

FINANCIAL TIMES

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INTERNATIONAL NEWSPAPER OF THE YEAR

ASIA



The five perils facing the Truss reset

ROBERT SHRIMSLEY, PAGE 19

Old-school CVC faces new scrutiny in listing

BIG READ, PAGE 17

Nato scrambles to meet Ukraine's demand for missile defence systems

US says 'will' is not lacking 50 nations at alliance meeting Call to source arms from stockpiles

HENRY FOY AND FELICIA SCHWARTZ — BRUSSELS

Nato allies are struggling to secure sufficient air defence systems to meet Ukrainian demands for additional support, western officials have admitted, as Kyiv requests greater protection from Russian missile attacks.

Ukraine has identified the procurement of air defence systems from the west as its top priority in the wake of Monday's mass barrage of its big cities.

Germany this week shipped the first of four air defence systems to Ukraine, while US president Joe Biden pledged to provide "advanced" air defence following talks with Ukrainian president Volodymyr Zelenskyy this week.

Officials from almost 50 countries met in Brussels yesterday to co-ordinate how to keep meeting Kyiv's need to protect its citizens and troops from attacks.

Attendee governments have pledged to provide Ukraine with close to \$40bn in weapons and defence funding since February, when Russian president Vladimir Putin launched his full invasion of Ukraine. Zelenskyy this week urged G7 leaders to speed up supplies and help create an "air shield" for Ukraine.

"It's certainly not a question of lack of will," US defence secretary Lloyd Austin said, when asked at a press conference why allies were not sending air defence systems faster. "Countries will do whatever they can, if they can generate additional capabilities."

He pointed to US and German pledges to send air defence technology and said some countries had volunteered to send ammunition for the US system.

General Mark Milley, chairman of the US joint chiefs of staff, said the US was asking allies to commit to providing systems from their stockpiles, including older air defence technology.

He called on the countries represented at the conference to "chip in, and help [Ukraine] to rebuild and sustain an integrated air and missile defence system, specifically older systems".

Sourcing older air defence systems is one of the biggest challenges for western nations. The US and allies are working



to locate systems that could be moved, two senior western officials said, in the face of production shortages in the west and stretched inventories.

"Countries have already provided some, but there is a shortage of production capacity," said one of the officials. The person added that some Nato mem-

bers were facing years of delays for their own air defence platforms.

Nato countries including Poland and the UK have provided air defence systems to Ukraine since February, from handheld missile launchers to more complex truck-mounted systems. This has created a patchwork network of protection alongside Ukraine's own post-Soviet systems such as the S-500.

The US has promised to deliver two platforms of its advanced National Advanced Surface-to-Air Missile System (Nasams) in the next two months, as well as six more that will arrive over the longer term, officials have said.

While Ukraine's existing systems were able to shoot down 41 of the more

than 80 missiles Russia fired at its cities on Monday, officials and analysts have said that there are not enough to protect civilian centres and troops on the front line from Russian attacks.

Nato secretary-general Jens Stoltenberg said yesterday: "Allies have provided air defence, but we need even more. We need different types of air defence... different systems for different tasks."

He added: "Ukraine is a big country [with] many cities. So we need to scale up to be able to help Ukraine defend even more cities and more territory against horrific Russian attacks against their civilian populations."

Putin gas pipeline hint page 2

Mikoyan MIG 29 jets from the Polish Air Force take part in a Nato exercise over Lask, Poland yesterday

Onar Marques/Getty Images

Briefing

BoE fights fresh sell-off as emergency deadline looms The UK central bank has faced a new gilts rout after it vowed to end its emergency bond-buying. — PAGE 4; MARKETS INSIGHT, PAGE 13; FT VIEW, PAGE 18; LEX, PAGE 20

KPMG's Dubai chief quits Nader Haffar has announced his resignation after allegations of nepotism, cronyism and partner discontent began to engulf the business in July. — PAGE 6

Berlin recession warning The German government has joined economists in warning that the energy crisis will push the economy, Europe's largest, into recession next year. — PAGE 4

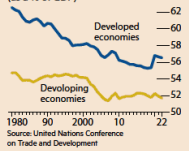
Sri Lanka buys Russian oil Crisis-hit Colombo has begun imports as cash-strapped nations increasingly take advantage of discounts created by western sanctions on Moscow. — PAGE 2

Twitter reviews ban rules The social media platform has launched an assessment of its policies that could bring them more into line with Tesla chief Elon Musk's vision. — PAGE 8

BASF plans deep cost cuts The world's largest chemicals company has said it will slash about €1bn over two years, as it warned of "significantly weaker earnings in Europe". — PAGE 6

Datawatch

Workers lose out Total income from labour (as a % of GDP)



Labour's share of gross domestic product indicates the proportion of output that is paid as wages to employees compared with that paid to capital in the production process. The decline in developed economies has been most pronounced



Putin's 'General Armageddon' Page 2

'He's a tough guy who knows how to run a war. He's a real beast, not some dumb, vodka-drinking guy or a pseudo-intellectual. He's a real fighter'



Rise of the virtual idols as Beijing rejects celebrities

Analysis — PAGE 10

Table of exchange rates for various countries including Australia, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Pakistan, Philippines, Singapore, Taiwan, Thailand, and Vietnam.

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Human tissue implanted in rat brains boosts research into psychiatric illness

CLIVE COOKSON — LONDON

Scientists researching ways to treat psychiatric diseases have successfully implanted human brain tissue into newborn rats, where it grew neural connections that stimulated the rodents' awareness of the outside world.

The experiments at Stanford University are the most successful attempts yet to get human neurons to thrive and function inside the brains of animals, after more than two decades of research.

In one test, the human cells in the rat brains became electrically active in synchrony with puffs of air blown at their whiskers. In another, pulses of blue light were directed towards the human neurons in the hybrid brain to train the rats to associate this with the availability of drinking water. After two weeks, light directed into the human neurons sent

the rodents straight to the water spout, showing that the implanted cells were engaging with the reward-seeking circuits of the rat brains and influencing their behaviour in a specific way.

"Our mission is trying to understand psychiatric diseases at the biological level so we can find effective therapies," said Sergiu Pasca, project leader and Stanford's professor of psychiatry and behavioural sciences.

Madeline Lancaster, group leader at the MRC Laboratory of Molecular Biology in Cambridge who was not involved in the research, called it an "exciting system for modelling brain disorders and neural development."

The work builds on more than a decade of research into human brain organoids, sometimes called "mini-brains" though neuroscientists dislike the term. These three-dimensional cerebral

structures are produced from stem cells derived from skin, which are treated with a biochemical cocktail. The organoids assemble into a structure with many of the features of a real brain. But the absence of a blood supply or sensory input in a lab dish stops them developing beyond a certain point. This led the Stanford team to implant them into rats. Cells from the rat brain then migrated into the human tissue, forming blood vessels. The organoids formed connections with structures in the host brain including the thalamus that relay sensory information to the cortex.

Although human neurons filled about 30 per cent of one brain hemisphere, they produced neither improvement nor deterioration in the rodents' memory and cognitive functioning.

The research was published yesterday in Nature magazine.



World Markets table with columns for STOCK MARKETS, CURRENCIES, and GOVERNMENT BONDS, listing various indices and their performance.

Dubai

| | | | |
|------------------|----------|----------|-------|
| Nikkei | 26386.83 | 26401.25 | -0.02 |
| Hang Seng | 16781.03 | 16832.38 | -0.78 |
| MSCI World \$ | 2378.29 | 2395.61 | -0.81 |
| MSCI EM \$ | 884.66 | 884.81 | -0.28 |
| MSCI ACWI \$ | 552.10 | 557.51 | -0.97 |
| FT Wilshire 2500 | 4681.10 | 4710.46 | -0.62 |
| FT Wilshire 5000 | 36569.67 | 36782.80 | -0.61 |

| | | | |
|-----------|------|------|-------|
| GER 2 yr | 1.81 | 1.82 | -0.02 |
| GER 10 yr | 2.31 | 2.29 | 0.02 |
| GER 30 yr | 2.34 | 2.29 | 0.06 |

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INTERNATIONAL

South Asia

Sri Lanka pivots to discounted Russian oil

Inflation and strong dollar force stressed nations to cut import costs

SHOTARO TANI — LONDON
BENJAMIN PARKIN — NEW DELHI

Crisis-hit Sri Lanka has begun importing large quantities of oil from Russia, highlighting how cash-strapped countries are increasingly taking advantage of price discounts created by western sanctions on Moscow.

Sri Lanka, which in effect ran out of fuel earlier this year because of a financial crisis, has since May sourced more than half of its crude from Russia,

according to analytics providers Refinitiv and OilX. It is the first time Sri Lanka has imported Russian oil since at least 2013, according to research firm Kpler.

Analysts say Sri Lanka's pivot to discounted Russian oil reflects a growing trend as inflation and a strong dollar force financially stressed countries to cut import costs.

After President Vladimir Putin's full-scale invasion of Ukraine in February, the G7 nations said they would phase out or ban the import of Russian oil.

India and China have become major buyers of Russian oil, increasingly joined on a smaller scale by inflation-hit countries including Pakistan, Bangladesh and Cuba. All these buyers as well

as Sri Lanka abstained on a UN General Assembly resolution in March that condemned the Russian invasion.

Sri Lanka was "a bellwether of what we can expect poorer nations to look to be doing over the next few months," said Neil Crosby at OilX. "They're trying to reduce their import costs, they're under financing pressure and in that context Russian barrels look very tempting."

Since February, Russian Urals crude has on average traded at a discount of about \$30 a barrel to the North Sea dated benchmark price, according to data provider Argus Media. All of Sri Lanka's 7.1mn barrels of crude oil imports last year came from the United Arab Emirates, but Russia has

accounted for 2.6mn barrels since May, around 79 per cent of the total ordered, according to Refinitiv. Data from OilX showed 60 per cent of Sri Lanka's crude imports since May are from Russia.

Thanh Long Huynh, chief executive of data analytics firm QuantCube, said the sales to Sri Lanka underscored how Russian oil was finding new markets as the EU tried to restrict imports.

"The first two Russian shipments arrived from Primorsk and Novorossiysk, ports in the Baltic Sea and Black Sea, respectively," he said. "Since these ports historically served European ports, they indicate the development of new trade routes for Russian energy."

Sri Lanka, which defaulted on its

debts in May, has struggled with shortages. Energy supplies ran so low earlier this year that blackouts lasted up to 10 hours and drivers queued days for fuel.

A rationing system has eased shortages, while government revenues from exports have also helped fund imports.

Sri Lanka's state-owned sole crude oil refinery shut earlier this month, but is set to reopen when a Russian crude shipment arrives, an industry executive said. Analysts said it was unclear whether Sri Lanka was buying directly from a Russian oil company, which would suggest a government-to-government deal, or buying spot cargoes.

President Ranil Wickremesinghe's office did not comment.

Energy supplies

Putin hints at restored gas exports to Europe via Nord Stream 2

POLINA IVANOVA — BERLIN
MAX SEDDON — RIGA
DAVID SHEPPARD — LONDON

Vladimir Putin has suggested Russia could supply gas to Europe this winter using one section of the Nord Stream pipelines that remains intact, and that other lines could be repaired if their future use were guaranteed, and suggesting rerouting volumes via Turkey.

In a speech railing at western plans to introduce a price cap on Russian oil in response to Moscow's invasion of Ukraine, the Russian president both blamed the EU for rising global energy prices and hailed a recent decision by the Opec+ producers' cartel to cut oil output in order to keep prices high.

Speaking at an energy forum in Moscow yesterday, Putin blamed attacks on the Nord Stream 1 and 2 pipelines on those who "benefit" in the west, hinting at Washington, Kyiv or Warsaw.

Putin described the attacks as setting "a most dangerous precedent" and warned other infrastructure could be at risk, in what may be viewed in the west as a thinly veiled threat. The US and its allies suspect Russia of sabotaging the pipelines near Denmark, leading to huge gas leaks in the Baltic Sea, and European countries have stepped up patrols to protect energy infrastructure.

"Any critical piece of transportation, energy or utility infrastructure [is] now at risk," Putin said, "no matter what part of the world it is located in, whether it lies over the seabed or over land."

The damage to the pipelines could be repaired, Putin said. "But this will only make sense in case of their further economically viable operation."

He added: "If we and the Europeans come to a common decision to supply gas along the surviving branches, one branch of Nord Stream 2 appears to have survived. There is still pressure in the pipe."

Russia has long pushed for NS2's start-up, which was delayed by US sanctions and then blocked from entering service by Germany shortly before Russia's full-scale invasion of Ukraine.

The German government responded to Putin, Reuters reported, by saying that Berlin ruled out accepting gas from NS2, which it has never certified. It added that Russia could resume deliveries via NS1. Both NS1 pipelines, however, remain damaged.

Putin also suggested creating a gas hub in Turkey that could supply Europe. "We could move the lost volumes... to the Black Sea region. And in this way, we could make the main routes for the supply of our pipelines and natural gas to Europe via Turkey," he said.

Construction of the TurkStream and Nord Stream pipelines was set by eastern European countries as an attempt to weaken Ukraine, the traditional main gas transit route for Russian exports.

Alexei Miller, head of Russian state gas giant Gazprom, said that even if "one week or five days will be abnormally cold", then "entire cities, entire lands may freeze" without Russian supplies. Putin noted European consumers had started stockpiling firewood "as in the Middle Ages".

European gas storage facilities have been filled above 90 per cent, according to data from Gas Infrastructure Europe.

Ukraine. Battlefield leadership

Kremlin unleashes 'General Armageddon'

Russian president names 'the fierce one' Surovikin as commander of invasion forces

MAX SEDDON — RIGA
CHRISTOPHER MILLER — LONDON

Vladimir Putin gave a clue this week about the mastermind behind Russia's heaviest missile onslaught since the early days of its invasion of Ukraine.

In a television address lauding the operation and warning of more to come, the Russian president said Monday's strikes on cities across Ukraine, launched in retaliation for the attack on the Kerch bridge linking Russia to the annexed Ukrainian peninsula of Crimea, were ordered "at the defence ministry's suggestion".

The remark pointed to Sergei Surovikin, a hardline general named as commander of Moscow's invasion forces two days earlier.

In appointing a man known as "the fierce one" or "General Armageddon", Putin has signalled he will react to Russia's battlefield failures by intensifying the war, analysts say.

"Surovikin is like Marshal Zhukov," commander of the Soviet Union's Red Army in the second world war, said Ruslan Pukhov, director of the Center for Analysis of Strategies and Technologies, a Moscow defence think-tank.

"He's a tough guy who knows how to run a war. He's a real beast, not some dumb vodka-drinking guy or a pseudo-intellectual. He's a real fighter who isn't scared to tell the higher-ups the truth."

Formerly head of Russia's air force, Surovikin took command as Moscow's seven-month campaign reached its lowest ebb. In recent weeks, Ukraine has reclaimed territory from Russian occupation despite Putin's decision to annex four regions in the south-east, putting Moscow in the position of losing land it had claimed as part of Russia days before.

The Kremlin has since sanctioned a wave of public criticism of the armed forces as the military's problems with manpower, munitions and logistics, as well as an unpopular mobilisation drive, become too glaring to ignore.

"Russian military problems are not the kind that can be resolved by appointing a different commander," said Michael Kofman, director in the Russia Studies Program at CNA, a US



Under fire: Dnipro residents inspect a missile crater on Monday. Below, General Sergei Surovikin with Vladimir Putin

Defence think-tank. "But if you look at [Surovikin's] performance since the summer [when he commanded troops on the southern front], Russian forces in the south have fared the least worst."

Surovikin, 56, is notorious for his campaigns in Syria, where he served two stints as commander of Russian forces supporting Bashar al-Assad's regime. Human Rights Watch named him among officials who "may bear command responsibility" for attacks on civilians, alleging in a 2020 report he had ordered attacks on homes, schools and hospitals. Russian missiles on Monday and Tuesday hit civilian infrastructure, including a playground in Kyiv, despite claims by

'He's a tough guy who knows how to run a war. He's a real beast'

Moscow that only military sites were targeted.

Ukrainian officials have claimed the appointment and recent air strikes are part of an intimidation campaign.

"Every escalation, they bring in more dangerous people. This guy was known as the Butcher of Syria. They brought in a bad guy to scare us. But we won't be," said Vadym Prystaiko, Ukraine's envoy to the UK. "They finally understood they can't do anything on the ground... So they brought in an air forces guy to try. To me, this means Putin is really frustrated, really desperate."

The appointment may also appease Russian hardliners who have called for strikes on Ukraine's critical infrastructure, say analysts.

He has had a reputation for ruthlessness since a 1991 coup attempt by Soviet hardliners, when he led an army unit sent to quell pro-democracy protests. The putsch failed and Surovikin was jailed for six months after troops under him killed three unarmed demonstrators. But the charges were dropped and he was released and promoted.

Surovikin's subsequent career was



Major powers

US security strategy warns of 'decisive decade' for China links

DEMETRI SEVASTOPOULOS — WASHINGTON

Joe Biden has warned the US faces a "decisive decade" in its rivalry with China, as he unveiled a national security strategy that singled out Beijing as having the intent and capability to reshape the international order.

In the first such document of his presidency, Biden yesterday wrote that his administration was "determined about

priorities we pursue today will set us on a course that determines our competitive position long into the future," the security strategy said.

Biden's national security strategy, which comes five years after the US released its previous iteration, outlines his view of the strategic challenges facing the country and the key priorities for American national security officials.

The document said that the US must

It also comes just two months after China conducted large-scale military exercises, including firing missiles over Taiwan, in response to US House Speaker Nancy Pelosi's visit to Taipei.

Beijing accuses Washington of interfering in its domestic affairs and creating anti-China coalitions with US allies.

'China [has] the intention

tral to the global economy and was an important player in terms of efforts to deal with climate change and global public health issues. It said the US and China would still "coexist peacefully" despite the challenges.

Biden recently said the US would defend Taiwan if it came under attack from China, in his fourth such statement, which has reinforced concerns about a possible war breaking out in the

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the scope and seriousness" of the challenge posed to the international order from China and Russia.
"China harbours the intention and, increasingly, the capacity to reshape the international order in favour of one that tilts the global playing field to its benefit," he wrote in the 48-page text.
Biden added that Russia had "shattered peace in Europe" with the invasion of Ukraine and was endangering the global non-proliferation regime with its "reckless nuclear threats".
In terms of competition with China, which the Pentagon calls the "pacing challenge" for the US, Biden said the next decade would be decisive.
"We stand now at the inflection point, where the choices we make and the

have a "free, open, prosperous and secure international order". It said the US would try to achieve that by investing in US power and influence, building strong coalitions to "shape the global strategic environment", and strengthening the US military to ensure it was "equipped for the era of strategic competition with major powers" while also having the capability to counter terror threats to the US.
The focus on China comes as relations between Washington and Beijing are mired in their worst state since the countries established diplomatic relations in 1979. The US is concerned about everything from the rapid modernisation of the Chinese military to its aggressive activity around Taiwan.

and, increasingly, the capacity to reshape the international order'
In recent days, China has criticised the US for introducing export controls designed to slow Chinese progress in artificial intelligence, super computers and advanced chips.
The security strategy presented Beijing as posing the most serious challenge to the US, but also said Washington would take steps to make sure it was "outcompeting the People's Republic of China in the technological, economic, political, military, intelligence and global governance domains".
It also recognised that China was cen-

and, increasingly, the capacity to reshape the international order'
The strategy release came days before President Xi Jinping is expected to secure a third term as China's leader at the Communist party's 20th congress. US and Chinese officials are also negotiating a possible first in-person meeting between Biden and Xi when the two leaders attend the G20 summit in Bali, Indonesia, next month.
The security strategy had been expected earlier this year but was delayed because of the Russian invasion of Ukraine.
Its publication paves the way for the Pentagon to release its "national defence strategy" and for the administration to release a highly anticipated "nuclear posture review".

INTERNATIONAL

Saudi Arabia tests US ties after Opec+ cuts output

Riyadh's gamble in following self-interest has pushed Biden into relationship reset

SAHER AL-ATRUSH AND SIMEON KERR
DUBAI
ANDREW ENGLAND — LONDON
FELICIA SCHWARTZ — WASHINGTON

As US politicians lined up to lambast Saudi Arabia after the Opec+ alliance slashed its oil production targets last month, the kingdom sent one of its most seasoned diplomats to say on American television: this is not about you.

