

THE WALL STREET JOURNAL.

DOW JONES | News Corp *****

WEDNESDAY, AUGUST 8, 2018 ~ VOL. CCLXXII NO. 32

WSJ.com

★★★★ \$4.00

DJIA 25628.91 ▲ 126.73 0.5%

NASDAQ 7883.66 ▲ 0.3%

STOXX 600 390.49 ▲ 0.5%

10-YR. TREAS. ▼ 10/32, yield 2.973%

OIL \$69.17 ▲ \$0.16

GOLD \$1,209.60 ▲ \$1.00

EURO \$1.1600

YEN 111.38

What's News

Business & Finance

Tesla's Musk jolted financial markets with a surprise proposal to take the electric-car maker private in what would be the biggest buyout in history. The firm's shares closed 11% higher. **A1**

♦ **U.S. fuel refiners** are posting their best second-quarter profits in years, as soaring domestic oil output and pipeline bottlenecks allow them to buy crude on the cheap. **A1**

♦ **Snap reported** its first quarterly decline in daily users, sending the Snapchat parent's stock price gyrating and adding to investor concerns about social-media firms. **B1**

♦ **Disney CEO Iger**, in an earnings call with analysts, focused on the company's plan to fight back against cord-cutting and competition from streaming giants. **B1**

♦ **Unfilled jobs** are piling up in the transportation, retail and business-services sectors as workers become scarce in the fast-growing economy. **A2**

♦ **An SEC proposal** to curb incentives that can bias broker advice is drawing complaints from both Wall Street and investor advocates. **B12**

♦ **U.S. stocks climbed**, with the S&P 500 advancing to within 0.5% of its record. The Dow gained 126.73 points to 25628.91. **B13**

♦ **The rate** at which Americans age 65 and older are filing for bankruptcy has more than tripled since 1991, according to a new study. **B12**

♦ **Alibaba** and the six major Hollywood studios are participants in a \$1 billion fund-raising round for Katzenberg's NewTV startup. **B4**

World-Wide

♦ **The Republican candidate** claimed a razor-thin victory in an Ohio House district Trump won by 11 percentage points in 2016, though the AP said the race was too close to call. **A1**

♦ **Missouri voters** overturned a "right-to-work" law in a referendum, marking a win for organized labor. **A4**

♦ **The Trump administration** completed plans to impose new tariffs on \$16 billion in Chinese imports to punish Beijing for its trading practices. **A16**

♦ **South Korea is threatening** to block a revised trade pact with the U.S. unless its cars win an exemption from proposed American tariffs. **A16**

♦ **Federal prosecutors** are examining whether former Trump lawyer Cohen committed tax fraud, people familiar with the probe said. **A4**

♦ **A defense attorney** attacked the credibility of longtime Manafort associate Gates at the ex-Trump campaign chairman's trial. **A4**

♦ **Firefighters warned** that it could take a month to contain the largest wildfire in California's history. **A3**

♦ **Russian firms** are said to routinely face harassment from law-enforcement officials seeking to extort money or expropriate businesses. **A8**

♦ **Malaysia charged** former Prime Minister Najib with three counts of violating money-laundering laws. **A7**

♦ **About one in seven** children born to women with Zika in U.S. territories had serious health problems linked to the virus, researchers said. **A3**

CONTENTS Opinion A13-15
Banking & Finance B12 Property Report B6-7
Business News B3 Sports A12
Crossword A12 Technology B4
Head on Street B14 U.S. News A2-6
Life & Arts A9-11 Weather A12
Markets B13-14 World News A7-8,16

32337
0 78908 63141 1

© 2018 Dow Jones & Company, Inc.
All Rights Reserved

Musk Looks to Take Tesla Private

Tweet on what would be a mammoth buyout surprises investors, drives stock up 11%

By MIKE COLIAS
AND MIRIAM GOTTFRIED

Tesla Inc. Chief Executive Elon Musk jolted financial markets on Tuesday with a surprise proposal to take the electric-car maker private in what would be the biggest buyout in history.

About three hours into the trading day, Mr. Musk startled investors by writing on Twit-

ter: "Am considering taking Tesla private at \$420. Funding secured."

His message followed a report that a Saudi investment fund had taken a nearly 5% stake in Tesla.

The notion of a buyout, which would value Tesla above \$70 billion, is itself extraordinary, as it would be far larger than any previous take-private deal. It immediately set off a guessing game of where Mr. Musk would get the funds.

The way Mr. Musk broke the news added to the drama, disclosing in a casually worded tweet the prospect of a buyout that would be an enormously



Elon Musk

@elonmusk

Am considering taking Tesla private at \$420. Funding secured.

9:48 AM - 7 Aug 2018

complicated transaction for a company struggling to generate cash. It was a shocker even for investors who are often whipsawed by Mr. Musk's erratic comments on Twitter—he joked earlier this year about Tesla going bankrupt—and it intensified a battle between his supporters and a legion of bearish investors who have

made Tesla the most heavily shorted stock.

While Mr. Musk continued tweeting about the possibility over the next few hours on Tuesday, Tesla's public-relations team and main Twitter account remained silent, adding to the intrigue. An hour before the market closed, while Tesla's stock was halted

on Nasdaq, Tesla on its corporate site published a memo it said Mr. Musk sent to employees that confirmed his thinking.

The shares jumped when they resumed trading late in *Please turn to page A2*

♦ Heard on the Street: Musk's bizarre plan for Tesla..... B14

Solemn Moment Marks 20th Anniversary of Embassy Bombings

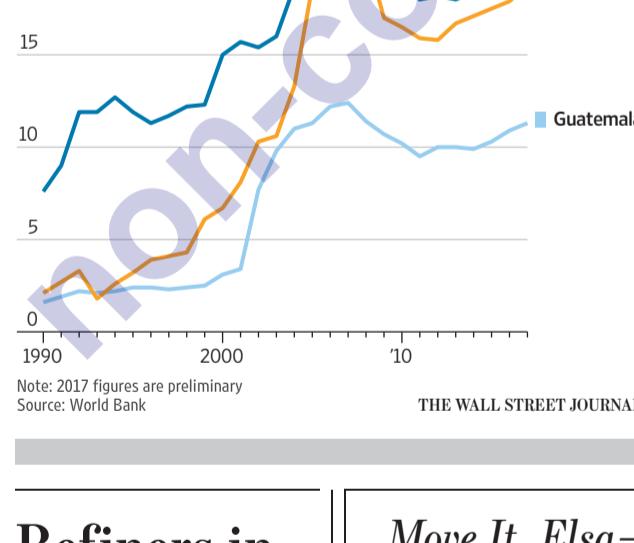


IN GRIEF: Margaret Achieng holds her rosary near the name of her daughter and others killed in the bombing of the U.S. Embassy in Nairobi, Kenya. The al Qaeda bombings of the embassies in Kenya and Tanzania on Aug. 7, 1998, killed more than 250. **A7**

Central America Lifeline in Jeopardy

Payments from immigrant workers living in the U.S. account for nearly one-fifth of Honduras's economic output. Cutting the flow of migrants could hit economies in Central America. **A7**

Remittance inflows as a share of gross domestic product



Refiners in U.S. Enjoy Gusher of Earnings

By REBECCA ELLIOTT

U.S. fuel makers are posting their best second-quarter profits in years, spurred by soaring domestic oil production and regional pipeline bottlenecks that are allowing them to buy crude on the cheap.

Refining companies typically suffer as oil prices rise because drivers scale back their travel, reducing demand for gasoline and diesel. But record U.S. production, coupled with insufficient pipeline capacity in Canada and West Texas, has depressed the cost of oil in many parts of the country, even as oil prices have been rising in general.

That has boosted margins for many stand-alone refiners, propelling some, including Phillips 66 and Marathon

Move It, Elsa—Disney Diehards Race to Hit 49 Rides in One Day

Elite group of fans attempt Parkeology Challenge; 'Every minute matters'

By NANCY COLEMAN

Kenny White raced to the gates of Walt Disney World's Hollywood Studios in Florida at 5:30 a.m. on a recent Wednesday to be among the first in line to hop on Slinky Dog Dash.

Even the slightest delay could spoil the 50-year-old's chance to finish the Parkeology Challenge, a marathon-like endeavor to take a spin on all 49 rides

in the Orlando, Fla., resort's four parks in a single day. Slinky Dog Dash, a popular new coaster attracting big crowds, would be his first major hurdle.

"Every minute matters; you give it one minute on one attraction and everything kind

Tariffs Unsettle Small Companies

Firms often can't absorb new costs or raise prices; 'many of us have our heads down'

BY RUTH SIMON

M2S Bikes, an electric-bike startup, planned to build itself a 100-strong dealer network. Then came the Trump administration's proposed tariffs on China.

The firm, which employs five people in Asheville, N.C., imports the bikes it designs from a factory in Jinhua City, China, and says it can't find comparable motors in the U.S. The tariffs would add \$425 to the cost of its bikes, which currently retail for as much as \$3,250. The dealership idea is now on hold

while the company tries to figure out a new wholesale price that dealers will accept and that won't kill its profit.

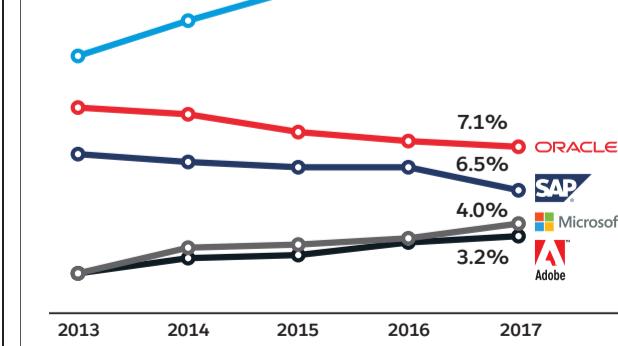
The Trump administration says tariffs on thousands of items from ball bearings to circuit boards are designed to counter what it sees as unfair trade practices that give Chinese firms a leg-up over their U.S. rivals.

The U.S. has imposed 25% tariffs on \$34 billion of Chinese imports, and on Tuesday

Please turn to page A8

Salesforce. #1 CRM.

Ranked #1 for CRM Applications based on IDC 2017 Market Share Revenue Worldwide.



Please turn to page A4

♦ Labor wins in Missouri on 'right-to-work' A4

U.S. NEWS

Jobs Go Unfilled as the Economy Expands

BY ERIC MORATH
AND JENNIFER SMITH

Unfilled jobs are piling up in the transportation, retail and business-services sectors as workers become scarce in the fast-growing economy.

The number of available jobs grew by nearly 750,000 this spring, compared with a year earlier, according to Labor Department data released Tuesday. There were 6.7 million job openings on average in the three months ended in June—the highest quarterly level on record dating back to 2001. Economists often look at three-month averages for openings because the data can be choppy month to month.

Unfilled jobs are growing in nearly every industry because an expanding economy is demanding more labor and a historically low unemployment

rate, 3.9% last month, means fewer workers are available. Overall in June, the number of available jobs exceeded the number of unemployed Americans by nearly 100,000.

The problem is most acute in a few fields, led by transportation.

The number of unfilled jobs in transportation, warehousing and utilities, combined, grew by 109,000 over the past year to 298,000, a 58% increase, the largest growth rate of about 20 broad groupings tracked by the Labor Department. During the second quarter, there were 4.5 job openings on average per 100 total positions in that grouping, up from 3.1 in the spring of 2017.

Growing consumer spending and manufacturing output are supporting demand for transportation and warehouse workers, but some are opting

for jobs in other areas. Trucking companies, for example, compete for workers with construction and energy jobs that often pay better or offer more time at home. The trucking workforce is also aging, and turnover in the industry is high, with truckers often switching fleets in search of better pay or work conditions.

The shortage has grown to the point that Scotlynn Group, a Fort Myers, Fla., logistics company, is turning down work.

"We are leaving opportunities on the table because we do not have enough trucks," Ryan Carter, executive vice president at Scotlynn. "The challenging part is finding enough qualified drivers out of all of these applicants who have enough experience and a good driving record to work for us."

Scotlynn has about 20 open jobs, including driver and office positions.

To attract drivers, Scotlynn has raised pay about 4% from a year earlier and purchased new Peterbilt and Kenworth trucks with high-end features

Job openings climbed to 6.7 million last quarter, the highest level since 2001.

such as leather seats and double-size bunks. "We even put several thousand dollars of extra chrome on the trucks," said Mr. Carter. The nice-looking trucks act as recruiting tools when drivers talk to each other at truck stops, he said.

Freight volumes have been rising as manufacturing activity expands. Truck tonnage was up 7.9% in the first half of the year compared with a year ago, according to the American Trucking Associations.

The growth of e-commerce also is driving demand for parcel carriers and for staff who fulfill orders at sprawling warehouses. Payrolls in the warehousing and storage sector were up 47% last month from five years earlier. Companies are raising pay and investing in automation to help boost productivity as it becomes more difficult, and costly, to fill positions.

Better consumer demand is also driving up job postings at retailers. Openings rose 165,000 in the second quarter from a year earlier to 790,000.

While some large retailers closed stores this year, most

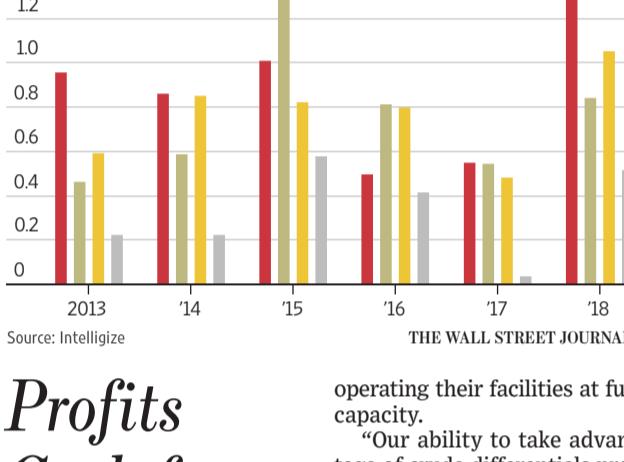
shops in the U.S. are small businesses, said Jack Kleinhenz, chief economist at the National Retail Federation. Store owners are growing more optimistic about the economy, prompting more job postings and hiring.

Retailers are paying more, too. Average weekly pay for retail nonsupervisory workers rose 4.7% from a year earlier in July, the Labor Department said last week. That is well ahead of nearly 3% overall wage growth. But the sector pays those workers an average of \$15.31 an hour. Average hourly pay in manufacturing is \$20.88 an hour and in construction it is \$26.74, making it hard for retailers to compete.

"There just aren't enough bodies to go around," said Sung Won Sohn, chief economist at SS Economics in Los Angeles.

Cooking With Gas

Refiners second-quarter profits in recent years.



Profits Gush for Refiners

Continued from Page One

Petroleum Corp., to their highest second-quarter profits on record.

Phillips 66, the largest independent refiner by market capitalization, earned an average of \$12.28 per refined barrel during the second quarter, up from \$8.44 for the comparable period last year. The company reported profit of \$1.3 billion, up 143% from 2017's second quarter.

Marathon Petroleum earned \$15.40 per refined barrel, compared with \$11.32 a barrel in the year-earlier period. Its second-quarter profit rose 118% to \$1.1 billion.

Both companies seized on the favorable economics by

operating their facilities at full capacity.

"Our ability to take advantage of crude differentials provided substantial benefits in the quarter," Marathon Petroleum finance chief Timothy Griffith said.

Valero Energy Corp. reported a refining margin of \$10.80 a barrel, compared with \$8.66 a year earlier. Its quarterly profit of \$845 million marked a 54% rise and its best second-quarter showing since 2015.

Andeavor, which Marathon Petroleum is set to acquire for \$23 billion, also posted its best second-quarter earnings since 2015. Its profit of \$515 million was more than 12 times that of last year's second quarter, with its refining margin rising to \$14.26 a barrel, from \$9.45 a barrel.

Distribution pains associated with rapid production increases have played to refiners' advantage. Benchmark crude prices in the U.S. fell to as much as \$11 a barrel below

international prices during the second quarter, the widest spread in three years, according to Dow Jones Market Data.

The discount on oil sold in Canada and West Texas, home to the Permian Basin, the U.S.'s most active oil field, was far steeper because of regional pipeline bottlenecks.

That was a boon for sellers of refined products, which are typically priced to the global market. The U.S. exported daily about 3.4 million barrels of refined products, including gasoline and diesel, as of May, according

to the Energy Information Administration.

"They're in the catbird seat as far as buying their raw materials," said Sandy Fielden, director of oil research for Morningstar Inc., who called refining a "cash cow."

U.S. refiners are the grunts of the energy industry, largely operating fuel-making facilities that have been in place for decades. But during the shale boom their stocks so far have outperformed other sectors of the oil and gas business.

The four largest stand-alone refining businesses in the U.S.—Phillips 66, Valero,

Marathon Petroleum and Andeavor—have produced the highest stock returns among energy companies on the S&P 500 index since April 2012, when Phillips 66 was spun off as an independent company.

The businesses benefited in the early days of the shale boom from a U.S. ban on crude exports that depressed domestic prices, giving them an edge over foreign competitors.

Some expected the companies' fortunes to wane after the U.S. lifted the export ban in 2015, causing the price dif-

ferential between domestic and foreign crude to shrink. The recovery in oil prices following their crash in 2014 was seen as a potential headwind, too.

But bottlenecks and rising production have created buying bargains for refiners. Those discounts are expected to widen over the coming year as production in Canada and the Permian Basin continues to overwhelm existing pipelines, analysts said.

"It's going to recur in coming quarters," Doug Terreson, an analyst with Evercore ISI, said of refiners' performance.

Valero facility in Louisiana. The refiner's \$845 million quarterly net reflected a 54% rise and its best second-period showing since 2015.

LUKE SHARRETT/BLOOMBERG NEWS

Musk May Take Tesla Private

Continued from Page One the day, gaining 11% to \$379.57, or about 10.7% off the \$420 threshold.

In the memo, Mr. Musk wrote that no final decision on a buyout has been made. He wrote that taking the company private would avoid the "wild swings in our stock price that can be a major distraction for everyone working at Tesla" and take away from short sellers "the incentive to attack" the company.

Tesla would create a special-purpose fund that would let existing investors keep their shares, Mr. Musk wrote. The unusual maneuver would let shareholders buy or sell shares every six months, he wrote, but it wasn't clear how such a fund would work or what the tax implications would be. Companies usually spell out the details of such proposed complex transactions in comprehensive, lawyered documents.

Mr. Musk owns about 20% of Tesla, with insiders owning another roughly 5% and individual investors holding about 12%. The remaining 62.2% is held by institutions.

"Basically, I'm trying to accomplish an outcome where Tesla can operate at its best, free from as much distraction and short-term thinking as possible, and where there is as

Two Little Words Raise Big Questions

Two words on Twitter may haunt Elon Musk: "Funding secured." That is what the Tesla Inc. chief executive said in announcing an audacious plan to take his \$60 billion-plus auto maker private. But the company has given no details of how such a buyout would work, or if funding is indeed in place.

If Tesla doesn't move ahead with a deal, or if the funding isn't set, regulators could probe whether Mr. Musk made a false statement that caused the price of his company's stock to soar about 11%.

Mr. Musk didn't offer proof to back up his claim that he

has money to take the company private at \$420 a share. If he doesn't, his statement "could be seen as manipulation" of Tesla's share price, said John Coffee, a securities law professor at Columbia University.

Regulators, who unlike private plaintiffs can subpoena information before filing a lawsuit, could examine the facts behind Mr. Musk's statement if Tesla doesn't follow through with regulatory filings that explain the terms of the deal. The Securities and Exchange Commission can file fraud charges against companies and corporate officers it believes to have made misleading or false statements. An SEC spokeswoman declined to comment.

—Dave Michaels
and Michael Rapoport

little change for all of our investors, including all of our employees," Mr. Musk wrote.

The memo and Mr. Musk's tweets left many questions unanswered. Most prominently, Mr. Musk didn't say who would pay for the buyout, leaving many observers skeptical he could pull off such a transaction.

Saudi Arabia's Public Investment Fund recently completed the purchase of a nearly 5% stake in Tesla, a senior Saudi adviser familiar with the matter said on Tuesday. He said he wasn't aware of any plan by the Saudi investment fund to increase its holding in Tesla. The Financial Times earlier reported news of the fund's stake.

Tesla lacks many of the characteristics of a typical levered

buyout candidate, including a large, predictable stream of cash flow. Even though its sales are rising, Tesla still has been losing money and burning copious amounts of cash. The car maker also has regularly missed financial and production targets.

In a typical LBO, the buyer contributes a relatively small amount of equity and uses debt to fund the remainder of the transaction. Even accounting for Mr. Musk's ownership stake, and any additional equity he could raise, such a deal would require tens of billions of dollars in bank borrowing, and it isn't clear who would provide it.

Tesla's market capitalization is about \$60 billion. At \$420, a buyout would cost

about \$72 billion—by far the largest LBO ever, according to Dealogic. It would eclipse the current record holder, Energy Future Holdings Corp., formerly TXU Corp., which was bought in 2007 for \$32 billion. The Texas utility filed for chapter 11 bankruptcy protection in 2014.

The surprise tweets on Tuesday came as Mr. Musk's long-combative stance against Tesla's short sellers has grown testier in recent months. He has repeatedly used Twitter to chide investors who are betting against his company, sometimes offering vague positive outlooks for the company that seemed to boost the stock, hurting short sellers' positions.

Mr. Musk has been embattled for several months amid investor concern over whether the company's Fremont, Calif., factory can ramp up production of the Model 3 sedan. He told analysts last week that the pace of 5,000 sedans a week—a milestone Tesla reached toward the end of June—can be sustained, despite skepticism from some analysts.

Mr. Musk has insisted that the increased pace of Model 3 output will allow the company to avoid the need to raise more capital. But many equity analysts aren't convinced.

In a research note Tuesday, Morgan Stanley analyst Adam Jonas said he expects Tesla to raise equity of \$2.5 billion in the fourth quarter, despite hazing his Model 3 production forecast by 50%, to about 50,000 cars in the third quarter.

Mr. Musk has promised in-

vestors that Tesla, which went public in 2010, would start making a profit as of the third quarter. The company finished the second quarter with \$2.2 billion of cash, and has said it needs a minimum cash balance of \$1 billion.

Morningstar analyst David Whiston said the recent progress on Model 3 production "gives more credibility to the company" if Mr. Musk's plan is to secure funding for taking Tesla private.

Mr. Musk has informally floated the idea of a private Tesla before. In an interview with Rolling Stone published in November 2017, he said hav-

ing to answer to public shareholders "makes us less efficient," and said "I wish we could be private with Tesla."

He has also toyed with taking his other company, Space Exploration Technologies Corp., public. The rocket maker, where Mr. Musk is CEO, was last valued privately by investors at \$21 billion. But Mr. Musk has nixed that idea more recently, people close to him have said, because the entrepreneur in him just couldn't stomach the idea of being held publicly accountable to shareholders.

—Andy Pasztor and Summer Said contributed to this article.

CORRECTIONS & AMPLIFICATIONS

Walt Disney Co. hasn't closed its purchase of assets from **21st Century Fox**. In Saturday's Exchange section, a Finance article about old-money billionaires turning to venture investing incorrectly said the deal has been completed.

A new type of health coverage to be offered to some **General Motors** Co. employees will save them approximately \$300 to \$900 a year compared with the current cheapest option. In some editions Tuesday, a Business & Finance article about the initiative incorrectly described those figures as monthly savings.

Readers can alert The Wall Street Journal to any errors in news articles by emailing wsjcontact@wsj.com or by calling 888-410-2667.

THE WALL STREET JOURNAL

(USPS 664-880)
(Eastern Edition ISSN 0099-9660)
(Central Edition ISSN 1092-0935)
(Western Edition ISSN 0193-2241)

Editorial and publication headquarters:
1211 Avenue of the Americas, New York, NY 10036
Published daily except Sundays and general legal holidays. Periodicals postage paid at New York, NY, and other mailing offices.

Postmaster:
Send address changes to The Wall Street Journal,
200 Burnett Rd., Chicago, IL 60620.
All advertising published in The Wall Street Journal is subject to the applicable rate card, copies of which are available from the Advertising Services Department, Dow Jones & Co. Inc., 1211 Avenue of the Americas, New York, NY 10036. The Journal reserves the right not to accept advertiser's order. Only publication of an advertisement shall constitute final acceptance of the advertiser's order.

Letters to the Editor:
Fax: 212-416-2891; email: wsjtrs@wsj.com

NEED ASSISTANCE WITH YOUR SUBSCRIPTION?
By web: customercenter.wsj.com;
By email: wsjsupport@wsj.com;
By phone: 1-800-JOURNAL (1-800-568-7625);
Or by live chat at wsj.com/livechat

REPRINTS & LICENSING

By email: customerprints@djreprints.com
By phone: 1-800-843-0008

GOT A TIP FOR US?
SUBMIT IT AT WSJ.COM/TIPS

U.S. NEWS

Healthy Babies Still Face Zika Risk

By BETSY MCKAY

About one in seven children born to women with Zika in U.S. territories had serious health problems linked to the mosquito-borne virus, such as brain damage or impaired vision, federal public-health researchers reported Tuesday.

Many of the health issues emerged in children who appeared healthy at birth, suggesting just how heavy the virus's long-term toll is, according to the Centers for Disease Control and Prevention researchers.

The study, published roughly two years after the Zika epidemic swept through the Americas, is the largest to date on the disease's long-term impact, the agency said.

The findings also confirm the fears of medical experts about Zika's toll on children, even those who appeared healthy when born.

The results "could be an underestimate" of Zika's impact because many children born to mothers infected with Zika haven't had follow-up medical care reported, said Peggy Honein, director of the CDC's Division of Congenital and Developmental Disorders and senior author of the report.

A recent CDC study of 7- and 8-year-olds born with birth defects to women infected with Zika in Cambodia found the children required extensive care, Dr. Honein said. Identifying problems early is critical so that the children can get physical therapy or other care to help them manage or lessen the symptoms.

Zika, a virus identified decades ago in Africa, caused a widespread epidemic in tropical regions of the Americas in 2015 and 2016. Its effect on pregnancies was detected for the first time when infected women in Brazil gave birth to hundreds of babies with visible birth defects, notably a

Babies who looked healthy at birth later had issues believed related to Zika virus.

rare condition known as microcephaly, marked by a smaller than normal head.

The new CDC study included 1,450 babies in the agency's U.S. Zika Pregnancy and Infant Registry, who were at least one year old by Feb. 1, 2018, and had received some follow-up care after birth.

Of them, 203, or 14%, had either a Zika-associated birth defect, or neurological problems affecting children's ability to see, hear or move their arms and legs that appeared after birth—or both.

That number includes 136 babies, or 9%, who had neurodevelopmental problems that Dr. Honein said have been identified frequently in babies with Zika-related birth defects. They include epilepsy, vision or hearing problems, developmental delays, and microcephaly that developed after birth.

Only 20 of this group of babies were also born with a Zika-related birth defect, meaning that most of the neurodevelopmental problems appeared later, Dr. Honein said.

"The fact that we're seeing those same disabilities in children who looked healthy at birth is of concern," she said.

The report also found that 87 babies, or 6% of the total, who were born with a birth defect known to be caused by a congenital Zika infection, such as microcephaly.

That 6% rate is more than 30 times higher than the rate of such abnormalities in newborns whose mothers weren't infected with Zika, she said.

While Zika isn't causing the huge epidemic that it did in 2016, and local transmission of the virus hasn't been identified in the U.S. since 2017, the CDC said, Zika continues to spread at low levels and poses a risk to pregnant women who live in or travel to nearly 100 countries and territories.



The Mendocino Complex had burned more than 290,000 acres as of Tuesday, and the two-fire inferno could take a month to contain, Cal Fire officials said.

Fires Strike California at the Core

By ALEJANDRO LAZO

SAN FRANCISCO—Firefighters warned it could take a month to contain the largest wildfire in California's history.

The blaze—the second time in eight months a wildfire has claimed a record size—is prompting questions about where people should live and build long-term in a state that has increasingly pushed new development into what are now fire-prone areas. It is early in the wildfire season.

The Mendocino Complex, an inferno combining two fires burning north of Napa County's wine-growing region, had scorched more than 290,000 acres as of Tuesday, officials with the California Department of Forestry and Fire Protection said.

The fires in Colusa, Lake and Mendocino counties have surrounded areas around Clear Lake, one of the state's largest natural freshwater lakes.

Firefighters said on Tuesday they had made progress

containing the northern portion of the River Fire, as well as on the southern end of the Ranch Fire.

California is experiencing a statewide fire siege, with 17 significant fires raging and about 630,000 acres burned. The blazes have left Yosemite National Park's popular Valley closed indefinitely, prompted massive evacuations, destroyed more than a thousand homes and strained resources up and down the state. The fires are the result

of a confluence of factors including very dry trees, warmer temperatures, longer fire seasons and more densely populated communities, experts said.

Megafires of the West spread faster and burn more intensely, often creating their own weather systems that spread flames in unpredictable directions.

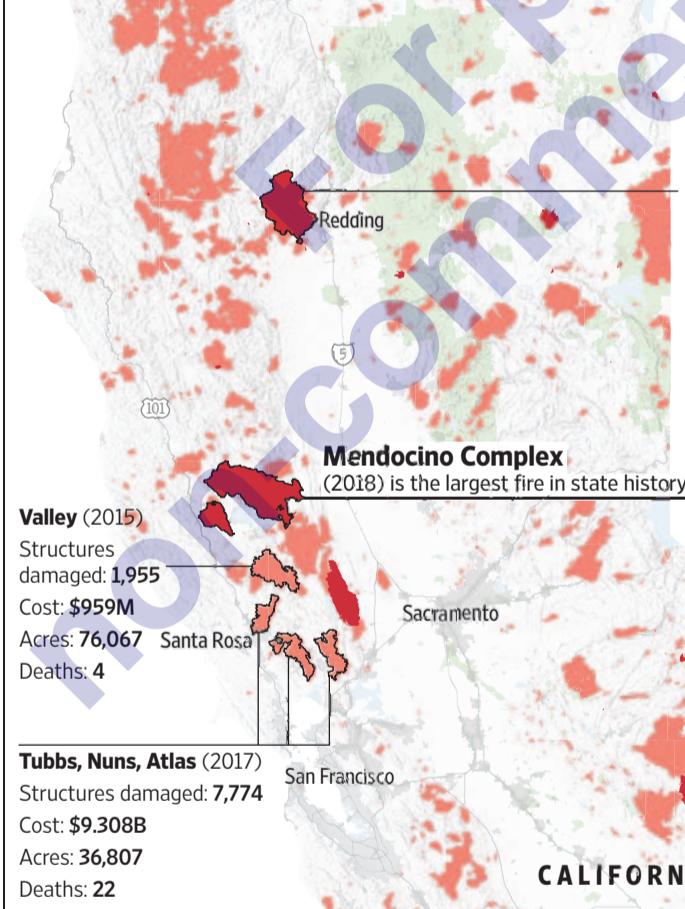
The summer fires have prompted Gov. Jerry Brown to say the state needs to "re-examine" how and where California builds its communities.

"This is part of a trend—a new normal—that we've got to deal with," Mr. Brown said. "We're dealing with it humanly, financially and governmentally."

The state legislature formed a Wildfire and Preparedness and Response Committee to debate legislation concerning wildfires. The committee is discussing proposals aimed at easing the potential liability of the state's public utilities for wildfires.

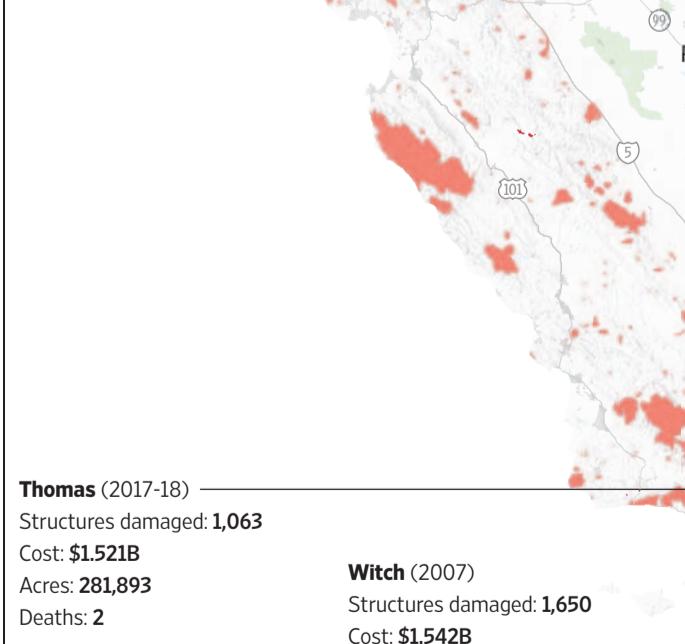
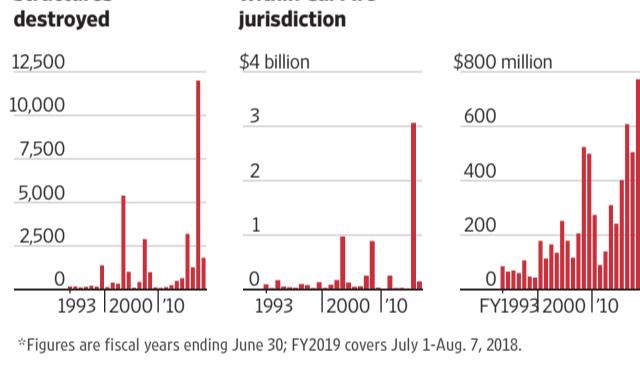
The impact of California's most destructive fires since 2003

California fires in the last 15 years ■ 2003-2017 ■ Active in 2018



As measured by number of structures destroyed:
Carr (2018)
Structures damaged: 1,599
Cost: n/a
Acres: 167,113
Deaths: 6

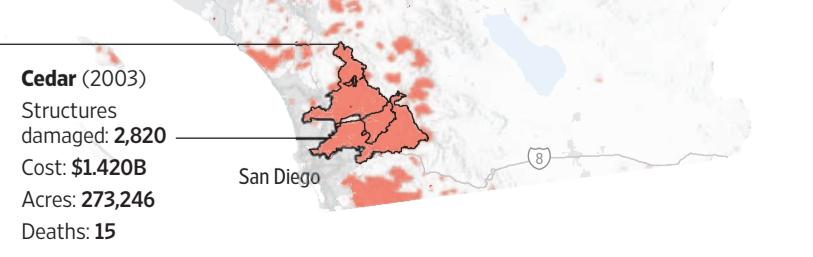
*Figures are fiscal years ending June 30; FY2019 covers July 1-Aug. 7, 2018.



Note: Structures include residential and commercial properties. Cost for pre-2017 fires are in 2018 dollars. Thomas fire costs include other fires that month in Ventura and Santa Barbara counties, while Tubbs, Nuns, and Atlas costs include fires in Napa, Solano and Sonoma counties that month.

Sources: Cal Fire; GeoMAC (fire perimeters); Property Claim Services via Insurance Information Institute (costs for pre-2017 fires); California Department of Insurance (costs for 2017 fires)

Renée Rigdon, Erik Brynildsen, Taylor Umlauf and Kathryn Tam/THE WALL STREET JOURNAL.



U.S. NEWS

Authorities Probe Cohen for Tax Fraud

BY REBECCA DAVIS O'BRIEN
AND NICOLE HONG

The legal pressures facing Michael Cohen are growing in a wide-ranging investigation of his business affairs and his work on behalf of his former client, President Trump.

In previously unreported developments, federal prosecutors are examining whether Mr. Cohen committed tax fraud, people familiar with the investigation said.

Federal authorities are assessing whether Mr. Cohen's income from his taxi-medallion business was underreported in federal tax returns, one of the people said. That income included hundreds of thousands of dollars in cash and other payments in the past five years, the person said.

Prosecutors also are looking into whether bank employees improperly allowed Mr. Cohen to obtain loans for which he didn't provide adequate docu-

mentation, people familiar with the matter said. In particular, investigators are looking closely at Mr. Cohen's relationship with Sterling National Bank—which provided financing for his taxi-medallion business—and whether he inflated the value of any of his assets as collateral for loans, people familiar with the matter said.

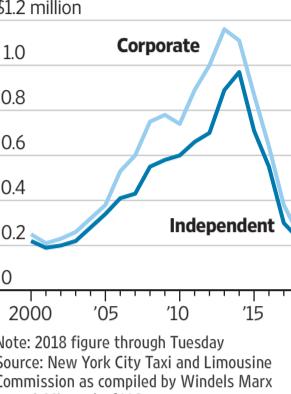
Convictions for federal tax and bank-fraud may carry potentially significant prison sentences, which could put more pressure on Mr. Cohen to cooperate with prosecutors if he is charged, according to former federal prosecutors.

As part of the inquiry into Mr. Cohen's relationships with banks, federal authorities have been investigating whether Mr. Cohen made misrepresentations or false statements on loan applications, people familiar with the matter said.

Meantime, federal prosecutors subpoenaed Mr. Cohen's former accountant, Jeffrey A.

Taxing

Average price of private sales of corporate and independent New York City taxi medallions



Note: 2018 figure through Tuesday
Source: New York City Taxi and Limousine Commission as compiled by Windels Marx Lane & Mittendorf LLP

THE WALL STREET JOURNAL.

Getzel, who prepared many of Mr. Cohen's financial statements submitted to banks, people familiar with the matter said. Mr. Getzel also worked for Evgeny "Gene"

Freidman, a taxi-medallion manager who worked with Mr. Cohen, according to public court records. Mr. Friedman is cooperating with federal prosecutors in the investigation, according to people familiar with the matter.

Mr. Cohen's lawyer, Lanny Davis, declined to comment "out of respect for the ongoing investigation." Mr. Cohen has previously denied any wrongdoing. A lawyer for Mr. Friedman, Patrick J. Egan, said, "In Mr. Friedman's interest, I cannot make any public statement regarding an ongoing criminal investigation."

A spokesman for the Manhattan U.S. attorney's office declined to comment. A spokesman for Sterling declined to comment, as did a lawyer for Mr. Getzel.

The Federal Bureau of Investigation and the Manhattan U.S. attorney's office have been investigating Mr. Cohen for bank fraud, campaign-fi-

nance violations and other possible crimes related to his personal business interests and efforts to conceal negative information about Mr. Trump, including claims by two women that they had sexual encounters with Mr. Trump. The Wall Street Journal has previously reported. Mr. Trump has denied having sex with either woman.

In addition to his work for Mr. Trump, Mr. Cohen pursued business interests including investments in taxi medallions. As of April, Mr. Cohen or his wife, Laura, controlled 32 medallions in New York City, according to public records.

Taxi medallions have long been considered a rock-solid investment. Some licenses for medallions in New York sold for an average of \$1.25 million each in 2013 and 2014, according to bankruptcy filings.

But their value has plummeted amid competition from services such as Uber and Lyft.

In a filing for a federal bankruptcy case in June 2017, Mr. Friedman said the estimated value of each medallion had dropped to approximately \$200,000 to \$225,000.

Even as Mr. Cohen is being investigated for possibly underreporting income to evade taxes, prosecutors are looking at whether he overstated income in loan applications and refinancing efforts, people familiar with the matter said.

In April, less than two weeks after investigators raided his home, office and hotel, Mr. Cohen pledged his personal residence—through a \$9 million mortgage on his apartment at Trump Park Avenue—to supplement the collateral against millions of dollars in loans from Sterling that he and his wife took out in 2014 against their taxi business.

—Joe Palazzolo,
Mark Maremont
and Rebecca Ballhaus
contributed to this article.

Gates Pressed on His Admitted Lies

BY ARUNA VISWANATHA
AND DEL QUENTIN WILBER

ALEXANDRIA, Va.—An attorney for Paul Manafort, the former Trump campaign chairman, attacked the credibility of Mr. Manafort's longtime associate Richard Gates on Tuesday, pressing him on lies he admitted telling Mr. Manafort, prosecutors and his wife.

Over two hours of questioning during Mr. Manafort's trial on tax- and bank-fraud charges, Mr. Gates acknowledged he had an extramarital affair, represented Mr. Manafort's investments as his own, created a fraudulent document for another business partner, was the subject of an insider-trading investigation at the Securities and Exchange Commission and embezzled hundreds of thousands of dollars from Mr. Manafort.

At moments, Mr. Gates was combative with Kevin Downing, Mr. Manafort's lawyer, about the extent of his betrayals and false statements, including those to the Federal Bureau of Investigation.

Mr. Gates also expressed remorse and said he was trying to turn his life around.

"I was living beyond my means," he said, explaining why he stole from his boss, later adding that "I am here to take responsibility. Mr. Manafort had the same path. I am here."

