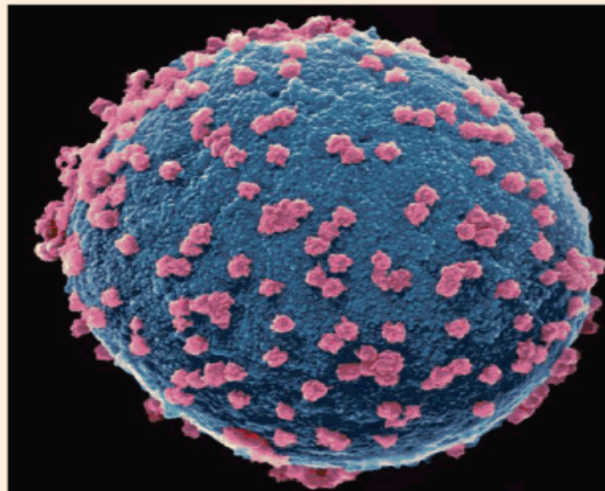


Stocks and oil prices slide in dash to safety from new virus variant

◆ 'Omicron' strain worries WHO ◆ All World index tumbles 2.3% ◆ Travel and aviation hit



ADAM SAMSON AND GEORGE STEER — LONDON
DEREK BROWER AND JOE RENNISON — NEW YORK
HUDSON LOCKETT — HONG KONG

Global equities and oil prices were hit by their hardest falls in more than a year yesterday as the discovery of a new coronavirus variant sparked a sell-off in companies most exposed to the pandemic and a dash to havens.

The World Health Organization has designated the new strain a "variant of concern", calling it Omicron. It said preliminary evidence suggested the variant posed "an increased risk of reinfection".

The FTSE All World index shed about 2.3 per cent by the New York close, reflecting declines in the US, Europe and Asia. Crude benchmarks on both sides of the Atlantic tumbled roughly 10 per cent by early afternoon in New York.

"What should have been a quiet Friday trading in both bonds and equities globally has turned into a rout," said Andrew Brenner, head of international fixed income at NatAlliance Securities.

Wall Street's S&P 500 dropped 2.5 per cent, with Europe's Stoxx 600 sliding 3.7 per cent and MSCI's broad Asia-Pacific index falling 1.7 per cent.

Shares in British Airways parent IAG, German carrier Lufthansa and aircraft maker Airbus dropped more than 10 per cent. US airlines United, American and Delta fell by similar margins.

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Coronavirus vaccine makers rallied, with Moderna soaring 21 per cent and Pfizer gaining 7 per cent. Other pan-

demic beneficiaries such as meal-kit company HelloFresh, grocery delivery group Ocado and online fashion retailer Zalando were among the small number of gainers in Europe.

The Omicron variant, first identified in Botswana, is believed to be behind a surge of cases in southern Africa over the past week. It has alarmed health officials because of its apparent ability to evade Covid-19 vaccines and spread more quickly than the Delta variant.

The EU and UK moved to impose

An electron micrograph showing part of a cell, blue, infected with Sars-Cov-2 virus particles, shown as pink. Science Photo Library

travel restrictions on a group of southern African nations, while Israel has banned travellers from South Africa.

US bond and stock markets were open for a limited trading session on Black Friday, the beginning of the holiday shopping season. Investors said the shortened US day meant that trading volumes were thin in some markets, which exacerbated price fluctuations.

The jitters were apparent in a broad array of market barometers. The Vix index, a measure of expected volatility in Wall Street stocks over the next month, rose 10 points on Friday to 29, the biggest increase since early 2021.

Government debt rallied as investors turned to lower-risk assets. The yield on the benchmark US 10-year Treasury note fell 0.15 percentage points to 1.497 per cent, its biggest fall since March 2020.

Additional reporting by Tommy Stubbington



*Latest Source: Refinitiv

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- ◆ Coronavirus has more tricks **Page 3**
- ◆ Merry Somerset Webb **Page 9**
- ◆ The race to test vaccines **Page 14**
- ◆ Investor slumber broken **Pages 15-16**
- ◆ Lex **Page 20**

Food and drink special
Champagne and chefs' favourites
LIFE & ARTS



How To Spend It
The world's best hotel bars
MAGAZINE



Legendary climber 'Nims' Purja
has Lunch with the FT
LIFE & ARTS



Tim Harford
The case for reverse logic
LIFE & ARTS



Franco-British ties take turn for the worse over Channel boat crossings

VICTOR MALLET — PARIS
SARAH WHITE AND ROBERT WRIGHT
LONDON

Franco-British relations sank to a post-Brexit low yesterday when Emmanuel Macron criticised Boris Johnson over what he called his failure to act "seriously" to find a solution to the cross-channel border crisis.

Only two days after both governments were shaken by the deaths of 27 people seeking to reach England from France in a small boat, Paris cut London out of an urgent meeting of European ministers in Calais tomorrow because of the UK prime minister's cavalier approach to the problem.