"The idea that Saudi Arabia would do this to harm the US or to be in any way politically involved is not correct at all," Adel al-Jubeir, minister of state for foreign affairs and a former ambassador to the US, told Fox News at the weekend.

The message from Riyadh was that it had acted on the basis of market conditions and in its own interests as it sought to preserve oil prices to fund massive state spending plans.

But its words fell on deaf ears as Democrats raged against the kingdom, a traditional US ally, for ignoring Washington's pleas not to cut output.

President Joe Biden said on Tuesday "there will be consequences" for Saudi Arabia, without elaborating. He was speaking after John Kirby, for the National Security Council, said the administration was re-evaluating ties with Riyadh in "light of the Opec decision". Kirby told CNN that Biden was willing to work with Congress on punitive steps against Saudi Arabia.

The cuts highlighted how under Crown Prince Mohammed bin Salman, the kingdom is increasingly willing to pursue its own agenda even if it risks upsetting its partners. But it was also a

gamble as the decision by Opec+, which includes Russia, to cut output targets by 2mn barrels a day has further damaged Saudi Arabia's image in the US. "They [the Saudis] were trying to suggest the relationship between Washington and Riyadh is no longer a vertical one and mutual interests need to be taken into account," said Sanam Vakil, a Gulf expert at think-tank Chatham House. "They are saying if you want us on side, our relationship needs to be nurtured."

But in Washington, the move was considered a snub of Biden ahead of mid-term elections and amid high global energy inflation. The deal also underlined US concerns about Riyadh's relationship with Moscow as Russia president Vladimir Putin stepped up his war against Ukraine.

On Monday, Bob Menendez, Democratic chair of the Senate foreign relations committee, sought to "immediately freeze all aspects of our co-operation with Saudi Arabia, including any arms sales and security co-operation". "I will not greenlight any co-operation with Riyadh until the kingdom reassesses its position [on] the war in Ukraine," he said. "Enough is enough."

The decision also unsettled a Saudi ally closer to home. Riyadh insisted all 25 Opec+ members were supportive of the cut, but the United Arab Emirates, its closest Arab partner, as well as Iraq, had expressed misgivings, according to several people briefed on the talks.

When the UAE's concerns failed to gain traction, it suggested a delay, but to no avail, the people said. The UAE's



This way: Crown Prince Mohammed bin Salman guides US president Joe Biden for a photo in Jeddah, Saudi Arabia, in July. Mandeel Ngezi/AFIF/Getty Images

energy minister and his Iraqi counterpart later agreed to go along with the cut and defended it after the meeting.

As with Saudi Arabia, the UAE has sought to pursue a neutral stance on Russia's invasion. Both Gulf states are dependent on US arms and weapons and have pushed for greater security commitments from Washington.

But the contrasting narratives highlighted strains in a decades-old relationship between Riyadh and Washington. Ties have centred on personal relations between the president and the king, but today it is blighted by mistrust, tensions and misunderstanding, analysts say.

Prince Mohammed, the de facto ruler, had good relations with former president Donald Trump and his son-in-law, Jared Kushner, despite Saudi agents murdering Jamal Khashoggi in 2018.

But the crown prince has virtually no relationship with Biden, who campaigned vowing to turn Saudi Arabia into a "pariah" over the journalist's murder, which Riyadh blamed on a rogue operation, and for other rights abuses. His

administration froze sales of "offensive weapons" to Riyadh over its military intervention in Yemen, reinforcing the Saudi perception that the US was no longer a predictable partner.

"The personal touch is not there and they don't have enough understanding of each other's needs, political climate and culture on either side," Vakil said.

After a July meeting between Prince Mohammed and Biden, US officials were optimistic the kingdom was willing to raise oil production. But Saudi officials said Riyadh made no such pledge.

In August, as the US approved a \$3bn missile sale for the kingdom's Patriot air defence systems, Opec+ raised its output target by just 100,000bbl, one of the smallest increases in its history. In September, it started announcing cuts.

"What Saudi Arabia promised was to do its best to stop oil from going to \$200 and it did that by increasing production in the summer," said Ali Shihabi, a Saudi commentator close to the royal court. "The kingdom never committed to allow[ing] the price of oil to collapse."

'The personal touch is not there and they don't understand each other's needs'

'It smacked of payback for the comments Biden made during the campaign'

Before the Opec+ meeting, US officials had proposed delaying the cuts until after the midterm election, Shihabi said, an idea Saudi Arabia rejected.

A US official said it was "categorically false" that the administration sought a delay in connection with the midterms.

Saudi officials and commentators view criticism of the output cut as a symptom of US domestic politics.

Saudi foreign minister Prince Faisal bin Farhan al-Saud said the US remained the kingdom's top security partner.

"When politicians in America assess the relationship, they will recognise... the benefits it brings and continue to co-operate," he told Saudi-owned broadcaster Al-Arabiya on Tuesday night.

But Jon Alterman, director of the Middle East programme at the Center for Strategic and International Studies, said: "This smacked of payback for the comments Biden made during the campaign and the lectures he delivered during his visit to the kingdom. That could get messy for the Saudis quickly as they don't have many friends in Congress."

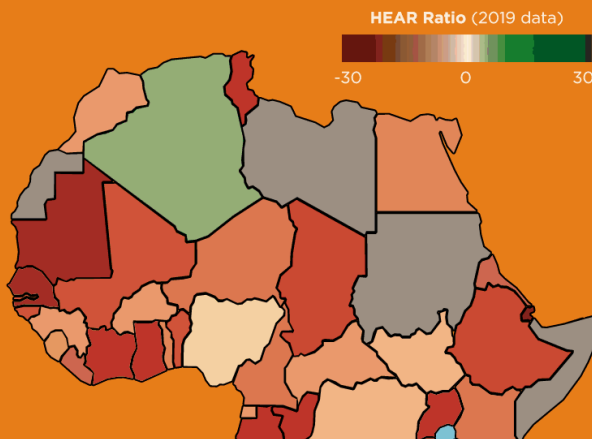
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Health & Education At Risk

A call to make development finance more sustainable

As the US dollar strengthens and local currencies weaken, low-income countries suffer as their dollar-denominated debt unexpectedly becomes much more expensive to repay. Governments are forced to cut budgets for critical development expenditures such as health and education to avoid sovereign default.

We call on the World Bank and Regional Development Banks to start lending in synthetic local currency. This would provide low-income countries with much needed hard currency but not expose them to currency risk. It makes debt payments predictable and prevents unnecessary damage to social development.



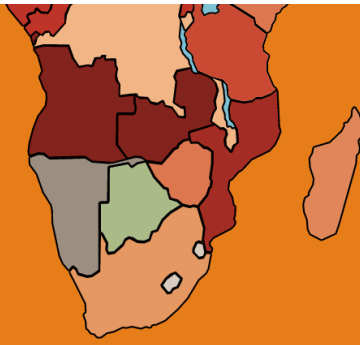
TCX has developed the HEAR ratio to visualize a country's currency risk expressed as a multiple of its average budget for health and education. The redder the country, the more the budget is at risk.

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(IMF and World Bank data; OGRsearch calculations; Uganda, Tanzania and Cameroon based on 2018 data)



INTERNATIONAL

Energy crisis

Germany fears recession because of conflict

Growth forecasts slashed for next two years on back of soaring gas prices

MARTIN ARNOLD — FRANKFURT
GUY CHAZAM — BERLIN

The German government has joined economists in warning that the energy crisis caused by Russia's invasion of Ukraine will push Europe's largest economy into recession next year.

The government yesterday slashed its growth forecasts for the next two years and now expects output to shrink 0.4 per cent next year, following lukewarm growth of 1.4 per cent this year.

The new forecast is a sharp downgrade from Berlin's previous prediction of growth of 2.2 per cent this year and 2.5 per cent next year.

Robert Habeck, vice-chancellor and economy minister, said the "substantial economic downturn" would be "above all, concentrated in the third and fourth quarters of this year and the first quarter of 2023".

Soaring prices, shortages of energy and supply chain bottlenecks would cause gross domestic product to contract in the next three quarters, before an expected rebound, with growth estimated at 2.4 per cent.

Russia's decision to cut gas supplies to Europe after its invasion of Ukraine has

plunged Germany into its worst energy crisis since the second world war. Soaring gas prices have forced many companies to reduce production or even shut down, while households are bracing themselves for higher heating bills.

Habeck said: "We must not let [Russia president Vladimir] Putin win with his strategy of endangering our economic prosperity." The expected downturn "could have been worse if the government had not acted" by providing almost €300bn to cushion the blow of higher energy prices. Relief measures "succeeded in stabilising the economy".

"If you recall, economists at the start of the year said that if Russia stopped supplying gas then the economy would

shrink by 3 to 9 per cent," he said. "The measures we have taken... have gained us time, and they have worked."

Chancellor Olaf Scholz last month announced a €200bn "protective shield" financed by new borrowing, to soften the effects of the energy crisis, following a €100bn package earlier in the year. Under his plans, the state will cap the cost of gas for private households and industrial companies.

Economists have predicted the cap will lower inflation and boost growth in the short term but could mean prices keep rising rapidly for longer, which is likely to put more pressure on the European Central Bank to raise interest rates further.

ECB president Christine Lagarde told an Institute of International Finance event in Washington yesterday that if fiscal policy and monetary policy were not co-ordinated, it would have to be "even more determined and more decisive in its fight against inflation".

Habeck forecast German inflation would average 8 per cent this year and 7 per cent next year, before falling to 2.4 per cent in 2024. The government's forecasts are slightly more pessimistic than those released by the IMF this week, which predicted German GDP would grow 1.5 per cent this year before shrinking 0.3 per cent next year, the worst performance of any big economy except Russia.

UK central bank

BoE ramps up bond-buying in battle against fresh gilts sell-off

TOMMY STUBBINGTON, ADAM SAMSON AND JASMINE CAMERON-CHILESHE

The Bank of England battled a renewed sell-off in UK government bonds yesterday after its vow to end its emergency gilt-buying programme unsettled markets already unnerved by the fiscal plans of Prime Minister Liz Truss.

The central bank bought £4.4bn of gilts from investors, its biggest intervention since it entered the market last month to prevent "fire sales" by UK pension funds in the wake of government plans for unfunded tax cuts. The sell-off had intensified earlier in the day after the BoE insisted the programme would end tomorrow, in line with Tuesday night comments by Andrew Bailey, governor, that pensions funds had "three days left" to shore up their positions.

The government's 30-year borrowing costs leapt to as high as 5.1 per cent, before receding to 4.9 per cent in the wake of the BoE purchases. They ended last week at 4.39 per cent. In a sign of heightened volatility, the London Stock Exchange said from today it would let market makers quote a wider-than-usual spread in prices on gilts until further notice. Such a move is rare and normally lasts a day.

The central bank added yesterday it had "made absolutely clear in contact with the banks at senior levels" that it would end its scheme this week. The Financial Times reported earlier in the day that BoE officials had briefed lenders in private that it was prepared to extend the programme beyond tomorrow if market volatility flared again.

The BoE has now bought nearly £8bn of bonds since it expanded its operation to include inflation-linked debt on Tuesday, more than in the first nine days of the operation combined. But investors have signalled underlying concerns about the health of UK public finances, with the government under pressure to show how it will get back to a sustainable fiscal trajectory.

Truss said in parliament yesterday that the government would not reduce expenditure — leaving open the question of how it plans to finance its intended £43bn in tax cuts.

"What we will make sure is that over the medium term the debt is falling," Truss said. "But we will do that not by cutting public spending but by making sure we spend public money well."

Yesterday, Huw Pill, the BoE's chief economist, said the bank should remain focused on its principal goal of fighting inflation. He added that the BoE was likely to decide on a big increase in interest rates next month in response to the government's fiscal plans.

Finance minister Kwasi Kwarteng's tax cut package sent sterling and the gilt market into a tailspin, triggering a liquidity crisis in pension funds. The BoE's bond-buying scheme, announced on September 28, initially soothed markets but volatility picked up again. The BoE this week staged two further emergency interventions, increasing the maximum size of its purchases and including inflation-linked bonds.

Additional reporting by Josephine Cumbo and Philip Stafford
See FT View, Opinion & Markets Insight

Global economy. Rising pressures

IMF gloom underlines scale of challenges

Multilateral lender warns the 'downside risks remain elevated' for world's finances

COLBY SMITH AND CHRIS GILES WASHINGTON

After the outbreak of war in Ukraine, inflation spiralling dangerously out of control and punishing waves of coronavirus lockdowns, the IMF this week had more bad news: the pain is far from over and the worst is yet to come.

At the onset of its annual meetings, held jointly with the World Bank, the multilateral lender warned that the "darkest hour" lay ahead. Next year could feel like a recession in much of the world and further sell-offs in markets could not be ruled out. The twin threats — to growth and financial stability — underscored the scale of the challenge facing policymakers from central banks and finance ministries who are gathering in Washington over the coming days.

"Downside risks remain elevated and policy trade-offs are becoming hugely challenging," Pierre-Olivier Gourinchas, the IMF's chief economist, said on Tuesday. "The risk of monetary, fiscal or financial policy misalignment has risen sharply at a time of high uncertainty and growing fragilities."

The IMF again downgraded its outlook for global growth for next year to just 2.7 per cent. More worryingly, the fund's economists see high odds that the economy could fare even worse, with a 25 per cent chance growth would fall below 2 per cent and as high as a 15 per cent chance it could be under 1 per cent.

Nor is inflation expected to moderate quickly, with advanced economies expected to face annual consumer price growth of 7.2 per cent this year and 4.4 per cent next year, a level more than double the longstanding 2 per cent target. As borrowing costs soared, the financial system's fragility was also likely to be exposed, acknowledged Tobias Adrian, head of monetary and capital markets at the IMF.

Other analysts shared the fund's gloomy prognosis. "The worst of the slowdown is ahead of us, not behind us," said Seth Carpenter, chief global economist at US bank Morgan Stanley. "We see a really big slowdown and outright recession in important economic blocs,



Stocking up: traders at the Paloque market in Bogotá, Colombia. Next year could feel like a recession in much of the world, says the IMF
Luis Gonzalez/Reuters

[such as] the UK and the euro area. To the extent that there is a recovery, it is only in the emerging markets. And, even then, [it is] somewhat tepid."

There is also mounting concern that officials' policy responses will come with pernicious side-effects.

Almost every central bank has turned to sharply higher interest rates to tame inflation. The US Federal Reserve has led the charge, embarking on the most aggressive campaign to tighten monetary policy since the early 1980s after initially misdiagnosing the problem.

The fund did not remotely think the job had been done, urging monetary policymakers to have a "steady hand" and "stay the course". Gourinchas stressed that, at this stage, the risk of "over-tightening" and causing a recession was smaller than the risk of allowing high inflation to become ingrained.

The speedy surge in interest rates has threatened to exacerbate a wave of sovereign defaults that has already forced the IMF to enter into talks with members such as Sri Lanka and Zambia. With markets already on edge, the UK

government's decision to unveil £45bn of unfunded tax cuts led to a surge in the country's cost of financing and threatened to trigger a financial crisis until the Bank of England stepped in and said it would buy sovereign bonds.

Adrian acknowledged that the risks of other economies falling victim to similar financial stability problems would mount. "There could certainly be financial stability problems and market dysfunction in other countries as well," he said on Tuesday. The challenge for highly indebted emerging and developing economies will be even more immense, and likely to result in a wave of additional defaults.

He said monetary authorities should be prepared to follow the BoE's example, intervening to ensure financial stability and fulfil their roles as "lenders of last resort" to the financial system.

Increasingly, there are calls for central banks to moderate the pace of tightening, mostly directed at the Fed, which is considering a fourth straight 0.75 percentage point rise at its meeting in early November. The EU's chief diplomat,

"The worst of the slowdown is ahead of us, not behind us"

Josep Borrell, complained this week that "everybody has to follow [the Fed's higher interest rates] because otherwise their currency will be [devalued]". World Bank economists have also warned about the negative global repercussions of the Fed's actions.

Others argue that by the time central banks' increases have fully worked their way into every corner of the economy, much of the world could be in recession. Robin Brooks, chief economist of the Institute of International Finance, a trade body for global finance, said there was a need to at least discuss a global "pivot" away from supercharged rate rises because he foresaw a much sharper downturn across Europe and a weaker global economy than the IMF.

Policymakers increasingly appear more attuned to these concerns. Lael Brainard, vice-chair of the Fed, on Monday said the central bank should raise rates, but do so "deliberately and in a data-dependent manner". This was, she said, due to "elevated global economic and financial uncertainty".
Edward Luce sees Opinion



Communist party

China security crackdown intensifies as national congress nears

FT REPORTERS

"Fortress Beijing" is ready. More than 1mn alleged criminals have been arrested; travellers on the Chinese capital's trains are being forced to prove their water bottles do not carry dangerous substances by taking sips; and airports across China are redoubling surveillance of ethnic minorities.

With just days until the Chinese Communist party's most important political meeting in a decade, President Xi Jinping's security lieutenants are intensifying a months-long crackdown.

Stricter security precautions are common in the capital around big political events, but the significance of this year's congress, at which Xi is expected to secure an unprecedented third term as party leader and head of its military commission, has inspired greater zeal.

Under the Ministry of Public Security's "100-day operation", which started in June, more than 1.4mn people have been arrested across the country.

Qiu Baoli, head of the ministry's public security administration bureau, said the special operation had laid a "solid foundation" for safeguarding the quinquennial party congress, scheduled to open on Sunday.

The crackdown, he added, had been enforced with an "iron fist" but had boosted the "people's sense of happiness and security".

Security efforts have been tightened in parts of the country that Beijing considers higher risk because of large ethnic minority populations.

At the main airport in Baotou, a city in Inner Mongolia, security staff have been on high alert and received additional training to search for prohibited items on travellers.

The central government views the northern region as a threat since mass protests broke out among ethnic Mongol communities two years ago over China's repressive policies towards the non-Han minorities.

In Beijing, the security net around sensitive sites is especially tight, including the Great Hall of the People, on the western edge of Tiananmen Square, where the congress will be held, and the Jingxi Hotel, where many of the thousands of delegates will stay.

Logistics networks are under strain after postal groups were ordered to run more inspections and disinfect deliveries in the capital, as well as other areas, from the start of the month until the congress closes.

Businesses have been told to expect additional spot checks.

Taobao, the ecommerce platform owned by Jack Ma's Alibaba, has warned that "all express logistics in and out of Beijing are significantly affected".

Staff working at large state-owned enterprises in Beijing have been told to cancel travel plans in and out of the city in October.

The stringent security measures, coupled with the relentless enforcement of mass Covid-19 testing and snap lockdowns under Xi's zero-Covid policy, have deepened frustrations among Chinese citizens.

"Travelling outside Beijing is like

gambling these days," said a lawyer who asked not to be named.

After leaving the capital during last week's national holiday, the lawyer was one of the thousands whose personal health apps suggested they were at risk of spreading Covid.

The lawyer was only able to return after submitting paperwork to health officials proving Beijing residency and that their local Communist party neighbourhood committee was willing to accept them.

Migrant workers, who are not officially residents of Beijing, have fewer avenues to bypass the security checks.

"My nanny left Beijing to visit her family during the holiday. Now she cannot return," said the mother of a one-year-old boy.

Some experts had hoped that the party congress would mark a turning point in Xi's zero-Covid strategy.

However, the People's Daily, the party's official newspaper, on Tuesday issued a reminder that the policy was the best option for protecting the health of the country's 1.4bn people, underlining Beijing's prioritisation of controlling Covid outbreaks over the economy.

Reporting by Edward White in Seoul and Maïq Ding and Xinling Liu in Beijing



On alert: military personnel stand guard in central Beijing yesterday

Emissions

New Zealand farmers reject plan for livestock methane tax

NIC FILDES — SYDNEY

Jacinda Ardern's plan to cut methane emissions by imposing a tax on New Zealand's cows and sheep has provoked a furious reaction from its farmers.

The prime minister, who is trailing in opinion polls for an election to be held next year, this week proposed a world-first system to levy taxes on farmers based on the level of emissions from their herds. The amount due would depend on the number of animals kept, the size of the farm, the type of fertiliser used and any methods used to mitigate methane production.

There are more than five times as many sheep and twice as many cattle as people in New Zealand. Livestock forms the backbone of the country's large dairy and meat industries but contributes about half of its total emissions. The methane is generated by the ruminants' digestion and the use of synthetic nitrogen fertilisers in the grass they eat.

