagnaro says.

Bankers, who asked not to be named, share these concerns and some are sceptical that the July target for privatisation will be met.

However, Mr Sarmi flatly rejects the idea of breaking up Poste Italiane and says the bankers he speaks to as potential advisers are enthusiastic about the future listing.

"All the biggest players in the world are calling me these days. They all want to be part of the game," Mr Sarmi said.



L'Oréal chief promises dividend is high priority

PERSONAL GOODS

By Adam Thomson in Paris

L'Oréal intends to continue increasing dividend payments as the principal way of using its cash, chief executive Jean-Paul Agon has told the Financial Times.

Analysts expect L'Oréal, which owns a stable of brands including Lancôme, Garnier and Maybelline, to be cash positive again following the share buy-back from Nestlé by the end of this year. Barring any large acquisitions, it is then expected to generate €1.5bn-€2bn in cash after dividends every year after that.

Mr Agon said: "When you generate a lot of cash, the first thing to do is increase your dividends. It is the most logical and natural way to use your cash, and that is what we are doing."

On Monday, as it reported 2013 full-year operating profit of €3.9bn on sales of €23bn, the company said

years". Even so, the share repurchase – the deal stands to reduce the Swiss food group's stake from about 29 per cent to roughly 23 per cent – was smaller than some had expected.

That has left open the question of what the French company will do with its spare cash in the future.

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Coveted mandate for dealmaker

The Bettencourt-Meyers family, whose predecessors founded the company that became L'Oréal more than 40 years ago, turned to veteran rainmaker Michael Zaoui to advise them on the cosmetic maker's €6bn deal to buy back 8 per cent of itself from Nestlé, writes **Lina Saigol**.

The coveted mandate highlights the growing influence of individual dealmakers in mergers and acquisitions, and is the first since Michael, together with his younger brother Yoël, set up their advisory firm Zaoui & Co in September. The siblings rose to prominence as the heads of the European merger departments at Morgan Stanley and Goldman, respectively.

"We are a close family ourselves and so families feel comfortable having us advise them on deals which involve their large, often

complex holdings," Yoël said.

The Moroccan-born French nationals have been tacticians on some of the biggest deals during the past two decades, working both alongside each other as well as on opposite sides of the negotiating table.

Yoël is currently advising the Peugeot family on talks with China's Dongfeng Motor Group to acquire a stake in PSA Peugeot Citroën.

Michael and Yoël typically become engaged with clients very early on in deal negotiations, often before any of the bulge-bracket banks become involved. The pair will work with the large banks to raise it.

"A lot of the meetings we have are in the CEO's office which is much more intimate than going in with a large team as banks often do," Michael said.

that it would propose a dividend of €2.50 per share at its annual general meeting in April – an increase of 8.7 per cent compared with the dividend paid last year.

Mr Agon, who joined the company 35 years ago, also said that L'Oréal had no immediate plans to sell its 8.9 per cent stake in French pharmaceuticals company Sanofi – a scenario that some observers thought likely had Nestlé parted with significantly more of its L'Oréal investment.

"It makes sense for us now, for the moment, to keep this investment," he said of the Sanofi stake, which L'Oréal has held for more than 40 years. "As the stake of L'Oréal for Nestlé is a financially very important stake for Nestlé, it is the same for us with Sanofi."

However, he did not rule out future changes. "We have always said that if there was a sizeable acquisition we could do, we would definitely consider use of the Sanofi stake."

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THE BANK OF NEW YORK MELLON

The Bolivarian Republic of Venezuela Oil Indexed Payment Obligations
In accordance with the terms and conditions of the Obligations, notice is hereby given as follows:
Monthly Export Price (September 2013) U.S. \$118.3886 Per Barrel.
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THE

MOBILE & TELECOMS

KPN leads way for European mergers

News analysis

Telecoms group's chief says Dutch-German deal could prove a catalyst for change, writes Daniel Thomas

KPN will find out in May whether it has fulfilled the ambition of many groups in the European telecommunications market by merging its operations in a big country.

Eelco Blok, chief executive of the former Dutch telecoms monopoly, predicts that the €8.6bn merger of its E-Plus German business with Telefónica Deutschland will be a catalyst for radical change across the region. If, that is, the Brussels regulator allows the deal to go ahead.

"Germany will be the turning point," he says. "Consolidation really needs to happen to do the necessary investments in both fixed and mobile. The first wave will be in-country mobile consolidation, and then later wider-scale consolidation. In a few years' time there could be [just] three or four or five big groups in Europe."

KPN could play the role of a consolidator, he adds, or be part of a "consolidation scheme".

But first the German deal requires approval from the Brussels competition watch-

dog. He is confident that it will be passed. The tone of Joaquin Almunia, EU competition chief, has "changed in the past 12 months", says Mr Blok – although he is still uncertain what the two groups will need to do to reduce competition concerns. A similar move in the smaller market of Austria has caused prices to rise, with complaints about the impact on consumers.

Mr Blok indicated that negotiations to allow a deal had centred on future spectrum holdings, with the two groups likely to have an unfairly large share of Germany's mobile bandwidth after the merger.

"Of course there will be remedies," he says, "but the approval will be there. You can clearly see the imbalance between the spectrum position of the new entity and that of Deutsche Telekom and Vodafone."

"It's easy to predict that it's not a situation that is sustainable and will not be allowed."

The commission understands that consolidation is necessary to close the gap in mobile broadband investment between Europe and the US and Asia, he says.

"Of course, they also want to protect the end user. It's a balancing act [but] doable. I think they will find an acceptable solution and, after, we will see further consolidation."

KPN will retain ownership of a fifth of the combined German business as a



Telefónica Deutschland and E-Plus are likely to have to address the issue of future spectrum holdings to win approval for their tie-up

Bloomberg

Slim's group back in the loop

KPN will re-establish commercial partnership agreements with Carlos Slim's América Móvil that were torn up during the failed takeover attempt by the Mexican telecoms group last year, **writes Daniel Thomas**.

The decision signals a thawing of the relationship between the two groups after América Móvil's attempted acquisition of the Dutch telecoms incumbent was thwarted.

América Móvil withdrew its offer having failed to agree a price with KPN's management, while a hostile move was blocked following the intervention of an independent foundation with rights to protect the Dutch group.

América Móvil said yesterday that it had cut its stake in KPN from 29.7 per cent to 27.1 per cent, pushing KPN shares down more than 2 per cent. It is prevented from bidding again until April owing to the "lockout" following the end of the takeover discussions.

Eelco Blok, chief executive of KPN, admitted that the relationship between the two groups had become more difficult after his management team rejected the Mexican group's offer.

"After the withdrawal of América Móvil, the relationship was not really good, but today we have again a good relationship," he said.

financial investment, he says, adding that in December an independent study by PwC found synergies worth €5.75bn from the merger, higher than the €5.5bn originally estimated.

A financial boost would be welcome for KPN shareholders, who have had a hard few years, with sharp revenue declines in a Dutch market beset by competition from cable groups. The group has raised equity and debt, and cut its dividend to stabilise its balance sheet.

Mr Blok says he is relaxed about consolidation of a different sort – in Holland's cable market with the takeover of Ziggo by Liberty, which owns Dutch cable operator UPC.

"I believe it won't make a major difference," he says. "UPC and Ziggo already have a cable monopoly in their regions. KPN has to

fight with a cable TV operator. The new Ziggo will be owned by Liberty... Commercially there will be no major changes."

He does not see hurdles from the European watchdogs, but he expects the Dutch regulator to try to create a "level playing field" between KPN and Ziggo by regulating both in the same way. "That won't be negative for KPN."

Base, a Belgian telecoms group that KPN tried to sell last year, is no longer on the market, but he would be "pragmatic" if there were approaches, Mr Blok says.

"We want to show the outside world it's doing well, is undervalued and should be valued higher. It's not for sale but we are pragmatic. If someone is interested then they know where the head office is and they have my number."

Even without M&A activity, he is confident that KPN can reverse the decline in revenues, given an investment programme in rapid fixed-line and mobile services and offers such as television content.

"KPN is ahead of the investment curve in years to come in Europe," Mr Blok says. "To be able to compete as a former incumbent against cable, it is necessary to have a high-quality TV product to defend your broadband market share."

"This is the case all over Europe. It is not a telephone network any more – it is a TV and broadband network."



Former suitor:
Carlos Slim of
América Móvil

In Saturday's FT WEEKEND

Smart Arts

High-impact fashion with painterly panache

How To Spend It



Rent or buy? Lucy Kellaway's response to the idea that it is better to be a tenant

House & Home



Rent or buy? Lucy Kellaway's response to the idea that it is better to be a tenant

House & Home



Defender of privacy or betrayer of state secrets? Greenwald has Lunch with the FT

FT Weekend Magazine

Plus

Mayor Rahm Emanuel

Has he tamed the 'Chicago machine' – and are his ambitions sated? Exclusive interview

Jasper Johns: An interview with the towering figure of American art

FT Weekend Magazine

Simon Schama on how to tell the story of Israel

Fire and Iceland: The ultimate holiday for 'Game of Thrones' fans

Life & Arts

Pop goes the pension: the private diary of Ludovic Hunter-Tilney, FT pop critic, on his pension doom

FT Money

Expert-led ultra-luxury art tours

How To Spend It

Robin Lane Fox, wearer of embroidered lederhosen, on fashion and the garden

House & Home

Smart.
But casual.

FT WEEKEND

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Data use lifts América Móvil

The increased use of internet data, a jump in subscribers in Brazil and a lower tax bill boosted fourth-quarter numbers at América Móvil, Latin America's biggest telecoms company, **writes Jude Webber**.

The company, controlled by Mexican billionaire Carlos Slim, reported net income of 17.18bn pesos (\$1.3bn) in the final quarter of 2013, up 15.7 per cent compared with the period a year earlier.

Earnings before interest, tax, depreciation and amortisation were 63.5bn pesos, reflecting, it said, the growing use of smartphones. Sales in the quarter rose 3.1 per cent to 204bn pesos.

Mobile data and pay television continued to be the main drivers of revenue growth, up 18.9 per cent and 21.8 per cent respectively at constant exchange rates in the fourth quarter.

América Móvil was also buoyed by a 73 per cent fall in its tax charge for the period.

Brazil added 1.3m new subscriptions in the quarter and América Móvil said it finished 2013 with 339m customers, a rise of 4.2 per cent on 2012. That figure included 270m wireless subscribers.

The net number of people paying for or TV services rose 8.2 per cent compared with the same period in 2012.

"The pay-TV business led the way in terms of growth, having risen 16.4 per cent over the year," the company said.

The results come as the industry awaits a ruling, due by March 9, from Ifetel, the telecoms regulator, on whether América Móvil holds a dominant market position.

COMPANIES

German insurers eye Lloyds sale ruling

INSURANCE

Regulator BaFin reviewing 'test case'

Decision may spark fresh consolidation

By Alice Ross in Frankfurt and Alistair Gray in London

Insurers and bankers in Germany are anxiously awaiting a regulatory decision which could pave the way for a fresh wave of consolidation and shake up the country's fragmented insurance market.

The German regulator, BaFin, is poring over the planned sale by Lloyds Banking Group – which discloses its annual results today – of insurer Heidelberger Leben, which people close to the transaction said was a "test case".

Senior bankers say that if the regulator waves through the £250m joint purchase by private equity group Cinven and the reinsurer Hannover Re, it could kick-start consolidation in the German insurance market similar to that of the UK. Investors such as Clive Cowdry's Resolution fund have snapped up a series of closed life books from UK insurers.

"We will see a wave of interest if this deal goes through," says the board member of one of Germany's largest insurers. "Everybody really has both eyes on it."

Lloyds said in the summer it expected the deal to complete by "early 2014". People involved said they were confident BaFin would approve the transaction and were hopeful it would be announced by the end of March.

The planned deal comes at a time of turmoil for the German insurance industry. Low interest rates are harming profits in a country where generous guaranteed rates are still paid to risk-averse consumers, who often depend on insurance products for a retirement income.

The low interest environment led to lost revenue of €4bn for German insurers in 2012, according to the German association of insurers.

Larger insurers including Allianz and Munich Re have been launching new products without hefty guarantees in an attempt to change German savers' behaviour. But executives admit that it will take time to reduce savers' reliance on guarantees.

BaFin recently indicated it would take an open mind to the idea of selling portfolios in "run-off" mode. But it has helped to scupper previous similar deals.

An attempt by Nomura, the Japanese investment bank, to take over the German run-off life insurance assets of Delta Lloyd in 2012 failed after the Dutch insurer said negotiations with BaFin had been more difficult than expected.

While the Heidelberger portfolio largely contains unit-linked insurance products, which link to the stock market and make no promises to policyholders, people familiar with the matter said about 5 per cent involves the insurer taking investment risks.

Hannover Re said that it considered the business model of a consolidation platform to be an attractive investment opportunity and that it was confident BaFin would approve the deal.



Terra Firma is aiming to raise \$2bn for renewable energy infrastructure acquisitions

Reuters

African Barrick Gold cuts reserves after price fall

MINING

By James Wilson,
Mining Correspondent

African Barrick Gold slashed its gold reserves almost a quarter in response to lower prices but said it expected a profitable year on the back of cost cuts and higher production.

The Tanzania-focused miner has been among the most aggressive in cutting operating costs that were above the industry average. It aims to cut its bench-

mark operating costs by up to 19 per cent this year after a 14 per cent reduction in 2013.

"The costs that have been trimmed were all focused on the periphery," said Brad Gordon, chief executive. "We have not yet attacked the mining part of the business which is two-thirds of the costs."

Gold miners had a torrid 2013 after the steepest annual fall in the gold price this decade, squeezing an industry that had allowed costs to escalate. Most miners are expected to revise

their plans for the gold they now consider economically viable to extract, leading to cuts in stated reserves.

African Barrick posted a net loss of \$781m last year following a net \$823m of impairment charges – most of which were announced last year and relate to changed mine plans and the lower gold price.

It was also hit by illegal mining and power shortages and brought in Mr Gordon to replace Greg Hawkins as chief executive. The miner ended the year with a cash balance of

\$282m, down from \$401m a year ago. "We will generate cash this year at these gold prices and even at lower gold prices," Mr Gordon said.

Cash flow generation is set to be stronger in the second half of the year after investment at Bulyanhulu, in Tanzania, the company's largest mine, where Mr Gordon said costs "will drop significantly over the next 24 months".

UK-listed African Barrick is majority-owned by Barrick Gold, the world's largest gold miner by volume,

which is expected this week to set out its own mining plans and reserves using a base gold price assumption of \$1,100.

African Barrick has assumed a \$1,300 price but Mr Gordon said that was "not an outlier" in the industry. Gold has rallied this year and climbed above \$1,300 this week.

Analysts at Morgan Stanley said the revised assumptions gave "more comfort about the 'quality' of reserves" but would cut the remaining life of African Barrick's two smaller

mines to under 10 years at current output rates.

Mr Gordon said African Barrick was continuing to target west Africa for expansion.

"This is the time to pick up ground," he said.

Analysts at Liberum said: "African Barrick Gold used 2013 to optimise and refocus the company and the result is a much stronger business going forward."

The miner's shares, which have more than doubled in price since June, rose a further 2.4 per cent to 245p.

Bupa snaps up dental chain

HEALTHCARE

By Gill Plimmer

Bupa, the private healthcare insurer, has bought London's Barbican Dental Care as it tries to take a bigger share of the UK's £2.4bn private dentistry market.

The acquisition is in keeping with Bupa's plans to become one of the largest private dental chains in the UK with about 50 clinics by 2015. The deal – which covers 24 surgeries in London – brings the number of dental centres that Bupa operates across the UK to 31, including five in Sainsbury's supermarkets and one in a Tesco store.

The move comes amid a growing trend to consolidation in the fragmented dental care industry.

Of Britain's 10,000 dental practices, the vast majority are neighbourhood operations. But in 2003 restrictions were lifted on the size of dental chains, and about 15 per cent of the market is now in corporate hands.

