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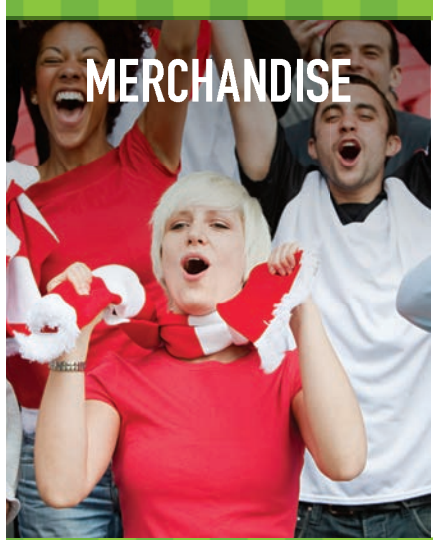
GARY NEVILLE

THERE'S BEEN A £318M INCREASE IN SPEND BY PREMIER LEAGUE MATCH-GOING FANS SINCE 2014/15

BUT WHY ARE COSTS RISING SO SIGNIFICANTLY?



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BUSINESS WITH PERSONALITY

THEY'RE COMING... WHY WINNING LONDON IS KEY FOR THE ELECTION **P16-17**

30 YEARS LATER BERLIN'S FREEDOM MOMENT IS STILL RELEVANT **P22**

WEDNESDAY 6 NOVEMBER 2019 | ISSUE 3,494 CITYAM.COM FREE

THE NIGHTMARE BEFORE CHRISTMAS

UNION PLOTS STRIKES ON SOUTH WESTERN FOR ALMOST ALL OF DECEMBER

ALEX DANIEL

@alexmdaniel

TRAIN staff on a major London rail network are preparing to put down tools for 27 days throughout December, amid a long-running dispute that threatens to wreck commuters' Christmas plans.

The Rail and Maritime Transport (RMT) union accused rail operator South Western Railway (SWR) of failing to give assurances that train guards will be kept on under a new operational model.

Drivers and guards will strike from 2 December until the New Year, only stopping for a brief period around the General Election on 12 December and for Christmas Day and Boxing Day, when trains do not run anyway.

SWR claimed the union was showing a "lack of concern" for customers, after RMT general secretary Mick Cash said it had been "left with no choice" but to call for the strikes.

"At the last meeting we held with SWR principles in agreements were made in good faith with the company's negotiating team and we now feel hugely let down again," he said.

"As long as the company continues to refuse to give assurances on the future operational role of the guard we will remain in dispute," the union boss added, who confirmed it would remain available for further talks.

The dispute surrounds the role of guards on trains. The union wants to keep a guard on every passenger train — a demand SWR claims to have agreed to if the RMT will agree to "a method of operation for our new trains".

"Instead the RMT appear purely focused on keeping control of train doors in a misguided attempt to hold power over the industry," SWR said.

Lobby group London First said the strike "will hit the capital's businesses hard during their busiest time of year," and urged the reopening of talks.

Previous strikes have taken place over shorter periods, but have forced SWR to cut roughly half of its timetabled services, including a four-day strike over the summer. A longer strike could lead to a more serious upheaval for commuters in the busy pre-Christmas period.

Satellite firm vows to push on with sale

ALEX DANIEL

@alexmdaniel

INMARSAT has rejected a late attempt to thwart its $6bn (£4.7bn) takeover by a private equity consortium, in which it faced claims of ignoring a potential increase in value.

Oaktree Capital, a 2.85 per cent stakeholder, wrote to the British satellite giant yesterday, to call on the board to postpone a court hearing next week which would clear the path to the takeover.

Oaktree, a fund founded by billionaire Howard Marks, said the offer did not take the potential value of spectrum assets used by Inmarsat's US partner Ligado into account.

The fund pointed to a draft order by the US communications regulator to approve a modification to Ligado's licence.

Inmarsat chief Rupert Pearce has, in the past, said the change could provide "substantial incremental value" to the company.

Oaktree said it had asked Inmarsat for a private meeting over the issue, which it claims is a material change of circumstance, but directors declined.

Two other major shareholders, Kite Lake Capital Management and Rubric Capital Management, also backed Oaktree's call to delay the completion of the deal.

Sarries in the sin bin after player investment deals come under the spotlight

MICHAEL SEARLES

*@michaelsearles_*

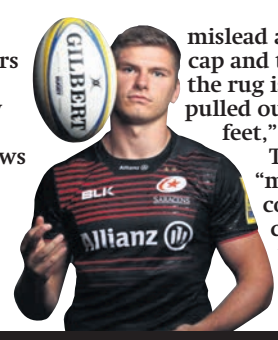
SARACENS chairman and well-known City figure Nigel Wray has vowed to fight the 35-point deduction and £5.4m fine handed to the club by Premiership Rugby for breaching salary cap regulations.

The reigning English and European champions were given the maximum punishment possible under the league's rules after an independent panel found the club had failed to disclose some of its payments to players for the last three seasons.

The investigation is thought to have been prompted by revelations that Wray and senior players — including England World Cup stars Owen Farrell, Maro Itoje and the Vunipola brothers — had entered into investment and property partnerships.

Wray, 71, called the news "absolutely devastating".

"It has been acknowledged by the panel that we never deliberately sought to mislead anyone or breach the cap and that's why it feels like the rug is being completely pulled out from under our feet," he added.



The club said it "maintains that player co-investments do not constitute salary under the regulations".

Wray has holdings in around 30 companies, including real estate investor Secure Income REIT and Prestbury Investments. He also previously owned a stake in Domino's Pizza for 17 years.

Saracens' punishment has been suspended, pending the appeal.

The club has gleaned five Premiership titles and three European Champions Cups over the last decade.

FTSE 100▲ 7,388.08 +18.39 FTSE 250▲ 20,294.99 +45.27 DOW▲ 27,492.63 +30.52 NASDAQ▲8,434.68 +1.48 £/$▼ 1.287 -0.004 £/€▲1.163 + 0.005 €/$▼ 1.107 -0.008

CITY A.M.

THE CITY VIEW

Chinese interference has no place in the City

ON MONDAY night MPs elected from among themselves a new Speaker of the House of Commons. Labour's Lindsay Hoyle prevailed, but all candidates spoke about the vital importance and sanctity of our democratic system of government. That democracy will now burst into life in the form of a General Election campaign which formally gets underway later today. It was fitting, therefore, that the final item of business to emerge from this parliament was a report released yesterday by the Foreign Affairs Select Committee, urging MPs to take tougher action against autocratic regimes which seek to undermine our own democratic defences. The wide-ranging report, produced under the excellent chairmanship of Tory MP Tom Tugendhat, warns that "autocratic states are undermining the rules-based international system", and in some cases these efforts are concentrated on our own institutions — including universities and the City of London. The committee recognises the incentives for universities to attract international students, but notes there are more than 100,000 Chinese students studying in the UK. This has generated substantial risks, the MPs added, in that "there is a significant threat from hostile state actors of misappropriation of research output, including the seizing of research data and intellectual property". China is identified as a particularly pernicious influence, with witnesses telling MPs of Chinese academics and officials "confiscating papers which mention Taiwan at an academic conference". London's Chinese embassy is said to have had a hand in such matters but university officials are more than capable of doing China's work for them, bowing to pressure from the communist state to cancel events and uninvite certain speakers. This is craven, shameful and corrosive. MPs were also critical of the Foreign Office for not using its powers to impose sanctions on individuals linked to human rights abuses. China is known as a country whose violent suppression of human rights ought to have triggered targeted sanctions, but no action has been taken. The flow of dirty money into the City should similarly be subject to much more robust action, according to the committee, and the Financial Conduct Authority should be required to consult national security experts when the involvement of a suspect individual comes to light during a public offering. The full report makes a range of sensible and strategic recommendations, but its main effect should be to galvanise the will of all those who feel that our values and the integrity of our institutions are worth defending.

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OUT OF THE PICTURE National Portrait Gallery to close its doors for three years from June 2020 for 'significant' refurbishment

LONDON's National Portrait Gallery will close for three years from June 2020 to allow for a £35.5m redevelopment of its Trafalgar Square home. A number of works will travel the UK whilst the overhaul is completed. The gallery will reopen with a new entrance facing north — a plan originally shelved after a donor decreed it couldn't point in the direction of "seedy" Soho.

BoE: Insurance industry must improve its culture

SEBASTIAN MCCARTHY

@SebMcCarthy

THE BANK of England sent out a warning to insurance bosses yesterday demanding that they improve workplace culture following a spate of sexual harassment revelations.

In a so-called Dear CEO letter written to corporate heavyweights in the insurance industry, the Bank's Prudential Regulation Authority (PRA) flagged recent instances of alleged abuse as of "deep concern".

The body reiterated that top executives could face fines or bans if they break conduct rules, sending a fresh warning shot to the sector after months of scrutiny over company culture.

"Recent public reports relating to sexual harassment and bullying within the London market are of deep concern and it is clear that some firms have more work to do to improve aspects of corporate culture and individual behaviour," said the PRA's acting director of insurance supervision Gareth Truran.

He added: "These issues also raise broader questions about whether firms are promoting a culture where staff feel able to speak up about poor practices".

Truran said companies should maintain an environment where staff feel they can report "unidentified risks within their organisations, including issues relating to a firm's financial soundness".

The comments from the PRA come a little more than a month after Lloyd's of London released a damning survey that found nearly 500 people working in the insurance market have either suffered or observed sexual harassment in the last year.

The 333-year-old insurance giant produced the findings after Bloomberg reported evidence from 18 women of sexual harassment in the industry.

Lloyd's boss John Neal has called the findings "truly terrible" and vowed to make cultural improvements one of his key priorities.

As part of an attempt to clean up the culture, Lloyd's has sought to curb daytime drinking.

Truran also urged firms to look at their exposure to natural hazards.

WHAT THE OTHER PAPERS SAY THIS MORNING

FINANCIAL TIMES

JINGYE SEEKS BRITISH STEEL DEAL IN MATTER OF DAYS

The Chinese company in pole position to save British Steel is aiming to strike a deal to take over the failed manufacturer by the middle of this month, according to people briefed on the situation. Jingye Group has emerged as the frontrunner to buy the stricken steel maker out of insolvency, following almost six months of uncertainty for 5,000 workers.

MATCH GROUP'S SHARES HIT BY REVENUE FORECAST

Match Group, which owns a family of dating apps including Tinder and OKCupid, issued a disappointing revenue outlook for the December quarter and set out costs connected to its mooted spin-off from parent company IAC, sending its shares lower yesterday. Shares slipped more than 16 per cent to $57.40 in after-hours trading.

THE TIMES

CALLS FOR MINISTER TO RESIGN OVER RAPE TRIAL

Alun Cairns, the Welsh secretary, was facing calls to resign yesterday after he was accused of "brazenly lying" about an aide who allegedly sabotaged a rape trial. Cairns said last week that he had been unaware evidence given by Ross England led to the collapse of a case at Cardiff crown court in April 2018.

TORY ADVERTS TO TARGET LEAVERS ON FACEBOOK

The Conservatives are using Facebook to target pro-Brexit Labour voters in key northern and Midlands seats. Though their campaign starts today, ads directed at Leavers in 29 constituencies began running last weekend.

THE DAILY TELEGRAPH

CITY FIRMS FRONTRUNNERS ON THIRD WOODFORD FUND

Blackrock and Schroders are seen as frontrunners to take over Neil Woodford's third investment fund ahead of a decision on whether to wind it up. The firms are thought to be leading candidates to take charge of the £253m Income Focus Fund.

EX-RBS BOSS POINTS THE FINGER AT GOVERNMENT

The former boss of RBS's scandal-hit restructuring arm Derek Sach has suggested the bank came under pressure from the government to maximise revenues by seizing small companies' assets instead of helping them stay afloat.

THE WALL STREET JOURNAL

T MOBILE-SPRINT MERGER APPROVED BY REGULATOR

The US Federal Communications Commission formally approved T-Mobile's merger with smaller rival Sprint yesterday, in a three to two vote split. The top two Democratic members opposed the deal, while the three Republican members approved it.

DIPLOMAT TOLD UKRAINE AID WAS TIED TO PROBES

A US diplomat who is a key witness in the House impeachment probe told Ukrainians over the summer that aid to the country would continue to be held up until Kyiv committed to investigations that US President Donald Trump had been seeking.

MPs urge blocks on offerings by autocratic states

ANNA MENIN
@annafmenin

THE GOVERNMENT should give itself the power to block London Stock Exchange (LSE) listings on national security grounds as a check on the "influence and reach" of autocratic states, a committee of MPs said.

In a report released yesterday, the Foreign Affairs Committee (FAC) said the government is failing to engage with the threat posed by autocracies and criticised it for not imposing sanctions against autocratic regimes.

"The freedom and prosperity of democratic states is rooted in the international rules-based system," said committee chair Tom Tugendhat MP.

"We must protect each other and ourselves in the face of autocratic states who are concentrated on undermining and interfering with hard-won liberties," he said.

In its report, the committee pressed the government to act "with much greater urgency" to establish a power to block listings in the UK on national security grounds.

The FAC said the power could be "a potentially crucial tool in limiting the influence and reach of autocracies in the UK". It called for the government to update the committee on its progress before May next year. The government said in June it was exploring the possibility of blocking listings on the LSE on national security grounds, but no policies have been formalised.

Speaking to *City A.M.*, Baker McKenzie partner James Thompson said that "any additional layers of regulation" risk making the UK "less competitive" when it comes to listings.

The FAC's report also criticised the government for not having used its power to impose sanctions against individuals connected with autocratic regimes.

"The Foreign Office has been far too slow to make use of this important foreign policy tool in countering the abuse of human rights by countries such as China and Russia, and more broadly in support of the rules-based international system," said the FAC in its report.

UK mulls listing rule changes in bid to attract tech startups after Brexit

ANNA MENIN
@annafmenin

DOWNING Street is said to have held discussions with representatives from the investment industry about changing the UK's listing rules to encourage high-growth firms such as tech startups to float in London.

The talks were part of a push to help boost the City after the UK leaves the EU at the end of January, the Financial Times reported, citing people familiar with the discussions.

Possible rule changes were explored as a means of attracting fast-growing companies to hold their initial public offerings (IPO) in London rather than competitors such as Hong Kong or New York.

Changes to the regulations were recommended by Downing Street's financial services business council earlier this year.

The talks are understood to have included Treasury and business department officials as well as representatives from trade bodies, including the Investment Association and UK Finance. All declined to comment on the reports.

Potential measures explored included to attract more IPOs included the use of dual class structures and relaxing requirement to report earnings quarterly.

BHS BUYER BANNED Insolvency Service slaps decade-long ban on Dominic Chappell

DOMINIC Chappell, the businessman who bought BHS from Sir Philip Green for £1 a year before the high street stalwart went bust with 11,000 jobs, was yesterday barred from serving as a company director for 10 years, Sky News first reported.

IN BRIEF

BOEING CHIEF OFFERS TO FOREGO 2019 BONUSES

Boeing chief executive Dennis Muilenburg has offered to forego all bonuses for 2019 as the firm scrambles to deal with the fallout from two deadly crashes of its 737 Max jet. The embattled boss, who has been stripped of his dual role of chief executive and chairman of the aerospace giant in recent weeks, faced accusations of lying from US senators last week during a bruising hearing on how the firm allowed the 737 Max to fly. However, Boeing chairman Dave Calhoun offered a vote of confidence in an interview with US broadcaster CNBC, saying he "has done everything right," and that the executive had called him over the weekend with the intention of rejecting his bonuses for the year. "Remember, Dennis didn't create this problem," he said.

UBER SHARES HIT NEW LOWS AFTER TURNING $1BN LOSS

Ride hailing firm Uber's shares hit a record low yesterday, as shareholders geared up for today's expiry of its initial public offering (IPO) lock-up period, when early investors will be allowed to sell their stocks. Uber's share price fell to lows of $27.97, more than nine per cent down, eventually closing at $28.02. Some of Uber's earliest and largest investors include Softbank and Saudi Arabia's Public Investment Fund. Investors were also reeling from yet another heavy loss in the firm's third-quarter results on Monday night, when it beat analyst estimates on revenue but still haemorrhaged $1.16bn (£900m), topping its $986bn loss during the same period last year. Boss Dara Khosrowshahi told broadcaster CNBC the firm is hoping to turn a profit for the first time in its history in 2021.

Primark bounce helps minimize ABF sugar slump

SEBASTIAN MCCARTHY

5.56%

RETAILER Associated British Foods (ABF) posted a slight rise in profit for the last 12 months, as a strong showing in its fast fashion arm Primark offset a sharp slowdown in its embattled sugar business.

Shares in the FTSE 100 group climbed almost 5.6 per cent to 2,374p at the bell yesterday.

Adjusted operating profit hit £1.42bn in the year to 14 September 2019, rising one per cent on the previous year. Group revenue climbed two per cent to £15.8bn.

The firm's grocery and Primark divisions delivered profit rises of 14 and eight per cent respectively, helping to weather continued underperformance in the sugar business.

Sales at Primark were 4.1 per cent ahead of last year at constant currency, driven by increased selling space that was partially offset by a two per cent decline in like-for-like sales.

Like-for-like sales in Primark's UK market fell by one per cent but the firm said it "outperformed a weak total clothing, footwear and accessories market which includes online".

Grocery sales were bolstered by demand for tea brand Twinings, which benefited from the success of Cold Infuse teas in their launch markets of the UK and Australia.

Profit at AB Sugar crashed 78 per cent to £26m at constant currency, with the company blaming lower sugar prices and a poor crop in China.

Revenue in the sugar business tumbled five per cent to £1.61bn.

However, in its outlook for the year ahead, ABF said that AB Sugar "will benefit materially from the increase seen this year in EU sugar prices and from further cost reduction."

George Weston, boss of ABF, said: "The group delivered a resilient performance this year."

IF THE SHOE FITS Boots owner Walgreens explores taking pharmacy chain off market

WALGREENS Boots Alliance has been exploring whether to go private following private equity interest in the US pharmacy chain, which has a market value of more than $55bn (£42.7bn), people familiar with the matter told Reuters last night.

Mothercare shuts up shop with PwC called in as administrators

ALEX DANIEL

@alexmdaniel

MOTHERCARE yesterday called in the administrators, meaning it will shutter its 79 UK stores, putting 2,500 jobs at risk.

Administrators from PwC said the baby retailer's outlets will go in a phased closure, after the UK unit had been "loss-making for a number of years" despite its international franchises making profit.

On Monday, it said it had failed in its search for a buyer and was not sufficiently profitable.

Liverpool Street block approved

STEFAN BOSCIA

@StefanBoscia

PLANS to build a 10-storey office and retail building at Liverpool Street's future Crossrail entrance were approved yesterday by the City of London Corporation.

One Liverpool Street will be run by asset managers Aviva Investors, through a joint venture with Transport for London (TfL). It was approved despite Historic England and City Heritage complaints that it would taint the Square Mile.

Ashley's retail conquest ends

ALEX DANIEL

@alexmdaniel

MIKE Ashley's high street buying spree looks set to come to a halt.

As Mothercare's UK business fell into administration yesterday, he said would not be making any more bids for distressed retailers for the time being due to "unscrupulous politicians" who are not supporting businesses and shareholders.

ELECTION 2019

PM: 'Get out of this dismal rut'

CATHERINE NEILAN

@CatNeilan

THE PRIME Minister will today urge voters to "change this blockading parliament" as he heads to the west midlands to formally launch the Conservatives' campaign.

Boris Johnson will focus on his twin approach — pledging to press ahead with his Brexit deal with a bolstered majority, while warning about Labour leader Jeremy Corbyn's "toxic plan to waste 2020" with a second referendum.

Johnson is expected to be granted an audience with the Queen at Buckingham Palace before announcing the formal start of the first December General Election since 1923. He will tell voters he had "no choice" but to call a winter election "because it is only by getting Brexit done in the next few weeks that we can focus on all the priorities of the British people".

Johnson will seek to put a rocky start to the election period behind him at the west midlands rally.

He will tell supporters: "It's time to change the dismal pattern of the last three years and to get out of our rut. It's time to end this debilitating delay."

Johnson is the last of the major party leaders to make a launch speech

Last night Johnson told the Telegraph that the party would "cheer, not sneer" at entrepreneurs, adding Labour is targeting wealthy individuals "with a relish... not seen since Stalin persecuted the kulaks".

I CAN BE YOUR LEADER

Jo Swinson launches Lib Dem campaign

LIBERAL Democrat leader Jo Swinson said she was "absolutely certain" her party could win the election at yesterday's launch. She also "absolutely, categorically" denied any possibility of entering a coalition with either party if there is a hung parliament.

Hammond: I have had my Phil

HARRY BANKS

PHILIP Hammond, who began the year as chancellor, yesterday announced that he would be stepping down as a Conservative MP and would not contest the coming General Election.

Hammond told his Runnymede constituents that Prime Minister Boris Johnson's decision to remove the Conservative whip had made it impossible for him to continue, as he could not bring himself to offer a "direct challenge" to the party he joined 45 years ago.

Hammond joins a long list of Tory grandees stepping down from the Commons, including father of the House Ken Clarke and veteran parliamentarian Sir Nicholas Soames.

POLL WATCH

LABOUR'S BREXIT POLICY will be a key feature of this campaign, but a new YouGov poll suggests **65 per cent** of voters are unclear about what it actually is. By contrast, **57 per cent** and **56 per cent** report understanding the Tories' and the Lib Dems' position.

GOOD DAY ▲

THE PUBS OF WESTMINSTER had an excellent evening as with more than 70 MPs standing down, leaving do after leaving do filled the coffers of SW1's much-loved but largely grotty hostelries. Plenty of departing MPs were seen off with a warm toast, but this being politics, some of the colleagues they're leaving behind were celebrating too.

BAD DAY ▼

JACOB REES-MOGG's comments about Grenfell residents — clumsily suggesting they lacked "common sense" by following advice and staying in the building — provoked a backlash from Labour politicians and the Fire Brigades Union. The most damning criticism came from Stormzy, however, who called on "the actual piece of sh*t" to resign. Rees-Mogg said he was "profoundly" sorry.

Labour four-day week to 'cost £17bn'

SEBASTIAN MCCARTHY

@SebMcCarthy

LABOUR party proposals for a four-day week would cost the taxpayer at least £17bn, according to a new report.

Cutting the working week to 32 hours for public sector employees would result in an expansion of the workforce that could cost the Treasury between £17bn and £45bn, the Centre for Policy Studies (CPS) has warned.

Analysis from the centre-right think tank said that the policy would "require significant tax rises or spending cuts, or see productivity gains go towards cutting hours rather than improving public sector performance".

Labour said the cost of a four-day week could be made up by productivity increases across the economy, but the CPS said this was "unconvincing."

Yesterday Jeremy Corbyn stepped up his assault on the Conservatives, saying that "given the chance, they'll run down our rights at work, our entitlement to holidays, breaks and leave".

Corbyn also warned of the UK matching food standards in the US which he said allows for "rat hair in paprika and maggots in orange juice".

He promised to resolve Brexit in six months, securing a "sensible deal" in less than three months and then putting that deal to a public vote, but it remains unclear how Labour would campaign.

Meanwhile shadow chancellor John McDonnell was involved in a spat with opposite number Sajid Javid over whether or not civil servants were involved in costing Labour policies. Figures were expected, but are believed to have been blocked by Treasury officials.

Corbyn pledged to "sort out" Brexit in a wide-ranging speech in Essex seat Harlow

Morrisons takes dispute over data breach liability to Supreme Court

JESS CLARK

@jclarkjourno

MORRISONS will begin its final appeal to the Supreme Court today after losing a landmark case over the liability of employers in staff data breaches.

The supermarket giant lost an initial challenge at the Court of Appeal in October last year after a judge ruled that the supermarket was legally liable for a former employee leaking the payroll information of around 100,000 members of staff.

Morrisons argued it could not be held directly or vicariously liable for the breach and is appealing its case for a final time this week.

More than 9,200 Morrisons employees — an additional 3,747 since the court hearing in October — have brought a claim against the firm after sensitive data including salaries and bank details was posted online by a disgruntled employee.

The claimants are seeking damages for upset and distress caused after auditor Andrew Skelton leaked their personal data online and to newspapers.

Skelton, who held a grudge against the company after facing disciplinary action, was jailed for eight years in 2015.

Services sector stagnant as new orders drop off

HARRY ROBERTSON

@henrygrobertson

THE UK's enormous services sector flatlined in October as Brexit uncertainty hurt consumer confidence, signalling a weak start to the third quarter for the UK economy.

The services purchasing managers' index (PMI), which measures the performance of the sector, came in at 50 last month, IHS Markit and the Chartered Institute of Procurement and Supply (Cips) said yesterday.

A score of 50 indicates no change in services sector output, meaning October's score was an improvement from the 49.5 contraction seen in September and above predictions of 49.7.

The services sector — everything from call centres to car washes — makes up over 75 per cent of the UK economy. Consumer spending in the sector has helped the UK grow in 2019 as business investment and manufacturing have receded, but there are growing signs that it is waning.

Services companies said they had less new business for the second month in a row in October.

The fall in orders and a sharp drop in backlogs of work caused services sector firms to again sack workers in October, marking the fifth fall in employment in 2019 so far.

The weakness in the services sector dragged the all-sector PMI — a gauge of private sector output — into contraction territory for the third month in a row.

