# WEEKEND BUSINESS

## Chorus grows: Nationalize the banks

JOE NOCERA

Y/

When I talk to experts. after about two minutes they say. "We should just

nationalize."

od on Page 12



SHIJEIDO

# Corporate makeover

Looking to grow outside Japan, Shiseido tries a global approach



International Herald Trihune

DISCOVER

louisvuitton.com

## Downturn in Europe is deeper than expected

Euro zone's contraction exceeds that of the U.S. By Eric Manner

PARTS: Europe sank even deeper into rece-tion than the United States in the closic months of last year, according to figures pub-lished Friday, as finance ministers of leadin industrialized anions gathered to one of the worth affected countines, listly, for discussion

gbi ibat Euro

notead. European industry h

'Today's data wipes out any illusion that the euro zone is getting off lightly."

orders to bring down their unrestories that bit euro zone countries band, partie : ly Cermany, which relies on exports to economic growth Germany, the biggers economy in po, the vobourny shraft by 21 percent to real three months of 2008, compared with bind quarties when the country of the state and the state when the state of th

## U.S. Treasury may need bolder approach on banks

### We beere halls

NEW YORK, 14

Experts back aggressive action to weed out weak ones and aid the surviving institutions

Nouriel Roubini, a professor of economics at the Stern School of Business at New York

ny others share his mang sense of alar International Monetary Fund, estimat the U.S. builts have a capital shartop 20 hillion "In a more server recession, 10 lack 51 million of so to poporty capital searchasetts institute al Technology

## WEEKEND BUSINESS

SPOTLIGHT

## Twirling Murano glass into modern forms

### Elisabetta Dua

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ng project involving about 650 blown Murane glass sphere for



Commerce vectors in the term and the Kindb Gouge, an upper Lie rest are not in the second by the French archi-ter in the second by the French archi-rent of its production, which is mostly made to measure. The global financial tritis bat not affected Androweds 1 work, yet But Verch has seen hit for tunnewebb and flow before. Times that there set off a negative psychology that is not good for buttines?. It has also

a constant, lagare ruban 2007. The 'togge order is 2008 seas to outfor the pilder of a wraitly Stadi with multimeter. form all the stadeliers A crew of souther speed 740/2000 is lating to speed A the formance on a surface there is your A the formance on a surface there is you for the state of the state

e the family compu-nal direction, movi r-themed chandelie ns. "I got full-

protest

for South and Latin America "It's going to take at least to see the results," he said. A

The free market rule book is being thrown

out the window.

ON THE RECORD

This looks like nip and tuck in a triage

In every planning scenario we built, our worst assumptions on the state of the global

## Green groups urge cruise industry to leave less pollution in its wake

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Floyd Norris is gwgy this week

largest ship wet this year, the Oasist the Seas, with a capacity of 5,400 pi

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No all configito figures supplied by d momental group Phends of the Marcie Recent director of Pre-the Earth's Clean W

m their manufact empirical. Or an inter the state of the

ICE. gray water and only bilge w to L2 miles of U.S. shores ball is shore, a recent EPA report

"It is definitely penable for them to clean up their act," and Reever of Frends of the Earth, "And now that they how about it form the FPA report they he fastest growing areas according to the Gausse L

### Most ships run on the cheapest and dirtlest form of fuel oil.

Terry Disk, chief executive of the cuttion, and, "Even in these tough omac times, we are forecating th 2009, a record B33 million people take a cruise," adding that last yee rodustry was worth \$38 billion, ploying about \$50,000 U.S. woi "A4.8 leader in travel we feel we ha

active and meet the challenges." To that end, the industry is now pion-eering various new green technologies

nev. Dale sud, citing the onbos cycling programs of the associatio ips, as well as investment in L hting, solar papers and higher ney appliances. In addition use companies

or car Earth. "We just think travel should try to choose one that is try

Green Inc.

blogs.ibt.com/groom

Corporate makeover: Shiseido thinks global New allure in Asia

### EIDO, Pees Page LI

of wandering salespeople of

pog profit persure is or the last profit persure is or the Life year-old company is also og errogth is sostraditional

agree that Shiseido peeds more international A Eur-

olitor report published in Oxtober the company was still rover reli-on the lapurese waster, where the coli is "under whe minit" (i), the roport a regurd that Shisedo as a possible advantage over West wasts to fast growing markers like A, silor "the Chrises percever the manufactures" is manufactures to the still advantage of the still manufactures.

