

News in Depth: New unrest on U.S. campuses as donors rebel

THE WALL STREET JOURNAL.

VOL. XXVII NO. 58

DOWJONES
A NEWS CORPORATION COMPANY

EUROPE

FRIDAY - SUNDAY, APRIL 24 - 26, 2009

europe.WSJ.com

What's News

Credit Suisse swung to a profit, helped by fixed-income trading, while Barclays indicated it had a stronger first quarter, providing fresh evidence of a recovery in the banking industry. **Page 4**

■ The euro zone's economy likely fell into its deepest contraction in the first quarter, as unemployment soared in member nations. **Page 10**

■ The U.K.'s borrowing plans are a cause for concern among investors, who worry the country is too optimistic. **Page 19**

■ A late rally left U.S. stocks higher after a day of hesitant trade. European shares fell despite a large gain for Credit Suisse. **Page 20**

■ GM will temporarily idle 13 North American factories, cutting output by 190,000 vehicles as it races to shrink bloated inventories. **Page 7**

■ ConocoPhillips's profit fell 80% in the first quarter as oil prices declined. **Page 4**

■ A PCCW management-led effort to take the company private has been dropped, a victory for Hong Kong regulators. **Page 24**

■ Gazprom Neft plans to buy a stake in Russian oil firm Sibir Energy, trumping a bid by TNK-BP announced just a day earlier. **Page 5**

■ Jacob Zuma is poised to become South Africa's next president, with early results showing a decisive victory for the ANC. **Page 2**

■ A mayoral election in Sochi is emerging as a key test of Medvedev's promises to relax the Kremlin's tight grip on Russian politics. **Page 3**

■ Donors pledged over \$250 million to help Somalia's government extend its authority in the pirate haven. **Page 11**

■ Deutsche Börse and NYSE have resumed talks, but a deal isn't likely. **Page 19**

■ U.S. homes sales continued to slide and firms kept shedding jobs in March. **Page 32**

■ Russia will cut rates, in a sign of cautious confidence in the ruble and slowing inflation. Putin had demanded cheaper borrowing. **Page 21**

■ Pakistan sent a small paramilitary force to a district seized by the Taliban near the capital, highlighting its paucity of options. **Page 9**

■ Novartis posted a 15% drop in first-quarter profit. **Page 5**

EDITORIAL & OPINION

Berlin's fall

The German economy is hit hardest by the crisis. Review & Outlook. **Page 14**

Breaking news at europe.WSJ.com

Fiat sets its sights on GM

Italian car maker could take stake in European, Latin American operations

Fiat SpA is in talks to buy a stake in General Motors Corp.'s European and Latin American operations, people

By Stacy Meichtry in Paris, Dana Cimilluca in London and John D. Stoll in Detroit

familiar with the matter said, as part of the Italian company's bold attempt to capitalize on troubles in the auto industry to transform itself into one of its biggest players.

A deal with GM would sig-

nificantly strengthen Fiat's presence in markets it already serves. But any alliance with GM remains in limbo until Fiat resolves drawn-out negotiations to take a 20% stake in Chrysler LLC—a move that would allow Fiat to penetrate the U.S. market for the first time since the early 1980s.

The U.S. Treasury wants Fiat to reach a deal with Chrysler before pur-

suing any accord with rival GM, according to a person close to the talks in the U.S. The discussions have been held up because of a standoff between Chrysler's main creditors and the U.S. government.

Late Thursday or Friday in the U.S., Chrysler's lenders were expected to launch a counteroffer to a government proposal on debt concessions, this person said.



Sergio Marchionne

Negotiations over the auto maker's fate are expected to drag out among Chrysler, Fiat and the United Auto Workers union over the weekend, this person added, and could come perilously close to the April 30 deadline set by the U.S. Treasury, which has given emergency loans to both Chrysler and GM.

By negotiating with the two Detroit car companies at once, Fiat Chief Executive Sergio Marchionne is making a big double bet. Mr. Marchio-

Please turn to page 31

Suicide bombers kill more than 70 Iraqis



GRIM AFTERMATH: A woman reacts to an attack on Shiites. Military officials, meanwhile, arrested the leader of an insurgent group. **Page 2.**

Turkey, Armenia break ice

By MARC CHAMPION

YEREVAN, Armenia—Turkey and Armenia said they agreed on a "road map" to restoring relations, shortly before U.S. President Barack Obama is to make a closely watched statement on the 1915 mass murder of Armenians in the Ottoman Empire.

Better relations between the two countries could help stabilize a region increasingly important as a transit route for oil and gas supplies from the Caspian Sea region to the West.

The road map, worked out in marathon talks with U.S. and Swiss mediation that lasted late into Wednesday night, sets out a "sequence of steps" that the historic foes must take toward restoring diplomatic relations and reopening their border, which Turkey closed in 1993, accord-



Armenian President Serzh Sargsyan after a meeting at the European Union in Brussels in November.

ing to people familiar with the matter.

The statement was a breakthrough, these people said,

because for the first time both sides have gone on the record as saying they had

Please turn to page 31

Inside



Berlin's big year

A cultural agenda of fests 20 years after Wall's fall Weekend Journal, page W8

Markets

4 p.m. ET

	CLOSE	PCT CHG
DJIA	7957.06	+0.89
Nasdaq	1652.21	+0.37
DJ Stoxx 600	191.49	-0.46
FTSE 100	4018.23	-0.31
DAX	4538.21	-1.22
CAC 40	3008.62	-0.55
Euro	\$1.3052	+0.38
Nymex crude	\$49.62	+1.58

Election will move Iceland to the left

BY CHARLES FORELLE AND JOEL SHERWOOD

On Saturday, Icelanders are likely to do something they haven't done in more than two decades: Vote a left-wing government into power.

The new government will face the enormous task of cleaning up the wreckage of the country's collapsed financial system. It will also need to resolve internal divides over a touchstone issue: whether Iceland—long proud of its go-it-alone spirit—should join the European Union.

The parliamentary elections are the North Atlantic nation's first since the credit crunch in October felled its entire banking system, turning Iceland from a prosperous and happy Nordic country riding high on the riches of finance to a land of swelling unemployment and economic gloom.

Icelandic politics since 1991 has been dominated by the Independence Party, a right-leaning party with a free-market bent influenced by Margaret Thatcher and Ronald Reagan. Under longtime Independence Party Prime Minister David Oddsson, Iceland privatized swathes of state-owned businesses, remaking a sclerotic economy and spurring huge growth.

The privatization spree included the state-owned banks, which under private owners grew massively by borrowing and lending overseas—delivering wealth and jobs back home. All that came apart when the credit crunch cut off funding, a fatal blow because the tiny Icelandic government didn't have the means to bail out the banks.

The bank collapse shattered the standing of the Independence Party. Its leader, Geir Haarde, resigned as prime minister, and Mr. Oddsson, who had moved to become the head of the central bank, was forced out of that post.

Many observers—and opinion polls—predict the left-leaning Social Democratic Alliance will garner the most votes Saturday, taking about a third of the seats in parliament. The Left-Green Movement, further to the left, is polling roughly the same as the Independence Party. Party leaders have said the Social Democrats and the Left—Please turn to page 30

LEADING THE NEWS

In Sochi, local politics have turned national

**Mayoral vote tests
Kremlin's promise
to relax regional grip**

By ANDREW OSBORN

SOCHI, Russia—President Dmitry Medvedev has called Sunday's mayoral vote in this Soviet-era resort a "genuine political battle" that will enrich Russian democracy.

But on Sochi's palm-lined streets, there are no campaign posters. The candidate from the ruling pro-Kremlin party refuses to debate opponents, and local media decline to air political ads. The number of contenders has shrunk to six from 26—a development that opposition candidates allege is a result of a dirty-tricks campaign.

As the global financial crisis convulses Russia's regions, this seemingly parochial election 900 miles south of Moscow is emerging as a key test for Mr. Medvedev's promises to relax the Kremlin's tight grip on politics.

Sochi, sandwiched between snow-capped mountains and the Black Sea, will host the Winter Olympics in 2014, a project personally lobbied by then-President Vladimir Putin and backed by billions in government money.

The last thing the Kremlin wants is an off-message mayor. Mr. Putin has warned Sochi's 400,000 residents to beware candidates out to "realize their own ambitions." He has also likened certain unnamed candidates to "scum."

Critics say that Olympic-related corruption is rife and that planned construction work will wreck the local environment and turn the faded low-rise resort into a concrete jungle.

Though Sochi's mayor will play only a supporting role in the Games, several candidates say the Kremlin wants a loyalist from the ruling United Russia party. "It's not an election—it's a swindle," says Boris Nemtsov, a high-profile candidate from the anti-Kremlin Solidarity movement.

A Kremlin official denies government interference. "It's not surprising that the United Russia party is dominant," he said. "It is in many places."

Since Mr. Putin abolished direct elections for regional heads in favor of an appointment system in 2004, opponents say mayoral elections like this one are the only chance to challenge the Kremlin.

But while Mr. Nemtsov remains in the race, 20 others do not. Some withdrew voluntarily, while the local electoral commission disqualified others—such as former Bolshoi Ballet ballerina Anastasia Volochkova—on a technicality in how she filled out the registration documents.