Ardern said all money raised by the introduction of the tax in 2025 would be put into research and incentives for farmers struggling to reduce the meth-

ane contribution of their herds. She also argued that it would put "New Zealand on the best possible footing" to capture a price premium for carbon-neutral meat and dairy products.

A plan to tax farmers over livestock methane was first broached in New Zealand 20 years ago when a government led by Helen Clark approved a similar scheme. Dubbed the "fart tax" by its opponents, it was abandoned after a tractor protest outside parliament.

James Clairmont, who runs the Craggy Range Sheep Dairy in Hawke's Bay on New Zealand's North Island, told the Financial Times that similar demonstrations could recur as Ardern had become "hell-bent" on reducing methane emissions at a time when fuel and farm input costs had risen sharply.

Dairy company Fonterra, one of New Zealand's biggest corporations, said it supported the introduction of farm-level levies because farmers would directly benefit from decisions they made on their farms. However, it added that it had reservations about the methane tax proposal, including how the government would set the price of the levy.



CHANGING THE WAY THE WORLD SEES

Today is World Sight Day - and OMEGA is once again raising awareness of the life-changing work of Orbis International. Aboard its Flying Eye Hospital, Orbis fights avoidable blindness by bringing vital eye care and training to places with the greatest need. How do teddy bears and OMEGA support the organization? It's time to find out!

www.omegawatches.com/orbis



6 Techies unite European and Korean staff at TikTok form works councils in drive for better pay and conditions COMPANIES

Companies & Markets

KPMG's Dubai boss to depart after months of turbulence

- Haffar will not run in leadership poll
• Claims of nepotism and 'fear culture'

MICHAEL O'DWYER AND MADISON MARRIAGE - LONDON
SIMEON KERR - DUBAI
The head of KPMG's Dubai business has announced his resignation from the firm, as a wave of allegations of nepotism, cronyism and partner discontent have engulfed the business since July.

Dissenters were allegedly sidelined while the board was hit by accusations of a lack of independence

ing the fact that Haffar had extended his tenure until 2027 without offering an opportunity for opponents to run against him.
Haffar had pledged to stand in the election but reversed his position yesterday. He will leave the firm at the end of the year.
He said his decision was "driven by my desire to protect the interests of the firm, our clients and my colleagues."

their candidacy had been extended from this week until October 24, one of the people added.

Gupta and Pera did not immediately respond to requests for comment.
Law firm Freshfields had been called in to oversee the election process and was reviewing the firm's governance, said current and former partners. Freshfields was set to be paid about \$1.5mn for its work, one of the partners said.

Haffar's resignation comes less than two weeks after Dubai's regulator announced a provisional \$2mn fine for KPMG Lower Gulf and one of its partners over its audit of Abraaj, the emerging markets private equity group that collapsed in 2018 with \$14bn under management.

KPMG Lower Gulf has endured months of turmoil sparked by the removal of two partners who raised governance concerns over Haffar's appointment of his brother-in-law to a position at the firm.

Haffar was accused of creating a "culture of fear" in the firm and sidelining dissenters, while the board was accused of lacking independence, partly because of the unusually high salaries paid to some of the independent directors.

Haffar had attempted to shore up his position by promising to hire a law firm to review governance. He sent a letter last month to KPMG Lower Gulf's 5,400 clients in the UAE and Oman in which the firm's 30 partners said that they remained united.

The client letter came after a call by an anonymous group of partners to have him suspended and replaced soon

Last-minute try Premiership Rugby club Wasps in final push to avoid administration



Tough game: Wasps once claimed to generate more revenue than any rugby club in Europe - David Rogers/Getty Images

SAMUEL AGINI

The 155-year-old English Premiership Rugby club Wasps warned yesterday it was likely to enter administration within days, becoming the second side to do so within weeks.

The rugby union club pulled out of a league match against Exeter scheduled for Saturday as it fights to survive. It said it was "confident" of finding new owners to save the group and its rugby and netball teams.

Wasps, based in Coventry, has struggled financially after losing out on revenues because of the pandemic and becoming more indebted.

ball teams, which command billions of pounds in broadcast income.

The UK government provided £88mn in loans to Premiership Rugby clubs in March 2021 under a so-called Sport Survival Package.

Wasps, the two-time European

"The reality is that they have insufficient cash at this time to continue to fund operations"

champions, would be the second rugby union side in little over two weeks to enter administration, fol

the 12 members of Premiership Rugby, the highest level of the game in England. But their financial struggles have plunged the game into crisis.

Rugby Football Union, the governing body, suspended Worcester after the club failed to provide evidence of insurance cover, funds to meet monthly payroll and a "credible plan" to take the club forward.

Wasps, which once claimed to generate more revenue than any rugby club in Europe, raised £35mn through a retail bond issue in 2015. The bonds were due to be repaid in May. The UK government is also a creditor.

"While the companies within the group all support sports and clubs,

BASF seeks €1bn in cost cuts as energy crisis bites

PATRICIA NILSSON

BASF plans to cut costs by about €1bn over two years, as the world's largest chemicals company by revenue warned of "significantly weaker earnings in Europe".

The German company said yesterday it had initiated a cost-saving scheme in "non-production areas", such as IT, communications and R&D. It hopes to save €500mn next year and in 2024, and said it was talking to "employee representatives in the relevant bodies".

BASF, which produces a wide range of chemicals such as solvents, glues and basic petrochemicals, is among many European companies that have suffered a blow from the energy crisis that has engulfed the continent.

The company said it expected net income to reach €909mn in its third quarter, compared with €1.25bn in the same period last year. This, it added, was "considerably" below the average analyst consensus of €1.1bn.

Its cost savings would "focus on Europe and particularly Germany due to deteriorating framework conditions", with more than half affecting its headquarters in Ludwigshafen. BASF said it was also planning to restructure its chemical sites in the region, and will reveal plans in the first quarter of 2023.

The hit to profits, which the company said would not affect its full year guidance for earnings before interest and tax of €6.8bn to €7.2bn, was partly the result of a €740mn writedown on its stake in oil and gas group Wintershall Dea. Shares were up by just under 2 per cent yesterday. Sebastian Bray, analyst at Berenberg, attributed the "modest rally" to results being "without big hiccups, notwithstanding the expectedly weaker volumes".

This is not the first time that BASF has been burnt by its exposure to Russia. Wintershall Dea, which is a shareholder in the Nord Stream 1 gas pipeline and helped finance the building of Nord Stream 2, said this year it would have to write off the €1.1bn it had lent to the Nord Stream 2 project, which was in effect cancelled by the German government last year before Russia's full-scale

former partners saw this week that they expected Hafar would have lost if he had stood in the election.

Deals partner Anshul Gupta and former head of audit Emilio Pera were expected to run, said people familiar with the details.

The deadline for partners to declare

name him suspended and replaced temporarily by an executive from KPMG's international operations.

KPMG has been criticised for failing to act on whistleblower reports from within KPMG Lower Gulf. It has said that it acts on all whistleblower reports.

Wasp's showings made a net loss of £7.4m on revenues of £13m in 2021, following a net loss of £11.1m on revenues of £21m in 2020.

Rugby teams were left exposed when Covid restrictions prevented live crowds at games because they are more reliant on ticket sales than foot-

weeks to enter administration, following Worcester Warriors.

Negotiations to save Wasps' teams are continuing, the club said, though it has so far been unable to obtain bridge financing from investors to avoid administration.

Wasps and Worcester are among

group an represent strong and viable businesses, the reality is that they have insufficient cash at this time to continue to fund operations until these complex negotiations have concluded," Wasps said.

Wasps, originally based in London, last won the Premiership in 2008.

ment days before Russia's full-scale invasion of Ukraine.

BASF's chief executive, Martin Brudermüller, has been one of the most vocal opponents of an embargo on Russian gas, having warned it would plunge Europe's largest economy into its greatest crisis since the second world war.

Contracts & Tenders

Cupru Min SA Company based in Abrud, 1st Petru Dobra Square, Alba county, tel. 0258-780083, fax 0258-780296, email: office@cuprumin.ro, procurement@cuprumin.ro organizes an open tender for the purchase of FLOTATION PLANT at Dealul Piciorului Processing Plant, Lupşa commune, Musca village, no number, Alba county. Contract period: 40 months. Deadline for the envelope submission: November 21, 2022, at 11:00h, at the company's head-office-administrative division. The envelopes received after the due time/date will not be considered and they will be returned without being opened. Deadline for the reception of the clarification requests regarding the contents of the assignment documents is October 25, 2022 at 16:00 h. Deadline for the transmission of the answers to clarification requests is up to 10 working days since the request reception. The offers will be submitted in Romanian and English language, with a validity of 90 days since the opening. The envelopes will be opened on November 21, 2022 at 12:00h, at the company's head-office. The assignment criteria is the most advantageous offer from economic point of view.

The tender documentation can be obtained for free from our procurement department, based on a written demand containing all the identification, tax and contact data of the applicant. The documentation can be picked up personally, by authorized courier, or can be sent by e-mail.

Legal Notices

NOTICE OF TRANSFER OF LONG TERM BUSINESS

NORDBEN LIFE AND PENSION INSURANCE CO. LIMITED and MONUMENT INTERNATIONAL LIFE ASSURANCE COMPANY LIMITED

NOTICE IS HEREBY GIVEN that, pursuant to Section 44 of the Insurance Business (Bailiwick of Guernsey) Law, 2001, an application will be made by Nordben Life and Pension Insurance Co. Limited (the **Transferor**) and Monument International Life Assurance Company Limited (the **Transferee**), to the Royal Court of Guernsey for an order sanctioning a scheme for, among other things, the transfer to the Transferee of the whole of the long-term business of the Transferor (the **Scheme**).

An application has also been made pursuant to Section 21 of, and Schedule 2 to, the Insurance Act 2008 of the Isle of Man to the High Court of Justice of the Isle of Man for, among other things, an order sanctioning the Scheme.

Any person who alleges that they would be adversely affected by the transfer can raise an objection either directly with the Transferor or the Transferee or at any of the court hearings.

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VW's complex structure presents potential snags for Germany

INSIDE BUSINESS EUROPE

Olaf Storbeck



With 295,000 employees in Germany and 24 plants across its home country, it is hard to overstate Volkswagen's importance for Europe's largest economy. The Wolfsburg-based conglomerate is one of Germany's biggest industrial employers and a centre of gravity for a network of suppliers.

From a short- to medium-term perspective, the Volkswagen empire has just become much more stable. Last month's listing of a minority stake in sports car maker Porsche generated a high-value currency in case it needs to raise funds. Volkswagen still owns 75 per cent of Porsche's voting and non-voting stock. It could easily raise billions of cash should the group need it for something such as paying for the transition to electric vehicles.

However, the Porsche initial public offering could prove a major headache in the long run, as it makes the conglomerate's already cumbersome corporate governance even more complex. Is that good for Germany?

After the listing of Porsche AG, investors seeking exposure to the Volkswagen empire can now choose between buying equity in four different listed entities: the overall group (Volkswagen AG), its sports car brand (Porsche AG), its trucks business

(Traton SE) and a holding company that owns the Porsche-Piëch clan's voting stock in Volkswagen AG and Porsche AG (Porsche SE).

These are bound together in a web of cross-shareholdings effectively controlled by the Porsche-Piëch family through its grip on voting shares. The listed companies are notionally independent and run by separate executive boards overseen by their respective supervisory boards. But be in no doubt – the shots are called by the Porsche-Piëch clan.

A overlap in personnel across the group's eight different boards highlights and reinforces this grip. Eleven individuals – nine of them men – hold positions on boards of at least two different companies.

Five of them are even on at least three different boards. Hans Dieter Pötsch chairs the

supervisory boards of Volkswagen and Traton, is the chief executive of Porsche SE and sits on the supervisory board of Porsche AG. Oliver Blume doubles up as CEO of Volkswagen and Porsche AG. Volkswagen's head of legal Manfred Döss is also in charge of compliance at Porsche SE while being a member of Traton's supervisory board.

This complex web of crossholdings, share listings and individual responsibilities does more than just create additional overhead costs. It can raise questions over conflicts of interest.

Just take a look at the roles of Lutz Meschke, chief financial officer of Porsche AG. It might be in Porsche AG's interests to keep dividends low to preserve cash. But as head of investment management at Porsche SE, he might want to receive as much payments from

Porsche AG as possible. Advisors to the group state that the relationship between Volkswagen, Porsche and the other entities is clearly legally defined. Before the Porsche AG IPO, a legal agreement that gave Volkswagen full control over the cash flows and day-to-day decisions at Porsche AG was cancelled. Without such a pact, the management is required under German law to pursue the best interest of the whole corporation.

However, the Porsche-Piëch clan and VW could put a new agreement in place with the stroke of a pen given its voting rights. This might be a purely theoretical option as such a move would be likely to hit investor confidence. But should the preferences of the family change, there might be little external shareholders can do against it.

External investors basically have a limited voice. In Porsche SE and Porsche AG, the voting shares are not publicly traded at all. In VW's case, the state of Lower Saxony and Qatar's sovereign wealth fund also have significant holdings of voting shares. Lower Saxony's government wields special veto rights on issues such as takeover offers. And the feisty IG Metall metal workers union has a big influence at VW.

Owning stock in Porsche AG requires faith in the management capabilities of a corporation that has a spotted record in areas such as compliance with emissions rules as well as capital market communication. For now, investors have chosen to ignore the potential pitfalls, lured by Porsche's growth and profitability. Should this bet go wrong, it would not just be painful for them. Given Volkswagen's sheer size and scope, it would be a blow to the wider German economy.

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COMPANIES & MARKETS

Media

Twitter reviews policy on user bans

Tools explored that would bring moderation more in line with Musk vision

HANNAH MURPHY — SAN FRANCISCO

Twitter is reviewing its policies on permanently banning users, potentially bringing its content moderation more in line with Elon Musk's vision for the social media platform, regardless of whether the Tesla chief becomes its owner.

The Silicon Valley company has been assessing whether there are other content moderation tools that could replace its harshest penalty for the violation of certain rules, according to multiple people familiar with the situation.

But any change is unlikely to pave the way for a return to the platform for Donald Trump, two of the people said, as removing bans for the breaching of its policy against inciting violence is not under consideration. The former US president was issued a lifetime ban soon after a mob of his supporters invaded the US Capitol on January 6 last year.

Instead, staffers are looking at areas where they feel Twitter may have been disproportionately heavy-handed in cutting off users from its services for lesser offences, such as around the sharing of misleading information.

The review, which began months ago and has not yet reached any conclusions, comes amid renewed focus on the policy following the temporary locking of US rapper Kanye West's account after

he posted an anti-Semitic message on Saturday.

A relaxation of the permanent bans policy has been touted by Musk, who made a surprise declaration last week that he wanted to buy Twitter for \$44bn after agreeing to do so in April but later attempting to back out of the deal, sparking a high-profile legal dispute.

On Friday, the Delaware judge overseeing the case, set for trial on October 17, agreed to stay the legal action until November to give more time for the two sides to reach a resolution.

Musk, who describes himself as a "free speech absolutist", has previously said that if he takes over the platform, he would relax Twitter's moderation rules and move away from bans towards "time outs" or suspensions.

He has also suggested reducing the visibility of offensive content in users' feeds or allowing them more choice over what they see. "I think being able to dial the content you see from 'warm & fuzzy' all the way to 'bring it on mf' is the way to go," he wrote on Twitter last week.

Twitter said the company was "always examining the rules that govern our service and the tools and features that can encourage healthy conversation".

According to its website, San Francisco-based Twitter issues permanent suspensions to users who have violated its rules "in a particularly egregious way" or have "repeatedly violated them even after receiving notifications from us".

Twitter's policies do not allow users to share violent threats, terrorism, harass-

ment and hate speech, for example. On top of bans, Twitter also issues temporary account suspensions, and labels or reduces the visibility of content that breaks its rules.

A move away from permanent bans would be welcomed by Republicans, many of whom have complained about censorship of conservative voices on social media platforms — allegations the platforms deny.

Twitter is an outlier in its treatment of Trump. Rival Meta has said it will lift its ban on Trump from January if and when the risk of violence has decreased, while YouTube has made a similar statement.

In May, Musk told the Financial Times that he would reverse the ban on Trump, adding that he had the support of Twitter's co-founder, Jack Dorsey.

Energy

EDF close to cut-price deal for GE nuclear unit facing sanctions risk

SARAH WHITE — PARIS

French power operator EDF has renegotiated a deal to buy a nuclear turbine maker from General Electric, cutting its offer price for a business seen as strategic for France's atomic industry but exposed to sanctions risk because of orders from Russia's Rosatom.

State-controlled EDF, which is on the cusp of being fully renationalised, was encouraged into making a move on the turbine company by the French government in a deal announced by President Emmanuel Macron early this year.

The acquisition was touted as a way of recovering French control of the technology as EDF gears up to build new reactors, while also securing the future of a large factory in eastern France at a time when GE was exploring asset sales and looking to cut jobs.

But the business has since been caught in the fallout from Russia's invasion of Ukraine, even though its dealings with state-owned Rosatom, one of the world's biggest nuclear plant developers, have not faced sanctions so far.

EDF is moving ahead with the turbine deal but is close to an agreement to shave 10-20 per cent off the enterprise value, originally set at about \$200m, due to sanctions risks, according to two people familiar with the discussions.

A memorandum of understanding was agreed in February, weeks before

Technology. Labour rights

TikTok staff organise to demand better conditions

Formation of works councils in Europe and South Korea marks growing movement

CRISTINA CRIDDLE — LONDON

TikTok staff are quietly forming works councils, marking a growing movement among employees at the Chinese-owned social media platform to organise and demand better conditions.

A works council in Berlin was due to hold its first election today, and similar



representative bodies have been formed in Poland, France and South Korea over the past 18 months, in moves not reported previously.

It comes as TikTok staff in Europe and the US have complained of an aggressive working culture.

TikTok said its teams worked flexible hours to collaborate with colleagues around the world and were supported through health and wellbeing offerings.

TikTok increased turnover in Europe nearly sixfold in 2021 to \$990m but posted an \$86m loss, up a third compared with 2020, driven largely by hiring more than 5,000 staff.

The formalisation of the councils reflects a push by employees to ensure they are officially represented and consulted on issues including restructuring, working conditions, and pay.

Martha Dark, director at tech justice group Foxglove, called it a "milestone" for tech workers "fighting for a fair deal from bosses."

Social media companies rarely recognise labour movements. Twitter and Meta, which owns Facebook and Instagram, do not have trade unions but staff at Google parent Alphabet, which owns YouTube, formed a union last year in what it called the first of its kind.

It is rare for private Chinese companies to have organised labour groups internationally, though some state-owned enterprises have branches of their union overseas. TikTok is owned by Beijing-based ByteDance.

Works councils are a legal right in many EU countries for companies of a certain size, though their rights differ from state to state. They are designed to ensure that staff have input on issues such as wages, hours and conditions. They represent all employees except executives — unlike unions, which act for the interests of their members and can organise strikes.

Former and current staff in Germany and Poland have said they frequently work unsocial hours and overtime. They feel unrealistic targets are set,



Employees at the platform in Berlin, helped by the Verdi union, below, have begun an effort for representation and consultation on such issues as restructuring and pay, with a works council due to hold its first election today

their concerns regarding working practices are not listened to, and they are reprimanded for failing to meet goals.

TikTok's Berlin branch of more than 400 employees will elect 11 members who will be consulted on wages, hours and working conditions, as well as operations such as changes to tech. Berlin staff who initiate the election process and works council members are protected against dismissal for the duration of their term of office and for one year after. In exceptional circumstances, their employment can be terminated with the consent of the works council.

Executives were accused of trying to disrupt proceedings by joining the virtual elections using false names, people involved said. In Germany, an employee

who campaigned for the works council left TikTok after reportedly being pressed by management to quit, according to people familiar with the departure. Another employee helping to form the council was paid a settlement and asked to leave, two former staff said.

Under German law, employees who initiate the election process and works council members are protected against dismissal for the duration of their term of office and for one year after. In exceptional circumstances, their employment can be terminated with the consent of the works council.

TikTok said it did not comment on individual employees. German union Verdi, which has been helping TikTok staff create the council, said it would seek to form a nationwide body. The platform has two main offices in Germany, in Hamburg and Berlin.

"Since Verdi got involved, TikTok has completely changed its attitude, became co-operative, and stopped trying to block the works council," said Hikmat El-Hammouri, a Verdi official. "If you are a smart company, you know you cannot block this process because it is part of democracy and protected in the German constitution."

