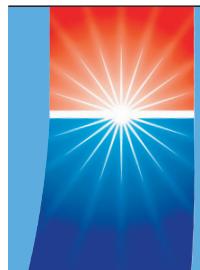


Thursday November 11 2010 | £2.00



THE G20 SUMMIT

World Business Newspaper

- News and Comment Pages 5 & 13
- Assertive China Analysis, Page 11
- G20 & South Korea Separate section

News Briefing

US banks to sidestep investing restrictions
Wall Street groups such as Goldman Sachs, JPMorgan Chase and Morgan Stanley will continue to invest billions of dollars in property and companies in spite of new rules aimed at curbing the bets banks make with their capital, executives say. [Page 17](#); [www.ft.com/usbanks](#)

King outlines risks

Mervyn King, governor of the Bank of England, outlined the biggest risks to growth in the UK. [Page 3](#); [Lessons for G20, Page 13](#); [Lex, Page 16](#); [Currencies, Page 32](#); [www.ft.com/moneysupply](#)

Threat to Nokia's lead

Sales of mobile phones operating on Google's Android system are threatening Nokia's lead in the smartphone sector, just as the Finnish handset maker is feeling pressure at the other end of the market from low-cost Asian rivals. [Page 17](#); [www.ft.com/telecoms](#)

MoD budget saved

The Treasury has stepped in to save the Ministry of Defence from a black hole of about £400m in its annual budget, after officials prematurely booked the proceeds from a planned sale of Eurofighter Typhoon jets to Oman. [Page 2](#)

Jobless reform concern

Welfare-to-work providers will have to fire staff and close offices while leaving tens of thousands of the unemployed without access to their support as the government runs down its programmes for the jobless, it has been warned. [Page 2](#)

Review for piracy law

A judicial review of measures in the Digital Economy Act to stem online copyright infringement has been granted by a High Court judge. [Page 3](#)

Concessions sought

The European parliament is set to embrace the tight 2011 budget championed by David Cameron, the UK prime minister, but is demanding concessions in return that would give it stronger say over future European Union spending. [Page 6](#)

Obama reaches out

US president Barack Obama reached out to moderates in Indonesia, the largest Muslim-majority country, reiterating that the US was not at war with a "great religion like Islam". [Page 8](#); [Editorial Comment, Page 12](#)

India stance attacked

Pakistan has condemned Barack Obama's call for India to assume permanent membership of the UN Security Council, describing the US president's position as "incomprehensible". [Page 8](#); [www.ft.com/pakistan](#)

FT writers win awards

Kate Burgess was named journalist of the year on pension issues, while John Authers was named investment journalist of the year, in the national newspapers category of the 2010 State Street Institutional Press Awards.

Separate section

Executive Appointments
Things people do to get a job
Hiring the disadvantaged
Should your CV include a photo?
Plus the best jobs in business

Ireland's borrowing costs rise sharply

Cash-strapped banks join in bond sell-off

Country 'close to losing credibility'

By Sam Jones, David Oakley and Sharlene Goff in London

Ireland's cost of borrowing shot up to its highest level since the launch of the European single currency as a result of a wave of forced selling by bondholders and the country's cash-strapped banks.

Benchmark 10-year bond yields rose by more than half a percentage point to 8.64 per cent on Wednesday while the country's spread over benchmark German bonds soared to 6.19 percentage points – both record highs since January 1999.

"The Irish situation seems to be getting worse by the day," said Don Smith, economist at Icap. "These yields are unsustainable. Ireland is close to losing credibility among investors, if it hasn't already."

Dublin has the advantage over Greece, which in May turned to the European Union and International Monetary Fund for assistance, because it is funded into July.

Bankers say the likelihood is growing, however, that the Irish will need bail-out loans.

Patrick Honohan, central bank governor, attempted to play down concerns over the country's debt burden but in doing so raised the spectre of a bail-out by the IMF, adding to market jitters.

Any such rescue package would be likely to entail a set of austerity measures similar to

the ones already being enacted by the Irish government, Mr Honohan said.

"I would assume that the IMF view on the policies that have been proposed by government and the policies on banking [would be acceptable]... An IMF package wouldn't look that much different," he said. But he conceded that movements in the bond market indicated that markets remained sceptical.

The dramatic sell-off in Irish bonds was driven by a fire sale of positions by market participants who were unable to meet collateral requirements enforced by LCH.Clearnet – one of Europe's biggest clearing houses – on Wednesday morning.

Ireland's banks were faced with an estimated \$1bn (£621m) cash-call from LCH.Clearnet as a result of its decision to require a deposit of 15 per cent against all Irish bond positions as an indemnity against default.

The margin will be cleared on Thursday and collected on Friday, a memo sent to LCH.Clearnet members said.

Bank of Ireland alone must stump up as much as €250m (£214m), the Financial Times has learnt.

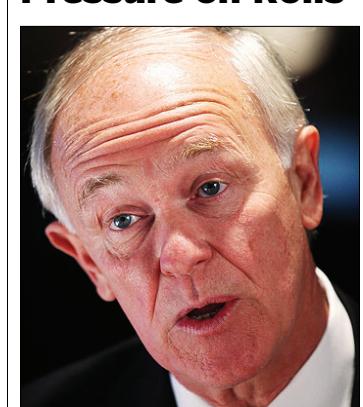
The bank is understood to be meeting the call by dipping into its cash reserves, rather than through selling down its €1.7bn holding of bonds.

In order to avoid the call, many other banks and traders are dumping their bond positions, however.

Additional reporting by John Murray Brown in Dublin.

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Bond sell-off, Page 32

Pressure on Rolls



Pressure on Rolls-Royce increased further as the airline with the biggest fleet of A380 superjumbos urged the UK company to be more open about what was causing problems in some of its engines. "I believe it would be helpful if Rolls were a little bit more communicative about what's actually going on," said Tim Clark (pictured), president of Dubai's Emirates airline, which has ordered 90 of the passenger jets and has 14 flying at the moment.

The scandal was initially covered up by the local authorities and, allegedly, a central

Conviction on charge used to silence dissent

By Jamil Anderlini in Beijing

A Chinese activist who organised a support group for fellow parents of children affected by one of the country's worst food safety scandals has been sentenced to two and a half years in prison on a charge often used to silence government critics.

A Beijing court on Wednesday handed down the unusually harsh sentence for "disturbing social order" on Zhao Lianhai, whose young son fell ill in 2008 after drinking baby formula tainted with melamine, an industrial chemical. At least six children in China died after drinking melamine-tainted milk and more than 300,000 were left with kidney problems.

The scandal was initially covered up by the local authorities and, allegedly, a central

Study break Tuition fee protest ends in violence



Violence flared at the central London headquarters of the Tory party on Millbank, after students and teachers had gathered to protest against planned increases in university tuition fees. Organisers say 50,000 people attended the protest. [Page 4](#)

PA

Greenspan warns over weaker dollar

By Alan Beattie in Seoul

The US is pursuing a policy of weakening its currency which is driving up exchange rates in the rest of the world, according to Alan Greenspan, the former chairman of the Federal Reserve.

Writing in today's Financial Times ahead of the G20 meeting in Seoul, Mr Greenspan argues that with China also holding down the renminbi, the upward pressure on currencies elsewhere risks a return to widespread trade protectionism.

Mr Greenspan criticises China for continuing to prevent the renminbi strengthening, saying it reflects a misguided view that a weak currency is necessary for export growth and political stability. "China has become a major global economic force in recent years," he writes. "But it

has not yet chosen to take on the shared global obligations that its economic status requires." More unexpectedly, Mr Greenspan adds: "America is also pursuing a policy of currency weakening."

Mr Greenspan does not specify which agency in the US system is implementing policies to weaken the dollar, but his words are likely to be seized on by critics of the US Federal Reserve. Governments around the world have complained that the Fed's recent move towards

'China has not chosen to take on the shared obligations that its status requires'

Alan Greenspan

pushing more dollars into financial markets is creating destabilising capital movements and pushing up exchange rates elsewhere. In the US system, formal responsibility for exchange rate policy lies with the US Treasury.

Tim Geithner, Treasury secretary, has always maintained that the US's policy of a strong dollar is unchanged, though the Treasury has never specified what value that implies.

Ben Bernanke, Fed chairman, recently defended his actions and said he was fully aware of the global importance of the dollar.

"The best fundamentals for the dollar will come when the economy is growing strongly," he said.

Speaking in London, Mervyn King, the governor of the Bank of England, also expressed con-

cern that failure to address the issue of imbalances could create the conditions for a new financial crisis.

"If we end up 12 months from now with countries taking protectionist measures, everyone will suffer. I think the absolute imperative for this weekend [at the G20] is a clear demonstration that every member of the G20 recognises that the imbalances are a problem... If we don't do that then I fear the next 12 months will be an even more difficult and dangerous period than the one we have been through," said Mr King.

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G20: separate section
Interactive graphic at [www.ft.com/currencymap](#)

China jails father of tainted milk victim for role in support group

Conviction on charge used to silence dissent

By Jamil Anderlini in Beijing

A Chinese activist who organised a support group for fellow parents of children affected by one of the country's worst food safety scandals has been sentenced to two and a half years in prison on a charge often used to silence government critics.

The verdict coincided with the final day of David Cameron's trip to China. The prime minister had praised the virtues of open democracies and a free press in a speech to students at Peking University.

Li Fangping, Mr Zhao's lawyer, said the prosecution's case revolved around three "crimes": co-ordinating parents to hold up small signs in front of a court and a factory involved in the scandal, giving interviews to international news organisations in a public place and overseeing a small gathering at a restaurant for affected parents.

Mr Zhao's sentence appears to be part of a crackdown on political activism that has intensified since the Nobel Peace Prize was awarded to Liu Xiaobo, the dissident now serving an 11-year prison sentence

following his calls for political reform.

The milk scandal provoked outrage from all sectors of Chinese society and, in the aftermath of the Olympics, Beijing ordered an investigation that found more than 20 companies had been selling products tainted with melamine, which is used in plastics and fertiliser.

A farmer and a melamine producer were subsequently convicted and executed and a number of senior company executives were jailed.

After his infant son fell ill from drinking the tainted formula, Mr Zhao started a support group and website for parents to share information on health problems and exchange advice on suing the companies involved. He was first detained in November 2009 as compensation claims came to the courts and just days before the first visit to China by Barack Obama, the US president.



Fool's gold?

In Saturday's FT Weekend, we analyse whether the recent rise in the price of gold means that we are going to get inflation – or are we just witnessing yet another feverish flirtation with the yellow metal?

Read the full story in FT Weekend.

World Markets

| STOCK MARKETS | CURRENCIES | | INTEREST RATES | | |
|-------------------|------------|----------|----------------|------------------|-------------------|
| | Nov 10 | prev | %chg | Nov 10 | prev |
| S&P 500 | 1218.71 | 1213.4 | +0.44 | \$ per € | 1.370 1.391 |
| Nasdaq Comp | 2578.78 | 2562.98 | +0.62 | € per \$ | 0.730 0.719 |
| Dow Jones Ind | 11357.04 | 11346.75 | +0.09 | £ per € | 1.603 1.612 |
| FTSEurofirst 300 | 1109.61 | 1117.24 | -0.68 | ¥ per \$ | 82.8 80.8 |
| DJ Euro Stoxx 50 | 2845.93 | 2890.64 | -1.55 | ¥ per £ | 132.6 130.2 |
| FTSE 100 | 5816.94 | 5875.19 | -0.99 | € index | 113.4 112.4 |
| FTSE All Share UK | 3003.45 | 3033.48 | -0.99 | £ index | 80.1 79.0 |
| CAC 40 | 3888.45 | 3945.71 | -1.45 | SFr per € | 1.335 1.338 |
| Xetra Dax | 6719.84 | 6787.81 | -1.00 | SFr per £ | 1.562 1.549 |
| Nikkei | 9830.52 | 9694.49 | +1.40 | Oil WTI \$ Dec | 87.81 86.72 |
| Hang Seng | 24500.61 | 24710.6 | -0.85 | Oil Brent \$ Dec | 88.96 88.33 |
| FTSE All World \$ | 213.6 | 215.08 | -0.69 | Gold \$ | 1,392.70 1,409.50 |
| | | | | | -16.80 |

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National news

Jet deal blows £400m hole in MoD

Planned sale on this year's ledger

Treasury steps in to balance the books

By Alex Barker, Political Correspondent

The Treasury has stepped in to save the Ministry of Defence from a black hole of about £400m in its annual budget, after officials prematurely booked the proceeds from a planned sale of Eurofighter Typhoon jets to Oman.

Ministers were dismayed to discover the over-optimistic accounting of the export deal, which had threatened to make it even harder for the department to meet tight budgets.

The problems arose from MoD officials under Labour wrongly assuming Oman would make a payment of at least £400m this year.

A Treasury concession now gives the MoD leeway to recognise the sale at some point over the next four years. "It does again show that the culture of optimism has all sorts of risks for the MoD," said one senior defence figure. It showed "there needs to be a new culture of realism, not cross my fingers and hope for the best".

Details of the budget troubles came as a group of senior retired naval officers spoke out against the "strategically and financially perverse" decision to scrap the Harrier jump jets and Ark Royal aircraft carrier.

Concern rises over shake-up for jobless

By Nicholas Timmins, Chris Giles and Alex Barker

Welfare-to-work providers will have to fire staff and close offices while leaving tens of thousands of the unemployed without access to their support as the government runs down its programmes for the jobless, it has been warned.

The coalition government is scrapping all the current welfare-to-work projects to replace them with the Work Programme, a much more ambitious project to get those on incapacity benefit and the long-term unemployed back to work with providers paid – ministers hope – entirely by results.

Although contracts for the new programme are due to be signed in March, the

110,000

Number of people who had benefit removed in 2009-10

Department for Work and Pensions has repeatedly said it expects the Work Programme to get going "in the summer".

However, new referrals to the current programmes are being halted from December in half the country and in March in the remainder.

Kirsty McHugh, chief executive of the Employment Related Services Association, the providers' trade body, said: "There is concern across the sector, from the big prime providers to the smaller specialist voluntary organisations whose skills will be essential to the success of the Work Programme."

"They are going inevitably to lose staff and may have to end leases, only to be asked to crank it all up again a few months later," she said.

Some of the bigger providers might be able to bankroll smaller ones during the three months or

more that the unemployed were no longer being referred, she said. "But there must be a risk that some will go under."

On the DWP's own figures, at least 50,000 of the unemployed, and possibly many more, will have no programme to go to in the gap between schemes being wound down and the Work Programme starting.

Chris Grayling, the work minister, has argued that the jobless will still get support from Jobcentre Plus, although its budget is under pressure from the spending review. The DWP said it would work with providers "to ensure continuity of support" and that it was "irresponsible to raise unnecessary concerns at this time".

Meanwhile, David Cameron, the prime minister, has announced tougher sanctions on those who refuse to apply for jobs or take them, or who refuse work experience, as part of the welfare reform white paper due on Thursday.

The new "claimant contract" will remove benefit for three months, six months and then three years for repeat offences. Downing Street officials said the sanctions would be "almost" automatic. At present, Jobcentre Plus advisers can use discretion.

"The message is clear," Mr Cameron said. "If you can work, then a life on benefits will no longer be an option."

At present advisers can remove benefits for two, four and then 26 weeks. According to DWP figures, 110,000 people had sanctions applied in 2009-10 from the 5m claims for jobseeker's allowance over the year.

Iain Duncan Smith, the work and pensions secretary, is set to claim that the new single benefit, which the government plans for working age claimants, will make 2.5m better off.



David Cameron takes in the sights at the Great Wall. He was at pains in China to raise human rights issues in a 'sensitive and measured' way

Labour to attack Brown's record on economy

By George Parker, Political Editor

Alan Johnson, the shadow chancellor, is to launch an attack on Gordon Brown's stewardship of the economy, saying he allowed Britain to become overdependent on tax receipts from the City and housing.

Mr Johnson's admission that Labour presided over "an unbalanced economy" is part of a strategy to show that he has learnt the lessons of the past and to help rebuild the party's economic credibility.

He privately admits Labour has been sidelined in the economic debate since the election, allowing George Osborne, chancellor, to present Labour as wreckers of the economy and living in a state of "deficit denial".

Mr Johnson has mapped out a strategy, starting today, which initially sees Labour recognising mistakes of the past, addressing what he sees as a serious omission on the part of Mr Brown.

The second stage will see the shadow chancellor start to identify areas of public spending that Labour would cut, in an effort to gain "permission" to start talking about the deficit with a degree of credibility.

Meanwhile, Mr Johnson and Ed Miliband, Labour leader, have issued an edict requiring shadow ministers to clear any statements or speeches they make that commit the party to higher public spending.

Mr Miliband has been advised by Neil Kinnock, Labour's former leader, that the party made a serious error in failing to impose tough discipline on spending soon after the Conservative election victory in 1987.

"By the time the next election came around in 1992, the Tories added up every commitment made by every spending minister in the previous five years and came to a very big total," said one Labour official. "We won't make that mistake again."

Mr Johnson's appointment was a signal by Mr Miliband that he wanted to occupy the economic centre ground.

Mr Johnson will repudiate part of Labour's economic legacy in a London speech, saying it should have been obvious that the country was overreliant on the City and a housing bubble.

"A proper understanding of how reliant our tax base had become on certain sectors should have made clear that our economy was too narrowly focused," he will say.

However, the shadow chancellor will also argue that the coalition has peddled "myths" about Labour's economic management, pointing out that City corporation tax receipts helped to put the public finances in good shape – until the crash hit.

Pay-off awaited from quiet diplomacy

Beijing visit

David Cameron now realises that securing big export deals from China is a slow process, writes Chris Giles

David Cameron came to China at the helm of a large delegation of British business figures hoping to do business. He left realising that achieving big export deals with China is a slow and difficult process, even though he spoke softly on human rights and made no threats.

This Mr Cameron did assiduously during his visit. He did not raise specific rights cases in his formal meetings with Wen Jiabao, prime minister, and Hu Jintao, China's president.

It is understood that some specific cases of abuse, such as the imprisonment of Liu Xiaobo, the Nobel Peace Prize winner, were raised at

Other big deals which had been expected – one between BP and Cnooc of China and another with Diageo – did not come off, Downing Street officials said, because the Chinese political establishment was not ready to sign. Officials said they hoped the deals would proceed in due course, but it would be a slower process than expected.

The strategy on the trip, a senior British official said, was to do business while also raising issues of concern, especially on human rights, in a "sensitive and measured" way.

This Mr Cameron did assiduously during his visit. He did not raise specific rights cases in his formal meetings with Wen Jiabao, prime minister, and Hu Jintao, China's president.

It is understood that some specific cases of abuse, such as the imprisonment of Liu Xiaobo, the Nobel Peace Prize winner, were raised at

a banquet on Tuesday evening. But Downing Street would not confirm such a discussion took place, whose name the prime minister raised if he did raise the issue, or what the response was.

On human rights Mr Cameron used a tactic first employed by Barack Obama, US president, to make his point without publicly criticising the Chinese government. The British premier described the difficulties he faced in Britain with multiparty democracy, a free press and an independent judiciary, but said these irritations of political freedom made it "easier... ultimately for the British government to come to sensible decisions and to develop robust policies that command the confidence of our people".

He repeatedly made a point that he was not in Beijing to "lecture" or "hector" the Chinese, even though he did say in a speech that Britain had "deeply held concerns" about human rights.

Lecturing China was also far from the agenda when Mr Cameron raised the issue of global trade imbalances and the danger of currency wars, sparked in part by China's managed exchange rate that most economists believe is artificially low and boosts the competitiveness of its exports.

Instead of sticking to the argument of the Group of Seven rich nations – that China should work harder to make its currency reflect market pressures – the prime minister took a softer approach.

The question they were pondering as the prime minister jet took off from Beijing en route to the Group of 20 summit in Seoul was whether all the diplomacy was effective.

ing, in time, "greater market flexibility into its exchange rate". This could not be completed overnight, "but it must happen", he said.

At no stage did officials think the trip could lead to an equivalent of the \$20bn (£12.4bn) in trade deals signed between Nicolas Sarkozy, French president, and Mr Hu last Friday. They talked about deals worth "billions of dollars."

The question they were pondering as the prime minister jet took off from Beijing en route to the Group of 20 summit in Seoul was whether all the diplomacy was effective.

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Soldiers face Iraq war crimes probe

Civilians seeking public inquiry

By Jane Croft, Law Courts Correspondent

The army is at the centre of a new crisis over alleged prisoner abuse after it emerged that three soldiers could face trial for war crimes.

Military prosecutors are investigating the soldiers over claims that they abused an Iraqi detainee and the director of service prosecutions will decide whether they should face charges.

Details of the investigation emerged during judicial review proceedings at London's High Court on Wednesday. The case has been brought by lawyers for 200 Iraqi civilians seeking a public inquiry into alleged abuse of Iraqi prisoners at the hands of their British captors.

No further information about the probe was dis-

closed, although the allegations were passed to prosecutors three weeks ago.

The Iraqis claim they were mistreated in British-controlled detention facilities between April 2003 and December 2008. In written arguments submitted to the High Court, lawyers for the Iraqi civilians claim the civilians suffered "torture or... inhuman or degrading treatment or punishment" at the hands of soldiers.

They claim that "sensory deprivation... can be seen across all facilities and time periods, with 160 allegations made of sight deprivation", including the use of blackened goggles.

The court papers refer to "sound deprivation (usually ear muffs)", "hooding", and a "clear practice of placing detainees in stress positions" ranging from prolonged kneeling to prolonged standing with arms lifted.

A number of allegations relate to the practices of the Joint Field Interrogation Team, which it is claimed

was a self-contained unit designed to control and interrogate detainees.

The Ministry of Defence has argued that a public inquiry is inappropriate and that the Iraq Historical Allegations Team within the Royal Military Police should investigate the claims. However, lawyers for the Iraqis claim that the team is not independent of the armed forces.

The MoD said in a statement: "The MoD has been clear throughout that if allegations are found to be true then individuals may be prosecuted. That is why we have set up the Iraq Historical Allegations Team. They will investigate these cases thoroughly and iden-

Court papers refer to hooding, sound deprivation and placing detainees in stress positions

tify any action that needs to be taken."

The ministry added: "They remain allegations and, if untrue, making such serious allegations falsely would be a heinous slur on members of the army."

Lord Justice Richards and Mr Justice Silber, two High Court judges, have been asked by Public Interest Lawyers, which is acting for Iraqi civilians, to rule on whether there should be a single public inquiry into the claims.

The judges are due to give their ruling on the case later this year.

In 2006 Corporal Donald Payne of the Duke of Lancaster's regiment pleaded guilty to inhumane treatment of prisoners protected by the Geneva convention, after Bahia Mousa, an Iraqi hotel worker, died in custody in Basra in September 2003. Mousa died from asphyxiation, and a post mortem examination found 93 injuries to his body. Cpl Payne was jailed for a year and expelled from the army.

BA suffers setback in cabin crew clash

By Gill Plimmer

British Airways' attempt to reach a settlement in its acrimonious dispute with cabin crew has hit another stumbling block after two branches of the trade union involved said they would not recommend the airline's latest offer to members.

BA and the Unite union last month reached a tentative agreement aimed at ending the long-running dispute, which began last year and caused 22 days of strike action.

Unite is still preparing to recommend the offer in a consultative ballot but said it would hold a strike vote if the deal was rejected.

BA said it thought the offer was fair.

The company continues to deal directly with the union, Unite. It is Unite who will ballot their members, not Bassa or Amicus – which are sections within the union. Unite has already stated its position clearly... This remains unchanged."

Published by The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL Tel: +44 20 7873 3000

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Published by: The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL United Kingdom. Tel: +44 (0) 20 7873 3000; Fax: +44 (0) 20 7407 5700. Editor: Lionel Barber

Printed by: Newsfax (Bow) Ltd, London, Newsprinters (Knowsley) Limited, Merseyside and Midland Tribune Printing Limited, Birr, Ireland

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Trade risks are main threat to UK, says Bank

Growth depends on global recovery

Forecasts even riskier than usual

By Norma Cohen and Daniel Pimlott

The biggest risk to growth in the UK is that the economies of its trading partners suffer badly, slowing demand for exports and making it difficult for the nation to undertake a rebalancing of its economy, according to the governor of the Bank of England.

Mervyn King unveiled the latest quarterly inflation report on Wednesday showing that the Bank had only marginally changed its forecast for both growth and inflation since its last report in August.

The Bank noted that there were even more risks than usual to its forecast. Moreover, members of its monetary policy committee were unusually divided

over how they expected various factors affecting inflation would influence the eventual outcome. Towards the end of the forecast, the committee judged that it was "about as likely that inflation will be above the target as below it", Mr King said in his opening remarks.

"But at both the two and three-year horizons, there is only a one-in-four chance that inflation will be within a half percentage point of the target. That underlines the uncertainty faced by the committee."

Mr King repeatedly returned in a press briefing to what he said was the central issue facing the British economy: whether it would be able to achieve the rebalancing necessary to reduce dependence on consumption by overstretched households and the public sector by replacing it with demand for exported goods and services. "The biggest conjunctural risk that we face is

bad news on the world economy and in particular in the euro area," Mr King said, noting that more than 60 per cent of UK exports were to the eurozone – including 7 per cent to Ireland alone.

Nearly three years after a 25 per cent drop in the value of sterling, Britain's trade balance appeared to have improved little. Moreover, the governor warned, the world economy overall was likely to be damaged if Group of 20 leading economy members meeting this weekend could not agree how to reduce trade imbalances without triggering protectionist measures.

"What is most important at present, given the difficult and dangerous times that the world economy faces, is that the world leaders at the G20 have a constructive approach."

"We are in a position where the world economy can be a win-win outcome. But I'm afraid we're also in a position where it can be a lose-lose," he said.

But although the inflation report offered a balanced view of the risks facing the UK economy, investors bet that the Bank did not plan to pump new stimulus into the economy any time soon, driving yields on the UK's benchmark 10-year debt up by the most in more than a year.

"Compared with recent press conferences... the governor's tone was more balanced," said Ben Broadbent, economist at Goldman Sachs. "For the first time in a while, his remarks in the press conference were broadly consistent with the content of the report itself."

The Bank barely moved its forecasts for growth in the next few years from its prediction three months ago.

Growth is expected to be 2.4 per cent next year and 2.8 per cent in 2012 and 2013 once the range of risks that the economy will underperform are taken into account, according to Financial Times calculations.

That is above the average market forecast of 1.8 per cent next year but close to the Office for Budget Responsibility's expectation of 2.3 per cent growth.

However, when companies respond to surveys, the report notes, they may be taking into account only how much of their production capacity is idle but available to work right now, rather than productive capacity that has been shelved but could be brought back on stream when conditions permit.

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www.ft.com/moneysupply

Production

Capacity conundrum

Among the biggest conundrums to emerge from last year's recession was what, exactly, happened to Britain's capacity to supply goods and services, writes Norma Cohen.

The answer is central to policymakers thinking about inflation. If supply capacity has been permanently lost, it may mean that, when demand begins to rise again, producers will not be able to meet it. As a result they will jack up prices for goods and services.

In successive inflation reports over the past year the Bank of England has made repeated references to its expectation that high unemployment and mothballed production capacity mean the economy is producing much less than it is capable of.

However, persistently high inflation has led some to question whether more capacity has been destroyed and that its loss is not temporary.

In its inflation report on Wednesday the Bank attempted to look closely at some of the conflicting evidence on the matter,

noting that a small margin of spare capacity may have inflationary implications as an economy recovers.

The report notes that the evidence is mixed.

However, on balance, while the monetary policy committee believes some pre-recession capacity has been lost forever, "substantial spare capacity within companies remains, including some capacity that has been temporarily suspended but which could be brought back into use a demand strengthened".

One reason for the confusion about capacity is that different measures tell different stories. Business surveys suggest that spare capacity now, particularly within manufacturing companies, is close to pre-recession levels.

However, when companies respond to surveys, the report notes, they may be taking into account only how much of their production capacity is idle but available to work right now, rather than productive capacity that has been shelved but could be brought back on stream when conditions permit.

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www.ft.com/moneysupply



By Tim Bradshaw, Digital Media Correspondent

A judicial review of measures in the Digital Economy Act to stem online copyright infringement has been granted by a High Court judge.

BT and TalkTalk, two of the UK's biggest internet service providers, filed a complaint with the High Court in July arguing that the act passed in the dying days of the Labour government was "unfair", failed to take account of European law and was ratified too hastily during the "wash-up" period after the election was called in April.

Measures to tackle online filesharing were strengthened during the bill's passage, including plans to force broadband providers to suspend internet access for repeat offenders and bar access to sites that were seen as facilitating piracy.

Several leading internet groups, including Google and Facebook as well as BT and TalkTalk, protested against the moves.

Justice Wyn Williams ruled in London on Wednesday that a review be granted on the grounds of compliance with the European technical standards directive and compatibility with EU privacy and e-commerce directives.

The judicial review is expected to come to court in February.

BT and TalkTalk said they were "very pleased that the court has recognised... our concerns".

"It is important for everyone involved – copyright owners, consumers, ISPs and institutions like libraries and universities – to have certainty on the law before proceeding," the ISPs said, claiming that costs of implementing the act could run into tens of millions of pounds.

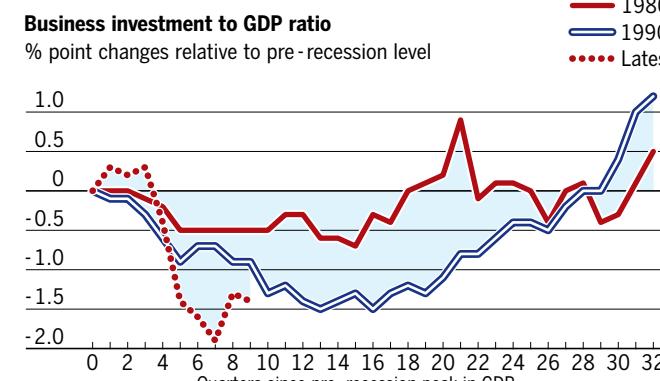
The Department for Business, Innovation and Skills said it was disappointed with the decision and insisted that the act was consistent with EU law.

The BPI, MPA and the Creative Coalition – groups representing content owners – also bemoaned the ruling, saying piracy threatens jobs in the media sector.

Ofcom is still proceeding with its implementation of the plans, with a final version of its code for ISPs expected to be published this month. The obligations are expected to come into force in early summer 2011.

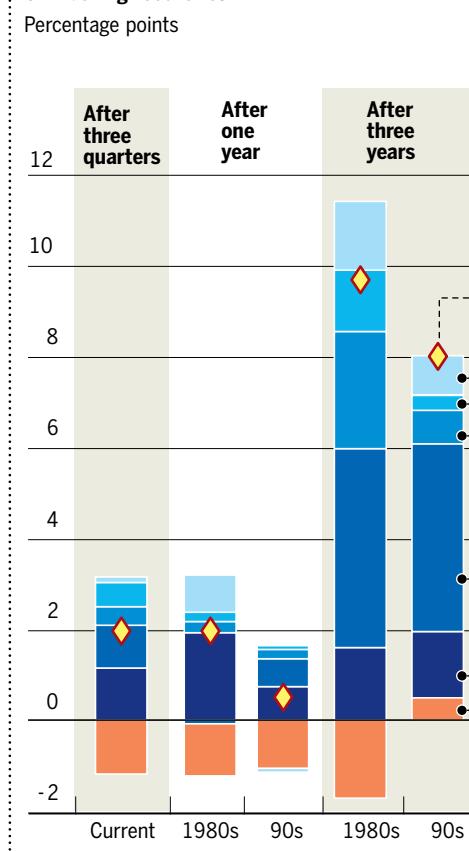
Foundations of growth

Investment – a key driver of growth – is still low compared with previous recessions



Stockbuilding has boosted growth so far, but investment and consumption must kick in

Contributions of expenditure components to changes in GDP during recoveries



Source: Bank of England

King denies crossing line over coalition

By Norma Cohen, George Parker and Daniel Pimlott

Mervyn King, governor of the Bank of England, has rejected suggestions from some senior Bank officials that he has gone too far in his support for the coalition's plans for aggressive fiscal consolidation.

Dismissing worries that he had tied himself too closely to the government's plans for rapid and deep cuts as not a "serious question", Mr King said members of the monetary policy committee all agreed on the need for a credible deficit reduction.

But a Financial Times report on Tuesday that current and former members of staff – including some members of the MPC – felt Mr King had crossed the line in endorsing the coalition's plan to eliminate the deficit reinforced Labour's own concerns.

George Mudie, a Labour member of the Commons treasury committee, said it had "become a habit" for the governor to side publicly with the Tory position on deficit reduction.

A spokesman for Alan Johnson, the shadow chancellor, said: "The government clearly does not have a monopoly of wisdom on how to deal with the deficit. The divergent views on the MPC demonstrate this clearly."

Mr King, speaking at the publication of the Bank's latest forecasts for growth and inflation, said there might be differing views on

fiscal policy on the MPC, just as there were differing opinions on monetary policy.

"I'm sure there are probably different views on fiscal policy but we don't sit down and discuss it because it's not the remit of the MPC," he said.

But he added: "You need a credible medium-term fiscal plan in place. I don't think anyone on the committee disassociates themselves from that view."

Airing the Bank's inflation report in August, in which the growth forecast was downgraded, Mr King refused to pin any blame for slower growth on plans to slash spending – unlike most private sector econo-

mists who also reduced their forecasts.

In addition to Mr King and George Osborne, Sir Nick Macpherson, the Treasury permanent secretary, fully supports the need for a faster consolidation. The chancellor had planned to deploy Mr King and Sir Nick to persuade the Lib Dems to back a £6bn cut in public spending this year during coalition talks; in the end Nick Clegg's party needed no persuading.

Mr King had a long history of discord with the previous Labour government. Gordon Brown's public procrastination about whether

to reappoint him soured relations with the governor, and they never recovered.

"Of course, Mervyn would always be careful to say something else which appeared supportive of government policy, but he must have known how his remarks would be interpreted," a former Treasury official said.

"Alistair Darling didn't think he had a blue rosette

on his desk or anything like that... but Mervyn has been around long enough to know what he is doing."

Relations became so dire that Mr Darling believed Mr King had become a conduit to the Tories, however unwittingly, of confidential government thinking, notably on a banking sector bail-out in October 2008.

Mr King has vehemently denied the suggestion, but the fact that suspicions lingered in the Treasury was a sign of poor relations.

One Labour former minister said: "The quickest way to convey our thinking to George Osborne was to tell the governor. Reappointing him was one of Gordon Brown's biggest mistakes."

Labour has watched Mr King's endorsement of the coalition's fiscal approach as further evidence that he risks compromising his political independence.

"It's absolutely paramount the governor should be away from politics," said a Labour former minister. "He derives his authority from his independence."

Political manoeuvres

February 2004

Mervyn King raps the knuckles of Ed Balls, Gordon Brown's chief economic adviser, for commenting on monetary policy close to an interest rate decision

December 2004

King insists that Brown should meet his self-imposed fiscal rules. Brown ignores the advice

2007

Brown prevaricates publicly for several months before agreeing to give King a second five-year term as governor

January 2008

Conservatives accuse Brown of a "fairly determined

effort to sideline and even undermine" the BoE

May 2009

King's downbeat assessment of the economy warns of another possible downturn in election year and a slow and protracted recovery

July 2009

Conservatives say they will transfer regulatory powers to King

October 2009

Brown rebukes King after the governor calls for Britain's biggest banks to be split up: the Conservatives say King's speech is "powerful and persuasive"

November 2010

King gives a firm endorsement to the coalition government's cuts

Report backs radical tax reform to revive economy

IFS study hits at costly system

By Vanessa Houlder

Sweeping reforms of the tax system are needed to improve Britain's economic performance and living standards, according to a wide-ranging study chaired by Sir James Mirrlees, a Nobel laureate.

A report published by the Institute for Fiscal Studies, the independent think-tank, on Wednesday said income tax should be merged with national insurance contributions, value added tax should be extended to nearly all spending including financial services, and "the damaging bias in favour of debt over equity finance" should be eliminated.

One Labour former minister said: "The quickest way to convey our thinking to George Osborne was to tell the governor. Reappointing him was one of Gordon Brown's biggest mistakes."

Labour has watched Mr King's endorsement of the coalition's fiscal approach as further evidence that he risks compromising his political independence.

"It discourages saving and investment, and distorts the form they take. It favours corporate debt over equity finance. It fails to deal effectively with either green house gas emissions or road congestion."

The proposed changes would be politically difficult, but sticking with the current system involved complexity, unfairness and significant economic costs,

the review said. "We cannot forever succumb to the tyranny of the status quo."

The Treasury said it would consider the review's findings but pointed out it was already simplifying the tax system and consulting on tax policymaking reforms.

Tax advisers raised concerns about the administrative costs of some of the Mirrlees proposals. The Institute of Directors criticised the review's "marked emphasis on progressivity", which it said risked providing disincentives to growth.

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Sir James, a professor of economics at the University of Cambridge and the Chinese University of Hong Kong, said the review showed the UK tax system was costly and inequitable.

"It discourages saving and investment, and distorts the form they take. It favours corporate debt over equity finance. It fails to deal effectively with either green house gas emissions or road congestion."

The proposed changes would be politically difficult, but sticking with the current system involved complexity, unfairness and significant economic costs,

helping reduce the incentive for multinationals to shift taxable profits out of Britain.

The resulting loss of corporate tax revenue should be offset by raising taxes on wages rather than on corporate profits, according to the review, which warned against raising corporate tax rates because this would encourage business to relocate.

In the long run, wages would be pushed up as a result of increased investment from the reform, it said. Overall it would boost gross domestic product by 1.4 per cent, more than £20bn at current prices.

The study criticised current taxes on earnings as "an opaque jumble of different effective rates as a result of tapered allowances and a separate NI system". It highlighted the "bizarre" marginal rate structure that pushes the tax rate up to 60 per cent on incomes between £100,000 and £112,950.

NI contributions should be levied on dividends to eliminate the incentive for owner-managers of small businesses to pay themselves in

National news

Big Society suffers housing setback

Axing of regional targets unlawful
Thousands of new homes back on table

By Ed Hammond and Elizabeth Rigby

The Big Society initiative, a central plank of government policy, has been dealt a blow after the High Court said Eric Pickles' abolition of regional housing targets was unlawful.

The ruling could safe-

guard the development of hundreds of thousands of new houses and was welcomed by the building industry.

Cala Homes, which brought the case, argued that Mr Pickles, the communities secretary, had wrongly used discretionary powers to axe regional spatial strategies – long-term centralised planning frameworks introduced in 2004.

The housebuilder had planned a 2,000-home development in Winchester. The changes to policy left the company concerned that it

would struggle to complete the project.

Ian Gibney, partner at Macfarlanes who is acting for Cala, said the government's push towards localism had been dealt a blow.

"There are a number of housing proposals rejected on the basis that the revolution was lawful. These will need to be revisited," he said.

Housebuilders have argued that the coalition government has failed to put in place any substantial policy changes, creating a plan-

ning law vacuum. Some warned that it would lead to a hiatus on building, while others have called the push towards localism a "charter for Nimbyism".

The lack of clarity was particularly unwelcome as the new build industry attempts to overcome a fall in demand caused by low consumer confidence and tight mortgage finance.

"Today's judgment allows the government to put in place a clear transition to get from the old system to the proposed localism-based

one. This will avoid throwing away the many years of planning for future housing delivery," said the Home Builders Federation.

Mr Pickles told planning authorities across England,

in a letter in July, that the scrapping of RSS was not a signal to stop making plans for their area. The letter read:

"Local planning authorities will be responsible for establishing the right level of local housing provision in their area, and identifying a long-term supply of housing land without

the burden of regional housing targets. Some authorities may decide to retain their existing housing targets. Others may decide to review their housing tar-

gets."

All but a few local authori-

ties slashed targets, with

Leeds, Bristol and Bath

scrapping more than 50,000

homes between them.

However,

in spite of

Wednesday's

ruling,

Bob

Neill,

communities

minister,

said

plans

to get rid of

regional

strategies

would go

ahead.

"This

judgment

changes very little. Later this month we will be introducing the localism bill to parliament which will sweep away the controversial regional strategies. Top-down targets don't build homes – they've led to the lowest peacetime house-building rates since 1924."

Caroline Flint, shadow communities and local government secretary, said the government's housing policies were failing to meet the aspirations of hundreds of thousands of families who wanted a decent home.

Network Rail and Jarvis face crash charges

By Robert Wright,
Transport Correspondent

Unlimited fines could be levied on the rail infrastructure owner and the company that maintained a stretch of rail line after regulators started a prosecution over the fatal Potters Bar crash more than eight years ago.

Network Rail and Jarvis face charges over their maintenance of a set of points at Potters Bar, north of London, that failed on May 10 2002, derailing a train travelling at 100mph. The crash killed six passengers on the London to Cambridge train and one bystander.

The Office of Rail Regulation's decision follows one by the Crown Prosecution Service in 2005 not to pursue a corporate manslaughter prosecution over the crash, which followed the failure of bolts meant to hold the points in place.

The track was owned at the time by Railtrack, the rail network's former owner, which collapsed into administration in October 2001. Network Rail bought Railtrack from its administrators in October 2002.

Jarvis, which was linked with a series of mishaps on routes it maintained, went into administration in March. While Jarvis had day-to-day charge of maintenance on the line, Railtrack retained overall responsibility for ensuring the route was safely maintained.

Ian Prosser, the ORR's director of rail safety, said the conclusion of an inquest into the deaths this year freed the office to decide what action to take.

"I have decided there is enough evidence, and it is in the public interest, to prosecute Network Rail and Jarvis Rail for serious health and safety breaches," he said.

Steven Norris, the former transport secretary, who was a director of Jarvis, stirred up controversy by suggesting after the crash it was "a distinct possibility" that the points involved had been "interfered with".

The crash was one of several incidents that persuaded Network Rail to take back responsibility for day-to-day maintenance from contractors.

Both companies are charged with failing to ensure between March 31 2001 and May 11 2002 there was a safe system in place for maintaining points like those involved in the crash.

The companies could each be fined £20,000 if the case is heard in a magistrates' court. If, as seems likely, the case goes to a crown court, they could face unlimited fines.

Tuition fees protest erupts into violence

By Chris Cook, Michael Stothard and Elizabeth Rigby

Young people lit fires, smashed windows and fought riot police, as a Westminster protest against a rise in university tuition fees degenerated into the first mass violence in the UK since public spending cuts were announced in the October comprehensive spending review.

Several hundred protesters broke away from a much larger peaceful demonstration on Wednesday afternoon to attack the Millbank office complex overlooking the Thames.

The buildings, owned by the Reuben brothers, property developers, house the

'It's not acceptable. This level of violence was largely unexpected'

Sir Paul Stephenson
Met Police commissioner

headquarters of the Conservative party.

Rioters, many masked, shattered windows and wrecked the building's lobby. Some protesters found their way on to a roof, from which they displayed banners, waved flags, dropped leaflets and threw missiles.

Police moved in to protect the building and acted preemptively to shield the nearby Liberal Democrat headquarters.

Heavy and sharp objects were thrown at them by protesters on the ground and from the roof. Seven officers and seven protesters suffered light injuries, and the police made several arrests.

Sir Paul Stephenson, the Metropolitan Police commissioner, said: "It's not acceptable. It's an embar-

rassment to London and to us, and we have to do something about that... This level of violence was largely unexpected."

The demonstration, intended to be peaceful, was organised by the National Union of Students and the University and College Union, the university employees' trade union. Both oppose government moves to raise the cap on tuition fees from £3,290 to £9,000.

Organisers said 50,000 people attended the protest. Aaron Porter, NUS president, believed a "small minority" had arranged to cause trouble beforehand. Some of the rioters had brought hammers and flares with them.

"We talked about the need to prevent anything like this... Unfortunately, a minority have undermined us," said Mr Porter.

As the trouble erupted, NUS officials directed protesters not to approach the Millbank complex and told the demonstrators that public displays of violence would be counterproductive.

A vice-chancellor from a London university said the events in Westminster would undermine the anti-fees campaign, adding that it "could not have gone better for the government. George Osborne [the chancellor] will be delighted".

A government insider said: "There was what looked like a fire extinguisher hurled off a building. It could have killed someone... The public will not be sympathetic in the face of such violence."

But Stephen Williams, a Lib Dem MP and former front bench spokesman on higher education who has still not decided how to vote on the issue, said he did not think the rioting "would change the substance of the debate". It is not known

they could not cast their ballot.

It also aired fears that town hall budget cuts could affect the smooth running of the referendum on changing the voting system due for May 5.

Press Association

Olympic role for bike hire scheme

London's bike hire scheme will be extended to much of east London in time for the 2012 Olympic Games in the area, the London mayor's transport organisation has promised.

The scheme, which started in July, will cover the whole of Tower Hamlets and north Shoreditch in neighbouring Hackney, said Transport for London on Wednesday.

Peter Aspden

from the 14th century, decorated in a classic blue and white peony pattern, was sold to an anonymous buyer on the telephone after a battle between four bidders.

Nicolas Chow, the international head of fine Chinese ceramics and works of art for Sotheby's, described the jar as an "honest and beautiful example" of a much-copied style, which "galvanised" the room at Wednesday's auction.

He would not reveal the identity of the winning bidder, but said the beaten bidders for the jar, which came to auction from a private Portuguese collection, included a dealer and a collector from Hong Kong.

Peter Aspden

BBC backs S4C independence

The BBC does not want to take over S4C when it becomes responsible for funding the Welsh-language channel, the chairman of the BBC Trust said on Wednesday.

In a letter to his counterpart at S4C, Sir Michael Lyons said the BBC was committed to maintaining the channel's creative independence.

It will largely be paid for out of the TV licence fee under changes announced as part of last month's

comprehensive spending review. The Department for Culture, Media and Sport had already said it wanted to break the link between the channel's annual grant, currently £100m, and inflation.

Press Association

Aristocrats own third of all land

Almost a third of land in England and Wales is still owned by a small group of aristocrats, research indicated on Wednesday.

Wealthy people and their estates are thought to control about 20m of the country's 60m acres.

Research by Country Life magazine found that 36,000 members of the Country Land & Business Association, whose members are mainly

individuals and estates, collectively own half of all rural land in England and Wales.

The Forestry Commission is the country's biggest landowner, holding almost 2.6m acres on behalf of the government, which has announced plans to privatise the agency.

It is followed by the National Trust, which has 630,000 acres and 350 historic properties, while the Defence Estates, which holds land for the Ministry of Defence, has 593,000 acres and pension funds collectively control 550,000 acres.

Press Association

More struggle to pay mortgages

The number of people struggling to pay their mortgages has almost doubled during the past year, a housing charity says.

About 18 per cent of homeowners said they faced a constant struggle to keep up with their home loan repayments, up from just 10 per cent a year earlier, according to Shelter.

The research comes as the Council of Mortgage Lenders is due to release figures showing how many homes were repossessed during the third quarter of the year.

Press Association

Lib Dems. His party is expected to allow a rise in fees, in spite of having pledged during the election campaign to oppose such an increase.

Mr Clegg stood in for David Cameron at prime minister's questions, enduring a stream of questions on university finance and taunting from Harriet Harman, Labour's deputy leader. Outside parliament, his party also drew strong criticism from placard-writers and protesters.

Elaine Heffernan, a public sector worker from east London, said: "The riot police were actually forced out by a wall of students... Riot police have not been defeated like that since the poll tax. I believe students are the future. We cannot let Cameron do to the students what Thatcher did to the pit communities."

The violence overshadowed what would have been a difficult day for Nick Clegg, the deputy prime minister and leader of the

Who picks up bill?
www.ft.com/westminster



News digest

Cargo bomb was timed to hit US

The bomb found on the cargo aircraft at East Midlands airport last month was timed to detonate over the eastern seaboard of the US, Scotland Yard said on Wednesday.

The device, which was removed from a UPS aircraft by police shortly after 3.30am on October 29, was timed to go off seven hours later, police said.

Scotland Yard said: "If the device had not been removed from the aircraft the activation could have occurred over the eastern seaboard of the US."

Press Association

Clegg rejects late voting reform

An elections watchdog was set on a collision course with Nick Clegg, deputy prime minister, after he dismissed calls for a law change to ensure last-minute voters were not turned away.

The Electoral Commission said it was "disappointed" that the government had ignored its call for legislation to prevent a repeat of angry scenes during the general election in May.

At least 1,200 people were still queuing in 16 constituencies when polls closed at 10pm, meaning

they could not cast their ballot.

It also aired fears that town hall budget cuts could affect the smooth running of the referendum on changing the voting system due for May 5.

Press Association

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A rare Chinese porcelain jar has been sold for £2.6m – more than four times its high estimate – at a Sotheby's auction in London.

Regime for big banks kept fluid

Regulators wary of two-tier system

Rules aim to deal with systemic risk

By Patrick Jenkins and Brooke Masters in London

Governments and financial regulators will keep fluid a list of big banks that should be classed as global systemically important financial institutions – or GSifis – as they strive to deal with the potential danger of a two-tier system.

Twenty or more of the world's biggest banks are

set to be categorised as GSifis but regulators are determined that the list should be reviewed regularly – at least annually, according to one senior supervisor – so institutions that grow fast, acquire rivals or change the way in which they interact with counterparties in the financial system can be brought into the regime.

At the same time, a global regulatory group will be created to police the way national regulators supervise their GSifis and impose tighter rules as well as possible capital surcharges and mandatory losses on

creditors in the event of a government bail-out.

According to people close to the reforms, the group will also make sure that banks categorised as GSifis are treated similarly by their national regulators.

The new rules, due to be outlined in a G20 communiqué on bank regulation on Friday, will put in place a key piece of a puzzle that has remained since the financial crisis – how to deal with banks that pose a systemic risk.

The G20 announcement will come two months after global regulators at the Basel Committee on Bank-

ing Supervision outlined the core rules of its new regime.

The Financial Stability Board, the panel of central bankers and regulators responsible for enacting the G20's decisions, plans to announce the creation of the regulatory group after the Seoul meeting to underscore that they want the rules to have teeth. However, there will be national latitude on which instruments should be used to fund systemic surcharges, including common equity, contingent capital and bail-in debt – bonds that wipe out investors automatically in crisis situations.

Under the new plan, people familiar with the communiqué say, the FSB will draw up by the middle of next year the parameters of what constitutes a GSifi, as distinct from a bank that is big in its home country but whose failure would cause ripples that are largely contained at home.

The distinction suggests big Asian institutions – notably most Japanese and Chinese banks, which are big at home but less entwined in the global financial system than Wall Street banks, for example – would not count as GSifis.

A second category of banks that are of systemic importance in a country or region would contain some names that are on the cusp of both definitions and would be among the most likely to switch into GSifis.

People familiar with the plans say that, although the focus will be on GSifis "initially", there are moves to extend some of the extra requirements to nationally systemic groups later.

See separate G20 section
Editorial Comment, Page 12
Alan Greenspan, Page 13
Basel rethink, Page 13
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Pressure grows on China as surplus surges

Currency debate

By Geoff Dyer in Beijing

China's trade surplus surged again in October to \$27.1bn, the second highest level so far this year, putting new pressure on Beijing over its currency policy ahead of the G20 summit.

The October trade surplus increased from \$16.9bn the month before and is one of the largest recorded by China in a single month, raising questions about the pace of rebalancing.

Although economists said that seasonal factors had exaggerated the size of the trade surplus last month, the increase will give ammunition to those governments at the G20 that want China to accelerate the pace of appreciation of its currency. China has, in turn, heavily criticised the new round of quantitative easing by the US Federal Reserve and announced on Wednesday it was raising bank reserve requirements by 0.5 percentage points, amid concerns about rising inflation.

"China's rising trade surplus is yet another sign of a resurgence of global trade imbalances," said Eswar Prasad, a former International Monetary Fund official now at Cornell University. "It is becoming increasingly clear that China has not made much progress on rebalancing its economy and reducing its dependence on exports."

He said that while China had the US on the defensive ahead of the G20 over its monetary policy, the new trade data "will rebalance the debate".

The World Bank last week urged Beijing to make a big push for structural reforms aimed at boosting domestic demand and consumption.

• The US trade gap declined by 5.37 per cent in September to \$44bn, the commerce department said. Exports outpaced imports, rising by \$500m to \$154.1bn as the weaker dollar made US goods and services cheaper to the rest of the world. Imports declined by \$2bn to \$198.1bn.

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Full story: www.ft.com/globaleconomy



Anti-G20 demonstrators gather for a torchlight protest in Seoul as world leaders arrive for the start of the summit Getty

Deep fractures hit hopes of breakthrough

News analysis

Governments are unlikely to agree on a strategy to tackle economic imbalances, writes Alan Beattie

Governments have played down expectations of a big breakthrough in resolving global economic imbalances from the G20 leaders' meeting this week in Seoul after clear divisions emerged over currencies and current account deficits.

On Wednesday Barack Obama, US president, reiterated the need for countries with current account surpluses – a category including China and Germany – to increase domestic demand rather than relying on exports.

A plan agreed at an October meeting of G20 finance ministers "commits us all to pursue policies to reduce the risk that unsustainable external imbalances will re-emerge", he said.

But experts said the meeting would end without a clear map about how to get there. Eswar Prasad, formerly a senior International Monetary Fund official,

said: "The summit will highlight areas of general agreement, even if those lack specifics, and paper over areas where there are deep fractures among the G20."

A proposal floated last month by the US to set numerical targets or "indicative guidelines" for current account imbalances is being rested for this particular match to avoid injury. In avoiding open confrontation with China, Washington is playing the long game, reckoning that pressure may be counterproductive to the internal debate under way in Beijing.

The People's Bank of China, the central bank, is keener on letting the renminbi appreciate and more open to the idea of setting current account targets, but for the moment other voices within the Chinese government have dominated. How long that will continue is anybody's guess, most likely including that of the White House.

In the meantime, the US has had to cope with a counterattack from Beijing and Berlin, which last week inveighed against the US Federal Reserve for further monetary easing, which they said was worsening imbalances and destabilising

the world economy. Wolfgang Schäuble, Germany's finance minister, provocatively described US policy as "clueless", arousing surprise and concern from some other G20 officials – especially since finance ministers generally refrain from commenting on the actions of their own or others' central banks.

Mervyn King, governor of the Bank of England, on Wednesday made what

Gold 'elephant'

Soaring gold prices reflect unease about the strength of large developed economies, says Robert Zoellick, World Bank president, reports Kevin Brown in Singapore.

Urging the G20 to take note, he said increasing use of gold as a monetary asset was an "elephant in the room" being ignored by policymakers in the global imbalances debate.

The search for an alternative to weak currencies in the developed world showed the need for co-ordinated growth plans based on free trade and structural reforms.

Full story www.ft.com/globaleconomy

appeared a coded criticism of China and Germany, telling a London press conference: "I hope that at the G20 meeting this weekend that we will get a co-operative message rather than some of those that we have been getting in the last few days and weeks."

Ousmène Mandeng, a former IMF official now at Ashmore Investment Management in London, expressed the frustration of many with the underperformance of the grouping.

"The aim seems to be to damp expectations," he said. "But should it be? At this juncture, one would think that the G20 needs to demonstrate leadership."

Earlier this week, Robert Zoellick, World Bank president, startled many with his suggestion that currency values be determined with reference to gold. Monetary affairs are generally the provision of the bank's sister institution, the IMF.

"Zoellick's [plan], a wrong proposal from the wrong institution I think, illustrates that there is quite a lot of appetite for ideas but also that there is a vacuum on idea leadership," said Mr Mandeng.

In other areas, actions are either being postponed or implemented partially and

at a country level. The G20 is likely to defer decisions on whether large financial institutions should be made to hold more capital, given their threat to the financial system, and people familiar with the process say many decisions are being left to national regulators.

In trade, although the G20 communiqué is likely to restore the ritual call for a conclusion to the Doha round of multilateral trade talks, Indian and Brazilian negotiators have said they will not give ground to the US to get to a deal.

Recently the European Union did improve considerably the preferential access it offers to exports from poor countries by relaxing the "rules of origin" that determine how many imports those economies can use, but other countries have declined to offer more concessions.

The summit will have some good news: reform of the IMF's governance, which will give more votes and more seats on the executive board to emerging market countries. But that deal was concluded among the G20 weeks ago and confirmed by the IMF board last Friday, so will be a success to reflect on rather than to announce.

and Russian leaders in his endeavours.

A successful presidency will require a lot of patience, diplomacy and self-restraint, to which Mr Sarkozy is temperamentally ill-suited. He is anxious to use the G20 to rebuild his presidential stature before the 2012 French elections, and a full-blown crisis might suit him better.

But he is taking over the G20 at a critical juncture, when its purpose and legitimacy are in question.

"This comes at the right time for Sarkozy," said a European diplomat. "The Koreans have done a good job, but they are not in the same league of international diplomacy. The G20 now has to decide what it's for. It's not going to be a Sarkozy show. He has to make things happen."

Additional reporting by Christian Oliver in Seoul

through building on existing work to put in place financial safety nets, rules on use of capital controls and the promotion of alternative forms of currency, such as special drawing rights.

At least, say French officials, Mr Sarkozy was prescient enough to make exchange rates a priority. Paris's push on exchange rates has since been eclipsed by Washington's call for limits on current-account surpluses and deficits and the backlash this triggered from China and Germany.

France, a deficit country, should instinctively favour the US initiative to correct imbalances. Mr Sarkozy used to rail against Chinese "monetary dumping".

But Paris needs to keep China and Germany, its most important European partner, on side if its G20

presidency is to succeed, so it has already cast itself in the role of honest broker.

The Elysée believes that an "accusatorial approach" aimed at Beijing or Berlin will be counterproductive. It wants a series of international seminars to draw China into a permanent dialogue over exchange rates, although the format has yet to be defined.

"The [US] idea is good, but must be part of a broader agenda to avoid the 'good guy, bad guy' scenario," said a French official.

France's task over the next year will be to piece together what an official called "an international doctrine" – including a set of guidelines for balanced growth that goes beyond the simple metric of current-account deficits.

Mr Sarkozy wants to associate the German, British

Obama faces barriers at home to trade pact with Seoul

GLOBAL INSIGHT



Alan Beattie
in Seoul

Barack Obama: master and commander of the world economy, or merely peripatetic salesman-in-chief?

So far, it looks more like the latter. During the president's Asia tour, he has spent more time touting US exports than battering down trade barriers. Mr Obama says the export deal he proudly announced in India, with the spurious mathematical precision often attached to such estimates, would create 54,000 jobs. The US economy generated nearly three times that number last month alone.

In South Korea, where he arrived late on Wednesday for a meeting of G20 leaders, Mr Obama can rescue something of real economic substance from this tour. Faced with a trade-sceptical Congress, US trade officials have done precious little negotiating over the past two years. But this week they have been in Seoul, locked in talks with their famously intransigent South Korean counterparts to get the US-South Korea bilateral trade deal – agreed in 2007 by George W. Bush's administration but not ratified – into a state acceptable to the South Korean assembly and Capitol Hill.

Thus is revealed the striking weakness of US administrations in trade policy. US negotiators operate with small but vocal lobbies peering over their shoulders. Moreover, the new Congress's views on trade are unusually and helpfully uncertain.