"The October reading is historically consistent with GDP declining at a quarterly rate of 0.1 per cent," said Chris Williamson, chief business economist at IHS Markit. He added: "The underlying business trend remains one of stagnation at best."

The UK economy contracted in the second quarter due to a Brexit-driven manufacturing slump. It is expected to escape recession when third-quarter figures come out later this month, however.

Nonetheless, political uncertainty is still acting as a large drag on growth. Cips group director Duncan Brock said: "The sector's main difficulties are largely of Brexit's making and with another deadline comes more indecision and delay."

UP IN THE AIR Cobham's £4bn takeover decision postponed as Leadsom buys time

THE £4bn buyout of Cobham by American private equity giant Advent could have run into problems, after business secretary Andrea Leadsom said yesterday more time was needed to look into whether the deal raised national security questions.

Churn and political interference is getting in the way of projects

ALEX DANIEL

@alexmdaniel

THE GOVERNMENT's ability to deliver major infrastructure projects such as HS2 and Crossrail is under threat from political interference and a high turnover of civil service staff.

The Public Administration and Constitutional Affairs Select Committee yesterday said it was "concerning" that political motivation was, in some cases, overriding proper scrutiny of the business case for projects.

Committee chair Sir Bernard Jenkin said: "With government's major projects portfolio currently overseeing 133 projects with a value of £423bn, addressing these issues to the benefit of all taxpayers should be high on the list of priorities for any future government."

The report said churn within the civil service over the course of a long project sometimes resulted in "undeniably negative consequences that can only be partially mitigated against; such as potential for conflicts of interest".

Topps Tiles boss will be replaced by finance chief

JESS CLARK

@jclarkjourno

1.37%

TOPPS Tiles chief executive Matt Williams yesterday announced plans to step down this month. He will be replaced by the group's finance chief.

Williams yesterday said he will step down on 29 November, following the publication of the company's full-year results earlier that week, but will remain as an advisor to the business until the end of May next year.

The decision to exit the firm, which Williams said was due to a desire to "pursue a new challenge", comes after he spent two decades with the business and 12 years as chief.

Rob Parker, currently chief financial officer at Topps Tiles, will take over from Williams later this month.

He joined the company as finance chief in 2007, after working for Savers Health and Beauty and Boots for more than 10 years.

Williams said: "It has been a really tough decision to leave Topps but I feel now is the right time for me to pursue a new challenge.

"Topps is, and will always remain, a very special company to both me and my family. It is a quality business with enormous strength in its specialism which it derives from its people and culture.

"It has been an honour and privilege to lead and work alongside everybody within the Topps family and I wish them all well for the future."

Topps Tiles has begun the search for a new chief financial officer, the company said.

Chairman Darren Shapland said: "Matt has made a tremendous contribution to the business over the last 20 years... During this time he has reshaped the retail business, completed a very successful re-branding."

Topps Tiles shares fell 1.37 per cent to 72.2p on the news yesterday.

RIDING HIGH IN THE SADDLE

Fitness startup Peloton narrows quarterly losses

FITNESS startup Peloton narrowed its losses in its first quarter despite pushing forward with expansion plans and investment in its online platform. The US company posted a loss of $49.8m (£38.71m) in the three months to 30 September, reducing the figure by $4.8m on the previous year as the firm continued to target international growth.

Imperial Brands profit shrinks as regulators lambast vaping trend

JOE CURTIS AND EDWARD THICKNESSE

@joe_r_curtis @edthicknesse

IMPERIAL Brands blamed "tough trading" in its vaping division after its full-year profit slipped and shareholders saw earnings per share fall by a quarter.

Operating profit fell 8.7 per cent to £2.2bn in the 12 months to the end of September. That came despite a 5.1 per cent rise in revenue to £31.6bn. Earnings per share sank 26.2 per cent to 106p, down from 2018's 143.6p.

Chief executive Alison Cooper said earlier this month she will step down after 20 years with the tobacco giant.

Vaping is under heavy pressure in the US, where President Donald Trump has called it a "problem".

Shares closed up 0.62 per cent.

New car sales continue to fall out of fashion

JAMES BOOTH

@Jamesdbooth1

NEW CAR registrations fell 6.7 per cent in October, figures released yesterday showed.

Private demand plunged 13.2 per cent, while fleet demand remained stable, according to data from the Society of Motor Manufacturers and Traders (SMMT).

The SMMT said 10,348 fewer cars were registered than in October last year, which it said reflected a tough environment for businesses and consumers as economic and political uncertainty continued to impact confidence.

Alternatively fuelled vehicles reached a record 9.9 per cent market share with 14,231 registered.

Electrified cars continued to grow in popularity. Hybrid electric cars increased 28.9 per cent, with 7,950 cars sold, as battery electric vehicle registrations almost tripled, up 151.8 per cent to 3,162 units.

Registrations of diesel cars fell for the 31st month, down 28.3 per cent, while petrol vehicles also declined, by 3.2 per cent.

Year-to-date, the new car market continued to decline.

US trade deficit drops in September to $52.5bn as imports and exports sink

HOWARD SCHENIDER

THE US trade deficit fell 4.7 per cent to $52.5bn (£40.8bn) in September as the country recorded its first petroleum surplus, but overall imports and exports otherwise fell under the weight of rising global tariffs and a slowing world economy.

Economists polled by Reuters had forecast the trade gap would fall slightly to $52.5bn in September.

The United States imported fewer cars but sold fewer overseas in September. It also imported fewer mobile phones, toys and games, but sold less food, feed and drinks abroad.

The August trade deficit was revised to a slightly wider $55bn.

While the petroleum surplus of $252m was the first since 1978, it reflected both a drop in exports of US oil and a larger decline in imports of foreign oil, a possible outgrowth of recent weakness in manufacturing.

The goods trade gap with China narrowed by $100m to $31.6bn, with exports to the country falling by $800m in September and imports from China falling by $1bn.

The data comes amid fresh optimism that the US and China can sign a partial trade deal to end the 16-month long war between the two countries.

US President Donald Trump is considering whether to scale back levies on Chinese imports that were introduced in September. *Reuters*

FASHION VICTIM Kate Spade takes a hit amid Chinese tariffs on imported clothes

CLOTHING brand Kate Spade reported a 16 per cent drop in quarterly same-store sales yesterday that pulled down parent company Tapestry's profit. Much of the brand's clothing and jewellery is made in China, leaving it exposed to new tariffs.

Trainline's listing costs knock it into loss despite jump in net ticket sales

JOE CURTIS

@joe_r_curtis

TRAINLINE fell to a post-tax loss of £89m following its June initial public offering (IPO) despite a 20 per cent boost to net ticket sales in its half-year results, it said yesterday.

Trainline recorded an £89m loss after tax in the six months to the end of August, mostly owing to costs related to its IPO. But revenue rocketed 29 per cent to £129m, on the back of a 19 per cent rise in ticket sales to £1.84bn.

Adjusted earnings before interest, tax, depreciation and amortisation (Ebitda) almost doubled to £42m.

However, the losses incurred by the ticket-booking app saw shareholders make a basic loss per share of 20.3p — much heavier than the 2.5p loss per share it recorded this time last year.

Free cashflow increased from £2m to £60m and net debt fell to stand at 0.5 times Ebitda, down from 3.4 times Ebitda a year ago.

Trainline's £1.7bn IPO in June saw it price its shares at 350p, and since then the value of its stock has climbed as high as 489p.

However, shares have dropped off since September, posting a 0.83 per cent drop to 417.5p yesterday.

Trainline has warned it expected UK sales to be "significantly lower".

Tube air quality is most polluted in the whole city

STEFAN BOSCIA

@Stefan_Boscia

THE LONDON Underground is the most polluted place in the city with air quality eight-times worse than recommended by health guidelines in some parts.

An investigation has revealed that a level of PM 2.5 — particulate matter that can penetrate deep into the lungs and cause heart and lung disease — has been recorded in dangerously high proportions across the entire system.

Air pollution was found to be worst on the so-called "deep lines", with the Central, Victoria and Northern lines being the worst affected, according to the Financial Times investigation.

These three lines all had air pollution levels that were more than five-times the level deemed safe by the World Health Organisation (WHO).

Even the lines that performed best in the tests — Hammersmith and City, Circle, Metropolitan and District lines — had air pollution levels above WHO guidelines.

Friends of the Earth's Jenny Bates told the Financial Times the figures were "shocking findings".

"We must sort out this terrible level of bad air," she said.

Transport for London (TfL) employs teams of workers to clean individual tracks of dust, hair and soot every day to decrease the level of pollution.

TfL has also said that the air in the London Underground meets the UK's Health and Safety Executive limits, but this measures only dust, not PM 2.5. Lilli Matson, TfL's health and environment director, said: "We believe [the air] is absolutely safe."

TRANSPORT FOR LONDON'S MOST POLLUTED TUBE LINES

Tube Line	Times above WHO's safe limit
1. Central Line	8 times
2. Northern Line	6 times
3. Victoria Line	6 times
4. Jubilee Line	5 times
5. Bakerloo Line	5 times
6. Piccadilly Line	5 times
7. Circle Line	2 times
8. District Line	2 times
9. Hammersmith & City Line	2 times
10. Metropolitan Line	2 times

Collected passenger wi-fi data will also be used in the future to optimise routes

TfL mines phone data to make journey estimate improvements

STEFAN BOSCIA

@Stefan_Boscia

TRACKING passengers' phone usage on the Tube has allowed Transport for London (TfL) to improve its travel time estimates.

TfL has analysed 2.7bn pieces of anonymised data since June, which has been gained through tracking people's usage of wi-fi networks at stations across the capital.

This analysis has now allowed TfL to update its Journey Planner app to better estimate journey times between 55 different stations.

The same information will also be used in the future to alter train timetabling to optimise routes.

The upgrade is part of a larger push by TfL to use collected data to improve its services.

London's inaugural chief digital officer Theo Blackwell said wi-fi data, and other types of collected passenger data, could also increase TfL's bottom line.

"Data can be used to price advertising better and better direct advertising," he said. "This is then reinvested back into the network to make more improvements."

FTSE firms urged to link chief pay to performance

ANNA MENIN

@annafmenin

LISTED companies must make a clearer link between pay and performance and justify executive remuneration levels to avoid shareholder dissent, the Investment Association (IA) has said.

The IA has written to all FTSE 350 firms outlining the standards it expects their remuneration policies to meet ahead of the 2020 annual general meeting (AGM) season, when most listed companies are due to bring new policies to a shareholder vote.

"IA members continue to believe that a high level of executive remuneration is a reputational risk to companies, individual directors and their shareholders," wrote Andrew Ninian, IA director of stewardship and corporate governance. He said it was important for firms to consider "wider employee pay context" when agreeing executive remuneration.

Executive pay packages have come under intense scrutiny from shareholders recently, and the issue is set to dominate the 2020 AGM season, which will begin in May next year.

Property developer Hammerson said last month that it would consult shareholders after resolutions including its remuneration report faced a backlash from investors at the company's AGM.

Software firm Micro Focus has pledged to overhaul its executive pay policy after investors raised concerns about its structure.

"The 2020 AGM season will be a key year for many companies, with investors looking out for greater alignment on pay with long-term company strategy," said Ninian.

"Investors will be looking for signs that companies... listen to key concerns and ensure the pay structures of their top team align with company performance," he added.

FARE HEARING

Stewart suggests TfL fee rise as he slams firm's losses

RORY Stewart has hinted he would likely increase public transport fares if elected mayor and has claimed London is "stuck in 2008". The independent mayoral candidate and former Conservative cabinet minister told *City A.M.* it "cannot make sense to be running a system that's losing this much money every year".

Watchdog slams auditors for not challenging firms' management

JAMES BOOTH

@Jamesdbooth1

AUDIT watchdog the Financial Reporting Council (FRC) yesterday warned that top firms are failing to be robust enough in challenging management of the companies they audit.

The audit sector is in the political and regulatory spotlight following company failures such as the collapse of travel agent Thomas Cook and outsourcer Carillion.

The FRC said "audit quality is still not consistently reaching the necessary high standards expected".

It flagged challenging management and performing routine procedures such as revenue recognition as particular concerns.

The FRC also said audit teams too often accept unrealistic deadlines, resulting in inadequate work.

IN BRIEF

CLARIFICATION

Yesterday, we published an article with the headline: "Saudi Aramco posts $15bn loss for 2019 income". This could have given the impression that Saudi Aramco had made a loss in the period. We are happy to clarify that the firm was profitable, but that profit had slipped by $15bn.

PE FIRM RAISES RECORD €5.8BN EUROPEAN FUND

US buyout firm Kohlberg Kravis Roberts (KKR) has raised its largest ever European fund at €5.8bn (£5bn), as investors look to the region for higher returns. The flagship fund, which launched in February with an initial target of €5bn, will focus on private equity deals in western Europe. KKR had already committed over a quarter (28 per cent) of the fund before the fundraising closed yesterday.

PETROL PRICES FALL FOR THIRD STRAIGHT MONTH

The price of petrol fell for the third month in a row in October, according to data from RAC fuel watch, with a litre of unleaded nearly 3p cheaper than it was at the beginning of August. The average price of a litre of unleaded dropped 1.57p to 126.42p at the end of the month, down from 127.99p at the start. Diesel also fell a similar amount from 132.08p to 130.49p, reversing September's slight increase. Asda was the cheapest supermarket for filling up, at 121.64p a litre for petrol and 125.14p for diesel.

Wework rival IWG boosts quarterly revenue as franchise firm expands

JESS CLARK

@jclarkjourno

WEWORK rival IWG boosted revenue in the third quarter as the flexible office space provider built momentum with its expansion plans and international franchise business.

IWG yesterday reported a 9.4 per cent increase in revenue to £692.3m in the three months to 30 September, driven by the Europe, Middle East and Africa and US markets.

During the third quarter the co-working space company added 66 new organic locations to its network with net growth capital investment of £64.4m. So far this year IWG has added 180 new locations, and is considering growing the business through further merger and acquisition deals after its purchase of Clubhouse this year.

"Where it makes strategic sense, we are ready to use our strong financial position to undertake such activity," the company said.

On Monday, IWG added it had entered into a strategic partnership for a master franchise agreement in Switzerland, bringing the total number of franchise partners to 27 across 22 countries.

IWG said it remained "very confident" about its place in the flexible workspace market.

Scottish mutual in a £2.4bn deal with Canada Life

ANNA MENIN

@annafmenin

SCOTTISH Friendly has today announced the acquisition of a book of life and pensions policies worth £2.4bn from financial services provider Canada Life, in a deal that almost doubled the mutual life and investment company's assets under management (AUM).

The deal comes after Canada Life undertook a strategic review of its UK operations. The firm said it decided to transfer the significant book of policies to Scottish Friendly after a "competitive tender process".

The transfer will increase Scottish Friendly's AUM by £2.4bn to more than £5bn.

"This is an excellent move for both organisations for Scottish Friendly by increasing their scale and for Canada Life to concentrate its resources around its core business strategy," said Canada Life's Richard Priestly.

"Our priority in this transfer was ensuring customers receive the highest standards of care both during this transition period, and beyond."

"Scottish Friendly has a great reputation in this area which gives us confidence that customers will be in good hands," he added.

Products transferring companies as part of the deal include endowments, investment bonds, whole of life policies, and pensions and protections policies, the firms said.

Most affected policies were written before 2003, they added.

"This is a landmark acquisition for Scottish Friendly and helps to consolidate us as a leading mutual and a significant player in UK financial services," said chief Jim Galbraith.

Shoppers give support to Sainsbury's fireworks ban

SUPERMARKET giant Sainsbury's has confirmed it will not be selling fireworks this year in its 2,300 stores, a move praised by those who argue they are a danger to kids, pets and people with disabilities.

The announcement comes after more than 750,000 people signed a petition earlier this year to ban shops from selling fireworks to the public.

Currently they can only be bought by those aged over 18 and between certain dates. There are also rules that forbid them being set off between 11pm and 7am.

It is certainly a popular opinion. YouGov data shows that the majority of Brits (54 per cent) support a ban on the sale of the fireworks to the public, and just a third (35 per cent) are against a ban.

Those aged 60 and above are twice as likely to support a ban as those aged between 18 and 24 (61 per cent versus 29 per cent). In fact, the number of 18 to 24 year olds against a ban (59 per cent) almost matches the number of people over 60 who would support it, showing polarisation.

Although Sainsbury's revealed the decision not to stock fireworks is due to product sales performance rather than safety concerns, almost a third of those who class Sainsbury's as their main supermarket are aged 60 and over. Therefore this move will be positively received by a large portion of its customer base.

Stephan Shakespeare

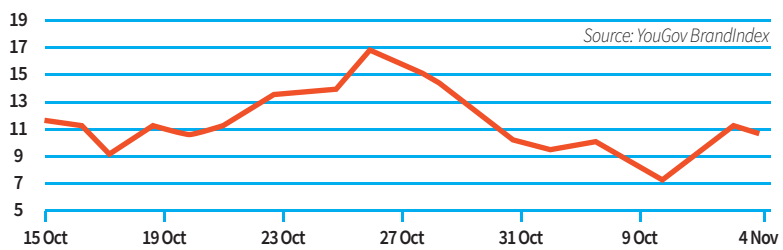
Since the announcement that it would not sell fireworks, Sainsbury's Buzz scores (a net measure of whether consumers have heard anything positive or negative about the brand in the last fortnight) among those aged 60 and above have increased from plus 9.1 to plus 16.9 — a 7.8 point rise.

Its Impression score (whether someone has a positive or negative impression of a brand) increased among the general public by 4.8 points, implying a move that was originally just a stocking decision has inadvertently improved brand health.

Stephan Shakespeare is chief executive of YouGov

SAINSBURY'S BAN ON FIREWORKS PERCIEVED POSITIVELY BY OVER 60s

Over the past two weeks, have you heard something positive about Sainsbury's (whether in the news, through advertising or talking to friends and family)? UK adults over 60



O2 to test out 5G driverless cars in London trial

ALEX DANIEL

@alexmdaniel

O2 WILL have a hand in an ambitious project to trial driverless cars on London roads, using its 5G network to help test the vehicles in Greenwich.

The mobile phone network — which yesterday announced it had hit 34m customers following its 5G rollout last month — said using the technology on the roads could reduce carbon emissions by 330,000 tonnes per year.

Announcing its third-quarter results, O2 said core profit had risen to £489m, a 5.7 per cent increase on the same period last year.

It said 34.1m people are now using its network, a 5.6 per cent annual rise.

This includes customers on Tesco Mobile, Sky Mobile, Lycamobile and Giffgaff.

The increase helped drive revenue up 4.1 per cent versus the same period last year.

The announcement comes after regulator Ofcom last month said it supported a plan proposed by O2, BT, EE, Three and Vodafone to update auction rules for the rollout of 5G.

Mark Evans, chief executive of the UK arm of O2's parent company Telefonica, said: "As the UK's largest network, we're proud of our ability to keep attracting and retaining customers, which ensures a healthy business and drives both top and bottom line growth.

"Our third-quarter performance continues the strong momentum we saw in the first half of the year, powered by a relentless focus on our customers through award-winning coverage and great offerings such as flexible custom plans and limitless data."

Evans said the firm is "moving at pace with" its 5G rollout — which is already live in six UK cities, rising to 20 by the end of the year.

Telefonica shares were down one per cent yesterday despite the news.

Fujifilm will drop its two-year legal battle against Xerox as the firms seal the deal

Xerox to sell off 25 per cent Fuji stake in deal worth over $2.3bn

SEBASTIAN MCCARTHY

@SebMcCarthy

XEROX has sold off its 25 per cent holding in Fuji Xerox, bringing an end to one of the largest and oldest cross-border partnerships between a Japanese and US firm.

Fujifilm has snapped up Xerox's stake in Fuji Xerox, giving Fujifilm complete control of the company.

The deal, which is worth roughly $2.3bn (£1.8bn) comes a little over a year after the US printer scrapped a $6bn merger with Fujifilm.

Xerox pulled out of the planned tie-up in the wake of a shareholder backlash, with activist investors Carl Icahn and Darwin Deason spearheading the opposition.

Jellyfish merger creates £500m digital ad firm

ANNA MENIN

@annafmenin

FIMALAC, the group owned by French billionaire Marc Ladreit de Lacharriere, has bought a majority stake in London-based digital marketing agency Jellyfish as it seeks to compete in an increasingly online advertising landscape.

Fimalac data-driven marketing specialist Tradelab will be merged with Jellyfish, the companies said yesterday, to create a combined entity with a market capitalisation of around £500m.

Jellyfish, which was founded in 2005, was an early adopter of search engine optimisation techniques. It works with companies including Uber, Ebay and Spotify to help them apply digital analytics to advertising.

Traditional advertising agencies have been disrupted by rapidly-growing online competitors recently. These include Martin Sorrel's digital-only S4 Capital, which he founded last year after being forced out of WPP.

The terms of the deal have not been disclosed, but current boss Rob Pierre will continue to lead Jellyfish.

Gold values top six-year record as tensions rise

EDWARD THICKNESSE

@edthicknesse

RENEWED economic concerns and rising geopolitical tensions have driven the value of gold to a six anda half year high, according to the Refinitiv GFMS gold survey.

In the third quarter gold's dollar value rose to an average of $1,472 (£1,144.50) per ounce, a 12 per cent increase on the previous quarter and 22 per cent rise year on year.

At the start of September the price hit $1,546 per ounce, its highest point since 2013.

Cameron Alexander, director of precious metals research at Refinitiv said: "Renewed economic concerns, geopolitical tensions as well as rising threat to the global trade outlook amidst the prolonged trade disputes between the United States and its major trade partners all contributed to this hike in value.

"Furthermore, a visible shift among the world's key central banks towards a more accommodative monetary policy this year has seen investors flee back to safety, making gold shine even brighter."

The report cited a number of factors which contributed to the rise in value.

First, cuts in interest rates by the US Federal Reserve and the European Central Bank, as well as various stimulus measures implemented by central banks in markets including China, India and Russia, have contributed to a spike in investor activity.

In addition, demand has fallen away. Retail investment plunged 25 per cent in the third quarter compared to a year ago, driven by a fall in physical bar investment in Asia, where demand contracted by a third during the July to September period.

Global jewellery fabrication slumped 26 per cent in the third quarter, with multi-year high gold prices putting pressure on price sensitive Asian markets.

The diamond mining crisis has stemmed from an oversupply of polished gems

Gem Diamonds shares balloon despite third-quarter price drop

EDWARD THICKNESSE

@edthicknesse

GEM DIAMONDS' share price was up over three per cent yesterday despite prices being six per cent lower than in the last quarter.

Achieved prices per carat fell from $1,501 (£1,164) to $1,417.

The leading diamond producer said that it sold 25,631 carats in the third quarter, down 10 per cent from the 28,379 sold in the second quarter.

Revenues of $11m in the period were spearheaded by the sale of five diamonds for more than $1m each.

Yesterday diamond miner De Beers cut prices by roughly five per cent, in a bid to stem the current crisis in the diamond mining industry.

Newmont fails to hit profit aim amid high costs

ARUNDHATI SARKAR

NEWMONT Goldcorp missed Wall Street estimates for quarterly profit due to higher costs

The world's biggest gold miner also cut its annual output target yesterday, as production remained suspended at one of its largest mines in Mexico.

The company said it expects attributable production for the year to be 6.3m ounces, down from a prior forecast of 6.5m ounces.

The gold miner had said in October a blockade that had restricted production and exports of lead and zinc concentrates from its Penasquito mine in Mexico has been lifted, though operations still remained suspended.

Newmont is in the process of integrating new operations after it finalised its acquisition of Goldcorp and its Nevada joint venture with Barrick Gold in the second quarter.

Adjusted net income rose to $292m (£227m), or 36 cents per share, for the third quarter ended 30 September, from $175m, or 33 cents per share, a year earlier. Analysts were expecting a profit of 39 cents.

Reuters

GAN shares soar after huge third quarter revenue

EDWARD THICKNESSE

@edthicknesse

SHARES in GAN, the internet gambling software, services and online gaming developer, shot up 9.6 per cent yesterday after the company released its third-quarter trading update to investors.

The company now expects year-on-year revenue growth of more than 100 per cent in 2019.

Revenue for the four-month period ended 31 October was $121.5m (£94.2m), up 222 per cent from $37.7m in the same period in 2018.

The company said that higher-than-expected demand for internet gambling with the commencement of America's National Football League season in September had pushed driven the impressive results.

Chief executive officer Dermot Smurfit said: "Our clients are among the leading operators of US internet gambling, leveraging GAN's proven technology platform optimised over several years to convert our clients' marketing dollars into more first time online gamblers. Given the rapid increase in the total addressable market for US internet gambling operators and their infrastructure providers such as GAN, we expect to see continued and rapid growth."

British gambling companies have been expanding across the Atlantic, encouraged by a booming online sports betting market in the US.

Politicians are pushing for greater regulation in the gambling industry

Gambling stocks continue to dip as MPs seek £2 online bet limit

JAMES BOOTH

@Jamesdbooth1

GAMBLING stocks fell for a second day yesterday, following a report by MPs released on Monday that called for a cut in online casino stakes.

The gambling related harm all-party parliamentary group (APPG) on Monday called for stake and deposit limits to be introduced on online gambling products.

The interim report followed the introduction of stake limits for fixed-odds betting terminals in betting shops last year, where the maximum stake was cut from £100 to £2.

Shares of Rank Group and William Hill fell 4.8 per cent and 1.3 per cent respectively yesterday.