Opposition candidates say authorities initially wanted to turn the contest into a circus featuring an array of unsuitable candidates that would disgust the electorate and dilute their opponents' support. They changed their mind, opponents say, when they realized that their own United Russia candidate—career civil servant Anatoly Pakhomov, who was appointed Sochi's acting mayor in January—might be edged out too.

A spokesman for Mr. Pakhomov's party says these and other allegations are "hysterical" and smears designed to hide the fact that his opponents have no constructive ideas. The local election commission has so far raised no objections to the vote.

A peculiarly Russian election

Voters go to the polls in the Russian town of Sochi this Sunday to choose a mayor. The field has been narrowed from 26 to 6 amid allegations of Kremlin pressure.



Yuri Dzagania

The 62-year-old candidate from the Russian Communist party. An old-school socialist who rails against private capital and greed. A former aircraft engineer, he says the vote is a farce he's obliged to take part in.



Boris Nemtsov

The 49-year-old anti-Kremlin candidate and co-chairman of the opposition Solidarity Movement. A famously successful regional governor in the 1990s who rose to become deputy prime minister. He says the vote is being actively rigged with the help of the FSB secret service.



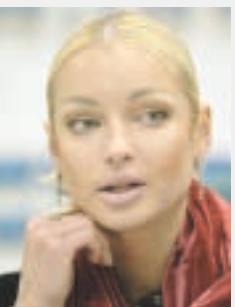
Anatoly Pakhomov

The 49-year-old front runner and Kremlin-backed candidate who's already acting mayor of Sochi. A former Communist who embraced the ruling United Russia party, he has worked in the region as an official at different levels. He only appears on slavishly loyal local media and refuses public debate.



Vladimir Trukhanovsky

The 55-year-old independent candidate who opponents accuse of being a Kremlin spoiler whose job is to take out Mr. Pakhomov's rivals. A businessman, his complaints have resulted in two candidates being removed. The local election commission says it can't supply his contact details.



Anastasia Volochkova

The 33-year-old prima ballerina and society lioness who used to be a regular at Moscow's famous Bolshoi Theater. She dances frequently in Sochi and surprised many when she said she was running for mayor. The local election commission disqualified her for a small error in her registration papers.



Alexander Lebedev

The 49-year-old billionaire businessman and former KGB agent who owns London's daily Evening Standard newspaper. A local court struck Mr. Lebedev from the ballot on a spurious technicality. Mr. Lebedev says he was set up by Mr. Pakhomov's supporters and is appealing.

Source: Candidate campaign material and interviews

Photos: Kommersant (Dzagania, Pakhomov, Trukhanovsky); Associated Press (Nemtsov, Volochkova, Lebedev)

Billionaire businessman Alexander Lebedev is the highest-profile candidate to be removed from the running, over an allegation that minors had contributed money to his campaign. Mr. Lebedev has said he was set up.

Mr. Lebedev's supporters and some of his opponents say he was eliminated because he was a threat to the Kremlin candidate. "He was coming second," says Artyom Artyomov, Mr. Lebedev's spokesman. "He could have won."

Opponents call the Kremlin candidate, Mr. Pakhomov, a phantom. The spokesman for Mr. Pakhomov's party says he can't reveal where Mr. Pakhomov's campaign headquarters are. "We're waging a war here," he says. "It wouldn't make sense to tell our adversaries where we are."

He says the fact there's scant evidence an election is taking place is unimportant. "If somebody wants to vote, they'll find a way of getting information."

Unlike his rivals though, Mr. Pakhomov can regularly be seen on local TV, meeting selected groups of voters. By contrast, mentions of the Communist candidate Yuri Dzagania are accompanied by funeral music.

"This is a very dirty election," Mr. Dzagania says.

Local journalists have poured scorn on Mr. Nemtsov. A documentary deriding his character that Mr. Nemtsov calls an outrage has been regularly aired. Local TV has also broadcast what it says is a meeting between Mr. Nemtsov and Korean businessmen offering him cash to give the Olympics to a Korean city instead. Mr. Nemtsov's aides say the footage is a provocation and that the dialogue—which is shown in subtitles—has been doctored.

Opponents say state employees are being browbeaten into voting in early polling for Mr. Pakhomov.

Lists have been drawn up keeping tabs on who votes for whom, says Nadezhda Nikiforova, a former school director. "Any wrong word and they'll rip your head off."

At the concrete headquarters of

Tamara, who declines to give her surname, lists Mr. Pakhomov's achievements. But her friend, Irina, who also withholds her surname,

says. "It's a show. There's no competition." Tamara whispers to Irina to "be quiet." Later, both girls appear on local TV mocking Mr. Nemtsov.

BREITLING
1884



NAVITIMER WORLD

WWW.BREITLING.COM

CORPORATE NEWS

MySpace founders step aside

New digital chief, looking to revitalize networking site, plans management shake-up

BY JULIA ANGWIN
AND EMILY STEEL

The founders of MySpace are leaving the helm of the pioneering Web site that made social-networking a mainstream phenomenon, as owner News Corp. seeks to reinvigorate the once-hot property it scooped up four years ago.

The pushing aside of Chris DeWolfe and Tom Anderson, whose contracts weren't due to expire until October, represents a pivotal test for the viability of social-networking sites. While social-networking sites such as MySpace and Facebook have exploded in popularity in recent years, they have struggled to generate the kind of revenue and earnings prospects that can sustain them as businesses over the long haul.

News Corp. now aims to show that a large conglomerate, with a portfolio that includes many old-media properties including newspapers, can succeed at that task.

People familiar with the situation said News Corp. was completing a deal to name former Facebook Chief Operating Officer Owen Van Natta as chief executive to succeed Mr. DeWolfe. He would report to Jon Miller, the former AOL chief executive who was recruited to join News Corp. this month in a newly created position of chief digital officer. Charged with all News Corp.'s stand-alone digital properties, he was particularly given the mission of shoring up MySpace.

Spokeswomen for News Corp. and MySpace both declined to comment beyond a news release. Messrs. DeWolfe, Anderson and Van Natta couldn't be reached for comment.

News Corp. sees MySpace as criti-



MySpace CEO Chris DeWolfe is leaving the social-networking site.

cal in its transformation from a conglomerate of traditional television, movie and newspaper businesses to a new-media titan. But while MySpace grew quickly following News Corp.'s purchase, last year its revenue fell short of executives' targets. News Corp. also owns Dow Jones & Co., publisher of The Wall Street Journal.

MySpace is still the dominant social-networking site in the U.S. But its U.S. audience has fallen. In March, MySpace attracted 70.1 million unique visitors, down 3.6% from a year ago, according to comScore Media Metrix. Meanwhile, Facebook is nipping at its heels. Facebook surpassed MySpace's world-wide audience a year ago, and is growing fast in the U.S., with 61.2 million unique visi-

tors in March, up 72% from a year earlier.

More broadly, MySpace, like other social-networking sites, still must overcome doubts about the medium's viability. Advertisers, for one, remain leery. "Advertising doesn't fit so neatly into a conversation that people are having among themselves," says Tom Bedecarre, chief executive of independent digital-ad firm AKQA.

MySpace was founded in 2003 by Messrs. DeWolfe and Anderson. Their email marketing division of a Los Angeles company called eUniverse, later renamed Intermix, was floundering, so they imitated a popular site at the time, Friendster.

They made two key improvements on Friendster: They allowed

users to customize their profile pages, and they allowed users to create any identity they liked. Friendster, like Facebook today, encouraged members to use their real names.

But just as MySpace was taking off, fueled in large part by its popularity with musicians, it was sold to News Corp. MySpace's parent company, Intermix, negotiated the \$650 million deal directly with News Corp., leaving the MySpace founders out of the loop until the last minute.

News Corp. Chairman Rupert Murdoch immediately sought to mollify the founders with lucrative two-year pay packages of \$30 million each, but Messrs. DeWolfe and Anderson still chafed at the fact that MySpace ad sales were taken over by executives at Fox Interactive Media, according to people familiar with the situation.

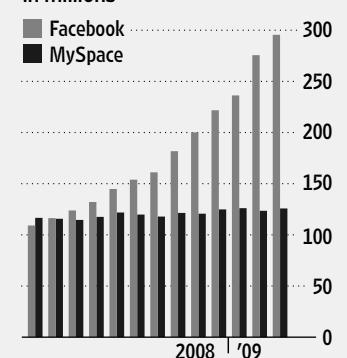
The rank and file of MySpace were also angry that their stock options were canceled after the acquisition and that they were forced to move from Santa Monica, Calif., to Beverly Hills, the people said.

Relations fell apart further. Mr. DeWolfe ignored suggestions from Fox Interactive Media President Ross Levinsohn about ways to improve the site. Mr. DeWolfe sought to amend a \$900 million advertising deal News Corp. cut with Google Inc.—delaying its implementation, the people said. That deal is due to expire next year.

Mr. Levinsohn also clashed with Mr. Anderson, who is president of the site. Mr. Anderson controlled the product development and was criticized for not moving fast. In April 2006, MySpace bought the online karaoke service kSolo. MySpace

The friend factor

World-wide audience each month, in millions



Source: comScore Media Metrix

launched the karaoke feature on its site in April 2008—two years later.