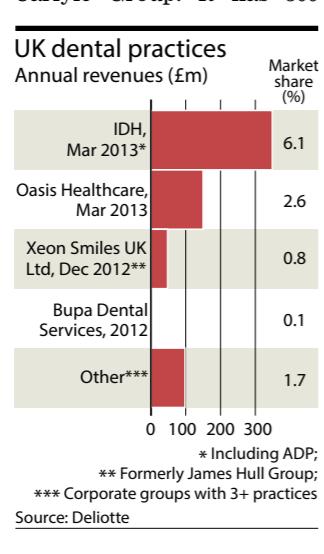
Last year Bridgepoint, a private equity group, bought Oasis Healthcare, the UK's second-largest independent dental chain,

for £185m. Further deals are expected imminently.

Ruth Chesmore, director of Bupa Dental Services, said the company was interested in acquiring small, local practices as well as larger chains.

Dentistry has been regulated by the Care Quality Commission since 2011. Ms Chesmore said increasing demand for health, safety and regulatory compliance was pushing smaller businesses to consolidate.

The biggest player in the UK market is Independent Dental Holdings, owned by Carlyle Group. It has 500



practices, and accounts for 6.1 per cent of the market.

Bupa is the fourth-largest, with just 0.1 per cent market share, according to Laing & Buisson, a health-care analyst.

Philip Blackburn, a researcher at Laing & Buisson, said private dentists had suffered in the recession as patients returned to the NHS. But with the market expected to pick up along with the economy, "Bupa is probably buying at the right time," he said.

Britain's private dental market developed in the 1990s when a Conservative government cut NHS fees to dentists. Private practices started to restrict the number of NHS patients as a result.

A study by the Office of Fair Trading criticised dentists for a lack of transparency in prices.

In December 2012 Bupa paid £244m for The Dental Corporation, a chain of 190 clinics in Australia and New Zealand. Bupa is also Australia's second-largest health insurer.

It also owns Sanitas, with 145 dental clinics, in Spain, and expects to push into the Far East and Latin America in the coming years.

OIL & GAS

By Michael Kavanagh

Tullow Oil has added the west African country of Mauritania to its list of possible future oil exporters

after claiming early-stage drilling success.

However, shares edged down as the FTSE 100 oil explorer stopped short of declaring the discovery commercial but argued the case that further exploration work could establish the country as a meaningful frontier for oil and gas development projects.

Angus McCoss, exploration director at Tullow, described the find as "a technical discovery at this juncture".

Companies including Woodside of Australia, Petronas, Dana Petroleum and GDF of France have previously explored in Mauritania with little success.

Other operators are also committing hundreds of millions of dollars to exploration drilling in deep waters to the north off Morocco this year to try to replicate discoveries further south.

Mr McCoss said the find off Mauritania was comparable to that of the first drilling results off Ghana that led

to the plans for development of the TEN discovery. The field, to start production in 2016, is expected to supplement output by the nearby Jubilee field, which has emerged as Tullow's most important cash contributor.

Analysts played down the find as definite proof of a return to form.

Analysts at Deutsche Bank described the find as "a technical discovery proving the concept but likely to be below pre-drill expectations".

Aidan Heavey, chief executive, said work continued on the planned sale of



Exploration-led strategy: a Tullow site in Uganda

Reuters

Tullow in Mauritania find

Hands' sacking of star \$2bn green fund dealmaker in focus

GENERAL FINANCIAL

News analysis

Investors are likely to review their commitments, writes Anne-Sylvaine Chassany

Guy Hands' decision to sack his star dealmaker in the middle of a crucial fundraising has left investors wondering whether the British financier has shot himself in the foot.

Damian Darragh was in charge of raising the fund which is aimed at establishing his private equity firm into a green power specialist and erase memories of the EMI debacle for good.

The 42-year-old executive, who had worked for Mr Hands for two decades, was "asked to leave with immediate effect". Terra Firma, the private equity group founded by the British financier, told investors last week in a brief email.

For the past nine months, Mr Darragh had been leading efforts to raise \$2bn for renewable energy infrastructure acquisitions, a marketing drive that was set to mark Mr Hands' biggest fundraising comeback since losing his group's £1.75bn investment in EMI in 2011, when the British music company was seized by its lender Citi-group.

Terra Firma did not elaborate on the reasons for the apparent fallout. Tim Pryce, Terra Firma's chief executive, came to the conclusion that Mr Darragh was not in the best position to lead the fundraising efforts and asked him to step back, according to people with knowledge of the situation.

However, Mr Darragh's departure is likely to trigger questions from inves-

tors who were considering a commitment to the fund, not just because he negotiated with them until last week, but because investors typically want to make sure the dealmakers involved in the good investments of the past will be the ones handling their money in the future.

"They were beginning to take commitments," one person familiar with the fundraising said. "There will be a lot of questions raised," he added.

The private equity group had indicated in an earlier communication to investors that it was aiming to raise more than half of its fund target by March. It is now seeking to reassure its backers by pointing to the hires of senior executives for its green power

The team dedicated to green energy is seeking to build its future on three companies

team: Stefan Thiele joined last year from German power maker EnBW, and Ingmar Wilhelm joined last month from Enel Green Power.

Together with Mike Kiniski, a Terra Firma veteran who has been involved in the group's renewable power investments, they are to take over from Mr Darragh.

Guy Hands: had worked with Damian Darragh for two decades



"Mike, Stefan and Ingmar have outstanding financial, operational and transactional skills," a spokesman for Terra Firma commented.

The team dedicated to green energy at Terra Firma is seeking to build its future on three companies: UK wind power maker Infinis, US wind power generator EverPower and Italian solar power operator RTR.

All of those investments, which have been formed through 18 acquisitions over the past decade, were partly overseen by Mr Darragh. Infinis successfully traded for the first time in London last year. The private equity group has booked a \$1bn gain on the investment, a third of which has been returned to investors, according to people with knowledge of the performance. The rest of the green power portfolio is profitable, posting annual returns exceeding 7 per cent, according to investors.

The profitable investments contrast with the overall performance of Terra Firma's €5.4bn buyout fund raised in 2006 which was posting a 40 per cent loss as of June, largely because of the EMI loss, according to Oregon's pension plan, one of its backers.

This is not the first time Mr Hands has fallen out with key executives at his firm. In 2012, Kamal Tabet, the former Citigroup executive hired as head of investor relations, left less than a year after joining the group. Mr Hands also recently replaced his firm's representative in China and more generally, Terra Firma has experienced high turnover since the loss of EMI, which forced the financier to drop plans to raise a traditional buyout fund.

However, he has sought to retain critical staff, including Mr Pryce, by setting aside a £20m annual bonus pool.

Punch tears up ultimatum to resume talks on restructure

TRAVEL & LEISURE

By Duncan Robinson and Henry Mance

Punch Taverns has scrapped its "final" proposal to restructure its £2.3bn net debt, with company management now willing to reopen negotiations with senior bondholders to stave off a potential default.

Bondholders of the company that owns more than 4,000 pubs UK-wide were due to vote in two days on a debt restructuring plan proposed by Punch's management as its "final offer".

Several bondholders with blocking stakes said they would vote against the deal, claiming it was too generous to certain shareholders.

Punch's management yesterday said it would abandon that proposal and renew instead attempts to reach a consensual restructuring, in advance of results of a covenant test in April.

At the same time, senior bondholders are working on their own restructuring proposal, which they say is close to being made public.

"An alternative restructuring plan is well advanced among creditor groups, and the next step is for the Punch A & B boards to engage in discussions directly with their creditors to finalise it," said a person close to the special committee of the Association of British Insurer's, which represents several large pension funds and insurers which own Punch debt.

"The creditor plan can be implemented after a default if necessary – but a default is entirely avoidable," the source added. The decision

to reopen negotiations between Punch's management and bondholders marks a U-turn for Punch's management, which in January had labelled its restructuring proposals "final".

Then, Stephen Billingham, Punch's executive chairman, told the Financial Times: "This is the final proposal. You can quite confidently say that." Mr Billingham defended his volte face. "At the time it was our final offer," he said yesterday.

Bondholders and management say they would like to achieve a voluntary restructuring and avoid default.

"We are not million miles apart," said Mr Billingham.

Dialogue between management and many bondholders remains tetchy, senior bondholders claiming the pub group's management have not engaged enough with creditors.

The attempt to restructure Punch's £2.3bn

COMPANIES

Six more people face Libor charges

GENERAL FINANCIAL

Alleged conspiracy to rig the yen rate

Individuals will join existing defendants

By Caroline Binham, Legal Correspondent

Six more individuals will be charged criminally by the UK's Serious Fraud Office by the end of this month in connection with its probe of alleged Libor rigging, according to two people familiar with the investiga-

tion. The SFO has already charged three men, including Tom Hayes, a former yen derivatives trader at UBS and Citigroup, who has pleaded not guilty.

Mr Hayes is due to stand trial in January 2015 on eight charges that he conspired with others to rig the yen Libor rate.

Terry Farr and James Gilmour, two brokers from RP Martin, have been charged and pleaded not guilty to similar offences.

They are due to stand trial in September 2015. The SFO declined to comment immediately.

The SFO has for months pledged to charge more people in connection with the alleged manipulation of the London Interbank Offered Rate, which acts as a benchmark for at least \$350tn of financial products worldwide, from student

The SFO has already charged three men, who have pleaded not guilty

loans to complex derivatives.

In an initial draft indictment against Mr Hayes, the SFO alleged that he conspired with 22 individuals from banks including the Royal Bank of Scotland, Rabobank and brokerages including ICAP and Tullett Prebon. Mr Hayes' new indictment does not name any individuals and merely refers to employees at some of the world's largest financial institutions.

The six who were due to be charged by the SFO were all alleged to have conspired either directly or



The SFO is probing yen, dollar and sterling Libor

indirectly with Mr Hayes to rig the yen Libor rate, said the people familiar with the investigation told the Financial Times.

The SFO is conducting parallel investigations into whether sterling Libor and dollar Libor were rigged.

The US Department of Justice, meanwhile, has also charged five Britons as part of its own probe into Libor, including Mr Hayes, a former submittor at Rabobank and three former brokers from ICAP. None of the defendants has had an opportunity to respond formally to the US charges.

More individuals could be charged at a later date as

Iceland financial collapse to take fresh toll

BANKS

By Elaine Moore and Simoney Kyriakou

British banks face a fresh multimillion-pound bill to compensate savers who lost money when Iceland's banking system collapsed in 2008.

A UK safety-net for customers of failed savings institutions is expected to hit deposit takers with an extra £222m charge by early 2016 if it cannot recover the costs from Landsbanki, an Icelandic bank.

The charge would come on top of the Financial Services Compensation Scheme's annual levy for all financial companies, which is due to cost £13m in 2014-15.

It is likely to anger companies already unhappy with how the compensation scheme is funded.

For the past five years the UK and Iceland have been locked in a bitter dispute over who should foot the £4.5bn bill for compensating about 200,000 British savers with money in Icesave, which was run by Landsbanki – one of three Icelandic banks that failed during the global financial crisis.

The UK reimbursed savers through the FSCS, which is funded by a levy on domestic financial companies.

On Monday it was revealed that the UK, along with the Netherlands, had stoked the argument by filing a £K1.000bn (£8.6bn) lawsuit against Iceland's deposit guarantee fund.

"The Icelandic fund has yet to pay out the funds it has at its disposal from 2008," the UK deposit guarantee scheme said.

Iceland's prime minister, Sigmundur David Gunnlaugsson, advised the countries to forget the law suit.

Last year Iceland won a case in the court of the European Free Trade Association to avoid paying back the UK and Dutch governments.

Landsbanki's estate has repaid about half the claims made by UK and Dutch authorities. According to the UK's deposit protection scheme, recovery projections for the remaining sum are uncertain.

The FSCS owes the Treasury more than £16bn after it stepped in to meet the cost of compensating customers of five major failed banks in 2008: Landsbanki, Bradford & Bingley, Kaupthing Singer & Friedlander, Heritable Bank and London Scottish Bank.

Retail investments up to the value of £50,000 and bank deposits up to £85,000 are guaranteed by the FSCS in the event that an insolvent company cannot repay clients.

Since it was set up in 2001 the FSCS has paid out more than £26bn.

Several financial groups have complained about the way the scheme is funded, arguing that they are unfairly penalised for the poor behaviour of other companies.

Additional reporting by Richard Milne

Man Utd tackles fears over off-field performance

TRAVEL & LEISURE

By Roger Blitz, Leisure Industries Correspondent

Manchester United admitted its Premier League position was "disappointing", but brushed off any suggestion that failure to qualify for next season's Champions League could affect commercial income.

As manager David Moyes prepared the Premier League champions for last night's crucial match at Arsenal, vice-chairman Ed Woodward said the club was preparing to strengthen the squad in the summer.

United's subpar league form is one of the main talking points of this season, raising fans' concerns about the decision of its owners, the Glazer family, to replace former manager Sir Alex Ferguson with Mr Moyes.

£122.9m

Manchester United's second-quarter revenues

Lying seventh in the Premier League, its prospects of qualifying for next season's Champions League look increasingly uncertain.

The Glazers paid Chelsea £37.1m for midfielder Juan Mata in the January transfer window, but the club is 11 points behind Liverpool, which occupies the final Champions League qualification spot, in fourth place.

In its second-quarter results, Mr Woodward said United achieved a record revenue quarter "despite the current league position, which everyone from the team manager down has acknowledged is disappointing".

Asked on an analyst call whether failure to qualify for the Champions League would harm commercial revenue plans, he said he had "not seen any impact on wider performance" from United's on-field form.

"It takes a long, long time to build up a huge fan base, to have the equity values of



Banging the drum: Bill Westwater shows the polymer beads used in the system with which he says the company is ready to take on the world

Paul Drabble

Xeros eyes laundry revolution in the US

HOUSEHOLD GOODS

News analysis

Venture may raise fresh capital to start production of near-waterless machine, writes Andrew Bounds

Xeros, which claims its near-waterless washing machine is the first genuine innovation in laundry for 60 years, is close to launching a domestic model in the US.

The Rotherham-based company intends to raise fresh capital to start production after selling commercial versions to a string of customers in the US and UK, with a public offering one option being looked at by Jefferies, the investment bank.

Bill Westwater, chief executive, refused to comment on IPO speculation but said the business was ready to take on the world with its cleaning system based on polymer beads

and 70 per cent less water.

It will launch the domestic machine in the US as models there are larger. Its polymer bead system requires a large drum and room at the top and bottom to circulate beads. Xeros is working on how to use a smaller machine.

"The manufacturers have gone as far as they can in reducing water use," said Mr Westwater. "With water you are slapping it around in a puddle. With beads you are showering it evenly. It is a superior clean."

Mr Westwater, who used to sell brands such as Ariel and Fairy for Procter & Gamble, promptly removes a spotless white shirt from a nearby machine.

Xeros' unit at the Advanced Manufacturing Park's innovation centre could pass for a commercial laundry, except for the white-coated technicians hunched over laptops.

In the parts division at the back, away from prying eyes, are the prototype machines for domestic use.

It has a partnership with one of China's biggest white

goods makers, Sea-Lion Machinery, to produce commercial models as Mr Westwater is adamant the business will remain a research-based company rather than a large scale manufacturer.

While the commercial market is worth about \$30bn, the domestic is \$100bn. Machines are operating at Jeeves of Belgravia

Xeros uses 70% less water, up to 50% less energy and approximately 50% less detergent

cleaners, a Hyatt Regency hotel in Virginia and several US dry cleaning outlets.

Domestic washing machines consume approximately 50 litres of water per wash while washer/dryer systems account for 13 per cent of household energy use on average.

Xeros uses 70 per cent less water, up to 50 per cent less energy and approxi-

mately 50 per cent less detergent, to deliver what it says are superior cleaning results as compared to traditional "soap and water" methods.

The beads' molecular structure combines with detergent to attract the dirt from clothes. The beads are stored in a sump below the drum and are then pumped continuously through holes in the drum wall to clean the clothes. They can be used for hundreds of washes before being collected and recycled.

They work at lower temperatures than conventional machines. Water acts as a lubricant only and less is used to rinse because there is not as much detergent.

The technology was discovered by Steven Burkinshaw at the University of Leeds' department of textiles.

He was working on ways of getting dyes to stick to polymers such as nylon for clothes when he began experimenting with the reverse process, taking dirt out using polymers.

Mr Westwater said the laundry market was the first of many possible applications for the technology. Xeros is already looking at the \$60bn leather washing sector with the University of Northampton in collaboration with the shoe industry.

"Other applications are very large and equally profitable," he said.

