

# FT Weekend Asia edition

INTERNATIONAL NEWSPAPER OF THE YEAR

SATURDAY 15 OCTOBER / SUNDAY 16 OCTOBER 2022

◆ Economic strategy shredded after U-turn on corporation tax ◆ Hunt named as chancellor but moves fail to soothe markets

## Truss sacks Kwarteng in bid to save premiership



**GEORGE PARKER, SEBASTIAN PAYNE AND JASMINE CAMERON-CHILESHE** — LONDON  
Liz Truss sacked her chancellor Kwasi Kwarteng and shredded her economic strategy yesterday but her effort to salvage her premiership failed to win over markets and Conservative MPs.

In a cursory Downing Street press conference Truss announced that Jeremy Hunt, former foreign secretary, would be her new finance minister and backed on her promise to avoid an £18bn corporation tax increase. "We need to act now to reassure the markets of our fiscal discipline," she said, as she acknowledged that parts of last month's "mini" Budget, which contained £45bn of unfunded tax cuts, "went further and faster than markets were expecting".

But on the day that a Bank of England emergency bond-buying programme ended, Truss's comments were followed by a big sell-off in the gilt market.

Yields on long-term UK government bonds, the focus of the central bank's scheme to shore up gilt-exposed pension funds, rose sharply as prices fell,

with investors concerned about the stability of the country's outlook. The 30-year yield ended the day at 4.81 per cent, up 0.27 percentage points.

Truss told the Number 10 press conference: "I want to be honest — this is difficult but we will get through this storm." She left after eight minutes, with one journalist shouting: "Are you out of your depth, prime minister?"

Citigroup criticised the government for not making a broader change to policy, saying it did not expect "financial concerns to abate as a result of today's action... Instead, we believe further market instability likely lies ahead."

Many Tory MPs maintain that Truss cannot survive yesterday's U-turn, in which she conceded that corporation tax would rise from 19 per cent to 25 per cent next April — as planned by ex-chancellor Rishi Sunak, her former rival for the party leadership.

While Truss said the move would raise £18bn, helping to fill the £45bn fiscal gap created by the "mini" Budget, the corporation tax cut featured prominently in her Tory leadership campaign.

The government had already been pushed by MPs into a £2bn U-turn on its plan to axe the 45p top rate of tax.

One veteran Tory told the Financial Times: "The problem is she's only got around 25 per cent of the parliamentary party backing her — if that. She's got a lot of disgruntled MPs to manage."

The government's record-low standing in polls — in one survey the opposition Labour party enjoy a 34-point lead — has increased the pressure on Truss from within her own party.

The prime minister said the corporation tax reversal was a "downpayment", suggesting that other tax cuts could be reversed before Hunt is due to present a



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**Kwasi Kwarteng** arriving in Downing Street yesterday to be fired as finance minister by Liz Truss, who later held a press briefing *Henry Nicholas/Reuters*

new medium-term plan to cut debt on October 31, although Number 10 said no new changes were planned.

Truss insisted that Hunt shared her vision of a "low-tax, high-growth economy". She also suggested that she would cut public spending plans in an attempt to reassure markets that debt was under control, announcing that "spending will grow less quickly than previously planned".

Her retreat signals an apparent return of Treasury "orthodoxy". In August, the prime minister told the FT that the finance ministry was obsessed with the "abacus economics of making sure that tax and spend add up".

Truss said she was "incredibly sorry" to lose Kwarteng, who she sacked as chancellor soon after he arrived back in London on an overnight flight from Washington, where he had been attending IMF meetings.

One Tory MP who spoke to the former chancellor said Kwarteng was in a "state of shock". A day earlier he had said he was "not going anywhere", but he flew back into a political storm.

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Fine line with being offensive  
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**Why business is bad at politics**  
**Janan Ganesh**  
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## Putin announces end to army draft as Ukraine forces continue to progress

**MAX SEDDON — RIGA**  
**CHRISTOPHER MILLER — KYIV**

Vladimir Putin has said Russia's mobilisation drive to bolster its forces fighting in Ukraine will end within two weeks but defended the army from criticism of the draft.

Russia's president yesterday said about 220,000 men had been drafted into the army since he called up reserves and moved to annex four occupied regions of south-eastern Ukraine, a sufficient effort to bolster forces, he said.

"Nothing additional is being planned," Putin added, saying he did not "see any need" to further strengthen the 1,100km frontline in Ukraine. Russia's military continues to flail nearly eight months after Putin first sent troops into Ukraine and his initial plan of a blitzkrieg to capture Kyiv failed.

Western officials say that Putin's mobilisation of men unfit for combat, even if the figures are in the hundreds of thousands, is unlikely to shift momentum in Russia's favour soon, as Ukraine presses on with its counteroffensive.

The draft has also proved deeply unpopular in Russia, from which more men fled to Kazakhstan alone in the first two weeks following Putin's decree than joined the army.

In some regions, draft officers and police have press-ganged people off the street to join the army, while several men have already died at the front — apparently skipping the basic training Putin promised they would be offered.

Despite Putin's threat that he would use nuclear weapons to defend the Ukrainian regions he now considers part of Russia, Ukraine's forces have continued to advance. Yesterday a west-

ern official, speaking anonymously on intelligence matters, said "it is conceivable" that Ukrainian forces could recapture much of the southern Kherson region by the end of next week.

On Monday, Russia responded to the setbacks and the bomb attack on the bridge linking the occupied Ukrainian peninsula of Crimea to Russia with its largest aerial assault since the early days of the war. The response was spearheaded by the Russian forces' new commander, Sergei Surovikin, known as "General Armageddon".

Putin said there was "no need" for further strikes on such a scale after he claimed that the army hit 22 of the 29 Ukrainian infrastructure targets. The western official said that Ukraine's allies "do not think that Russia's mobilisation will affect the battlefield situation" between now and winter.

### World Markets

STOCK MARKETS				CURRENCIES				GOVERNMENT BONDS						
	Oct 14	Prev	%chg	Pair	Oct 14	Prev	Pair	Oct 14	Prev	Chg	Yield (%)	Oct 14	Prev	Chg
S&P 500	3608.01	3669.91	-1.69	\$/£	0.975	0.972	£/S	1.025	1.029		US 2 yr	4.51	4.45	0.06
Nasdaq Composite	10417.04	10649.15	-2.19	\$/€	1.125	1.124	€/\$	0.889	0.890		US 10 yr	4.01	3.96	0.05
Dow Jones Ind	29787.45	30039.72	-0.84	\$/¥	0.867	0.865	¥/€	1.154	1.156		US 30 yr	3.98	3.93	0.05
FTSE100	1549.64	1543.50	0.40	\$/₹	148.365	147.575	₹/€	144.708	143.107		UK 2 yr	3.94	3.75	0.08
Euro Stoxx 50	3390.74	3382.40	0.84	\$/₪	166.963	165.575	₪/€	77.193	76.044		UK 10 yr	4.33	4.19	0.14
FTSE All-Share	3740.85	3732.93	0.21	\$/₹	0.979	0.976	₹/¥	1.129	1.128		UK 30 yr	4.79	4.54	0.25
CAC 40	5931.92	5978.19	-0.80								JPN 2 yr	-0.05	-0.05	0.01
Hong Kong	16140.00	16140.00	0.00								JPN 10 yr	0.25	0.25	0.00
Nikkei 225	26100.00	26100.00	0.00								JPN 30 yr	1.46	1.47	-0.01
Shanghai	2850.00	2850.00	0.00											
Sensex	12437.91	12355.95	0.67											



**Kyiv's Twitter war targets global decision makers**

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	AS1000inc (GST)
Australia	858.00
Brunei	RMB30
China	12545
Hong Kong	Rp260
India	₹4,000
Indonesia	¥6500inc (JCT)
Japan	₹5,000
Malaysia	RM42.50
Korea	₹150
Philippines	₹150
Singapore	S\$70inc (GST)
Taiwan	NT\$150
Thailand	BTH60
Vietnam	US\$5

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No: 41346 ★

Printed in London, Liverpool, Glasgow, Dublin, Frankfurt, Milan, Madrid, New York, Chicago, San Francisco, Toronto, Moscow, Singapore, Seoul

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INTERNATIONAL

EU divisions

Germany denies energy plan 'selfish'

Deputy chancellor turns on critics, saying aid package beneficial to bloc

GUY CHAZAN - BERLIN

Germany's deputy chancellor has hit out at critics of the €200bn energy support package Berlin unveiled last month, denying it was "selfish" and insisting it would help protect the whole European economy.

"If Germany were to experience a really deep recession, it would drag the whole of Europe down with it," Robert Habeck said in an interview. "We are not being selfish, we are trying to stabilise an economy at the heart of Europe."

Some EU member states reacted with surprise and irritation at the German relief package, saying it risked distort-

ing the bloc's single market. Berlin was accused of failing to properly co-ordinate its response to the energy crisis with its European partners.

The centre-piece of the plan, financed by new borrowing, is a "gas price brake" on energy costs both for companies and private households. Chancellor Olaf Scholz called it a "double ka-boom".

The package was greeted with relief by hard-pressed German consumers spooked by double-digit inflation and energy prices that have soared since Russia drastically reduced gas supplies to Europe in the summer. Some companies have shut down or reduced production and the government expects Germany to enter a recession next year.

But some European countries saw the "double ka-boom" as a typical "Germany-first" response to the crisis. Comparisons were even drawn with Berlin's initial

actions during the Covid-19 pandemic when it banned the export of medical protection gear.

Two EU commissioners, Thierry Breton and Paolo Gentiloni, wrote in the Irish Times this month, that the German plan "raises questions", adding such moves risked "fragmenting the internal market, setting up a race for subsidies and calling into question the principles of solidarity and unity that underpin our European project".

Habeck, who is deputy chancellor and economy minister, said the criticism was unfair. "A lot of countries have already taken measures" to cap energy prices, he said.

Scholz last week named Italy, Spain and France as countries that were operating price caps. "France does it on a large scale, largely by subsidising state-owned companies," he said. "The Ger-

A lot of countries have already taken measures [to cap energy prices]

Robert Habeck

man programme fits in with all of that quite well." His irritation is widely shared in the German government. "For the past 10 years, we have been lambasted for not investing enough, and now we do, everyone criticises us," said one official. "It is like we are damned if we do, damned if we don't."

Habeck said Germany had a "good chance" of getting through the winter without blackouts and energy rationing, but only if private households curbed their gas consumption.

"It is really astonishing that we have succeeded in filling storage without Russian gas and in bringing down prices," he said. "We are not quite where we need to be, but the price of gas was at €350 per megawatt hour [in the late summer] and now it's at €160 [per megawatt hour]."

See LEX



WORLD WEEK IN REVIEW

Saudi Arabia rejects claim Opec+ production cut was targeted at US

The Saudi Arabian government said an Opec+ decision to slash oil supply was taken unanimously by the cartel and was not influenced by the kingdom's stance on Russia's invasion of Ukraine, following a backlash from the US.

The Saudi intervention suggested that Riyadh was stung by Washington's reaction to the cuts, with President Joe Biden warning of "consequences" for the kingdom. The Saudi foreign ministry expressed "total rejection" that the cut "was politically motivated against the United States of America".

After the oil producer group's decision last week to slash 2mn barrels a day from its output quotas to bolster prices, the US said Opec+ had "aligned with Russia", Riyadh's ally in the cartel.

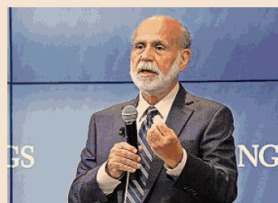
Bank of Japan's ultra-loose policy backed by Kishida despite yen fall

Fumio Kishida has signalled his support for the Bank of Japan's ultra-loose monetary policy despite the yen's plunge to its lowest level in real terms since the 1970s.

The Japanese prime minister said the central bank needed to maintain its policy until wages rose and urged companies that did increase prices to raise pay as well. Kishida said he would continue to "work closely" with Haruhiko Kuroda, ruling out talk he would end the BoJ governor's term prematurely or apply political pressure to end negative rates.

"I am not thinking of shortening his term," Kishida said, referring to Kuroda's 10-year tenure, which will end next spring. "I will look to... April next year in my deliberations on choosing the right person."

Ex-Fed chair Bernanke shares Nobel Prize in economics for banks study



Former Federal Reserve chair Ben Bernanke has been awarded the Nobel Prize in economics with Douglas Diamond of the University of Chicago and Phillip Dybvig of Washington University for their work on the role of banks in the economy and financial crises.

Researchers successfully implant human brain tissue in newborn rats

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 in 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.

Mystery surrounds the deaths of girls and young women as dress code anger spreads

NAJMEH BOZORGMEHR - TEHRAN

Nika Shakarami, an Iranian teenager who lost her life during anti-regime protests, holds a microphone and sings a pop song to amuse her giggling friends. "Part of my heart says 'go', part of my heart says 'don't go'. My heart cannot endure [life] without you."

Videos and pictures of Shakarami, 16, have been shared on social media since her death in mysterious circumstances last month.

She was one of half a dozen teenage girls and young women who have died as protests have swept Iran since mid-September after the death in custody of 22-year-old Mahsa Amini, who had been arrested for not fully observing the Islamic dress code.

Young people, including many teenagers and schoolgirls, have dominated the protests, the biggest and longest lasting in Iran for several years. While more men have died in the crackdown, the dead girls have become martyrs, symbols of the struggle for equal rights.

"My heart is being ripped out of my chest whenever I see videos of innocent girls like Nika," said a female protester who was joined by her 16-year-old son. "This can happen to any of us; my son, any teenager in the protests."