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waters and for the thousands of migrants who reach English shores to be returned to France. "If those who reach this country were swiftly returned, the incentive for people to put their lives in the hands of traffickers would be significantly reduced," he wrote.

Macron and his ministers objected both to the content of the letter, which revived proposals already rejected by France, and to the way it was made public to the British media.

Macron said: "You don't communicate from one leader to another on these matters through a tweet and a letter which you make public. We're not whistleblowers."

He added: "Our ministers are going to work seriously to deal with this serious matter with serious people."

Macron's anger is the latest sign that his relations with Johnson are deteriorating despite indications in the days before the tragedy that the two governments were improving co-operation to stop people leaving the French coast.

Since British voters opted to leave the EU in 2016, France and the UK have been embroiled in rancorous disputes over everything from trade and Northern Ireland, to fishing and vaccines.

Macron confirmed that France had withdrawn an invitation to UK home secretary Priti Patel to join European ministers for the meeting on migrants in Calais. "Then we'll see with Britain how we can act efficiently if they decide to be serious," he said.

Downing Street yesterday said Johnson had no regrets over the letter. The prime minister's official spokesman said Johnson and Macron had a "shared recognition" of the situation's urgency. "We believed we would die" page 6

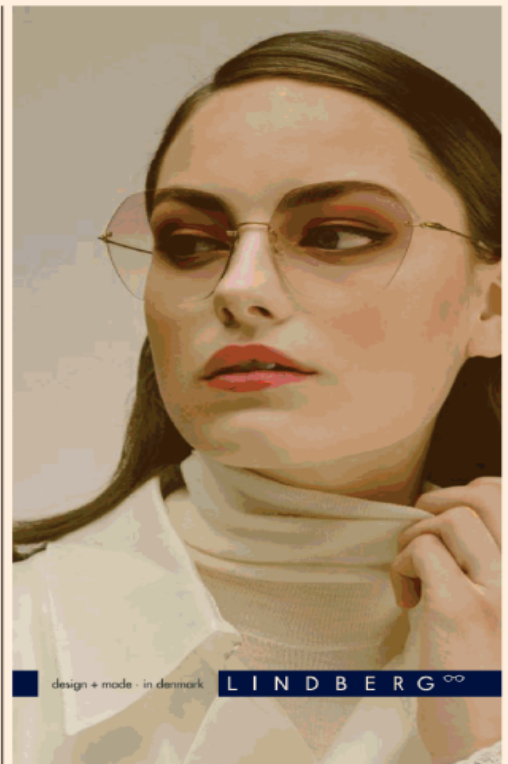


Tax break 'to millionaires' casts pall over Biden bill

The second-biggest element of Joe Biden's Build Back Better bill is a tax measure that has widened the gap between the Democrats' progressive and moderate wings. The raising of the cap on how much local tax can be deducted from federal levies looks to some as though the Republicans are in charge. The Republicans themselves deride the bill as a concession for wealthy Democratic donors in high-tax states like New York and California.

Bitter taste ► **PAGE 4**

World Markets									
STOCK MARKETS					CURRENCIES				
	Nov 26	prev	change	%		Nov 26	prev	change	%
S&P 500	4597.85	4701.46	-2.21	-0.47	\$ per £	1.32	1.321	-0.001	-0.08
Nasdaq Composite	15518.13	15845.23	-2.06	-0.13	£ per \$	0.750	0.751	-0.001	-0.14
Dow Jones Ind	34826.31	35804.36	-2.73	-0.08	€ per \$	1.334	1.330	+0.004	+0.30
FTSE 100	7044.03	7310.37	-3.64	-0.50	¥ per \$	113.150	115.365	-2.215	-1.92
Euro Stoxx 50	4089.59	4293.24	-4.74	-1.10	HK\$ per \$	150.803	153.666	-2.863	-1.86
FTSE MIB	7044.03	7310.37	-3.64	-0.50	SFr per \$	1.044	1.049	-0.005	-0.48
FTSE AEX	4026.30	4167.28	-3.53	-0.85	€ per \$	0.884	0.882	+0.002	+0.23
CAC 40	6738.73	7075.67	-4.75	-0.67	COMMODITIES				
Xetra Dax	15257.04	15817.96	-4.15	-0.26		Nov 26	prev	change	%
Nikkei	28751.82	29495.29	-2.53	-0.86	Oil WTI \$	69.09	70.10	-1.01	-1.44
Hang Seng	24980.52	24740.16	+2.37	+0.96	Oil Brent \$	73.06	72.22	+0.84	+1.16
MSCI World \$	3202.44	3198.12	0.13	+0.04	Gold \$	1809.0	1788.15	+20.85	+1.17
MSCI EM \$	1254.69	1253.15	0.12	+0.01	INTEREST RATES				
MSCI ACWI \$	756.30	749.30	0.13	+0.02			price	yield	chg
					US Gov 10 yr	147.78	1.50	-0.14	-9.34
					UK Gov 10 yr		0.73	-0.15	-20.28
					Ger Gov 10 yr		0.34	-0.09	-26.48
					Japan Gov 10 yr	115.17	0.07	-0.01	-1.43
					US Gov 30 yr	119.68	1.85	-0.12	-6.48
					Ger Gov 30 yr	104.90	-0.77	-0.02	-2.62
					Japan Gov 30 yr		0.06	-0.06	-10.00
					US Gov 2 yr		0.12	0.12	0.00
					Japan Gov 2 yr		0.06	-0.06	-10.00