"Leather is one area we are looking at. In almost any aqueous cleaning process there is a way of substituting water for beads. Water is only going to get more expensive."

The fundraising should enable it to pursue these opportunities, whether it leads to a listing or not. Last year Xeros raised £10m privately, valuing it at around £25m. Invesco Perpetual, the fund manager, has around 25 per cent.

With the departure of Neil Woodford, Invesco's head of UK equities, who is known for taking long-term stakes in smaller companies, there is speculation it may favour a listing.

More news at ft.com/companies

Sales race opens for Whyte & Mackay

The sales process for Whyte & Mackay, the Scotch whisky blend that Diageo has offered to sell for UK competition reasons, has started with Rothschild, Rabobank and Standard Chartered handling the sale.

Offers are being invited for the business with and without Dalmore, a single malt. Demand for premium Scotch is rising and the inclusion of Dalmore – which Diageo would like to keep – is likely to push the



price above the expected £450m headline value.

The sale is expected to be wrapped up in a couple of months and has attracted interest from Whyte & Mackay's former owner, Vivian Imerman. The entrepreneur, who chairs Vasari, a London-based private equity firm, ran the brand before selling it to United Spirits in 2007.

Diageo acquired Whyte & Mackay when it took a 28.4 per cent stake in United Spirits of India in 2013. www.ft.com/consumer

The group confirmed that the pharmaceutical business, RBP, was non-core as it announced a chairman for the unit – Howard Pien, an executive with a background in pharmaceuticals – who will take part in the strategic review launched in October.

This "might be taken as implying a spinout is a serious possibility. We value RBP at £1.5bn", said analysts at Credit Suisse.

Rakesh Kapoor, chief executive, said: "It's our job to make sure that the real worth of RBP emerges."

"I firmly believe that the short-term story on emerging markets is overestimated."



Markets challenge: Rakesh Kapoor, chief executive

slowdown in large emerging markets such as India, Brazil and Russia.

Mr Kapoor said: "I firmly believe that the short-term story on emerging markets is overestimated as much as the long-term story is underestimated."

Fears have surrounded consumer goods groups as emerging markets feel the effects of the gradual withdrawal of US monetary stimulus – the so-called Fed taper.

Pretax profit fell by 4 per cent to £2.3bn – the first drop in the company's history – after £271m of exceptional charges mostly legal provisions.

Reckitt's adjusted operating profit for the full-year was broadly flat at £2.6bn, as a 12 per cent rise in Europe and North America offset a 2 per cent decline at its "Rumea" division – including Russia, the Mid-

UK COMPANY RESULTS

Company	Turnover	Pre-tax	EPS (p)	Div (p)	Pay day	Total
AFC Energy	Fin 0.759	0.357	4.503L	1.455L	1.88L	2.05L
AFC Energy	Fin 929,004	1011,738	928,739L	179,165	1,904L	0.153
Avanti Com. Gr. S	Int 24,961	13,819	41,789L	25,463L	0.387L	0.204L
Frontier Developments	Int 5,047	5,968	1,569L	0,921	5.3L	3.7
Reckitt Benckiser Group	Fin 10043	9,567	2,314	2,408	242.1	251.4
Telecity Group	Fin 325.55	282.95	88.44	76.146	32.2	29.1
Temple Bar Inv. Trust	Fin 180,978	92,776	36.17	41.39	22.65	7
Town Centre Securities	Int 11,477	11,252	12,307	0.117	23.2	3.1
Tullow Oil	Fin 2646.9	2344.1	313.2	111.59	0.186	0.688
			13,192	12,928	May 9	19.3
						19.2

Figures in £m. Earnings shown basic. Figures in light text are for corresponding period year earlier.

Full fund performance data at
www.ft.com/funds

MARKETS | MANAGED FUNDS SERVICE

Fund	Bid	Offer	+/-	Yield	Fund	Bid	Offer	+/-	Yield	Fund	Bid	Offer	+/-	Yield	Fund	Bid	Offer	+/-	Yield	Fund	Bid	Offer	+/-	Yield
ACPI Global UCITS Funds Plc (IREL)					Artemis Strategic Bond R Q Inc	54.58	57.90	-0.02	3.22	Asia Growth a GBP Inc h	£ 36.66	-	-0.27	0.00	Japanese Growth Unit Trust acc	46.65	49.00	0.43	0.43	Magia Biopharma Income Fund N Acc EUR	£ 10.79	-	-0.07	-
Regulated					Artemis UK Growth R Inc	427.34	431.37	0.18	3.02	Australia a GBP Inc	£ 73.03	-	-0.16	2.55	Magia European Fund	£ 8.11	-	-0.03	0.00	Magia Emerging Mts Div Frd R Acc	£ 11.14	-	-0.08	0.00
Artemis Smaller Cos R Acc	1006.54	1143.01	1.97	0.67	Baring China Bond Fund	£ 10.27	-	-0.01	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Magia Emerging Mts Div Frd R Dist	£ 9.71	-	-0.07	5.08					
Artemis UK Special Sit R Acc	511.88	544.37	3.05	1.65	Baring Emerging Markets Corp Debt Fund	£ 9.72	-	-0.01	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Magia Global Emerging Markets R	£ 7.57	-	-0.03	0.00					
Artemis Investment Management LLP (CYM)					Baring Global Bond Fund	£ 5.88	-	-0.03	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Magia Latin American R	£ 7.96	-	-0.10	0.00					
Artemis Gbl Hedge Fd Ltd EUR	£ 96.96	-	-0.01	0.00	Baring Infrastructure Fund	£ 9.00	-	-0.00	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Magia Mena R	£ 16.60	-	-0.33	0.00					
Artemis Emerging Mts FUDS Fund EUR	£ 111.86	-	-0.01	0.00	Baring Infrastructure Fund	£ 9.75	-	-0.05	4.81	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Magia New Frontiers R	£ 10.83	-	-0.06	0.00					
Artemis Global Credit Fund USD C	101.00	-	-0.01	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.03	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Magia Turkey R	£ 7.83	-	-0.06	0.00					
Artemis Global Fixed Income UCITS Fund GBP	£ 145.01	-	-0.00	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Magia Undervalued Ass Fd R	£ 10.29	-	-0.06	0.00					
Artemis Global Fixed Income UCITS Fund EUR	£ 139.79	-	-0.00	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	OAKS Em.d.Frnd.Oppn. Fd P	£ 10.38	-	-0.02	0.00					
Artemis Global Fixed Income UCITS Fund USD	£ 141.81	-	-0.00	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	OAKS Em.d.Frnd.Oppn. Fd C	£ 10.36	-	-0.02	0.00					
Artemis International Bond Fund USD	£ 17.85	-	-0.00	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	OAKS Em.d.Frnd.Oppn. Fd G	£ 10.48	-	-0.02	0.00					
Artemis Investment Management LLP (CYM)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	OAKS Em.d.Frnd.Oppn. Fd H	£ 10.50	-	-0.02	0.00					
Artemis Gbl Hedge Fd Ltd EUR	£ 51.63	-	-0.91	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Gbl Hedge Fd Ltd USD	£ 48.38	-	-0.88	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Gbl Hedge Fd Ltd USD	£ 52.13	-	-0.94	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Gbl Hedge Fd Ltd USD	£ 191.90	-	-0.08	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Pan-Euro Hdg Fd EUR	£ 79.93	-	-0.24	0.00	Baring Infrastructure Fund	£ 211.75	-	-1.24	0.00	Artemis Bond Fund	£ 200.12	-	-1.13	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Pan-Euro Hdg GBP	£ 77.70	-	-0.07	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Pan-Euro Hdg USD	£ 17.85	-	-0.00	0.00	Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9.72	-	-0.03	0.00	Charles Schwab Worldwide Funds Plc (IRL)									
Artemis Partners Global Funds Plc (IRL)					Baring Infrastructure Fund	£ 9.80	-	-0.07	0.00	Artemis Bond Fund	£ 9													

MARKET DATA

FT500 - World's Largest Companies

Stock	Day Price	Cng %	High	Low	Yd P%	Mcap m\$	Stock	Day Price	Cng %	High	Low	Yd P%	Mcap m\$	Stock	Day Price	Cng %	High	Low	Yd P%	Mcap m\$	Stock	Day Price	Cng %	High	Low	Yd P%	Mcap m\$	Stock									
.....	2.82	-	3.09	1.22	1.06	0.98	21,515	ConocoPhil.	65.22	-0.04	74.57	56.38	-4.19	10.12	79.901	Kroger	35.93d	-	43.85	27.64	1.71	12.44	19.07	Schlombrg.	90.03	-0.3	94.91	69.08	1.49	17.0117	70.911						
.....	84.19	-	10.69	63.21	6.71	6.89	16,990	Continental	1.65	1.16	60.85	60.66	-1.43	16.44	44.84	Schneider	62.59	-0.3	66.99	52.49	2.99	19.21	49.26	18.69	-	21.20	12.20	2.10	14.23	26.464						
.....	189.17	-	0.52	227.02	0.05	0.04	24	Krause	19.01	-	0.2	19.12	12.20	2.10	14.23	26.464	LasVegasSofit.	78.78	-	8.0	82.45	47.95	1.97	28.24	64.564	Seadrill.	225.60	-0.3	280.42	20.10	12.04	7.61	17.305				
.....	3M	130.44d	0.3	1.40	210.75	2.12	19.41	86.52d	Costco	11.481d	0.1	12.62	98.95	1.08	24.74	50.485	Lilly (E)	5.32d	-0.7	5.84	47.53	3.68	12.63	50.07	SEB	86.45	-	88.25	60.90	4.63	13.77	29.088			
.....	ABB	23	-	24.80	19.26	2.94	25.04	59.02d	Covidien	10.49d	0.6	70.97	54.43	1.65	20.53	31.773	Linkeidn	C2	120.80	-0.5	102.57	56.14	-	-	-	24.407	Seven & I.	4k	0.1	4.49	2.64	1.64	20.51	34.616		
.....	AbbottLbb	38.26d	0.3	39.85	32.70	1.67	25.32	59.157	CreditSuisse	28.03e	0.6	30.54	23.30	1.36	14.68	49.650	LinkedIn	C2	120.80	-0.5	102.57	56.14	-	-	-	24.407	Seven & I.	4k	0.1	4.49	2.64	1.64	20.51	34.616		
.....	Abbvie	40.21	-	4.07	3.94	2.17	4.16	55.259	CSL	6.77	0.2	81.68	66.14	-	-	-	LydsBkg	83.53	-0.2	86.77	46.08	-	-	-	24.437	Shire	3.14	-	3.17	1.85	0.36	31.00	30.620	
.....	Accenture	81.21	0.7	85.87	69	2.14	16.17	55.259	CrownCstl	73.15	-0.2	81.81	66.14	-	-	-	LydsBkg	83.53	-0.2	86.77	46.08	-	-	-	24.437	Shire	3.14	-	3.17	1.85	0.36	31.00	30.620		
.....	AerCap	48.86	-	0.3	51.59	4.83	4.03	20.64	23.867	CVS	66.54	-0.2	71.59	50.22	1.39	18.05	81.044	LaVegasSofit.	78.78	-	8.0	82.45	47.95	1.97	28.24	64.564	LasVegasSofit.	78.78	-	8.0	82.45	47.95	1.97	28.24	64.564
.....	AeroF	48.86	-	0.9	72.16	46.05	12.17	23.99	Daimler	66.45	0.6	69.84	34.19	2.38	10.39	50.982	Corning	19.01	-	0.2	19.12	12.20	2.10	14.23	26.464	Corning	19.01	-	0.2	19.12	12.20	2.10	14.23	26.464		
.....	Aetna	65.15	-0.9	72.16	46.05	12.17	23.99	Daimler	66.45	0.6	69.84	34.19	2.38	10.39	50.982	Corning	19.01	-	0.2	19.12	12.20	2.10	14.23	26.464	Corning	19.01	-	0.2	19.12	12.20	2.10	14.23	26.464			
.....	Afiafc	62.75d	0.7	67.62	48.20	2.29	9.28	28.238	Danher	75.55	0.2	78.30	57.62	1.03	19.91	52.741	Lyndell	B2	82	0.28	55.03	0.2	12.42	15.18	47.541	SimponMtg	157.94d	-0.3	30.73	41.29	3.73	14.99	46.33	49.634		
.....	Aig	62.75d	0.7	67.62	48.20	2.29	9.28	28.238	Danher	75.55	0.2	78.30	57.62	1.03	19.91	52.741	Lyndell	B2	82	0.28	55.03	0.2	12.42	15.18	47.541	SimponMtg	157.94d	-0.3	30.73	41.29	3.73	14.99	46.33	49.634		
.....	AigBrc	4.93	-0.2	3.82	3.33	5.12	15	14.44	69.861	DirectTV	71.44	0.3	74.44	37.71	3.24	13.74	37.53	Merck	8.41k	-0.5	10.56	9.56	1.29	1.40	15.61	21.794										
.....	Aila	37.59	0.5	40.45	36.23	1.51	57.1	13.31	DanskeBnk	137.70	1.1	138.08	91.70	1.43	25.94	32.927	Marathon	0.39	-0.6	31.87	1.24	2.22	14.49	25.324	HkShy	39.88	-0.9	39.95	24.54	1.00	12.43	26.634				
.....	Aibus	105.65	-0.15	88.26	2.51	13.18	23.63	10.24	DanskeBnk	137.70	1.1	138.08	91.70	1.43	25.94	32.927	Marathon	0.39	-0.6	31.87	1.24	2.22	14.49	25.324	HkShy	39.88	-0.9	39.95	24.54	1.00	12.43	26.634				
.....	Airkfl	11.87	-0.11	1.14	7.74	8.44	2.54	23.44	DanskeBnk	137.70	1.1	138.08	91.70	1.43	25.94	32.927	Marathon	0.39	-0.6	31.87	1.24	2.22	14.49	25.324	HkShy	39.88	-0.9	39.95	24.54	1.00	12.43	26.634				
.....	Airkfl	11.87	-0.11	1.14	7.74	8.44	2.54	23.44	DanskeBnk	137.70	1.1	138.08	91.70	1.43	25.94	32.927	Marathon	0.39	-0.6	31.87	1.24	2.22	14.49	25.324	HkShy	39.88	-0.9	39.95	24.54	1.00	12.43	26.634				
.....	Airkfl	11.87	-0.11	1.14	7.74	8.44	2.54	23.44	DanskeBnk	137.70	1.1	138.08	91.70	1.43	25.94	32.927	Marathon	0.39	-0.6	31.87	1.24	2.22	14.49	25.324	HkShy	39.88	-0.9	39.95	24.54	1.00	12.43	26.634				
.....	Airkfl	11.87	-0.11	1.14	7.74	8.44	2.54	23.44	DanskeBnk	137.70	1.1	138.08	91.70	1.43	25.94	32.927	Marathon	0.39	-0.6	31.87	1.24	2.22	14.49	25.324	HkShy	39.88	-0.9	39.95	24.54	1.00	12.43	26.634				
.....	Airkfl	11.87	-0.11	1.14	7.74	8.44	2.54	23.44	DanskeBnk	137.70	1.1	138.08	91.70	1.43	25.94	32.927	Marathon	0.39	-0.6	31.87	1.24	2.22	14.49	25.324	HkShy	39.88	-0.9	39.95	24.54	1.00	12.43	26.634				
.....	Airkfl	11.87	-0.11	1.14	7.74	8.44	2.54	23.44	DanskeBnk	137.70	1.1	138.08	91.70	1.43	25.94	32.927	Marathon	0.39	-0.6	31.87	1.24	2.22	14.49	25.324	HkShy	39.88	-0.9	39.95	24.54	1.00	12.43	26.634				