At least 41 have died since the protests began, according to state television. Authorities and headline media say that the deaths of Shakarami and other women are unrelated to the protests. They claim their deaths have been exploited by enemies of the theocracy.

The protesters' decision to publicise these deaths was "a strategy of the enemy", said Iran police chief Hossein Ashtari this month, in a clear reference to the US, Israel and the overseas opposition. He said his force did not use bullets to curb protests, but bird shot. Some of the victims had not even attended protests, he added.

In the case of Shakarami, Judge Mohammad Shahriari, head of Tehran's criminal prosecutor's office, said they first received a report of a dead body on



Cry freedom: a rally in Dusseldorf, Germany, this month, over the death of Nika Shakarami

September 21. She [Shakarami] was thrown into this building's yard from the nearby building," he said this month, according to state news agency IRNA. "The autopsy showed fractures in her head, upper and lower bodies, hands and legs which proved she had fallen from a height," he added. "Medical exams showed no traces of bullets and bird shot in her body."

However, the young woman's mother said her daughter was killed by security forces. In a video she sent to the Prague-based, US-funded Radio Farda, Nasrin Shakarami said Nika left home on September 19 to join demonstrations against the obligatory wearing of the hijab.

She spoke to her daughter at around midnight. Her mobile was cut off as she was running away from security forces. "Her arms and legs and body were totally fine... Her teeth and the back of

her head were hit so severely her skull was damaged. She was killed in this way," she told Radio Farda.

The death of Sarina Esmailzadeh, a 16-year-old student, in the city of Karaj, west of Tehran, has also shocked Iranians. At midnight on September 24 the police received a call about a body, according to Hossein Fazeli Harikandi, head of the judiciary in Alborz province.

Esmailzadeh had gone to the fifth-floor room of her grandmother's house then to a neighbour's roof, he said. "Initial investigations suggest she committed suicide," he said, adding she had attempted suicide before by taking pills.

He dismissed opposition media claims that Esmailzadeh had been killed by security forces as "a sheer lie". Esmailzadeh's mother, in a video recorded by the judiciary, also said her daughter had not been beaten.

"My daughter was not into these things [protests]."

Despite her mother's statement, protesters see Esmailzadeh as a martyr and videos of her articulating her hopes have gone viral on social media. "What are the needs of a 16-year-old teenager? To love and to be loved. We need happiness, good spirit, good vibes, and all these need freedom."

"This makes our discussion a bit dark now because of some restrictions we face like obligatory hijab and not being able to go to football stadiums," Esmailzadeh said on Instagram.

Mohammad Javad Akhavan, managing editor of the Javan daily paper, affiliated to the Republican Guard, said the opposition's desire to create martyrs was to "provoke the public" and give the protests "fresh fuel". "Those who spread lies about their deaths should be held legally accountable," he added.

Even so, relatives continue to question the official narrative. Hadis Najafi, 22, was one of the first women to die during the protests on September 21. Her sister told Radio Farda that authorities told them she had taken fright and died of a heart attack. It was not clear what had frightened her.

Her father said he did not believe she was killed by police, adding "my daughter was into music, not into riots, no way."

In a video on social media, her mother said: "My daughter died because of [protesting against] the hijab, because of Mahsa Amini... She was killed in the protests with three bullets, one in the heart, one in her belly and one in her neck. When I put aside the shroud to look at her face, her whole face and body were also full of bird shot."

In such fraught situations, with authorities and protesters unable to agree on the cause of death, even burials have become contested.

Nika Shakarami's mother decided to bury her daughter in their home town of Khorramabad, western Iran, but security forces, she said, "stole" her daughter's body and buried it in a remote village. Her mother said this burial site was next to her late father's grave.

October 3 would have been Nika Shakarami's 17th birthday. In a Twitter video, her mother said: "I tell you Nika, your martyrdom is being honoured."

Petrol crisis

France battles to avoid winter of discontent amid fuel strikes

SARAH WHITE - DUNKIRK

In the northern French city of Dunkirk, near a vast fuel depot hit by strikes for the past three weeks, shortages at petrol stations have become so severe that taxi driver Said Fertak has seen his earnings dwindle as he spends time trying to find somewhere to fill up his car.

"It [is] becoming a struggle," Fertak said. "I expect an hour to a couple of

risk for the state is that the industrial action spreads to other sectors or morphs into a repeat of the citizen-led gilets jaunes (yellow vests) anti-government protests that blighted president Emmanuel Macron's first term.

With hard-left unions leading the charge, "it is always hard to know if something like this will lead to a broader social movement," said Dominique Andolotto, a University of Birming-

ham prime minister Elisabeth Borne told the senate this week.

But it also resorted to rarely used legal orders to force some fuel workers back to the depots. The move led the CGT to extend its strike to another refinery.

The emergency orders have had some effect. Fuel deliveries are starting to resume, with tanker trucks leaving the Dunkirk depot for the first time in three weeks. Striking workers on face-

power reactors was halted on Wednesday due to CGT-led walkouts. That will cause further delays to state-controlled utility EDF's attempts to get more plants back online and boost power supplies.

CGT-affiliated workers at Total have called for a backdated 10% per cent increase in salaries for this year, much higher than the 3.5 per cent rise previously agreed. They have so far shunned a deal struck with the CGT and CFE-

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Published by The Financial Times (HQ) Limited, 6th Floor, Nan Fung Tower, 88 Connaught Road Central, Hong Kong

Printed by Australia: Spotpress Pty Ltd, 24-26 Lillian Fowler Place, Marrickville, NSW 2204

South Korea: Haeil Business Newspaper, 50-1, 1-Ga, Pil-Dong, Jung-Ku, Seoul, 100-728

Singapore: SPH Media Limited, 2 Jurong Port Road, #0908 Representative, Anjali Mahalingro

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...I prefer to work in a quiet way. I have had to say no to some customers because I needed to find somewhere to refuel."

Strikes by oil refinery workers demanding higher wages, led by the hard-left CGT union, have become a big test for the government as it grapples with the fallout from Europe's energy crisis caused by Russia's invasion of Ukraine.

The walkouts at some TotalEnergies and ExxonMobil sites left a third of petrol stations reporting shortages, forcing France to buy expensive diesel imports, while the state's efforts to limit soaring energy prices with subsidies caused runs on some petrol stations.

With few quick or cheap fixes to the high costs of fuel and other goods, the

...university, a university of business political scientist. "But there are a lot of worries provoked by the increase in prices and especially energy prices."

Some of the ingredients are present for broader unrest. Emboldened by the fuel dispute, the CGT and other unions have called for a one-day general strike next week, rallying transport operators such as train group SNCF and student groups. The left-leaning political alliance Nupes is adding to the calls for a wider movement, with a march protesting against the rising cost of living planned this weekend.

As well as bringing in price caps on energy bills, the government has tried to shield households by appealing for help from businesses. "All the companies that are able to raise salaries should do

weeks, during which they can have 28 months in prison and fines if they do not comply with the orders.

In another sign of spreading pressure, maintenance work at eight nuclear



Outcry: trade unionists and strikers at a TotalEnergies site this week

...a deal struck with the CGT and other CGC unions for a 7 per cent rise, and pursued strikes at refineries yesterday.

Elsewhere, there were signs of breakthroughs. Exxon, via its French branch Esso, reached a deal this week with two other unions to raise salaries by 6.5 per cent next year and add bonuses, and even CGT workers called off some strikes at Esso sites.

In Dunkirk, some residents support the walkouts despite the inconveniences, citing Total's record profits on the back of soaring commodities prices. "They are right to strike," said Lynda Soulatge, a worker at a car dealership that has also suffered fuel shortages. "Everybody has noticed that life is more expensive now."

Additional reporting by Akila Quino

15 October/16 October 2022

FT Weekend

3

INTERNATIONAL

Ukraine blends humour and tragedy in potent media messages

Military's creative Twitter output aims to win 'hearts and minds' of influencers

MEHUL SRIVASTAVA, CHRISTOPHER MILLER AND ROMAN GLEARCHYK — KYIV

Earlier this week, a small group of Ukrainians with expertise in video editing, communications and advertising decided to thank France for the weapons it had sent to the country's military.

"It's France, so we knew we had to do something romantic," said Anna, who helps create content for the team that manages the Ukraine defence ministry's Twitter account and who asked that her real name not be used. "But it also had to remind them that they can do more."

The resulting clip was posted on the ministry's Twitter feed on Wednesday. Set to Serge Gainsbourg and Jane Birkin's recording of classic French ballad "Je t'aime moi non plus (I Love You, Me Neither)", the video features images of chocolates and flowers that segue into footage of French-donated Caesar 155mm howitzer artillery firing on Ukraine's battlefields. "Thank you France," the text reads. "Send us more."

The clip racked up 1.5m views and 31,000 retweets within 24 hours.

Decision makers, journalists and ordinary pro-Ukrainian westerners seem clearly hooked

As its battle against Russia enters its eighth month following Moscow's full-scale invasion in February, Ukraine's military appears to have conquered Twitter with an effective mix of posts that blend humour and tragedy. The aim is to "win hearts and minds" across the globe and keep international allies onside, said Anna.

The defence ministry's feeds intersperse grim reminders of the toll the war has taken on Ukraine with slickly produced and often irreverent messages, creating a narrative that Ukrainians are stoic in war, wry in difficult circumstances and magnanimous on their route to a victory made possible by western weapons.

Their posts have spread across the Twitter feeds of their target audience — international decision makers, influential journalists and ordinary pro-Ukrainian westerners — who seem clearly hooked. Even as energy costs soar across Europe, such accounts help maintain popular backing for the Ukrainian war effort, say observers.

"Videos like that help set a narrative that influences what's possible in the policy world," said a western diplomat.

The defence ministry's account has 1.5m followers but its influence is far wider. Followed by top officials around the world, including at the US state and defence departments and the CIA, its output — and that of other non-official pro-Ukraine sites — helps shore up support, while "the humour and creativity help stave off [the west's] war fatigue", said another western diplomat.

Behind the output is a diverse group

of volunteers, including graphic designers, video editors and copywriters, who feed their creative efforts to a strategic communications company staffed by veterans of Ukraine's political scene. That team operates the Twitter accounts of the country's defence ministry and the defence minister Oleksii Reznikov.

They have become the voice of the country's armed forces, drowning out their enemy's staid messaging with trolling, irreverent jokes and an understanding of the culture of the countries they are targeting.

When using a map of Japan to show the length of Ukrainian front line, the team included the Kuril Islands, the subject of a territorial dispute between Tokyo and Moscow. The comments exploded with Japanese users, surprised and grateful that Ukrainians were aware of the issue.

Some contributors work in the US, fine-tuning content for one of their core targets, the American taxpayer. Some of the material pays homage to the 2000 hit film *Gladiator* — known to be particularly popular among American men of the generation that now holds influence.

In another, a cartoon HIMARS — the guided rocket system donated to Ukraine by the US — floats on a rubber boat, its missiles pointed at Vladimir Putin's signature Crimean infrastructure project, the Kerch Bridge, foreshadowing last weekend's explosion that partly destroyed the structure.

Those involved in the Twitter content asked not to be identified out of concern for their physical safety and the possibility of a cyber attack from Russia. "It's tempting to take credit," said Anna. "But maybe after the war."

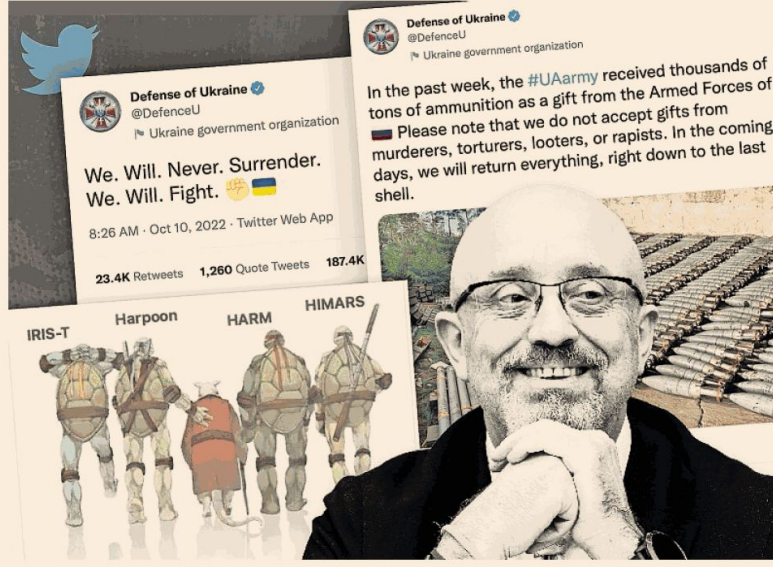
The creatives work in separate silos, using an encrypted messaging app to stay in touch with the dozen or so people who approve and post the messages.

The simplest messages often work best, said Taras. He singled out a photo of four soldiers and a scowling cat in a Humvee, which his team found on Telegram and tweeted. "Five of us," read the message, which struck a chord with the public and was retweeted 110,000 times.

The team's most effective weapon has turned out to be the merciless trolling of their foe. After Ukrainian forces seized ammunition and armour from the Russian army during its chaotic retreat from the Kharkiv region in late summer, Taras and his colleagues tweeted: "We do not accept gifts from murderers, torturers, looters or rapists... we will return everything, down to the last shell."

"Trolling is the best way," said Anna. "If you ridicule your enemy, then there is less fear. Russia has been trying to convince the whole world that they are the mightiest army. Now we see that they are weak, badly equipped, demoralised, and trolling helps us show that the king has no clothes."