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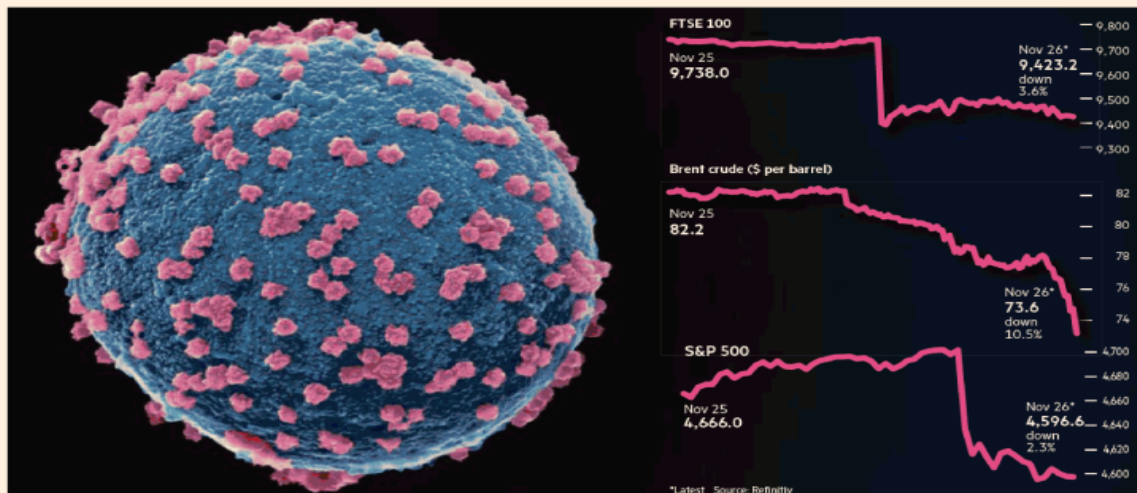
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- ◆ Investor slumber broken **Pages 22-24**
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Poor showing for broad economy in MPs' sidelines

FT analysis of MPs' second jobs has highlighted imbalances that might complicate Tory efforts to defend the right to a part-time career on the basis that it gives 'wider focus'. Some 37 MPs derive income from financial services, a sector that makes up 8.5 per cent of GDP. Just 13 work for manufacturers, which contribute 9.9 per cent of output. Eight MPs have financial links to retailers, which add about 4.9 per cent to the economy.

Second jobs **▶ PAGE 3**

Cross-Channel ties reach new low as Paris cuts Patel out of key meeting

VICTOR MALLEY — PARIS
SARAH WHITE AND
ROBERT WRIGHT — LONDON

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Camilla Cavendish **page 14**

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World Markets

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Dow Jones Ind	34629.31	35884.38	-2.73	¥ per £	0.849	0.842	¥ per \$	128.035	129.324	-0.24	-0.09
FTSE 100	9423.2	9738.0	-3.21	₹ per £	113.150	115.385	₹ index	81.877	82.647	115.12	0.07
Euro Stoxx 50	4089.58	4293.24	-4.74	₹ per £	150.903	153.896	₹ per £	1.230	1.246	119.88	1.85
FTSE 250	7044.02	7310.37	-3.64	₹ per £	1.044	1.049	₹ per £	1.044	1.049	104.80	-0.77
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MSCI ACWI	750.30	749.30	0.13	\$/¥	1000.6	1000.15	\$/¥	1000.6	1000.15	-0.05	0.00

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Alarm as new Covid variant Omicron spreads to Europe

Ministers facing calls to urgently speed up vaccination programme

Rowena Mason
Hannah Devlin
Nicola Davis

An alarming new Covid variant spread to Europe yesterday, with scientists warning it would inevitably reach Britain, while ministers were urged to speed up vaccinations.

Thousands of travellers were left stranded or with their plans in disarray amid flight bans targeting countries across southern Africa, where the variant was discovered. Hotel quarantine and enhanced testing will be brought in across the UK, the health secretary, Sajid Javid, said.

B.1.1.529 was designated a variant of concern by the World Health Organization last night because of its "concerning" mutations and because "preliminary evidence suggests an increased risk of reinfection". It was assigned the name Omicron. It is

Inside



Vaccines Updated jab may be ready in 100 days *Page 4*

Travel Britons in southern Africa stuck in chaos *Page 5*

Q&A What do we know about new variant? *Page 7*

feared to have an R (reproduction) value of 2 with the potential to evade vaccines. Javid said it "may pose substantial risk to public health".