Weir lowers its profit forecast for oil and gas

EDWARD THICKNESSE

@edthicknesse

SCOTTISH engineers Weir Group yesterday announced a 32 per cent decline in orders for its oil and gas division in the third quarter among challenging market conditions in North America.

In response, the company announced that they had undertaken a £30m cost reduction programme in the division, including reducing its North American workforce by around 450 posts.

As a result in the decline in volumes, the sector only reported moderate profits for the third quarter. Weir warned that these were expected to be lower in the fourth quarter.

However, a record £100m Australian mining contract helped offset the decline. The Iron Bridge magnetite project pushed original equipment orders up 72 per cent, with total mineral orders up 17 per cent.

Chief executive Jon Stanton said the Australian project was the "highlight" of the third quarter.

Weir Group shares were up 3.3 per cent to 1,480p yesterday.

London's Battle Royale: The key constitu

Catherine Neilan looks at how the parties plan to attack the capital's doorsteps

WHILE some have identified "Workington Man" as the decisive demographic in this election, the capital is home to a number of significant marginal seats which could play a central role in deciding who claims the keys to Number 10 next month.

Strategically, Remain-leaning London presents a problem for the Conservatives, whose highly visible party leader is standing on his pledge to Get Brexit Done. "The Tories are on the defensive in the ring around London, and will probably not do terribly well in London itself," says political analyst Lewis Baston.

But Labour is also hurting — concerns around the party's failure to tackle anti-semitism, as well as the impact of a truly left-wing government, means Jeremy Corbyn is less popular now than he was here two years ago.

A YouGov/Mile End Institute at Queen Mary poll published yesterday underscores exactly this. Labour still leads in London — taking 39 per cent of the vote — but that is down 10 percentage points on the 2017 election. The Conservatives are on 29 per cent, also down from two years ago, when a third of Londoners said they would vote blue.

The Liberal Democrats have almost doubled their share, with 19 per cent of respondents saying they would vote for Jo Swinson, and her newly expanded team which includes high profile defectors from other parties including ex-Labour MP Chuka Umunna and former Tory minister Sam Gyimah.

However, there is no guarantee that they will be able to convince enough voters to jump ship with them.

"London is going to be a Battle Royale for tactical voters," says Damian Lyons Lowe, founder and chief executive of polling company Survation. "The London Labour team are as good campaigners as their Liberal Democrat counterparts. The collateral damage if Remain-minded voters are split could be that the Tories retain seats in places they would otherwise lose to a strong 'tactical Remain' campaign."

Ultimately the outcome of many marginal contests here will be "determined by the number of people whose Brexit identity trumps their party identity," says Joe Twyman, co-founder of Deltapoll. "This is the whole story of the election.... What do you fear more: Boris Johnson's deal on Brexit or a Jeremy Corbyn government? For many people it might be do you want to be shot in the foot or the hand — they are both painful choices to make, but you choose the least worst."

One thing is for sure: it won't just be carol singers on your doorstep this Christmas season.

The Palace of Westminster is expected to see almost unprecedented churn of MPs

CLASH IN THE CITY — WHERE ARE THE KEY BATTLEGROUNDS?

KENSINGTON

Damian Lyons Lowe: "Kensington has both areas of lower income voters with dense social housing where Labour has found strong support, but also some of the most affluent parts of London that have traditionally made this seat Conservative until 2017. Adding to that a higher than average education profile that is also pro-Remain makes the seat a fertile ground for Lib Dem support which creates a three-way marginal. Who wins this seat may depend on the extent that tactical voting occurs: Liberal Democrat and Labour voters seem really quite happy to vote tactically to stop a Tory win when we ask them — I don't think they would be put off by Sam being a former Conservative."

RICHMOND PARK

Lewis Baston: "If your national campaign is based on how awful elites are you are probably not going to go down too well in Richmond. People might just about vote for Zac under Theresa May but two years on — you've got Heathrow, and a more hardline form of Brexit... I would be surprised if the Lib Dems didn't win. Sarah Olney is not a big hitter but she's known well locally, and voters

encies to watch in this election campaign

are au fait with tactical voting, so they won't have that much work to do to explain how tactical voting will get rid of Zac."

CHIPPING BARNET

Lewis Baston: "It's not been Labour since 1945 but the demographic trend is helpful to Labour there. It is Labour's number one target — they could do it. But the Conservatives were quite resilient in the 2018 locals, and the politics of Barnet are quite sensitive to antisemitism, so it's by no means a done deal. Theresa Villiers has been an MP for a while and it's well organised. It's certainly a battle to watch and one I wouldn't care to predict."

FINCHLEY AND GOLDERS GREEN

Joe Twyman: "Labour don't need much to steal this seat from Mike Freer who claims he is a Remainer but has supported leave position. The problem is this is Golders Green — where there is a large Jewish community. Luciana, a former Labour MP, has been very critical of antisemitism in the Labour party — so the Remain vote could be split... allowing Freer to win fewer votes but still retain his seat because Labour has lost more. That kind of individual arithmetic is playing up and down the capital."

PUTNEY

Damian Lyons Lowe: "Putney could be one of the most interesting seats in London. If the Liberal Democrats could break through somewhere like this, it's an indicator they could break through elsewhere. Recently published estimates have the Conservatives winning the seat with 35 per cent with the Liberal Democrats not far behind on 27 per cent — but it's about which is the least worst party, and the Lib Dems could be acceptable both Tory Remainers and a tactical choice for Labour minded voters."

CHINGFORD & WOODFORD GREEN

Joe Twyman: "If I were incumbent [Iain Duncan Smith]... I would be looking over my shoulder." Momentum, the campaign group that propelled Corbyn to the leadership has backed Labour challenge Faiza Shaheen who remains a darling of the left-wing movement. Action days are planned in an effort to unseat the architect of Tory welfare reform.

CITIES OF LONDON AND WESTMINSTER

Although a recently published model currently has this as a moderate Conservative win, Lyons Lowe says: "Chuka genuinely has a good chance, which would be very interesting. The majority of the constituency is very affluent highly educated and also hyper-Remain (70 per cent). Voters may feel this is their last chance — either this election will give Boris Johnson the chance to do whatever he wants with Brexit, or alternatively is the last time to stop him in his tracks." Labour came second last time.

UXBRIDGE & SOUTH RUISLIP

Joe Twyman: "Boris is the ultimate scalp. I don't think it is likely — you get a boost from being leader and the Remain vote is too divided here. But if I were a strategist I would look for a 'man or woman in a white suit' type candidate, get everyone to step aside and make it a one-man race. It would divert a lot of attention... but I can't see him being troubled."

CAPITAL FIGHT

THE LONDON POLITICIANS MOST AT RISK THIS ELECTION

1. Kensington
CURRENT Emma Dent Coad (Labour) with a majority of 20
CHALLENGER Sam Gyimah, (Liberal Democrats), Felicity Buchan (Conservatives)

2. Richmond Park
CURRENT Zac Goldsmith, (Conservatives) with a majority of 45
CHALLENGER Sarah Olney (Liberal Democrats)

3. Chipping Barnet
CURRENT Theresa Villiers (Conservatives) with a majority of 353
CHALLENGER Emma Whysall (Labour)

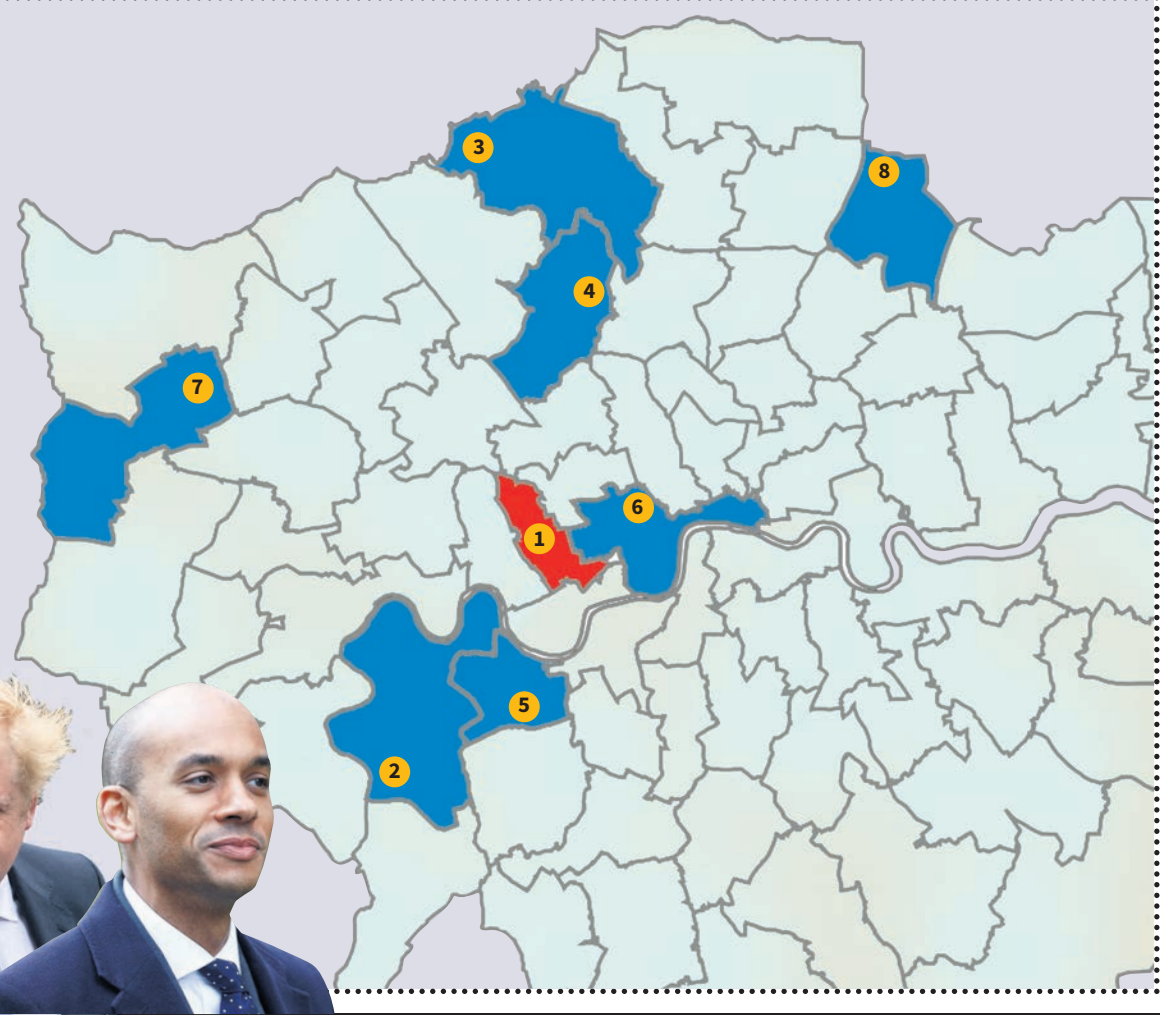
4. Finchley and Golders Green
CURRENT Mike Freer (Conservatives) with a majority of 1657
CHALLENGER Luciana Berger (Liberal Democrats)

5. Putney
CURRENT Justine Greening (Conservatives) is standing down. Majority of 1554
CHALLENGER Will Sweet (Conservatives), Fleur Anderson (Labour)

6. Cities of Westminster and London -
CURRENT Mark Field (Conservatives) is standing down. Majority of 3,148
CHALLENGER Chuka Umunna (Liberal Democrats), Gordon Nardell QC (Labour) and Nicki Aiken (Conservatives)

7. Uxbridge and South Ruislip
CURRENT Boris Johnson (Conservatives) enjoys a majority of 5,034
CHALLENGERS The Prime Minister's seat will see a flurry of activity as both Labour and the Lib Dems target the premier

8. Chingford and Woodford Green
CURRENT Iain Duncan Smith (Conservatives) has a majority of 2,438 votes.
CHALLENGER Faiza Shaheen (Labour)



Xi: Global trade barriers must be brought down

JOHN RUWITCH

GLOBAL trade barriers must be removed, and countries should uphold basic multilateral trade principles while standing firm against protectionism, Chinese President Xi Jinping said yesterday.

Speaking at the opening of the China International Import Expo, Xi said more must be done to boost international cooperation and remove barriers to innovation.

He reiterated broad pledges to continue to open China's economy and markets, and strengthen protection of intellectual property rights.

The remarks come as US and Chinese negotiators work to finalise a text of a "phase one" agreement for US President Donald Trump and Xi to sign this month to ease the nearly 16-month trade war that has dented the global economy.

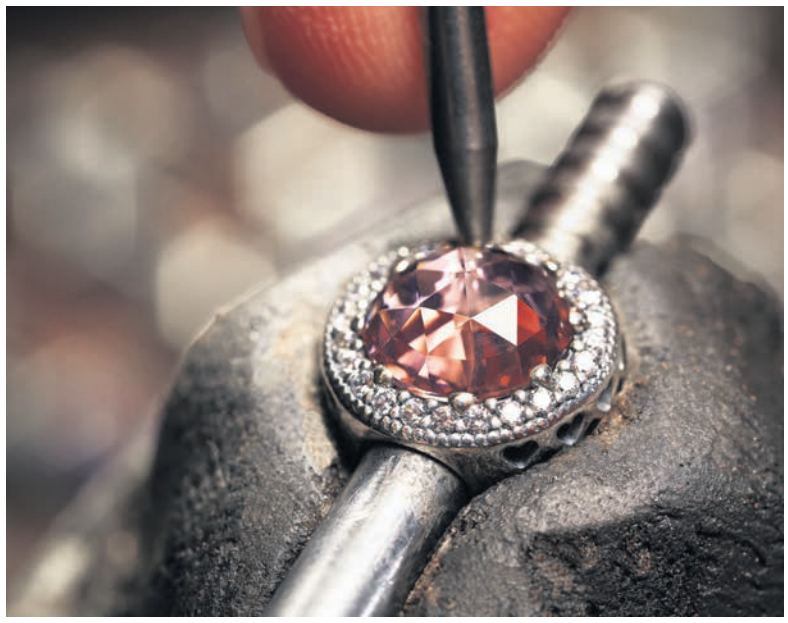
"There is no single country that can resolve by itself the difficulties facing the development of the world's economy," Xi said in a speech.

China launched the import conference last year as the China-US trade war was heating up.

French President Emmanuel Macron, attending the expo, called on China to "consolidate" the opening up of its market.

"Much has been done in recent years with two revisions of the negative lists for foreign investment... Important tariff reductions have been granted. We call for their consolidation," Macron said. *Reuters*

Xi Jinping said more must be done to boost cooperation



Pandora's signature charm bracelets have fallen out of favour in recent years

Jewellery brand Pandora warns sales to fall faster than forecast

JESS CLARK

@jclarkjourno

JEWELLERY retailer Pandora yesterday warned of a steeper fall in sales this year, as it said efforts to revitalise the brand had weighed on costs in the third quarter.

Pandora said organic growth in 2019 is expected to be minus seven per cent to nine per cent, compared to previous guidance of a three to seven per cent drop.

The company has been struggling to retain relevancy, as the charm bracelets it is best known for, which were once in high demand, have fallen out of fashion.

Efforts to revitalise the brand were launched in the third quarter.

Water cannons break up riots in Hong Kong

JOHN GEDDIE

POLICE in Hong Kong fired water cannons to break up a Guy Fawkes-themed anti-government protest in the ex-British colony yesterday.

It comes as the Chinese Communist Party said yesterday that it would "perfect" the system for choosing the leader of Hong Kong after months of protests.

The party said in a statement it would support a "special administrative region" of Hong Kong, which returned to China in 1997, and not tolerate any "separatist behaviour" either there or in neighbouring Macau, an ex-Portuguese colony.

Some protesters in Hong Kong, angry at perceived Chinese meddling in its freedoms, have called for independence in sometimes violent unrest, a red line for Beijing. China denies interference.

Hong Kong leader Carrie Lam yesterday said she had held a short meeting with Chinese President Xi Jinping in Shanghai. She told reporters that Xi "expressed care and concern about Hong Kong, especially given the social disturbances". *Reuters*

Opec chief lifts outlook for oil market in 2020

EDWARD THICKNESSE

@edthicknesse

THE OIL market's prospects for 2020 may have upside potential, the secretary general of producer group Opec said yesterday, appearing to underplay any need to further cut output.

Mohammad Barkindo said he was more optimistic about next year's outlook than he had been last month, when he said all options, including a cut to oil output amid oversupply predictions, were being looked at.

"Based on the preliminary numbers, 2020 looks like it will have upside potential — there are definitely brighter spots [and] the numbers are looking more refined," Barkindo said at a briefing.

"Other non-fundamental factors like trade issues that have been impacting negatively on the global economy, [but] the news coming out is more optimistic. We have seen the biggest economy in the world — the United States — continuing to defy projections [and] racing ahead."

Oil prices rose more than one per cent yesterday amid hopes that Washington could roll back some of the tariffs it has imposed on Chinese imports.

The comments come on the same day Opec released its 2019 World Oil Outlook, which said the group would supply a decreasing quantity of oil in the next five years in the face of rising output of US shale and other rival sources.

The report said Opec's production of crude oil and other liquids is expected to decline to 32.8m barrels per day (bpd) by 2024, compared with 35m bpd in 2019.

Rising climate activism in the West and widening use of alternative fuels are placing long-term oil demand under increasing scrutiny.

Opec and its allies, led by Russia, will meet in Vienna in December.

The airline pledged to drive down costs by speeding up the renewal of its aeroplanes

Air France-KLM plans sales and efficiency drive to boost profit

LAURENCE FROST

AIR FRANCE-KLM outlined plans to expand its budget Transavia business and push the core French carrier upmarket, while overhauling its fleet in pursuit of improved sales and profitability.

After a wave of Air France strikes that cost €335m (£288m) in 2018, the Franco-Dutch airline group has stabilised under chief executive Ben Smith thanks to union deals that have increased both wage costs and operating flexibility.

Smith set a seven to eight per cent profit margin goal for 2024 and dangled the prospect of renewed dividends — last paid out to shareholders in 2008. *Reuters*

Norwegian Air launches share and bond issue

TERJE SOLSVIK

NORWEGIAN Air plans to raise up to $316m (£285.4m) through its third share sale in two years and a bond issue to meet the struggling airline's financial needs through 2020 and beyond, it said yesterday.

With mounting debts and suffering from the grounding of its 18 Boeing 737 Max aircraft, Norwegian has this year replaced breakneck expansion with cost-cutting in a bid to regain profitability.

"After the completion of the transactions, Norwegian is fully funded through 2020 and beyond based on the current business plan," it said in a statement after trading on the Oslo bourse closed yesterday.

It came after the firm also announced yesterday it would sell six of its Boeing 232-800 aircraft to Pembroke Aircraft Leasing, a subsidiary of Standard Chartered.

The sale is part of the Norwegian Air's "changed focus from growth to profitability," the company said in a statement. It would raise $316m at current market prices.

Its shares closed up two per cent at the end of trading. *Reuters*

CITY DASHBOARD YOUR ONE-STOP SHOP FOR BROKER VIEWS AND MARKET REPORTS

LONDON REPORT

Oil majors and Primark owner boost FTSE 100

GAINS for oil majors and miners pushed London's FTSE 100 into the black on yesterday, buoyed by hopes of a trade deal between the United States and China, while Primark owner **Associated British Foods** jumped six per cent after strong results.

The FTSE 100 advanced 0.3 per cent, after having touched a one-month high earlier in the session, while the mid-cap index was 0.2 per cent higher.

AB Foods recorded its best one-day spike in more than 10 months after it posted higher annual earnings and said it was well-positioned for further earnings growth in the new year.

Oil majors **Shell** and **BP**, which fell last week after reporting falls in profit, generated the biggest boost to the main index, rising about one per cent each.

Miners, one of the sectors most exposed to trade tensions due to their dependence on Chinese demand, reached a near two-month high, also helped by a rise in copper prices partially driven by a cut in forecasts by Chilean-focused **Antofagasta**.

A mixed set of results pushed tobacco company **Imperial Brands** slightly higher after a volatile morning.

While sales for the year topped market expectations, the tobacco firm guided to low-single digit revenue and profit growth for the year amid a regulatory crackdown on vaping in the United States.

Among mid-caps, gambling and related firms fell for a second straight day after lawmakers called for a raft of measures to overhaul online casinos. **Rank Group**, **William Hill** and **Playtech** lost between 0.3 per cent to eight per cent.

Antofagasta shares rose 3.4 per cent amid a hike in copper prices

News of a cyber attack at marine services provider **James Fisher and Sons** dragged its stock nearly six per cent to be among steepest fallers on the FTSE 250 index.

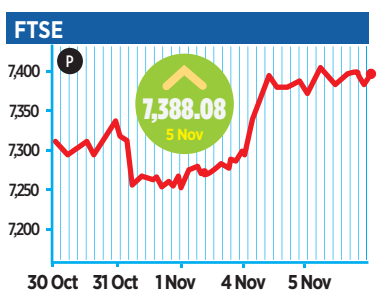
Defence company **Cobham**, which has agreed to a $5bn deal with US private equity firm Advent, was the biggest drag on the index with a two per cent fall as regulators at home continue to scrutinise the merger.

TOP RISERS

1. **AB Foods** Up 5.69 per cent
2. **Schroders** Up 4.36 per cent
3. **Rolls-Royce** Up 3.69 per cent

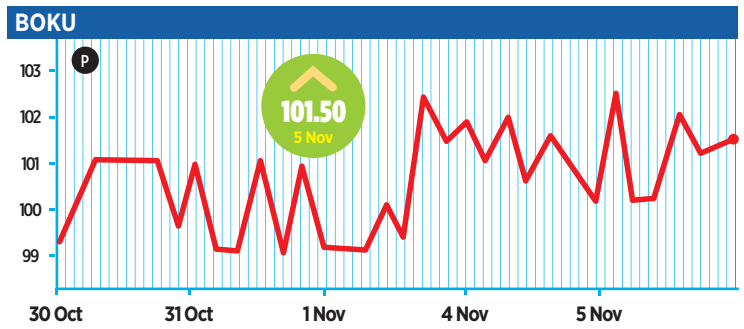
TOP FALLERS

1. **M&G** Down 2.18 per cent
2. **Aveva** Down 2.12 per cent
3. **Fresnillo** Down 2.05 per cent

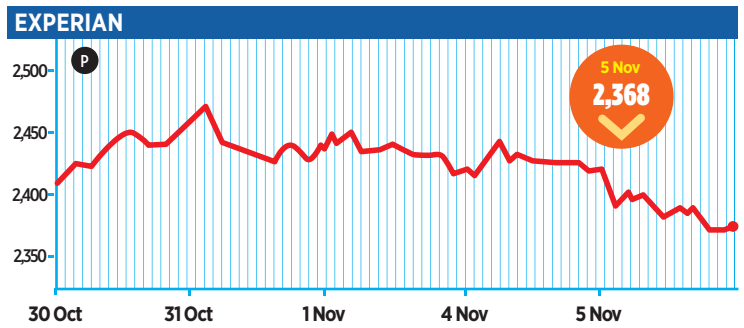


BEST OF THE BROKERS

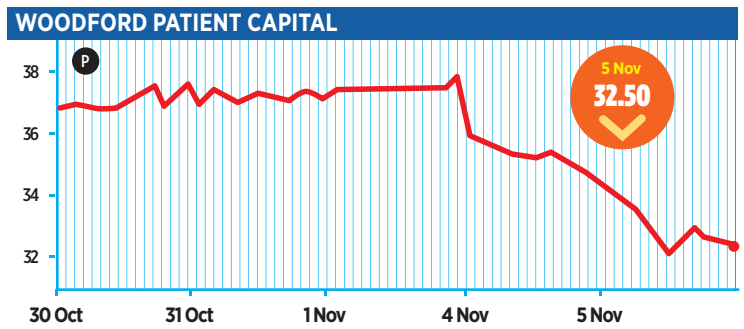
To appear in Best of the Brokers, email your research to notes@cityam.com



Mobile payments platform Boku is in the money. The company announced yesterday that it had entered into a partnership with an unnamed global mobile telecommunications group to provide verification and authentication processes. Peel Hunt analysts say the payments business is having another stellar year, and points to increased services revenue at Apple and Spotify's jump in premium subscriber numbers — both companies are Boku clients. Analysts rate the company as "buy", with a target price of 245p.



Consumer credit reporting firm Experian is in the early stages of an elevated growth cycle "driven by an expanding addressable market and new product innovation," according to Barclays analysts. Until now the focus has been on Experian's B2B activities, analysts say, but predict the firm's US B2C activities will be highlighted in its upcoming first-half results. Analysts have raised their organic growth forecasts due to structural revenue opportunities they see across Experian's business, and rate the company as "overweight", with a raised target price of 2650p.



To say that Woodford Patient Capital Trust (WPCT) has had a difficult few weeks would be an understatement. The collapse of founder Neil Woodford's investment empire and his resignation as the trust's manager left it reeling, and WPCT also has faced several substantial writedowns in the valuations of its holdings. The valuation of its stake in cold fusion firm Industrial Heat has now been downgraded for the second time in as many weeks. Investec analysts describe WPCT's portfolio as highly geared and highly illiquid, and rate the company as "sell".

NEW YORK REPORT

S&P 500 pulls back after this week's record

THE BENCHMARK S&P 500 edged lower yesterday, as investors paused in the wake of a rally buoyed by hopes of a trade deal between the United States and China that sent the three main US stock indexes to record highs in the previous session.