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Notes	Price	Chg	52 week High	Low	Yld	P/E	Vol '000s	Notes	Price	Chg	52 week High	Low	Yld	P/E	Vol '000s																							
AdvnC Med†	112.50	-0.50	122	58.50	0.5	20.4	161	Londring†	92.75	+0.25	189.75	86	-	-325	ImmuPhar.	.57	-7.56	34.15	-	10	LonSec...†	£119.75	- £119.75	116.50	3.8	19.2	Telecommunications											
CareTech	239.50	-	247.50	159	2.9	5	5	OracleC	2.25	-	2.63	1.15	-	-586	ReNeuron	3.68	+0.08	4.30	2.02	-	366	Matchtec	.59250	-	625	27.5	30	18.5	4									
DeltekMed	14.50	-	18.90	12.75	-	-	96	PatagonC.	11	+0.13	18.25	7.50	-	-2,876	Sareum	0.63	+0.03	0.25	0.50	-	-4,616	NewmSec	1.55	-	1.85	1.25	2.1	2.8	380									
ImmunDag	575.50	-	590	256	0.5	21.3	7	RambMts	30.75	-	35.75	22.25	-	-0.1	376	SinclairSt.	31.50	-	34	23.50	-	-39	NormanBr.	37.50	-	50	36.50	-	3.4	0								
LombrdMT	196	-	250	161	-	-	0	Vernalis	35.25	-0.75	38	18.75	-	-1	7	ShantaGold	14.25	+0.50	22.75	8.88	-	-1,540	Optimal	425.25	+0.50	446.25	127	-	-192	Daisy Grp.†	180	-	207	101	3.1	-	15	
SphereMed	26ia	-	63.78	22.50	-	-	75	SierraRuf.	58.50	-0.50	71.50	46.88	-	-14.6	8	Conygar	173.50d	-	174.00	125	0.9	25.2	54	PermaCns	127.50d	-	131	62	2.0	15.9	Travel & Leisure							
Tristel	41.25	-1	51	19	1.0	-	75	SolGold	7.75	-0.13	15.13	1.02	-	-1,662	Stratex	3.88	-	5.74	3.88	-	-306	FitchKng	.36d	-	37	24	6.9	14.3	5									
House, Leisure & Pers Goods	Airea	14.75	-	15.50	8.60	3.7	15.4	InlandHns	45.75	-	50.50	23.50	0.6	16.4	247	Iredene	7.25	-	13.63	7.25	-	-	Regenesis	310	+9.50	36.50	175	0.8	29.4	424								
Basic Resource (Ex Mining)	Churchill	437.50	-	480	320	3.3	17.5	XtractRes.	0.25	-	0.39	0.11	-	-2,765	Renew...†	203.50d	+1.50	207	84	18	26.9	163	Celtic	74.25	-	79.50	50	-	-26.9	163								
CropperJ.	360	-	420	204	2.2	36.3	3	gamingrealms	22	-0.25	30	7.88	-	-	7	Shantagold	14.25	+0.50	22.75	8.88	-	-1,540	RedhallGp q	.50	+3	76.20	38.50	-	-231									
Chemicals	HavelockE	17.88	-	22.38	14.10	-	-	7	AlkneEng.	44.75	-	51	24.50	0.2	16.1	88	MarProp.	157	+0.50	160	111.50	-	-41.3	2,256	Regenesis	310	+9.50	36.50	175	0.8	29.4	424						
Scapa	126.50	-1.50	130	62	75	0.4	61.7	121	Mulberry	665.50	+10.14	59	643	0.8	23.8	4	MinLand.	233	-7	25	120	-	-1	163	PeelHts...	87	-	91.50	37	-	-	1						
Construction & Materials	Portmern.	730	-	745	520	3.1	16.5	16.5	AndesEngr	67.75	-	70	17	-	-50	LokNStor.	197.50	-	216.50	113	3.0	32	15	Restore...†	177	-	177.50	108	1.0	35.2	28							
AccsysTch†	18.54	+1.11	20.53	9.90	-	-	3.513	TelforHmrt	340.25	-6.25	390	195.0	19	22.9	201	Banhamas	3.60	-0.20	7.70	3.20	-	-483	Servoca	7.25	-	8.25	1.80	-	-1	163	SmartMtr	308.50	-	360	200	0.6	52.8	35
Aukett.....q	7.63	-	9.75	1.90	13	2.2	24	BostrHmrt	12	-2.75	9.01	-	-	-69	Songbird	184.75	-	187.50	135	-	-5.9	1,256	Utilityw...	279	-	310.275	89	0.9	37.2	115								
JamesHal...	313.13e	-2.13	343.75	235	4.0	21.2	124	WalkerGr.	174.50	-	178.50	82.50	0.9	24.7	208	TECH - HARDWARE	100	-	100	50	-	-	163	WYG...	100	-	100.50	119.50	69	-	20							
Electronic & Electrical Equip	Circle Oil	20.63	-	25.13	15.06	-	6.7	TaliesinPr.	£16.30	-0.05	£16.48	£13	-	-	3	PartarEx	1.13	-0.03	3.55	0.73	-	-573	TerraceH...	24.13	+0.13	35.75	16.55	-	-9.8	74								
Financial General	CloufarEx	1.13	-0.03	3.55	0.73	-	-	7	UnitchCP..	40	-	46	31.25	-	-6.5	7	Winkworth†	176	-	225.50	83.90	30	-19	163	Regenesis	310	+9.50	36.50	175	0.8	29.4	424						
Industrial Engineering	GEtech	104	+2	108	52.25	1.9	18.7	32	IQE	21.25	-0.75	37.85	18	-	-14.5	4,019	MinoanGp	9.75	-0.38	11.63	4.38	-	-383	PeelHts...	87	-	91.50	37	-	-	1							
Industrial General	GETECH	104	+2	108	52.25	1.9	18.7	32	Prezzo	151.50	-	250	157.75	-	-	163	TechnoCom	160.50	-2	160	50	3.7	158.50	181.1														
Financial General	API Group	74	-	80.50	49.60	0.9	11.8	53	GlobalPet.	6	+0.13	8.55	4.75	-	-653	TechnoCom	160.50	-2	160	50	3.7	158.50	181.1															
Powerlife	28.88	-	30.50	20.99	3.7	4	152	GmDrGas.	295	+5	358	187	-	-0	163	TechnoCom	160.50	-2	160	50	3.7	158.50	181.1															
BP Marsh.	132.50	-	148.50	115	0.9	7.9	223	Symphony	6.13	+0.13	9.38	3.32	-	-77	Gulflands	32.63	-	11.55	7.50	-	-148	TechnoCom	160.50	-2	160	50	3.7	158.50	181.1									
Brightsid	18.13	-	28.50	16.25	2.8	6.7	5	Gable...	76	+1.75	78.75	41.38	-	-16.3	362	KuifKeyt	155	-1.25	240.12	63.1	-	-2,639	TechnoCom	160.50	-2	160	50	3.7	158.50	181.1								
BrooksMac	£15.01	-0.02	£15.40	11.40	1.5	22.8	49	KBC Adv.	110.50	-	129.50	60	-	-30.2	165	KeaPetro	1	-0.08	11.50	1	-	-3,843	TechnoCom	160.50	-2	160	50	3.7	158.50	181.1								
CaptMgt	261	-	262.50	32.50	-	1.4	-	Media	Max	1.47	-0.05	4.85	1.35	-	-2,063	Max	1.47	-0.05	4.85	1.35	-	-892	TechnoCom	160.50	-2	160	50	3.7	158.50	181.1								
Charlemgr†	19	+0.25	19	9.58	8.40	3.45	424	Avesco	107.50	+0.50	125	90.26	4.7	-	163	GeCap	175.00	+0.50	115.50	65	-	-12,450	TechnoCom	160.50	-2	160	50	3.7	158.50	181.1								
EastWestRs	11.25	-	14	10.50	-17	4.6	23	ImpaxGp	125.00	+0.50	134	9.88	-	-131	TechnoCom	160.50	-2	160	50	3.7	158.50	181.1																
ImpaxGp	55d																																					



**Gene
Frieda**
INSIGHT

Chances high of an exodus from emerging markets

The risks posed by emerging markets relate less to their own vulnerabilities than to deficiencies in the global financial architecture. Financial intermediation mismatches, volatility mispricing and co-ordination failure threaten a train wreck in emerging markets and an atypically spillover to the weakest developed economies.

Thus far, the most extreme asset market weakness has been concentrated in a few countries. Public debt levels generally remain low, as does external indebtedness. Flexible exchange rates and large foreign reserve cushions are serving their traditional buffering role, thereby limiting the more egregious effects of capital flow reversals. And gross domestic product growth, while weaker than in the immediate post-crisis years, is hardly disastrous.

Then why are the emerging markets suddenly under pressure, with interest rates rising sharply, and why have developed country asset markets started to express concern?

Driven down to unprecedented levels during the past five years, real interest rates need to

rise substantially across the emerging markets.

During the period preceding the 2008 global financial crisis, foreign capital inflows reached 15 per cent of GDP for the median emerging market country, and remained sizeable after the launch of the US Federal Reserve's quantitative easing programme. Real interest rates in many emerging markets fell sharply, often to negative levels. In response, private credit growth boomed, and only after real interest rates normalise will it be clear how much credit turns into bad debt.

On its own, the above story points to an overdue adjustment rather than a crisis. Instead, the global risks relate to two systemic policy challenges posed by the reversal in capital flows to emerging markets.

First, current low levels of volatility mask the degree of potential "risk". As exchange and interest rate volatility fell during the 2000s, capital flows well exceeded emerging market GDP growth. Financing constraints eased, and whereas previously a 3 per cent of GDP current account deficit was considered the upper limit of "safe", a number of countries could now run 5-10 per cent of GDP current account deficits with relative ease.

Volatility should rise, and potentially overshoot, as the US exits its unconventional monetary policies. Rising volatility across global markets forces a reduction in emerging market asset holdings for a given value-at-risk constraint, and this is exacerbated as diversification benefits across countries disappear. In current circumstances, such a trigger could reveal a second problem: a systemic liquidity mismatch. Market prices could plummet and interest rates rise as investors flee emerging markets without the traditional buffering role played by bank dealers, whose market-making

capacity has been hollowed out by the regulatory response to the 2008 financial crisis.

Relative to past cycles, capital flows over the past decade were larger and concentrated in local currency debt. Non-resident holdings of local currency emerging market debt surpassed \$2.5tn in 2013, up from \$637bn in 2008. While emerging market governments benefit from borrowing in local currency, foreigners now carry unprecedented risk exposure. In past emerging market crises they bore only the credit risk on foreign currency denominated debt. Now they bear currency and convertibility risk, together with a large degree of interest rate duration risk.

The disparity between the mountain of assets invested in less liquid emerging markets and risk-averse financial intermediaries will lead to periods of illiquidity, where investors encounter difficulties in liquidating positions, and contagion, where they are forced to sell more liquid assets in unrelated markets.

Taken together, one can spot elements of the 1987 Wall Street crash, the 1998 Asian-Russian crisis and the 2008 financial crisis in today's financial market landscape. Concentrated common lenders, together with mispriced volatility, correlation and liquidity risk create contagion risk within and beyond the emerging markets. They influence the extent to which real interest rates will need to adjust, the potential credit losses associated with the rate adjustment and the distribution of losses.

It is in no one's interest that creditors beat a hasty retreat or that debtors (or indeed asset managers) impose controls to prevent that retreat. Because the potential fallout is more of a market risk than a fundamental macro risk for developed economies, the odds of pre-emptive co-ordination by major central banks or the IMF are reduced.

Emerging market countries and investors alike face a potential prisoner's dilemma: co-operation is optimal, but with no framework for co-ordinating an orderly reversal of capital flows, the chances of an exodus are high.

Gene Frieda is a global strategist for Moore Europe Capital Management

MARKETS & INVESTING

Investors return to US muni bonds

CAPITAL MARKETS

End of post-Detroit redemption wave

Surge follows worst year in two decades

By Vivianne Rodrigues
in New York

Just seven months after the biggest municipal bankruptcy in US history, investors are back for more.

The \$4tn US municipal bond market has become one of the best performing asset classes so far this year, reversing a wave of redemptions in the wake of

Detroit's \$18.5bn bankruptcy last July.

The surge in the muni market follows its worst year in almost two decades, when investors were also rattled by the prospect of tight monetary policy and fears over the finances of Puerto Rico – one of the largest issuers in the muni market with \$70bn of debt.

Investors have been tempted back by the generous tax breaks offered by muni bonds and low prices, while a rout in emerging markets has boosted their relative safety.

"In spite of all the problems of 2013, munis remain as one of the highest qual-

ity fixed-income products out there and their price levels now, after being beaten down, are very attractive," said Stephen Winterstein, chief strategist for municipal fixed income at Wilmington Trust Investment Advisors.

"People are coming back and trying to forget one of the worst years we've seen in the muni market in a long time."

After months of withdrawals, the tide has shifted in the past couple of weeks, helping push muni bond prices higher. Returns on the bonds are outpacing those of every fixed-income group in the US.

Munis have returned 2.2 per cent so far this year, according to Barclays, ahead of the broad US Treasuries index which has delivered 1.2 per cent. That compares with gains of 1.8 per cent for investment-grade corporate debt and 1.3 per cent for junk bonds.

Returns on some subsets

of the categories, such as inflation-protected securities and long-term Treasuries, which have returned about 5 per cent, are higher, but munis are in the lead among the broad areas of the fixed-income market.

The biggest pull to the securities is coming from their tax advantages. Most investors in muni bonds are wealthy individuals seeking long-term streams of income and tax breaks.

"With tax season approaching and people beginning to write checks to the government, they are reminded of some of the advantages investing in munis can provide, in par-

ticular for the high-income taxpayer," said Mr Winterstein.

Municipal bonds have also benefited from gains in Treasuries this year amid a rout in emerging markets, which drove yields lower. Average yields on AAA-rated muni bonds maturing in 30 years have fallen 26 basis points since the start of the year to trade at 3.84 per cent this week, said Thomson Reuters MMD.

Proceedings on Detroit's bankruptcy are under way and Puerto Rico is considering a return to capital debt markets in coming weeks, easing concerns about its liquidity.

Strong euro weighs on European earnings

News analysis

Patchy recovery on show in reporting season as profits please but revenues disappoint, writes Andrew Bolger

Investors are running from emerging market volatility to the relative calm of European stocks. Is this a good move? Corporate results are sending out mixed signals on the health of the private sector.

The European corporate reporting season, which analysts hoped would bring strong signs of recovery, has shown that of the 100 companies in the Stoxx Europe 600 index to have so far delivered results for the final quarter of last year, 53 per cent have reported earnings above analysts' expectations, according to Thomson Reuters.

This is significantly higher than the long-term average of 47 per cent, and the 46 per cent average over the previous four quarters.

But so far only 47 per cent have reported revenues above expectations, compared with the long-term average of 55 per cent and the average during the previous four quarters of 48 per cent.

This "good news, bad news" combination is reflected within individual results, with even some of the most upbeat companies stressing the patchiness of trading and expressing concerns about their exposure to emerging markets and uncertainty about the outlook for China.

Banco Santander, which

Strategists at JPMorgan Cazenove point out that even the higher level of European companies beating earnings expectations compares poorly with the US, where 75 per cent of companies have exceeded earnings estimates.

But they add: "This is partly due to the fact that many European corporates do not tend to pre-report, which increases the likelihood of earnings disappointment. Also, current weak pricing power and rising foreign exchange volatility have been hurting earnings."

Much of the sales shortfall by European companies can be explained by the strength of the euro, particularly against volatile EM currencies.

But assuming the euro remains flat during the first half of 2014 – as Deutsche Bank expects – its analysts predict that pressure from the currency should ease significantly over the coming quarters.

The JPMorgan Cazenove analysts also welcomed the news that activity in the eurozone's economy rose at the fastest pace for two-and-a-half years in January, according to a poll of purchasing managers.

The composite purchasing managers' index (PMI), a closely watched gauge of momentum compiled by Markit, rose to 52.9 last month.

Despite these positive macroeconomic signals, it is not difficult to find caveats, even in the results of the 19 companies that the JPMorgan Cazenove analysts highlighted as reporting improving activity in the eurozone.