Belgium reported a case in a traveller who had been in Egypt and Turkey rather than southern Africa, suggesting community transmission, while cases were detected in Israel and Hong Kong. Experts say it is only a matter of time before it reaches Britain.

No 10 is still debating further steps to prevent or delay its arrival. But Labour

The secret to great sex

→ Saturday



“I don’t know if he made it. He didn’t come back. I only knew he came from Kurdistan, like me”

Inside the refugee camps around Dunkirk
News *Pages 14-15* →



Stephen Sondheim
Composer
1930-2021

Page 24 →

PHOTOGRAPH: FRED R CONRAD/GETTY IMAGES

Cosy cottages to rent



→ Saturday

Best tech gift guide

→ Money





MICHEL BARNIER

« JE PEUX EMMENER
LES RÉPUBLICAINS
À LA VICTOIRE » PAGE 8

ENQUÊTE

AUTOUR DES ANIMAUX
DE COMPAGNIE, UN BUSINESS
FLORISSANT PAGES 24 ET 25ROYAUME-UNI
Entre Paris
et Londres, la crise
migratoire vire
à la mésentente
cordiale

PAGE 2 ET L'ÉDITORIAL

VATICAN

Après de François,
Macron rode
sa présidence
européenne

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Berlin fait le pari
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en vente libre

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TRANSPORTS

Les trains français
ont encore
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Pourquoi Zinedine
Zidane a tout
pour faire rêver
le Paris
Saint-Germain

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ART DE VIVRE

S'offrir des fleurs,
un rituel antistress

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CHAMPS LIBRES

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Bock-Côté
- L'analyse
de Jean-Pierre
Robin
- La France des
« somewhere »
face à la
France des
« anywhere »

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FIGARO OUI
FIGARO NONRéponses à la question
de vendredi:
Covid-19 : approuvez-
vous le conditionnement
du passe sanitaire à la
troisième dose de vaccin
à partir du 15 janvier ?OUI
49%NON
51%

TOTAL DE VOTANTS : 185 214

Votez aujourd'hui
sur lefigaro.frL'Europe doit-elle
fermer ses frontières
face au nouveau
variant du Covid-19 ?FRANÇOIS BOUCHON/LE FIGARO -
PHOTOCREO BEDNAREK -
STOCKADORE.COM

Mobilisation contre Omicron, nouveau variant sud-africain

Cette souche serait potentiellement plus contagieuse que le variant Delta et moins vulnérable face aux vaccins. La France a suspendu les vols avec l'Afrique australe pour 48 heures.

Alors que l'Europe peine à endiguer la nouvelle vague hivernale de Covid, l'annonce de la découverte d'un nouveau variant très inquiétant en Afrique du Sud, où

les cas sont brutalement repartis à la hausse, a fait l'effet d'un électrochoc. Les scientifiques ne peuvent que spéculer pour l'instant sur ses propriétés exactes, mais

il présente un très grand nombre de mutations dont certaines sont connues pour accentuer sa contagiosité et d'autres pour contourner l'action de certains anti-

corps - et donc potentiellement réduire l'efficacité des vaccins. De nombreux pays européens, dont la France, ont fermé les liaisons aériennes avec l'Afrique aus-

trale pour éviter que cette nouvelle souche ne soit introduite sur leur territoire. Des cas ont néanmoins déjà été identifiés en Israël et en Belgique.

→ LES MARCHÉS FINANCIERS S'AFFOLENT → L'EFFORT FRANÇAIS POUR IDENTIFIER LES SOUCHES DU VIRUS A PRIS TROIS MOIS DE RETARD
→ UNE QUATRIÈME VAGUE FULGURANTE SUBMERGE LA BAVIÈRE → NOUVEAU TOUR DE VIS EN BELGIQUE PAGES 4, 5 ET 6

La colère des pêcheurs français ne faiblit pas



Pour protester contre la rétention des permis de pêche par l'Angleterre, les pêcheurs français sont passés à l'action : ils ont bloqué les ports de Calais, de Saint-Malo et de Ouistreham, ainsi que l'accès au tunnel sous la Manche. PAGE 18

ÉDITORIAL par Patrick Saint-Paul psaintpaul@lefigaro.fr

Cambronne !