While there was growing optimism over a deal, investors have also shown caution, pushing up value stocks over growth names over the past few sessions.

Keeping some tentativeness intact, China is pushing US President Donald Trump to remove more tariffs as part of the "phase one" deal, which may be signed this month, according to latest reports.

Financials, a big weight for value stocks, rose 0.42 per cent as benchmark US Treasury yields hit a six-week high and energy, gained 0.45 per cent as oil climbed more than one per cent as the best performing S&P sectors.

The Dow Jones Industrial Average rose 30.52 points, or 0.11 per cent, to 27,492.63, the S&P 500 lost 3.65 points, or 0.12 per cent, to 3,074.62 and the Nasdaq Composite added 1.48 points, or 0.02 per cent, to 8,434.68.

Apart from hopes of a resolution to the trade war, stocks have received a boost from a largely better-than-expected third-quarter earnings season, the Federal Reserve's interest rate cut and upbeat economic data.

A two per cent rise in **Boeing**'s shares provided the biggest boost to the blue-chip Dow Jones index after chairman Dave Calhoun said the company's board believed chief Dennis Muilenburg "has done everything right" following two fatal crashes of its 737 Max jet.

Helping the Nasdaq advance was **Adobe** , which gained 4.3 per cent as the Photoshop software maker raised its fourth-quarter digital media annualized recurring revenue target and gave a strong forecast for fiscal 2020.

Uber fell 9.9 per cent as the ride-hailing service posted a bigger third-quarter loss from a year earlier.

CITY MOVES WHO'S SWITCHING JOBS

QUADRANT

UK real estate asset management and development company Quadrant has appointed Rowan Jenkins as partner. Rowan specialises in development and project management and brings 25 years' experience in delivering large-scale retail, commercial and residential developments, including managing acquisitions, concept design, planning approvals and project delivery. Tristram Gethin, founding partner at Quadrant, said: "Having worked on major projects in both Australia and the UK, Rowans joins Quadrant bringing a strong project delivery background, new ideas and a fresh way of thinking to some of our projects such as 30 South Colonnade at Canary Wharf and a number of new acquisitions."

TREND MICRO

Cybersecurity solutions firm Trend Micro has appointed industry expert Jay Coley as its new UK technical director. Jay's cybersecurity career started with an 11-year stint in the US Navy, during which time he took a degree in Computer Science and Information Technology, before moving into internet service provider network engineering. Jay then worked at Prolexic Technologies where he led the firm's global security architect team, and was instrumental in growing revenue from $11m (£8.6m) to $70m within just four years. Commenting on his move, Jay said: "Trend Micro's vision, extensive security portfolio and amazing team proved irresistible to be a part of. I'm excited to help Trend Micro achieve its security goals and vision."

LIONTRUST ASSET MANAGEMENT

Liontrust Asset Management has appointed Martyn Jones as fund manager on its sustainable investment team. He has also been appointed co-manager of the Liontrust Sustainable Future (SF) UK growth fund, SF European growth fund, the SF Pan-European growth fund and the firm's UK ethical fund. Martyn has been with the sustainable investment team since 2012, during which he has been responsible for thematic analysis, stock picking and active ownership of several of the firm's themes. He is currently undertaking a Masters degree in sustainable leadership at the Cambridge Institute of Sustainable Leadership. Commenting on the appointment, Neil Brown, fund manager at Liontrust, said: "Integrating environmental, social and governance factors into fundamental company analysis is detailed and complex work. Martyn's deep understanding of this dynamic field has been a tremendous asset to the team for many years and we welcome him to fund management."

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FTSE 100	FTSE 250	FTSE ALL SHARE	DOW JONES	NASDAQ	S&P 500
7388.08	20294.99	4065.31	27492.63	8434.68	3074.61
18.39 ↑	45.27 ↑	9.41 ↑	30.52 ↑	1.48 ↑	3.66 ↓

£					
/€	1.1627	↑ 0.0046	€/$	1.1071	↓ 0.0075
/$	1.2871	↓ 0.0037	€/£	0.8601	↓ 0.0034
/¥	140.44	↑ 0.3000	€/¥	120.80	↓ 0.2200

GILTS

	Price	Chg	High	Low
Tsy 4.750 20	101.34	-0.02	105.3	101.3
Tsy 8.000 21	111.68	-0.06	118.5	111.7
Tsy 2.500 24	366.39	-0.39	377.9	360.3
Tsy 5.000 25	123.53	-0.22	126.0	122.9
Tsy 4.250 27	128.96	-0.34	132.8	124.0
Tsy 6.000 28	147.16	-0.42	152.1	142.1
Tsy 4.125 30	381.53	-0.68	404.2	361.1
Tsy 4.250 32	140.06	-0.63	146.4	130.3
Tsy 4.250 36	147.53	-0.86	155.7	135.0
Tsy 4.750 38	162.03	-1.02	171.8	147.0
Tsy 4.250 46	168.56	-1.41	181.0	146.4

AEROSPACE & DEFENCE

	Price	Chg	High	Low
BAE Systems	573.0	-9.4	588.2	443.9
Cobham	156.7	-3.1	168.3	96.8
Meggitt	636.0	-2.2	643.0	458.0
QinetiQ	318.4	-0.6	319.0	267.0
Rolls-Royce	769.0	32.8	988.4	702.0
Senior	188.0	-0.1	260.0	174.0
Ultra Electronics	1964.0	16.0	2252.0	1232.0

AUTOMOBILES & PARTS

	Price	Chg	High	Low
Aston Martin	418.3	-2.7	1374.4	399.3
TI Fluid Systems	202.0	8.0	215.0	155.2

BANKS

	Price	Chg	High	Low
Barclays	169.2	1.0	178.9	136.2
BGEO Group	1346.0	46.0	1755.0	1252.0
HSBC Hldgs	597.9	1.9	680.6	580.9
Lloyds Banking	58.1	0.3	66.6	48.6
Royal Bank of Scot	216.5	-0.2	270.4	177.7
Standard Chartered	736.6	18.4	736.8	567.2
TBC Bank Group	1310.0	2.0	1706.0	1150.0
Virgin Money UK	144.1	2.9	272.8	104.4

BEVERAGES

	Price	Chg	High	Low
Barr (AG)	542.0	-1.0	975.0	540.0
Britvic	963.5	-16.0	1068.0	782.5
Coca-Cola HBC AG	2337.0	-5.0	3074.0	2244.0
Diageo	3101.5	-29.0	3625.5	2701.0

CHEMICALS

	Price	Chg	High	Low
Croda International	4886.0	28.0	5375.0	4564.0
Elementis	163.8	4.9	214.2	129.8
Johnson Matt	3262.0	64.0	3454.0	2620.0
Synthomer	291.8	3.4	458.6	279.0
Victrex	2318.0	26.0	2720.0	1845.0

CONSTRUCTION & MATERIALS

	Price	Chg	High	Low
Balfour Beatty	225.2	-1.6	295.0	194.2
CRH	2879.0	6.0	2879.0	1971.5
Galliford Try	740.0	5.0	900.5	512.0
Grafton Group	795.0	1.5	937.0	630.0
Ibstock	250.0	5.4	262.0	193.1
Marshalls	727.5	5.5	740.0	415.2
Polypipe Group	453.0	0.0	466.0	312.8

DIVERSIFIED INDUSTRIALS

	Price	Chg	High	Low
Smith (DS)	378.4	6.3	383.6	292.2
Smiths Gp	1667.5	16.0	1692.0	1315.0
Smurfit Kappa Gp	2714.0	-44.0	2758.0	1934.0
Vesuvius	418.6	9.6	642.0	341.0

ELECTRICITY

	Price	Chg	High	Low
Contour Global	218.0	-4.5	222.5	150.1
Drax Gp	291.0	-6.8	427.2	251.0
SSE	1280.0	-1.5	1322.5	1008.0

ELECTRONIC & ELECTRICAL EQUIPMENT

	Price	Chg	High	Low
Halma	1903.0	10.0	2094.0	1282.0
Morgan Advanced	255.0	7.0	281.2	232.4
Oxford Instruments	1406.0	70.0	1424.0	842.0
Renishaw	4058.0	66.0	4670.0	3232.0
Spectris	2571.0	54.0	2898.0	1992.5

EQUITY INVESTMENT INSTRUMENTS

	Price	Chg	High	Low
3i Infrastructure	288.0	0.0	306.5	243.6
Aberforth Smlr Cos	1322.0	2.0	1346.0	1114.0
Alliance Trust	808.0	4.0	838.0	672.0
AVI Global Trust	753.0	0.0	781.0	660.0
Baillie Gifford Japan	795.0	5.0	840.0	663.0
Bankers InvTst	944.0	-2.0	970.0	766.0
BlackRock Smaller	1496.0	0.0	1500.0	1160.0
BMO Global Smaller	136.1	-1.2	140.6	122.0
Caledonia Inv	2990.0	-10.0	3110.0	2740.0
City of London IT	420.0	0.5	431.5	376.0
Edin Inv Trust	607.0	1.0	654.0	535.0
F&C Investment	723.0	0.0	731.0	616.0
Fidelity China SPE	220.5	3.5	250.0	183.4
Fidelity Euro Values	253.0	-2.5	257.5	202.0
Fidelity Spec Val	269.0	1.0	269.0	220.0
Finsbury G&I Tst	885.0	2.0	958.0	741.0
GCP Infra Inv	129.0	0.0	131.6	122.4
Genesis Emerging	774.0	5.0	783.0	618.0
Greencoat UK	148.8	1.2	148.8	124.4
Harbourvest Glb	1686.0	-10.0	1786.0	1326.0
Herald Inv Trust	1320.0	2.0	1364.0	1055.0
HICL Infr	173.6	1.4	173.6	156.6
JPM American	469.0	0.0	494.5	386.5
JPM Emerg Mkt	980.0	6.0	1066.0	787.0
JPM Indian IT	755.0	0.0	790.0	609.0
JPM Japan IT	458.0	4.5	458.0	367.0
Jupiter European	781.0	0.0	875.0	666.0
Jupiter Fund Mngt	359.3	10.9	432.0	287.6
Law Debenture	606.0	4.0	618.0	534.0
Mercantile IT	226.0	-1.0	230.0	168.0
Monks Inv Tst	914.0	1.0	964.0	710.0
Murray Intl Tst	1232.0	2.0	1232.0	1058.0
NB Glbl Fltg Rate Inc	89.6	0.0	91.8	87.6
Pantheon Intl Partn.	2280.0	-20.0	2330.0	1955.0
Perpetual Inc & Grth	319.5	-0.5	339.0	284.5
Pershing Square	1432.0	-4.0	1570.0	990.0
Personal Assets Tst	42000.0	-150.0	43150.0	38900.0
Polar Cap Tech Tst	1452.0	6.0	1500.0	1066.0
Renewables Infra Gp	132.8	0.6	133.2	109.6
RIT Cap Partners	2155.0	-15.0	2170.0	1892.0
Riverstone Energy	468.0	-4.0	1256.0	441.5
Schroder Asia	450.5	3.5	469.5	388.0
Scottish Inv Tst	825.0	-1.0	843.0	748.0
Scottish Mortgage	515.5	4.0	568.5	441.4
Sequoia Econ Infra	114.2	0.0	117.6	108.5
Smithson Inv	1214.0	-4.0	1280.0	1000.2
Syncona	227.5	-0.5	294.0	213.5
Temple Bar IT	1340.0	-2.0	1366.0	1116.0
Templeton Em Mkts	785.0	10.0	829.0	666.0
Vietnam Enterprise	500.0	2.0	509.0	421.5
VinaCapital Vietna	344.0	-1.0	357.5	323.0
Witan Invest	220.5	0.0	225.5	189.6
Wwide Healthcare	2665.0	-10.0	2835.0	2325.0

FIXED LINE TELECOMMUNICATIONS

	Price	Chg	High	Low
BT Gp	202.6	-1.8	262.9	158.9
Talktalk Telecom	111.5	-0.5	130.0	96.5
Telecom Plus	1226.0	10.0	1528.0	1130.0

FOOD & DRUG RETAILERS

	Price	Chg	High	Low
Greggs	1784.0	30.0	2476.0	1183.0
Morrison (WM)	198.7	-1.4	251.3	176.9
Ocado Gp	1360.0	10.0	1435.0	749.8
Sainsbury(J)	205.7	-1.0	324.0	177.1
SSP Group	625.0	-2.0	721.0	608.0
Tesco	238.4	-1.2	253.0	189.6

FOOD PRODUCERS

	Price	Chg	High	Low
Assoc British Foods	2374.0	125.0	2638.0	2041.0
Bakkavor	122.0	2.4	170.0	93.3
Cranswick	3174.0	6.0	3408.0	2472.0
Greencore Gp	235.8	2.6	238.6	162.8
Hilton Food Gp	1014.0	-6.0	1088.0	884.0
Tate & Lyle	668.0	-11.0	800.4	658.4
Unilever	4605.5	10.5	5324.0	3941.0

FORESTRY & PAPER

	Price	Chg	High	Low
Mondi	1691.0	17.0	1898.0	1510.5

GENERAL FINANCIAL

	Price	Chg	High	Low
3i Group	1150.0	1.5	1184.5	756.2
Ashmore Gp	489.4	11.4	542.5	341.2
Brewin Dolphin	340.0	1.2	358.0	287.6
Close Brothers	1420.0	15.0	1605.0	1227.0
Coats Group	71.3	-0.7	91.3	69.1
Finablr	170.0	1.8	176.4	140.2
Hargreaves Lans	1794.0	45.0	2433.0	1633.0
IG Gp	651.2	5.4	651.2	474.8
Integrafin Holdings	390.0	0.0	406.1	271.8
Intermediate Capital	1480.0	28.0	1501.0	899.0
Intl Public Prtnshps	160.0	1.2	165.4	146.8
Investec	466.1	7.2	518.6	395.3
IP Group	57.5	-0.9	122.0	55.7
John Laing Gp	364.6	-1.0	402.0	298.2
London Stock Exch	6962.0	-88.0	7514.0	3867.0
Man Group	150.4	2.0	175.2	126.8
Onesavings	356.2	1.0	447.4	313.6
Paragon	515.0	6.5	515.0	379.2
Plus500	794.8	5.8	1647.0	495.0
Provident Fin	445.0	-1.8	658.6	356.0
Quilter	143.9	1.9	156.6	110.6
Rathbone Brothers	2160.0	20.0	2540.0	2075.0
Schroders	3253.0	133.0	3253.0	2334.0
TP ICAP	366.8	-0.2	367.0	270.0

GENERAL RETAILERS

	Price	Chg	High	Low
B&M	377.1	-5.3	426.3	278.6
Card Factory	174.6	1.2	209.0	151.2
Dixons Carphone	124.0	-2.3	175.3	104.9
Dunelm Gp	762.5	-5.5	981.0	482.8
Howden Joinery Gp	580.4	-0.4	584.2	416.4
Inchcape	627.0	-5.0	678.0	519.5
JD Sports Fashion	759.6	1.4	781.0	318.5
Just Eat	741.0	3.2	812.0	533.8
Kingfisher	217.7	2.4	266.2	185.9
Marks & Spencer	182.3	-2.0	312.7	163.9
Next	6586.0	38.0	6850.0	3991.0
Pets at Home Gp	206.0	-2.6	239.4	111.5
Sports Direct Intl	314.4	-1.6	325.6	214.0
Vivo Energy	127.0	2.0	139.5	96.0
WH Smith	2224.0	0.0	2288.0	1697.0

HEALTH CARE EQUIPMENT & SERVICES

	Price	Chg	High	Low
Convatec	198.1	-2.9	202.8	118.5
Mediclinic Intl	375.9	-2.7	384.9	293.4
NMC Health	2337.0	-14.0	3678.0	1801.5
Smith & Neph	1653.0	-7.0	1990.0	1380.5
UDG Hlthcare	773.0	3.5	821.0	551.0

HOUSEHOLD GOODS

	Price	Chg	High	Low
Barratt Devel	630.8	4.0	683.0	434.0
Bellway	3198.0	38.0	3536.0	2419.0
Berkeley Grp Hldgs	4453.0	13.0	4541.0	3226.0
Bovis Homes Gp	1174.0	7.0	1226.0	828.0
Countryside Prop	348.8	0.2	368.0	276.8
Crest Nicholson	375.0	3.2	435.2	309.4
McCarthy & Stone	141.6	-3.9	158.8	123.5
Persimmon	2277.0	7.0	2471.0	1836.0
Reckitt Benckiser	5860.0	-34.0	6703.0	5593.0
Redrow	611.0	11.0	649.0	460.8
Taylor Wimpey	170.1	1.9	192.2	129.3

INDUSTRIAL ENGINEERING

	Price	Chg	High	Low
Bodycote	771.0	13.0	903.0	652.0
Hill & Smith	1352.0	10.0	1352.0	1034.0
IMI	1067.5	24.0	1069.5	870.0
Melrose Ind	223.0	2.1	223.0	146.3
RHI Magnesita	3610.0	52.0	5000.0	3318.0
Rotork	325.0	5.1	325.0	235.7
Spirax-Sarco	8330.0	130.0	9400.0	5900.0
Weir Gp	1480.0	47.5	1814.0	1240.0

INDUSTRIAL METALS

	Price	Chg	High	Low
Evraz	377.0	-1.7	709.4	367.2
Ferrexpo	131.9	0.2	301.3	123.0

INDUSTRIAL TRANSPORTATION

	Price	Chg	High	Low
BBA Aviation	305.0	-4.0	324.8	207.0
Clarkson	2845.0	45.0	2900.0	1878.0
Fisher (James)	1898.0	-112.0	2260.0	1600.0
Royal Mail	220.0	2.0	350.7	188.4

LEISURE GOODS

	Price	Chg	High	Low
Games Workshp	4530.0	46.0	5085.0	2800.0

LIFE INSURANCE

	Price	Chg	High	Low
Aviva	431.8	9.8	438.8	352.3
Lancashire Hldgs	688.0	-4.0	746.0	561.5
Legal & General	270.6	2.4	291.2	216.7
Phoenix Gp	718.8	2.6	724.8	544.0
Prudential	1399.0	16.0	1790.0	1326.0
St James Place	1066.0	3.5	1143.0	913.6
Std Life Aberdeen	312.2	3.2	312.2	224.8

MEDIA

	Price	Chg	High	Low
4imprint	3050.0	30.0	3130.0	1800.0
Ascential	335.0	-14.4	411.0	335.0
Auto Trader Gp	542.2	-3.8	606.0	417.0
Entertainment One	556.5	0.0	589.0	336.4
Euromny Inst Inv	1368.0	10.0	1498.0	1132.0
Future	1418.0	-70.0	1514.0	465.0
Informa	794.8	11.4	892.0	605.8
ITV	135.4	1.9	158.8	103.6
Moneysupermkt.com	353.3	4.7	417.7	267.0
Pearson	704.2	5.6	1027.5	674.2
RELX	1829.5	-13.0	2011.0	1531.0
Rightmove Group	593.0	1.2	602.8	420.9
WPP	993.2	9.2	1038.0	800.4

MINING

	Price	Chg	High	Low
Anglo American	2086.5	6.5	2266.0	1539.0
Antofagasta	929.0	30.2	1022.5	738.0
BHP Group	1764.6	41.8	2049.0	1497.2
Centamin	114.4	-5.3	152.3	79.8
Fresnillo	707.4	-13.8	1027.5	601.0
Glencore	259.1	7.0	340.3	222.2
Hochschild Mining	198.5	-6.5	227.0	149.9
Kaz Minerals	515.0	15.1	738.4	380.3
Polymet Int	1246.5	-24.5	1272.0	700.2
Rio Tinto	4343.0	49.0	4976.5	3513.5
Sirius Minerals	2.9	-0.1	24.3	2.9

MOBILE TELECOMMUNICATIONS

	Price	Chg	High	Low
Inmarsat	558.0	5.6	608.2	362.8
Vodafone Gp	162.0	1.7	168.9	123.3

NONLIFE INSURANCE

	Price	Chg	High	Low
Admiral Gp	2063.0	28.0	2300.0	1958.0
Beazley	582.5	-1.0	628.0	492.6
Direct Line Ins	277.8	3.3	366.5	272.1
Hastings Gp Hldgs	182.6	-2.1	231.6	174.0
Hiscox	1421.0	-19.0	1777.0	1418.0
RSA Ins Gp	535.4	0.8	597.0	496.6

OIL & GAS PRODUCERS

	Price	Chg	High	Low
BP	516.4	5.3	582.5	484.9
Cairn Energy	179.0	0.4	213.8	140.0
Energean Oil & Gas	926.0	17.0	1082.0	568.0
Premier Oil	88.8	2.1	107.2	55.6
Royal Dutch Shell A	2329.0	20.5	2612.0	2213.0
Royal Dutch Shell B	2324.5	22.0	2622.0	2218.0
Tullow Oil	217.4	0.4	250.0	165.2

OIL EQUIPMENT & SERVICES

	Price	Chg	High	Low
Hunting	416.6	-2.8	662.0	393.0
Petrofac	402.2	1.6	595.4	381.5
Wood Gp(J)	374.8	8.7	693.0	327.4

PERSONAL GOODS

	Price	Chg	High	Low
Burberry Gp	2068.0	6.0	2345.0	1623.5
PZ Cussons	205.0	1.5	244.0	178.6

PHARMACEUTICALS & BIOTECHNOLOGY

	Price	Chg	High	Low
AstraZeneca	7363.0	-119.0	7580.0	5325.0
Dechra Pharma	2574.0	-38.0	3036.0	2014.0
Genus	3056.0	64.0	3062.0	2124.0
GlaxoSmithKline	1730.0	-24.0	1782.0	1418.0
Hikma Pharma	2003.0	3.0	2200.0	1510.5

REAL ESTATE

	Price	Chg	High	Low
Assura	74.0	-0.2	75.4	52.5
Big Yellow Gp	1134.0	-8.0	1152.0	858.5
BMO Comm Prop	117.0	0.0	141.8	106.0
British Land	603.8	1.0	638.4	468.3
Captl & Count Prop	254.7	-1.8	279.5	184.8
CLS Hldgs	244.5	-4.0	266.5	195.4
Daejan Hldgs	4930.0	40.0	6160.0	4715.0
Derwent London	3550.0	-10.0	3638.0	2779.0
Grainger	262.4	2.8	291.0	205.8
Grt Portland Est	793.2	3.8	799.6	649.4
Hammerson	290.7	-1.4	445.5	203.9
Land Securities	916.6	2.6	963.0	735.4
LondonMetric Prop	232.6	-0.4	234.2	172.7
NewRiver Retail	200.0	-0.5	246.0	147.6
Primary Hlth Prop	140.2	-0.2	141.8	108.0
Safestore Hldgs	707.5	4.5	707.5	506.5
Savills	916.0	-5.5	957.0	678.5
SEGRO	839.0	-4.4	850.8	585.2
Shaftesbury	937.0	0.0	979.5	739.5
St Modwen Props	445.5	-1.0	472.0	370.2
TR Property IT	442.0	-6.0	450.0	353.5
Tritax Big Box	151.2	0.0	159.7	130.0
UK Commercial Prop	86.8	-0.1	92.7	79.9
Unite Group	1127.0	-1.0	1174.0	797.5
Workspace Gp	1045.0	13.0	1045.0	789.5

SOFTWARE & COMPUTER SERVICES

	Price	Chg	High	Low
Avast	426.4	3.0	426.4	259.6
Aveva Gp	4140.0	-116.0	4256.0	2284.0
Computacenter	1360.0	-6.0	1525.0	952.0
FDM Group	749.0	-1.0	994.0	647.0
Kainos Gp	526.0	4.0	676.0	430.0
Micro Focus Intl	1035.0	5.0	2160.0	1004.0
Playtech	398.0	-1.5	468.0	360.5
Sage Group	716.0	-0.8	820.4	536.2
Softcat	1047.0	43.0	1047.0	565.0
Sophos	572.0	4.6	577.0	298.2

SUPPORT SERVICES

	Price	Chg	High	Low
Aggreko	811.0	6.0	855.2	691.8
Ashtead Gp	2386.0	-5.0	2391.0	1586.5
Babcock Intl Grp	530.2	-12.8	616.2	416.7
BCA Market	236.2	0.0	247.0	178.5
Bunzl	2027.0	-3.0	2551.0	1943.0
Capita	157.2	-0.6	173.1	99.9
DCC	7328.0	-4.0	7332.0	5555.0
Diploma	1670.0	46.0	1696.0	1150.0
Electrocomp	706.6	11.8	706.6	480.0
Equiniti	223.2	0.2	236.2	186.2
Essentra	398.0	3.0	442.0	325.4
Experian	2368.0	-51.0	2631.0	1793.0
Ferguson	6636.0	34.0	6636.0	4749.0
G4S	208.0	-1.1	234.3	168.3
Hays	162.8	1.4	165.3	135.7
Homeserve	1148.0	-27.0	1263.0	849.0
Intertek Gp	5356.0	-18.0	5962.0	4494.0
IWG	395.2	-0.1	421.9	199.8
Network Int	525.0	-5.0	628.0	513.0
Pagegroup	450.2	0.8	539.0	367.8
Paypoint	887.0	-17.0	1118.0	748.0
Rentokil Initial	438.5	-8.3	467.8	310.6
Sanne Group	540.0	-5.0	752.0	450.0
Serco	157.6	0.5	157.6	84.1
SIG	113.1	-0.2	153.0	99.3
Travis Perkins	1455.5	-10.0	1490.0	1004.5

