FEATURE

TAKEOVERS ON THE HIGH SEAS

THE CORPORATE RAIDERS

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National debate on the takeover of BHP has largely focussed on the cost to taxpayers of debt-financed takeovers. The equity of the tax system is of great importance, but the broader implications of the takeover have been largely ignored.

There was an initial flurry of concern about whether or not Holmes a' Court would close down the steel division, but John Halfpenny's comment that Holmes a' Court could be no worse than the Melbourne establishment indicated that the metalworkers had accepted his assurances about maintaining the company as an integrated group.

More importantly, however, the takeover points to profound changes in both ownership and financing which are under way, and which affect the basic stability of Australian industry.

The new entrepreneurs

Robert Holmes a' Court has always fostered an image of himself as a maverick in business circles. The man who has made the biggest capital gains in Australian history described Keating's capital gains and fringe benefits taxes as courageous and progressive. He has never indulged in the union-bashing oratory or monetarist pontificating common among his peers in the business world.

However, his fellow raider Alan Bond gave the lie to this image of a sort of corporate Robin Hood when he revealed to the Australian Broadcasting Tribunal that Holmes a' Court had tried to persuade him to combine their media forces to bring down the Burke government in Western Australia.

At the time of writing (mid-May), BHP appeared to be headed for an auction between Holmes a' Court and John Elliott's Elders IXL. It is easy (and accurate) to portray Elliott as the chosen son of the Melbourne establishment. At various times in his career he has enjoyed the patronage of Rod Carnegie (related to the Clarke family), Gordon Darling, Baillieu Myer and Ian McLennan.

In quick succession, this establishment has handed him control, first of Elders, then of Carlton and United Breweries, and is now trying to do the same with BHP, rather than see them fall to Holmes a' Court (or, in the case of CUB, to the New Zealander Ron Brierley).

Yet Elliott has far more in common with those he is fighting than he has with his mentors. He is also one of the new entrepreneurs. They are quite a breed, as can be seen from the accompanying table. They have built their empires with extraordinary speed. Ten years ago, none was a force in Australian business. Today, they are reshaping a wide range of Australian industries, covering retailing, whitegoods, brewing, flour-milling, food-processing, property, media, import-export, and resources.

Their style of operation has been to seek to take over companies which are undervalued by the stockmarket. Those companies may be undervalued because their assets have been poorly used, or because their strategic significance to competitors in the same product market has not been recognised by share investors.

It is too simplistic to describe them as asset strippers, though several of their corporate prey have been left as empty shells, notably Tooth Breweries and H.C. Sleigh, both of which were bought by John Spalvins' Adelaide Steamship Company.

They are not merely after the short-term profit. Bond has invested heavily in new brewing capacity, Spalvins has substantially upgraded David Jones, and Elliott has turned an old pastoral company into a modern trading and finance group. The improvements have not been uniform — Waltons (Bond) and Clarke Rubber (Spalvins) are still in the doldrums — but in general they have surrounded themselves with highly capable managers, and have committed themselves to further development of their companies.

They differ from the traditional chief executives of large public companies because all have significant equity stakes in their empires. In the case of Holmes a' Court and Bond, those stakes are worth hundreds of millions of dollars.

They behave as owners of their empires, rather than as managers of empires that belong to someone else. Spalvins, for example, was able to commit a sum of money equivalent to more than three-quarters of Adelaide Steamship's net assets to secret purchases of BHP shares, without any reference to the public shareholders of the company, in what amounted to a personal game of poker with Holmes a' Court.

On past form both Elliott and Holmes a' Court could be expected to use the enormous cash flow of BHP to
support further ventures into even bigger takeovers overseas. Neither has given any indication of a coherent project for the future of the company.

Last year, Holmes a' Court was talking about splitting BHP up, on the basis that having separate steel, oil, and minerals companies would allow institutions greater selectivity in their investments. Anyone wanting to hold oil stocks would not have to make an investment in steel and minerals as well. He now denies that this is his intention.

There is a powerful argument for keeping the three major divisions together. After years of lobbying by BHP, the Fraser government altered the tax act in its last budget to allow losses in one part of a company to be offset against profits in another, for tax purposes.

Nor is BHP a badly managed company, by the standards of Australian industry, and it is unlikely that any change in ownership would make much difference to its overall operations in the short term.

The company could be expected to play a larger role in national politics than it has in recent years. During the crisis of 1981-82, it played a rough political game, at one stage threatening to pull out of steel altogether, effectively shutting down Wollongong and Newcastle. In general, though, it has kept aloof from business organisations and broader political issues, pursuing only its own interests. This has reflected a conscious effort to avoid being seen as a sort of corporate bully, the reputation it had under Essington Lewis before World War II.

Robert Gottliebesen has made the point that a BHP controlled by either Holmes a' Court or Elliott would mean a greater concentration of personal power in a national economy than existed anywhere else in the world, rivalled only by the Oppenheimer family in South Africa.