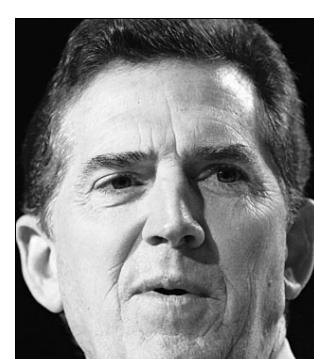
Of three pending trade deals that Mr Obama inherited from Mr Bush – the others being Colombia and Panama – South Korea has the least number of enemies in Washington. South Korea is America's seventh biggest trading partner, though still representing just 3 per cent of US trade.

American business executives complain that the EU is outflanking the US, since Brussels has recently agreed its own trade pact with Seoul.

Other conservative favourites such as the senators Rand Paul from Kentucky and the rising star from Florida, Marco Rubio, have spoken kindly of bilateral trade deals.

Rather than the substance, the case is likely to turn on the purely partisan issue of whether Republicans on Capitol Hill are prepared to hand Mr Obama a victory, any victory – even one on a traditionally Republican issue first negotiated by a Republican president. If they oppose it, then hopes of taking Doha out of the deep freeze and concluding a proposed trans-Pacific trade pact will shrink yet further.

In that case, Mr Obama's position will be weaker than ever on the trade front – and his officials will go back to spending most of their time flogging US exports to existing markets rather than prising open new ones.



Free-trader: Jim DeMint, South Carolina senator

Franklin Templeton Investment Funds



Société d'investissement à capital variable
Registered office: 26, boulevard Royal, L-2449 Luxembourg,
R.C.S. Luxembourg B 35 177

NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS OF FRANKLIN TEMPLETON INVESTMENT FUNDS

Notice is hereby given that the Annual General Meeting of Shareholders (the "Meeting") of Franklin Templeton Investment Funds ("the Company") will be held at the registered office of the Company on November 30, 2010, at 2.30 p.m., with the following agenda:

AGENDA

- Presentation of the Report of the Board of Directors;
- Presentation of the Report of the Auditors;
- Approval of the Financial Statements of the Company for the accounting year ended June 30, 2010;
- Declaration of Dividends;
- Re-appointment of the following twelve Directors: The Honourable Nicholas F. Brady, Vijay C. Advani, Mark G. Holwesko, Gregory E. McGowan, Richard Frank, Geoffrey A. Langlands, David E. Smart and James Hung;
- Re-election of PricewaterhouseCoopers S.A.R.L. as Auditors;
- Approval of the payment of dividends for the accounting year ended June 30, 2010;
- Consideration of such other business as may properly come before the Meeting.

VOTING

Resolutions on the agenda of the Meeting will require a quorum and will be taken at the majority of the votes expressed by the Shareholders present or represented at the Meeting.

VOTING ARRANGEMENTS

Holders of Registered Shares who cannot attend the Meeting may vote by proxy returning the Form of Proxy sent to them to the offices of Franklin Templeton International Services S.A., 26, boulevard Royal, L-2449 Luxembourg, no later than November 22, 2010 at 5.00 p.m.

Holders of Bearer Shares who wish to attend the Meeting or vote at the Meeting by proxy should deposit their Share certificates with J.P. Morgan Bank Luxembourg, S.A., European Bank & Business Centre, 6 route de Trèves L-2633 Senningen, Grand Duchy of Luxembourg, no later than November 22, 2010 at 5.00 p.m.

VENUE OF THE MEETING

Shareholders are hereby advised that the Meeting may be held at such other place in the absolute and final discretion of the Chairman of the Meeting. In such latter case, the Shareholders present at the registered office of the Company on November 30, 2010 at 2.30 p.m. will be duly informed of the exact venue of the Meeting, which will then start at 2.30 p.m.

To attend the Meeting, Shareholders shall be present at the registered office of the Company at 1.30 p.m.

Please note that all references to time in this notice means Luxembourg time.

The Board of Directors

France

No acts of showmanship are expected before Paris takes over the G20 presidency, writes Ben Hall

Nicolas Sarkozy has a history of throwing his weight around at G20 summits – even threatening, implausibly, to walk away from the London meeting in 2009 unless he got his way.

In Seoul, the French president will try to be more discreet.

"Nicolas Sarkozy wants to be

World news

Ireland's financial woes

Central bank chief eyes foreign buyers

Honohan speaks out on ailing sector

Borrowing reached euro-era high

By John Murray Brown
in Dublin

Patrick Honohan, Ireland's central bank governor, on Wednesday put a "For Sale" sign over the country's ailing banks, stressing that foreign ownership of the troubled sector was "not as

far-fetched a scenario as it might appear to some".

Speaking to Dublin's International Financial Services Summit, he said: "From a national point of view, the entry of foreign purchasers for some or all of the banks would help transfer both credit and liquidity risk to those in a better position to bear them." He went on: "Astute bankers recognise there is profitable banking business to be done in Ireland in the years to come, though they

will differ on the optimal timing and the pricing of entry."

His comments came as Ireland's cost of borrowing reached a new euro-era high, amid growing speculation among investors that its fiscal and banking crisis will force the country to seek outside assistance, either from the International Monetary Fund or the European Financial Stability Facility, set up by the European Union in the wake of the Greek debt

crisis earlier this year.

The bank governor, an academic and former IMF economist, acknowledged wryly "the favourable impact on investor confidence has not yet been as strong as might be hoped for" following three austerity budgets and a €50bn bank bail-out to restore minimum capital buffers.

But, he expressed disappointment that the "the recapitalisation burden is often over-stated as a contributor to the required fis-

cal adjustment". He said the interest cost on the promissory notes issued to the banks as capital amounted to "about one-tenth of the fiscal adjustment now in prospect over the next four years".

The government has provided €29bn for the scandal-racked Anglo Irish Bank and the two smaller building societies Irish Nationwide and Educational Building Society – with all three now state owned. It has also invested €3.5bn worth of

preference shares in each of the two big banks, Bank of Ireland and Allied Irish Banks. AIB is set to be more than 90 per cent government-owned after it concludes a €5.4bn open offer and placing later this year, which is fully underwritten by the state's sovereign wealth fund.

Mr Honohan calculated that if losses incurred at the local operations of Lloyds and Royal Bank of Scotland are also included, Ireland's property crash has resulted

in losses across the six main lenders of €85bn or 55 per cent of gross domestic product. "In addition to the state's share in injecting funds to meet these estimated losses, the remainder has in effect been absorbed by the shareholders. I mention this... to dispel any impression that the policy and shareholder response in restoring capital levels might have grossly low-balled loss estimates."

Markets, Page 32

Pressure points factors pushing Irish borrowers to their limits



Repossessions

To date repossession have been fairly rare occurrences, running at 11 per 100,000 mortgages in the second quarter of 2010, but fears are growing that the figure will rise



Unemployment

Joblessness has been on the rise since 2008 but encouraging monthly data suggest the rate has stabilised at around 13 per cent



Mortgage rates

Borrowers on variable rate products are facing higher interest costs and 200,000 borrowers will be in negative equity by the end of this year, according to some estimates



Cuts in salaries

Public sector salaries were reduced by an average of 15 per cent last December to achieve a quarter of the €4bn of savings made in this year's budget

Press Association

Fears rise over new round of home loan defaults

News analysis

Many mortgagors will be in negative equity this year, says one expert.

John Murray Brown reports

John and Patricia Burnett moved back to Ireland in 2000 and bought a house. Mr Burnett lost his job as a lorry driver and then his house, after agreeing last month to a repossession order from the bank. Now the grandfather fears he may be "homeless in eight weeks". His local authority says that because the Burnetts volunteered to give back the keys to their family home, they are ineligible for social housing.

Every week Ireland's court reporters describe families in similar straits.

To date repossession have been fairly rare occurrences, running at 11 per 100,000 mortgages in the second quarter of 2010 compared with 82 per 100,000 in the UK.

But now some economists are warning the country, after cleansing banks of their toxic commercial property loans, could be hit by a second wave of bad debts as mortgage holders default.

Yesterday, yields on Irish debt breached 8 per cent, a euro-era high, after LCH.Clearnet, the London clearing house, raised collateral fees on Irish bonds.

"What we saw in the boom times was all corporate finance activity. Now in the bust, it's bankruptcy,

and liquidation," says Linda O'Shea Farren, a lawyer and former adviser to the Irish Labour party. "But it's not just the corporate sector that is affected, ordinary people are getting sucked into the mess. The crisis is now affecting the whole country."

"The next act of the crisis will rehearse the same themes of bad loans and foreign debt, only this time as tragedy rather than farce," says Morgan Kelly, a University College Dublin professor who earlier predicted the government would have to bail out the banks because of their reckless commercial property lending.

Only this time, he adds, it will not be bondholders the Irish government will struggle to repay, but the European Central Bank, which

has become the main lender to Irish banks.

David Duffy, an economist with the Economic and Social Research Institute, a Dublin think-tank, estimates by the end of this

year almost 200,000 borrowers – or a quarter of all mortgage holders – will be in "negative equity", when their borrowings exceed their home values.

Lenders argue that negative equity is not the key driver for default. That is more typically a function of unemployment – as in the Burnetts' case – and encouragingly monthly data would suggest the rate has stabilised at around 13 per cent.

Moreover, in setting tough new capital adequacy standards, both Matthew Elderfield, Ireland's financial regulator, and Patrick Honohan, central bank governor, believe the banks have a sufficient capital buffer to survive.

Mr Elderfield's new capital targets assume banks will have to write off the

equivalent of 5 per cent of their mortgage books in the next two years. "Despite recent trends in arrears and reschedulings, there is as yet no hard indication that the stress levels would be exceeded," Mr Honohan told a conference on Wednesday.

A 12-month moratorium is in place to prevent banks from enforcing repossession, provided the borrower is co-operating.

A report by a government-appointed expert group, due later this month, is expected to recommend some form of mortgage interest relief. This will not reduce borrowers' debts, but should improve household cash flow.

Wilbur Ross, the veteran head of WL Ross, the New York based private equity investor bidding for Ire-

land's Educational Building Society, said he would consider some form of debt forgiveness for distressed borrowers. "The thing we learnt in the US is if the guy got a mortgage for 125 per cent of the value of the house, the chances of that guy paying are slim," he said in September.

According to Ronan O'Driscoll, director with Savills Ireland, the real estate agents, any relief risks a backlash from those who borrowed sensibly during the boom.

"Most people didn't go crazy," Mr O'Driscoll says. "But in the buy-to-let market there was a lot of speculation. Many borrowers will see any attempt to help them a little like bailing out the banks."

www.ft.com/ireland

Pledge to lift EU energy barriers

Plan unveiled for new investment

By Joshua Chaffin
in Brussels

Europe's energy chief pledged to dismantle barriers that have thwarted the goal of a common European energy market as he unveiled a strategy paper calling for €1,000bn in new investment over the next decade.

Introducing a plan to help connect the continent's oil and gas pipelines and enhance its electricity grid, Günther Oettinger, the energy commissioner, on Wednesday complained that the EU's pipeline networks

were "still operating within the borders of the principalities of the 19th century".

European policymakers have settled on a more liberalised market as the linchpin of a strategy to address the biggest energy challenges confronting the bloc – from climate change to security of supply.

Opening the network and enhancing its links would allow renewable sources of energy, such as solar and wind, to better compete with traditional generators, they argue. It would also make it easier for member states to share supplies in the event of another cut-off of Russian gas such as that which occurred in 2009, leaving tens of thousands of

citizens without power in the depths of winter.

However, the EU has failed to realise those ambitions because of a lack of physical infrastructure to stitch together national networks as well as a reluctance by many member states, including Germany – the commissioner's home – to embrace European laws that would expose their national energy companies to greater competition.

Mr Oettinger said the bulk of the cost to build new connections and adapt pipelines so that they would be capable of flowing in both directions would have to come from the private sector. But he said the EU could contribute through

co-financing schemes, particularly for projects with little commercial appeal.

Much of the money, he acknowledged, would ultimately come in the form of higher electricity bills for consumers.

In terms of removing long-standing market barriers, Mr Oettinger promised to be more confrontational with European leaders, who will focus entirely on energy policy at a special summit meeting in February.

"It's all a matter of national political will," the commissioner said. "We will be asking heads of state, 'Do you really want this, or is this just something for speeches?'"

Europe in-depth on FT.com

● Austerity Europe

Governments take action to reduce budget deficits

www.ft.com/euausterity

● Euro in crisis

The eurozone bail-out and the threat of contagion

www.ft.com/eurozone

Games without frontiers

Over the past 10 years, elite athletes in the west have become a global TV phenomenon.

In this extract from 'Decade, a study of the noughties', Simon Kuper considers an 'electronic colonialism'

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to set prices in Europe's biggest market is expected to have repercussions across the European Union.

The reform due to be passed today will require drugmakers to prove new products have innovative uses in order to keep much of their pricing power.

Gerrit Wiesmann, Berlin
Full story: www.ft.com/europe

Challenge of drug smugglers grows

Elaborate methods of smuggling cocaine and a record number of new unregulated drugs are challenging drug control policies in Europe, where about 1,000 cocaine-related deaths are reported a year, according to the European

Union's drug agency. Traffickers are using exports such as clothes, plastics and fertilisers to smuggle cocaine base

which is then extracted in clandestine laboratories, the European Monitoring Centre for Drugs and Drug Addiction said.

Peter Wise, Lisbon

Volcano disrupts Obama trip

Mount Merapi, Indonesia's most volatile volcano, spewed clouds of ash into the sky on Wednesday, forcing some international airlines to again cancel flights and Barack Obama, US president, to cut short his visit. The official death toll has climbed by more than 40 to 191. Officials said earlier figures had not included people who died of heart attacks and other illnesses linked to the volcano.

AP, Jakarta



At least 191 have died from Mount Merapi's eruption

THIS SATURDAY IN
FT WEEKEND

MEPs set to accept Britain's budget demands

By Joshua Chaffin
in Brussels

The European Parliament is set to embrace the tight 2011 budget championed by David Cameron, the UK prime minister, but is demanding concessions in return that would give it a stronger say over future European Union spending.

MEPs and ministers from member states will meet in Brussels today to try to hammer out a final compromise on the budget that would defuse a debate inflamed by domestic politics and personal attacks.

On the eve of the meeting, Alain Lamassoure, the chairman of the Parliament's budget committee, voiced optimism that a deal was reached.

"We are ready to come very close to [Mr Cameron's position]," he said. But as a price for their support, he and other MEPs have set out political demands that could affect EU budget-making for years to come.

At the top of the list is a commitment from governments to have a "serious debate" about a tax to fund the bloc's institutions – an idea dismissed by Germany and the UK.

They are also seeking guarantees that the Parliament would have a bigger role in crafting the broader financial framework that would dictate spending from 2014 to 2020. "The Parliament has asked for things that go well beyond the 2011 budget," said one person briefed on the negotiations.

Mr Cameron has staked much of his credibility in Europe on the budget after he forced the issue on to the agenda of a summit in Brussels two weeks ago.

Citing the cuts being made by the UK and other governments, he insisted the EU budget should rise by no more than 2.9 per cent in 2011.

That is at odds with the 5.9 per cent increase sought by the Parliament and the European Commission, the EU's executive branch. Although EU officials acknowledge austerity measures in member states, they argue that more money is needed to cope with the EU's expanded responsibilities under the Lisbon treaty, which came into force in December.

They have also argued that money spent at the EU level could yield greater efficiencies and ease national budgets. The tone of the debate has intensified as leaders such as Mr Cameron try to appease domestic constituents facing deep cuts, wary of sending more money to what many view as a profligate Brussels.

Their anger has been fanned by reports from Open Europe, a pressure group, claiming the EU has spent hundreds of thousands of euros to fund a dog fitness and rehabilitation centre.



CHRISTIAN ALS DENMARK

EDWARD BURTYNSKY CANADA

STÉPHANE COUTURIER FRANCE

MITCH EPSTEIN USA

CHRIS JORDAN USA

YEONDOO JUNG SOUTH KOREA

VERA LUTTER GERMANY

NYABA LEON OUEDRAOGO BURKINA FASO

TARYN SIMON USA

THOMAS STRUTH GERMANY

GUY TILLIM SOUTH AFRICA

MICHAEL WOLF GERMANY

'Growth': The Third Prix Pictet Shortlist

The Independent Jury has completed its review of work from over 400 leading photographers, from five continents, who were nominated for the third Prix Pictet.

They submitted a remarkable variety of images in genres ranging from fine art to photojournalism.

Congratulations to the twelve photographers who have been shortlisted.

The winner of the third CHF100,000 Prix Pictet will be announced by HE Kofi Annan at the Passage de Retz in Paris on 17 March 2011, at the opening of an exhibition of shortlisted work which runs from 18 March to 17 April 2011.

The Prix Pictet 2011 will then begin a world tour. In the past year photographs from the Prix Pictet 'Earth' series have been shown by galleries in Dubai,

Eindhoven, Bonn, Thessaloniki, Berlin, London, Dublin, Moscow, Lausanne, Milan, Madrid and New Delhi.

The work of the shortlisted photographers will appear in the book *Growth*, published by teNeues in December. Shortlisted portfolios can also be viewed online at www.prixpictet.com.

At the award ceremony one of the shortlisted photographers will be invited to complete a commission in Kenya, where Pictet & Cie are supporting a community conservancy project run under the aegis of the Tusk Trust.

For more information:
**The Prix Pictet Secretariat,
Candlestar, 8 Hammersmith
Broadway, London W6 7AL**

**E. pictet@candlestar.co.uk
T. +44 (0) 20 8741 6025
www.candlestar.co.uk**

There will be a preview of works shortlisted for the Prix Pictet 'Growth' at Galerie Les Filles du Calvaire, Paris from 13-27 April.

Prix Pictet in partnership with
the Financial Times



World news

US economy

Blueprint seeks \$4,000bn cuts

Social Security and Medicare targeted

Commission looks at tax code change

By James Politi
in Washington

Leaders of a presidential commission proposed \$4,000bn in cuts to popular programmes such as Social Security, defence and Medicare to reduce the US budget deficit, and chal-

lenged members of the bipartisan panel to thrash out a compromise in coming weeks.

Alan Simpson, the former Republican senator from Wyoming, and Erskine Bowles, the former Clinton administration official, on Wednesday presented the blueprint of spending cuts and changes to the tax code that would reduce the budget deficit to 2.2 per cent of gross domestic product by 2015.

The plan would raise the retirement age for Social Security, currently at 66, to 68 by 2050 and 69 by 2075, and lower individual and corporate tax rates while cutting or modifying a number of popular tax breaks such as the mortgage interest deduction.

It would slash defence spending by \$100bn through 2015, in addition to another \$100bn in domestic cuts through measures including the elimination of earmarks, a 10 per cent reduction in the federal work-

force and the freezing of salaries at government agencies for three years.

"We have harpooned every whale in the ocean and some of the minnows," Mr Simpson told reporters.

The release of the plan by Mr Simpson and Mr Bowles came after a closed meeting of the 18-member commission, established in February by Barack Obama to set a path for long-term deficit reduction.

The panel had not gathered since midterm elec-

tions, in which Republicans capitalised on Americans' concerns about the economy, including the mounting debt burden.

The proposal sets the stage for weeks of horse-trading within the commission, which includes several high-profile lawmakers such as newly empowered House Republicans Dave Camp and Paul Ryan, as well as Democratic stalwarts such as Dick Durbin, the Illinois senator, and Kent Conrad, chairman of

the Senate budget committee. Early reactions from members were mixed. Jan Schakowsky, a Democrat, said: "It's not a proposal I could support." Mr Ryan and Mr Camp said: "This is a provocative proposal, and while we have some concerns with some of their specifics, we commend the co-chairs for advancing the debate."

The White House did not take a position: "[The president] respects the challenging task that the co-chairs

and the commissioners are undertaking and wants to give them space to work on it." But lobby groups campaigning for the US to embark on an aggressive deficit reduction plan in order to soothe international capital markets and avert a debt crisis cheered the proposal.

"It is truly a remarkable plan," said Maya MacGuineas, president of the Committee for a Responsible Federal Budget. "This plan does it all."

Graphic images to wean smokers off habit

Tobacco packaging

By Stephanie Kirchgaessner
in Washington

Cigarette smokers in the US will be subjected to graphic reminders of the ill effects of the habit – including images on cigarette packs of a corpse in the morgue and a cancer patient in hospital – as part of a strategy by the Obama administration to get people to quit.

A proposal unveiled on Wednesday would require tobacco companies to include one of nine new graphic images and warning statements on cigarette packs. The administration said the move represented the most significant change to hit cigarette advertising in 25 years.

"When the rule takes effect, the health consequences of smoking will be obvious every time someone picks up a pack of cigarettes," said Margaret Hamburg, the top commissioner at the Food and Drug Administration.

Dr Hamburg said the proposal was a "concrete example" of how the FDA's new oversight of the tobacco industry, mandated by a law passed in 2009, would benefit public health.

Research has shown graphic images are "very effective" in anti-smoking campaigns, according to Lois Biener, a senior research fellow at the University of Massachusetts' Center for Survey Research.

Ms Biener said a similar programme adopted in Canada showed that, even when individuals sought to cover up the warnings by keeping their cigarettes in cases, for example, they were still more motivated to quit than people not exposed to graphic images. Research showed that the most effective images were also the most graphic and disturbing.

The FDA appears to have kept that in mind in designing some of the proposed labels.

Other images in contention include two sets of lungs – one healthy and pink and another that has been ravaged by smoking – as well as a stark image of a man lying in an open coffin next to the words "Smoking can kill you".

Under US law, cigarette makers have to include written warning labels on cigarette packs, but not graphic images.

Philip Morris, the cigarette maker, said it had supported several initiatives cited by the Health and Human Services Department regarding tobacco and that it planned to "actively participate" in the FDA's packaging proposal.

The public has been invited to post comments about 36 proposed images, nine of which will be chosen by the FDA in June and implemented in September 2012.

Texas set to wield scalpel as budget deficit grows

By Sheila McNulty
in Houston

Rick Perry may have won his third term as Texas governor this month, but the prize is a state budget deficit analysts estimate has grown as high as \$25bn.

The projected deficit, to be announced in January, would leave Texas with tough decisions about how to meet spending commitments, as its constitution requires a balanced budget. It faces scaling back already lean budgets for education, healthcare and public safety.

Texas is one of 39 states that have projected budget gaps for the 2012 fiscal year, according to the Center on Budget and Policy Priorities. Republicans who were swept to power in state capitols in midterm elections on November 2 are promising big spending cuts in response, from trimming social services and reducing benefits for public workers to selling off state assets.

Texas is among seven states with no personal income tax; imposing one would mean revising the state constitution. Raising taxes is not an option for its Republican governor.

"You might not remember the \$10bn deficit... in 2003," Mr Perry said in his recent campaign. "Rather than jack up taxes, we took

the same approach you'd take if your business had a shortfall; we drew a line between wants and needs then cut spending. We won't hesitate to take that approach again."

The Dallas Morning News quoted senior legislative staff this month saying the deficit has gone as high as \$25bn and could rise if the economy does not pick up.

Analysts agree, citing falling sales taxes, which account for about 65 per cent of revenue. Other sources, including the motor vehicle sales tax, franchise tax, natural gas tax, insurance premium taxes and lottery proceeds, have all been hit by a weak economy.

"It's going to be a really bad couple of years for public schools," said Mark Jones, political scientist at Rice University. Education accounts for 55 per cent of state spending, he said.

Other areas highly dependent on the state are healthcare, accounting for 25 per cent of spending, and public safety, accounting for roughly 10 per cent.

Richard Murray, political scientist at the University of Houston, said the state had not fully recovered from the cuts made in 2003. For example, 26 per cent of Texans are uninsured – a higher percentage than in any other state. The estimated average salary of public school teachers ranks 39th among states, with state and local expenditures per pupil in public schools ranking 44th.

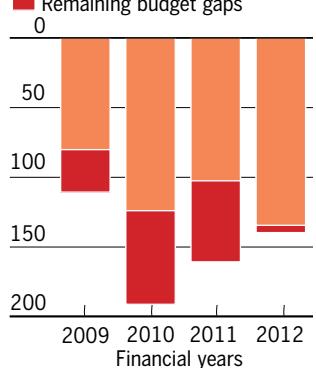
Given an increasingly elderly population, large numbers of uninsured and a rise in those using public education, Mr Murray said drastic cuts would be needed.

Harvey Kronberg, head of the Quorum Report, which reports on Texas politics, said: "There are a lot of constituencies out there who are unaware how deep this is going to reach."

www.ft.com/usstates

US states in the red

Budget shortfalls (\$bn)
■ Budget gaps offset by Recovery Act and extension
■ Remaining budget gaps



Birthplace of microfinance joins backlash

Bangladesh caps interest rates

By Amy Kazmin
in New Delhi

Bangladesh, the birthplace of the global microcredit movement, has decided to cap interest rates for micro-loans at 27 per cent, the latest sign of a growing regulatory backlash in south Asia against an industry once hailed as a "magic bullet" to cure poverty.

The move came just days after India's microfinance industry agreed to a voluntary 24 per cent interest rate cap on its microloans in the southern state of Andhra Pradesh, where local authorities have accused the industry of charging usurious rates and employing coercive collection tactics.

Zahid Hussain, a Dhaka-based World Bank economist, said Wednesday's order by Bangladesh's Microcredit Regulatory Authority (MRA) – which

licenses and supervises microfinance organisation – followed a growing tide of criticism against Bangladesh's huge microlending industry.

"This cap does not come as a surprise to me but I am glad they capped it at a level which is not too low," Mr Hussain said.

Home of the renowned Grameen Bank – the not-for-profit microfinance institution founded by Nobel Peace laureate Muhammad Yunus – Bangladesh today has more than 1,000 different players, including government institutions, banks, and non-government organisations, offering microcredit.

Together, these entities have about \$2.2bn in outstanding loans to about 30m poor borrowers, mostly women.

But Bangladeshi microfinanciers – which charge rates from 20 to 50 per cent or even more – have come under attack from influential policymakers – including Mr Yunus himself, who

has described some as "the new loan sharks".

Gazi Kholiquzzaman Ahmad, chairman of PKSF – which channels government funds into microfinance, has complained about over-lending, which he has called a "death trap" for the poor, while Ama Muhiith, the finance minister, has emphasised that micro-

credit is no panacea for poverty.

Even Dhaka's Financial Express newspaper wrote in an editorial this week that "the high lending rates charged by microfinance institutions are considered to be one of the reasons for keeping the hard-core poor in the debt-trap continuously".

It went on to say that lending rates appeared "unreasonable" and called for a revision to "avoid any political backlash".

Bangladesh's MRA said the 27 per cent interest rate cap would take effect in July.

The regulator also said it was banning forced deductions from microloans for mandatory savings schemes, capping administrative charges and requiring a 15-day grace period from loan dispersal until the first repayment.

But Mr Hussain raised questions about how the agency would enforce the rules in more than 65,000 villages. He also said the

intensifying complaints over microfinanciers' high interest rates in Bangladesh failed to take account of villagers' limited options.

"If microcredit wasn't there in that particular village, what alternative would these villagers have?" he said.

"Commercial banks are not there, so the recourse is either from friends and relatives, or traditional money-lenders – and they charge 120 per cent."

Meanwhile, Indian microfinance companies are hoping their offer of a "voluntary" 24 per cent interest rate cap in Andhra Pradesh will lead to an end of the disruptions of their activities in the state.

Over the past month, Indian micro-financiers, including SKS – which raised \$350m in an initial public offering in August, have encountered serious interference from local authorities in their efforts to collect more than \$2bn in outstanding loans in the state.

The decision seems to be a defeat for a US plan for a power-sharing arrangement between Mr Allawi, whose group won the plurality in Iraq's parliament, and Mr Maliki.

"There was too much pressure from our own political groups. Unfortunately,

nately a deal was made, and now we have to concentrate on the ministries," said a leading member of parliament from the Iraqiya bloc.

"We didn't want Iraqiya to split, and our negotiating team failed."

Iraq has been without a new government since the inconclusive March 7 election, which gave Iraqiya two more seats than Mr Maliki's bloc. Neither had enough for a majority in parliament, leaving the factions to negotiate a government.

Over the past months, Iraqiya had repeatedly rejected another Maliki term and demanded the right to form the government as the top vote winner in the election.

Legislators are expected to meet on Thursday for only the second time since the election. Under the deal reached on Wednesday, the parliament is expected to appoint a speaker from Iraqiya, before reappointing

Iraqi parties break political stalemate on government

By Leila Fadel
and agencies in Baghdad

Iraq's political leaders have reached a deal to form a new government that will break the political stalemate that has plagued the country for eight months and give Nouri al-Maliki, Shia prime minister, a second term.

Indeed, if it has any chance of garnering widespread support on the commission, the plan may have to be significantly altered, and probably scaled back, in negotiations.

There is some room for manoeuvre, since the plan proposed by Mr Bowles and

the Kurdish president, Jalal Talabani. He, in turn, will name Mr Maliki as prime minister. Mr Maliki will then have to put together a cabinet that a simple majority in Iraq's parliament will have to approve.

Iraqiya would take the speaker's post, the foreign ministry and a role with possibly expanded authority over defence issues, the economy and foreign affairs.

"Tomorrow in parliament, it will be the beginning of forming not just the government, but forming the Iraqi state," Mr Maliki said on Wednesday. "God willing, we will go ahead."

The move to secure a second term for Mr Maliki came on a day when bomb and mortar attacks targeting Christians across the Iraqi capital killed at least three people and wounded dozens of others.

By agreement with the Washington Post



Erskine Bowles (left), speaking on Capitol Hill, sits with Alan Simpson, his co-chair on President Obama's bipartisan deficit commission

AP

Fiscal panel outlines difficult choices

News analysis

Fears of a bond market shock likely to be a persuasive aid in gathering support for plan, writes James Politi

After weeks of quiet discussions, Erskine Bowles and Alan Simpson, co-chairs of the president's fiscal commission, finally showed their cards on Wednesday.

First, it was in a closed-door session with the 18-member panel that was charged by Barack Obama in February with solving America's fiscal problems. Then it was with reporters at a hastily assembled press conference just across the street from the US Capitol in Washington.

"We have got some tough choices to make," Mr Bowles said. "We are on the most predictable path to an economic crisis that I can

imagine." Fear of a bond market shock may ultimately be the most persuasive argument for Mr Bowles, the former chief of staff to Bill Clinton, and Mr Simpson, a former Republican senator from Wyoming, as they try to round up support for their ultra-ambitious plan.

The commission's remit from Mr Obama was to slash the US budget deficit to 3 per cent of gross domestic product by 2015 from its 2010 level of 8.9 per cent of output. Mr Bowles and Mr Simpson went even further, unveiling \$4,000bn in savings for the US government over 10 years that would reduce the projected deficit to 2.2 per cent of GDP by 2015.

Mr Bowles and Mr Simpson were only speaking for themselves but no sector of the budget was protected, from Social Security, to Medicare, to defence, to popular tax breaks.

The challenge will be to get the rest of the commissioners to agree on a final proposal before a December 1 deadline, with Republican and Democratic members likely to spar viciously over the details.

Expectations that a strong consensus will emerge are low in Washington, given a bruising midterm election campaign that caused tense feelings between the parties to deteriorate further.

The commission has no legal power and the only way its proposals will be implemented is if they are passed by both houses of Congress and signed by the president. Mr Bowles and Mr Simpson secured a

promise

from congressional leaders that a vote would take place on the package this year if 14 of 18 members sign off on it but it remains doubtful that such a degree of unity can be achieved.

Indeed, some cries of disapproval were already being heard across Washington from the right and the left. Conservatives at American for Tax Reform lamented that "this commission is merely an excuse to raise net taxes on the American people" as Nancy Pelosi, Democratic speaker of the House, said the plan was "simply unacceptable" and any "viable" proposal should strengthen our economy, but in a fair way.



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US foreign policy

Obama urges Islam to help beat al-Qaeda

First presidential visit to a mosque

Speech echoes Cairo address

By Anthony Deutsch in Jakarta and Anna Fifield in Washington

Barack Obama reached out to moderates in Indonesia, the largest Muslim-majority country, reiterating that America was not at war with a "great religion like Islam".

The US president conceded, however, that his administration had made little progress since promising better relations 17 months ago.

Mr Obama's latest approach to the Muslim world came after he and his wife Michelle, who wore a headscarf, visited the Istiqlal mosque, south-east Asia's largest, in Jakarta on Wednesday.

It was his first trip to a mosque since becoming president and risks setting off further conservative commentary at home about his Islamic connections.

"Innocent civilians in America, Indonesia and across the world are still targeted by violent extremists," Mr Obama told a crowd of about 6,500 at the University of Indonesia, in a speech in which he used the Arabic greeting *as-salaam aleikum*, familiar to Muslims around the world, and also dropped in Bahasa phrases picked up during his four years in Jakarta as a boy.

"America is not and never will be at war with Islam. Instead, all of us must work together to defeat al-Qaeda and its affiliates," Mr Obama said.

His speech echoed an address he delivered in Cairo last June, billed as a "new beginning" in relations with the Muslim world, damaged by the Afghanistan and Iraq invasions.

sions – the Bush administration's responses to the September 11 terrorist attacks.

"The relationship between the United States and Muslim communities has frayed over many years. As president, I have made it a priority to begin to repair these relations," he said. The US still had "much more work to do" to bridge differences.

Muslims around the world have been disappointed with Mr Obama's lack of action, especially on his promise that he would close the detention centre at Guantánamo Bay within a year of taking office.

The president, whose middle name is Hussein, a nod to Muslim ancestors of his father, has been subject to repeated claims by conservative activists that he is a Muslim and attended a

'America is not and never will be at war with Islam. All of us must work together'

**Barack Obama
US president**

madrasa, or Islamic school, while living in Indonesia. This is in spite of repeated affirmations of his Christian faith and the fact that his Jakarta school was Catholic.

In August, amid a controversy over whether an Islamic centre should be built near the lower Manhattan site of the 9/11 attacks, he sparked an uproar by saying Muslims had the right to practise freely anywhere in the US.

A Pew Research Centre poll at the time found that one in five Americans think Mr Obama is a Muslim, almost double from a year before.

These factors had conspired to keep Mr Obama away from mosques, in contrast to his predecessor

Editorial Comment, Page 12

Pakistan denounces 'incomprehensible' US stance on India

Security Council

By Matthew Green in Islamabad and Farhan Bokhari in Karachi

Pakistan has condemned Barack Obama's call for India to assume permanent membership of the UN Security Council, describing the US president's position as "incomprehensible".

Islamabad's angry reaction threatened to open a rift with the US at a time when Washington is seeking greater Pakistani support for its campaign in Afghanistan.

Pakistan, which has fought three wars with India since 1947, issued a statement on Wednesday expressing its "strong disappointment" at the US decision.

"It is incomprehensible that the US has sought to support India, whose credentials with respect to observing UN charter principles and international law are at best chequered," the statement said.

Mr Obama crowned a three-day visit to India by expressing support for the

country's quest for permanent council membership in a speech to lawmakers in New Delhi on Monday.

The announcement won a rapturous welcome in India, but has reawakened Pakistani fears that the US favours its rival.

The conflicting reactions underscore the balancing act Mr Obama faces in trying to boost commercial ties with India to create US manufacturing jobs without complicating a fraught alliance with Pakistan, a relationship central to Washington's security interests.

Pakistan accuses India of violating UN decisions on the future of the disputed territory of Kashmir.

A series of decades-old Security Council resolutions call for a referendum to allow Kashmiris to choose between India and Pakistan but they have never been implemented.

A senior Pakistani official said Mr Obama's support of India's candidature was unlikely to lead to any tangible progress in India's search for greater global recognition. "We all know the reform of the UN body

will be extremely difficult," the official said. "By publicly supporting India's case, the Americans have just added to Pakistan's nervousness."

Islamabad's relations with the US deteriorated last month after it temporarily shut a key supply route for Nato forces in Afghanistan in protest at an incursion by a US military helicopter that killed two Pakistani soldiers.

Mr Obama has since welcomed senior Pakistani soldiers and politicians to Washington for the latest of

a series of high-level talks and promised Pakistan's army a further \$2bn in military aid. The US wants Pakistan to take action against havens used by Afghan militants in North Waziristan in its tribal belt.

Pakistan's army says it is too thinly stretched. Some suspect Pakistan is reluctant to turn on long-standing proxies it used to exert influence in Afghanistan and would prefer to play a brokering role to try to influence any eventual peace negotiations between Taliban factions and Kabul.

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Until this month, relations between Cuba and the US had been on an upward path.

But then US congressional elections swept some of the most visceral opponents of rapprochement in the Cuban émigré community into Washington

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George Shultz
Former secretary of state

civil nuclear deal with Moscow might also fall, because of a lack of legislative days, leaving Dmitry Medvedev, Russian president, with little to show for his co-operation with the Obama administration on issues such as Iran.

"Every day that we don't have this verification regime in force is a day in which, unfortunately, miscalculation and distrust can develop," Ellen Tauscher, undersecretary of state for arms control, told the Financial Times. She pointed out that the previous nuclear inspection regime, established by the original Start treaty, expired in December.

The new treaty imposes limits on strategic nuclear forces held by the US and Russia together accounting for 90 per cent of the world's nuclear weapons. Advocates have abandoned

'It is practically a no-brainer that it ought to be ratified'

George Shultz
Former secretary of state

on earlier administration claims that Start dramatically cuts weapons, arguing instead that the key is the monitoring mechanisms.

The treaty has been strongly backed by the US military, including Admiral Mike Mullen, chairman of the joint chiefs of staff, who has testified on its behalf, and by six former secretaries of state and five former defence secretaries.

Key Republicans are not convinced the issue should be taken up in the lame-duck period, with Jon Kyl, an Arizona senator, leading a group seeking more assurances about spending on nuclear laboratories as part of modernisation.

"The trade I'm looking for with the administration is that we'll negotiate a treaty with good numbers as long as you promise to modernise the force that's left," said Lindsey Graham, a Republican senator from South Carolina. "I don't know if there's momentum for that in the lame-duck session or not."

Former Republican administration officials are much more resounding in their support of the deal. "It is practically a no-brainer that it ought to be ratified," George Shultz, President Ronald Reagan's secretary of state, told the FT, describing the treaty as "all-round beneficial".

Its failure would be a "terrible signal" and show US "indecisiveness" by not ratifying a treaty negotiated by the president.



Barack and Michelle Obama meet grand imam Ali Mustafa Yaqub at Istiqlal mosque

White House warns on atomic stockpile in push for treaty

Defence

By Daniel Dombey
in Washington

The Obama administration has warned Republicans that an \$80bn plan to upgrade the US atomic weapons stockpile may be at risk if Congress does not approve a nuclear arms treaty with Russia.

Barack Obama, president, is pushing to have the treaty approved before the new Congress takes office in January.

He unveiled his 10-year plan to modernise the nuclear complex the day he sent the New Start treaty to the Senate for ratification, partly in a move to win Republican support.

His administration is now making clear the stockpile plans are also at stake, amid fears that failure to approve the treaty in the handful of legislative days left this year could leave the international arms control system in tatters.

"There is a risk that not moving ahead with Congress could shatter the fragile consensus on modernising the nuclear complex," said a senior administration official.

New Start puts nuclear modernisation in the right context for those who worry how it could send the wrong signal to the world and undermine our non-proliferation efforts."

Officials add that if the New Start deal – perhaps Mr Obama's biggest foreign policy achievement – was not ratified by the Senate, it would not only damage efforts to "reset" relations with Russia, but also destroy the arms inspection system that built bilateral confidence.

The administration fears that ratification prospects will recede if the issue is handed to the new Senate, with its reduced Democratic majority. But Republicans, who hold a trump card because of the need for a two-thirds majority, say they are reluctant to pass the deal in the lame-duck session of Congress.

The administration also recognises that a single senator could hold up the deal. "It is necessary to get unanimous consent to do a lot of things," said the administration official. A separate

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But then US congressional elections swept some of the most visceral opponents of rapprochement in the Cuban émigré community into Washington

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Elevated aspirations

Asia Amid a rise in territorial disputes, both China and the US are paying closer attention to regional strategic interests – in a rivalry that today forms a backdrop to the G20 summit, writes Geoff Dyer

If Bismarck were in Beijing today, he would say this was our nightmare," says Shi Yinhong, an international relations scholar at Renmin University in Beijing, about China's relations with the rest of Asia. "His advice was always that if you have five neighbours, you need to be on good terms with at least three. That is not our case."

For the past few months, Asia has had a sneak preview of the sort of diplomatic minefields that could lie ahead as China's influence and power expand. Unresolved territorial disputes have flared up, a possible arms race has started to take shape and there have been the stirrings of a real strategic rivalry between the two main powers in the region, China and the US – which will be one main backdrop when leaders of the Group of 20 developed and emerging nations meet in Seoul today.

At the root of the anxieties is the worry that a self-confident China, which recently overtook Japan as the second-largest economy in the world, wants to translate its economic power into greater political and military influence. Beijing's massive stimulus plan helped Asia to ride out the global financial crisis with relative ease and its sustained economic dynamism is of big benefit to other countries in the region. But the recent tensions serve as a warning that the rise of China could become harder to accommodate politically.

"I fear we could be about to enter a much more rocky period," says Simon Tay, chairman of the Singapore Institute of International Affairs.

When Deng Xiaoping led China, he famously urged his colleagues to "keep a cool head and maintain a low profile" because he believed – as Otto von Bismarck did in Germany a century before – that economic expansion required his country to lay to rest old antagonisms in its immediate neighbourhood. For the decade that followed the Asian economic crisis in 1997, China's leaders did just that. Behind slogans such as "win-win" and "peaceful rise", they settled land border disputes, signed loan, aid and trade deals and generally did all they could to seem unthreatening.

The past year, however, has



1,000 miles

US estimated range of ballistic missiles tested by China

6

Territories claiming the Spratly and Paracel islands in full or part

Goodwill visit: an officer in China's navy in Manila on an April call by two frigates on their way back from Aden. Beijing is broadening the naval remit to include protecting economic interests and seaborne trade

Eyevine

Sea. According to US officials, China has also tested long-range ballistic missiles that could be used against aircraft carriers stationed 1,000 miles from the Chinese coast. Although it is not yet clear whether the technology will be effective, it is part of a plan to extend Chinese naval influence well beyond what is called "the first island chain", stretching from Indonesia to Japan and encompassing the disputed islands in the East China Sea.

Elizabeth Economy, a China specialist at the Council on Foreign Relations, a US think-tank, argues that the military expansion is part of a broader strategy to forge a more activist foreign policy – which also includes, for instance, proposals for the renminbi to play a larger international role and huge investments in turning domestic state media companies into international news operations that can rival CNN or the BBC.

Rather than being a passive observer of events that avoids being drawn into new commitments, China wants to start shaping events to its own ends. "There is a much stronger desire from the top now to try and remake the rules of the game," she says.

For other observers, the more assertive stance is less a decision by the leadership and more a reflection of pressures from below – from public opinion that can be at times strongly nationalistic, from elements within the Chinese military, from state-owned companies that have growing interests overseas and from politicians looking to position themselves for the next leadership transition in two years' time.

Wang Junsheng, a young academic

at the Chinese Academy of Social Sciences, says that especially among younger people, the start of "a healthy great power mentality" is influencing policymakers.

One response within the rest of Asia has been to ramp up arms purchases. Vietnam, for instance, has ordered \$2.4bn of submarines and fighter aircraft from Russia.

But the growing anxiety about China also provides an opportunity for the US to reassess itself in Asian diplomacy after a decade when Washington was preoccupied by terrorism, Iraq and Afghanistan. As well as offering to mediate in the South China Sea disputes, the US has held naval exercises with the South China Sea government, which was angered by China's refusal to criticise what it believes was North Korea's role in the sinking of a South Korean warship this year. The US navy also held a joint drill with Vietnam over the summer – 35 years after US troops withdrew from Saigon.

Indeed, both Barack Obama, US president, and Mrs Clinton have been travelling in Asia this week on trips designed to emphasise Washington's new-found commitment to the region. "China is being challenged," says Carl Thayer, an expert on south-east Asia at the Australian Defence Force Academy. "Some of the strategic trends that China thought were going its way are starting to be confounded."

But just as many in Asia are concerned about the new signs of Chinese assertiveness, some also fear that the US will overplay its hand and embolden the very hardline voices in China who are already pushing for Beijing to take a tougher stand.

"The US is in danger of re-engaging

Associations and alliances

Asean finds itself obliged again to heed its founding purpose

It would be an exaggeration to say that the countries of the Association of South-East Asian Nations are terrified of China. But only just.

"There is no doubt that China is growing increasingly, er, assertive," says a top Asean official following the organisation's recent summit in Hanoi. "They've never really abandoned the communist approach – you know, that what I have is my own and what you have is for discussion. When they were [economically] small, that didn't matter. Now they are big it is starting to matter a lot."

This view of China as a potential aggressor is not a revelation for Asean, which was founded in 1967 as a regional non-communist grouping beneath the US strategic umbrella. But after a long period in which the Asean countries concentrated – with significant success – on economic development, China is once again emerging as a motivating principle for the organisation.

Its 10 members – Thailand, Indonesia, the Philippines, Malaysia, Singapore, Brunei, Burma, Cambodia, Vietnam and Laos – have little in common except their location. Yet even setting aside Burma – whose regime relies on Beijing for support – all had to recognise that they cannot escape the strategic implications of China's rise.

Their response has focused on seeking to corral China by engaging it in regional diplomatic discussions centred on the East Asia Summit, a forum set up by Asean that also includes Japan, South Korea, India, Australia and New Zealand.

Beijing has opposed any US role in regional groupings, arguing strongly last year against involving Washington in new Asia-Pacific forums proposed by Japan and Australia. But in a move that signalled growing regional concerns, Beijing was outflanked two weeks ago by Asean leaders who agreed in Hanoi to invite the US (and Russia) to join next year, nullifying China's diplomatic advantage.

Dealing with China remains tricky for Asean, however, because it is such a compelling economic partner. Asean and China this year implemented the world's largest bilateral trade agreement, measured by population, with trade flows of \$231bn in 2008, according to China's commerce ministry.

Although most leaders think that US involvement in the region provides an essential counterweight to Chinese assertiveness, they do not necessarily applaud Washington's methods.

"The Americans don't necessarily understand the Asian culture very well, and they can be counterproductive," says the senior Asean official, citing demands about human rights made by Hillary Clinton, US secretary of state.

Kevin Brown

in Asia on acrimonious terms," says Mr Tay in Singapore. "If you are a strategic thinker in China, you do not need to be a paranoid conspiracy theorist to think that the US is trying to bandwagon Asia against China." Some of the US statements have not gone down well in Beijing. After Mrs Clinton warned Cambodia last week not to become too dependent on China, one Chinese official remarked: "Can you imagine if the Chinese government told Mexico not to be too dependent on the US?"

Yet it is not inevitable that this series of events will quickly spiral into a broader geopolitical clash in Asia. Indeed, in the past few weeks there have been signs of the US and China trying to ratchet down the sort of tensions that have alarmed the region.

President Hu Jintao has announced he will visit the US in January and discussions between the two countries' militaries have resumed after a hiatus of several months. At the regional meeting in Vietnam last weekend, where Beijing and Tokyo sparred again, Chinese premier Wen Jiabao also talked about creating a "sea of peace and co-operation" in the South China Sea – prompting hopes that a legally binding code of conduct for the sea can be negotiated.

"China appears to have recognised the costs of its actions and is taking steps to repair its image, such as restarting military-to-military ties with the US," says Taylor Fravel, a China expert at the Massachusetts Institute of Technology. "Even if these steps represent only tactical shifts, they do underscore how China must continue to be sensitive to regional sentiments."

The US, meanwhile, has postponed another naval drill with South Korea and the Obama administration has again declined to label China as a "currency manipulator" ahead of the G20 summit.

The tensions have also given new relevance to institution-building in the region. Asia has an alphabet soup of different forums, including Asean and Apec, that have sometimes struggled to define a clear purpose but could play an important role in accommodating China's increasing power.

Even governments wary of China's recent moves are also looking to strengthen ties with Beijing. As well as conducting drills with the US navy, Vietnam has, for example, also held military exercises with the Chinese. Asian countries hope to use the US and its military power as a hedge against a growing China, but not as an alternative to a country that has the most dynamic economy in the world.

Most of all, they want to avoid having to choose between, to borrow Bismarck's words, those "two powerful heraldic beasts". If tensions ascended that far, Asia would indeed be in for a time of much tumult.

In need of good neighbours



Disputes over the various islands have flared up many times before. But one reason why the recent disagreements have caused so much anxiety in Asia is that they come as China is beginning to put in place a navy that could start to challenge US dominance in the region's seas.

China's navy used to focus mainly on preparing for war over Taiwan. After years of large investments, however, its remit is now broadening to include the protection of Chinese economic interests overseas and its vast seaborne trade. "With our naval strategy changing now, we are going from coastal defence to far sea defence," Rear Admiral Zhang Huachen, deputy commander of the East Sea Fleet, told Xinhua news agency this year.

China has a large and growing fleet of nuclear submarines and has opened an underground naval base in Hainan island off the south coast, allowing quicker access to the South China



"Without fear and without favour"

Thursday November 11 2010

King cannot be the coalition's courtier

Bank of England governor must avoid partisanship

The preservation of central bank independence is more of an art than a science. But as a general rule, it is unwise for a central banker to seem too close to the government of the day.

Mervyn King has been criticised for "blurring lines" by speaking out excessively on fiscal policy. But the real charge against the governor of the Bank of England is one of perceived political partiality. This is emphatically denied by the Bank and not proven. Nonetheless, Mr King should be careful.

The governor should not be required to maintain a trappist silence on fiscal policy. There are clear links between fiscal and monetary policy; these have become more pronounced following the financial crisis. Mr King has every right to have a view about the government's proposed tightening and its impact on economic growth. It is a question of judgment whether such views should be aired publicly or shared privately with ministers. But in the absence of a crisis, the latter approach is likely to be the more fruitful one.

The charge against Mr King, however, goes further. It is that he has been too keen to attach himself to a specific set of policies. It is true that the governor has on at least one occasion appeared publicly to endorse George Osborne's

policy of tightening faster than the last government intended. It was unwise of him to appear at the Trades Union Congress in September and say that Britain might have faced the same fate as Greece had it not come forward with a credible deficit-reduction plan.

Mr King's relations with the last government were strained. That his dealings with the coalition are smoother is welcome if it results in clearer and more predictable policy. But any hint of partisanship would be fatal. It would undermine the Bank's effectiveness in its primary role of ensuring price stability (already challenged by its inability to hit its inflation target). Investors would fret that the Bank was holding down interest rates simply to help the government. Its reputation would also be tied to the success of the tightening itself – and would suffer were it to fail.

It is worrying that the rumblings about Mr King come from within the Bank, as this raises questions about his leadership skills. These will be tested further when the Bank expands as it absorbs regulatory functions from the Financial Services Authority.

Thus far, Mr King has been accused only of blurring lines – not crossing them. He should take note. The Bank's credibility is already at stake.

The lost roadmap

Obama's bid for Muslim friendship lacks material action

Barack Obama's speech in Jakarta on Wednesday was the US president's third address from a Muslim capital to the Islamic world. He reiterated two important messages: that the US is not at war with Islam, and that democracy and the Koran are incompatible.

Mr Obama is a brilliant speechmaker and his assertions are welcome. But he has yet to prove his broader foreign policy success in forging sustainable engagement with moderate Islam.

It is perhaps unsurprising that he is making such gestures of friendship now. In the run-up to last week's US midterm elections, Mr Obama would not have dared enter a mosque; a fifth of Americans still believe he is Muslim.

It is correct to declare Indonesia a powerful example of an emerging democracy: the largely Muslim population of this south-east Asian nation lives under a secular constitution. Mr Obama was also right to point up Jakarta's progress in his swipe at China that "prosperity without freedom is just another form of poverty".

But his words will find little resonance among Muslims elsewhere. The Arab world does not seek to emulate Indonesia. The links between democracy and economic advancement are valid. But the internal politics of states in the

Middle East, the continued US presence in Afghanistan, and the enduring Palestinian-Israeli quagmire will drown out this message.

Few US presidents would expect their foreign policy record to be judged after two years; Mr Obama acknowledged his Nobel prize was premature. In 23 months, Washington has pulled combat troops out of Iraq, reset relations with Russia and reached out to Iran – though this last effort was rebuffed.

Rebuilding alliances take a long time; success is incremental. But the Arab world is disappointed. There are more troops in Afghanistan. The Guantánamo Bay detention centre remains open. A recent Brookings Institution poll found only 16 per cent of Arabs were optimistic about US policy in the Middle East – in 2009, 51 per cent hoped for improved interaction.

Mr Obama has restated his belief that Israel and Palestine should exist "side by side in peace and security". No easy solution exists, of course. The administration has become more conciliatory towards Israel. That is a policy, but not one that will mend frayed relations with Muslims.

As Mr Obama stressed, one speech cannot eradicate years of mistrust – nor can three speeches do so, if strong actions do not follow fine words.

Russia's legal mire

Journalist's beating highlights the lack of rule of law

Supporters of Russia's ruling "tandem" of Vladimir Putin and Dmitry Medvedev often complain that the west is unfair in criticising its democratic record. Quietly, some suggest Russia is not yet ready for full democracy. Free elections might return liberals who would take the country back to 1990s-style disorder, or nasty nationalists. Russians must be protected from themselves.

Yet perhaps the most pernicious failing of Russia's current system is that while many Russians may feel better off than a few years ago, they cannot feel protected. Last weekend's vicious beating of the journalist Oleg Kashin, his skull, jaw, leg, and fingers smashed with an iron bar, is the latest of many distressing illustrations.

A corrosive combination of what Mr Medvedev has termed "legal nihilism" and corruption means Russians cannot feel safe that law enforcement authorities will protect them from harm. Or, if they do suffer harm, that the legal system will enable them to secure justice or redress. Journalists cannot feel safe doing their jobs. Tycoons cannot feel safe from possible state expropriation, smaller business owners from corporate raiding – often by the police. Expectant mothers cannot feel safe that they will be able to give birth without

demands for a bribe if they want an anaesthetic.

Senior Russians point out that similar problems, sadly, are found in many other countries, including its fellow Brics. But Russia's nominal per capita income is more than twice that of China, eight times that of India. Its lack of legal protections is arguably the biggest factor separating it from the more prosperous nations whose ranks it aspires to join. It may also harm Russia's prospects of making that transition. It is surely at least one of the factors why Russia's stock market trades on a hefty discount to other big emerging markets. It may be a reason why foreign direct investment is not picking up, post-crisis, as quickly as the government would like.

All that makes the lack of progress on legal reforms – in spite of the pledges of both Mr Medvedev and, earlier, Mr Putin (who promised a "dictatorship of laws") – perplexing. The likely conviction of former Yukos chief Mikhail Khodorkovsky next month on new embezzlement charges, described even by former senior officials as absurd, is proof of that. Yet the rule of law is not an abstract value. Until Russians – not just journalists but all citizens – start feeling a bit safer, investors will never feel entirely safe either.

Letters

Love it or hate it, gold brings out true believers

From Mr Arun Motianey.

Sir, Those who reflexively attack any and all proposals for finding a role for gold in the international monetary system are no less true believers than those who argue for a return to a classical gold standard. And those who reflexively invoke Keynes' characteristically showy description of the barbarous relic always end up displaying a similar veneration towards central bankers' powers that is entirely undeserved after their poor record of predicting and managing economic crises.

Robert Zoellick's article "The G20 must look beyond Bretton Woods" (November 8) had just a single reference to gold in a long "package"

of proposals. It was a sensible suggestion that international money – the medium of exchange used to settle international accounts of trade – should include an asset that for cultural and other conventional reasons cannot be debauched. This is because gold is an asset that is also no one's liability. That is the first point in its favour.

There is another. The price of gold has proved itself the best global goods price index there is. The cost of a broad basket of goods (expressed in US dollars) is higher and rising much more quickly measured across the world economy than it is in the US (also, naturally, noted in dollars).

Why is this important? It is troubling because it weakens the argument of those who say that nominal exchange rates need to move more. Of course they do but an adjustment is already occurring in real exchange rates through inflation differentials; yet growth through rebalancing remains elusive. The price of gold is therefore signalling a fundamental disequilibrium in the world economy and policymakers would do well to take heed of it.

I heard no plea in Mr Zoellick's article about a return to the gold standard. Those who did are merely hearing voices in the air.

Arun Motianey,
New York, NY, US

Shrill commentary that has now reached hysterical levels

From Mr Jack Jones.

Sir, The FT is notorious for its lack of enthusiasm for gold. As the price of gold has risen over the past 10 years your commentary has become increasingly shrill. This week, your analysis of the World Bank's proposal for a gold-linked monetary system reached a level that can only be described as hysterical.

Your edition of November 9 ran no fewer than four opinion pieces on

gold – the main editorial, two Lex items and the Short View column. Only the Short View attempted to present what might be called a balanced view, and all four pieces appeared oblivious to your markets page headline "Eurozone debt fears drive gold to fresh record".

Gold is one of the most unpredictable of all financial instruments. However, its recently is totally rational given the increasing uncertainty surrounding

global financial systems. As gold is currently demonstrating, it provides unique insurance and diversification characteristics, while in real terms it remains below its previous peak.

Perhaps it might be time for the FT to step back a little and examine not only why it does not recognise these characteristics but also why it feels the need to have such a strong view on gold's price level.

Jack Jones,
Beckenham, Kent, UK

Periphery proposal ignores Greece's recent experience

From Dr Desmond Lachman.

Sir, Your editorial "Periphery planning" (November 9) suggests that, should their present situation deteriorate, Ireland and Portugal should make plans to access the European Financial Stability Fund in order to prevent their liquidity problems from turning into solvency problems. It makes this recommendation seemingly oblivious to Greece's recent experience with massive EU-IMF borrowing.

In May 2010, the European Union and the International Monetary Fund extended to Greece a €110bn bail-out package intended to assure markets that Greece's public financing needs would be fully covered over the next three years.

Yet, despite this package, Greece's interest rate spreads have now

returned to their pre-May 2010 highs as markets have become increasingly concerned with its disappointing economic growth performance and with its mounting domestic political and social difficulties.

Greece's present interest rate spreads suggest that the market is now assigning a high probability that Greece will default on its sovereign debt within the next five years.

Sadly, like Greece, Ireland and Portugal too suffer more from solvency than from liquidity problems. They do so in the sense that the very large fiscal adjustment they now are required to make in order to restore fiscal sustainability cannot be effected within the straitjacket of euro membership without provoking the deepest

of economic recessions.

No amount of official financing will prevent a deepening in these countries' economic recessions as they try to implement draconian fiscal austerity without the benefit of a cheaper currency that might incentivise their export sectors. This deepening, in turn, will only heighten the political resistance already much in evidence in both Ireland and Portugal to adhering to IMF-style fiscal adjustment.

It is far from clear that the interests of the eurozone's periphery are well served by European policymakers' stubborn refusal to recognise these countries' solvency problems for what they are.