TECHNOLOGY HARDWARE & EQUIPMENT

	Price	Chg	High	Low
Spirent Comms	202.5	3.7	208.5	112.8

TOBACCO

	Price	Chg	High	Low
Br Am Tob	2791.0	4.0	3426.0	2375.0
Imperial Brands	1749.2	10.8	2750.0	1692.4

TRAVEL & LEISURE

	Price	Chg	High	Low
Carnival	3243.0	57.0	4650.0	3056.0
Cineworld Group	229.1	3.0	321.0	212.0
Compass Gp	2006.0	-6.0	2138.0	1515.0
Dominos Pizza	270.0	-2.8	297.2	221.2
easyJet	1320.0	10.0	1347.5	854.8
EI Group	281.8	-0.2	285.0	171.4
FirstGroup	128.0	0.0	137.5	79.3
Flutter Ent	8010.0	78.0	8210.0	5525.0
Go-Ahead Gp	1969.0	-39.0	2234.0	1480.0
GVC Hldgs	823.0	19.6	897.4	507.5
Intercontl Htls	4773.0	63.0	5738.0	4230.4
Intl Cons Airl	542.4	-5.4	667.6	413.5
Marstons	121.9	-1.0	131.3	90.5
Mitchells & Butlers	423.5	-6.0	432.0	238.0
National Express	443.0	1.0	462.0	361.4
PPHE Hotel Gp	1870.0	0.0	1990.0	1540.0
Rank Gp	220.0	-18.5	247.5	135.0
Restaurant Grp	134.8	-2.9	175.3	111.9
Stagecoach Gp	137.1	1.1	177.0	115.5
Wetherspoon (JD)	1469.0	17.0	1624.0	1066.0
Whitbread	4182.0	7.0	5114.0	3988.0
William Hill	173.9	-2.4	205.2	132.3
Wizz Air Holdings	3909.0	5.0	3909.0	2722.0

AIM 50

	Price	Chg	High	Low
Abcam	1181.0	9.0	1500.0	1017.0
Advanced Medical	242.0	2.0	354.5	225.0
Alliance Pharma	74.3	1.4	80.4	60.0
ASOS	3237.0	-63.0	5700.0	2107.0
Blue Prism	815.5	2.5	1472.0	788.0
Camellia	9375.0	125.0	11750.0	9100.0
Caretech Holdings	396.5	0.5	402.0	325.0
Central Asia Metals	217.0	4.0	266.5	180.0
Clinigen Group	833.0	3.0	1069.0	721.0
CVS Group	963.5	5.5	1029.0	395.0
Dart Group	1282.0	14.0	1282.0	709.5
Diversified Gas & Oil	103.0	-2.0	116.5	97.0
Draper Esprit	450.0	8.0	548.0	410.0
Eland Oil & Gas	164.4	0.1	164.6	101.0
EMIS Group	1050.0	-2.0	1242.0	864.0
Fevertree Drinks	1787.5	-32.5	2475.0	1787.5
First Derivatives	2300.0	100.0	3555.0	2050.0
Frontier Devs	1120.0	52.0	1160.0	740.0
Gamma Comms	1180.0	5.0	1195.0	688.0
GB Group	613.0	4.0	631.0	410.5
Gooch & Housego	1090.0	0.0	1755.0	954.0
Hurricane Energy	42.0	-0.9	53.6	38.7
Impax Asset Mgmt	269.0	5.0	295.0	184.0
Iomart Group	365.0	9.5	410.0	308.0
IQE	71.0	-2.5	98.0	47.6
James Halstead	516.0	0.0	532.0	367.0
Johnson Service Gp	175.0	0.0	183.2	113.6
Keywords Studios	1117.0	44.0	1838.0	900.0
Learning Tech Gp	108.0	0.0	130.0	62.2
M&C Saatchi	178.0	-2.0	394.0	146.0
M.P. Evans	656.0	6.0	722.0	612.0
Majestic Wine	259.0	3.0	409.0	219.0
Midwich Group	520.0	0.0	633.0	474.5
Mortgage Advice B	609.0	17.0	620.0	546.0
Next Fifteen Comm	473.5	-17.0	658.0	471.0
Nichols	1547.5	-12.5	1880.0	1350.0
Numis Corporation	231.5	5.0	301.0	212.0
Polar Capital Hdgs	506.0	0.0	604.0	448.0
Purplebricks Gp	114.0	0.8	132.0	96.0
Redde	110.2	3.0	127.6	100.6
Renew Holdings	382.0	0.0	436.5	333.0
RWS Holdings	593.0	-5.0	652.0	450.0
Scapa Group	223.0	5.5	445.0	157.0
Secure Income REIT	429.0	3.0	454.0	371.0
Serica Energy	134.2	-0.6	143.4	103.6
Smart Metering Sys	499.4	9.4	665.0	310.0
Telford Homes	349.5	0.0	358.0	267.0
Thorpe (F.W.)	274.0	2.0	340.0	248.0
Watkin Jones	238.5	3.0	241.5	192.2
Young's Brew NV	1140.0	-40.0	1238.0	1030.0
Young's Brew-A	1600.0	0.0	1885.0	1322.5

MAIN CHANGES UK 350

Risers ↑	%	Fallers ↓	%
Assoc British Foods 2374.00	5.6	Rank Gp 220.00	-7.8
Oxford Instruments 1406.00	5.2	Fisher (James) 1898.00	-5.6
Rolls-Royce 769.00	4.5	Future 1418.00	-4.7
Softcat 1047.00	4.3	Centamin 114.40	-4.5
Schroders 3253.00	4.3	Ascential 335.00	-4.1
TI Fluid Systems 202.00	4.1	Hochschild Mining 198.50	-3.2
BGEO Group 1346.00	3.5	Sirius Minerals 2.93	-2.9
Antofagasta 929.00	3.4	Aveva Gp 4140.00	-2.7
Weir Gp 1480.00	3.3	McCarthy & Stone 141.60	-2.7
Jupiter Fund Mngt 359.30	3.1	Babcock Intl Grp 530.20	-2.4

EU SHARES

	Price	Chg	High	Low
ADIDAS	281.35	-4.75	296.35	180.10
AIR LIQUIDE	119.50	0.40	130.80	102.40
ALLIANZ AG	221.60	-0.45	222.90	172.16
AMADEUS IT GROUP	66.98	-0.66	70.00	42.30
ANHEUSER BUSCH INBEV	71.53	0.50	92.71	57.35
ASML HOLDING NV	246.50	1.65	244.85	130.88
AXA	24.23	0.14	24.37	18.54
BANCO SANTANDER	325.60	-5.05	402.00	301.00
BASF	71.03	0.74	74.49	56.20
BAYER AG	71.64	0.36	72.81	52.53
BMW	72.80	1.20	77.75	58.70
BNP PARIBAS	49.10	0.65	48.98	38.55
CRH	2879.00	6.00	2879.00	1971.50
DAIMLER	53.32	0.17	59.31	40.53
DANONE	73.50	-0.12	82.00	60.28
DEUTSCHE POST AG	32.67	0.19	32.48	23.72
DEUTSCHE TELEKOM	15.64	-0.03	16.25	14.10
ENEL	6.91	-0.06	6.97	4.45
ENGIE	14.71	-0.17	15.12	11.99
ENI	14.20	0.22	15.94	13.04
ESSILORLUXOTTICA	128.75	0.00	128.75	128.75
FRESENIUS MEDICAL CARE	67.78	1.02	76.32	56.64
IBERDROLA	9.04	-0.10	9.54	6.02
INDITEX	28.09	-0.12	32.37	2.55
ING GROEP NV	10.55	0.17	12.05	8.34
INTESA SANPAOLO	2.34	0.03	2.34	1.83
KERING	525.80	0.30	537.50	374.20
KON KPN NV	2.78	0.02	2.96	2.34
L'OREAL	263.20	2.70	263.10	195.25
LVMH MOET HENNESSY	400.25	2.75	397.50	243.25
MUENCHENER RUECKVE	249.60	-1.10	250.80	185.10
NOKIA	21.88	0.00	21.88	21.88
ORANGE	14.32	-0.07	15.16	13.15
ROYAL PHILIPS	39.77	-0.21	44.34	29.10
SAFRAN	142.70	-0.80	145.00	100.70
SANOFI	82.76	0.06	85.25	72.24
SAP SE	120.36	-0.46	124.38	85.79
SCHNEIDER ELECTRIC	86.62	0.98	85.64	57.58
SIEMENS AG	108.38	0.92	108.66	85.00
SOCIETE GENERALE	26.97	0.41	33.87	21.13
TELEFONICA SA	6.87	-0.07	9.18	5.94
TOTAL	49.30	0.79	52.27	43.18
UNILEVER NV	52.99	0.49	57.56	46.03
VINCI	101.15	-1.25	102.40	70.50
VIVENDI	25.03	0.02	26.42	20.93

CRYPTO A.M. DAILY POWERED BY BEQUANT

CRYPTOCURRENCIES

Name	Price (USDT)	↑/↓(24h)	
Bitcoin (BTC)	$ 9,377.87	0.87%	↑
Ethereum (ETH)	$ 190.06	2.04%	↑
Ripple (XRP)	$ 0.30	2.19%	↑
Bitcoin Cash (BCH)	$ 293.07	0.61%	↑
Litecoin (LTC)	$ 63.33	3.19%	↑
EOS.IO (EOS)	$ 3.61	5.04%	↑
Bitcoin SV (BSV)	$ 136.17	5.78%	↑
TRON (TRON)	$ 0.01	1.19%	↑
NEO (NEO)	$ 11.22	-0.34%	↓
Cardano (ADA)	$ 0.04	3.76%	↑
CryptoCompare Large Cap Index		1.63%	↑
CryptoCompare Small Cap Index		-1.82%	↓

Market	$252,471,587,648	
Bitcoin Volatility	-3.82%	↓
Bitcoin Volume on BEQUANT Exchange (USDT)	294,837,261	

Sources: Bequant.io, CryptoCompare.com
Prices and data are correct as of 15:30, 05.11.2019
Crypto AM features in City AM every Tuesday.
Previous Editions:www.cityam.com/crypto-insider
Read more at: https://bequant.pro/cityam

CRYPTO & COFFEE

Guy Fawkes day was marked with yet another flash crash, this time on the CME itself! The November contract crashed from $9,300 to $8,400 region before quickly recovering.

As a result, Nov-Dec'19 calendar spread blew out above 110 before gradually moving to pre-crash levels of 80. Such events are not uncommon in crypto given the fragmented nature of the marketplace but it is the first for the CME. Not long ago, another flash crash started off with issues on Coinbase Pro platform before spreading to Deribit exchange.

In terms of timeline, at 19:55 UTC on Oct. 31, BTC's spot price dipped from $9,260 to $9,055 in quick succession on Coinbase's Pro platform and not long after, Deribit, a futures and options exchange for Bitcoin and Ethereum, saw Btc futures prices drop from $9,150 to $7,720 before bouncing back above $9,000 within minutes. The move sent shockwaves throughout the derivatives market, with liquidations shooting to the moon on Bitmex as a result.

The fireworks were also flying for Stellar (XLM), which traded up 20% after the Stellar Development Foundation (SDF) announced that it has burned over 55 billion XLM tokens.

COMMODITIES

Gold	1509.45	+0.65
Silver (Pence)	1818.50	+6.50
Silver (Cents)	1407.00	+9.00
Krugerrand	1505.55	-24.02
Brent Crude	62.13	+0.44
Platinum	947.00	+15.00
British Sovereign	351.72	-5.50
Lead Cash Official	2175.50	u/c
Copper Cash Official	5846.25	+50.25
Aluminium Cash Official	1786.75	+21.25
Nickel Cash Official	16590.00	-157.50
Aluminium Alloy Cash Official	1355.00	-10.00
Natural Gas	43.61	+0.79
Tin Cash Official	16437.50	-112.50
Zinc Cash Official	2585.75	+45.25
White Sugar	344.10	+4.00

TOURIST RATES

Canada	1.612
Croatia	7.789
Czech Republic	27.15
Denmark	8.2289
Hong Kong	9.5864
Iceland	141.38
India	80.31
Israel	4.0785
New Zealand	1.869
Norway	11.20
Poland	4.3429
Singapore	1.6315
Sweden	11.82
Switzerland	1.2146
Turkey	7.0226
United States	1.2308

WORLD INDICIES

	Price	Chg	%Chg
FTSE 100	7388.08	+18.39	+0.25
FTSE 250	20294.99	+45.27	+0.22
FTSE All-Share	4065.31	+9.41	+0.23
FTSE AIM All-Share	890.90	+1.58	+0.18
S&P 500	3074.61	-3.66	-0.12
Dow Jones I.A	27492.63	+30.52	+0.11
Nasdaq Composite	8434.68	+1.48	+0.02
Xetra DAX	13148.50	+12.22	+0.09
CAC 40	5846.89	+22.59	+0.39
Swiss Market Index	10272.98	+20.74	+0.20
ISEQ Overall Index	6781.08	+3744.18	+123.29
FTSEurofirst 300	1585.03	+3.16	+0.20
Hang Seng	27683.40	+136.10	+0.49
Nikkei	23251.99		
STI Index	3248.63	-0.66	-0.02
ASX All Ordinaries	6811.60	+11.80	+0.17

US SHARES

	Price	Chg	High	Low
3M	175.27	0.37	219.50	150.7
ABBOTT LABORATORIES	82.34	0.12	88.74	65.5
ADOBE INC	289.29	11.79	311.27	205.1
ALPHABET NON VTG-C	1292.03	0.66	1291.37	976.2
ALPHABET-A	1291.44	1.83	1289.61	1116.7
AMAZON.COM	1801.71	-2.95	2020.99	1343.9
AMERICAN EXPRESS	118.77	-0.85	128.57	89.5
APPLE INC	257.13	-0.37	257.50	142.1
AT&T	39.17	0.28	38.95	27.3
BANK OF AMERICA	32.82	0.42	32.40	22.7
BERKSHIRE HATHAWAY	220.88	2.90	222.42	187.7
BOEING CO	358.29	7.20	432.69	294.1
CATERPILLAR INC	146.37	-0.55	146.92	113.3
CHEVRON	121.94	0.37	126.54	100.9
CISCO SYSTEMS	47.76	0.28	58.05	40.2
CITIGROUP	74.83	-0.32	75.15	49.2
COCA-COLA CO	52.42	-0.72	55.77	44.6
COMCAST	44.28	0.39	46.97	33.0
DOW	54.20	0.03	66.65	40.7
EBAY INC	35.48	0.07	41.57	26.1
EXXON MOBIL	73.09	1.42	83.38	65.5
FACEBOOK	194.32	-0.40	204.87	174.6
GOLDMAN SACHS GROUP	218.64	-1.23	231.65	156.3
HOME DEPOT INC	232.20	-2.72	237.93	158.1
HONEYWELL INTERNATIONAL	180.68	0.68	180.00	124.8
IBM	137.89	0.22	151.36	107.5
INTEL	57.55	-0.06	58.82	43.4
JOHNSON & JOHNSON	130.42	0.19	147.84	122.8
JPMORGAN CHASE & CO	129.10	0.28	128.82	92.1
MASTERCARD INC	269.00	-7.33	292.08	174.6
MCDONALD'S	192.18	3.52	221.15	170.2
MEDTRONIC	105.53	-1.62	111.18	82.4
MERCK & CO	82.92	-0.98	86.91	71.1
MICROSOFT	144.46	-0.09	144.61	94.1
NETFLIX	288.03	-4.83	385.03	233.8
NIKE INC	89.88	0.02	96.22	67.5
ORACLE	55.67	0.22	60.15	42.6
PAYPAL HOLDINGS	100.99	-1.82	121.30	96.6
PEPSICO	134.01	-1.15	140.28	118.6
PFIZER INC	37.48	-0.55	46.23	34.2
PROCTER & GAMBLE	118.90	-0.17	124.94	87.3
TRAVELERS COMPANIES	131.27	1.07	154.83	112.6
TWITTER	29.81	-0.24	45.42	29.6
UNITED HEALTH GROUP	250.30	-0.95	286.33	215.2
UNITED TECHNOLOGIES	147.85	0.34	147.51	102.0
VERIZON COMMUNICATIONS	59.50	-0.37	61.05	53.0
VISA	176.37	-2.58	185.74	168.8
WALGREENS BOOTS ALLIANCE	61.21	1.56	76.05	49.2
WALMART	118.86	1.29	120.24	85.8
WALT DISNEY CO	131.45	-1.47	146.39	100.3
WELLS FARGO & CO	53.30	0.58	54.35	43.3

FORUM

EDITED BY RACHEL CUNLIFFE

Let the Berlin Wall remind us of Communism's tragic cost

Alan Mendoza

If the West does not remember the Soviet Union's abuses, we open the door to its modern-day variants

THIRTY years ago this Saturday, on 9 November 1989, one of the greatest symbols of oppression the world has ever known began to be dismantled.

The Berlin Wall had stood since 1961, built by its East German masters to encircle Allied-controlled West Berlin.

But it was much more than simply a barricade. It became the very symbol of the struggle between the free and Communist worlds, its brooding, baleful presence providing an ever-present reminder to Europeans that their continent was divided by an ideology of oppression.

For uniquely among city walls in history, Berlin's variant was built to keep people in, rather than out.

By 1961, it had become evident to the rulers of the German Democratic Republic (GDR) that, left unchecked, emigration to West Germany posed an existential threat.

The main East German border had been closed in 1952, but Berlin — occupied as it was by all four Allied powers after the War — still offered an escape route from the misery of life under Communism. By 1961, anywhere between 2.7 and 3.5m East Germans had fled to the West.

With their dreams of nirvana evaporating before their eyes, the Communists took the only course of action they felt could stem the tide: the erection of a barrier to physically restrain their population.

With its foreboding watch towers and wide "death strip", the Berlin Wall accomplished what it set out to do — but at a cost. Some 200 East Germans died trying in vain to cross it over the years, and what at first seemed an impregnable edifice proved a permanent reminder of the moral bankruptcy of the Communist system.

As if emboldened by the Berlin Wall's cold embrace, the GDR became the archetypal police state, exerting firm ideological control. At the time of its collapse, nearly 100,000 East Germans worked directly for the country's secret police, the Stasi, with hundreds of thousands more acting as unofficial informants decrying the "deviant" behaviour of their fellow citizens.

So complete was Stasi control that it was not unknown for husbands to betray their wives, and vice versa.

Yet despite this wholesale suppression of liberty, when a wave of unrest swept across Communist Hungary and Poland in late 1989, the GDR could not remain immune from the mass yearning of brutalised populations to secure the freedoms others had.

And once the Wall finally did come tumbling down, the collapse of the entire Communist world order was not far behind it.

This was not coincidental. The unique mythology of the Wall to the stories of both the West and East was twice recognised by US Presidents during the Cold War.

First in 1963, when President Kennedy exclaimed "Ich bin ein Berliner", then in 1987, when President Reagan admonished his Soviet opposite number with the cry of "Mr Gorbachev, tear down this Wall!", the leaders of the free world recognised the particular and calculated menace that it embodied.

These Presidents — and other leaders like them such as Margaret Thatcher — calculated correctly that attempting to undermine the Wall by extolling the virtues of freedom and choice would have repercussions far beyond Berlin itself.

But for every leader looking to shine a light on Communist abuses, there were those fellow travellers who sought to excuse such excesses, and instead blame the West for threatening world peace. On the mass human rights abuses of the Soviets and their allies, they were of course silent.

Had it not been for the determination of those western leaders who sought to promote freedom at every turn, these apologists may well have carried the day. And rather than being driven into economic and political ruin as a consequence of prioritising guns against the West rather than butter for its people, the spectre of the Communist world might still be haunting us today.

All this may seem to be a distant history lesson. But incredibly, British politics today is not immune to the charms of Communist nostalgia or revisionism.

The Labour party leader Jeremy Corbyn once suggested that Nato was set up to "promote a Cold War with the Soviet Union". He has surrounded himself with individuals like Seumas Milne — who has praised the Communist world for having inspired "genuine idealism and commitment" and "social and women's equality" — and Andrew Murray, a member of various British Communist institutions for some 40 years, leaving only in 2016.

They are quiet about what they believe now. But what they believed then is a matter of historical record.

Let us be under no illusions. Communist life echoed the Hobbesian refrain: poor, nasty, and brutal. Those who dared to protest and assert their inalienable human rights could add "solitary" and "short" to complete their quintet of misery, such was the depth of repression.

The world is far better for the expungement of Communist rule. But if the West does not remember Communism's abuses and recall our own crucial role in hastening its demise, we open the door once more to its modern-day variants in their challenge to who we fundamentally are.

Alan Mendoza is executive director of the Henry Jackson Society. The views expressed are his personally.

From World War II to the financial crisis, our institutional memory is fading fast

Paul Ormerod

THE YOUNG contestants on Lord Sugar's reality TV show The Apprentice sparked outrage last week. They appeared to have virtually no knowledge about the Second World War.

The online clips of the sequence capture to perfection their expressions of bovine outrage at even being expected to know such an esoteric thing as how long the War lasted. For many viewers, it was a powerful argument for an immediate raising of the voting age to at least 35.

Trying to be fair, I reflected on my own knowledge of the Boer War. The gap between that and my birth is not that much more than the one between World War II and Lord Sugar's wannabes.

I have to confess that it is very sketchy. I know it was around 1900. The Boers nearly pulled off a shock victory, but our boys pipped them in extra time. And there was a siege at somewhere called Mafeking.

That said, the Second World War is of far more historic significance than Britain's colonial skirmishes. The participants in The Apprentice might, one would think, be expected to know more about it.

Their ignorance reflects a more general trend towards what can be described as a shortening of cultural memory.

This can be seen in many seemingly unrelated ways.

Baby names, for example, are important indicators of culture. The example may seem slightly frivolous but, as the American polymath Stephen Pinker has written, the choice of name "encapsulates the great contradiction in human life: between the desire to fit in and the desire to be unique".

Whenever there is a royal birth in the UK, the name given to the new baby enjoys a surge in popularity as people copy what is fashionable. But there is also the desire to give your baby a distinctive name.

In the twenty-first century, the turnover in popularity of names has increased dramatically. It was steady for almost the whole of the twentieth century – once a name had made it into the top 10, say, it tended to stay there a long time. But the "churn" is now running at a rate nearly 10 times greater.

The outcomes of behaviour on the internet provide a more obvious example. At any point in time, the most popular memes on Twitter or the most viewed videos on YouTube are often millions of times more popular than the average. But their popularity is ephemeral.

In what many would regard as far more serious areas of economic activity, away from popular culture, this shortening of collective memory may have disturbing consequences for all of us.

In financial markets, for example, there is a traditional tale that a crisis happens precisely when the institutional memory of the last crisis has faded. But if traders and decision-makers develop shortened memories, crises could become more frequent.

Already bodies such as the International Monetary Fund are warning about the build-up of private sector debt, even though it is scarcely a decade since such debt precipitated the global financial crisis.

The apparent ignorance of The Apprentice candidates offers a warning to us all.

Paul Ormerod is an economist at Volterra Partners LLP, a visiting professor in the Department of Computer Science at UCL, and author of Against the Grain: Insights of an Economic Contrarian, published by the IEA.

LETTERS
TO THE EDITOR

Who wants to be a billionaire?

[Re: Do British voters really want to ban billionaires like Corbyn says?]

Robert Colvile justifies the vast wealth accumulated by billionaires on the grounds that people who start companies or invent useful products should receive a "fair share" of the wealth they create.

That's quite a leap – if he ever tires of the think tank game, he should try basketball.

Everyone agrees that people who do something useful for society should be rewarded for that. But does a £1bn-plus fortune constitute a fair share? It's more than the GDP of several small countries. You could live a lifestyle beyond the wildest dreams of most people on two per cent of that amount.

This is clearly far more than is necessary to incentivise "wealth creation", even if one buys the dubious notion that wealth is created by individual hero entrepreneurs rather than collective endeavour. Did Steve Jobs succeed by foraging for cobalt, hand-crafting each individual iPhone, and then personally delivering it to his customers, or by drawing on extensive publicly funded research and the work of thousands of colleagues?

Generating wealth is critical to raising living standards, but is easier said than done. Measures to ensure fairer distribution of existing resources also have a role to play. Redirecting more of billionaires' wealth towards pay increases for low and middle earners or investments in healthcare, education and green energy is obviously practically and morally the right thing to do.

We'll end up with a much nicer country – and the billionaires themselves will still have plenty to get by on.

Luke Hildyard, director, High Pay Centre

BEST OF TWITTER

Corbyn: Tories will deliver Thatcherism "under the banner of Brexit". NB 39% (vs 31%) think her tenure was good for GB while 38% (vs 28%) say she left the it better off economically, more respected in the world (49% vs 17%) & with better opportunities for women (40% vs 11%).
@ProfTimBale

A shorter working week may well raise labour #productivity (i.e. output per hour worked). But productivity would have to jump by as much as 25% if people wanted to earn the same total pay despite working only 4 days instead of 5. This is just maths.
@julianHjessop

To be fair to Corbyn, he's playing the Remainers for mugs again. The practical political reality is there's no way Corbyn can negotiate a deal with the EU, sign it, then say "this deal I've secured is rubbish, don't support it". Labours formal position will have to be Leave.
@DPJHodges

This UK election is going to be fought between a government wildly overstating the potential benefits of a US FTA and an opposition wildly overstating the potential harms. A side plot will be the fight between myself and the overwhelming urge to drink heavily.
@DmitryOpines

WE WANT TO HEAR YOUR VIEWS E: theforum@cityam.com COMMENT AT: cityam.com/forum : @cityam

How to place rocket boosters under our engineering industry


Hayaatun Sillem

WHAT do prosthetic limbs, cosmetics, clean water, YouTube, and biodegradable plastic alternatives have in common? None of them would exist without engineers – but that would likely come as a surprise to most people.