The courtroom confrontation came on the sixth day of trial, the first to emerge from special counsel Robert Mueller's investigation into the 2016 presidential election.

Mr. Manafort has pleaded not guilty to the charges of tax and bank fraud.



Rick Gates faced questions Tuesday, at the trial of Paul Manafort, about his illegal acts and lies.

Mr. Gates has become a singular figure in the case. He has asserted repeatedly on the witness stand—as Mr. Manafort has often stared at him with arms crossed—that he committed crimes at Mr. Manafort's request.

Earlier on Tuesday, he provided details of actions he said he undertook at Mr. Manafort's direction to hide income in Cyprus and elsewhere to fraudulently reduce Mr. Manafort's tax liability.

When Mr. Manafort's legal team had their turn to question him, they tried to turn the tables. They showed a series of fake invoices worth tens of thousands of dollars

each that Mr. Gates had submitted to be paid out of an offshore bank account of Mr. Manafort's firm.

"Was it to fund your separate, secret, life?" Mr. Downing asked.

Mr. Gates, who is married with four children, admitted he had had an extramarital relationship in London, but said the fraudulent invoices went to an account his wife knew about.

He pleaded guilty earlier this year in connection with the case against Mr. Manafort, and admitted to lying to investigators, a point Mr. Downing repeatedly pressed.

The charges against Mr. Manafort center on allegations that he hid income from his Ukraine-based consulting work from the Internal Revenue Service.

The defense has signaled that discrediting Mr. Gates will be central to its case.

Mr. Mueller is charged with investigating Russia's interference in the 2016 presidential election and any possible coordination with Donald Trump's associates.

The Manafort case isn't directly related to that issue, but a judge has rejected Mr. Manafort's efforts to argue that the prosecution is outside Mr. Mueller's authority.

Labor Wins in Missouri On 'Right-to-Work'

BY KRIS MAHER

Missouri voters on Tuesday overturned a "right-to-work" law in a referendum, giving organized labor a substantial victory.

The vote to undo the law passed in 2017 by the Republican-led Legislature was called by the Associated Press. With nearly two-thirds of precincts reporting results, the vote was 64% to 36% against the law, according to the Missouri secretary of state's website. The law would have allowed private-sector workers to opt out of paying union fees in unionized workplaces.

"We're just getting started. We'll build on this tremendous achievement in the days and weeks to come," said Richard Trumka, president of the AFL-CIO.

A union-backed group outspent supporters of the law by nearly 5 to 1 on advertising and other outreach efforts, according to the latest state filings.

Mr. Trumka said union members had knocked on more than half a million doors to canvass voters.

Supporters of the law had said it would boost the state's economy and make it more attractive to companies considering relocating there.

"We got outspent," said Dan Mehan, president and chief executive officer of the Missouri Chamber of Commerce.

"We're disappointed obviously, but it doesn't take away

from the benefits of being a right-to-work state."

Unions oppose such laws because they enable workers covered by union-negotiated contracts to avoid paying fees to the union to cover the costs of collective bargaining.

Supporters of the laws say that workers, especially those who don't agree with a union's politics, shouldn't have to pay such fees as a condition of employment.

The vote halted, at least temporarily, a recent trend among states adopting such measures. Since 2012, Indiana, Michigan, Wisconsin, West Virginia and Kentucky have all enacted so-called right-to-work laws.

Following Tuesday's vote, there are 27 states that have such laws.

The referendum took on additional significance, coming after a Supreme Court ruling in June that banned the collection of fees from public-sector workers who opt out of joining unions. That effectively imposed such a measure for public-sector employers.

The Supreme Court ruling has already begun cutting into union revenue. The court ruling immediately affected government workers in the 22 states that didn't have so-called right-to-work laws at the time.

The ruling now will apply to Missouri.

In Missouri, 8.6% of workers belonged to a union in 2017, compared with 10.7% nationwide.

Tight Race Deals Blow To GOP

Continued from Page One
the better," Mr. Trump wrote on Twitter. "Now Troy wins a great victory during a very tough time of the year for voting. He will win BIG in Nov."

Mr. Balderson, in remarks declaring victory, offered effusive praise for Mr. Trump and Vice President Mike Pence for their campaign help.

"America is on the right path and we're going to keep it going that way," he said.

In Kansas, the closely watched Republican gubernatorial primary also headed to a photo finish with Kris Kobach, the controversial Kansas secretary of state, running neck-and-neck against Gov. Jeff Colyer.

Mr. Trump weighed in at the last minute with an endorsement of Mr. Kobach, as he did for Mr. Balderson, but his impact on the outcome was uncertain. It may have come too late to carry the day in a case where he was backing an anti-establishment conservative against a sitting GOP governor.

The results reflect a state of flux that is influencing U.S. elections down the ballot after the election of Mr. Trump, a former television personality and real-estate developer who was a newcomer to politics when he won the presidential

campaign in 2016.

Mr. Trump has engaged in the midterm congressional elections, particularly Republican primaries, in ways most presidents have resisted in recent years and his actions appear to have energized activists in both political parties.

In Ohio, the Democratic challenger, Mr. O'Connor, didn't concede defeat during remarks Tuesday night to supporters, instead previewing that he will continue to campaign until the two candidates face each other again in the November general election to determine who will serve a full two-year term in Congress.

"We made our case for change," Mr. O'Connor said. "We're going to make that case tomorrow. Tomorrow we rest and we keep fighting through to November."

Ohio law calls for an automatic recount if the top two candidates are within one-half a percentage point. With 100% of precincts reporting, Mr. Balderson was ahead with 50.2% compared with Mr. O'Connor's 49.3%, according to the Associated Press counting.

A Green Party candidate, Joe Manchik, siphoned critical votes away from Mr. O'Connor that may have cost him the margin of victory.

Ohio Secretary of State Jon Husted reported that according to unofficial results, Mr. Balderson led Mr. O'Connor by 1,754 votes. Mr. Husted added there are 3,435 provisional ballots and 5,048 absentee ballots outstanding. State law forbids counting of those ballots until Aug. 18.

The district is typical of the dozens of House seats targeted by Democrats, who hope to capitalize on suburban Republicans' frustration with Mr. Trump.

Republicans sought to nationalize the race in its closing weeks. Although Mr. Balderson, a 56-year-old state senator, was a tepid fundraiser, outside GOP groups spent more than \$4 million attacking Mr. O'Connor as a clone of House Democratic Leader Nancy Pelosi while Mr.

Trump and Mr. Pence both visited the district with Mr. Balderson in the final week of the race.

Mr. O'Connor, a family-law attorney who is in his first term as Franklin County recorder, sought to keep his distance from Mrs. Pelosi, calling for a "new generation of leadership" in Congress.

But the 31-year-old fumbled a question about a speaker vote during an MSNBC interview last month, saying he would back "the Democratic candidate" in a close vote, even if it meant voting for Mrs. Pelosi. He subsequently reiterated that he wouldn't back her.

In other races, Gretchen Whitmer, formerly the Democratic leader in the Michigan state Senate, secured her party's gubernatorial nomination for the state, besting two candidates, Abdul El-Sayed and Shri Thanedar, who ran to her left politically. Mr. El-Sayed garnered the endorsement of Sen. Bernie Sanders (I., Vt.) and Alexandria Ocasio-Cortez, whose upset primary victory against Rep. Joe Crowley (D., N.Y.) has propelled her to national recognition.

Michigan Attorney General Bill Schuette won a four-way race to secure the Republican gubernatorial nomination. With the help of Mr. Trump's endorsement, he beat Lt. Gov. Brian Calley, who rescinded his support for Mr. Trump in October 2016 before ultimately voting for him, as well as Jim Hines and Patrick Colbeck.

—Andrew Duhren contributed to this article.

WeatherTech®
American Manufacturing Done Right™

FloorLiner™

BumpStep®XL

24" Hitch Mounted Bumper Protection

THE VALUE OF ZERO

Only at Fidelity.

- **Zero** account fees
- **Zero** minimums to open an account
- **Zero** minimum investment Fidelity mutual funds
- **Zero** expense ratio index mutual funds

Because at Fidelity, we believe
nothing should stand between you and your money.

Fidelity.com/value

Zero account fees and minimums are available for retail brokerage accounts only.

Fidelity now offers the Fidelity ZERO Total Market Index Fund (FZROX) and Fidelity ZERO International Index Fund (FZILX) available to individual retail investors who purchase their shares through a Fidelity brokerage account.



Fidelity
INVESTMENTS

Before investing, consider the funds' investment objectives, risks, charges, and expenses. Contact Fidelity for a prospectus or, if available, a summary prospectus containing this information. Read it carefully.

Expenses charged by investments (e.g., funds and managed accounts) and commissions, interest charges, or other expenses for transactions may still apply. All Fidelity funds with investment minimums of \$10k or less, and in stock and bond index fund classes with minimums of \$100 million or less, now have zero minimums. See the fund's prospectus and Fidelity.com/commissions for further details.

Fidelity Brokerage Services LLC, Member NYSE, SIPC. © 2018 FMR LLC. All rights reserved. 852659.3.0

U.S. NEWS

Plastic Straws Are Now Utensil Non Grata

BY CORINNE RAMEY
AND BOB TITA

When reality-TV star Kim Kardashian West told her 115 million Instagram followers that her household had stopped using plastic straws, the head of an environmental nonprofit responded in disbelief.

"I thought, 'Did we culture-hack this?'" said Dune Ives, executive director of Lonely Whale, whose #StopSucking social-media campaign advocates banning single-use plastic straws. "Did we change the conversation around straws?"

This is the summer of the plastic-straw ban. Bans on straws have swept through U.S. cities, businesses, restaurants and even sports venues at a surprising speed. In recent months, officials in cities including New York, San Francisco, Miami Beach, Fla., Santa Barbara, Calif., and Portland, Ore., have either proposed or passed bans on single-use plastic straws. Last month, Seattle became the first major U.S. city to put a ban into effect.

Starbucks Corp., Hyatt Hotels Corp., Disney Co. and the

Barclays Center in Brooklyn, among others, said they would phase out single-use plastic straws last month.

The story of how plastic straws went from ubiquitous to utensil non grata is one of psychology, a well-timed turtle and the power of social media. There has also been minimal industry pushback.

Susan Clayton, a professor of psychology and environmental studies at the College of Wooster in Ohio, compared the movement to the Ice Bucket Challenge, a 2014 social-media sensation in which people posted videos of cold water being dumped on their heads and donated to charity.

Activities like avoiding straws can lead to something psychologists call moral licensing. Dr. Clayton said, in which some people feel good about themselves for changing certain behaviors, so don't feel the need to take further action.

"Do you do this little thing and say, 'Now I've done my part, so I can drive to Starbucks instead of walking?'" she said. "Or do you think, 'This saving the environment

At Some Companies, It's the Last Straw

Companies across the U.S. have pledged to phase out plastics straws. Here's a look at some of the substitutes:

◆ **Alaska Airlines:** Nonplastic straws will be available upon request. Will use white-birch stir sticks and bamboo citrus picks.

◆ **American Airlines:** Lounges will use a biodegradable, eco-friendly straw. Stir sticks will be made of bamboo.

◆ **Barclays Center:** Will use strawless lids. Compostable straws will be available upon request.

◆ **Bon Appétit Management:** Paper straws will be available to guests with physical challenges or who strongly feel they need a straw.

◆ **Hyatt Hotels:** Straws and picks available upon request. Will use eco-friendly alternatives...where available.

◆ **Marriott International:** Will offer alternative straws upon request.

◆ **Royal Caribbean Cruises:** Paper straws will be available upon request. Will also use wood coffee stirrers and bamboo garnish picks.

◆ **SeaWorld Entertainment:** Will use paper or reusable plastic straws.

◆ **Starbucks:** Will use strawless lids. Paper or compostable straws will be available with some beverages and upon request.

◆ **Walt Disney:** Paper and other kinds of straws will be available upon request.

stuff isn't so hard after all?"

While calls for straw bans have accelerated in recent months, advocates consider the movement's major boosters a social-media campaign and a 2015 YouTube video of a bloodied straw being pulled out of a sea turtle's nostril.

The video, which has 32.6 million views, "opened up a broader question: What are we doing with single-use plas-

tics?" said John Calvelli, director of the Wildlife Conservation Society's Give a Sip campaign, which seeks to educate New Yorkers about the impact of plastic pollution.

Some also credit the influence of an oft-cited statistic that Americans use 500 million straws each day. The figure, which has been cited by the National Park Service and others, including The Wall Street Journal, comes from the 2011 research of a then 9-year-old Vermont boy and his mother.

Straws aren't the only single-use item to have been the subject of environmentalists' ire. But campaigns to bring recyclable bags to grocery stores or tote reusable mugs haven't caught on with the same verve.

"The kind of sacrifice that someone has to make to not get a plastic bag is a bigger

sacrifice than not having a straw," said Melissa Checker, an environmental-psychology professor at the CUNY Graduate Center in New York City.

Adding to the movement's success is its lack of organized opposition. Some advocates for disabled people who need drinking straws have spoken out against the bans, leading to exceptions to some cities' proposed rules. Others who have opposed bans include owners of bubble tea shops, who say the drinks' tapioca balls require wide straws.

To the extent that a straw-ban backlash has cropped up, much of it has come from people who oppose the craze that has surrounded the bans. Some oppose government working its way into their soft-drink cups. Others question whether the bans aren't just a self-congratulatory ecological fad with little environmental impact.

"It's so trivial," said Larry Grossman, 53, from Short Hills, N.J., as he left a Starbucks in Manhattan. "If they get rid of the lid next, I'd have to find another way not to spill my coffee."

U.S. WATCH

ECONOMY

Consumer Borrowing Rose 3.14% in June

Borrowing by U.S. consumers increased in June, according to Tuesday's consumer-credit report released by the Federal Reserve.

Outstanding consumer credit, a measure of non-real-estate debt, rose at a 3.14% seasonally adjusted annual rate, or up \$10.21 billion in June from the previous month.

Economists surveyed by The Wall Street Journal expected a \$15 billion increase from May.

The June rise came after credit climbed \$24.26 billion in May.

Revolving credit outstanding, which is primarily credit-card debt, declined at a 0.21% annual rate in June. Nonrevolving credit outstanding, mostly student and auto loans, increased in June at a 4.36% annual pace.

The U.S.'s low unemployment rate, continued job growth and rising take-home pay have helped buoy consumer spending and debt accumulation.

—Sharon Nunn

NATIONAL SECURITY AGENCY

Ex-Chief Rogers Joins Cyber-Related Startup

After nearly four decades in the military, retired Adm. Michael Rogers is making his first move into the private sector.

The former National Security Agency director joined the board of directors of cybersecurity-insurance startup CyberCube Analytics Inc.

CyberCube, which spun out of Symantec Corp. in March, is one of several companies seeking to model cyber risk for the insurance industry.

CyberCube Chief Executive Pascal Millaire said the insurance industry and national security agencies are trying to determine how to measure cyber risk. He said Mr. Rogers could use his military experience to help the company predict catastrophic cybersecurity attacks.

—Cat Zakrewski

BORDER PATROL

Agent Can Be Sued For Mexico Shooting

A federal appeals court ruled that a Border Patrol agent who fatally shot a Mexican teen on the other side of the border doesn't have immunity and can be sued by the boy's family.

The ruling on Tuesday came almost two years after the agent's attorney argued he was immune from a civil lawsuit because the U.S. Constitution didn't extend to 16-year-old Jose Antonio Elena Rodriguez.

The agent, Lonnie Swartz, was acquitted this year of second-degree murder in a criminal trial over the October 2012 cross-border shooting but will be retried on different charges.

The Ninth U.S. Circuit Court of Appeals said Agent Swartz violated "a clearly established" constitutional right.

Lee Gelert, representing the boy's mother, called the decision a victory.

Agent Swartz's attorney didn't respond to a request to comment.

—Associated Press

Disney Fans Rise to the Challenge

Continued from Page One
other admiring fans.

Runners compare the challenge to a giant jigsaw puzzle with constantly moving pieces: Depending on the day, parks officially open as early as 7 a.m. and close as late as 1 a.m. Some ride times are around 20 minutes long, others are just two minutes. Waiting times vary widely, some rides have a notoriously slim operating window, and hopping between parks could take around a half-hour. The resort covers nearly 40 square miles.

Mr. White, known in the Parkeology community as Kenny the Pirate, moved to Florida five years ago, where he runs travel businesses. He completed the challenge in December after a few attempts. To train for his recent run, he practiced with "time trials" through the parks for weeks using his annual pass.

He felt confident, he said, when he arrived at the gate, but got off to a rough start when the Slinky opening was delayed. Then the Astro Orbiter was running slower than usual.

As he watched the animatronic dolls dance to "It's a Small World" during the penul-

timate ride, Mr. White glanced at his watch. It was closing time. He recalls turning to a friend who was running the challenge with him. With only one ride left, but no time to ride it, Mr. White said, "I looked at Jeff and was like, 'The dream's dead.'

The Parkeology Challenge stems from the childhood fantasy of Shane Lindsay, now a 44-year-old software engineer. When his family made their annual trek to Florida from his hometown in Indiana, his parents would allot one day at Disney World. "I would drive my family crazy," he says. "I'd look forward to this every year and try to look over guidebooks and cram everything we possibly could into one day."

Years later, he proposed the challenge to Ted Tamburo, whom he met in an online Disney World message board nearly two decades earlier—and the two met face-to-face for their first run. "Every single person we talked to was just like, 'Well you can't do that. That's impossible,'" says Mr. Tamburo, 50, a photographer in Chicago.

Since their first attempt in 2013, they have created complex guidelines: Only moving attractions count as a ride; sit-down shows like the Hall of Presidents or modes of transportation like the Monorail aren't included. Challengers must make it through the whole ride—not hopping on, taking a selfie and hopping off. If a ride is closed for scheduled maintenance, you

can still finish by riding all open rides. But no outside help: Friends can't wait in line for you or bring food or chauffeur you from park to park. The cardinal rule? No special treatment. "If you got there that day and you were just like any other tourist, could you rely on your wits and your knowledge of the park to do this?" says Mr. Lindsay, who lives in Orlando.

Forget about breaks. One fan went a whole day on nothing but two bottles of Coke and a Mickey Mouse ice-cream bar.

The final moments can be the most harrowing. Messrs. Lindsay and Tamburo's first attempt was thwarted when a

thunderstorm shut down their last two outdoor rides. Earlier that day, Mr. Tamburo broke a toe sprinting in a "mad-dash panic attempt" from Dumbo the Flying Elephant to catch the Liberty Square Riverboat—then continued the race for hours.

Kristina Hawkins, 30, who lives about a half-hour from Disney, missed her last attraction of the day, the Seven Dwarfs Mine Train, by just minutes after getting stuck on Haunted Mansion. Brothers Reagan and Ryan Wagner, both in their 30s and from Ohio and Tennessee, respectively, were close to completing their first official run when Splash Mountain and Pirates of

the Caribbean both broke down at the end of the night.

"You really kind of have to be a little crazy to even have attempted to do this," says Vikki Tupay, 44, a self-described "glutton for punishment" who has tried the challenge 10 times—once successfully.

Even with one-day Disney tickets costing upward of \$100, many runners want to top their personal best, squeezing in more rides in less time. New records become badges of honor.

The self-described Disney geeks find camaraderie, sharing tips on Facebook about which rain ponchos and power bars are best and exchanging encouraging words on Twitter during runs. This summer, many are raising money for Give Kids The World Village, a nonprofit Florida theme park for children with medical needs.

"We think the world of our guests—especially our superfans who visit time and again experiencing our parks in new ways," says Jim MacPhee, senior vice president of operations at Walt Disney World Resort.

Nearly 20 teams tried the Parkeology Challenge during a July 25 fundraiser—insiders call multiple teams running at once a "Parknado." None were able to finish. "It's really just working on the fly, keeping an eye out for what's open, what's not; keeping an eye on the weather," says Ms. Hawkins, who finished 45 rides that day. "Even the best runners will tell you there's a bit of luck in this."



Vikki Tupay on the Slinky Dog Dash at Walt Disney World in July.

Vikki Tupay

Forget about breaks. One fan went a whole day on nothing but two bottles of Coke and a Mickey Mouse ice-cream bar.

The final moments can be the most harrowing. Messrs. Lindsay and Tamburo's first attempt was thwarted when a

WORLD NEWS

For Hondurans, Cash From U.S. Is Lifeline

Efforts to stem illegal immigration threaten workers' remittances to Central America

By RYAN DUBE

SAN PEDRO SULA, Honduras—César Gutiérrez's mother, an illegal immigrant who works at a Houston restaurant, sends a lot back to her native country.

A recent care package to her son included jeans, Nike sneakers, Samsung phones, a bike helmet and cans of Del Monte green beans, all of which are cheaper in the U.S. She also sends cash, and Mr. Gutiérrez is using the money to build a roof over his garage and buy land for his mother's new home in a nearby town.

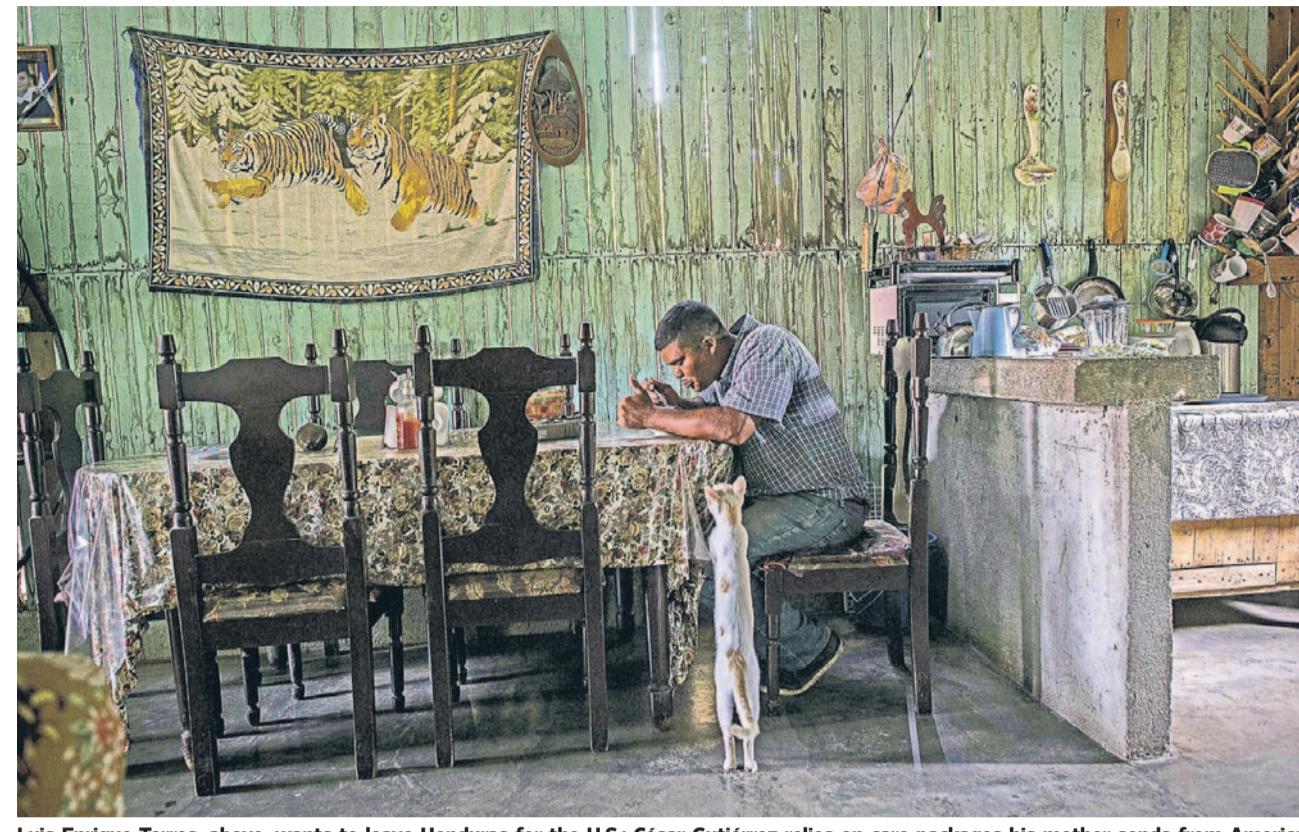
"Thank God it's going well for her," said Mr. Gutiérrez, who is hoping to join her in the U.S. soon to help support his three young children. "You can help your family a lot by being there."

Hundreds of thousands of Central Americans enter the U.S. illegally each year, many seeking jobs and higher income than they can earn back home.

The cash many send back, called remittances, can change the lives of their families who have stayed behind—buying new homes, paying for education and covering monthly expenses. That money has become essential to the economies of Central America.

In Honduras and El Salvador, remittances account for nearly one-fifth of economic output, according to the World Bank. Cutting the migrant flow risks further economic deterioration that could spark even more migration, experts say.

In Honduras, where two-thirds of the country's nine million people live in poverty, about one in four families receive remittances, said Manuel Orozco, a migration expert at the Inter-American Dialogue, a



Luis Enrique Torres, above, wants to leave Honduras for the U.S.; César Gutiérrez relies on care packages his mother sends from America.

Washington-based think tank. Last year, they received on average 16 transfers of \$281 each, Mr. Orozco said.

Homeland Security Secretary Kirstjen Nielsen recently met with officials from Honduras, El Salvador, Guatemala and Mexico over ways to promote economic prosperity and discourage illegal immigration. The Department of Homeland Security said the officials discussed deepening cooperation to disrupt human smuggling, strengthening the local police forces and expanding the region's ability to provide migrants with asylum.

The statement didn't mention remittances, and the Department of Homeland Security didn't respond to requests to comment.

A State Department official said it doesn't track remittance flows to Central America, but focuses on "promoting a safe, secure and prosperous



region so people don't feel compelled to emigrate." The official said the U.S. is providing \$2.6 billion in assistance to Central America for fiscal years 2015 to 2018 to improve the region's security, governance and economy.

Honduran immigrants in the U.S. totaled almost 600,000 in 2017, up from 109,000 in 1990, according to the United Nations' Statistics Division. In 2017, there were almost three million migrants from the Northern Triangle in the U.S., up from 800,000 in 1990. The Pew Research Center estimates that 55% of the three million migrants in 2015 were undocumented.

"If young people see their neighbors doing better, that drives them [to migrate] because they want to have the same thing," said Sixto Rodriguez, a Honduran advocate for immigrant rights.

Those who return speak of backbreaking work—but also rewards.

Geovani Calderon, 50 years old, spent nearly a decade in Sacramento, Calif., working for a delivery company that allowed him to pay for his daughters' private school in San Pedro Sula. He returned in 2015 with an American flag to remember his time in the U.S.

"It's a thousand times better," Mr. Calderon, who works as a driver in the city, said of life in the U.S. "You have a better life, and your family is better off as well because you're helping."

Not all have the same luck.

Another city resident, Luis Enrique Torres, has tried five times to reach the U.S. with no success. "Sometimes, I feel bad that I haven't been able to give that opportunity to my kids," Mr. Torres said as he wiped away tears. "It's good to be in the United States."

Mr. Gutiérrez, who received the care package, agrees. He recalled how his mom used to struggle to get by in Honduras while selling food on the street. Now, in addition to the gifts and remittances she sends home, she is also saving money to bring him to the U.S.

"She said she wants to see me there too, working," said Mr. Gutiérrez. "You've got to take the risk."

—Anthony Harrup contributed to this article.

WORLD WATCH

ZIMBABWE

EU, U.S. Diplomats Decry Alleged Attacks

U.S. and European Union ambassadors in Zimbabwe on Tuesday condemned "serious human-rights violations" in the aftermath of last week's elections, after security forces allegedly beat up and harassed dozens of opposition supporters.

Rights groups and opposition members have accused soldiers and police of attacking, abducting and torturing supporters of Nelson Chamisa, leader of the Movement for Democratic Change who lost the July 30 vote to President Emmerson Mnangagwa. The alleged attacks came after the Zimbabwean military on Aug. 1 violently dispersed a protest by MDC supporters, firing live ammunition and leaving at least six civilians dead.

Mr. Chamisa disputes the election outcome and says the vote was rigged in favor of Mr. Mnangagwa.

—Gabriele Steinhauser and Bernard Mpofu

TURKEY

Ankara Moves to Mend Rift With U.S.

Turkey dispatched top officials to Washington to defuse a series of bilateral spats with the U.S. that have exacerbated tension between the two NATO allies and

pushed the Turkish currency to record lows.

The officials plan to meet American counterparts starting Wednesday and discuss ways to resolve the issues, top among them the fate of an American pastor and an escalating trade dispute, according to Turkish officials. The delegation is led by Turkey's new deputy foreign minister, Sedat Onal, one of the officials said.

The trip could help repair a relationship that appeared ruptured last week, when the U.S. announced financial sanctions against two Turkish cabinet members, and Turkey's President Recep Tayyip Erdogan said he had ordered similar measures in retaliation.

—David Gauthier-Villars

MALAYSIA

New Charges Filed Against Ex-Leader

Malaysia charged former Prime Minister Najib Razak with three counts of violating money-laundering laws Wednesday in relation to one of the world's biggest financial scandals.

The charges come on top of three counts of criminal breach of trust and one of abuse of power already leveled against Mr. Najib stemming from the scandal at state fund 1Malaysia Development Bhd, or 1MDB.

Mr. Najib pleaded not guilty to the new charges. Criminal proceedings against the former

leader have moved quickly since he lost power in a surprise election defeat in May. He has denied all the charges against him and is free on almost \$250,000 bail.

The charges against Mr. Najib stem from allegations by prosecutors that he received more than \$10 million from a former 1MDB unit, SRC International Bhd, into his personal bank account.

—Yantoultra Ngui

KENYA AND TANZANIA

Embassy Bombings Recalled 20 Years On

Kenyans and Tanzanians marked the 20th anniversary of the al Qaeda bombings of the U.S. embassies in their countries that killed more than 250 people, with hundreds of local survivors calling on the U.S. government for compensation.

The explosions on Aug. 7, 1998, were the first major al Qaeda attack on U.S. targets. Nearly 5,000 people were injured.

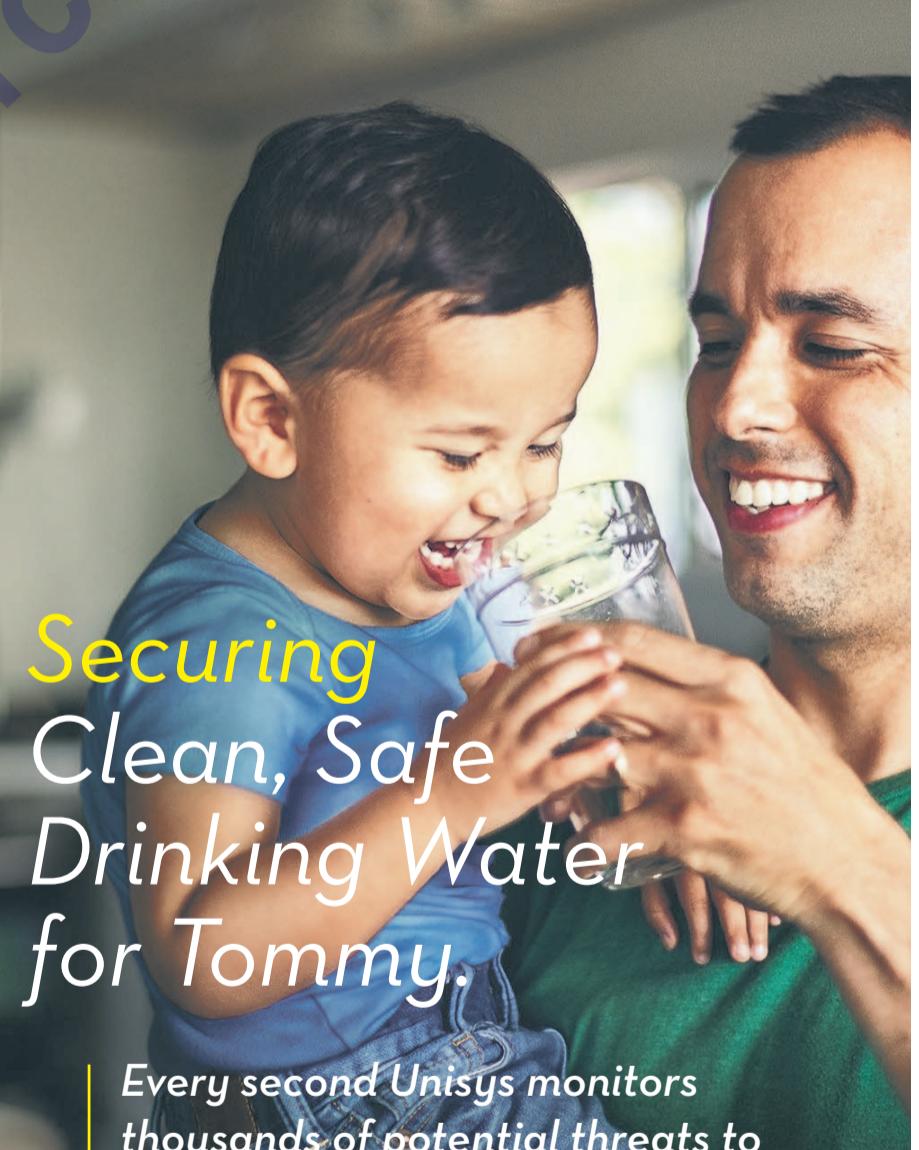
The U.S. ambassador to Kenya, Robert Godec, said the extremists wanted to cause a rift between Kenyans and Americans but failed. Secretary of State Mike Pompeo said that "our partnership with our African allies remains stronger than ever."

The embassy bombings brought al Qaeda to the attention of the U.S. public and the world three years before the Sept. 11, 2001, attacks.

—Associated Press



WET START: Ecuador's President Lenin Moreno, left, Argentina's President Mauricio Macri, Chile's President Sebastián Piñera, and Mexico's President Enrique Peña Nieto took cover from the rain during the inauguration ceremony for Colombia's President Ivan Duque in Bogotá on Tuesday.



Every second Unisys monitors thousands of potential threats to drinking water supplies around the world. Which means parents can focus on more important things, like spending quality time with their children. Find out more at Unisys.com/Security.

UNISYS | Securing Your Tomorrow®

Consulting | Services | Technology

WORLD NEWS

In Russia, Corporate Raiders Can Be Cops

By JAMES MARSON
AND THOMAS GROVE

ROSTOV-ON-DON, Russia—A businessman recently played colleagues here a short video to demonstrate what ails Russia's economy: It showed masked police bursting into an office in Siberia wielding rifles and sledgehammers.

Russian companies routinely face harassment from law-enforcement officials seeking to extort money or expropriate businesses, according to business owners, lawyers and activists. One in six Russian business owners is facing criminal prosecution, according to Aleksandr Khurudzhi, who works for an agency the Kremlin set up in 2012 to help entrepreneurs.

"It's a cancer for the economy," said Mr. Khurudzhi, who was detained in 2015 for nine months on fraud charges related to his firm before being released and later acquitted in court. If President Vladimir Putin doesn't tackle the problem, he said, "Russia can't de-

velop further."

Mr. Putin's 18 years of rule have brought rapid economic growth, fueled by strong oil prices, allowing him to increase social spending, rearm his military and project power abroad. But weaker prices for oil, Moscow's main export, and Western sanctions in 2014 sent the economy into a recession that it only emerged from last year.

Now, as the 65-year-old former KGB officer starts a fresh six-year term, even official forecasts say growth in coming years is unlikely to exceed 2%.

In an address earlier this year, Mr. Putin repeated promises to boost small and medium-size businesses' contribution to gross domestic product to 40% by the mid-2020s, up from 25% now but still lower than in many developed countries. He has advocated for less pressure on businesses and created the office where Mr. Khurudzhi works.

But Mr. Putin's authoritarian rule relies on security officials and political heavyweights who

use their authority not only to squash political opponents but also to squeeze companies for payoffs, seize them on behalf of rivals or take them over for themselves, critics say. That makes changes to the justice system potentially perilous.

"It's risky to close off money flows" to powerful people, said Gleb Pavlovsky, a former Kremlin adviser.

As a result, people who should be building Russia's economy are losing their businesses and their freedom.

Russian courts found 99.8% of defendants guilty, according to court data, and are ripe for hijacking using fabricated cases, lawyers and activists say. Business owners often prefer to cut a deal rather than end up in court.

The first hint of trouble can be a seemingly innocuous approach to buy a stake in the company. Aleksei Gromovenko, a 37-year-old businessman in Rostov-on-Don, said an offer from acquaintances in 2015 soon turned into a demand

that he hand over a share of ownership in his travel agency. He refused, and three legal complaints by clients, which he said were fictitious, were soon launched against his company. He was detained and

Security officials and political heavyweights squeeze companies, critics say.

held for two months in jail, and was derided on television as a fraudster. He was eventually released, but his business folded, he said.

Law enforcement sometimes uses raids like the one in Mr. Khurudzhi's video from February—known as "mask shows" for the balaclavas officers wear during the raids—to grab documents and intimidate business owners. A lawyer for the oil-and-gas company in Si-

beria that was raided said the tactics used against her company—which she said were an effort to seize the business—included dozens of such raids, a fake protest by people claiming to be disgruntled workers and three assassination attempts against her boss. Regional officials told a local news site that the February raid was part of an investigation into tax avoidance.

Aleksandr Selyutin, who holds seminars to advise business owners on how to resist pressure from law enforcement, said the aim is often to scare a business owner into paying up or ceding part of the company. He described how one client was picked up at the airport after an overnight flight and given an ultimatum.

"He is thinking of 1937, dying in a cell," Mr. Selyutin said, referring to the era of Stalin's purges, "and they say: 'We can solve your problem for 30 million rubles'—around \$500,000.

Mr. Selyutin, who works as a lawyer and said he used to

be a police officer and a judge, persuaded his client not to pay, got a psychologist to calm him down and launched a traditional legal defense.

Resisting can be risky and often ends with the company being destroyed anyway. Businessman Dmitry Velichko started an aquafarming company, creating an artificial lake on land he rented in southern Russia. When the company turned a profit after a few years, he said local authorities opened a criminal investigation against him for poaching. His lawyer says he refused offers from so-called "fixers" to pay off officials to make the problems go away. After years of legal battles, the case was closed last year, but the business was destroyed. Regional authorities couldn't be reached for comment.

Mr. Selyutin said that many people at his seminars don't know there is a way to fight back within the legal system. "They just think it's all beyond their control."

FROM PAGE ONE

Tariffs Force Small Firms To Rethink

Continued from Page One
finalized a list of \$16 billion in Chinese imports that will be subject to 25% tariffs. U.S. officials have also said they are considering duties on \$200 billion more. China has started to respond in kind and is threatening to impose tariffs on up to \$110 billion of U.S. goods if Washington moves ahead.

The impact is now being felt particularly acutely by small businesses and startups. Broadly, this class of company, like others, feels good about the economy. But compared with larger operations, they have less ability to deflect higher materials prices or pass along new costs to customers.

Tariffs throw a wrench into pricing calculations and eat into profit margins. Smaller firms also are less able to shift production to other locations and have smaller reserves to draw on when times get tough.

Big vs. small

Even those that benefit from a surge in domestic business are struggling to ramp up quickly enough to take advantage.

As a result, small firms selling all manner of goods, including high-tech light switches and the coated paper used to handle deli meats, are rethinking their strategies, suppliers, manufacturing locations and pricing.

Large companies have mostly shrugged off concerns over tariffs, as lower tax rates plus strong demand has helped deliver larger than expected profit. Among smaller firms, optimism for growth fell in July to its lowest level since the 2016 presidential election, according to a monthly survey of more than 750 small firms for The Wall Street Journal by Vistage Worldwide Inc.

"The tariff makes us feel we need to take our foot off the gas," said M2S founder Eric Crews.

Scott Yates, sales director for Smokey Mountain Trailers in Lenoir City, Tenn., says the firm has been hit with "material surcharges" of as much as 7% on the trailers it sells. That is because of tariffs on steel and aluminum. As new higher-priced trailers arrive on the lot,



Brilliant Home Technology, top left, raised the price of its 'smart' light switches. **Nebia**, a maker of spa-like shower heads, is considering shifting manufacturing to Mexico from Minnesota, where it has a facility, seen at right. Bottom left: A Nebia worker.



CLOCKWISE FROM TOP LEFT: DAVID PAUL MORRIS/BLOOMBERG NEWS; NEBIA/WOLF MARIE BERKET

the company is charging more for them.

"At the end of the day, the consumer is paying," said Mr. Yates.

