CONTENITS



FEBRUARY 1, 7817

FEATURES

THE ASE OF DIVERNIT

Google Searches Its Soul

BY ELLEN MCGIRT

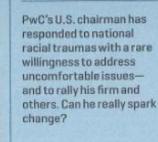
How the search giant's own deep diversity efforts could change the way we all see the world. Plus: how Facebook thinks about inclusion.

PAGE NO.

28



BY ELLEN MOGIRT



PAGE NO

38



Is the World Big Enough for Huawei?

BY SCOTT CENDROWSKI

After climbing to the top of the smartphone market at home, the Chinese giant is taking off in Europe. But to challenge Apple and Samsung, the world's No. 3 phonemaker needs to reach U.S. consumers—or learn to live without them.

46

Buy. Squeeze. Repeat.

BY BEOFF COLVIN

The Brazilian investors who control Kraft Heinz are applying their proven formula to construct a new global food colossus. What will they buy next?

54



A ON THE COVER: PHOTOGRAPH BY THE VOORNES

CONTENTS

DEPARTMENTS



BRIEFINE

5 > Obamacare

The GOP hasn't budged on its pledge to repeal and replace the Affordable Care Act, but it's not going to be easy. BY TORY NEWMYER

8 - Cybersecurity

Meet the security pros getting a lift from the post-Soviet world's hacking notoriety. By VIVIENNE WALT

9 - Awards

The hidden figures of the Oscars ad blitz. By TOM HUDDLESTON JR.

10 - Transit

The U.S. is getting a really bad deal on infrastructure. By STEPHEN SMITH

11 - Insight

What Facebook can teach publishers about consumer psychology. By DEREK THOMPSON

FOCUS

TECH

12 > The Rise of Synthetic DNA

Will we soon be buying silk, wood, and more fabricated out of genetic code? By JENNIFER ALSEVER

14 > Business in the Cloud

A little-known department at Alphabet has a strategy that might just save social media. By JEFF JOHN ROBERTS

16 ➤ Next Gin

A tech industry veteran reinvents his career by embracing a family pastime: distilling spirits. By JOHN KELL

18 ➤ If Silicon Valley Went to Washington

What if Donald Trump filled his cabinet with the best that tech has to offer? By ROBERT HACKETT

VENTURE

19 - How | Got Started

Real estate, publishing, philanthropy and optimism in the face of troubles form the core of Francis Greenburger's fascinating life. Interview by DINAH ENG



MUTCH

22 ► How Investors Win If Cash Comes Home

A proposed tax deal could encourage U.S. companies to repatriate \$1 trillion, with some of it flowing straight to shareholders. By SHAWN TULLY

24 ➤ When Shereholders Are Spectators

At founder-controlled companies, it's hard to get management to do the right thing. By RYAN DEROUSSEAU

FORUM

26 - Disrupted

Age bias is real—but it shouldn't stop older professionals from making their next career move. By DAN LYONS

27 > A Boom With a View

Will this be the year that virtual reality finally goes mainstream? I'm not convinced. By ERIN GRIFFITH

BACK PAGE

LAST BYTE

64 > Watching the Dow Leap

Dow 20,000 is a momentous milestone, and thanks to a post-election rally, it's within reach. Text by JEN WIECZNER; graphic by NICOLAS RAPP

CORRECTION

"Payback Time" (Jan. 1) incorrectly stated that SAC Capital did not plead guilty to criminal charges. In fact, the hedge fund did plead guilty to criminal insider-trading charges.

Fortune Asia [ISSN 0738-5587] is published monthly, with extra issues in March, June, September, and December, by Time Asia [Hong Kong] Limited. Fortune Asia may also publish occasional extra issues. Customer Service and Subscriptions: For 24/7 service, please use our website: fortune.com/customerserviceasia. You may also contact Customer Services Center at 852-3128-5688, or email to enquiries@timeasia.com or write to Time Asia [Hong Kong] Limited, 37/F Oxford House, Taikoo Place, 978 King's Road, Quarry Bay, Hong Kong. Subscribers: If the postal authorities alert us that your magazine is undeliverable, we have no further obligation unless we receive a corrected address within two years. Mailing List: We make a portion of our mailing list available to reputable firms. If you would prefer that we not include your name, please contact Customer Services Center. Member, Audit Bureau of Circulations. @ 2017 Time Asia [Hong Kong] Limited. All rights reserved. Fortune is protected through trademark registration in the U.S. and in the countries where Fortune magazine circulates. Fortune Asia is printed in Singapore. Singapore MCI [P] 061/11/2016. Malaysia KKON permit no. PPS1162/05/2013 (022950).