Germany's works councils are among the most powerful in the EU. Employees are obliged to hear their opinions before

'If you are smart you know you cannot block this because it is part of democracy, protected in the German constitution'

reaching certain decisions and to take the works council's views into account. The council has some veto powers, which can be challenged in court.

In Poland, staff have the right to be told in advance of the company's business and any changes to structure, pay or contractual relations. Unlike Germany, they are not informed or consulted on individual dismissals of employees and cannot stop company decisions.

The works council was formed in July this year, with a senior HR representative offering to lead the formation of the council which some employees were critical of, one person said.

"TikTok fully supported the establishment of a works council in Poland and adhered to the correct legal process from start to finish," the company said.

It said a works council was formed in France in May last year and a labour management council in South Korea last December.

The company said it "fully supports employee rights" and promoted open lines of communication through internal forums and anonymous surveys. It declined to put the Financial Times in touch with employees from South Korea or France, and the FT was unable to reach any of them independently.

Additional reporting by Madeleine Speed, Yuan Yang, Akila Quinio and Song Jung-a

INTERNATIONALLY, WEEKS BEFORE the Russian invasion

The plant makes the 80-metre Arabelle steam turbines used by EDF and Rosatom, which has construction contracts from Turkey to Egypt and overseas projects in which western companies' participation has been allowed to continue.

A memorandum of understanding was agreed in February, weeks before the Russian invasion, but a deal was never signed. EDF has also been in discussions about putting €800m of cash into the business, the people said, and an agreement to cement the acquisition is close. EDF declined to comment, while GE did not respond.

The possibility of escalating US sanctions in particular was hanging over the business, one of the people said, while there was also a risk the company could be hit by any further cancellations of projects linked to Rosatom.

A Finnish-led consortium ended its contract with Rosatom to build the country's third nuclear power plant in May, with a knock-on effect on Arabelle orders.

Rosatom supplies nuclear fuel to several plants across Europe, including in Bulgaria and Hungary, although France, which has the region's biggest fleet of reactors, has alternative supplies.

That dependence might help shield the sector from European sanctions, one of the people familiar with the turbine acquisition said. "The Europeans would have to really buy extra thick sweaters for this winter if they went down that route," the person said.

The Arabelle turbine business, which employs about 1,800 people at a factory in Belfort, was sold to GE by France's Alstom as part of a much bigger €9.7bn disposal of its power business in 2015.

EDF, which is struggling with losses as reactor outages hit its nuclear power output, was pushed by the French state to take back the Arabelle maker, two people familiar with the matter said.

Pharmaceuticals

BeiGene calls Beijing's failure to import mRNA Covid jabs 'mind-boggling'

JAMIE SMYTH — NEW YORK
ELEANOR OLCOTT — HONG KONG

One of China's most prominent biotech companies said it was "mind-boggling" that Beijing has not allowed sales of Covid-19 vaccines using technology pioneered by Moderna and BioNTech/Pfizer.

BeiGene's research chief told the Financial Times it was "unfortunate" that Chinese authorities had not approved messenger RNA shots, which provide longer-lasting and higher levels of protection than vaccines made by home-grown rivals.

China is the only big economy that has maintained strict quarantine for international arrivals and lockdowns to curb outbreaks of the virus.

The pandemic policies have stunted the country's economic growth and dis-

rupted global supply chains. Experts said China's low elderly vaccination rate and reliance on domestic jabs have prompted Beijing to stick to its controversial zero-Covid policy.

"It's mind-boggling. I don't fully understand why they are doing that," said Wang Lai, BeiGene's global head of R&D, in an interview in New York.

Wang said he thought Chinese authorities wanted to "somewhat protect some of the China vaccines . . . which is unfortunate".

Several Chinese pharmaceutical companies are developing mRNA alternatives to the Moderna and BioNTech vaccines, but they have struggled to adapt to new variants.

Beijing has not approved any mRNA vaccines, and the mass production of this type of technology is more complex than China's existing inactivated shots

made by Sinopharm and Sinovac, which produce a weaker immune response.

BeiGene, which was founded in Beijing in 2010, is rapidly expanding its international operations and is listed on the Hong Kong, Shanghai and Nasdaq exchanges.

The company has begun developing its own mRNA technology but Wang said it had no ambition to work on Covid vaccines because the field was already crowded. Instead, it plans to use mRNA technology to make cancer vaccines.

It has signed partnerships in the field with US-based Strand Therapeutics and Innorna, a Shenzhen-based start-up, he said.

BeiGene's US-listed shares have fallen 65 per cent over the past 12 months, part of a sector-wide plunge after biotech stocks soared at the start of the coronavirus pandemic.

It reported a net loss of \$571.4mn for the quarter ending June 30, compared with \$480.5mn in the same quarter last year. Revenue in the second quarter was \$541.6mn, up from \$150mn a year earlier.

Authorities want to 'somewhat protect some of the China vaccines . . . which is unfortunate'

Wang said Covid lockdowns in Shanghai and Beijing this year had an impact on the company's research functions in those cities but the reaction of BeiGene employees helped minimise the disruption.

He said some scientists had formed strong "bonds", living and working in

the company's labs during lockdowns. "Believe it or not, they actually liked it . . . We had places for them to stay, we had tents and we had food."

China's zero-Covid policy has delayed US approval of one of BeiGene's best growth prospects, the cancer drug tislelizumab.

In July, the company said the US Food and Drug Administration had been unable to conduct inspections of facilities in China and was deferring action on its application.

"The FDA doesn't want to send people over there [China] and then they end up in a hotel for three weeks," said Andrew Berens, analyst at SVB Securities.

BeiGene was one of about 200 Chinese companies trading in New York that faced possible delisting for failing to meet US regulators' demands to inspect their audits. In August, Washington and

Beijing reached an audit deal, though whether it will resolve all the issues remains unclear.

Wang, who lived in the US for more than a decade before joining BeiGene, said the company had been responsive to Washington's audit concerns, including by switching from the China-based Ernst & Young Hua Ming to the US-based EY.

"We have really taken a proactive approach to solving this problem and I don't think this is an issue any more," he said.

Wang said the pharma industry must remain above politics because an economic decoupling between China and the US would be a "disaster".

"You don't want just because two countries have issues that you prevent patients' access to novel medicine — that is just not right."

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COMPANIES & MARKETS

China tech groups bank on virtual influencers

Computer-generated avatars are considered a safer option by businesses as Beijing cracks down on human celebrities

GLORIA LI — HONG KONG

China's celebrity influencers Viya and Li Jiaqi — alias Austin Li, the "lipstick king" — used to attract millions of shoppers to ecommerce platforms, but scandals and their subsequent disappearances exposed the risks of crossing the Chinese Communist party.

Enter the virtual idols. Computer-generated avatars are considered a safer option by companies as Beijing cracks down on human celebrities deemed politically outspoken or with questionable morals.

Over the past year, Chinese investment and tech groups, including Tencent and ByteDance, have ploughed hundreds of millions of dollars into companies that develop digital influencers. China's virtual idol industry is predicted to jump sevenfold from 2021 to 2025, according to a report by



In August, Beijing became the first city in China to roll out a dedicated development plan for the "digital human industry", with the goal of building it into a sector worth Rmb50bn and cultivating 10 companies with an annual revenue of more than Rmb1bn by 2025.

"They [virtual idols] don't age, the IP lasts forever, they don't get sick, or tired. Fictional characters do not have the risk of scandalous personal behaviour, they are potentially less expensive to produce," said Tom Nunlist, a senior analyst at consultancy Trivium China.

"The controllability of virtual idols may also be attractive to Chinese officials, from a censorship and propaganda perspective," Nunlist added.

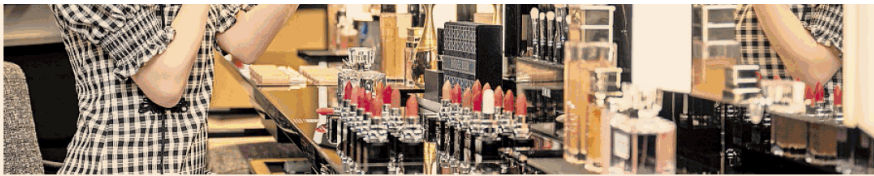
But the industry is not scandal-proof. Accusations of worker exploitation against ByteDance emerged following the suspension of a core member of virtual influencers.

km06.z0n (\$8/0mn) in 2021 to Rmb48bn in 2025, according to Guangzhou-based iMedia Research.

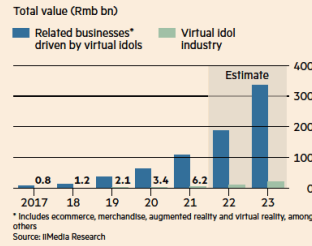
ByteDance this year bought a 20 per cent stake in Hangzhou Li WeiKe Technology, the start-up behind popular virtual character LA. WK. Last November, Alibaba led a \$20m Series A financing round of DGene, a virtual reality developer with offices in Shanghai and Silicon Valley. A month later, Tencent invested in Facegood, a Shenzhen-based software developer focusing on 3D facial animation.

Xmov, a Shanghai-based start-up that owns multiple digital influencer IPs and has the goal of building "virtual world infrastructure", announced in April that it raised a total of \$130m in its Series B and C funding rounds from investors including Sequoia China and SoftBank.

"I rarely socialise with people in real life, but I feel happy when I see my idols' vibrant performance on the screen," said Babol, a fan of A-Soul, China's most popular animated girl group, which was jointly launched by ByteDance's gaming unit Nuverse and artist management firm YH Entertainment in 2020. "Every time I watch their live-streaming shows, I couldn't help smiling."



China virtual idols market



Virtual influencers have demonstrated an ability to monetise connections with fans. Vox Akuma, a virtual YouTuber owned by Japanese virtual idol agency AnyColor, made his China debut on video-streaming site Bilibili in May. During his 100-minute live-streaming session, Vox Akuma gained tips totalling Rmb1.1mn from about 40,000 fans.

The gains are still far below what human influencers used to earn. Li and Vija sold a total of Rmb20bn worth of goods during their livestream sessions on the first day of presales leading up to Alibaba's 'double 11' shopping festival in November last year.

Still, international fashion brands are

increasingly hiring virtual idols as ambassadors in China as they cut ties with celebrities forced to quit public life because of scandals during Beijing's crackdown on the country's entertainment industry.

Danish jewellery maker Pandora ended its collaboration with Chinese actor Zhang Zhehan in August last year, after state media denounced him for "hurting the nation's feelings" by taking photos in front of Tokyo's Yasukuni Shrine, which controversially venerates Japan's 2.5mn war dead.

In March, Pandora posted portraits of SAM, a virtual idol owned by lifestyle magazine Elle, wearing the brand's Marvel-themed bracelets and necklaces.

Bulgari invited Ling, a virtual influencer developed by SoftBank-backed Xmov, to showcase a new series of handbags last November. The Italian luxury house had terminated its contract with Kris Wu in July last year, after the Chinese-Canadian pop star was accused of sexual assault.

Local governments in China are hoping to capitalise on the nascent industry.

All made up: Ling, a virtual influencer developed by Xmov, a SoftBank-backed start-up — Xmov

tuai gri group A-soul.

In May, A-Soul announced the dismissal of a virtual member named Carol in a social media statement, citing "health and education reasons".

Fans researched the actress behind the character and found her personal blog posts, which they believed to be evidence of underpayment and workplace bullying.

Local labour authorities in Hangzhou conducted an investigation into the case and said no evidence of underpayment or forced employment was found. The group also denied the accusations in a written reply to the Financial Times.

After Carol's departure, Babol said he no longer watches the group's live-streaming shows. "I felt like something was missing," he said.

Beijing is monitoring the evolution of the virtual idol sector, warning against celebrity culture and excessive "fandom".

A commentary in the People's Daily, the Chinese Communist party's official newspaper, criticised fervent A-Soul fans for blurring the line between the virtual world and reality, echoing Beijing's apprehension towards "chaotic" fan culture.

A think-tank owned by the state-backed newspaper also called for scrutiny of the industry in a research report published earlier this year.

"Compared to traditional real icons, virtual idols have advantages such as a more stable and controllable personality but, after all, they are arts characters created by human beings and exposed to depravity risks," said the report.



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Financials

Binance made 'grossly inaccurate' UK filings, joint venture partner alleges

JOSHUA OLIVER AND SCOTT CHIPOLINA

Binance has been accused by the co-owner of a UK subsidiary of filing a "grossly inaccurate" annual report for one of the British entities associated with the world's largest crypto exchange.

The directors of Dimplx, a UK company formed as part of a joint venture with Binance, said the 2020 financial statements for one of Binance's UK companies "do not accurately report" the nature of its business, its turnover, assets and liabilities, "including potential tax liabilities".

Dimplx, which made the allegation in its own filings this month to Companies House, the government's main business registry, raised questions over the role UK companies played in Binance's sprawling global operations in the run-up to the Financial Conduct Authority's scathing warning against the cryptogroup last year.

The City regulator has repeatedly raised concerns about Binance, warning that its "complex and high-risk financial products [pose] a significant risk to consumers". The FCA last year issued a consumer warning against Binance Markets

Ltd, another UK subsidiary of the wider Binance Group, banning it from any regulated activities.

The FCA later said Binance had failed to provide basic information about its global operations, such as "trading names and functions for all group entities globally". The exchange has said it intends to repair relations with the FCA and reapply for UK supervision.

Dimplx's accusations turn the spotlight on to a second UK entity, Binance Digital, and the nature of its activities in the UK running up to the exchange's clash with the FCA. The claims against Binance by its former subsidiary co-owner have not been proved.

Binance and Dimplx embarked on a UK joint venture in 2019, but relations between the companies have since soured. Dimplx said it intended to sue Binance over disputes arising from their business dealings, but declined to provide details of its claims.

Binance said: "In light of threats of litigation from the minority shareholders, Binance is not able to respond fully to the allegations. However, we understand that the minority shareholders are disappointed that the joint venture did not bear fruit."

Binance Digital was incorporated in the UK in November 2019 as a "payment processing facilitator", according to its annual reports. It is 20 per cent owned by Dimplx, a UK company created by two South Africa-based entrepreneurs, who describe it as a "joint venture company". Binance founder Changpeng Zhao owns the majority stake.

Simon Dingle, a director of Dimplx, served on Binance Digital's board until December 2020. In Dimplx's annual report for the year to February 2021, Dingle and fellow director Joshin Raghubar allege a spate of inaccuracies in Binance Digital's accounts for 2020.

The unit had been named as the entity "responsible for transactions" between crypto and all national currencies except the Turkish lira, according to archived copies of its terms and conditions on binance.com, the main website of the crypto exchange, which is used by investors to buy and sell cryptocurrencies such as bitcoin.

Binance's filing suggested Binance Digital held roughly £100m in "cash and/or bank balances" at the end of 2020, and that the same sum was owed to "creditors".

The Dimplx directors said they believe that the £100m represented balances held "on behalf of Binance Digital customers who had visited binance.com". They said customers transacting on binance.com, would be "liable to pay transaction fees".

However, Dimplx said, the financial statements recorded "zero turnover or fees in relation to any transactions conducted with any customer during the financial year".

Binance would not say whether Binance Digital collected transaction fees from customers dealing on binance.com, and it declined to explain the source of the £100m. Binance Digital's 2020 accounts say that no turnover or revenue was recognised during the year, and the company paid no UK tax.

Dimplx declined to comment.



UK regulators have repeatedly raised concerns about Binance — Charlie Babbey/FT

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COMPANIES & MARKETS

Currencies. Monetary policy

Hedge funds bet on further lucrative gains for dollar

Currencies

Yen falls into intervention zone with new

INFLATIONARY GAINS FOR DOLLAR

24-year low

KANA INAGAKI AND LEO LEWIS — TOKYO
HUDSON LOCKETT — HONG KONG

The yen has hit a fresh 24-year low against the US dollar, moving past the ¥145.90 level that prompted Japanese authorities to intervene last month to strengthen the currency for the first time since the late 1990s.

In afternoon trading yesterday in London, the currency fell to ¥146.95 as the US dollar surged. The yen has lost more than 20 per cent of its value against the dollar this year.

The Japanese government spent \$20bn to prop up the yen but analysts warned that such interventions would have little effect as long as the interest rate differential between the ultradovish Bank of Japan and the hawkish US Federal Reserve continued to widen.

"The market is in price discovery mode," said Benjamin Shatil, foreign exchange strategist at JPMorgan. "The question is how far can the yen move before intervention happens."

Shatil added: "The focus is on both the pace and the breadth of the move — if we move a few big figures in the space of a few hours and the move is judged to be specific to the yen as opposed to a broader dollar shake out, then the finger moves closer to the trigger."

In an interview with the Financial Times this week, Fumio Kishida, Japan's

'The market is in price discovery mode. How far can the yen move before intervention'

prime minister, signalled his support for the BoJ's loose monetary policy, saying that the central bank needed to maintain its policy until wages rose.

Kishida said he would continue to "work closely" with BoJ governor Haruhiko Kuroda, ruling out speculation that he would end Kuroda's term prematurely or apply political pressure to cease negative rates.

The dollar has strengthened following Friday's robust jobs data and ahead of an inflation report due today.

The US consumer price index is expected to register an annual rise of 8.1 per cent for September, which would mark a slight easing from 8.3 per cent growth in August. That is unlikely to stop the Fed from raising rates to tame inflation, according to analysts.

"The risk is not significant that the yen weakness becomes truly out of control during this cycle," Bank of America strategists wrote in a report.

They noted that, at the end of September, the country held \$1.2tn in foreign reserves, the bulk of which they estimated to be US dollar assets.

But they added that only about \$130bn of that total was likely to be short-dated securities with maturities of less than a year, or roughly 6.5 times the amount spent defending the yen in September. Along with limited repatriation by Japanese investors, this was likely to keep support for the yen "passive and limited" until the dollar strength abated, they said.



Brevar Howard and peers pile on trades despite greenback soaring almost a fifth this year

LAURENCE FLETCHER

Hedge funds are betting that the dollar still has further to rise after big gains this year, propelled higher by the US Federal Reserve's determination to curb inflation with tighter monetary policy.

Hedge funds are running more wagers on the greenback advancing against the Canadian dollar, Japanese yen and euro than they are on it falling, according to data from the US Commodities and Trading Commission.

Brevar Howard, one of the world's biggest macro funds, is among the firms that has been betting on dollar strength, according to a recent investor letter.

Such trades are being made despite the US currency climbing 18 per cent against a basket of six peers already this year — putting it on course for its biggest annual gain on record on the back of rising interest rates and a darkening economic outlook.

The Fed has raised borrowing costs by an extra-large 0.75 percentage points over each of its past three meetings and signalled more aggressive action to come as it battles annual consumer price growth above 8 per cent.

By comparison, the Bank of England and European Central Bank have been less vigorous in their tightening activity, while the Bank of Japan has drifted away entirely from the global trend — keeping rates in negative territory.

Higher interest rates typically draw in

King dollar: US currency surges against its peers

US Dollar Index



Source: Refinitiv

foreign capital as investors seek out better returns.

At the same time, the dollar has also benefited in recent months from its traditional status as a haven asset during bouts of market stress.

The US currency has hit a succession of fresh 20-year highs and the three months to September marked its largest quarterly gain since 2016.

Still, a number of hedge fund managers believe the dollar has further to soar and are reluctant to sell out of the trade until there are clear signs that the Fed is ready to take its foot off the tightening pedal.

"I think there's further legs in the strong dollar trade," said a senior executive at one major US hedge fund that has been profiting from bets on the dollar rising against peers including sterling.

The executive added that the trade was likely to continue to be profitable until the Fed signalled that it had tightened policy enough to tame

inflation. Much of the bullish positioning stems from computer-driven hedge funds trying to latch on to market trends.

Such funds, which manage \$360bn in assets according to research house HFR, use complex algorithms to try and spot patterns in financial markets and have already been big winners from the dollar this year.

Bets on the dollar accounted for three of the six biggest winning positions late last month at Progressive Capital Partners' Tulip Trend fund, according to an investor update.

And London-based Aspect Capital, which manages about \$9bn in assets, is still long the dollar against the yen and euro, according to a letter to investors sent by the Financial Times, and also against sterling and other currencies, the firm's director of investment solutions, Razvan Remsing, said.

Its Diversified fund is up about 44 per cent this year, according to the letter. Currencies have been one of its most

Tough road: the US Federal Reserve has signalled more aggressive action to come as it battles consumer price inflation above 8 per cent — *Quanta/Sloan/Sipa USA/Reuters*

profitable asset classes in recent weeks. The broader quant industry is still betting on the dollar rising against the yen, euro, sterling and other leading currencies, according to Société Générale's Trend Indicator, which models these vehicles' positions.