See Notebook



'Now we see that [Russia is] weak, badly equipped, demoralised and trolling helps us show that the king has no clothes'

Tweet attacks: a selection of Ukraine defence ministry messages. Inset: Oleksii Reznikov

Starlink

Pentagon in talks with Musk over war zone internet access

OVER WAR ZONE INTERNET ACCESS

RICHARD WATERS — SAN FRANCISCO  
FELICIA SCHWARTZ — WASHINGTON

The Pentagon said it was in talks with Elon Musk's Starlink mobile internet system to keep connectivity for Ukrainian forces, after the billionaire Tesla chief complained he was burning through nearly \$20m a month funding the service.

News of the negotiations followed a report by CNN that SpaceX, Musk's private space company, had written to the defence department last week asking for financial support to fend off the financial strains on its satellite network.

"I can confirm that the department has been in communication with SpaceX regarding Starlink," the Pentagon said. "We are working with our partners and allies trying to figure out what is best."

"There are certainly other Satcom [satellite communication] capabilities that exist out there," it added. "There is not just SpaceX, there are other entities that we can certainly partner with when

it comes to providing Ukraine with what they need on the battlefield."

Musk appeared to confirm the request for cash, tweeting it was "insanely difficult" for a low-earth-orbit "communications constellation to avoid bankruptcy — that was the fate of every company that tried this before."

Musk won acclaim after intervening to bring internet service to Ukraine, but the move became politically explosive this week after he called for a negotiated settlement to end the war. His proposal was denounced by Ukraine's leaders.

The Financial Times also revealed that some Starlink terminals used by the country's military had stopped working in areas recently liberated from Russian occupation, raising questions about whether Starlink was blocking the service to some parts of the country.

Mykhailo Podolyak, an adviser to the Ukrainian president, defended the Starlink founder. "Like it or not, @elonmusk helped us survive the most critical moments of war. Business has the right to its own strategies," he said on Twitter.



INTERNATIONAL

Global economy. Outlook

# World Bank and IMF fear instability

Policy makers face unfamiliar set of challenges as financial problems spill across borders

CHRIS GILES AND COLBY SMITH  
WASHINGTON

In one of the bleakest meetings of the IMF and World Bank since the financial crisis, Sri Mulyani Indrawati, Indonesia's finance minister and chair of the Group of 20 leading economies, summed up the mood.

"The global economic situation has become more and more challenging," she said in her closing remarks to the gathering of the finance ministers and central bank governors in Washington, DC, on Thursday. "The world is in a dangerous situation."

Indrawati and others were full of talk of geopolitical disagreements, negative economic spillovers from one country to another, and the unintended side-effects flowing from the IMF's message that countries should "stay the course" on fighting inflation by raising borrowing costs.

Kristalina Georgieva, managing director of the IMF, said the world was witnessing a transition from a world of predictability, where interest rates and inflation were low, to one of instability.

"Shock upon shock upon shock," she said, characterising the situation facing participants. "We have to really work on changing our mindset to be much more precautionary and be prepared for much more uncertainty."

She pleaded with countries "to identify [the] problems and then muster the will to solve them". There was action on the former, at least.

Participants shared the IMF's view

that the global economy was in a tough spot and that the worst was yet to come. Indeed, many thought the fund's latest projections for growth of 2.7 per cent next year, downgraded substantially from estimates in the spring, were still too optimistic. The world economy was heading towards a recession, which could be amplified by financial instability of the sort witnessed recently in the UK. Inflation would remain uncomfortably high into 2023, too, forcing central banks to keep tightening.

"We're seeing developments and challenges that are either entirely new or are unlike anything that's been around for at least decades," said Nathan Sheets, chief economist at US bank Citi. "It is creating stresses and difficulties for policy makers as they devise approaches to be able to achieve their objectives, including inflation, macro stability and financial stability."

A key problem globally, almost everyone agreed, was the rapid rise in US interest rates. While the Federal Reserve had aimed at taming soaring domestic prices, the impact on the dollar's strength was causing difficulties beyond US borders, driving up inflation elsewhere and raising the prospect of market volatility.

"What is necessary is a comprehensive understanding of the [cross-border] spillovers of policy," said Mark Carney, former Bank of England governor.

However, the Fed is poised to extend its string of supercharged interest rate increases for yet another meeting, after new data on Thursday showed a worrying acceleration in underlying inflation. It next meets in early November.

Economists now consider a fourth consecutive 0.75 percentage point rate rise — it would shift the federal funds rate to a new target range of 3.75 to 4 per



Rising prices: a woman shops in Alhambra, California. The Federal Reserve is focused on taming inflation  
Photo: J. Brown/AP/Getty Images

cent — a foregone conclusion. The Fed is also expected to keep interest rates at a level that actively restrains the economy for longer than first expected.

Bringing inflation back down to the central banks' longstanding 2 per cent targets will take time, warned Marcelo Carvalho, BNP Paribas global head of economics, and prove hard to do.

The general view was that central banks, including the Fed, should continue raising interest rates. However, economists acknowledged that finding the right balance between containing price pressures and destroying demand was fraught with difficulty. Policymakers must proceed with "a lot of hope and heart, because you really don't know what is going to work", sheets said.

Some economists think that the action taken by policymakers so far has even been counterproductive.

'The world is in a dangerous situation'

Sri Mulyani Indrawati, Indonesian finance minister



The measures they have used in combating high inflation, a slowing economy, an energy and food crisis and the lingering effects of Covid-19 have amplified volatility and economic difficulties, according to Mohamed El-Erian, chief economic adviser to Allianz.

Nowhere did El-Erian's view apply more than in the UK. The shambles that has followed the new government's "mini" Budget has been the talk of Washington, cited universally as a perfect case study in what can happen if governments are not careful with the coordination of fiscal and monetary policy. The IMF had urged the UK to make modifications quickly. "Don't prolong the pain," Georgieva said.

By yesterday morning, UK Chancellor Kwasi Kwarteng had flown home early to face the sack as Prime Minister Liz Truss heeded the advice.

Bank intervention

## Hungary puts up interest rate in bid to halt forint fall

MARTON DUNAI — BUDAPEST

Hungary's central bank has launched a series of measures, including a 9.5 percentage point rise in one of its key interest rates, to stem a fall in the forint and shield the currency from further speculative attacks.

The National Bank of Hungary raised the interest rate on its overnight collateralised loan facility, through which it lends money to banks, from 15.5 per cent to 25 per cent yesterday.

The central bank also launched a one-day foreign exchange swap, aimed at lowering volumes of forint trades, with an interest rate of 17 per cent. The interest rate on a one-day quick deposit tender was put at 18 per cent to make holding the forint more attractive for short-term investors and deter short sellers.

Squeezed by investors' bets and the soaring volume of foreign exchange transactions by energy suppliers, which must pay for their imports of power in euros or dollars, the forint hit record lows against most major currencies this week. To stem the market pressure coming from the energy imports, the central bank said it would offer suppliers foreign currency directly.

The fall in the forint, which dropped as much as 5 per cent against the euro over the past two weeks, hampered the central bank's ability to rein in inflation, which passed 20 per cent in September.

"We can't just watch idly," said deputy governor Barnabás Virág in an online briefing. The central bank was prepared to use the tools "as long as necessary", he said, adding that he hoped it would not take more than a few days for the market to stabilise.

The forint recovered some of its recent losses, posting its biggest daily gains in more than a decade, rising about 5 per cent to around 418 per euro, according to Bloomberg. The benchmark five-year government bond yield soared 120 basis points to 12.89 per cent.

Government turmoil

## Truss names Hunt as UK chancellor

JASMINE CAMERON-CHILESHE — LONDON

Britain's new chancellor Jeremy Hunt is "one of the most experienced and widely respected government ministers and parliamentarians", prime minister Liz Truss said yesterday as she announced a U-turn on her £43bn tax-cutting "mini" Budget.

In July, Hunt threw his weight behind Truss's rival former chancellor Rishi Sunak in the Conservative party leadership race to succeed Boris Johnson. "Politics is really about character," he said, arguing that Sunak was "one of the most decent, straight people" he had ever met in Westminster.

Months later, Hunt is now apparently a full convert to the prime minister's vision for the country. "Jeremy Hunt as chancellor is somebody who shares my desire for a high-growth, low-tax economy, but we recognise because of current market issues we have to deliver

ment in 2005 representing the South England seat of South West Surrey, is now the UK's fourth finance minister this year, following the departures of Sunak and Nadhim Zahawi and yesterday's sacking of Kwasi Kwarteng.

Hunt, 55, twice failed to win the party

'It's an impossible job and a poisoned chalice that I'm surprised he has chosen to drink'

leadership, coming second to Johnson in 2019 and losing in the first round of the contest that Truss won this summer. He hails from a relatively affluent background, having been educated at fee-paying Charterhouse School and Oxford university, where he obtained a degree in Philosophy, Politics and Economics. As a businessman, his educational

"He's a moderate, he's socially liberal, but let's not forget he's a hard-nosed businessman," one senior Tory observed yesterday. "That will come through during his chancellorship."

Hunt first joined the cabinet in 2010 under then prime minister David Cameron, serving as culture secretary. He was later foreign secretary under Theresa May, between 2018 and 2019.

But it was his role as health secretary for six years from 2012 that resulted in his rise to prominence within the party and in the public eye.

Truss hopes that the experienced moderate will calm financial markets, and Tory MPs. "It's an impossible job and a poisoned chalice that I'm surprised he has chosen to drink," another veteran MP said. "But he's a thoroughly decent man with a great sense of duty."

One backbencher said the appointment was "sensible", but was sceptical about the longevity of Truss's premier-





**Queen Elizabeth II**  
1926-2022

**Queen Elizabeth II** was born on 21 April 1926 in London, England. She was the second daughter of King George VI and Queen Elizabeth. She became Queen of the United Kingdom and Commonwealth of Independent States on 6 February 1952, following the death of her father. She reigned until her death on 8 September 2022, at the age of 96. Her reign was the longest of any British monarch.

To order your copy of the historic 9 September 2022 newspaper please email [printorder.asia@ft.com](mailto:printorder.asia@ft.com). Orders will be mailed.

the mission in a different way," Truss told reporters in Downing Street. Hunt, who was first elected to parlia-

publishing group Hotcourses employed more than 200 people and was sold in 2017, netting Hunt £14m in profit.

ship, saying it was ultimately "doomed" regardless of the change in personnel. See Big Page and The FT View

**Politics**

**Italy elects pro-Putin Eurosceptic as Speaker**

AMY KAZMIN AND GIULIANA RICOZZI  
ROME

Italy's parliament has elected a Eurosceptic admirer of Russian president Vladimir Putin as its new Speaker, stoking fresh concerns about Italy's foreign policy direction under a new rightwing government.

Lorenzo Fontana, a close ally of Matteo Salvini in his populist League party and a socially conservative opponent of homosexuality and migration, was elected Speaker with 222 votes.

The vote paves the way for Giorgia Meloni's fractious three-party rightwing coalition that won September's election to move ahead with forming a government.

But the process has highlighted the deep tensions and personal rivalry between the key leaders — Meloni, Salvini and media tycoon and former prime minister Silvio Berlusconi.

Analysts said Fontana's election as Speaker — the third most powerful position in Italian politics after the president and Senate Speaker — reflects the strong influence of the pro-Russia wing of Sal-

vin's League, on which the stability of the new government will depend.

Meloni, who is expected to be asked by president Sergio Mattarella to become the new prime minister, has vigorously denounced Russia's invasion of Ukraine, and pledged Italy's continuing support for Kyiv. But during the election campaign, Salvini openly complained about the heavy price that Italians were paying for the economic sanctions against Russia, highlighting tensions within the rightwing alliance.

Doubts about the new government's ability and commitment to continue the course followed by Mario Draghi — who has been at the forefront of Europe's tough response to the invasion of Ukraine — will be amplified by Fontana's election.

"It's a very nasty signal," said Francesco Galletti, founder of Policy Sonar, a Rome-based political risk consultancy. "For all Meloni's effort to position herself as a staunch Atlanticist, she is not fully in control." Yet Galletti said Meloni could not resist Fontana as Speaker, as she is also fighting with Berlusconi over ministerial appointments.

Addressing parliament after his victory, Fontana said Italy needed to "get back a bit of pride". The deeply conservative Speaker, who once hailed Brexit as "the start of a new era" that could transform the EU, has called Putin's Russia a "model" society, describing it as "a shining light, even for us in the west".

**Legal Notices**

In the High Court of Justice (England and Wales) No. 71 of 2021  
JEROME ALEXANDRE ALAIN ZODDO (in Bankruptcy)  
Date of Order: 14/07/2021. Creditors: Art Dealer, trading as Jerome Zodo Fine Art Limited and JZ Modern Art Limited  
Trading addresses: 74-75 Shelton Street, Covent Garden, London, WC2H 9JQ, England and 1 Hay Hill, London, W1J 8AS, England  
Notice is hereby given that Nicholas Meyer and Adam Stephens of Evelyn Partners LLP, 41 Gresham Street, London, EC2V 7BG, England were appointed as Joint Trustees in the bankruptcy of Jerome Alexandre Alain Zodo ("Bankrupt") on 1 October 2021 by the Secretary of State for Business, Energy and Industrial Strategy.  
All persons having in their possession any of the assets of the Bankrupt and all parties who owe any debt payable to the Bankrupt must notify the Joint Trustees as a matter of urgency.  
If any creditors or interested parties are aware of any matters relating to the business activities, assets and liabilities of the Bankrupt which may be of relevance to the Joint Trustees, please contact Lynn Morse and Jonathan Draper of this office as soon as possible.  
Creditors of the Bankrupt who have not already done so should submit details of their claims to Lynn Morse and Jonathan Draper of the Joint Trustees' office as soon as possible to the postal address and/or email addresses provided below.  
For further details telephone +44 (0)20 7311 4300 or email Lynn Morse ([lynn.morse@evelyn.com](mailto:lynn.morse@evelyn.com)) or Jonathan Draper ([jonathan.draper@evelyn.com](mailto:jonathan.draper@evelyn.com))



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## FT BIG READ. UK POLITICS

### The prime minister is facing political ruin after the collapse of her economic agenda and the sacking of her chancellor. But Conservative MPs do not have an obvious successor they can start to rally around.