Brilliant Home Technology Inc., a three-year-old Silicon Valley startup, had planned to launch its Wi-Fi-connected "smart" light switches in September at a price of \$249. The threat of 10% tariffs on Chinese-made electronics forced the 30-person company, which is backed by \$21 million in venture capital, to boost the price to \$299.

Company co-founder Aaron Emigh said the latest proposed increase in tariffs to 25% put him in an even tougher spot and could force him to seek another round of funding earlier than planned. "We are at the limit of what we believe we can charge," he said. Moving manufacturing out of China isn't practical, he said.

Some companies worry that parts and materials distributors are using the tariff stand-off as an opportunity to raise prices.

Adam Aronson, chief executive of Lilitab, a San Rafael, Calif., maker of tablet kiosks, said one of his vendor's distributors has raised prices for aluminum signage materials ahead of actual price increases. Mr. Aronson said he is even more concerned about future tariffs on other imported materials and components.

Tusco Display, a maker of custom store fixtures and precision metal fabrications in Gladentown, Ohio, laid off 20 contract workers at the end of the first quarter and furloughed 10 employees for a month in June. It put off plans to spend \$1 million on a new system for washing, drying, powder coating and curing metal products.

Tusco is paying more for U.S. and foreign-made steel and aluminum. Tariffs are also adding to the worries of its retail customers, who are struggling to compete with Amazon.com Inc. and seem to be taking a "wait and see attitude," said Mike Lauber, Tusco's chief executive.

"Many of us have our heads down, working hard," he said.

At Tusco, "we are conserving where we can and redoubling our efforts to find new clients."

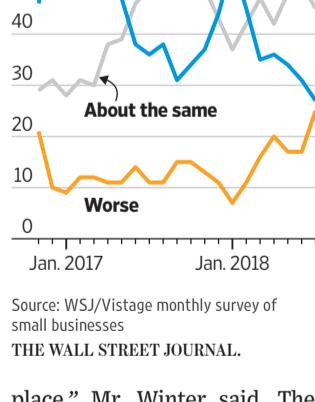
Aluminum tariffs are causing Nebia Inc., a San Francisco startup with 11 employees, to consider shifting manufacturing of its \$399 spalike shower heads to Mexico from Minnesota, said Philip Winter, the company's CEO.

"It puts us in a really tough

Losing Faith

Optism among small businesses for economic growth fell in July to its lowest level since President Trump's election.

Survey respondents' expectations of the U.S. economy in the next 12 months



Source: WSJ/Vistage monthly survey of small businesses

THE WALL STREET JOURNAL.

we can compete," said Mr. Schroeder, who has about 30 employees. "This has the potential to pull the carpet out."

Some companies expect little impact from tariffs, either because their competitors face the same economics or because strong demand makes it easier to pass along higher costs.

"I expect to see our costs go up, but my local competition will experience the same increase so I am not too concerned," said Brian Larson, owner of Amity Graphics Inc. in Bemidji, Minn., which imports more than half of the promotional products it sells from China.

If a price increase is a problem, Mr. Larson said, customers can pick another product that costs less. "It seems we can come out on top if we do the tariffs," said Mr. Larson, who has eight employees. "I am actually pleased by this whole thing."

Pak-Sher, a maker of food-service packaging with more than 200 employees, is considering moving some production back to the U.S. because of the tariffs. It had shifted production of plastic sheets used to handle deli meats and bakery goods to a contract manufacturer in China in November.

"We are doing a staffing assessment and a capacity assessment," said David Kouchoukos, Pak-Sher's chief customer officer. When Pak-Sher, of Kilgore, Texas, shut down the food-sheet operation, it redeployed workers and didn't replace those who left.

At Short Run Pro in Belmont, N.C., which provides customized metal manufacturing

services, business has picked up since the U.S. imposed tariffs on imported steel and aluminum because the company specializes in making "customized, one-off production runs" and products for niche markets that are less vulnerable to changes in material costs.

"We have seen an increasing number of opportunities coming from U.S.-based equipment manufacturers that were previously sourced through overseas vendors," said Scott Toal, Short Run's president.

U.S. aluminum producers should be among those who benefit. The strong domestic economy and a surge in demand, however, appears to be straining their operations.

Full capacity

Merritt Aluminum Products Co., of Fort Lupton, Colo., is spending more time dealing with late deliveries, quality issues and other supply-chain problems as aluminum producers grapple with increased demand, said Taylor Merritt, its chief executive.

"Just the anticipation leading up to the tariffs caused a lot of uncertainty in the market and that uncertainty prompted users of steel and aluminum to start filling orders with domestic producers, which sucked up their capacity."

In sectors where tariffs have yet to take hold, companies are stocking up ahead of expected price increases, which can be difficult for smaller businesses. David Wallace, president at 5th Avenue Energy, a six-person renewable energy firm in San Diego, said lighting fixtures and other Chinese imports have become more expensive and harder to find as large contractors build inventories ahead of tariffs.

Mr. Wallace said he can't keep inventory on hand "because I am too small. It raises the bar on my risk."

In the past 30 days, dozens of companies have asked for help reclassifying products hit by tariffs, said Jeff Jorge, international services practice leader with the accounting and advisory firm Baker Tilly Virchow Krause LLP.

Improper classifications, while common, weren't much of an issue before tariffs were imposed because they didn't make a material difference in costs, said Mr. Jorge. Other companies are looking at how to take advantage of foreign trade zones, which allow products to move in and out of the country with reduced or no duties, he added, or rerouting supply chains.

Altraco, a contract manufacturer based in Thousand Oaks, Calif., said one of its customers is considering moving manufacturing offshore, which will cut costs by avoiding steel tariffs.

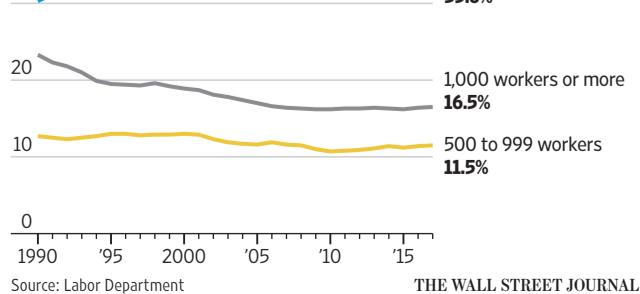
"If you offshore it, the tariff goes away and the cost of the parts come down," said Altraco co-owner Scott Williams, who has 18 employees and does most of his manufacturing in China. "The only people that are going to suffer," he added, are the "U.S. workers that are currently making these parts. Their jobs will no longer be needed."

Eliot Brown contributed to this article.

Small Firms, Big Employers

The share of U.S. manufacturing workers employed by smaller companies has grown since 1990.

Pct. of manufacturing employees who work at companies with:



Source: Labor Department

THE WALL STREET JOURNAL.

PAID ADVERTISEMENT

**WARNING: This product
contains nicotine. Nicotine
is an addictive chemical.**

For personal, non-commercial use only.

**I WISH
I HAD
FOUND IT
A LONG
TIME AGO."**

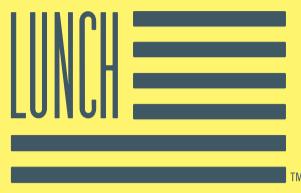
— Pat, age 48. JUUL customer since December, 2016.

HEAR HIS STORY AT JUUL.COM/PAT

JUUL

THE ALTERNATIVE FOR ADULT SMOKERS

This advertisement paid for by JUUL Labs



**DROPPING OFF LUNCH
TO A SENIOR COULD BE
THE PICK-ME-UP
YOU NEED.**

Volunteer for Meals on Wheels
AmericaLetsDoLunch.org



MEALS on WHEELS®



GREATER NEW YORK

In the Heat, the Homeless Suffer

City sends workers to urge people living on the streets to shelter in cooling centers

BY LESLIE BRODY

New York City officials declared a code red for extreme heat Tuesday and dispatched outreach workers to urge homeless people to take refuge in cooling centers.

Many stayed outdoors, despite 88-degree weather that felt like 95 to 100, according to the National Weather Service at midday. Jennifer Miles, a 48-year-old who usually sleeps overnight on a bench on Central Park West, spent her morning in the sun, mopping her forehead with a towel.

"There's a little breeze," she said.

The Department of Homeless Services identified 421 people as especially vulnerable and in need of extra outreach worker visits to make sure they had water and information about where to cool off.

In the eight code-red days so far this summer, 22 homeless people were placed voluntarily in transitional settings such as shelters and smaller Safe Haven facilities, the agency said. Eight were brought to emergency rooms for medical help.

It takes an average of five months to persuade the street homeless to transition to living indoors, department officials said.

"The only way to bring people in off the streets is to rebuild the trust of people who have fallen through every social safety net," Department of Social Services Commissioner Steven Banks said in an interview. "We can see signs of progress, and we can also see signs of the continued work that we have to do 24 hours a day."

Some homeless people who live outdoors cling to their freedom, rejecting shelters' curfews and sobriety rules. Some fear theft in the shelters. Many have mental illness, addictions or both, city officials said.



Jennifer Miles, who usually sleeps on a bench on Central Park West, is among the homeless coping with life outdoors in hot weather.

'The only way to bring people in off the streets is to rebuild the trust of people who have fallen through every social safety net.'

Steven Banks, Department of Social Services commissioner

New York City plans to spend \$98 million on services for the street homeless this year. Mayor Bill de Blasio doubled the number of outreach workers—to nearly 400—who fan out every day and night to offer beds and other help. These teams use an app to share names and information they have gathered on roughly 1,600 people living on the streets citywide, and are evaluating more than 2,300 others to determine if they are truly homeless and their needs.

The Department of Homeless Services said in June it had moved 1,815 street homeless into transitional or permanent

housing in the past two years. As some get off the streets, newcomers wind up there.

The city's annual count one night last January found 3,675 street homeless, about 6% lower than the year before, but such tallies are just an estimate. About half were in subways and transit stations, and almost a third in Manhattan.

New Yorkers have made more than 12,300 calls so far this year to 311 to alert the city to people needing assistance or hunkered down in encampments.

The ranks of street homeless come on top of roughly 59,000 people in shelters on a

given night, up from 31,000 in early 2002. Their number has leveled off in the last two years after more than a decade's growth.

Early one recent morning, two housing outreach specialists made their daily drives around the Upper West Side as part of an \$11 million annual city contract with the nonprofit Center for Urban Community Services.

The specialists approached a man on West End Avenue and 79th Street, who was rolling up his sleeping bag before panhandling. They said the man had been diagnosed with schizophrenia by the center's

psychiatrist, but then refused further services or medicine.

"Classic ambivalence," said one of the specialists, Gavin Wilkinson. "They take a step forward, then withdraw."

"You get a lot of clients who aren't interested or curse you out," said his partner, Brian Rodriguez. The team tried to talk to three more men dozing on benches or lying in front of a bakery, but they were rebuffed.

"We don't think of it as a 'no,'" Mr. Wilkinson said. "We think of it as a 'not right now.'"

—Caitlin Ostroff and Coulter Jones contributed to this article.

Democrats Disavow Malloy In Debate

BY JOSEPH DE AVILA

Connecticut's two Democratic gubernatorial candidates exchanged parting shots Tuesday during a debate showcasing their differences. But they had one important thing in common: Both distanced themselves from outgoing Gov. Dannel Malloy.

"I'll be very different," said Ned Lamont, a millionaire from Greenwich and the Democratic Party's endorsed candidate.

He said he would be able to work well with both the business community and with organized labor. "I think I'll be representing real change," he said.

Bridgeport Mayor Joe Ganim said he would be "completely, completely different" from Mr. Malloy, a fellow Democrat who declined to run for a third term.

The last televised debate between the two Democratic candidates before next Tuesday's primary, hosted on local TV station WFSB, demonstrated how Messrs. Lamont and Ganim have sought to cast themselves as change agents rather than heirs to Mr. Malloy, in light of the two-term governor's unpopularity.

A spokesman for Mr. Malloy declined to comment.

Connecticut Republicans, looking to capitalize on Mr. Malloy's poor approval rating, have said both candidates are



Bridgeport Mayor Joe Ganim, left, and Greenwich businessman Ned Lamont both want to be Connecticut's next governor.

just more of the same. WFSB will host a Republican debate Wednesday afternoon.

When asked what was Mr. Malloy's biggest mistake, both candidates said his management of the state's fiscal problems. Both also criticized Mr. Malloy's use of incentives to attract and retain companies in the state.

Mr. Lamont, a cable-television entrepreneur, highlighted his business success and said the state needed such expertise to improve its finances.

Mr. Ganim, who is in his sixth term as mayor of Bridgeport, said his experience leading the state's largest city made him the most prepared candidate.

Mr. Ganim, who was convicted of public corruption in 2003, also addressed his criminal past.

"I do take full responsibility, and I am very sorry, and I think about that every day," he said.

Mr. Lamont never directly brought up Mr. Ganim's criminal record but did allude to it when he mentioned delays developing a waterfront real-estate project in Bridgeport.

"That was derailed by a culture of corruption," Mr. Lamont said.

Mr. Lamont became a national figure after beating then-Sen. Joe Lieberman in the 2006 Democratic primary for U.S. Senate. He eventually lost in the general election to Mr. Lieberman, who ran as an independent.

Mr. Lamont said he wouldn't follow in Mr. Lieberman's footsteps and run as an independent if he lost the primary to Mr. Ganim. However, he said he would "probably not" support Mr. Ganim in the general election.

Mr. Ganim responded that he would support Mr. Lamont in the general election.

"But based on that answer, it's a very uncomfortable feeling right here," Mr. Ganim said. "He would diss the entire Democratic Party and put us in the hands potentially of a Connecticut Trump."

New Voter Drive Targets Inmates

BY KATIE HONAN

New York City Mayor Bill de Blasio laid out a new voter registration drive in the city's correctional facilities.

Eligible inmates will be able to directly sign up to vote and have their absentee ballots picked up from jail. In the past, these forms and ballots were sent through regular mail, where security measures could cause delays.

Inmates would register to vote using their home address, the mayor said. Those who have prior felony convictions wouldn't be eligible to vote.

The debate over restoring voting rights for people who have been convicted of a felony or who are on parole has been playing out across several states.

New York, the goal is to increase voter participation and is part of a larger effort, dubbed DemocracyNYC, that also seeks to change the state law to allow same-day registration to vote.

On Monday, volunteers from the Campaign Finance Board and Legal Aid—who are all part of the voter drive—displayed posters and handed

out information to inmates about registering to vote. Libraries in the jails will also be stocked with information on candidates for upcoming elections.

There could be thousands of people who would register under the new initiative. The Department of Correction couldn't tell for certain how many of its more than 8,000 inmates in custody are eligible to vote, since it doesn't ask for citizenship status, a department spokesman said.

However, 2,000 people in custody are currently ineligible to vote because they have been sentenced on a felony charge or are on parole.

Reminding the incarcerated that their vote matters is a powerful way of reinforcing their ties to our community and is just as important as the many job training and re-entry programs we offer every day," said Department of Correction Commissioner Cynthia Brann.

Also on Monday, Mr. de Blasio signed a bill that makes all phone calls from jail free for inmates, which he said was another step to assisting in the rehabilitation process.



Eligible inmates can have their absentee ballots picked up at jail.



A protester holds a sign memorializing New York City taxi drivers who have committed suicide. The demonstrators at City Hall on Tuesday favor of a cap on Uber, Lyft and other ride-hailing vehicles.

Final Pleas Made Before Vote On the Ride-Hailing Industry

BY PAUL BERGER
AND KATIE HONAN

Both sides in the battle over ride-hailing companies made one last pitch for support Tuesday ahead of a City Council vote that is expected to give New York tighter control of the industry, including a yearlong cap on new vehicles.

Taxi, livery and black-car drivers, who want limits on ride-hailing companies, rallied outside City Hall. Companies including Uber Technologies Inc., Lyft Inc. and Via Transportation Inc. urged riders to contact their City Council representatives and ask them to reject some of the bills when they vote on Wednesday.

"City Council's proposals would bring us back to an era of struggling to get a ride, particularly for those in communities of color and outer boroughs," said Adrian Durbin, a Lyft spokesman.

The package of bills, which is supported by Mayor Bill de Blasio and Council Speaker Corey Johnson, is widely expected to pass.

Ride-hailing companies have expanded rapidly since a cap on vehicles was unsuccessfully championed by Mr. de Blasio in 2015. At that time, there were 25,000 ride-hailing vehicles on the streets, according to the Taxi and Limousine Commission.

Today, there are more than 80,000 such vehicles. They dwarf the roughly 30,000 livery and traditional black cars, 13,587 yellow taxis and 2,300 green taxis.

Ride-hailing companies have been blamed for adding to road congestion, for driving down wages of traditional cab, livery and black-car drivers, and for keeping their own driver wages low. In the past five years, the value of a taxi medallion, a license to pick up street hails in Manhattan, has plummeted from more than \$1 million to less than \$200,000.

At the rally Tuesday, taxi drivers and their advocates memorialized six drivers who committed suicide in the past year, they say, because of economic hardship.

Bhairavi Desai, executive di-

rector of the New York Taxi Workers Alliance, said Wednesday's vote "sends a message of hope and solidarity to a workforce that has struggled in isolation for too long."

Ride-hailing companies say they provide a service to people traditionally neglected by the taxi industry, such as those in the outer boroughs and people of color who are sometimes avoided by cab-drivers. They add that they also provide an alternative for commuters who are regularly let down by the city's subway and bus systems.

"A 12-month pause on new for-hire vehicle licenses will leave New Yorkers stranded while doing nothing to prevent congestion, fix the subways, and help struggling taxi medallion owners," said a spokeswoman for Uber.

Councilman Brad Lander, the sponsor of a bill that sets a minimum wage for drivers, appeared at Tuesday's rally. Mr. Lander said the package of bills "puts New York City on a path to sensible regulation of for-hire vehicles."

Mr. Ganim responded that he would support Mr. Lamont in the general election.

"But based on that answer, it's a very uncomfortable feeling right here," Mr. Ganim said. "He would diss the entire Democratic Party and put us in the hands potentially of a Connecticut Trump."

GREATER NEW YORK

GREATER NEW YORK WATCH

SUBWAY BOMBING

Prosecutors Detail Suspect's Statements

A Bangladeshi immigrant charged in a failed pipe bombing in the New York City subway system told a prison guard and a law enforcement officer after his arrest that "more is coming," prosecutors said Tuesday.

Akayed Ullah, 28 years old, was the only person seriously hurt when the bomb went off Dec. 11 in a corridor linking subways under Manhattan's Port Authority bus terminal.

In court papers, prosecutors revealed what they described as unprompted statements Mr. Ullah made to law-enforcement officers about the attack.

The statements were revealed in papers filed in Manhattan federal court as the government disputed a claim made last month by defense lawyers that the last of six counts in an indictment must be dismissed.

Prosecutors said Mr. Ullah, who has pleaded not guilty, told investigators after his arrest that he wanted to avenge U.S. aggression toward the Islamic State group and had chosen a busy weekday morning to attack so he could terrorize as many people as possible.

—Associated Press

KENNEDY AIRPORT

United Flight Makes Emergency Landing

A plane made an emergency landing at New York's John F. Kennedy International Airport after reports of smoke in the cockpit.

Officials say United Airlines Flight 4697 from Washington to Providence, R.I., was diverted about 2 p.m. Tuesday. About 50 people were evacuated from the twin-engine Embraer ERJ-145 regional jet and bused to a terminal.

Officials say three people sustained minor injuries.

The Federal Aviation Administration is investigating.

—Associated Press

METRO MONEY | By Anne Kadet

Napping in a City That Never Sleeps



When you're a champion napper like me, New York City is just one big sofa. I've slept in hotel lobbies, meditation centers, libraries and of course, under a tree in Central Park. But not everyone is so gifted. Happily for the nap-challenged, we now have not one but two outfits in Manhattan dedicated to providing a private snooze by the hour.

This being a relatively new concept, of course, no one's quite sure how a nappy is supposed to look, or even what to charge. It's the Wild, Wild West of napping, and the two snooze spots couldn't be more different.

The Dreamery, which opened last month in Manhattan's Greenwich Village, is an experiment from Casper, the New York-based online mattress company. "It's an exploration of a new business model," says Casper co-founder and Chief Operating Officer Neil Parikh. "We want to be a sleep company, whatever that may mean."

The concept appeals to people such as Rachael Joyce, a Brooklyn actress and waitress who often faces long days in Manhattan between, say, a morning audition and an evening shift at the restaurant. "Sometimes I would just walk around until I had to go to work," she says.

Now she's catching afternoon naps at the Dreamery. "New Yorkers have a reputation for just going and going," she says. "But this is a lot healthier."

At the Dreamery, there's just one option: a 45-minute nap for \$25. Mr. Parikh says the price is based on what people typically pay for a fitness class.

While walk-ins are welcome, I booked online and



TIM ROBINSON

was delighted to sign a waiver acknowledging that the risks include "rolling off the bed."

When I arrived for an afternoon snooze, an attendant gave me a toothbrush and toothpaste, and lent me a pair of pajamas before leading me to a dressing room stocked with free sleep masks and earplugs.

Then I entered the Dreamery itself—a spacious, hushed, dimly lit space featuring nine circular sleeping pods, each 9.5-feet round and housing a twin-size bed with white sheets and a comforter. The handwritten card on my pillow read, "Sweet Dreams Anne."

I conked out pronto and was awakened 45 minutes later by the gradually brightening globe lamp.

Afterward, out in the lounge, an attendant offered free snacks including sparkling water, cold-brew coffee, fruit and nuts. I sank into a sofa and sipped my coffee. Yes, I felt refreshed.

You have to wonder

whether the Dreamery can make money, given all the frills and the horrendous rent on a 2,800-square-foot street-level space in Greenwich Village.

But Casper, which has \$240 million in venture backing, doesn't appear to be concerned. Mr. Parikh says the company is experimenting in its quest to devise a sustainable business model: "We're still figuring out, does it belong on a Google campus? In an airport lounge?"

Nap York, which opened in February near Penn Station in Midtown Manhattan, occupies a narrow, four-story building with a cafe on the first floor, a lounge on the second floor and 29 nap pods upstairs.

It looks like a small-town nightclub crossed with an arboretum. The walls, ceilings and furniture are all black, and it's decorated with 300 plants.

The "nap menu" offers 24 options and add-ons ranging from a \$15 60-minute snooze

in a rooftop hammock to a nine-hour "Complete Renewal" nap for \$89. I chose the \$25 60-minute "Productivity Nap."

The desk attendant offered a locker and gave me a wake-up buzzer to slip under my pillow before directing me up a dimly lit flight of stairs.

My "business-class" pod, made of black-painted wood board, was 4 feet tall and just wide enough for the twin-size plastic fiber mattress. An up-

grade to a "First Class" pod, tall enough to stand in, costs an additional \$5. Sheets cost another \$5.

These weren't the fanciest digs, but it was quiet and comfortable enough. I drifted off and dreamed I met a tiger king. When the alarm buzzed, I zombied downstairs where the attendant offered a hot towel and a shot of kombucha or green juice.

Like the Dreamery, Nap York says demand peaks around lunch hour when workers need a midday snooze. But thanks to its longer nap options, it also attracts travelers on layovers and retail workers dozing between shifts.

While the Dreamery closes at 8 p.m. most days, Nap York is open 24/7. With its \$399-a-month unlimited nap membership, you could practically move in, though you can only book one day at a time.

Whether either of these spaces will thrive in a city that prides itself on never sleeping remains to be seen.

Ms. Joyce was excited enough to tell her co-workers about her napping experience, but her enthusiasm met with shrugs. "You can lead a horse to water," she says. "But you can't make them nap."

anne.kadet@wsj.com

CORRECTIONS & AMPLIFICATIONS

Two pilot programs from the Metropolitan Transportation Authority for paratransit customers are expected to cost a total of \$60 million in their first year. An article Monday on the popularity of the service incorrectly attributed the full cost to just one of the pilot programs, which customers access through an app. Separately, VeriFone Transportation Systems, once a division of VeriFone Systems Inc., was acquired in December 2017 and renamed Curb Mobility LLC. An MTA contract is in the process of being reassigned from VeriFone Transportation Systems to Curb Mobility. The article neglected to note the change in ownership.

Readers can alert The Wall Street Journal to any errors in news articles by emailing wsjcontact@wsj.com or by calling 888-410-2667.

Back Again for the First Time

Our modern take on a 1929 classic, yours for the unbelievably nostalgic price of ONLY \$29!

You have a secret hidden up your sleeve. Strapped to your wrist is a miniature masterpiece, composed of hundreds of tiny moving parts that measure the steady heartbeat of the universe. You love this watch. And you still smile every time you check it, because you remember that you almost didn't buy it. You almost turned the page without a second thought, figuring that the **Stauer Metropolitan Watch for only \$29** was just too good to be true. But now you know how right it feels to be wrong.

Our lowest price EVER for a classic men's dress watch. How can we offer the **Metropolitan** for less than \$30? The answer is simple. Stauer has sold over one million watches in the last decade and many of our clients buy more than one. Our goal isn't to sell you a single watch, our goal is to help you fall in love with Stauer's entire line of vintage-inspired luxury timepieces and jewelry. And every great relationship has to start somewhere...

Tells today's time with yesterday's style. The **Metropolitan** is exactly the kind of elegant, must-have accessory that belongs in every gentleman's collection next to his British cufflinks and Italian neckties. Inspired by a rare 1929 Swiss classic found at auction, the **Metropolitan Watch** revives a distinctive and debonair retro design for 21st-century men of exceptional taste.

Luxurious gold-finished case with sapphire-colored crown - Crocodile-embossed leather strap

Band fits wrists 6 1/4"-8 3/4" - Water-resistant to 3 ATM

Smart Luxuries—Surprising Prices™

Together you and I can turn a stairwell into an ER at a moment's notice.

Port-au-Prince, Haiti

Dr. Paul McMaster, Doctors Without Borders Surgeon

Donate today at: doctorswithoutborders.org

MEDECINS SANS FRONTIERES
DOCTORS WITHOUT BORDERS

LIFE & ARTS

HEALTH & WELLNESS

The Gender Gap in Genetic Testing

Women are far more likely to get tested for inherited gene mutations, even though they also pose a risk for men and their children

BY AMY DOCKSER MARCUS

MARK MEERSCHAERT learned from a posting in a family Facebook group a few years ago that a close male relative tested positive for an inherited mutation in the BRCA2 gene. The gene mutation is widely associated with female breast and ovarian cancer, but increases risk for other cancers, too. The relative suggested that family members consider getting tested.

Dr. Meerschaert, a 62-year-old statistics and probability professor at Michigan State University, ignored the advice at first. He had already been diagnosed with prostate cancer, and as the father of two sons, getting tested didn't feel urgent or relevant in the same way it might have, he says, if he had daughters. "I was still thinking about it mainly as a problem for the women in the family," he says.

He isn't alone. When it comes to genetic testing that may indicate increased cancer risk, a gender gap is worrying researchers.

Women and men who carry inherited BRCA gene mutations associated with increased cancer risk have an even chance of passing them on to their children. But women received genetic testing for hereditary cancer risk three times as often than men in a study published in June in the journal *JAMA Oncology*. When it came to genetic testing for mutations associated with hereditary breast and ovarian cancer syndrome, such as BRCA1 and BRCA2, the gender gap was even greater: Women were 10 times as likely to get tested than men.

Those inherited gene mutations have health implications for men,

too. Men are at higher risk for developing prostate cancer, male breast cancer, pancreatic cancer and melanoma.

"We were really struck by the massive disparity," says Christopher Childers, resident physician in the department of surgery at the David Geffen School of Medicine at UCLA and senior author of the *JAMA Oncology* paper.

Studies about who gets genetic testing in general are evolving. Research like the recent *JAMA* study confirms what genetic counselors have been seeing: many more women than men coming in for testing.

Doctors and researchers are launching new efforts to address the disparity, starting with men who may already have medical issues or a family history of cancer.

The National Comprehensive Cancer Network, a nonprofit alliance of national cancer centers, recently modified guidelines to include a recommendation that men with metastatic prostate cancer should consider genetic testing. Researchers at Fred Hutchinson Cancer Research Center and the University of Washington launched the Gentlemen study, offering free genetic testing to 2,000 men with advanced prostate cancer to determine if they have inherited mutations linked to increased cancer risk.

Some researchers say genetic testing for men has lagged behind women because scientists still don't know enough about which mutations increase men's cancer risk, or by how much. (Previous studies indicate that men are generally less likely than women to go to the doctor.)

Data from recent studies published in the scientific literature helped drive the decision to open the Prostate Cancer Genetics Clinic at the Seattle Cancer Care Alliance, says Heather Cheng, an oncologist,



director of the clinic, and a lead investigator of the Gentlemen study. "We want to have a new conversation with men," she says.

Some researchers believe social factors contribute to a testing gap. Celebrities like Angelina Jolie have been open about their own experiences with inherited BRCA mutations. Ms. Jolie encouraged women to learn more from medical experts after discovering she had the mutated BRCA1 gene. Women are likelier than men to share genetic testing information with relatives, according to Alicia Zhou, director of research at Color Genomics, a Burlingame, Calif.-based genetic testing company that is studying the issue.

Robin Cole says he, his father and seven brothers all had or died from prostate cancer. But they avoided the subject when they got together. "It was like it was only going on in our own home," says Mr. Cole, a 62-year-old former linebacker for the Pittsburgh Steelers. The Robin Cole Foundation sets up a tent outside the first Steelers home game of the season, he says, trying to break the taboo

and talk to men about cancer and genetic testing.

Colin C. Pritchard, an associate professor of laboratory medicine at the University of Washington and an author of study about genetic mutations associated with increased prostate cancer risk, attributes some of the gender gap in testing to "a naming problem."

'We were really struck by the massive disparity between women and men, a researcher says.'

Men with gene mutations associated with hereditary breast and ovarian cancer syndrome are at higher risk of prostate cancer. But they hear the syndrome's name, he speculates, and don't think about the risk.

At professional meetings, Dr. Pritchard has suggested calling the syndrome something more inclusive. "We don't think about what

we do in medicine as branding," Dr. Pritchard says, "but the name impacts the understanding around the genes."

Kimberly Childers, a genetic counselor at Providence St. Joseph Health in Southern California and lead author of the *JAMA* gender-gap paper, says she and other researchers are stepping up outreach to men.

Providence St. Joseph Health launched a program to seek out men in urologic oncology and primary care practices—places where men are more likely to go with early concerns about prostate cancer, she says. The experience has led her to believe that the testing gap isn't due to lack of interest. "Men aren't being identified," she says.

Dr. Meerschaert, the Michigan State professor, says he finally decided to seek genetic testing. He learned that, just like his relative, he had a BRCA2 gene mutation. He now screens regularly for skin cancer. He told his sons to get tested, too. When asked what finally persuaded him to do the genetic testing, he sounds bemused. "My wife insisted," he says.

MOVIES

'CRAZY RICH ASIANS' SEEKS MAINSTREAM SUCCESS

BY KATERINA ANG

IN THE EARLY scenes of "Crazy Rich Asians," a Singaporean matriarch buys a tony London hotel after her family is snubbed at check-in. As the film version of Kevin Kwan's best-selling novel continues, the characters fly first class, rent private islands for a bachelorette party and partake in wild shopping sprees.

It's a far cry from the sometimes hardscrabble lives depicted in 1993's "The Joy Luck Club." Yet the two movies have this in common: "Crazy Rich Asians," opening Aug. 15, features a nearly all-Asian cast. During the 25 years in between, there have been virtually no other Hollywood releases that do.

At a moment when issues of representation are hotly debated, the Warner Bros. adaptation of Mr. Kwan's novel positions familiar faces like Constance Wu and Michelle Yeoh, up-and-comers like Awkwafina and Henry Golding, and other Asian and Asian-American characters in every key role.

That is a point of pride for Mr. Kwan. A Singapore native, he spent his adolescence in Texas and felt frustrated at the fresh-off-the-boat depictions of Asian-Americans in popular culture. He wrote "Crazy Rich Asians," a breezy tale about a wealthy clan descending on Singapore for an over-the-top wedding, to upset those stereotypes.

"I knew the other side of Asia that was booming, vibrant and comparable to America," he says,

adding that the 2015 Oscars, which drew criticism because of the dearth of nonwhite nominees, was a turning point. "A new generation of Asian-Americans have said, 'Enough!'"

"More people have emailed me about this than anything I've ever done," says "Crazy Rich Asians" director Jon M. Chu, who oversaw films in the "Step Up" series and was encouraged by his Taiwanese-born mother, sister and multiple friends, many of them Asian, to make the movie.

The movie has already drawn comparisons with "Black Panther," the Marvel blockbuster with a nearly all-black cast that has grossed more than \$1.3 billion this year, according to Box Office Mojo. According to a Fandango survey of about 1,000 frequent ticket buyers who expressed interest in "Crazy Rich Asians," 72% also saw "Black Panther" in cinemas.

Ninety-five percent cite the cast of "Crazy Rich Asians" as a primary factor in wanting to see it. (Warner Bros. parent WarnerMedia owns a minority stake in Fandango.)

"It's so great to see that we're no longer typecast as the nerd in the office, the accountant, the clichés we always get," says the Singapore-born, New York fashion designer Prabal Gurung, who in late July co-hosted a screening of the film with such boldface names as Oscar de la Renta creative director Laura Kim and supermodel Fei Fei Sun.

"For once, we're desired, sensual beings," Mr. Gurung says. "To



"I've met readers all over the world who would say that they were not rich or Asian but the book's family sounds exactly like my family."

The movie's success hinges on whether filmgoers have a similar response. "It helps that it involves a wedding and the little foibles that are in everyone's daily life, but not specific to one culture," says Paul Dergarabedian, senior media analyst at comScore.

Such is Mr. Kwan's desire for "Crazy Rich Asians" to be seen as a mainstream box-office success that he turned down a lucrative offer from Netflix in favor of a traditional studio.

"We needed to be able to quantify the success of this film for the industry, and it's just a fact that Hollywood still pays the most attention to actual box-office numbers," he says. "It was also important for me that...everyone be able to witness a big Hollywood premiere that's on par with other big movies of the summer." Netflix didn't respond to a request for comment.

Cast and crew have tried to play down the comparisons with "Black Panther"—Mr. Kwan, who also served as the movie's executive producer, says a crazy rich budget wasn't part of the deal—but they acknowledge the pressure.

"If people show up that opening weekend, I guarantee you that it will change everything," says Mr. Chu. "Four other movies led by Asians will be greenlit within two weeks, and we won't just be dependent on this one."

see that represented on screen made me go 'Wow. We've come a long way!'

Mr. Chu says that because he, Mr. Kwan and the lead actors are all Asian, they were able to have more frank discussions around race and how it would be depicted on-screen. For example, they cut a scene from the book in which Rachel, the Chinese-American professor played by Ms. Wu, admits she hasn't wanted to date Asian men.

"It was funny in the book's context, but Constance said it was the

wrong thing to put in the movie," says Mr. Chu. "Maybe if I'm not an Asian director, she would have found it more uncomfortable to say that. That kind of honesty was very refreshing."

The movie's name and cast notwithstanding, Mr. Kwan sees the story as one exploring universal themes like love, independence and overbearing parents.

"I based the book on a very small group of elite Chinese Singaporeans and am only really portraying the world in it," he says.

LIFE & ARTS

MY RIDE | By A.J. Baime

The Sum of This Ford's Parts: A Weird Car



LYNDON FRENCH FOR THE WALL STREET JOURNAL



Alan Slatin, 58, general manager of a private country club from Lincolnshire, Ill., on his family's one-of-a-kind handmade pickup, as told to A.J. Baime.

My grandfather, Andrew Slatinsky, worked in mechanical trades. When he retired in the late 1960s, he decided to create a hand-built vehicle that would be unlike anything else on the road, out of his home in Mattawan, Mich.

The project began with a 1970 English-built Ford Cortina that had been damaged while being imported by ship to America. My father, Bill

Slatin, worked for Ford, and was able to buy this Cortina for \$1.

My grandfather drew out what he wanted, and with my father's help, he went to work. The job took three years. The four-cylinder engine and automatic transmission are original to the Cortina, and from there, he sourced parts from all over, notably from scrapyards in Kalamazoo, Mich.

He wanted the front wheels to be outside the vehicle, with fenders that moved independently, like on a motorcycle. So the fenders and some of the front suspension come

from Harley-Davidson motorcycles. At the time, a local bowling alley was getting torn down, so he procured bowling alley flooring to build a pickup bed.

He crafted door handles out of brass water-faucet parts. Much of the front end is Ford Model A from the 1920s, while the rear bumper is from a Ford Econoline van from the 1970s. He built a folding convertible top based on the design of a collapsible aluminum beach chair, and side-view mirrors are vanity mirrors with the handles machined off.

In my grandfather's community, the vehicle was a big deal. I have an old article about it from the Kalamazoo Gazette, circa October 1975. When Grandpa died, in 1984, the vehicle went to my brother Michael, who was instrumental in keeping it in the family. He kept it safe in storage for years.

In 2003, my dad got it running again so we could take it to Ford Motor Co.'s 100th anniversary car show in Dearborn, Mich. Then it went into storage until 2013, when my wife Nancy and I decided to get it going. She is fond of it. It reminds her of the famous car from the movie "Chitty Chitty Bang Bang." We use it to go to the farmers market and things like that. It's

street legal and feels very safe under 50 mph.

My father helped Grandpa build this car, and for the photos you see here, we got together again to fix it up. It needed work, and at 85, my father is still a master with a wrench. The old runabout brings us together—just what I think my grandfather wanted.

Contact A.J. Baime at Facebook.com/ajbaime.

Alan Slatin, above and below with his father, Bill Slatin, with his family's much-modified 1970 Cortina. The car has a side mirror made from a silver-plated vanity mirror, left.



ADVERTISEMENT

Showroom

To advertise: 800-366-3975 or WSJ.com/classifieds

LEASE



877-989-1500

- Nationwide Delivery
- We now lease in NY
- Trades Accepted

39 mos., 10k miles/yr, 0 Down, GAP included + TTL. Closed end lease.

All New Makes & Models • 0 Down • Call 7 Days

www.LEASEFAX.com

FERRARI



BY MANCUSO
THE FERRARI SPECIALISTS

FERRARI

LIFE & ARTS



ART REVIEW

Kubrick Before the Pictures Moved

The future film director began as a precocious photojournalist working on the streets of New York

BY WILLIAM MEYERS

New York

IT IS NOT REALLY the lens that is so different in "Through a Different Lens: Stanley Kubrick Photographs" at the Museum of the City of New York. It is the camera. Kubrick (1928-1999) is remembered for the work he created with movie cameras—"Paths of Glory," "Lolita," "Dr. Strangelove," "2001: A Space Odyssey," "The Shining" and "A Clockwork Orange"—but began his career using 35mm and medium-format still cameras. He was a precocious and competent photojournalist, and the exhibition charts the growing visual sophistication of his pictures for Look magazine from 1945 through 1950, shot mostly in New York.

Kubrick was one of the more successful magazines modeled after Life, a biweekly with lavishly illustrated human-interest and news stories. Kubrick sold his first photograph to Look when he was still a high-school student in the Bronx. It is a picture of an elderly newsdealer in his kiosk surrounded by papers with headlines announcing the death of President Franklin Roosevelt; Kubrick posed him with his head resting on his hand and encouraged his dolorous expression. Helen O'Brien, Look's picture editor, recognized Kubrick's talent and suggested the

magazine hire him as an apprentice after he graduated from high school. It did.

In August 1946 Look published "How a Monkey Looks to People...How People Look to a Monkey," an article with three pictures by Kubrick. The famed animal photographer Ylla took the picture of the monkey, and Kubrick took the pictures looking out from inside the monkey's cage. Between 1946 and 1965 Look gave the museum its archive of pictures related to New York, which consisted mostly of negatives; the monkey pictures, like all 130 prints in the exhibition,



MUSEUM OF THE CITY OF NEW YORK/SK FILM ARCHIVES (3)

are new prints made by the museum. Not all the photographs in the show were published, but those that were are accompanied by copies of the magazine in which they appeared, so it is possible to compare what Kubrick shot with the cropped versions the photo editors ran. In this case, the monkey in the foreground was cut and the Look readers saw only the crowd peering through the bars, a rather surreal image.

"Dentist's Office" ran in October 1946, portraits of 18 patients in the waiting room anxiously anticipating their turn in the chair. There were two more published photo essays from Kubrick that year, one featuring candid shots of women chatting on a street in the Bronx, and the other about Johnny Grant, a radio host who did celebrity interviews. For the latter, Kubrick employed several radical bird's-eye and worm's-eye points of view. Unpublished work from 1946 includes street photography, in which some subjects are aware of Kubrick and some are not, and "Love Is Everywhere," an essay with people kissing on park benches, smooching in alleys, and making out on fire escapes.