For Kier Boley, chief investment officer of alternative investment solutions at UBP, bets on dollar strength reflect a "combination of wider views on global central bank tightening and trades on specific central bank policy and political issues".

Even after taking some profits, macro hedge fund traders are still long the dollar against currencies including sterling, the euro and Chinese renminbi, he said.

Bolstering the dollar even further, war in Ukraine and fears of a big economic slowdown have persuaded investors to ditch emerging market and European assets in favour of dollar-denominated trades, seen as a safer home for their cash.

But despite the strength of the dollar wiping billions off US corporate earnings and helping drive up inflation in other countries, the Fed has repeatedly pushed back on speculation that it could pause its aggressive tightening.

Markets are now pricing in expectations of a fourth consecutive rise of 0.75 percentage points in the federal funds rate next month.

"I've been very dollar bullish," said Lee Robinson, founder of Altana Wealth and previously co-founder of Trafalgar Asset Managers.

Dollar strength would persist "until something breaks and the Fed has to ease off", he said.

'I think there's further legs in the strong dollar trade'

Property

Failure to cut building emissions risks writedowns, industry body cautions

GEORGE HAMMOND

Property groups across Europe risk significant writedowns unless they take urgent steps to reduce carbon emissions from buildings they own, according to an industry research group.

European property owners, investors and valuers have failed to account for the cost of transitioning to net zero, the Urban Land Institute said, resulting in a widespread overvaluation of offices, shops and residential property, which it describes as a "carbon bubble".

The ULI, which has a membership of 46,000 people working in real estate and urban development, said: "If transition risk costs are not factored in now by owners, then the industry could face a major crisis."

A change in regulation or an economic shock could quickly expose the mispricing of older, less green buildings and cause "values to fall quickly", it warned.

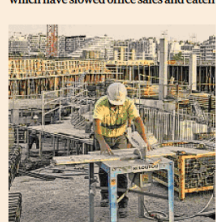
Standing buildings and new construction are responsible for about two-fifths of energy-related CO₂ emissions, the World Green Building Council says.

There have been steps towards

decarbonising real estate but these have largely been driven by deep-pocketed property owners improving the energy efficiency of their stock to attract tenants willing to pay a premium.

Large property investors and owners have set their own targets for hitting net zero over the next two decades but the vast majority of property has been relatively untouched.

Efforts to decarbonise will also be hit by rising interest rates and inflation, which have slowed office sales and eaten



New construction adds significantly to energy-related CO₂ emissions

into the amount European property owners are able or willing to invest in bringing buildings up to standard.

The ULI will this week publish a methodology for assessing the costs of decarbonisation and highlight the risks for property owners and investors.

It hopes this will help put a price on the transition to net zero and encourage property owners and public bodies to invest in retrofitting existing buildings to stave off a bigger hit to values later.

The institute said that the current flawed approach to decarbonisation in the real estate industry "could lead to our investment markets polarising and an increased risk of stranding assets in parts of our cities that require more investment, not less".

Lisette van Doorn, chief executive of ULI Europe, said: "We think that by introducing the guidelines, we can prevent a real shock from happening. If regulations come in, there will be a shock because a large part of the market needs to be adjusted in a very short amount of time. If we don't act on real estate valuations, our industry's significant contribution to climate change will continue."

Commodities

Rio warns of 'excesses of globalisation' hitting supply chains for critical metals

HARRY DEMPSEY

The boss of Rio Tinto has warned of the "excesses of globalisation" in critical mineral supply chains as the Anglo-Australian miner and Canadian government plan a C\$737mn (\$537mn) investment to loosen China's grip on metals vital to aerospace and defence.

Rio announced on Tuesday that it would modernise the Sorel-Tracy site in Quebec to bolster the supply of minerals controlled by China while reducing emissions at the site by introducing a new smelter technology.

The mining group will start producing titanium metal and quadruple scandium oxide output to 12 tonnes annually; the materials are essential to aerospace, medical products and fuel cells.

China produces three-quarters of finished titanium products and 61 per cent of scandium globally, according to Project Blue, a consultancy.

The investments over the next eight years, backed by up to C\$222mn of government funds, will transform the 70-year-old facility built after the second world war from its focus on steel,

metal powders and titanium dioxide towards supplying materials crucial for national security and the energy transition.

Rio chief executive Jakob Stausholm said the push by the west to reduce its dependence on China for materials processing and Canada's abundant hydropower resources had encouraged it to invest in new technology to smelt

'To address climate change you need much more of the critical minerals that you can produce here'

ilmenite — an ore used in the production of titanium. It is planned that these techniques could cut emissions by up to 70 per cent and diversify output.

"It's the second chapter in [Sorel-Tracy's] history that we are writing today," he said. "After years where you have had excesses of globalisation of various materials, in order to address climate change you really, really need much more of the critical minerals that you can produce here."

Through the investment, Rio will strengthen North America's first production capacity for titanium metal, a lightweight but strong material important to aerospace and defence groups such as Boeing and Lockheed Martin.

Despite Stausholm's warning on supply chain concentration, Rio depends heavily on China to buy its iron ore, aluminium and copper, generating 57 per cent of its \$68bn in revenues from the country in 2021.

This investment is only the latest in a string in Canada's mining and battery sector. Cathode producers such as Germany's BASF, Belgium's Umicore and Korea's Posco have signalled in recent months their intention to invest billions of dollars in building plants there.

Over the summer, German and South Korean politicians visited Canada to court the government and mining sector to secure supplies of minerals such as nickel and cobalt used in electric cars.

The charm offensive came after US climate legislation that provides tax credits for electric vehicle buyers if their battery uses raw materials extracted or processed from the US, from trade partner countries or through recycling.

The day in the markets

What you need to know

- US stocks directionless as investors brace for earnings season
- Inflation data analysed for clues about direction of Fed policy
- European stocks and Hong Kong's Hang Seng retreat

Wall Street stocks struggled for direction yesterday after five straight sessions of losses as investors assessed economic data and central bank signals about monetary policy ahead of a rush of earnings reports.

The S&P 500 edged up 0.1 per cent in choppy trading while the technology-heavy Nasdaq Composite was broadly flat by the early afternoon in New York.

Those moves came as fresh data showed that US producer prices rose 8.5 per cent in the year to September, down from 8.7 per cent in August but above the 8.4 per cent expected by economists.

Investors have scrutinised inflation data this year for clues about how vigorously the US Federal Reserve and its global peers will tighten monetary policy.

Signs of still-hot price growth have fuelled concerns that the US central bank will raise interest rates more aggressively, moving so far and fast that it compounds a protracted slowdown.

Such fears have weighed heavily on equity markets with the S&P in September concluding its longest streak of quarterly losses since the 2008 financial crisis.

Markets are pricing in expectations that the Fed will implement another three-quarter point increase at its November meeting, following three consecutive 0.75 percentage point rises.

US wholesale inflation eases in September

Producer price index (year-on-year % change)



Source: Factset

Wednesday's PPI will be followed today by a widely anticipated consumer price index reading for September with economists polled by Reuters expecting a rise of 8.1 per cent.

Market participants were also waiting yesterday for the publication of the minutes of the Fed's latest monetary policy meeting, which could offer further insights into the decision-making process of chair Jay Powell and his colleagues on the central bank's policy-setting board.

US earnings season kicks off in earnest this week with Wall Street banks leading the charge.

Companies' financial statements will be analysed closely for signs of strain from high prices and rising borrowing costs.

Reflecting the challenges facing companies as they navigate an increasingly gloomy economic backdrop, Netherlands-based health technology group Philips issued a profit warning yesterday, noting that supply chain challenges were "more significant than anticipated" during the third quarter.

The pan-regional Stoxx Europe 600 stock gauge closed 0.5 per cent lower and Hong Kong's Hang Seng index lost 0.8 per cent. **Harriet Clarfett**

Four steps the BoE must take to calm gilt trading

Steven Major

Markets Insight



British government bond yields have been trading at their highest levels since the global financial crisis and their volatility has made them hard to trade.

This is not because there are serious questions about the creditworthiness of the UK government. Rather, it is because fundamental and technical factors have combined in such a way to cause the market to malfunction, leading to forced sales and sharp price falls. Can the gilt market be repaired?

Already, the Bank of England has stepped in to provide some stability by buying gilts. This reflects the reality that there are real-life implications from bond market dislocation.

Sharp volatility in what is normally a stable corner of the financial markets could spill over into the real economy.

This can come in the form of higher borrowing costs and knock-on effects on sentiment.

Central banks have acted as buyers of last resort many times before in such moments. A recent example is March 2020 when the US Federal Reserve had to buy a huge amount of bonds to help dealers stuck with illiquid Treasury bonds nobody wanted.

They didn't do this as a favour for the banks and the dealing rooms. It was because of the potential ramifications for the real economy.

The point of this is that there are real people in the real world who have savings and mortgages. Many have a large proportion of their wealth stored in pensions and houses. All of this will be directly affected by what's happening in the UK gilt market unless steps are taken to calm things down.

Most of the population won't own gilts

and, if a fund manager holds them on their behalf, they may not even know it.

Then there is the impact on consumer confidence and how this feeds back into the economic data. Already dealing with high energy prices, the last thing UK households need is a sharp increase in mortgage rates. Faced with the anticipation of a drop in disposable income and an economic downturn, people change their behaviour. They become more risk-averse, less risk-seeking.

So is the BoE's intervention enough? It may be that further steps have to be taken to calm the gilt markets down.

As well as further central bank action,

Sharp volatility in what is normally a stable corner of the markets could spill over into the real economy

there may need to be adjustments by the Debt Management Office, which sells the bonds on behalf of the British government. Here are four possible next steps.

First, shift issuance to shorter dated maturities to ease supply pressures. As an issuer, the UK currently has the highest average maturity of any government bond market. At 13.5 years, this is almost double the US Treasury market and much more than the eurozone.

Granted, there is a lot of debt to be financed but locking UK taxpayers into extremely high rates by recent standards would be far from ideal.

Second, intervention in the market for longer term gilts may need to be open-ended. An interesting step was just taken with the announcement that

bonds that have returns linked to the inflation rate will be included in the gilt purchases. Previously, unlike other central banks, the BoE had not included the "linkers" in its quantitative easing programme of bond buying for fear of distorting the market. Now they need to buy them as the greatest selling pressure is coming from pension schemes.

By including a wider range of bonds, the actions appear broader and send a signal to markets that the BoE will continue to be active until markets stabilise. It makes sense to the UK taxpayer, too, when the central bank, acting on its behalf, buys a safe asset at 10 per cent when the BoE's benchmark policy rate is 2.25 per cent.

Third, the BoE could restructure quantitative tightening, the reversal of QE. Active QT has been long planned but has already been postponed as circumstances have changed.

It remains desirable for the BoE to reduce the size of its balance sheet but it may now make sense to concentrate sales on bonds with shorter terms.

Indeed, we see no reason why it is not possible for a backstop at the "long end" to exist while active QT is taking place at the "front end" of the yield curve.

Fourth, and to be consistent with the other three proposals, signalling on the path of interest rates may need to be reconsidered. Markets have been implying at least another 1 percentage point of hikes in the BoE's policy rate.

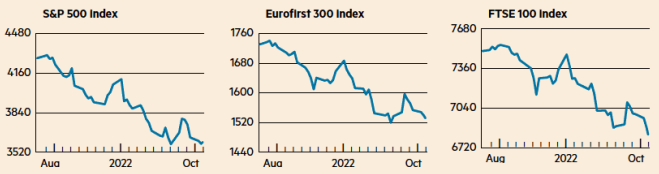
But if recent developments have increased the probability of recession, then rates may not have to go as high as previously projected. A quick fix is unlikely to be enough.

Steven Major is global head of fixed income research at HSBC

Markets update

| | US | Eurozone | Japan | UK | China | Brazil |
|-----------------------------|-------------------------|----------------------|--------------------|---------------------|----------------------|---------------------|
| Stocks | S&P 500 | Eurofirst 300 | Nikkei 225 | FTSE100 | Shanghai Comp | Bovespa |
| Level | 3603.03 | 1531.73 | 26396.83 | 6826.15 | 3025.51 | 114827.12 |
| % change on day | 0.40 | -0.46 | -0.02 | -0.86 | 1.53 | -0.96 |
| Currency | \$ index (DXY) | € per \$ | ¥ per \$ | £ per \$ | Rmb per \$ | Real per \$ |
| Level | 113.291 | 0.970 | 146.855 | 1.107 | 7.164 | 5.300 |
| % change on day | 0.062 | -0.103 | 0.769 | -0.180 | -0.214 | 1.599 |
| Govt. bonds | 10-year Treasury | 10-year Bund | 10-year JGB | 10-year Gilt | 10-year bond | 10-year bond |
| Yield | 3.922 | 2.315 | 0.249 | 4.413 | 2.756 | 12.557 |
| Basic point change on day | 2.270 | 2.000 | -0.070 | -1.900 | -0.900 | 1.500 |
| World Index, Commods | FTSE All-World | Oil - Brent | Oil - WTI | Gold | Silver | Metals (LME) |
| Level | 364.49 | 91.88 | 86.61 | 1664.70 | 19.40 | 3581.40 |
| % change on day | 0.10 | -2.56 | -3.07 | -0.71 | -2.17 | -0.24 |

Main equity markets



Biggest movers

| | US | Eurozone | UK |
|------------------------------------|-------|------------------------|--------|
| Ups | | | |
| Norwegian Cruise Line Holdings Ltd | 8.51 | A.p. Moller - Maersk B | 3.20 |
| Royal Caribbean | 6.76 | Swatch | 3.20 |
| Carnival | 6.60 | Solvay | 2.32 |
| Pepsico | 4.49 | Basf | 2.10 |
| Zebra | 3.91 | Lvmh | 2.05 |
| Rentokil Initial | | | 2.64 |
| British American Tobacco | | | 1.25 |
| Astrazenca | | | 1.12 |
| Diageo | | | 0.98 |
| Pershing Square Holdings Ltd | | | 0.57 |
| Downs | | | |
| Albermarle | -6.66 | Philips | -12.78 |
| T Rowe Price | -4.50 | Tenaris | -4.69 |
| Sba Communications | -4.18 | Omv | -4.53 |
| Steris | -3.07 | Galp Energia | -4.28 |
| Nvr | -2.99 | Salpem | -4.05 |
| Jd Sports Fashion | | | -10.32 |
| Persimmon | | | -6.18 |
| Lloyds Banking | | | -5.80 |
| Harbour Energy | | | -5.31 |
| B&M Eur Value Retail S.a. | | | -5.17 |

Wall Street

A licensing deal sent **Autolus Therapeutics** rallying with the biopharma group announcing that peer Moderna had exercised an option to license its proprietary technology.

Under the agreement, Autolus would be eligible to receive development and commercial milestone payments and royalties on potential net sales.

An upgrade to its outlook helped lift **PepsiCo**, the soft drink and convenience food group, which forecast earnings per share of \$6.73 for its fiscal 2022 year, up from an earlier estimate of \$6.63.

A trimming of its full-year guidance weighed on **Owens & Minor** with the medical supplies distributor forecasting net income per share in the range of \$2.50 to \$2.60, down from a previous estimate of \$2.85 to \$3.15.

Edward Pesicka, chief executive, said the downgrade was due to high inventory levels among its customers and weakness in its products and healthcare services segment, which had been hit by unfavourable macroeconomic conditions that showed "no signs of abating".

Homebuilders such as **PulteGroup** and **Meritage Homes** retreated after data from the Mortgage Bankers Association showed that the average interest rate on the popular 30-year home loan rose last week to its highest level since 2006.

Ray Douglas

Europe

A profit warning pushed **Philips** sharply lower with the medical equipment maker revealing a €1.3bn impairment charge in the third quarter in relation to its sleep and respiratory care business.

The Dutch multinational said last year that there was "possible risks to users related to [a] type of foam" present in some of its sleep apnoea devices, leading to a recall of the affected products.

Souring sentiment further was a quarterly sales forecast of €4.3bn, which fell short of the €4.5bn analysts expected. Consensus-beating guidance lifted **Chr Hansen**, the Danish group that develops ingredients for the food, pharma and agricultural sectors.

For its new financial year, Chr Hansen forecast organic growth of between 7 and 10 per cent, which comfortably beat **Jefferies'** 4.2 per cent target and a broader estimate of 6.6 per cent among analysts.

Fourth-quarter operating profit of €91m also beat the broker's €85m forecast "despite a volatile macroeconomic and geopolitical environment", said chief executive **Mauricio Graber**.

Swiss lender **Credit Suisse** slid following a Bloomberg report that the US Justice Department was looking into whether the bank had helped clients hide assets. **Ray Douglas**

London

Housebuilder **Barratt** sank after chief executive David Thomas warned that private reservations had slid "as customers react to the wider economic uncertainty".

Between July and October this year, buyers were receiving an average of 188 homes per week compared with 288 in the past financial year.

The news pushed **Barratt's** rivals lower including **Persimmon**, **Bellway**, **Taylor Wimpey**, **Berkeley** and **Vistry**.

Biotech group **Sareum** dived on announcing that a subsidiary of GSK intended to return the rights for its experimental cancer treatment **SRA757** to the CRT Pioneer Fund.

CRT had acquired worldwide commercial rights to the programme in 2013 as part of a co-development agreement with Sareum. **Soo Romanoff**, healthcare analyst at **Edison Investment**, saw this "as a mild setback for Sareum given that GSK's support could have accelerated development activity on the drug, triggering a \$550,000 payment to Sareum from first patient dosing in a new clinical trial".

Pharma group **DeepVerge** tumbled on revealing that there could "be no guarantees that sufficient equity funds" could be raised to help it repay loans and "reach profitability and cash generation during 2023". **Ray Douglas**

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Thursday 13 October 2022

FINANCIAL TIMES

FT500: THE WORLD'S LARGEST COMPANIES

Table with columns: Stock, Price, Div, High, Low, YTD, P/E, MCap. Lists major companies like Amazon, Apple, Microsoft, Google, etc.

MARKET DATA

Table with columns: Stock, Price, Div, High, Low, YTD, P/E, MCap. Lists various international and UK stocks.

BONDS: HIGH YIELD & EMERGING MARKET

Table with columns: Issuer, Rating, Bid, Offer, Yield, Spread. Lists high yield and emerging market bonds.

BONDS: GLOBAL INVESTMENT GRADE

Table with columns: Issuer, Rating, Bid, Offer, Yield, Spread. Lists global investment grade bonds.

FT 500: TOP 20

Table with columns: Company, Price, Div, High, Low, YTD, P/E, MCap. Top 20 FT 500 companies.

FT 500: BOTTOM 20

Table with columns: Company, Price, Div, High, Low, YTD, P/E, MCap. Bottom 20 FT 500 companies.

INTEREST RATES: OFFICIAL

Table with columns: Country, Rate, Term, Last. Official interest rates for various countries.

BOND INDICES

Table with columns: Index, Index, Change, Yield, Return. Bond indices performance.

INTEREST RATES: MARKET

Table with columns: Instrument, Rate, Term, Last. Market interest rates.

BONDS: INDEX-LINKED

Table with columns: Index, Index, Change, Yield, Return. Index-linked bonds.

VOLATILITY INDICES

Table with columns: Index, Index, Change, Yield, Return. Volatility indices.

GILTS: UK CASH MARKET

Table with columns: Maturity, Bid, Offer, Yield, Spread. UK cash market for gilts.

COMMODITIES

Table with columns: Commodity, Price, Change, High, Low. Commodity prices.

BONDS: TEN YEAR GOV SPREADS

Table with columns: Country, Spread, Yield, Return. Ten-year government spreads.

BONDS: BENCHMARK GOVERNMENT

Table with columns: Index, Index, Change, Yield, Return. Benchmark government bonds.

GILTS: UK FTSE ACTUARIES INDICES

Table with columns: Index, Index, Change, Yield, Return. UK FTSE actuaries indices.

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ARTS

Faced with the unspeakable

THEATRE

Sarah Hemming



“We probably are good,” says David Tennant’s Halder, meditatively, towards the end of CP Taylor’s *Good*.

That’s something we all want to believe of ourselves, but never want tested by circumstance. Up step three brilliant pieces of drama to test it for us to probe and unsettle our consciences and to pitch individual morality against social responsibility. This is drama as ethical and emotional workout: bracing, riveting, galvanising.