Unfortunately, we suffer from narrow and outdated stereotypes of what engineers do and the role they play in society. And this misconception is preventing young people in the UK from considering these rewarding and varied careers. In fact, new research from EngineeringUK shows that over three quarters of people aged 11–19 don't know much about what engineers do, and almost half have never thought about becoming an engineer.

This deficit of engineering ambition could have far-reaching implications for all of us. At present, we simply don't have enough engineers to meet the needs of our economy: according to EngineeringUK, Britain needs up to 59,000 additional engineering graduates and technicians every year to meet demand.

This skills crisis is not just about the numbers of people with the skills we need, it's also about the diversity deficit in engineering. It is a source of real concern and frustration that only 12 per cent of the UK's engineering workforce are women, while only nine per cent are from black and minority ethnic backgrounds.

Too many young people from underrepresented groups are missing out on future-facing, high job satisfaction careers. But the lack of diversity has profound implications for society too.

Engineers play a profoundly important role in shaping the world around us – from designing our cities and transport systems, to delivering clean energy solutions, enhancing cyber security, and advancing healthcare. We need people from all backgrounds and walks of life to draw on their diverse experience in order to respond effectively to shared challenges.

That's why in January 2018 the Academy launched This Is Engineering, a campaign that highlights inspiring stories of real young engineers who represent the full diversity of the industry through short films on social media.

Take Dr Enass Abo-Hamed, a young entrepreneur whose determination to protect the environment and help those in need drove her to set up her own company producing batteries that store renewable energy and provide power for hospitals, schools, and homes in the developing world.

If young people are looking to make a difference to people and planet, stories like hers show how a career in engineering can make that a reality.

We suffer from outdated stereotypes of the role engineers play in society

This Is Engineering is already having an impact: whereas 39 per of teens said that they would consider a career in engineering before the campaign launched, after a year that figure had risen to 72 per cent among those who had seen it. Importantly, the change in consideration had been greater among underrepresented groups.

We are building on these foundations to try to reach those who influence young people's decisions – parents, grandparents, and teachers. We have made today – 6 November – This Is Engineering Day, a national day to publicly celebrate the industry, with organisations and supporters across the country coming together to showcase the real faces of twenty-first century engineering to the public.

It's also why we've set out to change search engine image results for the word "engineer". Rather than the current sea of (predominantly white) men in hard hats and high-vis jackets, we've created a public photo library featuring an array of diverse engineers from all areas. We're challenging website owners, the media, advertisers, and recruiters to commit to using more representative and inclusive imagess when they depict engineers.

Engineering is everywhere. By challenging stereotypes and shining a light on the individuals who make possible so many of the features of modern life, we hope to inspire more people from all parts of society to choose a profession that shapes our world.

Dr Hayaatun Sillem is chief executive of the Royal Academy of Engineering. To discover more, visit @ThisisEngineering on Instagram, or @ThisIsEng on Twitter.

DEBATE

Was McDonald's right to sack its chief executive for a consensual relationship with an employee?

YES


MARTIN TOWNSEND

"You can't help who you fall in love with" is one of the great romantic clichés. Unfortunately, if you are the £12.3m-per-year boss of McDonald's, this is not an excuse you can serve up – with or without fries.

When Steve Easterbrook, the company's Watford-born chief executive, embarked on a relationship with an employee, it mattered not a jot that he was divorced or that the affair was consensual. The company's rules ban relationships with "direct or indirect subordinates". Easterbrook was fired and accepted the decision.

Was this an overreaction? Of course not. We live in the age of #MeToo, and McDonald's has been facing claims about the sexual harassment of staff. Easterbrook's case may have been unconnected, but it won't have helped.

But even without these factors, any relationship between a boss and subordinate has the whiff of an unfair power dynamic about it. It neither looks nor feels right in a working environment – and any attempt to make it seem so is clutching at stripy straws.

Martin Townsend is a partner at communications consultancy Pagefield.

NO


EMMA LONG

With Britons spending so much time at the office, and lines increasingly blurring between home and work, we need to take a modern approach to romances.

One in five couples meet at work, while 1.4m couple-run firms exist in the UK, proving that successful relationships and successful businesses can coexist. Conducted maturely, an office romance should not affect either individual's judgement, nor the wider team.

We do not know whether Steve Easterbrook's consensual relationship had any negative effect on McDonald's, though the share-price reaction suggests that investors would have preferred him to stay. The difficulty in this case is the seniority of Easterbrook. But this is also not uncommon: US research suggests that 22 per cent of workers have dated their boss.

The stakes are always high: couples meeting at work are more likely to marry than those meeting elsewhere, but six per cent of workers have left a job after a romance ended. Still, workplace romances should not automatically be a sackable offence.

Emma Long is commercial director of BizSpace.

CITY A.M.
Fountain House,
3rd Floor, 130 Fenchurch Street,
London, EC3M 5DJ
Tel: 020 3201 8900
Email: news@cityam.com

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OFFICE POLITICS

Is the concept of the ethical CEO too good to be true?

Recent cases do not inspire confidence in corporate leadership, says **José Hernandez**

A FISH rots from the head down." It's a worn cliché, perhaps, but one that resonates strongly in a world where increasing scrutiny is being placed on those at the helm of global companies.

Investors, customers, governments, and even chief executives themselves, are finally starting to take real action based on the idea that unethical conduct starts at the top and trickles downward.

For their part, chief executives at the world's biggest companies have made declarations and promises, signalling a shift away from the pursuit of profit at any means towards more ethical, sustainable business practices.

Last year saw the highest rate of top bosses leaving their positions, with nearly 17.5 per cent of chief execs from the world's 2,500 biggest companies departing their jobs, according to PwC's consulting arm Strategy&.

And for the first time in the study's history, more chief executives were dismissed for ethical lapses than for financial performance.

One way to view this is as a positive sign that boards and other stakeholders are holding chief executives accountable for ethical failures.

However, looking at the Strategy& numbers a different way, could there simply be more instances of serious ethical misconduct happening at big companies which have led to career-ending scandals? Indeed, the recent cases of Nissan, Toshiba, Wells Fargo, Arcadia, Volkswagen, Odebrecht, and Petrobras (to name a few) have been marked by shocking allegations that do not engender confidence in the state of corporate leadership.

Last year, more more chief executives were dismissed for ethical lapses than for financial performance

In some of these instances, personal behaviour like misuse of company assets was directly to blame.

However, more often, the public outcry has taken aim at the boss's willingness to tolerate misconduct, such as fraud or corruption, by their subordinates. With such cases piling up in the headlines, it is fair to ask whether the concept of the ethical chief executive is too good to be true.

Reassuringly, just as chief execs have the power to tarnish the reputations of the organisations they lead, they also have the power to prevent cultural decay – and to transform companies that have been damaged by scandals. However, achieving this goal isn't easy or intuitive. It requires some major changes to the way corporate leaders are selected, evaluated, and rewarded, as well as a new approach to how they lead their organisations.

Corporate boards have a big role to play. More often than not, they could do a better job keeping a critical eye on high-performing chief execs, holding leaders accountable for unethical actions, and asking tough questions about allegations and other problem indicators when they arise.

Top bosses themselves need to communicate their ethical expectations to their teams, customers, business partners, and even competitors. They should encourage open dialogue on ethical dilemmas among employees. Business practices should never be a taboo subject within the organisation.

They must also foster a culture where employees feel empowered to speak up about their concerns without fear of retaliation.

And beyond the four walls of their companies, they should participate in industry-wide collective action initiatives and stand with their corporate peers to tackle pervasive issues that are impossible to address alone.

Through better oversight, communication, and collaboration, chief executives can set a new standard for corporate leadership. The old adage about rotting fish need not apply here.

José R. Hernandez is chief executive of Ortus Strategies and author of Broken Business: Seven Steps to Reform Companies Gone Bad.

COFFEE BREAK

SUDOKU

Place the numbers from 1 to 9 in each empty cell so that each row, each column and each 3x3 block contains all the numbers from 1 to 9 to solve this tricky Sudoku puzzle.

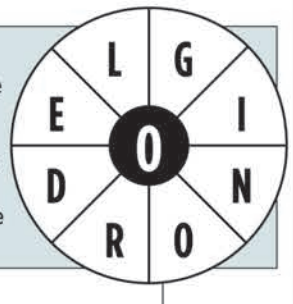
	3				7	5		9
	2							4
	5	8			4		7	
			9				2	
5		3		4				
				6		4		8
8			7					6
		7		2		9		5
1			3					

KAKURO

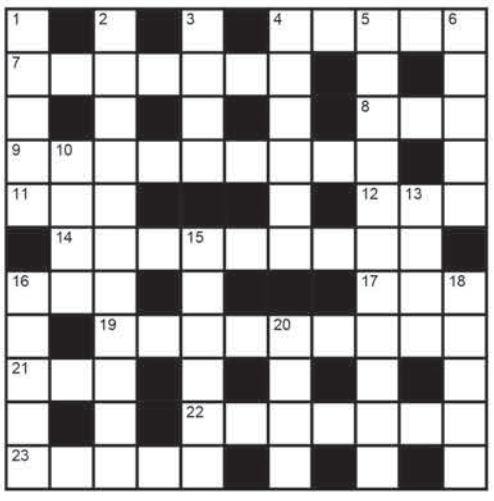
Fill the grid so that each block adds up to the total in the box above or to the left of it.
You can only use the digits 1-9 and you must not use the same digit twice in a block. The same digit may occur more than once in a row or column, but it must be in a separate block.

WORDWHEEL

Using only the letters in the Wordwheel, you have ten minutes to find as many words as possible, none of which may be plurals, foreign words or proper nouns. Each word must be of three letters or more, all must contain the central letter and letters can only be used once in every word. There is at least one nine-letter word in the wheel.



QUICK CROSSWORD



ACROSS

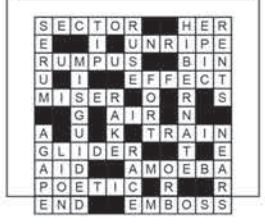
4 Roman prophetess (5)
7 One who denies the existence of God (7)
8 Primary colour (3)
9 Extended by pulling and stretching (9)
11 Went faster (3)
12 Fatal disease of cattle (inits) (3)
14 Steadiness of mind under stress (9)
16 Precious or semi-precious stone (3)
17 Every bit (3)
19 Be a typical example of (9)
21 Choose or show a preference (3)
22 Workers' dining hall (7)
23 Abrupt (5)

DOWN

1 Commonest liquid (5)
2 Timepiece (11)
3 Male sovereign (4)
4 Position of a person in society (6)
5 Stupid, flighty (coll) (4-7)
6 Hotel for travellers (5)
10 Delicate, woven and decorative fabric (4)
13 Ego, personality (4)
15 Penetrate (6)
16 Eye with malicious satisfaction (5)
18 Telling fibs (5)
20 Livestock enclosures (4)

LAST ISSUE'S SOLUTIONS

QUICK CROSSWORD



KAKURO

SUDOKU

1	9	7	4	6	2	8	3	5
5	4	3	7	8	1	9	6	2
6	8	2	9	5	3	7	1	4
8	5	4	1	3	7	2	9	6
3	1	9	8	2	6	5	4	7
2	7	6	5	4	9	1	8	3
7	6	1	3	9	5	4	2	8
9	2	8	6	7	4	3	5	1
4	3	5	2	1	8	6	7	9

WORDWHEEL

The nine-letter word was **FACSIMILE**

SPECIAL FEATURE

IF I WERE CHANCELLOR...

In lieu of an actual Budget, *City A.M.* has been sourcing some radical ideas from our business experts

TODAY was scheduled to be the first Budget of Boris Johnson's premiership. The chancellor announced the Budget last month, saying: "This is the right and responsible thing to do – we must get on with governing."

Unfortunately, to misquote a phrase, the best-laid plans of chancellors and Prime Ministers often go awry. The Budget has now been delayed until after the General Election. But if it had gone ahead, what should Sajid Javid have included in his spending plans?

With Javid off on the campaign trail, *City A.M.* has asked five financial and business experts what they would do if they were put in charge of the nation's money for the day. Free from party politics and the election cycle, what policies do they think would turbocharge Britain's economy?

JO GILBEY, TAX PARTNER AT ACCOUNTANCY FIRM BDO

As chancellor, I would look to take radical steps to boost the economy and help the UK thrive post-Brexit.

Simplifying and improving the tax system should be the key priority to help individuals and businesses succeed in this increasingly challenging environment.

First, I would merge national insurance contributions with income tax to simplify tax administration for employers and help level the playing field for personal service companies and gig economy workers.

I would also replace fuel duty and other motoring taxes with a mileage tax on all vehicles. Environmental efficiency would be incentivised by setting a zero tax rate for electric cars, meanwhile petrol and diesel vehicles would be levied at 100 per cent and 200 per cent of the cost per mile respectively.

CHRISTIAN FAES, CO-FOUNDER AND CHIEF EXECUTIVE OF LENDINVEST

Top of my list as chancellor would be to make changes to the way the government supports fintech which go beyond the superficial.

I'd make fintechs eligible for government-backed schemes such as the Enterprise Investment Scheme, and would instruct the British Business Bank – whose purpose it is to champion British businesses, after all – to make funding more readily available to financial services companies.

The fact that neither of these things are happening now puts UK fintech at a distinct disadvantage to fast-growth firms in other sectors. This is madness. London fintech alone has won $2bn of investment so far this year – it deserves better state-level support.

Once I'd sorted that, I'd head next door to 10 Downing Street and convince the Prime Minister to establish a Department for Technology. Without that, it's going to get harder for the UK to stay as competitive in tech as EU countries which have already given the sector a seat at the cabinet table.

PETE GLADWELL, HEAD OF PUBLIC SECTOR PARTNERSHIPS AT LGIM

If I were chancellor, I would invest in local initiatives to reduce the burden on the social care system.

Household budgets are about saving as well as spending. When it comes to social care, it's no different.

Early interventions can save taxpayers' money and improve wellbeing. Prevention isn't just better than cure; it's better value too.

As our experience building homes in Salford shows, initiatives driven by local communities can effectively address fundamental issues around disconnection and disempowerment. And analysis of NHS data – on levels of GP visits, diabetes, obesity etc. – can help tailor local projects to combat loneliness and get people active again.

Prevention projects like this could be funded by allowing councils and combined authorities to keep a portion of the savings made to their social care budgets.

The upfront investment could come from the many in society who want to invest their pensions into initiatives that improve people's lives, such as best-in-class retirement schemes. This creates a virtuous circle between saving social care costs and generating income to pay pensions.

Developing a sustainable social care framework would be a noble legacy for any chancellor.

EMMA JONES, FOUNDER OF ENTERPRISE NATION

My priority as chancellor in these uncertain times would be to give entrepreneurs a fighting chance.

First, I'd issue Export Vouchers, which could be spent on a Brexit mentor to help guide entrepreneurs through their first global transactions.

Next, we all know that we've got to learn more to earn more. But for entrepreneurs, taking time out of their business and paying up-front fees can make training unlikely. As such, I'd bring in tax breaks for training, to be used for anything from digital to financial skills, or boosting profits through sales courses.

Finally, to prepare firms for the future of work and how to retain a workforce, I'd remove health insurance as a benefit from the P11D – the form that gives HMRC information about benefits you've received from your employer, apart from your salary.

> "As I sit down, the Prime Minister will sack me over my Right to Buy idea, but he knows I'm right

Rather than being penalised as a taxable benefit, incentives such as health insurance are increasingly viewed as essential to ensure that your team remains in top condition, both mentally and physically. It's a form of investing in your workforce, and it shouldn't be taxed.

BRUCE DEAR, HEAD OF LONDON REAL ESTATE AT EVERSHEDS SUTHERLAND

As chancellor, I would tackle our two major religions – football and houses. And I imagine that my Budget speech would begin with football:

"The Premier League is the world's richest league, with annual revenues of over £4.8bn. Many of its clubs have their historic homes in the UK's most deprived areas. Football's money should come home.

"The Premier League clubs have agreed to put £100m a year into a new fund for the UK's poorest areas. The government will match their money pound for pound for the first 10 years, creating a £2bn fund. As part of this deal, the clubs will be awarded a new national season ticket lottery and tax-free development zones around their grounds to create jobs and housing.

"The fund will invest in our most deprived areas to establish the services and support our most disadvantaged young people need: new purpose-built youth centres, highly-trained youth workers, health centres, education and counselling and grants for business startups. For the Premier League, £100m a year is small change; for Britain's young people, it is a whole new world.

"Now let's lasso a sacred cow that's lived too long. Since 1980, council tenants have enjoyed the right to buy their homes at huge discounts. Lucky tenants have bagged big lottery wins, with average discounts of 44 per cent. Good for them, bad for the country.

"Right to Buy has been a poor-value privatisation of rent-producing public assets. It has damaged our ability to house poor and vulnerable people. Previous governments stopped Right to Buy receipts being used to build replacement council housing. The predictable result is a grave shortage of social housing, with well over one million people on waiting lists.

"And 40 per cent of ex-council houses are now owned by small private landlords. The rents they receive are indirectly paid by taxpayers through housing benefit. Our annual Housing Benefit bill is well over £20bn. Right to Buy has caused a mass social housing shortage, and turned the public sector from a rent collector into a rent payer.

"I am therefore abolishing Right to Buy in England – Scotland and Wales have already killed it. It will be replaced by a national crusade to build millions of high-tech, modular council houses."

As I sit down, the Prime Minister will sack me over Right to Buy and my council house crusade. But he knows I'm right.

FOOD&DRINK

CAFÉ GEC

NORTHERN & SHELL BUILDING, 10 LOWER THAMES ST

WHAT IS IT? A quality casual dining spot at the south side of the City close to the river on Lower Thames Street.

It's located at the entrance of the Northern & Shell Building, once home to Fleet Street stalwarts including the Daily Express, Daily Star and OK! Magazine (the company sold its media portfolio, so don't worry about bumping into any journalists these days).

Cafe GEC is a public-facing venture from high-end workplace catering firm The Good Eating Company, serving from breakfast (8am) all the way through to dinner (10pm).

WHO'S RESPONSIBLE? The Good Eating Company is a big deal in the catering world, preparing food for over 10,000 people a day. It has a reputation for quality seasonal food sourced from sustainable local producers. It's a laid-back, canteen-style venue with a bistro menu that's perfect for a quick refuel or a cheeky afternoon beer. You can also take food away if you're on the go.

WHAT'S ON THE MENU? You can get everything from roast chicken and potatoes to a sandwich or a glass of bubbly. The lunch spread is impressively varied, with a host of salads available. You can take advantage of the lunch deal, which offers salad, one "protein" dish and a beer or glass of wine for a very reasonable £10. We went for a parsnip, potato and kale salad in a harissa glaze with a portion of crispy kimchi gyoza and a deliciously creamy – and rather gigantic – portion of ox cheek croquettes.

SHOULD I BOOK? No, just turn up, both times we went for lunch there were seats available.

NEED TO KNOW: Cafe GEC is on 10 Lower Thames St, Billingsgate, EC3R 6EN; For more information on The Good Eating Company go to goodeatingcompany.com

WORKING LUNCH

The best places to eat in and around the City, from fine dining to fast-casual

WINES OF THE WEEK

Gezellig wine buyer **Wieteke Teppema** picks a pair of wines to invest in this week

1. 2017 MAQUINA Y TABLA, LADERAS DE LEONILA, BIERZO, SPAIN

A drink that walks like a wine and talks like a sherry. A combination of Dona Blanca and typical grapes from Northern Spain blended with Sherry's Palomino grape. It is the best of both worlds with the body of a serious wine and salty smokiness that makes sherry so irresistible. Perfect to start off an evening along side some salted almonds and charcuterie.

£14.50, leaandsandeman.co.uk

2. 2017 JULG, SPATBURGUNDER, PFALZ, GERMANY

Not called the Heartbreak grape for nothing, there is a lot of hard work that goes into growing this finickity grape variety. The Pflaz is sandwiched between Germany and France's Alsace, giving it some of the character of both. This bottle from Spatburgunder is a perfumed, elegant Pinot Noir that's light on its feet. It's a refreshing glass of red that's ideal as a reasonably-priced mid-week treat. In fact, I may crack open a bottle tonight.

£13.45, howardripley.com

To book a table at Gezellig go to gezellig.co.uk or call 020 3004 0004

THIS WEEK'S RECIPE:

Mark Hix on how he conquered his weeds and turned them into soup

MARK HIX

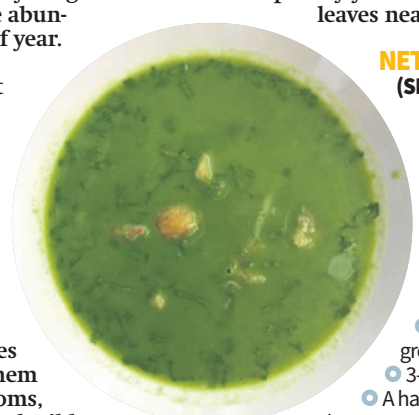
Chef and restaurateur

You know that saying "when life gives you lemons, make lemonade"? Well, if life gives you nettles, make nettle soup. Before I moved into my boat, my garden was full of nettles: big, alien looking clusters that brought you out in hives just looking at them through the window. Well, I showed them who's boss – by turning them into soup, as I do with all of my enemies.

Until fairly recently, nettles were seen as extremely useful plants for gardeners thanks to their high nitrogen content: chop them up and stick them in a covered bucket of rainwater for two weeks, stirring every couple of days, and you have yourself a natural fertiliser that you can dilute (with ten parts water) and put on your hyacinths.

But nothing beats nettle soup, though. When you have great wild ingredients at hand, then you must use them, and both young nettles and wild garlic are abundant at this time of year. They're also super easy to gather: just make sure you bring a rubber glove with you for picking: once cooked nettles lose their sting so don't worry about them irritating your throat on the way down. Just allow the leaves to wilt and cook them with wild mushrooms, chestnuts, snails and wild or hedgerow garlic.

So, next time you see a clump of nettles, thank your lucky stars. Hopefully you'll find some dock leaves nearby, too.



NETTLE SOUP (SERVES 4)

INGREDIENTS

- 2 leeks, trimmed, cut into rough 1cm squares and washed.
- 1.5 litres vegetable stock
- Salt and freshly ground black pepper
- 3-4 tbsp cream
- A handful of wild garlic leaves, washed and chopped
- A handful of young nettle tops
- A handful of chopped chestnuts
- A bunch of wild or hedgerow garlic

METHOD

- Melt the butter in a thick-bottomed pan and gently cook the leek for 2-3 minutes to soften, stirring every so often.
- Stir in the flour then gradually stir in the hot stock. Bring to the boil and simmer on a medium heat for about 20 minutes.
- Add two thirds of the nettles and wild garlic and simmer for another few minutes.
- Blend in a liquidiser until smooth then return to the pan. Add the double cream and the rest of the wild garlic and nettles and simmer for a few more minutes, seasoning again if necessary.

LIFE&STYLE

A NEW WARDROBE: YOURS FOR £30,000

From top left: Steve being measured up at the Spencer Hart showroom; Founder Nick Hart outside the Marylebone property; One of the 12 outfit proposals

This new service from Spencer Hart will design you an entire bespoke wardrobe. By **Steve Dinneen**

We all have days when we want to stuff our entire wardrobe into bin bags and dump them outside the nearest branch of Oxfam. Most of us will go out and buy a new shirt and get on with our slightly dishevelled lives.

But for those with the commitment and a spare £30,000, there's a more nuclear option. The Wardrobe by Spencer Hart is exactly what the name suggests: a service by the Savile Row stalwart that will design and build you an entire new wardrobe, from Monday morning suits to Sunday evening knitwear. For that sum you will receive 12 full outfits (comprising a jacket, trousers and either a shirt or knitwear); two coats; two casual 'blouson jackets'; and four pairs of shoes. If that sounds a little extreme, there are also "capsule" and "compact" versions for £15,000 and £5,000 respectively.

"How often do you see someone who's got two thirds of an outfit right but they have terrible shoes or a big tie knot with a thin collar?" asks Spencer Hart founder Nick Hart. "I completely understand why – looking good is hard. If it wasn't, everybody would look good."

Hart should know. He's worked in menswear his whole life – "from design and brands to distribution and marketing" – having dressed everyone from David Bowie to Robbie Williams, Benedict Cumberbatch to Jeff Goldblum.

"When I first started Spencer Hart I paid so much attention to getting every detail exactly right," he says. "The right collars to go with the right lapels to go with the right style of coat. But people would then buy single pieces, so they didn't get the benefit of all that effort, and that made me feel pretty gutted."

Today, Hart doesn't act merely as a tailor, but as a kind of sartorial personal trainer, taking you on a transformational journey in which the destination is you being the best dressed guy in your office. "It's great for people who work in the City. It's a world that's changing so quickly – you might be at a senior level in finance and suddenly half your client base work in tech. I see people who have relied on the same pinstripe suits for 20 years, and navigating towards a more casual look can be tricky."