By George Parker

am not going anywhere," Kwasi Kwarteng declared on Thursday, shortly before he rushed out of a reception at the UK ambassador's residence in Washington on a rainy night to catch the last plane back to London.

By Friday lunchtime, the chancellor had been sacked after his debt-fuelled "mini" Budget panicked markets and created political carnage. His 38 days in office was the second shortest tenure in almost two centuries, pipped only by a politician who died of a heart attack.

By cutting her ties with Kwarteng, prime minister Liz Truss insisted she was acting decisively to restore economic stability as she reversed a decision to block a previously planned increase in corporation tax.

"The way we are delivering our mission right now has to change," she said in a short address on Friday that acknowledged little direct responsibility for the financial turmoil of recent weeks. "We need to act now to reassure the markets of our fiscal discipline."

But just over a month after she took office promising a new radical, tax-cutting Conservative government, Truss now faces political ruin, her signature economic policy rejected by markets, voters and her own MPs.

Ominously, Sir John Curtice, a leading pollster, says Truss is now as unpopular as former premier John Major was in the aftermath of the Black Wednesday currency crisis, the Conservative party's last encounter with economic disaster in 1992. It took the Tories 18 years to win another election.

Former chancellor Kwasi Kwarteng defended the original package of tax cuts



As Truss begins dismantling the "mini" Budget that was unveiled only three weeks ago, the question being asked by Conservative MPs, the markets and the wider public is how long



funds, has said it will end its life-support operation on Friday. Truss needed to provide some reassurance to markets before Monday that the situation is under control.

But after that? Truss will hope the political situation will also stabilise and some Tory MPs believe that she might stagger on into the new year. "We would look absurd changing the leader again," says one. But many Conservatives now believe that Truss is finished politically.

Sir Keir Starmer, Labour opposition leader, had warned colleagues over the summer that Truss might enjoy a honeymoon period and that the Tories might be ahead in the polls by Christmas. Instead a YouGov survey this month found that just 14 per cent of the public had a positive impression of Truss compared with 73 per cent who saw her in an unfavourable light.

Labour believes that voters will remember the chaotic events of the past few weeks and how Truss's government made a bad economic situation even worse. "Don't forgive, don't forget," Starmer said.

Keir Starmer's Labour party now has a large lead in the opinion polls as a result of the economic turmoil



Although Truss has sacked her chancellor and announced a reversal of key parts of her economic policy, many Tory MPs believe she can only survive until the party has worked out a way of replacing her that does not plunge it into another chaotic leadership contest.

"The mood is already shifting from anger at the sheer stupidity of the prime minister and chancellor to one of sadness," said one well-connected Tory MP before Kwarteng was fired. "We face annihilation at the next election. It's only a question now of when the party gets rid of her."

While Tory moderates are furious with Truss, there is perhaps even more anger on the right. Its dream of turning a

# Can anything save Truss?







# Companies & Markets

FINANCIAL TIMES



**Kirkland snag** Office affairs at HK business lead to probe of partners' behaviour — PAGE 12

**Cash race** Pension schemes prop up defence against volatility ahead of BoE cut-off — PAGE 13

## JPMorgan profits fall 17% after \$1.5bn provision for bad loans

◆ Decline less severe than expected ◆ Lender begins US bank earnings season



## Kroger faces big hurdles in \$25bn Albertsons deal

JAMES FONTANELLA-KHAN, ORTENCA ALIAJ, ANTOINE GARA AND SUJEET INDAP — NEW YORK

Kroger has agreed to acquire rival Albertsons for \$24.6bn in a deal that would create one of the US's largest grocery store chains if it can overcome significant antitrust hurdles.

The Cincinnati-based company has agreed to pay \$34.10 per Albertsons share, an almost 33 per cent premium to the group's share price on October 12.

groups as well as spinning off a whole chunk of Albertsons' business.

Lina Khan, the pro-competition chair of the Federal Trade Commission, has said concentration in the supermarket industry has hurt consumers and suppliers. "Family ranchers and small farmers told us about their struggles to get their products to market because of the anti-competitive practices of large supermarket chains and dominant agribusiness firms," Khan told a congressional committee last month.



Rockey quarter: JPMorgan kicked off the US bank earnings season alongside Morgan Stanley, Citigroup and Wells Fargo — Nina Westwell/Bloomberg

JOSHUA FRANKLIN — NEW YORK

JPMorgan Chase reported a 17 per cent year-on-year drop in quarterly net income, a smaller decline than analysts had expected as record income from lending helped offset the continued slowdown in investment banking and a \$1.5bn provision to cover bad credit. The largest US bank by assets said yesterday that net income for the third quarter was \$9.7bn, down from \$11.7bn in the same period last year. The fall was less severe than analysts' estimates for net income of \$8.9bn, according to Bloomberg data. Revenues were up 10 per cent at \$33.5bn, as Federal Reserve interest rate increases enabled JPMorgan to earn record income from making loans. Net interest income — the difference between what banks pay on deposits and what they earn from loans and other assets — was \$17.6bn, up 54 per cent year on year. JPMorgan also lifted its target for net interest income for 2022, excluding its trading division, to about \$61.5bn, from more than \$58bn.

"Blowout" quarter would be an understatement, analysts at Oppenheimer wrote of the bank's earnings. JPMorgan's stock was up 2.7 per cent in midday trading in New York. While banks such as JPMorgan are benefiting from the rising rate environment now, there are growing worries that this action by the Fed will tip the US economy into a recession. That is the main reason why the bank is lifting reserves to cover potential bad loans. "JPMorgan said credit conditions were 'still healthy' but warned that excess savings in consumers' chequing accounts would be spent by the middle of 2023. "And then, of course, you have inflation, higher rates, higher mortgage rates, oil, volatility, war," JPMorgan's chief executive Jamie Dimon told analysts. "So those things are out there, and that is not a crack in current numbers. It's quite predictable. It will strain future numbers." In addition to the credit loss provisions, JPMorgan also took a \$959mm loss on its own investments, which finance

chief Jeremy Barnum said was "a result of repositioning the portfolio by selling US Treasuries and mortgages". JPMorgan began the US bank earnings season alongside Morgan Stanley, Citigroup and Wells Fargo. Wells showed more than 50 per cent decline in profit during its third quarter, "You have inflation, higher rates, oil, volatility, war... It's quite predictable" while profits at Citi were down 25 per cent. Morgan Stanley reported a 30 per cent year-on-year fall in net income, its longest streak of declines since 2019 as it continues to suffer from a drop in investment banking fees. The bank said yesterday that its third-quarter net income was \$2.6bn, down from \$3.7bn, in the same period last year. Analysts had forecast quarterly net income of \$2.7bn, according to data compiled by Bloomberg.

"While investment banking and impacted by the market environment, fixed income and equity navigated challenging markets well," said chief executive James Gorman. At JPMorgan, investment banking revenue fell 43 per cent to \$1.7bn, compared with analysts' estimates of \$1.6bn. Revenues in JPMorgan's trading division, which has benefited from heavy activity during the recent market volatility, rose 8 per cent to \$6.8bn, remaining above pre-pandemic levels. Analysts had forecast revenue to be \$6.6bn. The bank said its common equity tier one (CET1) capital ratio at the end of the quarter was 12.5 per cent, up from 11.9 per cent three months earlier and in line with a new higher requirement. JPMorgan in July suspended its share buyback to meet the higher benchmark for financial strength. Dimon said the bank aimed to reach its 15 per cent CET1 target in the first quarter of 2023 and that "we hope to be able to resume stock buybacks early next year".

price increases \$4.0m in debt. As part of the deal, Albertsons will pay a special cash dividend of about \$6.85 a share, worth about \$4bn, to its shareholders that will be subtracted from the overall cash offer. The cash portion will also be reduced by the shares Albertsons shareholders receive in a newly spun-off entity that will house between 100 and 375 stores divested by the two companies. While a combination would help the pair compete with the likes of Walmart and Amazon, the deal is expected to face severe scrutiny from regulators at a time when US consumers are already feeling the pinch from high inflation. Jointly the two companies employ more than 710,000 people across 4,996 stores in 48 US states. The companies said they were prepared to make significant concessions to address potential antitrust risks, including selling some stores to rival grocers or private equity

Kroger said it would invest about \$500mn generated from cost savings to cut prices for customers and spend \$1bn to boost employee wages and benefits. For private equity backer Cerberus Capital Management and a consortium of real estate investors, the merger marks a potential windfall after they began to acquire grocers in 2005 with their purchase of 655 Albertsons stores and 100 distribution centers. Cerberus will receive \$5.2bn for its Albertsons shares, depending in part on how the spun-off company trades. Cerberus did not respond to requests for comment. See Lex

Travel & leisure

# International investors hunt smaller European clubs to ride football boom

JOSE NOBLE — LONDON  
JOE MILLER — NEW YORK

Sitting mid-table in the second division of Spanish football, Sporting Gijón operates in a different financial league to the likes of Chelsea FC and AC Milan, elite teams that secured record-breaking price tags earlier this year. Yet clubs such as Sporting in the northern coastal city of Gijón are now at the forefront of a wave of international investment chasing teams outside Europe's top five leagues. In June, the club was acquired by Grupo Orlegi, a Mexican investment fund seeking to build a global network of sports teams, for about €40mn. "It's not a matter of size," said Alejandro Iraragorri, a former metals trader who founded Orlegi. "We looked at first division teams, but none of them provided us with the potential for the future that Gijón does." He plans to turn the team's youth academy into one of the best in Europe. "I'm sure that in the next weeks and months you'll be hearing about Sporting in a very different way," he says. The Sporting Gijón takeover is just one of a flurry of recent deals involving

clubs in smaller leagues, with stakes changing hands at teams in Portugal, Belgium and the Netherlands, and in the lower divisions of Spain, France and England. Each country offers something slightly different. Portugal is a hotbed for developing players and selling them for profit. Spain's tight spending limits have kept a lid on costs, while in England some clubs see the dream of reaching the Premier League. But target clubs often share certain characteristics such as up-to-date infrastructure, the possibility of swift promotion, an established youth development system — and proximity to somewhere foreign investors might like to spend time. For example, Venezia in Italy's Serie B is controlled by Duncan Niederauer, former chief executive of NYSE. "US investors have a fundamental thesis that European football is undervalued commercially," said Tim Bridge, lead partner of the sports business group at Deloitte, adding that teams in smaller leagues come at a price many found "quite compelling". Last month, Mark Attanasio, owner of the Milwaukee Brewers baseball team, purchased a minority stake in Norwich

City, a second-tier English club, while Vitesse Arnhem in the Dutch league was taken over by Common Group, a New York-based investment group. Club Deportivo Leganés, a second-tier Spanish side, was bought in June by Blue Crow, a Texas-based investment fund led by Jeff Luhnow — the former general manager of Major League Baseball's Houston Astros, who left the sport after a cheating scandal. Local press say the takeover valued the club at just under €40mn.

"The cost of buying into a big five team is pretty high — we knew that wasn't going to be the aisle we'd be shopping in," said Luhnow, whose investment fund also owns Mexican team Cancún FC. French Ligue 2 club FC Girondins de Bordeaux, once home to Zinedine Zidane but recently plagued by financial difficulties, is among the teams now being targeted by investors, according to people familiar with the matter. US investors are the most active, but

others are also looking to buy. This week Qatar Sports Investments, which owns French champions Paris Saint-Germain, paid €19mn for a 22 per cent stake in SC Braga, a top-tier Portuguese team. Much of the interest stems from the range of opportunities available, in contrast to the US where sports franchises are rarely sold and fetch very high prices when they do. The Denver Broncos NFL team sold earlier this year for more than \$4.6bn, a record for a sports team anywhere in the world. With the value of top-tier football clubs also surging — Chelsea FC sold for £2.5bn this year — many buyers have been drawn into lower leagues by price, often in the low tens of millions of euros, for clubs they see as having high potential for growth. The new arrivals join a growing band of international investors, mainly from the US, with overseas shareholders now present at more than two dozen teams playing in Europe's smaller leagues. US private equity billionaire David Blitzer's list of football investments include Alcorcón in Spain, ADO Den Haag in the Netherlands and Waasland-Beveren in Belgium. Michael Eisner,

former chief executive of Disney, owns Portsmouth in the third tier of English football. More are expected to join them, in part thanks to the dollar's surge against both the euro and sterling. "We're representing prospective investors... pursuing second and third division clubs in attractive cities with devoted fan bases as well as potential stadium or real estate development opportunities," said Charles Baker, partner at US law firm Sidley, who has represented Chelsea owner Todd Boehly. Although majority-owned by Kyrill Louis-Dreyfus, Sunderland could be the next big target, according to Neil Barlow, a private equity partner at Clifford Chance, who recently advised US investment firm Sixth Street on its deal to acquire a slice of Barcelona's TV rights. At CD Leganes, on the outskirts of Madrid, Luhnow hopes to deploy data analytics techniques widely used to improve scouting and on-pitch performance in baseball to help the club push for promotion to Spain's top division. "We are very focused on finding and developing talent — and using those players to win games and win competitions and ultimately generate resources to reinvest back in the club," he said.