Banco Santander, which



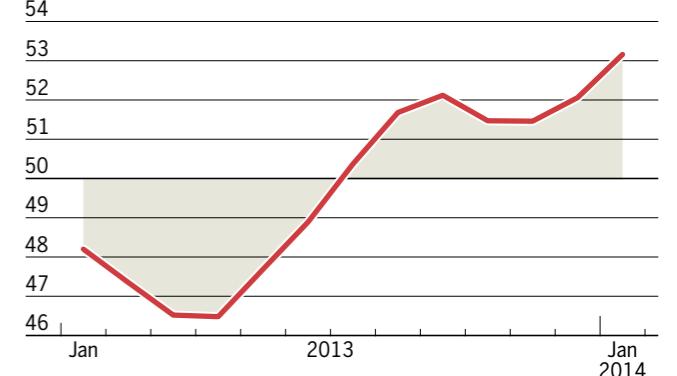
Steelmaking at an ArcelorMittal plant. The group expects higher profits following a pick-up in European demand

Stoxx 600: Q4 2013 earnings scoreboard

Sector	Above (%)	Match (%)	Below (%)	Reported
Basic materials	71	0	29	7
Consumer cyclicals	64	0	36	11
Consumer non-cyclicals	40	20	40	5
Energy	78	0	22	9
Financials	56	17	28	18
Healthcare	42	17	42	12
Industrials	33	17	56	18
Technology	50	8	42	12
Telecommunications	57	0	43	7
Utilities	100	0	0	1
Stoxx 600	53	9	38	100

Eurozone business conditions

Composite Purchasing Managers' index (above 50 = expansion)



Sources: Thomson Reuters; Markit

reported a 90 per cent increase in net profit for the past year, said: "We have more stable markets with a sharp reduction in risk premium in European periphery countries."

But more than half the profits of Spain's biggest bank came from emerging markets such as Latin America and Poland, and analysts expressed concern that recent weakness in Brazil could spread to the rest of Latin America.

Akzo Nobel, the Dutch chemicals company that owns the Dulux paint brand, said it would continue to focus on cutting costs after its chief executive warned over the

"fragility" of Europe's economic recovery.

Akzo said it had witnessed "some positive developments in Spain, less so in Italy, but even some stabilising developments in places like Greece. So overall, the periphery has found itself at the bottom or has actually been starting to grow out of the bottom."

ArcelorMittal, the world's largest steelmaker by sales, has forecast higher profits for the year ahead, driven by the pick-up in European demand. The Luxembourg-based group said it had now completed its cost optimisation efforts in western Europe, where it had carried out substantial

restructuring in Belgium and France in recent years.

While reporting improving performance in western Europe, Diageo, the world's biggest spirits maker, said the Chinese government's high-profile crackdown on conspicuous consumption had caused it to report a 23 per cent drop in first-half sales in the country.

The Stoxx 600 index rose for the sixth consecutive day yesterday to 331.61 and has now gained 4.4 per cent since February 4. But it still remains 1.3 per cent below the six-year high it reached on January 22, before last month's correction.

Emmanuel Cau, an equity strategist with JPMorgan

Cazenove, says the results so far are not great compared with America, but this is partly because a flurry of US profit warnings in December had lowered expectations on Wall Street.

"European companies are citing problems – such as currency and their exposure to emerging markets – but Europe is not seen as a disappointment any more," he says.

The current earnings season is underpinning hopes of gradual recovery in the eurozone. But the overseas exposure of European companies means they are by no means immune to the troubles of the emerging markets.

Bitcoin doubts grow after more attacks on exchanges

CURRENCIES

By Delphine Strauss

Hacking attacks have forced two leading Bitcoin exchanges to halt withdrawals, in a development that will further damage the prospects of mainstream acceptance for the virtual currency.

Bitstamp, based in Slovenia, said it had suspended withdrawals after a denial of service attack – when a site is disabled by a flood of information requests.

Bulgaria's BTC-e warned users there could be delays in crediting them after transactions following a similar attack.

The problems emerged a day after Mt Gox, one of the first companies to offer Bitcoin trading, suspended withdrawals because of a software bug that it said could affect "all transactions where Bitcoins are being sent to a third party".

The Bitcoin Foundation, which promotes the virtual currency, played down the issue at the time, saying the problem lay primarily with Mt Gox's procedures and software.

According to Danny Bradbury on the CoinDesk website, it is also possible to launch "transaction malleability attacks on multiple exchanges at once" – in a concerted attack".

Supporters of Bitcoin say this is simply an issue that exchanges will have to manage by adapting how they confirm transactions.

Gavin Andresen, chief scientist for the Bitcoin Foundation, said core developers were working with the exchanges.

Bitstamp underlined that "no funds have been lost and no funds are at risk", even though many users would be unable to withdraw money temporarily.

The shutdown will further damage perceptions of Bitcoin, as regulators step up their scrutiny, showing as it does the fragility of its infrastructure. "The choice of a reliable exchange remains the largest obstacle for Bitcoin buyers," wrote analysts at Commerzbank.

SecondMarket, a New York trading platform, took the opportunity of Mt Gox's shutdown to announce a pilot in Bitcoin market-making.

In addition to manufacturers of copper products, copper importers include property developers and other credit-starved industries

around that time, which kept demand low.

Iron ore imports reached a record 86.8m tonnes, an 18 per cent rise on the previous month, as producers in Australia and Brazil pushed more of the steelmaking commodity into China.

Australian miners, including BHP Billiton and Rio T

Equities find support from China data and Yellen speech

GLOBAL OVERVIEW

US debt limit vote bolsters confidence

Pound jumps amid rate rise speculation

By Dave Shattock

Better news from China and a lingering afterglow from Janet Yellen's market-friendly testimony to Congress provided a positive backdrop as global stocks advanced for a sixth successive session.

The mood was also helped by news that the markets would not have to face another confidence-sapping bout of debt ceiling brinkmanship in Washington – for the time being at least.

At the close of trading in New York, the FTSE All-World equity index was up 0.3 per cent, although signs of fatigue did emerge on Wall Street as the S&P 500 gave back an initial rise to close fractionally lower.

In Europe, the FTSE Eurofirst 300 rose 0.7 per cent and the Nikkei 225 in Tokyo was up 0.6 per cent.

The S&P has rallied more than 4 per cent from a three-month low struck in early February, as worries about global growth and emerging markets faded.

Jim Reid, a strategist at Deutsche Bank, noted that stocks had risen strongly through three major macro events in the past few days – the European Central Bank's policy meeting, the US employment report, and the testimony to Congress by Ms Yellen, the new Federal Reserve chairwoman.

"There's no stressing the market at the moment," Mr Reid said. "First we had a less-dovish [Mario] Draghi than expected, then a weak payroll report, and now a Yellen testimony that to

most people appeared 'on message'.

"All three could have been spun a different way market-wise, so the rally seems to have been independent of these events' contents but more to do with positioning going into them. Nevertheless, risk assets have been on a roll during the past week, and it seems that memories of January's wobbles are quickly fading."

More encouragement came yesterday from Chinese data that showed much stronger than expected growth in both exports and imports last month, driving the country's trade surplus to one of the largest on record.

Some analysts, however, sounded a note of caution.

"At face value, these figures are strongly positive signals of overseas demand," said Mark Williams at Capital Economics.

"But the scale of the acceleration is much greater than we would expect given the gradual warming of economic conditions under way in key export markets. What's more, we have not seen a similar surge from other Asian exporters. The best explanation remains seasonal volatility around Chinese new year."

Nevertheless, news that China's copper imports had soared to a record helped push the price of the commodity up 1.1 per cent in London to \$7,150 a tonne.

In Washington, meanwhile, the House of Representatives passed legislation suspending the debt ceiling until March 2015 – and analysts said it was merely a formality that the Senate would pass the bill.

"That means that US budget policy has become predictable again until the autumn," said Ulrich

When equity benchmarks hit their recent lows on February 4, it meant the world market capitalisation, as calculated by Bloomberg, had shrunk by \$3tn since the start of the year.

The sharp fall in Tokyo saw \$405bn wiped off Japanese stocks alone.

Such a large and swift reduction in market cap may not only reflect concerns about economic prospects, but some think it can have demand implications of its own as investors/consumers react to the wealth destruction.

So does the early-2014 wobble bode ill for global growth?

Probably not, says



Weakness in the US economy is jangling nerves. Credit Suisse says this has led to an indiscriminate emerging markets sell-off – but that the situation is far short of a crisis

Trading post Jamie Chisholm

When equity benchmarks hit their recent lows on February 4, it meant the world market capitalisation, as calculated by Bloomberg, had shrunk by \$3tn since the start of the year.

Andrew Kenningham at Capital Economics.

First, he notes that "in those countries which have been most affected by the sell-off, such as Japan, household consumption is

US total equity market capitalisation (\$tn)



Source: Bloomberg

relatively insensitive to changes in equity prices".

Second, perspective is required. The US market cap on February 4 was still \$3.4tn more than a year earlier, according to Trading Post's own calculations. So, many investors would still be feeling pretty good about things.

"Finally, property prices are now rising in most countries and this is likely to have a greater impact on household consumption than changes in equity prices," concludes Mr Kenningham.

jamie.chisholm@ft.com
Rolling global overview at: www.ft.com/markets

Gold's rally ended. It slid \$2 to \$1,289 an ounce.

LSE shares hit six-year high on talk of job cuts at LCH.Clearnet



Bryce Elder
On London

Talk of job cuts helped the London Stock Exchange edge to a six-year high yesterday.

Speculation centred on LCH.Clearnet, the clearing house in which LSE owns a controlling stake, and which has three times the costs and more than seven times the headcount of peers, according to Morgan Stanley.

With LCH recently bringing in a new chief executive, LSE's full-year results in May would be an opportunity to boost savings targets, Morgan Stanley said in an overnight note. It forecast that LSE would cut about £40m of costs from LCH, more than twice the current guidance.

The broker's overnight note set a £22.80 target on LSE, which rose 0.1 per cent to £19.40. The stock has climbed 48 per cent in the past 12 months as IntercontinentalExchange's acquisition of NYSE spurred hopes of sector

consolidation.

The wider market lacked a trend, leaving the FTSE 100 up 2.3 points at 6,675.03.

Tullow Oil slid 6.3 per cent to 792.5p after its Fregate well off Mauritania, drilled at an estimated cost of more than \$200m, found a reservoir too small to be commercial.

Tullow had added 5.8 per cent last week on a combination of seemingly spurious takeover speculation and optimism about the well.

Burberry faded 0.7 per cent to £15.05 after Prada's full-year sales disappointed, though this was in part the result of temporary store closures in Hong Kong.

A distributor of coffee cups and plastic bags,

Bunzl, took on 1.9 per cent to £14.18 after Merrill Lynch added it to its "buy" list. Investors had underestimated the value Bunzl could create from mergers and acquisitions.

"Bunzl is an acquisition roll-up story with a 10 year-plus track record of consistent value creation," the broker said. "M&A typically accounts for two-thirds of growth yet is not reflected in sell-side estimates (including ours) until deals are announced."

SABMiller ended little changed at £27.82, but will be in focus today after Goldman Sachs added the brewer to its "conviction buy" list overnight. It estimated that SAB could spend \$45bn on acquisitions before the end of the decade, as well as being a target itself. "We

expect M&A to be an increasing feature in 2014, and we continue to view SABMiller as the most attractive strategic asset in global brewing, owing to its strong competitive positioning, its lack of blocking shareholders and its attractive valuation."

African Barrick Gold climbed 5 per cent to 252p after positive 2014 production and cost

guidance eclipsed mixed annual results from the miner. "While we see guidance as achievable, it appears to require virtually no slip-ups, grade drops or cash cost escalation," said GMP Securities.

"New management have had an admirable first two quarters, but this is Africa, so we think it could be tough to meet."

A Panmure Gordon upgrade to "buy" lifted Kenmare Resources, up 3.2 per cent to 15.9p.

Capital expenditure was winding down and an imminent debt

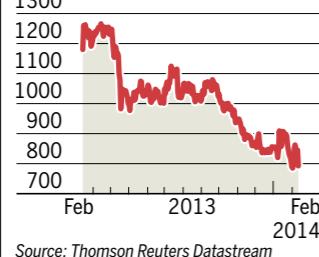
restructuring could reinforce the titanium

miner's balance sheet, Panmure said.

Telitec lost 9.6 per cent to 660p after the datacentre operator delivered weaker than expected full-year earnings and cut 2014 sales guidance.

Tullow Oil

Share price (pence)



Source: Thomson Reuters Datastream

Key indicators

Indices	Close	Day's change
FTSE 100	6675.0	+2.3
FTSE 250	16079.2	+0.9
FTSE 350	3645.1	+1.1
FTSE All Share	3583.99	+1.49
FTSE All Share yield	3.30	3.30
FTSE 100 Fut Mar	6631.5	+15.5
10 yr Gilt Yield	2.83	0.09
20yr Gilt All-Share Ratio	1.04	0.02

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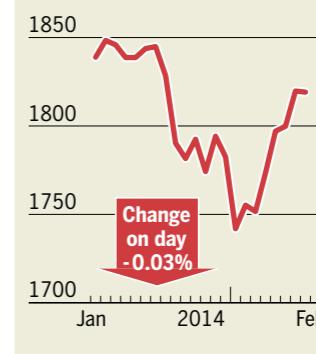
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Markets update

S&P 500 index



US equities

Wall Street showed signs of fatigue after four straight days of gains for the S&P 500, although the underlying mood remained positive. Procter & Gamble was a major faller after it cut its sales and earnings outlooks for the year

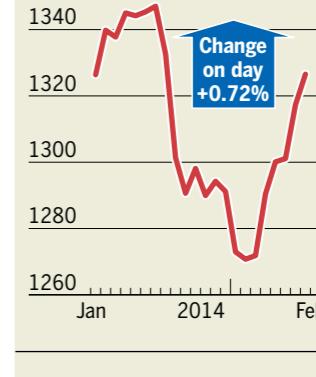
FTSE 100 index



UK equities

Gains for mining stocks helped the FTSE 100 inch up to a three-week high, as the sector benefited from rising metal prices in the wake of strong Chinese trade data. Rio Tinto rose 1.4 per cent and Glencore Xstrata added 1.3 per cent

Eurofirst 300 index



European equities

The Eurofirst 300 continued to recover the steep fall seen in late January, with banking stocks leading the way. Société Générale rose 4.7 per cent after pledging to raise its dividend while ING added 3.6 per cent as its results beat forecasts

Nikkei 225 Average



Thursday February 13 2014

Emerging markets pay the price for ETFs' liquidity



John Authers
SMART MONEY

Are exchange traded funds the best way to invest in emerging market equities?

Last week I argued that the structure of ETFs had contributed significantly to the scale of the recent sell-off and was helping to make the sector more volatile. This prompted some scathing responses.

One of the two main counter-arguments was that other macro factors were more important to the sell-off – which is true, but still avoids the issue of whether ETFs have accelerated volatility. The second complaint is that ETFs are far cheaper in terms of the fees they charge than alternative open-ended or closed-end funds. This is also undeniably true.

So let me address these. First, ETFs now dominate flows in and out of emerging

markets, and the money held in them is plainly flightier than money held in other instruments. According to Strategic Insight Simfund, since the beginning of 2009 there have been six separate quarters in which emerging market ETFs have suffered net outflows. There have been no such quarters for actively managed funds in the sector.

While it is true that ETF investors are responding to fundamental factors when they make buying and selling decisions, the money they hold is plainly impatient. This is not surprising, as a key advantage of ETFs is that they are liquid. At the margin, this money helps to accelerate boom-and-bust cycles in emerging asset markets – and this in itself may not help their plans to grow.

Cost matters

For investors, though, the issue of fees should be critical. Arguably, the case for index investing rests on low fees – future performance is unknown, but fees can be guaranteed to eat into returns. All other things equal, therefore, investors

should opt for the lower-cost vehicle.

Jack Bogle, the founder of Vanguard and generally regarded as the godfather of index investing, suggests that the case rests on the CMH, or Cost Matters Hypothesis. Normally, he is right about this. But if a market is inefficient, it is easier to outperform an index, even after fees. And that is happening to ETFs in emerging markets. Compared with the developed world, they find it far harder to match their benchmark indices, while active funds find it far easier to beat them. There are reasons for this, and they are reducing over time. But they weaken the case for passive investing in emerging markets.

Why do active managers fare so well? Their fees should be an insuperable disadvantage as ETFs are virtually costless for those who already have a brokerage account. Active managers need to cover the considerable cost of attempting to pick stocks in far-flung corners of the world.

And yet in emerging markets, even after fees, active funds tend to be better. According to Morningstar, while the iShares EM ETF has dropped 10.88 per

cent over the past year, the average active diversified EM fund shed only 7.5 per cent. It appears there really are bargains to be found in EM, and that active investors find them.