Most companies, Hart says, treat the client as the expert and build a wardrobe around them, which he says is putting the cart before the horse. Instead Hart and his team get a feel for a client's routines, their work environment, their likes and dislikes, and then compile a dossier full of potential outfits. For someone who travels a lot, that might mean lighter, crease-resistant fabrics or short sleeved options for hotter climates.

> "How often do you see someone who's got two thirds of an outfit right but they have terrible shoes or a big tie knot with a thin collar?

Hart agreed to draw me up a complete wardrobe to get a feel for the service, and then create one of the designs for me. Walking into his Marylebone showroom is like entering a nightclub: spotlit suits line a black corridor, interspersed with photographs of celebrities wearing Hart's tailoring: Cumberbatch smoking a cigar, Bowie looking as sharp as ever.

As we walk from sample to sample Hart gently quizzes me: whether I wear suits to work (sometimes), whether I want a purely formal wardrobe, or something that could transition into the weekend (the latter). His diagnosis goes from the general (why my body-shape means I'd be better off with narrow lapels) to the practical (why I should get one-button suits with subtle flourishes like elbow patches and patch pockets, which are easier to dress down) to the granular (how big my notepad is, so he can make my breast pocket large enough to accommodate it).

While the Spencer Hart 'look' is, on the face of it, rather minimal, it's also quite surprising when you get up close. Hart likes to use fabrics in unusual ways: suits made from jersey, dinner jackets in herringbone, shirts in thick, open-weave materials.

After the consultation, I'm measured and dressed up in a series of sample suits while Hart makes observations and takes notes. It's a pleasant way to spend an afternoon, although apparently some clients hurry through the process in less than half an hour. A few days later a 32-page document arrives in my inbox detailing 12 full outfits, from formal eveningwear to a pastel-blue short-sleeved summer shirt; from slick, black work outfits to casual suits in those unusual fabrics.

The level of detail is remarkable, each outfit sketched out, with notes explaining the cut, lining and unique features, and an opposite page showing inspirations and fabric examples. I can see how this business works now: I want them all. I eventually opt for a midnight blue suit in a textured 'pin dot' cotton, along with a polo-style long-sleeved shirt.

Five weeks later, I'm standing in front of a mirror in the other, whiter half of the Spencer Hart showroom looking, quite frankly, like a million dollars. Or maybe more like thirty grand. That Spencer Hart makes exquisite made-to-measure garments goes without saying, but this feels like the perfect suit *for me*. Like it was downloaded directly from my ego and then filtered through the brain of someone who actually knows what they're doing.

"You'll go into work and people won't know exactly what's changed," smiles Hart. "It's just that you suddenly look great."

- *Full Wardrobe: 12 fully coordinated outfits plus two coats, two casual 'blouson jackets' and four pairs of shoes costs £30,000*
- *Capsule Wardrobe: Six fully coordinated outfits plus coat and three pairs of shoes costs £15,000*
- *Compact Wardrobe: Two fully coordinated outfits, one coat and a pair of shoes costs £5,000*
- *For more information go to spencerhart.com or call 020 7935 3355*

THE PUNTER

Hong Kong racing expert **Wally Pyrah** previews today's action from Happy Valley

HONG KONG RACING TRADER

Mehboob can be Chadwick's sprint Darling

FORMER HK champion apprentice Matthew Chadwick could be the jockey to follow when racing resumes at Happy Valley later this morning.

Like most of the local jockeys riding in Hong Kong, Chadwick has found it hard to compete against the likes of Joao Moreira and Zac Purton, who continue to dominate the racing scene.

An astonishing statistic shows the two champion jockeys have so far ridden over 50% of the market leaders in races this season.

Chadwick, a former winner of the Shergar Cup Silver Saddle at Ascot back in 2012, can safely be described as a value-for-money rider. Despite partnering many no-hopers, he is clearly capable of producing the goods when riding horses with good form in the book that might have slipped under the radar.

With seven rides at the inner-city track, Chadwick, at least on paper, has strong possibilities of riding a couple of winners if the gods of fortune are smiling on him.

Purton's supporters will be licking their lips with anticipation when the reigning champ renews his partnership with top-weight Mr Picasso in the six-furlong Harbour Handicap (11.45am).

The seven-year-old drops down in class despite bouncing back to form when a close-up fifth in a hot handicap earlier last month.

He now races off a mark similar to his last winning one and has Purton aboard again.

With a low draw in his favour, this looks a recipe for success.

Matthew Chadwick has a number of good chances at Happy Valley

No doubt bettors will be keen to get on and you can guarantee he is going to start at prohibitive odds.

However, lurking near the bottom of the handicap is the Chadwick-ridden **MEHBOOB** who will be getting 14lbs from the favourite.

The Paul O'Sullivan-trained four-year-old produced an encouraging display on his seasonal appearance when, despite suffering an interrupted passage, he finished strongly to chase home G Unit over five furlongs three weeks ago.

With the extra furlong here in his favour and racing along the 'golden highway' from stall one, he is capable of making the most of the weight he receives from Mr Picasso.

Chadwick is also aboard Gentle Breeze in the Lockhart Handicap (2.15pm), whom he partnered to victory over the course and distance in September.

A 5lb penalty tempers enthusiasm, especially in a race where at least a handful of horses can be given a chance on their best form.

Chadwick could have better fortune when he partners **MY DARLING** in the closing six-furlong O'Brien Handicap (2.50pm).

This course and distance winner hasn't raced at the Valley since March 2018, but has produced several good efforts at Sha Tin to suggest he could be well-handicapped.

Having finished three lengths fifth behind one of Hong Kong's top sprinters Golden Sixty on the first day of the season, Benno Yung's gelding subsequently just failed to see out seven furlongs when collared in the closing stages and finishing fourth in a blanket finish.

That form has subsequently been well and truly franked, with three winners coming out of the race and three more being placed in competitive handicaps.

With an inside draw to his advantage, he is capable of racing close to the pace from the off and then kicking for glory turning into the straight.

POINTERS

Mehboob	**11.45am**	Happy Valley
My Darling e/w	**2.50pm**	Happy Valley

Royal Racer looks another winner for King of the Valley

IT'S WORTH paying particular attention to Caspar Fownes' horses at present.

The three-time champion trainer suffered a frustrating start to the season, but is now firing on all cylinders with seven winners and 25 placed horses from his last 61 runners.

Highlights in those victories have included Southern Legend winning the main event at Sha Tin last Sunday and Rise High ending the winning sequence of champion Beauty Generation a couple of weeks back.

Fownes excels at Happy Valley and with a handful of winners at the inner-city track already, he must be confident of extending that tally when he enters half-a-dozen contenders on the nine-race card.

His best chance of success could come in the shape of the consistent **ROYAL RACER**, who is trying 1m1f for the first-time in the Gloucester Handicap (12.45pm).

Jockey Zac Purton may have made an error of judgement in his most recent race, when rushing the four-year-old on a wide path around the turn into the home straight and having nothing more to give in the closing stages.

Results showed that horses who were ridden more patiently and closed off strongly in the latter stages of the race had plenty of success.

With the in-form Neil Callan now aboard, as well as an inside draw and a favourable-looking mark, he must go close.

Earlier on the card, keep an eye on **C P POWER** who didn't fire when strongly fancied behind subsequent winner Flash Famous early last month.

He races off a similar mark in the Lawasia Cup (12.15pm) over the extended mile and makes plenty of each-way appeal.

POINTERS

C P Power e/w	**12.15pm**	Happy Valley
Royal Racer	**12.45pm**	Happy Valley

HAPPY VALLEY

Going: GOOD

10.45 HARBOUR HANDICAP (DIV I) (CLASS 4) (3YO+) (COURSE B) (TURF) 6f 3yo plus 12 dec.

1 (9) 632844 **HERO TIME** (28) (HTB) (CD) (G,GF)
Richard Gibson 6-9-7 ..... **Z Purton★ 78**
Runs: 17 Wins: 2 Places: 2

2 (4) 846399 **SUPER LUCKY** (122) (H) (CD) (G)
C Fownes 6-9-3 ..... **A Sanna 76**
Runs: 19 Wins: 1 Places: 3

3 (2) **BRILLIANT PROFIT** (TB[1])
C Shum 4-9-1 ..... **K Leung -**
Runs: 0 Wins: 0 Places: 0

4 (7) 886982 **IRON BOY** (14) (B) (D) (G)
D Whyte 8-9-1 ..... **G Van Niekerk 77**
Runs: 38 Wins: 2 Places: 8

5 (11) 3 **METHANE** (14)
D Ferraris 4-9-1 ..... **L Hewitson 72**
Runs: 1 Wins: 0 Places: 1

6 (12) 90 **VEGA RHYTHM** (21) (H)
L Ho 4-8-13 ..... **H Lai 61**
Runs: 2 Wins: 0 Places: 0

7 (8) 700835 **WINNING WAYS** (21) (TB) (D)
A Millard 5-8-13 ..... **A Badel 78**
Runs: 26 Wins: 2 Places: 4

8 (6) 90 **APOLLOS BOW** (46) (B[1])
Y Tsui 4-8-12 ..... **N Callan 60**
Runs: 2 Wins: 0 Places: 0

9 (3) 512966 **NICE KICK** (21) (E/S) (D) (G)
J Size 6-8-11 ..... **J Moreira 76**
Runs: 28 Wins: 2 Places: 6

10 (5) 428997 **SUPREME PLUS** (14) (TB)
F Lor 4-8-11 ..... **C Y Ho 75**
Runs: 8 Wins: 0 Places: 1

11 (1) 926409 **WHAT A LEGEND** (36) (B[1])
J Ting 5-8-10 ..... **U Rispoli 76**
Runs: 8 Wins: 0 Places: 2

12 (10) 700639 **WINWIN THIRTYTHREE** (126)
P Yiu 4-8-4 ..... **K Teetan 76**
Runs: 7 Wins: 0 Places: 1

13 (13) 664959 **BULB ELITE** (14) (B)
C Yip 6-8-11 ..... **RESERVE 74**
Runs: 22 Wins: 0 Places: 3

14 (14) 8 **VIGOR CHAMP** (17)
T Yung 4-9-1 ..... **RESERVE 54**
Runs: 1 Wins: 0 Places: 0

★**BETTING:** 11/4 Nice Kick, 9/2 Hero Time, Iron Boy, 6 Methane, 7 Winning Ways, 12 Brilliant Profit, What A Legend, 16 Supreme Plus, 20 Others

11.15 FLEMING HANDICAP (CLASS 5) (3YO+) (COURSE B) (TURF) 1m 3yo plus 12 dec.

1 (9) 650002 **CALLING THE SHOTS** (14) (TB)
A Cruz 4-9-7 ..... **Z Purton★ 66**
Runs: 22 Wins: 2 Places: 3

2 (11) 353525 **GOLD VELVET** (25) (B) (CD) (G)
A Millard 6-9-7 ..... **J Moreira 59**
Runs: 27 Wins: 1 Places: 6

3 (1) 709401 **ASSOCIATION FANS** (21) (H) (CD) (GY,GF,G)
L Ho 7-9-5 ..... **M Poon(2) 63**
Runs: 40 Wins: 3 Places: 4

4 (7) 90000 **FORTUNE BUDDY** (128) (TB)
T Yung 5-9-5 ..... **M Yeung 46**
Runs: 5 Wins: 0 Places: 0

5 (4) 00000 **TIGERLAD** (31) (B)
Richard Gibson 4-9-5 ..... **A Badel 45**
Runs: 5 Wins: 0 Places: 0

6 (8) 272643 **GOLDEN CANNON** (66) (HB) (CD) (G)
K Lui 8-9-4 ..... **C Y Ho 54**
Runs: 31 Wins: 3 Places: 11

7 (2) 070007 **MEDIC DRAGON** (128) (B)
P O'Sullivan 4-9-4 ..... **M Chadwick 62**
Runs: 7 Wins: 0 Places: 0

8 (5) 0-000 **STRAPPING BAUHINIA** (206)
Y Tsui 4-9-4 ..... **A Sanna 48**
Runs: 4 Wins: 0 Places: 0

9 (10) 430517 **MEGATRON** (21) (TB) (CD) (G,GF)
P Yiu 7-9-2 ..... **K H A Chan(10) 60**
Runs: 42 Wins: 5 Places: 4

10 (3) 701059 **DOCTORS DELIGHT** (14) (HT) (D) (G)
J Ting 7-9-1 ..... **K Leung 60**
Runs: 21 Wins: 1 Places: 2

11 (12) 507801 **WONDERFUL TIGER** (14) (HT) (CD) (GF)
W So 5-8-8 ..... **K Teetan 64**
Runs: 30 Wins: 2 Places: 3

12 (6) 000602 **WINNING CIRCLE** (10) (TB)
C Chang 4-8-3 ..... **G Van Niekerk 66**
Runs: 20 Wins: 0 Places: 2

13 (13) 157577 **GODSPEED** (21) (B) (CD) (G)
D Hall 6-9-6 ..... **RESERVE 58**
Runs: 21 Wins: 1 Places: 3

14 (14) 907899 **IRISH VEGA** (10)
C Fownes 5-9-2 ..... **RESERVE 63**
Runs: 19 Wins: 0 Places: 1

★**BETTING:** 3 Calling The Shots, 7/2 Gold Velvet, 6 Wonderful Tiger, 7 Association Fans, Golden Cannon, 8 Winning Circle, 12 Doctors Delight, Megatron, 20 Others

11.45 HARBOUR HANDICAP (DIV II) (CLASS 4) (3YO+) (COURSE B) (TURF) 6f 3yo plus12 dec.

1 (2) 046865 **MR PICASSO** (28) (B) (CD) (G)
D Hall 7-9-7 ..... **Z Purton★ 76**
Runs: 25 Wins: 3 Places: 4

2 (7) 0 **WILLFUL** (25)
Y Tsui 3-9-4 ..... **M Yeung 47**
Runs: 1 Wins: 0 Places: 0

3 (12) 9 **FLYING EMPEROR** (28) (B)
C Chang 3-9-4 ..... **H N J Wong(3) 46**
Runs: 1 Wins: 0 Places: 0

4 (8) 000088 **E GENERATION** (21) (D) (G)
K Man 4-9-0 ..... **K H A Chan(10) 63**
Runs: 8 Wins: 1 Places: 0

5 (6) **BABY STORM** (HT[1])
L Ho 4-8-13 ..... **T So(2) -**
Runs: 0 Wins: 0 Places: 0

6 (9) 809980 **GINTOKI** (25) (B) (G)
T Yung 5-8-13 ..... **B Shinn 73**
Runs: 14 Wins: 1 Places: 0

7 (4) 260075 **GOLDEN GLORY** (14) (TB) (CD) (G,GF)
J Ting 9-8-13 ..... **K Leung 80**
Runs: 31 Wins: 3 Places: 7

8 (10) 077 **SIMPLY FLUKE** (42)
C Yip 5-8-8 ..... **A Badel 68**
Runs: 3 Wins: 0 Places: 0

9 (1) 09782 **MEHBOOB** (21)
P O'Sullivan 4-8-7 ..... **M Chadwick 76**
Runs: 5 Wins: 0 Places: 1

10 (11) 944459 **LIGHTNING STEED** (21) (T) (G)
C Fownes 5-8-6 ..... **A Sanna 78**
Runs: 17 Wins: 1 Places: 3

11 (5) 860344 **MASTER ALBERT** (17) (TB) (D) (GF)
W So 6-8-5 ..... **K Teetan 80**
Runs: 28 Wins: 1 Places: 6

12 (3) 070050 **BRILLIANT** (28) (HT)
K Lui 5-8-4 ..... **C Y Ho 73**
Runs: 6 Wins: 0 Places: 0

13 (13) 0 **MENAGGIO** (17)
P Yiu 4-8-13 ..... **RESERVE 54**
Runs: 1 Wins: 0 Places: 0

★**BETTING:** 2 Mr Picasso, 3 Mehboob, 5 Master Albert, 6 Golden Glory, 7 Others

12.15 THE LAWASIA CUP (CLASS 4) (3YO+) (COURSE B) (TURF) 1m 3yo plus 12 dec.

1 (8) 737668 **THUNDER STOMP** (21) (B) (CD) (G)
Y Tsui 7-9-7 ..... **J Moreira★ 80**
Runs: 49 Wins: 4 Places: 9

2 (4) 508837 **STARSHIP** (25) (B) (D) (GF,G)
P O'Sullivan 7-9-5 ..... **R Bayliss 80**
Runs: 35 Wins: 3 Places: 4

3 (2) 000900 **WON WON TOO** (14) (T) (GS)
C Yip 5-9-5 ..... **C Y Ho 73**
Runs: 17 Wins: 1 Places: 0

4 (12) 450893 **ZHAN JIANG ROCKS** (28) (T) (D)
W So 4-9-4 ..... **Z Purton 80**
Runs: 18 Wins: 2 Places: 3

5 (1) 558602 **KIRAM** (21) (CD) (GY)
D Ferraris 8-9-3 ..... **N Callan 80**
Runs: 42 Wins: 5 Places: 13

6 (11) 717550 **FAITHFUL TRINITY** (21) (HET) (CD) (G,GF)
Richard Gibson 5-9-0 ..... **K Leung 75**
Runs: 30 Wins: 3 Places: 1

7 (10) 764535 **C P POWER** (28) (TV) (CD) (G)
A Millard 7-8-12 ..... **G Van Niekerk 78**
Runs: 35 Wins: 4 Places: 6

8 (3) 80 **PRESIDENT STAR** (14) (TB)
C Shum 4-8-11 ..... **M Chadwick 61**
Runs: 2 Wins: 0 Places: 0

9 (9) 436226 **DOR DOR** (14) (H)
J Size 4-8-10 ..... **M Rispoli 73**
Runs: 13 Wins: 0 Places: 5

10 (7) 000 **SHANGHAI RUSKY** (25) (H)
T Yung 4-8-8 ..... **M Yeung 52**
Runs: 3 Wins: 0 Places: 0

11 (6) 616270 **MANAGEMENT STAR** (151) (TB) (D) (G)
K Lui 6-8-7 ..... **K Teetan 73**
Runs: 17 Wins: 1 Places: 4

12 (5) 932578 **DIAMOND LEGEND** (21) (TV) (C) (G)
A Cruz 7-8-4 ..... **A Badel 76**
Runs: 35 Wins: 2 Places: 6

13 (13) -32300 **NABOO STAR** (28) (TV)
C Fownes 5-9-1 ..... **RESERVE 73**
Runs: 7 Wins: 0 Places: 3

14 (14) 724500 **MULTIMAX** (14) (TB) (C) (G)
L Ho 8-8-2 ..... **RESERVE 76**
Runs: 48 Wins: 3 Places: 8

★**BETTING:** 5/2 Zhan Jiang Rocks, 4 Thunder Stomp, 5 Kiram, 7 C P Power, 8 Others

12.45 GLOUCESTER HANDICAP (CLASS 4) (3YO+) (COURSE B) (TURF) 1m1f 3yo plus 12 dec.

1 (5) 690938 **HEAVENLY THOUGHT** (21) (H) (G)
F Lor 5-9-7 ..... **Z Purton★ 82**
Runs: 16 Wins: 1 Places: 2

2 (11) 495255 **STARLIT KNIGHT** (7) (C) (GF,G)
Y Tsui 7-9-3 ..... **H N J Wong(3) 81**
Runs: 39 Wins: 3 Places: 5

3 (1) 521606 **GOOD DAYS I** (21) (TB) (C,D) (G,GF)
C Shum 6-9-2 ..... **K Teetan 74**
Runs: 27 Wins: 3 Places: 4

4 (7) 984 **CIRCUIT NUMBER ONE** (14) (HT)
A Cruz 4-8-13 ..... **M Yeung 78**
Runs: 3 Wins: 0 Places: 0

5 (8) 000000 **GREAT SMART** (7) (B) (G)
L Ho 4-8-12 ..... **T So(2) 63**
Runs: 11 Wins: 1 Places: 0

6 (3) 130753 **ROYAL RACER** (21) (HE) (C) (GF)
C Fownes 4-8-11 ..... **N Callan 74**
Runs: 12 Wins: 1 Places: 3

7 (9) 686028 **SANGRIA** (21) (CD) (G)
D Ferraris 6-8-11 ..... **A Badel 79**
Runs: 39 Wins: 2 Places: 8

8 (4) 900 **GOLDEN TURBO** (28) (B)
P O'Sullivan 4-8-8 ..... **K Leung 59**
Runs: 3 Wins: 0 Places: 0

9 (12) 899954 **CHEERFUL STAR** (21) (T)
F Lor 5-8-7 ..... **L Hewitson 83**
Runs: 22 Wins: 0 Places: 2

10 (2) 449832 **BULLISH GLORY** (21) (H)
C Chang 6-8-6 ..... **J Moreira 83**
Runs: 31 Wins: 2 Places: 4

11 (10) 808053 **GARLIC YEAH** (21) (B) (CD) (GY,G)
C Yip 7-8-4 ..... **C Y Ho 79**
Runs: 36 Wins: 4 Places: 7

12 (6) 629634 **DIONYSUS COLLIN** (28) (H)
K Lui 4-8-2 ..... **M Chadwick 77**
Runs: 11 Wins: 0 Places: 2

13 (13) 630176 **PLAY WISE** (14) (B) (C) (G)
C Yip 6-9-5 ..... **RESERVE 77**
Runs: 26 Wins: 1 Places: 6

14 (14) 969009 **THE FULL BLOOM** (14) (C) (GF,G)
C Yip 6-8-3 ..... **RESERVE 77**
Runs: 53 Wins: 6 Places: 4

★**BETTING:** 4 Bullish Glory, 9/2 Royal Racer, 6 Sangria, 7 Cheerful Star, 8 Dionysus Collin, 9 Garlic Yeah, 10 Circuit Number One, 12 Heavenly Thought, 14 Others

1.15 HARBOUR HANDICAP (DIV III) (CLASS 4) (3YO+) (COURSE B) (TURF) 6f 3yo plus 12 dec.

1 (1) 936244 **LADY FIRST** (21) (T) (BF)
J Ting 6-9-7 ..... **Z Purton 77**
Runs: 22 Wins: 0 Places: 7

2 (3) 155423 **SPEEDY DRAGON** (157) (D) (G)
D Hall 5-9-3 ..... **C Y Ho 73**
Runs: 13 Wins: 2 Places: 2

3 (12) 704852 **SHOUSON** (14) (B)
John Moore 4-9-2 ..... **J Moreira 77**
Runs: 11 Wins: 0 Places: 1

4 (7) 836649 **KHAKI** (25) (CD) (G)
A Millard 6-9-1 ..... **A Badel 80**
Runs: 24 Wins: 3 Places: 5

5 (6) **REFINEMENT** (T)
J Size 4-8-13 ..... **B Shinn -**
Runs: 0 Wins: 0 Places: 0

6 (9) 05 **SUPER WINNER** (36) (T)
C Yip 4-8-12 ..... **K Teetan★ -**
Runs: 2 Wins: 0 Places: 0

7 (8) 980770 **THE ONE** (17) (B)
Y Tsui 6-8-11 ..... **R Bayliss 82**
Runs: 9 Wins: 0 Places: 0

8 (10) 770808 **THE SHOW** (14) (B) (CD) (G,GF)
C Chang 9-8-7 ..... **H N J Wong(3) 78**
Runs: 47 Wins: 4 Places: 8

9 (2) 543717 **COMPASSION STAR** (21) (CD) (G,GY,GF)
K Man 6-8-6 ..... **M Yeung 81**
Runs: 23 Wins: 3 Places: 1

10 (5) 8890 **GUN GUN WIN** (36) (T)
W So 5-8-6 ..... **M Poon(2) 67**
Runs: 4 Wins: 0 Places: 0

11 (11) 90002 **FOCUS** (21)
P Yiu 4-8-5 ..... **G Van Niekerk 73**
Runs: 5 Wins: 0 Places: 1

12 (4) 090000 **PLAY TO WIN** (115) (HT)
T Yung 5-8-4 ..... **K Leung 82**
Runs: 8 Wins: 0 Places: 0

13 (13) 00 **WONDER WIN** (25) (T)
L Ho 4-8-11 ..... **RESERVE 49**
Runs: 2 Wins: 0 Places: 0

14 (14) **NUNCHUKS**
C Fownes 5-8-13 ..... **RESERVE -**
Runs: 0 Wins: 0 Places: 0

★**BETTING:** 3 Lady First, 4 Shouson, 5 Speedy Dragon, 6 Compassion Star, 8 Super Winner, 10 Focus, 16 Khaki, 20 Others

1.45 JAFFE HANDICAP (CLASS 3) (3YO+) (COURSE B) (TURF) 1m 3yo plus 10 dec.

1 (9) 753126 **MY ALLY** (21) (T) (CD,BF) (G)
John Moore 5-9-7 ..... **K H A Chan(10) 91**
Runs: 27 Wins: 2 Places: 9

2 (7) 026713 **FEARLESS FIRE** (42) (C) (G,GF)
C Fownes 5-9-6 ..... **K Teetan 88**
Runs: 27 Wins: 3 Places: 6

3 (2) 712161 **HIGH REV** (21) (B) (CD) (GF,G)
D Hall 5-9-4 ..... **Z Purton 89**
Runs: 13 Wins: 3 Places: 2

4 (8) 323136 **CHARIZARD** (17) (T) (G,GF)
D Ferraris 5-9-1 ..... **N Callan 93**
Runs: 14 Wins: 3 Places: 5