The next year Kubrick's name was put on the magazine's masthead; he was on staff. In March his first long-form essay appeared, "Life and Love on the New York Subway"—29 pictures, some candid, some posed, and some taken

with a hidden camera. Several assignments, not all of them published, familiarized Kubrick with the world of entertainment: the nascent television business, a Broadway musical, boxing and, most important, the filming of the movie "The Naked City." Jules Dassin's film was based loosely on the gritty pictures of criminals taken by Weegee, the singular photojournalist and one of Kubrick's exemplars. The two low-budget films Kubrick made at the start of his movie career owe much of their dark style to Weegee.

Kubrick came increasingly into contact with show business and its celebrities in his remaining time at Look. A 1948 piece on "The Races" included pictures of Harry James, Betty Grable, Bud Abbott and Lou Costello watching the ponies, and one on "The Circus" had John Ringling North with his acrobats. "Midsummer Nights in New York" in 1949 took him to the city's glamorous nightclubs, and that year saw profiles of rising actor Montgomery Clift and popular bandleader Guy Lombardo. He took 700 pictures for "Rosemary Williams—Showgirl," an article that never ran. Pieces in 1950 included "Leonard Bernstein, Boy Wonder Grows Up," "The Debutante Who Went to Work" (Betsy von Furstenberg), and "Faye Emerson: Young Lady in a Hurry."

The exhibition shows Kubrick

maturing as a photographer, better and better able to tell a story through pictures. But he never became a great photojournalist: Compare his story of an aspiring actress with W. Eugene Smith's, his circus pictures with Bruce Davidson's, his subway essay with Walker Evans's, his nightclub shots with Garry Winogrand's, and this is clear. His ambition was elsewhere. Still, his work is intelligent and circumspect. And given the range of his subjects, the current show is a grand panorama of New York City in the years immediately after World War II.

Through a Different Lens: Stanley Kubrick Photographs

Museum of the City of New York, through Oct. 28

Mr. Meyers writes on photography for the Journal. See his photographs at www.williammeyersphotography.com.

OPERA REVIEW

STAGING REIMAGINED STORIES IN NEW MEXICO

BY HEIDI WALESON

Santa Fe, N.M. JOHN ADAMS'S "Doctor Atomic" worked better at this year's Santa Fe Opera than it did at the San Francisco Opera, where it had its premiere in 2005, or at the Metropolitan Opera in 2008. A smaller theater, a simpler physical production, and more detailed directing helped; so did the fact that "Doctor Atomic," based on the true story of the creation of the atomic bomb at Los Alamos and its first test at Alamogordo in June 1945, is a New Mexico story. Peter Sellars, who also wrote the libretto and directed the premiere, created a new staging that integrated people from the local pueblos—who performed the traditional "Native American Corn Dance" in Act II—as well as residents from communities that suffered from the toxic effects of the blast. All of these elements enhanced the opera's interplay between the personal and the mythic while simultaneously

making the piece more universal.

With its libretto assembled from historical documents and literary sources, "Doctor Atomic" remains more oratorio than opera. It explores an enduring dilemma: The weapon was created to save the world, but everyone must now deal with its capabilities for mass destruction. In David Gropman's set, a suspended metal sphere represented that ever-present threat, whether it was lurking in the darkness during the intimate scene between J. Robert Oppenheimer and his wife, Kitty, or front and center as a terrifying object of worship during the pounding chorus, "At the sight of this, your Shape stupendous." Gabriel Berry created the contemporary costumes and James F. Ingalls did the dramatic lighting, which was particularly vivid during the heart-stopping finale, flashing different colors on the faces of the cast members as they motionlessly witnessed the explosion.

Although many of the texts,

particularly Muriel Rukeyser's lapidary poems, obscure more than they illuminate, Mr. Adams's turbulent score carried the opera's emotional weight here, especially in moments of extreme doubt and terror. So did the excellent cast: Ryan McKinney was a youthful, edgy Oppenheimer; Julia Bullock a complex, half-drunk Kitty; Ben Bliss, pure-voiced and worried as the conflicted physicist Robert Wilson. Daniel Okulitch brought a brutal heft to General Leslie Groves; Meredith Arwady an otherworldly contralto to Pasqualita, the Oppenheimer's Tewa housekeeper; and Andrew Harris a sardonic bite to the scientist Edward Teller. Conductor Matthew Aucoin elicited a dynamic performance, an especially notable achievement since most of the string players fled the pit during the ferocious actual thunderstorm that lashed the open-air theater and added to the drama during Act I.

Ms. Waleson writes about opera for the Journal.



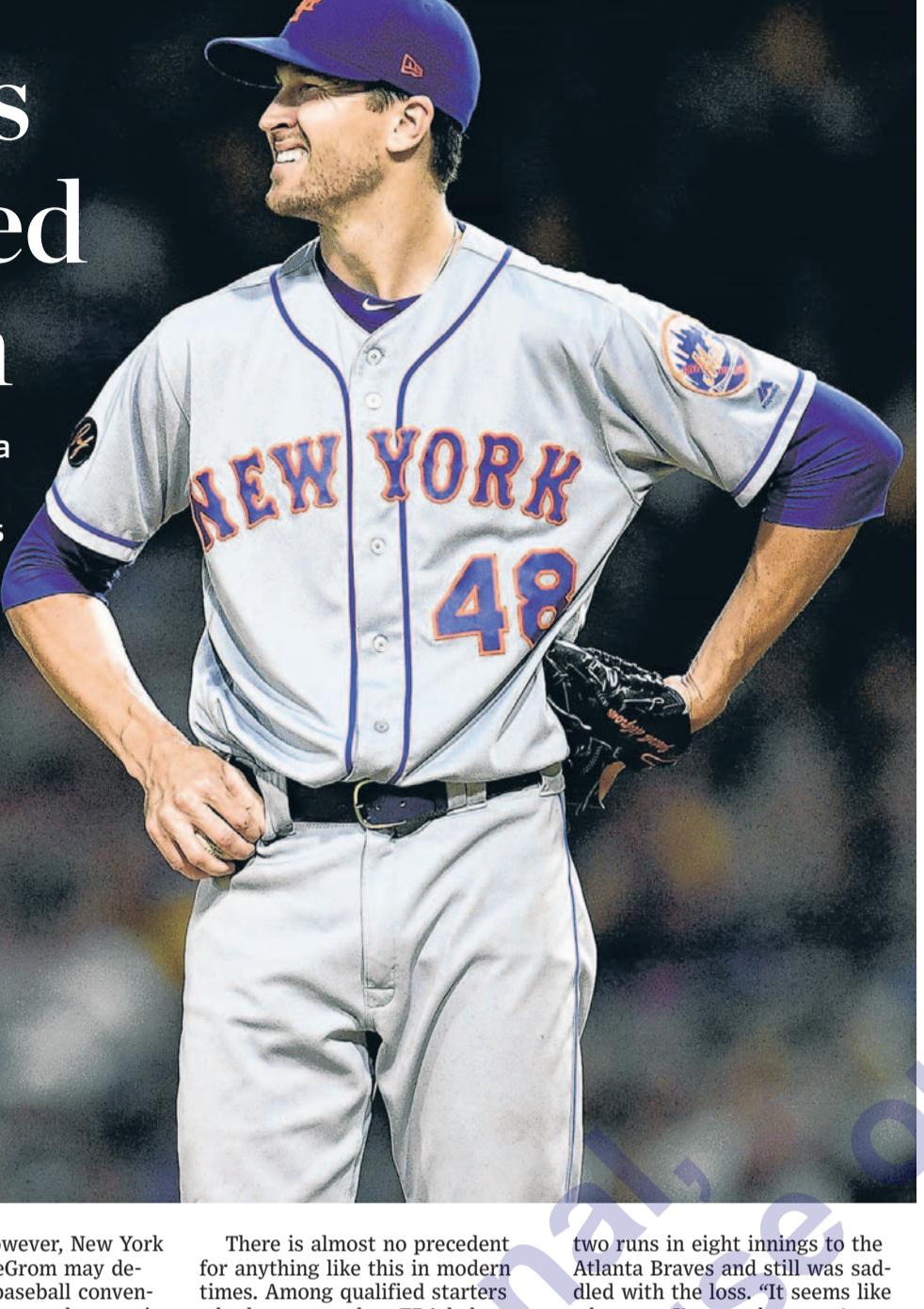
Ryan McKinney and the Santa Fe Opera Chorus in 'Doctor Atomic'

SPORTS

BASEBALL

The Mets Have Killed The Win

Jacob deGrom's chances at a Cy Young Award may have taken a hit due to his team's inability to score



BY JARED DIAMOND AND ANDREW BEATON

BASEBALL'S ANALYTICS community has long derided the humble statistic of pitcher wins. The data wonks and eggheads who now control the sport have taken one of the game's most fundamental numbers, chewed it up and spat out its tattered remains like a bag of sunflower seeds.

But, somehow, the win has maintained its grip in the mainstream. Just look to the 2016 American League Cy Young vote. Detroit's Justin Verlander that year held the advantage in innings, ERA, strikeouts and just about any other measure. Boston's Rick Porcello had 22 wins to Verlander's 16. Porcello won the award, because two voters left Verlander off their ballots completely. Supermodel Kate Upton, Verlander's then-fiancée and now wife, voiced her displeasure with a decidedly not-safe-for-work tweet, a sexually explicit and profane message that earned more than 126,000 likes. (You can Google it.)

This season, however, New York Mets ace Jacob deGrom may destroy decades of baseball convention and convince even the crustiest baseball purist that the win is useless. He might be the unluckiest pitcher in history.

DeGrom has compiled a 1.85 ERA in his first 22 outings, the best in the major leagues and, entering Tuesday, nearly a half-run better than his closest competitor in the National League, Washington's Max Scherzer. Thanks to the Mets' putrid offense, deGrom has a record of 5-7 and a vexing inability—through no fault of his own—to win.

The 30-year-old right-hander has allowed three runs or fewer in each of his last 19 starts, a stretch dating back to April 16, yet the Mets have gone just 5-14 in those games. He has surrendered one earned run or fewer in 14 separate outings this season, only for the Mets to fall in half of them. Five times, he didn't concede a single run while on the mound and still failed to pick up the victory. It turns out the Mets are so horrible that they're forcing everyone to rethink the basics of baseball.

There is almost no precedent for anything like this in modern times. Among qualified starters who have posted an ERA below 2.00 since 1920, none has finished the season with fewer than 10 wins. (Tommy John and Bobby Bolin each went 10-5 in 1968 with ERAs of 1.98 and 1.99, respectively.) Meanwhile, none of those pitchers finished with a winning percentage below .517.

"We just haven't won baseball games that I've been pitching," deGrom said Friday.

DeGrom, who is scheduled to start Wednesday against the Cincinnati Reds, currently owns a winning percentage of .417, meaning he has a losing record despite a microscopic ERA.

"We just haven't won baseball games that I've been pitching," deGrom said Friday, after he gave up

two runs in eight innings to the Atlanta Braves and still was saddled with the loss. "It seems like whenever I'm out there, we're not able to score enough to win a baseball game."

Even though the win is one of the sport's oldest and most frequently cited stats, its significance has diminished almost to the point of irrelevance to baseball decision-makers in the age of sophisticated data. The reason is simple: The pitcher has limited control over whether he gets a win, since it is also contingent on factors like how much the lineup scores and the quality of his bullpen support.

If deGrom's season continues this way, it will become the ultimate referendum on the win's hold over baseball's conventional wisdom. A pitcher's primary job is to prevent runs from scoring. DeGrom, undeniably, has succeeded at that objective better than anybody in the NL. The question is whether the voters, the selected members of the Baseball Writers' Association of America, could stomach the notion of giving such a prestigious prize to somebody

Jacob deGrom, pictured on July 28, had a record of only 5-7 entering Tuesday, despite a 1.85 ERA.

with as few as seven or eight wins. This has never happened before. No starting pitcher has gotten the Cy Young with fewer than 13 wins, something that has occurred twice: Fernando Valenzuela in the strike-shortened 1981 campaign and then Félix Hernández in 2010.

When Hernández earned the Cy Young Award eight years ago, it seemed like a watershed moment in the phasing out of the "win" as a relevant benchmark for evaluating a pitcher's productivity. The next three finishers, Tampa Bay's David Price, New York's CC Sabathia and Boston's Jon Lester, had all won 19 games or more. Nonetheless, the voters considered Hernández's 2.27 ERA, his 249 innings and his anemic run support with the Seattle Mariners.

Still, doubters remained, most notably the late Roy Halladay, who won the NL Cy Young that season by unanimous decision.

"Ultimately, you look at how guys are able to win games," Halladay said at the time. "Sometimes the run support isn't there, but you sometimes just find ways to win games. I think the guys that are winning and helping their teams deserve a strong look, regardless of how good Félix's numbers are."

Of the 14 Cy Young winners since that year, 11 led or co-led their league in wins. Only six won the ERA title, showing that wins are far from irrelevant in the baseball zeitgeist.

Supporters of wins argue that the statistic has merit despite its shortcomings because it rewards pitchers for lasting deep into games and keeping his team in position to secure a victory. Yet deGrom consistently does just that. Excluding a May 13 outing, when he left with an injury after facing only six batters, deGrom has averaged 6.9 innings per start.

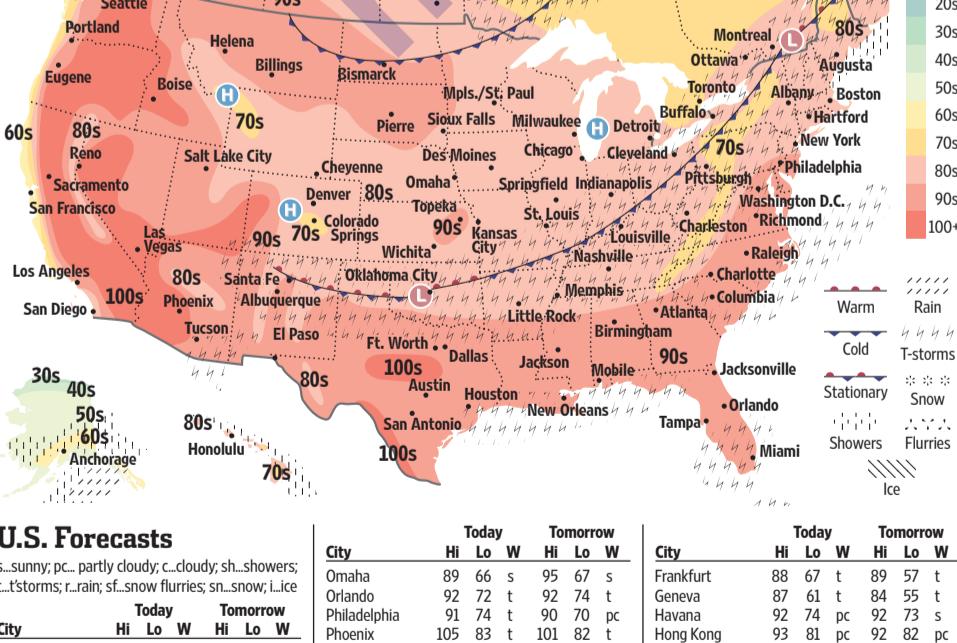
Scherzer, his main competitor for the Cy Young, had averaged 6.7 innings heading into his scheduled start Tuesday against the Atlanta Braves. And Scherzer has 15 wins—three times as many as deGrom—to show for it. DeGrom has pitched at least seven innings 15 times this season, tied for the most in the majors.

What's left is an irony. Baseball's old-school metric is being defied by one of baseball's only remaining old-school pitchers, capable of pitching deep into games during an age when most starters escape before concession stands stop selling beer. DeGrom has pitched at least eight innings six times, resulting in a grand total of one personal win and just three victories for the Mets. Scherzer has won all four games he has worked at least eight frames.

Whether this is enough for deGrom to win a Cy Young remains to be seen. His manager, Mickey Callaway, concedes that his team's futility "definitely could cost him something."

"You start feeling that you're letting Jacob down a little bit," Callaway said.

Weather



U.S. Forecasts

S...sunny; pc...partly cloudy; c...cloudy; sh...showers; t...storms; r...rain; sf...snow flurries; sn...snow; l...ice

Today Tomorrow

Hi Lo W Hi Lo W

Today

Hi Lo W

Tomorrow

Hi Lo W

Hi Lo W

International

Today

Hi Lo W

Tomorrow

Hi Lo W

The WSJ Daily Crossword | Edited by Mike Shenk



ANIMAL HIJINKS | By Samuel A. Donaldson

- | Across | Down |
|---------------------------------------------|--------------------------------------------------------------|
| 1 Essence (but maybe not to a vegan) | 32 Emulate a shark, maybe |
| 5 Cordial glass feature | 33 Shore decapod |
| 9 Namely | 34 "Only one hotel may be erected on any one property," e.g. |
| 14 Site of the Piano Provenzano ski resort | 35 Monsoon season setting |
| 15 Cuban currency | 36 "Power" network |
| 16 Words of compassion | 43 King with a macabre bent |
| 17 Give an evasive answer | 45 Play for time |
| 20 Bond | 47 Roll call reply |
| 21 Poseidon's provinces | 48 Ready for dinner service |
| 22 It makes a blast | 51 Playing a two-ply prank? |
| 23 Penny's husband on "The Big Bang Theory" | 52 Keen |
| 25 You can break with it | 53 Sound made twice in "Alaska" |
| 27 Sign a contract, say | 54 Fairly worn |
| 33 Hit the hay | 55 "Wake Me Up Before You Go-Go" duo |
| 37 "Li'l ol' me?" | 56 Site of newsworthy caucuses |
| 38 After that point | 57 Like custard |
| 39 Reddish brown | 59 Capital on a fjord |
| 40 The time of your life | 60 Went around |
| 41 Greenish blue | 63 Pot leaves |
| 42 Wanted poster datum | 64 Hobbit foe |
| 44 "M'A'S'H" extras | |
| 45 Like stuffed shirts | |
| 46 Cover expenses | |
| 49 Don Diego de la Vega's trademark | |
| 50 Most tidy | |
| 55 2014 U.S. Women's Open champ Michelle | |
| 58 Favorable factors | |
| 61 Wool source | |
| 62 Monopolize attention | |
| 65 "Well, shucks!" | |
| 66 Act the siren | |
| 67 Terrarium creature | |
| 68 Chichén Itzá resident | |
| 69 Burned, perhaps | |
| 70 Neutral hue | |

► Solve this puzzle online and discuss it at WSJ.com/Puzzles.

Previous Puzzle's Solution



OPINION

The Facebook Distraction

**BUSINESS WORLD**
By Holman W. Jenkins Jr.

A study last year of the 2016 election by six scholars affiliated with Harvard's Berkman Klein Center got virtually zero play, and it's not

hard to understand why.

It found that social media "engagement" that shaped the election outcome overwhelmingly was sparked by the traditional profit-seeking, left-leaning national media, plus new-style, right-wing outlets like Breitbart—and not by fake news sites or Russian bots.

"The 'fake news' framing of what happened in the 2016 campaign . . . is a distraction," says the study. The real difference maker in 2016 was the rise of highly propagandistic, dissenting, right-wing media, but the authors are far from certain that its arrival should be considered an "attack on democracy, rather than its expression."

What little press coverage the study got focused on its account of Breitbart's success in "shopping" the Clinton Foundation story to the mainstream media. "If Donald Trump's support had been limited to readers of Breitbart, he would never have won the electoral college," the authors say.

But isn't this virtually the ideal in a test tube? Dissenting new media force mainstream outlets to notice a story, but also to vet it?

By now you may be thinking of Facebook's Rob Goldman, who was pilloried for a tweet that criticized press accounts of Russia's Facebook activities that "align with the main media narrative of Trump [sic] and the election."

You may be thinking of Mark Zuckerberg's statement, before he was forced to recant, that it was "silly" to imagine Facebook affecting the election outcome.

The Harvard study amounts to a comprehensive debunking of a hysterical BuzzFeed report that unfortunately remains influential. The news site claimed that, during the last three months of the campaign, the top 20 election stories from "hoax sites and hyperpartisan blogs" outperformed the top 20 stories from legitimate sites in terms of Facebook engagement.

The problem here should be apparent. Dozens of news sites would have covered the same legitimate stories, but their "engagement" wasn't measured, as it should have been to compare the traction gained by specific real vs. specific fake stories.

As a separate study in the Columbia Journalism Review also notes, "engagement" with fake news often has more to do with its "entertainment value" than its believability.

Dartmouth College's Brendan Nyhan, another debunker of the fake-news hysteria, points out what anybody in charge of spending ad dollars already knows: People just aren't that influenceable. Even

if fake news were as effective as TV advertising, concludes yet another careful study, "the fake news in our database would have changed vote shares by an amount on the order of hundredths of a percentage point."

Which brings us to today. Go to your Facebook page. You won't find it overrun with

A study shows that it was a tussle between new and old media that shaped the race.

Russian trolls and fake news, but the kinds of things your "friends" always post.

It might begin to be sayable that Facebook is a place where anybody can say almost anything, and (with a few exceptions) we can live with that.

It might be mentionable that 2016 actually served as a pretty useful inoculation of the body politic against new kinds of unfiltered media and unreliable messages.

It might even be mentionable that 99.99% of Vladimir Putin's impact on the U.S. has come via the exploitation of the "Russian influence" meme by U.S. domestic opportunists.

We could also begin to notice that the mainstream media has become a tad trial-lawyer-y—i.e., seeing what it can get away with.

A New York Times piece "fact checks" (debunks) Mr. Goldman's tweet that Russia's

"main goal" was sowing discord rather than electing Mr. Trump by saying this claim is contradicted by the Mueller indictment of 13 Russian trolls.

Except the indictment's plain words are almost identical to Mr. Goldman's: The Kremlin "had a strategic goal to sow discord in the U.S. political system," though, of course, only those activities aimed at helping a particular candidate are actionable under U.S. campaign law.

Or revisit Glenn Greenwald's catalog of Trump-Russia "scoops" that had to be revisited.

One or both of the following statements may be false (though both appear to be true according to Senate investigators): The Trump Tower meeting was elicited with a promise of "dirt" on Mrs. Clinton and it turned into a discussion of the Magnitsky Act. One thing the statements aren't is contradictory, as implied by a fake news cycle this week.

All this serves many interests. The media are still trying to live down their Trump-promoting ad-sales bacchanal during the campaign. If Mr. Trump is everything Democrats say, Mrs. Clinton will go down as the all-time chump for letting him in office.

Just wait till Democrats, if they take the House, try to manufacture an impeachment case out of two years' worth of media innuendo. We might be glad that tubby, easily winded Americans are fighting on Facebook instead of the streets.

a certain country and they get cute, don't trade anymore—we win big. It's easy."

The success of such trade tactics depends on who Mr. Trump means by "we." Impose tariffs on steel and aluminum imports, and some producers of those resources will reopen closed factories. But manufacturers that depend on affordable imports of steel and aluminum will be priced out of their markets. Caterpillar Inc. expects that metal tariffs will raise its material costs by as much as \$200 million in the second half of this year alone, forcing it to raise prices. Beijing is prepared to match each round of U.S. tariffs with painful countermeasures. Where does this end?

In a tweet after the Singapore summit with Kim Jong Un, President Trump declared that "there is no longer a nuclear threat from North Korea." Meanwhile, U.S. intelligence agencies have reported that North Korea's ballistic-missile development and plutonium enrichment are continuing apace. John Bolton, the White House national security adviser, said Tuesday that Mr. Kim has taken no significant steps toward denuclearization, and Secretary of State Mike Pompeo expressed frustration with North Korea at last Thursday's meeting of the Association of Southeast Asian Nations.

As Speaker Rayburn might have put it, President Trump risks leaving Americans with a flattened barn and in need of a new carpenter.

BOOKSHELF | By Sally Satel

Examining An Epidemic

DopesickBy Beth Macy
(Little, Brown, 376 pages, \$28)**The Addiction Solution**By Lloyd I. Sederer
(Scribner, 226 pages, \$26)

In the last election cycle, presidential primary candidates came to town halls prepared to discuss jobs and were blind-sided when impassioned locals turned the focus to their communities' struggles with pain pills and heroin. Since then, news reports have made nearly everyone—even politicians—aware of the "opioid crisis" and the damage it has done: cratering heartland communities, boosting fatalities in urban neighborhoods and, yes, invading "good" suburban homes.

Why did it take so long for the nation to wake up to the opioid epidemic? Why did it happen in the first place? These questions are at the core of Beth Macy's *"Dopesick: Dealers, Doctors, and the Drug Company That Addicted America."* As a resident of Roanoke, Va., and a former reporter for the Roanoke Times, Ms. Macy focuses on southern and western Virginia, though the lessons of her narrative apply broadly. She describes a "perfect storm" that fueled the epidemic: "the collapse of work, followed by the rise in disability and its parallel, pernicious twin: the flood of painkillers pushed by rapacious pharma companies."

Ms. Macy embedded herself in the lives of four heartsick families whose children's lives were ravaged—and sometimes lost—because of opioid addiction. All of the teens described in the book had struggled with psychological problems or used drugs before they turned, fatefully, to opioids. The emotional devastation is staggering, but so is the economic fall-out. Families are nearly bankrupted by their teenagers' trips to in-patient rehabs. One young man went into rehab 15 times but managed to stay drug-free only when he went to prison at age 23.

Another family, with two addicted sons, spent \$300,000 on treatment. The mother of that family, Ms. Macy writes, hadn't realized the depth of her sons' addiction "until she found them both passed out in separate incidents in her home—her oldest, breathing but slumped over in a chair from a combo of Xanax and painkillers, his cellphone fallen to the ground; her youngest, passed out on the bathroom floor, heroin needles and blood sprawled around him." Ms. Macy stands in a field of sunflowers that one mother has planted to memorialize her son, who died of a heroin overdose at age 21. She accompanies another mother to the headstone of her 19-year-old. It is festooned with the "Star Wars" figures he loved.

Although opioid pills began fanning out to upscale bedroom communities in the mid-2000s, Roanoke viewed the overuse of OxyContin and other such pain killers as a rural problem until as late as 2010, Ms. Macy says. "We were safe in our ignorance, or so we thought—content to stereotype drug addiction as the affliction of jobless hillbillies" and other American subcultures. Part of the problem, she notes, was that local newspapers had missed the story. Short-staffed after budget cuts, they didn't cover the unfolding crisis as well as they might have.

The emotional devastation of opioid addiction is staggering. So is the economic fall-out. Families can be bankrupted by the cost of in-patient rehab.Ms. Macy devotes a large segment of her book to the role of pharmaceutical companies—especially Purdue Pharma, the maker of OxyContin—in aggressively marketing addictive medications and of doctors liberally, even carelessly, prescribing them. She notes the high rates of opioid use among people on federal disability. For a low co-pay, they can use their Medicaid cards to buy physician-prescribed pain relievers, thereby sustaining their addictions or becoming informal dealers. Readers familiar with components of the opioid crisis will see that *"Dopesick"* covers well-tiled ground, but for those new to the topic there is much to learn.

Like many journalists, Ms. Macy writes about the tenacity of addiction as if it were a purely physiological process. "Nothing's more powerful than the morphine molecule," she writes and refers elsewhere to a "morphine-hijacked brain." She paints drug withdrawal, or "dopesickness," as the primary engine of sustained use. One begins to wonder: How could anyone ever stop using?

The answer to that question and others may be found in *"The Addiction Solution"* by Lloyd Sederer, a psychiatrist and the chief medical officer of the New York State Office of Mental Health. Dr. Sederer argues that many facets of a person's mental state—not least, the fear of facing life "unmedicated" or the failure to find a reason for doing so—contribute to drug use. To emphasize that the morphine molecule is far from the whole story, he revisits the classic concepts of "set" and "setting." The first term refers to a mindset—the expectations of a particular user and the reasons behind the choice to use drugs. The second term encompasses the physical and social environment in which drug use takes place. Certain settings are conducive to becoming addicted, others to quitting. Some even affect the intensity of withdrawal.

In a chapter titled "Dimensions of Character," Dr. Sederer outlines the "ego defenses" that protect against addiction. If the phrase sounds quaint, or Freudian, fear not. Ego defense simply points to traits we can all value: among them, the capacity to delay gratification and to redirect anger, anxiety and sorrow toward constructive activity. The best addiction-treatment programs seek to shape such capacities.

Aside from its broad insights, *"The Addiction Solution"* will be useful to those with afflicted loved ones. It describes tested treatment methods and the rationales behind them. Dr. Sederer ends with a plea for a "shift toward understanding not just the neuroscience of addiction but also the psychological and social dimensions." Only in such a way, he suggests, can we solve the riddle of self-sabotage.

Dr. Satel is a psychiatrist and a resident scholar at the American Enterprise Institute.

**POLITICS & IDEAS**
By William A. Galston

The late House Speaker Sam Rayburn, a connoisseur of the art of the possible, often said "Any jackass can kick down a barn, but it takes a carpenter to build one." If President Trump were to offer a calm and coherent defense of what he is doing, it might go something like this: "Yes, I'm breaking up the status quo. But I have no choice. The arrangements that strengthened our country after World War II no longer work. Complex treaties and institutions force us to pursue our interests with one hand tied behind our back. We must be free to use our military, economic and financial superiority to advance our purposes. If we encounter other countries directly, one on one, we are bound to prevail. If we allow our adversaries—and even our friends—to gang up on us, we will lose out."

"And besides," Mr. Trump might add, "as time went on, we lost sight of what really matters. To maintain our position as leader of the free world, we sacrificed our core economic interests on the altar of diplomatic status. We encouraged our friends and allies to take us for granted and even to take advantage of us. As democracies in Europe and Asia prospered, they could have done far more to defend themselves. Instead, our security umbrella allowed them to be free riders. Our insistence on promoting democracy poisoned relations with autocratic leaders and blocked advantageous deals. In our

In foreign affairs thus far, President Trump's deconstructive prowess has been much in evidence. Mr. Trump has withdrawn the U.S. from the Trans-Pacific Partnership and the Iran nuclear agreement while challenging the basis of the North Atlantic Treaty Organization. He sidelined negotiations for a trade deal with the European Union, withdrew from the Paris climate accord, threatened to pull out of the North American Free Trade Agreement, and began a trade war with China. His decision to move the U.S. Embassy to Jerusalem ended, perhaps permanently, America's longstanding role as broker between Israel and the Palestinians. Two astonishing summits—with North Korea's Kim Jong Un and Russia's Vladimir Putin—upended decades of American diplomacy.

For 70 years, America's role in the world was clear: We would use treaties and multilateral institutions to defend our friends, deter our foes and promote peace, prosperity and democracy around the world. We believed that the strength of our allies

After 18 years as an executive at MTV, I decided to start a media brand for an underserved audience: American military veterans and their families.

We Are the Mighty, which launched in 2014, has intentionally stayed away from hard news, politics or anything that tries to polarize veterans. Because our entire purpose is to engage this audience, we rely heavily on social media, especially our Facebook page. At first we found, as many publishers have, that there was no better partner than Facebook, the company whose mission statement is "to give people the power to build community and bring the world closer together . . . and express what matters to them."

Despite Facebook's frequent and inscrutable changes, our

strengthened us as well. We made many mistakes and a handful of grave errors, but at least we knew what we stood for, and so did everyone else. No longer.

If President Trump were to offer a calm and coherent defense of what he is doing, it might go something like this: "Yes, I'm breaking up the status quo. But I have no choice. The arrangements that strengthened our country after World War II no longer work. Complex treaties and institutions force us to pursue our interests with one hand tied behind our back. We must be free to use our military, economic and financial superiority to advance our purposes. If we encounter other countries directly, one on one, we are bound to prevail. If we allow our adversaries—and even our friends—to gang up on us, we will lose out."

"And besides," Mr. Trump might add, "as time went on, we lost sight of what really matters. To maintain our position as leader of the free world, we sacrificed our core economic interests on the altar of diplomatic status. We encouraged our friends and allies to take us for granted and even to take advantage of us. As democracies in Europe and Asia prospered, they could have done far more to defend themselves. Instead, our security umbrella allowed them to be free riders. Our insistence on promoting democracy poisoned relations with autocratic leaders and blocked advantageous deals. In our

In effect, President Trump has issued a huge promissory note to the American people: After I bust up existing arrangements, I'll replace them with something better.

"When a country (USA) is losing many billions of dollars on trade with virtually every country it does business with, trade wars are good, and easy to win," Mr. Trump tweeted in March. He continued: "When we are down \$100 billion with

the Association of Southeast Asian Nations.

As Speaker Rayburn might have put it, President Trump risks leaving Americans with a flattened barn and in need of a new carpenter.

markets and representative institutions would follow tomorrow. What did we get?

State-subsidized overproduction, increasing autocracy—and millions of stolen U.S. manufacturing jobs. Why should we listen to the carpenter from the people who got us into this mess?"

In effect, President Trump has issued a huge promissory note to the American people: After I bust up existing arrangements, I'll replace them with something better.

"When a country (USA) is losing many billions of dollars on trade with virtually every country it does business with, trade wars are good, and easy to win," Mr. Trump tweeted in March. He continued: "When we are down \$100 billion with

the Association of Southeast Asian Nations.

As Speaker Rayburn might have put it, President Trump risks leaving Americans with a flattened barn and in need of a new carpenter.

business continued to thrive. We were rewarded—with likes, shares and comments—for our authentic posts, positive message and high engagement. Thanks to Facebook's enormous scale, we could reach a monthly audience of millions. If we stayed true to our values

require publishers to label anything considered "political" or "issue-based advertising." Evidently, if anything in our posts uses the word "military," we are classified as a "political" advertiser—as seen on Facebook's Advertiser Help Center in its list of "National Issues of Public Importance"—and must be labeled as such. Publishers like We Are the Mighty must register as creators of "political advertising" to target audiences with such content.

Casting such a wide net has a profound effect on a company whose objective is to provide vets with a space free of politics. These men and women joined the military to defend the Constitution and America, not a political party or agenda. Facebook's position that all content relating to our community be labeled "political advertising" is antithetical

to the very nature of their solemn oath to this country.

We built a double-bottom-line company to give veterans a way to connect, share memories, reflect on their service, honor those who have fallen, help those who are struggling, and find continued purpose in their civilian lives. While the ability to tell those stories does not depend on a single platform, Facebook has no rival in connecting communities around the world.

We hope Facebook will stay true to its original mission. Perhaps with the next algorithm change, publishers who are committed to real people will truly be given "the power to build community and bring the world closer together."

Mr. Gale is a former head of MTV Films and co-founder of We Are the Mighty.

Facebook's Problem With Veterans

By David Gale

After 18 years as an executive at MTV, I decided to start a media brand for an underserved audience: American military veterans and their families.

We Are the Mighty, which launched in 2014, has intentionally stayed away from hard news, politics or anything that tries to polarize veterans. Because our entire purpose is to engage this audience, we rely heavily on social media, especially our Facebook page. At first we found, as many publishers have,

that there was no better partner than Facebook, the company whose mission statement is "to give people the power to build community and bring the world closer together . . . and express what matters to them."

Despite Facebook's frequent and inscrutable changes, our

community be labeled "political advertising" is antithetical

to the very nature of their solemn oath to this country.

We built a double-bottom-line company to give veterans a way to connect, share memories, reflect on their service, honor those who have fallen, help those who are struggling, and find continued purpose in their civilian lives. While the ability to tell those stories does not depend on a single platform, Facebook has no rival in connecting communities around the world.

We hope Facebook will stay true to its original mission. Perhaps with the next algorithm change, publishers who are committed to real people will truly be given "the power to build community and bring the world closer together."

Mr. Gale is a former head of MTV Films and co-founder of We Are the Mighty.

OPINION

REVIEW & OUTLOOK

Fire and Water in California

Liberals exploit natural disasters—drought, hurricane, blizzard, you name it—to promote their anti-fossil fuels agenda. Yet now they're outraged that President Trump is daring to fight fire with fire by making a connection between California's wildfires and destructive green policies.

The President on Sunday tweeted that "bad environmental laws" are magnifying California's horrific wildfires by not "allowing massive amount of readily available water to be properly utilized." He added, "Tree clear to stop fire spreading!" and on Monday he complained that "vast amounts of water" were being "diverted into the Pacific Ocean" that could be used for "fires, farming and everything else."

As usual when Mr. Trump fires his scattergun, he hits deserving and undeserving targets. The state firefighting agency Cal Fire says it has plenty of water to battle the 16 or so large blazes that have broken out across the state in recent weeks, killing seven people and consuming a half million acres. But every gallon of water used to extinguish fires won't be available for Californians amid a severe water shortage, which has been exacerbated by wasteful environmental policies.

The Westlands Water District reported last month that pumping restrictions at the Sacramento-San Joaquin River Delta that are ostensibly intended to protect smelt and salmon had resulted in 151,000 acre-feet of water—enough to sustain nearly a half million households annually—lost to the Pacific Ocean in June. The state Water Resources Control Board last month proposed additional restrictions on water deliveries. While most major wildfires this season have been in the north due to heavy winds, lower levels of irrigation in the Central Valley and Southern California contribute to drier, more combustible land conditions.

Governor Jerry Brown keeps lecturing Californians that they need to adapt to a new "climate normal," yet the state government has

The state spends 10 times more on electric car subsidies than on dead tree clearing.

done little to prepare for warmer and drier times if that is the future. Lawmakers instead have subordinated fire prevention to pleasing the green lobby.

Nearly 130 million trees in the state have died from drought, providing fuel for fast-spreading fires, and about half of the state's 33 million acres of forestland needs restoration. The Little Hoover Commission, an independent state oversight agency, explained in a February report that "a century of fire suppression remains firmly entrenched within federal and state firefighting agencies and has left forest floors deep in flammable groundcover."

The commission added: "Plans for prescribed burning to rid the forests of dense groundcover often clash with regional air quality regulations, even as emissions from catastrophic wildfires nullify hard-fought carbon reduction," and disputes between the timber industry and environmentalists "hinder policy goals to thin overgrown forests to their original conditions."

Another challenge is state politicians who'd rather spend money on green pork. This year the Democratic legislature appropriated a mere \$30 million of cap-and-trade revenues for fuel reductions on 60,000 acres of forest land. They allocated \$335 million for electric vehicle subsidies. Democrats have also spent billions on high-speed rail, but only this year did they get around to appropriating \$101 million to replace a dozen or so Vietnam War-era helicopters unequipped with modern technology that enables night-flying for fire-fighting.

Imagine the damage that could have been averted—and lives saved—if the state had replaced the antiques earlier and cleared millions of dead trees in lieu of building the train whose costs are careening toward \$100 billion and may never be finished. But instead of examining their own priorities, the state's politicians will blame the damaging fires on climate change and Donald Trump.

Tesla's Private Test Drive

Elon Musk is known for disrupting convention, and his midday tweet Tuesday that he may take his Tesla car company private is a classic. Many people have lost money betting against the Tesla CEO. Then again, nearly \$70 billion is a lot to borrow to escape the needling of short sellers and stock-analyst grunts.

But that does seem to be Mr. Musk's overriding motivation for wanting to go private, judging from his email to employees that Tesla released after his tweet.

"As a public company, we are subject to wild swings in our stock price that can be a major distraction for everyone working at Tesla, all of whom are shareholders. Being public also subjects us to the quarterly earnings cycle that puts enormous pressure on Tesla to make decisions that may be right for a given quarter, but not necessarily right for the long-term," Mr. Musk wrote in his memo. "Finally, as the most shorted stock in the history of the stock market, being public means that there are large numbers of people who have the incentive to attack the company."

If Mr. Musk does go private, he'd face no

Would you lend \$70 billion to buy a cash-needy car company?

more questions from stock jocks, journalists and other pains in the posterior who ask about the Tesla Model 3 production line and cash flow. He could put a sign out front that says "Genius at Work" and tell everyone to buzz off unless they want to test drive one of the cars.

Everyone, that is, except the lenders who finance what

would be the most expensive leveraged buyout in history. Calculating from the 20% or so of Tesla shares that Mr. Musk already owns, and his target LBO price of \$420 a share, he'd have to raise tens of billions of dollars. Mr. Musk tweeted that he has "funding secured," without naming the sources.

One theory is that Mr. Musk is trying to flush out a strategic buyer with ready cash (Google or Apple?) or auto manufacturing expertise (Daimler?). If Mr. Musk intends to lure bond investors, he may find they can be even more annoying than journalists. With so much leverage, Tesla would need the Model 3 to be a consumer hit and a long enough economic expansion to generate cash to pay down debt. We wouldn't bet against him, but lenders will need a high tolerance for ego.

New York's Latest Uber Assault

The New York City Council's efforts to cripple Uber and Lyft are beginning to resemble Donald Trump's obsession with Amazon, with more pernicious results. The City Council will vote Wednesday on a one-year moratorium on new for-hire vehicle licenses, which supporters say will give allow time to study the industry. In reality, this "cap" will be as interminable as the city's subway delays.