Liquidity premium

What is going on? One argument is that the two percentage points of underperformance with ETFs represent the premium for their liquidity. You can always get out in a hurry, which is not true for some direct investments.

As further evidence, note that hedge funds – which force investors to tie up their money for long periods – perform well in emerging markets. According to EurekaHedge, Latin America specialist hedge funds gained 1.83 per cent last year, while the MSCI Latin America index fell 15.59 per cent.

Another perverse effect of ETFs' search for liquidity is that in emerging markets it is the most liquid stocks that tend to be the most volatile. Robert Holderith, founder of Emerging Global Advisors, points out that Brazil, Russia, India and

China are four of the five most volatile markets in the EM universe. A "Beyond Brics" index that excludes them (along with South Korea and Taiwan) has a standard deviation of 14.7 percentage points, compared with 19.3 percentage points for the main MSCI EM index.

Why could this be? It may well be because ETFs congregate in the large stocks that are the most liquid, and move in and out frequently; less liquid stocks are traded less regularly in consequence, and hence give investors a less bumpy ride.

Many of these problems can be addressed without jettisoning the ETF structure altogether. ETFs aimed at specific sectors or following particular styles or strategies – far less common than in developed markets – would help address the problem, and are beginning to take off. As emerging markets grow more efficient, some of these issues will fade, and ETFs' cost advantages will grow stronger.

For now it appears that investors, and arguably the emerging markets themselves, are paying a price for ETFs' liquidity.

john.authers@ft.com

Supply cuts light up uranium prospects

News analysis

After three years of gloom for miners of the metal, the spot price may have found a floor, writes Xan Rice

Nearly three years after the Fukushima nuclear accident in Japan, the tremors continue to reverberate through the uranium industry.

Last week Paladin Energy mothballed its Kayelekera mine in Malawi, which has been responsible for about 2 per cent of global supply.

The low price for "yellow-cake" – semi-processed uranium ore – was "unsustainable", the Australian group said, and numerous other uranium mines were losing money.

Then Cameco, the world's third-largest producer of the radioactive metal, followed with more bad news. The Canadian company is scaling down its target of increasing production more than 50 per cent by 2018, citing oversupply and uncertainty in the industry.

"It's a depressed market at the moment," says Stefan Ljubisavljevic, an analyst at Macquarie. "Demand growth is very sluggish and inventories are high."

The miners' gloom is understandable. In 2007 the spot price of uranium rocketed to \$152 a pound. It fell just as quickly during the financial crisis, but then recovered to \$72 in early 2011.

At that time nuclear power was seen by governments, from Europe to Asia, as a crucial component of

the carbon-free energy that would fuel the future.

But then the earthquake and tsunami in Japan led to the meltdown of Tokyo Electric Power's Fukushima nuclear power plant.

It has been downhill ever since. Last year the spot price tumbled 21 per cent. At \$35.75 it hovers close to eight-year lows.

Nicolas Carter, senior vice-president at Ux Consulting Company, a uranium specialist, reckons that costs for close to half of global production are above the current price.

Goldman Sachs and Deutsche Bank, which have uranium trading desks and large stockpiles of the material in warehouses, are getting out of the business.

The oversupply can be traced to Fukushima. After the accident Japan shut all 50 of its reactors – 13 per cent of the world's total at the time. Japanese utilities had three years of uranium stocks, and have since added a further two years of supplies under contractual obligations.

US and European energy companies have two years and three years of supplies respectively.

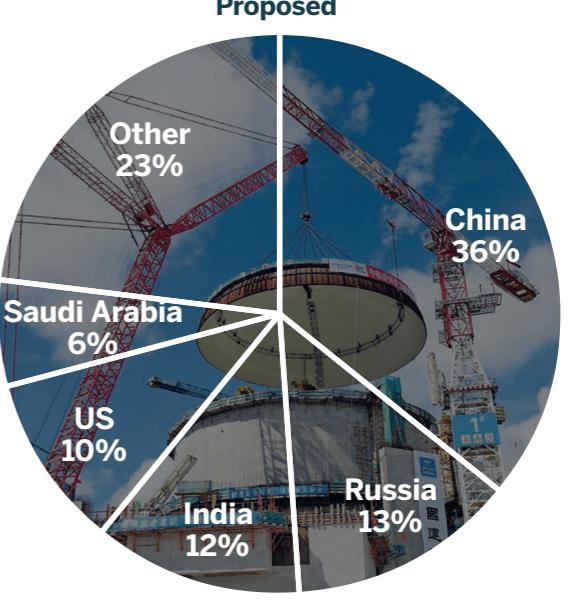
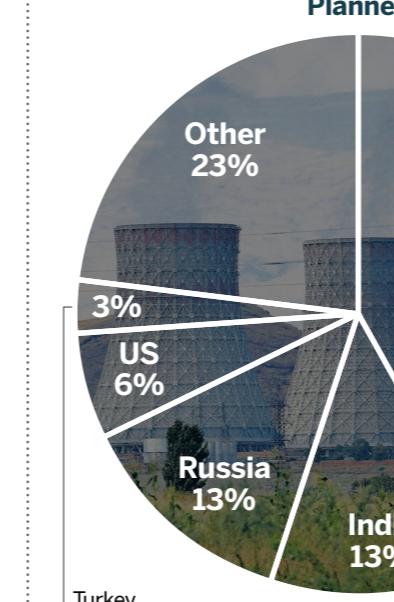
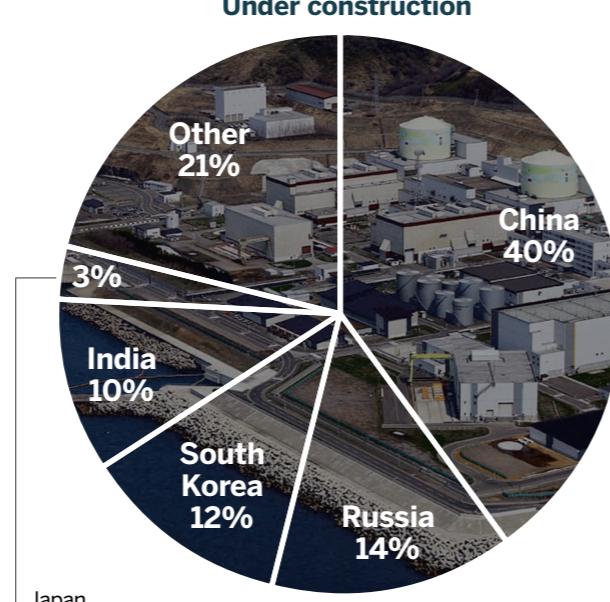
Meanwhile, production has been increasing, led by Kazakhstan, which accounts for 38 per cent of global production. Canada and Australia are the next two largest producers.

However, with supply being curtailed, the prospects for uranium may be improving.

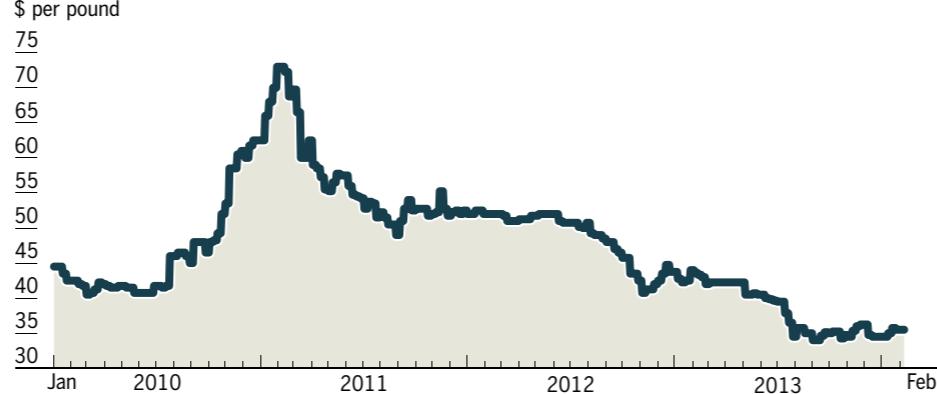
In a recent report Morgan Stanley says the Paladin and Cameco cutbacks – when added to output reductions by other mining groups – are big enough to start rebalancing the market, and that the spot price

Radiating promise

Nuclear plants % of total



Uranium price \$ per pound



of uranium may have "found a floor".

Much depends on two countries, however. The first is Japan. After heated debate and rigorous safety inspections, the first of its nuclear reactors are expected to restart during 2014.

At the start of the year analysts were expecting about 10 plants to reopen. But there have been more delays and Mr Carter forecasts that only five or six reactors will start up in that timeframe.

While Japanese utilities

Having Japan back online will improve the market perception and demand'

have no need to buy uranium soon because of their stockpiles, a resumption of nuclear power in the country should give the industry a big boost.

"Having Japan back online will improve the market perception and demand," Mr Carter says.

The other crucial country is China, which has 15 nuclear reactors and is trying to tackle a huge pollution problem by moving to cleaner energy sources.

Of the 71 nuclear reactors under construction globally, 28 are in China, according to the World Nuclear Association.

Three other countries are expected to drive nuclear growth: Russia, India, and South Korea.

For the biggest miners, which also include Kazatomprom of Kazakhstan, France's Areva, and ARMZ Uranium One of Russia, the

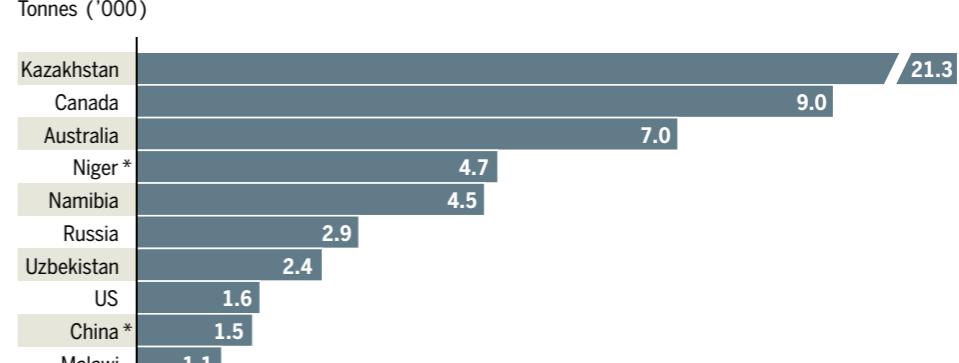
important question is how long prices will take to recover. Energy Resources, an Australian uranium miner controlled by Rio Tinto, said in January that prices might start to rebound only in 2015 or 2016. Beyond that, things look rosier.

Credit Suisse reckons prospects for rising prices during the next three to five years are "very promising". In a report it forecast an average price of \$55 in 2015 and \$70 by 2017.

From 2020 on, the bank says there could be "significant and growing deficits", which could drive up prices further.

Many industry watchers agree. As people in the industry point out, there are 557 nuclear reactors either under construction, planned or proposed globally – more than there were before Fukushima.

Uranium mining production, 2012 Tonnes ('000)



FT graphic * Estimates

Watchdogs reach deal on OTC derivatives rules

CAPITAL MARKETS

By Philip Stafford in London and Gina Chon in Washington

US and European regulators have reached an agreement over the policing of the \$700tn over-the-counter derivatives market – bowing to banks' concerns that their conflicting rules could fragment global trading and push up costs.

Under a deal agreed yesterday, European-approved platforms that trade derivatives will now be exempt from US trading rules until equivalent European rules come into force in about three years. US banks trading on these venues will also be exempt.

Officials hope that the deal will avert a spat

between the two trading blocs that market participants had warned could split the financial markets, by making dealers choose between differing trading jurisdictions.

The deal, which has been agreed by the European Commission and the Commodity Futures Trading Commission, the US derivatives regulator, comes as both bodies prepare to tighten oversight of the vast but opaque off-exchange market, which was blamed for amplifying the financial crisis in 2008.

Tensions over the impact of US and European legislation emerged publicly last year – in spite of a much-hyped agreement to jointly oversee the transatlantic derivatives market in

July, known as the Common Path Forward.

Last December, a ruling by the CFTC in effect meant that foreign companies, including those in Europe, had to use CFTC

Regulators can and should ensure that their respective rules interact with each other'

Michel Barnier

rules for most aspects of clearing, trading and data reporting.

However, the departure in early January of Gary Gensler – the CFTC chairman who was a key driver behind the US regulator's

aggressive stance – has been followed by a more conciliatory approach from the CFTC. In recent weeks, acting chairman Mark Wetjen has met several top-level European counterparts to discuss ways regulators could better work together.

At the same time, Europe has made progress by finalising a political agreement for MiFid, its flagship markets legislation. Under yesterday's agreement, EU trading platforms will be exempt from CFTC rules until MiFid comes into force, probably at the end of 2016.

"As G20 commitments move from words to action, regulators can and should work together to ensure that their respective rules interact with each other in

the most effective and efficient fashion," said Michel Barnier, European commissioner for financial services.

"This needs to be done without creating regulatory overlaps or loopholes this creating a global level playing field for operators."

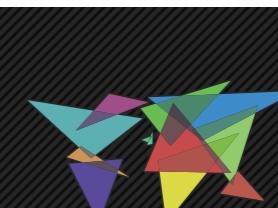
The agreement comes as both sides introduce the latest stages of the G20 agreement. Next week, the US will begin mandatory trading of swaps on transparent trading venues.

Europe is further behind in the reform process but yesterday began requiring all banks, corporations and investors trading in Europe to report more details of their derivatives trades to authorities.

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Lionel Barber, Editor of the Financial Times, will chair the Summit which has already confirmed the participation of the following senior speakers:

Patricia Woertzel, Chairman and CEO, Archer Daniels Midland Co

Mark

The EU's in-demand professionals

In the second article in a series on jobs and immigration, **Virginia Marsh** looks at the impact of highly skilled people from eastern Europe

Sir James Dyson made headlines last month when he announced his household appliances group would create 3,000 science and engineering jobs in the UK by 2020 as part of a £250m investment plan.

But while the jobs will be in Britain, the group says it will have to cast its net widely to fill them. It estimates an annual shortfall of 61,000 engineers in the UK. In the main, other European countries will plug Dyson's gaps.

In the past decade, such skills shortages in the UK and elsewhere have opened the door to professional and other highly educated migrants from the EU's new members in the former communist bloc.

It is widely reported that the great majority of immigrants from the EU's new members are semi-skilled or unskilled. What is less noticed is the small but significant flow from the region of highly skilled people, in par-

ticular in engineering, IT, medicine and accountancy.

UK Labour Force Survey figures covering 2004-2012 estimate that about 10 per cent of arrivals from the first eight countries in the region to join the EU in 2004 – the so-called EU8 – work as managers or directors, business or public service professionals, and scientists or engineers.

There is also a flow of sought-after skills – notably doctors – from newer, and significantly poorer, members Romania and Bulgaria, known as EU2 countries. While final labour restrictions on these countries were lifted, to much consternation, in January, well-educated and self-employed EU2 nationals have been allowed to work in the UK since the countries' accession in 2007.

Serious analysis of migration to and from the UK, however, is hampered by the lack of reliable statistics. New national insurance registrations, for example, provide one of the main tools for measuring immigration, but they do not capture the extent of temporary workers.

What seems clear, however, is that in many sectors, the Conservative-led coalition's clampdown on immigration favours jobseekers from within Europe over those from elsewhere.

This is the case in medicine, one of



Meeting a need: a medical congress at Warsaw university Tomasz Bidermann/Dreamstime

the few sectors that can be measured accurately because doctors must register with the General Medical Council, the body that oversees the profession.

The GMC says UK immigration restrictions explain, in part, a sharp fall in the proportion of medical graduates from outside the UK or the rest of Europe working in the UK – from one in seven in 2007 to one in 20 in 2012.

The change is also due to the dramatic increase in the numbers of doc-

tors from the EU10: accession led to automatic recognition of the qualifications of the vast majority of the region's doctors. There were almost 9,000 registrations in the UK from the EU10 region between 2004 and 2013, compared with the 8,000 medical graduates the UK produces each year. In the case of Romania and Bulgaria, the numbers registering rose nearly eightfold and sixfold respectively during that period.

Doctors are among the migrants most likely to settle permanently. Like others from the EU10, many are prepared to work at a lower level than previously to get a foot on the jobs ladder, a benefit to their employers. More broadly, the European Commission estimates that, on average, about 30 per cent of EU10 mobile workers were working below their qualifications in 2012.