Desmond Lachman,
American Enterprise Institute,
Washington, DC, US

Feeling sorry for World Bank chief

From Mr Julian Jessop.

Sir, I never expected to feel sorry for the World Bank president. But first you conjure a front-page lead story from just one variation on the last of five reforms suggested in Robert Zoellick's Comment article ("The G20 must look beyond Bretton Woods", November 8), then you devote much of the next day's paper to rubbishing the idea!

Julian Jessop,
Chief International Economist,
Capital Economics,
London SW1, UK

Taking a shine to diversity of views

From Mr Brian Tilloot.

Sir, Regarding Robert Zoellick's recent proposals on the role of gold, James Mackintosh in the Short View quotes a US hedge fund manager who sees gold "reaching \$10,000 an ounce", while the Lex column postulates that "the price would drop" (both November 9).

That's why I read the FT, it takes in such a wide diversity of views!

Brian Tilloot,
Surbiton, Surrey, UK

Keep up the searches, even if inconvenient

From Mr Paul Walker.

Sir, In reply to Michael Spence's letter (November 9) about excessive airport searches: as a frequent traveller to the Philippines I might agree that two searches at Manila airport are excessive; however, for a country in which terrorist organisations such as the Abu Sayyaf are active, and in which the sophisticated counter-terrorist capacity of wealthier countries is lacking, the authorities there no doubt have their reasons. This very point explains why countries perform their own checks, since there is no consistent approach to screening in any country.

Personally, I am pleased that the people responsible for airport security in the countries through which Mr Spence travelled do not want to be subjected to the consequences of a security lapse elsewhere. If we begin substituting convenience for security, it plays into the hands of the terrorists. Keep up the searches, please.

Paul Walker,
New Malden, Surrey, UK

Corrections

● An article about ArcelorMittal on November 9 incorrectly stated in some editions that the steelmaker's Quebec-Cartier Mines contributed four-fifths of its global iron ore production rather than one-quarter.

● Jeremy Darroch, chief executive of BSkyB, is 48, not 47 as wrongly stated in an article on November 8.

Forecast cost of Olympic project has fallen – by £29m

From Mr John Armitt.

Sir, Your report "Olympics costs jump £53m" (November 10) gives your readers a misleading picture of the Olympic budget. A more accurate headline might have read that the forecast cost of the project has fallen by £29m.

The £53m figure you quote represents only those parts of the

project where there are potential increases – it does not reflect the greater amount of savings made elsewhere, meaning that overall the cost of the project has fallen.

The savings made this quarter also mean that accumulatively since the start of the project we have now made savings of more than £750m.

Clearly there are challenges ahead and we are not complacent, but with 75 per cent of the project now complete we are on track to deliver one of the largest construction projects in Europe on time and within budget.

John Armitt,
Chairman,
Olympic Delivery Authority

● To contribute please e-mail: letters.editor@ft.com or fax: +44 (0) 20 7873 5938 Include daytime telephone number and full address ● For corrections e-mail: corrections@ft.com

Notebook



Robert Shrimley

Planning the long march to China

Like all major visits, David Cameron's trip to China was planned in advance in detail by diplomats from both sides. The FT has seen a transcript of the final discussion.

OK, so we've all agreed on the itinerary. Now I think we just need to tiptoe into some of the more tricky issues of protocol and subjects for discussion. Shall we start with the welcoming ceremony?

Yes. Your prime minister will be greeted by our premier, Wen Jiabao, in the Great Hall of the People and inspect a guard of honour. He and his ministers will witness the signing of the deal for 16 Rolls-Royce aircraft engines. Early discussions will then be followed by a banquet, also in the Great Hall, in which we will serve lobster soup and rib-eye steak.

Well that sounds splendid. Now on the delicate matters of human rights... The prime minister would like to discuss your relationship with the Dalai Lama.

We understand the prime minister's position. We will just need to make some small revisions to the

schedule. Instead of Mr Wen, he will be greeted by the second secretary (commercial) at the Ministry of Foreign Affairs. We will witness the signing of the trade deal for 16 life vests for a Gulf Airstream and then enjoy an intimate dinner at the Number Seven Noodle House in the migrant labourers district.

I see. Perhaps we can leave the Dalai Lama to one side.

It might be for the best.

However, Mr Cameron does wish to talk about Tibet. He wants to say that he spoke about Tibet with Premier Wen.

Perhaps the prime minister might wish to inquire about infrastructure and modernisation in Tibet. We could talk in detail about that and he can then say he raised the issue.

Splendid. Well, into the breach then; Mr Cameron feels it is politically impossible for him to avoid discussing human rights.

Naturally, we are delighted to have your prime minister lecture us on the superiority of your model as he visits, cap in hand, to beg us to fund your debt and buy your products.

Perhaps if Mr Cameron prefaced his remarks stressing that he has no intention to lecture his hosts...

So he will begin his lecture by declaring it is not a lecture. That may help, but there is no possibility of him mentioning individual cases.

Mr Cameron feels under domestic pressure on this. Naturally, he is aware of sensitivities and does not wish to give offence but he will lose face if he cannot not tell the British people that he brought

Comment

The eurozone's stark lessons for the G20

Alan Greenspan

As the Group of 20 meets to seek common ground on protectionism, this year's euro crisis will hover over their deliberations. The crisis that erupted in Greece has again exposed the fragility of a key element of currency-pooling arrangements: the important value created by a pooling of interests tends to be distributed disproportionately in favour of the financially less collegial members of the pool. Thus, unless restrained, too often, some members will try to exploit their advantage, as Greece brazenly did in recent years.

The restraint imposed on the euro area by the stability and growth pact was supposed to limit euro-denominated sovereign borrowings. The pact, confronted with its first big test in 2003, failed. The cumulative consequences of the failure emerged this year as a fiscal crisis in Greece and other euro members. The benevolent mood accompanying the creation of the euro was nowhere to be seen.

Fortunately, threats to European monetary union, so far, have been successfully fended off by the her-

culean actions of the European community assisted by the International Monetary Fund. Currency problems have now spread to the global financial system which, like the euro area, requires adherence to certain rules to sustain it. It is not only the well publicised friction between China and America – both may be right about each other – but also by the drive for competitive export advantage through currency manipulation in a world where a zero global current account balance permits none.

China has become a major global economic force in recent years. But it has not yet chosen to take on the shared global obligations that its economic status requires. Chinese policymakers still believe, incorrectly in my view, that if they cannot keep their currency suppressed and exports booming, their country faces economic contraction and political instability. But China also realises it needs the global market to prosper, and should widespread protectionism take hold, its prosperity would likely be one of its large casualties. China seems to be seeking a balance in which the renminbi appreciates against the dollar, but only modestly.

America is also pursuing a policy of currency weakening. The suppression

of the renminbi and the recent weakening of the dollar are, of necessity, producing firming exchange rates in the rest of the world to, as they see it, the rest of the world's competitive disadvantage. Something has to give in this arena of zero-consolidated current account balances.

One of the least heralded events of

The suppression of the renminbi and the dollar's weakening are producing firming exchange rates in the rest of the world

the past two years has been the recovery and vigour of global trade. The ratio of global exports to gross domestic product that fell sharply during the crisis had fully recovered by the second quarter of this year. Preliminary estimates for the third quarter, however, suggest a modest slowing.

For a half century or more, global trade has risen faster than GDP. That is one reason the Chinese development model, based on rapidly increasing global export markets, and earlier, the paradigm of the Asian tigers, have

been so successful. But even without protectionism, there are clear upside limits to the growth rate of global trade. Protectionism would accelerate that slowing.

As G20 members gather, they appreciate that despite heated political rhetoric, protectionism has failed to emerge in full force. This may have been one of this year's most pleasant surprises. The G20, in April 2009, in perhaps its most productive meeting, emphasised support for unfettered global trade. The need to convert those uplifting words to immediate action will dominate this week.

The global trading system can tolerate a modest amount of protection and still, in conjunction with the financial system, tend to direct much of the world's savings to the most potentially productive investments. Typically, that elevates global productivity growth and living standards. But the flaws in the global trading system are large and worrisome.

We should not wish to inhibit those market-determined capital flows that reflect the cross-border shifting of resources that enhances global productivity. These flows are the big determinants of desirable realignments of exchange rates over time. But we should discourage reserve

accumulation whose sole purpose is to suppress exchange rates for competitive export advantage. This, of course, has been the market-distorting consequence of China's accumulation of over \$2,000bn of reserves since 2000.

What the G20 can initiate through the IMF is a set of rules that limits the accumulation of reserve assets and sterilisation of capital inflows. China may need an officially sanctioned extended adjustment period, and provisions may be required to deal with unsterilised capital inflows threatening smaller markets. But that would be far easier to monitor and control than a stability and growth pact that requires control of central government revenues and spending.

Delimiting a country's ability to suppress its exchange rate (reserve accumulation limits) or to blunt the effect of unwanted capital inflows (sterilisation) may not fully dissuade a country bent on other protectionist forms. But if the G20 is serious in pledging to sustain open multilateral trade and the international financial system that fosters it, it should be willing to forgo an element of sovereignty to achieve net gains for all.

The writer is former chairman of the US Federal Reserve

We must rethink Basel, or growth will suffer

Vikram Pandit

Leaders of the Group of 20 economies meeting in Seoul must decide whether to recommend additional capital and liquidity requirements for banks above and beyond those proposed by the Basel committee. They should proceed cautiously. There is a point beyond which more is not necessarily better. Hiking capital and liquidity requirements further could have significant negative impact on the banking system, on consumers and on the economy.

Basel seeks to address some of the reasons why the financial system fell into crisis, including over-leverage, pro-cyclicality and unlevel playing fields. On the issue of leverage, I support Basel's new higher capital requirements and expect my company to meet and exceed them well ahead of schedule. I believe they will make the system safer – in part because changes in risk weightings make the new requirements higher than they seem. Under Basel III the advertised 7 per cent is really more like the old 12 per cent. That is a substantial level and, with proper regulatory supervision, more than enough to stabilise the banking system.

But in the two other areas, risk management and calibration, the Basel architecture is silent, does not go far enough or makes the problem worse. It worsens the pro-cyclicality problem, for instance, by reducing capital requirements in good economic times – an inducement to banks to begin over-leveraging again once they feel the worst is behind them. Improper calibration also fails to level both the institutional and geographical playing fields. Different kinds of institutions are regulated differently (and some not at all) while different countries are allowed to

In crucial areas the Basel architecture is silent, does not go far enough or makes the problem worse

implement as much, or as little, of Basel as they like. These unlevel playing fields will chase capital out of the highly regulated formal banking sector and away from countries with strong rules and into new, less regulated or unregulated shadow banking systems. Overall risk in the financial system will rise. More capital will not solve either of these problems.

Basel also makes matters worse for consumers. The latest rules judge risk largely on the basis of credit scores and data from the worst outlier years of the recent crisis. A consumer or small business seeking a loan will therefore be assessed largely on what happened from 2008 to 2010. Little weight is given to future prospects. This history-based approach will raise capital costs for a large group of consumers and many small and medium-sized businesses – the primary job creators in our economy. No one disputes that riskier loans should be backed by higher levels of capital. But basing risk measurements almost entirely on data from the crisis years will mean that the "haves" who need credit the least will get the most, and pay the least for it. The "have-nots" who need credit will be those hurt most.

Finally, Basel's effect on the economy, and in particular on aggregate demand, could be severe. The flipside of lowering capital requirements for good times is raising them in bad – exactly when lending is needed the most. Credit will shrink, businesses will wait to hire and expand, and consumers will further retrench. The last thing the global economy needs is another economic dampener. Yet the bidding war we are seeing in which certain countries try to outdo Basel and one another with ever-higher capital levels amounts to exactly that.

It is understandable in the wake of the crisis that regulators prefer to err on the side of caution. But double-digit ratios will undermine lending, slow capital formation, lower demand and restrict growth. They will impede recovery by raising the cost of credit precisely when it is needed most. And it is not even clear that these higher requirements will make the broader financial system safer.

Striking the right balance between systemic safety and economic vibrancy should be our goal. The pendulum is in danger of swinging too far in one direction. Thankfully, the process is not over. Much remains to be determined, from lending limits to liquidity requirements. We need to take a page from the open and transparent debate that produced Dodd-Frank in the US. The issues at stake could hardly be more important – and are vital matters not just for regulators but even more so for world leaders and finance ministers. Rather than try to outdo the aspects of Basel that are already sound, G20 leaders have an opportunity to fix what is still broken.

The writer is Citigroup chief executive

Ellison is not Silicon Valley's judge



John Gapper

The world of enterprise applications software is short on entertainment, so we can thank Larry Ellison for providing some. This week, Oracle's co-founder and chief executive hired private detectives to serve a court subpoena on Léo Apotheker, Hewlett-Packard's new chief executive.

Mr Ellison is irate at various targets – at HP for ejecting his friend Mark Hurd as its chief executive (Mr Ellison has since appointed Mr Hurd as co-president of Oracle); at SAP, his German competitor, for allowing its former subsidiary TomorrowNow to take Oracle software; and at Mr Apotheker, formerly SAP's chief executive, for his role in both companies.

Hardly a day goes by without Mr Ellison assailing Mr Apotheker – notably for allegedly overseeing an industrial espionage scheme centring on the repeated theft of massive amounts of Oracle's software" at SAP. Mr Ellison did not mention his *bête noire* in testimony in the SAP-Oracle trial this week but he wants him to be grilled by David Boies, Oracle's lawyer.

Mr Ellison's accusations against Mr Apotheker are overblown. While SAP's executives ought to have spotted that something was wrong at TomorrowNow and acted to prevent it more quickly, there is no evidence of Mr Apotheker condoning theft of Oracle's property – or that he is morally unfit to head HP.

Oracle's chief executive should take some deep breaths and calm down. Perhaps HP should have stuck with Mr Hurd, and maybe Mr Apotheker ought to have done more to stop copyright infringement at TomorrowNow. But Mr Ellison is ill-suited to his self-appointed role as Silicon Valley's ethics tsar.

Oracle is a highly competitive company. It has been sued by the Department of Justice for fraudulently overcharging public sector customers, which it denies. The tone is set by Mr Ellison, who is a hard-charging, aggressive



entrepreneur. I sympathise with his indignation over TomorrowNow but he should leave it to judges and juries to dispense justice.

In the absence of Mr Apotheker, the court has heard evidence of wrongdoing at TomorrowNow, and SAP's admission to "contributory infringement" of Oracle's copyright. This does not, however, equate to Mr Ellison's grand conspiracy.

TomorrowNow was a provider of support for software sold by PeopleSoft, a company Oracle bought in 2004 for \$10.3bn. Oracle charged customers a fee equivalent to 22 per cent of its software licences per year for fixes, software updates and upgrades, but TomorrowNow offered a limited service at half that price.

The PeopleSoft deal made Oracle, which until then had mainly been a database software company, a much stronger competitor to SAP. So the latter's executives hatched a plan to buy TomorrowNow for \$10m and use it to lure PeopleSoft customers over

JOHN GAPPER'S BLOG

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to SAP's rival applications.

In January 2005, SAP's executive board, including Mr Apotheker, saw a presentation that warned of potential legal problems over the acquisition. It said that Oracle might sue because TomorrowNow stored copies of PeopleSoft software on its servers, rather than solely using customers' own copies.

As it later transpired, that was merely the tip of the iceberg since TomorrowNow was infringing on copyright far more egregiously than that. It was downloading huge amounts of PeopleSoft software and copying not only software fixes and patches but passages from manuals – in other words stealing.

The fact that SAP's board feared legal action does not prove they knew TomorrowNow was so reliant on theft. Software maintenance is a highly profitable part of Oracle's business, with sales margins of more than 90 per cent, so the company had a strong incentive to try to block any competition.

After Oracle sued, SAP admitted in July 2007 that TomorrowNow had made "inappropriate downloads" and wound it down in October 2008. Mr Apotheker, who took charge of the sales effort to migrate PeopleSoft customers to SAP, became co-chief executive in April 2008.

Despite Mr Ellison's promises, Oracle has not come up with proof that Mr Apotheker was aware of TomorrowNow's full misdeeds. His sales role gave him less insight into its software operations than Gerhard Oswald, the SAP executive responsible for software support (who also failed to stop it).

The fact that SAP's board feared legal action does not prove they knew TomorrowNow was so reliant on theft. Software maintenance is a highly profitable part of Oracle's business, with sales margins of more than 90 per cent, so the company had a strong incentive to try to block any competition.

Third-party support of the kind

TomorrowNow was overtly engaged in what Josh Greenbaum, a technology consultant, calls "a very complex and opaque area of contract law". Oracle thus might have had scope to sue on lesser grounds.

Mr Boies told me Mr Apotheker ought to have known that something was wrong because TomorrowNow offered a support service with 150 employees, compared with Oracle's 15,000 engineers. "Where did he think all that came from?" The software fairy," he asks.

Even Oracle, however, described TomorrowNow's operating model as a "puzzle" in its complaint against SAP. SAP should have dug deeper, but nothing in all the e-mails and other documents indicates that Mr Apotheker knew the answer.

HP was entitled to give the job of chief executive to Mr Apotheker and he should carry on doing it – no matter what Mr Ellison says.

john.gapper@ft.com

Why China and Japan are oceans apart



David Pilling

The unlikely YouTube hit of the moment is a 40-minute video about a little fishing boat. More than 1.5m people, mainly in Japan and China, have watched this ocean drama, only a tad fewer than those who logged on to a 40-second clip about Tyson the skateboarding dog.

The featured Chinese trawler is at the centre of a September incident that brought Sino-Japanese relations to their lowest point since 2005. The footage, leaked last week, purports to show a Chinese boat ramming a Japanese coastguard ship in waters close to uninhabited, but fiercely contested, islands known as Senkaku in Japan and Diaoyu in China. Its release has reignited controversy over Japan's arrest of the captain, which set off a diplomatic shoving-match between Beijing and Tokyo. So intense was the political pressure from Beijing that Japanese

prosecutors released the captain without pressing charges, citing concerns about Sino-Japanese ties.

The video appears to have been leaked in an effort to back Japan's story: it had no option but to arrest the captain for deliberately colliding with a ship near the Japan-administered islands. Beijing has consistently denied the fishing boat acted provocatively, though many Chinese netizens have branded the captain a hero for precisely that.

Tokyo's apparent climbdown in releasing the captain provoked a backlash at home. Even Yoichi Funabashi, editor-in-chief of the Asahi Shimbun, Japan's most liberal mainstream newspaper, published an anguished letter in which he decried Beijing's actions. "If China continues to act as it has, we Japanese will be prepared to engage in a long, long struggle with China."

The normally mild-mannered Mr Funabashi, a Chinese speaker, complained bitterly about retaliatory measures by Beijing, including a non-acknowledged ban on the export of rare earths. The "Senkaku shock", he predicted, would prove to be a much bigger blow to Japan than the "Nixon shock" of 1971 when the US president normalised relations with

Beijing behind Tokyo's back. Why on earth is ownership of these tiny rocks so explosive an issue? Certainly, there are important strategic matters at stake. Nearby waters in the East China Sea are teeming with fish and potentially rich in oil and gas. They are also near important shipping lanes. But really to get at the heart of the dispute, as so often in Asia, one needs to peel back layers of history.

Beijing views its claim over the disputed islands as part of a broader mission to right historical wrongs

Beijing claims the islands have been part of China since the Ming Dynasty era (1368-1644), when, it says, international maps confirmed its ownership. From Beijing's perspective they are part of Taiwan, which Japan colonised after defeating China in the Sino-Japanese war of 1894-95. As such, they should have been relinquished when Japan gave up Taiwan after the war.

Not surprisingly, Japan's account is entirely different. It says it surveyed the Senkaku/Diaoyu islands in 1885, confirming they had "been uninhabited and showed no trace of having been under the control of China". They were not part of Taiwan, it says, but were run from Okinawa and thus rightly returned to Japan in 1971.

I offer no opinion as to whose legal claim is stronger. But I suspect that something deeper is at stake. Before westerners brought their guns and opium to east Asia, the idea of a nation state was not well established. "Back then, people didn't really have the concept of sovereignty, rather there was suzerainty," says Min Gyo Koo, an expert in international affairs in Seoul. China was self-evidently the dominant civilisation, he says. As such, it collected tribute from surrounding kingdoms, such as Ryukyu, which later became known as Okinawa when it was annexed by Japan.

Jonathan Fenby, a historian of China, puts imperial China's likely relationship with the Senkaku/Diaoyu islands thus: "Things like exercising practical sovereignty over a rocky island didn't matter. So long as people recognised the

innate superiority of the Chinese system, that was enough."

Crucially, the country that most thoroughly absorbed European concepts of sovereignty and the nation state was Japan. In the Meiji Restoration of 1868, it overhauled its semi-feudal shogunate, replacing it with a parliamentary system. It took on board the western notions that, to be a great nation, it must acquire an empire. That set it off on its tragic campaign of regional expansionism.

Beijing and Tokyo peer at the Senkaku/Diaoyu through a different lens. China views its claim as part of a broader mission to right historical wrongs by returning the region to the way it was before the west – and its Japanese stepchild – messed things up. For Beijing, the dispute, and others like it in the South China Sea, is nothing less than part of a campaign to overturn 150 years of humiliation. Tokyo, by contrast, regards China's growing assertiveness as a challenge to the legal and administrative norms that have held since the war. For Japan it is a matter of law, for China, one of respect. It is not obvious how these two views can be reconciled.

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Business Life

Choose tomorrow's leader today

Too few boards identify potential heirs for the top jobs, but investing in a succession process can pay big dividends, writes **Alicia Clegg**

With so much hanging on successful leadership, you might expect boards to be experts at picking the perfect candidate to pilot their companies. Recent chief executive shakeouts at BP, Nokia and LG Electronics suggest otherwise.

Concerns over succession are not confined to the handful of premature CEO departures that play out in the media spotlight. Berkshire Hathaway's announcement last month of Todd Combs as an investment manager prompted speculation that he could be the chosen successor to 80-year-old Warren Buffett.

In Creating People Advantage 2010, a recent global executive survey conducted by Boston Consulting Group and the World Federation of People Management Associations, half the respondents identified gaps in their ability to generate tomorrow's CEOs. Yet, paradoxically, CEO succession ranks higher on boardroom agendas than ever.

Treating succession as an "event, rather than a process or a discipline" is a common failing, says Roseline Torres, a partner at BCG who leads the company's leadership practice. History has a habit of repeating itself, she says: the loss of one CEO triggers a search, internal candidates are scrutinised and headhunters summoned. Then the directors make a choice and succession drops off the agenda – until next time.

Yet sustained investment in succession can pay dividends. A long-standing policy of developing future leaders allowed McDonald's to appoint the current CEO Jim Skinner to replace Jim Cantalupo and then Charlie Bell,

Treating succession as an 'event' rather than a process or a discipline is a common failing

who died within a year of each other, without hiring externally. Richard Floersch, chief human resources officer, says McDonald's now requires managers right down to individual restaurants to name "ready-now" and "ready-future" candidates who could replace them. The relevant employees then agree on a career development plan.

At Procter & Gamble, CEO Bob McDonald has had his feet under the desk for just over a year, but already half a dozen hopefuls are locked in competition to succeed him. Between now and the next succession, the contenders will be wined and dined, mentored and given development roles designed to reveal "how they stack up against each other", says Moheet Nagrath, global HR officer. "It's a constant process that takes place year in year out."

The P&G model resembles the General Electric horse race in which Jack Welch pitted successor Jeff Immelt against rival contenders James McNerney and Bob Nardelli, both of whom left to run other companies. While less of a gamble than grooming a single heir-apparent, who could fall from grace or be poached by a competitor, contests still need managing to deliver the best candidate.

Getting succession on the agenda can be a challenge in itself. Although boards are ultimately responsible for CEO appointments, the fact that non-executives do not work in the business means that, in practice, it is the incumbent CEO, assisted by the chief human resources officer, who develops the succession pool and puts forward candidates. "If CEOs want to duck the succession issue they find ways of doing it," says Joseph Bower, a professor at Harvard Business School and author of *The CEO Within*. Criteria for choosing between candi-



McDonald's

A long-standing management development programme meant that the appointment of Jim Skinner (above) as CEO, following the deaths in quick succession of Jim Cantalupo (top) and Charlie Bell, went as smoothly as possible under difficult circumstances.



Procter & Gamble

Before he assumed the position of chief executive, Bob McDonald (above) sat down with A.G. Lafley, his predecessor, and the head of human resources to identify high-fliers who would need reassurance that they would be part of the new regime.



Xerox

Although Ursula Burns (above) was outgoing CEO Anne Mulcahy's personal preference to take over the role, it was still hard for the incumbent to yield power and accountability before she left.



BP

In recent years, the energy company has appointed from within, with two crises forcing changes. After the Gulf of Mexico oil spill, an American, Bob Dudley (above), was chosen to succeed Tony Hayward, who took over from Lord Browne (top).

Picking future winners

● **Don't put all your eggs in one basket.** No single chief executive is right for all situations, says Mr Goodyear. Developing several contenders improves the opportunities for picking the right person.

● **Avoid cloning.** Dominant CEOs, like controlling parents, can stunt their successors' development, says Prof Bower.

To foster leaders with independence of mind, who will question existing practice, send high-potential executives out from headquarters to develop their skills in the field.

● **Know the market.** "Even if you don't hire externally, it's important to have a view on outside talent," says Prof Ben-Hur.

Unilever employs an agency to benchmark the skills of its potential leaders against the world's top talent – then works with them on overcoming their weak points. "We want to be better than our best competition," says Mr Ogg.

● **Don't trash your legacy.** CEOs who dodge succession may be setting their businesses up to fail. Procter & Gamble "drills it into" people that their successor's success is their legacy, and uses compensation to drive the message home.

When A.G. Lafley left, his entire retirement package was in company shares – and, thus, directly linked to P&G's future performance.

dates are not hard and fast. If the outgoing CEO has done well, a business may be tempted to go for a clone who, it hopes, will do the same. But this risks picking leaders to fight yesterday's battles. As Chip Goodyear, former CEO of BHP Billiton, puts it: "There's not one right CEO [for a business]."

A strong financial manager may suit a recession; whereas an

upturn may favour an entrepreneur.

At BHP Billiton, Mr Goodyear developed a handful of managers who could replace him. The board chose Marius Kloppers. But all the frontrunners, Mr Goodyear says, "could handle a CEO role".

Mr Goodyear, who joined BHP as chief financial officer, is himself no stranger to the highs and lows of leadership transition. Having parachuted into the CEO job in a leadership crisis in 2003, he transformed the organisation after its merger with Billiton into one of the world's most successful mining businesses. Last year, however, he joined Temasek Holdings, Singapore's sovereign wealth fund, as CEO-elect. But disagreements on strategy led to his appointment being terminated before he took up the role. Of this experience he merely comments: "When you come in from the outside... there are going to be

upsets. You want to remain [powerful] until the very end."

How much consideration should companies give to external candidates? Analysis by Booz & Co, the consultancy, suggests that internally appointed CEOs generate higher shareholder returns than external hires. But that is not to say companies can ignore the world outside. If competitors are generating better candidates, you need to know about it.

One company hoping to break the rule that insiders outperform outsiders is Unilever. In 2008, its board selected Paul Polman, a former P&G and Nestlé executive, as its first externally appointed CEO. "We had three outstanding internal candidates. But Paul was better, so he got the job," says Sandy Ogg, chief human resources officer.

Being involved part-time in the business means boards have limited chances to study candidates close up, potentially favouring the biggest self-promoters. One way round this, says Richard Emerton, a senior client partner at executive search group Korn/Ferry Whitehead Mann, is to give candidates special projects so directors can "observe and interrogate them on a genuine business issue". Better still, he adds, is if the incumbent can be prevailed upon to hand over some of his or her responsibilities so the board can watch how the contenders shape up in actual CEO roles.

Persuading CEOs that this is a good idea could prove tough, however. In the October issue of the Harvard Business Review Anne Mulcahy, former CEO of Xerox, described how hard she had found it to "give up power and accountability" to Ursula Burns, her preferred successor.

According to Shlomo Ben-Hur, a professor of leadership and organisational behaviour at IMD, thousands of years of human history have primed leaders to mistrust power-sharing:

"As the chief of a tribe, you don't necessarily want to assign a deputy to

you want to remain [powerful] until the very end."

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The divisions that succession contests create can return to haunt a new leader. If the contest is bruising, there is a strong chance the defeated candidates will leave – followed shortly by their protégés and associates, who may have concluded that their own prospects look gloomy, with their guy out of the picture.

P&G acted to forestall such an outcome. Before taking office, Mr McDonald sat down with Mr Nagrath and outgoing CEO A.G. Lafley to draw up a list of high-fliers at risk of leaving that he would get to know as soon as his appointment was announced. "If you don't know the new leader," Mr Nagrath says, "it's only human nature to ask 'where does that leave me?'

The appointment of a new CEO might solve the immediate problem of who will lead the company. But, if followed by an exodus of tomorrow's rising stars, the problem won't stay solved for long.

The case study

How to create a green supply chain

Devising a 'cradle-to-cradle' carpet-maker



The Floor is Yours

The challenge: In 2007, Stef Kranendijk, chief executive of carpet manufacturer Desso, set new sustainability goals for his company based on the cradle-to-cradle concept developed by Michael Braungart and William McDonough.

Innovation: Alongside design and functionality, the commitment to cradle-to-cradle manufacturing has become one of the three drivers of innovation at Desso.

For example, the company's focus on VOCs prompted it to look more closely at air quality. This has led to the development of the Desso AirMaster, a new carpet designed to capture fine dust that can carry damaging particles into the lungs or cardiovascular system.

Desso has publicly committed itself to becoming a cradle-to-cradle company by 2020.

Persuading shareholders: Desso was able to convince its shareholders, including its private equity part-owner, that cradle-to-cradle would help business performance.

"We launched it as a design and quality initiative that would boost our innovation capability with positive effects on the environment and public health," says Mr Kranendijk. "This way, we convinced ourselves and the other shareholders that cradle-to-cradle was a business-building concept."

Desso also saw an opportunity to leap ahead of its competitors in sustainability.

The results, according to Mr Kranendijk, were that initial costs were high, but "it led to so much innovation that we saw a swift pay out".

Communicating across the organisation: Mr Braungart held workshops within the company to explain the process to all managers and staff. Once they heard about cradle-to-cradle, they were proud to be associated with it. "The cradle-to-cradle movement unleashed an enormous amount of energy, which helped to accelerate innovation and change," recalls Mr Kranendijk.

Employee satisfaction levels rose, according to the company's surveys.

Persuading suppliers: This was the toughest challenge, and about half the suppliers were unwilling to make the changes.

"We told the ones who would not dance with us to stay seated while we danced with the others," says Mr Kranendijk.

Those that did get involved were enthusiastic, however. One supplier invested tens of

millions of euros in new equipment to enable it to depolymerise – break a polymer down into smaller units – yarn into caprolactam from batches of used carpet tiles. Caprolactam can then be used to make new yarn.

Using the cradle-to-cradle criteria: These products will either be broken down later to form a new product or disposed of as biodegradable waste. Any company choosing this route must organise a rigorous analysis of its raw materials.

Desso has publicly committed itself to becoming a cradle-to-cradle company by 2020.

Desso is also developing a new business in which it offers to take back and reprocess used carpets for the same cost as disposing of the materials in landfill. This is especially relevant to France and the UK, where carpet materials are sent to landfill rather than incineration as in other parts of Europe.

The company hopes other carpet manufacturers will follow suit: "The cradle-to-cradle process will only work if others take it on as well," says Mr Kranendijk.

Making it happen: In 2008, Desso started with its largest product range: carpet tiles for offices. Working with Mr Braungart, Desso changed a few of the ingredients leading to a new product called EcoBase.

Also, at Desso, carpet tiles can be reused through a process during which the yarn is depolymerised by one of its suppliers to become caprolactam and turned into new yarn.

Key lessons: Setting a long-term goal to become cradle-to-cradle was key. Desso also found it useful to start making changes in office carpet tiles, where it could achieve an early win. That was instrumental in proving that a big change could be achieved.

Having a leader who was committed to the change and communicating to all stakeholders has also helped. Mr Kranendijk has held regular sessions with staff and pressed the company's suppliers to change their approach – which has included letting some of them wait it out while he worked with the more willing ones.

Morice Mendoza

The writer is director of MendozaMedia



The review

Internet champions should learn from this history of media revolutions

The Master Switch

The Rise and Fall of Information Empires
By Tim Wu
Knopf, \$27.95/£19.99

Faced with the evidence presented here about the evolution of promising new communications and media networks over the past century, it is hard to feel optimistic about the internet.

As told by Tim Wu of Columbia University, the history of modern communications, from telephone to cable television, is one of freedoms thwarted. Monopolies or cartels, often sanctioned by government in the name of efficiency and public service, have a habit of asserting themselves.

Eventually, larger net-

works formed and big busi-

nesses took over. The downside: a world in which information diversity was constrained, and where network owners were more willing to engage in self-censorship to please government or vociferous social groups. Incumbents also have a strong incentive to suppress promising technologies that might undermine their power.

But there is hope. The seeds of new communications technologies are often sown at the edges of the empire – in a lone inventor's lab or, as with the internet, in a government research agency. By the time the powerful wake up to the danger, it is too late. The history of the information industries seen through this lens casts a useful light on an important current debate: is the internet by nature a more

"open" medium that will resist the swing towards centralising control, or is it destined to follow a similar path? Wu's history suggests a depressing answer.

But in important ways, the internet really is different. The old media were built on economic or physical scarcity. There was not enough room on the radio dial for everyone who wanted to run their own station, at least not one with signal power to reach beyond a few miles. The rise of dominant broadcast networks was not the result solely of rapacious business strategies: the airwaves were a scarce resource. On the internet, access to content is theoretically limitless and the cost of distribution falls almost to nothing. That does not mean reactionary or restrictive forces can't, or won't, win again.

If so, that is not at all clear to Steve Jobs at Apple, whose iPhone and

iPad are built on a different premise. It is also often easier to reach an accommodation with a communications monopolist – in return for fulfilling some "public interest" function – than to risk rocking the boat.

Consumers have also proved careless in their defence of the freedoms that unrestricted networks ensure. Openness in communication networks is a worthy ideal, but as anyone with a PC struck by a computer virus can attest, its virtues can be overrated.

In this regard it is Google, current king of the online media heap, that looks the anomaly. Wu quotes chief executive Eric Schmidt: "The vote is clear that the end user prefers choice, freedom and openness."

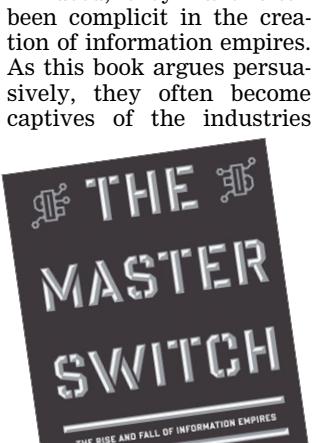
Such a remedy, however, seems neither practical nor justified. It would require the forced break-up of

today's media conglomerates and the imposition of strict regulations over a large and growing part of the economy. Where is the current harm that requires such a dramatic response?

Apple's products are winning millions of customers. And while they stop short of Schmidt's ideal of openness, they are far closer to current notions of the personal computer than to limited-function consumer electronics.

Will the iPad, and the network and content to which it is attached, prove the thin end of the wedge, and will this lead to the rise of the next restrictive information empires? There is still time for the script to turn out differently. But regulators and consumers alike have been put on notice.

Richard Waters



Tim Wu warns of the threats to internet openness

Razzle-dazzle of the battling queen bees



Nigel Andrews

FILM

Star power – another phrase for solar power if you think about it – will do when other energy forms fail. It roars out, full of flares and neutrinos, from Sigourney Weaver and Jamie Lee Curtis in *You Again*. In *My Afternoons with Margueritte* it bursts forth from Gérard Depardieu, a large, round object of enormous gravitational power.

Weaver and Curtis are battling mums in a Disney comedy that has, for once, more wit than whimsy. Barely are the titles done before ugly duckling schoolgirl Kristen Bell – “ugly” as in specs, zits and teeth braces, “ugly” as in will-convert-to-superbabe-in-two-seconds – greets us in the present day as a top PR girl in LA. The only person she hopes never to meet again is the girl (Odette Yustman) who bullied her at school. Surprise! Guess who’s about to marry her brother.

That clash of grudge-bearers is mimicked by a parallel cataclysm. Guess who the bride’s mother is? Sigourney Weaver: who used to bully and queen-bee over Bell’s mum, Jamie Lee Curtis, when she was at school. Bell’s younger brother takes one look at Weaver, a vision of couture, grooming and regal pluperfect malice, and says, “She looks computer-generated”. (She does. She looks as if she could pixel-zap all opposition.)

Weaver hasn’t been this good, this sly, queenly and high-style, since her Oscar-nominated über-bitch in *Working Girl*. Curtis matches up, a sinewy but svelte suburban mom, prone to disasters such as a pipe-burst in Weaver’s hotel suite bathroom – “Did you take a shower?” asks the queen of cool when Curtis pads back, wetted down, into view – but with legs that kick a mean cheerleader routine at a pre-wedding zap all opposition.)

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A great deal of talent clearly got stuck in a lift at Disney, causing Mouseco to say “We’ll hire the lot”. Even producer John Strauss co-wrote *There’s Something About Mary*, the best comedy of the late 1990s. Matters get a little saccharine and conciliatory near the end, but so do Shakespeare’s comedies. Take what you get and enjoy it.

Gérard Depardieu was born to play Falstaff, though unfortunately in the wrong country. He is glorious in *My Afternoons with Margueritte*, as glorious as he was with another Marguerite – single “t”, surname Duras – in *Le Camion* (The Truck). Like that intellectual “Beauty and the Beast”, in which the diminutive



Star power: Jamie Lee Curtis and Sigourney Weaver in 'You Again'

author of *Hiroshima Mon Amour* conversed about life and art with the hulk who looks as if he can barely join two sapient syllables, the new movie is about a male mammoth having a torch shone down the path of enlightenment.

A boiler-suited giant in a small town, Depardieu’s character lumbers across a sweet little old lady who sits and reads on a park bench. Soon they are parsing Camus’ *La Peste* together. Soon after, that they are platonic sweethearts. Despite bombardments of feel-good banality from director Jean Becker, who fills in with folksy vignettes in the local bar (sometimes the whole of France seems a Stella Artois commercial), Gisèle Casadesus as the biddy and Depardieu as the lunkhead guide us towards their own unshowy truth.

“This rough magic I here abjure,” said Prospero in *The Tempest*. But what to do with his used or spent equipment? It might lie around on

the island causing an environmental hazard. “I’ll break my staff,” he resolves, “bury it certain fathoms in the earth.” Good idea. As the precursor of nuclear waste – the antecedent to Finland’s radioactive rubbish as discussed in *Into Eternity* – it could be interred five metres, or five kilometres, below ground. Then it would be safe till it decontaminated after 100,000 years.

Film-maker Michael Madsen (no relation to the ear-slicing actor of *Reservoir Dogs*) has made a riveting documentary: as spooky as the early scenes of *2001* in its glacial camerawork around “Onkalo”, a deep-mined waste bin for nuclear garbage and the probable future of disposal for our planet. Madsen offers himself as a mad presenter, striking a single match in darkness – several times – to witter on about Prometheus, eternal fire and human hubris. I enjoyed him. I enjoyed even more the mischievous questions he puts to

Onkalo’s masters and creators.

Will the 5,000-metre-deep burial site really be safe? Might not future peoples, undeterred or even seduced by “keep out” warnings, break it open, as we break open Egyptian tombs? Has anything human-built ever lasted a thousand centuries? (Answer, no.) Do we really have any idea what we are doing? (Answer, not much.) The music of Radiohead, Sibelius and Arvo Pärt comment on this masquerade of eternity. The more the scientists reassure us, the more anxious we feel. Soon every country will have an Onkalo, or dozens, and we will be sitting on a timebomb the size of the earth’s core.

This is a new-season scare and we need it. The old-season scare is becoming a bore. Vampires. After the *Twilight* saga, *Vampires Suck* and *Let Me In*, Jorge Michel Grau’s *We Are What We Are* has a family of low-income cannibals darting about Mexico City seeking whom they may devour. The cops can’t keep up since they are movie cops, trained to run slightly slower than their quarry. There is much incantatory claptrap about “the ritual”, a climactic communion we never see.

Unaccountably praised by some critics, the film is like a supermarket sandwich, flavourless as you consume it while leaving a slightly nasty taste in the mouth afterwards.

Fezeka’s Voice is a documentary aimed at the heart. Holly Lubbock directed this touching tale of an African school choir jetted to Salisbury cathedral, England, to discover fame and warmth of hospitality. Yes, even English people blub when listening to lovely music or saying farewell to guests from across the world. Nor is the film without wit. Bishop Desmond Tutu makes a guest appearance and is then replaced – can you spot the exact moment? – by his Madame Tussauds waxwork.



Gérard Depardieu in 'My Afternoons with Margueritte'

DANCE Rambert Dance

Sadler's Wells, London

The Rambert Dance Company, installed this week in Rosebery Avenue, brackets an intriguing new work about a neurological disorder with two pieces guaranteed to cause symptoms that we associate with psychic distress – such as anxiety and an eagerness to run screaming into the night.

The heart of the evening is a curious, and convincing, study by Aletta Collins inspired by the terrifying epidemic of “sleepy sickness” that raged at the end of the first world war at the same time as Spanish flu. Its effect was to make its victims prisoners of their bodies, locked like statues in the paralysis of their physical and nervous systems, freed intermittently by music, seemingly cured and then driven to frenzies of tics and depression by the drug L-dopa. This horrific event was discussed in a book by Dr Oliver Sacks, who had sought to relieve the sufferers. Collins’s *Awakenings*, with a heartfelt score by Tobias Picker and admirable design by Miriam Buether (darkened, austere stage; no coloured clothes for four men and four women) is a vivid response to this text.

We see the sufferers, trapped in frozen poses of catatonia, or released into fierce convulsions. We see their need for freedom, emotional as well as physical, and the piece – dominated by a performance from Jonathan Goddard of searing truth – tugs at our responses. Easy meat, one might unkindly think, for a choreographer, but Collins is plainly involved, and her dances are compassionate and potent.

The evening had begun with Christopher Bruce’s *Hush*, which is so cute that it makes old Shirley Temple movies look like the Ring cycle, and is not to be preferred to root-canal dentistry. It ended with *Cardoon Club* by the German dancer Henrietta Horn, which has a promising opening with dancers (outfitted with claw-like fingernails but few interesting steps) framed by vast, silver-beaded hangings. The dancers move, process and establish a mysterious atmosphere as the band plays 1970s music. And they go on. And then on, while careworn predictabilities occupy the stage. Thoughts about organising Christmas, of death by tedium, pass by. There is no escape. Maybe “sleepy sickness” was like this. And oh! those hapless dancers. ★★★★☆

Clement Crisp

www.sadlerswells.com**You Again (U)** ★★★★☆

Andy Fickman

My Afternoons with Margueritte (15) ★★★★☆

Jean Becker

Into Eternity (No Cert)

★★★★★

Michael Madsen

We Are What We Are (15)

★☆☆☆☆

Jorge Michel Grau

Fezeka’s Voice (PG) ★★★★☆

Holly Lubbock

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This Evening's Television

BBC 1



Martin Clunes plays 'Reggie Perrin' at 9.30pm

6.00 BBC News.

6.30 Regional News Programmes.

7.00 The One Show.

7.30 EastEnders.

8.00 Watchdog. An

investigation into an energy giant accused of pursuing people for debts they do not owe.

9.00 Have I Got News for You.

Guest host Jo Brand joins team

captains Paul Merton and Ian Hislop.

9.30 Reggie Perrin.

The success of the new product range leaves Reggie with a difficult decision to make.

10.00 BBC News.

10.25 Regional News and Weather.

10.35 Question Time.

Topical debate from London.

11.35 This Week.

Political and parliamentary developments from the past seven days.

BBC 2

6.00

Eggheads. Quiz.

6.30 Strictly Come Dancing - It Takes Two.

The latest from inside the training rooms.

7.00 The Culture Show.

Andrew Graham-Dixon remembers war artist Henry Tonks and Tom Dyckhoff visits Horace Walpole’s Strawberry Hill House.

8.00 Nigella Kitchen.

Comfort food in focus.

8.30 Autumnwatch 2010.

Why gardens can be such important sanctuaries for wildlife during autumn.

9.30 Autumnwatch

Unsprung. A discussion on the issues raised in the main programme.

10.00 Never Mind the Buzzcocks.

Terry Wogan hosts the comedy music quiz.

10.30 Newsnight.

11.20 The Culture Show. R

BBC 3

6.00 Eggheads. Quiz.

6.30 Strictly Come Dancing - It Takes Two.

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11.20 The Culture Show. R

ITV1 London



Ade Edmondson in 'Monte Carlo or Bust' at 9pm

6.00 London Tonight.

6.30 ITV News and Weather.

7.00 Emmerdale.

7.30 The Cost of Caring: Tonight.

Jonathan Maitland investigates claims that some elderly patients are being forced to pay for medical care that used to be provided free by the NHS.

8.00 Emmerdale.

8.30 Coronation Street.

9.00 Monte Carlo or Bust.

The three teams embark on the final leg of their journey. Last in the series.

10.00 ITV News at Ten and Weather.

10.30 London News and Weather.

10.35 FILM Memphis Belle.

Fact-based second world war drama, starring Matthew Modine and Eric Stoltz.

Regional variations apply

Channel 4

6.00 The Simpsons. R

6.30 Hollyoaks.

7.00 Channel 4 News.

Including sport and weather.

7.55 4thought.tv.

Foreign correspondent John Simpson discusses how his faith has helped him come to terms with some of the atrocities he has witnessed.

8.00 River Cottage Every Day.

Last in the series.

9.00 Britain’s Trillion Pound Horror Story.

The full extent of the financial crisis and a call for a radical rethink of the role of the state.

10.30 True Blood.

Eric takes advantage of Sookie’s good nature.

11.40 Rory Peck Awards 2010.

Last in the series.

11.45 Reaper.

Sam and Morgan in a contest to win the position of Satan’s right-hand man.

Pick of the Day

Sober economists, beware. *Britain’s Trillion Pound Horror Story* (C4 9pm) is directed by Martin Durkin, whose iconoclastic *Great Global Warming Swindle* attracted both supporters and denigrators from the wilder shores of dottiness. Theories on phone cuts and bloated public expenditure may strike you as revelatory or OTT... Or opt for BBC4’s *Battlefield Poet: Keith Douglas* (9pm). An intriguing personality and a writer allegedly equal to the Great War poets, Douglas died in Normandy at 24.

Scent of a Woman won an Oscar for Al Pacino’s blind ex-soldier (Sky Modern Greats 8pm).

Martin Hoyle





THE LEX COLUMN

Thursday November 11 2010



Redback mountain

Bank of England

Cuckoos are singing from the doves' nests at the Bank of England and the Federal Reserve. Following the Fed's "QE2", the decision to purchase \$600bn in Treasury bonds, several governors of the US central bank are voicing doubts. Kevin Warsh, not known as a hawk, is not persuaded that QE2 will have "significant, durable benefits for the real economy", even though he voted for it.

And on Wednesday Mervyn King, governor of the Bank, admitted that there was "a range of views that is wider than usual" at Threadneedle Street. His comments came along with a cautious inflation report. Core UK inflation is running at levels not seen since the early 1990s – and the central bank now sees an even chance that consumer price inflation will be above the target of 2 per cent in two years' time. Since the Fed only acted because it saw an imminent danger of a deflationary liquidity trap, the Bank of England's forecast prompted many outsiders to drop their prediction that Mr King would soon launch his own QE2.

What conclusions to draw from this? First, central bankers can say QE is not a weapon in a currency war, but investors do not agree; the pound rallied sharply on Wednesday. Second, it is unwise to rely on central bankers taking extraordinary measures when they palpably dislike them. Third, markets are indeed relying on such measures, as the response in the UK, where both bonds and stocks sold off, makes clear. Finally, that response might just have created a buying opportunity.

Mr King did not quite rule out QE2. With unparalleled austerity cuts in view, his forecast for 3 per cent gross domestic product growth next year would be mighty impressive. A significant growth disappointment is quite possible, leaving the QE2 option open.

Eon

Utilities are the sloths of the corporate jungle. So many assets, so little oomph. Johannes Teyssen wants to change that. The chief executive of energy group Eon has shaken up the management board since taking over in May. Now he wants to free up capital by shedding €15bn of assets in its European business to pay down debt and move into markets with better growth

Just what the G20 needed to keep things lively: unequivocal evidence of vast and persistent imbalances. The latest monthly data from China confirmed another big annual leap in exports and a whopping trade surplus of \$27bn, two-fifths wider than the 2006-2009 average. Thursday's industrial production (expected to be strong) and consumer price inflation numbers (probably above target) should strengthen the critics' conviction that China's currency is weaker than it should be.

For peacemakers at the Seoul summit, the good news is that China has abandoned its attempts to persuade the world that the red-back is fairly valued. Since mid-June, when the People's Bank said it would allow more foreign exchange flexibility, appreciation has been a matter of when, rather than if. The bad news is that the principals are still at cross-purposes. While Beijing wants to lift purchasing power through increased wages and subdued inflation, and appears ready to tighten monetary policy to do it, Washington just wants a stronger renminbi against the dollar. China, in short, is focusing on real appreciation; the US nominal.

prospects. He wants 25 per cent of earnings to come from outside Europe by 2015.

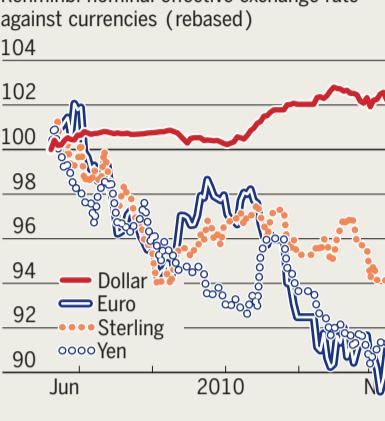
This makes sense. European utilities rule over empires of highly regulated, low-return assets in their back yards. Mr Teyssen must be thanking his lucky stars that his predecessor failed to land Spain's Endesa in 2006, otherwise Eon's starting point would be even more difficult.

As it is, its shares are down 22 per cent this year even after Wednesday's 3 per cent bounce. It is also under earnings pressure from low gas prices and Germany's tax on nuclear power. This will cost Eon €900m a year at the operating level for six years, starting in 2011. The company is predicting flat earnings before interest, tax, depreciation and amortisation until 2013 before disposals (it reported nine-month adjusted ebit of €8bn on Wednesday).

The issue is whether Mr Teyssen's strategy is transformational enough to match Eon's challenge. The disposals target represents one-third of the company's €45bn market value, but selling productive assets in Europe could reduce earnings by

A question of imbalance

Renminbi nominal effective exchange rate against currencies (rebased)



Source: Thomson Reuters Datastream



The dollar/renminbi rate has become a political plaything. Note, for example, that this week's surge before the Seoul summit accounts for a quarter of the renminbi's total strengthening since mid-June.

Better to make the bilateral dispute multilateral. The Royal Bank of Canada calculates that the nominal, trade-weighted effective exchange rate has actually dropped pretty steadily during the past five months, as the renminbi has

strengthened only slightly against a fallen dollar. This almost certainly contributes to China's mega-surplus.

The US case may look less compelling in a few months, after China's monetary tightening slows growth and base effects make the annual comparison less dramatic. So the G20 is an ideal forum to broaden the debate. The more the US can demonstrate that the weak renminbi hurts others, the more likely that China will relent.

Semi-public banks

Those who called for US bank nationalisation during the crisis are now ridiculed. A rebound in share prices and the repayment of government bail-out money supposedly vindicate the alternative approach of muddling through. But there were subtle as well as hard arguments for state ownership. Dud loans may yet show more banks to be insolvent. And muddling through is already having contradictory and undesirable consequences.

At the heart of the matter was the Obama administration's insistence that saved banks do their bit to boost the domestic economy. Bank results are now littered with feel-good stories of helping small businesses and families. But the truth is that domestic bank lending has contracted every quarter since the end of 2008, according to Federal Reserve data, in spite of the latest loan officer survey showing a slight easing of lending standards for the past three-quarters. (They would tick that box, wouldn't they?)

Banks retort that there is no thirst for funds – one-quarter of loan officers reported a fall in demand from large companies versus last quarter. A greater number said smaller businesses were increasingly shy. Companies deny this, but it is feasible given the deleveraging going on. There is demand from the developing world – but should US taxpayers' money be helping banks expand their balance sheets abroad? This week, for example, Citigroup said it wanted a few hundred more branches in Asia within four years.

Under normal circumstances, companies can do what they please with shareholders' capital. But when banks become semi-instruments of government policy, strategies become conflicted. What if Citi said it was halving its US presence to focus on Latin America? This may not be a bad idea, but chief executive Vikram Pandit would have the White House on the phone before he had finished speaking. The danger is that companies not run for shareholders alone find themselves increasingly discounted. You cannot be half pregnant – or half public.

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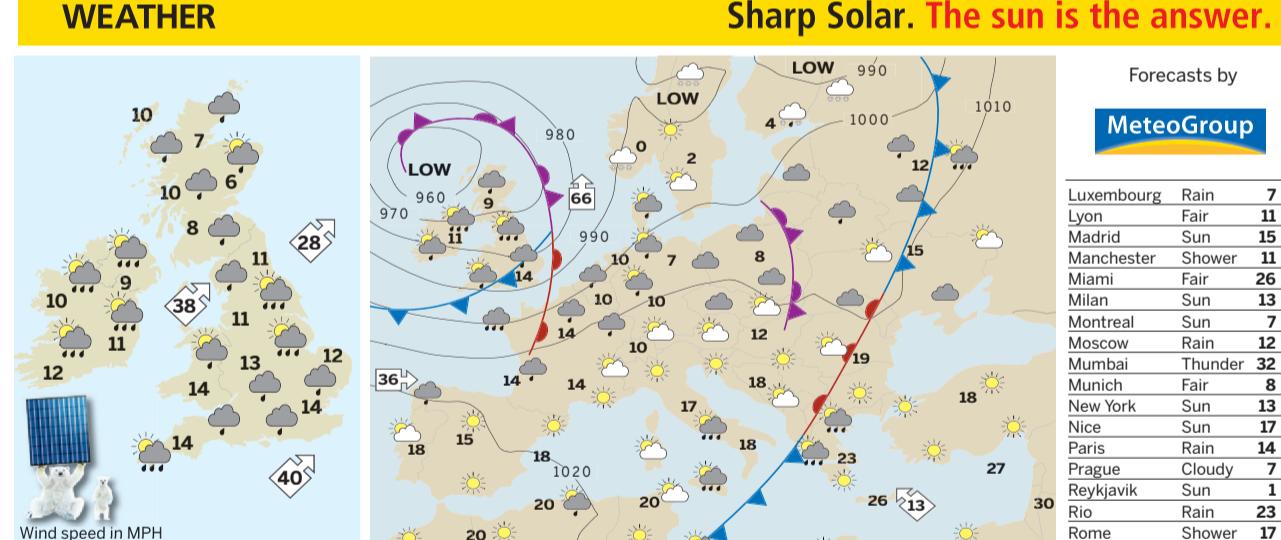
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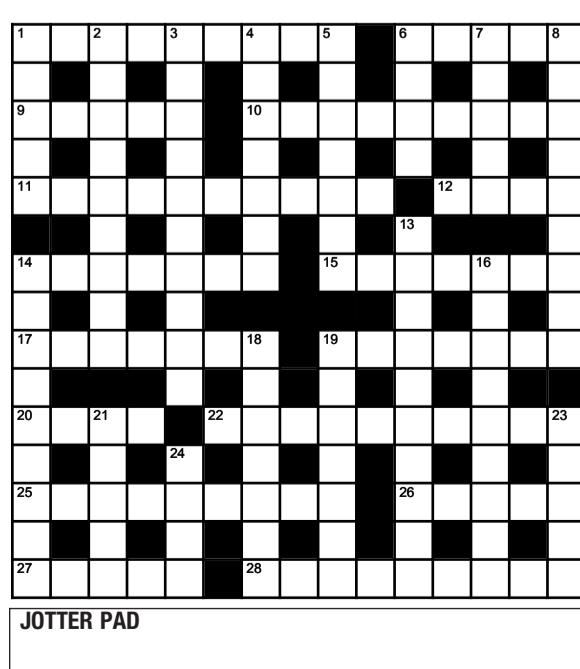
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ACROSS

- 1 Magazine missing article, one found at ground? (9)
- 2 Baggage money (5)
- 3 Obscure almanac covers where ruler holds sway? (5)
- 4 Take choir after training for Jerusalem, perhaps? (9)
- 5 Vegetables including potato encapsulating starters in local lunch? Certainly (2,3,5)
- 6 Fit of emotion, we hear, for bird (4)
- 7 Trick from rotten chap taking in retired lord (7)
- 8 Reason to go after drug is exciting (7)
- 9 Group to consider reportedly part of ship (7)
- 10 Some tennis again a disappointment (7)
- 11 A negative reaction after finding river, foreign river (4)
- 12 Very ethical university soul upset after councillor is beset by drink (10)
- 13 Woman guiding visitors in house? (9)
- 14 Renounce permission (5)
- 15 Sally after end of exercise gets fit (5)
- 16 Man in second exam is not accommodating (9)
- 17 Sort of bush? About right (5)
- 18 Something flowing out from eastern people probed by scholar (9)
- 19 Lend out BMW wrongly in a dilapidated state (10)

DOWN

- 1 Sort of bush? About right (5)
- 2 Something flowing out from eastern people probed by scholar (9)
- 3 Lend out BMW wrongly in a dilapidated state (10)

SOLUTION 13,539

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Richard Waters US solar companies face tough Chinese competition **Page 22**

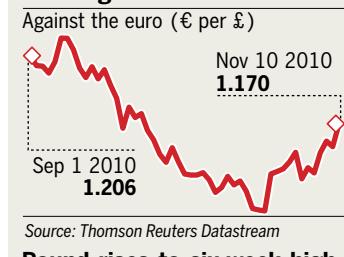
Thursday November 11 2010

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Oil services rebound

Majors need higher specification rigs to meet regulations. **Page 19**

Grocer eyes India

India will be next overseas market to be investigated by J Sainsbury. **Page 20**

Piper Jaffray retreat

Companies in biotech sector look elsewhere for financing. **Page 20**

Lombard

Laxey Partners' assault on Alliance Trust is ambitious – and probably futile. **Page 18**

International companies

First Eastern filip

HK private equity firm has \$500m for China-focused UK enterprises. **Page 23**



Wall St to sidestep Volcker rule

Banks to continue bets with own capital

Principal investments option to be used

By Francesco Guerrera and Justin Baer in New York and Tom Braithwaite in Washington

Wall Street groups will continue to invest billions of dollars in property and companies in spite of new rules aimed at curbing the bets banks make with their capital, executives say.

US financial groups such as Goldman Sachs, JPMorgan Chase and Morgan Stanley

intend to take advantage of a little-discussed aspect of the "Volcker rule" – part of the financial reform law approved in July – to continue making direct investments.