Braga: Portugal is a hotbed for developing players — Anders Ejrup/TTN/Newsphoto/AFG/Getty

## COMPANIES & MARKETS

### 'Time bomb' LDI strategy also saved a pension scheme



The Top Line Tom

In 2005, the head of the General Motors pension scheme hit out at the fashion for "liability-driven investing". Encouraged by the dotcom crash and new accounting and tax rules, schemes were overhauling portfolios. No longer would they try to generate a decent return from shares; they would be laser-focused on matching investments with their obligations to future retirees, which implied buying mainly long-dated government securities. "I struggle to understand why locking in the lowest possible rate of return is a good idea," GM's Allen Reed told Institutional Investor. He liked stocks, hedge funds and private equity that brought more risk but promised higher returns. Now that LDI has blown up in the UK, other critics have emerged. They include Next boss Lord Simon Wolfson

"bomb", and Fundsmith founder Terry Smith, who said it was "an explosive mixture of inappropriate accounting and a misguided investment strategy". But that is not the full story. At the same time as GM was rubbishing LDI, UK retailer WHSmith went all in. The fund fired the managers who were heavily overweight equities and hired Goldman Sachs. Like many companies, WHSmith was incentivised to move to LDI because accounting rules had begun forcing it to recognise volatile pension liabilities on its balance sheet. One problem. "Because we were so underfunded, we couldn't possibly afford to buy enough gifts in order to achieve the funding stability that we wanted," recalls Jeremy Stone, chair of the pension trustees. Goldman instead brought out the finest derivatives available to humanity. This shiny portfolio was 94

interest rate-hedged investments" and 6 per cent in equity call options. "This was a useful technology," says Stone. "We had an immense risk... in that [the fund] was in substantial deficit and also wildly mismatched because it had a very equity-heavy portfolio. Coming over the horizon was the likelihood that very large amounts of money would have to be put in." It was unclear that the chain could afford it. There was a host of complexities. The fund had to hold cash to be able to pay collateral on swings in value of its derivatives. In 2008, it was not only worrying for the first time about the solvency of its counterparty Goldman but also, says Stone, "we discovered that cash in cash funds isn't necessarily cash". The "cash" was in "monoline-enhanced asset-backed bonds", which were shaken by the crisis and generated a temporary loss of more

### WHSmith's fund had people who knew what they were doing

It later incurred another temporary €100mn hit when the repo market, where securities are exchanged for cash on short-term loans, froze. But the strategy worked. In August this year, the WHSmith pension fund was sold to Standard Life in a £1bn bulk purchase annuity deal. The retirement income of the members is assured. The WHSmith fund had people who knew what they were doing, such as Stone, a banker with Rothschild and Lazard. Funds that have been stricken in the current crisis are usually trapped in pooled LDI investments where they have less control and often less understanding of the strategies. In GM's case, the strategy mattered little in 2009 when the carmaker collapsed; the US government bailed out the pensions.

# VW's powerful labour chief signs up for electric offensive

Spotlight

**Daniela Cavallo**  
Works council head, Volkswagen

Applauding as the bell rang for Porsche's listing in Frankfurt last month were rows of executives from the brand's owner, Volkswagen.

Yet the two key figures in every big decision at the second-largest carmaker were nowhere to be seen: Herbert Diess, former VW boss and architect of a multibillion-euro push into electric vehicles, and the person partly responsible for his abrupt departure, Daniela Cavallo.

The 47-year-old head of VW's works council remained at her desk at the group's Wolfsburg headquarters, where about 60,000 employees face an uncertain future as the industry undergoes a rapid and unprecedented tech transformation. "The claim coming from Diess's corner, that there are 30,000 excess jobs at Volkswagen in Germany or even in Wolfsburg alone, was completely out of touch with reality," Cavallo said, recalling skirmishes in the lead-up to Diess's exit.

"It really defied description. We expect [the transition] to be handled responsibly, not by creating unrest in the workforce."

The removal of Diess in July by Volkswagen's supervisory board – which thanks to Germany's co-determination system is dominated by works council representatives and their informal allies from the state of Lower Saxony – was a reminder that the country's core industrial group is governed in a manner unlike any foreign rival.

In the words of one former VW employee, the episode proved "who really runs that company, and it is not the board of management".

Instead, the maxim goes, Volkswagen is run by its 660,000 employees, or more accurately by its almost 300,000 heavily unionised staff in Germany.

Diess, who took over in 2018 when VW was reeling from the emissions cheating scandal, repeatedly stressed that the carmaker would have to cut costs and its workforce to compete with the likes of Tesla.

He made a point of highlighting that collective bargaining governed everything from the price of coffee to the rules for the use of bicycles at its Wolfsburg operation, and allowed unionised landscape gardeners to be replaced with robot lawnmowers.

But Cavallo – the first woman to hold one of the most powerful offices in European industry – was full of praise for her nemesis's early recognition that electric vehicles were



'We see what's necessary. If we don't succeed in this now, we will jeopardise our jobs'

the way forward. "We had many conflicts [with management] over the past few years even though we were not that far apart in our objectives," she said.

It was Diess's communication style that upset employees. With Oliver Blume, the Porsche boss who took over as head of VW in September, "we now have a different management style at the top", Cavallo said, and the company's electric offensive could even pick up pace. "Even if some believe that we at the works council have a tendency to step on the brakes, that's not the case, because we see what's necessary. If we don't succeed in this transformation now, we will also jeopardise our jobs".

For now, Volkswagen has managed to avoid the swingeing cuts that suppliers such as Continental have made. Although some roles have been abolished at VW's Audi and MAN subsidiaries, virtually no jobs have been lost in Wolfsburg, which is where the Golf and Tiguan brands are made.

But Cavallo and the works council know that the plant is under more pressure than it has been for decades. The site is set up to produce close to 1m vehicles a year, but no more than 400,000 rolled off its four assembly lines last year thanks to a shortage of semiconductors in particular. This

year, only 300,000 vehicles were produced in the first nine months, even as supply bottlenecks eased.

Then there is the challenge of incorporating the production of electric cars, which are less profitable.

"At some point, we will reach a point where we can't always go further or higher," Cavallo said of staff levels at Wolfsburg, even after the works council pushed for an entirely new electric factory to be built near the group's under-utilised HQ. "But at least when there are staff reductions... we can do so in a socially responsible way" – referring to early retirement packages and other voluntary redundancy measures.

Works council officials point to arrangements at Volkswagen, such as a multimillion-euro project that allows employees who cannot work a normal shift pattern for health reasons to put together car instrument panels on height-adjustable workstations, with on-site physiotherapy.

The council prides itself on the breadth of on-site services at Wolfsburg. "VW produces more curry sausages per year than cars," a press release boasted. "The agreement between the works council and management on staff catering in the company restaurants is 97 pages long."

Some say these facilities are possible

Daniela Cavallo faces the test of incorporating production of electric vehicles, which are less profitable than combustion engine models

only because they are subsidised by the company's more profitable divisions. "China is what pays for jobs in Wolfsburg," said Arndt Ellinghorst, a former car analyst who covered Volkswagen for several years. Business in China, VW's largest and most lucrative market, was slowing at an alarming rate because of domestic competition. Cavallo acknowledged that China was a "pillar" of VW's business, but called for the group to hedge its bets by expanding in Europe and the US.

She defended VW's decision to maintain a plant in Xinjiang, where China has been accused of committing genocide against the Uyghur Muslim minority. Volkswagen has always insisted that it has been presented with no evidence of problems at its factory, which is run with a local joint venture partner, SAIC. While Cavallo said VW should do all it can to ensure its employment standards were adhered to at the plant, she agreed with management that pulling out of the region would be a mistake.

Is the VW structure too complex for the good of Germany?

"We were also in South Africa for many years, during apartheid, and the people who worked there also had some prospects thanks to our jobs," she said. "If we now say that we are withdrawing, then the people from our plant there will lose their job prospects. I don't know whether that is better."

In the coming weeks, attention will turn to VW's German workers, as unions enter the final stages of a closely watched pay bargaining round.

"At the end of the day we'll have to see what we can achieve," Cavallo said of union IG Metall's demand for an 8 per cent salary increase. Annual inflation is running at more than 10 per cent.

She dismissed suggestions that large pay rises would push inflation higher. "We have to make sure that employees' purchasing power remains strong, because otherwise we run even more into the danger of a recession, because everybody is afraid to spend money."

Cavallo's bigger fear is that Germany, which is in the middle of a serious energy crisis, could become a less attractive place to do business.

"There always is a real danger, with this fierce competition, that jobs could come under pressure and might be lost here. Volkswagen is no exception and never has been."

Yet worker pay was not the problem. "Even in the past, our labour costs were higher than in other countries. Yet we were successful. It's not like these are mutually exclusive."

Joe Miller and Patricia Nilsson

## BUSINESS WEEK IN REVIEW

### Poor form

• A senior Deloitte partner is to leave the firm after an investigation into inflammatory comments – described by witnesses as sexist, racist and bullying – he made during a drunken tirade at a work event at Royal Ascot in June.

The Big Four accounting firm informed staff that Stephen Cahill, who leads its executive compensation practice in the UK, would retire following 14 years at the practice.

• Twitter said Elon Musk is under investigation by US authorities for his conduct in connection with the \$44bn acquisition of the social media company, according to a court filing.



• Shares in Amazon-backed US electric truckmaker Rivian tumbled more than 7 per cent to a three-month low after it announced a recall of almost all of its vehicles due to a defect.

• Leading chip equipment suppliers, including Lam Research, Applied Materials and KLA Corporation, suspended sales to semiconductor manufacturers in China as new US export controls disrupt the Chinese tech industry and global companies' operations.

• Apple is to launch a no-fee, high-yield savings account with Goldman Sachs for its credit card customers, underlining its ambitions to offer more financial products to its billion-plus iPhone users.

Goldman Sachs warned that billions of pounds could be wiped off the value of UK commercial property because of the sharp rise in borrowing costs

• Venture capital dealmaking in the US has stayed at historically high levels despite this year's decline in tech stocks. Data from PitchBook and the National Venture Capital Association showed investors have poured \$151bn into the sector in the first nine months of this year, topping the previous full-year record of \$147bn set in 2021.

• Westinghouse Electric, a US nuclear power company, is being bought by a private equity-backed consortium in a \$7.9bn deal as the war in Ukraine spurs fresh interest in the industry.

• A top executive at BeiGene, one of China's most prominent biotech companies, said it was "mind-boggling" that Beijing had not allowed sales of Covid-19 vaccines using mRNA pioneered by Moderna and BioNTech/Pfizer to combat the virus.

• Goldman Sachs warned that billions of pounds could be wiped off the value of UK commercial property

7%  
Fall in the shares of Rivian after a recall of its electric vehicles

\$151bn  
Record level of venture capital flows in 2022's first nine months

erty because of the sharp rise in borrowing costs following the government's "mini" Budget.

• Western governments have made a global oil and gas crunch worse by "doubling down" on climate policies that will make energy markets "more volatile, more unpredictable, more chaotic", said Mike Wirih, head of US supermajor Chevron.

• Lazard, the boutique investment bank, has set up a new unit of advisers to counsel chief executives and company directors on geopolitical risks.

• The plummeting value of sterling means that "everything in the UK is on sale", Blair Jacobson, co-head of European credit at US private markets giant Ares Management, told the Financial Times' Due Diligence Live event in London.

## Travel & leisure

# Aramco cricket sponsorship deal marks Riyadh's latest sport move

JOSH NOBLE AND TOM WILSON  
LONDON

Saudi Aramco has agreed a sponsorship deal with international cricket's governing body, marking the latest push by the Gulf kingdom and the oil industry into global sport.

Under the agreement, which runs until the end of 2023, the world's biggest oil exporter will sponsor several big international cricket tournaments, including the men's World Cup in India next year. In a joint press release yesterday, the two parties said the partnership "reflects a shared focus on sustainability and innovation".

The deal with the Dubai-based Inter-

national Cricket Council comes days after UK-headquartered Shell announced an eight-year partnership with British Cycling, the sport's governing body in the UK, which drew sharp criticism from environmental groups.

Saudi Aramco, which buoyed by rising oil prices overtook Apple this year as the world's most valuable company, has existing commercial deals with the Indian Premier League, Formula One, and women's golf. The Saudi government remains the largest shareholder in the company, owning 94 per cent after it listed just under 2 per cent of its shares in Riyadh in 2019 then passed another 4 per cent to the Saudi Public Investment Fund this year.

The PIF is also a big backer of international sport. Last year it bought English Premier League football club Newcastle United for just over £300m and has earmarked \$2bn towards LIV Golf, a rival circuit taking on the PGA Tour. The sovereign wealth fund recently said it had committed more than \$2bn this year on football club sponsorships.

Human rights groups have criticised such contracts as "sportwashing", accusing the kingdom of using sponsorships of popular events to divert attention from the country's human rights record.

Green campaigners have also rounded on the deal between Shell and British Cycling.

Rights groups brand such contracts 'sportwashing'

"After being booted out of museums and other cultural institutions, Big Oil are looking at sports as the next frontier for their brazen greenwash," said Greenpeace.

An open letter calling for the partnership with Shell to be cancelled has attracted hundreds of signatures from individuals and organisations, while British Cycling faced a fierce backlash on social media.

Shell remains Europe's biggest oil and gas producer but is also investing in clean energy technology such as electric vehicle charging and low-carbon fuels, as it seeks to transform itself into a leading green energy provider.