5 (4) 600900 **HAPPY FAMILY** (21) (HE) (A)
L Ho 4-9-1 ..... **T So(2) 93**
Runs: 15 Wins: 2 Places: 3

6 (1) 947083 **HAR HAR HEART** (21) (CD) (GF,G,GY)
J Size 6-8-13 ..... **J Moreira 96**
Runs: 30 Wins: 4 Places: 9

7 (10) 876764 **STIMULATION** (25) (TP) (D)
A Cruz 5-8-13 ..... **M Yeung★ 96**
Runs: 20 Wins: 3 Places: 2

8 (3) 000900 **CHUNG WAH SPIRIT** (10) (T) (D) (A)
C Yip 6-8-12 ..... **H N J Wong(3) 87**
Runs: 34 Wins: 3 Places: 6

9 (5) 243139 **ACCLAIMED LIGHT** (21) (B) (CD) (G,GF)
P O'Sullivan 7-8-6 ..... **M Chadwick 90**
Runs: 35 Wins: 3 Places: 10

10 (6) 09083d0 **FARSHAD** (10) (B) (D)
Y Tsui 5-8-3 ..... **H Lai 94**
Runs: 18 Wins: 2 Places: 0

★**BETTING:** 11/8 High Rev, 4 Fearless Fire, 11/2 My Ally, 8 Stimulation, 10 Charizard, 16 Farshad, 20 Others

2.15 LOCKHART HANDICAP (CLASS 3) (3YO+) (COURSE B) (TURF) 5f 3yo plus 12 dec.

1 (9) 406089 **BALTIC WHISPER** (17) (T) (D) (G)
C Shum 6-9-4 ..... **B Shinn★ 97**
Runs: 18 Wins: 2 Places: 2

2 (4) 826392 **FRUSTRATED** (42) (B) (CD) (G,GF)
F Lor 4-9-2 ..... **Z Purton 94**
Runs: 10 Wins: 2 Places: 3

3 (6) 386-14 **KING'S EMINENCE** (28) (G)
L Ho 4-9-2 ..... **M Poon(2) 88**
Runs: 7 Wins: 1 Places: 1

4 (11) 745572 **SPECIAL STARS** (28) (CD) (G)
J Size 4-9-1 ..... **J Moreira 92**
Runs: 11 Wins: 2 Places: 2

5 (2) 1 **CALIFORNIA LEVEE** (221) (TP[1]) (D) (G)
A Cruz 3-9-0 ..... **K Teetan 100**
Runs: 1 Wins: 1 Places: 0

6 (1) 076750 **HARD PROMISE** (122) (B) (G)
T Yung 6-9-0 ..... **M Yeung 94**
Runs: 25 Wins: 2 Places: 4

7 (7) 06003 **BEAUTY CHARISMA** (28) (TP)
John Moore 4-8-12 ..... **K H A Chan(10) 92**
Runs: 5 Wins: 0 Places: 1

8 (5) 073161 **GENTLE BREEZE** (42) (B) (CD) (G,GF)
P Yiu 5-8-12 ..... **M Chadwick 90**
Runs: 16 Wins: 3 Places: 4

9 (12) 534820 **E MASTER** (46) (V) (CD) (G)
C Fownes 6-8-10 ..... **R Bayliss 92**
Runs: 20 Wins: 3 Places: 4

10 (10) -00740 **MOMENTUM GALAXY** (21) (HE) (G)
J Ting 4-8-8 ..... **K Leung 96**
Runs: 10 Wins: 1 Places: 1

11 (8) 0009 **SKYEY SUPREME** (14) (T)
K Lui 4-8-7 ..... **H N J Wong(3) 83**
Runs: 4 Wins: 0 Places: 0

12 (3) -80700 **WINNING FEELING** (17) (G)
D Ferraris 4-8-6 ..... **L Hewitson 86**
Runs: 6 Wins: 1 Places: 0

13 (13) 095553 **BREEDERS' STAR** (14) (H) (C) (G,GF)
D Ferraris 7-9-5 ..... **RESERVE 96**
Runs: 42 Wins: 5 Places: 6

14 (14) 000-00 **MY BEGINNER'S LUCK** (241) (TP[1]) (D) (G)
J Ting 6-9-1 ..... **RESERVE 75**
Runs: 11 Wins: 1 Places: 1

★**BETTING:** 11/8 Special Stars, 7/2 Gentle Breeze, 5 Frustrated, 8 King's Eminence, 12 Beauty Charisma, 20 Others

2.50 O'BRIEN HANDICAP (CLASS 3) (3YO+) (COURSE B) (TURF) 6f 3yo plus12 dec.

1 (1) 63-03 **YOO YOO KING** (28)
A Millard 4-9-7 ..... **K Teetan 92**
Runs: 4 Wins: 0 Places: 2

2 (10) 036879 **FANTASTIC FEELING** (42) (CD) (G)
D Ferraris 8-9-4 ..... **G Van Niekerk 95**
Runs: 32 Wins: 4 Places: 8

3 (2) 092549 **MY DARLING** (25)
T Yung 7-9-4 ..... **M Chadwick★ 98**
Runs: 26 Wins: 2 Places: 4

4 (5) 542341 **BALLISTIC KING** (28) (CD) (G)
J Ting 5-9-1 ..... **C Y Ho 90**
Runs: 9 Wins: 1 Places: 2

5 (4) 500000 **HANG'S DECISION** (168) (HB) (CD) (G,A)
W So 8-9-0 ..... **K Leung 91**
Runs: 42 Wins: 5 Places: 8

6 (7) 025492 **FIRST RESPONDER** (14) (TP)
John Moore 3-8-13 ..... **N Callan 96**
Runs: 11 Wins: 0 Places: 4

7 (6) 711-8 **NAMJONG SINGS** (36) (T) (D) (S,G)
C Shum 4-8-12 ..... **B Shinn 76**
Runs: 4 Wins: 2 Places: 0

8 (3) 252523 **BUOYANT BOY** (21) (T) (CD) (G,GF)
K Man 5-8-11 ..... **A Badel 94**
Runs: 21 Wins: 2 Places: 7

9 (12) 314752 **NORDIC WARRIOR** (28) (B) (CD,BF) (G)
Richard Gibson 4-8-10 ..... **Z Purton 90**
Runs: 13 Wins: 2 Places: 3

10 (8) 099400 **SHANGHAI MASTER** (28) (CD) (G)
K Lui 6-8-10 ..... **H N J Wong(3) 98**
Runs: 25 Wins: 2 Places: 3

11 (11) 1-222 **DANCING FIGHTER** (21) (T) (G)
C Fownes 4-8-7 ..... **J Moreira 96**
Runs: 4 Wins: 1 Places: 3

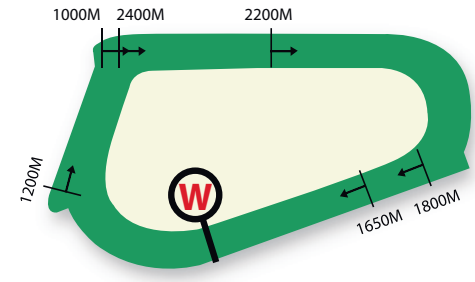
12 (9) 587508 **BEST ALLIANCE** (17) (G)
D Whyte 4-8-4 ..... **L Hewitson 98**
Runs: 19 Wins: 2 Places: 0

13 (13) 90 **BEAUTY SPARK** (122) (TB[1])
F Lor 4-8-12 ..... **RESERVE 73**
Runs: 2 Wins: 0 Places: 0

14 (14) 789897 **HARBOUR ALERT** (25) (P) (D) (A)
C Chang 8-8-3 ..... **RESERVE 94**
Runs: 29 Wins: 2 Places: 8

★**BETTING:** 6/4 Dancing Fighter, 11/4 Ballistic King, 7 First Responder, 10 Buoyant Boy, 12 Nordic Warrior, 18 Yoo Yoo King, 20 Others

Happy Valley Racecourse Turf Track Starts



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BARCA LOANER

Frank Dalleres visits 23 Capital, the London firm making football's big deals happen

GREG SIGSTON/CITY A.M.

FOOTBALL'S two biggest deals of the summer transfer window had something in common, and not just that Atletico Madrid was either the buying or selling club.

The other unifying factor in the signings of £113m Portuguese sensation Joao Felix and £108m France forward Antoine Griezmann was the involvement of financing from London-based 23 Capital on one or both sides of the transaction.

That fact is both a sign of the sport's shifting sands and the growing influence of 23 Capital, which was only set up five years ago, has been backed by billionaire George Soros and has quickly become a major player in a market where banks fear to tread.

The company is the brainchild of two men: Jason Traub, who cut his credit teeth in a 13-year stint at Investec, and Stephen Duval, whose commercial nous was honed at sportsbiz heavyweights IMG and SFX. Traub and Duval spotted a gap in the market for a firm that could offer finance to entities in the worlds of sport, music and entertainment, where intangible assets and cash flows are king and traditional lenders run for cover. So they established 23 Capital in August 2014, focusing initially on football, where Traub's expertise lay.

"We did our first deal in November," he tells *City A.M.* "Within four months we'd done £60m-£70m."

The company now employs more than 50 people across four offices: its Fitzrovia headquarters; Barcelona, the sport business hub; Los Angeles, for its music and entertainment links; and New York, which focuses on capital markets.

It was at Investec, where Traub built the bank's sports, media and entertainment offering, that he realised the football industry was being under-served.

"We came to the conclusion that there's no magic to this. It's good credit, average credit, sh**ty credit. How well do you run your business? That really was the thesis," he says. "Nobody was doing this business, could make sense of it. Over the next eight years [at Investec] we did about £1bn. That played out with zero defaults, through the biggest financial crisis of recent eras. Yet it was still incredibly difficult to build within a bank."

He adds: "Transfers were the lead because there were rules. It goes to the integrity of football. You can't buy Ronaldo for 200m, end up in an insolvency process, come out the other side clean, and have Ronaldo. Regulators will insist that transfers are paid."

> "We came to the conclusion there's no magic to this. It's good credit, average credit, sh**ty credit

THE RETAIL COMPARISON

Traub explains the challenges faced by football clubs by comparing them to retailers. "If you're a retailer, an awful lot of your value is tied up in stock. That moves through and you would be able to get some of the older financings on the market," he says. "In football it's never more true: they have a massive amount of their value tied up in stock, and that stock unfortunately is not an easy asset class to finance."

Banks got burned in the 1980s and 1990s by long-term securitisations on football stadia, he says. "Without thinking on the credit side, it's only as good as the club and the strength of that going concern. There's nothing you can do if it goes wrong – and they went wrong."

Most recently, clubs seeking financing would have to turn to opportunistic lenders, such as funds charging up to 10 per cent, or lean on local relationships. A friendly bank manager might green-light a loan of, say, £15m that did not have head office approval if it bought them favour with their favourite team. "It was not a healthy relationship," says Traub.

Football represents half of 23 Capital's business, he says – the rest is music and entertainment, which centres around rights and publishing. Of the football, 40 per cent relates to transfers, but the company also provides financing for projects such as stadium development. "What we won't do is fund into an operating expenditure requirement, unless there's an exceptional circumstance as to why they're losing 20m this year and it makes sense for that hole to be plugged," he says.

Like those of Joao Felix and Griezmann, the transfers 23 Capital works on are those at the top of the market, where staged payment is necessary due to the size of the fees involved. In practice, this means only deals of £20m or more and involving teams from the Premier League or their equivalents in Europe.

Initially, 23 Capital would strike an arrangement with one of the clubs in a transfer – usually the seller, who would be looking to cash in the receivable for an upfront payment. But increasingly, Traub says, the company is involved on both sides of the deal. "We can solve it so that you [selling team] can get your money today, you [buying team] can defer it over a period of time, so that all you need to negotiate over is the cost of that. So you've brought that down from a £150m negotiation to £1.5m-£2m. And that can get solved in 10 minutes."

Traub (main) and 23 Capital worked on the Griezmann and Felix deals

PRESSURE TO SPEND

Being a young, streamlined company allows 23 Capital to be nimble when clubs demand it, he says. "In this [summer] window, one of the largest deals was done in five days, from first call to money being in the account. Don't get me wrong, please don't do that again, because everything else stops – you don't want that. But you can. Traditionally, 2-3 weeks is the right timeframe."

Longer term, developing trust with clubs can allow 23 Capital to offer strategic services – such as restructuring a balance sheet, as it has for Portuguese giants Benfica – that Traub believes can keep them ahead of any competitors in the banking sector.

Some football followers might be surprised to learn that Barcelona, one of the world's three richest clubs, needed a loan to complete the signing of Griezmann. Traub says even the biggest clubs can need short-term finance because, under pressure to spend from fans and unaccustomed to paying dividends, do not tend to stockpile large cash reserves.

"It's the same for No20 in the Premier League and No1 in LaLiga – they need to invest, but the numbers are much bigger at Barcelona," he says. "You could say it's exaggerated but then their revenue's much bigger. If Bournemouth or Burnley are buying a £20m player and Barcelona £200m, it's the same relative to their balance sheet and profit and loss."

Seeing a club complete a high-profile signing is a "very tangible" reward for 23 Capital's work, says Traub, although the Tottenham season-ticket holder cites a deal he facilitated while at Investec as among his most satisfying.

"One of my proudest moments was being involved with a big transfer that took one of Arsenal's best players away," he recalls with a degree of mischief. "I don't want to get into the details but I did offer the best rates we could to make sure that deal could go through."

Formula One, rugby, cricket, cycling, US college sports and mass participation events are all in 23 Capital's sights as the company looks to continue its growth by expanding into other sports. Beyond that, Traub has simple ambitions.

"If you told me that in three years' time we'd continue with our market penetration and growth such that we are helping more of those clients in more directions, that's more than I could ask for," he concludes. "That and to see if my little boy could one day play for Spurs."

HOW TO FINANCE TRANSFERS

Lending to the seller: Club A want to pay Club B in instalments for Player X. Club B, however, want the money now, so they can effectively sell the receivable to 23 Capital, who loan the full fee upfront, to be repaid over an agreed timescale.

Lending to the buyer: Club B is insisting on upfront payment from Club A for Player X. This may be the case if a player has a release clause. 23 Capital can offer a loan to Club A to complete the deal, some of which may be due for repayment when cash is recouped through player sales.

REDS IN BOX SEAT Oxlade-Chamberlain helps Liverpool take control of Group E

Liverpool beat Genk 2-1 at Anfield last night to move top of Group E. Georginio Wijnaldum put the hosts ahead early on before the Belgian side equalised through Mbwana Samatta's header. But Alex Oxlade-Chamberlain (pictured) found the bottom corner to send Liverpool a point clear of Napoli, who drew 1-1 with Salzburg.

Value for money in non-stop clash of attacking sides

Chelsea and Ajax refuse to conform in relentless, epic tie, writes **Felix Keith**

THERE'S rarely a dull moment with Chelsea at the moment, but even so last night's Champions League match against Ajax was scarcely believable. Frank Lampard's exciting, exuberant and confident side only added one point to their total in Group H, yet fans certainly got their money's worth at Stamford Bridge.

The fast-paced nature of the match was relentless from the first minute to the last, with the home fans' emotions ranging wildly from stunned, content, unhappy, shocked, elated and finally the concluding state of entertained but strangely still disappointed. Chelsea displayed all of their best and worst characteristics in quick succession, but were also simply unfortunate. They conceded two own goals from set pieces, which were equal parts brilliant delivery, sloppy concentration and unlucky.

But as we've come to expect from the Blues under Lampard's happy-go-lucky tenure, they were also electric in attack, winning two penalties through their endeavour and cutting Ajax open time and again.

Ajax's prowess away from home and a gung-ho approach came as a stark contrast to their tactics in the sides' first meeting two weeks ago, when they were beaten 1-0 in Amsterdam, and made for an enthralling and impossible to predict match.

Hakim Ziyech's crosses were pinpoint, Quincy Promes' movement was spot-on, Donny van de Beek was cool in the penalty area, but eventually they were undone by the poor discipline of their experienced central defenders, who were sent off in quick succession in the second half.

Daley Blind dived in recklessly on Tammy Abraham before Joel Veltman blocked Callum Hudson-Odoi's shot with his hand. Both were already on yellow cards and, after a period of mayhem, both were dismissed and Jorginho added his second successful penalty of the night and his fourth of the season to bring Chelsea back into the contest trailing 4-3.

Cesar Azpilicueta thought he'd won it with his second goal of the night to make it 5-4 late on against nine men, but in keeping with the crazy events of the evening, it was ruled out by the video assistant referee for a handball by Abraham in the build-up.

Not worried by their numerical disadvantage, Ajax gamely ventured forward in search of a winner, but Kepa Arrizabalaga, who was earlier struck in the face by Ziyech's free-kick to concede, saved from Edson Alvarez.

Hero of the return fixture Michy Batshuayi had two late openings but couldn't beat Andre Onana, leaving Group H fittingly wide open with two games to go.

Ajax may remain top of the group on goal difference thanks to the point against Chelsea, but Valencia's 4-1 win in Lille leaves three teams level on seven points from four games.

CHAMPIONS LEAGUE

CHELSEA	AJAX
4	4
Jorginho (4' pen, 71' pen), Azpilicueta 63', James 74'	Abraham 2' og, Promes 20', Kepa og 35', van de Beek 55'

FOOTBALL DIGEST

DEPLETED MAN CITY AIM TO MAINTAIN PERFECT START

Manchester City will take to the San Siro in a competitive match for the first time since 1978 as they look to make it four wins from four in the Champions League this season against Atalanta tonight. It is Atalanta's first season in Europe's premier competition and they have been granted permission to play their home games at the home of AC Milan and Inter as their own ground falls short of governing body Uefa's requirements. If City are to maintain their 100 per cent record in Group C they will have to do it without midfielder David Silva, who has joined Rodri, Aleks Zinchenko, Leroy Sane and Aymeric Laporte on a lengthy injury list after he sustained a muscle strain against Southampton on Saturday.

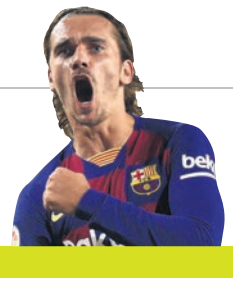
KANE BACK AS SPURS HUNT RARE AWAY WIN IN BELGRADE

Tottenham come into tonight's Champions League game at Red Star Belgrade still without a win away from home since 5 March. They came within seconds of beating Everton at Goodison Park on Sunday only to be denied by a 97th-minute equaliser from Cenk Tosun. A win would move Spurs four points clear of Red Star in Group B and tighten their grip on second place with two games to go. Harry Kane returns to the squad following a virus, while Son Heung-min has travelled despite being affected by his involvement in the serious injury to Everton's Andre Gomes. Erik Lamela and Jan Vertonghen are both sidelined.

XHAKA STRIPPED OF ARSENAL CAPTAINCY BY EMERY

Granit Xhaka has been stripped of the Arsenal captaincy by manager Unai Emery following his angry reaction to fans in last month's draw against Crystal Palace. Emery has made striker Pierre-Emerick Aubameyang the new Gunners' skipper, with Xhaka also left out of Arsenal's travelling squad for their Europa League game against Vitoria in Portugal tomorrow. "I had a meeting with him and told him he is no longer in the captain's group," said Emery. "He accepted my decision. I needed to take a decision and now it's closed." Xhaka said he had got "carried away" and reacted "disrespectfully" to fans after swearing and walking straight down the tunnel when he was substituted in Arsenal's 2-2 draw with Crystal Palace on 27 October.

SPORT



BARCA LOANER The London company financing football's biggest transfers PAGE 30

FIREWORKS AT THE BRIDGE Chelsea come from 4-1 down to draw with nine-man Ajax

Chelsea came from 4-1 behind to draw 4-4 with nine-man Ajax on a breathless night in the Champions League at Stamford Bridge. Chelsea conceded two own goals from free-kicks and allowed Quincy Promes to score a header to go in at half-time 3-1 down following Jorginho's penalty. The game appeared to be over when Donny van de Beek found the corner early in the second half to make it 4-1 but Cesar Azpilicueta got a goal back from close range before Ajax imploded. Centre-backs Daley Blind and Joel Veltman were sent off for second yellow cards in quick succession and another coolly-taken Jorginho penalty made it 4-3. Reece James smashed in a rebound to equalise (pictured) and Azpilicueta thought he'd won it, only for VAR to rule it out for handball by Tammy Abraham. The draw leaves Chelsea second in Group H, level on points with Ajax and Valencia.

SPORT DIGEST

SON RED OVERTURNED BY TOTTENHAM APPEAL

Son Heung-min's red card for the tackle which led to a serious injury to Everton's Andre Gomes has been overturned following an appeal by Tottenham. Son will no longer serve a three-match ban after Spurs' claim of wrongful dismissal was upheld by a Football Association independent regulatory commission. The Premier League previously said referee Martin Atkinson showed a red card to Son "for endangering the safety of a player". Gomes was released from hospital yesterday after undergoing successful surgery on a fracture dislocation to his right ankle.

LIVERPOOL TO PLAY TWO GAMES IN 24 HOURS

Liverpool will field separate teams in two different competitions within 24 hours in December after the date of their Carabao Cup quarter-final with Aston Villa could not be rearranged. Jurgen Klopp's side will face Aston Villa at 7.45pm on 17 December, while a different squad will be in Qatar to play the Club World Cup semi-final the following day. Liverpool, who have to play nine fixtures in December, said in a statement they would be "utilising two playing squads simultaneously" to fulfill both games.

SALAZAR ATHLETES TO BE INVESTIGATED BY UKAD

Britain's anti-doping authority has said it will review whether it needs to take any action against athletes who trained with Alberto Salazar. Salazar, the former coach of Mo Farah and the head of Nike's Oregon Project, was found guilty of doping offences by the US Anti-Doping Agency. Ukad will follow-up the investigation to see "if there is any evidence that relates to athletes under our jurisdiction". The Oregon Project was the home of Farah between 2011 and 2017. The four-time Olympic champion has never failed a drugs test and denies any wrongdoing.

WHY VAR'S GONE TOO FAR

FOOTBALL COMMENT

Trevor Steven

WE ALL want to see the correct decisions being made and that is why video assistant referees were introduced but their implementation doesn't seem to have been thought through.

The introduction of VAR to the Premier League this season has not advanced the game at all but with every passing week has instead created more controversy and uncertainty.

Referees have always been accused of inconsistency. All VAR has done is replace one inconsistency with another and asked fans to accept it. It turns out that fans prefer the old inconsistency.

The first problem with VAR is that it is being used too much. At the moment, incidents are being remotely reviewed that fans have not even noticed let alone questioned.

Secondly, the role of referees has been diminished. Premier League protocol means refs aren't using the pitchside screens, so VARs are making decisions – and that isn't how it was meant to be.

Referees must be given the chance to watch replays themselves and then be seen to be having the final decision.

I really think they would prefer that system. I was at Everton on Sunday and the official, Martin Atkinson, got awful abuse for the use of VAR when he hadn't even asked for it; it was imposed on him.

SIMPLE CHECKLIST

When refs are watching a replay it should be shown to fans in the stadium. That isn't the case now and it is a negative experience for the match-going supporter.

Fans should be able see what is being reviewed. They may still disagree with the outcome but that's always been the way in football, and, with winter coming, at least they won't be sitting still in the cold.

Lastly, the way offsides are being reviewed also need to change. How did so many people sit around a table discussing this and still get it so wrong?

If VAR is going to check for offsides using freeze-frame replays, they have to draw the line from the player's hip – not their underarm, as was the case in Roberto Firmino's disallowed goal for Liverpool at the weekend.

Martin Atkinson was at the centre of another controversy

Fundamentally, the hip is a more accurate measurement of where a player is. Decisions made on that basis would be understandable, consistent and believable.

Other sports, such as rugby union, cricket and tennis, have enhanced their games by using technology and in football the recent addition of goal-line technology has worked a treat.

So for VAR to work better, the Premier League ought to follow this simple checklist: use it less; reviews must be watched by referees and shown to fans; measure offsides from the hip. On top of that, all leagues and competitions should implement it in the same way, otherwise that is introducing another inconsistency. VAR is not going away, but football needs to take it back to its basics.

> "Referees must be given the chance to watch replays – and be seen to be having the final decision

Trevor Steven is a former England footballer who played at two World Cups ad two European Championships. @TrevorSteven63

WHO'S TOP & BOTTOM OF THE FAN SPEND TABLE?

£1,888

ESTIMATED AVERAGE SPEND PER DEDICATED PREMIER LEAGUE FAN* THIS SEASON

CLUB	EST. 2019/20 SEASON SPEND PER DEDICATED FAN*
Arsenal	£2,238
Newcastle United	£2,124
Tottenham Hotspur	£2,113
Chelsea	£2,107
Liverpool	£2,055
AFC Bournemouth	£1,972
Southampton	£1,964
Manchester United	£1,957
Norwich City	£1,930
Brighton & Hove Albion	£1,899
West Ham United	£1,883
Crystal Palace	£1,879
Everton	£1,860
Watford	£1,794
Wolverhampton Wanderers	£1,731
Sheffield United	£1,696
Manchester City	£1,665
Leicester City	£1,651
Burnley	£1,641
Aston Villa	£1,605

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*Dedicated Fan - An adult fan who attends all 19 home games and travels to 5 away-games. Represents the Premier League's top tier, most loyal customers. Those that are investing a high amount in their club on match day.