The rule, named after Paul Volcker, former Federal Reserve chairman, bans banks from short-term trading of securities for their own account – and limits its investments in private equity groups and hedge funds. Legislators were seeking to reduce banks' risk-taking and focus their efforts on helping customers rather than themselves.

However, the Volcker restrictions do not apply to "principal investments" – banks' direct

purchases of securities, companies and property assets – because they are regarded as longer-term commitments and carry higher capital charges.

Unlike short-term "proprietary trading", which has traditionally had a modest impact on earnings, principal transactions were both an important driver of banks' profits in the run-up to the financial crisis and a big source of losses. Lehman Brothers' participation in the \$23.6bn leveraged takeover of Archstone, a property group, in 2007 contributed to the investment bank's demise a year later.

A senior Wall Street banker said such deals remained attrac-

tive in spite of changing regulations and new global rules that sharply increase the capital that must be held against potential losses. "On balance it has been a good business," he said.

Advocates for a broad curb on banks' investments believe a separate part of the reform law gives regulators a mandate to prevent banks from taking dangerous risks with their own money. Carl Levin, the Democratic senator from Michigan, said the prohibition was "clear and strong, and I am hopeful the regulators will implement it accordingly".

Simon Johnson, professor at Massachusetts Institute of Tech-

nology, said it would be "pretty crazy" if banks were allowed to invest as a principal in longer-maturing assets and securities. "That's exactly how banks blew themselves up," he said.

Institutions such as Goldman and JPMorgan reaped large returns from investments ranging from small equity stakes to takeovers.

Goldman had \$22.9bn in principal investments, including some made through funds, on its books at the end of September, while JPMorgan valued its portfolio at \$8.6bn. The banks declined to comment.

Republicans take aim, **Page 23**

The Short View

James Mackintosh



This is a quote to strike fear into every Irish heart: George Papapantone, Greek finance minister, said this week that "Greece is not Ireland". He meant to emphasise the strength of the Greek banking system, rather than its economy – after all, reports suggest he is poised to revise the Greek budget deficit sharply upwards. But even a deficit of 9.3 per cent will look rosier compared to Dublin's expected 32 per cent.

The Irish bond market has gone haywire. The backdrop is a dire economy, fears that the banking crisis is not yet resolved, and worries over the tottering government. The trigger on Wednesday, though, was the decision by LCH.Clearnet to slap a 15 per cent haircut on Irish repurchase agreements, prompting panic as investors rushed to close out positions.

Irish yields have gone stratospheric, with the 10-year bond at 8.6 per cent, almost double the level of April. Fears may subside as repo positions are moved to the European Central Bank, but the deeper worry in the markets will remain: perhaps Ireland is Lehman to Greece's Bear Stearns?

Greece has no need to tap bond markets for another two and a half years, thanks to a bail-out by the European Union and the International Monetary Fund. If Greece keeps taking the medicine, bonds maturing before them will be repaid.

Irish bondholders ought to be similarly reassured by the European Financial Stability Facility, designed to rescue eurozone members in trouble.

Unfortunately for Dublin, Germany has thrown a spanner into the money machine, insisting future bail-outs impose losses on bondholders.

Nothing is finalised, and the ECB is lobbying against Berlin. But bondholders are right to be worried. If Germany gets its way, automatic haircuts will become self-fulfilling: struggling state borrowers will be pounced on by short sellers guaranteed a profit when the country has to be bailed out.

www.ft.com/shortview

Google's Android dents Nokia smartphone dominance

By Mary Watkins in London

Sales of mobile phones operating on Google's Android system are threatening Nokia's lead in the highly lucrative smartphone sector, just as the Finnish handset maker is feeling pressure at the other end of the market from low-cost Asian rivals.

More than a quarter of the smartphones sold globally in the third quarter of 2010 ran on the Android operating platform compared with 3.5 per cent a year ago, according to new figures from research firm Gartner.

Nokia, which runs on Symbian, saw its share of the market slip from 44.6 per cent to 36.6 per cent in the same period.

The results highlight how the adoption of Google's open source platform by more than a dozen manufacturers including Samsung and HTC, as well as strong demand for Apple's iPhone, is making it harder for Nokia to retain its lead.

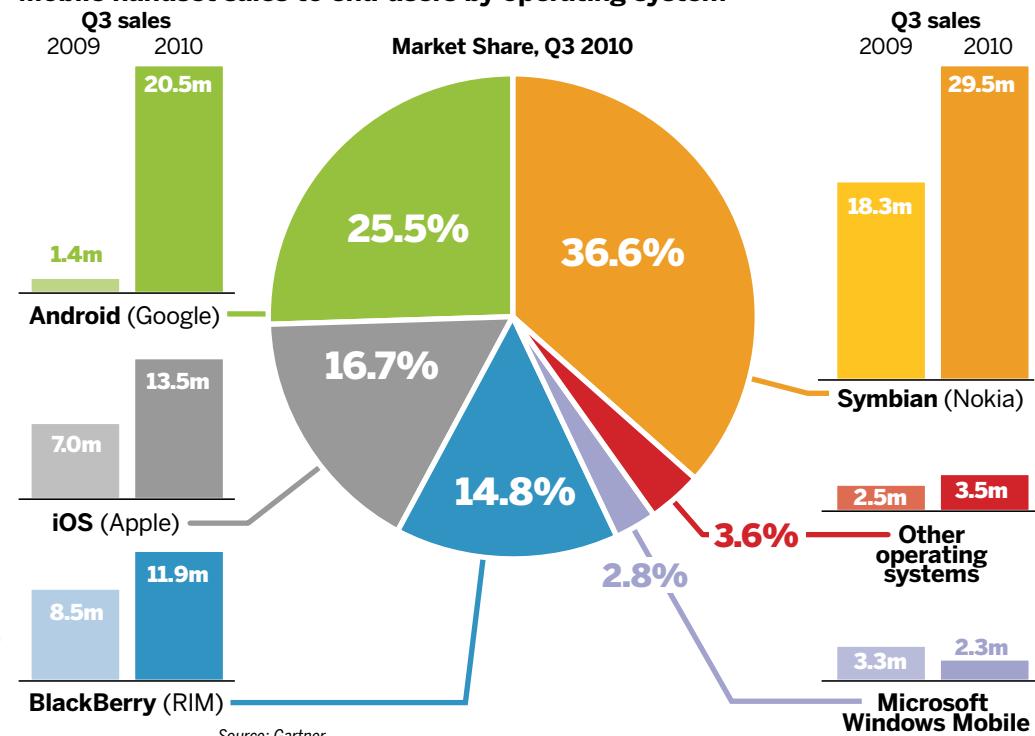
About a fifth of the handsets sold globally were high-margin smartphones, which offer a range of multimedia services.

"We've been very bullish on



Ringing changes

Mobile handset sales to end-users by operating system



Android," said Carolina Milanesi, research vice-president at Gartner. "For me, the story is about Samsung and how

when you have a heavyweight supplier, you see how quickly volume grows."

Apple, which runs on iOS and ranks third in the smartphone market after being overtaken by Android phones, saw a slight dip in market share, though unit sales rose to 13.5m.

All of the big players are seeing their overall global market share of the handset sector

eroded at the low end by a growing army of non-branded or copycat manufacturers.

These "white-box" manufacturers – which largely operate out of China and other parts of Asia – buy ready-made chipsets and then package their low-cost phones for sale to emerging markets.

Some of the bigger players operate legally but many more garage-style operations shift their goods to India, Africa and Latin America without licences or proper identifying codes.

Gartner said that global sales of handsets rose 35 per cent in the third quarter to 417m units. A third of the devices sold were made by companies that were not among the major players, and many of whom were white-box manufacturers.

Ms Milanesi said the large jump in shipments from non-branded and copycat phone groups was "having a profound effect on the top five mobile handset manufacturers' combined share".

Nokia's overall share of the

global market fell from 36.7 per cent to 28.2 per cent in the third quarter, its lowest level since 1999. Samsung's share dropped from 19.6 per cent to 17.2 per cent, while third-ranked LG declined from 10.3 per cent to 6.6 per cent.

On the back of the growth in white-box sales, Gartner is now predicting a 30 per cent rise in overall handset sales for the year. It expects the expansion of Apple's iOS platform to the iPad tablet to help the US group grab more market share.

Emirates seeks more clarity from Rolls-Royce over A380 engines

By Pilita Clark in London and Peter Smith in Sydney

CTFC sets swaps date

Regulators to detail which institutions will face new US rules on derivatives markets next month. **Page 33**

Farm price fears

Government controls on grain and other commodities are adding to volatility. **Page 33**

Anglo American steady

Mining stocks lead the FTSE 100 sharply lower but Anglo American stands firm. **Page 34**

Insight

The Fed's chosen strategy is logical and probably unavoidable. **Page 32**

pore Airlines became the second carrier in less than a week to ground A380s because of problems with Rolls-Royce engines.

The airline said it was making "precautionary engine changes" on three of its A380s after finding "oil staining" in the engines.

Australia's Qantas has grounded its six superjumbos since the emergency landing.

Rolls-Royce has issued two brief statements since one of its engines broke apart last week, forcing a Qantas A380 to make an emergency landing in Singapore. Neither explained the cause of the problem.

"I believe it would be helpful if Rolls were a little bit more communicative about what's actually going on," said Tim Clark, president of Emirates, which has ordered 90 of the world's largest passenger jets from Airbus and has 14 flying.

He was speaking after Singa-

ponne back to Rolls-Royce for evaluation but the A380 was "as secure as any other aircraft".

Emirates uses engines from a rival US-based consortium in its A380s. But Mr Clark's comments reflect concern among airlines that the sparse data from Rolls-Royce about the causes of the engine problem could hurt the superjumbo's reputation.

As one executive said on Wednesday: "The great flying public doesn't understand the difference between a Rolls-Royce engine and any other, they just see an A380." Rolls-Royce declined to comment.

Nick Cunningham, an aerospace analyst at Agency Partners, did not believe the latest grounding meant more problems for Rolls-Royce: "Everyone is just being super-cautious."

Probes continue, **Page 18**
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**Andrew
Hill**
LOMBARD

Like a mosquito's attempt to bite a rhino, Laxey Partners' assault on the unyielding hide of Alliance Trust, the FTSE 100 company that is the UK's largest investment trust, is ambitious – and probably futile.

Under Lesley Knox and Katherine Garrett-Cox, respectively chairman and chief executive, Alliance Trust has continued to pursue a stately course, unmoved by market rallies and crashes, and determined to go on churning out an increased dividend year after year.

Changing the trust's direction takes time. This is the organisation that first talked about merging its twin investment trusts – which shared investment policy,

management and headquarters – in 1923. It finally got around to doing so in 2006.

Ms Knox and Ms Garrett-Cox have shaken things up – a little. The trust has created an asset management arm. It recently sold off a chunk of its UK investments to expand into emerging market equities. But in buying back some shares over the past year, it has acted in an ad hoc fashion and purchased from similarly staid institutions – Norway's state pension fund and DC Thomson, a fellow member of the Dundee corporate gerontocracy. Laxey's calls for a more systematic mechanism to narrow its 18 per cent discount to net asset value have already been firmly repudiated.

Recent history ought to be on the activist investor's side. Discount control schemes are now common in the investment trust sector. Alliance Trust's savings scheme, which could allow a small minority a disproportionate sway over a fifth of the shares, is a secondary issue, but it does look odd at a blue-chip. The very size of Laxey's target will attract attention and possibly encourage

institutions, some of which grumble about the trust's recent lacklustre performance, to rally round Laxey's self-interested case.

But the trust's board can take shelter behind the thick armour of loyal, retail shareholders, making up 70 per cent of the register. Many of them would probably be happy to return to an era when your average investment trust director could still get home in time for his tea, a slice of Dundee cake and a leisurely read of *The Beano*. That's no reason for Ms Knox and Ms Garrett-Cox to regress – but it's hardly an incentive for them to push through sudden changes, either.

Bring pay into the open

The new High Pay Commission may seed the thunderclouds for a new debate about excessive executive remuneration, but the banks are the obvious lightning rod.

Disclosure requirements circulated on Wednesday by the Financial Services Authority – fruit of the European capital requirements directive – simply underline this. Some have compared them to Sir

David Walker's proposals that banks should disclose employee pay in bands.

Either way, disclosure requirements are likely to expose how many staff below board level are rewarded more richly than executive directors – and, more important, where in the bank they work.

Some bankers fear this will fuel the politics of envy. It will. It may also cramp the competitiveness of the UK against other jurisdictions, unless the rules can somehow be extended beyond the European Union. But the utility of greater disclosure for risk-aware boards and investors is obvious. It should increase the pressure on remuneration committees to focus on pay and perks below board level and encourage shareholders to hold directors to account if ill-designed incentives encourage line managers to accumulate excessive risk. Hurrah for that.

Oh, those Russians...!

HMV was in focus on Tuesday after a Russian oligarch declared a holding in the retailer... (FT)

"Hello. How can I help you?"

"I wish to buy."

"Sure, mate. What are you after? Gig tickets? IPod? Tour T-shirt? Loaf of sliced wholemeal? We sell virtually everything these days. Even a few CDs."

"Nyet. I wish to buy stock."

"Stork? Is that a band? World Music is over there, next to the Nintendo accessories and behind the transactional kiosk. If you can't find it, try Amazon (but don't say I told you)."

"No. You don't understand. My name is Alexander Mamut. I am Russian millionaire. I have money. I wish to buy stock in company."

"Oh. Right. I get you. Hang on a minute while I make a call. Hello? Security? Got Ivan the Terrible down here with a suitcase full of roubles. Says he wants to buy shares in HMV. Yeah. Right. Complete joker. Oi! Ra-ra-Rasputin! Scarper! Stop wasting our time. And do svadaniya to you too!"

andrew.hill@ft.com

To comment, visit www.ft.com/lombard

Buy-back call puts pressure on Alliance

INVESTMENT COMPANIES

Activist investor wants realignment

Trust prefers a performance focus

By Miles Johnson and Alice Ross

A rebel investor has called on Alliance Trust to buy back its own shares on a regular basis, placing the UK's largest investment trust under mounting pressure to reform along the lines of its rivals.

Laxey Partners, a London-based activist investor with a 1.3 per cent holding in the £2.3bn FTSE 100 investment group, sent a letter to the company's board demanding a resolution at its annual meeting next year to buy back shares.

Alliance Trust shares trade at a larger discount to the value of its investment assets than its peers. Several of its investors have in recent years unsuccessfully pressed its management to buy back shares to narrow the gap.

Katherine Garrett-Cox, chief executive, has resisted pressure from analysts and investors to begin a buy-back programme, arguing that the company prefers to concentrate on performance.

Alliance Trust confirmed it had received a letter from Laxey Partners and that it was in ongoing talks with all its shareholders.

The company is unusual among investment trusts as private shareholders and its own savings scheme constitute the majority of its

shareholder base – making it hard for institutional investors to press for change.

"We'd be keen to see them do something about it," said Mick Gilligan at Killik, a shareholder. "There've been a number of investors who've made the case to them and the reply was just a fob off."

Laxey Partners is also calling for a reform to the way the savings schemes votes are counted at company meetings. Currently, votes from the 21.6 per cent block are "scaled up", meaning that a small number of votes count for a larger number of shares.

Investors have long agitated for a change of stance at the company. Troy Asset Management, an asset manager, bought a stake in 2008 and gathered support for a discount policy change from other investors controlling nearly 10 per cent of the company. But after a year of discussions with the board it was told that there would be no movement on the discount policy.

Alliance Trust shares have traded at an average discount of 16 per cent to its net asset value over the past four years, and since the start of 2009 the company has underperformed its comparable index.

Since last year, Alliance Trust twice bought back a small number of shares for the first time in its 105-year history. The purchases from Norway's state pension fund and the DC Thomson family prompted disquiet over unequal treatment. The shares fell 0.4p to 355.8p.

See Lombard



Going nowhere: Australia's Qantas and Singapore Airlines have grounded their A380 superjumbos since the discovery of oil leaks and staining

Jobs cut at Rok as rival bids assessed

CONSTRUCTION

By Ed Hammond

Administrators to Rok have made a first round of redundancies at the failed building and maintenance group, laying off more than 700 of the company's 3,700 staff.

The announcement from PwC comes after three days of discussions with potential buyers and moves by rival builders to win work directly from Rok's former customers.

"Regrettably, the redundancies were necessary for economic reasons where there has been little or no interest in the business from prospective purchasers, or where there was insufficient work for staff to carry out," said Mike Jervis, leading the administration process.

The job losses are mostly in Rok's core maintenance and improvements division, which carries out repairs for a mix of local authorities, private residential and commercial customers.

"In the case of the maintenance and improvements division, we are rationalising the national network to slim down areas where there is not enough work for employees, principally in the build division," Mr Jervis said.

Rok collapsed into administration on Monday after the Exeter-based group ran out of money.

The failure followed a torrid year for Rok, in which it issued a series of profit warnings and was forced into an embarrassing U-turn over the suspension of its former finance director.

Some of Rok's rivals told the FT they had approached the builders' staff and offered them jobs, but refused to say how many or from which division.

However, PwC said it had received more than 100 expressions of interest in buying the business.

Probes into Rolls-Royce engines continue

AEROSPACE

News analysis

Engineers are still seeking the cause for the Qantas breakage last week, writes Pilita Clark

Two airlines, Australia's Qantas and Singapore Airlines, have now grounded their A380 superjumbos since last Thursday after inspections revealed what Qantas called oil leaks and Singapore described as oil "staining".

While the precise cause of the engine problems remains unclear, there are at least two reasons why an oil leak can be troublesome on a jet aircraft engine.

The first, and less likely, is that if oil enters parts of

the engine it is not supposed to be in, it can cause a fire.

The more common factor is that, although the oil leak itself may be innocent, it could be a symptom of wear or failure in another part of the engine, which could then cause more serious problems.

To compare this scenario with the workings of a family car, if an oil seal on the crankshaft started to leak, it could allow oil to work its way towards the clutch and eventually cause the clutch to slip.

So far, Qantas has said it is focusing its attention on oil leaks "in the turbine area" of three engines it has removed from its fleet of six A380s after one broke apart shortly after take-off from Singapore last Thursday.

The incident forced the pilot to make an emergency landing, scattering debris

on to a nearby Indonesian island.

The turbine section is the part of the engine behind the combustion area, where a set of bladed discs connect to shafts running the length of the engine that also turn the compressor and fan.

The oil leak... could be a symptom of wear or failure in another part of the engine

Significant amounts of oil are required to lubricate large bearings on these shafts and if enough were to leak out it could affect the operation of the shafts, which could put too much pressure on components such as the turbine discs.

Engineers are studying a fragment of a turbine disc recovered from the failed Rolls-Royce Trent 900 engine on the Qantas A380 and are trying to find the rest of it.

That is because they want to see if the disc itself could be flawed, perhaps because of failures in the casting process used to make it, or whether it is more likely it broke under pressure from other parts of the engine.

Some experts say that if the disc had shattered because it was made of defective material, the air safety authorities would probably have recalled all of Rolls-Royce's Trent 900 engines.

Others have speculated that internal wear caused the oil to leak, leading to a fire, or vibrations, or blades rubbing against the casing in the engine, which in turn caused discs to rupture.

What is not in contention is that the Qantas A380 suffered a relatively rare "uncontained engine failure".

In other words, parts of the engine broke up and pierced the casing, an event that could have caused far bigger problems if components had then found their way into the passenger cabin.

Because of their potential danger, such events are closely monitored by the air safety authorities.

The Federal Aviation Administration in the US says that it has counted 58 uncontained engine failures on western-built aircraft from 1982 and 2008.

The UK Civil Aviation Authority lists only two reports of such failures in the past three years.

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Boeing/Dreamliner, Page 21

People

EDITED BY
**Emiko
Terazono**

overhang, the M&S chief might have to watch his words a little while longer.

Russian racing

After football, it was only a matter of time before the Russians entered the Formula One fray.

LDC, the private equity arm of Lloyds Banking Group, is selling its stake in Virgin Racing – backed by Sir Richard Branson – to former racing driver Nikolay Formenko's sports car company Marussia.

LDC invested about £10m in December 2009, when it took up its stake in the Yorkshire-based team previously named Manor Grand Prix. At the time, the private equity group's Carl Wormald said the agreement to restrict resources that the teams could use would make the investment very lucrative.

The Russian deal could provide well-needed firepower to Virgin Racing, which has struggled in its first season, failing to pick up a single point.

The highest placing achieved by drivers Timo

Glock and Lucas di Grassi is 14th. F1 supremo Bernie Ecclestone last week said the performance of the new teams was an embarrassment, and called on Sir Richard – who remains a shareholder in the team – to up his investment.

Pru namecheck

Buoyed by strong third-quarter sales, especially in Asia, Prudential chief executive Tidjane Thiam namechecked Pru Asia's fund management boss Graham Mason several times throughout the day.

The 48-year-old South African, who set up the Pru's offices in South Africa, was appointed to the Asia role based in Hong Kong last December.

The insurer is likely to continue to beef up its leadership in Asia as it faces up to the challenges

of former Pru chief Mark Tucker's AIA.

BP tunes in

BP's chief executives past and present were in attendance at the oil group's annual reception at the British Museum on Tuesday evening.

Bob Dudley, the present incumbent, mingled with his predecessor Tony Hayward, who left in July in the wake of the company's disastrous oil spill in the Gulf of Mexico, as well as Lord Browne.

As in recent BP shindigs, the mood was one of resilience in the face of adversity. It fell to Mr Dudley and his chairman, Carl-Henric Svanberg, to thank everyone for their "support" during the crisis.

Slated to finish at 9pm, the event appeared perfectly timed to allow the guests to turn on their television screens to watch Mr Hayward's first interview – on the BBC – since leaving the company.

The father of three enjoys spending time outdoors.

Lloyds Banking risk chief to leave post

BANKS
Post-FSA role may beckon for Sergeant

By Brooke Masters, Chief Regulation Correspondent

Carol Sergeant, chief risk officer of Lloyds Banking Group and one of the most prominent women executives in the City, will leave her post in January.

Ms Sergeant has not decided what she will do next, but the former regulator is considered a strong candidate to head one of the organisations that will be created from the break up of the Financial Services Authority.

The first risk officer to serve on Lloyds' executive committee, Ms Sergeant has been credited with helping the bank avoid the worst excesses of the mortgage boom. She also led efforts to revamp risk and compliance in the troubled HBOS side after the two banks merged in 2008.

Eric Daniels, outgoing

Coal chief on track for turnaround plan

POWER PLAYER

Jonson Cox

UK Coal chairman

Jonson Cox, the new executive chairman of UK Coal, Britain's largest coal miner, is not one to shirk a challenge.

The energetic 54-year-old – who spent a brief but tumultuous stint at Railtrack at the height of its crisis – has successfully turned around Yorkshire Water and AWG.

He must now try to do the same for the lossmaking rump of the former state-owned British Coal.

Mr Cox is expected to complete a strategic and operational review of debt-strapped UK Coal – which supplies about 15 per cent of the coal used by power utilities in the UK, and is also one of the country's largest brownfield site property developers – by the year end. Devon-born Mr Cox,

who left AWG in March, oversaw a

Oil services feel post-Macondo activity jump

OIL EQUIPMENT

News analysis

Majors' need to meet regulations is set to drive profits, writes Christopher Thompson

Back in August, oil services company Hunting bought Innova-Extel, a deepwater equipment manufacturer, for \$125m (£80m). At the time the deal raised eyebrows, with analysts concerned that deepwater drilling would suffer a downturn in the wake of BP's Macondo disaster.

Three months on, the acquisition is looking like a canny move. Deepwater drilling, and the services companies that make it possible, have recovered quickly from the Macondo incident, driving share prices up across the sector.

Pete Rose, Hunting's finance director, says: "Despite Macondo, we see deepwater as becoming more and more important – that's where the majors are exploring and that's why we made the purchase [of Innova]. We also anticipate an increase in business because of stricter regulatory environments."

Hunting's logic for the Innova deal was simple. According to the company, most new wells will involve complex drilling, such as horizontal rather than vertical shafts, and in deep water. Last week, analysts raised their forecasts for Hunting's end of year pre-tax profit by £3m to £44.5m, partially on the back of its deepwater work. This reflects a positive trend across the UK oil services industry.

Since midsummer a post-Macondo boost lifted the share prices of companies such as Hunting, John Wood Group, Amec and Wellstream. That's a result of continued deepwater drilling, higher rig specifications and renewed orders coming through.

"The trend for deepwater drilling will continue," said Todd Scholl, analyst at RBC

Capital Markets. "Nine per cent of oil production will come from deepwater by 2015, from 2.2 per cent in 2000. As wells get more... complex and work in harsher deepwater environments there will be better pricing and higher margins for those oil services companies who can compete."

Even those not involved in deepwater drilling are feeling the glow, as companies and investors anticipate the benefits of increased regulation.

A US government report into the Macondo disaster is due in January, and is expected to lead to tighter safety regulations, equipment specification and drilling procedures across the

'We see deepwater becoming more important... that's where the majors are exploring'

offshore industry. Industry leaders predict this will lead to a knock-on effect, with EU commissioners also examining legislation.

"Other governments will follow the US lead in the regulatory environment to prevent another Macondo," said Mr Rose. That will lead to greater production costs for operators – but a boon for those service companies contracted to carry out the extra work.

"In the short term, Macondo is negative but there's a long-term benefit because of greater regulation and higher specification rigs," said Nigel McCue, chief executive of Dubai-based Lamprell, whose shares are up 81 per cent to 390p since June. He voices an increasingly widespread opinion that concerns over the disaster's ripple-effect were overdone.

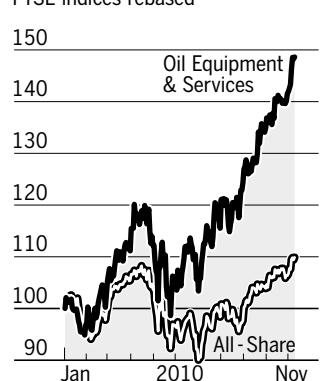
Neil Bruce, chief operating officer of Amec, whose shares have risen 35 per cent to £11.14 since June, said Gulf of Mexico-inspired delays have proved to be short lived.

"Capital is [now] being used for new upstream projects to be awarded."

Light on the horizon for oil services

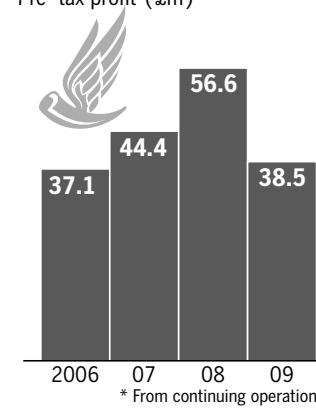


Share prices



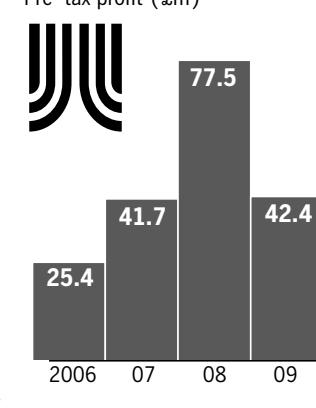
Source: Thomson Reuters Datastream; companies

Hunting

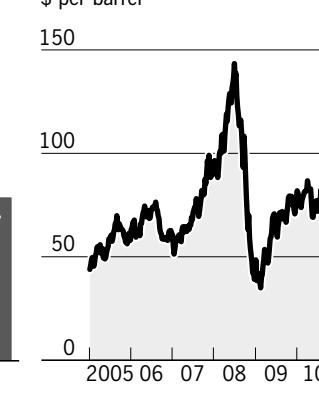


* From continuing operations

Wellstream



Oil price



BP safety concerns put pressure on outsourcing to contractors

While the oil services industry is gearing up for a new spending cycle, one oil major has announced a review of its business with third-party contractors that could lead to less outsourcing: BP, writes Christopher Thompson.

BP's internal report into the Macondo disaster, released in late September, examined the role of service company Transocean, the owner of the Deepwater Horizon rig. The report has

sparked a debate as to whether operators should be retaining more skills "in house".

Bob Dudley, BP's new chief executive, is to split the company's upstream business into three divisions – exploration, development and production. To Mr Dudley, the move is about "the way we manage risk", although some analysts believe that the result will be a reduction in outsourcing.

That would reverse a long-

standing trend of oil majors outsourcing progressively more services to cut costs.

"An area where you could see majors moving into is operating their own rigs in a way that would allow, say BP, to fully control the safety of its wells," said Peter Hitchens, an analyst at Panmure Gordon.

"But lots of the jobs farmed out to oil services are intermittent by nature so overall it's not likely to be practical."

Part of the problem is

technology. Contractors have generally taken over much of the technological development associated with growth sectors such as deepwater lift.

For the most part, however, outsourcing is still cost-effective. Keith Morris, an analyst at Evolution Securities, said: "I don't think we'll ever go back to oil companies owning drilling rigs – you'd spend half the time trying to farm it out to someone else."

FSA in push for more detail on senior bankers' pay

GENERAL FINANCIAL

By Megan Murphy, Investment Banking Correspondent

British banks will have to provide a much more detailed breakdown of how they pay their senior managers under proposals put forward by the Financial Services Authority.

The disclosure requirements, circulated on Wednesday by the regulator, are part of a raft of controversial pay reforms set to come into force at the start of next year.

Governments, such as Germany and France, have yet to finalise comparable requirements.

So far the industry has focused predominantly on guidelines that set strict limits on cash bonuses and will require bankers to take a higher proportion of any incentive awards in stock.

However, the new disclosure rules threaten to reopen the heated debate on bankers' pay by forcing banks to reveal the total amount paid to senior managers and employees whose actions have a "material impact" on an institution's risk profile in a single year.

Banks will also have to break down the total amount paid in cash and share bonuses, total deferred remuneration awarded and outstanding, and any sign-on or severance payments made to their employees known as golden hellos and goodbyes.

Big banks have historically disclosed total pay figures as part of their year-end results, but they have not had to provide such a detailed breakdown beyond a select group of top executives. The FSA rules will apply to a far larger group of people, such as senior traders and salespeople.

The regulator has given financial institutions affected by the changes a month to respond to the proposals, which were initially approved by the European parliament in June as part of its new capital requirements directive.

As with the new rules on bonuses and deferred remuneration, the final disclosure requirements will apply to pay awarded for all work performed in 2010.

The FSA has taken the lead in implementing the European Union directive, drawing criticism from senior bankers for potentially damaging London's competitiveness as a financial centre when other European governments, including Germany and France, have yet to finalise comparable requirements.

Separately, the UK Treasury has pledged to introduce legislation requiring banks to disclose employee pay in bands, starting with those earning £1m–£2.5m, then £2.5m–£5m, and anyone earning more than £5m.

A consultation on those changes has yet to begin, but the Treasury insists it will soon.

Mark Abrahams, chief executive at the engineering

Scottish and Southern defers gas storage venture

ELECTRICITY

Wholesale rise hits underlying profits

By Sylvia Pfeifer, Energy Editor

Scottish and Southern Energy has deferred plans to build more gas storage facilities, as the group reassured investors that it was on course to sustain dividend growth of 2 percentage points above inflation.

Ian Marchant, chief executive, said SSE had delayed the final decision on the Aldborough II gas storage facility, a joint venture with Norway's Statoil, because of regulatory uncertainty and the shrinking premium of winter gas prices over summer contracts.

The news came as SSE announced a 6.1 per cent

fall in adjusted profit to £385.5m for the six months to September 30, reflecting higher wholesale gas prices and low renewable energy output.

Pre-tax profit, including exceptional gains of £283m, rose from £514.4m to £644.8m. Britain's second-largest electricity generator has said it will raise its gas prices 9.4 per cent from December. SSE reported earnings per share of 33.2p, down from 34.2p in the same period last year, and the interim dividend rises from 21p to 22.4p.

The company plans to invest £1.5bn–£1.7bn a year over the next five years, of which 35–40 per cent will be spent on network assets, a similar share on onshore or committed offshore wind, with the rest uncommitted. With the government in

the middle of reforming the electricity market, Mr Marchant said any changes needed to ensure the promotion of investment into all four types of energy – renewables, carbon capture and storage, nuclear and flexible fossil.

"Don't design a regime

that sorts out one and creates problems for the other three. The UK needs all of those [energy sources]," he said. "You need a regime that is also going to be there for at least 10 years."

Industry executives have said the UK market needs to be changed to encourage

companies to invest in nuclear power. SSE and partners GDF Suez and Iberdrola expect to make a final decision on building a nuclear power plant in 2015. The shares closed up 42p at £11.60.

● **FT Comment**

SSE's interim figures beat analysts' expectations and investors have been given comfort by the group's comments that it is on course to sustain its promised dividend growth. The new guidance for 2010–11 of adjusted pre-tax profit is also higher.

In spite of the market and regulatory uncertainties, SSE shares do not look expensive – they are trading on a forward price/earnings ratio of about 9 – and the yield remains attractive at 6.6 per cent.

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Companies | UK



**David
Blackwell**

SMALL TALK

The pace of flotations on Aim is picking up. The latest London Stock Exchange statistics show that last month there were four, raising a total of £185.7m. That makes October the strongest month since March for money raised from new issues.

This week another three companies announced plans to float – Madagascar Oil, an exploration company, expects to have a market capitalisation of more than £300m; Manroy, a UK maker of heavy machine guns, will have a market capitalisation of about £12m; and Internetq, a mobile phone marketing company, is aiming for a market capitalisation in excess of £50m.

The range of businesses seeking a quote underlines Aim's attraction. The four

companies that joined in October are just as diverse.

Instem Life Science Systems is a provider of healthcare IT software with a market capitalisation of £25m. Caparo Energy, which is planning to develop wind farms in India, has a market capitalisation of £192m. Skil Ports & Logistics raised £76m to build a port near Mumbai and has a market capitalisation of £112m. HaloSource is a US-based clean water technology specialist with a market capitalisation of £116m. Shares in all four are ahead of their debut prices.

In addition, Global Lock Safety (International), which provides security services to the Chinese retail sector, was introduced to the market without raising new money but with the intention of looking for funds next year. Its market capitalisation is £52m.

It is clear from the preceding list that the average size of the companies arriving on Aim has been increasing in spite of the continuing decline in total numbers to 1,198 at the end of last month, down from 1,335 a year ago.

At the same time the number of companies with a market capitalisation of less than £10m has fallen by 110 to 431, while the market capitalisation of all Aim companies has increased by £10bn to £67.6bn over the same 12 months.

The trend should give some comfort to those who believe the private sector can lead the country out of recession.

Blind ambition

However, it does not mean that the smaller companies have stopped coming. Hangar 8 joined the market on Wednesday after raising just £2m. The company, which manages privately owned passenger jets, had a market capitalisation of £9.5m at the placing price of 150p.

Hangar 8 has a good record, a clear plan for growth and a convincing chief executive. However, the company should not underestimate the difficulty of growing from such a size to the £25m market capitalisation that most City institutions

regard as essential before they start to take notice.

Freshwater, a regional public relations agency, is a classic case of how ambitious plans can go awry. It joined Aim in July 2007, raising £4m at 85p and had a market capitalisation of about £10m. Since then, shareholders have watched their investment drain away. They will meet on Monday to vote on proposals to take the company private – a bit of a throwback to 18 months ago, when many companies upset shareholders with similar moves. The shares closed on Wednesday at 6.33p, giving a market cap of just over £1m.

Steve Howell, chief executive, brought it to market with a buy and build strategy. But after completing three acquisitions and strong 2008 results, the shares fell to 41½p by the end of that year and Mr Howell accused Aim of losing its way.

He told this column that Aim had been “rather promiscuous”, and an influx of larger groups had soaked up money from the kind of company the market was founded to help. But he rejected any idea of leaving. “Why the hell should we

consider delisting? It cost us £600,000 and we have the right to expect Aim should deliver,” he said.

Nearly two years later he says his views have not changed, but the world has. The company has become both ineligible for VCT money and too tiny to interest small-cap fund managers.

An open offer in April this year to raise £600,000 at 20p a share confirmed his worst fears that there was no appetite for the stock in the City. Mr Howell remortgaged his house in order to take part, while his brother David – now a non-executive director – underwrote the deal and ended up with a 14 per cent stake.

Mr Howell insists that the company, which remains profitable, will generate value for shareholders. But it looks as though there is a mountain to climb to regain 20p, let alone 85p a share.

The legacy is a cautionary tale for all Aim candidates on the dangers awaiting a small public company that gets its timing wrong.

david.blackwell@ft.com

Sainsbury looks at overseas expansion

FOOD & DRUG RETAILERS

Team in China examines feasibility

King expects ‘feisty’ Christmas

By Andrea Felsted, Senior Retail Correspondent

India will be the next overseas market to be investigated by J Sainsbury, as the UK's third-biggest grocer by market share intensifies efforts to expand outside its home market.

Sainsbury, which on Wednesday reported an 8 per cent increase in underlying interim profit, also has a small team in China exploring whether it could open stores in the country's expanding retail market.

Darren Shapland, who was recently named development director and is

spearheading the international push, said Sainsbury would look at two or three big developing markets.

“India we will come on to look at. We are not investing resources in it yet. We will probably look at that, and some of the other developing markets,” he said, adding that Sainsbury could scrutinise India and China simultaneously. Mr Shapland also did not rule out Latin America as another possible market.

Sainsbury has had a team of six people in China exploring the retail market – including the property market and the regulatory environment – for the past three months. It has been looking at China in principle from London for the past year. As part of the research in China, the team is spending time with local families looking at how they shop and cook.

“We are looking at all aspects of it. If we wanted to run a retail business in China, how would we operate it? There is a limit to how much you can do from a desktop,” said Mr Shapland.

He said Sainsbury could look to acquisitions to further its ambitions overseas, while he did not rule out a joint venture in China. But he added that Sainsbury had plenty to go for in its home market during the next three to five years, where it is adding and extending stores, developing its non-food and financial services businesses and

opening convenience shops. Pre-tax profit increased from £342m to £466m in the six months to October 2, including £106m of profit from the sale of properties.

Excluding this gain, pre-tax profit rose from £307m to £323m. Sales excluding VAT rose from £10.4bn to £11bn. Justin King, chief executive, said he expected

another “feisty” Christmas.

He said customers had adjusted their behaviour to a tougher economic climate – with more people buying pet insurance to avoid high vet bills – but there was a risk from a rise in public sector unemployment. An interim dividend of 4.3p (4p) is payable from earnings per share of 18.4p (13.8p).

The shares fell 4p to 373.2p.

• FT Comment

J Sainsbury is the fastest growing of the big four supermarkets, according to the most recent industry data, and speculation of a bid for the group refuses to abate. Analysts at Shore

Capital forecast full-year pre-tax profit of £663m and the shares trade on a forward price/earnings ratio of about 15 times – a premium to Tesco's 13. The shares have risen 14 per cent during the past year and look to have fully priced in a continuation of the strong performance, and a possible bid to boot.

Investors favour such medical technology companies as they require less capital and take less time to get their products to market.

With investors still skittish, biotech companies are being forced to look elsewhere to fund research and provide early investors with an exit.

Some venture capital funds such as Abingworth, a specialist life sciences fund, remain active in the sector and a handful of companies including Vermales and Proximagen have raised money to buy well-priced intellectual property assets.

Increasingly, however, small companies are turning to major pharmaceutical companies for financing and business support.

Smaller companies' need for cash coincides with larger companies' desire to cut costs and risk from their research programmes through working with nimbler start-ups. GlaxoSmithKline, for example, has spun out a research group, transferring researchers and patents to a start-up in exchange for an equity stake.

“In that sense, biotech [companies] are also in a good position,” said Jeremy Carmichael, director of business development for Astex, a drug discovery company that has partnerships with companies including GlaxoSmithKline, Novartis and AstraZeneca.

Industry investment comes with drawbacks, as biotech companies cede some control over their work.

Industry investment has drawbacks, as biotech companies cede some control over their work

Yet without the option to tap the stock market for funds, Mr Carmichael said, such partnerships are the only option.

Ark Therapeutics, once a client of Piper Jaffray's, is one company trying to work with bigger partners after jettisoning its previous strategy of working on its own to push drugs through the early stages of development.

After European regulators rejected its brain cancer drug Cerepro, Ark reviewed its portfolio and this May announced it would no longer wait until its programmes' late stages to look for partners for them, said Martyn Williams, chief executive.

“Partnering at an earlier stage obviously reduces the cost of a particular programme and also gives you the cash that allows you to move others forward,” he said.

Ark has not yet begun any partnerships, but in spite of the rejection of Cerepro and the loss of its broker, Mr Williams says the new strategy has advantages.

He received the first call from another broker looking to pick up Ark about 30 minutes before hearing Piper Jaffray's announcement.



Racking up: the supermarket chain signalled acquisitions to further its overseas ambitions

Piper Jaffray's biotech retreat reflects trend

GENERAL FINANCIAL News analysis

Companies in the sector are having to look elsewhere for financing, writes Sarah Mishkin

Piper Jaffray, once one of the biggest brokers covering Britain's biotechnology industry, is the latest casualty of the capital markets' continued aversion to the notoriously high-risk and capital-intensive sector.

The investment bank, which once described itself as the leading adviser to UK healthcare companies by its number of clients and their market capitalisation, announced last month that it would close its European equities business.

The biotech sector has suffered from a financing drought since the credit crunch in 2007. But Piper Jaffray was particularly exposed to the sector and its portfolio included companies that had struggled after their drugs failed clinical trials or were rejected by regulators.

Andrew Duff, chief executive, said: “The equity capital-raising environment for European-based, middle-market companies remains depressed, particularly in biotechnology, our primary speciality focus.”

Equity fund raisings by UK mid-cap companies, Mr Duff said, were down 67 per cent from the 2007 peak.

Before Piper Jaffray's decision, other banks and brokers had withdrawn from biotech. Canaccord, for example, chose not to replace its UK biotech team after most of it left in 2009.

Some brokers have reduced their coverage of biotech companies in preference for those that produce diagnostic tests or medical devices.

Investors favour such medical technology companies as they require less capital and take less time to get their products to market.

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Johnston Press hit by recruitment advertising setback

MEDIA

By Esther Bintliff

The decline in advertising revenues at Johnston Press moderated in the third quarter, but the regional newspaper publisher said recruitment advertising continued to fall sharply amid worsening conditions in the job market.

Advertising revenues at the publisher of The Scotsman and The Yorkshire Post fell 5.4 per cent in the 18 weeks to November 6 compared with the same

period a year ago, improving on the 6.3 per cent decline in the first half of the year thanks to growth in demand for property and display advertisements.

However, recruitment advertising plummeted 29.1 per cent, dragging down the overall figure. Excluding recruitment, print advertising revenues would have been down 2.5 per cent.

“We were hoping at the start of the year that things would be a little bit better by now,” said John Fry, chief executive. “But while we're seeing general

improvement in some advertising categories, we're not seeing it within recruitment, where the public sector in particular has stepped down.”

The company does not expect advertising revenue to return to growth until some time next year. Mr Fry said the worse than expected fall in advertising sales would be “largely offset” by increased cost savings, including 335 job cuts since the start of the year and a decision to shift delivery of some local papers to wholesalers. As a result, he

shares in Johnston Press fell 6.3 per cent, or 3/4p, to 111p.

• FT Comment

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Capital forecast full-year pre-tax profit of £663m and the shares trade on a forward price/earnings ratio of about 15 times – a premium to Tesco's 13. The shares have risen 14 per cent during the past year and look to have fully priced in a continuation of the strong performance, and a possible bid to boot.

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Pru stays bullish on Asia while sounding note of caution

LIFE ASSURANCE

Growth likely to slow at year end

By Paul J Davies and Adam Jones

Prudential remains bullish on Asian growth in spite of the more cautious stance taken by banks such as HSBC, but the UK-based life assurer said a strong end to last year and Indian regulatory changes would mean an apparent slowdown.

Total third-quarter sales remained strong at £809m – 17 per cent above the same period last year – driven by growth in Asia and the US. Net inflows into its asset management businesses in the UK and Asia, however, dropped 39 per cent to £1.8bn.

Tidjane Thiam, chief executive, said Asia remained the most attractive long-term growth opportunity for life insurers and that its value would be better reflected in the Pru's

share price once its profitability became more visible. The recent listing in Hong Kong of AIA, which the Pru tried to buy this year, has highlighted the value that local investors put on such businesses. The pan-Asian company was valued at \$30bn (£18.6bn) when it floated and has risen to almost \$37bn. This compares with the \$35.5bn bid, which was deemed too aggressive by a large portion of shareholders.

“We always said it [the

AIA deal] was the right thing to do, it didn't happen, so we stay focused on our growth in Asia,” Mr Thiam said.

The drop in net inflows to the Pru's asset management businesses disguised a strong performance among the retail and institutional funds in Asia, Mr Thiam said. Net inflows there were 27 per cent higher in the third quarter at £407m, which means that over the first nine months, net inflows were more than 12

times higher at £1.7bn compared with £127m in the same period of 2009.

In Asia, sales growth rates would drop off at the end of the year because of a strong performance at the end of 2009, but also because Indian regulators were forcing the industry to redesign its products.

Some companies, for example UK rival Aviva, have grown more wary about India. The shares fell 7½p to 623p.

Figures in £m. Earnings shown basic. Figures in light text are for corresponding period. For more information on dividend payments visit www.ft.com/marketsdata

RESULTS

| Name | Turnover | |
|------|----------|--|
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Price rises lift Detroit carmakers' bottom line

CARS

US buyers prepared to spend on vehicles

Production closely matched to demand

By Bernard Simon
in Toronto

Americans are willing to pay more for a new car in spite of worries about their job security and precarious household finances, a shift that is helping to boost the bottom line of Detroit's carmakers.

General Motors said on Wednesday that higher vehicle prices contributed \$600m to its North American operating profit in the third quarter. Net earnings rose to \$2bn, its highest quarterly profit since 1999.

J.D. Power, a consultancy, estimates that the average transaction price for a new car in the US rose to \$28,360 in October from \$27,130 in July.

Edmunds.com, an online pricing service, said that only six of 42 brands had lower transaction prices last month than a year earlier. The laggards include BMW's Mini, down 5 per cent, as well as Mazda, Cadillac, Mercury, Subaru and Honda, which has been handicapped by an ageing line-up.

The general uptick in prices partly reflects a drive by the three Detroit carmakers to match production more closely to demand, allowing them to rein in discounts and other incentives. A slew of well-

received new models has also helped them push up prices.

The sticker price for Chrysler's new Jeep Grand Cherokee, which went on sale in the summer, is about \$500 lower than the old model. However, Edmunds.com estimates that incentives on the Cherokee tumbled to \$1,339 last month from almost \$6,500 a year ago.

CNW, an Oregon-based research group, estimates that transaction prices climbed to an average of 84.2 per cent of manufacturers' suggested retail price, from 80 per cent in May and a low of 75 per cent in the summer of 2009. October's advance was the fourth in a row.

George Pipas, Ford Motor's sales analyst, said the company's small Fiesta, available in North America since the summer, typically sells for \$3,000 to \$4,000 above its \$13,995 base sticker price as many buyers opt for high-margin extras.

G.M. ascribed its improved pricing to lower incentives, stronger sales of big pick-up trucks and fewer low-margin sales to car-rental operators and other fleets.

But Detroit's biggest carmaker, which is set for an initial public offering later this month, warned that it could fall back into a loss in the fourth quarter. It said operating earnings would be "significantly lower" due to higher production of less profitable vehicles, new model launch costs and higher engineering expenses.



Firefighters at Laredo, Texas, check the aircraft on Tuesday after it was forced to make an emergency landing

Eon seeks to raise €15bn in asset sales

ELECTRICITY

Group looks beyond Europe to expand

By Sylvia Pfeifer in London

Eon, Germany's biggest utility, plans to raise €15bn (\$21bn) by the end of 2013 from asset sales as it seeks to expand in growth regions outside Europe and reduce debt, chief executive Johannes Teyssen said.

The company said it expected its businesses outside Europe to deliver one-quarter of its total earnings by 2015. In his first comprehensive strategy presentation since taking the helm in May, Mr Teyssen said the planned asset sales would complement divestitures of about €13bn – including Eon's regulated US business – concluded during the past three years.

At least 50 per cent of the proceeds will be used to pay down debt.

At the end of the third quarter, Eon's economic debt – which includes provisions on the decommissioning of old power plants – stood at €44.9bn.

Eon said it planned to invest in selected markets outside its core European market, such as Latin America and Asia. It also said that energy demand was expected to grow steadily in emerging markets.

"Our objective is to sharpen Eon's profile as an international energy specialist and to increase our earnings strength by placing it on a broader, more international foundation," Mr Teyssen said in a letter to shareholders published on Wednesday.

Boeing said that until it had established what went wrong it was not going "to schedule any new flights" and would focus on ground testing.

The latest incident is one in a series of setbacks for the Dreamliner, which has been beset by technical problems and is running more than two years late. Boeing has secured 847 orders for the 787, making it the most successful new commercial aircraft launch in history.

A fire broke out as the test aircraft, which is painted in ANA livery, was descending into the airport at Laredo, Texas, during a routine flight. The aircraft landed safely and the 42-man crew used emergency slides to evacuate.

A spokesman for the FAA said it was involved in the

Part of the reason for testing is, if there is a failure, to find out what happened

investigation into the fire. "Part of the reason for the test programme is, if there is a failure, to find out what happened and respond to it before the aircraft goes into commercial production."

The National Transportation Safety Board, which is responsible for investigating air crashes and other serious accidents, said that it was also monitoring the situation.

Local news reported that flames were seen in certain electrical systems bays but people familiar with the matter said Boeing was still trying to establish whether the fire was caused by onboard electrical systems or by the temporary flight test equipment.

The company said the incident did not involve the engines, which are supplied by Rolls-Royce. The UK engineering group is under intense scrutiny after one of its engines on a Qantas Airbus A380 passenger aircraft suffered a near-catastrophic failure in-flight last week.

Boeing's shares, which have rallied about 25 per cent over the year to date, fell about 3 per cent to \$67.01 in midday trading in New York.

the UK. Mr Teyssen said the situation in some of the company's markets "remains difficult".

The economic crisis had adversely affected the market environment in Italy, Spain and France, he said.

"We expect our earnings streams from these markets to deteriorate over the medium to long-term."

The company's shift in strategy came as Eon reported adjusted net income in the nine months to the end of September up 2 per cent to €4.4bn.

However, it recorded a 40 per cent fall in net profit for

€44.9bn

Eon's economic debt at end of third quarter

the period to €3.78bn. The deterioration was principally due to exceptionally high non-recurring book gains on the disposal of power capacity, and impairment charges on goodwill and other assets, the company said.

Earnings per share for the period were €1.85, down from €3.20, while sales were up 11 per cent to €63.9bn.

Dividends for 2011 and 2012 will be lower, Eon said, but it sought to reassure investors by introducing a minimum dividend of €1.30/share for 2011 and 2012.

Its shares rose 3.83 per cent to €22.79 in Frankfurt.

See Lex

MORE AT FT.COM

Australia's Queensland has sold the Port of Brisbane for \$2.1bn to a four-member team including Global Infrastructure Partners.

www.ft.com/transport

Dreamliner test flights halted

AEROSPACE

By Jeremy Lemer
in New York

Boeing has suspended all test flights of its troubled 787 Dreamliner after one of the aircraft involved in the programme was forced to make an emergency landing on Tuesday after smoke started filling the main cabin.

Boeing said that until it had established what went wrong it was not going "to schedule any new flights" and would focus on ground testing.

Boeing has six aircraft in the testing programme as it aims to get the 787 certified by the US Federal Aviation Administration for commercial service ahead of the scheduled first delivery to Japan's All Nippon Airways in the middle of the first quarter of 2011.

The "incident is serious

even under a best-case scenario," said Douglas Harned, an analyst at Bernstein Research, because each test aircraft is designed to perform specific tests. Any delays to the testing programme could further delay the in-service date, he added.

Under the worst case, he noted, "there could be a fundamental issue with the electrical system, which could require the redesign of a specific system." That could significantly delay certification and lead to expensive reworking of the design.

The latest incident is one in a series of setbacks for the Dreamliner, which has been beset by technical problems and is running more than two years late. Boeing has secured 847 orders for the 787, making it the most successful new commercial aircraft launch in history.

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Companies | International

The brightness of Silicon Valley's solar way has dulled

INSIDE BUSINESS



Richard Waters on Technology

In last week's midterm elections, Californians resoundingly rejected a proposal to overturn an ambitious state law aimed at combating global warming.

Cracking down on carbon emissions is meant to do more than simply make Californians feel morally superior: according to governor Arnold Schwarzenegger and the technocrats of Silicon Valley, it is also a step towards giving the state – and the US – a leading role in "green technology".

So what happened the very next morning counts as a significant let-down. Solyndra – a Californian solar company that had been singled out for a \$535m loan

guarantee, marking it as a potential national champion – announced that it was closing one of its two plants and delaying the expansion of the second.

The coincidence strikes a discordant note. The solar business was meant to demonstrate how the Silicon Valley way of doing business could create a new, world-beating industry. Instead, it is in danger of becoming a rerun of one of the US tech industry's least pleasant interludes: the memory chip war of a quarter of a century ago.

What has gone wrong? Partly, the problem stems from a failure to appreciate the adaptability of a competitor. Using older technology based on making solar panels using silicon cells, Chinese manufacturers were meant to lag behind their more advanced US competitors.

As with the rise of the Japanese memory chip makers in the mid-1980s, though, the Chinese have proved adept at mastering new techniques and producing on a large scale, with the result that they have driven costs down fast and grabbed a large share of the market.

The Chinese may also have learnt

another lesson from the Japanese: it does no harm to provoke a trade dispute if, by the time it's resolved, your local industry has already emerged the winner.

Japanese memory chip makers were accused of using predatory pricing to drive out their American competitors. By the time the US got around to imposing punitive tariffs it was too late: most of the big players, including Intel and National Semiconductor, had quit the business.

Last month, the White House took up a trade case against China over unfair subsidies to solar and other clean energy companies. But the nascent US solar industry may not withstand a long fight.

The second problem is that the Silicon Valley model for how to build a new industry has been found wanting.

Three or four years ago, venture capitalists were throwing money at promising new solar start-ups. Most were trying to apply a new technology based on printing thin layers of exotic new materials onto cheap substrates: even though the resulting panels are less efficient than silicon at converting sunlight to power, they would be

far cheaper to produce and install.

There has always been a fine line in Silicon Valley between letting a thousand flowers bloom, and creating wasteful "me-too" companies. The thin-film solar rush looks like a clear case of the latter.

The challenges were compounded by the many experimental techniques brought into play by the VC stampede. Many turned out to be "20-year science projects", says Paul Holland, one of the Valley's green technology financiers.

As a result, many thin-film solar companies are finding it hard to "scale up", or reach the mass production levels needed to achieve the scale economies they had planned. But pressure from the Chinese competition is forcing some US producers to press ahead regardless.

Solyndra, for example, has been forced to roll the dice, says Jason Eckridge, a solar analyst at Lux Research. Rather than first perfecting its manufacturing processes at smaller scale, it is trying to move ahead in its more advanced, second plant, he says. With private capital of nearly \$1bn, money may not be an immediate concern – but Solyndra, and

many others in the business, have yet to prove they have a model that works.

One possible answer, suggests Sandy Cane, an old chip industry hand, would be for the US thin-film solar start-ups to band together and pool their expertise and resources – much as the chip industry did through the government-backed Sematech, an industry venture he was once involved with. Given their different manufacturing techniques and the early, entrepreneurial stage of many of these ventures, however, this would not be easy.

That leaves little choice but to keep pushing ahead. The US does have one national champion: First Solar, which has become the world leader in thin-film solar thanks to its early mastery of a material known as cadmium telluride. Yet even it is starting to feel the strain, to judge from a recent sharp fall in its gross profit margin. Also – unfortunately for California's voters – it's based in Arizona.

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Tencent starts damage control

MEDIA

Beijing calls for end to software dispute

Impact on revenue will be marginal

By Kathrin Hille in Beijing and Tracy Tu in Hong Kong

Tencent has launched a damage control campaign, as the Chinese government called the company and a rival software maker to order over a bitter feud fought at the expense of internet users.

Tencent, which runs QQ, the world's largest instant messaging tool by number of users, last week tried to force its users to choose between using QQ and Qihoo 360, China's leading antivirus software.

Those QQ users who have 360 installed on their machines were no longer able to log on for certain QQ services.

Martin Lau, Tencent president, defended the step on Wednesday as an emergency measure to protect QQ users from what Tencent alleges was a malware attack by 360. The spat between the two was triggered in September by allegations from 360 that QQ was scanning users' computers for personal data, following the launch of an upgraded security product by Tencent.

Internet users and industry executives have called for the government to regulate the industry better, to minimise unruly competition behaviour.

view published in state media on Wednesday, he said top leaders wanted the dispute resolved quickly.

"We intend to repair our corporate image," Mr Lau said. "We will incur some additional expenses for user communication."

Some 20m of Tencent's 637m QQ users were affected by last week's move, the company said.

As only about 10.6 per cent of QQ users overall have paid subscriptions, analysts believe the immediate impact on revenues will be marginal.

Tencent said only 5m users continued to be affected by the dispute as of Wednesday, suggesting that the majority had picked QQ over 360.

Tencent said net profit in the third quarter rose 52 per cent compared with the same period last year to Rmb2.2bn, mainly on growing revenues from its online gaming business. The business environment in the fourth quarter would be weaker due to seasonal factors, the company said.

However, Mr Lau said Tencent was still evaluating the longer-term impact of the fight with Qihoo 360 on its business.

The company has sued Qihoo 360 for alleged unfair competition, and a consumer advocate has filed an anti-monopoly complaint against Tencent.

Internet users and industry executives have called for the government to regulate the industry better, to minimise unruly competition behaviour.



Far-reaching: Disney was able to extend films such as 'Pirates of the Caribbean: Dead Man's Chest' into its other businesses

US turns up heat on Google as probe launched

MEDIA

By Stephanie Kirchgaessner in Washington and Richard Waters in San Francisco

Google is facing a far more hostile environment in Washington than it has seen in years, including a new investigation by the Federal Communications Commission and tough criticism by a senior Republican lawmaker who has vowed to increase oversight of the group.

Michele Ellison, the enforcement bureau chief of the FCC, said the commission was probing whether the search group had violated the law following Google's admission last month that it had collected passwords, e-mails and other private information from unsuspecting individuals.

The information was gathered as Google's Street View cars collected images of residential neighborhoods for the company's online mapping service.

The FCC's announcement comes in the wake of a controversial decision by the Federal Trade Commission, the chief consumer protection watchdog, to abandon an investigation into the company. The FTC's move was criticised by privacy advocates, who claimed the decision was premature.

10%

Planned pay rise for Google employees at start of 2011

But the FCC's probe could represent just the tip of the iceberg for Google. One influential Republican lawmaker in the House of Representatives, who will have new powers following last week's congressional elections, has signalled that Republicans will take a closer look at the Street View incident.

Joe Barton, a Republican who is vying to become chairman of the powerful House energy and commerce committee, said in a recent C-Span interview that it was virtually guaranteed that executives from Google would be asked to testify on Capitol Hill.