The tension between the MySpace founders and News Corp. eventually led to Mr. Levinsohn's dismissal in November 2006. He was succeeded by his distant cousin, Peter Levinsohn, who eventually gave Mr. DeWolfe control of the advertising sales at MySpace that he had sought.

All this time, Facebook was steadily gaining on MySpace. Founded by Silicon Valley computer programmers as a social network for Harvard students in 2004, Facebook expanded to other college campuses and opened to everybody in 2006.

Facebook focused on building innovative features and encouraging third-party software developers to write applications for Facebook.

Meanwhile, MySpace, with its marketing and music background, fought back with entertainment, such as a celebrity news site and an expensive music joint venture.

Three top MySpace executives, including Amit Kapur, former chief operating officer, left in March to run a start-up. MySpace has yet to name successors for those positions.

—Jessica E. Vascellaro contributed to this article.

Credit Suisse, Barclays rebound

BY KATHARINA BART
AND SARA SCHAEFER MUÑOZ

A pair of European banks provided fresh evidence of a banking-industry recovery, with Switzerland's Credit Suisse Group AG swinging to a better-than-expected profit and Barclays PLC indicating the first quarter of 2009 ran strongly ahead of last year.

Zurich-based Credit Suisse recorded a net profit of two billion Swiss francs (\$1.72 billion) for the first quarter, helped by flourishing fixed-income trading. The profit was more than double the 952 million Swiss francs forecast by analysts. In the year-ago quarter, Credit Suisse posted a net loss of 2.15 billion Swiss francs after major write-downs on risky securities.

The return to profitability by Credit Suisse after a dismal 2008 reinforces the appearance of a growing gulf between profitable and unprofitable banks—and the key to the difference in the first quarter has been the ability to exploit conditions in financial markets that, though still uncertain, are more stable than late last year.

At Barclays's annual meeting, Chief Executive John Varley said that the bank's financial performance so far this year was well ahead



Brady Dougan

of last year, and that the bank intends to resume paying dividends in the second half of this year.

Barclays, which will give details on this year's performance in its interim management statement May 7, also said it has no intention of raising further capital.

The banks' performance mirrors results from U.S. rivals such as Citigroup Inc. and Goldman Sachs Group Inc., which last week surprised market watchers with better-than-expected earnings.

As with the U.S. banks, Credit Suisse benefited from healthy trading, particularly in fixed-income, where buying and selling of interest-rate products, foreign exchange and high-grade debt hit records. That bolstered core net revenue to 9.56 billion Swiss francs, from 2.93 billion francs a year earlier.

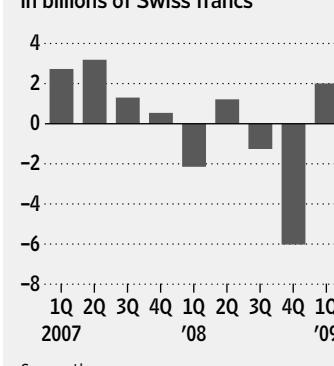
Credit Suisse Chief Executive Brady Dougan said the first weeks of the second quarter have continued in much the same style as the first.

However, he repeatedly cautioned that Credit Suisse isn't calling the bottom of the financial crisis.

"While we may still be affected by continued volatility and market disruptions if difficult conditions persist, we believe that we are in a

Recovering

Credit Suisse's net profit/loss, in billions of Swiss francs



position to weather the storms and perform well when market opportunities arise," Mr. Dougan said.

Even as Barclays previewed strong financial results, however, shareholders sent a strong message to Chairman Marcus Agius by re-electing him with an unusually low percentage of support, a reflection of discontent over a costly deal the bank struck with Persian Gulf investors last autumn.

Mr. Agius was re-elected by

83.7%, while Mr. Varley was elected by 98.4% of the vote, and Robert E. Diamond Jr., head of Barclays investment-banking operations, by 98.3%. Usually, board approvals top 90%.

Conoco's profit drops 80% amid declining oil prices

BY RUSSELL GOLD

ConocoPhillips reported an 80% drop in quarterly profit as lower prices for crude oil, natural gas and gasoline weighed on earnings, deepening concerns about whether the company's spending spree of recent years is handicapping it in the recession.

The Houston company borrowed money in the first quarter and ended share repurchases, moves that allowed it to avoid having to cut its capital spending or stock-dividend payments.

The strain on ConocoPhillips's finances is adding to worry about its management team, which has seen frequent turnover over the last few years. In particular, investors are questioning whether Chairman and Chief Executive James J. Mulva saddled the company with too much debt by paying too dearly for assets when oil and gas prices were soaring.

ConocoPhillips took a \$34 billion write-down in the fourth quarter, erasing the value of numerous assets, including a 20% stake in Russian oil company OAO Lukoil it bought in 2004.

The company said first-quarter net income was \$840 million, or 56 cents a share, compared with \$4.14 billion, or \$2.62 a share, a year earlier. Revenue fell 44% to \$30.7 billion.

ConocoPhillips shares were up \$1.87, or 5%, to \$39.93 in 4 p.m. composite trading Thursday on the New York Stock Exchange. The earnings topped the mean estimate of analysts surveyed by Thomson Reuters for profit of 42 cents a share on revenue of \$26.34 billion. But investors have taken a generally dim view of the stock as oil prices have fallen. Since July, when oil hit an all-time high, ConocoPhillips shares have dropped about 57%, compared with 34% for Chevron Corp. and 26% for Exxon Mobil Corp.

Mr. Mulva is expected to retire in two years after having run the company since 1999. The heir apparent is John Carrig, who became president and chief operating officer last year after six years as chief financial officer.

This month, UBS downgraded its rating of the stock to "neutral" from "buy," in part citing deals ConocoPhillips struck last year for gas fields in Abu Dhabi and Australia before commodity prices fell.

Concerns about Mr. Mulva's spending began in 2005, when Conoco bought natural-gas producer Burlington Resources Inc. for \$35 billion. The day after the deal was announced, gas prices hit \$15.38 per million British thermal units on the New York Mercantile Exchange, a record high that still stands. Prices are now less than one-fourth that level.

CORPORATE NEWS

Novartis net drops 15%

Swiss drug maker takes hit to earnings from strong dollar

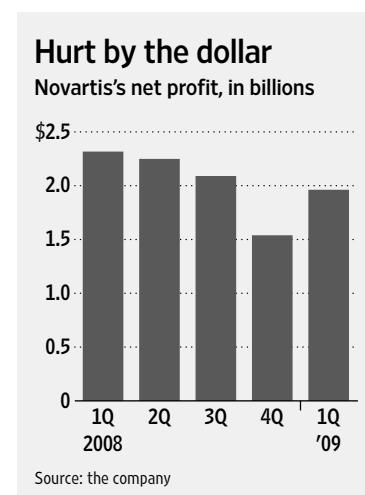
BY ANITA GREIL
AND JULIA MENGEWEIN

ZURICH—Swiss drug maker Novartis AG on Thursday posted a 15% drop in first-quarter net profit as the dollar weighed on earnings.

Net profit fell to \$1.96 billion from \$2.32 billion a year earlier as the conversion into the strong dollar pushed down earnings generated in other currencies. Net profit from continuing operations stood at \$1.98 billion.

Sales fell 2% to \$9.71 billion. However, stripping out currency fluctuations, sales were up 8%.

At Novartis's flagship pharmaceuticals unit, sales rose 3% to \$6.4 billion, but they were up 12% in the currencies in which sales were generated. The impact of the dollar's strength was offset somewhat by new product launches and regional



rollouts of existing products.

The blood-pressure treatment Diovan, which will lose patent protection around 2011-2012, remained the best seller, with sales of \$1.4 billion. The cancer drug Gleevec, the second-best-selling product, contributed \$894 million.

Sandoz, Novartis's generics unit,

saw sales fall 9% as it suffered from a lack of launches in the U.S. The drug maker said Sandoz's U.S. sales should resume growing this year. At the consumer-health unit, sales declined 11% as the economic downturn started to hurt. The unit sells drugs that don't require a prescription.

"Especially pharma benefitted from lower marketing costs, leading to a better-than-expected profitability," said Vontobel analyst Andrew Weiss, adding that the company's restructuring measures are taking effect.

The efficiency program, named Forward, is going ahead faster than planned and, in the first quarter, Novartis realized savings of \$329 million. "The program is set to exceed the cost savings goal of \$1.3 billion for 2009 and \$1.6 billion in 2010" from 2007 levels, Novartis said.

Novartis said it still expects 2009 sales to grow at a mid-single-digit rate excluding currency fluctuations, driven by its pharmaceutical division. But it said it may not reach record results this year for underlying net and operating profit, "if recent exchange rates continue during the year."

Sanofi sees opportunity in China

BY GORDON FAIRCLOUGH

SHANGHAI—The chief executive of Sanofi-Aventis SA said the Chinese government's plan to improve people's access to health care presents an important growth opportunity for the French drug maker as it tries to lessen reliance on sales of blockbuster medicines in the West.

As Sanofi moves to boost its China business, it is also keen to look into possible deals—including acquisitions or partnerships—with Chinese pharmaceutical companies, the company's CEO, Christopher A. Viehbacher, told reporters Thursday during a visit here.