Adriana (not her real name) is one such migrant. A Romanian psychiatrist now working in London at consultant level, she entered the National Health Service as a registrar earning more than eight times her previous salary. She intends to stay in the UK, not only for financial reasons but also because the medical infrastructure is markedly better and the status of doctors higher, she says.

John Springford of the Centre for European Reform, the pro-European think-tank, says in a 2013 paper on EU immigration that the UK looks to be following the US example, where skilled natives are more likely to work as managers and executives while skilled immigrants are more likely to work as scientists, engineers and statisticians.

In engineering and IT, Tomasz Borowiecki, country manager in Poland for Reed, the recruitment agency, says employers globally seek new skills from the many technical universities clustered around big cities such as Warsaw and Krakow.

In Romania and Bulgaria, the picture for science students is similar. In Romania, for example, about 50,000 students graduate in engineering and IT each year, with these subjects accounting for about a quarter of the student body.

As with lower-skilled workers, professionals and executives from EU10 countries, freed from the bureaucracy restricting other immigrants, have been able to respond quickly to shortages or the need for niche specialists in the western half of Europe.

Tara Ricks, managing director of Randstad Professional and Financial, the recruitment firm, points to the shortage of accountants in London before the 2008 financial crisis. Poles helped fill this gap, she says. Randstad says it has also had to turn to Romania and Bulgaria to fill Oracle data integrator positions in its IT team for several years.

Partly fuelling this flow is the substantial investment in some EU10 countries by multinational companies, some of which have set up global centres of excellence. Deutsche Bank, for example, is scaling up a new global technology centre in Bucharest, Romania, to employ 500 IT specialists, while Hewlett-Packard has one of its biggest mainframe computer teams in Sofia, the Bulgarian capital.

Tom Hadley, director of policy and professional services at the Recruitment and Employment Confederation, says one reason the UK is unable to produce the skills it needs is because it takes time to train people, slowing the response to market demands.

The EEF, the UK engineering sector's industry body, says there are promising initiatives to develop more engineers in the UK, such as the increase in apprenticeships. But, with UK manufacturing picking up in line with the stronger-than-expected economic growth, it says a quarter of its members are recruiting from within Europe and 11 per cent from beyond. Demand is building for higher level staff in particular, says Verity O'Keefe, an EEF employment and skills specialist.

One of the downsides of the trend to recruit from abroad is the time and effort needed to check qualifications and work experience, says Mr Hadley. Even so, he says there will be more and more migration within Europe.

"The pan-European labour market will continue to develop. Labour mobility is still low compared with the US," he says. "There will be more of a culture of moving to other countries and a desire to progress and gain international expertise."

Opinion: 'My deportation and the UK's idiosyncratic policies,' Page 2

Inside this issue

HR boss in the media spotlight

Interview Lucy Adams talks about her career – and the trials of becoming a public figure

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'Can we control use of email?'

Your Questions Answered A reader is concerned at sarcastic comments about pay

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If I was... seeking to switch careers



An executive search firm senior partner says her strategy would begin with self-assessment

Page 3

Next week

Can white collar boxing enhance your skills and make you a knockout in the workplace?

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Executive Appointments

'My deportation shows immigration idiosyncracy'

Opinion

KARINA ROBINSON

There was not a handcuff in sight during my speedy deportation from the UK in 1988. The blue-blazered, silver-haired official walked me along Heathrow's corridors making small talk about the weather. It was quite unlike 2013's dramatic deportation of radical cleric Abu Qatada after an eight-year battle and a cost of £1.7m.

Many years separate those two incidents, but they are examples of the continuing idiosyncrasies of UK immigration policy.

Today, fear of the popular anti-immigration policies of the UK Independence Party is pushing the government into fresh initiatives – starting with its cap on immigration as it came to power in 2010.

A number of UK chief executives have shared their frustration at not being able to hire British workers because their work ethic and skill sets are below those of immigrants they end up hiring for the same rates of pay. But any lack of skills or work ethic among some UK school leavers is a separate issue.

Equally worryingly, politicians are complacent about rising xenophobia, which they insist is having no

impact on the foreign talent and investment that is piling into the UK, most obviously into London. The implication is that we shouldn't worry – after all, a Canadian is governor of the Bank of England.

He is not the only alien in the country. Raised in Spain, I came to the UK for university in 1983 and never left – apart from my six-month deportation for overlooking the fact that I should have been enrolled for 15 hours of study a week, not 10.

I am an immigrant among immigrants. At a recent Robinson Hambro dinner, the guests included the French head of a UK company, the South African chief executive of a London-headquartered company, the American chairman of a UK-based leisure group and an Indian economist working as a UK regulator. All have lived in London for more than a decade.

But the government's populist clampdown, featuring its target of reducing net inward migration to below 100,000 by 2015, is causing the UK to appear to be closed to business people. Leaders of UK-based companies complain that bringing in foreign executives, even if only for a five-day training programme, has become a lottery.

Politicians need to stand up and declare that immigration has allowed

the UK to flourish and will be needed just as much in the future. This does not mean sweeping under the carpet cultural issues that arise, or failing to clamp down on foreign exploitation of the welfare system. But it does mean changing the tone.

London's resurgence is in no small part due to its openness to talent and capital. It is the major financial centre for international business. Whisk the immigrants back to their country of origin, as suggested by a Ukip councillor recently, and watch the economy come to an abrupt halt.

Take a British icon such as the London Stock Exchange. French chief executive Xavier Rolet would be back in France, the board would stop functioning, given its Swiss, Italian and American members, while the company itself would not function due to the many immigrants who work there, be they executives or doormen.

Tone matters a great deal. Non-EU international students coming to the UK to study fell in number last year despite increasing global demand. World-class institutions such as the London School of Economics have argued for international students to be exempted from the government's drive to cut immigration.

Other countries are not standing still: Canada and Australia have



Karina Robinson: tone matters

Better Boards London reputation 'at risk'

Board Intelligence, a specialist in board information, is holding a series of debates called "The Board is Dead; Long Live the Board". Peter Whitehead reports on the most notable findings.

London's "brand" as a business centre and the reputation of the London Stock Exchange could suffer if the corporate governance principle of "comply or explain" is undermined or abused by international corporations operating and listed in the UK.

This was a warning made at a recent think-tank session that dismissed the idea that businesses should comply with the governance code or explain why they have not been "noble but not realistic".

One said: "The UK model of governance operates on the 'gentleman's understanding' that with freedom comes responsibility. But 'English gentlemen' do not necessarily inhabit the boardroom and as we open up our markets to international companies and internationally diverse leadership teams, this understanding cannot be assumed."

The group went on to consider the idea that "gender myopia" had "hijacked the wider diversity debate". The participants agreed it was also important to consider generational diversity, to gain different perspectives and nurture tomorrow's leaders, and geographical diversity, because in a low-growth environment UK companies must think globally.

They agreed boards should have a better sense of what is going on in their organisation and become "more

visible so that they can set the tone of the organisation".

This role should extend to educating the public as to the value of business and its contribution to the economy and society. One said: "Boards should recognise the shadow they cast over their company and society."

The growing gulf in pay between workers and executives was highlighted as a problem at a subsequent gathering. But one participant said: "The people with the power to close this gap are unlikely to use it. It takes a brave, foolhardy and non-shareholder-focused chairman to stand up to a superstar."

Concern was expressed that in a global market, local measures to curb executive pay risked causing a "brain drain". One added: "We would need all the remuneration committee chairmen in a sector to band together, since it's unlikely an entire generation of executives in one industry would up sticks and go. But it's also unlikely that committee chairmen will do this."

Others offered hope that the next generation might solve some of the pay problems. One said: "The next generation have watched their parents pursue money ahead of health and happiness – and they don't want to follow suit. They are motivated by more than personal wealth – it's no longer fashionable to earn big bucks in a bank; it's far more cool to work for a social enterprise or start-up."

For more discussion of boardroom issues, join the FT Non-Executive Directors' Club: www.non-execs.com

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THREE DIRECTOR FUNCTIONS (AD 14)

Directorate-General for Development and Cooperation – EuropeAid in Brussels

The Directorate-General for Development and Cooperation – EuropeAid (DG DEVCO) is responsible for the European Union's development and neighbourhood policy.

The Directorate for Human and Society Development (DEVCO.B)

(DEVCO.B) is responsible for sectoral policy formulation in the areas of governance, gender, democracy and human rights, civil society and local authorities, employment, social inclusion and migration, education, health, research and culture. Moreover, it develops and manages thematic instruments and programmes in areas linked to international and nuclear security. Furthermore, the Directorate develops guidance, training and information dissemination for operations implemented by geographic Directories (**COM/2014/10347**).

Your responsibilities:

- Managing a Directorate with strategic orientation;
- Overseeing staff ranging from 180 (DEVCO.B) to 500, of which 420 working in around 20 delegations (DEVCO.D) or even 620, of which 520 work in a delegation (DEVCO.H);
- Managing an overall annual budget ranging from 1.3 billion euro (DEVCO.B) to 1.7 billion euro (DEVCO.H) or even 2.5 billion euro (DEVCO.D);
- Developing and managing policies in the field of development within the role and mission of the European Commission.

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- Solid high level experience in financial and human resources management;
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APPLICATIONS/INFORMATION:

Please consult the Official Journal C 35 A of 6 February 2014 for the detailed vacancy notice as well as all eligibility and selection criteria.

Registration of applicants:

<https://ec.europa.eu/dgs/human-resources/seniormanagementvacancies/>

The closing date for registration is 6 March 2014, 12.00 CET.

Please note that when applying for more than one position, separate applications are required.



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PEARSON

Executive Appointments

'How can we control misuse of group email system?'

Your Questions Answered

GILL PLIMMER

We recently implemented an email system that allows staff to send large group emails at the touch of a button. However, not everyone has grown used to the pitfalls – which became apparent when a sarcastic comment from an employee about next year's modest pay rises was sent to everyone in the firm.

We don't want to appear heavy-handed when the atmosphere is gloomy. But what should we do?

Ben Williams, barrister at Kings Chambers, says:

Although this was probably nothing more than a throwaway

comment, you need to ensure it doesn't fester and become serious. But unless you have a clear policy for dealing with this type of thing, I would discourage the use of formal disciplinary processes. Instead, an informal word of discouragement should be enough – especially as your email system is new.

For the future, however, there are steps you can take to make sure both you and your staff understand the repercussions of a repeat blunder.

First, set clear boundaries for employees so that problems like this do not undermine trust, confidence or morale at work. The best way to do this is by adopting a policy on the acceptable use of workplace emails.

This could cover private and work-related correspondence, whether sent from a computer or mobile device. The policy would include a clear statement of an employee's accountability in respect of workplace communications; examples of what is unacceptable; a clear indication that a breach of the policy could result in disciplinary sanction; and an indication as to why, how and when emails will be monitored by you.

Second, you might want to adopt robust monitoring procedures, although this would need to be proportionate.

Any new policies and procedures need to be communicated to all staff and managers so that they understand why you are doing it.

Furthermore, employees should feel able to bring concerns to you in a proper way, and should be discouraged from doing so through global emails or social media.

Emma Dickinson, solicitor at Whitehead Monckton, says:

It might be appropriate to take disciplinary action, but you should first confirm whether the employee's comment was a "relevant pay disclosure".

A comment counts as a "relevant pay disclosure" if it contains information about pay and was intended to find out whether, or to what extent, there is a connection between pay and the employee having (or not having) a protected characteristic (ie, in respect of age,

disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation).

If an employee has sought to reveal their pay, or received information on these terms, you should avoid taking disciplinary action against them as this might enable them to pursue a claim for victimisation. You will also be unable to enforce any contractual "pay secrecy" clause that attempts to prevent an employee from revealing what they earn.

If the comment was not a relevant pay disclosure and does not have any discrimination element, you could investigate and discipline the employee as usual. When doing so,

ensure that a reasonable disciplinary procedure is followed that complies with the Acas Code of Practice on Disciplinary and Grievance procedures, as well as any other relevant policies.

It can also be helpful to send a message to all employees explaining the economic reasons behind the need to implement modest pay rises and, if relevant, noting that any policy has been applied consistently.

You could also review your online policies and procedures by, for example, confirming who employees can talk to in confidence about their pay, offering to provide refresher training in the new email systems to all employees; and removing or restricting the use of the group email button.

An HR boss caught in the media spotlight



Lucy Adams: 'A headhunter told me my CV could be called eclectic – or rubbish'

Interview Lucy Adams

Dina Medland asks the woman recently labelled 'the designer-clad pay-off queen' about the unexpected trials of becoming a public figure

Lucy Adams' five years at the BBC have coincided with one of the most torrid periods in the corporation's history: spending cuts, a move to Salford, redundancies and controversy over pay-offs for executives.

As the BBC's HR director, she has also been in the spotlight when facing the cameras and fierce questioning from parliament's public accounts committee, chaired by MP Margaret Hodge, over the severance packages.

The stream of online abuse that followed included being called "a lying harlot".

"I had no idea when the opportunity came up to join the BBC of the press intrusion on the doorstep, the freedom of information requests flooding in at the rate of 30 a day – or that I would be termed 'the designer clad pay-off queen,'" says Ms Adams.

The senior human resources role in most large organisations is widely regarded as being more anodyne than those in the frontline dealing with strategy and results. The career of Ms Adams suggests otherwise.

She is soon to leave the BBC at the end of her five-year contract with another set of experiences to add to her eclectic CV.

One of two sisters, she speaks of having a "working class background" growing up in London. Her father was an actor and her mother a secretary – they met at the BBC. "My father was creative, interesting but really quite a difficult man. We went to museums, theatre, all that – they scraped together the money," she says.

Childhood activities included much-loved ballet lessons, and the ritual of exams that goes with them. She had thoughts of being a ballerina but at the age of 12 she shot up in height to 5ft 10ins. "And that was that," she says. "It was never going to happen, and besides, I was not good enough," she adds.

With no idea what to do after school, she studied history and English at Brighton polytechnic. "I loved it, but I had no career plans. I thought I might go into PR. I pursued a temporary contract copywriting for a corporate gift magazine – it was very boring," Ms Adams says.

"I had to get a permanent job to pay off debts, so when one came up in recruitment, I took it – but then I loathed it," she says.

Marrying young, she gave birth to a daughter at 24. "Then suddenly, I was divorced, broke and a single mother. It was less about career choice than

about trying to make ends meet," she says. Having left home in her late teens, she never went back.

The early 1990s were spent in tele-sales and cleaning jobs to pay bills. She tried moving to Yorkshire, where she set up a mother and baby group to meet people – which is still going today. But she felt isolated. "I'm an urbanite at heart," Ms Adams says.

Her next move, when her daughter was two and a half, was to train to be a teacher and she taught at Harrogate College. "I taught communication skills to electrical installation engineers in their first year. They were 18 or 19, I was 26 or 27, and it was a terrifying prospect. They were whistling and calling – my hands shook at first," she says.

A series of jobs found via the Jobcentre brought her into contact with people from different backgrounds, which she enjoyed. She comes across as resourceful and independent and says her first "proper job" was working for the government-funded training and enterprise councils in 1993. Promoted rapidly, she stayed for five years and became head of strategy.

"I enjoyed it very much but I needed to explore," Ms Adams says. This led her to PICF, a firm of consultants, for her first experience of working in the private sector. She was advising clients but was not comfortable in the role. When PICF pitched for

an internal auditing contract with Serco, she was asked to go along for her knowledge of people, culture and change management.

PICF did not win the contract, but Ms Adams received a call from Chris Hyman, then Serco's finance director, asking for a meeting. He offered her a choice of jobs.

"You can have one of three jobs if you would like to join us," was the offer, and Ms Adams chose Serco Rail.

Her job was to be "the people part" of its bidding for contracts and she took control of "transfer and mobilisation".

"Suddenly, I was divorced, broke and a single mother. It was less about career choice than trying to make ends meet"

"They were looking for good commercial sense, commonsense, bags of value and real potential. I am very grateful to them," she says.

After four and a half years in Serco Rail, Mr Hyman became chief executive and she became group HR director. "I was very lucky. I wasn't really qualified for that role and it was a massive leap," she adds. Her global horizons widened considerably as she

travelled to destinations such as Dubai and China.