Each play is pinned to the stage by a scintillating central performance as a character goes through the mill. In *The Doctor*, Juliet Stevenson’s physician is trapped in a web of medical ethics and identity politics; in *Iphigenia in Splott*, Sophie Melville’s Effie confronts us with the true costs of austerity. And in *Good*, Tennant plays an academic sucked into horror in 1950s Germany.

Taylor’s 1981 play is quietly terrifying. Over the course of two hours, he charts how an intelligent, sensitive, decent professor, whose best friend is Jewish, slips, by degrees, into arguing for the Final Solution. Shrewdly, Taylor shows us all this not in real time, but through memory, as Halder wrestles with his conscience and relives key moments.

The splintered structure can make it challenging to follow, but it works by accumulation, plunging us into the process with him, rather than letting us judge safely from outside. It’s an astute analysis of the incremental steps towards accepting the unacceptable.

The arguments are frighteningly familiar, as Halder tries to reassure himself that he’s doing the right thing. Inertia is seductive reason allowed tool. We watch him slide into accepting increasing extremism as the norm. We see how his personal flaws – professional vanity, impatience with his messy wife and his ailing mother, a certain emotional detachment – lay him open to manipulation. In ordinary times, these might remain just his own flaws but, levered open by flattery, they lead him down the path to monstrosities.

We also see, in Dominic Cooke’s deftly modulated production, flashes of evidence – in his Jewish friend Maurice’s horrified expression, in the glimpses of flames, in the band music that haunts Halder – that deep in his conscience is the truth. Meanwhile, Vicki Mortimer’s



clinical set with its wall benches and hatch-windows asks: where exactly are we? In a government building? A medical institution? A prison cell? Somewhere worse? Zoe Spurr’s clever lighting keeps changing the atmosphere, drawing links between the answers.



Above: David Tennant plays a 1950s German academic in *Good*. Above left: Sophie Melville rails against austerity in *Iphigenia in Splott*. *John Pearson, Jennifer McCord*

Good
Harold Pinter Theatre, London
★★★★★

The Doctor
Duke of York’s Theatre, London
★★★★★

Iphigenia in Splott
Lyric Hammersmith, London
★★★★★

focusing on a female Jewish physician, Ruth Wolff, whose decision to refuse a Catholic priest access to a dying teenager becomes a political football.

Here, Ruth’s action pitches her into the toxic world of culture wars and instant online judgment. Soon, the future of the clinic that Ruth built from scratch is under threat, together with its pioneering work on dementia. Should she apologise and make the whole thing go away? Is it integrity or obstinacy that makes her refuse?

While public opinion rages, the play shows us the reasoning behind Ruth’s decision. As a doctor, she argues, she had to protect her patient’s state of mind: allowing the priest in would have alerted the girl to the gravity of her condition and could have killed her.

Ruth is genuine, but is she right? Her assertion that her decisions are purely clinical are undermined by what we learn of her personal life: the play allows us to understand her motives perhaps better than she does herself.

Icke’s drama plays out like a thriller, balancing principle against pragmatism and faith against reason, spinning a cat’s cradle of personal ambitions and agendas. He and director Anthony Almeida cleverly extend that to the audience with casting choices that pull the rug from under us, making us re-evaluate our assumptions. And, while the production starts over-empirically, it is soon gripping, with the skilful cast shifting our sympathies and Hildegard Bechtler’s revolving set literally changing our perspective.

Stevenson enriches this complexity. Her Ruth is fiercely intelligent and mercilessly unsentimental: she has an unwavering integrity and refuses to pity herself. She can also be brittle, patronising and blinkered. But what is superb about Stevenson is the way she wrong-foots you at the end, again leaving you to rethink what you thought you knew. *To December 11, thedoctorwestend.co.uk*

“You all know me,” says Sophie Melville’s Effie in *Iphigenia in Splott*, fixing the audience with a defiant, provocative stare. “I strut down the street and your eyes dive for the ground.”

And it’s probably true. Effie, drunk, loud, foul-mouthed, swaggering, is exactly the sort of person most of us would swerve around. But she’s about to make us look and look hard – and what we’ll see is a stark, searing indictment of an unequal society.

Gary Owen’s tremendous monologue was written as a response to prime minister David Cameron and chancellor George Osborne’s austerity policies: Splott, in Cardiff, south Wales, was the sort of deprived area that bore the brunt of cuts and closures. This revival arrives amid a political storm about possible cuts in public spending by Liz Truss’s government. That the play has only gained in resonance is shocking, and Melville’s outstanding performance blazes with ferocious despair.

Key to the play’s power is that, like Stevenson’s Ruth, Melville’s Effie initially pushes us away. Spiky and scornful, she defies pity, revelling in grisly

David Tennant is riveting in *Good*: witty and intensely human but also brilliantly precise

details as she treats us to an account of her chaotic lifestyle: one-night stands, drinking binges, three-day hangovers. But gradually her scattered narrative takes shape, focusing itself around the great, heartbreaking tragedy that has sliced through Effie’s life: a moment of hope snatched away by lack of resources in her local hospital. Her story, we realise, is her way of claiming back what has been ripped from her.

On a set of neon lights and broken blinds, Rachel O’Riordan’s staging pulses with rage and sorrow while Melville prowls the space like a caged cheetah: sensuous, proud, vividly alive then shockingly still. “It seems, it’s always places like this, and people like us who have to take it, when the time for cutting comes,” she says. “What is gonna happen when we can’t take it any more?”

Three wonderful performances; three gripping plays, each asking searching questions about moral responsibility. *To October 22, lyric.co.uk*



Juliet Stevenson, left, and Juliet Garricks in *The Doctor* – *Manuel Harlan*

Tennant is riveting: witty and intensely human but also brilliantly precise, shifting between private and public self, affability and irritation, all the while evolving from reasoned detachment towards chilling self-preservation. His physicality is superb – as angular and taut as a coat hanger – his body suggesting what his mind refuses to admit. Elliot Levey and Sharon Small, both excellent, play everyone else, bringing shape to characters who are coloured by Halder’s memories of them.

It’s a demanding play, it’s also terribly sad and a salutary warning about complacency and seeing only what you want to see. *To December 24, goodtheplay.com*

Easy answers come under scrutiny again in Robert Icke’s *The Doctor*. The pandemic delayed its transfer to the West End from the Almeida but, if anything, the intervening years, and the raging arguments about lockdowns and vaccination, have only sharpened its relevance. Icke remodels Arthur Schnitzler’s 1912 drama into a play for today,

exasperated agent come across as incomprehensible gabble. Even the sound of breakfast cereal going into a bowl becomes amplified, electronic music in Leith’s hallucinatory score.

Aside from some humorous observations on the absurdity of everyday life, everything is about Blake’s slow-motion decay into nothingness, and the opera stands or falls by that. The production is imaginatively directed by Matt Copson and Anna Morrissey, extravagantly costumed by Balenciaga and well sung by a good cast. Jack Sheen conducts the 12 Ensemble in a score that is hardline contemporary with no hint of Nirvana about it. *In no way are the unbroken 90 min.*

autumn season. As often in recent years, this comprises three operas by Handel: *Ottone, Agrippina* and a new production of *Tamerlano*, composed in Handel’s golden year of 1724.

The strong dramatic grip exerted by *Tamerlano* makes it the most compelling of the three. Director James Conway’s no-nonsense production focuses on the emotional conflicts of the central characters without any distractions. A decent cast is headed by two fine, contrasting counterpoints, Rodrigo Sosa Dal Pozzo as macho Tamerlano and James Hall as the lyrically sensitive Andronico. The conductor, Jonathan Peter Kenny, draws plenty of dramatic energy out of the score and the CD.

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Tuesday, 25 October 2022

Inside Kurt Cobain’s disintegrating mind

OPERA

Last Days
Linbury Theatre, Royal Opera House, London

Tamerlano
English Touring Opera

Richard Fairman

Did Kurt Cobain ever see his life in operatic terms? It seems unlikely, though in retrospect his descent into depression and suicide mirrors some of opera’s most desolate characters, from Donizetti’s Lucia to Britten’s *Peter Grimes*.

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Whatever Cobain might have thought, composer Oliver Leith clearly saw operatic potential in Gus Van Sant's 2005 film *Last Days*, a fictionalised account of the Nirvana frontman's death. Leith's opera of the same name has just been given its premiere by the Royal Opera in partnership with the Guildhall School of Music.

The introspective and fatalistic mood of the film hangs powerfully over the opera. Do not expect biography here. Cobain has become Blake, a successful musician, and nothing concrete is said about him or his life. Instead, we look inside the singer's disintegrating mind as he retreats into an inner cocoon of isolation. Playing Blake, French actress Agathe Rousselle barely gets to speak, merely whimpering from time to time, almost inaudibly.

From Blake's disconnected standpoint reality gets skewed into surrealism. Visitors, such as a DHL delivery person and a pair of Mormons, become part of his fevered imagination, joining in an ensemble that slowly winds down as if everybody is caught in a contracting time warp. Telephone calls from Blake's

in no way are the unbroken 90 minutes an easy sit. The opera is well advanced on Blake's slow-motion trajectory towards oblivion even before curtain-up – but stick with it. There is a hypnotic quality to *Last Days* that worms its way into one's mind. ★★★★★

For the next four weeks, English Touring Opera is out on the road with its

energy out of the store and the one Street Band has earned its place among period ensembles. Even so, after so much Handel, it is surely time to reward ETO's regional audiences with a change of direction. ★★★★★

'Last Days' run has finished. ETO touring to November 12, englishtouringopera.org.uk



Seumas Beggs and Agathe Rousselle (as Blake) in *'Last Days'*
Camilla Greenwell

FT BIG READ. INTERNATIONAL BUSINESS

The decision by CVC, Europe's largest private equity company, to go public brings it into line with larger US rivals. But will the move dilute the high-risk, high-reward model that is fundamental to its culture?

By Kaye Wiggins and Arash Massoudi

The dealmaker's dilemma

When plans for a money-spinning "Super League" of Europe's top football clubs collapsed in a furious outcry last year, billionaire tycoons were forced into grovelling public apologies. But behind closed doors, Europe's largest private equity firm had long since walked away.

CVC Capital Partners abandoned the project after early stage talks about a possible investment. Then, after its collapse, the buyout firm stepped up to buy a stake in La Liga, Spain's football league, for €2.1bn, giving it a share of broadcasting and commercial revenues for up to 50 years.

If those revenues keep growing at present rates, CVC could treble or even quadruple its money in the next decade. "It's the best deal in the history of private equity", a rival football dealmaker says. "They are not going to lose money here."

CVC has made tens of billions of euros buying stakes in household-name brands from Debenhams to Formula One to the maker of PG Tips tea, all while remaining largely hidden from public view.

Now, almost three decades since it spun out of Citibank's London office, the 700-person firm with €133bn in assets is at a crossroads. By the beginning of this year, its top executives had finally decided to take the firm public. That would bring it into line with its larger rivals, such as Blackstone, KKR and Carlyle; allow it to stay ahead of European competitors such as EQT, which has grown rapidly since 2019; and permit the founders who oversee the firm to one-day cash in their stakes.

But it would also attract a level of scrutiny that it is not used to, and risks watering down the high-risk, high-reward model that is fundamental to CVC's culture – reducing its rainmaker executives to a smaller part of a sprawling institution.

Those plans have been on hold since the invasion of Ukraine derailed markets. Now, the conditions that made private equity a significant force in the global economy over the past decade have gone into reverse. But CVC's stock market listing will be revived, insiders say: the only question is when.

CVC's listing will test whether one of Europe's oldest buyout groups, which is run almost entirely by men and has not moved far from its original model, can modernise. As private equity firms have transformed into a more powerful force in finance since the 2008 crash, CVC's bigger competitors have evolved into publicly traded asset managers where leveraged buyouts are not necessarily the largest part of the business.

This account of the company, at a pivotal moment in the history of both it and the private equity industry, is based on conversations with 20 insiders, advisers, investors, rivals and former staff – many of whom spoke on condition of anonymity – as well as court filings.



pounds in carried interest. But Clarry had also worked on a deal involving the UK vending machine company Auto-bar, in which CVC's fund lost the entire €400m of equity it had invested. He personally had to cover millions of euros of those losses by sacrificing the carried interest he had made from CVC's investment in the luggage company Samsonite, and some of his return from the Formula One deal.

This is in stark contrast to CVC's

How CVC's dealmakers make money

If a deal generated £1bn in net profit after fees and costs, here's how it would be shared out*

Profit
£1bn

rivals, which pool risks and rewards so that one rainmaker's gains offset a colleague's losses. Some CVC executives are critical of rivals for what they call a "heads I win, tails you lose" model in which wealthy executives almost never lose out. If dealmakers are putting pension funds' money at risk, they say, they themselves should be on the hook when things go wrong.

Internally, as in much of the finance industry, the money is a conduit for status. Losing money is one thing, insiders explain. But losing money and having to sacrifice your carried interest payouts from your next one or two deals to make up for it, in full view of your colleagues, is something else altogether.

Advocates say the model forces dealmakers to fight to rescue the companies they have bought when times get tough, meaning its deals rarely lose money. At Samsonite's lowest ebb, when prof-

ity of the firm's working environment, which one of the few women to have held a senior executive position at CVC said went beyond aggressive dealmaking to harassment and gender discrimination.

In 2016, a managing director at CVC alleged in court filings that six years earlier Chris Stadler, the head of the company's North American business, had "grabbed and embraced" her and two female colleagues at a Christmas party, "forcing them to dance with him in a physically inappropriate manner and fondling their rear ends".

CVC denied her claims in its court filings. It reached a confidential agreement to settle her employment and human rights law claim with no admission of wrongdoing by CVC, the firm said in 2016. It said recruiting a "diverse talent pool" was important, and it would "consult with [her] over the com-

Stadler, who led the acquisition, was a co-chair of Global Citizen's board and had attended the same party. Despite a growing media storm over Kelly's behaviour, CVC stayed silent about the leadership of the company it had invested more than \$450m in.

The company is almost exclusively led by men. Of 54 managing partners and co-founders at CVC, just one is female: Cathrin Petty, who joined from JPMorgan in 2016, shortly after the legal complaint was filed. Its board of directors is made up of 16 men, corporate filings show. Insiders say it has been recruiting more junior women for years, which they expect will in future lead to more diversity at the top.

But change is overdue, says one CVC investor. "You go to their meetings, they talk about unconscious bias and extra HR people, so they're putting a lot of attention on it," he says. "But a lot of the same people are still there" from the time when the complaint was raised, heads.

Planning for the future

Listed private equity groups are pulled in two directions by two different types of investor. Those who buy into their funds expect highly profitable dealmaking. But shareholders are more concerned about how much money they manage than how successfully they invest it. They prize the roughly 2 per cent management fees that private equity groups charge from their fund investors.

Private equity firms that go public often focus less on the profits from individual deals and more on accumulating hundreds of billions of dollars in assets by raising more and bigger funds.

CVC has started the process of accumulating assets. It set up a credit business in 2005, which now has €34bn under management. Last year it bought Glendower Capital, a specialist "secondaries" business that buys stakes in other private equity funds and facilitates deals where buyout groups sell companies to themselves. And it aims to raise a new main buyouts fund worth more than €22bn next year.

But CVC's dealmakers look askance at how some listed rivals who have gone further down that path pay their staff. At Apollo Global Management, co-presidents Scott Kleinman and Jim Zelter and chief executive Marc Rowan do not even receive carried interest, the antithesis of CVC's model where deal profits are prized above all.

To the extent that the firm's dealmakers have got comfortable with the idea of going public, they have done so on the basis that its culture of prizing high performance on deals can be maintained, one insider says, though they acknowledged it was not clear how easily that could be balanced with public shareholders' expectations.

Listing on a European exchange, as CVC plans to do, brings less onerous disclosure requirements than in the US. Smaller European rivals such as Bridgepoint and EQT have gone public with Brit-

A 'dog-eat-dog' culture

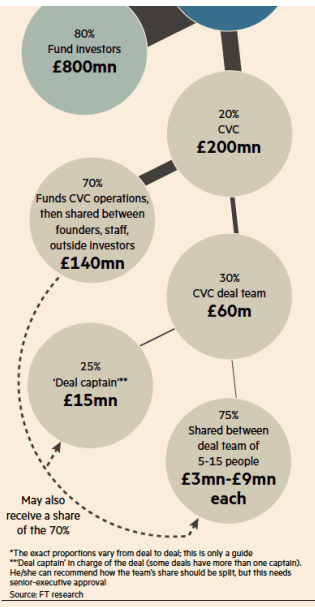
The Citi venture capital unit that spawned CVC was an early pioneer of the investment model in London during the Thatcher years, recalls Jon Moulton, who worked for the company in the early 1980s. "Our returns were unbelievable... it was marvellous," he says. The first meeting of the private equity industry's UK lobby group took place in the Citi unit's London office in 1981, he says.

But by the early 1990s a recession was setting in and a leveraged buyout boom was going bust. Staff elsewhere at the bank had long been in "revolt" about the carried interest payouts – a share of profits on successful deals – made by the venture capital business, Moulton says. "It became impossible to operate within Citi." The unit was spun off in 1995, overseen by Michael Smith, who chaired CVC until 2013.

Since its early days, a defining feature of CVC has been its individualistic pay mechanism that rewards winners and makes losers suffer. Even young executives can make life-changing sums of money if their deals go well, since about a third of CVC's share of the profits is handed out in low-tax payments to the small group directly involved.

One day in 2006, CVC's co-founder Donald Mackenzie declared he wanted the firm to buy into Formula One. A junior colleague in his early thirties, Nick Clarry, offered to work on the project.

When the deal later became the most lucrative in CVC's history, Clarry was in line for a personal payout of millions of



its fell more than 60 per cent after the 2008 crisis, CVC wrote off the more than £750mn of equity it had invested in the US-based luggage manufacturer.

But it ultimately made one-and-a-half times its money after restructuring the business and listing it in Hong Kong in 2011. Insiders question whether other buyout firms would have fought so hard to turn things around.

"It's a tough culture – it's dog eat dog," one of its investors says. "But we want the best people investing our money." For much of the firm's history, one of its most powerful figures has been Mackenzie. The 65-year-old Scot is not well-known: a Google search for his name reveals an Inverness used car dealership and a 19th-century fur trader before pointing to the financier.

"They want to keep a low profile because they're making a lot of money," says one rival dealmaker who knows CVC executives well. "It's a cultural thing. The Americans are more outgoing and philanthropic; some of these Europeans try to be more low key." Nobody at CVC wants to be named on a "rich list", insiders say.

In the public eye Executives at the buyouts group, which has its headquarters in Luxembourg even though London is its largest base and its historic home, have long championed the benefits for companies of staying in private hands, such as freedom from quarter-to-quarter scrutiny by analysts and the press. Going public may attract more scri-

ing months regarding matters of diversity and inclusion".

CVC found "no corroborating evidence from any of the other guests at the party", the firm's lawyers told the Financial Times, saying the other women with whom the female executive said he was dancing inappropriately denied that he acted inappropriately.

The manager who filed the complaint left CVC in 2015. In court filings, the firm said her employment was "terminated... in connection with a wider restructuring", that she "had fractured relationships with her co-workers" and that she had sent an email "asserting gender discrimination" after learning her employment was at risk. She said in filings that CVC "fostered an environment that disfavors female employees", which CVC denied.

Stadler remains in charge of the firm's North American business, and co-chairs its committee for ESG, or environmental, social and governance issues.

As a public firm, CVC would also find itself accountable to shareholders over the reputation of companies in its portfolio.

One of the most significant stories CVC became embroiled in last year was a scandal involving Teneo, a US public relations company in which it owned a majority stake. Teneo's co-founder Declan Keefe resigned after the FT published allegations he had drunkenly touched several women at a party linked to a fundraising concert put on by Global Citizen, a campaign group whose board he sat on.

They want to keep a low profile because they're making a lot of money. It's a cultural thing. The Americans are more outgoing'

The FT View



FINANCIAL TIMES

'Without fear and without favour'

UK credibility crisis risks tainting the Bank of England

Counter-productive messaging hinders efforts to calm financial markets

Some long-dated gilts have crashed more than bitcoin this year. UK 10-year borrowing costs are near those of Italy. A deeply unhelpful rift – more reminiscent of emerging markets than a G7 economy – is growing between ministers and the central bank over who caused turbulence in financial markets. In short order, Liz Truss's government has unleashed a series of misfires: Unchained – the book she and her chancellor, Kwasi Kwarteng, co-authored – and more Britannia Unhinged. The Bank of England is in the invidious position of trying to clean up the mess left by Kwarteng's unfunded "mini" Budget last month. He chose to announce the biggest tax cuts in 50 years when markets were already jittery about rising inflation and interest rates.