"We don't want to be just on the margins of health care in China," said Mr. Viehbacher, who said he wants to "transform this business into one that is far less dependent on the traditional blockbuster model" with growth driven by a few big-selling medicines.

Earlier this month, Sanofi agreed to acquire Brazilian drug maker Medley. The Paris-based company, which is expanding in generics and emerging markets, has also done a deal to buy Laboratorios Kendrick of Mexico and it owns nearly 97% of Zentiva NV, a Czech generic-drug maker.

Sanofi is an industry leader in blood-thinning drugs. Two of its best-selling drugs, the hypertension medicine Aprovel and anticoagulant drug Plavix, will face increased competition from generics after 2012, when they lose patent protection.

The loss of patent protection for commercially-successful drugs and shortages of possible replacements in major companies' research-and-development pipelines have been driving a wave of consolidation in the global pharmaceutical industry.



Christopher A. Viehbacher

While Mr. Viehbacher said he wouldn't "take any strategic option off the table," he made it clear he views megamergers with skepticism. He says he is looking for deals "that clearly build upon the strengths of the company," adding that "they could be of any size." He says Sanofi isn't—"to my knowledge"—in active acquisition talks.

In China, Mr. Viehbacher said, Sanofi is open to deals—ranging from acquisitions to joint ventures to equity stakes—with local drug makers that would allow the company to participate in the high-volume business for basic drugs that is expected to arise under China's health-care revamp. Chinese health authorities are assembling a list of "essential drugs" that will be purchased by government entities in large volumes from suppliers.

Coke mulls stake in China's Huiyuan

BY RICK CAREW
AND DUNCAN MAVIN

HONG KONG—Coca-Cola Co. is in talks with China Huiyuan Juice Group Ltd. that could include taking a minority stake in the Chinese juice maker's assets, according to people familiar with the situation, after its full-takeover plan was thwarted by regulators.

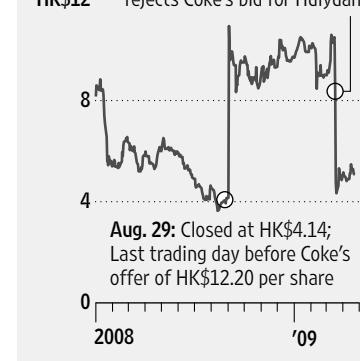
Coke is considering a range of options in hopes of a deal that will satisfy Chinese regulators, these people said. China's Ministry of Commerce last month struck down Coke's proposed \$2.4 billion takeover on competition grounds. The people cautioned that talks are ongoing and a deal isn't certain.

By seeking a minority stake, Coke is returning to a formula used in most China deals. Beijing typically limits foreign investors to minority stakes in its largest companies in an effort to bring in foreign expertise, while keeping control in Chinese hands.

China Huiyuan Juice

Thursday's close: HK\$5.06,
down 0.4%

March 18: Chinese government
HK\$12 rejects Coke's bid for Huiyuan



CORPORATE NEWS

UPS is hit by downturn

CEO warns against protectionism as net takes a 56% tumble

By ALEX ROTH

United Parcel Service Inc.'s chief executive expressed concern Thursday that the recession, which hammered the company's first-quarter profit, could ignite harmful protectionist impulses.

D. Scott Davis criticized the initial proposals in Congress to insert Buy American provisions in the \$787 billion U.S. stimulus bill, saying such proposals "sent bad signals to the rest of the world." He also expressed concerns that countries in Europe and Asia might retaliate.

"Global trade has sponsored two decades of dramatic growth and increased prosperity in countries everywhere," Mr. Davis said in a conference call with analysts. "Now is not the time to back away from the progress that has been achieved in the mistaken belief that any one economy can regain strength independently of the rest of the world."

The global downturn is hurting virtually every segment of the world's largest package-delivery company, whose health is widely seen as a barometer of the economy.

First-quarter profit at UPS fell 56%. Company officials said they expect the second quarter to be even worse than the latest, although the rate of volume declines likely won't be as steep. The company's average daily delivery volume around the globe fell 3.9% in the quarter, to 14.5 million packages.



Profit at UPS declined sharply amid fewer deliveries of packages.

"Hopefully we will hit bottom later this year and begin seeing growth at the end of the year or early next year in the U.S.," Mr. Davis said.

In the past year, the company has shed roughly 10,000 of its more than 300,000 U.S. employees, mostly through attrition. By the end of this year, the company is planning to reduce its fleet of aircraft from 263 to 212.

Declines in UPS's volume were hardly a surprise; last week, the Air Transport Association of America said U.S. air-cargo volumes had dropped 21% in February compared with a year earlier—the seventh consecutive month of year-to-

year declines.

In a bit of good news for the company, UPS gained "a little more than half" the revenue of customers looking for a new package-delivery company after DHL exited the U.S. market in January, said Kurt Kuehn, UPS's chief financial officer.

The company posted quarterly net income of \$401 million, or 40 cents a share, compared with \$906 million, or 87 cents a share, a year earlier.

Earnings, excluding a one-time charge for taking 44 planes out of service, declined 43%, the company said.

Revenue fell 14% to \$10.94 billion

Slump persists for freight haulers

By ALEX ROTH

The first updates of the year on freight volumes at some of America's biggest trucking and rail haulers show the U.S. transportation industry remains mired in a deep slump.

On Thursday, United Parcel Service Inc. reported first-quarter earning fell 56% and offered a gloomy outlook for the current quarter. The world's largest package-delivery company, forecast average daily, U.S. domestic-shipping volume this quarter will be off between 4% and 6%, compared to a 4.3% drop in the first three months of the year.

Shipment volumes are followed closely because a rebound in transportation usually precedes by several months a larger economic recovery. In recent days, executives at several major transportation companies said cargo levels remain depressed despite signs of life in other areas.

Forward Air Corp., a large freight and logistic company, said its shipments continue to decline at a double-digit rate compared with last year. "I wouldn't say it's necessarily getting worse," Bruce Campbell, president and chief executive of the Greenville, Tenn., air-cargo company, said this week. "I would most certainly say it's not getting better. And we don't anticipate for it to get better in the near term."

The Air Transport Association of America last week said U.S. air-

cargo volumes had dropped 21% in February compared with a year ago. That was the seventh consecutive month of year-to-year declines.

Union Pacific Corp. Thursday separately reported its overall volume slumped 21% in the first quarter, accelerating from a 12% slide in the fourth quarter of last year. It said net income dropped 18.3%, to \$362 million, or 72 cents a share, down from \$443 million, or 85 cents a share, a year ago.

Jim Young, chief executive of the Omaha, Neb.-based railroad, said a steep decline in freight volumes at his company may have bottomed. Carloadings, a key measure of shipments, appeared to have stabilized at about 145,000 a week, down from about 180,000 a week a year ago, he said.

Mr. Young said second-quarter freight volumes "will clearly be down" compared to year-ago levels, although he didn't provide any figures. Volumes are likely to "limp along" at current levels through much of 2009. "It's not deteriorating anymore," he said.

Rival Burlington Northern Santa Fe Corp. is expected to report its first-quarter results late Thursday. Its results will be closely followed for signs that shipment volumes in the railroad industry, which moves everything from Chinese-made consumer goods to coal for U.S. utilities, also have reached bottom.

Matthew Troy of Citigroup In-

vestment Research said recent data suggest that volumes have begun "to bump along what could be a bottom." However, he added, "I don't think we'll see a recovery anytime soon."

The industry's latest numbers are grim. For the first two weeks of April, the U.S. railroad industry's car-load volumes were down more than 20%, compared with a 17.3% drop for the month of March and a 14.5% drop in February, according to the trade group Association of American Railroads. The industry blames some of the April declines on weather issues in the Midwest.

On Wednesday, Norfolk Southern Corp., the nation's fourth-largest railroad by revenue, reported that its rail-car volumes dropped 20% for the quarter ended March 31. For the first full week in April, volumes were down 29%, company officials said.

Arkansas Best Corp., one of the nation's largest trucking companies, on Wednesday said April's decline was similar to the 15.7% drop recorded during the first three months of the year.

Bob Costello, lead economist for the American Trucking Associations, said the organization next week is planning to release March truck-tonnage numbers. He predicts those figures, when seasonally adjusted, will show "no improvement or even a loss" compared with February. "I don't think we've hit bottom yet," Mr. Costello said.

ABB posts 35% decline in profit, plans more cuts

By GORAN MIJUK

ZURICH—ABB Ltd. Thursday reported a 35% drop in first-quarter net profit and flagged additional cost cuts to combat the challenging infrastructure and power markets as well as the uncertain outlook for the industry.

The Swiss electrical-engineering company said net profit came to \$652 million from \$1 billion a year earlier.

In addition to high raw-material costs, currency swings and write-downs, the company said the drop was also due to slackening demand for capital-intensive infrastructure projects, especially in the automotive sector and other heavy industries that tap ABB's automation products and industrial robots.

Revenue fell 9.4% to \$7.21 billion from \$7.96 billion a year earlier. Meanwhile, orders, which indicate future sales growth, dropped 16% to \$9.15 billion from \$10.94 billion, even as ABB was able to attract big electrical infrastructure projects in the Middle East and Africa.