Council members complain that the number of for-hire vehicles on the roads, including app-based ride hailing services like Uber and Lyft, have soared to more than 100,000 vehicles from 63,000 in 2015. But there are only 13,000 yellow cabs in the city, and the taxi cartel is seeking the council's protection.

Traffic congestion is a problem in Manhattan's business district as New Yorkers look to escape the subway's 70,000 delays a month, and New York Gov. Andrew Cuomo earlier this year proposed charging drivers more to enter the city's business core. But Mayor Bill de Blasio and state legislators from the suburbs balked at this market-based congestion pricing, and instead they imposed a tax on ride-hailing services south of Manhattan's 96th Street for subway triage.

The mayor and the City Council's progressives still aren't assuaged. In 2015 Mr. de Blasio floated a cap on new for-hire vehicles but backed down after a public outcry. He now hopes to exploit Uber's recent regulatory travails and stories of taxi-driver suicides to limit for-hire vehicles, rejecting an offer by Uber, Lyft and Via of a \$100 million for taxi drivers.

A one-year freeze on app-based drivers may sound benign. But driver turnover is high since many sign up when they're between jobs or need extra cash. Lyft estimates the annual in-

Mayor de Blasio and the City Council try to rescue the taxi cartel.

dustry churn is at least 25% with new drivers enticed by high demand when the supply of drivers decreases. Under the City Council's bill, the one driver in four who quits at some point next year won't be replaced, resulting in longer wait times and higher fees in the face of unmet demand.

Fewer for-hire cars will hit New Yorkers in the outer boroughs the hardest. Unlike yellow cabs, which predominate in dense Manhattan, app-based rides are a lifeline for people in the Bronx and Queens. More than 60% of Uber trips—excluding those at airports—begin outside Manhattan's business district, while 80% of Lyft rides start or end in the outer boroughs, according to the companies.

Even civil-rights groups and Rev. Al Sharpton oppose the for-hire cap. The New York Urban League and the state's NAACP note how hard it once was for minorities to hail a yellow cab or get a return taxi to the Bronx. Most for-hire vehicles are hailed via smartphone, so drivers can't easily discriminate.

Uber tallies how many times drivers cancel rides, and drivers aren't notified of a passenger's destination until the pickup is confirmed electronically. The City Council has paid lip service to these concerns by establishing a new Office of Inclusion to investigate discrimination by taxis and for-hire vehicles. You can bet the Council will use this agency to bludgeon ride-hailing companies.

New York City last restricted ride services in 1937 by limiting the number of taxi medallions. The cap barely budged even as fares rose and the value of medallions topped \$1.3 million. With for-hire apps, the cartel finally has competition. Leave it to New York's ruling progressives to try to kill the best news for city transportation in decades.

OPINION

LETTERS TO THE EDITOR

Capitalism May Not Be the Climate's Answer

Regarding Environmental Defense Fund President Fred Krupp's "Capitalism Will Solve the Climate Problem" (op-ed, July 23): Those who doubt climate change is occurring should indeed take note of evidence that businesses are preparing for its potential effects. After all, market actions are more persuasive to many of us than scientific or political theories.

Climate-change skeptics aren't likely, however, to give credence to the argument that "capitalism" will offer a potential cure for the problem. Government intervention, in the form of taxes on carbon emissions, isn't capitalism. Quite the opposite: Such taxes undermine free markets in favor of public-policy choices. Capitalism has failed those who wish for the success of wind and solar energy companies, time and again, as free markets don't favor these solutions for our energy needs. These companies need government handouts, rather than free and open markets, to succeed. "Markets Reveal Climate Problem" might have been a better title, at least for the far more compelling of Mr. Krupp's two arguments.

JEFFREY D. BAINES
Ponte Vedra Beach, Fla.

The overwhelming evidence of global warming Mr. Krupp cites was deemed credible because it was based on many independent data sets, including measurements "collected by towers, buoys, aircraft, satellites and more, and are assessed by thousands of scientists world-wide." Stop right there. Were there measurements of comparable quality collected by the same means in 1918, 1918, 2018 B.C. or a billion years ago? Are we certain that our planet wasn't warmer a thousand years ago? Comparable measurements of extreme-weather events also are murky enough to support claims that things are worse today than in the years of the Dust Bowl or devastating hurricanes. But effects of extreme events are, in part, a function of population growth and concentration in coastal areas and cities, so a definitive comparison of 1988 to 2018 events is driven by an agenda, not science.

Capitalists don't need state incentives or penalties to generate cost-effective solutions in clean-energy technology. If the state lets markets lead the way without help or hindrance, capitalism will indeed address the climate problem.

ROB SHIPLEY
Orlando, Fla.

If we want to ensure life on Earth as we know it, even with extreme weather as our new normal, we must move from extractive practices and

carbon-emitting industries to regenerative ones such as wind, solar and zero waste.

ANGELA ADRAR
Executive Director
Climate Justice Alliance
Washington

Mr. Krupp is right: Public policy that puts a price on carbon emissions would speed the adoption of clean energy. One such plan proposed by Citizens' Climate Lobby would place an initially small, \$15 per ton of CO₂ equivalent, fee on carbon fuels. The fee would rise yearly by \$10 a ton and all net revenue would be returned to American households in the form of a monthly dividend. This dividend would stimulate the economy and allow families to buy into new energy technology. Carbon pricing has worked in places like Sweden and British Columbia. It's time for Congress to enact such a policy here.

MURRAY ZICHLINSKY
Anaheim, Calif.

The National Hurricane Center has developed an index for comparing storm intensity known as accumulated cyclone energy (ACE). It combines the number of systems, how long they existed and how intense they became. Based on this index, the worst year for hurricanes was 1933, with an ACE of 259, followed by 2005 (250), 1950 (243), 1995 (228), 2004 (227) and 2017 (225). In 1933 six hurricanes made landfall; 2017 had six. The worst year for hurricanes making landfall was 1950 with eight, and the best year was 2013 with none.

R.H. GRUY
Pawleys Island, S.C.

Mr. Krupp states: "Climate change is a byproduct of the prosperity created by the market economy, but the market can be an engine to generate cost-effective solutions." Tell that to German citizens, where widespread use of "cost-effective" wind energy has driven the average price per kilowatt-hour to 35 cents versus 12 cents in the U.S. On one day several years ago, wind energy provided a third of the entire energy output of Germany. Three days later, zero. The percentage of Germans who are deemed "energy poor" has more than tripled from 7% to 22%. Politically inspired market distortion is causing this. As Thomas Sowell said, "The first lesson of economics is scarcity: There is never enough of anything to satisfy all those who want it. The first lesson of politics is to disregard the first lesson of economics."

SCOTT KAUFMANN
Kansas City, Kan.

There Isn't Any Humane Meat From Animals

I read your article "Before Dinner, Meet Your Meat" (Life & Style, Aug. 1) about consumers' growing concerns about the source of their meat, and the food industry's response in providing meat from animals that are treated better. It is encouraging that citizens are trying to avoid factory-farmed products. Unfortunately, most meat, dairy and eggs labeled "humane" comes from inhumane farms where animals are treated more like commodities than as living, feeling beings. Food retailers have an economic incentive to make conditions sound better than they are in order to charge a higher price, and well-meaning consumers are being misled. I'm grateful for the growing resistance to our abusive food system, and would also encourage citizens who want to prevent animal suffering to consider whether the words "humane" and "slaughter" could ever fit

well together. If we can live well without causing unnecessary harm, why wouldn't we?

GENE BAUR
President and Co-Founder
Farm Sanctuary
Arlington, Va.

As much as I appreciate the sincere effort by the featured company to show respect to the cattle they're about to slaughter and serve, the entire procedure is primitive, tragic and unnecessary. How about look each cow in the eye, say "thank you," and instead go get yourself a soy burger, beans, peas, nuts, edamame or any other perfectly healthy, cruelty-free source of protein?

RICHARD FEINBERG
Boston

From Iron Resolve to Jell-O

Regarding the July 31 Notable & Quotable item on Charles Davis, dean of the Grady College of Journalism and Mass Communication at the University of Georgia apologizing for saying something nice about a friend who was a GOP primary candidate. One can summarize this by saying: From iron to Jell-O within three days.

GERALD LORCH
Scottsdale, Ariz.

Pepper ... And Salt

THE WALL STREET JOURNAL



Letters intended for publication should be addressed to: The Editor, 1211 Avenue of the Americas, New York, NY 10036, or emailed to wsj.ltrs@wsj.com. Please include your city and state. All letters are subject to editing, and unpublished letters can be neither acknowledged nor returned.

OPINION

When Russia Invaded Georgia

By Mikheil Saakashvili

Like many other heads of state, I had planned to attend the 2008 Summer Olympics in Beijing. I canceled my trip after Russian-backed separatists began firing on Georgian positions in the breakaway territory of South Ossetia. On Aug. 8, 2008—the day after full-scale war broke out in my country—the Olympics opening ceremony took place.

Long before its conventional assault on Georgia, Russia openly backed separatist militants, launched cyberattacks, and used disinformation to meddle in the internal affairs of sovereign states. Initial intelligence reports of Russian forces entering Georgian territory didn't even cause enough concern to order Georgian military officials back from their holidays. Though Moscow had long attempted to thwart Georgia's turn to the West, Russia had not launched a conventional military attack on a neighboring country since it invaded Afghanistan in 1979.

It happened in 2008 and foretold a decade of Putin's adventurism.

But in August 2008, under the auspices of "securing" the separatist enclave, Russia invaded my country. To say the Kremlin uses disproportionate force is an understatement: Russia bombed Georgian positions with more than 200 aircraft, while the Georgian air force had fewer than a dozen combat aircraft in service. Some 80,000 Russian land troops deployed to Georgia; our entire army stood at less than 30,000.

Yet some in the West, like then-Italian Prime Minister Silvio Berlusconi, faulted Georgia. Leaving aside the practical impossibility of Georgia attacking a nuclear power 100 times its size, the entirety of the conflict took place on internationally recognized Georgian territory. The Kremlin's claim that its land forces



Russian soldiers hold their flag in Tskhinvali, Georgia, Aug. 11, 2008.

warning seriously in 2008. Six years later, our prediction came true.

After years of aggression in the post-Soviet space, Russia now has graduated to confronting the West directly. Mr. Putin, like all tyrants, hopes to secure his regime by undermining democracy. He is succeeding. Russian information operations, cyberattacks and election meddling have exposed serious vulnerabilities in the democratic institutions Americans once took for granted.

How can the West respond? Approach Russia as it is. Mr. Putin is not going to stop until he is stopped. He views concessions from the West as signs of weakness and pushes for more.

Seizing Georgian territories and Crimea was not merely about gaining territory. Russia creates and perpetuates frozen conflicts to prevent aspiring members from joining the North Atlantic Treaty Organization. Georgia, the largest non-NATO contributor of troops to Operation Resolute Support in Afghanistan, has long demonstrated dedication to the alliance. Russia has no right to veto NATO membership for any of its neighbors, and all members of the alliance must acknowledge this. NATO-aspirant countries in Russia's backyard, like Georgia and Ukraine, should be offered a realistic road map to accession.

Strengthening the U.S. military and the trans-Atlantic alliance will be the decisive factor in stopping Mr. Putin. Cutting off the regime's access to capital markets will expedite the process. The sanctions against Russian officials and oligarchs announced in April by the Trump administration are encouraging. The European Union and the U.S. cannot budge on sanctions until Russia withdraws from illegally occupied territories, fully and unconditionally.

The more Russia pushes against the West, the more the West should push back. The West has the upper hand but consistently fails to play it. As long as this continues, the invasion of Georgia will echo louder and louder.

Mr. Saakashvili served as president of Georgia, 2004-13.

The Pope Makes a Fatal Error

By Joseph M. Bessette

When Pope Francis last week declared the death penalty "inadmissible," politicians pounced. "The death penalty is a stain on our conscience," tweeted New York Gov. Andrew Cuomo, who proclaimed that he stood "in solidarity with Pope Francis" in "advancing legislation to remove the death penalty from NY law once and for all."

But the pope's declaration, which contradicts two millennia of Catholic teaching, allies the church with a public policy that would undermine justice and cost innocent lives.

Consider this example that the philosopher Edward Feser and I recount in our book, "By Man Shall His Blood Be Shed: A Catholic Defense of Capital Punishment": At a professional conference, a criminologist reported that two burglars had broken into his mother's apartment and tied her up as they searched for valuables. As they were about to leave, one said: "She has seen us and can identify us. Should we kill her?" "No," answered the other, "we don't want to risk the death penalty." They let her live. One can hardly imagine a clearer example of deterrence.

He says the death penalty is 'inadmissible,' though not intrinsically evil. He doesn't note it saves lives.

Another example comes from Sen. Dianne Feinstein of California. In the 1960s she served on the California Women's Parole Board. At one hearing, Mrs. Feinstein asked an armed robber seeking release from prison why she never used a loaded gun. "So I would not panic, kill somebody, and get the death penalty," she answered. That convinced Mrs. Feinstein that (in her words) "the death penalty in place in California in the '60s was in fact a deterrent."

A third example is recounted by law professor Robert Blecker, who had spent years interviewing prisoners. A veteran criminal told Mr. Blecker that the reason he spared the life of a drug dealer in Virginia whom he had tied up and robbed was because the state had the electric chair. In a similar situation in the District of Columbia, which had abolished the death penalty, the criminal had killed his victim. "I just couldn't tolerate what they had waiting for me in Virginia," he said.

These examples are powerful illustrations that the death penalty can and does deter some would-be murderers. Like the rest of us, criminals want to live, and, as these examples show, they will often adjust their behavior accordingly. Without the death penalty, what incentive would a "lifer" have not to kill while in prison or, if he escaped, while on the run?

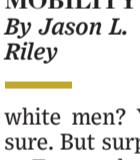
There is also a deeper kind of deterrence, largely overlooked in discussions of the death penalty, which doesn't require rational calculation. When society imposes the ultimate punishment for the most heinous murders, it powerfully teaches that murder is a great wrong. Children growing up in such a society internalize this message, with the result that most people wouldn't even consider killing another human being.

Here the principle of justice, which demands that malefactors receive a punishment proportionate to their offense, and deterrence of this deeper sort meet. If we abolish the death penalty for even the most heinous and coldblooded murderers, we fatally undermine the idea of justice as the cornerstone of our criminal-justice system. Over time justice will be replaced by a therapeutic or technocratic model that treats human beings as cases to be managed and socially engineered rather than as morally responsible persons.

Apparently, Pope Francis has decided that the death penalty doesn't save lives. He gives no reasons for reaching this conclusion. We would hardly expect Catholic priests, whatever their rank, to be experts in criminal justice. Unless the death penalty is intrinsically evil—and the pope has made no such claim—then its advisability is a matter for citizens and legitimate public authority. This is what the church has always taught. By falsely claiming that the principles of Catholicism call for rejecting the death penalty in all circumstances, the pope undermines the authority of the Magisterium, pre-empts the proper authority of public officials, and jeopardizes public safety and the common good.

Mr. Bessette is a professor of government and ethics at Claremont McKenna College. He served as acting director of the Bureau of Justice Statistics in the Reagan administration.

Is Liberal Racism a Horse of a Different Color?



UPWARD MOBILITY
By Jason L. Riley

sexist remarks about white men? You may be outraged, sure. But surprised?

To paraphrase a well-known political figure, Ms. Jeong could stand in the middle of Fifth Avenue and shoot a white person without losing the support of liberals. It's a safe bet she was tapped by the Times because of these racial prejudices, not despite them. Editorial board members are hired to help formulate and express the official position of a newspaper. Ms. Jeong is being hired to speak for the Times, and they like where she's coming from.

The Grey Lady attacks President Trump as a racist and sexist on a near-daily basis, and columnists like Charles Blow write about little else. So is it hypocritical for the paper to hire and defend a new editorial board member who has made no secret of her own biases? Of course it is, but that's considered beside the point by people who share Ms. Jeong's worldview.

The liberals who control most major media outlets specialize in applying different standards to different groups. Like the Times, Twitter had no problem with Ms. Jeong's repugnant observations. Scores of tweets that included offensive phrases—"cancelwhitepeople"; "are White people genetically disposed to burn faster in the sun?"; "White people have stopped breeding, you'll all go

extinct soon, that was my plan all along"—didn't faze Jack Dorsey's content monitors. But when conservative activist Candace Owens decided last weekend to reproduce Ms. Jeong's posts and replace "white" with "black" or "Jewish," Twitter temporarily suspended her account. Following a backlash, Twitter restored the account and claimed that "we made an error."

Bigotry is bigotry, whether systemic, as at Harvard, or idiosyncratic, like Sarah Jeong's Twitter feed.

Of course, the Times can hire whomever it pleases. But if it's going to give the likes of Ms. Jeong a pass while lecturing us about growing intolerance on the political right, how seriously should readers take the paper's nonstop Trump-is-a-bigot coverage? The president's attacks on the media are often misguided and overstated—his daughter Ivanka is right; we're not the enemy of the people—but major news outlets are doing plenty to erode public confidence in the news without any help from Mr. Trump.

Welcome to another example of the left's inconsistency on race. If the goal is a postracial America, why does racial identity continue to be liberalism's overriding obsession? Why is racism viewed as something to redirect rather than end outright? If you're situated on the progressive left, racist views are OK to harbor so long as they're targeted at the right groups for the proper reasons?

At Harvard, Asian students are currently out of favor among administrators for the sin of taking up too

many slots in the freshman class. America's most prestigious university, a bastion of liberal thinking, is being sued by Asian students for discrimination. Harvard wants a certain racial balance on campus, and Asians are getting in the way by academically outperforming applicants from other groups. The nerve.

Harvard can no longer credibly deny that it's engaging in systematic racial discrimination. Internal documents that the school has been forced to disclose to fight the litigation suggest that Harvard is doing what has long been rumored. Nonetheless, school officials justify these racially biased practices. They insist, like Ms. Jeong and her defenders, that such bigotry is in the service of a noble cause. Unlike you or me, Harvard knows how to discriminate the "right" way.

Prior to World War II, and long before Harvard and other Ivy League schools had an "Asian problem," the concern was too many

inaction can never again leave working families in the lurch. By 2023 cities like New York and San Francisco would reach the \$15 federal minimum wage advocates want. States and localities could also pass their own laws to go above the regional minimum, as New York and San Francisco have done. Meanwhile, medium and low-cost areas would have minimum wages set at levels that avoid a race to the bottom and preserve jobs.

It makes no sense to insist that workers in Midtown Manhattan and Selma, Ala., be paid the same.

Instead, America should have a minimum wage that provides roughly the same standard of living across the country. Regional minimum wages would be based on the cost of living. Under our proposal, medium-cost Spokane would have a minimum wage of \$11.30, half the median hourly wage of American nonsupervisory employees, according to the Bureau of Labor Statistics. This would approach the highest inflation-adjusted national minimum wages of all time in the U.S. In New York City, the minimum wage would be \$12.70; in Selma, \$9.80.

These wage floors would rise with inflation so that congressional

THE WALL STREET JOURNAL.

PUBLISHED SINCE 1889 BY DOW JONES & COMPANY

Rupert Murdoch

Executive Chairman, News Corp

Matt Murray

Editor in Chief

Karen Miller Pensiero, Managing Editor

Jason Anders, Chief News Editor; Thorold Barker, Europe; Elena Cherney, Coverage Planning;

Andrew Dowell, Asia; Neal Lipschutz, Standards;

Meg Marco, Digital Content Strategy;

Alex Martin, Writing; Michael W. Miller, Features & Weekend; Shazna Nessa, Visuals;

Rajiv Pant, Product & Technology; Ann Podd, News Production; Matthew Rose, Enterprise;

Michael Siconolfi, Investigations;

Nikki Waller, Live Journalism;

Stephen Wisniewski, Professional News;

Carla Zanoni, Audience & Analytics

Gerard Baker, Editor at Large

Paul A. Gigot, Editor of the Editorial Page;

Daniel Henninger, Deputy Editor, Editorial Page

WALL STREET JOURNAL MANAGEMENT:

Joseph B. Vincent, Operations;

Larry L. Hoffman, Production

DOW JONES

News Corp

Robert Thomson

Chief Executive Officer, News Corp

William Lewis

Chief Executive Officer and Publisher

DOW JONES MANAGEMENT:

Mark Musgrave, Chief People Officer;

Edward Roussel, Chief Innovation Officer;

Anna Sedgley, Chief Operating Officer

OPERATING EXECUTIVES:

Ramin Beheshti, Product & Technology;

Kenneth Breen, General Counsel;

Tracy Corrigan, Chief Strategy Officer;

Frank Filippo, Print Products & Services;

Steve Grycuk, Customer Service;

Kristin Heitmann, Chief Commercial Officer;

Nancy McNeill, Advertising & Corporate Sales;

Christina Van Tassel, Chief Financial Officer;

Suzi Watford, Chief Marketing Officer;

Jonathan Wright, International

DJ Media Group: Almar Latour, Publisher

Professional Information Business;

Christopher Lloyd, Head;

Ingrid Verschuren, Deputy Head

A Better Minimum Wage

By Terri Sewell
And Jim Kessler

It's time to rethink the national minimum wage. It's too low at \$7.25 an hour, but there's a reason Congress hasn't voted to raise it since 2007. Think Spokane, Wash., Midtown Manhattan and Selma, Ala.

In Spokane a 2,700-square-foot home with four bedrooms and two bathrooms is on sale for \$165,000, with a \$600 monthly mortgage—roughly what New Yorkers pay to rent a parking spot. In Selma, the median home is valued around \$90,000, according to Niche, a company that analyzes real-estate markets.

The idea that Spokane, Manhattan and Selma should share the same minimum wage is nonsensical and unfair to low-wage workers everywhere.

Instead, America should have a minimum wage that provides roughly the same standard of living across the country. Regional minimum wages would be based on the cost of living. Under our proposal, medium-cost Spokane would have a minimum wage of \$11.30, half the median hourly wage of American nonsupervisory employees, according to the Bureau of Labor Statistics. This would approach the highest inflation-adjusted national minimum wages of all time in the U.S. In New York City, the minimum wage would be \$12.70; in Selma, \$9.80.

These wage floors would rise with inflation so that congressional

The current minimum wage is too low and too hard to raise. Legislators representing low-cost areas are blocking a \$15 minimum wage not because they are stingy, but because it isn't right for their constituents. So America has a choice: It can keep a national minimum wage and hope that the stars align every 10 years when Congress votes to raise it, or it can remake the minimum wage to accommodate the nation's vast economic differences.

Ms. Sewell, a Democrat, represents Alabama's Seventh Congressional District. Mr. Kessler is senior vice president for policy at Third Way, a centrist think tank in Washington.

EDITORIAL AND CORPORATE HEADQUARTERS:

1211 Avenue of the Americas, New York, N.Y., 10036

Telephone 1-800-DOWJONES

WORLD NEWS

Seoul Threatens to Block U.S. Trade Pact

Tensions over tariffs on cars imperil Trump administration's first fruitful renegotiation

BY KWANWOO JUN

SEOUL—South Korea is threatening to block a revised free-trade agreement with the U.S. unless its cars win an exemption from proposed American tariffs, putting at risk the only free-trade deal the Trump administration has successfully renegotiated.

The renewed economic tension between the two military allies comes 4½ months after they said they had agreed in principle on a revision to their six-year-old free-trade agreement. President Trump, who described the original pact as a “horror show,” said in a tweet the revision was a “great deal.”

The revised terms focused on reducing the U.S. trade deficit, allowing the U.S. to keep its 25%

import tariff on South Korean pickup trucks in place through 2041 and easing Seoul's safety rules to help American cars get better access to the South Korean market. South Korea also agreed to a quota on steel exports to the U.S. that capped them at 70% of its annual average for the past three years.

Now the deal is in jeopardy because Mr. Trump subsequently threatened to impose tariffs of up to 25% on auto and auto-parts imports on national security grounds under Section 232 of a 1962 trade law.

“In case the U.S. invokes Section 232 to impose additional tariffs on South Korean cars, parliament cannot ratify the revised trade deal,” said Hong Young-pyo, the whip of South Korea’s governing Democratic Party, who led a delegation of lawmakers to Washington in July. He said the five major parties were united on the issue.

Chang Byoung-wan, another member of the delegation who is floor leader of the opposi-

tion Party for Democracy and Peace, gave a similar account of the Washington trip in an interview. The lawmakers held talks with Commerce Secretary Wilbur Ross, other U.S. officials and congressional leaders.

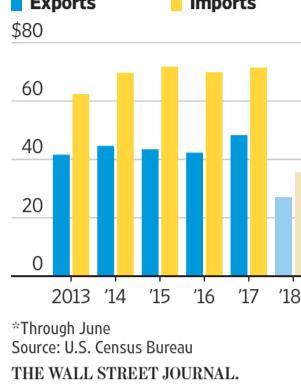
A spokeswoman for U.S. Trade Representative Robert Lighthizer declined to comment.

The U.S. and South Korea have said they are working to complete the preliminary deal reached in March. A final deal would require ratification by South Korea’s parliament.

Mr. Trump has said he wants to renegotiate longstanding arrangements with U.S. trading partners, including the North American Free Trade Agreement with Canada and Mexico, because he says they have been taking advantage of the U.S.

The South Korea case was the first time the Trump administration reached a deal on such a renegotiation, and it seemed to offer a template for other deals. South Korea made some concessions, but on the

Imports
Exports
U.S. imports from South Korea outweigh exports to the country.



*Through June
Source: U.S. Census Bureau

THE WALL STREET JOURNAL.

whole it preserved the open trade and low tariffs that characterized the original free-trade agreement. Now it is less clear whether the deal was a model or a detour on the road to further conflict.

The Trump administration’s push for new auto tariffs has put all car manufacturing na-

tions in the crosshairs, including Germany, Japan and Canada, but policy makers in Seoul are feeling particularly bitter because the U.S. threat came on the heels of their earlier concessions on auto trade.

Kang Sung-cheon, South Korea’s deputy trade minister, said at a July 19 Commerce Department hearing that U.S. auto tariffs could “fundamentally undermine the benefits” of the two countries’ free-trade deal, sometimes known as Korus.

Tami Overby, a senior adviser at international consultancy McLarty Associates in Washington, said she doubted the U.S. would impose auto tariffs on South Korea after winning the concessions in March. Korean officials have been “very clear that if they don’t get an exemption for that then Korus will blow up,” she said.

South Korean Trade Minister Kim Hyun-chong also visited Washington in July leading a delegation that included industry executives.

The trade ministry says car exports from South Korea, a U.S. military ally, don’t threaten U.S. national security. It says Korean auto companies have invested more than \$10 billion in U.S. production, including investments by Hyundai Motor Co. and affiliate Kia Motors Corp. in Alabama and Georgia.

Despite the U.S. factories, exports from Korean car factories remain important. The Korea Automobile Manufacturers Association says South Korea exported 845,000 vehicles to the U.S. in 2017, one-third of total vehicle exports.

South Korean officials said they failed to get a clear response from the U.S. side when they objected to car tariffs in the Washington meetings. Administration officials are often reluctant to set policy expectations on trade, knowing that Mr. Trump has strong views on the subject and likes to keep his options open.

—William Mauldin contributed to this article.

Drinking Water, Fuel Are in Short Supply in Indonesian Quake Zone



LADING-LADING, INDONESIA—Thousands of people were sleeping on soccer pitches and open fields Tuesday next to homes destroyed by a 7.0-magnitude earthquake, scrounging for drinking water and food in villages where electricity had been cut and fuel was running out.

Indonesia said it would likely extend beyond Saturday a state of emergency in the northern and eastern reaches of the island of Lombok, saying authorities are having difficulty reaching victims inland, some of whom were cut

off by collapsed bridges. A half-dozen helicopters were being used to deliver food, bottled water and blankets to the hardest-hit areas of a region where aid agencies say 600,000 people have been affected by the quake.

Sutopo Purwo Nugroho, spokesman for Indonesia’s disaster-mitigation agency, said the death toll was likely to rise from the 105 listed Tuesday, with “many people likely still buried under the debris of mosques, shops and district health centers.”

He added that material losses

from Sunday’s quake and its 6.4-magnitude predecessor on July 29 could come in at more than 1 trillion rupiah (\$70 million).

Mr. Nugroho said Wednesday that 70,000 people had been displaced and that there were “many problems in the field” reaching people. Provincial governor M. Zainul Majidi said he instructed private construction firms to send excavation equipment to disaster areas.

A drive up Lombok island’s coastal road along the north-west shows thousands of people

sleeping outside their homes, many clutching packed suitcases, propane tanks and boxes of instant noodles.

Thousands of small homes have been battered by the quakes and more than 200 aftershocks. Many structures with thin cement walls and tin roofs have been flattened. Search-and-rescue teams, such as the one pictured in the town of Tanjung, looked for victims under collapsed structures.

Thousands of foreign tourists have left Lombok since the quakes.

—Ben Otto

much bigger in the coming weeks, with no signs of truce talks. Trump trade officials recently unveiled a much longer list of imports totaling \$200 billion that they are considering for 25% tariffs, and will hold public hearings on that roster later this month. The Chinese government Friday unveiled its own list of \$60 billion in U.S. products it would start taxing should the Trump administration move forward with that plan.

The penalties on \$16 billion in imports are scheduled to take effect on Aug. 23.

The new levies are “part of the U.S. response to China’s unfair trade practices related to the forced transfer of American technology,” the Trade Representative’s office said in a statement Tuesday.

The Chinese government has repeatedly denied the allegations.

The list of products covered by the Aug. 23 tariffs includes mainly industrial goods such as “lubricating oils,” “fittings of plastics, for plastic tubes, pipes, and hoses,” and “voltage and voltage-current regulators.”

School’s Exam-Rigging Against Women Causes Furor in Japan

BY PHRED DVORAK AND MEGUMI FUJIKAWA

Around 2006, executives at Tokyo Medical University saw what they thought was a problem with their applicants: Too many women.

At the time, an aging population was helping propel a doctor crunch in Japan. But women tended to leave the workforce at higher rates than men.

The executives decided the solution was more male doctors. So they programmed the computer that scored the university’s entrance exam to subtract points from the test results of female applicants each year, according to an investigation released Tuesday by an independent committee hired by the school to look at its admission practices.

The result in 2018: an entering class of four men for every woman.

“This absolutely should not have happened,” said Tetsuo Yukioka, an executive regent at Tokyo Medical University, bowing deeply in apology at a press conference Tuesday.

The news of the exam-rigging at the prominent medical school, part of a larger scandal that also involves suspicious school leaders pocketed money from parents seeking admissions help, has caused a furor in Japan. It led earlier to the resignation of the university’s chairman and its president, and prompted the education

Far Behind

Doctors in Japan are still overwhelmingly men, although the share who are women has been growing slowly.

Share of doctors who are women, 2016

Latvia

74%

U.K.

46%

France

45%

U.S.

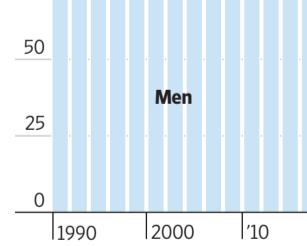
36%

Japan

21%

Doctors in Japan by gender

Biennial data through 2016



Sources: Organization for Economic Cooperation and Development (women doctors); Japan’s Ministry of Health, Labor and Welfare (men vs. women)

and advancing, the medical field is especially tough for women, doctors say.

Some doctors and medical-school executives still think that medicine should be a male preserve—particularly fields like surgery that are seen as physically taxing. When Dr. Tsuda was looking for a position in 1969, she recalls some physicians saying their departments “didn’t need women.”

Many hospitals have been slow to implement child-care and maternity-leave provisions friendly to doctors—the main reason cited for a sharp drop in the employment level of women doctors in Japan during the

first decade of their careers. Only about 75% of women doctors are employed by the 12th year after they begin practicing, a time when many are raising families. The figure later rises back above 80%.

Hitoshi Kataoka, an internist at Okayama University Hospital, says a year ago she was at the day-care center picking up her then-1-year-old when she got a call that one of her patients was being rushed to the hospital.

Japan, unlike countries such as the U.S., generally has no system for handing patients off to other doctors or medical teams. So Dr. Kataoka says she had to hurry back to the hospital and

beg a staffer to take care of her baby while she worked.

“University hospitals have a lot of doctors, so you could implement a shift system” that would help mothers, she said.

Fixing Japan’s medical system so women can practice as easily as men will mean overhauling everything from entrance-exam practices to patient-care structures and day care, said Murasaki Ikeda, a Tokyo gynecologist with two children, who quit a big university hospital to open her own clinic in February.

The admissions scandal, she said, is like “opening Pandora’s box.”



TOKU HANA/REUTERS

BUSINESS & FINANCE

© 2018 Dow Jones & Company. All Rights Reserved.

THE WALL STREET JOURNAL.

Wednesday, August 8, 2018 | B1

S&P 2858.45 ▲ 0.28%**S&P FIN** ▲ 0.48%**S&PIT** ▲ 0.33%**DJ TRANS** ▲ 0.50%**WSJ\$IDX** ▼ 0.22%**LIBOR3M** 2.341**NIKKEI** 22662.74 ▲ 0.69%See more at WSJMarkets.com

Disney Lays Out Its Plan to Fight Back

21st Century Fox deal, other steps are aimed at positioning the firm in streaming market

BY ERICH SCHWARTZEL

Walt Disney Co. Chief Executive Robert Iger gave investors a preview of what he wants his company's next chapter to be.

After several years of assuaging investors nervous about cord-cutting and competition from streaming giants

such as **Netflix** Inc., Mr. Iger, on a conference call with Wall Street analysts Tuesday, focused on Disney's high-stakes plan to fight back: the company's own direct-to-consumer offerings and a pending \$71.3 billion acquisition of **21st Century Fox** Inc.'s entertainment assets.

"Consumers are picking and choosing from all of the options in the market," said Mr. Iger, in remarks after Disney's release of quarterly financial results. "We continue to move full steam ahead on our direct-to-consumer strategy."

Mr. Iger has reorganized his company and is spending heavily to implement that strategy. In the three months since his previous earnings call, Mr. Iger won a bidding war with **Comcast** Corp. for the Fox assets, which include the company's film and television studios, as well as media company **Star India** and the **Sky** PLC pay-television operator. The deal has already been approved by U.S. authorities at the Justice Department but still needs clearance from several foreign jurisdictions.

If the deal closes, as Disney

says it expects it to next year, it will put the company responsible for "Avatar" and "The Simpsons" under the same roof as Mickey Mouse, Luke Skywalker and "The Avengers." Those brands will then be used to sell consumers on a Disney-branded streaming service set to launch in late 2019.

Mr. Iger's hope is that the strength of Disney's brand and characters will allow it to compete in a crowded streaming market and "thrive alongside Netflix, Amazon and anyone else," he said.

The focus on direct-to-consumer offerings will suddenly put Disney, a company best known for traditional film and television entertainment, in charge of three separate digital services. The company's ESPN Plus sports-programming streaming service was launched earlier this year, and Disney will become a majority owner of Hulu if the Fox deal closes. Hulu is a joint venture among Disney, Fox and Comcast's NBCUniversal.

"They will basically be designed to attract different tastes or different audience

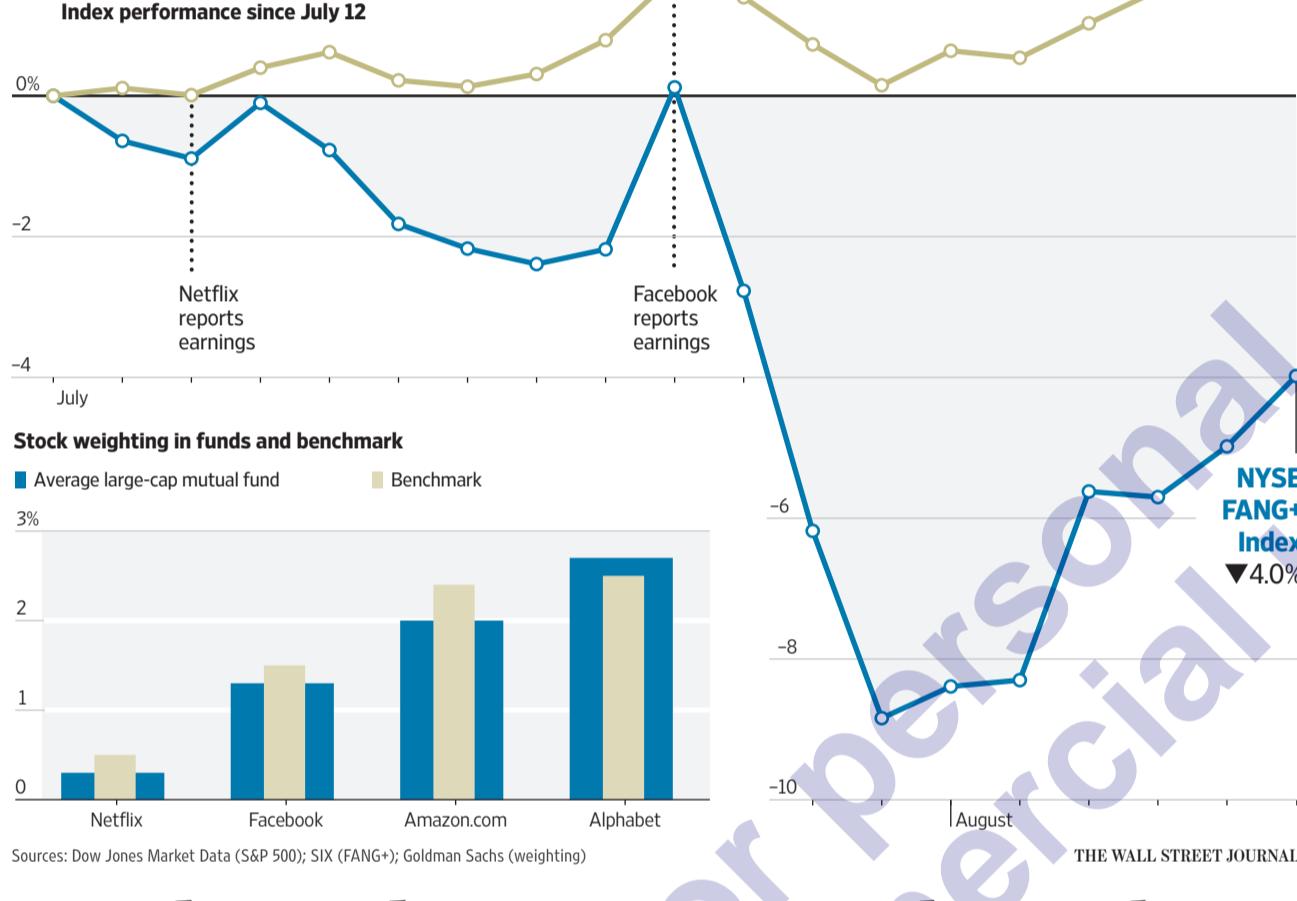
demographics," said Mr. Iger, referring to the three different services. The company might bundle the subscriptions for customers who want all three, he added.

Disney's streaming service, featuring programming that includes "Star Wars" and "High School Musical," will have fewer titles than an "aggregation" service like Netflix, he said, and will instead rely on consumers' perceived demand for the company's franchises.

The Disney service "does Please turn to page B2

Large-cap mutual funds hold smaller stakes in several giant tech firms than their market benchmarks, following reductions in recent years.

2%



Sources: Dow Jones Market Data (S&P 500); SIX (FANG+); Goldman Sachs (weighting)

Funds Dodge Recent Tech Declines

BY DANIELLE CHEMTOB

There's a silver lining when the most popular technology stocks stumble: many large-cap mutual funds beat the market.

Those funds have fared better than the S&P 500 on most days when one or more of the FANG stocks—the collective name for **Facebook** Inc., **Amazon.com** Inc., **Netflix** Inc. and Google parent **Alphabet** Inc.—has declined by 5% or more, according to a Goldman Sachs analysis.

That's because the average large-cap mutual fund is underweight three of the four FANG stocks, Goldman says. Those stocks have propelled much of the U.S. stock mar-

ket's gains this year, but the bank's research suggests mutual funds are growing more skeptical of the crowded trade, as The Wall Street Journal's Markets newsletter noted Tuesday.

The average large-cap mutual fund holds 1.3% of its portfolio in Facebook, 0.2 percentage points less than its benchmark; 2% in Amazon, compared with the benchmark's 2.4%; and 0.3% in Netflix, versus the benchmark's 0.5%. The funds are overweight only in Alphabet, by 0.19 percentage points.

Those slim allocations helped shield the funds from the recent losses suffered by Facebook and Netflix that bled over into the broader tech sec-

tor and S&P 500.