"There appears to have been a conscious effort to collect information," Mr Barton said of Google. "It wasn't just kind of accidentally gathered."

Google said it was "profoundly sorry" for the data collection and that it did not want to, and never had, used the data.

"We want to delete the data as soon as possible," the company said.

Meanwhile, Google will award its staff a 10 per cent pay increase at the start of next year and a holiday bonus, according to website Silicon Alley Insider.

Eric Schmidt, the chief executive, informed his 23,000 employees of the rise by e-mail, the Wall Street Journal later reported.

The internet industry is waging a "war for talent", Google chief financial officer Patrick Pichette said on a call with analysts last month.

Additional reporting by Reuters

Silver-screen man with a golden touch

Interview

Rich Ross
Walt Disney Studios chairman

Building brand equity is central to the studio division's aims, writes Ben Fenton

Full-year earnings due to be released by Walt Disney today are likely to show Rich Ross as a man with a golden touch.

Three-quarters of the way through his first year in charge of Walt Disney Studios, the global group's most visible division, revenues were up 30 per cent to \$1.6bn and operating profit had rocketed from \$188m to \$589m.

Now, the studio chairman's full might will be thrown into supporting *Toy Story 3* at next February's Oscars – but not in the animated picture section.

"People have asked what our aspirations are for *Toy Story*. We're of course going for best picture," he said in his first major interview since taking the job 13 months ago.

Refusing to recognise boundaries for the film,

ostensibly a weepy children's animation, is part of his aspiration to break the image of Disney's film output as simply US kids' movies heavily marketed round the world.

"We think we have the best picture of the year, and if you look at the box office, we have the biggest movie of the year," said Mr Ross. "So consumers voted with their pocketbooks, and it was the best, most critically acclaimed movie of the year."

Only two animated films have ever been nominated for best picture at the Academy Awards: *Beauty and the Beast* in 1991 and *Up* in 2009. Neither won.

Having taken over from the veteran Dick Cook in October 2009, Mr Ross has set about changing the direction of the studios. However, he did inherit a slate of films which, uniquely in Hollywood history, contained two that each took more than \$1bn: *Toy Story* and *Alice in Wonderland*.

"I think we end the first year in a strong position and with a very modern focus of how the business is structured today," he told the Financial Times during a visit to London, during which he took in five Disney projects being shot in the UK.

Refusing to recognise boundaries for the film,

"Our goal is for each of the movies to be profitable. My skill set and my interests mean I put together creativity with a sound financial model," he said. "You can use movies to build brand equity for the Walt Disney Company, but that doesn't mean the movies can be unprofitable."

Mr Ross's inherited slate is certainly helping his cause. Quarterly revenues for the three months

'My... interests mean I put together creativity with a sound financial model'

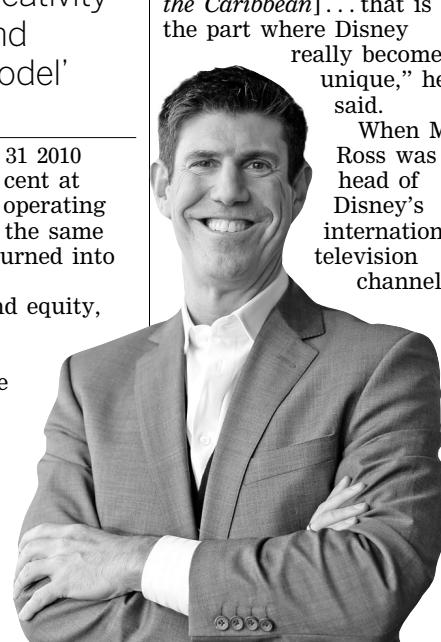
ending on July 31 2010 were up 30 per cent at \$1.64bn and an operating loss of \$12m in the same period of 2009 turned into a \$123m profit.

Building brand equity, that is, making films that not only further the reach of the Disney name but also allow merchandising and other forms of exploitation, is the reason Mr Ross, 49,

is sitting where he is. Some 18 months ago, revenues and earnings at the studios were tumbling and Robert Iger, Disney's chief executive, lost patience with films coming from the studios that could not be turned into lunch boxes or toys or theme-park rides.

"The choice of the movies we make and the opportunity to not only build brand equity for the company itself, but also extend the properties into the [other] businesses we have, which we're able to do on an *Alice* or a *Toy Story* or on a *Pirates of the Caribbean*... that is the part where Disney really becomes unique," he said.

When Mr Ross was head of Disney's international television channels



business, he made his name turning *Hannah Montana* and *High School Musical* into huge global brands.

"The way I look at the world is that the US, while the most dominant market, is one market," he said.

"I think of ourselves as global more than domestic or international. And certainly as we see our box office numbers grow globally and change, we have to make sure that we understand the consumer's mores, interests and tastes around the world."

"It needs to be a combination of understanding initially which movies you make and what will have global appeal."

But it is far more than just tailoring essentially US films for different markets. Disney under Mr Ross is making films in almost a dozen countries with local actors and in local languages. "We've done over this past year movies in China, India, Russia, and now we're expanding our operation to include Japan and Europe. I would say [there will be] a greater focus in Germany and Spain. It matters, and it's going to only matter more."

Rich Ross: has high aspirations for Toy Story 3

Cisco shares down over concerns on direction

TECHNOLOGY HARDWARE

Worries about hits to core business

By Joseph Menn
in San Francisco

Cisco Systems' share price dropped 14 per cent in spite of the technology company's reporting better-than-expected first-quarter earnings as investors showed concern over the group's direction.

Its lacklustre quarterly results, alongside lower revenue projections, left investors concerned that the company was taking hits to its core business while con-

tinuing to chase after uncertain new technologies.

Cisco, the world's largest producer of computer-networking equipment, predicted 3.5 per cent revenue growth for the second quarter, falling well short of Wall Street's expectations for 13 per cent.

Company executives said that they missed their sales targets in the first quarter after a surprising drop-off in spending by public sector customers, especially European governments.

They also said they had been caught unaware by a fall in sales of set-top television boxes to US cable companies as Motorola gained share and big customers

moved to internet-based devices. North American set-top box orders fell more than 40 per cent from a year before and executives said the trend would continue.

"We've got a couple of air pockets that we hit," said chief executive John Chambers. "The big picture hasn't changed."

But analysts pointed to revenue declines in areas such as security, where sales fell 2 per cent, as its competitors are booming.

"This is a pretty significant reset when the rest of the industry isn't seeing it," said UBS analyst Nikos Theodosopoulos, suggesting that Cisco might need to change its processes "given

the breadth of what the company is doing".

Even in areas where Cisco is gaining, such as wireless, competitors are gaining faster, analysts complained. While Cisco emphasises video and collaboration tools, the core networking business is facing established rivals as well as new entrants Hewlett-Packard.

Executives defended the overall strategy on the call and in later interviews, saying that they continued to gain share in major pieces of the market for networking gear, where Cisco has traditionally dominated.

"We have the broadest portfolio", Cisco chief finan-

cial officer Frank Calderoni told the Financial Times.

"Being a broad player in the market, there are going to be some segments where smaller competitors may be making some advances against us."

Mr Chambers said that he saw no reason to slow Cisco's aggressive acquisition strategy or change its pursuit of new areas.

<p

UniCredit to unveil strategic shake-up

BANKS

New chief is open to 'asset swaps'

Review likely by the end of the year

By Rachel Sanderson
in Milan

Federico Ghizzoni, chief executive of UniCredit, said that he is open to "asset swaps" in central and eastern Europe as part of a strategic shake-up that will see less capital available for the Italian lender's corporate and investment banking business.

Mr Ghizzoni's comments came during his first presentation as chief executive. He replaced Alessandro Profumo last month after the former CEO quit the post he had held for 15 years following an overwhelming vote of no confidence from

15%

Fall in UniCredit's net income in third quarter

the board. A UniCredit veteran who used to run the central and eastern European operations, Mr Ghizzoni is undertaking a strategic review to try to improve profitability. UniCredit is one of Europe's largest banks with €1,000bn (\$1,377bn) in assets under management but it has seen its share price fall 70 per cent in the past two years.

Speaking at a presentation of weaker than expected third-quarter results, Mr Ghizzoni said the review would be presented to the board at the end of the year and although he was not "excluding divestment from some countries" in central and eastern Europe, the region would remain a top priority for UniCredit

"because this is the market for the future". He also

denied rumours that one of the assets for sale could be HVB, the German bank it merged with in 2005.

"We want to stay in Germany. It would be illogical to withdraw from the largest and fastest-growing economy in Europe," he said.

UniCredit has indicated that it may withdraw from countries in central and eastern Europe where it is underperforming or underrepresented in favour of focusing on countries where it has a stronger growth opportunity, such as Russia, Turkey and the Czech Republic.

Mr Ghizzoni said the strategic shift would also result in a change to capital allocation. "We will have a different mix of capital allocated between business and geographies: capital allocated to eastern Europe will go up, and capital allocated to corporate and investment banking will decrease. Retail will remain stable," he said.

Still, Mr Ghizzoni insisted that a decrease in funding available to corporate and investment banking business did not mean that there would be any less strategic focus, and he expected the business to contribute more revenues to UniCredit in the future.

In the third quarter to the end of September, UniCredit net income fell 15 per cent to €334m against a year earlier as lower trading income outweighed a drop in provisions for bad loans.

Net income fell from €394m to €334m a year earlier, missing analyst forecasts. Aldo Comi, an analyst at Keefe, Bruyette & Woods, called the results "uninspiring".

He said that revenues were "weaker in size and quality and a further drop in net interest margin does not read positively".

UniCredit shares fell 4.2 per cent to €1.74.



Funds can profit from share-price falls in the weeks leading up to an issue

Bloomberg

Republicans take aim at ban on proprietary trading

GENERAL FINANCIAL
News analysis

Volcker rule has proved a fighting point on regulatory reform, writes Tom Braithwaite

The US ban on proprietary trading known as the Volcker rule has emerged as the main partisan fight over regulatory reform,

with huge implications for the biggest US institutions. After winning control of the House of Representatives in last week's midterm elections, Republicans are ramping up efforts to weaken the prohibition, which is named after Paul Volcker, the former Federal Reserve chairman.

Spencer Bachus, the favourite to replace Barney Frank as chairman of the House financial services committee, wrote to the Financial Stability Over-

sight Council to question the "doubtful" benefits and warn regulators not to spark an "exodus" of talent from US banks. Mr Volcker and a group of Democratic senators led by Carl Levin of Michigan wrote to the FSOC to urge strong application of the new rules.

Although the Dodd-Frank financial reforms passed by Congress last July enshrine the ban in law, there is considerable latitude for regulators to decide what activity is allowed.

Short-term proprietary trading is prohibited; banks are also limited to owning 3 per cent of a hedge fund or private equity fund, an investment that must not exceed 3 per cent of the banks' tier one capital.

But banks and their lawyers have been poring over the rules for loopholes. One is to disguise trading as customer-related activity, which is allowed under the law. Market making, buying and selling securities on behalf of a client, is

explicitly permitted. The line with proprietary trading may not be clear cut.

Banks have also looked to principal investment as another potential grey area. Bank of America's 14 per cent stake in Hertz, the car hire company, was not made through a private placement and is not a short-term investment.

Would it be permitted under the rules? Institutions believe that they may be able to continue making such invest-

ments, even though they have short-term trading risks. Lobbying on the subject has roused Mr Levin.

"The American people are furious about bank bailouts, and they certainly are not calling on Washington to ease up on efforts to prevent a repeat of the financial crisis," he said.

"Just the opposite; they want tough rules that keep banks from once again risking taxpayer money."

See Lex

ING plans two insurance IPOs

GENERAL FINANCIAL

By Stanley Pignal
in Brussels

ING is preparing separate initial public offerings for its US and European insurance activities, it said on Wednesday, as it reported profits below expectations because of a series of exceptional items.

Jan Hommen, the Dutch financial services group's chief executive, outlined a new "base case" of two IPOs, one focused on Europe and developing markets, the other on the US.

ING is splitting its banking and insurance operations on the orders of the European Commission.

The Commission demanded a restructuring of the group after it received €10bn (\$13.7bn) of state aid from the Dutch authorities during the financial crisis, as well as

help with souring US mortgage assets.

The operational separation will prompt a series of accounting changes, which will cause two large writedowns on variable annuities in the US – part of the insurance business that will be auctioned separately from the European assets.

A deferred-acquisition cost writedown on US variable annuities will result in a €1bn charge before tax in the fourth quarter, while moves to fair-value accounting in the US will lead to an adjustment to book value of €1bn to €1.3bn as of January 1.

Mr Hommen said: "These changes will substantially improve the reserve adequacy of the VA book, allow the company to better hedge interest rate risk, and will reduce earnings volatility."

Unexpected writedowns in the US and Japan insur-

ance businesses dented ING's third-quarter net profits, which fell from €499m to €371m last year.

The underlying banking business benefited from improved market conditions, and reported €1.5bn in underlying profits, up from €250m last year.

ING is splitting its banking and insurance operations on the orders of Brussels

ING Direct, its consumer savings arm, saw profits of €121m compared with a €358m loss a year ago.

By contrast, the insurance business reported a net loss for the quarter of €656m, dragged down by €597m in special items.

The bulk of that related to a goodwill writedown

of the US insurance business, a reflection of decreasing fair value of its US assets.

ING had previously said it was looking to float its insurance activities as a single entity, but that it was also open to an outright sale of the business.

The dual-IPO strategy would allow it to boost the division's valuation, Mr Hommen said.

He cited different approaches to valuation in the US and Europe as well as different regulatory requirements.

He outlined the business case for investors: "One Europe-led IPO with solid cash flow combined with strong growth positions in developing markets, and one separate US-focused IPO with a leading franchise in retirement services."

ING shares closed 2.4 per cent up at €8.16 in Amsterdam.

INVESTMENT COMPANIES
Boost for SMEs interested in China

By Jamil Anderlini in Beijing

First Eastern Investment Group, a Hong Kong-based private equity firm, has launched a \$500m fund to invest in small and medium-sized enterprises (SMEs) in the UK and help them break into the Chinese market.

The fund was launched on Wednesday in Beijing during the official visit of David Cameron, the British prime minister.

"The new fund will provide welcome investment in our SMEs, help the UK to create more jobs, boost our exports and add to the investment flows between our two economies," Mr Cameron told delegates at a conference in Beijing.

The new fund, to be named the UK China Fund,

plans to focus on buying minority stakes in British companies that lack the resources and network to expand into China.

Victor Chu, First Eastern's founder and chairman, told the Financial Times that the fund was particularly interested in companies that sell services that appeal to the growing Chinese middle class, such as e-commerce, logistics and "eco-lifestyle" enterprises.

Education businesses, especially vocational training and financial education companies, will be a focus of the new fund.

It is also interested in companies based in regional cities such as Manchester and Liverpool and areas such as Somerset, in the south-west of England.

"SMEs are the backbone of Britain's industrial heartland but however good their product or services, economic growth in the UK

and Europe is going to be stagnant in the next few years," said Mr Chu.

"We are on the ground here, we have an extensive network and experience and we can hold their hands so they can run much faster than they would ever be able to on their own."

Mr Chu has already started testing his concept, investing around £50m in the past 18 months in mid-cap UK companies such as Evolution Securities China, mobile banking company Monitise and luxury goods company Lulu Guinness.

Mr Chu is a self-confessed Anglophile. An avid supporter of Liverpool football club, he was educated and practised law in the UK. He is a native of Hong Kong and a prominent member of its business fraternity, which effectively runs the former British colony.

In 2007 First Eastern was part of a consortium led by Sir Richard Branson that tried to buy Northern Rock, the British bank in serious trouble at the time.

Victor Chu: self-confessed Anglophile and Liverpool fan

News digest

Maersk eyes record profit

Denmark's AP Moller-Maersk has said it expects to report its most profitable year in its history in 2010, in a marked turnaround after the oil and shipping group recorded its first annual loss last year.

Maersk made the bullish forecast on Wednesday as it issued figures for the first nine months of the year showing the operator of the world's largest container ship fleet had already exceeded its previous \$4bn forecast for annual net profit.

Maersk, like other container carriers, has benefited from a rapid

revival in the volumes of containers being moved around the world as demand for the manufactured goods they contain has picked up worldwide.

The group's oil and gas activities have also benefited from high oil prices as Niels Andersen, chief executive, pushed through a group-wide cost-cutting programme.

Maersk now expects to report a net profit of \$5bn this year, ahead of its previous record of \$4.69bn in 2004. The group reported a third-quarter net profit of \$1.67bn on turnover of \$14bn.

Net profits for the nine months reached \$4.19bn on turnover of \$41.4bn, against

a loss of \$706m on turnover of \$35.3bn in the same period of 2009.

Robert Wright, London

Drop in income for Allianz

Allianz, the German insurer, announced a drop in third-quarter income but said that it was on track to reach expected earnings this year after a boost from its asset management arm. Michael Diekmann, chief executive, said on Wednesday that operating profits for 2010 would be "towards the upper end of our target range" of between €6.7bn (\$9.2bn) and €7.7bn. It was also on track to exceed €100bn in revenues for the first time

since 2005, he said. Net income in the quarter fell almost 9 per cent after higher tax charges than last year but beat analysts' forecasts.

Operating profits rose by 2.3 per cent to €2.1bn for the third quarter.

Revenues rose from €22bn a year ago to €24.5bn, helped by continued demand for life insurance and pension products, although life insurance operating profits dropped 30 per cent compared with last year's results, which were helped by a rebound in financial markets.

James Wilson, Frankfurt
www.ft.com/lex

books for PCs, mobile phones or e-readers, but would not start selling an e-reader itself in order not to compete with China's more than 15 existing reader vendors. The plan is seen as a test of whether companies can make money from selling content in China's fledgling e-book market. It comes as Dangdang has revived plans for a long-delayed initial public offering on Nasdaq.

Kathrin Hille, Beijing

Chinese outlet to enter e-books

Dangdang, China's leading online bookseller, is to launch an e-book service at the end of the year. The company said it planned to offer electronic

multi-asset exchange. It announced profits of R\$389.2m (\$228.3m) in the third quarter, a 15 per cent year-on-year increase.

In a conference call, Edemir Pinto, chief executive, said that measures taken to curb capital inflows and the appreciation of the real had affected some operations on the exchange and raised uncertainty for investors. Eduardo Refinetti Guardia, chief financial officer, said: "The share price before the announcement [of capital controls last month] was close to 15 reals, and yesterday it closed at R\$13.60."

Victor Brevens, London
www.ft.com/tradingroom

Companies | International

Japanese highlight capital raising flaws

GENERAL FINANCIAL**News analysis**

Investors fear that the system works against them, write Lindsay Whipp and Michiyo Nakamoto

Insider trading scandals have dogged Japan's equity markets in recent weeks but investors have broader concerns over what they consider to be the flawed process for raising capital.

They fear that the process allows short-term investors to profit at the expense of long-term shareholders and the companies themselves.

When a company announces a plan to issue shares in Japan, there is a two-week bookbuilding period to ensure that investors have an opportunity to apply for an allocation.

However, during this period, the company's shares will fall because of worries over dilution, and funds take advantage of this by shorting the shares or selling them and buying them back more cheaply.

In the US, the marketing period is 48 hours at most, giving investors less time to short shares.

In Japan, unlike the US, there is no rule prohibiting funds that have shorted a stock in a specified period before the issue date from receiving an allocation. This means that funds can bid aggressively for an allocation to ensure that they cover their shorts at a considerable discount.

Investors have also voiced frustration that companies do not need approval from shareholders to issue new shares to the market.

Some investors would like rules requiring companies to seek shareholder approval if they want to issue more than a certain percentage of outstanding shares, such as 20 per cent, in new equity.

As one big overseas investor puts it: "The larger issue is how out of step the capital raising process is in Japan relative to the rest of the world, and how these 'worst practices' result in capital destruction for investors, savers, the government, banks and Japanese pension funds – a huge cost to society – as well as a higher cost of capital to issuing corporates."

Some bankers and investors also advocate going further and using rights issues to protect long-term shareholders by giving them first refusal of new shares, similar to the process in the UK.

This would curtail the ease with which the stock can be sold short.

"Rights issues would be a good antidote for the current issuance process," says Doug Howland, head of capital markets

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Adventurous A Acc 4 146.09

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Managed funds service

| | Init Notes | Selling | Buying | + or - | Yield | | Init Notes | Selling | Buying | + or - | Yield | | Init Notes | Selling | Buying | + or - | Yield | | Init Notes | Selling | Buying | + or - | Yield | | Init Notes | Selling | Buying | + or - | Yield |
|--------------------------------|------------|---------|--------|--------|-------|--|------------------------------|----------|--------|--------|-------|--|------------------------------|----------|--------|--------|-------|--|---|-----------------------|--------|--------|-------|--|------------|---------|--------|--------|-------|
| CMI Asset Mgmt - Contd. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Euro Index Tracking Fund Subs | \$16.406 | | 2.21 | | | | Euro Investment Grade US\$ F | \$10.137 | -0.20 | 3.02 | | | Euro Investment Grade US\$ F | \$10.137 | -0.20 | 3.02 | | | Dominion Fund Management Limited - Contd. | | | | | | | | | | |
| Japan Index Tracking ... | Y467.7110 | | 1.36 | | | | Euro Investment Grade US\$ F | \$108.39 | -0.20 | 3.02 | | | Euro Investment Grade US\$ F | \$10.137 | -0.20 | 3.02 | | | Dominion Fund Management Limited - Contd. | | | | | | | | | | |
| US Equity Index Tracking 2 | \$33.9630 | | 4.09 | | | | Euro Investment Grade US\$ F | \$111.85 | -0.20 | 3.02 | | | Euro Investment Grade US\$ F | \$10.137 | -0.20 | 3.02 | | | The Bahamas | Tel: 001 242 393 8200 | | | | | | | | | |
| Managed Sub Funds | | | | | | | Euro Investment Grade US\$ F | \$110.56 | -0.20 | 3.27 | | | Euro Investment Grade US\$ F | \$110.56 | -0.20 | 3.27 | | | Strategic Bond ... | 31/2 | 27.65d | -0.15 | 3.67 | | | | | | |
| Global Bond ... | \$1.5320 | | 2.05 | | | | Euro Investment Grade US\$ F | \$112.41 | -0.19 | 3.27 | | | Euro Investment Grade US\$ F | \$110.56 | -0.20 | 3.27 | | | Target 2010 ... | 31/2 | 35.06d | -0.14 | 1.46 | | | | | | |
| Global Network Mgt Global Mtd | \$1.7960 | | 1.25 | | | | Euro Investment Grade US\$ F | \$18.50 | +0.01 | 4.18 | | | Euro Investment Grade US\$ F | \$112.41 | -0.19 | 3.27 | | | Target 2015 ... | 31/2 | 44.12 | -0.16 | 1.42 | | | | | | |
| Global Equity ... | \$1.8090 | | 0.86 | | | | Euro Investment Grade US\$ F | \$18.50 | +0.01 | 4.18 | | | Euro Investment Grade US\$ F | \$110.56 | -0.20 | 3.27 | | | FIL Investment Services - Contd. | | | | | | | | | | |
| Bond Sub Funds | | | | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Strategic Bond ... | 31/2 | 27.64d | -0.12 | 0.61 | | | | | | |
| CMI Euro Bond Fund ... 2 | \$41.6120 | | 4.16 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Target 2010 ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Equity Bond Fund ... 1 | Y40.4580 | | 0.25 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Target 2015 ... | 31/2 | 55.64 | -0.13 | | | | | | | |
| CMI US Bond Fund ... | \$7.2310 | | 3.80 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | FIL Investment Services - Contd. | | | | | | | | | | |
| Currency Reserve Sub Funds | \$12.9390 | | 4.31 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Strategic Bond ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 1 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Target 2010 ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 2 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | FIL Investment Services - Contd. | | | | | | | | | | |
| CMI Access Fund ... 3 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Strategic Bond ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 4 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Target 2015 ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 5 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | FIL Investment Services - Contd. | | | | | | | | | | |
| CMI Access Fund ... 6 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Strategic Bond ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 7 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Target 2010 ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 8 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | FIL Investment Services - Contd. | | | | | | | | | | |
| CMI Access Fund ... 9 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Strategic Bond ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 10 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Target 2010 ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 11 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | FIL Investment Services - Contd. | | | | | | | | | | |
| CMI Access Fund ... 12 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Strategic Bond ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 13 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Target 2010 ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 14 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | FIL Investment Services - Contd. | | | | | | | | | | |
| CMI Access Fund ... 15 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Strategic Bond ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 16 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Target 2010 ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 17 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | FIL Investment Services - Contd. | | | | | | | | | | |
| CMI Access Fund ... 18 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Strategic Bond ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 19 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Target 2010 ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 20 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | FIL Investment Services - Contd. | | | | | | | | | | |
| CMI Access Fund ... 21 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Strategic Bond ... | 31/2 | 55.64 | -0.05 | | | | | | | |
| CMI Access Fund ... 22 | \$0.00 | | 0.00 | | | | Euro Investment Grade US\$ F | \$10.04 | | 0.00 | | | Euro Investment Grade | | | | | | | | | | | | | | | | |

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| Init Notes | Selling | Buying | Price | + or - | Yield | Init Notes | Selling | Buying | Price | + or - | Yield | Init Notes | Selling | Buying | Price | + or - | Yield | Init Notes | Selling | Buying | Price | + or - | Yield | Init Notes | Selling | Buying | Price | + or - | Yield |
|---|---------|--------|-------|--------|-------|-----------------------------------|---------|--------|-------|--------------------------|--------------------------|-------------------------------------|--------------------------|-------------------------------|---------|-------------------------------|---|--------------------------------------|---|----------------------------|-------------------------|-------------------------|--------------------------------------|------------------------------------|----------|--------|---------------------------------------|---------------------------------------|-------|
| Henderson Global Investors - Cont'd. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sterling Bd Unit Tst Inc # 4+ | 54.04 | 56.46 | -0.14 | 4.4 | | Invesco Fund Managers Ltd # | 108.88 | +0.81 | 109.5 | -0.05 | 1.0% | JPMorgan Asset Management - Cont'd. | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Swiss & Global Asset Management - Cont'd. | Swiss & Global Fund # 1 | \$181.64 | | Lazard Fund Managers Ltd # | Lazard Fund Managers Ltd # | £120.00F | | MFS Meridian Funds SICAV - 1200F (UK) | MFS Meridian Funds SICAV - 1200F (UK) | |
| UK Prop Inv Tst Inc # 4+ | 193.23 | 191.31 | -0.06 | 4.5 | | JP Morgan Asset Fund # 1 | 108.88 | +0.81 | 109.5 | -0.05 | 1.0% | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Lazard Fund Managers Ltd # | Lazard Fund Managers Ltd # | £120.00F | | New Business Enquiries 023 7408 7688 | Enquiries and Dealing 0870 0656408 | | | | | |
| UK Inv Uni Tst Inc # 5 | 11.52 | 96.33 | -0.04 | 4.5 | | Latin Amer Inv Tr Acc # 5 | 178.54 | -0.05 | 1.0% | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | MFS Research International A1 | \$19.82 | -0.2 | - | - | - | | | | | | | |
| Managed Dist Adt Acc # 5 | 5.5 | 75.18 | -0.54 | 5.3 | | Latin Amer Inv Tr Acc # 5 | 178.54 | -0.02 | 1.07 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Research International A1 | \$19.82 | -0.2 | -0.03 | - | - | | | | | | | |
| Managed Dist Adt Inc # 5 | 5.5 | 52.19 | -0.54 | 5.3 | | Managed Curren A/c Inv # 5 | 132.66 | -0.14 | 1.18 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Managed Dist Adt Acc # 0 | 0.0 | 154.8 | -0.54 | 5.7 | | Managed Curren N (No Trl) Inv # 5 | 130.9 | -0.14 | 1.2 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | UK Equity A2 | \$5.9 | -0.02 | - | - | - | | | | | | | |
| Managed Dist Adt Inc # 0 | 0.0 | 145.7 | -0.54 | 5.7 | | Managed Curren N (No Trl) Inv # 5 | 130.67 | -0.23 | 3.04 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Diversified Charity | 114.30 | 115.70d | -0.80 | 4.11 | - | | | | | | | |
| Multi-Manager Active Adt # 5 | 5 | 100.75 | -0.00 | 0.0 | | Managed Income N (No Trl) Inv # 5 | 125.67 | -0.02 | 3.12 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Lazard Fund Managers (Ireland) Ltd # | Lazard Fund Managers (Ireland) Ltd # | £120.00F | | FSA Recognised | FSA Recognised | | | | | | | |
| Managed Income N (No Trl) Inv # 5 | 5 | 100.75 | -0.00 | 0.0 | | Managed Income N (No Trl) Inv # 5 | 125.67 | -0.06 | 0.61 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Property & Other UK Unit Trusts | | - | - | - | - | | | | | | | |
| Asian Inv Div Inc Tr Acc # 5 | 97.69 | 108.96 | -0.25 | 5.3 | | Managed Income N (No Trl) Inv # 5 | 125.67 | -0.03 | 5.3 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Asian Inv Div Inc Tr Acc # 5 | 97.69 | 108.96 | -0.25 | 5.3 | | Managed Income P (No Trl) Inv # 5 | 100.75 | -0.01 | 0.0 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Henderson Fund SICAV (Lux) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15. Below Henderson L-160 Luxembourg, Grand Duchy of Luxembourg | | | | | | Invested Fund Managers Ltd # | 108.88 | +0.81 | 109.5 | -0.05 | 1.0% | JPMorgan Asset Management - Cont'd. | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Lazard Fund Managers Ltd # | Lazard Fund Managers Ltd # | £120.00F | | Globe Natural Resources No 5 | \$35.19 | -0.03 | - | - | - | |
| FSA Recognised | | | | | | Tacit Bond Fund Tr Acc # 5 | 110.46 | -0.1 | 3.72 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Indian Equity GBP Inc # | 89.22 | | | | | Tacit Bond Fund Tr Acc # 5 | 107.62 | -0.1 | 3.8 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | UK Equity A2 | \$5.9 | -0.02 | - | - | - | | | | | | | |
| Henderson Global Investors (Ire) Ltd | | | | | | UK Aggressive Inv Tr Acc # 5 | 88.83 | +0.7 | 2.15 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Diversified Charities | 114.30 | 115.70d | -0.80 | 4.11 | - | | | | | | | |
| Regulated | | | | | | UK Enhanced Indx (No Trl) Inv # 5 | 268.26 | -2.46 | 2.7 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Lazard Fund Managers (Ireland) Ltd # | Lazard Fund Managers (Ireland) Ltd # | £120.00F | | Lloyd George Management | Lloyd George Management | | | | | | | |
| Liquid Assets Sterling Inv # | £1.00 | | 0.58 | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | Other International Funds | | - | - | - | - | | | | | | | |
| Institutional Z Class | £1.00 | | 0.73 | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF | | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | 2.75 | JP Morgan Asset Fund # 1 | JP Morgan Asset Fund # 1 | \$18.65 | | - JP Japan Eq A (acc-JPY) F 1 | \$44.00 | | LG Eastern Opps A/C Inc 3% ¹ | 193.3000d | +0.4 | -1.2 | - | - | | | | | | | |
| Heritage Wealth SIF - Bar | £103.91 | | | | | UK Growth Inv Tr Acc # 5 | 197.03 | -1.8 | | | | | | | | | | | | | | | | | | | | | |

| Morgan Stanley Investment Fund Ltd (UK) OECIS (2009) | | | | | | | | | | | | | | | |
|---|----------------|--------------|--------|-------|--|---------------------------|--------------|--------|-------|---------------------------------------|------------------------|--------------|--------|-------|--|
| Init Notes | Selling Charge | Buying Price | + or - | Yield | Init Notes | Selling Charge | Buying Price | + or - | Yield | Init Notes | Selling Charge | Buying Price | + or - | Yield | |
| Morgan Stanley Fund Management Ltd - Contd. | | | | | Morgan Stanley Investment Funds - Contd. | | | | | Odey Wealth Management (CI) Ltd | | | | | |
| MGBTS 1 John Realistic Core Fund I-VC | | | | | Emerging Markets Debt A F 5% | \$68.90 | -0.30 | | | Pictet Funds - Contd. | | | | | |
| MGBTS 1 John Realistic Core Fund A-5 | 109.1 | | | | Emerging Markets Debt A F 5% | \$16.50 | | | | FSA Recognised | | | | | |
| MGBTS 1 John Realistic Core Fund I-5 | 108.32 | | | | Euro Corporate Bond A F 4 | \$46.6 | -0.46 | | | Pictet-Gold Emerging Commerce-I-EUR F | \$108.53 | | | | |
| Kuwait Financial Centre Markaz ² www.markaz.com | | | | | Euro Corporate Bond A F 4 | \$23.06 | -0.02 | | | Odey Opportunity CHF | \$102.84 | | | | |
| Other International Funds | | | | | Euro Corporate Bond A F 4 | \$23.21 | | | | Pictet-Gold Emerging Commerce-I-EUR F | \$109.10 | | | | |
| Mekong Fund - Contd. | KD1.559 | | | | Euro Corporate Bond A F 4 | \$12.66 | | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Mekong Fund To Secure Yield | KD1.739 | | | | Euro Corporate Bond A F 4 | \$12.54 | | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Merkaz Islamic Fund - Contd. | KD1.797 | | | | Euro Corporate Bond A F 4 | \$15.74 | +0.01 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Merkaz Gulf Fund - Contd. | KD2.74 | | | | Euro Corporate Bond A F 4 | \$19.65 | -0.16 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Markz Real Estate - Contd. | KD1.321 | | | | Euro Corporate Bond A F 4 | \$38.43 | -0.10 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Markz Energy Fund - Contd. | KD1.899 | | | | Euro Corporate Bond A F 4 | \$7.75 | -0.10 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Forza Financial Fund | KD1.126 | | | | Euro Corporate Bond A F 4 | \$24.50 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Marborough Fund Managers Ltd (2009) (UK) www.marboroughfunds.com | | | | | Euro Corporate Bond A F 4 | \$25.73 | | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Authorised Inv Funds | | | | | Euro Corporate Bond A F 4 | \$23.35 | -0.06 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Balanced - Contd. | 514 | 130.32 | 138.17 | -0.49 | 0.69 | Euro Corporate Bond A F 4 | \$19.65 | -0.10 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Bond Income - Contd. | 5 | 46.77 | 49.49 | -0.24 | 0.74 | Euro Corporate Bond A F 4 | \$19.02 | -0.01 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Cash - Contd. | 0 | 50.05 | | 0.25 | | Euro Corporate Bond A F 4 | \$13.02 | | | | Odey Opportunity EUR I | \$16.51 | | | |
| Cautious - Contd. | 514 | 72.42 | 76.34 | -0.05 | 2.46 | Euro Corporate Bond A F 4 | \$37.12 | -0.53 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Emerging Markets - Contd. | 514 | 29.98 | 30.96 | -0.94 | | Euro Corporate Bond A F 4 | \$26.30 | -0.37 | | | Odey Opportunity EUR I | \$16.51 | | | |
| ETF Global Growth - Contd. | 514 | 122.71 | 122.71 | 0.00 | | Euro Corporate Bond A F 4 | \$23.13 | | | | Odey Opportunity EUR I | \$16.51 | | | |
| ETF Global Growth + | 514 | 127.47 | 0.13 | 0 | | Euro Corporate Bond A F 4 | \$23.13 | | | | Odey Opportunity EUR I | \$16.51 | | | |
| ETF Commodity A - | 5 | 130.23 | 0.27 | 0 | | Euro Corporate Bond A F 4 | \$44.25 | -1.09 | | | Odey Opportunity EUR I | \$16.51 | | | |
| ETF Global Income A - | 5 | 90.73 | 0.42 | 0.79 | | Euro Corporate Bond A F 4 | \$25.39 | | | | Odey Opportunity EUR I | \$16.51 | | | |
| Ethical A Inc - | 514 | 94.92 | -0.7 | 1.74 | | Euro Corporate Bond A F 4 | \$21.53 | -0.47 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Ethical C Inc - | 514 | 95.16 | -0.7 | 2.42 | | Euro Corporate Bond A F 4 | \$35.21 | -0.04 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Morgan Stanley Waterfall Viatlunds Co Inc Other International Funds | | | | | Euro Corporate Bond A F 4 | \$17.73 | -2.54 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Phantom int'l (BVI) Ltd (Est) | | | | | Euro Corporate Bond A F 4 | \$19.02 | -0.01 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Phantom int'l (BVI) Ltd (Est) | | | | | Euro Corporate Bond A F 4 | \$12.10 | -0.14 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Global Fixed Income Fund | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| High Yield Fund Inter. | | | | | Euro Corporate Bond A F 4 | \$10.92 | +0.45 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| North American Fund | | | | | Euro Corporate Bond A F 4 | \$11.13 | -0.23 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Special Situations A Acc 5 | 563.99 | 596.71 | -0.28 | 0.25 | Euro Corporate Bond A F 4 | \$35.21 | -0.04 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| UK Equity Income 5 | 514 | 41.88 | 41.97 | -0.01 | 0.61 | Euro Corporate Bond A F 4 | \$19.02 | -0.01 | | | Odey Opportunity EUR I | \$16.51 | | | |
| UK Large Cap Growth 5 | 514 | 108.42 | -0.71 | 1.07 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| UK Leadership 5 | 514 | 184.74 | -0.25 | 1.33 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| UK Micro Cap Fund | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| UK Small Cap Fund | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| UK Tech Fund | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| UK Utility Fund | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Marborough Fund Managers Ltd (2009) (UK) www.marboroughfunds.com | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Authorised Inv Funds | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Balanced - Contd. | 514 | 130.32 | 138.17 | -0.49 | 0.69 | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Bond Income - Contd. | 5 | 46.77 | 49.49 | -0.24 | 0.74 | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Cash - Contd. | 0 | 50.05 | | 0.25 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Cautious - Contd. | 514 | 72.42 | 76.34 | -0.05 | 2.46 | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Emerging Markets - Contd. | 514 | 29.98 | 30.96 | -0.94 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| ETF Global Growth - Contd. | 514 | 122.71 | 122.71 | 0.00 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| ETF Global Growth + | 514 | 127.47 | 0.13 | 0 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| ETF Commodity A - | 5 | 130.23 | 0.27 | 0 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| ETF Global Income A - | 5 | 90.73 | 0.42 | 0.79 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Ethical A Inc - | 514 | 94.92 | -0.7 | 1.74 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Ethical C Inc - | 514 | 95.16 | -0.7 | 2.42 | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| Morgan Stanley Waterfall Viatlunds Co Inc Other International Funds | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Phantom int'l (BVI) Ltd (Est) | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Phantom int'l (BVI) Ltd (Est) | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Global Fixed Income Fund | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| High Yield Fund Inter. | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| North American Fund | | | | | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| Special Situations A Acc 5 | 563.99 | 596.71 | -0.28 | 0.25 | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | | |
| UK Equity Income 5 | 514 | 41.88 | 41.97 | -0.01 | 0.61 | Euro Corporate Bond A F 4 | \$11.76 | -0.05 | | | Odey Opportunity EUR I | \$16.51 | | | |
| UK Large Cap Growth 5 | 514 | 108.42 | -0.71 | 1.07 | | Euro Corporate Bond A F 4 | \$1 | | | | | | | | |

FT500 - World's Largest Companies

| Stock | Day Price | Chg | 52 Week High | Low | Yd P/r | MCap m\$ | Stock | Day Price | Chg | 52 Week High | Low | Yd P/r | MCap m\$ | Stock | Day Price | Chg | 52 Week High | Low | Yd P/r | MCap m\$ | Stock | Day Price | Chg | 52 Week High | Low | Yd P/r | MCap m\$ | Stock | | | | | | | | | | |
|------------------|--------------|-------|-----------------|--------|-----------|-------------|-----------------|---------------------|-------|-----------------|-------|-----------|-------------|-------|--------------|---------------------|-----------------|-------|-----------|-------------|-------|--------------|--------|---------------------|--------|--------------|-------------|-------|--------|--------|----------|--------|--------|-------|------|------|-------|--------|
| 3M..... | 82.55 | 1.0 | 91.99 | 74.66 | 12.5 | 61.65 | CredAgric. | 11.66 | -0.05 | 15.66 | 7.87 | 3.86 | 17.15 | 38.36 | Kinross..... | 18.72 | 0.1 | 23.47 | 15.34 | 0.54 | 32.10 | 67.45 | 0.08 | 26.45 | 70.336 | StbankR..... | 100.4 | -0.32 | 106.47 | 61.20 | 0.29 | 106.47 | 70.336 | | | | | |
| ABB..... | 20.53 | -0.2 | 24.08 | 18.12 | 4.82 | 19.93 | GerdSuisse..... | 47.97 | -0.58 | 57.89 | 4.78 | 10.7 | 50.27 | 80.65 | KPN..... | 11.85 | -0.1 | 12.44 | 9.83 | 0.78 | 18.75 | 25.28 | 0.40 | 14.10 | 15.40 | ScaniaR..... | 148.0 | -0.10 | 154.30 | 88.40 | 0.65 | 17.10 | 71.79 | | | | | |
| AbbottLb. | 50.74 | 0.1 | 56.79 | 45.26 | 3.3 | 43.54 | 75.54 | CritCaiwa..... | 4.03 | -1.0 | 3.05 | 6.24 | 5.2 | 18.54 | 18.542 | TelAviv100..... | 3.310 | 0.97 | 3.52 | 1.56 | 0.23 | 1.28 | 1.26 | 0.03 | 1.35 | 1.09 | 32.81 | 4.46 | -0.01 | 32.81 | 1.09 | 0.05 | 32.81 | 1.09 | | | | |
| Accenture | 45.60 | -0.1 | 46.36 | 35.05 | 1.81 | 17.10 | 32.33 | CSL..... | 34.61 | -0.1 | 37.56 | 30.03 | 2.3 | 18.25 | 18.97 | KraftFood..... | 30.51 | -0.1 | 32.66 | 26.31 | 3.80 | 19.1 | 53.294 | 7.65 | -0.07 | 7.63 | 51.67 | 1.13 | 22.17 | 10.851 | ATX..... | 27.16 | 1.15 | 27.33 | 6.65 | 0.72 | 27.33 | 28.201 |
| Ace..... | 61.08 | 0.2 | 62.49 | 47.83 | 1.83 | 59.7 | 20.30 | CSX..... | 61.71 | 0.2 | 64.50 | 42.05 | 1.9 | 15.65 | 23.09 | Kyocera..... | 8.86 | 0.1 | 9.74 | 6.7 | 1.36 | 15.50 | 20.02 | Schneider..... | 103.3 | 0.7 | 106.50 | 19.0 | 1.91 | 17.26 | 31.38 | | | | | | | |
| AEP..... | 36.60 | -0.3 | 37.89 | 29.25 | 4.67 | 13.78 | 17.57 | Cummins..... | 94.53 | -0.2 | 96.63 | 42.63 | 0.3 | 19.9 | 18.69 | Siemens..... | 3.81 | -0.1 | 37.88 | 3.98 | 0.2 | 19.70 | 2.98 | SiemensE&I..... | 2.20 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| Aflac..... | 56.28 | 0.3 | 58.22 | 39.91 | 2.01 | 22.44 | 26.76 | CVS..... | 31.01 | -0.1 | 30.45 | 29.33 | 1.2 | 12.47 | 12.47 | SiemensFinTech..... | 2.16 | -0.1 | 22.10 | 5.47 | 0.2 | 19.70 | 2.98 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| AgribBioCh. | 4.34 | -0.1 | 5.51 | 3.21 | 1.01 | 1.77 | 1.77 | SiemensFinTech..... | 1.19 | -0.1 | 21.50 | 5.47 | 0.2 | 19.70 | 2.98 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | | | | | | | | | |
| Air China..... | 11.04 | -0.1 | 11.64 | 5.57 | 1.68 | 9.28 | 12.78 | Danaher..... | 43.68 | 0.3 | 45.49 | 3.01 | 0.8 | 18.84 | 28.65 | LilyF..... | 4.75 | -0.1 | 14.89 | 2.08 | 0.20 | 39.37 | 2.38 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| Air Liquide..... | 93.39 | -1.3 | 96.33 | 70.44 | 2.25 | 20.77 | 36.42 | Danone..... | 46.58 | -0.6 | 47.95 | 3.93 | 2.88 | 21.61 | 41.43 | LilyF..... | 4.97 | -0.1 | 12.44 | 9.83 | 0.78 | 18.75 | 25.28 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| Air Prod..... | 85.27 | -0.76 | 87.60 | 64.14 | 2.29 | 17.99 | 18.12 | DBS..... | 14.10 | -0.5 | 15.80 | 13.24 | 2.97 | 19.28 | 1.25 | Linde..... | 105.5 | -0.3 | 107 | 76.46 | 1.71 | 20.46 | 24.52 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| AKBank..... | 2.88 | -0.9 | 9.50 | 7.45 | 1.45 | 11.46 | 26.00 | Deere..... | 78.92 | 1.1 | 79.66 | 47.27 | 1.47 | 28.65 | 33.45 | SocGen..... | 18.6 | -0.51 | 19.85 | 7.83 | 10.44 | 14.44 | 10.44 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| Alcon..... | 163 | -1.0 | 170.06 | 134.44 | 2.09 | 23.04 | 48.07 | Dell..... | 14.91 | 0.9 | 17.52 | 11.34 | 0.8 | 18.30 | 28.79 | Lockheed..... | 71.92 | -0.6 | 71.86 | 67.81 | 3.67 | 10.09 | 25.00 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| Allergan..... | 69.58 | 0.2 | 74.94 | 52.55 | 2.01 | 22.44 | 26.76 | DeutscheBank..... | 2.65 | -0.1 | 2.65 | 2.03 | 1.3 | 17.47 | 22.48 | L'Oréal..... | 85.89 | -0.3 | 88 | 70.02 | 1.74 | 25.45 | 29.24 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| Allianz..... | 90.14 | -2.3 | 95.99 | 75.82 | 4.58 | 8.19 | 56.12 | DeutBank..... | 40.96 | -0.1 | 55.25 | 38.61 | 1.6 | 9.44 | 9.54 | Lukoil..... | 1.77 | -0.1 | 14.89 | 2.08 | 22.65 | 22.65 | 22.65 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| AllRahjiBk. | 75.50 | -0.2 | 86.50 | 51.31 | 3.77 | 37.15 | 18.26 | DeutscheBank..... | 1.71 | -0.1 | 14.71 | 1.88 | 0.3 | 18.84 | 27.09 | DeutscheBank..... | 1.71 | -0.1 | 14.71 | 1.88 | 0.3 | 18.84 | 27.09 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| Amber..... | 2.24 | -1.4 | 3.42 | 2.49 | 1.26 | 1.38 | 2.38 | DirectTV..... | 1.44 | -0.1 | 4.44 | 2.82 | 1.43 | 1.87 | 4.44 | LilyF..... | 3.49 | -0.2 | 33.08 | 32.02 | 5.60 | 8.02 | 40.24 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| AmexExpr..... | 44.56 | -0.1 | 49.19 | 36.60 | 1.63 | 14.21 | 52.43 | Disney..... | 36.99 | 0.1 | 37.88 | 35.01 | 1.89 | 17.83 | 70.47 | SocGen..... | 1.92 | -0.1 | 12.44 | 9.83 | 0.78 | 18.75 | 25.28 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| AmerMv..... | 35.25 | -0.1 | 36.35 | 26.15 | 1.42 | 16.53 | 20.49 | DomInos..... | 4.28 | -0.1 | 45.12 | 38.63 | 1.2 | 18.50 | 22.67 | McDonalds..... | 55.68 | -0.1 | 55.68 | 42.15 | 1.2 | 18.50 | 22.67 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| AmerTower..... | 53.11 | -0.1 | 53.51 | 38.14 | 1.42 | 16.53 | 20.49 | DukeEnergy..... | 1.70 | -0.1 | 55.77 | 60.04 | 1.2 | 18.50 | 22.67 | McDonalds..... | 55.68 | -0.1 | 55.68 | 42.15 | 1.2 | 18.50 | 22.67 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| Amgen..... | 54.70 | -0.2 | 61.26 | 57.45 | 2.01 | 22.44 | 30.47 | DukeEnergy..... | 1.70 | -0.1 | 55.77 | 60.04 | 1.2 | 18.50 | 22.67 | McDonalds..... | 55.68 | -0.1 | 55.68 | 42.15 | 1.2 | 18.50 | 22.67 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| Anadarko..... | 55.67 | -0.2 | 57.05 | 44.26 | 2.01 | 22.44 | 30.47 | DukeEnergy..... | 1.70 | -0.1 | 55.77 | 60.04 | 1.2 | 18.50 | 22.67 | McDonalds..... | 55.68 | -0.1 | 55.68 | 42.15 | 1.2 | 18.50 | 22.67 | SiemensFinTech..... | 0.2 | -0.1 | 24.74 | 1.33 | 2.75 | 17.73 | 21.49 | | | | | | | |
| AnholtBw..... | 43.72 | -0.1 | 46.43 | 32.91 | 1.26 | 16.53 | 20.49 | DukeEnergy..... | 1.70 | -0.1 | 55.77 | 60.04 | 1.2 | 18.50 | 22.67 | McDonalds..... | 55.68 | -0.1 | 55.68 | 42 | | | | | | | | | | | | | | | | | | |

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Closing mid-prices are shown in pence unless otherwise indicated.

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A currency symbol after the stock name shows the security is denominated in sterling. Prices shown for those foreign securities are converted into sterling from latest available local stock exchange prices.

The price shown is the Monday version of these pages is different, including the week's change in price, dividend, dividend cover, market capitalisation and last date of payment. Investment companies have different column headers from other securities shown.

Highs and lows marked with a bold symbol have been adjusted for recent changes.

Interim since increased or resumed.

* Interim since reduced, passed or deferred.

† Price at time of suspension.

Mergers and reorganisation in progress.

‡ Global 500 company.

¶ Fair Value NAV is more than 3% different to paid-up NAV.

g Earnings based on preliminary figures.

u Undated.

D Dividend adjusted for consolidation or share split.

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FTSS continued - AIM Food & Beverages

| | 52 week Notes | Price | Chng | High | Low | Yld | P/E | Vol '000s | Notes | Price | Chng | High | Low | Yld | P/E | Vol '000s | Notes | Price | Chng | High | Low | Yld | P/E | Vol '000s | Notes | Price | Chng | High | Low | Yld | P/E | Vol '000s | | | | | | | | | | | | | | | | |
|-------------|---------------|-------|-------|--------|-----|------|-----|--------------|-------------|-------------|-------|-------|------|--------------|--------------|-------------|-------------|-------------|-------|-------|--------------|--------------|--------------|------------|--------|-------|-----------|-------------|---------------|-------------|--------------|-----------|--------|------|--------------|-------|---|----|------|---|---|------------|----------|---|------|----|---|----|
| Finsbryd. | 23.50 | - | 26.25 | 14.25 | - | 4.1 | 84 | ACR..... | 913 +0.25 | 15.75 | 81.3 | - | 115 | PresidentPl. | 70.50 | -3 | 79 | 48 | - | 30 | VFPS..... | 56.50 +0.50 | 74 | 31.50 | 1.3 | 62.5 | 19 | 19 | UnitechCP. | 35.75 +0.25 | 67.75 | 45.25 | - | 5.9 | - | 28 | | | | | | | | | | | | |
| MPEEvans. | 437 | +7 | 450 | 280 | 1.6 | 19.8 | 11 | AfricAura. | 166 -4.75 | 172 | 45.75 | - | 173 | Providence | 26.50 | -23.50 | 510 | 78.25 | - | 0.1 | 23 | Winkworth. | 79 -84.50 | 77.50 | 44 | 11.1 | - | - | AminoTech | 46.75 +0.25 | 48.50 | 24.50 | - | - | 13 | | | | | | | | | | | | | |
| Nichols.... | 452.50 | +4 | 474 | 272 | 2.8 | 17.4 | 13 | Africans.... | 39.75 | - | 56 | 26.25 | - | 72 | RegalPIm. | 14.75 +0.50 | 114 | 11.50 | - | 473 | XII CentInv. | 274 - | - | 43 | 7.50 | - | - | Scotty.... | 11.50 -1 | 4 | 22.5 | 11 | - | 29 | | | | | | | | | | | | | | |
| PureCircle. | 137 | +5 | 305 | 127.50 | - | - | 207 | AfricanEagl. | 6.38 -0.13 | 6.63 | 3.38 | - | 1727 | ResacA. | 109.20 +0.60 | 233.86 | 107 | 1048 | - | - | Xg Tech\$. | 9.36 +0.05 | 25.19 | 7.26 | - | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | |
| RealGdfd. | 25.75 | +1 | 35.25 | 4.25 | - | 21.4 | 285 | AfricanMin. | 425 -15 | 477 | 30.50 | - | 1003 | Rockshop. | 32.75 | -1.50 | 549 | 31 | - | - | 1.344 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | |
| Ukprodpt. | 28.75 | +1 | 41 | 21.50 | 0.7 | 11.6 | 106 | AlliedGold. | 34.50 -0.25 | 34.75 | 15.50 | - | 205 | 501 | Roxi Pet. | 4.63 -0.13 | 12.25 | 4.38 | - | 699 | PetroNeft. | 60 +0.50 | 60 | 17.75 | - | - | 3.351 | TrinityCap. | 66.25 + | 67.75 | 45.25 | - | - | - | - | - | - | - | - | - | - | - | | | | | | |
| Wymstnyt. | 300 | - | 301 | 220 | 2.2 | 10.5 | 426 | AMC..... | 513 -8 | - | 8.75 | 3.63 | - | 1260 | Serica\$. | 43.50 -0.25 | 97.75 | 36 | - | - | 2.796 | Intell Shp. | 192.50 +0.50 | 201 | 101.50 | 8.0 | 11.7 | 2 | 2 AllocateSw. | 74 -0.50 | 77.50 | 55.50 | - | 30.7 | - | - | | | | | | | | | | | | |
| Zetar.... | 204 | - | 235 | 17.50 | - | 6.5 | - | 8 | Archipe.. | 40.50 -0.75 | 49.75 | 23.75 | - | 4,940 | SoundOil. | 1.35 -0.08 | 3.18 | 1.08 | - | 99 | ATR Hess. | 63 -1 | 95.50 | 53.13 | 14.2 | 39 | TowerRes. | 4.33 -0.18 | 5.08 | 1.03 | - | - | - | - | - | - | - | - | - | - | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | AvocetInv. | 214 -27 | - | 231 | 80 | - | 343 | 2.464 | UralsEngy. | 14.75 +2.25 | 114 | 11.50 | - | 470 | XII CentInv. | 274 - | - | 43 | 7.50 | - | - | Scotty.... | 11.50 -1 | 4 | 22.5 | 11 | - | 29 | | | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Bellzone. | 68.25 -0.25 | 76 | 26.25 | - | 204 | 2.049 | VictorOil. | 4.96 +0.38 | 11.5 | 2.5 | - | 5.943 | Xg Tech\$. | 9.36 +0.05 | 25.19 | 7.26 | - | - | - | - | - | - | - | - | - | - | - | | | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | BeowMin. | 27.75 -5.50 | 36 | 2.63 | - | 9 | 7.93 | Velosi.... | 105 -0.50 | 123 | 76 | 0.9 | 7.4 | 5 | StanGib. | 148.50 - | 159.50 | 110.50 | 35 | 10.1 | 9 | 9 | 9 | 62.50 | - | 72 | 55 | 21 | 13.4 | 5 | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Tristel. | 63.50 -0.25 | 70 | 45.50 | 2.9 | 16.9 | 102 | 9.404 | 1.00 | 4 | 21.50 | 11.6 | - | 1.344 | Dateacte. | 315 - | - | 338 | 83.20 | 30.6 | - | 2.6 | - | - | - | - | - | - | - | | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Wymstnyt. | 300 - | - | 301 | 220 | 2.2 | 10.5 | 426 | AMC..... | 513 -8 | - | 8.75 | 3.63 | - | 1260 | PetroNeft. | 60 +0.50 | 60 | 17.75 | - | - | 3.351 | Intell Shp. | 192.50 +0.50 | 201 | 101.50 | 8.0 | 11.7 | 2 | | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Zetar.... | 204 - | - | 235 | 17.50 | - | 6.5 | - | 8 | Archipe.. | 40.50 -0.75 | 49.75 | 23.75 | - | 4,940 | SoundOil. | 1.35 -0.08 | 3.18 | 1.08 | - | 99 | ATR Hess. | 63 -1 | 95.50 | 53.13 | 14.2 | 39 | XII CentInv. | 274 - | - | 43 | 7.50 | - | - | Scotty.... | 11.50 -1 | 4 | 22.5 | 11 | - | 29 |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | | | | | | | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | | | | | | | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | | | | | | | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | | | | | | | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | | | | | | | | | | | | | | | | | |
| Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Yield | 0.25 | - | 8 | 2.75 | - | - | - | Y | | | | | | | | | | | | | | | | | | | | | | | | |

Markets & Investing



Tim Bond
INSIGHT

Equities have further to rally in the wake of Fed's QE2

The Federal Reserve's latest policy initiative has been greeted with a universal chorus of disapproval. Observers are concerned that quantitative easing will increase US inflation and devalue the dollar. Inasmuch as expectations affect outcomes, these criticisms suggest that the policy is already working.

Currency devaluation and faster nominal economic growth are the only plausible ways in which the US can address the twin problems of structurally high unemployment and excessive household and government debt.

Job creation remains the key to economic recovery. Over the first eight years of this decade, the US saw production employment decline by approximately 2.4m. Most of these workers appeared to be absorbed by the construction sector, where employment rose 2.6m over the same period. In simple terms, globalisation displaced a significant fraction of the workforce, as manual jobs relocated to lower-wage, foreign economies. This trend was temporarily masked by a construction boom, fuelled by the inflation of a credit bubble between 2004 and 2007. Once the bubble burst, all the construction jobs created during the boom vanished and the past increase in structural unemployment became visible.

There are currently some 4m unemployed manual workers in the US and few potential sources of demand for their skills. The US is therefore afflicted by a structural increase in the long-term unemployed, a problem with which Europe has long been familiar. But the US is uniquely ill-equipped to deal with this phenomenon. In Europe, displaced workers are supported by a reliable long term social security system, providing space for workers with redundant skills to retrain and eventually rejoin the workforce. The success of this system is visible in the halving of the eurozone's ranks of long-term unemployed from 2.25m in 1998 to 1.2m in 2008.