La mésentente s'installe durablement entre Paris et Londres. Les amabilités furent des deux côtés de la Manche, alors que le poison du Brexit ne cesse d'envenimer la guéguerre entre deux dirigeants dépourvus du moindre atome crochu. Chacun a son intérêt, Macron et Johnson semblent déterminés à rejouer indéfiniment la crise de Fachoda autour des sujets qui fâchent : immigration, pêche, protocole nord-irlandais, alliance Aukus. À bout de patience, le chef de l'État peine visiblement à réprimer le célèbre mot de Cambronne lorsqu'il juge « pas sérieuses » les méthodes du premier ministre britannique. Dans une lettre rendue publique sur Twitter, celui-ci exige de la France qu'elle reprenne les migrants arrivant sur son île... « Logique », puisque Londres accuse Paris de ne pas tenir sa frontière. Ces postures politiques paraissent bien dérisoires au regard de la tragédie de mercredi qui a emporté 27 vies humaines. Dans la « guerre du poison » aussi, la France et le Royaume-Uni se rendent coup pour coup. Dernier épisode, les pêcheurs français ont bloqué le port de Calais et le tunnel sous la Manche, pour pro-

tester contre la non-délivrance des permis de pêche dans les eaux britanniques. Paris et Londres auraient pourtant tout intérêt à coopérer. En matière d'autonomie stratégique, la France ne peut se passer du Royaume-Uni, l'autre puissance nucléaire européenne. Et Johnson ne pourra clore sa renégociation du protocole nord-irlandais qu'avec l'aval de Paris. Mais, côté français, Emmanuel Macron - dépeint par les médias outre-Manche en Napoléon au petit pied, jaloux, « bad cop » de la négociation du Brexit, qui n'aurait de cesse de vouloir punir Londres - est en campagne pour la présidentielle de 2022. Les Britanniques le soupçonnent de vouloir contenir la droite dure sur leur dos. De son côté, Boris Johnson, « menteur invétéré » pour les Français, est accusé de refaire la bataille du divorce européen pour servir ses intérêts de politique intérieure. Il est sous pression : reprendre le contrôle des frontières était une promesse du Brexit... L'entente cordiale n'est pas pour demain ! ■

Dans la tourmente, l'archevêque de Paris présente sa démission au pape

Le diocèse de Paris a confirmé le 26 novembre une information publiée par *Le Figaro* selon laquelle l'archevêque de Paris a présenté cette semaine au pape François une lettre de « mise à disposition » de sa charge à la suite des révélations de l'hebdomadaire *Le Point* à propos d'une « relation » féminine que le prélat nie formellement.

PAGE 13

MESSIKA
PARIS



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THE WALL STREET JOURNAL WEEKEND

Royal
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Travel Clubs
OFF DUTY



DOW JONES | News Corp. SATURDAY/SUNDAY, NOVEMBER 27 - 28, 2021 - VOL. CCLXXVIII NO. 126

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What's News

World-Wide

The U.S. and other governments moved to restrict travel from countries in southern Africa as the WHO called a fast-spreading new strain of the coronavirus dubbed Omicron a global "variant of concern." A1, A8

◆ **Merck and Ridgeback** said a final analysis of their experimental Covid-19 pill found the drug less effective than an early look. A6

◆ **The U.S. plans** to use a meeting of NATO foreign ministers to focus on how the alliance should respond to Russian pressure on Ukraine as the Ukrainian president warned of a possible Moscow-backed coup attempt. A9

◆ **A group of Senate Democrats** have privately voiced their opposition to Biden's nomination of Omarosa to lead the OGC, likely scuttling her chances of confirmation. A3

◆ **France and Italy signed** a cooperation treaty that its advocates hope could shift the balance of power in the EU, matching Germany's influence. A9

◆ **Japan's cabinet approved** an increase in defense spending, responding to China's rapid military expansion and U.S. requests for upgrades. A10

◆ **Died: Stephen Sondheim**, 91, songwriter who reshaped American musical theater. A3

Business & Finance

◆ **Stocks, oil prices and government-bond yields** slumped amid concerns about the new coronavirus strain. The Dow, S&P 500 and Nasdaq fell 2.5%, 2.3% and 2.2%, respectively. The yield on the 10-year U.S. Treasury note dropped to 1.484%. U.S. crude oil slid 13%. A1, B1, B12

◆ **The Covid-19 pandemic** prompted retailers to rethink Black Friday, with many rewriting their playbooks for one of the biggest shopping days of the year. A1

◆ **Alibaba's CEO is** devolving power to the heads of the company's business units to become more agile in tackling rising challenges and potentially open the way for spinoffs. A1

◆ **China's tech giants** are feeling the pinch of an economic slowdown, adding financial pressure to an industry beset by a bevy of new regulations this year. B1

◆ **China Evergrande's** founder sold a large chunk of his shares in the cash-strapped property company, raising the equivalent of about \$343 million. B11

◆ **Climate protesters** blocked 13 Amazon facilities in the U.K., as well as two more in Germany and the Netherlands, snarling trucks in some locales. B3

NOONAN

Social Distancing
Was a Problem
Before Covid A15

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Dow Suffers Worst Day of 2021

Broad markets selloff comes as new Covid-19 variant threatens fragile global recovery

By Joe Wallace,
Quentin Webb
and Paul Vigna

Stocks, oil prices and government-bond yields slumped after South Africa raised the alarm over a fast-spreading strain of the coronavirus, triggering concern that travel restrictions and other curbs will spoil the global economy's recovery.

The Dow Jones Industrial Average fell 905.04 points, or 2.5%, to 34899.34. It was the Dow's biggest one-day percentage drop since October 2020.