Large-cap growth funds have outperformed the broad stock market index over the past month and year to date, rising 3.9% and 11% over those periods, according to Morningstar. That's versus gains of 3.3% and 6.6%, respectively, for the S&P 500.

Facebook shares slumped 19% on July 26, losing \$119.1 billion in market value, after the social media giant warned of slowing growth on its earnings call. That followed a 5.2% decline in Netflix shares on July 17, the day after the streaming video company reported weaker-than-expected subscriber growth.

Netflix shares have continued their slump, bringing their

losses for the past month to 14%, while Facebook has recovered some of its losses and is down 8.6%.

"There's definitely a feeling that it might be a decent time to take profits and take some of that trade off the table," said Phil Bak, chief executive of Exponential ETFs.

Mutual funds, particularly growth-oriented funds, have reduced their exposure to the FANG stocks in recent years, according to Goldman.

They first dramatically cut their positions in the fourth quarter of 2016 after Facebook shares lost more than 10% of their value in the wake of scrutiny following the 2016 election, a period when the

Please turn to page B13

PayPal's Venmo Rankles Some Privacy Advocates

BY PETER RUDGEAIR

More than a thousand viewers of ABC's "The Bachelor" took to their mobile phones in early March to offer their condolences to Becca Kufrin after she had had a marriage proposal revoked on national television.

These well-wishers didn't reach out to Ms. Kufrin on Facebook or Twitter. Instead, they fired up Venmo, an app owned by **PayPal Holdings** Inc. that lets its users send money to one another free of charge along with a message. Within a few days, Ms. Kufrin's Venmo account was full of words of encouragement, visible on a public newsfeed, and more than \$6,000 in donations.

If that episode illustrates the appeal of Venmo's social network, the uproar surrounding a web project unveiled last month shows why it rankles critics. Privacy advocate Hang Do Thi Duc sifted through more than 18 million Venmo

users' public transactions and picked out five about whom she was able to ascertain a lot of intimate information. Among them: an alleged drug dealer who accepts Venmo and a couple that got into a fight on Valentine's Day.

PayPal is grappling with these opposing forces as it tries to turn Venmo into a more mainstream payments service. Venmo users link their bank accounts or credit cards to the app, allowing them to send payments with a few taps on their phones. Users often send messages with their payments, which are visible on a public newsfeed by default unless the settings are changed.

The company recently introduced a Venmo debit card that allows users to share both online and offline purchases on its social network. After Ms. Do Thi Duc's "Public By Default" website went live, Venmo users were shown a tutorial when they opened the app—about privacy settings

Please turn to page B12

Drug manufacturers seem perfectly comfortable with the Trump administration's plan to lower drug prices. That should inspire an opposite reaction for supply-chain investors.

The Department of Health and Human Services is scrutinizing the system of rebates and discounts paid to middlemen as medicine flows from manufacturers to patients. Those middlemen, such as drug wholesalers, pharmacies, and pharmacy-benefit managers, are often compensated as a percentage of a drug's list price. That creates a perverse incentive for higher list prices throughout the system.

In recent years, the spread between list and net prices has widened, suggesting that pharmaceutical manufacturers are benefiting less from higher prices. A rule that

might curb the use of rebates in government programs such as Medicare is under review by the Office of Management and Budget.

Pfizer, which made headlines earlier this month by pausing a slate of planned price increases due to White House criticism, sounds ready for reform. Chief Executive Ian Read on a conference call with analysts last week predicted that rebates are "going away" over the long term. Mr. Read added that the larger gaps between list and net prices amounted to a "subsidy" for companies in the drug supply chain and blamed those subsidies for the relatively weak sales of certain lower-priced versions of blockbuster drugs.

Those comments seem to echo recent policy prescriptions made by the Pharmaceutical Research and Manufacturers of America, a drugmaker lobbying group.

"Reforms to the current sys-

Sticker Shock

Share-price performance



Source: SIX
THE WALL STREET JOURNAL.

tem should be made with an aim to move toward a compensation structure that is not linked to list price," the organization wrote in public comments to the department of Health and Human Services in July.

The Pharmaceutical Care

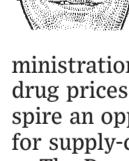
Management Association, which represents benefit managers, has argued eliminating rebates would drive up costs and insurance premiums without a corresponding benefit for patients. There is scant evidence the Trump administration agrees, however. After all, some of the largest benefit managers operate large mail-order and retail pharmacies.

Any changes to rebate structures would likely be gradual and it is hard to predict who in the supply chain would suffer. "The opacity surrounding the high cost of prescription drugs, net of rebates and other discounts, raises questions about the relative value creation of each member in the health-care supply chain," wrote Fitch Ratings this week.

The trouble for investors is that this opacity may not last much longer. That makes the entire supply chain a risky place to invest.

HEARD ON THE STREET | By Charley Grant

Outlook Darkens for Drug Middlemen



Drug manufacturers seem perfectly comfortable with the Trump administration's plan to lower drug prices. That should inspire an opposite reaction for supply-chain investors.

Pfizer, which made headlines earlier this month by pausing a slate of planned price increases due to White House criticism, sounds ready for reform. Chief Executive Ian Read on a conference call with analysts last week predicted that rebates are "going away" over the long term. Mr. Read added that the larger gaps between list and net prices amounted to a "subsidy" for companies in the drug supply chain and blamed those subsidies for the relatively weak sales of certain lower-priced versions of blockbuster drugs.

Those comments seem to echo recent policy prescriptions made by the Pharmaceutical Research and Manufacturers of America, a drugmaker lobbying group.

"Reforms to the current sys-

INSIDE



AMERICAN WINS ALL OF ARSENAL

SPORTS, B3

PAPA JOHN'S FUMBLES SALES AGAIN

FOOD, B3

INDEX TO BUSINESSES

These indexes cite notable references to most parent companies and businesspeople in today's edition. Articles on regional page inserts aren't cited in these indexes.

A	Freddie Mac.....B7
B	Airbus.....B2
C	Alibaba Group.....B4
D	Alphabet.....B1
E	Altraco.....A8
F	Amazon.com.....B1
G	Amity Graphics.....A8
H	Andeavor.....A2
I	Anglo American.....B3
J	Arsenal.....B3
K	AT&T.....B4
L	Beijing Bytedance Technology.....B4
M	BHP Billiton.....B3
N	Brilliant Home Technology.....A8
O	CBS.....B4
P	Cohesity.....B4
Q	Comcast.....B1
R	CyberCube Analytics..A6
S	Discovery.....B14
T	Etsy.....B13
U	Facebook.....B1,B12
V	Fenway Sports Group.....B3
W	5th Avenue Energy....A8

BUSINESS NEWS

American Takes Full Ownership Of Arsenal

By MICHAEL WRIGHT

Los Angeles Rams owner Stan Kroenke is doubling down on Premier League soccer, agreeing to take full ownership of London's storied **Arsenal** soccer team, in a deal that values the club at £1.8 billion (\$2.3 billion).

The transaction brings to an end a protracted battle for full ownership between Mr. Kroenke and minority owner Alisher Usmanov, a Russian billionaire.

The deal would give Mr. Kroenke—whose company also owns the NBA's Denver Nuggets, the NHL's Colorado Avalanche and MLS's Colorado Rapids—full control of a soccer team with broad international recognition. Arsenal is the world's sixth-largest team by revenue, according to Deloitte.

The move would also expand the footprint of a handful of American owners active in English soccer. Manchester United and Liverpool, historically the country's most successful soccer teams, are respectively owned by the Glazer family—which also owns the NFL's Tampa Bay Buccaneers—and John W. Henry's **Fenway Sports Group**, owner of the Boston Red Sox.

Arsenal's crosstown rival, Fulham, is owned by the Jacksonville Jaguars' Shad Khan, the billionaire who this year offered to buy London's Wembley Stadium, English soccer's flagship arena.

Kroenke Sports and Entertainment, which already owns 67% of Arsenal, said Tuesday it offered to buy the 30% of the club held by Mr. Usmanov's Red and White Securities. In a statement issued by Red and White, Mr. Usmanov confirmed he had agreed to sell his shares in the club.



The companies are boosting dividends and share buybacks, raising questions about future growth.

Cash Out

Global miners* are raising investor returns...

Free operating cash flow

Dividends

\$50 billion

40

30

20

10

0

2016 '17 '18 '19 '20

*BHP, Rio Tinto, Glencore, Anglo American and Vale

Sources: S&P Global Ratings (return);

Wood Mackenzie (expenditure)

...as the industry has cut spending on mines.

Project pipeline

Possible projects

\$150 billion

125

100

75

50

25

0

2009 '11 '13 '15 '17 '19

Note: 2018-20 figures are forecasts.

THE WALL STREET JOURNAL.

Miners Dig Deep for Hefty Payouts

The world's largest mining companies are spending big again, but it isn't on new pits or megadeals.

By Rhian Hoyle in Sydney and Scott Patterson in London

Companies including **Rio Tinto** PLC and **Glencore** PLC are throwing off billions of dollars to shareholders via dividends and share buybacks, making good on a pledge to increase payouts as they dig their way out of a steep market slump. Yet executives have recently been forced to defend

the payouts, amid worries that they are sacrificing opportunities for growth—such as building mines or doing deals.

"We fully acknowledge [in] the mining business you need to grow, because depletion is a reality," said Rio Tinto Chief Executive Jean-Sébastien Jacques. Still, he said Rio Tinto wasn't under any immediate pressure to invest more heavily.

Rio Tinto, the world's second-biggest miner by market value, last week said it was spending \$7.2 billion on shareholder returns, including a record dividend, as it reported a 33% rise in first-half net profit.

That compared with a \$2.4 billion budget for big projects.

Iron-ore giant **Vale** SA, after also reporting a jump in first-half underlying earnings, said it would give shareholders \$2.1 billion in dividends and buy back shares worth \$1 billion.

Vale, which recorded second-quarter capital expenditures at the lowest level in 13 years, said buying shares "is one of the best investments for its excess cash."

The windfalls for investors have led mining companies to rank among the best-performing stocks globally. Rio Tinto's Australia-listed shares have

risen more than 50% over the past two years, sharply outpacing gains by the benchmark index. **BHP Billiton** Ltd.'s value has jumped by two-thirds over the same period.

In 2017, BHP, Rio Tinto, Glencore, Vale and **Anglo American** PLC showered investors with dividends worth over 50% more than the prior year, according to S&P Global Ratings.

It forecasts even fatter returns in the years ahead.

While payouts have risen, capital spending has dropped to \$48.3 billion in 2017 from a peak of \$150.1 billion in 2012, according to commodities con-

sultancy Wood Mackenzie. That could fall further over the next few years if more projects aren't approved.

For Glencore, which is due to report earnings on Wednesday, miners' conservatism is long overdue. The company was critical of the heavy investment made by others during the last boom because it resulted in a glut of new supply that drove down prices.

The 50 biggest mining companies spent about \$1 trillion on projects during the last 20-year commodity cycle that started in the late 1990s, according to Sanford C. Bernstein.

Papa John's Posts Sales Drop After CEO's Exit

By JULIE JARGON

Papa John's International Inc. posted its third consecutive quarterly sales decline since founder John Schnatter made remarks last fall about National Football League protests of the national anthem, comments the company said turned away the pizza chain's customers.

Same-store sales in North America fell 6.1% in the second

quarter, Papa John's said Tuesday. Executives attributed the decline to "recent events" and reiterated that they are reviewing the company's culture. Shares fell more than 10% to \$36.83 in after-hours trading.

"The company cannot predict how long and the extent to which the negative customer sentiment will continue to impact future sales," Papa John's wrote in its earnings report.

Mr. Schnatter, who stepped

down as chief executive in December and as chairman in July, blamed the company's declining sales on Steve Ritchie, the CEO he chose to succeed him.

"The company is trying to deflect attention from the source of the problem—management's ongoing failures with regard to financial performance—and blame me for its problems," Mr. Schnatter said in a statement.

A Papa John's spokeswoman said Mr. Schnatter was trying to deflect attention from his own words and actions.

Mr. Ritchie told investors on Tuesday that Papa John's is developing better-value offerings to attract consumers who have shifted to lower-price pizza. Papa John's also plans to introduce a marketing campaign in the fourth quarter that doesn't include Mr. Schnatter. "We need to move

on," Mr. Ritchie said.

Papa John's earnings fell 44.6% to 36 cents a share, below analyst expectations. Overall revenue in the quarter ended July 1 dropped 6.2% to \$408 million.

The company lowered its full-year outlook for North America same-store sales to a decline of between 7% and 10%. It also lowered the forecast for adjusted earnings to between \$1.30 and \$1.80 a share.

FLEXISPOT.COM

WORK GOT YOU DOWN?

Raise your spirits - and your desk - with FlexiSpot!

FlexiSpot Desk Risers keep employees on their toes, especially when alertness, creativity and collaboration are essential. With a wide selection of ergonomic designs and colors to choose from, you're sure to find the perfect style to suit your office space.

855.421.2808

FlexiSpot.com/Wall

CONGRATULATIONS NYU STERN EXECUTIVE MBA CLASS OF 2018

Spencer Bryan Acker	Michael A. Hastings	Philip Pickard
Hany Ahmed	Nahum Igayev	Carolina Andrea Pineira
Ivan Christopher Anderson, Jr.	Kaedrea A. Jackson	Paul V. Reda
Christian M. Aquino	Fariba Jalili	Julie Buckner Rogers
Suneel Arif	Morgan Johnson	James N. Romanelli
Matthew Scott Ball	Gavin Jordan	Anthony M. Rotello
Nikoletta Barikos	Hajiro Kadribeg	Richard Rumpf
Jordan Ernest Barone	Jacqueline Hui-Yun Kang	Paavana Sainath
Jarrad Berman	Anna Aleksandrovna Kastrilevich	Leslie Saltzman
William Gary Boliek	Kristofer J. Keller	Cesar A. Samano
Richard James Edward Bryant	Adam Russell Kelly	Ashish Sarangi
Vincent LeMark Burrell	Nathaniel James Kimball	Alexandra M. Satine
Amina N. Campbell	Sridhar Kuppa	Moran Sellam
Jeffrey Ryan Casey	Seth I. Lapine	Marybeth Shaw
Subash Chellappan	Christopher M. Lemelle	Tommy Shek
Marie E. Conrad	Samantha Leotta	Vishal Bharat Sheth
Carlos Julio Nobrega De Oliveira	Jedd A. Levin	Sarah Louise Smith
Harsh Sudhirhai Desai	Sandy Xiaofang Liang	Sean J. Spaniol
Gail Preeta Dhaniram	Megan Clementik Lindstrand	Wesley Sun
Manish Dhyani	Ashley Madison	Divya Tewari
Todd Michael Dolphin	Ng'ethe Nelson Maina	Charles E. Thompson III
Felice Donatiello	Maitrey Anjan Makim	John M. Tucker
Nyla Nicolette Dookeran	Taiyibah I. Malikschmitt	Christopher Richard van Bergen
Daniel Paul Ebersole	Andre K. Mann	Peter J. van Rest
Jesse I. Esparza	Sarah Sabrina Marchitto	James Sylvester Walker
Mobeen Faqih	Mary Anjou Martinez	Karla Renee Williams
Devon J. Frazier	Christina M. Puglisi McClellan	Alexandra M. Wilson-Elizondo
Richard Raymond Gibson	Alexandra McMenamy	Mussadaq Robert Zahid
Dorie D. Gladney	Braulio Enrique Medina	Thomas Anthony Zaldivar
Patricia Gomas	Bret Alexander Melillo	Alvaro F. Zarate
Maria Gomez	Anderson M. Mitchell	Elena Zilbersmidt
Hernan A. Gonzalez	Rajdeep Mohapatra	
Kristina Gray	Timothy E. Molloy	
Amrita Gupte	Diego A. Montesdeoca Jaramillo	
Nuray Gurtekin Sen	Alberto Moreno	
Jonathan Gutierrez	Brock Myers	
Richard C. Guyre	Maryam Navaie	
Michael J. Hafran	Juan Sebastian Navas	
Timothy S. Hall	Brian O'Brien Newman	
Justus V. Hanna	Clare Ann Nolan	
Eric J. Hannon	Patricia M. O'Connor	
Ayanah S. Harris	Iris Yami Palmer	

NYU
STERN SCHOOL
OF BUSINESS

A different degree of experience

EXECUTIVE MBA

NYU STERN EXECUTIVE MBA PROGRAM

mba.stern.nyu.edu

TECHNOLOGY

SoftBank CEO Plays Matchmaker

Masayoshi Son likes seeing firm's portfolio companies engaging with each other

BY MAYUMI NEGISHI

TOKYO—When SoftBank Group Corp. invested in WeWork Cos. last year, the U.S. office-rental company got more than \$4.4 billion in cash. It also got a chance to win business from hundreds of companies in which SoftBank has a stake.

Today, more than a quarter of WeWork desks in Tokyo are occupied by companies in SoftBank's portfolio, including teams from Yahoo Japan Corp., of which SoftBank owns 43%. Ride-hailing company Uber Technologies Inc., in which SoftBank holds a 15% stake, is moving into one of WeWork's priciest Tokyo spaces.

Making such connections has become an integral part of strategy at SoftBank, the world's biggest technology investor and operator of the \$92 billion SoftBank Vision Fund. SoftBank's chief executive, Masayoshi Son, has long studied Japan's prewar corporate conglomerates with names like Mitsui and Sumitomo that extended their tentacles across the entire economy.

The 60-year-old Mr. Son urges members of his team to work together, often playing matchmaker for executives. Recently, he set up an internal group with the job of assessing possible partnerships and synergies, said a SoftBank executive. The group is led by Marcelo Claure, former chief executive of Sprint Corp., which is controlled by SoftBank but plans to combine with T-Mobile US Inc.

The portfolio companies "are helping each other and stimulating each other," with SoftBank facilitating, Mr. Son said at The Wall Street Journal's CEO Council Asia event in May. But there is a potential downside, too, if companies get pushed into inferior alliances just because Mr. Son wants it.

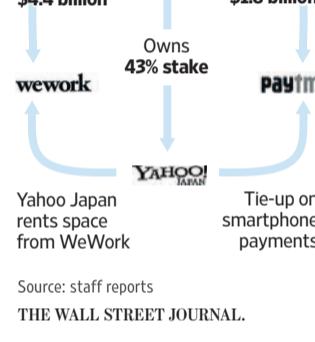
"The question is how heavy-handed SoftBank is with their recommendations," said Wa-



An Uber meal delivery in Tokyo, where Uber Technologies is moving into space managed by WeWork. SoftBank holds stakes in both.

Flock Together

SoftBank encourages companies under its wing—such as WeWork, Yahoo Japan and Paytm—to work with each other.



Source: staff reports

THE WALL STREET JOURNAL.

At the annual SoftBank World event in Tokyo in July, Mr. Son looked into the audience and saw two executives from companies in which SoftBank has a stake sitting next to each other—one from Indian mobile app Paytm, which allows people to transfer money digitally, and another from a Chinese company that sells property insurance online.

He had an idea: What if the two were to tie up? With 350 million customers and eight million affiliated merchants in India, Paytm knew people who needed insurance, and the Chinese company, ZhongAn Online P&C Insurance, knew about insurance pricing.

"I get excited just thinking about what wonderful, revolutionary products we will see when the AI of both of these companies comes together," Mr. Son told the crowd.

It wasn't just empty musing. Paytm is in talks about tie-ups with ZhongAn and other Chi-

nese companies connected to SoftBank, said a Paytm executive.

In Japan, meanwhile, Paytm said in late July that it was teaming up with Yahoo Japan and SoftBank's local mobile-phone operator to introduce smartphone payment services.

Mr. Son's push for cooperation echoes to some degree the longstanding practice of leading venture capitalists in Silicon Valley, who often use their connections to help the startups in which they invest.

What is different about SoftBank is not only its size—the Vision Fund is 10 or more times the size of leading U.S. funds—but also its attention to the horizontal relationships between its portfolio companies, which Mr. Son sees as critical to helping companies grow quickly.

Mr. Son makes a point of not appearing to force ideas on younger executives. At a dinner for companies with SoftBank ties in July, he reeled off ideas

for partnerships, but emphasized they were just suggestions, said Mohit Aron of data-storage startup Cohesity Inc., one of the executives present.

Still, coming from Mr. Son—who made billions of dollars with an early investment in China's Alibaba Group Holding Ltd.—a suggestion can be hard to ignore. But Mr. Son's strategy could weigh down successors with ties that are hard to sever, said Atsushi Osanai, a professor at Waseda Business School in Japan. Mr. Osanai said that even Mr. Son took years to extract himself from the Sprint investment after it fell short of expectations.

Mr. Son says he has learned to take minority stakes that are less painful to divest as companies mature to keep up with technological shifts.

"I want to create a group that is made up of only No. 1 companies with outstanding growth," Mr. Son told shareholders in June.

CBS Asks AT&T for Details on Deal Talks

BY JOE FLINT

CBS Corp. is seeking information from AT&T Inc. about conversations it had in 2016 with National Amusements Inc., CBS's controlling shareholder, about a potential acquisition of the media firm, according to a court filing.

A CBS subpoena, filed Tuesday in Delaware Chancery Court, comes as the company is in a legal battle with National Amusements and its president, Shari Redstone, for control of the company.

One of CBS's arguments in trying to strip National Amusements of voting control is that Ms. Redstone has tried to force CBS to merge with embattled sister company Viacom Inc., while passing up opportunities for other deals that would be better for shareholders.

In its filing, CBS requested documents of communications AT&T had with Ms. Redstone relating to "a potential merger, combination, or other strategic transaction" involving CBS, Viacom or a combination with the two.

The subpoena cites a Wall Street Journal article from June that reported AT&T Chief Executive Randall Stephenson met with Ms. Redstone in 2016 and expressed interest in acquiring CBS Corp., before AT&T ultimately set its sights on acquiring Time Warner.

Ms. Redstone told Mr. Stephenson she wasn't interested in a deal, people familiar with the gathering said. She didn't inform the CBS board or Chief Executive Leslie Moonves of the meeting, people close to CBS said.

AT&T, which closed its \$81 billion takeover of Time Warner in June, made its 2016 approach to CBS as part of a broader review of media assets and possible deals, the Journal reported. An AT&T spokesman declined to comment.

Studios Back Mobile-Video Startup

BY BENJAMIN DIN

Alibaba Group Holding Ltd. and the six major Hollywood studios are participants in a \$1 billion fundraising round for NewTV, entertainment veteran Jeffrey Katzenberg's mobile-video startup.

NewTV is the latest project for Mr. Katzenberg, who left DreamWorks Animation SKG Inc. after Comcast Corp.'s NBCUniversal bought the business in 2016. The startup, which is part of WndrCo LLC, marks a significant bet on new ways of making and distributing entertainment.

The goal is to create an app-based subscription service featuring high-quality programming specifically created for mobile devices—usually in chunks 10 minutes or less. NewTV's launch is tentatively scheduled for late 2019.

Other investors in the initial



Entertainment-industry veteran Jeffrey Katzenberg's latest project is startup NewTV.

round include Goldman Sachs Group Inc., JPMorgan Chase & Co. and Madrone Capital Partners, an affiliate of the Walton family of Walmart fame. The dollar figures of individual investments weren't disclosed.

The major studios involved are AT&T Inc.'s Warner Bros.; Walt Disney Co.; Viacom Inc.'s Paramount Pictures; 21st Century Fox's Twentieth Century Fox; Comcast's Universal Pictures; and Sony Corp.'s Sony Pictures.

NewTV will license some

content from studios, which will retain ownership of such material, said NewTV Chief Executive Meg Whitman. Alibaba's expertise in artificial intelligence and behavioral analytics could be helpful later on, she said.

"No two studios or three studios could actually provide as much volume as we need, so quality is critical. But if you don't match that with quantity, it won't succeed," Mr. Katzenberg said. "Having the studios on board at the outset of this was essential."

Mr. Katzenberg noted the unprecedented boom in short-form videos on ad-supported platforms such as YouTube and Facebook. However, even material produced professionally for those sites is typically made on the cheap, for no more than a few thousand dollars a minute, he said. NewTV programming could cost more than \$100,000 a minute, about the same as network television.

NewTV is currently planning two subscription offerings, one with ads and one without.

lion, and plans to raise between \$3 billion to \$5 billion in financing this year, the people said.

Representatives from SoftBank's Vision Fund and Alibaba declined to comment. The plans were first reported by Reuters and Bloomberg.

Alibaba, which runs two of China's largest e-commerce platforms, has been looking to expand into brick-and-mortar retail in recent years.

As part of a push to meld the online-shopping world with physical stores, the Hangzhou-based company in April acquired Ele.me in a deal that valued the food-delivery platform at \$9.5 billion.

The new entity would be

valued at as much as \$25 bil-

would sharpen competition with Meituan Dianping, a large startup backed by Tencent Holdings Ltd. that also offers an online food-delivery service and mobile Rolodex of local services.

For SoftBank's \$92 billion Vision Fund, the investment would add to the Japanese conglomerate's growing list of portfolio companies that could be candidates for initial public offerings, one person said.

The operator of the world's largest technology investment fund has approached other potential investors, the person said.

—Liza Lin in Shanghai and Mayumi Negishi in Tokyo

Social Media in Setback

Continued from page B1

new plan to charge certain users of its popular WhatsApp messaging service. The company also has had discussions with a number of banks about partnerships in which the platform would offer services for bank customers such as fraud alerts and showing users their checking-account balances, The Wall Street Journal reported on Monday.

Facebook shares climbed 4% on news of the talks with banks.

Snap, based in Venice, Calif., has struggled to live up to investor expectations since a splashy public debut in March 2017. It has yet to establish itself as a formidable competitor to either Facebook or Alphabet Inc.'s Google in terms of grabbing online advertising, and has repeatedly fallen short of analyst expectations for revenue and users.

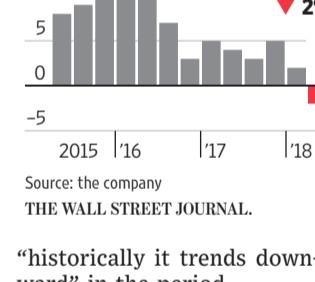
Despite the drop in users, Snap said second-quarter revenue rose 44% from the year-ago period to \$262.3 million, as its loss was \$353 million, or 27 cents a share, compared with a loss of \$443 million, or 36 cents a share, a year ago. Analysts polled by FactSet on average expected the company to post a loss of 31 cents a share on about \$250 million in revenue.

Analysts had expected Snap's daily user count to stay roughly the same in the second quarter after it rose by about 2% in the first quarter.

Shares of Snap jumped as high as 10.6% after the company reported the financial results, reflecting muted expectations and the Prince al-Waleed investment, according to Yousef Squali, an analyst with SunTrust Robinson Humphrey Inc. The shares then plunged into negative territory after Snap Chief Financial Officer Tim Stone said the company wouldn't provide specific guidance on expected user growth in the third quarter but said that

Not So Snappy

Change in daily users from the previous quarter



"historically it trends downward" in the period.

Snap shares ended trading Tuesday up 7 cents at \$13.12—down 46% from the close of trading on the day of its IPO.

Prince al-Waleed said after the market close that he bought 2.3% of Snap shares, valued at about \$250 million, in a deal made through his private office and not his investment conglomerate, Kingdom Holding Co. That firm also owns large stakes in Twitter and the Four Seasons hotel chain.

The Snap deal is the first high-profile transaction for Prince al-Waleed since he was one of dozens of royals, senior government officials and businesspeople rounded up in early November, in a wave of arrests the Saudi government billed as part of a remake of the kingdom's society but criticized by some rights groups and analysts.

Prince al-Waleed, often described as one of the world's richest men, was released in January after Saudi officials said Saturday that he came to an undisclosed settlement with the government that allows him to remain chairman of Kingdom Holding.

In his statement announcing the Snap investment, Prince al-Waleed released a picture of Snap CEO Evan Spiegel visiting the Saudi investor in Riyadh in 2015.

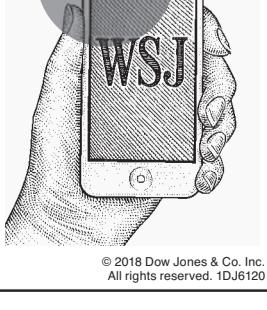
"Snapchat is one of the most innovative social media platforms in the world and we believe it has only just begun to scratch the surface of its true potential and we are blessed to be part of it," said Prince al-Waleed.

THE WALL STREET JOURNAL

The News
You Need.
Straight to
Your Inbox.

Stay informed with
email alerts and
newsletters.

Sign Up Now
wsj.com/newsletters



© 2018 Dow Jones & Co. Inc.
All rights reserved. 1DJ6120

THE WALL STREET JOURNAL. GLOBAL FOOD FORUM

Explore key risks and opportunities
shaping the global business of food

SEPTEMBER 27, 2018 | NEW YORK, NY

On September 27, The Wall Street Journal will bring together leaders in agribusiness, food production, consumer products, economics and government to focus on how changing consumer tastes, new technology, global competition and other forces are transforming this critical sector of the economy. Join our Global Food Forum audience and leaders from the top companies in the sector. The organizations below are just a sampling of our 2016 and 2017 participants.

915 Labs | Accenture | AeroFarms | AgFirst Farm Credit Bank | AgriCapital | Agrivida | Agrocobán | AgroFresh | AgTech Accelerator | Ahold Delhaize | AIB International | Alantra | Algenol Biotech | Alico | American Farm Bureau Federation | AMERRA Capital Management | Analog Devices | Animal Agriculture Alliance | Anterra Capital | Apio | Applied Invention | Aqua Spark | Archer Daniels Midland | Arrell Food Institute at the University of Guelph | Arrowhead Beef | ASPIRE Beverage Company | Australia and New Zealand Banking Group | Australis Aquaculture | Bank of America | Barclays | Beaver Creek Ranch | Bellisio Foods | Berjé | Beyond Meat | Bimbo Bakeries USA | Biotechnology Innovation Organization | BiOWiSH Technologies | Blackland Capital Partners | BMO Harris Bank | Bojangles' Restaurants | Bunge | Calysta | Campbell Soup | Cargill | The Center for Food Integrity | Chew | Chobani | CHS | Clara Foods | Clear Creek Farm | Clear Labs | The Climate Corporation | Closed Loop Capital | CoBank | Conagra Brands | Corn Refiners Association | Country Partners Cooperative | Cultivating New Frontiers in Agriculture | Dairy Farmers of America | DBL Partners | Deloitte | Devault Foods | Dietz and Watson | District Ventures Capital | Diversigen | DLA Piper | DowDuPont | DuPont | Earthgreen Products | Edlong Dairy Technologies | eMeals | Environmental Defense Fund | The Equity | EY | fairlife | FamilyFarms Group | Farmers Pride | Farmland Partners | Farmstead | Federal Agricultural Mortgage Corporation | Federal Farm Credit Banks Funding Corporation | Feeding America | Finke Farms | Firmenich | Floratine Products Group | FMC | Food Future | Food Marketing Institute | Foster Farms | Foundation for Food and Agriculture Research | Freshly | FultonFishMarket.com | Gelson's Markets | General Mills | GEOSYS Intl | Givaudan Flavors | Glanbia | Golden State Foods | The Good Food Institute | Grain Craft | Griffith Foods | Grocery Manufacturers Association | Guckenheimer | The Hain Celestial Group | Hancock Agricultural Investment Group | HarvestPlus | The HAVI Group | HEB Grocery | Hershey | Highland Family Farms | Hormel Foods | The Humane Society of the U.S. | Illinois Farm Bureau | Ingredion | Innovation Center for U.S. Dairy | International Farming | International Food Information Council | J.S. Ferraro | KEEN Growth Capital | Ketchum | Kroger | Kuli Kuli | Lamb Weston | Land O'Frost | Land O'Lakes | Larsen & Toubro | LG Corporation | Local Roots Farms | Lopez Foods | Louis Dreyfus | LT Foods Americas | Mars | The Maschhoffs | McDonald's | McKinsey | Memphis Meats | Merck | Michigan Department of Agriculture | Mission Foods U.S. | Mitsui | Modern Meadow | Mosa Meat | Munchery | Mutima Capital | National Aquarium | National Association of State Departments of Agriculture | National Pork Board | Nestlé | Newman's Own | NGEN Partners | Nima | Nomura Securities | Noosa Yoghurt | North American Meat Institute | North Castle Partners | NSF International | Olam International | Orange County Produce | Oregon Farm Bureau | Paine Schwartz Partners | Panera Bread | PAR Technology | Peapod | Pennsylvania Department of Agriculture | PepsiCo | Perdue Farms | Peri & Sons Farm | Pete and Gerry's Organics | Phibro Animal Health | Pinnacle Foods | Piper Jaffray | PMMI | Quirch Foods Company | Rabobank | RBC Capital Markets | Ready Pac Foods | Reily Foods | Reiter Affiliated | ReposiTrak | Retail Ready Foods | S2G Ventures | Sample6 | Sapient Global Markets | Sargent Foods | Schwan's | Scoular | Sensient Technologies | Shanghai Farms | Siggi's Dairy | Simple Mills | Smithfield Foods | Social Capital | Soft Robotics | South Carolina Department of Agriculture | Southeastern Grain | Spoon University | Starbucks | Strassburger Steaks | Sun Capital Partners | Sustainable Insight Capital | Swander Pace Capital | Teays River Investments | Tecumseh Poultry | Thomas Foods Intl | Tilia Holdings | Trace Genomics | Trader Joe's | Tyson Foods | U.S. Bank | U.S. Department of Agriculture | U.S. Farmers & Ranchers Alliance | U.S. Food and Drug Administration | U.S. Trade Representative | Unilever | Valent BioSciences | Virox Technologies | Walmart | Waycrosse | Weber Shandwick | West Liberty Foods | White Oak Pastures | Wish Farms | World Economic Forum | The Yield Lab | Zoetis | Zume Pizza

REQUEST YOUR INVITATION: GLOBALFOOD.WSJ.COM

Proudly sponsored by



THE PROPERTY REPORT



Joseph and Mitchell Moinian of the Moinian Group.



Guests attend a boot camp at 1 Hotel South Beach in Miami. The hotel's owner says the health and wellness formula shows promise.

Real-Estate Moguls Bet On Wellness

BY KEIKO MORRIS

Some big names in real estate think they have found a new winning formula: a venture that brings the meditative atmosphere of a desert spa resort to the heart of the world's busiest cities.

The business, known as the Well, will combine services of medical doctors, health coaches and acupuncturists with yoga, meditation and spa services, according to its founders.

The company plans to open its first location in downtown Manhattan next year, then roll it out in places like Los Angeles, London and Hong Kong. Starwood Capital Group Chief Executive Barry Sternlicht, developer Richard LeFrak, and Mitchell Moinian, a principal at Moinian Group, are among the early investors. The com-

pany's founder and chief executive is a former top executive at Deepak Chopra Radical Well-Being LLC.

The Well represents the latest bet by the real-estate industry that affluent urban professionals will pay up to take part in the burgeoning fitness and wellness craze.

In recent years, property developers have added high-end health clubs, meditation rooms and juice bars to their office and residential buildings. New hotel brands offer free use of running gear and yoga mats.

Mr. LeFrak said the health and wellness formula has already shown promise at the 1 Hotel South Beach in Miami, which he and other owners of the property have marketed as an environmentally friendly retreat.

"We have a vegan restaura-

rant, a huge gym, wellness weeks, a day spa," he said. "When you put them together, they ring the cash register."

Not everyone is convinced the cash register will ring for the Well. Membership at the New York City club, which costs \$375 monthly after a \$500 registration fee, is on the high end of the city's most luxurious fitness clubs.

The Well and similar luxury services could lack staying power during a recession, said Julie Whelan, head of occupier research for the Americas at real-estate services firm CBRE Group Inc.

Studios that focus on one particular regimen such as SoulCycle or a local yoga studio tend to have the cachet of being experts in one field and offer a small-group feeling, Ms. Whelan said. But the Well's model of offering all

these services in one place is untested.

"When you move all of that under one roof, you have to make sure there are people that can hold that passion and maintain a small-group feel, which is why people go to those

Health and wellness activities 'ring the cash register,' says a real-estate investor.

places," Ms. Whelan said.

The creators of the Well believe that by combining rejuvenation programs found at places like Canyon Ranch resorts with the exclusivity of a private club—the first 200 Well members are invite only—

they have created a business that is apt to succeed during these health-conscious times.

The Well's founders have raised \$4 million and now are raising a Series A round of \$6 million, aiming to use the \$10 million to launch the brand and build and open the club.

The club's 13,000 square feet will include an organic restaurant and bar, which will be open to the public, a full-service spa, a classroom for workshops, a reflexology lounge, private training gym and 10 treatment rooms.

The idea for the Well dates back to 2009, when CEO Rebecca Parekh was working for Deutsche Bank. Although she loved her job, she said she found herself exhausted, prompting her to go to a spa in Arizona.

"Magically, in 2½ days, I felt energized, more focused and

able to think clearly," said Ms. Parekh, who later went on to serve as chief operating officer of Deepak Chopra Radical Well-Being.

Ms. Parekh joined forces with co-founders Sarah Hallcock, a former marketing executive of food and beverages, and Kane Sarhan, who had been a vice president of Starwood Capital Group's hotel brand management company and oversaw marketing efforts that included the launch of the 1 Hotels Brand.

Meanwhile, developers who were already loading up their buildings with gym and juice bars saw the Well as a natural extension of a health and wellness trend.

"Every single one of [our] buildings, no matter what the principal use, has some heavy consideration of wellness and fitness," said Mr. Moinian.

ADVERTISEMENT

Business Real Estate & Services

To advertise: 800-366-3975 or WSJ.com/classifieds



IREM®
INSTITUTE OF REAL ESTATE MANAGEMENT
FOR THOSE WHO MANAGE TO MAKE A DIFFERENCE®

Educated, experienced, and ethical, a CPM® is a property owners' champion on the ground. With big-picture strategic thinking and rigorous, tested training, a CPM® can make a difference on your property's investment value and NOI more than any other manager.

To Find a CPM® in Your Area Visit www.irem.org/CPM

OR CONTACT US:

Phone: (800) 837-0706
Email: getinfo@irem.org
Web: www.irem.org

FIND A MANAGER WHO MAKES A DIFFERENCE

Trust a CPM®



PREMIER REAL ESTATE AUCTION

NORTHEAST OHIO COMMERCIAL AND OFFICE PROPERTIES

3 OFFICE CONDOMINIUMS, 540 SF - 4,726 SF

5,284 SF COMMERCIAL / RETAIL

100,300 & 325 PARK PLACE, CHAGRIN FALLS, OH 44022

Very desirable location just off Washington Street, 3 minutes from the Village of Chagrin Falls and across the street from Burntwood Tavern, Panini's Bar & Grill, Hunan by the Falls, Village Martini & Wine Bar, Snap Fitness, and more. Move-in ready professional office spaces with private offices, conference rooms, kitchenettes, and reception areas. Plenty of parking at your front door! Why rent when you can buy at your price?

UNIT 100: 4,726 SF

- Currently 70% occupied with a Gross Annual Income of \$57,264
OFFERED WITH A PUBLISHED RESERVE PRICE OF \$195,000

UNIT 300: 3,000 SF

- Vacant
OFFERED WITH A PUBLISHED RESERVE PRICE OF \$150,000

UNIT 325: 540 SF

- Vacant
OFFERED WITH A PUBLISHED RESERVE PRICE OF \$27,000

ON-SITE INSPECTIONS: THURSDAYS, AUGUST 9 & 16, 10:00 AM - 12:00 PM

TO INCLUDE YOUR PROPERTY IN AN UPCOMING AUCTION, CALL MICHAEL BERLAND AT 216.839.2032

Bearish Investor Raises Stakes as Malls Pick Up

BY ESTHER FUNG

A hedge-fund manager known for wagering on the demise of the weakest American malls is raising the stakes, betting some of the hardest-hit shopping centers are in a death spiral.

This aggressive stance is an example of how some bearish investors are becoming bolder in these risky bets against shopping malls, defying a recent pickup among certain brick-and-mortar retailers and shares of mall owners.

Eric Yip, chief investment officer of Alder Hill Management, has been buying a credit default swap index known as the CMBX. It tracks the values of mortgages backed by commercial property. Mr. Yip's investment goes up in value when shopping centers, whose debt is reflected in the index, struggle to make payments or default on their loans.

Alder Hill is betting against the riskiest loans to weaker malls with high debt and tepid prospects. The New York hedge fund disclosed this in a report in January 2017, though it didn't disclose the amount of its bet.

The gambit looked promising at the start, when the value of these loans tumbled last year. He is now wagering that a less-risky slice of the index with higher-quality loans is also vulnerable, the firm indicated in a July report to investors.