## COMPANIES & MARKETS

# Kirkland's conquest of Asia comes unstuck

Office affairs at HK unit lead to probe of partners' behaviour as returns from regional growth strategy are questioned

TABBY KINDER — HONG KONG

ity are central to the culture of our Hong Kong office, which is committed to fos-

Kirkland & Ellis plundered the senior ranks of rival law firms in Hong Kong, peeled off work advising the world's largest buyout groups, and prioritised China over other countries.

The aggressive push over the past decade has turned Chicago-based Kirkland into one of the largest global law firms in Asia, with 115 lawyers and 59 partners. But in the past 12 months, the wheels have come off, according to current and former staff and other people familiar with the situation.

Sexual affairs between some staff sparked an internal investigation that probed partners' behaviour during client events. The return on investment of the Asia growth strategy is also being questioned.

Kirkland opened its first Asia office in Hong Kong in 2006, but for five years it was heavily reliant on a tiny number of clients, including Boston-based Bain Capital, and employed fewer than 20 lawyers while its competitors built teams 10 times its size.

In the US, Kirkland had prospered by hitching itself to a boom in private equity deals. But it was behind the curve in 2011 when Hong Kong saw record buyout investment and its stock exchange beat London and New York for initial public offerings for the third year in a row, including the \$2.1bn listing of Italian designer Prada.

As it played catch-up, Kirkland

### Vital to a decade of supercharged growth has been the 'eat what you kill' pay model

launched a lightning raid in 2011 of eight senior corporate partners from three of its biggest rivals, including Nicholas Norris, who was poached from Skadden and became the centre of Kirkland's Asia funds practice.

Norris helped prise away private equity firms from rivals such as Simpson Thacher & Bartlett, which enjoyed a near-monopoly on big KKR and Blackstone deals.

In 2017, Kirkland lured another Skadden star, Daniel Dusek, who led the firm's work on the \$8.7bn take-private deal of China's largest online classifieds marketplace, 58.com.

Earlier this year, it recruited China M&A veteran Peng Yu from Ropes & Gray, whose clients include Jack Ma's Alibaba, and Brian Ho, who previously ran the corporate finance division at the Securities and Futures Commission, the Hong Kong financial regulator.

"From a relatively late start, Kirkland did a good job catching up," said a partner who left this year.

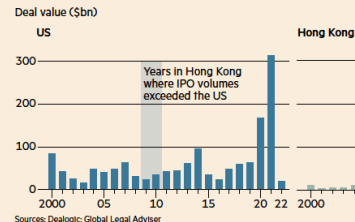
It quickly overtook its peers, focusing on hiring in its private equity practice and the business lines that supported it, such as debt finance, capital markets, and restructuring.

Vital to the last decade of supercharged growth had been bringing to Hong Kong Kirkland's "eat what you kill" pay model — which rewards performance over hierarchy — to attract fiercely competitive star lawyers.

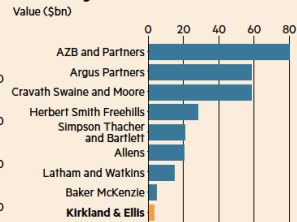
Lavish client entertainment, a global tactic of Kirkland, proved particularly successful in Hong Kong, where the Chinese notion of *guanxi* prizes close personal relationships in business and



Record equity investment between 2009 and 2010 in Hong Kong led to the region surpassing the US in IPOs



Kirkland lags behind on Asia deals



Lavish client entertainment has proved successful in Hong Kong, where the notion of *guanxi* prizes close personal ties and where doing deals at clubs or on 'junks' — is the norm — is the norm — FT magazine/Deamtime

where conducting deals at private clubs or on corporate pleasure cruises — known as "junks" — is the norm. But the culture drew scrutiny in a probe by management after a partner's wife posted a message on LinkedIn in October that referenced a number of office affairs. The post, deleted hours later, quickly went viral in Hong Kong's village-like business community.

Suddenly Kirkland was forced to confront consensual sexual relationships between certain high-ranking male and more junior female staff in its key private equity practice, where partners are responsible for some of the most valuable clients.

Two partners involved were reprimanded by the firm for not disclosing office relationships. One left earlier this year while another remained at Kirkland. A third partner involved has since left in connection with the episode.

Kirkland's management examined partners' behaviour at client events such as a ski trip in Niseko, Japan, and at the Singapore Grand Prix, after concerns that they had been used to facilitate the workplace affairs.

The ensuing spotlight on the firm upset some who had previously raised concerns about the relationships, according to several people close to the matter.

Some raised concerns about a "boys' club" of heavy drinking and "intense" entertainment of clients. On one occasion, clients were taken to a "private lounge" in Hong Kong's Lan Kwai Fong nightlife district called "The Boardroom", according to a person with direct knowledge.

A person close to the matter said: "I thought this was a thing of myths from the 1980s or '90s. I didn't think it happened any more. A very

insular group of people made [this behaviour] OK."

Andrew Horowitz, a partner at US firm Obermayer who handles employment claims at professional services firms, said: "Every equity partner is an owner, so in many ways it is their show and no one is ever going to tell them 'No'."

Global law firms are already on notice about the risk of sexual harassment at work after a string of incidents in the industry. The question of where to draw the line on relationships between colleagues has become more sensitive, particularly where there are nuanced issues about power.

A former partner said: "If you're a senior partner at Kirkland, everyone is more junior than you in seniority and influence. It's the nature of the place, the imbalance in earnings that brings."

Kirkland said: "Respect and collegial-

'Every equity partner is an owner, so in many ways it is their show'

### Media

## KKR-led funding values Skydance at \$4bn

CHRISTOPHER GRIMES — LOS ANGELES

Skydance Media, the Hollywood production company behind blockbuster film *Top Gun: Maverick*, has received a cash injection of \$400m, led by KKR.

The investment, which also included existing shareholders the Ellison family, RedBird Capital Partners and Tencent, gives Skydance a valuation of more than \$4bn. The funding will back new initiatives in sports and interactive entertainment, and help build the company's fledgling animation division.

The capital injection comes as the public market capitalisations of big media groups, including Netflix, Warner Bros Discovery and Disney, have experienced sharp declines.

After a few heady years when private equity and other investors flocked to assets exposed to the entertainment business, the mood has shifted sharply because of concerns about the cost and growth potential of the streaming video business.

But despite the industry gloom, Skydance has enjoyed a strong run this year, with the launch of its first animated feature for Apple TV Plus and the success of *Top Gun: Maverick*, which has raked in

more than \$1.4bn at the box office and become the fifth highest-grossing film ever in the US. People close to the investment note that the fundraising began before it was clear *Top Gun: Maverick* would break box office records.

Founded in 2010 by David Ellison, son of billionaire Oracle co-founder Larry Ellison, Skydance has expanded from films into gaming, television production

The funding will back new initiatives in sports and interactive entertainment, and its animation division

and animation. The Ellison family remains the largest shareholder in the company. KKR's previous media and entertainment investments include ByteDance, Epic Games and Axel Springer.

Ted Oberwager, who leads gaming, entertainment, media and sports for KKR's Americas group, said: "We look forward to supporting the Skydance team as they continue to build their business across TV, film, animation, gaming and sports."

Private equity groups have been active in Hollywood in recent years, with Blackstone backing Candle Media, led by former Disney executives Tom Staggs and Kevin Mayer. RedBird invested in a content company formed by professional basketball player LeBron James and sports marketing executive Maverick Carter last year.

Besides *Top Gun: Maverick*, Skydance has backed several other film franchises, including two Mission Impossible sequels, *Star Trek Into Darkness*, and *Jack Reacher: Never Go Back*.

This summer, Apple TV Plus released Skydance's *Luck*, its first animated feature film, which was co-produced by former Pixar executive John Lasseter. Skydance has been moving aggressively to build the animation group, which is the largest division at the company with 900 staff.

The move puts the independent company in direct competition with animation heavyweights such as Disney, DreamWorks, Illumination and Pixar.

The company also sells content to streaming companies including Netflix, Amazon and Apple. Its show *Grace and Frankie* was the longest-running show on Netflix.

### Media

## Hipgnosis begins buyback after shares slide

KAYE WIGGINS — LONDON  
ANNA NICOLAOU — NEW YORK

Hipgnosis Songs Fund, the London-listed trust that has bought song catalogues from artists such as Blondie and Neil Young, has launched a debt-funded share buyback scheme after its stock fell 30 per cent in six weeks.

The fund, backed by US private equity group Blackstone, made the move after the tumbling share price left its market value at half of what Hipgnosis had said its catalogues were worth.

It will finance the share buybacks using new debt from a refinancing at the beginning of this month. The company would not disclose how many shares it intends to buy.

When music mogul Merck Mercuriadis listed the Hipgnosis Songs Fund on the London Stock Exchange in 2018, at a time of low interest rates and soaring stock markets, he pitched it to investors as a way to cash in on the revival of music revenue, saying songs were a better investment than oil or gold.

Hipgnosis grew fast after the listing by repeatedly raising new money and using it to buy more catalogues at a breakneck pace, sending its headline revenue fig-

ures soaring. But it has not bought a catalogue for more than a year, and the underlying revenues generated by its current song portfolio have been falling since they were first disclosed. It is under further pressure from rising interest rates, which push up the cost of its debts and eat into the value of its catalogue.

"This is a surprising announcement to us", analysts at investment bank Stifel said in a note. "Effectively the fund will be borrowing at just under 6 per cent to buy back stock... the market is essentially indicating a lack of credibility over valuations."



Hipgnosis has bought catalogues from artists such as Blondie

tering that environment. Beyond noting that the firm and those involved disagree with the inferences in your inquiry, we do not comment on our policies or personnel matters."

The highest-grossing law firm, Kirkland had a record year in 2021, with revenues climbing to more than \$6bn, meaning its 490 equity partners earned an average of \$7.4m. In Hong Kong, some partners received close to \$10m, according to people close to the firm.

Yet despite having grown a far larger Asia partnership than most of its rivals, and having won the mandate to advise international bondholders on the bankruptcy of Evergrande, China's largest corporate restructuring, Kirkland has failed to grab the headline spot on the region's biggest deals.

Kirkland advised on 12 deals worth \$3.5bn in Asia in the first half of this year, and nine deals with a similar value in the same period of 2021. Its work was dwarfed by Simpson Thacher & Bartlett, which holds a leading relationship with private equity group Blackstone in Asia and advised on deals worth \$21bn in the first half of 2022, and by Latham & Watkins, which advised on deals worth \$14.7bn.

Kirkland is considered the number two option for some of the largest funds in Asia, such as KKR, Carlyle and Blackstone, according to some of the firm's partners. One described the strategy as being "diversified", meaning its relationships were spread across several buyout groups and the firm was not "desperately trying to maximise our revenue."

The person said: "The secret sauce of our global success is doing a lot of private equity deals that aren't necessarily the biggest deals, but the clients pay and the deals are complicated. Rather than doing a \$10bn deal which is straightforward and making \$500,000, we do the \$100m deals where they pay \$5m."

Like all large US corporate law firms, Kirkland does not break down its revenues and profits by region. Partners at the firm said that it preferred to measure its performance by sector: more than three-quarters of its fees are deal-related.

The Hong Kong office is profitable, according to several people close to it, but the Asia hub, like its Europe offices, is dwarfed by Kirkland's immense US practice, where its biggest mandates are typically corporate bankruptcies. The firm's single balance sheet means its Hong Kong partners benefit from this success.

But they are also operating in increasingly uncertain waters. Kirkland is heavily exposed to China, unlike most of its rivals it does not have offices in Singapore, Seoul or Tokyo. And now, just as some of its biggest clients are forced to pull money out of China amid escalating geopolitical tensions, Kirkland's Hong Kong office has to prove that its efforts have been worth the costs.

The problem for Kirkland in Hong Kong is... they may be profitable but proportionately it is so small, said one of the former partners. "Even in our strongest billing year, where we billed tens of millions," the office only made number nine in the firm's list of highest-earning assignments.

Another of the firm's former partners said: "Ten years is a long time. [The leadership] is no longer seeing it as an investment. They want to see results."

Asset management. Debt turmoil

# UK money funds attract 'gigantic' flows as pensions build defences



Schemes in race to assemble war chests against volatility before BoE bond-buying ends

CHRIS FLOOD, JOSEPHINE CUMBO AND ADRIENNE KLASA

Sterling money market funds gathered £53bn in just a fortnight as UK pension schemes rushed to build defences against market volatility before the Bank of England's emergency bond-buying programme was due to end yesterday.

The UK pensions industry has been in a dash for cash to avoid a fresh liquidity crisis if there is a repeat of the chaotic moves in the gilt market caused by former chancellor Kwasi Kwarteng's package of unfunded tax cuts in his September 25 "mini" Budget.

The powerful inflows into money market funds, which act in a similar way to a bank account for institutional investors, are one of the clearest signs yet of how schemes are selling assets in order to build a war chest that they hope will be big enough to weather any new collateral calls.

The pension schemes need quick access to cash since many use liability-driven investment strategies to match their assets and liabilities — vehicles that required large injections of collateral after Kwarteng's fiscal

statement sent gilts tumbling. At the end of last year, LDI schemes covered about £1.4tn in defined-benefit pension fund liabilities, according to The Pensions Regulator.

Larry Fink, chief executive of BlackRock, a major player in the LDI industry, said on Thursday that it appeared "much of the reconstruction of these products may have been done and the market may be... a little more normalised".

Emma Hudson, investment consultant at Isio, added yesterday that "there are early positive signs from the market this morning but, given the volatility experienced in the last few weeks, pension schemes are holding their breath".

The inflows into sterling money market funds "have been gigantic", said Peter Crane, president of Crane Data, a specialist service focused on the money market sector.

"The growth for sterling money market funds has been far stronger than for the dollar and euro-denominated funds that trade in Europe, which indicates that specific UK issues are driving the increase," he added.