"A headhunter told me at this stage that my CV could be called eclectic or it could be called rubbish," she says. Having spent nine years at Serco, she felt it was time to move on. "People sometimes struggle to recognise how you have grown if you stay somewhere too long."

She moved to be HR director for Eversheds, the law firm. But a year later, the BBC, under director-general Mark Thompson, called her. "If you're in your 40s in the UK, the BBC is the backdrop of your life."

"It felt fantastic to get the call. I was looking forward to telling my mum I would finally be working for an organisation she had heard of."

Today, Ms Adams herself has her own public profile – one she had not expected. "One of my first meetings was with the head of press, which I found strange at the time. Then it occurred to me I had never had any experience of dealing with the press at all," she says.

She is now looking forward to yet another career change as she leaves behind a role in the media spotlight and a £320,000 salary.

It was always a five-year contract, ending in April, she says. As for what is next, she is unsure: "I don't know – but it's about resilience and helping others to explore ways to find it."

HAYS Recruiting experts in Senior Finance

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If I was... wanting to switch careers

Rachel Polhemus is senior partner at Witt/Kieffer, an executive search firm specialising in healthcare, education and not-for-profit organisations. Here, she puts herself in the position of someone seeking to switch careers:

It seems there is no such thing as a stable, predictable career any more. Individuals rarely stick with the same employer, much less the same industry or even profession.

I work with a lot of senior executives who for one reason or another – mid-life crisis, a recent layoff, a desire to make a difference – find themselves looking for a new career challenge.

If I found myself in that position, I would hope to be one of the lucky few who have new opportunities handed to them on a platter. But if not, I would set about rethinking my skills, goals, values and mindset – in marketing language, I would be "repositioning my brand".

Here are strategies I would use: First, I would develop a personal mission statement. What is it that I want and value? Can I express it to myself and others? Committing a mission statement to paper will guide every future decision.

Knowing my values will be vital. It is

easy to say "I want something more" but harder for me to recognise the factors that truly trigger my career motivation and happiness. Knowing my values will allow me to project which new career opportunity is a "good fit", even if it seems like a sideways – or even downward – move.

Similarly, I need to know my skills. A surprising number of successful professionals cannot express what has made them successful. I therefore want to know what I do best, and what my limitations are.

I would ask colleagues and confidants and use objective skills and personality assessment tools. This will tell me which skills are transferable to other careers – and which might inhibit transformation.

I would also be active in volunteer organisations, professional groups, boards of directors, and fundraisers. These activities should give me important feedback, introduce me to different people, and lead me along paths I might never otherwise have found.

As a rule of thumb, two-thirds of job opportunities come from networking, so I would want to network well. I would make sure I am "real" and not just seeing what I can get out of each

meeting or email. Overdoing it, by talking about myself and promoting my brand too much, might look disrespectful or desperate.

I would engage with people, enjoy them for their wisdom and insight, and share my experiences as well. This will leave a meaningful impression and get me remembered – and recommended.

Many mid to late-career executives are hesitant to try new ways of connecting with peers, for example via LinkedIn groups, or attending a new conference.

But I would remember that new forms of networking can put me in touch with dynamic professionals.

While it will be important to engage with new people in new ways, I will also re-engage with my traditional contacts. Those who have made big career changes might offer tips and leads.

Recruiters and executive search consultants can help and I would seek their objective advice and support – but only after completing the strategies above.

Repositioning a career is not easy, but if my gut tells me it's right, then it probably is. I will be doing something many professionals and executives dream about but never act upon.



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Matthew Jealous		Hugo Pring ACSI		Alison Probert ACSI	Merit	Christopher Jenkins		Stelios Procopiou	Alex Rawsthorn ACSI	James Badham MCSI	
Aled Jones MCSI		Stephen Quick ACSI		Stephen Quick ACSI	Merit	Christopher Johnstone		David Read	Matthew Roche ACSI	Daniel Ball	
Jacqueline Kok		Shreeya Rabheru		Catherine Jones ACSI		Nicola Jones		Brett Saunders	Ester Dolores Bortot	Charlotte Benge ACSI	
Ella Reilly		Stuart Rankin		Siobhan Reason	Distinction	Last Aaron Kanengoni		Georgia Sherman ACSI	Jeremy Simmons	Rebecca Burn ACSI	
Financial Derivatives		Craig Ring	Merit	Craig Ring	Merit	Evangelos Karatzas		Victoria Stevenson	Tom Stone ACSI	Matthew Casson ACSI	
Darragh Brett	Merit	Stuart Ritchie ACSI	Merit	Stuart Ritchie ACSI	Merit	Richard Kay MCSI		John Charles Todd ACSI	Lauren Charnley ACSI	Robert Clarke	
Matthew Brodel		Alexander Roussel		Alexander Roussel	Merit	Daniel Lewsey		Bridget Trevor-Jones ACSI	Jennifer Cookson ACSI	Luke Evans ACSI	
Peter Hayden		Christopher Russell ACSI		Christopher Russell ACSI	Merit	Yan Li		Hannah Wafer	Camilla Wharton ACSI	Simon Fenton	
Robin MacEwen	Merit	David Scordino		David Scordino	Merit	Louise MacDonald		Lyndsay Ann Wolfe ACSI	Philippa Fielding	Conor Forker ACSI	
Nafisah Mamode Ally	Distinction	Felicity Selcoe		Felicity Selcoe	Merit	Matthew Mahoney		David Goodliffe	David Goodliffe		
Ian McKenzie	Distinction	Carolyn Smith		Carolyn Smith	Merit	Damien Mallen		Nicholas Guest ACSI	Nicholas Guest ACSI		
Anthony Sao		Gregory Smith		Gregory Smith	Merit	Katie Man		Jonathan Holmes ACSI	Jonathan Holmes ACSI		
Fund Management		Darren Smith		Darren Smith	Merit	Lisa McGinnes		Kushan Jayawardena	Merit		
Claire Anderson		Alex Snaith ACSI		Alex Snaith ACSI		Lucy McRoberts		Shraddha Kaul ACSI	Shraddha Kaul ACSI		
James Brotherton	Distinction	Amrit Sohal		Amrit Sohal		Alan Melia		Robert Kay ACSI	Robert Kay ACSI		
Camilla Cecil		Sebastian Steyne ACSI		Sebastian Steyne ACSI		Mario Menz		Michael Kinsella ACSI	Michael Kinsella ACSI		
Tony Dabner		Phoebe Stone		Phoebe Stone	Merit	Paul Mitchell		Camilla Klemme	Camilla Klemme		
Robert Doyle	Distinction	Clare Stubbins		Clare Stubbins	Merit	Wako Miyamoto		Isabel Kwok, Chartered FCSI	Isabel Kwok, Chartered FCSI		
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Nicholas Hawkshaw		Paul Tanguy		Paul Tanguy	Merit	Lara Moore		Giovanni Cachia	Giovanni Cachia		
Matthew McLintock ACSI	Merit	Craig Taylor		Craig Taylor		Rodney Morgan		Urszula Caroto ACSI	Urszula Caroto ACSI		
Mark Mellor ACSI		Ben Taylor ACSI		Ben Taylor ACSI	Merit	Nicholas Muir-Little		Kayen Chan ACSI	Kayen Chan ACSI		
Sarah Mitchell		Adrian Temperton ACSI		Adrian Temperton ACSI		James Mulholland		Philip Chapman	Philip Chapman		
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Robert Niklasson		Trevor Turner		Trevor Turner	Merit	Gerard O'Brien		Gretel Ann Cook MCSI	Gretel Ann Cook MCSI		
Cameron Pollock		Emma Varley		Emma Varley	Distinction	Charlotte Oldfield		Anthony Cotton	Anthony Cotton		
Mark Richmond-Watson	Merit	Peter Verrell ACSI		Peter Verrell ACSI	Merit	Oyegbeminiyi Oworu		Dominic Crame ACSI	Dominic Crame ACSI		
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Holly Warburton		Benjamin Washington		Benjamin Washington	Distinction	Thomas Parker		Nicholas Eastham, Chartered MCSI	Nicholas Eastham, Chartered MCSI		
Global Operations Management		Dean Watson		Dean Watson	Merit	Kris Parmenter ACSI		Augustus Edwards ACSI	Augustus Edwards ACSI		
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Patricia Houston	Distinction	Regulation & Compliance		Regulation & Compliance		Osama Raja		Trevor Falle FCSI	Trevor Falle FCSI		
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Tristan Gervais		Anthony Lathwell		Anthony Lathwell		Stefano Valente		Thomas Meredith ACSI	Thomas Meredith ACSI		
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Executive Appointments

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Web: www.robertwalters.co.uk

All direct and third party applications will be forwarded to Robert Walters for consideration.

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JOB VACANCY

6th February 2014

Job Reference: AIA/001/2014

CHIEF EXECUTIVE OFFICER

Addu International Airport (AIA), a newly formed subsidiary company of State Trading Organization PLC (The Company) is seeking a Chief Executive Officer. STO is in a public limited company with the controlling interest held by the Government of Maldives. The Company registered a record revenue of USD 590 million for the year 2012, compared to USD 440 million in 2011. It operates through 6 key outlets and 6 subsidiaries companies established in the Maldives.

JOB TITLE:
Chief Executive Officer (CEO) for Addu International Airport (AIA)

ESSENTIAL DUTIES:

- » Responsible for the safe and efficient operation of the airport within the authority vested to Addu International Airport Pvt. Ltd. (AIA) and in accordance with Maldives Civil Aviation Regulations (MCARs).
- » Develop and maintain an appropriate organizational structure and ensure adequate and capable staffs are employed; in-line with the corporate structure.
- » Effectively communicate and implement all board directives, policies and guidelines throughout the organization.
- » Manage the airport extension and upgrading project.
- » Develop and execute proper strategies for both aeronautical and non-aeronautical business development and expansion.
- » Ensure that proper and equitable remuneration schemes are maintained for all the airport employees.
- » Act as media contact regarding airport activities and responds to all airport emergencies.
- » Establishes and maintains effective working relationships with all employees, customers, shareholders, government officials, and all members of the general public.

JOB DESCRIPTION

» Liaise with MCAA and other government agencies to ensure that Airport operated within all the required rules and regulations.

» Facilitate regular MCAA inspections of the airport, and attend to all inspection observations.

» Prepare annual airport budget and submit proposed annual budget to AIA Board.

» Review and make changes, as necessary, to Airport Certification Manual and Airport Emergency Plan.

Human Resources Department

C/o State Trading Organization Plc.

Head Office, Boduthakurufaanu Magu, Maldives

Tel: +960 334 4304 Email: hrd@stomaldives.net



EXECUTIVE APPOINTMENTS

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an expert in commercial law required

Head of Legal

Buckinghamshire, UK

A well known entertainment and leisure group is seeking a commercially minded Head of Legal. The role is pivotal to the Group and has direct contact with the board and across the company.

You will work with the dynamic and experienced CFO, be expected to continue to develop your career within an all round in-house Head of Legal role, and become part of a business that is the leader in its field. You will be responsible for all legal areas ranging from commercial contracts, facilities agreements and employment law to litigation, commercial property and legislation. A key focus of the role will be ensuring rigorous legal processes are in place and that the company as a whole is kept up to date with and advised on legislation and compliance.

You should be a qualified lawyer or equivalent, with a broad range of in-house experience within a commercial company. You will ideally have a track record in a related industry - leisure, entertainment or hospitality - and will bring excellent business awareness to the role.

For a private and confidential discussion, please call Rosamund Findlay on +44 (0)207 220 4742 or email your CV to rosamund.findlay-pix@reedglobal.com



Sir Alec Reed CBE FCIMA
Founder, Reed iSearch

an interim expert in planning required

Financial Planning Accountant

London, UK

Our client is seeking a qualified Financial Planning Accountant to join their busy team based in London. You will be expected to support the ongoing development of financial planning, reporting tools and processes, as well as supporting the ongoing development and maintenance of planning infrastructure to deliver a streamlined, robust and controlled process.

You will be responsible for responding to ad-hoc requests for analysis, ensuring data is complete and accurate. You will support the development of robust standardised reporting from planning models and linking with actual reporting team, and will be required to support the Planning Business Analyst in provision of data, production of analysis and review of MI. Other responsibilities include delivery of reconciled data on the Hyperion planning system in accordance with division timelines and requirements.

You must be a qualified accountant or equivalent with a financial services background. You should demonstrate excellent analytical skills, as well as strong Excel skills with Essbase preferred. You must have good attention to detail and communication skills, with stakeholder management and planning experience essential.

For a private and confidential discussion, please call Shamsa Hussain on +44 (0)207 489 6509 or email your CV to shamsa.hussain@reedglobal.com



Sir Alec Reed CBE FCIMA
Founder, Reed iSearch

an expert in operations required

Finance and Operations Controller

Middlesex, UK

A highly professional sports organisation established to support and promote their members and sponsors is seeking a highly talented qualified accountant to support the newly appointed Chief Executive in implementing an exciting expansion programme.

You will have responsibility for the finance function, as well as running the prestigious head office based in Uxbridge. You will have arm length responsibility for the marketing, commercial and sales team, also based in the head office.

You will work closely with the CEO in developing the commercial vision and strategy of the organisation and will act as their trusted advisor, providing support whilst they travel extensively worldwide pursuing new business opportunities.

You must be a fully qualified accountant with a breadth of finance and operational experience. You will be an excellent communicator and have strong relationship building skills to motivate a diverse range of professionals. Although not essential, an interest in sports would be an advantage.

For a private and confidential discussion, please call Philip Watts on +44 (0)118 952 0008 or email your CV to philip.watts@reedglobal.com



Sir Alec Reed CBE FCIMA
Founder, Reed iSearch

an expert in growth required

Finance Director

North East England

An established manufacturer and supplier to the construction industry is seeking an experienced financial leader to support the continued growth and development of the business.

As Financial Director, you will be responsible for all sources of funding, financial records, reports and requirements throughout the company. Other responsibilities include: contributing to management meetings and positively supporting all agreed management initiatives; developing the strategic and tactical direction of the company; advising colleagues of the financial opportunities and consequences of proposed actions; managing potential acquisitions; monitoring and reviewing departmental processes to maximise efficiency; and maintaining accurate financial data throughout the company. You will also manage, motivate and train all staff within your department to enable them to meet agreed targets, and support the MD to deliver the business plan and vision for the business.

You will possess effective management skills with the ability to communicate effectively at all levels. You will need to be logical and methodical, as well as being IT literate at both strategic and user level. Frequent travel is required across the branch network.

For a private and confidential discussion, please call Nichola Saul on +44 (0)191 255 1770 or email your CV to nichola.saul@reedglobal.com



Sir Alec Reed CBE FCIMA
Founder, Reed iSearch

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FINANCIAL TIMES
NON-EXECUTIVE
DIRECTORS'
CLUB

The Effective Non-Executive Director Programme

Two day workshop - 5 & 6 March 2014

Who should attend this course?

This course is aimed at existing non-executive directors, or those about to start a role, who are looking to have a deeper understanding of the position and the boardroom.

Why you should attend this course

The Programme is an in-depth two day course that fully explores the role of a non-executive and board dynamics. Featuring speakers from leading organisations including executive search firm Odgers Berndtson, the workshops will be an opportunity to hear from experts on these topics as well as personal views from experienced board members.

The event includes a networking drinks reception.

Topics include:

- The legal responsibilities of a non-executive
- Corporate Governance
- The role of the Audit Committee
- Finding a non-executive director position
- Personal style when resolving board conflict
- Strategic thinking for non-executives

Time: Day 1 09:00-19:30 - Day 2 08:00-16:30

Venue: Financial Times, London

Price: Non-members: £1,800 (inc VAT)

Members: £1,500 (inc VAT)

Attendance counts as 14 CPD hours of structured learning.

Register now at non-execs.com/events

In association with Building a better working world

Chief Financial Officer

Location: London

Salary: Competitive

We have an opportunity for an outstanding CFO. The appointee will report directly to the CEO and will sit on the Board.

Our client is creating a new standalone UK challenger bank, supported by its own technology platform with the potential to be floated on the stock market. It's a strong full service personal, private, SME and Corporate bank, large enough to stand alone in its own right, and well positioned for the future.

The successful candidate will advise the Board on the financial strategy, as well as proving leadership to a team of 50 within the finance function.

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