The long term performance of the company would depend on the quality of investments made from the enormous cash flow generated by BHP. BHP has to invest in the region

![But is he really a gentleman? Holmes a' Court at play.](image)
Petersen attempted to legislate to protect the company for one of his cronies, but the institutions bailed out, accepting CSR’s money. It was the first time that such institutions had deserted a company facing takeover. There have been hundreds of cases since.

In the ‘eighties, funds management has become a highly sophisticated industry in Australia, handling in excess of $80,000 million, of which $50,000 million is in superannuation. Fund managers around the world are looking at each other’s markets to find those with the best performance. This search for performance has favoured highly leveraged, aggressive entrepreneurial managers, and the resulting footloose character of institutional capital has profoundly shaken the stability of the institutional ownership of Australian industry.

High risk banking

While institutions still dominate the market, radical changes under way in the world of banking have enabled the individuals to rival institutional abilities to marshal capital. When Bond bid for Swan Brewery, the local merchant banking subsidiary of the Hong Kong and Shanghai Bank made him a personal loan of $150 million. (The bank’s Australian manager resigned in protest — a few months previously Bond had been seen driving his Rolls with bald tyres, and he was rumoured to be near bankruptcy.) Three years later, the same bank lent him another $1,000 million, and Bond had half the Australian brewing industry.

Ten years ago, banks would only lend against the collateral of an asset, and then only if the borrower put up at least 25 percent, and the asset was worth at least 50 percent more than the loan. Since then, banks have discovered “cash flow lending”. They will support a loan if the borrower can show that the project it is used for will provide the cash to service the loan. Bankers used to see their business as accepting deposits and re-lending funds at a higher rate of interest but, today, they see themselves as risk managers who receive interest and fees in proportion to the risks they take. They no longer limit themselves to providing overdrafts to supplement the working capital of a company. The lines between debt and equity are becoming blurred as bankers take on what are fundamentally equity risks.

The nature of banking is shifting so fast that it is impossible to define clearly where it is heading. Market practices are outpacing both theoretical analysis and the legal framework. And clearly, banks are taking greater risks than they ever have before — they are lending on the security of shares when sharemarkets are at record peaks.

There is concern, even within the banking industry itself, that loans to companies which are secured by future cash flow, can become a major new problem for the world banking industry. Such lending to oil companies is already taking its toll among US banks.

The area of takeover finance is particularly risky as the banks are advancing money on the assumption that the bidder will not only get control, but also that the target company will be able to generate enough cash to cover the cost of servicing the debt.

The new entrepreneurs are thus being carried to their positions of wealth and power by forces which tend to destabilise the capital base of the corporate sector. Institutional shareholders no longer have a long-term commitment to the companies they own. And while institutional capital still tends to be long-term in character (e.g. superannuation funds), that provided by banks is quite different. The deposit base of banks is basically available at call and the banks can generally withdraw their lending whenever they need.

This is not to say that the banks are about to pull the rug from beneath Australian business, or that the new entrepreneurs are setting themselves for a fall. However, it does not augur well for the future of Australian business — or the rest of Australia — that its ultimate owners, the banks and financial institutions, have so little commitment to it.

The new entrepreneurs

Robert Holmes a’ Court:
Extensive media interests with film production in the UK, newspapers and television in Perth, and a small stake in the Herald and Weekly Times. Significant resource interests, with share of Bass Strait oil and gas royalty and the Central Queensland Coal Associates.

John Elliot:
Elders IXL is Australia’s biggest trading company. Elders Finance operates as a rural bank but has been denied a banking licence. Also owns CUB and has interests in resources with important stake in Santos.

John Spalvins:
Took over Adelaide Steamship Company when it only ran tugboats. Now has major interests in mining (Brigid Jones), processed food (Petersville Sleigh), pig farming (Australian Bacon).

Ron Bricrley:
His Bricrley Investments Ltd is New Zealand’s biggest company. Major investments of his Industrial Equity Ltd in Australia are Southern Farmers, Safcol, MLC, Cascade Breweries and AGL. Recent bid for North Broken Hill failed, as did bids for CUB and Allied Mills.

Alan Bond:
Big property interests through Austmark, brewing, Swan & Castlemaine Tooheys, resources interests in gold and oil. Was largely responsible for developing Cooper Basin but was legislated against by South Aust government. Has WA television interests.

Larry Adler:
Different to the others: apart from his FAI Insurances, he is more of a speculator than an empire builder. His investments acted as catalysts for Myer’s takeover of Grace Bros, and Coles’ takeover of Myer. Holds major stakes in Pioneer Concrete and CSR in expectation that these will fail to takeover.

Lee Ming Tee:
Arrived in Australia in 1983. Major investment is Wormald. Also has Enacon car parking group, Hastings Deering Caterpillar franchise and high technology interests.

Chris Skase:
Ex-finance journalist at Melbourne Sun. Owns TVQ 0 in Brisbane, Wide Bay Burnett TV in Mackay, Hardy Bros jewellers, Nettlefolds car importers, PMI, Property Trust, Sunstate Resources (building materials) and, in his biggest move, is bidding $360 million for AWA.

George Herscu:
A recent convert to corporate raiding. Herscu has long been a major property developer. Following takeover of Hooker, made a surprise bid for Email domestic appliance group.

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