There were bound to be consequences. But the BoE and its governor, Andrew Bailey, have not helped themselves. Through counter-productive and at times contradictory messaging this week, they risk making an already feeble situation worse, imperilling the very financial stability the central bank is meant to protect.

The world is watching. Fundamentals affecting the British economy even before Kwarteng's hand grenade – steep energy costs caused by war in Ukraine, lockdowns' lingering effects, and the end of free money and low interest rates – are common problems, as is the tension between monetary and fiscal policy. The IMF warned this week that the worst is yet to come.

Tomorrow is set to mark the end of the BoE's emergency gilt-buying operation, introduced two weeks ago to try to help pension funds, which were facing a liquidity crunch following turbulence exacerbated by the "mini" Budget. The BoE has since intervened twice more,

introducing a new repurchase facility, and extending bond-buying to index-linked government debt for the first time. But the operations were little used before Wednesday (when the BoE bought £4.4bn of gilts) prompting questions about their design. Despite buying some initial calm, their effectiveness is also in doubt: gilts are again sustaining acute swings, with yields touching the level that first prompted intervention.

Pension funds have called for more time but Bailey has stressed that intervention is just temporary. No doubt trying to allay concerns over moral hazard, or that the BoE is attempting yield-curve control, he reminded the funds on Tuesday that they had just three days left, sparking even more market volatility. While the BoE has consistently stated that emergency measures would end tomorrow, policymakers are said to have signalled to senior bankers in private that it may be able to flex.

It is possible, albeit tricky, to take a rigid public position and strike a more

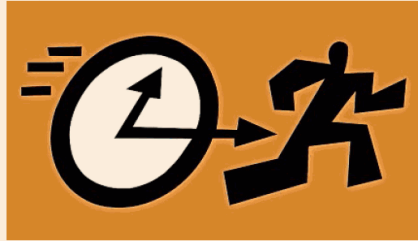
flexible tone in private, but Bailey has made life harder by underscoring the deadline – and tomorrow's cliff-edge. The BoE already faced a dilemma by having to buy gilts to protect financial stability while promising to sell them to tame inflation. Bailey's ultimatum leaves the BoE with less room for manoeuvre, and him with a credibility problem, should financial stability demand that it intervene once more.

The BoE did not cause the crisis. Its remedies are sticking plasters at most. Restoring confidence in the sustainability of UK finances will require a more substantive rowing back by the government from its promised tax cuts, particularly as Truss also rules out spending cuts. There are concerns over whether the BoE's duties to protect both price and financial stability are in conflict. But as the 2008 financial crisis proved, clinging to such ideological purity is dangerous. As Truss's government can test – and the BoE must remember: credibility is hard won and easily lost.

Opinion Psychology

Procrastination will not boost your creativity

Ben Hickey



Jemima Kelly

And the procrastination zone is not the happy, productive place that Grant seems to have been inhabiting during his experiment. It is instead what Tim Urban, in a famous post on his Wait But Why blog, describes as the "dark playground". "The fun you have in the Dark Playground isn't actually fun because it's completely unearned and the air is filled with guilt, anxiety, self-hatred, and dread," Urban writes. His examples of the "fun" activities you can partake in include the "refreshing phone email again and again rollercoaster thrill ride" and "looking at all 1,200 Facebook photos of high school person you were never friends with and adventure volcano". I know this playground so well. There are few moments of inspiration to be had here, just rising anxiety and probably, at some point, sheer panic. While procrastination is often

Excuse the impertinent question, but why are you reading this column? Is it because you've made a considered decision to spend time with the Financial Times today, or are you looking for a way not to have to do the thing – you know, that thing – that you're meant to be doing? If it's the latter then it is possible that you, like me – and about 20 per cent of the population, according to the American Psychological Association – are a procrastinator. Because of the fact that everyone procrastinates at least to some extent,

Letters

Health tech industry wants action on post-Brexit regulations

Peter Foster (Britain after Brexit Newsletter, FT.com, October 6) detailed the boardroom headaches stemming from the current inertia and uncertainty surrounding the development of new regulations the UK will have to introduce post Brexit. This is something well recognised by the health tech industry, an employer of 138,000 in the UK, with these issues likely to provide additional challenges for a sector identified in the government's "life sciences vision" document as an engine to drive the

future health and wealth of our country. We agree that there needs to be urgent action on completing the necessary legislative processes. The current dual regulatory regime recognising both EU and UK certificates is helpful and our members wonder why it is not an arrangement that might be made more permanent. Regulation exists to protect consumers and, in our sector at least, the content is 80 per cent the same across the world. It would make sense then to consider extending unilateral

recognition to other trusted jurisdictions such as the US and others who are part of existing internal collaborations. There are around 600,000 medical devices registered in Europe and they are all available to the NHS. We must consider the potential impact on the supply of life-saving and enhancing technologies if we are creating additional and costly bureaucratic hurdles for what is a relatively small market. The current deadline of June 2023 for the introduction of a fully

operational UK "Conformity Assessed" marking – which post Brexit replaces the old CE Mark used across the EU – remains in legislation, but the date is ever more unrealistic. Brexit offers us certain regulatory freedoms and there is an opportunity to use them to our advantage, but to protect our NHS and the patients we serve, and to grow this key sector, action must be decisive and rapid. Peter Ellingworth, Chief Executive, Association of British HealthTech Industries, London W1, UK

GDP is a diagnostic device that has lost its usefulness

In March 1968 the US presidential candidate Senator Robert Kennedy made a speech in Kansas where he noted that growth figures measured everything "except that which makes life worthwhile". More than 50 years later, it is therefore unsurprising that your columnist Sarah O'Connor observes most people don't know what gross domestic product growth is, let alone care about it ("Most people don't know what GDP growth is", Opinion, October 11). GDP can be a useful diagnostic device for government to understand what's going on in the economy. But it is insensitive to everything from carbon emissions to the share of people with caring responsibilities. The public outcry associated with the abolition of the top rate of income tax in the UK government's plan for growth shows



political leaders across the world understand that the growth imperative must be balanced with

Why Orbán's stance on Ukraine is perplexing

I am perplexed by Viktor Orbán apparently criticising the US for becoming a party to the Ukraine conflict by supplying money and weapons to Kyiv ("Hungary premier believes only Trump can end war", Report, October 12). As a former correspondent to Budapest, I recall how Hungarian historians and politicians, including from Orbán's Fidesz party, have frequently complained about being left alone by western powers during the revolution there in 1956. The revolution ended, of course, with a brutal Soviet clampdown, and more than 30 years were to pass before the Red Army left the country, in no small measure because of Orbán insisting on a withdrawal. Perhaps the prime minister could explain why it is wrong for America, and others, to take sides in the Ukraine

Schiller's stability quote

Reacting to the article by Andrew Large ("UK government must remember that debt matters", Opinion, October 4), I am reminded of what Karl Schiller, West Germany's finance minister 1966-72, said: "Stability is not everything, but without stability, everything is nothing." Charles Asubonteng, Washington, DC, US. Is Nobel a tad premature? It might have been better for the Nobel committee to await the full impact of unwinding quantitative easing before jointly awarding the economics prize to QE's chief architect, Ben Bernanke (Report, October 11). Martin Allen, London N1, UK

Correction

you will find many people who claim this label: inglorious though it may be, it appears to have some kind of humble-braggy social capital. But it is only a select group of us for whom the condition is chronic, who are tormented

The label appears to have some humble-braggy social capital. But it is only chronic for a select group

sufficiently by the malady to have really earned the badge.

So are we incorrigible or can we do something about it? Should we? Or is it an important "part of the creative process", as a friend put it to me recently as he tried to reassure me that it was acceptable – admirable, even, I fancied – that I had spent the entire day avoiding what I was meant to be doing?

Many people make this argument. The organisational psychologist Adam Grant, for instance, wrote a 2016 New York Times op-ed under the headline "Why I Taught Myself to Procrastinate". Grant describes how, rather than sitting down and typing, he instead just waited. And inspiration did indeed strike: "While procrastinating (ie, thinking) . . . it dawned on me."

"Procrastination (ie, thinking)" strikes me as a non sequitur; what Grant describes is not procrastinating. Delaying a task because you think doing so may actually benefit you, or make you more creative, should not be conflated with procrastination.

Tim Pynch, a psychologist and author of *Solving the Procrastination Puzzle*, gives me a useful definition of the latter: "the voluntary delay of an intended action, despite expecting to be worse off for the delay". Grant was doing the opposite.

thought to be about poor time management, it's more a question of poor emotion management. It allows us, temporarily, to avoid uncomfortable feelings – stress, fear of failure, boredom – but it also leads to low self-esteem.

"There's this collateral damage on our well-being," Fuschia Sirois, professor of social and health psychology at Durham University, tells me. "When we know we're not following through with things, and we're breaking promises to ourselves and others, we don't feel good." Given that procrastination stems from wanting to avoid negative feelings in the first place, we then find ourselves stuck looking for more and more ways to escape our emotions, which in turn keep worsening.

This self-sabotaging cycle is grimly familiar. But could there be a "cure"? Some practical things help, such as breaking down large tasks into smaller ones, making things easier for yourself by preparing, and eliminating distractions.

The more important work, though, is at the emotional level. The first step is to acknowledge that this behaviour is perfectly normal and perfectly OK, and you are not a bad person. The second step is to stop.

I have been gratefully aware, in writing this column, of every time I stray off track. But funnily enough, being more aware of it than usual – more "in the present", as mindfulness gurus might say – and realising that self-flagellation is the kinder, more productive option seems to have made me procrastinate less than usual.

I hope reading it has not felt like a depressing ride in the dark playground. I also hope that, if you have something else you'd like to be getting on with, you'll take a deep breath, forgive yourself, and crack on.

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the limitations of an approach that doesn't sufficiently recognise priorities beyond simple growth, such as reduced inequality. That's why forward-thinking

other social, environmental and democratic priorities. Sarah Davidson Chief Executive, Carnegie UK Dunfermline, Fife, UK

war when it would have been right to do so with Hungary in 1956. Do special rules apply for Hungarians? Michael Kuttner Stege, Denmark

Jon Lezamis Cortazar is global head of public affairs at Siemens Gamesa, not Siemens as wrongly stated in an article on October 12.

OUTLOOK

ASIA

As Hong Kong scrapped its Covid curbs, I boarded the bus to lock-up



by William Langley

was bullish on Hong Kong Covid reopening. Scrapping Covid-19 travel restrictions seemed like an easy win for a territory on a three-year losing streak. But just as the city's leader John Lee announced the end of the hotel quarantine at the end of last month, I was the only passenger on a fire department bus headed for seven more days of isolation.

In one of my all-time worst bets, I had booked a trip outside Hong Kong at a time when travellers were still required to spend three days confined to a hotel on arrival. I reckoned that a few days in a smart hotel was much better than the two-week lock-ups I'd completed in the past, or the 21-day isolation stints required at various points over the past three years.

But on the final day of what turned out to be one of the city's last ever hotel quarantines for inbound travellers, there was an ominous phone call. "Mr Langley has tested positive for Covid-19," a health department official told my bemused partner, sending me heading back into 2020.

Returning to Hong Kong from overseas during the pandemic was always surreal. PPE-clad workers at the airport would funnel passengers between testing stations and vaccination record checks, before sending them to hotel confinement. This obstacle course, completed with dossiers of documents in tow, was a reminder of how the virus continued to dominate life in the city. But this time, my three nights of

hotel quarantine were followed by seven extra days in a community isolation facility operated by Hong Kong's security bureau. The arrival of meals was announced via phone calls from hotel staff, as if even knocking on my highly sterilised door might unleash a fresh wave of the virus.

Colleagues, meanwhile, were toasting the end of quarantine with champagne in the office. Friends celebrated "Hong Kong's return" by booking their first overseas flights in nearly three years.

At some point during my isolation I calculated that I had completed a total of 46 full days in hotel quarantine. At 26-and-a-half years old, that equals a not-statistically insignificant 0.475 per cent of my life.

I got off lightly though. I have never had to complete one of the dreaded 21-day runs required for large parts of the pandemic. Only once did I have to "wash out" in a third country when direct arrivals from the UK were outright banned. And I never experienced the desperation of parents separated from their children by quarantine orders. Nor was I ever sent to a struggling hospital as the city battled its devastating Omicron wave this year.

City officials are hoping the eased restrictions – which come just in time for the long-delayed rugby sevens tournament and a landmark banking conference – will remind the world it is an international finance centre and premier tourist destination. But those who do return to the city

after their Covid hiatus will find a surreal place. Arrivals who test positive may still be issued with isolation orders of seven days or more. Spectators at the rugby sevens will still have to wear masks. They will be allowed to drink alcohol, but banned from consuming food – an interesting crowd management technique for the notoriously raucous event.

They may also encounter new political realities. The city's police filmed crowds at Hong Kong's men's football fixture against Myanmar last month – one of the first international sporting events since the pandemic began. The contentious national anthem ordinance, passed two years ago after years of debate and the 2019 citywide protests, criminalised "insults" to the Chinese national anthem, including falling to "stand solemnly" as it is played.

The city's tourism board has just released a series of promotional videos featuring the Australian former rugby player Nick Cummins. These followed Cummins as he strolled maskless around Hong Kong's streets, dined in a now-closed restaurant and visited the city's famous sites without once scanning a QR code on his contact-tracing app or displaying a negative Covid test.

The videos, which were likely filmed pre-pandemic, were a vision of a city that once was. The tourism board may dream, but it looks unlikely to return.

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Opinion

The world is starting to hate the Fed

AMERICA

Edward Luce



A French leader once called the dollar America's "exorbitant privilege". Today's world might go for blunter language. Vector of pain, anyone? Green monster?

Whatever we call it, the strong dollar's victims have one culprit in mind – the Federal Reserve. Even Josep Borrell, the EU's foreign policy chief, is joining in. This week he warned that the Fed was exporting recession in the same way the euro crisis was imposed by Germany's post-2008 dictates. Much of the world is now in danger of becoming Greece.

Such finger-pointing is mostly unfair to the Fed. The US central bank clung for too long to its "team transitory" dismissal of inflation and is thus tightening at speed to restore its credibility. But it is

only following the rules. It is hard enough to achieve full US employment with low inflation. Adding foreigners' wellbeing to its mandate would make the job paralytically complex. The Fed is nevertheless the engine of global contraction. Monetary pain is America's fastest growing export.

The big unknown is, who will pick up the pieces. Here, as the world's leading power, the US has often been prone to neglect. In today's so-called polycrisis world it also risks missing a chance to restore America's brand. The Fed has one tool – monetary policy. Higher US interest rates are spreading at pandemic speed.

As a whole, the US has many options. One such lever is the Bretton Woods institutions – the IMF and the World Bank, which are holding their annual meetings this week. The question is whether the US wants to cushion the blow to the developing world as its debt servicing costs go through the roof?

History tells President Joe Biden which road not to take. The Fed's last period of steep tightening started under

Paul Volcker in the late 1970s. Higher US rates helped trigger far deeper recessions in the global south. Africa and Latin America both suffered a lost decade of growth that was deepened by the IMF's punitive bailout conditions. Structural adjustment was a cure worse than the disease. The 1970s had been awash with recycled Opec capital that made dollar borrowing hard

Biden has many options to cushion the global blow, but the US central bank has only one – monetary policy

to resist. The Fed's quantitative easing has had the same effect over the past decade.

It is little consolation that inflation today looks less rampant than 40 years ago. In some respects emerging markets have it worse this time. Africa was neither responsible for the pandemic nor the war in Ukraine. The Fed is undoing years of human development gains. The

second has unleashed a wave of food and energy inflation.

Now the Fed is adding a potential debt-servicing crisis to the cocktail. These upheavals did not originate in the global south but the costs will chiefly be borne there. That is without mentioning climate change, which is also harming those parts of the world least responsible for creating it.

Biden has so far found little bandwidth to confront these challenges. He had a chance to make US vaccine technology available to the developing world. Indeed, he initially vowed to suspend Covid vaccine patents. That now looks like an empty gesture since his administration did not follow up.

As a result, a third of the world's population has not yet had one vaccine while most westerners have had at least two – some as many as five. Had the US taken a stronger lead, the world's inflation-inducing supply bottlenecks would not have been chronic.

Biden's \$1.9tn stimulus – the American Rescue Plan – threw fuel on an inflationary fire that is coming back to haunt Democrats. If they lose control of

Congress next month, that bill will partly be to blame. The same applies to the roughly half a trillion dollars of student loan forgiveness he announced in August.

Again, though, the brunt is felt by the rest of the world through imported austerity. The road to hell is paved with good intentions. Not for the first time, progressive-minded steps to help disadvantaged Americans are regressive for the world's disadvantaged.

The Fed has earned some of the resentment it is getting. It should have reacted earlier to inflation, which would have meant a less punitive response. It is not as if inflation was hard to spot. On that count, Jay Powell, the Fed chair, deserves some blame.

But America's big shortcoming is political not technocratic. The global face of the problem is the mighty dollar, but it causes less pain. The US can be oblivious at big moments to the spillover effects of what it does at home, which often come back to bite it. Call it exorbitant indifference.

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Fintechs have made our lives unnecessarily complicated

Bill Harris

Money is too complicated, and we're to blame. Banks created a bewildering array of financial products. Fintechs made

it worse. I should know. I've started several financial technology companies that build a number of new products. Together with those created by thousands of other financial start-ups, we've complicated people's money beyond comprehension.

In the days before computers, you would go to the bank, and they'd show you how much you had and how much you owed. Simple as that. Then, in the 1970s and 1980s, banks pioneered building different systems for each product – bank accounts, loans, credit cards, mortgages and the like. These once-innovative systems have calcified into inflexible silos that resist connectivity and product evolution.

Freed from legacy systems and processes, fintechs have built a blizzard of new products. Most are point products for specific purposes, such as online payments or high-yield savings. Most do not play well with others – different data in different apps from different companies.

We thought the solution was to put an aggregating layer on top – a personal finance manager – to consolidate all your information in one place. Great in theory. But, as baseball coach Yogi Berra is supposed to have declared, "in theory, there's no difference between theory and practice. In practice, there is."

For context, let's look at regular Americans, neither rich nor poor. Moderate

The proliferation of products across the digital domain creates confusion rather than clarity

and middle-income families – those making \$25,000 to \$75,000 a year – account for 46m US households. Two-thirds of these families live pay cheque

Five M's threaten Truss economic reset

BRITAIN

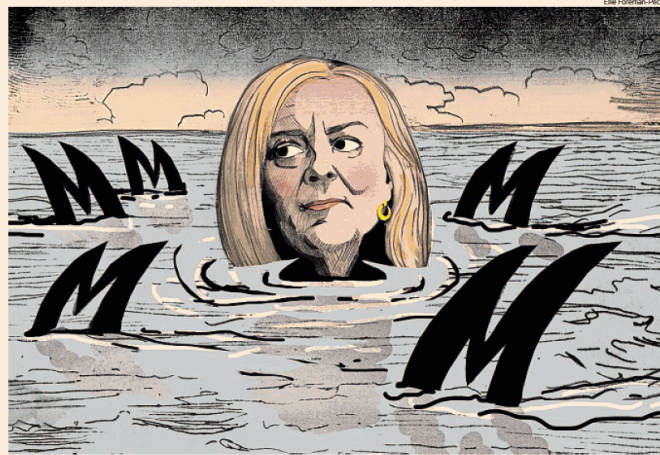
Robert Shrimpsley



Treasury orthodoxy is back. After a "mini" Budget which spooked markets and sank gilts, reassurance is the mantra. In the past week, the Truss government which spent the summer denouncing the

to precede the Bank's next interest-rate setting meeting in the hope of heading off excessive increases. The most politically egregious, though fiscally minor, tax cut, abolition of the top rate of income tax, has already been ditched in the face of a backbencher revolt. Truss is now reaching out to MPs.

The prime minister has not abandoned her core strategy of borrowing to cut taxes. "We need to work closely with the OBR but we are not backing down. We do need to do things differently," said one close ally. But she has reluctantly accepted that credibility demands more than defiantly jabbing a



harsh savings backloaded to the end of that period once, ideally, GDP is rising. The risk here is that neither the OBR nor the markets are impressed by

gauge or loan face steep rises in monthly payments. While GDP growth is an abstract concept to voters, hits to household budgets are frighteningly real.

no premier, whatever their merits, can be an effective leader for long with no money, no majority and no mandate. She must corral her MPs to calm mar-

wrongheadedness of the economic establishment has gone out of its way to cleave to the very bodies it blames for the UK's decline.