Sterling money market fund assets registered £225bn on October 11, a 27 per cent rise from September 28, the day the BoE launched its intervention to avert "fire sales" by pension funds.

Holdings of the most liquid assets in sterling money market funds have also

risen this month, according to Fitch, the rating agency.

"This suggests the managers of these funds are anticipating large withdrawals related to LDI collateral calls to pension schemes or to build liquidity cushions in light of the extreme gilt market volatility," said Minyue Wang, an analyst at Fitch.

The majority of the inflows have gone to sterling funds run by BlackRock, Legal & General Investment Management and Insight Investment, the asset managers that oversee the biggest LDI portfolios.

Pension managers' efforts to shore up their positions come ahead of the "cliff edge" yesterday when the central bank's bond-buying programme was due to end.

Gilt prices rallied strongly towards the end of the week on expectations that Liz Truss's government would unwind at least some of its £43bn in unfunded tax cuts, giving some respite to the pressure on the pensions sector.

"While the current fall in yields is helpful to increase the resilience pensions funds have going into next week, with so much uncertainty still present it could be a while before the markets are considered 'calm' again," said Hudson.

Indeed, while yesterday's trading started in calmer fashion with Truss scrapping corporation tax cuts and

hurriedly appointing Jeremy Hunt to replace Kwarteng as chancellor, there was a renewed gilt sell-off at the end of the day that threatened to put fresh pressure on pension schemes.

Such schemes had also encountered multiple "pinch points and blockages" that had slowed their efforts to raise cash, said Nikesh Patel, head of client solutions at Van Lanschot Kempen, a Dutch private bank and LDI investor.

"There have been enormous strains on the resources of asset managers, consultants, banks and scheme trustees",

Hudson said the practical challenges confronting schemes were significant. "Many investment funds have dealing windows that might be open once a week or once a month. So schemes might only have one chance (in that time window) to deal."

The tight deadline has forced some schemes to ask for help from their corporate sponsor with short-term loans. "We are also seeing companies with more than one pension scheme in their group requesting inter-scheme loans," said Jacqui Reid, a partner with law firm Sackers.

A portfolio manager who asked not to be named said: "Loans from corporate sponsors are an absolute last resort."

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Fixed Income

## Processing delays at key custody bank added to gilts crisis

OWEN WALKER EUROPEAN BANKING CORRESPONDENT

Northern Trust, a large US custody bank, was overwhelmed by margin calls during the UK government bond market turmoil, hampering the ability of pension funds to raise cash, according to several people involved in the trades.

Processing hold-ups forced Northern Trust to redeploy staff from its US headquarters to help with the workload, according to two people with knowledge of the bank's operations.

Northern Trust acts as a depository for two of the biggest liability-driven investment managers caught up by the gilt sell-off, Legal & General Investment Management and Insight Investment.

UK pension funds were faced with sudden and escalating demands for cash following a steep sell-off in gilts after former chancellor Kwasi Kwarteng's ill-fated "mini" Budget on September 25.

This forced the schemes and their LDI managers, who use derivatives to help pension schemes manage risks stemming from long-term liabilities, into a rush for cash to meet margin calls, leading to further selling of gilts.

The Bank of England responded with a series of market interventions, includ-

'Aside from the liquidity risk issue, there was a huge human resources processing component'

ing a gilt-buying programme that it has insisted publicly would end yesterday.

While the lack of liquidity in pension fund investment portfolios was the principal reason for the market volatility, these problems were intensified by processing backlogs at some of the custody banks that administer the assets.

"Aside from the liquidity risk issue, there was a huge human resources processing component," said a senior banker involved in the trades, adding that Northern Trust's manual processing was a key blockage in the system. "They have diverted a lot of US resources to the UK over the past two weeks to deal with what is going to come next."

Another banking executive said: "They were overwhelmed with trade volumes, particularly for margin calls." Though often overlooked, custody banks provide a vital administrative function for investment funds, safeguarding their assets, settling trades, keeping records and exchanging currencies.

An executive at a rival custody bank said Northern Trust used more manual processing than others.

Another competitor said Northern Trust's role as depository for two of the largest LDI managers created a concentration of stress on its operations.

Northern Trust, which is headquartered in Chicago, declined to comment. Additional reporting by Joshua Franklin in New York

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Asset management

## Harvard warns of markdowns to private equity and venture capital holdings

ANTOINE GARA

The managers of Harvard University's \$51bn endowment have warned of substantial markdowns to come in its private equity and venture capital portfolio, predicting heavy losses for institutional investors.

The largest US university investment fund expects "meaningful adjustments" to its private fund holdings at the end of the year, it said on Thursday, as annual audits force private equity and venture capital funds to cut valuations of unlisted assets.

Harvard's endowment lost 1.8 per cent for the year ended June 30 2022, although it still outperformed the S&P 500, which fell 11 per cent, as its portfolio of private assets mitigated a sharp drop in public stock markets.

The outbreak of war in Ukraine and surging interest rates have caused publicly listed stocks to plunge in value this year, creating big holes in the portfolios of large endowments and pensions.

Private funds, however, have not been adjusted to reflect new market conditions and many have gained in value through to the end of mid-year — a

disconnect that Harvard predicts will hit portfolios later.

"[Private] managers have not yet marked their portfolios to reflect general market conditions," Narv Narvekar, chief executive of Harvard Management Corporation, said in a message to the university. "We expect that the end of the current calendar year might present meaningful adjustments to these valuations, as investment managers audit their portfolios."

Buyout and venture capital funds



Harvard's endowment lost 1.8 per cent for the year ending June 2022

where Harvard's best-performing asset, said Narvekar.

He highlighted the endowment's venture capital holdings, which gained "high single digits" for the fiscal year, as particularly prone to markdowns.

Managers' norm of marking venture investments at their latest financing round "may slow the process of moving existing valuations to fair value", said Narvekar, who noted that the endowment was "cautious about forward-looking returns in private portfolios".

Harvard sold \$1.1bn of private equity funds in the summer of 2021 amid a market it characterised as having "significant ebullience", a manoeuvre that it believes avoided large discounts.

While Harvard's endowment lost ground, Yale endowment gained 0.8 per cent for the year ended June 30. The endowment for Columbia University lost 7.6 per cent, it said on Wednesday.

Harvard blamed some of its losses on a decision that the university made to divest of fossil fuel-based investments.

Narvekar said a number of large investors "leaned into the conventional energy sector" in a strategy that added "materially to their total return".

Commodities

## American lawmakers push for regulator crackdown on carbon offsets trading

CAMILLA HODGSON

US lawmakers are pushing the federal regulator to crack down on the market for carbon offsets and draw up new rules for its oversight.

A group of Democratic party senators, including former presidential contenders Bernie Sanders, Elizabeth Warren, Cory Booker and Kirsten Gillibrand, have asked the Commodity Futures Trading Commission to address the schemes used by companies to offset their carbon emissions.

In a letter to the CFTC, obtained by the Financial Times, the senators said that the purchase of offsets allowed companies "to make bold claims about emission reductions and pledges to reach 'net zero', when in fact they are taking little action to address the climate impacts of their industry".

Each carbon credit in theory represents a tonne of carbon either avoided or removed from the atmosphere. In practice, the offsets were often derived from dubious sources, and both pricing and verification lacked transparency.

Trading in the offsets market jumped from about \$520m in 2020 to \$2bn in

2021, according to data group Ecosystem Marketplace.

The senators said offsets that did not deliver the environmental benefits they promised constituted "fraudulent investments" that were "a convenient and profitable way to market climate consciousness without requiring real action to reduce emissions".

The letter was sent in response to the

The CFTC is considering whether the offsets market is 'susceptible to fraud and manipulation'

CFTC's public call for information on climate-related financial risks.

Carbon offsets, such as tree planting schemes, are generated by a range of projects designed to capture carbon emissions or avoid pollution being emitted in the first place. While they have grown increasingly popular, criticism about a lack of standards in the market has also grown louder.

The market is fragmented and unregulated, although a number of private

sector initiatives are working to draw up rules aimed at improving credibility.

But the rules for voluntary carbon markets proposed by a group backed by Mark Carney, the former Bank of England governor, have received criticism as participants argue that they risk further complicating the market.

As part of its work to better tackle climate-related financial risks, the CFTC is considering whether the offsets market is "susceptible to fraud and manipulation".

In their letter, the senators asked the CFTC to develop standards for offsets, investigate cases of potential fraud and convene a working group to study the risks to investors of offsets and derivative products.

This week, the UK's Climate Change Committee, which advises the government, warned that, without reform, the offsets market risked undermining net zero emissions plans.

Scott O'Malia, head of the International Swaps and Derivatives Association, told the FT this week that greenwashing could destroy the offsets market. "We cannot risk having greenwashing or double counting," he said.



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A trimming of its annual sales guidance weighed on Beyond Meat, the plant-based food group, which also announced a 19 per cent cut to its workforce.
It blamed the downgrade on "softness" in its food category, increased competition and higher inflation.
Roy Douglas

letting business had maintained a "high pace, although we have noticed that the market has become slightly more cautious" than it was before the summer.
The update spurred a rally across the sector, lifting Wilbon's Fastigheter, Saxax, Fabage, Fastighets and Wallenstam.
Roy Douglas

on announcing a share purchase programme that would run until December 8 this year.
How it changes if planned to purchase was not disclosed. RBC Europe said this was "a sensible decision given that, we believe, the shares are significantly undervalued".
Roy Douglas

15 October/16 October 2022

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MARKET DATA

WORLD MARKETS AT A GLANCE



Stock Market movements over last 30 days, with the FTSE All-World in the same currency as a comparison

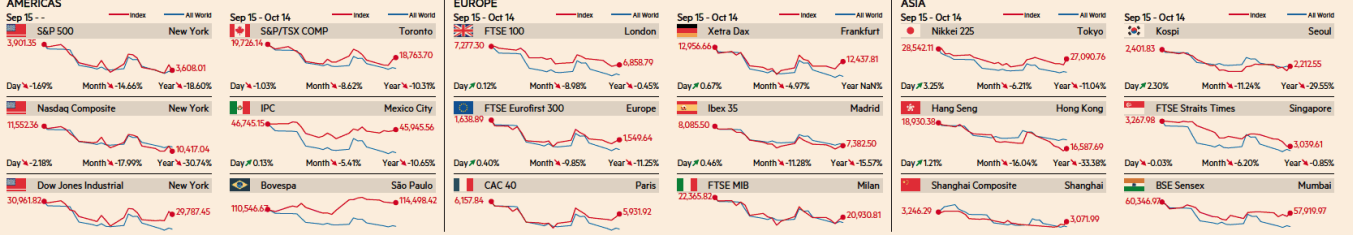


Table with columns: Country, Index, Latest, Previous, % Change. Lists various global indices including S&P 500, Nasdaq Composite, Dow Jones Industrial, FTSE 100, FTSE Euronext 300, Nikkei 225, Hang Seng, Shanghai Composite, FTSE Straits Times, FTSE All-World, etc.

STOCK MARKET: BIGGEST MOVERS

Table with columns: Stock, Price, % Change. Lists top gainers and losers in various markets like AMERICA, EUROPE, ASIA, and FTSE ALL-WORLD.

CURRENCIES

Table with columns: Currency, DOLLAR, EURO, POUND, Yen, % Change. Shows exchange rates for various currencies against the Dollar, Euro, and Pound.

FTSE ACTUARIES SHARE INDICES

Table with columns: Index, 50p, 100p, 250p, 500p, 1000p, % Change. Lists various actuarial share indices and their performance.

FTSE 100 INDEX

Table with columns: FTSE 100, FTSE 250, FTSE 1000, FTSE 2500, % Change. Shows performance of FTSE 100 and its sub-indices.

FT WILSHIRE 5000 INDEX SERIES

Table with columns: Index, 100, 200, 300, 400, 500, % Change. Shows performance of the FT Wilshire 5000 Index Series.

FTSE SECTORS: LEADERS & LAGGARDS

Table with columns: Sector, % Change. Lists top and bottom performing sectors in the FTSE 100.

FTSE 100 SUMMARY

Table with columns: Index, % Change, Dividend Yield, P/E Ratio, etc. Provides a summary of FTSE 100 performance metrics.

UK STOCK MARKET TRADING DATA

Table with columns: Index, % Change, Volume, etc. Shows trading data for UK stock markets.



FTSE 500 17865.00 17870.00 17867.00 17863.10 17872.00 17822.00 17826.00 17835.00 17838.00 17839.00 17839.00 17839.00

US BANK NEWS: 3463.77 3472.38 3478.66 3478.70 3476.92 3466.93 3466.93 3466.93 3466.93 3466.93 3466.93 3466.93

FTSE 100 7509.40 7510.30 7509.20 7508.70 7511.40 7491.90 7492.50 7493.10 7493.90 7494.20 7494.20 7494.20

UK RISK FACTORS: Amounts outstanding in GBP m. Price per share. Last close. Change from previous. Risk factors.

UK COMPANY RESULTS: Company name. Turnover. Profit. Dividend. Dividend cover. P/E ratio.

UK RISK FACTORS (continued): Issue name. Issue type. Issue size. Issue date. Issue price.

FT500: WORLD'S LARGEST COMPANIES: Company name. Price. Div. Yield. High. Low. P/E. Market Cap.

MARKET DATA FT Weekend

UK RISK FACTORS (continued): Company name. Issue name. Issue price. Issue size.

FT500: THE WORLD'S LARGEST COMPANIES

Main table of FT500 world's largest companies with columns for company name, price, dividend, yield, high, low, P/E, and market cap.

FT500: TOP 20: Company name. Close. Prev. Day. Week. Month. Change. % change. % change.