The S&P 500 lost 106.84 points, or 2.3%, to 4594.62 and the Nasdaq Composite dropped 353.57 points, or 2.2%, to 15491.66. It was the worst Black Friday session on record for all three indexes.

Markets closed early because of the holiday.

U.S. crude oil tumbled 13% to \$68.15. Traders fretted that lockdowns could reduce demand for transportation fuels. Bitcoin, following the path of other risk assets, skidded 8% to below \$55,000.

"It's not a great day to wake up on Black Friday and see news about a concerning variant," said Jessica Berner, a

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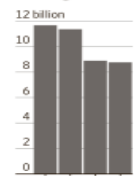
◆ More on the day in markets on pages B1, B12 and B13

Index performance this week



*Total composite volume includes NYSE, Nasdaq, NYSE American and NYSE Arca composite volumes
Source: FactSet

Trading volume*



Consumers, like these at a Nike Factory Store in El Paso, Texas, were greeted with a changed retail landscape to kick off the holiday shopping season as stores dropped pre-pandemic Black Friday practices, like Thanksgiving hours and doorbuster sales.

Black Friday Shopping Is Back, But Stores Rewrite the Playbook

By SUZANNE KAPNER

The pandemic didn't just change consumer habits. It also prompted retailers to rethink Black Friday, one of the biggest shopping days of the year.

Many stores stayed closed this Thanksgiving, in a break with a pre-pandemic tradition of opening Thursday evening. Retailers have moved away from doorbusters, the deeply discounted items available for a limited time that drew hordes to stores on Friday morning. Instead, they have been dangling Black Friday deals all month, online and in stores.

Some hosted streaming events on their websites Friday as an alternative to visiting a store.

"Customers are shopping differently this year," said Greg Revelle, Kohl's Corp.'s chief marketing officer. "We had to alter our Black Friday strategy."

Stores are trying to balance what forecasters predict will be record holiday sales with supply constraints that have kept some items hard to come by.

Black Friday shoppers spent \$5.8 billion in the U.S. online as of noon EST, up about 7% compared with the same time last year, said Salesforce.com Inc., a software company that tracks

online shopping. Many consumers were able to save money during the pandemic and are now spending freely despite rising inflation.

The National Retail Federation expects sales during November and December to rise by a record 8.5% to 10.5% to as much as \$859 billion, compared with a year ago. That is in contrast to an average increase of 4.4% over the past five years.

The forecast was made before the World Health Organization called a new strain of the coronavirus, first detected in southern Africa, a global "variant of concern."

The trade group predicts that nearly two million more people, or a total of 158.3 million, will shop over Thanksgiving weekend this year, compared with last year. Still, that is down from the 165.3 million people who shopped over the same weekend in 2019, before the pandemic.

John Rulli, chief administrative officer for mall owner Simon Property Group, said Friday afternoon that foot traffic was exceeding 2019 levels at a

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◆ Climate protesters block Amazon facilities in U.K. B3

Virus Risk Spurs U.S. To Limit Travel

By GABRIELE STEINHAUSER

JOHANNESBURG—The U.S. and other governments moved to restrict travel from countries in southern Africa as the World Health Organization called a fast-spreading new strain of the coronavirus a global "variant of concern" that may pose a higher risk of people falling ill with Covid-19 for a second time.

WHO said there was also preliminary evidence that the variant, which was first detected in southern Africa and which it named Omicron after the Greek letter, was more transmissible than the Delta variant that is currently dominant world-wide, and other virus strains. Health authorities in Belgium, Israel, Hong Kong and Botswana said they had detected first cases of the variant.

Although scientists were still figuring out the exact effects of the variant's many mutations, its discovery highlights the continued threat posed by an evolving virus to the world's emergence from the pandemic. The travel restrictions imposed by many countries, including the U.S., raised fears that there could be further setbacks to the reopening of economic and social life, including in Western countries with high vaccination rates.

"The news about this new variant should make clearer

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Variant Fallout

- ◆ Travel curbs mark setback for airlines..... A8
- ◆ Scientists, health officials face challenges..... A8
- ◆ Vaccine disparities pave way for new strains..... A8

What to Do With a Giant Potato: Name It and Make Vodka

A couple hopes their 16.7-pound spud sets a record before they bottle it

By JENNIFER CALFAS

"Dug," a contender for the world's heaviest potato, might soon become "Done," the vodka.

Colin and Donna Craig-Brown found the tuber underground in August while clearing a plot in their New Zealand garden for new seeds, and the couple submitted it to Guinness World Records.

The unexpected giant awaits the verdict while stowed in the couple's freezer to maintain its weight, which they recently reported as just

over 16.7 pounds. The current Guinness potato record, awarded in 2011, is about 10.9 pounds.

And they have begun a discussion that's familiar to jumbo produce growers everywhere: What's to be the mishapen mass's final fate?

It's too lumpy to cast a replica for posterity, says Mr. Craig-Brown, 62, and there's no way they would preserve it. The amateur distiller has another idea: Turn Dug into vodka.