Analysts were disappointed by the results, saying ABB couldn't pass higher raw-material costs to customers, something it was able to achieve in the past when markets in Asia, the U.S. and the Middle East were growing fast.

Another point of concern was ABB's cash flow. The company's net cash position declined 11% to \$4.8 billion from \$5.4 billion. That may curtail ABB's efforts to expand through acquisitions, analysts said.

ABB, however, sought to stifle the concerns. "We are looking for bolt-on acquisitions," Chief Execu-

tive Joe Hogan said. Mr. Hogan said he expects ABB to turn cash-flow positive during the remainder of the year and remain financially disciplined, saying that "keeping our investment grade credit rating is key."

ABB's long-term corporate debt is rated single-A-minus by Standard & Poor's and Single-A-3 by Moody's. At the end of March, the company had \$2 billion in outstanding bonds, the bulk of which is due to be repaid in 2011 and 2013.

To counter the declining trend in sales and orders, ABB said it would expand its current cost-cutting program to \$2 billion from \$1.3 billion.

"We are determined to stay ahead of the market on cost while remaining alert for opportunities to grow the business," Mr. Hogan said.

ABB said that business in March had improved somewhat but that it was too early to say whether the market had bottomed out, adding that visibility was limited.

Mr. Hogan said he saw pockets of growth in India and China as well as in business areas such as power, where customer demand for efficient and cost-saving power equipment was still healthy.

But analysts remained skeptical. "The fact that they are extending their cost-cutting program shows that the outlook remains somewhat jittery, and that the bottom may not have yet been reached," said Vontobel analyst Panagiotis Spiliopoulos.

Shares in ABB, which over the past few weeks rose sharply as investors bet that the orders and sales might stabilize in the first quarter, were down 6.8%.

Alstom sees further sales growth, considers Areva unit

By SHAI OSTER

BEIJING—Despite slowing global demand for power plants, French heavy-engineering firm Alstom SA said it expects sales to keep growing and it is still considering a bid for the power transmission and distribution unit of cash-strapped Areva SA.

"We have an important backlog that we are executing. The guidance we are giving is that sales continue to grow," Philippe Joubert, president of Alstom Power, a unit of Alstom, told reporters.

He estimated that demand in the global power market could decline 25% to 30% for the next few years, but said Alstom's diversified technology and international presence will minimize the impact on it, particularly as developing countries such as China, Brazil and India still offer room for growth. For the industry, Asia accounts for nearly two-thirds of global orders, up from half before the financial crisis, he said.

China's stimulus package won't result in a spike in orders for Alstom, but will guarantee that previous plans won't be derailed by lack of financing, company executives said. Alstom, which makes high-speed trains as well as power-gen-

eration units, has sizable market shares in China in supplying hydroelectric turbines, boilers and the conventional power-generating parts of nuclear power plants.

The transportation unit has benefited from increased investment in rail infrastructure in China, and is in talks with the Chinese government about a new generation of super-high-speed trains that's now under development.

Mr. Joubert said Alstom remains interested in buying back French nuclear-engineering group Areva's transmission and distribution unit, which it sold to Areva in 2004. "We think this activity will fit perfectly in the portfolio," he said. "If Areva shareholders are interested to sell, we are certainly interested to buy."

Areva, the world's largest nuclear power-plant building company by revenue, has been struggling to fund its building plans, even though it is in advanced talks to sell reactors in the U.S., U.K. and India and has already won orders in China, where a massive expansion is under way with some 20 reactors under construction or in the bidding phase.

Analysts suggest that Areva's transmission and distribution unit could be sold for as much as €5 billion (\$6.5 billion).

FOCUS ON AUTOMOBILES

Hyundai profit falls 43%

Despite sales decline, auto maker forecasts a decent second half

By KYONG-AE CHOI

SEOUL—Hyundai Motor Co. posted a 43% decline in first-quarter net profit as the global economic slowdown weighed heavily on sales, but it expects vehicle sales to recover from the second quarter.

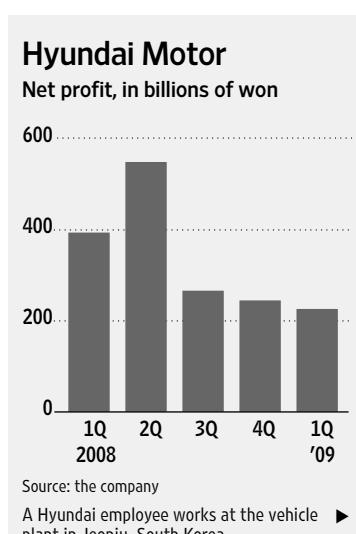
The company's positive outlook was echoed by analysts who forecast vehicle sales to get a boost from the quarter ending in June on seasonal demand and stimulus packages from various governments.

Hyundai, South Korea's top car maker by revenue, said net profit for the three months ended March 31 fell to 225 billion won (\$167 million) from 392.7 billion won a year earlier, while sales declined 26% to 6.032 trillion won. Operating profit plunged 71% year-to-year to 153.8 billion won.

"Strong demand for small fuel-efficient cars and a favorable [dollar/won] exchange rate fell far short of offsetting a sharp decline in vehicle sales in the first quarter," said Lee Soo-young, deputy general manager of Hyundai's investor relations team.

The dollar rose 48% to an average of 1,415.22 won in the first quarter from 955.97 won a year earlier.

Hyundai said it will seek to boost profitability this year by launching



new models and continuing to exploit the favorable exchange rate.

Analysts said Hyundai is now at a critical juncture when it has to transform the current crisis into a "golden" opportunity to emerge as a competitive car maker.

"Hyundai has taken the right step when it spent more on marketing in exploring new markets, while benefiting from a weak won," said Kang Sang-min at Tong Yang Securities, adding that Hyundai's marketing costs rose to 340 billion won in the first quarter from 230 billion won a year earlier.

The company is looking to raise its U.S. market share to more than 5% this year from 4.3% in the first quarter with fuel-efficient vehicles



Bloomberg News
and differentiated marketing strategies, said T.H. Chung, senior executive vice president of the financial and accounting division.

South Korea's stimulus package, which will take effect May 1 and end Dec. 31, will provide a 70% discount on consumption, registration and acquisition taxes for new car purchases. The company and analysts said the temporary program will likely boost South Korean carmakers' results this year.

Hyundai's domestic market share was at 51.7% as of end-March. The company posted an 18% drop in domestic sales and a 12% decline in exports for the quarter ended March, bringing total sales to 616,325 units, a 14% decline from a year earlier.

Chrysler lenders given new offer

By JEFFREY McCracken

The U.S. Treasury, in an escalating back-and-forth that may determine whether Chrysler LLC avoids liquidation, has quickly responded to Chrysler lenders that rejected an earlier Treasury bid to slash the car maker's debt.

The Treasury now proposes that the banks and other lenders accept as payment 22% of the \$6.9 billion they are owed plus a 5% equity stake in Chrysler, said several people familiar with the matter.

That is up from an earlier Treasury proposal that the banks and other lenders accept 15% of what Chrysler owes them and receive no Chrysler stock.

The lenders, which include Citigroup Inc. and J.P. Morgan Chase & Co., rejected that offer outright and instead proposed Monday they get paid about 65% of the debt, or about \$4.5 billion. In addition, the lenders sought a 40% Chrysler stake and a seat on the company's board, according to a copy of the proposal provided by individuals outside the lenders group.

The new government offer leaves the U.S. and Chrysler lenders at least \$3 billion apart with one week left before an April 30 Treasury deadline to determine the auto maker's fate.

The two sides are also far apart in how big an ownership stake the lenders would get in a restructured Chrysler.

If concessions can't be reached with the lenders and the United Auto Workers union by the deadline, the company will likely be forced to liquidate in bankruptcy court.

GM to slash output 25%, idle 13 plants in summer

By SHARON TERLEP

General Motors Corp., hit by a sharp and prolonged sales decline, will slash production by 25% this summer as it temporarily idles 13 North American assembly plants.

GM North American chief Troy Clarke said Thursday the shutdown is the biggest he can recall for the auto maker, struggling to survive on government loans.

The company will build 190,000 fewer vehicles between now and July as it idles plants for up to eight weeks.

Affected factories build slow-selling and outdated models such as the Cadillac STS sedan and full-size SUVs like the Chevrolet Suburban. But plants building newer models, including the recently launched Chevrolet Traverse crossover, also are on the list.

The move comes as a deadline imposed by the Obama administration to dramatically restructure or go bankrupt nears. While the company scrambles to avoid a bankruptcy, Chief Executive Fritz Henderson has said in recent weeks a Chapter 11 filing is becoming more "probable."

Mr. Clarke said GM consulted with the administration's auto task force on the decisions, but was not pressed into making the cuts.

"It was an internal decision," he said.

Halting production will further erode revenue for GM, which has been burning through billions of dollars in the worst sales environment in decades. GM's sales are down 40% through March compared to last year.

The cost of continuing to pump out cars and trucks, however, would be greater. The auto maker is saddled with excess inventories, which already are heavily discounted. And dealers must pay interest on vehicles that sit on lots. "The units don't get better while they're sitting up there," Mr. Clarke said.