the second second manufactures and the second second second second e of the glamous and glatter of for breads like (there) and Ester der to costatica, but it is coo-red a leader to take care and a sol-rest matthy brand with a place on

personally used foreign in my 20s and didn't real-lapanese brands like Shi-igned for the thin of Japa isori Uegak, a worker in accuntes firm in Osaka, less that brand image that

do offers that brand image to Japanese of all ages " image is propagated in part by "" would for advanced re-



the beauty councilors, supported by the deep packet of the man movement policy that has the pol of keeping them happ and bysit. "Its arms of beauty councelon is the starts of beauty councelon is the deep starts and the deep starts are analysis with boards are untries in Tribyt said of the beauty con deep pucketer

### 'Its army of beauty counselors is the greatest weapon in its arsenal."



for example," she said. "In my was deeper pink for my eye sha

## The chorus grows for nationalizing

NOCERA, from P

## WEEKEND BUSINESS

Americans' growing financial riches were mostly in paper profits.

# New life after GM, and fears for future

## Irish Life chief is resigning under government pressure

RECESSION, From Page U

**European** downturn

deeper than expected

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Jobs crisis cascades around globe

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Anti-fraud power sought Justice Dept. seeks larger crime-fighting role

LAYOFFS

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MOUSTRIALIEATION



# U.S. may need to act more boldly on banks

### BANKS, Press Proge 11

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experiential of the Lember National National National National National Registrational National National National Registrational National National National University of Chicago generations National Na

tions. That sort of breathing room to howen as regulatory forbearance, committing a tell by regulators than these will halp local tend to graduate than worken before. In the Proto, during the beight of the Latin American debt crisis, the total risk to the nike momeny-worker backs to New

Broating Ways PARIS. The Group of 2, whose Ge-name exhibit converse this weekend in the second second pit to raditional power to rebuild the world economy to a broad-greater way over global growth. As the US. Treasury secretary, Himothy liethnee, and the Pauspean Central lands president, Jean Claude Thelate, Join their G-7 counterparts, It the the USA D that accupies the varguant responding to the financial refuse.

Note was estimated as more than there may be a smaller of these basis. The regulators, and pairs any, dia not fere the backs to value these loses at the backing to wards of the moment backing the same of the states of the same of the same of the same many south to get relief to a same to quickly. The the same y shall be physics the many south to get the same of the same result of the same of the same of the many south to get the same of the same sign the get the same of could have the pathone to ward for the economy to many.

pattern or to waith for the eventuary to innerve. Initially, the world put more initially, the world put more imply reduce over the first, but it might reduce overall forset if the power ment is controlled and thy were a forward seller. The its what heppenel during the save ingo and isone trins, where the truth dist asset, monity real exists, were actical by the level-time trait (arry, a power ment owned) and manger, and is dist over a few pro-

The eventual losses, an estimated SIGUBILION, were failless than if the hurds, uffice buildings and residential developments had been sold immediately.

G-20 is edging out G-7 on strategy

Righterom Rajan sold that in a trinshid time for banks, analysis scontinize banks' current and putential houses

At the end of the day, the Largopt money would be used to a curre assets, and behind most of those securities are most gages, houses, and we have they are not systemic thes? and Duries, the London Rosiness School economics, who is greatided to the transfer for Economic Policy Research.

Research "So the targayers would not be out anything the the back of the envelope, headline numbers propir tox around."

Fele Dash contributed reporting

## WEEKEND BUSINESS

# Russian pop stars try a new riff for the West

# U.S. markets mixed in wary trading



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### Credit Suisse must pay fine in securities case

WASHINGTON: Credit Suisse, the Swiss bank, must pay more than 500 million over cleme that it im-properly told auction-rate securi-tics to the emission/uron maker STMI; coelectronica, bened in Genera, 8 Pancial Industry Regu-latory Authority arbitration award showed.

showed Credit Suisan Securities USA (a) is solar for Joseanger of 5400 million and other fore of more than 36.5 million, according to so arbitration evend putted to the Pinancial in-dustry kegulatory Authority's Web ster.

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BRIEFING

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### Top U.S. banks piedee to wait on foreclosures

utter released Filality th remeasure ion Frank ashed hank executives at a committien bering Weinenday to freeze foreclouves until Texastry scretary Through Geinhaur could we up a program. Cilignups chief executive, Vikarn Pandi, commit-red to halt actions. The Office of Theff Sypervision has arged av-fage and loans to aupend their le-gal actions until a plan is ready (Bioomberg)

### Lloyds shares decline on large loss at HBOS

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### PepsiCo will buy back \$2.5 billion in shares

\$2.5 billion in shares Attanti Peptin sid in the share of the sector shares at the share of the sector shares at the share of the sector shares at the shares of the sector shares at the shares at the sector shares at the shares at the shares at the shares at the sector shares at the shares at th

## Air France-KLM to cut

jobs as revenue drops