Having derided and shut out the independent Office for Budget Responsibility from last month's calamitous and rushed fiscal statement, the chancellor Kwasi Kwarteng has now made it the arbiter of his entire fiscal strategy.

The medium-term fiscal plan — the how-we-pay-for-it part of the government's tax cutting strategy — has been brought forward to the end of October,

finger at the Laffer curve. Some Tory critics are encouraged by the change of tone. Mel Stride, a former Treasury minister, detested "a fundamental shift towards conciliation re the party and support re institutions".

For this reset may no longer be enough. The Truss government's reboot is imperilled by a vicious circle of five M's — money, markets, mortgages, majority and mandate.

First, money: the government has deepened its deficit with tax cuts it cannot afford while spending tens of billions on an energy rescue package.

growth projections or promises of savings down the line, while Tory MPs will fear an election fought under the shadow of looming cuts.

The market reacted to holes in public finances. But more troubling is investors are treating the UK as an outlier among western economies.

This leads to mortgages. Even as the government's tax cuts promise more money in people's pockets, it is cllobbering many through rising interest rates.

Regaining credibility demands more than defiantly jabbing a finger at the Laffer curve

This plays on the nerves of fractious and frightened Tory MPs and the reality that, despite her national parliamentary majority of 69, Truss really has no majority. The mood is mutinous, not least among the numerous discarded ex-ministers.

This completes the negative loop: political instability deepens market concerns since it increases doubts about Truss's ability to deliver savings.

But one requires the other and few can see the big change that turns this vicious circle into a virtuous one without a harsh overcorrection from Kwarteng. So everything hangs on the fiscal plan, which is being hastily cobbled together and is still three weeks away.

Unless they find new ways to raise revenue, it may be that only a major retreat on some of the tax cuts (corporation tax perhaps) can restore market faith. But that is a last resort for Truss. It would create its own political crisis and probably require sacking the chancellor.

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to pay cheque, and two-thirds report feeling "fed up" about their financial situation. They worry about what they can anticipate ("bills") and what they can't ("unexpected expenses").

Many customers in this segment of the market have accounts at both a traditional bank and an online neobank, with multiple debit cards. About 80 per cent have at least one credit card.

There are a baffling number of ways to make payments — via an automated clearing house, prepaid cards, debit and credit cards and online payment accounts. New ways to pay at e-commerce sites add to the confusion.

Many use alternative financial products such as payday loans which, in addition to carrying effective interest rates of 400-600 per cent, typically consist of a series of two-week loans over multiple months.

FinTechs have brought this "short-term small-dollar" lending online. And some are peddling crypto to those who can least afford it.

The fintech explosion, which was heralded as a solution to the money problems of ordinary Americans, has too often made their difficulties worse. The proliferation of products creates confusion rather than clarity, and people have too many accounts and apps and bits of money strewn across the digital domain.

We need fewer, simpler products — single apps that address multiple needs and deliver a straightforward user experience. In other words, to return to the days of offering a central place to manage — and understand — how much you have and how much you owe.

The writer is the founding CEO of Nirvana Money and formerly founding CEO of PayPal and Personal Capital

Business and the prime minister are at cross-purposes



COMPANIES
Helen Thomas

In these troubled times, spare a thought for Alex Edmans of London Business School.

Edmans is the author of a book called *Grow the Pie*. As Liz Truss has repeatedly declared her determination to "grow the pie", Edmans has had to explain that, actually, hers isn't the same dish at all.

He is offering a slice of what the government might dismiss as "woke" capitalism. Companies don't need to choose between purpose and profit, he says: "If you start with how much value you create for society, then money comes as a byproduct." A bigger pie means there is more for communities, the environment, workers, customers and investors.

The Truss pie being served at the Con-

servative party conference last week left a very different taste in the mouth. The prime minister has correctly diagnosed that the UK has a growth problem. But her recipe for a bigger economy seems to pit monomaniacal profit generators and one faction of the Conservative party against all political opposition, the media, unions, Remainees, environmentalists, local communities, north Londoners, podcasters and pretty much everyone else.

In her battle against the "anti-growth coalition", business finds itself inside the tent against much of society — whether it likes it or not. "They love business their way, not our way", means one business leader. "This Conservative leadership thinks they know better than most of the businesses in this country."

In part, the stench of chaos emanating from the party conference was simply off-putting: more than one chief executive told me they cancelled plans to go or left early. But there is also deeper discomfit. Much of what was announced in the "mini" Budget wasn't on the business agenda: most lobby groups weren't

calling for a reversal of the hike to corporation tax or the removal of the cap on bankers' bonuses. No one was asking for the axing of the top rate of tax. Few see the benefit in ever more drastic pledges to exorcise EU rules from the statute book.

Many doubt the ability of the Truss government to deliver on the ideas they do like, not least because of the resistance of many Tory MPs and local council-

Even corporate leaders who applaud her pro-growth fervour despair of the tone-deaf delivery

pillors to solar farms, wind turbines, building houses, building anything else or letting more desperately needed workers into the country. Even business leaders who applaud Truss's pro-growth fervour despair of the tone-deaf delivery in a time of hardship, plead for consistency and stability above all else and see a politically enfeebled administra-

tion as incapable of providing it. One concern is that, in the absence of progress on supply-side reforms to immigration, infrastructure and planning, the temptation to reach for ideologically compliant but largely pointless wins will prove overwhelming.

Take the determination to relax ratios of children to staff in pre-school care despite the fact that nine in 10 providers say they won't implement them. Or the idea floated by the business department, alongside labour market reforms dismissed by Downing Street as "half-baked", to end gender pay gap or diversity reporting. "Nearly every business will still report it, otherwise you can't attract people," says Kevin Ellis, UK chair at PwC. "It's the most read section of our report by a mile. You're advertising your wares in a tight labour market."

Businesses from media to manufacturing, complain that the need to mount a safeguarding action to save important regulation from the promised torching of anything tainted by association with Brussels. Truss's small state convictions, and the increasingly urgent

need to find substantial savings ahead of this month's fiscal plan, is prompting angst that publicly funded programmes, such as Help to Grow or technology scheme Made Smarter, will be axed.

More broadly, bosses bemoan the energy going into picking yesterday's fights. The 1980s alignment between government and enterprise for a sharp break to consensus doesn't exist today. "I cannot find you a serious employer anywhere who thinks it's good business to go after the trade unions. We employ these people. We value them," says Paul Drechsler, former CBI president and outgoing chair of Business.LDN.

A Thatcherite mix of union busting, tax slashing and privatisation isn't a meaningful prescription today for a transformed economy and nor can 40 years of thinking about how business relates to society just be dismissed. Truss's government has shown remarkable commitment to its willingness to be unpopular. It's not clear why the business community would want to join them.

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Brookfield/Westinghouse: gone fission

Splitting companies and splitting the atom have their complexities. Brookfield has applied its expertise in the former métier to Westinghouse Electric, a specialist in the latter. The \$7.9bn transaction breeds dollars rather than plutonium for the Canadian alternatives giant.

One of Brookfield's funds — stewarded by former Bank of England boss Mark Carney, no less — will buy part of the nuclear reactors group from Brookfield itself. Canadian uranium processor Cameco will acquire the balance. The asset manager snatched Westinghouse at an enterprise value of \$4.6bn in a 2018 auction following the bankruptcy of owners.

Seller Brookfield Business Partners said on Tuesday that its profits and those of co-investors would be \$4.5bn, representing a juicy internal rate of return of 60 per cent or six times its money.

The \$3.5bn of debt currently on Westinghouse's balance sheet is structured to be transferable. A share of it will therefore switch from BBP to buyer Brookfield Renewable Partners. Nuclear power is having something of a renaissance. According to the International Energy Agency, global nuclear power capacity today of 415GW will need to nearly double to reach the organisation's 2050 net zero emissions goal. Even so, Brookfield would be hard-pressed to achieve the same lucrative glory with its second go-around of Westinghouse.

The ultimate steward of the nuclear group within BRP is the Brookfield Global Transition Fund, run by Carney. Such infrastructure vehicles often manage capital for longer than traditional buyout funds. Their return targets are lower, if steady.

BBP and BRP both obtained opinions from investment banks that judged the transaction to be fair. This industry practice brings wary amusement to cynics who believe fees might conceivably influence advice. More conclusively, both entities will ask independent public shareholders to

might add that complexity mostly tilts asymmetries of information in their own favour. Either way, expect financial innovation to go on proliferating, unhindered by the laws of physics.

Socionext/chip cycle: peaky finder

A chip company has completed the biggest initial public offering in Japan this year. Shares in microprocessor designer Socionext rose more than 11 per cent on its Tokyo debut yesterday despite market declines. The pop is more a reflection of the lack of new listings in the local market than the long-term prospects of Socionext.

The company, which develops customised systems-on-chip, has enjoyed growing demand for its designs amid a boom in the automotive chip market in recent years. The gains come even after the shares priced at the top of the market range.

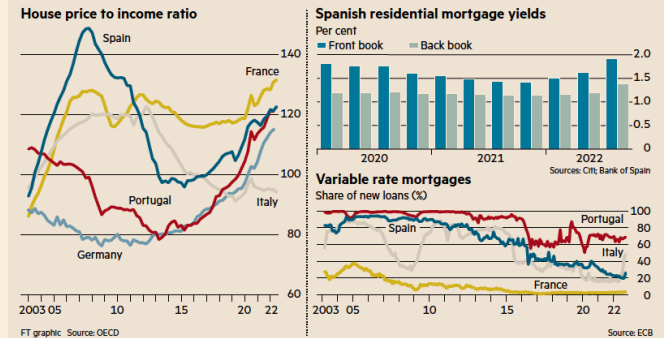
This is a surprisingly good time for Socionext to float in Japan, where there has been an 80 per cent decline in funds raised through public offerings this year. This means pent-up demand from investors, who have piles of cash to deploy. The yen fell to fresh 24-year lows yesterday, improving the competitiveness of exports. That should help Socionext overseas.

The shares remain fairly priced. Gains yesterday would give the company a valuation of more than ¥320bn (\$2.2bn). Its enterprise value of around three times total revenues is less than a third of the industry average. It has few rivals at home. The outlook for chip designers as a group is less rosy. Recently announced US curbs on China's access to technology means a cut in demand. The market is saturated, it is dominated by chip designers STMicroelectronics, NXP Semiconductors and Arm.

There are signs of an inventory glut for lower-end chips. Average contract prices for chips fell as much as 28 per cent in the third quarter. That means companies will reduce spending on chip designs and production. Some design hubs are

European banks/mortgages: ceiling whacks

Mortgage payments for many borrowers in Spain remain tied to market interest rates, and they are rising. While the share of new borrowers with variable-rate deals has fallen, much of the stock remains fixed. Yet price-to-income ratios suggest a far more sustainable market today



Turmoil in the British gilts market has had a knock-on effect on UK housebuyers. Fixed mortgage rates have shot up to the average more than 5 per cent. On the continent, upward pressure has been exerting itself on the variable rate products that often predominate.

Reports that CaixaBank is proposing a year-long freeze in variable mortgage rates yesterday hit Spanish bank shares. They have a lot of home loans on their books. Poland has enacted a mortgage moratorium. Lenders elsewhere may find themselves asked to help out those homeowners most at risk. For now, talk of any housing meltdown is premature. Unemployment is low. Issuance of variable rate mortgages

in Europe has been reduced sharply. In markets badly hit by previous housing crashes, such as Spain, house price to income ratios remain below previous peaks. Meanwhile, bank shareholders sit on ample capital reserves. Investors hoping for a windfall from rising rates should temper their expectations.

In Spain and Italy, variable rate mortgages accounted for just 22 per cent and 24 per cent of new lending, respectively, over the past year. A decade ago, it was closer to 80 per cent. But the popularity of these products persists elsewhere, including in Iberia. Variable rate issuance in Poland is close to 80 per cent of new loans. Spain's largest lender, CaixaBank, has plenty of these products. Of its €114bn

of residential loans outstanding, 75 per cent were variable rate loans at the end of last year, according to the Spanish Mortgage Association.

Earnings estimates for Spanish banks have been steadily rising over the past year, backed by higher interest rates. These are expected to add an extra 24 basis points to back book mortgage yields across the system in the third quarter, boosting net interest income by 5 per cent, said Citi. Better loan pricing should have offset Spain's windfall tax on banks.

That looks in doubt. A deferral of rate rises would slow earnings growth just as European economies are slowing. Householders will be pleased but long-suffering bank shareholders will not applaud.

conclusion investors should come to is that Socionext's peer group is expensive, not that Socionext is cheap.

LatAm assets: shine risks coming off

Latin America's commodity exporters have shone this year while almost everywhere else has been in darkness. Emerging market stocks in the benchmark MSCI index are down 30 per cent in the year to date; Latin American stocks have climbed

Across emerging markets, Russia's attack on Ukraine has devastated many companies, especially those closest to the war. MSCI's EM eastern Europe index collapsed after the invasion and has stayed down, off more than 85 per cent this year. Those further away have suffered less.

But it is soaring commodity prices for food, fuel and raw materials that have lifted Latin America's markets and currencies. In a world dominated by the rising dollar, the Brazilian real has posted rare gains against the greenback this year, up more than 7 per cent.

closer to \$4.50 to the dollar rather than today's \$5.50, thinks Robin Brooks, chief economist at the Institute of International Finance.

The region's commodity-exporting currencies should be performing far better against the dollar. In fact, the real's gains this year — and the Mexican peso's more modest 2 per cent rise — can be explained as much by interest rate movements as exports. Brazil's central bank began raising rates a year ahead of the US.

But political risk has intervened. Brazil's knife-edge election drama, constitutional ructions in Chile and

Meta/VR: virtual mundanity

Entry to the metaverse has a new price: \$1,499. Meta (formerly Facebook) is not positioning its new virtual reality headgear for mass appeal.

The Meta Quest Pro is aimed squarely at business. Forget PCs and laptops, Meta is trying to push VR headsets as a work tool. This is a change of pace from the Quest 2 headset, which sells for \$399 and quests to games such as *Beat Saber* as a selling point. Heavy losses at Meta's Reality Labs division (\$5.8bn first-half operating loss) plus a 62 per cent share price slide this year may be speeding up plans to turn the metaverse into a moneymaking scheme.

A new Qualcomm chip means better graphics in the latest iteration of the Quest headset. Mixed reality features will allow them to see the real world.

Price comparisons are tricky given the small size of the sector. Apple's VR hardware remains MIA. But when compared with other business-focused headsets, Meta's does not look out of place. Microsoft's HoloLens sells for up to \$5,199. Like Magic Leap, Meta seems to have started out by focusing on consumers before switching to business. The inclusion of Microsoft as a potential competitor, such as Windows apps. If Meta wants businesses to buy its headset, it makes sense to get tie-ins from groups that sell software to businesses. Microsoft has 1.4bn Windows 10 and 11 operating system users around the world.

Why doesn't Microsoft stick to its own HoloLens mixed reality headset? The Meta connection may be a way to outsource the high cost of development. In spite of a deal to produce HoloLens headsets for the US Army, development of a new version appears to have slowed. This year, the HoloLens lead developer left the company. It is not a good omen.

Meta has little choice but to keep going all in on virtual and mixed reality and trying to capitalise on its head start over Apple. Its reward is the sort of partnership that is only rarely seen between Big Tech titans.

approve the deal.

Private capital groups tout customised investment funds and intricate deal structures as good for themselves and fund investors. You

PRODUCTION. SECURE STOCKS LOOK SET TO continue their downward trend. This started in March. The valuation of bigger, more established peers will become more attractive. The

2.5 per cent. REFORMS, THE ISRAELI oil company, has notched up a more than 15 per cent return on the local exchange; Brazilian industrials are up nearly 18 per cent.

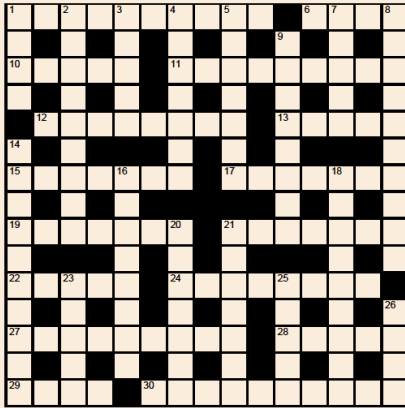
Despite some recent weakness, the real should hold up. Thanks to a healthy current account surplus and an unusual decelerating inflation rate this year, Brazil's currency should trade

interest elsewhere have diminished the appetite for risk among global investors. For LatAm currencies, more factors are at play than commodity prices.

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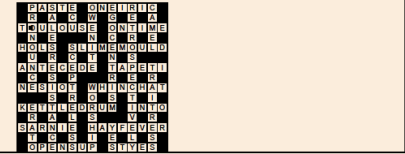
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- ACROSS**
- 1 Greek character on boat interrupting traitor's cocktail (6,4)
 - 4, 29 Target centres on popular drink (8)
 - 10 Ways one can break fishing equipment (5)
 - 11 Superhero saw someone male, so he says (9)
 - 12 Cocktail muddle is unexpected (8)
 - 13 Ivory way back across river (5)
 - 15, 17 Drink runs equalities organisation (7,7)
 - 19 Party's vocal disapprovals on the increase (5-2)
 - 21 Nothing in box after second look for cocktail (7)
 - 22 Drunk? I'm within the boundary (5)
 - 24 Very ordinary Yankee, elderly, on a journey (8)
 - 27, 28 Angry about fashionable clothes shop wanting support for arms cocktail (9,5)
 - 29 See 6
 - 30 Maybe Marvin, backed by a couple of unknowns, imbibing god-king's cocktail (5,5)
- DOWN**
- 1 Can inspiring resistance be bloody? (4)
 - 2 Band ordering us to squat (6,3)
 - 3 Succeeds in eliminating our short time on board ship (5)
 - 4 Roman empress abandons a large port (7)
 - 5 Wafts around to untangle solitaire without using AI (7)
 - 7 Beautiful music saves genus of trees (5)
 - 8 Jersey sort pines over levee breaking (4,6)
 - 9 Possibly nightwatchman the Spanish asked to bat earlier (8)
 - 14 During periods of inertia, goat reportedly reaches equilibrium (10)
 - 16 Mixed drinks case tied up (4,4)
 - 18 Books satellite in space, understanding stupid nit's purpose (9)
 - 20 Dog-trainer needing a dessert (7)
 - 21 Former PM said to be lacking authority in Cambridge celebration (5,4)
 - 23 Staff try fruit (5)
 - 25 Fill tank for American going up in space (3,2)
 - 26 Enemy, gutted, straddles horse wearing whites? (4)

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AUCTION AT THE EXPENSE OF THE RUSSIAN FEDERATION

By order of several creditors, who are jointly represented by GML Ltd., the auction of various Benelux vodka trademarks, including the iconic STOLICHNAYA and MOSKOVSKAYA trademarks, with related copyrights, will take place on December 6 at 14:00 CET, 2022 in The Hague - The Netherlands.

If you are interested, please refer to the website of Equilibristen Bailiffs: www.equilibristen.nl/auctions for more information and the applicable auction conditions, which also contain the full list of the trademarks and copyrights that will be auctioned. The relevant trademarks and related copyrights will be auctioned in one lot. The auction conditions state that a deposit of € 250,000.00 is required for participation in the auction, to be paid by 18:00 CET, on December 1, 2022 at the latest.

aware that registration includes the submission of KYC documentation. For interested press, prior accreditation is required, see www.equilibristen.nl/auctions

For information on the background to this auction and the creditors, please refer to GML Limited: www.gmlimited.com. For further information on the auction conditions, please contact:

Equilibristen Bailiffs (mr. G. Bakker)
Kuipershaven 25, 3311 AL Dordrecht
0031-78-7110822, 0031-611950954
info@equilibristen.nl

Auction address:
Nieuwspoor
Bezuïdenhoutseweg 67
2594 AC Den Haag

The auction will be held by Equilibristen Bailiffs at Nieuwspoor, The Hague. Admission is subject to the discretion of the bailiff and will only be granted to parties that have timely paid the deposit and have registered in accordance with the auction conditions by 18:00 CET, on December 1, 2022 at the latest. Please be



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