Unfortunately, the European solution is not available in the US, where unemployment benefits expire after just 26 weeks, although they have been temporarily rolled over for longer periods. All of which leaves the Federal Reserve in the position of a last resort social security system, a point that explains their traditional policy hyperactivity. At the current juncture, the Fed needs to generate a very large number of job openings for manual workers. Although some of these jobs are now being created as growth broadens, the bulk of potential positions has been lost to lower cost foreign economies. In the absence of long-term government social support and retraining, the only available strategy is therefore to try and bring some of these lost jobs back home. QE is an efficient tool to procure this outcome, albeit more of a bludgeon than a lancet. Those developing economies that chose to shadow the dollar find themselves importing a wildly inflationary monetary policy. Whether the net result is rapid wage inflation or currency revaluation among the developing economies, the eventual outcome is that the US gains competitiveness and those crucial lower-skilled jobs come back home. Of course, just as the US exports inflationary

Job creation remains the key to economic recovery... globalisation displaced a significant part of the workforce

monetary policy, so the developing world will export inflation back to the US, as commodity prices rise and as the competitive restraints on developed economy wage rates weaken. But higher US inflation is not unwelcome. Any lingering deflationary risks are being vapourised by rapidly rising inflation expectations. Meanwhile, inflation, which we might more politely term faster nominal gross domestic product growth, will erode the real burden of excessive debt currently weighing down the household and government sectors.

Overall, the Fed's chosen strategy is logical and probably unavoidable. For investors, there are several implications. First, the world is likely to experience a period of accelerated nominal GDP growth, a development that has a material bearing on a host of economic fundamentals ranging from corporate profits to budget deficits. Second, currency trends are likely to prove considerably more extensive than envisaged. Third, higher inflation creates winners and losers among asset classes, sectors and companies.

In practical terms, this suggests staying very long equities, where consensus earnings forecasts underestimate nominal GDP growth in 2011 and 2012 and where valuations should be inflated by a prolonged period of zero or negative real interest rates. The outlook also suggests staying very short the dollar. To judge from the historic sensitivity of the US trade balance to the currency, a further depreciation of 15-20 per cent is needed to generate a movement in net trade that might be enough to lower long-term unemployment.

On individual companies, investors need to consider who has pricing power and who does not. Given medium-term prospects for inflation, it is hard to find anything positive to say about bonds. Carping at the Fed may be fun, but investors' attention might be more usefully focused on these points.

Tim Bond is investment strategist at Odey Asset Management

Ireland's woes worsen after sovereign bond sell-off

News analysis

Banks have rushed to raise cash after LCH.Clearnet raised its margin requirements, write David Oakley and Sam Jones

In the eyes of bond market investors, the prospect of an Irish bail-out, similar to that of Greece, is growing by the day. Yields on Ireland's 10-year sovereign debt saw their biggest one-day surge since the launch of the euro on Wednesday, jumping more than half a percentage point to 8.64 per cent.

The extra cost of borrowing over the "risk-free" rate of Germany spiked to 6.19 percentage points, also a record since January 1999. At the heart of the volatility in the eurozone bond market, according to investors, was a decision by one of Europe's biggest clearing houses, LCH.Clearnet, to require banks or institutions wanting to use Irish bonds as collateral in the repurchase markets to raise cash to pay an extra margin of 15 per cent.

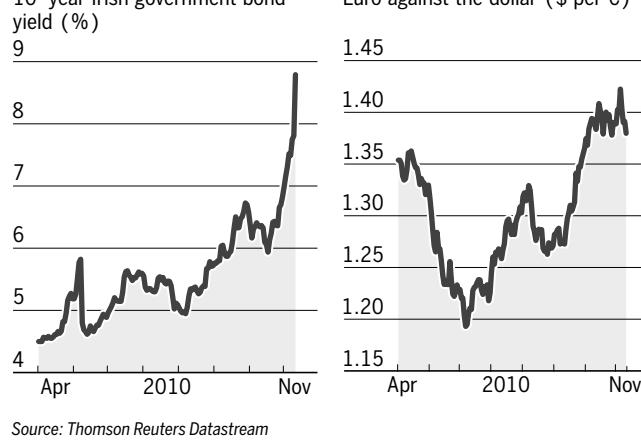
This, traders said, forced Irish banks to sell government bonds as they scrambled to raise the cash to meet the new margin requirements, sending a shudder through the market. The latest market moves comes at an awkward time for Dublin and the rest of the eurozone as financial markets move to price in renewed fears that one of the peripheral countries of Ireland, Portugal and Greece could default on their debt.

Don Smith, economist at Icap, said: "Irish bond yields keep on rising and today was yet more bad news. Investor confidence has been shaken in Ireland and the move by LCH.Clearnet is a very bad sign. It is potentially a tipping point that the Irish may find difficult to recover from."

The repurchase, or repo, markets allow banks to access cash quickly and is fundamental to the way the banking system operates. In this market, banks sell their holdings of bonds to other banks in exchange for cash and a commitment to buy the bonds back for a marginally higher price at a determined point in the future.

At times of stress, banks can find themselves shunned by their peers

The European debt crisis takes a turn for the worse



The cost of insuring Irish

because of fears over their solvency or else fears over the riskiness of the bonds that are being sold and repurchased.

Ireland, after the collapse of its property market in 2008, was one of the first eurozone countries to address the hole created in its public finances. But while bond markets reacted favourably at first, sentiment has since turned negative as the scale of its banking sector problems has been exposed.

The LCH.Clearnet move means market participants would have to deposit cash with the clearing house equivalent to 15 per cent of their transaction as an indemnity against the risk of default. Market participants estimate that Ireland's banks could have anywhere between €4bn and €8bn of bonds cleared through LCH.Clearnet.

One large hedge fund manager estimated that the banks would have to lodge between \$1bn and \$1.5bn in cash with LCH.Clearnet in order to avoid default and the forced unwinding of repo transactions. Some banks dumped bonds into the market in order to raise cash and buy other bonds that they could still repurchase.

The cost of insuring Irish



The latest move comes at an awkward time for Dublin PA

government bonds against default, measured by credit default swaps, did not rise as sharply, however. Some participants, such as hedge funds, tried to exploit the arbitrage opportunity thrown up by this.

Even if Irish bond yields have overshot, traders were drawing comparisons with Greece in the run-up to its €110bn bail-out by the European Union and the International Monetary Fund.

As one fund manager said: "Economic reality will catch up with Ireland. Maybe in the new year. Then, it may well have to turn to the international community for help."

Market reports

Weak earnings hurt French banks

EUROPE

By Matthew Kennard

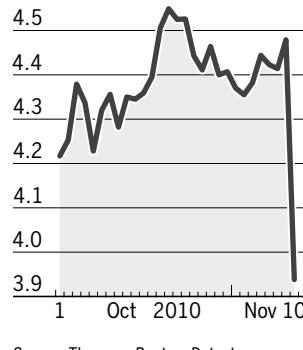
European stocks could not maintain momentum on Wednesday, falling from the two-year highs achieved in the previous session as banks and carmakers were hit by a stream of poor earnings.

The FTSE Eurofirst 300 sank 0.7 per cent to 1,109.54, as import data from China came below expectations and further damped sentiment.

Paris-listed Natixis plummeted 12.2 per cent to €3.93, its lowest close for nearly three months, after it failed to meet third-quarter profit forecasts, with the bank seeing a 16 per cent fall in

Natixis

Share price (€)



net income year-on-year. French banks were hit as the earnings stoked fears about how equipped they

were to meet the tougher capital requirements outlined in Basel III. Crédit Agricole lost 4.6 per cent to €11.66 while Société Générale fell 3.1 per cent to €42.88.

Belgian financial group KBC dropped 5.5 per cent to €29.38 after its third-quarter results came in significantly behind forecasts. Its underlying profit was down 29 per cent year-on-year to €45m, but KBC said it would have sufficient reserves to meet Basel III rules. Italian banks also suffered.

UniCredit fell 4.6 per cent to €1.74 after its third-quarter profit came in lower than expected. Germany's Xetra Dax was down 1 per cent to 6,719.84 while France's CAC 40 lost

1.5 per cent to 3,888.45.

In Milan, the media company controlled by the Prime Minister Silvio Berlusconi, Mediaset, declined 6.8 per cent to €5.04 after mixed nine-month results and concern over the health of the ruling government, headed by Mr Berlusconi. Nomura cut its price target on the stock and reiterated a "reduce" rating.

Tyremakers fell after BNP Paribas made a round of cuts in the sector. German carmaker Continental fell 3.1 per cent to €58.14 after it was cut by the bank from "outperform" to "neutral". In Paris, tyre manufacturer Michelin fell 3.4 per cent to €55.49 after its rating was lowered from "neutral" to "underperform".

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Price of crude oil closes in on \$90 a barrel

COMMODITIES

By Gregory Meyer in New York and Leslie Hook in Hong Kong

did not make any sense: "customs just hasn't processed all the material that has arrived".

Mr Train estimated that China's actual iron ore imports in October were between 55m and 60m tonnes, compared with the 46m tonnes reported by customs – a 13 per cent fall from the previous month.

China's monthly iron ore figures were "wildly erratic", he warned.

Iron ore prices have risen sharply in the past week, with traders reporting that Chinese steel mills are beginning to restock and Indian exports have been disrupted by a longer than usual monsoon season.

The benchmark iron ore price in the Chinese spot market – 62 per cent iron content – rose 1.2 per cent on Wednesday to its highest level since May at \$160.30 a tonne.

Precious metals were wildly volatile, with silver trading at \$26.91 an ounce, down 8.4 per cent from its peak on Tuesday. Gold was hovering just short of \$1,400 an ounce by early afternoon in New York.

Additional reporting by Jack Farchy in London

COMMODITY PRICES

Prices closed in on the \$90 level that Ali Naimi, Saudi Arabia's oil minister, last week identified as the top of a "comfortable zone" for producers and consumers.

Other commodity markets took a breather on Wednesday after a very sharp rally in recent days.

Industrial metals were softer on the back of the weaker dollar and Chinese trade data showing a drop in October imports by China, whose ravenous demand for raw materials has been the main price driver of most commodity markets in recent years.

Copper for delivery in three months was 0.8 per cent lower at \$8,723 a tonne on the London Metal Exchange after preliminary Chinese customs data showed October imports of iron ore, copper and oil all sharply lower than in September.

But analysts cautioned against drawing firm conclusions from the data, pointing out that national holidays stretching for more than a week in early October could have been contributory factors.

Some also said the figures could be under-reported because of inaccuracies in the customs data.

Graeme Train, analyst at Macquarie, said the data

Bullish Bank helps sterling advance

CURRENCIES

By Peter Garnham

The pound rose to a six-week high against the euro after the Bank of England delivered a more bullish assessment of the UK economy in its quarterly inflation report.

The Bank, which in August said the risks to growth remained "weighted to the downside", suggested that growth was now judged to be "a little more likely to be above its historical average than below".

The pound rose 0.8 per cent to £0.8545 against the euro, its strongest since late September.

The single currency suffered from worries over the fiscal health of countries on the periphery of the euro-zone continued, with the yield on Irish government debt rising to record levels.

The pound also rose 0.9 per cent to £1.6129 against the dollar and climbed 1.6 per cent to ¥132.64 against the yen.

Analysts said the view

implied that there was little chance of the Bank following the US Federal Reserve and engaging in further quantitative easing soon.

"The fact that restarting QE is not a foregone conclusion has been enough to give sterling a lift," said Divyang Shah, of IFR Markets.

The pound rose 0.8 per cent to £0.8545 against the euro, its strongest since late September.

The single currency suffered from worries over the fiscal health of countries on the periphery of the euro-zone continued, with the yield on Irish government debt rising to record levels.

The pound also rose 0.9 per cent to £1.6129 against the dollar and climbed 1.6 per cent to ¥132.64 against the yen.

Analysts said the view

meanwhile, China's renminbi rose 0.1 per cent versus the dollar to Rmb6.6335, a fresh 17-year high record.

The move came just a day after Beijing forced banks to hold more foreign exchange to stem hot money flows into the country and amid talk that data on Thursday could show a leap in Chinese consumer price inflation.

Derek Halpenny, of Bank of Tokyo-Mitsubishi, said the timing of the moves might be an indication of plans for more substantial monetary tightening in China in an attempt to slow economic growth.

He said this, along with the evaporation of the excessive pessimism that built up towards the dollar ahead of last week's decision by the Fed to deliver

further QE, was likely to support the US currency.

He said: "If the Chinese authorities are more successful in both deterring hot money inflows and in slowing the economy... the net result will be less intervention and then less recycling of dollars into other currencies like the euro."

The dollar weakened against the euro in late trade. A commission in the US said raising taxes would be critical to lowering the deficit, an unlikely move given the current political gridlock.

The dollar was down 0.1 per cent at \$1.3783 against the euro, and down 0.2 per cent to \$1.0056 against the Australian dollar.

The yen was still weaker, falling 0.7 per cent at ¥82.25 versus the dollar.

Other commodity markets

| | DOLLAR | | | | | | EURO | | | | | | POUND | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Closing | Mid | Day's Change |

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Fed plans big December debt purchase

Announcement
Stems bond sell-off

By Aline van Duyn and
Telis Demos in New York

US Treasuries rallied on Wednesday after the Federal Reserve Bank of New York said it would purchase \$105bn of bonds by December 9, reversing an earlier sell-off.

The purchase amount, the first of a massive monetary

easing programme dubbed "QE2", was in line with many analysts' expectations but still provided a boost to US Treasuries.

The Fed said it would spread buying of Treasuries over eight maturities. But nearly half of the purchases will be concentrated in 5½ to seven-year and seven to 10-year maturities.

"The larger number has attracted further attention to the fact there are going to be heavy purchases in

those sectors," said Keith Blackwell, interest rate strategist at RBC Capital Markets.

In addition to the \$600bn of Treasuries slated for purchase under "QE2" until the end of next June, the Fed will also buy an estimated \$300bn of additional Treasuries – from reinvesting the proceeds of expiring mortgages.

The \$105bn includes both new purchases and reinvested cash.

Earlier, the US Treasury had sold \$16bn of new 30-year bonds, paying more interest than anticipated amid jittery trading in government bond markets and rising yields.

The 30-year bonds – a maturity that the Federal Reserve is not targeting as part of its controversial monetary easing plans – were sold at a higher than expected yield of 4.32 per cent.

Yields on US Treasury

debt were initially higher following the 30-year auction, but started to fall after the New York Fed's announcement prompted a rally in Treasury debt.

Yields on seven-year bonds fell five basis points to 1.84 per cent, and five-year bond yields fell three basis points to 1.22 per cent. Thirty-year Treasury yields were flat at 4.25 per cent.

Trading in the secondary market for government debt has been volatile this week,

leading some dealers to wonder if such jitters would be more common now that the Fed was likely to be a regular participant in the markets.

In recent months, reduced appetite for risk has pushed down equities and commodities but increased US government bond prices, a pattern not repeated this week. Yields on 10-year bonds are up 9 basis points, and 30-year bonds are up 13bp.

George Goncalves, strate-

gist at Nomura, said the volatile Treasuries reflected the untested nature of the Fed's plans to buy such large amounts of US Treasuries. "No one has a good handle on what's creating the volatility," Mr Goncalves said.

The 30-year bond auction completes \$72bn of note and bond sales by the US Treasury this week.

Additional reporting by Michael Mackenzie in New York

View of the Day



Qu Hongbin
HSBC

If there is to be a rival to the dollar as the world's reserve currency in the 21st century, it must surely be the Chinese renminbi, says Qu Hongbin, chief China economist at HSBC.

"We could be on the verge of a financial revolution of truly epic proportions," he says.

"China's aim of internationalising the renminbi has no doubt been helped by America's pursuit of quantitative easing, a policy that many emerging nations have interpreted as an attempt to export US economic problems via a weaker dollar. Whether or not this is so, it will surely only encourage governments, reserve managers and companies to think about alternatives to the dollar."

The increasingly important role in the global economy played by emerging markets will be crucial, he says.

"Emerging markets now account for 55 per cent of China's total trade, and this is likely to rise rapidly."

"A switch from the dollar to the renminbi for trade settlement would be an appealing option for EM nations – and we expect at least half of China's trade flows with EM countries to be settled in renminbi within five years, making it one of the top three global trading currencies."

"Given China's economic and trade power, as it moves closer towards full currency convertibility, it will become increasingly natural for the renminbi to be seen as a reserve currency," he concludes.

Grain export bans create a fresh crop of problems

News analysis

Government controls are adding to agricultural price volatility, writes Javier Blas

As economists and central bankers fret about the risk of Japanese-style deflation in the west, commodity traders are warning of a very different phenomenon: "agflation".

Amid supply shortages and panic buying across the globe, prices for cotton, sugar and wheat have spiralled to multi-year highs this week, pushing up sharply the costs of materials for basic foodstuffs and clothes.

Speculators and the falling dollar have been blamed for driving agricultural commodities to these high levels, which some believe could lead to a repeat of the 2007-08 food crisis. But one of the biggest reasons for the gains has, in fact, been government action, in particular export restrictions imposed by big producers round the world. Those restrictions, which are spreading fast, have triggered a rush to snap up physical supplies of food and fibres that is exacerbating market volatility, say industry experts.

"Traders are alarmed," says Charlotte Hebebrand, chief executive of the International Food & Agricultural Trade Policy Council, a Washington-based group which advocates free trade of agricultural commodities.

The wave of export controls started in Russia in August, when Moscow banned sales of grains after a severe drought hit this year's crop.

Ukraine followed by restricting exports of wheat, barley and corn through the use of quotas. India has limited sales of cotton and sugar and kept in place a two-year old ban on non-basmati rice exports.

Pakistan has banned wheat exports, too. Egypt is restricting sales of rice and Kazakhstan is, in effect, limiting exports by only selling grains to Russia. Officials fear more countries will soon take similar

Could panic buying lead to 'agflation'?



FT montage Photos: Dreamstime; AFP; Bloomberg

action. By restricting their exports, producing nations aim to keep local markets well supplied and cap local prices. In that way, they keep a lid on social and political unrest. But the curbs have tightened international supplies, pushing up prices on global markets and distorting trade flows. Importing nations, fearful of being unable to secure what they need, could respond by hoarding supplies, further driving up prices.

The US Department of Agriculture said this week that controls on cotton exports by India, the world's second-largest exporter, had raised concerns about its reliability as supplier. The result was that "major importers are trying to lock in supplies, despite the unprecedented high prices."

The effect of that warning was electric. Cotton prices surged on Wednesday to \$1.5723 a pound, the highest since futures started trading in New York 140 years ago and about 70 per cent more than eight weeks ago.

In the rapidly tightening sugar market India, which may next year become the world's second largest exporter, is allowing only drip-by-drip sales of the sweetener and traders fear further restrictions. The battle to secure supplies elsewhere has helped push sugar prices to more than 33 cents a pound, a 30-year high.

For market veterans, there is a sense of déjà vu in the governments' action.

Export controls were a large part of the 2007-08 food crisis, when the cost of agricultural commodities hit record highs and food riots shook some of the world's poorest countries including Haiti and Bangladesh.

Once the crisis had passed, experts and officials agreed that the restrictions, which at their peak spread to more than 30 countries, compared with just a handful today, contributed to inflate prices. A political consensus emerged against their use.

But Hidenori Murakami, an adviser on international policy to Japan's Ministry of Agriculture, says there appears to be "political

resistance" to sticking to that commitment not to resort to export bans. Trade and agricultural officials, moreover, believe the situation is not about to change.

In part, this is because the restrictions in agricultural commodities are legal under rules governing global commerce. Although the General Agreement on Tariffs and Trade, the core treaty of the World Trade

Traders warn of extreme volatility if governments decide, suddenly, to lift restrictions

Organisation, has banned "prohibitions or restrictions" on commodities exports since 1947, it permits them when "temporarily applied to prevent or relieve critical shortages of foodstuffs or other products essential" to the exporting country.

With little prospect of a rapid resumption in exports, traders are braced for a sustained period of high prices. But they also warn of extreme volatility if governments decide, suddenly, to lift or ease the restrictions. In sugar, some traders fear a price collapse if India announces soon a

larger-than-expected export quota. The restrictions are starting to affect forward prices for commodities as well. Because the bans isolate local markets, farmers in countries from Russia to India have little incentive to expand their acreage for next season, limiting the potential supply response to soaring prices. For example, while spot – or physical – wheat traded on Wednesday at \$7.15 a bushel in Chicago, the contract for delivery in September 2011, which represents the new crop, was at \$8.12 a bushel.

Worse, some Russian farmers are switching their production from wheat to oilseeds, which are not covered by Moscow's restrictions, as they try to find ways to continue selling their crop overseas, officials and traders say.

That is likely to limit even more the potential supply-side response, further increasing long-term prices, traders warn, pointing to the events of 2007-08. After Argentina imposed a ban on wheat exports, local prices dropped and farmers stopped producing the cereal in favour of soya, which they could sell overseas.

Wheat acreage in Argentina collapsed the next season to its lowest level in a century. Suddenly, agflation looks more than just a buzzword.

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Companies tagged as swap dealers would have to show threshold amounts of capital on their balance sheets and post collateral to cover against derivatives losses. The CFTC, along with the SEC, is charged with drafting rules for non-banks as part of a dramatic overhaul of the derivatives markets.

Mr Gensler has said more than 200 companies could qualify as dealers, including banks and industrial companies that sell energy and



Source: Thomson Reuters Datastream

CFTC sets date for swaps proposals

By Aline van Duyn and Gregory Meyer in New York

US regulators, facing criticism that key rules for derivatives markets are taking too long to draft, said they plan to detail which institutions will be subject to tough new regulations on December 1.

The keenly awaited definitions will determine the amount of capital derivatives market participants from banks to energy companies have to put aside and will play a huge role in determining the costs of using these financial instruments.

Gary Gensler, chairman of the Commodity Futures Trading Commission (CFTC), said on Wednesday the definitions were taking longer than some other rules because they are being drafted together with the Securities and

Exchange Commission. At a meeting in Washington where some new rules were put forward by CFTC staff, commissioners pressed for the key definitions to take priority.

"We must immediately produce the critical defin-



Gary Gensler: proposals will be unveiled on December 1

tions that define swap market participants," said Scott O'Malley, one of five CFTC commissioners who will vote on new rules.

Mr Gensler said definitions of swap participants would be proposed at a December 1 meeting. Rules for categorisation of different classes of derivatives were likely later in December, he said.

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FINANCIAL
TIMES

Thursday November 11 2010

S&P 500 index



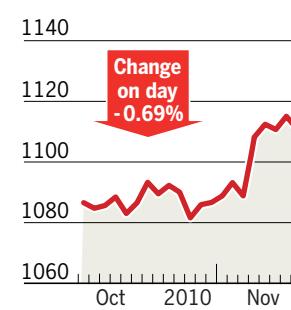
Source: Thomson Reuters Datastream

FTSE 100 index



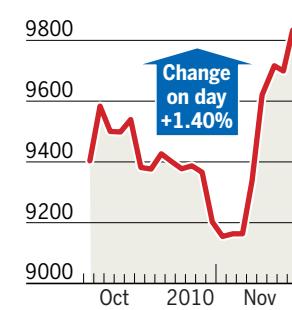
US equities
Gains for consumer discretionary stocks helped offset early losses in the healthcare sector, as trading remained cautious given fears over eurozone debt and uncertainty about Chinese monetary policy

FTSE Eurofirst 300 index



UK equities
The FTSE 100 was hit by losses for mining stocks as metals prices fell. Rolls-Royce dipped amid fresh concerns about its aero engines, while J Sainsbury gave back some of its recent gains after it met first-half profit forecasts

Nikkei 225 Average



Asian equities
Tokyo's Nikkei closed at four-month high although most markets in the region were hit by worries over monetary tightening in China. Shanghai fell 0.6 per cent, Hong Kong 0.9 per cent and Mumbai 0.3 per cent

Markets updated at www.ft.com/markets

Beijing policy concerns prompt flight from risk

GLOBAL OVERVIEW

Irish government bonds in spotlight

Pound at six-week high against euro

By Dave Shellock

Global equity and commodity prices continued to fluctuate as investors weigh worries about tighter monetary policy in China and fears for the eurozone against the inflationary effects of the US Federal Reserve's \$600bn "quantitative easing" programme.

Alarm bells sounded early on in the session as China moved to raise the reserve ratio requirement for commercial banks – heightening expectations for another interest rate rise before the end of the year.

"It's quite likely the deci-

sion to hike the RRR was in part driven by a desire to bolster efforts to stem the effect on the renminbi and domestic liquidity of rising 'hot money' inflows following the US Federal Reserve's launch of a second round of quantitative easing earlier this month," said Nick Chamie, global head of emerging markets research at RBC Capital Markets.

Divyang Shah, strategist at IFR Markets, highlighted the dollar's push above Y82 to a one-month high, the euro's break below its October low to trade beneath \$1.37 and gold's slide under \$1,400 an ounce as significant moves.

"All systems are flashing a warning sign of a large correction," he said. "The correction will provide an opportunity to gauge not only the extent of existing speculative positioning but

UK government bonds



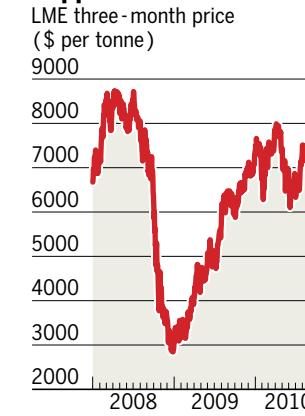
Source: Thomson Reuters Datastream

also how much of an interest there is to buy risk on dips."

"This move further highlights that Beijing's policy focus has shifted decisively from concerns about domestic growth and external demand to concerns about inflation pressures and liquidity management."

There were widespread rumours in the markets that the Chinese inflation figure, due out on Thursday, could be much higher than previously thought.

Copper



Source: Thomson Reuters Datastream

than previously thought.

Data on Wednesday showed that China's trade surplus had jumped to \$27.1bn last month from \$16.9bn in September – news that analysts said was likely to add to global pres-

sure for China to allow further renminbi appreciation.

In Europe, Ireland was again in the spotlight as the premium demanded by investors to hold its govern-

ment bonds rather than

benchmark German Bunds

soared to a record.

The Irish-German 10-year spread widened to more than 600 basis points as LCH.Clearnet, the clearing house, raised its margin require-

ment for trading Irish debt.

Peripheral eurozone bond yields have risen since the end of last month amid uncertainty about German proposals for new debt crisis management procedures.

These would involve debt restructuring with losses for private holders of sovereign bonds.

The Portuguese-German spread widened 24bp to 460bp, a record. Lisbon managed to auction €1.24bn

of six- and 10-year paper, at the upper end of the expected range, although yields were much higher than in previous auctions.

US Treasuries saw further selling ahead of a sale of \$16bn of 30-year paper, but rebounded after the Fed announced it would concentrate its "QE2" purchasing in 5- to 10-year bonds.

In the UK, the 10-year gilt yield rose 15bp to 3.18 per cent after the Bank of England's quarterly inflation report was widely interpreted by the market as indicating less chance of further quantitative easing.

"In August, the possibility of further monetary easing seemed substantial. Now the chances of additional QE appear more remote," said Simon Hayes, UK econ-

omist at Barclays Capital.

On the currency markets, the inflation report helped drive sterling to a six-week

high against the euro, although the single currency ended the day slightly stronger against the dollar.

Equity markets were mostly lower, although Wall Street did show some signs of resilience as the S&P 500 clawed back an early 0.7 per cent fall to end 0.4 per cent higher.

The FTSE Eurofirst 300 shed 0.7 per cent. Chinese stocks were lower, with Shanghai down 0.6 per cent and Hong Kong off 0.9 per cent. However, the Nikkei 225 in Tokyo climbed 1.4 per cent to a four-month high.

Commodities were generally lower, in line with the firmer dollar. Gold dropped as low as \$1,384 before paring its decline and copper fell back from Tuesday's near-record high. But oil climbed back above \$87 a barrel after a US inventories report showed declines.

Anglo American holds firm on heavy demand for copper

LONDON

By Bryce Elder and Neil Hume

Mining stocks led the FTSE 100 sharply lower on Wednesday, but Anglo American stood firm against the trend.

Anglo was in focus after chief executive officer Cynthia Carroll said she expected copper demand to remain "very strong" and as Citigroup argued that the stock looked mispriced.

Anglo shares have lagged behind peers in 2010, partly in reaction to political risks in South Africa and the strength of the rand. But Anglo's South African subsidiaries have not shown the same degree of under-performance, Citigroup noted. It reckoned the listed subsidiaries — Anglo Platinum, Kumba Iron Ore and Exxaro Resources — have a combined value of \$35bn, equivalent to 56 per cent of the group. That compared with a historic average of 47 per cent, it said.

The broker also noted that Anglo's rump was being valued at only 7.2 times earnings, compared with a sector average of 9.2 times. "We calculate Anglo's fair value per share at £39, which implies 32.5 per cent upside," it said.

Anglo closed at £29.55, down 0.1 per cent, even as the rest of the miners fol-

lowed metals prices lower in response to China's efforts to stem inflation.

The FTSE 100 lost 58.25 points, or 1 per cent, to 5,816.94. Lonmin was the sharpest faller, down 4.7 per cent to £18.06. Antofagasta lost 3.8 per cent to £14.05 and Kazakhstan was 3.8 per cent weaker at £14.94.

Schroders, the previous session's biggest gainer, lost 2 per cent to £16.33 after Credit Suisse downgraded the fund manager to "underperform" on valuation grounds. Better than expected fund flows were driven by "lower-margin institutional or sub-advisory business," it argued.

Burberry, the recent subject of takeover speculation, slipped 2.7 per cent to 999p ahead of interim results on Tuesday. "We do not see much strategic or financial rationale for private equity money to enter so late in Burberry's transformation story," said Citigroup, which kept a "hold" rating.

InterContinental Hotels was off 3.5 per cent to £11.00 following downgrades from Barclays Capital and Naxis in the wake of Tuesday's earnings from the hotelier, which missed forecasts because of management bonus pay-outs.

Defensive companies filled the leaderboard.

Scottish & Southern Energy rallied 3.8 per cent to £11.60 after the group said it was on track to match full-year expectations. SSE also guided for a dividend of at least 74.5p,

which analysts said looked safe following the group's price hike last month for its retail gas customers.

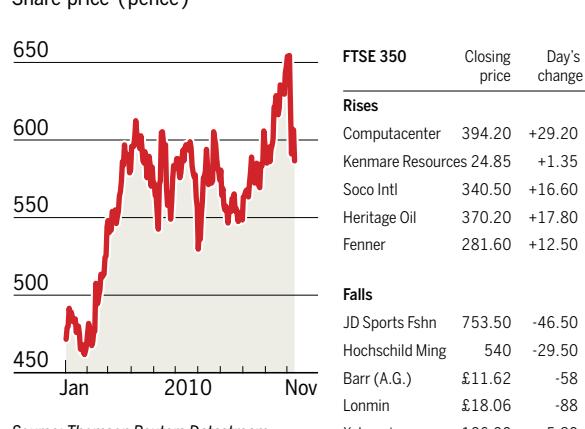
BAE Systems climbed a further 3.1 per cent to 359½p following its investor day on Tuesday, where the defence group's management said it could keep growing organically in spite of budget cuts.

BAE also said orders had been strong for its electronics division, in contrast to recent guidance from peer Cobham.

Among the mid-caps, Heritage Oil jumped 5.1 per cent to 370½p amid vague speculation about a settlement in Iraq that would allow Kurdistan producers access to export markets.

Soco International took

Rolls-Royce Share price (pence)



Source: Thomson Reuters Datastream

▲ Rolls-Royce slipped to a six-week low, down 3.1 per cent to 588½p, after

Singapore Airlines grounded

three planes as a

precautionary measure

having found oil stains in

their engines. Rolls has

turned 10.2 per cent since

last week's mid-air blowout

Key indicators

| | Closing price | Day's change | Day's chng% |
|---------------------------|---------------|--------------|-------------|
| FTSE 350 | 5816.9 | -58.3 | -0.98% |
| FTSE 250 | 10994.5 | -112.4 | -1.01% |
| FTSE 350 | 3070.6 | -30.9 | -1.00% |
| FTSE All-Share | 3003.45 | -30.3 | -1.00% |
| FTSE All-Share yield | 2.93 | 2.90 | +0.0% |
| FTSE 100 Fut Dec | 5809.0 | -55 | -0.93% |
| 10 yr Gilt Yield | 3.17 | 3.04 | +0.4% |
| 20yr Gilt All-Share Ratio | 1.40 | 1.38 | +0.56% |

Indices

Close Day's change

African Minerals issue looms

SMALL CAPS

By Neil Hume and Bryce Elder

Frank Timis's African Minerals was in focus as rumours spread that the mining group was putting the finishing touches to a \$300m fundraising.

The talk in the market was that the placing of new shares would be pitched at a small discount to last night's closing price. African Minerals fell 3.4 per cent to 425p.

This year, the Aim-quoted company signed a \$1.5bn (£930m) deal with Shandong Iron and Steel Group, one of China's largest state-owned mills, to develop its flagship mine at Tonkolili, an iron ore deposit in Sierra Leone.

— three times Beacon Hill's current market value.

Triple Plate Junction soared 57.8 per cent to 4p after the gold miner revealed that it had rejected a 4p-a-share cash offer from Newmont Mining, which is considering what to do next.

Triple Plate also said it had raised £2.5m via a sale of new shares at 2½p to fund its joint ventures and exploration in Papua New Guinea and Vietnam.

Silence Therapeutics climbed 15.3 per cent to 10p after the company claimed its lead RNA interference drug could prevent the spread of cancer to the lungs. Whiteboard maker Promethean World dropped 5.7 per cent to 82½p after a profit warning from US rival Smart Technologies.

Ralph Lauren and Macy's cheer consumer sector

WALL STREET

By Hannah Kuchler in New York

Better-than-expected earnings from Macy's and Polo Ralph Lauren lifted consumer discretionary stocks while the wider market edged up.

The S&P 500 consumer discretionary index pushed up 0.8 per cent and the retail sector also rose 0.8 per cent.

Polo Ralph Lauren was up 7.3 per cent to \$108.28 after its second-quarter profits beat expectations.

The fashion and luxury brands company said it expects sales in its fiscal year 2011 to rise by a low double-digit percentage, higher than it previously

Assurant

Share price (\$)



forecast. But the company also said margins would decline in the second half of the year because of rising labour, raw material and

higher than it previously

transportation costs. Macy's, the department store chain, adapted to local tastes and benefited from a rise in spending at its high-end Bloomingdale's stores.

The retailer beat expectations, reporting a quarterly profit compared with a loss for the same period last year. Sales were higher than expected and the company reaffirmed its forecast for same-store sales in the fourth quarter to rise 3.4 per cent. The chain also edged its full-year profit outlook higher to a range above some analyst estimates.

However, its shares slipped 1.4 per cent to close at \$24.86, after rising 28 per cent in the last three months.

Rivals rallied with Nordstrom higher by 1.2 per cent

to

Resorting to desperate measures

Jessica Twentymen finds some jobseekers will lie and cheat to get hired – with some curious results

Desperate times call for desperate measures and today's jobseekers are increasingly prepared to take them.

The current UK employment market is difficult and volatile: John Philpot, chief economic adviser at the Chartered Institute of Personnel and Development, is grimly predicting a fresh peak of unemployment at around 2.9m people.

So it is subterfuge the only way to secure a job? A recent survey by the IT Job Board, an online advertising site for technology vacancies, found 62 per cent of respondents would keep details of a vacancy secret from their colleagues in order to avoid competition for a role.

Some respondents endorsed more questionable tactics: 35 per cent said they would make persistent calls to a recruiter to try and secure an interview and 13 per cent claimed that they would visit a recruiter's premises and refuse to leave until they were

Other candidates are more covert, turning to social network websites to get an "inside track" on interviewers before they meet them, says James Callander, managing director of FreshMinds, a recruitment company. Preparation is no bad thing – but it depends on how information is used.

"We had one candidate who found and read his interviewer's Facebook profile," says Mr Callander. In the interview, he claimed to have the same interests as his female interviewer – cheerleading and baking. "I'm not saying this happy coincidence is impossible but, in context, it was not only funny but rather obvious," he says.

Another jobseeker, he adds, began following a prospective interviewer on Twitter, the microblogging website, and used information from messages the interviewer posted on the website to corner them in an impromptu, face-to-face encounter – a manoeuvre not far removed from stalking.

Such tactics are hardly likely to work in an applicant's favour, but neither are imaginative embellishments of talents and achievements. Chris Morling, managing director of money.co.uk, a personal finance comparison website, recently interviewed a candidate who claimed on her CV that she could speak basic Japanese.



Gissa job: Competition might be fierce but recruiters can usually sense a candidate's desperation

Reuter

seen not only a sharp rise in demand for its services – up 25 per cent this year, says Mr Armstrong – but also in the proportion of job applications that contain discrepancies or misrepresentations.

These range from simple errors in employment history dates to concealing a criminal record. In 2007, discrepancies were found on 14 per cent of all applications checked. In 2009, the proportion had risen to 19 per cent, and Mr Armstrong expects it to hit 22 per cent this year.

"To some extent, we put this rise down to a culture in which job candidates genuinely believe they need to 'fluff things up a bit' on their CVs in order to have an edge over other candidates," he says. "But current market conditions certainly seem to be having an effect on the willingness of candidates to stretch the truth or even make things up."

Another firm, Powerchex, screens applications for jobs in the financial services sector and produces an annual report of its results. Its discrepancy rate has just fallen slightly to 15 per cent.

"A 15 per cent discrepancy rate is still worrying – higher than in 2007 or any of the previous years," say the report's authors. "The extraordinary financial climate is likely to be a factor: high unemployment and fierce competition for jobs means that applicants may feel the need to falsify parts of their application to give themselves a better chance."

Plus, they note, the proportion of concealed criminal records rose by a factor of three this year and almost one in 50 individuals applying for jobs at financial services companies was found to have a negative credit record.

Some lies are more serious than others, as are the repercussions of telling them. In March, Rhiannon Mackay became the first woman in the UK to be jailed for lying about her qualifications and making up references – but only after she had worked for more than a year in the role of capital projects administrator for the National Health Service.

N

In response, employers are becoming far more alert to the problem of job application fraud, according to Mathew Armstrong, business development manager at NorthgateArinso PeopleChecking, which provides background checks and employment screening services to organisations in the private and public sectors.

In recent years, PeopleChecking has

warned: "For a fee, these companies provide contacts who will verify details or provide references. Checking that references are legitimate is really hard for companies to do in-house, unless they can spot the warning signs."

Anyone competing against legions of others for a single vacancy might be justified in feeling desperate – but recruiters can usually sense that

Continued on Page 3

Inside this issue

The danger of a photo on a CV

Experts warn Gill Plimmer that pictures can prejudice an application either way

Page 2



'Recruiters can offer insights'

Our guest columnist says the knowledge held by the recruitment sector should not be underestimated

Page 3

Hotel opens doors to disadvantaged



Andrew Bolger finds the Glasgow Marriott tailors its hiring policy to fit the local labour pool

Page 3

Job of the week

A role in Parliament – but only for someone who can stand rejection

Page 3

Head of Project Management Office

Looking for an opportunity to help influence a growing profitable FTSE250 Financial Services company?

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- Accountability for decisions
- Ability to clearly communicate at all levels, build relationships, listen and act
- Capable of applying control whilst retaining progress

This opportunity arises due to the continued growth of the company.

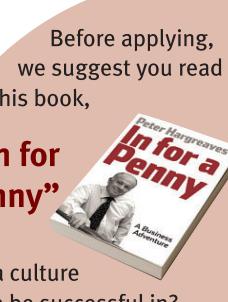
It will suit a dynamic hard worker who seeks an excellent career challenge.

No agencies please.

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Please send your CV and covering letter for the attention of David Davies, Hargreaves Lansdown, One College Square South, Anchor Road, Bristol, BS1 5HL by 3rd December 2010. Or alternatively email careers@hargreaveslansdown.co.uk quoting the job title in the subject field.

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The successful candidate will be a qualified accountant with a proven track record of delivering results in a dynamic and rapidly changing entrepreneurial environment. Most importantly, you will have exceptional interpersonal skills, be able to demonstrate initiative and have the confidence to interact with senior management on a daily basis.

Interested candidates should forward an up-to-date Curriculum Vitae with details of current remuneration to Jonathan Coulter at jonathan.coulter@robertwalters.com Tel: +44 (0)20 7379 3333. Robert Walters, 55 Strand, London WC2N 5WR. Web: www.robertwalters.co.uk

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The recent addition of a desk trading a broad range of Oil Liquids products, in London, has resulted in the need to recruit an experienced finance professional to act as a commercial and innovative partner to the Oil Liquids business. Working closely with the front office team, you will support business growth and help to maximise the returns generated by the team.

Working with the Financial Controller for Oil Liquids, you should have 3-5 years' experience ideally gained within Oil or Gas. Ref: AS 37366.

This is a great opportunity to be involved in a high growth and highly ambitious business. To succeed, you will need to be innovative in building new processes, in assisting in the introduction of new systems and in producing robust, accurate and timely data to give management visibility of the drivers of business results. Above all you will have the commercial insight to partner the business and drive performance in a hands-on manner.

Please reply, with full career and salary details, to Andrew Steele, Richard Newell or Hannah Gorman at Walker Hamill, quoting the relevant reference number. Email: noble@walkerhamill.com

All direct responses to Noble Group will be forwarded to Walker Hamill Executive Search and Selection.

Controlling Accounting Professionals Soft Commodities – Lausanne

Lausanne is Noble's trading centre for the grains & oilseeds division. Individuals are currently sought at both Senior Accountant & Controller level to focus on Noble's expanding grains activities. Working closely with the front office team, you will provide the information, control and insight necessary to support business growth.

Candidates will be future finance leaders, with 3-10 years' Commodities Trading experience, preferably in soft commodities or oil. Ref: AS 38128.

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Executive Appointments

A photo on my CV got me my first interview

Your Questions Answered

GILL PLIMMER

I'm a new graduate (female) and have sent my CV all over the place and had no response. But the first time I included a picture of myself, I was asked to go for an interview. I'm not sure how I feel about this.

Maggie Berry, managing director at Women in Technology, a recruitment and networking firm, says:

It's not the done thing to put a photo on a CV in the UK. It can also prejudice the decision either positively or negatively, and you'll never know.

The vast majority of decision-makers in the City are men but you want to get the job on your merits. If you did get the job on the basis of the photo, what would be the rationale behind it? Given it's not the norm here, it does make one question the rationale of the hiring manager.

That said, it's much more common to include a photo in continental Europe, so it's possible the manager was European and didn't think anything of it.

All the same, my advice is: don't

do it – at least not in the UK. I would check that you have a good photo and profile online, though. We check candidates on LinkedIn and some employers use Facebook. We saw a holiday snap of a candidate yesterday who had a strapless top on. It looked as if she was hardly wearing anything – not quite the professional image she wanted to project.

There are some companies that are considering video applications but I don't think we're there in the City yet.

If you are having trouble getting interviews you may want to let someone look at your CV.

Adrian Kinnersley, managing director of Twenty Recruitment, says:

What did you hope to achieve by adding your picture to a CV in the first place? I'm assuming you are an attractive woman and if so you are hardly the first to leverage looks to get results.

Unfortunately, that's the way of the world but having never been blessed with those kinds of looks, I'm not really too sympathetic.

Still, it is a difficult market for graduates so I guess you have to use whatever methods you can, especially at graduate level. If it gets

you a foot in the door I can hardly blame you, although it's highly unlikely you will get much further if that was the sole reason for bringing you in for an interview.

The person who selected you to attend the interview is unlikely to be the final decision maker so you'll have a lot to prove on the day.

At this level you're really hired for your potential, but rather than improving your aesthetics I'd focus on adapting your CV to make you more appealing.

Demonstrate a passion for the industry you're seeking to join and point to any work experience as evidence that you can fit into a corporate environment quickly and easily.

Was sending in a photo an experiment to see if the world is a fickle place? Clearly the reality is that the world is discriminatory, much as we would like it not to be.

We do get sent quite a few CVs with photos and from our experience it makes absolutely no difference whatsoever. The higher up the food chain you get, the less likely you are to get the job whatever you look like if you don't have the skills.

We would never send a photo on to an employer. It's not common practice in the UK to include a photo, though it is more prevalent in



Leveraging looks: employers hire on the basis of potential, not appearance

Europe and the US, where they are beginning to embrace Skype or video interviews as part of the screening process.

What is interesting is that some companies have diversity targets.

Although looks are not strictly relevant it could be that having you join the company might help to improve its statistics. So in that case you could argue there's some benefit to adding a photo – but only if you

have a confusing name. And even then I doubt it. I really don't recommend sending in a photo at all.

E-mail your recruitment questions to: recruitment@ft.com

Dreamstime

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London

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Responsibilities include:

- management of all financial and regulatory reporting, revenue control and finance operations
- management responsibility for the management reporting team, including provision of monthly management information reports and business planning processes - forecasts, budgets and strategic plans
- supporting the Chief Financial Officer with appropriate financial input to business development initiatives and major projects including international expansion

The successful candidate will be a qualified accountant with a strong statutory, MI and regulatory background, ideally within asset management or investment banking. You will have had extensive exposure to UK GAAP and preferably (though not essential) a background of accounting for partnerships. You will have the confidence to liaise closely with peers, senior management and overseas partners.

To apply for this outstanding opportunity please contact **Justin Gault** at **Robert Walters**, 55 Strand, London WC2N 5WR. Email: justin.gault@robertwalters.com or call for a confidential discussion on +44 (0)20 7379 3333. Web: www.robertwalters.co.uk

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Job Vacancy Announcement



The Islamic Research and Training Institute (IRTI), an independent affiliate of the Islamic Development Bank Group (IDB), is a center of excellence in basic and applied Islamic economics and finance disciplines, facilitating their practical application, to pursue more policy relevant research, training and information services to meet the needs of IDB MCs, seeks to recruit candidates for the following job vacancies.

Director, Research & Advisory Services Department

Role Description:

To provide strategic direction, leadership and operational oversight for the Department. To build and promote Islamic Economics and Finance policies and practices by developing and disseminating in-depth subject knowledge through research, analysis and study. Lead the development of basic and applied research in Islamic Economics and Finance as academic disciplines and facilitate their practical application through studies and the provision of advice worldwide, and assisting MCs and other interested groups in fostering policy dialogue.

Qualifications:

Over 15 years professional experience having in-depth knowledge of Islamic Economics, Finance, Banking and relevant Shari'a regulations. Has sound experience of corporate governance, managing people and strategic planning skills; holds a Ph.D. in Economics or Finance from a recognized and reputed university in addition to fluency in English language. Knowledge of the Arabic/French languages is an added advantage.

Manager, Islamic Economics and Finance Research Division

Role description:

To provide leadership, direction and coordination of activities for the Division, undertaking operational decisions, to achieve the Division objectives. To contribute to the development and adoption of basic and applied research methods and models for Islamic economics and finance as academic disciplines, initiate and publish research, data and study findings to increase MCs and global understanding of the subject and assist in decision making relating to the Islamic financial services industry.

Qualifications:

10-15 years professional experience and in-depth knowledge of Islamic economics, finance and banking. Has good experience in managing people and strategic planning skills; holds a Ph.D. in Economics or Finance from a recognized and reputed university in addition to fluency in English language. Knowledge of the Arabic language is an added advantage.

Senior Researcher / Economist

Role description:

To establish and implement empirical and leading edge research programmes and to lead the work of a team of researchers to ensure that studies are well coordinated and that outputs contribute to IRTI's leadership in the area of Islamic economics, finance, and banking.

Qualifications:

8-10 years professional experience in conducting and leading research or teaching at a reputed university or research institution, knowledge of research methodology, particularly quantitative methods, and familiarization with statistical and econometric techniques with significant contribution to the field in the form of books and papers published in reputed academic journals. Holds a Ph.D. degree in Islamic Economics or Finance from a reputed university in addition to fluency in English and Arabic languages. Knowledge of the French language is an added advantage.

Office Administrator

Role description:

To provide administrative support services, expertise and advice to the Director General of IRTI, ensuring professional and smooth running of the daily administrative tasks, meeting planning, scheduling and visitors programs. Areas of work involve accounting and budget control, HR and administrative services, and public relations.

Qualifications:

6-8 years professional experience in a similar position at a reputed organization or academic institute with a Master degree in Economics, Finance, BA, or other related field with strong leadership and interpersonal skills and ability to manage diverse staff members of the Office. Required fluency in English and Arabic languages, knowledge of the French language is an added advantage.

Only candidates who meet the minimum requirements should apply by sending a detailed resume (C.V.), within one month from the date of this advertisement, to IDB Career Portal at the following address (<http://www.idbcareers.com>). For additional enquiries, contact phone numbers 00 9662 - 646 7368 / 00 9662 - 646 6373 and e-mail irti@isdb.org.

<http://www.irti.org>

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To ensure a robust contractual offering through the application of accounting and commercial awareness whilst additionally supporting the Group Treasury function to ensure efficient capital management.

Key responsibilities

Corporate and Contract related activity:

- Review 'in-bid' contracts and anticipated accounting / risk
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- Deal with queries from new business leads
- Group structures i.e. advice on legal entity/partnership/JV
- Review distributable reserves and instruct dividend position across the group
- Manage the execution of Corporate restructuring plans arising through acquisition activity
- Manage intercompany positions and rationalise where necessary

Treasury and Tax:

- Provide accounting base to Treasury function including fair value accounting for derivative instruments
- Provide accounting input for functionality of Treasury system
- Provide accounting resource to pick up related items from tax
- Debt cap rules monitoring and any accounting issues / solutions

Closing date:

30th November 2010.

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Executive Appointments

Don't underestimate the insight recruiters can offer

Head to Head

MARK SHELDON

Mark Sheldon is managing director of the finance division at Hays, the recruiting firm

How did you get your current job?

Many years ago I went from novice skier to competitive racer within two years. When I decided to leave the mountains and get a "proper job" it helped me to show prospective employers my ambition and motivation to succeed.

Do you work in a specialist area?

I run our specialist finance businesses and all the niche areas

that fit within it. Specialising is important to be able to demonstrate that you understand exactly where the candidate is coming from and what the client needs. We recruit experienced senior finance professionals in a range of industries and across both the public and private sectors.

How do you see your job?

My job is about developing relationships with our customers so we can exceed their requirements. Our job is the culmination of understanding the role, the market, the company and the individual so we can make a match. Recruitment is important – yet so undervalued, given that the right job can really

change somebody's life and the right individual can make a huge difference to a company's bottom line.

Most effective communication?

Building a relationship based on trust is the primary driver so recruitment is best suited to face-to-face communication and there isn't a substitute for this. How much technology is involved in day-to-day communications depends on the sector and the individual.

How do you see the role of social media, such as LinkedIn?

Social media is part of the mix and shouldn't be ignored. It is already part of our strategy for attracting

and engaging with job seekers and is a particularly good way of engaging with more "passive" candidates who may not necessarily be searching for a job, but may be open to the idea. It will be a massive part of our future.

How do you approach the big call?

Have a clear strategy about what you want to achieve and how you intend to approach it, then put yourself in the candidate's shoes and consider how you could respond to any reservations they might have. Most importantly, be prepared and don't be afraid to offer an opinion.

Best time to approach someone?

First thing in morning or last thing at night is always best.

Executives are busy people and we need to work to the diaries of our customers.

Are executives in some sectors more receptive to calls than others?

Most people want to speak with a recruiter if the job is well matched and the recruiter can explain why this is the case – after all, nobody ever throws away a recruiter's business card.

How can you persuade reluctant movers to take a post?

It has to be their decision. Executives can't be fooled and you shouldn't try. Be clear and honest about what the opportunity is, why they are suited to it and how it is

aligned with their long-term career goals.

How loud a voice should the recruitment sector have?

Much louder – don't underestimate the insight a recruiter holds. A recruiter that deals with a variety of sectors will have insight from a breadth of employers and employees and so can advise on a level that an individual employer or jobseeker can't.

Is recruitment a bellwether for changes in economic fortunes?

Without a doubt, recruitment offers a strong signal for what is happening in the rest of the marketplace.

Hotel opens its doors to local labour pool

Profile

Glasgow Marriott

Andrew Bolger visits an employer happy to hire former offenders and people with drug problems

Many employers would hesitate to hire staff with a history of long-term unemployment, former offenders or people who have had mental health or drug problems.

But the Glasgow Marriott Hotel has deliberately set out to offer jobs to people from all these categories – and has enjoyed increased profitability and improved service standards.

Alistair Kinchin, general manager of the hotel, says: "We want to be an employer that people want to have in their cities – to do that you have to be interested in more than profit."

The Glasgow Marriott has developed employment policies to deal with the city's distinctive labour market. Glasgow has long been marked by high levels of long-term unemployment, but the hotel also – at least until the recent recession – saw fierce competition for candidates for entry-level jobs from other hotels, call-centres and supermarkets.

To reach those who have become disconnected from the world of work, the hotel has forged links with Glasgow's social work department, drugs court, mental health partnership and regeneration agencies.

The hotel joined the "Glasgow Works Strategy" two years ago, a pilot scheme that needs the support of private business to remove the barriers to employment for people traditionally outside the labour market.

Ten trainee chefs have also been

taken on by the hotel under the government's Future Job Fund initiative, some of whom will be offered full-time positions when their six-month stint is complete.

All the trainee chefs spend one day a week preparing food at the Glasgow Lodging House Mission, a day centre for homeless and disadvantaged.

Patricia Rayner, the hotel's human resources director, says: "It is an eye-opener for them, and helps give them a sense of social responsibility."

Members of the hotel's human resources team have in the past delivered training to Cornton Vale, Scotland's only prison for women. The same team has developed a "Spirit to Serve" personal development course for women with mental health problems, based on instilling confidence.

One employee – who had previously not worked for 12 years – has now been employed at the hotel for nearly two years, has her own car for the first time and recently moved into a new flat. She has achieved this, even though the hotel admits that her adjustment to full-time working "initially led to issues with timekeeping and performance".

Ms Rayner says: "Such problems are not unusual. It is about changing the habit of a lifetime, and the first three months are crucial. If you can get beyond that, the chances of them becoming successful long-term employees are very high."

The Glasgow Marriott aims to provide its trainees with mentors – often older employees who can answer routine questions and provide support without the trainee having to consult their supervisors.

Ms Rayner says: "We had one youngster who wanted to resign from his job in the laundry. Only after repeated questioning did he reveal that he was struggling to get in for the start of an early morning shift. But, not wanting or knowing how to raise this issue with management, he

just assumed he would have to quit."

Mr Kinchin says that becoming mentors also offers an opportunity for self-development to longer-serving members of the hotel's staff.

"People who have been here a long time are inspired by the challenge – it is more work and more commitment, but it is very gratifying for them to help the youngsters flourish," he says.

Mr Kinchin says the biggest challenge facing the hotel in the last couple of years has been the economic recession. But whereas there were redundancies at other Marriott outlets, the Glasgow hotel made only one person redundant throughout the downturn.

This was achieved by a brief recruitment freeze. People were then asked to volunteer to work in other departments when required, or offered to work a four-day week for a limited period. At the hotel's quarterly "town hall" meeting the purpose of these steps was shared and discussed with all employees.

At the end of last year, these measures were discontinued, and each member of staff was personally thanked. All employees must attend these town hall meetings with the general manager, at which the hotel's sales, costs and profits are discussed.

The downturn reduced the hotel's corporate business and drove down average room rates. But employee "engagement" figures – measured through a variety of key questions in

an annual survey – increased from 66 per cent in 2008 to 72 per cent in 2009.

Guest satisfaction has been above the Marriott brand average, too, and profits increased from just over £2m in 2008 to more than £3m in 2009. Staff turnover – traditionally high in the hotel sector – fell from about 25 per cent to 14 per cent in the year to July.

Although the downturn and the fall of sterling has caused some former east European employees to return home, the Glasgow Marriott's 158-strong staff includes more than 20

nationalities. Staff retention is a key aim and all jobs are first advertised internally. Most supervisors have been promoted from within.

The Glasgow Marriott's successful employment policies have been rewarded, with the hotel being named employer of the year at this week's National Business Awards ceremony in London.

Ms Rayner says that while there have been some difficulties as a result of recruiting people with challenges, those who have made it with the

hotel's support have an excellent record of attendance and timekeeping, resulting in long service.

Mr Kinchin acknowledges: "We are a business – it doesn't always work out. There is a balance to be struck."

But he stresses: "We don't do this because we are good people. We do it because we want to be good corporate citizens – providing more than just accommodation and eateries."

Andrew Bolger is the FT's Scotland Correspondent



Award-winning policies: the Glasgow Marriott was named employer of the year at this week's National Business Awards

Recruitment News

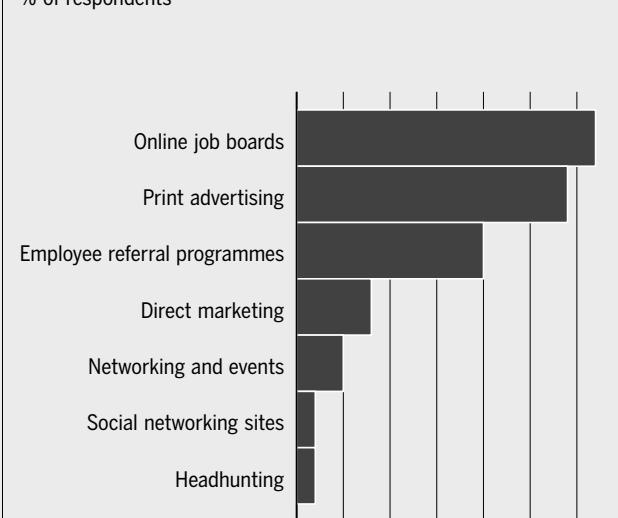
Peter Whitehead

Job of the week: Parliament needs a new Black Rod, following the resignation of Sir Freddie Viggers through illness. The main responsibilities involve security arrangements and organising ceremonial events. You need to be able to work in a complex political environment; the pay is £82,900 for a 41-hour week (plus occasional overnight stays); and leave may only be taken when the House is in recess. The job is best known for its ceremonial role in the state opening of parliament, during which the doors to the House of Commons are slammed in Black Rod's face. Don't apply if you can't stand rejection. www.parliament.uk



Methods used to source candidates in the UK

% of respondents



Source: Randstad 2010/2011 World of work report

Employers in the UK are big users of print advertising and online job boards – as well as referrals by employees

Leitch, author, educator, and consultant, in the fourth of a series of eight articles on risk management. "It is common for risk reporting to exclude risks that do not make it into the top 10, or whose importance is below some threshold for reporting. The risks left out are supposed to be individually insignificant, but collectively they may be anything but." Read it at www.non-execs.com

Non-executive director news: Boards could be seriously underestimating the risks an organisation faces. There is a tendency to focus on the top 10 risks, warns Matthew

Thought about the questions they want to ask: "It's always a surprise if candidates pass up the opportunity to ask their own questions, because this is a key opportunity to make an impression and give the recruiter some insight into your personality and motivations," says Mr Hogarth.

While desperation can lead candidates into dangerous strategies, it seems a lively and robust curiosity about a role is more likely to succeed. The best candidates will also have

Company Secretary -Multinational Company

A Multinational company listed on the Nigerian Stock Exchange is looking to hire an experienced, knowledgeable and mature Company Secretary.