GM said the downtime also will protect the company against a parts shortage should Delphi Corp., the company's bankrupt former parts arm, fail to continue operating.

The auto maker, in a news release, said lenders to Delphi have rejected a proposal that would have resolved Delphi's bankruptcy case and ensures the supply of parts to GM.

"We're trying to protect ourselves," Mr. Clarke said.

GM's hourly workers, represented by the United Auto Workers, will get most of their pay during the shutdown from a combination of state unemployment benefits and payments from GM.

Japanese auto makers cut their domestic production

By YOSHIO TAKAHASHI

TOKYO—Three of Japan's biggest auto makers cut domestic production sharply last month as they moved to reduce inventories amid stagnant demand in major markets.

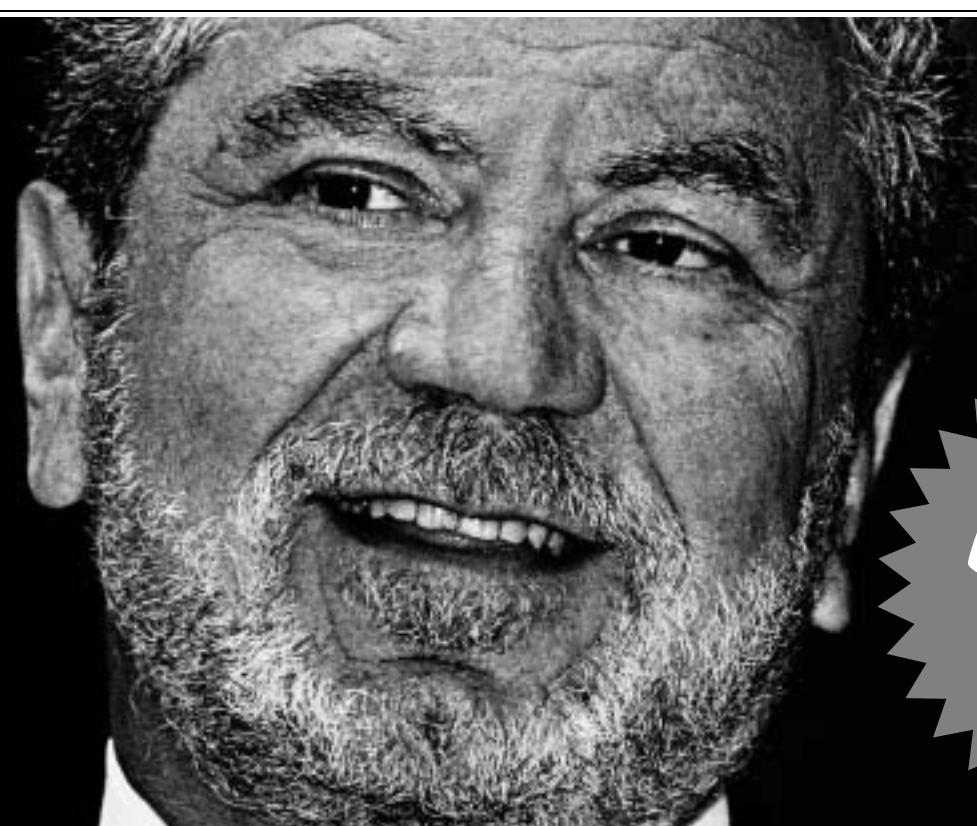
Toyota Motor Corp. and Nissan Motor Co. cut output by more than half in March from a year earlier, while Honda Motor Co.'s output sank 40% as exports from Japan slumped to other Asian countries, the U.S. and Europe.

However, the production cutback was in line with the car makers'

plans, and some industry observers see signs that the downturn in their domestic output could bottom soon.

Goldman Sachs Wednesday raised its forecast for global vehicle sales this year to a 13% decline from an 18% fall because of the impact of government support for global auto industries.

China and India have lifted auto sales with measures such as tax relief, Goldman Sachs analyst Kota Yuzawa said. "Subsidies may be seen as eating into future demand, but we emphasize the benefits for capacity utilization during a demand slump," he said.



**10% OFF
SELECTED
TYCOONS**

In association with


von Essen hotels
A PRIVATE COLLECTION

THE SUNDAY TIMES

RICH LIST

out this Sunday

CORPORATE NEWS

VTB's profit drops 85%

Bank says it can curb rising loan defaults; more government aid

BY ANDREW LANGLEY

MOSCOW—OAO Bank VTB, one of Russia's biggest lenders, said it is confident it can keep rising loan defaults in check, even as it reported a steep drop in 2008 net profit as the economic downturn forced it to set more funds aside to cover bad debts.

As Russia's first recession in a decade deepens, banks are gearing up for a spate of loan defaults that Finance Minister Alexei Kudrin has called a "second wave" in the country's economic crisis.

Officials forecast nonperforming loans at 10% of portfolios by the end of the year, around three times their current level, as corporate and individual borrowers struggle to repay debts amid tight credit conditions and rising unemployment.

"We don't expect the [2009] allowance for loan impairment to rise beyond 8% of our total gross loan portfolio," state-controlled VTB said Thursday. "Our current working assumption is that the percentage growth in our loan portfo-



Bank VTB says it is relying on a capital injection of \$5.31 billion in the fall.

lio in dollar terms this year will be in the mid-teens."

London-listed VTB said it is relying on further government support in the form of a capital injection in the autumn valued at 180 billion rubles (\$5.31 billion).

As of April, bad debts totaled

3.4% of VTB's portfolio, Chief Executive Andrei Kostin told the *Kommersant* daily this week.

VTB said its net profit fell to \$218 million in 2008 from \$1.48 billion in the previous year. Eating into profits were provisions against bad loans, which VTB increased to \$2.48 billion from \$526 million as Russia's economic outlook soured toward the end of last year.

Analysts at Moscow-based bank UralSib said VTB would have posted a net loss for the year without new accounting rules boosting its securities-trading book and a \$349 million gain from buying back its own Eurobonds inexpensively from hedge funds desperate to unload holdings at big discounts.

"Overall, the bank remains loss-making, and we expect the upcoming quarterly results to also be distorted by one-offs and not truly reflect VTB's business picture," the UralSib analysts wrote.

VTB also warned that margins are likely to fall this year. "Given current central bank interest-rate policies and the likelihood of continued tough macroeconomic conditions, we expect interest margins to come under pressure," it said. "Our focus for the year ahead will be on supporting customers through these difficult times."

U.S. defense firms are upbeat

BY AUGUST COLE
AND CHRISTOPHER HINTON

Defense contractors Raytheon Co. and L-3 Communications Holdings Inc. reported higher first-quarter results and said the diversity of their operations leaves them prepared to weather shifting military priorities.

U.S. Defense Secretary Robert Gates targeted costly weapons programs for cutbacks in his 2010 budget proposal, but increased money for cybersecurity, unmanned aerial vehicles, battlefield surveillance and communications systems suited for fighting insurgents.

That leaves L-3 "well-positioned for strategic growth in priority areas," such as intelligence, training and foreign assistance, L-3 Chairman

and Chief Executive Michael T. Stranese said on a conference call.

Unlike some contractors, Raytheon and L-3 aren't dependent on a handful of big government contracts for the bulk of their sales. "Our largest program only makes up only 4% of our top-line sales," Raytheon Chief Financial Officer David Wajsgras said in an interview.

Raytheon, Waltham, Mass., on Thursday posted net income of \$460 million, or \$1.12 a share, up 15% from \$399 million, or 92 cents a share, a year earlier.

Revenue rose 9.9% to \$5.88 billion.

Raytheon also raised its profit outlook for the year to \$4.55 to \$4.70 a share from \$4.45 to \$4.60 a share. The increase reflects share buybacks as well as strength in missile-sys-

tems, battlefield-electronics and computer-networking operations, Mr. Wajsgras said.

Raytheon's funded backlog, which reflects future work, was \$23 billion at the end of the first quarter, up about \$1 billion from the end of last year.

L-3 Communications, which has contracts spanning an array of work including training foreign militaries to upgrading government aircraft, said first-quarter net income rose 4.7% to \$201 million, or \$1.66 a share, from \$192 million, or \$1.51 a share.

Revenue at the New York company increased 3.7% to \$3.64 billion.

L-3 lifted the low end of its full-year outlook and now forecasts earning \$7.17 to \$7.32 a share, up from \$7.12 to \$7.32 a share.

Airlines get a boost as fuel prices fall

A WSJ NEWS ROUNDUP

Airlines got a boost in the first quarter from declining fuel prices.

US Airways Group Inc. and Alaska Air Group Inc. narrowed their losses, and JetBlue Airways Corp. posted its first quarterly profit in four years.

US Air, based in Tempe, Ariz., on Thursday posted a first-quarter loss of \$103 million, or 90 cents a share compared with a loss of \$237 million, or \$2.58 a share, a year earlier.

Revenue fell 14% to \$2.46 billion.

Excluding net special credits and net realized losses and gains on fuel hedging transactions, US Airways reported an operating profit of \$8 million.

The carrier's total costs fell 19% with fuel expenses diving 54% to \$378 million.

US Air also added to its checked-baggage fees. US Airways already charged \$15 for the first checked bag and \$25 for the second. But an extra \$5 a bag now will be charged to passengers who pay those fees at the airport. Passengers can avoid the extra \$5 charge if they prepay their baggage fees by checking in online.