But this year, mall performance has improved and even the weaker segments of the market have rebounded.

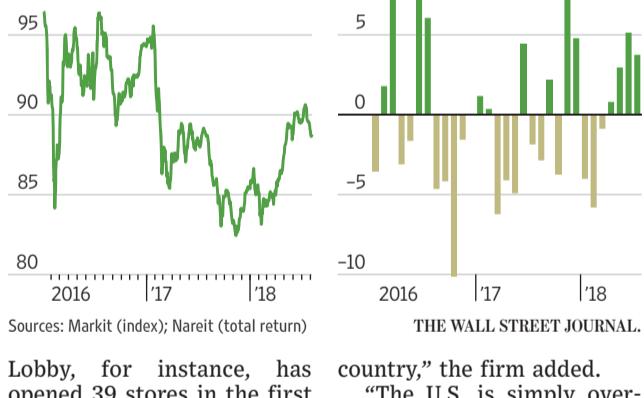
Moreover, recent retail trends have been moving against shopping-center bears. Better malls in wealthier ZIP Codes that face less competition have continued to report strong sales and rent income. Retailers like Macy's Inc. and Target Corp. have reported better earnings after closing some stores and boosting their digital investments.

Some retailers are even expanding, easing concerns about shopping-center occupancy and helping landlords refinance. Closely held arts-and-crafts retailer Hobby

Shopping Spree

A slice of the CMBX 6 index, which is linked to mortgages of commercial property including around 40 malls, fell last year but rebounded this year.

CMBX 6 BBB index



Lobby, for instance, has opened 39 stores in the first seven months this year, including in spaces formerly occupied by Sears Holdings Corp. and Macy's.

Even with continued store closings, it has been tricky to predict when mall owners would default.

The slices of the CMBX 6 index with the lowest credit ratings, BBB- and BB, tumbled 9.5% and 12.1%, respectively, in 2017, according to Markit, before bouncing back this year.

The price for the weaker segment of the market, known as the BB tranche, is up \$3.91 to \$80.13 as of Tuesday. The price of the higher rated CMBX 6 A fell 2.4% in 2017 but rebounded by \$3.38 as of Tuesday.

"Some of the short sellers thought the fallout would happen quickly. But it's a slow death for challenged malls," said Steve Kuritz, managing director at Kroll Bond Rating Agency.

Alder Hill hasn't disclosed what price it paid for its investments so it is unclear whether it has made or lost money in the past two years. But the firm views any retail comeback as a lull in the weaker malls' inevitable decline.

Headwinds in the retail industry "will fall disproportionately on the weakest and most redundant centers in the

country," the firm added.

"The U.S. is simply overstored, and the least-productive properties must ultimately disappear in order to restore balance," the firm wrote in the July report. "That burden will be borne by owners and creditors alike."

Some on Wall Street are taking the other side of the trade. The majority of malls with loans in the index have enough cash flow to cover their debts, wrote Brian Phillips, director of Commercial Real Estate Credit Research at AllianceBernstein, last month.

"The demise of the American mall makes for good headlines, but not necessarily a good investment strategy," he said.

In his youth, Mr. Yip worked at his parents' small shop in a suburban New Jersey mall. As a hedge-fund manager, he began visiting shopping centers across the country in 2015. After he concluded that many of them would succumb to online shopping, he looked for a way to profit from their demise. He settled on betting against CMBX 6.

Now, Alder Hill is betting another undisclosed amount against the A-rated securities of the CMBX 6. In other words, he is wagering that even the less risky slices of the index are vulnerable to defaults of the underlying properties.

PREMIER REAL ESTATE AUCTION

NORTHEAST OHIO COMMERCIAL AND OFFICE PROPERTIES

3 OFFICE CONDOMINIUMS, 540 SF - 4,726 SF

5,284 SF COMMERCIAL / RETAIL

100,300 & 325 PARK PLACE, CHAGRIN FALLS, OH 44022

Very desirable location just off Washington Street, 3 minutes from the Village of Chagrin Falls and across the street from Burntwood Tavern, Panini's Bar & Grill, Hunan by the Falls, Village Martini & Wine Bar, Snap Fitness, and more. Move-in ready professional office spaces with private offices, conference rooms, kitchenettes, and reception areas. Plenty of parking at your front door! Why rent when you can buy at your price?

UNIT 100: 4,726 SF

- Currently 70% occupied with a Gross Annual Income of \$57,264
OFFERED WITH A PUBLISHED RESERVE PRICE OF \$195,000

UNIT 300: 3,000 SF

- Vacant
OFFERED WITH A PUBLISHED RESERVE PRICE OF \$150,000

UNIT 325: 540 SF

- Vacant
OFFERED WITH A PUBLISHED RESERVE PRICE OF \$27,000

ON-SITE INSPECTIONS: THURSDAYS, AUGUST 9 & 16, 10:00 AM - 12:00 PM

TO INCLUDE YOUR PROPERTY IN AN UPCOMING AUCTION, CALL MICHAEL BERLAND AT 216.839.2032

FOR ADDITIONAL INFORMATION, BROCHURE & TERMS, CALL: **216.861.7200**

DOWNLOAD OUR CHARTWELL AUCTIONS APP!
Available on the App Store & Google Play

HANNA COMMERCIAL • CHARTWELL AUCTIONS, LLC • TCN WORLDWIDE • MICHAEL BERLAND, AARE, OH AUCTIONEER

CHARTWELL
REAL ESTATE AUCTIONS
CHARTWELLAUCTIONS.COM

THE PROPERTY REPORT

Freddie Mac Aims to Cap Rent Rises

By LAURA KUSISTO

Freddie Mac, the country's largest backer of apartment loans, is rolling out a new program that will offer lower-cost financing to owners who agree to cap rent increases for the life of their loans.

The initiative acts similar to rent control—which has been gaining traction in many parts of the country—by keeping units in private hands and controlling the rate of rent increases. But it comes with less political baggage because it is voluntary.

"Maybe there's a way we can help change incentives," said David Brickman, an executive vice president at Freddie Mac and head of its multifamily division. "We can provide an economic basis for private, profit-oriented developers to pursue a strategy where they didn't raise rents by quite as much."

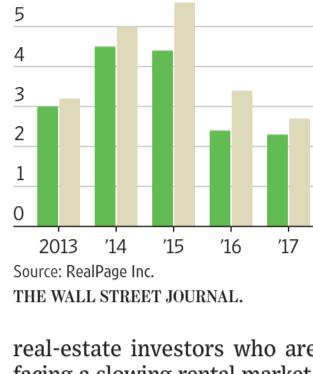
The program, announced Tuesday, will begin immediately and be available all over the country. Mr. Brickman said he hopes hundreds of properties will take advantage of it.

The initiative comes at a potentially appealing time for

Rising Rents

Average rents for cheaper Class B apartments have risen faster in recent years than more expensive Class A apartments.

Percentage change in U.S. rents



Source: RealPage Inc.

THE WALL STREET JOURNAL.

real-estate investors who are facing a slowing rental market. Freddie Mac will provide mezzanine debt—which is riskier but pays a higher interest rate than senior debt—at below-market cost.

While rent increases have naturally slowed over the past year or so, the initiative protects tenants from steep boosts

when the market accelerates again. Operators who receive the low-cost loans must have at least 50% of the units affordable to households making the local median income or below. Borrowers must then agree to limit rent growth on 80% of units.

"You're taking some of the opportunity to hit a home run off the table but arguably making it more likely you can hit a single or a double," Mr. Brickman said.

Funding housing for middle-class workers such as teachers, nurses and police officers has proven an especially difficult problem for policy makers. The vast majority of development over the past five years has been targeted at higher-income professionals, leading to a glut of options and plenty of bargaining power for these renters. At the same time, lower-income renters are struggling but at least are eligible for government aid through programs such as Section 8 housing vouchers and the Low Income Housing Tax Credit Program.

In the past couple of years, as downtown rental markets have become oversupplied, in-

vestors have begun focusing on buying up less expensive buildings in need of renovations and raising rents. Until recently, that was pushing up rents for midprice rental properties even faster than luxury units. Average rents for midrange Class B properties rose by nearly 20% from 2012 through 2017, while high-end Class A rents rose by 16.6% on average, according to real-estate-data firm RealPage Inc. More recently, that trend has reversed, as Class A rents rose 3% this year through June, while Class B rents rose 2.7%.

This spring, Freddie Mac dipped its toe into offering low-cost loans for apartment operators who agree to cap rent increases. Mr. Brickman said this latest offering will have much broader application because it targets investors without an explicit affordable-housing focus and allows them to use more leverage on projects rather than higher-cost equity.

Freddie Mac's apartment-lending business helps fulfill a mandate from the Federal Housing Finance Agency to lend to underserved communities.

BUSINESS WATCH



The cargo carrier said its profit will be hit by a rise in its fuel bill and a decline in freight rates.

SALESFORCE.COM President Promoted To Co-Chief Executive

Salesforce.com Inc. promoted President and Chief Operating Officer Keith Block to co-chief executive, giving him shared leadership of the business software company with its co-founder and chairman, Marc Benioff.

Mr. Block, a former Oracle Corp. executive who joined Salesforce in 2013 as vice chairman and president, now will report directly to Salesforce's board.

Mr. Benioff, who will go from being sole CEO to co-CEO, will continue leading the company's "vision and innovation in areas including technology, marketing, stakeholder engagement and culture," while Mr. Block will run the company's "growth strategy, execution and operations," Salesforce said in a statement.

The charismatic Mr. Benioff has evolved into something of a

spiritual leader for Salesforce, dubbing employees "ohana," a Hawaiian word for family, and frequently speaking out publicly on business and social issues.

Mr. Block, who added the COO title in 2016, has largely focused on the company's operations.

"This is just a natural evolution of what's been happening over the last five years," Mr. Block said in an interview Tuesday night.

—Jay Greene

FORD MOTOR

Executive Departs After Allegations

An executive has left Ford Motor Co. following allegations of inappropriate behavior, said a person familiar with the matter, marking the second time this year a leader has departed the auto maker over misconduct claims.

Prakash Patel, a global director of program management at

Ford, is no longer working at the company, a Ford spokeswoman confirmed.

The specific nature of the accusations against Mr. Patel couldn't be learned. Mr. Patel couldn't be reached for comment.

In February, Raj Nair, who once ran the auto maker's North American region, was fired after an investigation found his behavior was inconsistent with Ford's code of conduct. At the time, Mr. Nair said: "I sincerely regret that there have been instances where I have not exhibited leadership behavior consistent with the principles of the company and I have always espoused."

—Adrienne Roberts and Mike Colias

Earnings Outlook Is Cut on Fuel Costs

The world's biggest cargo carrier warned Tuesday its

earnings would be weaker than expected this year due to rising fuel prices, soft freight rates and escalating trade tensions.

A.P. Moeller-Maersk A/S, which moves about 18% of all containers and is considered a barometer of global trade, said it expects its core profit this year to come in at \$3.5 billion to \$4.2 billion, compared with previous guidance of between \$4 billion and \$5 billion.

Maersk said its profit will be hit by a 28% increase in its fuel bill and a 1.2% decline in average freight rates. Analysts said the profit warning was no surprise and pointed to Maersk's recent moves to cut costs.

With its previous 2018 guidance, Maersk was expecting an underlying annual profit above the \$365 million booked last year, but without citing any numbers it now forecasts "a positive underlying profit."

—Costas Paris

ADVERTISEMENT

Business Real Estate & Auctions

To advertise: email sales.realestate@wsj.com or WSJ.com/classifieds

FLORIDA

FLORIDA REAL ESTATE

BUILDERS AND DEVELOPERS LOOK!

160 Improved Homesites!

Sebring Florida,

Only 80 miles from Orlando & Tampa.

Clubhouse and pool included. \$3.9 mil

Call (954) 410-3488

SOLO 9W57
SOLOW BUILDING COMPANY
OWNER/BUILDER

THE WALL STREET JOURNAL.

© 2018 Dow Jones & Company, Inc. All Rights Reserved.

LOUISIANA

Sealed Bid

Auction

121 Royal St, French Quarter
New Orleans, LA

Historic Royal Cosmopolitan Hotel Property

- Perfect for Hotel, Restaurant, Condos, & Event Facility
- 5 1/2 Story Historic Hotel Circa 1892
- Recent Zoning for 13 Story Tower
- Plan for 98+ Rooms

BIDS DUE
TUESDAY
Sept. 11th

D. Gilmore | LA Lic # 447

Francis Braud, Broker

SVN
GILMORE AUCTION & REALTY CO.

INTERSTATE AUCTION COMPANY

504.468.6800

WWW.121ROYALAUCTION.COM

All SVN Offices Independently Owned and Operated

121 ROYAL

ADVERTISEMENT

The MarketplaceTo advertise: 800-366-3975 or WSJ.com/classifieds**CLASS ACTION****NOTICE THAT THE FORTIS SETTLEMENT HAS BEEN DECLARED BINDING**

pursuant to article 1017(3) of the Dutch Code of Civil Procedure, at the request and instruction of the Amsterdam Court of Appeal (the "Court").

This notice is addressed to all natural and legal persons that purchased or held Fortis shares at any time between 28 February 2007 close of business and 14 October 2008 close of business (referred to as the "eligible shareholders").

Binding declaration of the Agreement

The Court has declared the settlement agreement entered into between Ageas (formerly Fortis), Dutch Investors' Association (VEB), Deminor, SICAF, FortisEffect and Stichting FORsettlement (the "Agreement") to be irrevocably binding in a judgment of 13 July 2018.

Content of the Agreement

Under certain conditions, the Agreement grants the eligible shareholders compensation in connection with the events that occurred in 2007 and 2008 at what was formerly Fortis (now Ageas). These are events that may have affected the price of the shares, in particular Fortis' communication (or lack thereof) and policy with regard to its financial position, the run-up to the break-up of Fortis and the takeover of ABN AMRO, as described in greater detail in the Agreement.

Consequences of binding declaration

As the Court has declared the Agreement binding, all eligible shareholders are, in principle, bound by the Agreement. The Agreement entitles the eligible shareholders to compensation under the conditions set out therein. In return, the eligible shareholders grant full and final discharge to Ageas, the (former) officers of Ageas and the coordinating banks in the manner set out in the Agreement for the events that occurred at Fortis in 2007 and 2008.

Claiming compensation

All those wishing to be eligible for compensation under the Agreement must submit a claim form. A claim form can be downloaded from the website www.forsettlement.com or can be requested by telephone via the numbers listed below (see under "Additional information and contact"). The fully completed and signed claim form (along with the evidence requested) must be sent to the Claims Administrator at the postal address mentioned below (see under "Additional information and contact") or via the website www.forsettlement.com. The claim form may be filed as from 27 July 2018 and must be received by the Claims Administrator no later than on 28 July 2019 or bear the postmark of that date. Eligible shareholders failing to timely submit a claim form in the prescribed manner are not or no longer entitled to compensation. Additional information on submitting the claim form can be found on the claim form and in the corresponding instructions.

'Opt-out' possibility

If an eligible shareholder does not wish to be bound by the Agreement, that shareholder must deliver a notice to that effect (an "opt-out notice") to the Claims Administrator within five months, i.e. no later than on 31 December 2018. Eligible shareholders who validly submit an opt-out notice are not bound by the Agreement, nor are they entitled to compensation pursuant to the Agreement nor may they derive any other right from the Agreement.

An opt-out notice may be submitted to the Claims Administrator electronically via the email address forsettlement@computershare.com or by post at the postal address mentioned below (see under "Additional information and contact").

For an opt-out notice, eligible shareholders are requested to use the opt-out notice form that can be downloaded from www.forsettlement.com or requested by telephone via the numbers indicated below (see under "Additional information and contact"). The opt-out notice must include the name, address, telephone number and email address of the eligible shareholder. In addition, eligible shareholders are requested to indicate the number of Fortis shares they held on certain dates listed in the Agreement and to state whether they are represented by Dutch Investors' Association (VEB), Deminor, SICAF and/or FortisEffect.

Additional information and contact

The Court's judgment in which the settlement was declared binding and the Agreement can be accessed, downloaded and printed at www.rechtspraak.nl (via the search term "WCAM Fortis") and www.forsettlement.com. The latter website also provides other relevant documentation. We urge you to consult www.forsettlement.com to keep up to date on further communications.

The Claims Administrator's postal address is:

Computershare Investor Services plc
PO Box 7148
3109 AC Schiedam
The Netherlands

or

Computershare Investor Services plc
PO Box 304
2800 Mechelen
Belgium

For answers to frequently asked questions, please visit www.forsettlement.com/page/support. Please contact the FORsettlement Contact Centre via the contact form at www.forsettlement.com/page/contact or via the telephone numbers below if you have further questions:

- Belgium: 0800 26 83 2
- The Netherlands: +31 30 252 53 59
- International: +32 2 557 59 00

**If You Purchased Liquid Aluminum Sulfate
From January 1, 1997 Through February 28, 2011,
You Could Be Affected By A Proposed Class Action Settlement**

Please read this entire Notice carefully. Partial settlements of the lawsuit may affect your rights.

A partial settlement in a lawsuit pending in the United States District Court for the District of New Jersey ("the Court") against the following Defendants, General Chemical Corporation; General Chemical Performance Products, LLC; General Chemical LLC, GenTek Inc., Chemtrade Logistics Income Fund; Chemtrade Logistics Inc., Chemtrade Chemicals Corporation; and Chemtrade Chemicals US, LLC.; Chemtrade Solutions, LLC; C&S Chemicals, Inc., USAALCO, LLC, Kemira Chemicals, Inc., Southern Ionics, Inc., GEO Specialty Chemicals, Inc., Frank A. Reichl, Vincent J. Opałowski, Alex Avraamides, Amita Gupta, Milton Sundbeck, Kenneth A. Ghazay, Brian C. Steppig, American Securities LLC, Matthew Lebaron, and Scott Wolff. Plaintiffs in the lawsuit claim that Defendants hurt competition and violated state antitrust, consumer protection, and other laws by allocating customers and markets and fixing the price of Liquid Aluminum Sulfate ("Alum"), thereby causing indirect purchasers to pay too much for Alum. Defendants deny any wrongdoing.

A Settlement has been reached with Defendant GEO Specialty Chemicals Inc. ("GEO"), Kenneth A. Ghazay ("Ghazay") and Brian C. Steppig (the "GEO Settling Parties"). The lawsuit will continue against the other Defendants (collectively, "Non-Settling Defendants").

WHO IS INCLUDED IN THE CLASS? The Indirect Purchaser Settlement Class consists of all persons or entities in AL, AR, AZ, CA, CO, DC, FL, HI, IL, IA, KS, ME, MA, MI, MN, MS, NE, NV, NH, NM, NY, NC, ND, OR, PR, RI, SC, SD, TN, UT, VT, WV, and WI that purchased liquid aluminum sulfate, not for resale, which was manufactured, produced or supplied by Defendants or their unnamed co-conspirators from January 1, 1997 through February 28, 2011. Excluded from the Class are Defendants, co-conspirators and their respective parents, subsidiaries, and affiliates.

WHAT DOES THE SETTLEMENT PROVIDE? GEO and the Settling Parties agreed to pay into an Escrow Account the sum of up to \$4,375,000 (the "Settlement Funds") as follows. GEO shall use its best efforts to cause its insurers to pay \$801,074 directly into the Indirect Purchaser Escrow Account within thirty (30) days of Final Judgment. GEO shall also pay \$898,926 into the Indirect Purchaser Escrow Account (collectively, the "First Installment"). GEO shall make one additional payment of \$1,675,000 that shall be paid into the Indirect Purchaser Escrow Account on or before the first anniversary of the First Installment. GEO will undertake a marketing process for a sale of all or substantially all of its equity interests, a merger of GEO and another entity, or a sale of all or substantially all of its assets (collectively, a "Sale") that will commence no later than thirty (30) days after entry of Final Judgment. If this marketing process is successful, upon the closing of the Sale, the Indirect Purchaser Settlement Class shall be entitled to receive from GEO additional compensation pursuant to an equity value formula up to \$1,000,000.

At this time, Interim IPP Lead Counsel are not seeking attorneys' fees in connection with this Settlement. Interim IPP Lead Counsel intends to ask for reimbursement of certain of their out of pocket expenses incurred so far in this litigation, including expert witness expenses incurred to date, as well as service awards for the class representatives of up to \$25,000.00 each from the Settlement Fund in recognition of their efforts to date on behalf of the Class. At a later date, Interim IPP Lead Counsel may seek up to one-third of the aggregate of funds achieved for the Class, and from any future recovery that may occur in this Class Action against the Non-Settling Defendants.

HOW DO I RECEIVE A PAYMENT FROM THE SETTLEMENT? No money will be distributed yet. The Interim IPP Lead Counsel will continue to pursue the lawsuit against the Non-Settling Defendants. All Settlement Funds that remain after payment of the Court-ordered attorneys' fees, incentive awards, costs, and expenses will be distributed at the conclusion of the lawsuit or as ordered by the Court. You may visit the website www.LiquidAluminumSulfate.com for updates on the status of the lawsuit.

WHAT ARE YOUR OPTIONS? If you wish to remain an Indirect Purchaser Settlement Class Member, you need not take any action at this time. You will give up your right to sue the GEO Settling Parties for the claims that the Settlement with them will resolve. If you want to keep the right to sue or continue to sue the GEO Settling Parties about the legal issues in this case, then you must exclude yourself from the Class. **If you exclude yourself from the Indirect Purchaser Settlement Class, you will not get any payment from the Settlement.** To exclude yourself, you must send a letter to the Settlement Administrator, postmarked no later than October 2, 2018. You may also comment on or object to the proposed Settlement. Your objections must be filed no later than October 2, 2018. Details on how to request exclusion, comment, or object to the Settlement are available on the Settlement website, www.LiquidAluminumSulfate.com.

WHO REPRESENTS ME? The Court appointed Jay B. Shapiro of Stearns Weaver Miller Weissler Alhadeff & Sitterson, P.A. and Marvin A. Miller of Miller Law LLC as Interim IPP Lead Counsel to represent the Indirect Purchaser Settlement Class on an interim basis and for purposes of the Settlement. If you want to be represented by your own lawyer, you may hire one at your own expense.

The Court will hold a final fairness hearing to decide whether to approve the terms of the Settlement at 10:00 a.m. on November 14, 2018, at the Martin Luther King, Jr. Building & U.S. Courthouse, 50 Walnut Street, Newark, New Jersey 07101. If there are objections, the Court will consider them but may still approve the Settlement. You may appear at the hearing, but you are not required to do so. The hearing may be rescheduled without notice to the Class, so if you plan to attend, please periodically check the Settlement website for any updates.

This notice is only a summary. For more information, please visit the Settlement website,

www.LiquidAluminumSulfate.com or call 1-866-217-4455.

BUSINESS OPPORTUNITIES**TEXAS OIL & GAS**

Seek industry or accredited partner to complete project in old TX coast producing field. 3 existing wells, SWD/W, additional re-entries not wildcat, in Frio Sands horizontal drilling fairway. **\$750,000**
Partner@OmegaAlphaOil.com

Minney's Yacht Surplus is FOR SALE
A recession proof marine! Hardly popular. Valuable liquidation resource for national boat builders. Strong internet sales with five star reviews. Huge inventory of surplus sail, hardware, and boating gear. Selling price includes the Minney's name and over 50 years of goodwill. \$2 million.
minneysyachtsurplus.com
capnernie1@aol.com • 949-319-5198

GLACIER VALLEY MINING AND METALS IS FOR SALE - INVEST

Included is a \$47 million dollar tax shelter that was created in 1984 via the IRS regulations of the U.S. Treasury Dept. Never used, and intact.
gjdeden@aol.com
www.gvmtaxshelter.com

www.earn11.com
EARN up to 11%
INVESTING IN 1ST MORTGAGES
Short Term, High Yield, Low LTV.
Secure & Great Monthly Income.
Call 800-359-1111

CAREERS**Corporate Treasury
Middle Office - Operating
Models & Controls**

New York, NY. Coordinate w/ lines of bus., SMEs, & tech. partners to doc. bus. req's, incl. use cases, process flows, BRDs, & user stories. Work w/ global stakeholders to ensure consist. of op's & strength of controls. For req's & to apply, visit <http://careers.jpmorganchase.com> & apply to job # 180075840. EOEE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved.
www.jpmorganchase.com

CLASS ACTION**UNITED STATES DISTRICT COURT
SOUTHERN DISTRICT OF NEW YORK**

IN RE VIRTUS INVESTMENT PARTNERS, INC. SECURITIES LITIGATION Case No. 15-cv-1249 (WHP)

SUMMARY NOTICE OF (I) PROPOSED SETTLEMENT AND PLAN OF ALLOCATION; (II) SETTLEMENT HEARING; AND (III) MOTION FOR AN AWARD OF ATTORNEYS' FEES AND PAYMENT OF LITIGATION EXPENSES

To: All persons and entities that, during the period between January 25, 2013 and May 11, 2015, publicly traded the (the "Class Period"), purchased or otherwise acquired shares of the common stock of Virtus Investment Partners, Inc. ("Virtus") and were damaged thereby (the "Class").

PLEASE READ THIS NOTICE CAREFULLY; YOUR RIGHTS WILL BE AFFECTED BY THE SETTLEMENT OF A CLASS ACTION LAWSUIT PENDING IN THIS COURT.

YOU ARE HEREBY NOTIFIED, pursuant to Rule 23 of the Federal Rules of Civil Procedure and an Order of the United States District Court for the Southern District of New York, that Court-appointed Class Representative, Arkansas Teacher Retirement System, on behalf of itself and the Court-certified Class, in the above-captioned securities class action (the "Action") has reached a proposed settlement of the Action with defendants Virtus, Virtus Opportunities Trust, George R. Ayward, Jeffrey T. Ceruti, and Francis G. Waltman (collectively, the "Defendants") for \$22,000,000 in cash that, if approved, will resolve all claims in the Action.

A hearing will be held on **October 24, 2018 at 10:00 a.m.**, before the Honorable William H. Pauley III, in the United States District Court for the Southern District of New York, Daniel Patrick Moynihan United States Courthouse, 500 Pearl Street, New York, NY 10007-1312, Courtroom 20B, to determine whether: (i) the proposed Settlement should be approved as fair, reasonable, and adequate; (ii) the Action should be dismissed with prejudice against Defendants, and the releases specified and described in the Stipulation and Agreement of Settlement, dated May 18, 2018 should be granted; (iii) the proposed Plan of Allocation should be approved as fair and reasonable; and (iv) Class Counsel's application for an award of attorneys' fees and payment of expenses should be approved.

If you are a member of the Class, your rights will be affected by the pending Action and the Settlement, and you may be entitled to share in the Net Settlement Fund. If you have not yet received the full printed Notice of (I) Proposed Settlement and Plan of Allocation; (II) Settlement Hearing; and (III) Motion for an Award of Attorneys' Fees and Payment of Litigation Expenses (the "Settlement Notice") and the Claim Form, you may obtain copies of these documents by contacting the Claims Administrator at *In re Virtus Investment Partners, Inc. Securities Litigation*, c/o GCG, P.O. Box 10489, Dublin, OH 43017-4089, 1-866-680-8403, info@VirtusSecuritiesLitigation.com. Copies of the Settlement Notice and Claim Form can also be downloaded from the website for the Action, www.VirtusSecuritiesLitigation.com.

If you are a Class Member, in order to be eligible to receive a payment under the proposed Settlement, you must submit a Claim Form online or postmarked no later than **October 10, 2018**. If you are a Class Member and do not submit a proper Claim Form, you will not be eligible to share in the distribution of the net proceeds of the Settlement but you will nevertheless be bound by any judgments or orders entered by the Court in the Action.

Any objections to the proposed Settlement, the proposed Plan of Allocation, and/or Class Counsel's application for attorneys' fees and payment of expenses, must be filed with the Court and delivered to Class Counsel and counsel for Defendants such that they are received on or before **October 3, 2018**, in accordance with the instructions set forth in the Settlement Notice.

Please do not contact the Court, the Clerk's office, Virtus, any other Defendants in the Action, or their counsel regarding this notice. All questions about this notice, the proposed Settlement, or your eligibility to participate in the Settlement should be directed to the Claims Administrator or Class Counsel.

Requests for the Settlement Notice and Claim Form should be made to:

In re Virtus Investment Partners, Inc. Securities Litigation
c/o GCG
P.O. Box 10489
Dublin, OH 43017-4089
1-866-680-8403
info@VirtusSecuritiesLitigation.com
www.VirtusSecuritiesLitigation.com

Inquiries, other than requests for the Settlement Notice and Claim Form, may be made to Class Counsel:

Bernstein Litowitz Berger & Grossmann LLP
John C. Browne, Esq.
1251 Avenue of the Americas
New York, NY 10020
1-800-380-8496
blbg@blbglaw.com

Labaton Sucharow LLP
Michael H. Rogers, Esq.
140 Broadway
New York, NY 10005
1-888-219-6877
settlementquestions@labaton.com

By Order of the Court

1 Certain persons and entities are excluded from the Class by definition and others are excluded pursuant to request. The full definition of the Class including a complete description of who is excluded from the Class is set forth in the full Settlement Notice referred to below.

CAREERS**CAREERS****Associate, IT Developer**

Morgan Stanley Services Group Inc. seeks Associate, IT Developer in NY, NY to aid in ongoing automation generation of existing Regulatory Disclosures as well as implementation of new Regulatory Disclosures. Req's Master's in CS, IT, Comp Engg, or closely rel field of study & 3 yrs exp in position offered or 3 yrs exp as Technology Assoc, Technology Analyst, Sys's Engr, or rel occupation in fin/rvcs technology. Req's Master's in Bus. Admin., Mgmt, Info Sys's, or rel. field or equiv & 3 yrs of exp reviewing bus/func'l req docs. Must incl at least 3 yrs of exp participating in multiple change initiatives in OTC Rates/Credit/FX Mrkt's Clearing; utilizing MIS reporting tool & Clarity to track budgets & resources; supporting Agile Program mgmt & ensuring compliance w/ SDLC governance & tollgates; utilizing DB2/Sybase: regulatory reporting; liaising w/end users through all phases of softw/dvlpt; design patterns; & Shell scripting. Req's 2 yrs exp w/ web dvlpt using HTML5, JavaScript, & JSON.

MARKETS DIGEST

EQUITIES

Dow Jones Industrial Average

25628.91 ▲ 126.73, or 0.50%
 High, low, open and close for each trading day of the past three months.

Trailing P/E ratio 23.20 20.01
 P/E estimate * 16.47 18.61
 Dividend yield 2.11 2.25
 All-time high 26616.71, 01/26/18



Bars measure the point change from session's open

May June July Aug. 23000 2550

*Weekly P/E data based on as-reported earnings from Birinyi Associates Inc.

S&P 500 Index

2858.45 ▲ 8.05, or 0.28%
 High, low, open and close for each trading day of the past three months.

Trailing P/E ratio 23.74 23.90
 P/E estimate * 17.62 18.95
 Dividend yield 1.82 1.97
 All-time high 2872.87, 01/26/18



May June July Aug. 2650 2800 2850

65-day moving average

Nasdaq Composite Index

7883.66 ▲ 23.99, or 0.31%
 High, low, open and close for each trading day of the past three months.

Trailing P/E ratio 25.01 25.73
 P/E estimate * 21.15 21.43
 Dividend yield 0.96 1.10
 All-time high: 7932.24, 07/25/18



May June July Aug. 7025 7200 7375 7550 7725 7900

65-day moving average

6850

Major U.S. Stock-Market Indexes

	High	Low	Latest Close	Net chg	% chg	High	52-Week Low	% chg	YTD % chg	3-yr. ann.
	Dow Jones	25692.72	25551.65	25628.91	126.73	+0.50%	26616.71	21674.51	16.0	3.7
Industrial Average	25692.72	25551.65	25628.91	126.73	+0.50%	26616.71	21674.51	16.0	3.7	13.8
Transportation Avg	11253.07	11142.71	11217.56	56.21	+0.50%	11373.38	9021.12	21.5	5.7	10.8
Utility Average	729.48	722.47	727.85	-2.32	-0.32%	774.47	647.90	-1.1	0.6	7.2
Total Stock Market	29731.44	29659.20	29681.71	87.90	+0.30%	29681.71	25030.26	16.0	7.3	11.1
Barron's 400	770.17	767.41	768.27	3.69	+0.48%	768.27	629.56	18.2	8.1	11.5

Nasdaq Stock Market

Nasdaq Composite	7898.20	7868.65	7883.66	23.99	+0.31%	7932.24	6213.13	23.8	14.2	16.1
Nasdaq 100	7478.96	7443.88	7462.65	23.66	+0.32%	7508.59	5786.54	25.9	16.7	18.2

S&P

S&P 500 Index	2863.43	2855.92	2858.45	8.05	+0.28%	2872.87	2425.55	15.5	6.9	11.2
MidCap 400	2022.93	2014.89	2015.15	5.65	+0.28%	2015.15	1691.67	15.3	6.0	10.6
SmallCap 600	1067.31	1062.49	1062.96	1.44	+0.14%	1062.96	817.25	24.8	13.5	14.9

Other Indexes

Russell 2000	1694.36	1684.86	1688.30	3.99	+0.24%	1706.99	1356.90	19.7	10.0	11.8
NYSE Composite	13039.56	12997.28	12999.59	35.32	+0.27%	13637.02	11699.83	8.8	1.5	6.5
Value Line	586.11	583.37	584.47	1.10	+0.19%	589.69	503.24	12.0	3.9	6.6
NYSE Arca Biotech	5180.18	5119.87	5177.87	86.06	+1.69%	5177.87	3787.17	32.5	22.6	8.4
NYSE Arca Pharma	576.54	571.72	571.97	-0.03	-0.01%	593.12	514.66	9.7	5.0	-1.2
KBW Bank	111.35	110.53	110.65	0.31	+0.28%	116.52	89.71	14.0	3.7	12.3
PHLX\$ Gold/Silver	75.96	74.15	74.16	-1.04	-1.38%	93.26	74.16	-9.2	-13.0	17.5
PHLX\$ Oil Service	150.75	148.76	148.79	0.49	+0.33%	170.18	117.79	16.6	-0.5	-5.7
PHLX\$ Semiconductor	1400.88	1390.13	1400.00	10.78	+0.78%	1449.90	1060.02	28.0	11.7	30.0
Cboe Volatility	11.24	10.52	10.93	-0.34	-3.02%	37.32	9.14	-0.3	-1.0	-6.5

\$ Nasdaq PHLX

Sources: SIX Financial Information; Dow Jones Market Data

Late Trading

Most-active and biggest movers among NYSE, NYSE Arca, NYSE Amer. and Nasdaq issues from 4 p.m. to 6:30 p.m. ET as reported by electronic trading services, securities dealers and regional exchanges. Minimum share price of \$2 and minimum after-hours volume of 50,000 shares.

Most-active issues in late trading

Company	Symbol	Volume (000)	Last	Net chg	After Hours % chg	High	Low
Snap	SNAP	16,302.9	13.12	...	unch.	14.90	11.50
General Electric	GE	7,869.9	13.19	0.03	0.23	13.19	13.14
Invesco QQQ Trust I	QQQ	3,634.6	181.84	0.04	0.02	181.96	181.16
VISA Cl A	V	3,343.6	140.40	0.12	0.09	140.49	140.12
SPDR S&P 500	SPY	3,224.1	285.60	0.02	0.01	285.83	285.36
Intel	INTC	2,463.1	49.66	-0.04	-0.08	49.90	49.63
Ambev ADR	ABEV	2,446.7	5.05	...	unch.	5.12	5.02
Coty Cl A	COTY	2,293.7	13.46	...	unch.	13.48	13.44

Percentage gainers...

Company	Symbol	Volume (000)	Last	Net ch

COMMODITIES

WSJ.com/commodities

Futures Contracts

Metal & Petroleum Futures

	Contract	Open	High	hilo	Low	Settle	Chg	Open interest
Copper-High (CMX)-25,000 lbs.; \$ per lb.		Open	High	hilo	Low	Settle	Chg	Open interest
Aug 2.7255	2.7670	2.7225	2.7520	0.0205	154,109	2.7410	0.0200	1,496
Gold (CMX)-100 troy oz.; \$ per troy oz.		Open	High	hilo	Low	Settle	Chg	Open interest
Aug 1207.80	1214.80	1207.80	1209.60	1.00	1,418	1211.00	0.70	55,084
Dec 1215.80	1224.30	1215.60	1218.30	0.60	346,085	1221.30	0.40	32,303
Feb'19 1221.60	1229.30	1221.60	1223.90	0.40	50	1228.20	0.50	7,255
June 1240.90	1240.90	1238.20	1235.60	0.50	60	1250.70	0.60	3,730
Dec 1257.50	1259.60	1255.50	1254.70	0.60	3,730	Palladium (NYM)-50 troy oz.; \$ per troy oz.		
Sept 901.10	915.20	899.60	902.90	-0.70	17,524	887.75	0.85	1,726
Dec 899.90	910.80	899.00	900.50	-0.30	4,969	897.75	0.90	17,123
Platinum (NYM)-50 troy oz.; \$ per troy oz.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 823.70	830.40	823.70	829.40	4.90	27	827.30	4.90	27
Oct 825.60	839.60	823.30	831.40	5.10	74,224	825.60	5.10	74,224
Silver (CMX)-5,000 troy oz.; \$ per troy oz.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 15.305	15.505	15.305	15.373	0.025	155,819	15.305	0.025	155,819
Dec 15.405	15.600	15.405	15.472	0.026	64,626	15.405	0.026	64,626
Crude Oil, Light Sweet (NYM)-1,000 bbls.; \$ per bbl.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 68.95	69.83	68.81	69.17	0.16	375,506	67.89	0.16	279,436
Oct 67.89	68.68	67.77	68.33	0.10	50	67.01	0.05	290,412
Dec 66.64	67.72	66.64	67.35	0.55	174,301	64.91	0.65	65,69
NY Harbor ULS (NYM)-42,000 gallon; \$ per gal.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 2.1395	2.1759	2.1359	2.1691	0.028	111,506	2.1443	2.1806	2.1421
Gasoline-NY RBOB (NYM)-42,000 gallon; \$ per gal.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 2.0644	2.1056	2.0596	2.1040	0.0389	145,066	2.0644	2.1056	2.1040
Oct 1.9446	1.9847	1.9421	1.9827	0.0358	104,518	1.9446	1.9847	104,518
Natural Gas (NYM)-10,000 MMBtu; \$ per MMBtu.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 2.859	2.900	2.857	2.897	0.037	271,736	2.866	2.904	2.864
Oct 2.866	2.904	2.864	2.900	0.034	181,770	2.903	2.939	2.902
Nov 3.090	3.122	3.090	3.117	0.027	169,389	3.090	3.122	3.090
March 2.950	2.976	2.950	2.974	0.027	150,272	2.636	2.659	2.634
April 2.636	2.659	2.634	2.657	0.023	133,887	Milk (CME)-200,000 lbs., cents per lb.		