"We're going to have a

Please turn to page A11



Colin and Donna

EXCHANGE



SUPPLY SIDE
The sorters, truckers, ship captains and others on the delivery front lines.
B1

Alibaba CEO Shifts Power to Unit Heads

By JING YANG

HONG KONG—Alibaba Group Holding Ltd.'s chief executive, Daniel Zhang, is devolving power to the heads of the company's business units to become more agile in tackling rising challenges and potentially open the way for spinoffs, people familiar with the matter said.

Mr. Zhang, also chairman of the internet giant, is delegating more responsibility to presidents at each business line—from location-based services to cloud computing—who now function as "mini-CEOs," the people said. The strategy is intended to speed up decision making so each division can better fend off competition, revitalize flagging sales and reshape its monolithic image in the wake of Beijing's regulatory crackdown

on big platforms. At the same time, Ant Group Co., the financial-technology giant in which Alibaba holds a 33% stake, has started to distance itself from Alibaba, as Ant restructures its businesses to fall in line with regulations following Beijing's cancellation of its initial public offering, the people said.

The management shift, which has been taking shape over the past few months, reverses a centralization drive begun almost three years ago. That drive brought the company's subsidiaries and affiliates into close alignment, the so-called Alibaba Economy conceived by former boss Jack Ma.

In the long run, the changes may pave the way for Alibaba to

Please turn to page A2

◆ Economy tests technology giants in China..... B1



Black Friday Doors Reopen Wide

Shoppers returned to stores, like Macy's Herald Square, in bigger numbers than last year, but virus concerns remained. Page B1.

KUSHNER CHASES MIDEAST MONEY

Seeking Out Investors in Region He Cultivated

This article is by **Kate Kelly, David D. Kirkpatrick and Alan Rappeport.**

As a White House adviser in the Trump administration, Jared Kushner took a special interest in the petroleum-rich monarchies of the Persian Gulf.

He formed a personal friendship with the crown prince of Saudi Arabia. He helped forge ties between Israel and the United Arab Emirates, and backed Emirati rulers in a feud with Qatar. Since the electoral defeat of his father-in-law, former President Donald J. Trump, Mr. Kushner has stayed active in the region through a nonprofit organization he established.

Now, in a move that has raised eyebrows among diplomats, investors and ethics watchdogs, Mr. Kushner is trying to raise money from the Persian Gulf states for a new investment firm he has founded. So far, he is having only mixed success.

Qatar, whose leaders saw Mr. Kushner as an opponent in the administration, declined to invest in his firm, a person familiar with those conversations said. So did the main Emirati sovereign wealth funds; Emirati rulers saw Mr. Kushner as an ally but questioned his track record in business, according to a person with knowledge of the discussions.

But the Saudis are more interested, according to four people briefed on their continuing talks. The kingdom's \$450 billion Public Investment Fund is negotiating with Mr. Kushner over what could prove to be an investment in his new firm, two of those people said.

In a brief phone call, Mr. Kushner declined to discuss his new firm, Affinity Partners, and it is not clear which other investors he has spoken to so far inside or outside the United States. According to a person familiar with the firm's plans, Mr. Kushner hopes to raise an amount in the low billions of dollars by early next year.

But his inquiries to Middle Eastern sovereign wealth funds

Continued on Page A8

STEPHEN SONDHEIM, 1930-2021

Virtuoso Who Reshaped the Broadway Musical

By **BRUCE WEBER**

Stephen Sondheim, one of Broadway history's songwriting titans, whose music and lyrics raised and reset the artistic standard for the American stage musical, died early Friday at his home in Roxbury, Conn. He was 91.

His lawyer and friend, F. Richard Pappas, announced the cause.

He added that Mr. Sondheim had not been known to be ill and that the death was sudden. The day before, Mr. Sondheim had celebrated Thanksgiving with a dinner with friends in Roxbury, Mr. Pappas said.

An intellectually rigorous artist who perpetually sought new creative paths, Mr. Sondheim was the theater's most revered and influential composer-lyricist of the last half of the 20th century, if not its

most popular.

His work melded words and music in a way that enhanced them both. From his earliest successes in the late 1950s, when he wrote the lyrics for "West Side Story" and "Gypsy," through the 1990s, when he wrote the music and lyrics for two audacious musicals, "Assassins," giving voice to the men and women who killed or tried to kill American presidents, and "Passion," an operatic probe into the nature of true love, he was a relentlessly innovative theatrical force.