Seattle-based Alaska Airlines posted a loss of \$19.2 million, or 53 cents a share, compared with a net

loss of \$37.3 million, or \$1.01 a share, a year earlier.

Revenue fell 12% to \$742.4 million as the carrier reduced seat capacity by 9.3%.

Excluding a fuel-hedge gain of \$10 million, the company's loss was 70 cents a share.

Alaska Airlines and its commuter sister company, Horizon Air, said they will match most major U.S. carriers in charging passengers \$15 for the first checked bag, effective July 7, for tickets purchased beginning May 1.

JetBlue posted net income of \$12 million, or five cents a share, compared with a loss of \$10 million, or five cents a share, a year earlier.

Revenue fell 2.8% to \$793 million. JetBlue, Forest Hills, N.Y., paid 31% less for fuel in the latest quarter than a year earlier. The carrier restructured its fuel hedges last year so it wasn't tied to as many contracts this year as fuel got cheaper.

GLOBAL BUSINESS BRIEFS

Continental AG

Weak customer demand leads to short-time program

German automotive supplier Continental AG, which is being taken over by Schaeffler Group KG, said Thursday that 25,000 workers will be on short-time work hours by the end of April due to weak customer demand. Chief Executive Karl-Thomas Neumann told the company's annual general meeting that it could take up to five years for demand to recover to the level seen in 2007, before the global economic downturn. In 2008, the company reduced its workforce by a total of 8,000 and cut around 5,000 contract positions. By the end of March this year, the company had cut another 6,000 jobs world-wide. Meanwhile, several thousand Continental employees marched in Hannover to protest two possible factory closures in Germany and France.

AkzoNobel NV

Dutch coatings and chemicals company AkzoNobel NV swung to a net loss in the first quarter as demand dropped in all its divisions in every region. The maker of Dulux paints and Liquid Nails adhesive reported a net loss of €7 million (\$9 million), compared with a net profit of €105 million a year earlier as revenue fell 13% to €3.27 billion. Revenue at its decorative-paints business dropped 11% to €1.02 billion. It was down 14% to €968 million at performance coatings and fell 11% to €1.29 billion at its specialty-chemicals business. Margins fell despite cost-cutting. AkzoNobel declined to give a 2009 outlook, but repeated its medium-term target of a margin for earnings before interest, taxes, depreciation and amortization of 14% by the end of 2011.

ITV PLC

U.K. commercial broadcaster ITV PLC on Thursday set the timetable for Michael Grade's exit as chief executive as it moved to further shore up its finances. The company said it will sell its SDN unit and separately raise a further £58 million (\$84 million) in financing. However, ITV said it isn't planning a further rights issue as it believes it has adequate liquidity, but added that it is evaluating "all options" to improve the strength of its balance sheet. The company, which has seen its earnings pummeled by the downturn in advertising, said Mr. Grade will step down as CEO and become non-executive chairman as soon as regulatory reviews are completed. Mr. Grade was appointed executive chairman in early 2007 to help turn the company's fortunes around.

Sodexo SA

Catering and services company Sodexo SA posted stable profit for its fiscal first half, boosted by group-wide cost-cutting and rising demand from companies for outsourced catering. In the six months ended Feb. 28, net profit remained stable at €219 million (\$285 million) compared with a year earlier, despite higher financial charges linked to acquisitions. Revenue rose 7.8% to €7.63 billion. The news sent the company's stock up 6.9%. Sodexo's organic growth rate in the first half stood at 3.7% compared with 9.2% a year earlier, and the company said it still aims for an organic growth rate this year of between 2% and 5%, along with additional revenue growth of around 2% from recent acquisitions.

Vueling Airlines SA

Spanish carrier Vueling Airlines SA announced a narrower first-quarter loss after cutting routes. The company, which is set to merge with Iberia Líneas Aéreas de España SA's low-cost airline Clickair, also said it would post a full-year profit. Vueling narrowed its net loss to €6.3 million (\$8.2 million) from €22.6 million a year earlier, while revenue fell 15% to €74.1 million. Total costs fell 30%. Vueling said it expects revenue to rise and costs to fall sharply in the second quarter. Passenger traffic to all Spanish airports sank 19% in the first quarter, but Vueling said its strategic plan, which has cut 15 unprofitable routes, would lead the 5-year-old airline to its first full-year operating profit. Separately, Iberia said it plans to freeze the wages of its top 140 senior managers in an effort to cut costs.

Pirate Bay

A defense lawyer in the Pirate Bay file-sharing case said Thursday he will demand a retrial after the judge acknowledged he was a member of copyright-protection organizations. A Stockholm court last week convicted four men behind the Web site of helping others commit copyright violations and gave them one-year prison sentences. They were also ordered to pay damages of 30 million kronor (\$3.6 million) to entertainment companies, including Time Warner Inc.'s Warner Bros., EMI Group Ltd., Sony Corp.'s Columbia Pictures and Sony Music Entertainment. Peter Althin, who represented Pirate Bay spokesman Peter Sunde in the case, said he would request a retrial.

Hypo Real Estate Holding

Germany's lower house of Parliament on Thursday established a committee to investigate whether the government bungled its attempts to shore up Hypo Real Estate Holding AG before moving to nationalize it. Opposition lawmakers charge that the government's bailout attempts were disorganized and poorly communicated. Hypo RE has become the most prominent German victim of the financial crisis. The lender ran into trouble last September after its Dublin-based unit Depfa Bank PLC failed to find short-term funding. Since then, the government has shored up Hypo RE with loan guarantees covering some €87 billion (\$113 billion) and moved earlier this month to take over the lender in an offer valued at €290 million.

Areva SA

French nuclear-engineering company Areva SA said Thursday that revenue in the first quarter of 2009 rose 8.5% from a year earlier to €3 billion (\$3.9 billion) and confirmed its previous forecast that operating income, revenue and order backlog will rise in 2009. "The growth engines for first-quarter revenue were the Reactors & Services division and the Transmission & Distribution division, with growth of 9.2% and 16.1%, respectively," Paris-based Areva said in a statement. Revenue outside France was buoyant, rising to €2.03 billion from €1.86 billion in the first quarter. This year's sales outside France represent 68% of total revenue. Areva, which is 91% state-controlled, is the world's largest manufacturer of nuclear reactors.

—Compiled from staff and wire service reports.

THE WALL STREET JOURNAL.
EUROPE

Executive Travel Program

Guests and clients of 320 leading hotels receive The Wall Street Journal Europe daily, courtesy of

AdvantiPro

www.advantipro.de

ECONOMY & POLITICS

Pakistan responds to Taliban advance

Small, ineffective troop deployment is sign of government's limited options; militants seen gaining territory

Pakistan sent a small paramilitary force Thursday to an area seized this week by the Taliban just 110 kilometers from Islamabad, a modest response that left one police officer dead and highlighted the government's paucity of options in fighting a spreading militancy.

By Zahid Hussain in Islamabad and Matthew Rosenberg in New Delhi

The force of a few hundred troops from the Frontier Corps—an often underequipped and poorly paid force designed to police the country's border with Afghanistan—was too small to seriously challenge the Taliban fighters who took over Buner district, home to about one million people, Tuesday and Wednesday. The Taliban had arrived from neighboring Swat, a valley north of the capital where the militant group signed a truce with the government in February.

ECONOMY & POLITICS

The economy's next move

A look at history shows three scenarios along with their odds

BY DAVID WESSEL

There is no doubt where the economy is now. "By any measure, this downturn represents by far the deepest global recession since the Great Depression," the International Monetary Fund declared Wednesday.

CAPITAL But there's more uncertainty about where it is going. The key is the U.S. Even though its slice of the world economy is smaller than it once was, it's still huge. The U.S. led the world into the abyss, and it will lead the world economy out of it.

But how fast and when?

The alphabet can help to imagine the possibilities and the path of the economy. There's the letter V: the kind of quick rebound that usually follows a deep recession. Or U: a longer recession and slow recovery. There is L: years of painfully slow growth. And W: a temporary upturn as the economy feels the jolt of fiscal stimulus that quickly wears off. Finally, there's the big D, not the shape but another Great Depression.

With history a guide, consider three starkly different scenarios.

The V

The late Victor Zarnowitz, a student of the business cycle, had a rule: "Deep recessions are almost always followed by steep recoveries." The mild recession of the early 1990s and early 2000s were followed by mild recoveries. But the U.S. economy grew faster than a 6% pace in the four quarters after the deep 1973-75 recession and faster than a 7.75% pace after the even deeper 1980-82 downturn.

"In deep recessions," says Michael Mussa of the Peterson Institute for International Economics, "there is usually a growing sense of gloom as the recession deepens." Then the forces that triggered recession—say, plunging home prices—abate. The adrenaline of tax cuts and government spending kicks in. With inventories so lean, the slightest uptick in demand prompts a sharp increase in production, and the natural dynamism of capitalism reasserts itself.