Agriculture Futures

Corn (CBT)-5,000 bu.; cents per bu.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 371.00	373.25	368.75	370.75	-0.25	503,986	385.25	388.00	384.50
Dec 385.25	388.00	383.25	384.50	-0.75	803,169	385.25	388.00	384.50
Oats (CBT)-5,000 bu.; cents per bu.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 261.25	262.25	255.25	255.25	-6.25	1,265	271.00	263.75	263.75
Soybeans (CBT)-5,000 bu.; cents per bu.		Open	High	hilo	Low	Settle	Chg	Open interest
Aug 887.75	891.25	883.25	889.25	12.00	1,726	887.75	891.25	889.25
Sept 897.75	908.50	896.00	905.75	12.25	417,123	908.50	912.00	905.75
Soybean Meal (CBT)-100 tons.; \$ per ton.		Open	High	hilo	Low	Settle	Chg	Open interest
Aug 330.70	333.90	330.70	332.70	2.70	2,137	330.70	333.90	332.70
Dec 330.70	334.50	330.20	332.60	3.10	196,447	330.70	334.50	332.60
Soybean Oil (CBT)-60,000 lbs.; cents per lb.		Open	High	hilo	Low	Settle	Chg	Open interest
Aug 28.35	28.56	28.35	28.59	.30	1,132	28.35	28.56	28.59
Dec 28.86	29.14	28.79	29.09	.29	251,942	28.86	29.14	29.09
Rough Rice (CBT)-2,000 cwt.; \$ per cwt.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 112.80	112.50	108.00	109.00	-36.50	6,573	112.50	112.80	109.00
Nov 112.50	112.60	110.50	110.40	-22.00	1,875	112.50	112.60	110.40
Wheat (CBT)-5,000 bu.; cents per bu.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 575.25	586.25	564.00	568.25	-6.25	159,705	586.25	598.75	578.00
Dec 598.00	607.75	587.25	590.75	-26.50	189,549	607.75	619.25	590.75
Wheat (KC)-5,000 bu.; cents per bu.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 586.00	598.75	578.00	579.50	-6.50	104,110	586.00	598.75	578.00
Wheat (MPLS)-5,000 bu.; cents per bu.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 626.00	639.00	623.00	627.75	-5.00	26,085	644.50	656.00	644.75
Dec 644.50	656.00	640.75	644.75	-7.50	25,169	644.50	656.00	644.75
Wheat (MPS)-5,000 bu.; cents per bu.		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 119.25	119.40	114.20	120.15	1.40	142-190	119.25	119.40	114.20
Dec 119.10	119.15	114.20	120.15	1.40	141-230	119.10	119.15	114.20
Treasury Bonds (CBT)-\$100,000; pts 32nds of 100%		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 143-040	143-090	142-150	142-190	-21.00	83,327	143-040	143-090	142-150
Dec 142-130	142-140	141-230	141-260	-21.00	2,455	142-130	142-140	141-230
Treasury Notes (CBT)-\$100,000; pts 32nds of 100%		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 119-225	119-240	119-130	119-150	-8.50	3,751,075	119-225	119-240	119-130
Dec 119-160	119-175	119-070	119-085	-8.50	21,499	119-160	119-175	119-070
5 Yr. Treasury Notes (CBT)-\$100,000; pts 32nds of 100%		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 113-107	113-110	113-045	113-052	-5.50	4,095,811	113-007	113-007	112-272
2 Yr. Treasury Notes (CBT)-\$200,000; pts 32nds of 100%		Open	High	hilo	Low	Settle	Chg	Open interest
Sept 105-233	105-237	105-222	105-225	-1.00	1,935,945	105-170	105-172	105-170
Dec 105-170	105-172	105-170	105-175	-1.50	21,270	105-170	105-172	105-170
30 Day Federal Funds (CBT)-\$5,000,000; 100-day avg.		Open	High	hilo	Low	Settle	Chg	Open interest
Aug 98.								

BANKING & FINANCE

Planned Curbs on Brokers Draw Flak

By DAVE MICHAELS

WASHINGTON—A government proposal to restrict incentives that can bias broker advice to clients is generating complaints both from Wall Street and investor advocates.

The plan by the Securities and Exchange Commission, developed by Trump-appointed officials, may replace some aspects of an Obama-era regulation by the Labor Department that Wall Street successfully challenged in court. A federal court invalidated the Labor rule, and the Trump administration declined to appeal the decision, killing it for good.

Now investor groups, brokerages and other business groups are taking shots at the SEC's attempt to address brokers' conflicts of interest, saying that it is too vague and won't improve protections for investors. The commission must consider the comments

before it can vote to implement the regulation, perhaps sometime in 2019.

The SEC proposal would require brokers to act in the best interest of clients, barring the picking of lackluster or unsuitable investments because they make more money for them or the brokerage firm.

Investor groups say the SEC's proposed requirements are so ambiguous that they won't change the status quo. Brokerage firms complain the measure creates a new standard without telling them how their brokers might run afoul of it. They also complain it treats them more harshly than investment advisers, who have a fiduciary duty to put their clients' needs first.

"This will only serve to harm the brokerage model and limit choice for those investors who prefer the brokerage advice model," wrote the

American Securities Association, whose members include Cowen Inc., Stifel Financial Corp. and LPL Financial Holdings Inc.

The SEC didn't define "best interest" in its April proposal. It also didn't explicitly state how brokers should "mitigate" conflicts of interest that can undermine their need to provide legitimate recommendations.

"Investors would be worse off than they are today, and they would be misled into expecting protections that the commission is unwilling to provide," said Barbara Roper, director of investor protection for the Consumer Federation of America.

Regulators say their proposal would disallow some glaring conflicts of interest, such as brokerages rewarding salespeople with free trips or other perks for selling more-expensive investment prod-

ucts.

SEC Chairman Jay Clayton has said the plan's conflict-of-interest curbs would meet the expectations that most investors have of their relationship with a stockbroker, and would raise the standard above

The proposal by the SEC attempts to address brokers' conflicts of interest.

rule-making agenda prioritize retirement savers. While the SEC could still move ahead with the proposal largely intact or with only minor adjustments, doing so could expose Mr. Clayton to criticism as nonprofit consumer groups and congressional Democrats lobby for more-explicit requirements on brokers.

Sen. Elizabeth Warren (D., Mass.) wrote this month that the proposal should have created a way for investors to sue their brokers over violations in federal court.

Republicans and the brokerage industry oppose a new path for litigation, saying investors can already press grievances through arbitration hearings.

The SEC didn't respond to a request seeking comment.

Turning the proposal into a finished regulation is a top goal for Mr. Clayton, who says his enforcement strategy and

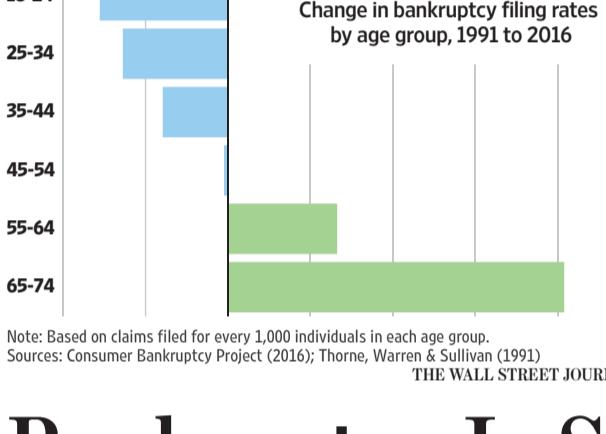
natives are available. That is because the restrictions on higher-fee investments are written too narrowly, they say, and don't go further than existing restraints.

Both brokers and consumer groups panned a new disclosure form the SEC wants brokers and advisers to provide. The regulator believes the paperwork would help clients understand the differences between the two business models. While brokers generally charge commissions, or pay-as-you-go fees, investment advisers provide ongoing advice and earn a fixed percentage of a client's assets.

The form "needs a complete design makeover," wrote the Consumer Federation, adding that what "a group of securities law experts view as plain language" can still yield "disclosures that are unlikely to be understood by those who need the information most."

Retiring Without a Net

Bankruptcy filing rates are rising for older Americans and falling for younger people.



Note: Based on claims filed for every 1,000 individuals in each age group.

Sources: Consumer Bankruptcy Project (2016); Thorne, Warren & Sullivan (1991)

THE WALL STREET JOURNAL.



The rate of older people filing for bankruptcy in the U.S. has tripled since 1991, a new study says.

Bankruptcy Is Surging for Older Americans

By ANNE TERGESEN

The rate at which Americans age 65 and older are filing for bankruptcy has more than tripled since 1991 amid reductions in the social safety net and a shift away from pensions, according to a new study.

"Older Americans are more likely than ever to find themselves in bankruptcy court, seeking protection from creditors," said the study written by academics at institutions including the University of Idaho. It also said that among Americans in bankruptcy, the percentage of older people "has never been higher."

The study, titled "Graying

of U.S. Bankruptcy: Fallout from Life in a Risk Society," found that between 2013 and 2016, the average rate at which 65- to 74-year-old Americans filed for bankruptcy increased to 3.6 out of every 1,000 individuals from a rate of 1.2 per 1,000 in 1991.

Of the individuals who file for bankruptcy annually, 12.2% are ages 65 to 74, versus 2.1% in 1991.

The aging of the U.S. population explains "only a small portion" of the rising bankruptcy rate for older people, the study said. Between 1991 and 2015, the percentage of the adult population composed of people 65 and over rose to 19.3% from 17%, a far smaller

leap than the growth in senior bankruptcies.

Instead, the study's authors cited reductions in safety-net programs, including Social Security and Medicare, and the shift from old-fashioned pension plans, which guarantee retirees a set income for life, to 401(k)-type plans, which leave it up to workers to decide how much to save and how to invest.

The age at which full Social Security benefits are available has been rising, to 67 for those born in 1960 or later, up from 65 for those born in 1937 or earlier.

In addition, the percentage of households with debt headed by people 55 or older

has risen steadily for more than two decades—to 68% in 2016 from 54% in 1992, according to the Employee Benefit Research Institute, a nonpartisan public-policy research nonprofit.

The bankruptcy study is from the Consumer Bankruptcy Project, which collects data—on age, race, education and marital status, among other things—from bankruptcy court records and questionnaires answered by filers who chose to participate.

According to the study, the median debt for bankrupt seniors is \$101,600, or three times those filers' average income. People age 65 or older seeking bankruptcy have me-

dian net worths of negative \$17,390.

They point out that the prospects for older people who file for bankruptcy are bleak. "By the time they file, their wealth has vanished, and they simply do not have enough years to get back on their feet."

Some economists took issue with the study. In an email, Olivia Mitchell, an economist at the University of Pennsylvania's Wharton School, said the study didn't draw on a representative sample over the entire time period it covers, which would make "it impossible to determine whether the trends identified are statistically significant."

Venmo Spurs Concerns

Continued from page B1
and how to opt out of automatically sharing their transactions publicly.

"We're obviously pleased with the initial reception within the Venmo user base with all the different services we put out," PayPal Chief Executive Dan Schulman said in an interview. At the same time, "we want to be sure people understand just what they're sharing and what their various options are," he added.

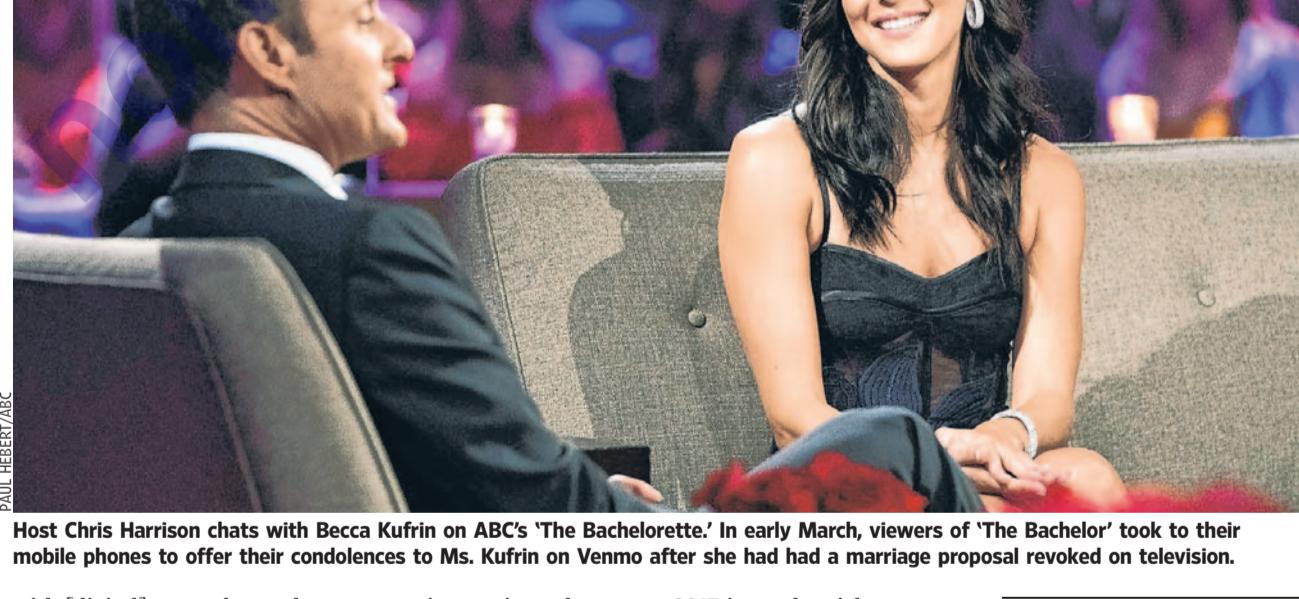
Anything that affects Venmo's growth and PayPal's ability to turn it into a money-maker is of interest to Wall Street. Activist investor Third Point LLC recently took an \$800 million stake in PayPal and cited Venmo's potential as a big reason why, according to a letter to investors.

Venmo's payment volume expanded 78% to \$14.2 billion in the second quarter, and around 17% of its users have completed a transaction that generates revenue for PayPal. Third Point expects Venmo to add \$1 billion in annual revenue for PayPal within the next three years, according to the investor letter.

When it was founded in 2009, Venmo hyped its social elements as a way to make the app more immersive.

"The shift to mobile payments requires a service that captures the subtle gestures involved in everyday cash exchanges," executives wrote in an early summary.

"Venmo transactions are personal,



Host Chris Harrison chats with Becca Kufrin on ABC's 'The Bachelor.' In early March, viewers of 'The Bachelor' took to their mobile phones to offer their condolences to Ms. Kufrin on Venmo after she had had a marriage proposal revoked on television.

with [digital] notes that make payments feel like conversations."

While the ability to send money easily gets consumers to download Venmo, it is the social-media feed that keeps many people opening the app multiple times a week.

Carlee Barackman, a 28-year-old who works at a startup in Detroit, originally downloaded Venmo to split a bill with a friend a few years ago. Now, she checks the Venmo profiles of blind dates and scrolls through the Venmo newsfeed on Sunday mornings to try to guess what friends did the night before, based on their captions.

"It's a little more indicative of who they really are than the nice photo they post on Instagram or the really intellectual tweets they put out," Ms. Barackman said. She added that she doesn't plan to make her

transactions private because "it's a whole extra click or two and I really don't care."

Around 88% of Venmo users who responded to a small survey carried out by researchers affiliated with the University of Washington "indicated indifference towards whether their transactions were shared or private." Another small survey they carried out, of people who haven't used Venmo, found the opposite: 88% expressed a negative impression of including a social-networking element inside a payments app.

The social aspect of Venmo "weirds me out," said one survey respondent who had used the service. "I can't wrap my head around why people would want their payment activity to other people, even friends, to be publicly visible."

The survey results were published by the Association for Computing Machinery in a

2017 journal article.

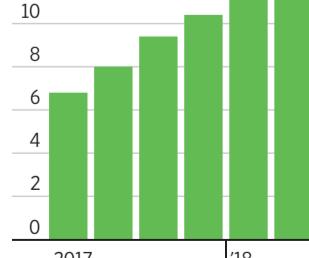
Consumer watchdogs have faulted Venmo for its privacy policies. In February, the Federal Trade Commission accused Venmo of misleading consumers about the security of the app and making it too difficult to change privacy settings. Under terms of a settlement, PayPal agreed to change its disclosures to more clearly tell users how to limit sharing of transaction details. It didn't have to pay a fine.

PayPal's Mr. Schulman said that the company is responsive to customer feedback and that "if we had our customers come back and ask for one feature or another, we would always build that."

Mr. Schulman, who is 60 years old, said he thinks the younger users who dominate Venmo have a good grasp of what they're sharing. "If you think about the millennial gen-

Just Venmo Me

Volume of payments processed on Venmo, quarterly
\$14 billion



Source: PayPal Holdings

THE WALL STREET JOURNAL.

eration, they really do understand this technology," he said. "It's not like my mom trying to figure out what to set these different defaults and share options."

UniCredit cited what it said was unethical behavior by the social-media giant.

mation and had stopped using Facebook for its advertising and marketing campaigns.

He added that UniCredit wouldn't advertise on Facebook again until the U.S. company improves its ethical standards.

"UniCredit has stopped all advertising with Facebook due to recent incidents and the company's reaction to them," Mr. Mustier said. "The Group takes ethics very seriously."

A UniCredit spokesman said the bank had decided to stop using Facebook for advertising campaigns at the end of March, following news about the company's connections to Cambridge Analytica.

"While a handful of our advertisers have paused ads, many more have expressed their support for the steps we're taking to protect people's information," a Facebook spokeswoman said.

She added: "We take all of the feedback seriously. We're working with our partners to make our platforms even safer and more secure."

Facebook faces several investigations over its ties to Cambridge Analytica, which accessed data on as many as 87 million Facebook users without their consent.

The Italian bank maintains several Facebook pages that it regularly uses to interact with its customers.

UniCredit is Italy's largest bank by assets. It has operations in several European countries, including Russia, but only a small presence in the U.S.

MARKETS

Treasurys Fall; Soft Demand At Auction

By SAM GOLDFARB

Prices of U.S. government bonds edged lower as investors favored riskier assets and absorbed \$34 billion of new three-year Treasury notes.

The yield on the benchmark 10-year U.S. Treasury note settled at 2.973%, up from 2.936% Monday, snapping a three-day

l o s i n g streak.

CREDIT MARKETS Yields, which rise when bond

prices decline, climbed overnight as the Shanghai Composite Index gained 2.7%, kicking off a rally in stocks that continued into Europe and sapped demand for haven bonds such as German bunds and U.S. Treasurys.

Traders also lightened up on their bondholdings in anticipation of the afternoon auction of three-year notes, which received relatively soft demand ahead of a 10-year note auction on Wednesday and a 30-year bond auction on Thursday.

This week's auctions mark the first sales of Treasury notes after the U.S. Treasury last week revealed plans to borrow \$769 billion in the second half of the year, a 63% increase from the year-earlier period.

The increased supply of Treasurys, which is needed to fund a growing federal budget deficit, is one reason why yields have climbed since the start of the year, many analysts say.

The rise, however, has been more pronounced in the yields of short- and medium-term debt, partly because the Treasury has concentrated most of its issuance in that area.

The yield on two-year Treasury notes increased to 2.674% Tuesday, from 2.649% Monday.

While short-term yields continue to push higher, "the question is are we going to finally see some indigestion in terms of taking down some of this supply" of longer-term debt, said Larry Milstein, the head of government and agency trading at R.W. Pressprich & Co.

Despite a run of strong economic data, the 10-year yield has had trouble rising much higher than 3%, partly because Treasurys remain attractive to foreign investors, Mr. Milstein said.

As the Federal Reserve has raised short-term interest rates in the U.S., the Bank of Japan and European Central Bank have kept key rates below zero, holding down yields in those regions.

AUCTION RESULTS

Here are the results of Tuesday's Treasury auctions. All bids are awarded at a single price at the market-clearing yield. Rates are determined by the difference between that price and the face value.

FOUR-WEEK BILLS

Applications	\$185,831,777,000
Accepted bids	\$70,000,187,000
"noncompetitively"	\$881,143,100
"foreign noncompetitively"	\$0
Auction price (rate)	99.851833 (1.96%)

Coupon equivalent	1.934%
Bids at clearing yield accepted	32.20%
Cusip number	912796P19

The bills, dated Aug. 9, 2018, mature on Sept. 6, 2018.

THREE-YEAR NOTES

Applications	\$94,679,094,200
Accepted bids	\$38,570,974,200
"noncompetitively"	\$92,300,300
"foreign noncompetitively"	\$100,000,000
Auction price (rate)	99.957100 (2.765%)

Interest rate	2.750%
Bids at clearing yield accepted	34.24%
Cusip number	9128284W7

The notes, dated Aug. 15, 2018, mature on Aug. 15, 2021.

China Proposes Yuan With Swaps

By SHEN HONG

SHANGHAI—The yuan's recent slide has been dramatic. Without some discreet expectations management on Beijing's part, it could have been even more striking.

CURRENCIES Traders at four major financial institutions in Shanghai said the People's Bank of China has shifted away from traditional intervention, or selling billions of dollars to buy yuan, instead acting through lower-profile foreign-exchange swaps.

"The PBOC is guiding people's expectations in the forward market as it doesn't want to waste money in the spot market. Without action in the forward market, the yuan's depreciation could have been far worse," said Suan Teck Kin, an economist at United Overseas Bank.

Indeed, official data released on Tuesday showed that China's stockpile of foreign reserves actually rose slightly to about \$3.12 trillion last month from \$3.11 trillion in June—a second straight month of increases. That stability helps bolster confidence in the currency, where a rapid decline could suggest large capital outflows or determined central-bank action to prop it up.

The Chinese central bank has let the yuan fall more than 7% against the dollar since a trade brawl with Washington escalated in mid-June, which analysts said partly reflects a willingness to use yuan weakness to offset potentially higher U.S. tariffs on Chinese goods.

Meanwhile, traders said the



Beijing has shifted away from its traditional method of protecting the yuan, which is to sell billions of dollars to buy China's currency.

PBOC has intervened aggressively in the market for so-called dollar-yuan FX swaps, using large state-owned banks as proxies.

The action has helped imply a stronger Chinese currency and lower interest rates in the world's second-largest economy.

As in a typical currency-swap transaction, the PBOC buys dollars with yuan up front and agrees to sell dollars in a year's time.

Such demand tends to drive down prices of forward transactions, which would imply a weaker future spot exchange rate.

Thanks to massive orders from the central bank, the benchmark one-year dollar-

yuan swap spread has plunged.

That means the current swap price implies a dollar-yuan exchange rate of 6.8064 in a year's time, compared with the spot rate of 6.8330—a negative difference of 0.0266 yuan. Two months ago, the difference was a positive 0.0770 yuan.

While the recent combination of falling Chinese and rising U.S. interest rates also has contributed to a narrowing swap spread, "it doesn't make sense for it to become negative," said Zhou Hao, an economist at Commerzbank AG. This is because Chinese interest rates remain higher than U.S. ones, implying a positive spread.

"Normally speaking, when the spot exchange rate is depreciating, the forward rate will depreciate even faster. But this time in China, the forward rate is implying yuan appreciation," Mr. Zhou said. "It feels like this market is under somebody's control."

This way, Beijing avoids a fast depletion of foreign reserves that would both aggravate the yuan's woes and exacerbate capital outflows. From 2015 to 2017, Beijing lost a quarter of its nearly \$4 trillion in foreign reserves as it fought to defend a weakening currency.

"By buying dollars now and swapping them back in a year, the PBOC can use the effectively borrowed greenback to support the yuan without eroding foreign reserves," said the Shanghai-based head of currency trading at a midsized Chinese bank.

A swap trader at an Asian bank in Shanghai said: "It's a very cost-effective way to intervene, and the stronger forward exchange rate is a warning signal for those who want to short the yuan aggressively."

The PBOC does face potential losses if the swap spread becomes less negative or re-enters positive territory in the coming days or months. However, such losses are considered far less significant than the cost it might incur from directly selling dollar reserves to salvage a plunging yuan.



President Trump dashed hopes that some Iranian oil purchases would be allowed. An oil facility in Iran.

Oil Gains on 'Biting' Sanctions

By DAN MOLINSKI AND CHRISTOPHER ALESSI

Oil prices rose after President Trump said on Twitter the U.S. government will strictly enforce renewed sanctions on Iran, including those aimed at choking off Iran's oil exports.

Light, sweet crude for September delivery gained 0.2% to \$69.17 a barrel on the New York Mercantile Exchange on Tuesday. Brent crude, the global benchmark, rose 1.2% to \$74.65 a barrel.

In May, Mr. Trump pulled the U.S. out of a 2015 international agreement to curb Iran's nuclear program and said his government would reimpose sanctions. On Monday, he signed an executive order that

puts into motion many of those sanctions, such as forbidding the sale of dollars to the Islamic Republic's government. Unless Iran complies with U.S. demands, far tougher measures that would aim to cut off Iran's oil exports are expected to take effect in November.

"The Iran sanctions have officially been cast," President Trump said in a predawn posting Tuesday. "These are the most biting sanctions ever imposed, and in November they ratchet up to yet another level. Anyone doing business with Iran will NOT be doing business with the United States."

The tweet "put a fine point on the Iran sanctions restart; the sanctions regime will be strict, and it is highly unlikely that any waivers will be granted for oil purchases or anything else," said John

Kilduff, founding partner at Again Capital. "There was a lot of hopeful analysis in the market that at least some Iranian oil purchases would be allowed. That outlook has been dashed."

Also keeping oil prices elevated, said Mr. Kilduff, were indications that Saudi Arabia actually dialed back output in July. This, he said, "shows that they may be less than enthusiastic in their drive to cover for any Iranian supply shortfalls."

Reports out late last week indicated Saudi Arabia pumped 10.3 million barrels a day of oil in July, down from 10.5 million in June.

Earlier Tuesday, the U.S. Energy Information Administration lowered its U.S. oil-production forecast for 2018 to 10.7 million barrels a day from 10.8 million.

Funds Avoid Tech Stock Dips

Continued from page B1

S&P 500 surged. And the funds have generally continued trimming their holdings since then.

Mark Stoeckle, senior portfolio manager of Adams Diversified Equity Fund, said his fund cut its holdings in Facebook this spring shortly before Chief Executive Mark Zuckerberg's testimony before Congress and the European Union's privacy law went into effect.

"For us, it was managing risk relative to an unknown," he said.

Brian Milligan, portfolio manager of the Ave Maria Growth Fund, said his fund has never owned any of the FANG stocks—he says there are inefficiencies in the business models of Facebook and Netflix and not enough information about Amazon to properly value the company.

"If you don't know why you own it from a fundamental standpoint, how do you know what to do when it starts going down?" he said.

Despite their recent slide—one FANG index is down 4% since early July—the shares are still relatively expensive compared with the S&P 500.

The cheapest among the group are shares of Facebook, which trades at a forward price-to-earnings ratio of 23.7, versus 16.7 for the S&P 500. Alphabet trades at 27.3, while Amazon and Netflix are at 85.4

and 94.8, respectively.

"At the type of valuations that the FANG stocks trade at, it's hard to rationalize trading them," said Mark DeVaul, equity portfolio manager of the Hennessy Equity and Income Fund, which owns shares of Alphabet but none of the other FANG names.

To be sure, the funds that passed on the stocks have missed out on significant gains. Despite their recent losses, shares of Netflix have soared 83% in 2018, while Amazon has gained 58% and Alphabet has risen 17%. Facebook is up a more modest 5.2%.

"If you didn't own some of these stocks last year, it was really hard to outperform,"

The average large-cap mutual fund holds 1.3% of its portfolio in Facebook.

Mr. Stoeckle said. His fund is still overweight all of the FANG stocks, except for Netflix.

But as the bull market continues in its ninth year, some fund managers are wary that slowing growth will leave the big technology names particularly vulnerable.

"When you get into a market where multiples are starting to compress, the stocks that led in the past will often become laggards," Mr. DeVaul said. "At these types of valuations, [FANG stocks] just don't offer the downside protection you would need in that type of market."

Stocks Rise on Strong Earnings Reports

By FRANCESCA FONTANA AND BEN ST. CLAIR

U.S. stocks climbed, with strong corporate-earnings reports lifting major indexes as tariff tensions

TUESDAY'S MARKETS simmer.

The Dow Jones Industrial Average added 126.73 points, or 0.5%, to 25,628.91. The S&P 500 gained 8.05 points, or 0.3%, to 2,858.45, its second-highest close in history and just 0.5% away from its January record.

The technology-heavy Nasdaq Composite rose 23.98 points, or 0.3%, to 7,883.66.

Trade concerns continued to loom over U.S. markets, but strong earnings reports and

positive economic data have bolstered stocks.

"Management teams so far this earnings season sound very confident," said Robert Hinchliffe, a portfolio manager at PineBridge Investments.

With 85% of companies in the S&P 500 having reported results so far, earnings are on track to log an increase of 24% from a year earlier, while sales are poised to register a 9.8% rise, according to FactSet.

Mosaic was among the S&P 500's top gainers Tuesday, with shares rising \$1.60, or 5.3%, to \$31.70 after the fertilizer maker said higher prices helped boost its sales in the latest quarter. Online retailer **Etsy** increased its revenue guidance for the year and

posted stronger-than-expected quarterly sales growth, lifting shares 1.41, or 3.3%, to 43.84.

"Investors are waking up to the strength of the U.S. economy and just how well economic fundamentals are doing," said Mike Loewengart, vice president of investment strategy at E*Trade.

Elsewhere, **Tesla** shares jumped 37.58, or 11%, to 379.57 after the electric car maker's chief executive, Elon Musk, tweeted that he is considering taking the company private. The shares are just 1.4% below their record close of \$385 in September 2017.

Energy stocks were the biggest gainers in the S&P 500 as U.S. crude rose 0.2%. Oil's gains come in the aftermath of

the Trump administration's move to reimpose punishing economic sanctions on Iran. Crude also has been boosted by an unexpected decline in Saudi Arabian oil output, according to analysts.

Investors "are putting more money into more economy-sensitive and inflation-sensitive areas, and that points to underlying optimism on the day," said Lori Calvasina, head of U.S. equity strategy at RBC Capital Markets.

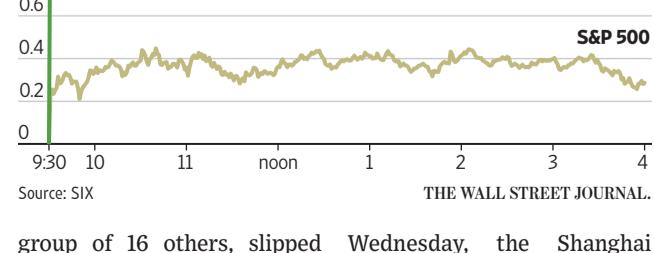
Shares of consumer-staples, utilities and real-estate companies in the S&P 500, considered defensive stocks because of their hefty dividends, were among the biggest decliners.

The WSJ Dollar Index, which gauges the currency against a

Energized

Shares of energy companies were the best performers in the S&P 500 on Tuesday as oil prices crept higher.

Performance, minute by minute



Source: SIX

Wednesday, the Shanghai Composite Index was down 0.14%, Hong Kong's Hang Seng was up 0.42%, and Japan's Nikkei Stock Average rose 0.24%.

group of 16 others, slipped 0.2% after rising Monday.

Elsewhere, the Stoxx Europe 600 rose 0.5%.

MARKETS

Pension Funds Boost Bull-Market Bets

BY HEATHER GILLERS

Public pension funds aren't backing away from stocks as the bull market grinds through its ninth year.

Retirement systems that manage money for U.S. firefighters, teachers and other public workers had a median 59% of their assets in domestic and international equities as of June 30, according to new data from Wilshire Trust Universe Comparison Service, up from 57% a year earlier. That is their largest allocation to stocks since 2014.

Thus far, the aggressive stance is working. Stocks have delivered double-digit returns for the funds over the past two years ended June 30. Wilshire TUCS tracks about 1,300 U.S. plans, which are predominantly public pensions.

"They're being rewarded for it," said Robert J. Waid, managing director at Wilshire Associates.

One reason why public pensions remain so willing to bet on stocks is because of persistent funding problems at many systems that don't have enough assets to cover all future liabilities. Pensions rely partially on investment income to meet future obligations to workers and retirees; many depend on large allocations of stocks to meet their aggressive return targets of 7% to 8% a year.

The risks to these systems are sizable losses during market downturns. Public pension funds lost hundreds of billions of dollars during the last financial crisis largely because of their exposure to public markets. They had 62% of their portfolio allocated to equities in 2007, according to Wilshire.

The two largest public pensions in the U.S.—**California Public Employees' Retirement System**, known by its abbreviation Calpers, and the **California State Teachers' Retirement System**—lost nearly \$100 billion in value during the year ended June 30,

Public pension funds lost billions of dollars during the last economic crisis partly because of their large exposure to equities. They are once again relying on the same assets as they chase aggressive returns and try to close funding gaps.

Index performance

RECESSION



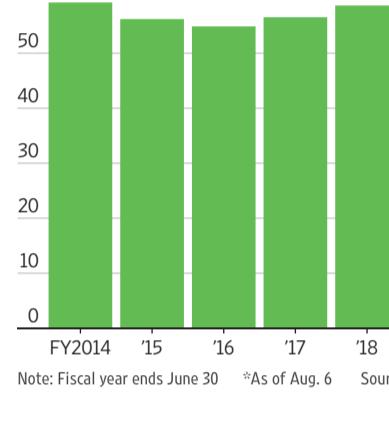
Public pension funds have increased the amount they hold in international and domestic stocks over the past two years...

...and that move has often paid off as stocks have delivered double-digit annualized returns.

Pension funds are putting less money into U.S. fixed income, safer assets that have historically been a retirement plan staple...

...while the biggest funds have ramped up their allocation of alternative investments, such as hedge funds and private equity.

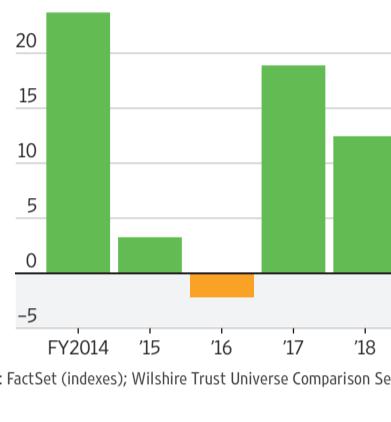
Stockholdings



Note: Fiscal year ends June 30

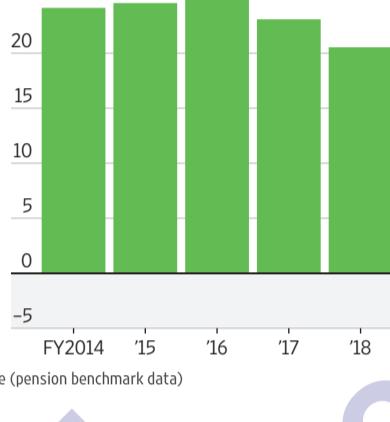
*As of Aug. 6

Stock returns



Sources: FactSet (indexes); Wilshire Trust Universe Comparison Service (pension benchmark data)

Bondholdings



Alternative investments



THE WALL STREET JOURNAL.

2009.

In both cases, equities remain their largest single holding nearly a decade later. Calpers increased its public equities target to 50% from 46% as of July. Calpers's assets totaled \$359 billion as of Aug. 3. Assets for the California State Teachers' Retirement System, nicknamed Calstrs, totaled \$224 billion as of June 30.

For some funds, their rise in equity allocation is the result of a decision to leave income

from stocks untouched rather than redistributing it.

"In large part, it's natural growth," said Keith Brainard, research director of the National Association of State Retirement Administrators.

More conservative fixed-income investments, meanwhile, are declining in size. In 2018, public pensions tracked by Wilshire TUCS had 21% of their portfolio in U.S. bonds, compared with 23% in 2017 and 25% in 2016.

Many pension funds have shifted that money into riskier alternative investments such as private equity and hedge funds because of the potential for higher returns. All public pension funds tracked by Wilshire TUCS had 4% of their assets in alternatives as of June 30.

That trend is even more pronounced among the biggest public pension funds, which now have more money in alternative investments than in

bonds.

Funds with assets greater than \$5 billion have a median 20% in alternative investments, up from 18% in 2016 and 17% in 2017. They have a median 16% of their assets in U.S. bonds, down from 20% two years ago and 18% last year.

The Arizona State Retirement System last year raised its private debt target to 12% from 10%, lowering its allocation to high-yield fixed income

to free up the money. Calpers is considering a new type of alternative investment: a plan to be the sole backer of big pools that invest in venture-capital stakes and unlisted companies. The idea would need to be approved by Calpers's board.

"To not lose money has always been an important objective for pension funds and has become a more important objective in recent years," Mr. Brainard said.

HEARD ON THE STREET

FINANCIAL ANALYSIS & COMMENTARY

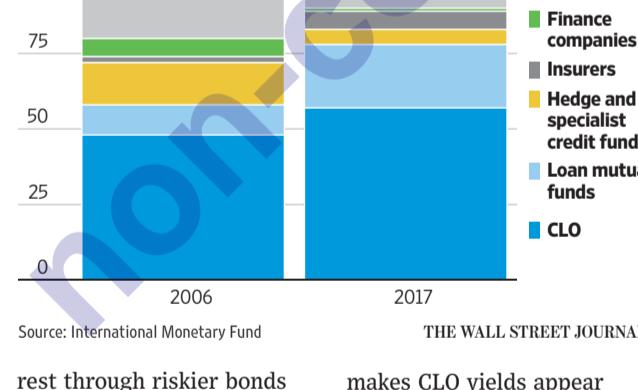
WSJ.com/Heard

Email: heard@wsj.com

A Weakness in Buyout Funding

Shifting Share

Buyers of new U.S. leveraged loans



Source: International Monetary Fund

mally keep in liquid assets. However, CLOs don't count toward the minimum liquid assets that regulators demand they hold, so banks will likely reduce or stop buying once true liquid assets pay a decent yield again.

The loans inside CLOs are by some measures of worse quality than those before the most recent crisis and investors worry that eventual defaults will lead to greater losses. But senior CLO bonds may still do well because all the riskier slices of CLO funding must be wiped out before they lose a cent.

However, we have heard this kind of story about sub-prime mortgage bonds and other structured credit before 2008. For safety-conscious investors, CLOs may just seem unnecessarily complex as soon as they no longer need them to lift yields.

And given that they now buy more than half of leveraged loans, any interruption for CLOs will bring a major funding headache for deal-hungry private-equity firms.

—Paul J. Davies

OVERHEARD

Here's the story... Of a media company... That missed earnings by a whopping 20%...

Discovery Inc. didn't have very good news for its investors on Tuesday, except for one thing: "It's a sunshine day."

The company's HGTV subsidiary was the winning bidder for 11222 Dilling Street in North Hollywood, Calif. The second most-photographed house in America after 1600 Pennsylvania Avenue was the home to "The Brady Bunch" and was listed at \$1.9 million but reportedly sold for much more. Only the outside of the home was used in the show, which stopped its original run 44 years ago.

While HGTV features stories of buyers tearing up Formica countertops and other dated décor, the buyers intend to restore the home "to its 1970s glory days" according to Chief Executive **David Zaslav**.

They might compromise and consider more than one bathroom for six kids.

Musk Has a Bizarre Plan For Tesla

Tesla bulls and bears can surely agree on one thing: Chief Executive Elon Musk is capable of making the surreal seem mundane.

A message Tuesday from Mr. Musk's Twitter account announced he is "considering" taking Tesla private at \$420 a share and has secured funding to do so.

Shares rocketed 11% and are now just below their record.

But what would seem like great news for shareholders comes with plenty of unanswered questions. This would be twice the size of the biggest buyout in history, one that ended in bankruptcy. And Tesla is the exact opposite of the type of company buyout firms want: It burns rather than generates cash and it is already neck deep in liabilities. If Mr. Musk hasn't lined up the financing he claimed, he could be accused of trying to drive up Tesla's stock to make the company's many naysayers suffer. Tesla didn't respond to questions about the nature of this committed financing.

Mr. Musk suggested in a blog post that the buyout was needed to get out of the public markets, which force the company into short-term thinking. That claim borders on bizarre: Tesla has benefited hugely from public markets, which have given it a huge valuation that allowed it to raise significant amounts of capital. Those public investors have also been willing to look past years of operating losses.

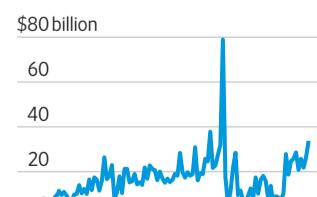
Tuesday's tweet could be the start of one of the greatest financial dramas in history. Don't be surprised if Tuesday's frenzy turns out to be just another weird day in the life of the world's craziest car company.

—Charley Grant

The Fall in China's Yuan Is About More Than Just Trump

Home Game

Sales of onshore yuan forwards



Source: State Administration of Foreign Exchange

at 6.8 now.

China's current-account surplus was just \$5.8 billion in the latest quarter, well down from an average quarterly surplus closer to \$70 billion.

billion in 2014 and 2015. The main reason: net services imports that have nearly tripled since late 2013. It is no great mystery why: Consumption accounted for just under 50% of Chinese growth five years ago. In the latest quarter, it made up nearly 80% of China's expansion.

If Chinese policy makers want to avoid the yuan's decline becoming permanent, they will need to encourage more inward investment capital to offset China's rising consumption of foreign wares and to make sure Chinese capital stays home. Otherwise, China's central bank will have to spend more of its foreign-currency reserves

dropping up the currency.

There isn't much sign of big capital outflows from China so far; reserves barely budged last month. The central bank, however, isn't taking chances. Last week it re-instituted reserve requirements to make speculation in the yuan more expensive.

The changing trade picture should increase Mr. Trump's leverage. Beijing may now be more willing to offer concessions that ensure exports to the U.S. don't collapse while making it easier to invest in the country.

Over the long run, keeping both domestic and foreign capital happy will be critical to offset China's lower earn-

ings from trade. That means boosting returns at home—a task at odds with an industrial policy currently focused on shoring up inefficient state-owned giants at the expense of private companies. Real estate enterprise reform may eventually become a necessity, not a choice.

Such policy shifts take time, however. The near-term risk is that as China keeps pushing domestic rates lower, large dollops of cash will find their way around the country's strict capital controls. At that point, even the yuan's recent sharp fall might look like a gentle decline.

—Nathaniel Taplin