Key Responsibilities

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- In conjunction with external lawyers, supervise the provision of litigation services to the Company;
- Organize and attend shareholder meetings of the Company, the board of directors and its committees meetings, management meetings and render all necessary secretarial services in respect thereof;
- Advise on compliance issues generally with the applicable laws, rules and regulations;
- Maintain statutory registers and other records required to be maintained by the Company under subsisting legislations;
- Render proper returns and filings and give necessary notification to all relevant regulatory and statutory bodies regulating the business of the Company as required by the law, in particular, the Securities and Exchange Commission, the Nigerian Stock Exchange and the Corporate Affairs Commission;
- Develop and oversee the systems which ensure that the Company complies with all applicable Codes of Corporate Governance, as well as all relevant regulatory and statutory requirements;
- Dealing with correspondence, collating information and writing reports, ensuring decisions reached at meetings are communicated to the relevant stakeholders;
- Liaising with the Company's Registrars in attending to issues relating to the company's shareholder issues and share transactions such as issuing new shares, arranging for the payment of dividends and observing relevant legal requirements thereon;
- Liaising with the Company's Auditors, lawyers, tax advisers, bankers and shareholders; and
- Performing such other tasks as may be delegated by the Board of Directors.

Qualifications and Experience

- LLB Degree from a reputable University
- BL from the Nigerian Law School
- A professional Company Secretarial certification or LLM would be an added advantage
- Minimum of 15 years post call and experience
- Company secretarial experience, preferably with a listed company
- Good communication and interpersonal skills

Remuneration

- Remuneration for this highly challenging executive position shall be market competitive.

Candidates who did not attain a minimum grade of second class upper in either their university degree or at the Nigerian Law School and who do not meet the specified qualifications and experience should not bother to apply.

Candidates should forward their application supported with full credentials to: THE ADVERTISER, P O BOX 53756, IKOYI 101008, LAGOS, NIGERIA or experiencedcompanysecretary@gmail.com, within two weeks of the date of this advert.

Continued from Page 1

operation, advises Steve Leeson, operations manager in financial services at recruitment consultancy Morgan McKinley. "If you're going to make claim to a skill or experience, you'd better make sure you can back it up rigorously," he says.

What really makes one candidate stand out above another, says Kevin Hogarth, global HR director at law

firm Freshfields Bruckhaus Deringer, is preparation: "It would be a significant disappointment to me if a job candidate turned up to an interview with little knowledge of our firm, who our competitors are and the latest issues and trends in the market – especially given the wealth of information available on the internet and the intense competition there's likely to be for a role."

The best candidates will also have

Executive Appointments

Head of Finance

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The Godolphin Company Ltd is the management company for a diverse portfolio of businesses based in West Cornwall. The businesses are either connected to or in the ownership of the St Aubyn family based at St Michael's Mount. They include the St Aubyn Estates, St Michael's Mount (operated in partnership with the National Trust), a pub/hotel (The Godolphin Arms), a building company and an in hand farming operation.

West Cornwall ◆ c £50,000 + Benefits

The Head of Finance will strengthen the senior management team, head up and manage the accounting team and provide the Directors with transparent and manageable financial information. The key responsibilities will be:

- ◆ Development of Group financial policies, look into the strategic financial direction of the company and be responsible for the financial planning and forecasting of the business
- ◆ Control of the finance function will be ongoing, along with effectively managing the financial and management accounting teams
- ◆ Providing project based business modelling and commentary on the business performance trends, risks and opportunities

To apply, please send your CV quoting reference MPFI13134061 to rosebancroft@uk.michaelpage.com or call Rose Bancroft on 0117 927 6509.

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Michael Page
FINANCE

Financial Reporting Manager

Paragon Community Housing Group incorporates Elmbridge Housing Trust Ltd and Richmond upon Thames Churches Housing Trust (both charitable housing associations) and was formed in 2007. It is a major housing provider in Surrey and South West London.

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You will be able to actively contribute to the commercial success of the Group by understanding the business model and ensuring effective and relevant information is provided for decision making.

You will be able to build strong relationships both internally and externally and lead an established team.

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Applicants should be qualified (ACCA, CIMA, ACA or overseas equivalent) and have experience of working in an RSL and have knowledge of the relevant SORP.

If you feel this is an opportunity for which you would like to be considered, please send your curriculum vitae to Matt Jones at mattewjones@uk.michaelpage.com quoting reference number MPFI13136043.

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Interested candidates should send their CV to Fiona Bargery at fionabargery@uk.michaelpage.com or call Fiona on 02380 206 441 quoting reference number MPFI13133237.

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Global Sales Controller

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If you have the experience, drive and determination to join this world class organisation, please contact our retained consultant Rory MacSween on 020 7269 2303 or email rorymacsween@michaelpage.com quoting reference number MPFI13136610 for further information. Any direct or third party applications will be forwarded to Michael Page for consideration.

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To discuss this role in more detail, contact Stephen Pyle at Hays Public Practice at stephen.pyle@hays.com or call 01727 843661. Closing date is Monday 22nd November 2010.

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To discuss this role in more detail, contact Petra Tyrrell at Hays Senior Finance at petra.tyrrell@hays.com or call 01865 727071. Closing date is 26th November 2010.

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FINANCIAL TIMES
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Recruitment Reports and Features

Upcoming for 2010

International Public Sector Report - 18 November

This report will examine the International Public arena and the current issues affecting recruitment in this sector. (Booking deadline 11 November)

Age and the Workplace - 25 November

This will be a stand alone report discussing how companies are attempting to develop policies that deal with an ageing workforce and the impact these policies will have on professional's careers. (Booking deadline 11 November)

Working in Middle East - 25 November

A round up from the region about current job opportunities, career prospects and economic outlook. Following with an examination of the ex-pat community in the region and an interview from an experienced ex-pat based in the Middle East. (Booking Deadline 18 November)

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The European Banking Authority (EBA) is looking to recruit a

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to be based in London, United Kingdom

The European Banking Authority (EBA) has the mission of improving the function of the internal market by ensuring consistent regulation and supervision across Member States. It plays a vital role in protecting depositors and investors, overseeing the orderly functioning of financial markets and safeguarding the stability of the system.

The **Chairperson** provides strategic leadership by driving forward the work of the Authority. He/she will preside over meetings of the Board of Supervisors and the Management Board, whilst reporting to the relevant European Parliament committee and acting as an ambassador for the Authority. This position requires vision, initiative, and excellent communication skills. Proven regulatory or supervisory experience in the banking sector, backed by thorough understanding of EU institutions and decision-making processes is highly desirable.

Meanwhile, the **Executive Director** will be in charge of the management of the Authority and support the Chairperson in preparing the work of the Management Board, implementing effective processes, and drafting budgets and annual reports. Naturally, the position requires solid expertise

in banking regulation, demonstrable ability to take strategic decisions and excellent networking and management skills.

For both roles, we require highly experienced postgraduate professionals with wide-ranging exposure to senior management positions. To join us, you should be a national of an EU Member State and be fluent in English and at least one other major European language. Please note that both positions are offered on a fixed term of five years with the opportunity of one extension, with competitive salary and allowances.

Full job descriptions with the detailed eligibility and selection criteria as well as application details can be found in Official Journal C 290 A of 27 October 2010 or on the EUROPA website:

<http://eur-lex.europa.eu/OJHtml.do?uri=OJ:C:2010:290A:SOM:EN:HTML>

Candidates who wish to apply by E-mail are requested to write to the following E-mail by going to this address:

MARKT-ESAs-vacancies@ec.europa.eu

The closing date for applications is 17 November 2010.

<http://www.ec.europa.eu>



The European Insurance and Occupational Pensions Authority (EIOPA) is looking to recruit a
CHAIRPERSON (COM/2010/10289) and an
EXECUTIVE DIRECTOR (COM/2010/10290)

to be based in Frankfurt, Germany

The European Insurance and Occupational Pensions Authority (EIOPA) will enhance co-ordination and consistency of supervision in the EU insurance and occupational pension sector. As such, it will play a vital role in protecting policyholders and beneficiaries, overseeing the orderly functioning of financial markets and safeguarding the stability of the system - and you will be central to its success.

The **Chairperson** provides strategic leadership by driving forward the work of the Authority. He/she will preside over meetings of the Board of Supervisors and the Management Board, whilst reporting regularly to the European Parliament and acting as an ambassador for the Authority. This position requires vision, initiative and excellent communication skills. Proven supervisory experience in the insurance and pensions sectors, backed by thorough understanding of EU institutions and decision-making processes is highly desirable.

With an operational focus, the **Executive Director** will oversee all aspects of daily management, shape administrative processes, and prepare the annual and ongoing work programmes and budgets. Naturally, this will require senior human and financial resources

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Full job descriptions with the detailed eligibility and selection criteria as well as application details can be found in Official Journal C 290 A of 27 October 2010 or on the EUROPA website:

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The European Securities and Markets Authority (ESMA) is looking to recruit a
CHAIRPERSON (COM/2010/10291) and an
EXECUTIVE DIRECTOR (COM/2010/10292)

to be based in Paris, France

The European Securities and Markets Authority (ESMA) will be one of the main actors in completing the EU single market for financial services by ensuring consistent regulation and supervision across Member States. It will deliver close co-ordination of national securities markets supervision across European economies, and you will be central to establishing and managing this influential body.

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He or she will enjoy close support from the **Executive Director**, who will oversee the day-to-day management of ESMA, co-ordinate the Management Board and implement the annual work programme. Highly developed budgeting, operational leadership and networking

skills are essential for the role, backed by proven experience of Securities and Markets.

For both posts, we are seeking high-level postgraduate professionals with strong and diverse CVs. Naturally, you will be a national of an EU Member State, with fluency in English and at least one other major European language. Please note that both positions are offered on a fixed term of five years, with competitive salary and allowances, and with the opportunity of one extension.

Full job descriptions with the detailed eligibility and selection criteria as well as application details can be found in Official Journal C 290 A of 27 October 2010 or on the EUROPA website:

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Applicants must be a national of a Member State of the European Union or the EEA, holding a university degree diploma ideally as a physician, a pharmacist or a veterinarian. This will be coupled with extensive professional experience in a comparable role, ideally acquired in a national, European or international public administration involving contacts with

the pharmaceutical industry. Applicants will also have developed knowledge of relevant regulatory policy and practice, as well as knowledge of EU financial and administrative rules and procedures. Applicants will have strong interpersonal, negotiation and budgetary management skills, gained in an international context and will be able to communicate effectively to the public and national/international bodies. Applicants must have a thorough knowledge of at least two EU official languages. Applicants will have excellent communication skills in English. Interested candidates for this post should consult the official vacancy notice before applying. Only the official vacancy notice as published in the Official Journal of the European Union contains the complete information on the post including the detailed eligibility and selection criteria and on the application and selection process. The official vacancy notice can be consulted on the following web site:

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ROBERT WALTERS

G20 & SOUTH KOREA

FINANCIAL TIMES SPECIAL REPORT | Thursday November 11 2010

Inside

South Korea's sangfroid in the face of North Korean missile launches and ship sinkings may be misplaced

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Leaders pressed to close policy rifts

The Group of 20 leading nations' summit in Seoul is a chance to agree policies for balanced growth, say Chris Giles and Christian Oliver

Leaders of the Group of 20 nations meet in Seoul with the rhetoric of global co-operation ringing as loud as ever, but against the backdrop of concerns over the fragility of the recovery and suspicion in many countries that others are not playing by the rules.

The four summits of members of the Group of 20 leading economies since the start of 2008 have each been hailed as a success – admission of failure or lack of progress would be too risky to contemplate.

The summit in Seoul today and tomorrow will also be able to mark agreements over the past few months in significant areas.

New rules for bank capital and liquidity have been agreed. International recommendations now exist on how to intensify the supervision of banks. There is finally agreement on the outline of reforms to the International Monetary Fund, giving greater voice to emerging countries. New IMF lending facilities have been established to provide better financial safety nets for countries facing temporary financing crises. And countries have agreed to maintain current account imbalances at sustainable levels.

But the pervasive impression given by the G20 this autumn – one that has not been reversed by a series of preparatory meetings in advance of the summit – has been one of drift.

The Seoul summit comes as global co-operation is at its weakest since the financial crisis began and a global "currency war" is the hot topic.

Manmohan Singh, India's prime minister, told the Financial Times that the G20 was in "serious difficulties", while Mervyn King, Bank of England governor, said the spirit of co-operation of 2008, "so strong then, has ebbed away".

G20 countries are able to unite on their ambitions for the global economy, but have struggled to agree the necessary policies or a common diagnosis of the problems.

The mood has not been helped by continued uncertainties over the global outlook. Although the recovery from the worst recession



since the second world war has been faster than the global community expected a year ago, growth has been concentrated in emerging markets and it has slowed in the US, the world's largest economy.

G20 finance ministers concluded in October that the recovery "continues to advance, albeit in a fragile and uneven way", with downside risks still prevalent.

Worse, advanced economies are unsure whether they have powerful tools still to hand to boost demand again, should those become necessary.

Fiscal policy is entering a consolidation phase everywhere. Necessity is driving the process in countries such as Greece, Spain, Ireland and Portugal, where investors have reached limits on their willingness to lend. The political ideology

of reduced deficits is dominant in the UK and Germany, where governments are committed to aggressive deficit reduction, and the process is progressing by default in the US, where

bitter politics prevents any additional stimulus that the administration might desire.

Monetary action is unencumbered by the same political constraints, but policy-

makers do not know whether further recourse to the unorthodox policy of creating money and pumping it into advanced economies (known as QE2) will be effective.

What is certain is that the US Federal Reserve's action in early November to move towards QE2 and put an additional \$600bn into the US economy is an attempt to prevent inflation falling too far below its unofficial target and to bring the level of unemployment down.

But in acting unilaterally, it will fuel accusations that the US is seeking to devalue the dollar by stealth and flood emerging markets with the currency, as US investors seek alternative homes for their money.

US officials insist that Washington's actions are in no way a move in a "currency war", nor a corollary of China's direct manage-

ment of the value of the renminbi, yet, because the US has a large trade deficit that needs to come down, other emerging markets feel under siege.

Sudden capital flows to emerging markets have destabilised economies as diverse as Brazil and South Korea, encouraged a growing number of countries to intervene to prevent currency appreciation or introduce taxes on capital inflows, and have also reduced some of the pressure on Beijing to revalue the renminbi.

At October's G20 finance ministers' meeting, there was an attempt to defuse the arguments over "currency wars" and shift the debate from a focus on exchange rate intervention to setting quantitative targets with the aim of cutting trade surpluses and deficits. Tim Geithner, US Treas-

ury secretary, said after the meeting: "The most important thing we achieved is agreement on a framework for curbing excess trade imbalances in the future."

But the move did not convince experts that action would follow words. The agreement was similar both to the 2009 G20 Pittsburgh summit framework for strong, sustainable and balanced growth, which has not resolved differences between countries, and the failed 2006 IMF multilateral consultations, which aimed for the same outcome.

The Seoul summit will present opportunity for G20 leaders to try again. Seoul has styled itself as a bridge between China and the US in a conflict over currency. South Korean officials say they produced the suggestion at last month's finance ministers' meeting to widen the

Holding a line: South Korean police officers from the G20 security unit on field exercises

Getty Images

debate to current accounts rather than finger-wagging over the weak renminbi.

South Korea sees its presidency as an opportunity to raise its international standing. Conscious that it is making its first outing as a diplomatic leader, the country has been eager to make a real impact on policymaking.

Giddy South Korean presidential officials have claimed the summit will be "bigger than the Olympics" in terms of spreading an image of the country around the globe.

South Korea's policymakers are more grounded, but still insist the ideas they have contributed this year will be a solid legacy.

Officials realise that progress in global imbalances might be difficult, so the chief among the South Korean ideas has been a plan to create a network of financial "safety nets". These will be pre-arranged to inject emergency funds into countries encountering liquidity problems that could undermine their whole financial system.

South Korean officials had originally hoped that the plan could be operated by central banks, but finally had to join up with the International Monetary Fund, which remains something of a *bête noire* in Seoul because of its role in imposing bitter medicine for the financial markets crisis on 1997-1998.

The South Korean safety net plan is meant to address directly financial panics spreading in short periods through market pricing.

The old IMF model of waiting until after a crisis has set in before agreeing a package is ineffective, the South Koreans argue.

Still, the plan needs fine-tuning, and a resolution of any potential problems is not expected at the meeting.

However, officials are expected to map out further details of how the safety net could intertwine with regional initiatives such as the Chiang Mai Asian bilateral currency swaps regime.

South Korea is also hoping to make headlines with a charter on development, looking for the world's leading economies to shift their focus away from aid to target the broader underlying factors behind growth such as education and infrastructure.

In order to make the proposals seem more practical, the South Koreans will announce specific illustrative projects.

The global war over currencies



"Quantitative easing" breeds "quantitative tightening". So argues HSBC, the bank, in a report.* But is monetary easing by the central banks of the high-income countries the principal force driving up the currencies of emerging countries, or is something deeper going on? Are controls on capital inflows an inevitable response?

Let us start with the path of trade-weighted real exchange rates – the best measure of overall competitiveness – during the crisis. A simple approach is to compare the real exchange rate index calculated by JPMorgan for September 2010 with the average of the same index over the long term (see chart).

When this is done for the Group of 20 leading high-income and emerging countries, we find that the following countries had high real exchange rates in September relative to their post-1990

averages: Brazil (up 73 per cent); Indonesia (up 43 per cent); Russia (up 39 per cent, relative to the average since January 1994); Australia (up 31 per cent); China (up 13 per cent); and South Africa (up 11 per cent).

On the same metric, the most depressed currencies were those of Argentina (down 27 per cent); South Korea (down 17 per cent); the UK (down 13 per cent); and the US (down 8 per cent). The real value of the euro and the yen were close to their averages over the past two decades.

Again, the six countries with strong currencies relative to the long-term average had also experienced substantial real appreciations since the beginning of the crisis. This is particularly true for Brazil and Indonesia. In contrast, South Korea and the UK have experienced substantial real depreciations during this period. The US dollar is roughly back to where it started, while the Japanese yen has had an extensive real appreciation over this period.

In short, a number of emerging economies, principally commodity exporters with open capital accounts, have strong currencies today and have

experienced sizeable appreciations since the beginning of the crisis.

But there is little to suggest that the currencies of the big high-income economies are out of line with one another, by historical standards.

So what has been driving these shifts? The most powerful force is the desire of investors to hold both real and nominal assets in fast-growing emerging economies, most of which have relatively little private and public debt by the standards of the high-income countries. Thus, according to the

Washington-based Institute for International Finance, the net flow of external private capital into emerging economies should reach \$825bn this year – up from \$581bn in 2009.

In addition to this longer-term shift in preferences, the monetary policies of the high-income countries are extremely aggressive: short-term interest rates are exceptionally low, while central banks, particularly the US Federal Reserve, are seeking to reduce long-term interest rates via so-called quantitative easing. With central banks buying substantial quantities of government bonds, the erstwhile private investors they displace need to purchase other

assets, at home and abroad.

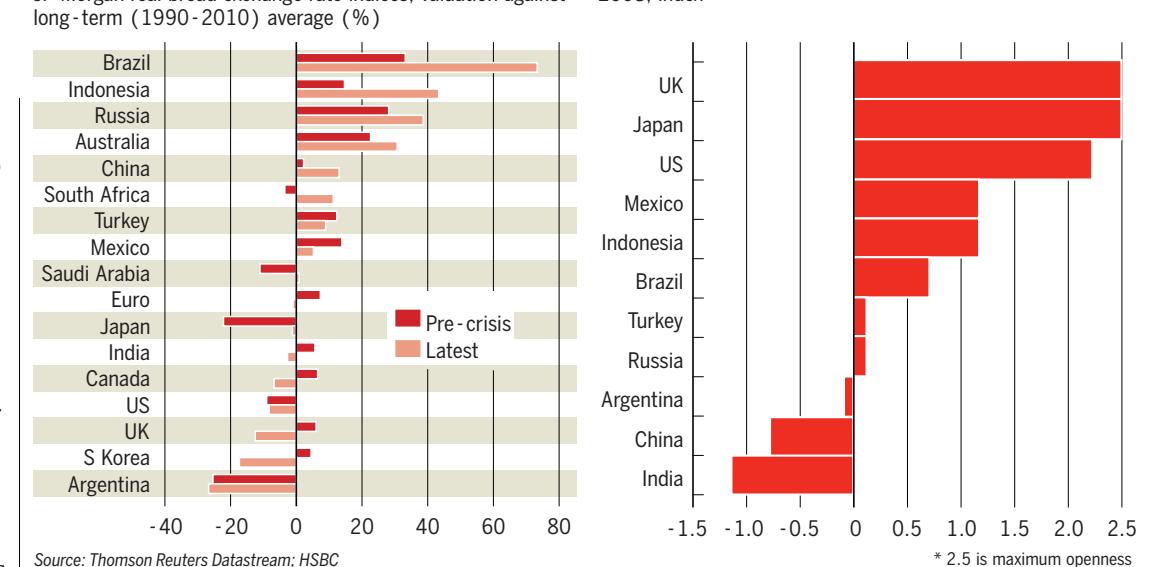
In sum, both private markets and central banks are trying to end the anomalous conditions of the pre-crisis era. At that time capital flowed, on a net basis, from the dynamic emerging economies, largely directed by governments, to high-income economies, particularly the US, only to be wasted in debt-fuelled personal consumption and high levels of construction.

Yet the recipients of these expanded private capital inflows dislike what is happening, as it weakens the competitiveness of their exports and domestically produced import substitutes, and encourages wasteful domestic lending and spending by the private and public sectors.

What might the recipients of these capital inflows do, in response? The obvious answer is to adopt or tighten exchange controls. The notion of the "impossible trinity" says that a country cannot have all three of a fixed exchange rate, free movement of capital and domestic monetary autonomy.

If a government wants to control its exchange rate, presumably to preserve competitiveness, and retain control over domestic interest rates, to avoid credit bubbles,

Over/under valuation of G20 currencies
JP Morgan real broad exchange rate indices, valuation against long-term (1990-2010) average (%)



Source: Thomson Reuters Datastream; HSBC

* 2.5 is maximum openness

it has to impose controls on capital inflows.

Many emerging economies continue to have such controls, largely for this reason. Among them are China and India, the two emerging titans (see chart). With China having a heavily managed exchange rate, many countries are concerned that they will lose competitiveness against it.

HSBC notes that a number of countries have tightened controls or imposed taxes on capital inflows. Brazil is an important example, having pushed the rate on bond investments up to 6 per cent. Thailand has reinstated a 15

per cent withholding tax on purchases of government bonds, while Indonesia introduced a minimum holding period for central bank bills in June. Other governments are also considering introducing such taxes or controls.

How might this end? The process of readjustment of the global balance of payments will continue, regardless of what the G20 leaders decide. Similarly, the central banks of the high-income countries, particularly the Fed, will do whatever they can to avoid domestic deflation, whatever the results for asset prices and exchange rates. The US

produces the principal global currency, but its central bank is, after all, responsible only to domestic citizens.

Many countries are unavoidably caught between the devil of US quantitative easing and the deep blue sea of Chinese intervention. The likely outcomes will include chaotic currency movements, exchange controls, sterilised currency intervention and domestic monetary expansion. The choices they face are only between unwelcome alternatives.

* Manning the Barricades, November 2 2010.

G20 & South Korea



Squaring the circle: the G20 leaders are likely to be less tight-lipped than these dolls representing them

Nations tire of waiting for global action on banks

Regulation

Institutions are bracing themselves for stringent, if not uniform, rules, writes Brooke Masters

When the G20 meeting in Seoul turns to the subject of making the financial system safer, they will find their agenda only partially complete.

Global banking regulators based in Basel, Switzerland, have put forward a comprehensive package of new capital and liquidity standards for world leaders to endorse. Most countries now require banker pay to be tied more closely to risk, although the severity of the rules varies widely. And US and EU regulators are making progress on imposing new rules on over-the-counter derivatives and other complex structured products blamed for the recent financial crisis.

But other big-ticket items appear to be slipping into next year and beyond. Specifically, efforts to create a single worldwide accounting standard have largely stalled, and attempts to reduce government reliance on credit rating agencies have raised thorny issues about what to replace them with.

"We are only halfway down the road to a more stable financial market," says Michel Barnier, internal market commissioner for the EU.

Perhaps most disappointing is that global regulators have been unable to solve the problem of systemically important financial institutions, or Sifis – global banks so big that governments felt forced to rescue them rather than risk lasting damage to the world financial system.

G20 leaders had hoped to have a full package of solutions to the "too big to fail" problem in time for the Seoul meeting. However, the issue has proved to be deeply divisive, with some countries insisting higher capital requirements were the primary solution and others convinced such surcharges would hobble their economies.

"More than ever, regulators are seeking to act in concert," says Steven Culp, managing director of Accenture's global risk practice. "[But] it has proved extremely difficult to define and agree, let alone impose, a common standard on banks that have different starting points, that are accustomed to operating within different prudential guidelines, and have different expectations."

Tom O'Riordan, of law firm Paul Hastings, says countries such as Canada and France are apparently questioning whether all countries need to make fundamental changes. "There are two or three jurisdictions that are risky," he says.

Skirmishes have also broken out over whether any global insolvency regime could work, given the fundamental international differences over how to treat creditors. Many experts believe US insistence on speed and certainty will inexorably clash with European regimes that emphasise fairness.

Selina Sagayam, partner at the law firm Gibson, Dunn & Crutcher, warns of the scale of the task. "Given that after many years there has been a resounding failure and inability to devise a common set of EU insolvency laws, the idea that we can work towards international consistent standards is illusory," she says.

In October leaders of the Basel Committee on Banking Supervision and the Financial Stability Board acknowledged they would not have a package ready for the G20 meeting.

Switzerland also decided to move ahead with capital surcharges for its biggest banks. Bankers fear the UK may do the same, and the US's Dodd-Frank financial reform law includes provisions attacking the issue as well.

"The failure to attack the Sifi issue on an international level leaves it open for national outcomes," says Bob Penn, partner at law firm Allen & Overy. "Will we simply have Basel lagging the world?"

With national and EU regulators threatening to move on their own, there is pressure on banks to prepare for tougher capital, liquidity and insolvency rules, even though the Basel Committee has agreed that its part of the regulations will be phased in between 2012 and 2019. Banks such as Deutsche Bank and UK-headquartered Standard Chartered have announced equity raisings, and Santander plans to float its UK subsidiary. Others are likely to follow, and some banks may expand beyond equity into convertible debt instruments they hope will be acceptable under the Basel rules.

"Banks will be better off undertaking comprehensive risk assessments on their own, rather than waiting for formal directives to be finalised," Mr Culp says.

Though this G20 meeting is unlikely to produce big agreements on the regulatory front, leaders of the biggest economies are likely to try again next year. The too-big-to-fail problem will be back on the G20 agenda next year, but the French, who will host both G8 and G20 meetings next year, are likely to push for additional measures.

"France has been clear since this past summer that it intends to use its presidency of the G20 to implement stronger regulatory standards," Barbara Matthews, a US-based regulatory consultant, told clients.

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Ad hoc institution faces tough struggle to show it has teeth

The G20

Leading governments have different views on what ails the global economy, writes Alan Beattie

as a gathering of finance ministers in the aftermath of another crisis – the Asian financial chaos of 1997-98.

But having met at a time when international co-operation was at a premium, the forum drifted towards irrelevance. With the much larger global financial crisis to cope with, it has had a renewed test.

The G20's challenge is to evolve from a crisis-fighting institution to a permanent steering group for the world economy. But while divisions among its members may have been hidden during the need to present a united front in the darkest economic days, differences in analysis have now emerged.

One of the main rationales for the G20, and particularly the inclusion of the large emerging market countries such as China, is that the world's leading economies can achieve more by acting in concert than individually.

The deal is supposed to involve China shifting away from export-led growth to domestic demand, partly by allowing the renminbi to rise more quickly.

Other surplus countries such as Japan and Germany are also intended to boost domestic demand through structural reform and fiscal policy to help rebalancing.

In return, the US and other deficit countries such as the UK will make firm commitments to medium-term fiscal consolidation, hopefully ensuring that China will not be called on to continue to fund their current account deficits into the future.

This all sounds ideal: a co-operative solution making everyone better off, and overcoming the so-called "prisoners' dilemma" by which each country refuses to undertake actions for the good of all unless it can be guaranteed that the others will also do their part.

In practice, the ability of the G20 to bind its members actions remains in considerable doubt. The very first commitment it made at its inaugural meeting in Washington in November 2008, to eschew protectionist actions, lasted no more than 36 hours before Russia decided to go ahead with a planned rise in car tariffs and the rest of the G20 followed suit.

Since then, although many leaders

No amount of rhetoric about international co-operation will rescue the G20 if it fails to deliver. Its tests will come soon

have touted the benefits of the G20, many of its pronouncements have looked more like a rationalisation of what governments were going to do anyway.

With the realignment of the global economy, it faces a particularly tough test. Leading governments have different analyses of what is wrong.

While China agrees that it needs to shift demand away from the export sector towards domestic demand, it remains sceptical about the ability of rapid movements in the exchange rate to achieve this.

Germany, whose current account surplus is larger even than that of

China, also resents being lectured about the need to reduce it, as it does not control its own currency and has no intention of letting fiscal stimulus rip – just to such in more imports.

Tiring of the apparent deadlock, the US tried a different tack at the meeting of finance ministers and central bank governors in South Korea in October.

Instead of focusing purely on exchange rates, Tim Geithner, US Treasury secretary, proposed setting indicative ranges for current account surpluses and deficits. This won a surprising amount of support, though several countries – notably Germany – resisted the idea of setting numerical targets.

Largely at the behest of the US, the G20 has brought in the International Monetary Fund to help run a peer review exercise on economic policy. But it remains unclear what power the IMF or the G20 have to enforce their decisions.

The G20 itself remains a remarkably ad hoc structure, countries taking the presidency of the grouping for a year at a time (this year South Korea, next year France), but it has no permanent secretariat, no research function, no mechanism for dispute settlement.

No amount of rhetoric about international co-operation will rescue the G20 if it fails to deliver. Its tests will come soon – on whether it manages to achieve clear numerical targets for resolving global imbalances, and on whether countries will actually follow those policies.

Its record so far demands, if not outright scepticism, then at least considerable caution.

Change in voting may be more symbol than substance

IMF reform

The real effects of a shift in governance are still being assessed, says Alan Beattie

money, with all the rearrangement of votes and seats that might entail.

But the crisis itself, and the drive to triple the lending resources available to the IMF and increase the capital of the World Bank, gave sudden impetus to a stalled debate. More

over, the G20 grouping of countries, following its inaugural heads of government meeting in 2008, began to supplant the Group of Seven industrialised economies. It looked increasingly surreal that the emerging market countries, which were proving to be the engines of growth in the world economy, and which were being invited to take their places at the top table of global governance, nonetheless continued to be under-represented in the international financial institutions.

Eventually, tiring of the endless rounds of discussions, the US decided to execute a neat procedural trick to force a decision.

Technically, the IMF's board

The move threw a bucket of water over the European governments, which previously had been bickering endlessly

only has 20 members, and the decision to extend it to 24 has to be periodically renewed. This August, the US simply refused to vote to extend the board in its current form – meaning that, in theory, the body would revert to 20 members after November 1 and forcibly expel four executive directors from emerging market countries by doing so.

This was a high-risk strategy,

calculating the so-called "quotas", or national contributions to the IMF's finances, is fiendishly complex, and the question of which nations get to occupy the seats on the fund's 24-member executive board equally so.

At the third of the meetings of G20 heads of government, in Pittsburgh in September 2009, leaders made a commitment to shift at least five percentage points of the total voting weight on the IMF's executive board towards dynamic emerging markets – a code for countries such as China and Brazil.

Yet there still remained a whole host of devils in the detail. The formula used for

IMF into chaos, with the board either shrinking in size or rapidly losing credibility. In the event, it was a calculated risk that appeared to pay off.

The move threw a bucket of cold water over the European governments, which had previously been bickering endlessly about just who should give up seats and votes, and at the G20 finance ministers' meeting in October, attendees agreed to shift six percentage points of voting weight to the emerging markets – more than the pledge made at the Pittsburgh G20 – and that the Europeans would give up two of the 24 seats on the board.

Although the precise details have been deferred for two years, the concessions were enough for the US and the big emerging-market countries to claim that a serious shift in governance had been made.

How much difference this will make in practice is doubtful.

Most votes on the IMF board take place by consensus in any case: if the fund's management thinks it is likely to lose a vote, it will simply not bring it to the board.

The only real meaning that can be attached to the weights is the ability to block an attempt to gain the 85 per

cent supermajority of votes required to pass certain decisions. And the US, which is actually under-represented in the IMF relative to its weight in the global economy, will retain the vote of about 17 per cent that in effect gives it a veto.

Indeed, it is hard to see just what difference the move will actually make to Fund policy. The IMF has already shifted considerably on some of the issues, such as the desirability of capital controls, for which it was criticised by emerging markets, and few could accuse it of failing to be generous in the amounts of money it doled out to crisis-hit countries over the past two years.

Yet there is no doubt that the shift is of highly symbolic importance. For years the IMF had a reputation – particularly in east Asia, where memories linger of the fund's tough conditions attached to rescue lending during the financial crisis of 1997-1998 – of being a US-dominated institution that ignored or marginalised the views of emerging market and developing countries.

Having the board look a little more like the actual make-up of the global economy is at least an advance.



That was then: Sarkozy, Brown and Obama in Pittsburgh

Sometimes it takes a crisis to force action. For years before the financial crisis, the International Monetary Fund and its sister institution, the World Bank, witnessed a desultory and inconclusive conversation about how the institutions should be reformed.

Still bearing the imprint of the economy in the immediate aftermath of the second world war, during which time the institutions were created, their governance structures heavily overweighted European economies, giving them nearly a third of the votes on the IMF's executive board and eight (sometimes nine) of the 24 seats on the executive board.

But with the voting weights, or "quotas", linked to contributions to the IMF, the absence of financial crises in the half decade preceding the credit crunch in 2007 meant there was little imperative to raise more

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G20 & South Korea

Overseas investors learn to look beyond the pretence

South Korea

The clear-sighted have been able to focus on a number of real strengths, writes Christian Oliver

Foreign investors have learnt to love South Korea for what it is rather than what it pretends to be.

The frenetic publicity departments of Seoul's government have gone into overdrive this year, hoping that presidency of the Group of 20 leading economies will finally put South Korea on the map. According to them, there is no strategic risk posed by North Korea, and Seoul is fully on track to become a swish, multilingual financial hub to rival Singapore and Hong Kong.

None of this squares with reality and it is a misleading distraction from South Korea's real strengths, particularly in heavy industry, high-tech manufacturing and retailing, which offer alluring opportunities to those foreign investors able to identify influential local partners in a clannish business culture. A trade deal with the European Union (and a stalled one with the US) could usher fresh investment into the underdeveloped service sector.

Seoul's attempts to talk away the security risks posed by Pyongyang were exposed as empty rhetoric in March, when a North Korean submarine torpedoed a South Korean warship, killing 46 sailors and pushing tensions on the peninsula to their most dangerous point in more than two decades.

At a basic level, investors debate whether there is a "North Korean discount" weighing down the South Korean economy and keeping South Korean stocks and the won undervalued. There is no clear answer to this as there are numerous factors muddying the argument: currency intervention, powerful unions, poor corporate governance and the prospect of capital controls. At a broader level, the sinking of the warship and a hurried dynastic succession in Pyongyang have starkly shown any potential investor that long-term security is far from guaranteed.

Although 2010 will be remembered as the year in which South Korea was caught napping by the North, it was also a year in which Seoul gave investors concrete signs of its economic priorities. Although advertising campaigns puff Seoul as a potential Hong Kong-like banking hub, policymakers have shown that they are fundamentally far more determined to create a snug environment for the heavyweight exporting conglomerates known as chaebol.

Lessening the chances of South Korea becoming an open trading centre, Seoul has sought to garner international support for further controls on capital flows, and traders say it intervenes to keep the currency weak for exporters, a charge the finance ministry robustly denies.

Kim Ki-hwan, chairman of the Seoul Financial Forum, a think tank, says South Korea is taking the wrong course.

"The current economic policy team is not so much concerned with turning Seoul into a finan-



Target: Australia's ANZ is considering a bid for trade finance specialist Korea Exchange Bank

AFP/Getty Images

cial hub," he says. "But their approach is greatly mistaken. The best way to stabilise the currency market is to make it bigger."

On a political level, Lee Myung-bak, the president, has shown that big exporters are a priority by pardoning criminally convicted executives from the chaebol.

And it is easy to see why the chaebol are getting the red-carpet treatment. Samsung Electronics and Hyundai Motor are hammering Japanese rivals hobbled by a surging yen.

Still, this prioritisation of the chaebol may be good news for foreign investors. The Kospi index of leading shares – while a volatile proposition – has soared on the strength of the performance of the leading chaebol, gaining more than 60 per cent since the beginning of last year.

Although South Korea attracts very little foreign direct investment (about the same amount as Cyprus), the chaebol do provide opportunities for adventurous outsiders as they lack know-how in key areas. Many foreign companies fill these gaps perfectly.

The UK's Edwards, a vacuum pump maker, has found a successful niche supporting the microchip production lines of Samsung Electronics, the biggest technology company in the world. Another UK investor, Amec, acted as the project manager and consultant for South

Korean chaebol building one of the world's largest bridges to an island off the west coast.

"The chaebol are the global emerging players who need partners, and investors can travel along in their slipstream," says Richard Dobbs, a director at the McKinsey consultancy. "Potentially, companies can partner themselves with Korean companies that are positioning themselves to take on the mass market segment in China, where Koreans could come out winners."

Kim Jong-hoon, the trade min-

'The chaebol are the emerging players who need partners, and investors can travel in their slipstream'

ister, has also said the trade agreement with the EU could attract companies looking to break into regional markets where Korean businesses have already made inroads. The deal will also boost European companies seeking to sell parts to Korean conglomerates that were previously supplied by Japan.

South Korea owes much to the chaebol, as the most export-dependent nation in the G20. Their agility in decision-making has helped Asia's fourth-biggest economy recover from the melt-

down of late 2008 far more assuredly than European countries. Economic growth is projected to hit 6 per cent this year, from almost nil in 2009.

Although Seoul may not be moving towards becoming a financial "hub", the march of the chaebol still drums up big business for foreign banks. Seeing the potential in the South Korean market, ANZ, Australia's third-largest bank, is considering a bid for Korea Exchange Bank, a specialist in trade finance.

Standard Chartered, which bought a South Korean bank in 2005, has become a textbook case of the highs and lows of investing in South Korea. Its entry into the market was bumpy, defined by dramatic show-downs with the unions.

This year, everything changed when Standard Chartered became the adviser to South Korea's most emblematic contract of the year: the awarding of a \$20bn deal to build nuclear power stations in the United Arab Emirates. Seoul hopes this project will pave the way for it to become the reactor supplier of choice across the developing world – though it has hit hurdles in Vietnam and Turkey.

The awarding of the financing to a foreign bank illustrates first that South Korea's huge industrial ambitions will long outstrip the capabilities of its inefficient banking system. Standard Chartered

has the right local contacts. In this case, it found a place on its board for Han Seung-soo, an influential former prime minister, who has spearheaded South Korea's campaign on nuclear exports.

Most stories of significant successful investment in South Korea hinge on finding the man who plays golf with the right people. Tesco, which has its biggest operations outside the UK in South Korea, teamed up with Lee Seung-han of Samsung.

While the chaebol will carry most of the momentum, their success should not disguise moves by some investors positioning themselves to move into South Korea's highly uncompetitive small and medium-sized business sector.

A private equity company called Actium has been launched with a particular focus on seizing opportunities in this sector among these SMEs.

At present, the SMEs enjoy heavy political patronage, which puts pressure on banks to lend to them. President Lee says he will try to make the sector leaner and internationally competitive by cracking down on this type of favouritism. Kim Jong-hoon, his trade minister, has intervened to thwart parliamentary attempts to protect small shopkeepers from competition from large supermarkets.

"The SMEs must become stronger through fair competition," the president says.

Seoul works to ensure legacy of its plans and proposals

Host's G20 agenda

Some ideas on international finance have already found favour, reports Christian Oliver

Television commercials are urging South Koreans not to jump red lights or barge to the front of queues while Seoul is hosting leaders from the G20 group of world leaders on November 11 and 12.

They betray the way Seoul's officials view the summit – as an opportunity to elevate their country's international reputation and finally escape the shadow of Japan and China.

They are terrified, therefore, that Barack Obama, US president will spot earthy scenes of hard drinking, spitting and brawling as his motorcade sweeps by. Sakong Il, chairman of South Korea's G20 committee, has urged best behaviour from the populace.

These fears miss the point. Mr Obama and the hordes of visiting officials will hardly have any opportunity to see the real South Korea and, even if they do, they should hardly be surprised to find that Koreans are as boisterous as anyone else on a Friday night. In fact, the reputation that South Korea acquires at the meeting will be determined by whether its officials contributed anything substantive in terms of financial policy.

Before Seoul took over this year's presidency, many diplomats feared it would be far more obsessed with milking the summit as a propaganda coup than contributing fresh ideas. Seoul has responded to its critics with some imaginative ideas.

First, South Korea had been keen to style itself as a bridge between China and the US, particularly in terms of cooling an increasingly tense dispute over currency levels. South Korean G20 officials are claiming credit for a plan, adopted at October's G20 meeting, under which leading economies would shift the debate from a narrow confrontation on currency to a wider discussion of current-account imbalances.

Still, the limits to Korean influence have been underscored by China's hardened opposition to the plan after last week's announcement of quantitative easing in the US. German officials have also grumbled about the South Korean presidency because Berlin felt sidelined over the plan, which it strongly opposes.

While Seoul's domestic propaganda on the G20 has certainly been bombastic, international financial officials have detected real substance in some of South Korea's homegrown plans and have complimented it for its ideas on "financial safety nets" and on international development.

The former has now been taken under the wing of the International Monetary Fund. Dominique Strauss-Kahn, the IMF's managing director, has praised South Korean economists for their "intellectual leadership".

The "safety nets" plan maps out a fresh approach to arranging funding for financial crises. Instead of responding after the event with conditional loan packages, the financing will be agreed in advance.

It will be specially tailored to individual countries, to cool market nerves over any particular nation facing an imminent liquidity crunch.

There is an irony to the IMF adopting Seoul's baby.

South Korean financial officials have bitter memories of the IMF's role in the 1997-1998 financial crisis. At the beginning of this year they were keen to find another steward for their plan, suggesting that central banks could supervise the safety nets.

IMF officials have conceded that the full details on safety nets will not be complete by the Seoul summit but Rhee Chang-yong, Seoul's sherpa to the G20, says the plan itself is already a notable South Korean legacy.

The plan was proposed on the understanding that financial crises snowball rapidly through plunging market prices, meaning that any conventional IMF rescue could come too late.

As a side-effect, the safety nets are also intended to encourage nations fearful of crises to hold smaller reserves, easing imbalances in the global economy.

Negotiators still need to resolve problems of moral hazard associated with the plan – countries identified as meriting only second-tier protection

South Korea wants G20 nations to sign up to implement specific projects that will be announced in Seoul

could be targeted for speculative attack. To counter this challenge, IMF officials will set rigid conditions on countries qualifying for a safety net.

South Korea is being secretive about its plans for international development.

It wants the G20 to adopt a manifesto under which countries vow to steer development priorities away from aid and towards factors that generate growth, such as education and infrastructure. To avoid this sounding like empty rhetoric, South Korea also wants G20 nations to sign up to implement specific projects that will be announced in Seoul.

However, the presidency has already hit some minor squalls.

Visiting diplomats at October's meeting complained of inefficient bureaucracy and rude organising staff. Many visitors were also shocked that South Korea has almost no accommodation between five-star hotels and grubby motels.

But these grumbles will hardly do irreparable damage to the country's reputation.

Instead, South Korea's G20 officials produced more suggestions and ideas than their detractors had thought they would.

It now remains to be seen whether these proposals become a permanent legacy.

Risk from bellicose North is ignored at world's peril

North Korea

ANDREW SALMON

Having lived beside one of the world's most notorious rogue states for six decades, South Korea remains curiously impervious to North Korea's pyrotechnics. But, given the risks overhanging the peninsula, this calm may be misplaced.

On those occasions – missile launches, nuclear tests and naval battles – when international media cry of "rising tensions" on the peninsula, Seoul's capital markets barely tremble. Seoulists continue life as normal.

Even though they live within range of North Korean artillery, nobody digs trenches between their backyard kimchi pots, or hoards instant noodles.

Head offices may splutter with concern for the fate

of their South Korean investments when they read about attacks such as North Korea's sinking of a warship in March, but regional offices adopt the local sangfroid and focus on more mundane risks.

"Whilst North Korea is an issue, it is something South Koreans learn to live with. They get on with their lives," says Daniel Grover, managing director of Skylan Development, a multinational group

building a \$2bn luxury mixed-use complex in central Seoul. "The most significant business risk factors are a fairly volatile currency, and it is somewhat bureaucratic and socialistic."

In the 57 years since the end of the Korean War, South Korea has become an astonishing economic success story despite its bellicose northern neighbour. That has changed. The

neighbour's only relevance is as a military threat, its economy being 30 to 40 times smaller than the South's.

Despite the regime's historical resilience, few expect North Korea to keep going indefinitely, particularly as the advent of a third generation of the ruling Kim dynasty has quashed hopes of reform.

The eventual "endgame" appears to be reunification, as indicated by South Korean president Lee Myung-bak's proposals for a tax to meet the estimated \$1,000bn cost.

Given the anticipated expenses, any political or economic absorption of the North was a taboo subject under the liberal Seoul administrations that held power from 1998 to 2008 and which followed a "sunshine policy" of not antagonising North Korea.

conservative South Korean president raised the "R" word in August; talk since has been of benefits.

"North Korea is noise, constant noise," says Min Euoo-sung, chairman of Korea Development Bank. "But in the next five to 10 years, they have to open their market to foreign capital, and that is, ironically, a great opportunity for South Korea. We have technology

and capital, they have a labour force that speaks the same language, and they have land. It is easy to make a policy for industrialisation if you have land."

Mr Min's hopes are almost downbeat compared with euphoric 2009 Goldman Sachs report. Authored by a South Korean economist, it forecast that the economy of a united Korea could surpass those of France, Germany and perhaps even

Japan within 40 years. And the joint prospects for countries in the region – China, Japan, South Korea – are blinding.

"North-east Asian countries are coming closer together and co-operating more," says Robert Broadfoot, head of Hong

Kong's Political and Economic Risk Consultancy. "North Korea is the big unknown void preventing things being excellent instead of just good."

But adopting the blasé South Korean attitude toward the North – and swallowing rosy

predictions on reunification – could be a mistake in the long term, Mr Broadfoot warns.

"North Korea is a very significant risk, and South Koreans make two big mistakes," he says. "They bet on the status quo and bet that if it changes, the South will take over the North. That is not nearly the most likely scenario."

Enter China. Pundits worldwide are puzzled as to why the economic dragon continues to expend diplomatic capital supporting North Korea. The answer lies in history and geography.

Korea is a strategic buffer on China's north-eastern flank. In recent history, Beijing has fought two wars on the peninsula: The Sino-Japanese War of 1894-95 and the Korean War of 1950-53 – when it shocked the world by routing US-led UN forces in a surprise attack that

ensured the survival of Kim Il-sung's regime.

Today's North Korea remains a barrier against China's hereditary foe, Japan, and a bulwark against democratic South Korea and its 27,500 resident US troops. If North Korea's regime wobbles or falls, China may well move in, directly or by proxy.

"I think China has a plan, and we are already seeing it in action," says Aidan Foster-Carter, a UK-based North Korea expert. "China will seek to satellise North Korea."

South Koreans fret that their northern investments are fenced inside the Kaesong Industrial Complex while roaming Chinese buy up natural resources, laying the groundwork for de facto economic colonisation of the North.

Meanwhile, politically, Pyongyang bows ever

deeper to Beijing.

If this alarms many South Koreans, others might be privately relieved if Beijing installs moderate leadership, so delivering stability and alleviating Seoul of unification's financial burdens – the alternative could be worse.

Few expect the North – whose military maintains potent asymmetric capabilities, from special forces to strategic missiles, but whose conventional forces are decrepit – to launch another 1950-style invasion. But should the regime collapse, and Seoul and Washington challenge Beijing's influence over northern Korea, "Korean War II" is the nightmare scenario.

With north-east Asia home to two of the world's three largest economies, the whiplash effect of a shooting war on capital markets is almost unthinkable.



KB Financial Group wishes for a successful G20 Seoul Summit

KB FINANCIAL GROUP, A PEOPLE-CENTERED FINANCIAL COMPANY VALUED BY THE COMMUNITY

KB Financial Group is set to sail on the "successful group consolidation and structural reforms" made within 100 days of Chairman Yoon-dae Euh's inauguration

Introduction to KB Financial Group

KB Financial Group (KBFG), backed by 327 trillion won in assets, is Korea's largest financial group in both customer base and branch network.

KBFG has nine subsidiaries under its wings—KB Investment & Securities, KB Life Insurance, KB Asset Management, KB Real Estate Trust, KB Investment, KB Futures, KB Credit Information, KB Data Systems, and Kookmin Bank, Korea's leading commercial bank.

While bolstering its business competencies in core areas such as banking, securities, insurance, and asset management, the Group simultaneously is max-

imizing synergy creation among its subsidiaries, thereby strengthening the competitiveness of its one-stop shop financial system.



Examples of the synergies thus created include the joint sale and provision of advisory services related to the purchase of a land-

mark building and a major M&A deal, and the successful rollout of a hybrid product, made possible by Kookmin Bank's superb customer relations as evidenced in its dominance of prestigious industry surveys of customer satisfaction. In addition to capitalizing on its synergies, the Group is hard at work "maximizing group value through balanced growth," strengthening the competencies of its non-banking subsidiaries. In order to achieve its mid- to long-term vision, "To Become a Global Financial Group Leading the Asian Financial Industry," the Group has identified three major tasks: solidification of its leading

bank status, improvement of its one-stop-shop financial system, and establishment of a sustainable business basis overseas.

Kookmin Bank, the Group's flagship, is confirming its position as Korea's premier bank based on the strength of its continued pursuits of change and reform under the vision of "To Become a Global Bank Leading the Asian financial Industry." Backed by 276.3 trillion won in total assets, the Bank serves 26.17 million customers, which make up over half of the nation's population, through a web of 1,196 branches dotting every pocket of the country.

KBFG's Leap Forward

KBFG has been under the new stewardship of Chairman Yoon-dae Euh since July 13th of this year, and it is widely viewed that he has been successful in restoring the Group's reputation through his initiative and leadership, which dovetailed with the Group's underlying energy and set in motion a wave of powerful synergies

position Mr. Byung-duk Min, a career salesman who has come up through the bank's rank and file. From the early days of his inauguration Chairman Euh has been a focus of attention for his proactive, hands-on management approaches. He invited 1,000 preferred customers to voice their concerns to him in person, and visited small

tion of duties) system, he has not only rendered branch operations more customer-oriented and efficient, but also lifted employee morale by listening to their voices and following up on them. In his latest achievement, the Group has been markedly downsized by 3,200 employees who took advantage of the Group's early

the Group's changes and reforms through overseas IR actions. During three weeks in October, he met with some 150 institutional investors in nine cities in seven nations, briefed them on the Group's business vision and management philosophies, and detailed its growth strategies for improving management efficiency, maximizing shareholder value, and accomplishing other core tasks. The Group's efforts to change and reform itself have brought about concrete results from overseas investors. Franklin Resources Group, a global fund based in the U.S., has recently emerged as KBFG's major shareholder by increasing its holdings of Group share to 5.05 percent.

The Group plans to take full advantage of the upcoming G-20 Summit in Seoul as an opportunity to enhance its international image. Presenting its status as Korea's leading financial group in the eyes of world media is one of the most effective methods to boost its overseas network comprising of 12 subsidiaries and branches. Chairman Euh is slated to participate at the summit as a financial representative. The Chairman said "the Group will position itself as a genuine global financial star to its shareholders, customers, staff and employees, and all social members by growing into a global financial group leading the Asian financial industry."



Chairman Euh fully demonstrated his characteristic drive by stabilizing the organization and boosting the overall morale of KB employees, while streamlining the Group's operations and implementing management efficiencies, all within the first three months of his stewardship. In particular, his acumen in putting the right people in key positions was highlighted when he appointed to Kookmin Bank's top

business clients as the very first step of his official agenda, thereby exchanging views in earnest on ways to achieve mutual prosperity. In addition, he went on a nationwide tour in August, meeting with some 1,200 managers of Group branches and urging them to take active parts in a 'Can-Do-Spirit' campaign and in so doing create a success story together. Moreover, by overhauling the then problematic SOD (segrega-

retirement program. In the beginning of his command of KBFG, he launched a "Change and Reform" campaign aimed at fundamental changes in the Group's structure. Efforts to modify and reform the Group for better will catalyze the driving force powering the Korean financial industry, enabling it to blossom into a genuine growth industry with KBFG at the center. Chairman Euh actively presents

G20 & South Korea

Landmark deal with Europe to cut tariffs

Trade agreement

EU's first deal with Asia goes further than a pending US accord, writes Christian Oliver

Whether you are eyeing the South Korean market to sell whelks or to build sewage plants, you have until July to study how a landmark trade agreement with the European Union could boost your business.

The tariff-cutting accord, signed in October and due to come into force in July, is the European Union's first with an Asian country.

Both Seoul and the EU are trumpeting the deal, which slices 97 per cent of all tariffs during the next five years. That will amount to cutting €1.6bn (\$2.2bn) off tariffs on EU exports to Korea each year.

Seoul hopes this accord will put pressure on the US to finalise a similar deal, which was signed in 2007

but has since stalled because of opposition from US motor unions.

European businessmen reckon the tariff reductions are tangential, because the thorniest obstacles in South Korea tend to be non-tariff barriers – labour disputes and political manoeuvres against foreign investors.

Peter Mandelson, who helped forge the deal as EU trade commissioner, has warned that the accord will only be a success if Koreans "enter into the spirit of a free-trade agreement".

Links between South Korea and Chile suggests that trade deals can indeed cast a sentimental spell on South Korean consumers. Before 2004, when a free-trade deal was signed, Chilean wine represented about 3 per cent of the Korean market. It now makes up more than 20 per cent.

"This has very little to do with the cost but a lot to do with the free-trade agreement and emotion," says Peter Underwood, senior partner at IRC consultants, which has produced a list of

Koreans rushed to buy Chilean wine because of a 'collegial sentiment' after the two signed a trade pact

opportunities that the accord could offer investors. Indeed, after the deal, Chilean wines remained very expensive. This was due to long supply chains and a cartel of importers not passing the tariff cut to consumers. However, this was no deterrent to sales.

Kim Jong-hoon, South Korea's trade minister, told the Financial Times that Koreans rushed to buy Chilean wine because they had developed a "collegial sentiment" with Chile, after Seoul agreed its first big trade deal there.

Still, EU wine exporters are hoping to profit from more than sympathetic sentiment. While tariffs on Chilean wine were phased out gradually, the 15 per cent tariff on European wines will be cut in July. Mr Kim also stresses that European companies are receiving extra benefits in several sectors – particularly services – that were excluded from the deal signed with the US.

He says the deal will allow European broadcast

ers to sell output directly to Korean stations, cutting out KT, a telecommunications company that has historically acted as gatekeeper and taken a cut from any market entrants.

The deal will also open up the sewage industry to European businesses and allow European lawyers to

use qualifications from their home countries.

The agreement over waste water was largely designed for France's Veolia to enter the market, but illustrates one of the thornier elements of the trade deal. Veolia will be allowed access, but only on condition that it does not put politically protected

small- and medium-sized enterprises out of business.

This issue of needing to protect small Korean businesses from big outsiders has become increasingly contentious, with parliamentarians looking to clamp down on supermarkets. Tesco has its biggest operations outside the UK in South Korea, and some politicians are worried that an attack on supermarkets could act against the spirit of the EU trade agreement. Indeed, Mr Kim himself has spoken out against anti-supermarket legislation in parliament.

Because of such contentious issues, Mr Underwood argues that the success of the trade agreement's appeals process could determine the success of the entire accord. Mr Kim argues that the arbitration process for disputes should be 100 days quicker than the procedure set by the World Trade Organisation.

This is a useful resource to investors working in areas such as finance, where foreign banks complain that highly technical

regulations are left to the discretion of officials under heavy political pressure.

One dispute in recent years hinged on South Korea's requirement that big foreign banks would have to build data servers – at great expense and outside international norms in Seoul. Foreign banks argued that South Korea's laws did not specify this but were being interpreted broadly for political reasons. This fracas over data servers has been addressed by the trade deal.

Mr Underwood stresses that although the deal could make a significant impact in sectors such as clothing and legal services, it will not affect the fundamental nature of doing business in South Korea. Building contacts and finding the right local partner will still be key.

"You do not win in Korea by pulling out the contract," he says. "The free trade agreement could be effective but it cannot suddenly change the whole cultural behaviour."

UK group adopts local customs

Profile Edwards

The company has also helped educate Koreans about Britain, says Christian Oliver

provides 60 per cent of the pumps to Samsung.

Illustrating another key facet of successful investing in South Korea, Edwards' ability to find its niche with those *chaebol* owes much to its local partner: Mr Kim. Most successful investment stories in South Korea involve a prominent local partner that commands respect in high places and plays golf with dealmakers.

Mr Kim represented the company from the early 1980s and Songwon Edwards was established as a joint venture with his Songwon Trading Company in 1992. It was a good time to start, coinciding with the birth of the country's semiconductor industry.

Mr Kim was formerly chairman of Semi, the global industrial association for chip manufacturers.

"He is a legend in the industry and we could not do without him," confesses Gary Harte, Edwards' Asia Pacific finance director.

Edwards has also reaped the benefits of investing in an industry that the Korean government classes of strategic importance to its economy.

Edwards received free land for a new plant and has won breaks on corporation tax. Other companies are not so lucky and South Korea can take

'China is going to be huge, but is still a number of years behind Korea in terms of semiconductors'

a harsh line on manufactured goods that local companies could make instead.

Edwards, meanwhile, is confident the Korean market will need an increasing range of pumps for the industry sector expands.

"South Korea used to have a reputation as a follower but, from our perspective, they are leading the field," says Mr Harte.

Green energy, which Samsung and other Korean companies are prioritising, also promises revenue streams in solar power and LED lighting. It also requires nimble innovation from Edwards, given the commitments of Samsung to cut its own emissions.

In South Korea, Edwards' clients are the powerful *chaebol* conglomerates that dominate the economy.

This entails tactics far removed from those at Edwards' operation in Taiwan, another semiconductor powerhouse.

Taiwan has a wide array of middle-sized companies which Edwards targets with its goods and services. In South Korea, there is no such room to spread risk. The only hope is to get an inroad with the *chaebol*.

"It is very difficult and very dangerous. Almost all or nothing," says Mr Kim.

So, Edwards has fared well in this high-stakes game for the affection of the *chaebol* and

"A lot of Koreans think the UK is only about finance and banking. That is not true. Britain is still the sixth biggest manufacturer in the world and British companies are manufacturing here in Korea."

French car success has lessons for all entrants

Renault Samsung

The foreign-owned carmaker's local identity is key to its success, says Sébastien Falletti

If you are a top executive at Renault Samsung, you had better take your two weeks' annual leave. If you do not, the company will simply cut your salary.