"Experience suggests all of this should work, and I believe it will," Mr. Mussa predicts. Governments have administered huge doses of fiscal and monetary stimulus. Home-building and car-buying are so low they can't

Deeper decline

How the current global recession compares with three recent deep downturns

	2009 projected	Average (1975, 1982, 1992)
Per capita output*	-2.5%	-0.4%
Industrial production	-6.23%	-2.01%
Total trade	-11.75%	0.48%
Unemployment rate (pt. pt. chg.)	2.56	1.18

*Purchasing power parity weighted
Source: International Monetary Fund

fall much further. Many consumers shy away from buying because they're frightened, not broke, and that state of mind can change quickly and liberate pent-up demand.

But the Federal Reserve caused the deep recessions of the 1970s and 1980s when it put its foot on the brake to stop inflation; it ended them when it let up. This time, Fed has its foot to the floor and the economy is still slowing. And so much stock-market and housing wealth has evaporated that a quick turn in consumer spirits seems unlikely. Plus, the repair of the banks remains far from complete, restraining lending.

The odds of the V: 15%.

The Big D

If one asked a roomful of economists two years ago to put odds on a repeat of the Great Depression, nearly all would have said zero. In early March, The Wall Street Journal posed the question to about 50 forecasters—defining depression as a decline in output per person of more than 10%, four times worse than the decline the IMF anticipates. On average, they put odds at one in seven; several put them above one in four.

"This is a Depression-sized event," says economic historian Barry Eichengreen of the University of California at Berkeley, citing the global decline in industrial production and world trade. The big difference: In 1929, governments dithered, or worse. In 2009, they've rushed to the rescue.

To go from today's deep recession to a depression something would have to go wrong. It could be a financial catastrophe on the scale of last fall's bankruptcy by Lehman Brothers or another panic-inducing event. Or a crash in the dollar, one that forces interest rates up at just the wrong moment. Or it could be political gridlock that stops governments in the U.S. or Europe from spending

enough to fix the banks before a big one fails, or keeps them for doing more on the fiscal or monetary fronts as the economy deteriorates.

Or it could be virulent deflation that pulls down prices and incomes, making debts, which don't fall when prices do, a heavier burden. The textbook remedy is easy money and big government deficits. But so much of that has been tried it's easy to question its efficacy or to imagine resistance around the world to doing.

The odds of the big D: 20%.

The L

For a decade after its stock market and real-estate bubble burst in 1990, Japan bumped along at an annual growth of just 0.5%. It was dubbed the Lost Decade, and it could happen in the U.S. The recession ends but the economy plods along, growing too slowly to bring down unemployment for years.

As the IMF observed this week, recoveries following recession caused by financial crises are "typically slower." Those following recessions that occur simultaneously across the globe "have typically been weak." Back in the 1990s, as U.S. banks struggled, the Fed talked a lot about "financial headwinds." Those were zephyrs compared to the gale-force winds that the economy confronts today.

If financial markets stabilize but don't improve steadily, or if housing prices continue to drift down, or if confidence remains shaky, the U.S. economy could languish for a time. American consumers, once known for spending in the face of prosperity or adversity, could finally decide to prepare for retirement by saving more, having just learned that neither 401(k) retirement accounts nor home values rise inexorably. And the U.S. can't count on increasing exports, the solution when emerging-market economies run into financial trouble and the reason Japan didn't do even worse in the 1990s. The rest of the world is in no shape to buy.

An unfolding depression could scare Congress to act boldly, but the L is less ominous—and perhaps more likely as a result. There would be months when the economy appeared to be strengthening so the temptation to wait-and-see would be strong.

Put the odds of the L at 55%. That adds to 90%. So put 10% odds on the U, less pleasant than the euphoric V but far less painful than a Lost Decade. That's the rough consensus of economic forecasters; it means U.S. unemployment grows for another year and a half.

Bottom line: The odds favor a long slog.

Euro zone's economy contracts

BY NICHOLAS WINNING

LONDON—The euro zone probably fell into its deepest economic contraction in the first quarter, and soaring unemployment in the 16 countries that share the currency means the road to recovery will be rocky.

Markit Economics said Thursday that the preliminary euro-zone composite-output index—one of the earliest and most closely watched gauges of private-sector activity—rose to a six-month high of 40.5 in April from 38.3 in March.

Although a reading below 50 indicates activity is contracting, the re-

sult beat expectations and helped to lift the euro against the U.S. dollar.

"This represents an encouraging start to the second quarter and suggests a return to stability in the euro area by the end of the year is possible," said Chris Williamson, chief economist at Markit.

However, Markit's purchasing managers' index is still consistent with a quarterly rate of contraction of gross domestic product of at least 0.5%, he said. The euro zone's gross domestic product shrank by a record 1.6% in the fourth quarter.

Other economic figures released Thursday also suggested that the worst of the economic contraction

may have passed. Data from France's national statistics agency showed business sentiment there recovered more than expected in April, albeit from a record low. The index measuring business leaders' confidence rose to 71 from 68 in March, which was the lowest level since the survey began in 1976.

Confidence among business executives in Belgium improved slightly in April, but remained near record lows, the Belgian central bank said Thursday. The bank's main index rose to minus 29.4 in April from minus 31.8 in March.

—Geraldine Amiel, Nina Koeppen and Adam Cohen contributed to this article.

CAPITAL JOURNAL • GERALD F. SEIB

Ford closed the book on Watergate to focus on looming U.S. crises

At the outset of his presidency, as he tried to run a country in turmoil and economic distress, Gerald Ford faced a critical decision: Should he allow an emotional legal ordeal to proceed, knowing it would leave the country mired in a deeply divisive debate left over from the previous administration, or should he make a tough decision to move forward instead?

Democrats now find themselves in a very similar position, this time on the question of whether terrorism suspects were tortured.

In Mr. Ford's case, the issue was the pending Senate trial of his predecessor, Richard Nixon. Mr. Nixon had been impeached by the House of Representatives for his role in the Watergate break-in and cover-up, and had resigned, paving the way for Vice President Ford to become President Ford. But the trial of the former president was looming, certain to be a gripping political spectacle of the first order.

There was great bloodlust among Nixon critics who wanted the trial. Mr. Ford had different concerns, though. Inflation was on the loose, the nation's energy situation precarious, its international reputation sinking.

So he pre-emptively pardoned Mr. Nixon in hopes of allowing the country to move on. Mr. Ford paid an enormous political price in the short term; indeed, he probably lost the 1976 election as a result. But in the long run, history has vindicated him almost entirely.

Today's situation is hardly identical, of course. The Watergate break-in and subsequent cover-up were tawdry domestic political crimes, while torture poses broader moral questions with international implications. But in their ability to affect how the government spends its time and energy, and what price is paid in the meantime, the quandaries are similar.

Right now, the Obama White House is trying to tame the debate, without killing it off entirely. But that's tricky, and may not be working.

Many in the president's Democratic Party, particularly its left wing, want a full-court legal and political press against those responsible for harsh interrogations of terror suspects since the attacks of Sept. 11, 2001. Convicted that the interrogation tactics constituted illegal torture, many Democrats want trials for those who conceived and executed the strategy during the Bush administration, or at least a congressional investigative commission.

On the other side, a Republican backlash is rapidly developing, arguing that the interrogation practices did their job and saved the country from more attacks.

It is hard to escape the feeling that President Barack Obama, having declared an end to the controversial techniques, now would like the matter to just go

away so he can focus on the economic crisis. "The president's big concern is that we not get bogged down in a backward-looking debate that becomes a kind of proxy for all the debates of the last seven years," says one of Mr. Obama's top advisers. "There is a lot of pent-up energy around all these issues, but they can be very divisive."

Yet the White House also knows of the great agitation among Democrats who want to hold somebody accountable, somehow. So, much as it did on the subject of bonuses for bank executives receiving federal aid, the White House appears to be trying to let its party vent, fearing a backlash if it squashes the process, but apparently also hoping the hot air will slowly seep away.

Thus, the president has said he wants to look forward rather than backward, has declared that he doesn't favor prosecuting Central Intelligence Agency interrogators who followed the rules they were given, and declined to form on his own any kind of investigative commission.

But Mr. Obama also seems to know he faces a backlash among his supporters if he tries to cut off debate. So he has released previously secret memos describing the precise rules for interrogations promulgated by the Bush administration.

And then, this week, he pointedly didn't rule out prosecution of the Bush administration lawyers who wrote the memos, saying that decision is up to his Justice Department. More important, Mr. Obama didn't say the one thing he could have to cut off the debate: He didn't call on Congress to drop the idea of creating a special commission to investigate torture allegations, but merely said such a commission should be independent rather than partisan.

The president's advisers insist that, though their party controls Congress, the White House doesn't really have the ability to stop lawmakers from going down that path, only the ability to influence how they might do so. The broader question is what that distraction might do to the president's agenda—driving, as it would, even bigger wedges between the parties in Congress.

One who has dealt with that dilemma is Tom Korologos, a former U.S. ambassador who worked in the Ford White House on legislative relations. Mr. Ford, Mr. Korologos says, "smelled what could have been a horrendous Washington event" in a Nixon trial. He decided it would be better for the country to forgo that event.

More than that, he adds, Mr. Ford concluded it would better for his own agenda: "We were in the middle of an inflation fight. We were in the middle of a lot of international issues. It would have sucked the air out of a whole lot of goals he pursued."

That is the danger Mr. Obama faces as well.