FT500: BOTTOM 20: Company name. Close. Prev. Day. Week. Month. Change. % change. % change.

BONDS: HIGH-YIELD & EMERGING MARKET: Bond name. Maturity. Yield. Spread. Vol.

INTEREST RATES: OFFICIAL: Rate. Term. Last. Change. % change. % change.

BOND INDICES: Index name. Index value. Change. % change. % change.

BONDS: GLOBAL INVESTMENT GRADE: Bond name. Maturity. Yield. Spread. Vol.

COMMODITIES: Commodity name. Price. Change. % change. % change.

BONDS: INDEX-LINKED: Bond name. Index. Price. Yield. Spread. Vol.

GILTS: UK CASH MARKET: Gilts name. Maturity. Yield. Spread. Vol.

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes FTSE 100, Nikkei 225, Hang Seng, etc.

Table with columns: Country, Yield, Bond % Bonds, Yield, Bond % Bonds. Includes Australia, Canada, USA, etc.

Table with columns: Country, Yield, Bond % Bonds, Yield, Bond % Bonds. Includes Switzerland, United Kingdom, United States, etc.

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes All data provided by Morningstar, etc.

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## FINANCIAL TIMES SHARE SERVICE

### Main Market

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Aerospace & Defense, Automobiles & Parts, Banks, Chemicals, Consumer Goods, Energy, Financials, Health Care, Industrials, Information Technology, Media, Metals & Mining, Pharmaceuticals & Biotech, Real Estate, Retail, Telecom, Utilities.

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Aerospace & Defense, Automobiles & Parts, Banks, Chemicals, Consumer Goods, Energy, Financials, Health Care, Industrials, Information Technology, Media, Metals & Mining, Pharmaceuticals & Biotech, Real Estate, Retail, Telecom, Utilities.

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Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Aerospace & Defense, Automobiles & Parts, Banks, Chemicals, Consumer Goods, Energy, Financials, Health Care, Industrials, Information Technology, Media, Metals & Mining, Pharmaceuticals & Biotech, Real Estate, Retail, Telecom, Utilities.

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Aerospace & Defense, Automobiles & Parts, Banks, Chemicals, Consumer Goods, Energy, Financials, Health Care, Industrials, Information Technology, Media, Metals & Mining, Pharmaceuticals & Biotech, Real Estate, Retail, Telecom, Utilities.

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### AIM

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Aerospace & Defense, Automobiles & Parts, Banks, Chemicals, Consumer Goods, Energy, Financials, Health Care, Industrials, Information Technology, Media, Metals & Mining, Pharmaceuticals & Biotech, Real Estate, Retail, Telecom, Utilities.

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Aerospace & Defense, Automobiles & Parts, Banks, Chemicals, Consumer Goods, Energy, Financials, Health Care, Industrials, Information Technology, Media, Metals & Mining, Pharmaceuticals & Biotech, Real Estate, Retail, Telecom, Utilities.

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Aerospace & Defense, Automobiles & Parts, Banks, Chemicals, Consumer Goods, Energy, Financials, Health Care, Industrials, Information Technology, Media, Metals & Mining, Pharmaceuticals & Biotech, Real Estate, Retail, Telecom, Utilities.

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Aerospace & Defense, Automobiles & Parts, Banks, Chemicals, Consumer Goods, Energy, Financials, Health Care, Industrials, Information Technology, Media, Metals & Mining, Pharmaceuticals & Biotech, Real Estate, Retail, Telecom, Utilities.

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Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Aerospace & Defense, Automobiles & Parts, Banks, Chemicals, Consumer Goods, Energy, Financials, Health Care, Industrials, Information Technology, Media, Metals & Mining, Pharmaceuticals & Biotech, Real Estate, Retail, Telecom, Utilities.

### Investment Companies

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Conventional (Ex Private Equity), Hedge Funds, etc.

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Conventional (Ex Private Equity), Hedge Funds, etc.

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Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Conventional (Ex Private Equity), Hedge Funds, etc.

### Guides to FT Share Service

For queries about the FT Share Service pages... All data is as of the previous business day... Closing prices are shown in prices unless otherwise indicated...

### Investment Companies - AIM

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes AIM, etc.

### Direct Property

Table with columns: Index, % Chg, % Chg, % Chg, % Chg. Includes Direct Property, etc.

### Direct Property

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# FT Weekend

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# FT Weekend

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## Lex.

### UK tax: the trouncing of Trussonomics

For someone who believes in the power of markets, Liz Truss took a long time to appreciate their most volatile elements. Yesterday she capitulated, sacking her chancellor. Replacement Jeremy Hunt is a relative moderate.

The decision, and the partial reversal of the mini-Budget, marks the end of an ill-starred experiment in unorthodox economics.

With smoke still billowing out from the lab, markets will expect better chemistry from Truss and Hunt, himself a low-tax advocate. They must buff up the government's economic credibility. Yes, government bonds staged a recovery in anticipation of the U-turn on corporate tax. But reintroducing an £18bn increase reverses just two-fifths of the mini-Budget's £43bn unfunded tax cuts.

Businesses crave stability. They should welcome efforts to get a grip on public finances. But some, including banks, should face a higher burden after the reinstatement of the corporate tax rise next April from 19 per cent to 25 per cent. Nor is it just governments demanding a bigger share of profits. Workers too want more. A relatively high headline rate will make Britain a less attractive place to do business. The UK was the enthusiastic proponent of using tax as a lever to attract inward flows of capital. It led the race to cut rates which have fallen 8.5 percentage points to 20 per cent in the 11 years to 2021, according to the OECD.

The final impact of a high headline corporate tax rate on investment decisions depends on the generosity of allowances. In the UK, these have in the past lagged behind other countries.

Businesses should demand more investment-friendly tax reliefs. That would soothe the burn of a rise in the headline rate. That percentage, though high internationally, is unlikely to drop again. The fallout from Trussonomics is likely to make corporate tax cuts a toxic topic in future election campaigns.

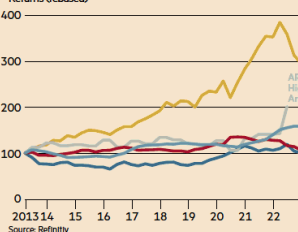
### EU energy policy: an educated gas

Germany argues that its giant €200bn package to shield companies and households from high energy costs isn't selfless: the benefits to Europe's largest economy will trickle down to everyone else. Plus, everyone is at it. Spain, Portugal and France all have some measure of support in place.

But the issue is the package's relative size. Germany has the debt capacity to push through subsidies that fiscally constrained countries such as Italy will never be able to replicate. A piecemeal

### Art market: picture perfect

Fine art is outperforming in 2022 Returns (rebased)



Investors cope with recession, inflation and high-cost debt. Havens are few. Gold is down 9 per cent in the year to date. Is the art market worth a look? By rights, art should be shielded from the worst of economic winds: collectors tend to be wealthy and to fund purchases from income or savings. Recent auctions seem to bear this out. Combined sales from the top three houses were up more than 20 per cent in the first half, one survey found. The ARTBnk index, which tracks prices fetched by active artists, has risen more than 50 per cent.

The indicators have limits. Auctions are less than half the art market. Indices that track them only count successes: no allowance is made for lots that are pulled or stay unsold. Every work is different. The price it fetches may say more about its size, colour or quality than about

support should be as limited as possible. It is unwise to remove price signals from a market with insufficient supply. And debt needs to be paid back. That is important considering the potentially large numbers involved. Look at the gas sector, first. The European market consumes roughly 4,000 terawatt hours yearly. Gas now costs about €145 per megawatt hour. Making up the difference between that and historical prices of about €20/MWh would cost €500bn a year. It would promote gas demand just when Europe needs to ration.

But focus a subsidy on industry – which accounts for about 20 per cent of European gas demand – and borrow Germany's proposed price cap of €70/MWh for 70 per cent of consumption – and the cost shrinks to a manageable €42bn. The remaining price exposure would also provide incentive to cut demand. That's crucial given Europe faces a tight winter and year ahead.

### Kroger/Albertsons: bagging a rival

the state of the market. That said, the mood music is still positive.

The blue chips – Picassos, Monets, Basquiats – are assumed to be the safest bet. Buying them may be a once-in-a-lifetime chance. Going mainstream is a natural way for investors to try to limit the risk of these expensive and illiquid asset purchases. But where does that leave the more modest collector?

Enter fractional ownership. This gives investors the chance to own a bit of a Basquiat and sell it on without the work changing hands. Useful for those wishing to diversify assets, less so for those who want a painting.

Or buy art you like, and look elsewhere for investment. For all the buzz over collectible asset classes, it is easy to forget that over the past decade the S&P outperformed them by miles, even after its recent decline.

margins of 5 per cent at best. The entry of Amazon, Costco and Walmart exacerbated the cut-throat competition. A combination of Kroger, Albertsons and Safeway may pass regulatory scrutiny because of this encroachment by general retailers and the success of e-commerce.

Kroger plans to lighten its load when competition authorities review the deal. It has committed to create a new listed group, holding between 100 and 375 stores, with existing Albertsons investors getting shares in this spin-off. Kroger may divest other stores for cash as well. The SpinCo is a tax and time-efficient way to satisfy antitrust regulators keen to cut Kroger's regional market concentration.

How well such a diminutive chain is received by the public market is to be seen. But the mooted valuation ascribed by Albertsons and Kroger – three times ebitda from stores alone – is reasonable. While awaiting the regulatory review, Albertsons investors will be paid a fifth of the deal price in a special dividend as compensation.

Despite the brutal economics, private equity has minted fortunes in the grocery business. KKR's controversial

## UK debacle shows central bank 'tough love' is here to stay

Katie Martin

### The Long View

Over the past three weeks, the UK has provided the world with more "lessons to be learnt", in Bank of England-speak, than any market since the US in 2008.

Enter textbooks will come to be written about the stunning scenes in the UK's usually sedate bond markets since the "mini" Budget of September 23, with chapters entitled "Government policymakers: Don't Do This" and "Or This".

One of the key lessons that investors would be well advised to heed is that central banks really, truly mean it this time. They do not care how much money you are losing, even if global stocks are down 26 per cent this year without the usual counterbalance of higher returns from bonds.

They simply cannot be blown off course from a relentless rise in interest rates to quash the inflation they first failed to see coming and then swore was a blip. They are not in the mood for doing anything to foster moral hazard or to risk pushing inflation even further from their targets.

To recap on the UK for anyone lucky enough to have missed it: markets were looking grim globally, with inflation proving sticky and most big central banks slamming on the monetary brakes. On September 23, Kwasi Kwarteng – who was the chancellor when I started writing this column before he was sacked – stepped in with a "mini" Budget that included the biggest unfunded tax cuts in 50 years and a huge increase in borrowing, all predicated on growth assumptions that had not been subjected to independent external scrutiny.

UK government bond markets recoiled, prices fell fast and technicalities relating to hedging strategies meant certain pension funds had to sell more. The BoE halted this spiral by offering to buy gilts off them, later backing that up

with further measures to enhance liquidity and buy inflation-linked bonds for a period ending yesterday. This had all already provided more excitement for gilt market veterans than, well, ever.

But a fresh shock came late on Tuesday this week, when BoE governor Andrew Bailey said he was serious: this support really would end yesterday. No rollovers of support.

Investors are hard coded, from the past decade-and-a-half, to believe that temporary assistance has a magical way of becoming semi-permanent, that central bankers will look after them. But speaking at an event in Washington, Bailey was blunt. "We've announced we

### Central banks really, truly mean it this time. They do not care how much money you are losing

will be out by the end of this week. My message to the [pension] funds is you've got three days left," he said.

This went down like a cup of cold sick. The consensus was that disaster lay ahead. In fact, it turned out to be a master stroke. All of a sudden, take-up of the central bank's bond-buying facility shot up. Market participants realised they could not wait and hope for the BoE to buy bonds off them at a better price. They had to get it done – this is not a form of backdoor monetary support.

Against the odds, the central bank managed to get the market under control and cap what was looking like a disorderly ascent in yields. Any form of more lasting prop to market stability is likely to be very narrowly targeted.

"[The BoE] didn't want anyone to think they were getting bailed out," says Tomasz Wieladek, at T Rowe Price. "The bar for central banks to pivot is very high", given high inflation, he adds.

This is precisely the sort of tough love that investors must learn to live with. To quote the peerless Björk (no ridiculous quibbling on her immense talents will be entertained, so please don't bother emailing me): "Your rescue squad is too exhausted."

Some fund managers are finding it easier to adapt to this new reality than others. Ark Investment Management's Cathie Wood – the doyenne of growth stocks and a champion of innovation – is in the latter camp, perhaps unsurprisingly for someone whose flagship exchange-traded fund has fallen 65 per cent this year. This week, she penned an open letter to the US Federal Reserve "out of concern [it] is making a policy error that will cause deflation".

Wood sounded exasperated at the Fed's latest 0.75 percentage point rate rise, asking: "Unanimous? Really?" Three days after her letter, annual US inflation was reported to be running at 8.2 per cent, just a shade below the previous month's reading of 8.3 per cent. It is reasonable to wonder why aggressive rate rises are not yet showing any discernible success in pulling down inflation. But the answer has to be "yes, really".

The Fed does not operate in a vacuum. "Several participants noted that... it would be important to calibrate the pace of further policy tightening with the aim of mitigating the risk of significant adverse effects on the economic outlook," it said in its latest meeting minutes. But that is nowhere close to a serious suggestion it is considering a more lenient path. Bad news for economies and real life is often good news for markets, as it suggests central banks might be more generous to the financial system. But it is increasingly clear that we would need a truly dire shock for that to work now.

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