In South Korea, which boasts the longest working hours of any country in Organisation for Economic Co-operation and Development countries, this Gallic insistence that employees must find time for "joie de vivre" is one of the few clues that the fourth largest carmaker is, after all, French.

"We are a Korean carmaker and do not try to conceal it," says the Frenchman, who was sent to Seoul in 2006 to take over from one of his compatriots. He says this rather ungallic, low-key approach is vital to the success of Renault Samsung. It is also a lesson for other foreign manufacturers planning to invest in Asia's fourth-biggest economy.

He says: "Here, you are deceiving yourself to think you can control everything that is going on in your company. You have to trust the Korean management."

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Only 10 managers and 20 engineers, out of almost 8,000 staff, are French. When Renault took over the carmaker, it decided to keep most of the Samsung management in place, with the aim of limiting the number of expensive expatriates it had to send out.

Mr Hurtiger's story correlates almost exactly with that of the UK's Tesco. The supermarket chain also created a successful business in Korea by partnering with a struggling branch of Samsung whose main value at the time of the 1999 merger was its brand name.

"The working atmosphere and conditions [at Renault Samsung] are very similar to those of their competitors Hyundai or Kia," explains Mr Park. However, being part of a global group is an asset for recruiting young graduates, especially women, who hope for a faster career path than in a purely domestic company.

The tiny French executive force

encountered by many large foreign groups investing in South Korea, such as Carrefour, which quit the country in 2006.

Jean-Marie Hurtiger, Renault Samsung's chief executive, has no desire to disillusion his customers about the actual nationality of his company. On the contrary, he is happy to stress its local identity.

"We are a Korean carmaker and do not try to conceal it," says the Frenchman, who was sent to Seoul in 2006 to take over from one of his compatriots. He says this rather ungallic, low-key approach is vital to the success of Renault Samsung. It is also a lesson for other foreign manufacturers planning to invest in Asia's fourth-biggest economy.

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The tiny French executive force



Local hero: Jean-Marie Hurtiger says 'we are a Korean carmaker and we do not try to conceal it'

Bloomberg

does have to stay on the alert for conservative local practices.

"There is a level of operations that a foreigner cannot manage. However, it is crucial to place some checks at some strategic

points within the management process in order to fight against conservative tendencies and maintain dynamism within the company," says Hurtiger.

While recruitment is controlled by Koreans, the French management keeps an eye on human

resources policies to moderate the traditional Confucian order which tends to favour seniority and the promotion of male executives. This balancing act is one of the most delicate challenges faced by any foreign executive running a branch in South Korea.

This fragile equilibrium is becoming even more critical as Renault Samsung turns into a global carmaker. The company has gone a long way from the time it imported a Nissan model to sell on the South Korean market.

The new SM5, launched this January, is the first Renault Samsung car conceived for the global marketplace.

The SM5 forms the base of the Renault Latitude, unveiled this year, which will hit European markets early next year. It will be followed in 2011 by the SM7, which targets richer drivers in

emerging markets. Exports already represent a third of the 295,000 cars produced annually at the plant in the southern port of Busan.

However, this proportion is expected to grow further in the coming years as the South Korean market becomes saturated, Mr Hurtiger says.

A landmark trade agreement between Korea and the EU will cut the cost of importing some of the parts made in Europe, and further integrate Renault Samsung into the Renault group.

"This is a new chapter," says Mr Hurtiger. Yet the French group has no intention of turning its back on the local roots. Earlier this year it signed a contract with the Samsung family allowing it to use South Korea's most talismanic brand name for another decade.

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Hynix is model for relations with China

China-Korea links

Growing trade and investment have transformed relations, says Robin Kwong

Hynix, the South Korean memory-chip maker, did not initially go to China in the way that most other manufacturing companies did.

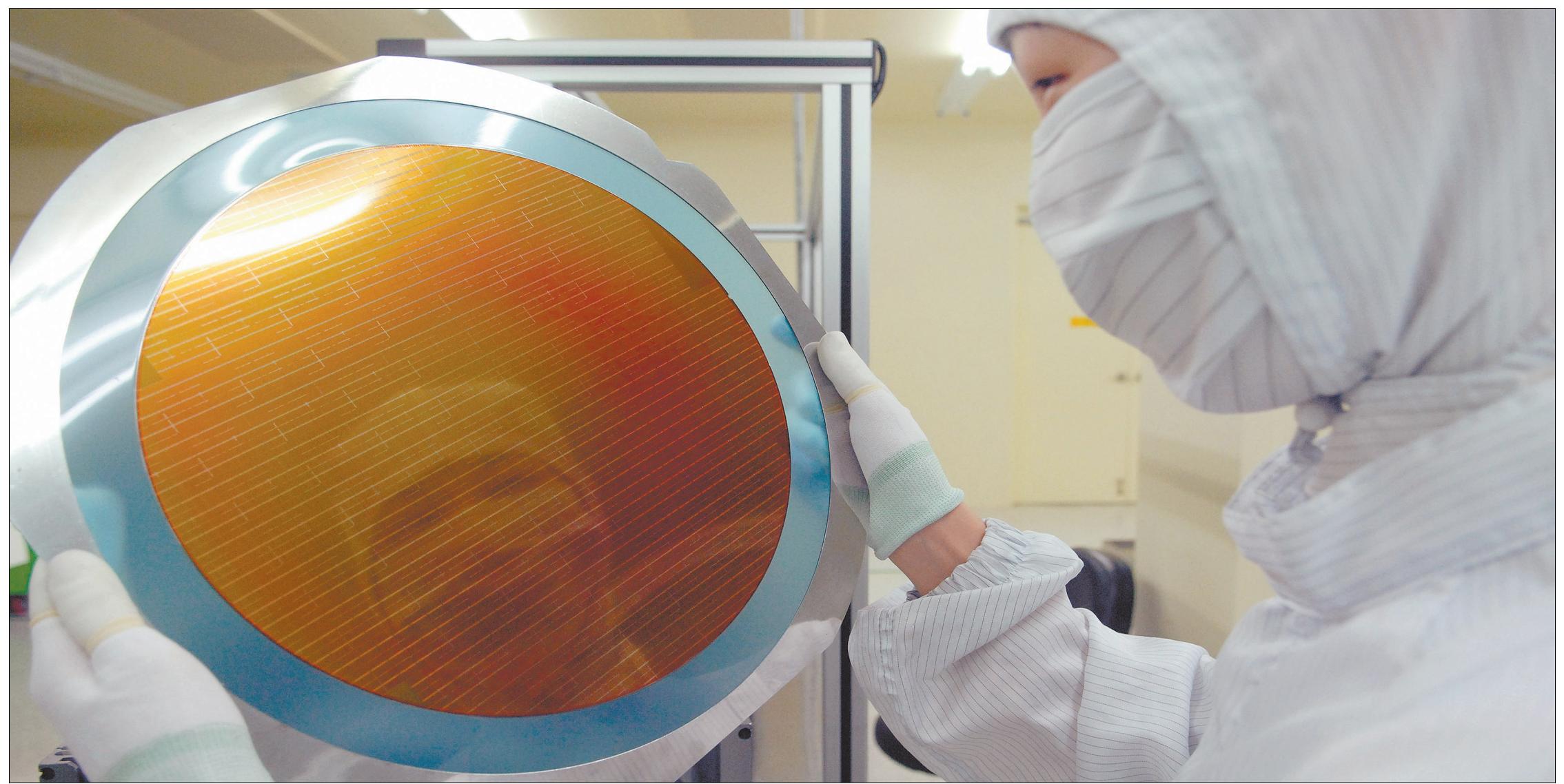
Instead of using China as a production base, Hynix, originally founded in 1983 as Hyundai Electronics Industry, in its early days produced a wide range of high-tech products in South Korea that it then exported to China and other countries.

This meant that by the time Hyundai Electronics had changed its name to Hynix, spun off its other businesses and become completely separated from the Hyundai group in 2002, the company already "had sales channels [into China] far earlier than other parts of the company", says James Kim, vice-president.

It was not until 2006 that Hynix, the world's second-biggest producer of dynamic random access memory, a key component in all computers, launched a joint-venture plant with STMicroelectronics in Wuhan. That plant was the base for Hynix's D-Ram production facilities in China.

At that time China was still a relatively small part of the world's D-Ram market, but it has grown greatly in significance since. Some 60 per cent of global personal computer shipments now come from China, and Chinese demand now accounts for about 20 per cent of the D-Ram market, according to Mr Kim.

This has been a boon for Hynix. "Because we were in China a lot earlier than the others, we have been quite successful there. We have 45 per cent of the market in terms of D-Ram and having a big plant in mainland China means that we get good access to a very big potential market," Mr Kim says.



Under scrutiny: checking a silicon wafer at Hana Micron, a South Korean supplier to Hynix, whose early sales channels into China helped give it a large slice of the market

Bloomberg

Hynix's China plants now account for half of the company's production capacity.

In spite of Hynix's previous sales channels in China, Mr Kim says having a manufacturing base in China – which required a much bigger investment – made a difference in terms of accessing the Chinese market.

"It was a lot easier in terms of logistics, for discussions and communications with clients," he says.

Hynix's experience highlights the changing nature of South Korean investment into China as economic ties between the two countries deepen. China passed the US to become South Korea's biggest trading partner

in 2003, and Korean investment into China, which was almost non-existent two decades ago, reached 40 per cent of total Korean outward investment in 2005 before dropping back to 22 per cent this year.

"China is now the number one destination for Korean foreign direct investment. That's a big change," PH Kim, a research fellow at the Korea Economic Research Institute, says.

"Initially we went to China for cheap labour, especially in the case of manufacturing, but now there is more focus on the service sector," he says. South Korean companies are also increasingly investing in China to access the market there.

According to government statistics, more than 50 per cent of Korean investment into China last year was made because of the domestic market, while only 18 per cent was because of cheap labour in China.

This was particularly the case in the technology sector. In the D-Ram industry, for example, labour cost accounts for just 7 to 8 per cent of the total production cost, according to Hynix's Mr Kim, making it a small part of the consideration of where to locate a billion-dollar plant.

Likewise, it is the explosive recent growth of the Chinese television market, which will probably overtake the US to become the biggest in the world

'Initially, we went to China for cheap labour but now there is more focus on the service sector'

next year, that has propelled Korea's Samsung and LG Display to invest in flat-panel manufacturing plants in China.

While Samsung and LG are the biggest in the world in terms of global TV shipments this year, they account for just 5.5 per cent each of the Chinese market. This has made bulking up their China operations a necessity for both companies.

However, the TV industry also shows how intensely competitive the race to invest in China has become.

When Seoul last year approved Samsung and LGD's China plans, it provoked intense concern in Taiwan. There, the government had earlier barred

similar investments into China because of tensions in the relationship between Beijing and Taipei. Taiwan later relaxed its rules – a move described by analysts and industry bodies, such as the US-Taiwan Business Council, as "a direct response to South Korea's recent moves".

Yet despite the size and rapid growth of China's market for technology goods and services, not all of Korea's investments into China have been profitable. SK Telecom this year sold its minority stake in China Unicom for \$1.28bn and withdrew from China after years of futile efforts to make inroads into the world's largest mobile market by subscribers.



Soaring hopes for the Global Village

In harmony with the G20 Summit,

Woori wishes warmth and happiness within the Global Village.

Paving the way to a bright future,

Woori Financial Group strives to attain the position of Korea's hallmark financial group.



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G20 & South Korea

Government bonds fail to win place at global top table

Sovereign debt

Reforms have been delayed but liquidity remains good, writes Christian Oliver

Until a few weeks ago, investors thought that sweeping reforms to South Korea's bond market were simply on hold, and that Seoul's sovereign debt was still destined for a place in the international big league. But they are beginning to worry that impending capital controls could torpedo the country's prospects.

When South Korea early last year terminated a 14 per cent withholding tax on investors' earnings on sovereign paper, it seemed that Seoul's bonds would soon be listed on Citi-

group's World Government Bond Index. As the WGBI is tracked by heavyweight investors such as Japanese pension funds, that would open the floodgates. Market experts reckoned that Seoul could attract more than \$10bn of extra foreign investment.

But almost two years later, South Korea's debt market is still deemed unready for a place in the WGBI.

Many bond dealers say the argument has become political. As a leading global exporter, South Korea has been keen to avoid a rapid appreciation of its currency, the won. Traders say that South Korea has deliberately dragged its feet on inclusion in the WGBI to sidestep an unwelcome currency appreciation.

Indeed senior financial officials say South Korea could consider reimposing the tax. The finance ministry department

responsible for the withholding tax insists it will not be reintroduced, but presidential officials, central bankers and regulators have riled markets by saying the matter is under consideration.

"The fact that even some form of reconsideration seems to be going on is unhelpful for the markets and the WGBI committee," says Nicholas de Boursac, managing director of the Asia Securities Industry and Financial Markets Association, a lobby group.

At a more technical level, many bond investors argue that South Korea has not done enough to make its market as liquid and stable as they would like. They are lobbying for South Korea to allow short selling of bonds and for Seoul to construct a fully fledged repurchase market.

But even without these reforms, investment in the

South Korean bond market is growing fast. In October, foreigners held 12.4 per cent of government debt, worth Won46,000bn (\$41bn), rising steadily from 41,000bn at the end of July. In the corporate bond market, South Korea

announced a ban on the practice in her country. Since then, South Korean officials have said they do not want to take a unilateral decision on short selling, particularly when Seoul is acting as president of the G20 leading economies this year.

It has said it will not take any action on withholding tax or short selling until the G20 is concluded.

"Short selling has to come in, no matter what Angela Merkel says," Mr de Boursac says. "That helps build up a repo market and I am delighted by what South Korea is doing in that regard."

While dithering about their position on short selling, South Korea's officials have been keen to parade significant reforms in the repurchase or "repo" market. Building up a "repo" market serves a dual purpose: bringing liquidity to the bond market and bringing collateral to South

Korea's largely unsecured money market.

The perils of short-term financing have been a big deterrent to foreign investors. "There are some extremely dodgy operators in South Korea's market," says one foreign trader.

According to South Korean regulators, 51 per cent of all short-term financing between financial institutions is conducted through an unsecured call money market. The regulators argue that this excessive call money could become "a source of potential systemic risk when hit by a sudden credit crunch".

Ernst Lee, spokesman for the Financial Services' Commission, says the need for this unsecured call market would have to be examined in the long term.

Only 16 per cent of short-term financing is conducted through repurchase or "repo" markets, where bonds are used as collat-

eral for short-term funding, primarily overnight by large financial institutions.

Seoul's latest proposals, which should be implemented completely by the end of next year, are designed to coax investors towards repos and away from the call market. South Korea will introduce a central clearing system for repos, standardised contracts and an online trading platform. Mr Lee says this will greatly improve the "piecemeal" way in which Korea currently conducts its repo transactions, and kindle the bond market.

One head of a European bank in Seoul said he did not understand why Citigroup's index committee was being so reticent about including South Korea.

"One of our most important tests when deciding on whether to invest in a bond market is liquidity, and Korea to us looks like the best Asian bond market outside Japan."

Upgrade might end mystery of discount to Asian peers

Stock market

The next few months are likely to be crucial for South Korean equities, writes Josh Noble

The Korean stock market has long presented investors with a dilemma.

The country enjoys strong economic growth, a wealthy population and increasingly global companies in which to invest. Yet for years the market has traded at what is known as the Korea discount, compared with peers China and India.

South Korea's Kospi market is trading at a price-to-book ratio of 1.3, whereas China trades at 2.6 and India at 3.6. The Kospi's price-to-earnings ratio is 14.2, compared with China's 19.8 and India's 19.7.

The discount, which ranges from 10 to 40 per cent, remains something of a mystery, although analysts, give a raft of reasons for it.

Seok Yun, at Credit Suisse, blames local investors. "They have usually come in very late, and then don't invest for the long-term."

Shaun Cochran, at CLSA, points to the inherent cyclical nature of what South Korean companies do. Technology and chemicals companies,

automakers, steelmakers and shipbuilders make up the bulk of the index, which in effect makes the Kospi "a high beta play on global growth", says Mr Cochran.

Other reasons include high debt levels, thin margins at many businesses and over-reliance on Samsung Electronics and Hyundai Motor.

Poor corporate governance is also a big problem, notably at family-run conglomerates, or *chaebols*.

There have been a number of high-profile cases of Korean executives being convicted of criminal activity, only to receive a presidential pardon and return to their posts.

Action has been taken in all these areas. Corporate

debt levels are coming down, while technology companies plan to move up the value chain. The market is also diversifying. Samsung used to make up 30 per cent of the overall index, now it is just 13-14 per cent.

Corporate governance is becoming better, as family-run businesses gradually come to market, such as Samsung Life, the insurer, which listed in May.

Perhaps most important development is the revamping of the pension system.

South Korea's National Pension Service, the world's fourth largest, traditionally stayed away from equities, but is taking a bigger role in the stock market, which many hope will help

improve corporate governance. It should also help domestic participation become less short-term, says Mr Yun.

Korean shares are trading at a discount of 25 per cent, roughly the historical average, despite a pretty good year. The index is up more than 13 per cent in 2010 – much less than the sizzling returns from Indonesia and the Philippines, but only slightly behind India's Sensex index and far better than mainland Chinese shares.

That performance has been largely the result of interest by foreign investors in emerging markets. This year, global investors have put almost as much money into South Korea funds as into India and Indonesia funds combined, according to EPFR. Much of that investment has come in the past few weeks.

At the start of October, Citi joined Morgan Stanley in recommending an overweight position in the Kospi. As the country most dependent on Chinese demand after Taiwan, Korea is set to benefit from China's relatively soft slowdown, says Geoff Dennis, global emerging market strategist at Citi.

Mr Cochran is less optimistic. "Stocks have had a good run; prices are about in line."

Mr Yun at Credit Suisse plots a middle course. He sees further upside until the second quarter of 2011, when he says any sign of a US recovery would probably cause renewed dollar strength, generally a negative for emerging markets.

But there is perhaps a more important event in the first half of 2011 for the Korean market: MSCI, the indexing company, will review its decision to keep South Korea on its list of emerging markets. It has been on review for an upgrade to developed market status for a few years

and has been upgraded at FTSE. Mr Yun believes an upgrade from MSCI is on the way, either in 2011, or 2012. MSCI's most recent report affirms strong prospects.

An upgrade would mean the withdrawal of emerging market investors. Although they would be replaced by the much bigger pool of investors who track the MSCI developed world index, it would still probably cause high levels of volatility during the 12-month grace period for emerging market investors to sell.

After that, a bigger shift

could take place. The nature of emerging market investment means smaller, younger companies attract research interest and funds. Developed world investors tend to invest in only the top 10 companies as part of benchmark weightings, meaning a greater focus on a few stocks, says Mr Yun.

"Being an emerging market is part of Korea's persistent tragedy – that perceptions lag far behind reality," says Mr Cochran. Becoming a fully fledged developed market may help change that.



The Kospi stock market index has been called 'a high beta play on global growth'

Bloomberg



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The Global Bioenergy Partnership (GBEP) is actively working to promote bioenergy for sustainable development, climate change mitigation and food and energy security. Thanks to the trust it has built, GBEP membership has expanded to include most G20 countries.

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GBEP is an international initiative established by the G8 in 2005 and given renewed mandates by subsequent G8 Summits. In June 2010, the G8 Leaders in Muskoka, Canada, committed "to facilitating swift adoption of voluntary sustainability criteria and indicators, as well as on capacity building activities".

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Contact GBEP-Secretariat@fao.org or visit www.globalbioenergy.org

Working together
for sustainable
development



Equity investors will be a true and fitting tribute to miracle

Guest Column

JUN IL KWUN

Last month, I met a family friend, a 93-year-old American missionary whose father had moved in 1890 to what was then the Kingdom of Great Joseon. During their service in Korea, his family witnessed the end of a 500-year-old dynasty, the short-lived Empire of Korea, annexation by Japan, independence and birth of the republic, civil war and division and, finally, rapid industrialisation and the flowering of democracy.

What impressed him deeply was Korea's economic development and, in particular, the extent to which sheer determination played a role.

Today, South Korea is a leading economy with annual output approaching \$1,000bn. The country is expected to report 6 per cent growth this year and, with gross exports amounting to more than 40 per cent of GDP, it is among the most active participants in the global economy. Its companies have achieved global leadership in several industries, while the government has signed free-trade agreements with countries accounting for more than half of global GDP. Investors have responded: the Kospi stock market index has risen 21.3 per cent in the past 12 months.

Yet South Korea remains the cheapest market in Asia. The market trades at 9.1 times the forward price/earnings ratio and 5.9 times trailing Ebitda, a discount of nearly 30 per cent to the MSCI Asia-Pacific ex-Japan regional index.

This discount does not seem to be related to credit risk. While geopolitics may dominate the headlines, South Korean companies have quietly deleveraged their balance sheets, and the government has maintained sound public sector

finances and increased foreign exchange reserves to nearly a third of GDP. Accordingly, South Korea's five-year sovereign CDS spread is meaningfully lower than many of its Organisation for Economic Co-operation and Development peers. Likewise, the discount cannot be ascribed to lower growth expectations.

IBES estimates 2010-12 earnings growth for South Korean companies at 21.7 per cent, compared with 18.9 per cent for the Asia-Pacific region. On a price-to-earnings growth basis, South Korea trades at 0.7 times, versus the region's 1.0 times. Even factoring in expected growth, we see a discount of 30 per cent.

For longer term growth, a quick

 **'Korea's model is a testament to the benefits of investment in human capital, open economy and global trade'**

– Jun Il Kwun

scan of the data – high spending on education (at 7 per cent of GDP, the third highest in the OECD), research and development investment as a percentage of GDP (fourth highest in the OECD) and triadic patent grants (number four in the world) – suggests the country is amassing the knowledge capital needed for sustained growth.

Therefore, its equities should provide an attractive combination of value and growth. Yet this valuation gap has persisted for many years, and jaded investors may argue it is not really a discount if it is permanent. A re-rating is likely, but will require more active engagement between companies and investors.

Investors should look beyond the handful of blue chips that dominate

their holdings. South Korea is home to hundreds of middle-market companies that are globally competitive, with good market positions and growth outlooks. They tend to trade at significant valuation discounts to the broader market.

The opportunity is even greater for private equity investors who are able to acquire unlisted companies. Operationally-minded private equity managers can assist these companies in such areas as governance, overseas sales, mergers and acquisitions and capital structure, targeting precisely those areas that are the biggest obstacles to growth.

The greatest potential upside for investors may reside among service sector companies, most of which are small and medium-sized enterprises.

While South Korea's export-oriented manufacturers are among the most competitive in the world, the OECD estimates that the country's service sector productivity is only 60 per cent of its manufacturing sector productivity. Within services, SME productivity is estimated to be only 45 per cent that of large companies. The opportunity and the challenge are commensurably large.

South Korea's economic development warrants recognition. Its model has brought material well-being, and is a testament to the benefits of investment in human capital, an open economy and global trade.

The approbation of equity investors will come – over time and through more substantive engagement with a broader group of companies. And when it does, it will be a fitting tribute to the miracle of South Korean development.

Jun Il Kwun is co-founder and managing director of Actium Corporation, a private equity firm based in Seoul.

Seoul real estate attracts foreign interest

Commercial property

Investors are eyeing office space as the city steps out of the shadow of neighbours, writes **Song Jung-a**

South Korea's strong economy and stable investment returns are luring an increasing number of international investors into Seoul's commercial real estate market, with the supply of top-grade buildings in the glitziest areas of the capital set to increase sharply in the coming years.

Foreign pension funds and domestic institutional investors are eyeing a real estate market that looks undervalued – high-end buildings in downtown Seoul have values about 30 per cent lower than that of prime buildings in other Asian cities such as Tokyo and Hong Kong.

Prices of high-quality buildings in Seoul's three main business districts – downtown, Yoido and Kangnam, which make up about 75 per cent of the city's office stock – remained relatively stable despite the global economic crisis, which hammered real estate prices in developed countries in Europe as well as the US and Japan.

Terry Hwang, who is in charge of Deutsche Asset Management's real estate investment in South Korea, says: "Seoul's real estate market has long been overshadowed by its larger neighbours Japan and China, but an increasing number of foreign investors are turning their attention to Seoul



amid the real estate slump in Tokyo and rising investment risks in big Chinese cities.

"We are likely to see stable growth in the market, given the country's stronger economic fundamentals and its higher international standing."

Due to chronic supply shortages, Seoul's main business districts boast the lowest office vacancy rates of all main markets in Asia, and rents remain stable in the wake of the global economic crisis, although transactions slumped by almost 70

per cent to €489m (\$680m) this year from €1.5bn last year.

South Korea's economy has survived the global economic crisis relatively unscathed and showed the fastest recovery among members of the Organisation for Economic Co-operation and Development. The International Monetary Fund forecast that the country's gross domestic product would grow by 6.1 per cent this year, one of the highest rates among the Group of 20 nations.

"Investment conditions are

improving, with the local currency getting stronger while treasury yields are getting lower," says An Gye-hwan, until recently senior vice-president at Savills Korea, the leading commercial estate agent. "The market boasts relatively high investment returns of 5.5-6.0 per cent, compared with low treasury yields of around 3.5 per cent."

The South Korean won has appreciated about 8 per cent against the dollar in the past three months and is expected to continue the upward trend amid increasing foreign fund flows into Korean equities and bonds.

Mr An adds that the stronger won will bring foreign exchange gains for foreign investors when they cash out of property assets.

But transactions remain dull this year as large domestic institutional investors, including the state-run National Pension Service, a main buyer of local buildings, turned its attention abroad to snap up undervalued buildings in Europe and Australia.

Instead, European institu-

tional investors such as Deutsche Bank, ING, and pension funds in Germany and the Netherlands, along with Asian investors such as GIC of Singapore, are showing interest in the market but remain hesitant.

About 1.8m sq m of new office space is expected to be supplied over the next four years with almost half of it coming to the market next year, putting pressure on the vacancy rate, which is currently 3.3 per cent.

"Next year, we will see large supply that we have never seen

Downtown: the value of high-end buildings is 30 per cent down on other Asian cities

Bloomberg

before. The question is whether it can be absorbed easily, although there seems to be strong potential demand from the corporate side," says Mr An.

He adds that such uncertainty will present an opportunity for long-term investors seeking stable returns. South Korea's per capita office usage is expected to increase as the economy expands from its traditional manufacturing base into service sectors such as finance and research and development.

"For investors with a long-term perspective, next year will be the best time to buy buildings as prices are likely to come under pressure amid large supply," says Mr An. He predicts supply will be gradually absorbed by big companies integrating scattered offices.

However, some industry watchers are cautious as the large supply is expected to lift the vacancy rate and lower investment yields. "Investors are likely to wait for a couple of years until market uncertainty clears," says Deutsche Asset Management's Mr Hwang. "It is hard to expect active transactions as long as financing conditions remain difficult due to high borrowing costs."

However, the country's steady economic growth and its higher national profile mean that the market's long-term outlook is bright, he says. "Although the market is sluggish at the moment, it will recover in a couple of years. It is still a very attractive market, which offers stable returns for long-term investors. It will remain so, at least for the next 10 years."

Design is at the heart of reviving a high-tech city

Profile Seoul

The capital has both history and an eye on the future, says **Song Jung-a**

The sprawling and bustling capital of South Korea will be back in the spotlight as President Lee Myung-bak plays host to the leaders of the Group of 20 leading economies to discuss global issues such as economic imbalances and sustainable growth.

In the run-up to the G20 meeting this week the metropolis, which has a population of more than 10m, has had a substantial facelift. As part of efforts to turn Seoul into a more attractive global city, the mayor, Oh Se-hoon, has redesigned parts of the city and added greenery.

Much of Seoul's traditional beauty has been lost during the country's rapid economic development since the 1950-53 Korean War. In the process its downtown area became a grey and brown concrete jungle. To improve the central cityscape, the mayor has built a green plaza at the centre of the city. Complementing the efforts of Mr Lee, who was Seoul's mayor before becoming president, he pulled down a double-decker highway and restored a stream buried beneath it.

"We will make it one of the top five globally competitive cities over the next four years'

year and plans to complete a global fashion centre in Dongdaemun by 2012 to nurture the city's creative industries.

"Korea is an export-driven economy and the country's brand image is very important for boosting the value of its products," says Mr Oh. "We want to foster a design-oriented industrial environment where creative industries such as finance, fashion, design, digital content and research and development can flourish."

Mr Oh boasts that his focus on design has helped strengthen the city's international competitiveness, referring to data from the Chinese Academy of Social Sciences. According to the Chinese state-run think-tank, Seoul this year moved to ninth place in global urban

competitiveness from 27th four years ago.

But the city has a long way to go to fulfil its ambition of becoming an Asian financial hub.

The world's first man-made floating islands will be built on the river by next year for various cultural events. A multicultural complex on the central Nodeul Islet, which some say could be compared with Sydney's Opera House, is planned for 2015.

Access to Mount Nam in central Seoul has been improved in an attempt to make the area the Central Park of Seoul, with hiking, restored historic monuments and new concert halls.

Thanks in part to such efforts, the city attracted about 6.5m foreign tourists in the first nine months of this year, up 12.7 per cent from last year, becoming the top destination for Chinese and Japanese tourists, according to recent surveys.

"We are trying hard to make Seoul a city friendly to foreigners. More tourists will come if we offer things to watch, eat and enjoy," says the capital city's mayor.

New brand image:
Seoul
mayor
Oh Se-hoon



advantages include being home to Asia's second-largest insurance market, but it should open up its financial markets further to compete better with such other Asian cities as Tokyo, Hong Kong and Shanghai.

"Seoul has many strengths to build on... but there is the need to continue the work of liberalisation. A vibrant, transparent, well-run and well-supervised financial sector is important," Mr Green says about the city's ambition to become a regional financial hub. "It is not just a matter of regulations, it is a matter of creating a livable city, a city where people want to come and be posted."

The city's quality of life remains low, with recent research by Mercer Human Resources, the global consulting firm, putting Seoul at number 81 for quality of life out of 221 cities worldwide.

In order to offer a better environment for foreign workers, the city is building more schools, apartments and medical centres aimed at foreigners.

The mayor is also trying to make Seoul more attractive by investing in the city's two natural landmarks, the Han River and Mount Nam.

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New brand image:
Seoul
mayor
Oh Se-hoon

As South Korean industries pursue quality over mere output, companies are asking themselves the question: "Would it improve the quality of life for our users if the product was created with a mind towards being friendlier, greener, smarter and more colorful?"

In an attempt to redefine innovation in product development, South Korean companies are increasingly aiming at creating technologies that improve the quality of people's lives.

With the highest broadband penetration in the Asia-Pacific region, and ranked No.7 globally, South Korea is an ideal place for technology companies such as Samsung to trial key products before their global release – a perfect test-bed for green work concepts such as tele-working and video conferencing that create opportunities for South Korea to be at the forefront of the information and communication technology (ITC) revolution.

South Korea is not only interested in making industry greener; it is also providing the technology that will make for a greener world.

South Korea is a world leader in the field of renewable energy. Solar cell production reaches one gigawatt per year at the end of 2009 and companies such as LG and Samsung have already moved ahead and begun production of crystalline silicon cells and modules, providing vital motor force to the nascent industry.

LG Chem, South Korea's largest chemical company, meanwhile, is making a big impact on the global auto industry by producing electric car batteries. Extending its chemical expertise into high-tech areas, it has been securing contracts to supply lithium-ion polymer batteries with GM and Renault as well as with Korean automakers such as Hyundai and Kia.

Hyundai Motor Co. recently unveiled the company's and South Korea's first Full Speed Electric Vehicle (FSEV) named 'BlueOn,' opening a new era in eco-friendly technology. BlueOn boasts a maximum speed of 130km per hour and can reach 100km

per hour in just 13.1 seconds, better than some petrol-driven models in the same class. It can travel as far as 140km on a single charge. It also accommodates dual recharging methods: 220V household power and a 380V industrial-strength power, which promises quick recharging speeds. Using household power, the battery can be fully recharged within six hours. Under the quick charge method, however, the battery can be recharged to about 80 per cent of its capacity within 25 minutes.

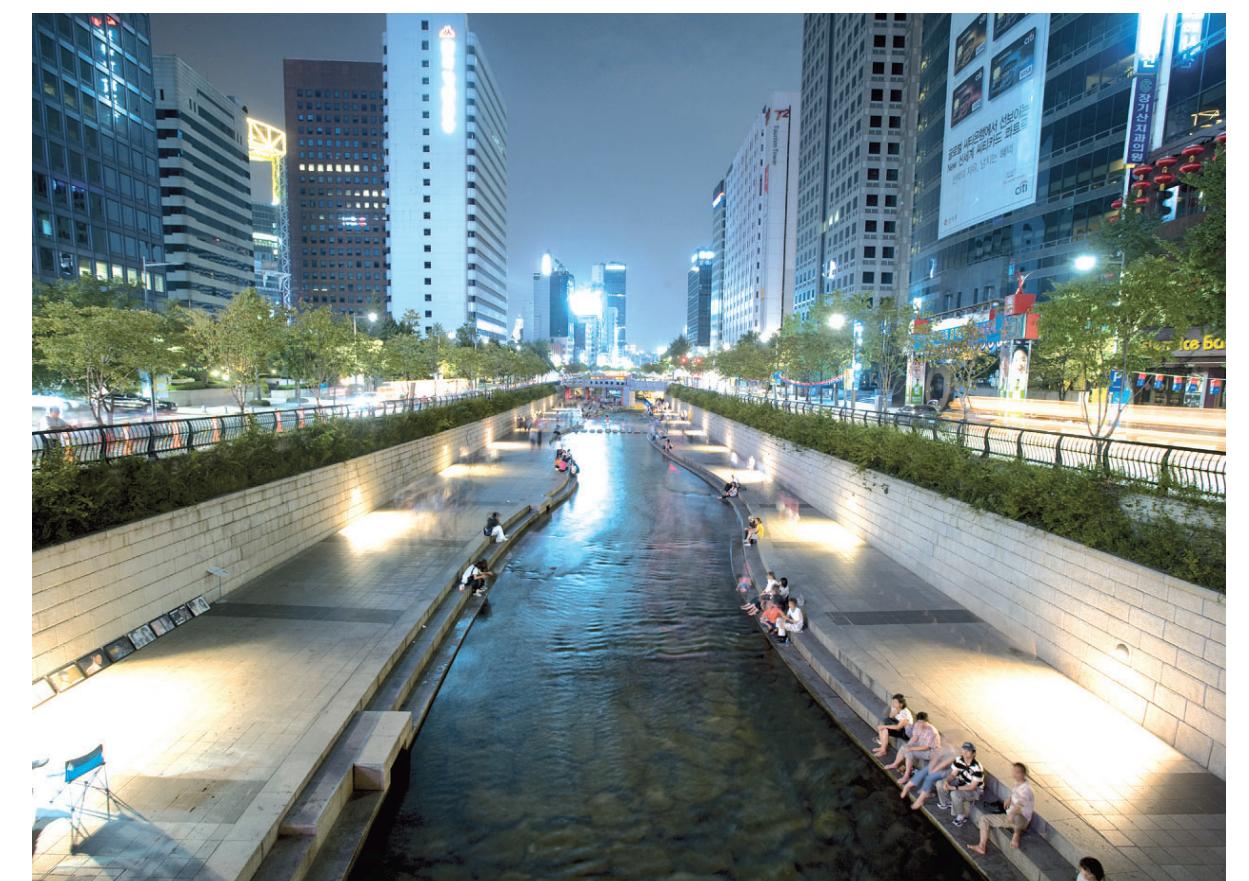
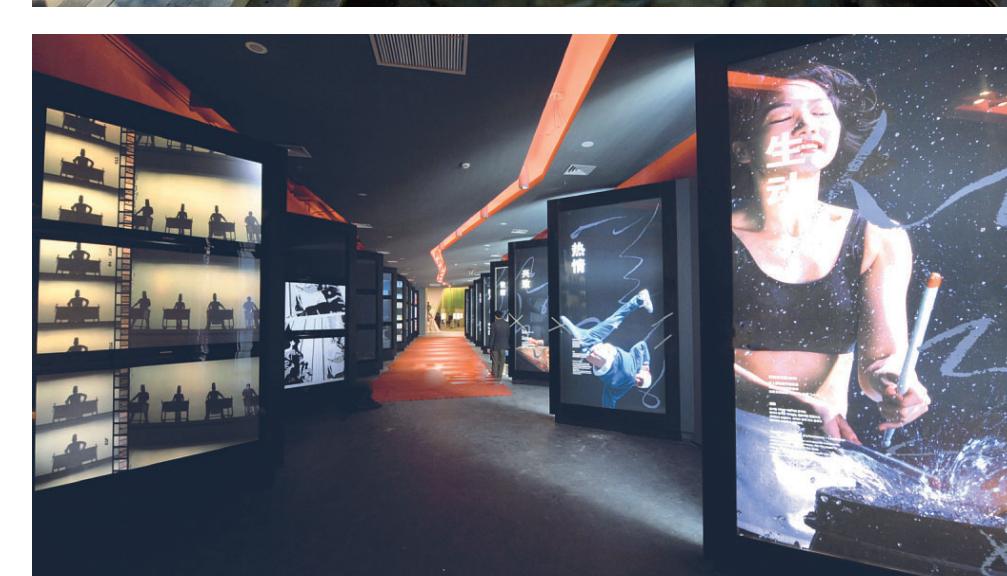
Hyundai is planning to provide 30 BlueOn vehicles as test fleets to various government organisations in South Korea, promoting the country's eco-friendly image at the upcoming G20 summit.

Coupled with these innovations,

South Korea's hopes for a green future also hinge on the use and production of high density memory in semiconductors, bringing significant power savings to data centers, server systems and high-end laptops. Samsung Electronics has begun mass producing the industry's first low-power four gigabyte DDR3 devices using 40 nanometer class process technology. Samsung Electronics and Hynix, currently ranked first and second respectively in global market share in the DRAM market, together dominate the sector with 54.1 per cent global share.

As Korean industries perfect their products, cutting edge technologies are continuing to find friendly, smart, green and colorful solutions that improve the quality of life for users around the world.

Above: Cheonggyecheon Stream: a major success in sustainable urban development; Left: Supersized plasma display panels in the Korea Pavilion at Expo Shanghai 2010



Above: Cheonggyecheon Stream: a major success in sustainable urban development; Left: Supersized plasma display panels in the Korea Pavilion at Expo Shanghai 2010



Advanced
Technology
KOREA

G20 & South Korea

A bridge between old powers and emerging forces



David Pilling

The perceived shift of economic and diplomatic power from west to east and from the developed to the developing world is most often associated with the emergence of China and India as the planet's most dynamic large economies. But South Korea – still an emerging market if the MSCI emerging markets index is to be believed – is just as revealing about changes in the world pecking order.

It is hard to believe that as recently as July 2008, when Group of Eight leaders met in

Japan, advanced countries were openly suspicious about proposals to expand the rich club of nations.

Kazuo Kodama, chief press secretary of Japan's foreign ministry, was withering in his assessment, saying: "The G8 is a group of countries who share basic fundamental values." Enlargement, he added haughtily, "would dilute the quality of the discussions".

Two years – and a near meltdown of the global financial system – later, South Korea is president of the G20, a body that has decisively replaced the anachronistic G8 as a forum for discussing global issues. As a middle-to-high-income economy – with a per-capita income of \$28,000 at market prices against, say, \$29,000 for Italy and \$32,500 for Japan – South Korea is a natural bridge between the

established economic powers and the newly emerging forces in the global order.

Even so, when Lee Myung-bak, South Korea's president, gave a speech in Davos in January laying out Seoul's agenda for the coming year, there was open scepticism from delegates about the country's ability to keep the G20 momentum going. How could South Korea, people whispered, possibly act as an arbiter in the great questions thrown up by the implosion of a financial system centred in Wall Street and London? As western economies gradually recovered, it was said, they would quietly forget the post-crisis rhetoric of broader global co-operation. South Korea's moment in the sun as G20 host would be a disappointing affair.

Events have panned out differently. For a start, the US

economic recovery appears to have stalled, requiring the US Federal Reserve to embark on a fresh round of quantitative easing. The Greek sovereign debt crisis has raised the frightening prospect that bank bail-outs have merely shifted

'We've lost consensus about how to tackle the situation... The G20 is in serious difficulties'

the risk to national balance sheets. Meanwhile, the non-G8 members of the G20 have bounced back. China is growing at 10 per cent and India at 8 per cent. South Korea is expected to grow by a healthy 6 per cent this year.

The legitimacy of up-and-coming countries has, if anything, been strengthened. That is not to say there have not been tensions. The G20 has become more divided along developed and developing country lines. Last month Manmohan Singh, India's prime minister, told the Financial Times he was worried about splits between debtor and creditor nations, particularly as money being created by central banks in the west flowed to emerging markets, pushing their exchange rates upward. "We've lost consensus about how to tackle the situation," one top Indian official said. "That's my worry about the Seoul conference. The G20 is in serious difficulties."

Given such pessimism, last month's meeting of finance ministers and central bank governors in Gyeongju made a

serious stab at resolving the underlying issues, or at least papering over the cracks. Seeking to act as a bridge between China and the US, the focus of the debtor-creditor divide, Seoul proposed moving from a narrow conversation about exchange rates to a broader discussion of trade imbalances. If China could stick to its projection for a current account surplus within 4 per cent of gross domestic product, South Korean officials reasoned, the exchange rate would become less important.

In the end, despite scepticism from Germany, Japan and others, delegates agreed to seek to limit trade imbalances. A newly invigorated International Monetary Fund, in which emerging market economies such as China and Brazil will play a bigger role, will monitor the process. The agreement is

no panacea. It could yet fall apart at the Seoul gathering. But it is clear that a broad organisation such as the G20, incorporating developed and developing countries, is the only forum in which such an agreement could be attempted.

There is a final twist. South Korean officials spent a month secretly shuttling between the US and China hammering out a deal. The negotiations became public when Tim Geithner, US Treasury secretary, wrote to other G20 finance ministers proposing they pledge to limit current account surpluses to a percentage of national output. By the time finance ministers and central bank governors sat down to talk in Gyeongju, South Korea's idea had morphed into the "US plan". In at least some ways, the global pecking order remains much as before.

Tourists flock to Nami Island on pilgrimage to pop culture

Arts and culture

A television series is credited with triggering the 'Korean Wave' in Asia and the Middle East, says **Robin Kwong**

Unlike the lazy flow of the Bukhangang river, the daily stream of tourists visiting Nami Island is bubbly and excited. What attracts more than 200,000 visitors a year to the 4km-long island is not just the fact that Nami Island is a theme park – it is a theme park based solely around a single television show.

That TV series is *Winter Sonata*, a wildly popular Korean drama that first aired in 2002. *Winter Sonata*, which was largely filmed on Nami Island, was one of the first Korean dramas to have enjoyed huge success overseas and so, on a typical weekday last month, Nami Island is filled with tourists from Hong Kong, Singapore, Taiwan and Thailand.

The drama's overseas success is often credited with triggering the spread of a wave of Korean popular culture internationally. This phenomenon, known as Hallyu, or the "Korean Wave", began with TV dramas but later included music from singers such as Rain and the Wonder Girls, and movies from directors such as Park Chan-wook and Kim Ki-duk.

It is also a part of a bigger trend of popular cultures mixing across the language and country borders in Asia over the past decade. Besides Korean dramas, Japanese, Taiwanese and Hong Kong TV series have by turns taken the region by storm.

Winter Sonata's plot revolves around Joon-sang, a talented architect who remembers nothing about his past, or his childhood love Yu-jin, because he was brainwashed by his mother following a traffic accident. Scenes of Joon-sang's childhood and

his subsequent return to the place where he grew up were filmed in snow-covered Nami during winter.

These days it is not just Koreans who make the pilgrimage to Nami to see the tree-lined paths where Joon-sang and Yu-jin rode a tandem bicycle together, or the picnic table where they first kissed.

Ng Hui Fang, who is visiting with her mother, says her family had planned this trip for a year because her mother really wanted to visit after watching *Winter Sonata*.

"Everyone came except my father, who doesn't like Korean dramas," she says.

"The Korean Wave is having a positive influence on a variety of fields such as international trade and politics," says Han Koo-Hyun, director of the Korean Wave Research Center. Mr Han estimates that the spread of Hallyu created economic benefits in Korea to the tune of Won 4,000bn (\$4.4bn) in 2008 alone.

While Hallyu initially touched down in Japan, in recent years it has spread to other south-east Asian countries, and even further afield to the Middle East. That effect is most clearly seen in Nami Island. Overall foreign tourist visits increased from 170,000 in 2008 to 240,000 last year. In particular, the number of Thai visitors rose 70 per cent over that period, to 58,000, while the number of Japanese visitors has remained stable at about 20,000.

About 80 per cent of package tours from south-east Asian countries to South Korea include Nami Island as part of the itinerary. "Gangwon province was already known for its ski resorts and winter sports, but *Winter Sonata* gave us the opportunity to offer a different type of tourism attraction," said Wee Bang-hee, from the tourism marketing headquarters of the Gangwon provincial government.

The tourism office of Gangwon province, where Nami Island is located, is taking advantage of this by promoting Nami not only as the place where *Winter Sonata* was filmed but also a filming location for foreign



Pulling at the heart strings: tourists take pictures of fallen leaves arranged into heart shapes by an artist on Nami Island

'Nobody expected that *Winter Sonata* would be such a big hit and then nobody expected it would spread to south-east Asia'

movies and TV series. Since the initiative began this year three foreign film crews have already been to Nami Island.

Ms Wee said the island was now preparing for a surge of Malaysian tourists thanks to the airing in Malaysia this month of a television drama, *The calling of Nami Island*, which was recently filmed there.

A television station in Dubai also recently bought rights to *Winter Sonata*, indicating the spread of the drama's popularity to the Middle East.

This, however, has created one problem. "If they are Muslim, it is difficult to travel to Korea because of the food," she said. To resolve that, Nami Island is preparing to open a prayer room and a Muslim restaurant.

Yet perhaps one of the most unusual aspects of the spread of Hallyu is that it came as something of a surprise to most Koreans.

"Nobody expected [that] *Winter Sonata* would be such a big hit and then nobody expected it would spread to south-east Asia," Ms Wee said.

Mr Han, of the Hallyu Research Institute, said part of the appeal of Hallyu abroad is that it lacks distinctive Korean features, and instead draws on beautiful visuals and universal emotions and stories. While this aspect of Korean pop culture has been criticised domestically, Mr Han believes this is an advantage.

"Actually, *Winter Sonata* was a failure in its popularity among Korean people [but] the Korean Wave is very receptive to other cultures," he said.

Fascinating history, magnificent scenery and rich culture

Tourism

Andrew Salmon details a destination that is still largely undiscovered

It's not tropical and it's not cheap. That may be why economic powerhouse South Korea tends not to leap to mind as an Asian tourist destination. Yet travellers who do make it to this overlooked corner of north-east Asia tend to be pleasantly surprised by the diversity of experiences on offer.

Seoul is a dynamo of a city. Soaring, neon-lit architecture overshadows tranquil oases of heritage; shopping options range from ritzy department stores to maze-like street markets. The nightlife flares and sizes as hotly as the charcoal grills set into the tabletops of its barbecue restaurants. When travelling in Korea, having a sense of adventure

helps. English is not widely spoken and there is a shortage of mid-priced tourist accommodation. (One ascetic option is a temple stay: see <http://eng.templestay.com/> for availability.)

However, transport infrastructure is first-class and locals tend to appreciate, and show considerable curiosity towards, foreigners.

South Korea boasts a fascinating – but tragic – recent history, magnificent mountain scenery and a rich and ancient culture.

The three tours detailed here offer each in turn.

Security tour, The DMZ

Just 40 miles north of the capital of one of the world's most prosperous democracies looms one of the world's most impoverished dictatorships.

What separates them is a thin strip of heavily mined land known, ironically enough, as the demilitarised zone. It is the Cold War's last frontier and is actually one of the most militarised places on earth.

The DMZ can be visited

only on guided tours. You can take in the truce village of Panmunjom, where delicate negotiations still take place, or hunch along one of the extraordinary infiltration tunnels that North Koreans dug to penetrate the South. Observation posts offer binoculars to gaze into Kim Jong-il's mysterious kingdom.

But while the DMZ is a tragedy – some 80,000 South Koreans have been separated from parts of their families in North Korea since the 1950-1953 Korean War rent the nation – it is also a place of beautiful wildlife and scenery.

Being completely undeveloped, the DMZ represents one of the finest ecosystems in the region; rolling hills that were once hellish battlegrounds now offer bucolic views – as long as one blanks out the fortifications in the foreground.

Hiking Holiday, Mount Seorak National Park

Historically and geologically, South Korea has been dubbed "the Dragon's

Back," a jagged peninsula trailing off the rump of China and into the North Pacific like an armoured spine.

While the national sport is *taekwondo* (a martial art), the national mania is hiking. Koreans love to clamber up mountains and are blessed with some spectacular vertical playgrounds,

The baths at Osaek Hot Springs will untie knots in thighs aching from the slopes

making the country a premier destination for winter sports.

The country's most spectacular pinnacles jut 1,700 metres up from the Mount Seorak range on the east coast.

In this 373 sq km national park, tiny Buddhist hermitages and temples nestle among forested peaks, waterfalls gush

down rock faces and hiking trails coil round the contours.

Seorak means snowy crags, but it whites-out only in winter. Early November is the best time to visit, when the foliage on the slopes is a shimmering blaze of autumnal copper, bronze and gold.

In the cities people can seem rushed and stressed; in the high country, you will find locals at their most cheerful. You will probably be hailed by picnicking groups and offered a bite of *pajeon* (savoury pancake) or a mug of *makgeolli* (rice liquor).

Seorak's Osaek Hot Springs resort is often claimed as South Korea's finest: its baths will untie knots in thighs aching from the slopes.

The road or rail journey across the waist of Korea takes at least half a day, so plan on spending at least one night in a condominium or villa among the mountains, or in a hotel or inn in the nearby port of Sokcho.

The Culture of Gyeongju

Korea's heroic age was the "Three Kingdoms" period, when Goguryeo, Baekje and Silla plotted and warred ferociously.

Jostling for supremacy ended in the seventh century when Silla, in the south-east of the peninsula, united with Tang China and unified the nation.

Silla's capital was the Gyeongju, a heritage site. Scattered around Gyeongju are huge burial mounds, shrines, pagodas, stone observ-

atories and other ancient monuments. It is a peaceful place, with many *hanok*

(beamed Korean cottages, built around enclosed courtyards), where tourists can spend the night.

Sixteen kilometres from town lies the sixth-century Bulguksa, a pretty Buddhist temple with exquisite coloured wooden artwork on its roof eaves. In the hills above lies Korea's most famous single cultural artefact, the eighth-century Seokguram grotto, with a giant seated Buddha casting a serene spell inside.

Gyeongju is in the distant south-east, so tourists travelling from Seoul usually spend a night there.

Observing the true:
A North Korean soldier keeps a distant eye on the DMZ

Reuters



Convincing play for big share of global gaming

Online games

A monster of a market at home proves to be a good launching pad in the bid for world domination, writes **Robin Kwong**

In *Aion*, the popular online game published by South Korea's NCSoft last year, players take the role of warriors or mages and do battle with their friends in a fantasy setting, growing stronger and progressing in the game as they kill monsters and complete quests.

For fans of online games, this may seem like nothing new for a genre already popularised in Europe and the US six years ago by *World of Warcraft*, the most successful massively multiplayer online game.

Yet *Aion*'s launch last September was a landmark for the Korean online game industry. The game, which was designed with a western audience in mind, became the first Korean game to top the best-selling chart in the US. *Aion* also reflects a broader trend of Korean online games companies making a fresh push to claim audiences and market share overseas.

"The success of *Aion*, not only in Korea but also in the US, opened up the possibility that the Korean gaming industry could thrive in western markets," says Wi Jong-hyun, professor of business administration at Chung-Ang University.

Despite its population of just 50m, South Korea is home to the second-biggest online gaming market in the world, behind China. Korea's game market revenues reached Won6.580bn (\$5.9bn) last year, of which more than half was from online games.

Korean people's love for online games is perhaps best reflected by the fact that it was the first country to turn a single computer game, *Starcraft*, into a fully fledged



Star wars: players in South Korea, home to the world's second-biggest online gaming market, test a new version of *Starcraft 2* during a press conference

electronic sport. In Korea, *Starcraft* and *Starcraft 2* have professional teams with commercial sponsors. Dedicated television channels broadcast tournaments with prize pools worth tens of thousands of dollars.

This vibrant domestic market has helped online games companies such as NCSoft and Nexon become leaders in Asia. As early as 2000, NCSoft's highly successful *Lineage* was licensed to other countries in Asia, while Nexon's *Maple Story* now has

95m players in 60 countries. Seung Woo Choi, Nexon chief executive, says: "We put a high priority on China, as it's a very similar market to Korea in the way that consumers perceive and embrace online games as a main source of social entertainment.

"China has become the biggest online game market in the world, and it will continue to show strong growth."

A number of recent changes are pushing Korean games companies to look beyond Asia. Nexon, which since 2007 has been receiving most of its

revenues from overseas, last month bought a 30 per cent stake in Spanish developer BoomBang games. The acquisition was aimed at allowing Nexon to make inroads into the Spanish-speaking market in the US and Europe, and also in Latin America.

In May, Gretech, which organises some of the world's biggest *Starcraft* tournaments, signed an agreement with Blizzard, the game's publisher, for rights to market and broadcast content from *Starcraft 2* tournaments. In October, Gretech hosted the first

such tournament and, through its GomTV media player, sold footage of the tournament to viewers worldwide. The tournament had a prize pool of Won200m and attracted 250 players from 48 countries.

Oh Jooyang, director of Gretech's e-sports division, says he had to put double the resources into producing the tournament for both Korean and English-speaking audiences. The effort paid off however, with 15.4m views for the tournament online.

"For *Starcraft*, e-sports developed in

Korea like an island, but more foreigners are playing *Starcraft 2*," Mr Oh says. This new push is partly force of circumstance. Korea's domestic online game market, while still a quarter of the global total, was overtaken by China in 2008.

Lee Hyun Taek, analyst at Morgan Stanley, said in a recent note that there was a declining number of online gamers in Korea, given the ageing population and growing popularity of other online activities such as shopping or blogging.

"Korean gaming companies' growth is mostly driven by overseas sales... exports delivered about 60 per cent growth in 2008 and 2009," says Mr Lee.

Mr Seung at Nexon says there is increasing competition from China. "I think Korean games will still have an edge, but Chinese game makers overseas became really noticeable after 2007 and 2008, when a lot of those companies were listed on Nasdaq."

On the other hand, Korean games companies are choosing to go abroad also because they see new opportunities, particularly from the proliferation of new gaming platforms such as smartphones, tablet PCs and even internet-enabled televisions.

Daniel Kim, chief executive of Nexon America, says these platforms are changing the way people play games in a way that helps Korean game companies.

"People in the west are a lot more receptive now to the idea of a free-to-play online game that sells in-game items [for real money]. This was a model that was pioneered by Nexon and became one of the most popular business models for online games," he says.

Mr Oh of Gretech says internet-enabled television services, such as Google TV or Apple TV, are a good example of new opportunities for Gretech to sell their content abroad. "This would represent a great opportunity for GomTV to show *Starcraft 2* tournaments to a global audience."

Sky is no limit for small satellite maker

Profile

Satrec Initiative

Targeting the developing nations has paid off, says **Song Jung-a**



Up and away: Satrec is winning overseas orders

Satrec Initiative, South Korea's sole satellite maker, is set to break into the global big league on the back of strong technology and cost competitiveness, raising the prospect of a highly profitable export industry for Asia's fourth-largest economy.

The company, listed on Seoul's tech-heavy Kosdaq, has become one of the leading figures in the fast-growing high-margin microsatellite market, just a decade after it was set up by a group of researchers from the country's top science university.

Despite being a late-comer to a market with high entry barriers, Satrec is winning an increasing number of overseas orders, mainly from developing countries in the Middle East and south-east Asia, by offering considerable cost/performance advantages over rivals.

Last July, the company launched two small satellites, worth about \$30m each, which it had developed for Malaysia and the United Arab Emirates for earth observation. It is also developing another satellite for the UAE. The company has sold high-resolution satellite cameras to Singapore and Turkey, and is in talks with Spain about a satellite system.

Low-cost manufacturing with a promise of technology transfer has underpinned its pitch to developing countries, with its labour costs only about half those of its bigger rival Surrey Satellite Technology, based in the UK. Satrec has 130 employees, 110 of them devoted to research and development.

"It is difficult to export satellites to advanced countries, which have their own technology, so we have focused on developing countries with ambitions for space development," says Park Sung-dong, the company's president. But success means "now we will try to break into advanced markets, such as the US and Europe".

Satrec's rocket-powered rise resembles South Korea's rapid economic

development over the past half century – driven by strong exports of chips, ships and cars by big manufacturers.

Industry watchers say the company could serve as a model for many ventures in South Korea, where the government is trying to prop up small and midsized technology companies so as to diversify its economy from traditional manufacturing.

Satrec was set up by Mr Park and his colleagues at Korea Advanced Institute of Science and Technology (KAIST) amid the late-1990s venture boom. "We started out to do what we liked, because we were keen to commercialise satellite manufacturing

"Now we will try to break into advanced markets such as the US and Europe"

technology," says Mr Park.

At KAIST, he led the country's satellite development programme by launching three satellites for earth observation, after gaining a master's degree in satellite engineering from the UK's University of Surrey.

Satrec is involved in most of the country's space development programmes. Last year, it provided a high-resolution camera for the country's first space rocket – however the rocket, which was carrying an observation satellite, exploded in flight.

The rocket's failure cut the company's stock price by almost half, but Mr Park is proud that his camera worked well, helping find the cause of the explosion.

The 43-year-old Mr Park plays down the possibility of satellites becoming one

of the country's new growth drivers, citing the market's relatively small size. The market for microsatellites of less than 500kg is estimated at up to \$1bn a year with an average of 21 satellites launched annually.

However, the market is growing fast, as high-performance small satellites for earth observation find greater favour on cost grounds. Annual growth of 24.6 per cent is expected over the next three years, with about 93 small satellites set to be launched between this year and 2013.

Satrec currently has 6.7 per cent of the microsatellite market, trailing foreign rivals such as Germany's Orbital Sciences with 46.6 per cent, Surrey Satellite Technology with 30 per cent, and France's EADS Astrium with 16.7 per cent.

The company reported a Won4.9bn (\$4.4m) net profit last year on sales of Won37.8bn, with more than half of the sales generated from overseas. This year, it is targeting a Won5.3bn net profit on sales of Won46bn.

Mr Park predicts a sharp increase in overseas sales. Satrec aims to become the number one maker of the small and midsized earth-observation satellites by 2020 by expanding into South America and Africa as well as advanced markets.

It is also trying to diversify its revenue sources by selling eco-friendly radiation detectors and satellite image data.

"We used to roam around the world, looking for customers. Nowadays, customers are contacting us. It will be much easier to export our products now that we have a strong track record and a good reputation," he says.

"We are small but we will become a formidable force."

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