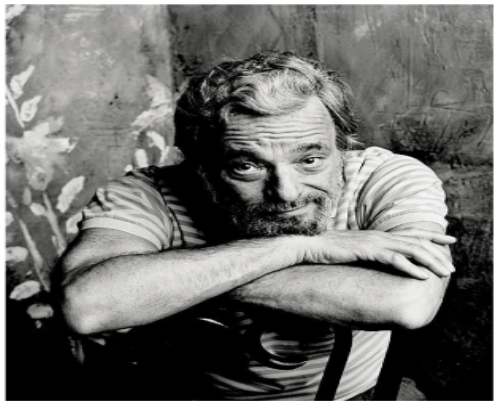
The first Broadway show for which Mr. Sondheim wrote both the words and music, the farcical 1962 comedy "A Funny Thing Happened on the Way to the Forum," won a Tony Award for best musical and went on to run for more than two years.

In the 1970s and 1980s, his most productive period, he turned out a series of strikingly original and varied works, including "Company" (1970), "Follies" (1971), "A Little Night Music" (1973), "Pacific Overtures" (1976), "Sweeney Todd" (1979), "Merrily We Roll Along" (1981), "Sunday in the Park With George" (1984) and "Into the Woods" (1987).

In the history of the theater, only a handful could call Mr. Sondheim peer. The list of major theater composers who wrote words to accompany their own scores (and vice versa) is a short one — it includes Irving Berlin, Cole Porter, Frank Loesser, Jerry Herman and Noël Coward.

Though Mr. Sondheim spent long hours in solitary labor, usually late at night, when he was

Continued on Page A16



FRANK R. CONRAD/THE NEW YORK TIMES

Stephen Sondheim in 1990. He was dazzlingly versatile.

In His Final Days, Giving a Peek of a Last Show

By **MICHAEL PAULSON**

ROXBURY, Conn. — Stephen Sondheim stood by the gleaming piano in his study, surrounded by posters of international productions of his many famous musicals, and smiled as he inquired whether a visitor might be interested in hearing songs from a show he had been working on for years, but hadn't finished yet.

"And now would you like to hear

the score?" he asked. Of course, the answer was yes. "You got some time?" he asked, before laughing, loudly, with a sense of mischief: "It's from a show called 'Fat Chance'!"

That was Sunday afternoon, six days ago, when Mr. Sondheim, 91, had welcomed me to his longtime country house for a 90-minute interview with him and the theater director Marianne Elliott about a revival of "Company" that is now in previews on Broadway. It would

turn out to be his final major interview.

There was little indication that Mr. Sondheim, one of the greatest songwriters in the history of musical theater, was unwell. He was engaged and lucid, with strong opinions and playfully pugnacious, as with the tease about his long-gestating, unfinished final musical. At one moment he complained that his memory wasn't as strong as it had been, but he was

Continued on Page A18

NEW VARIANT STIRS FEARS OF SETBACK; TRAVEL BANS RISE

Markets Tumble and Optimism Wanes After Cases Found in South Africa

By **RICHARD PÉREZ-PEÑA** and **JASON HOROWITZ**

The world reacted with alarm on Friday to the highly mutated new coronavirus variant discovered in southern Africa, as the United States, the European Union and nations across the globe imposed new travel restrictions. Financial markets swooned and visions of finally emerging from the pandemic started to dim.

Just two days after the world learned of the variant, the World Health Organization officially labeled it a "variant of concern," its most serious category — the first since the Delta variant, which emerged a year ago. The designation means that the variant has mutations that might make it more contagious or more virulent, or make vaccines and other preventive measures less effective — though none of those effects has yet been established.

After an emergency meeting, the W.H.O. warned in a statement that "preliminary evidence suggests an increased risk of reinfection with this variant" in people who have already had Covid-19. In keeping with the practice of naming variants for letters of the Greek alphabet, it dubbed the new one Omicron.

The W.H.O. and scientists on multiple continents cautioned that very little is known yet about the Omicron variant, or about whether the dangers it poses will justify the fears it is stoking. South African scientists announced its existence on Wednesday, and the number of cases definitively identified, all of them within the past three weeks, is still small, under 100.

But the swift global responses demonstrated that after nearly two years of facing accusations that they were too slow and timid in tackling the pandemic, many policymakers would rather risk overreacting to a new threat than underreacting.

"We are following the path of maximum caution," said Roberto Speranza, the health minister of Italy, which suffered terribly when Covid first hit Europe early last year.

On Friday, Israel, Singapore, several European nations individually, and then the European Union as a whole, the United States and Canada followed the lead set by Britain on Thursday night, temporarily barring foreign travelers.

Continued on Page A7

Omicron Mutations May Allow A Quick Spread, W.H.O. Says

By **CARL ZIMMER**

Scientific experts at the World Health Organization warned on Friday that a new coronavirus variant discovered in southern Africa was a "variant of concern," the most serious category the agency uses for such tracking.

The designation, announced after an emergency meeting of the health body, is reserved for dangerous variants that may spread quickly, cause severe disease or decrease the effectiveness of vaccines or treatments. The last coronavirus variant to receive this label was Delta, which took off this summer and now accounts for virtually all Covid cases in the United States.

The W.H.O. said the new version, named Omicron, carries a number of genetic mutations that may allow it to spread quickly, perhaps even among the vaccinated.

Independent scientists agreed that Omicron warranted urgent action, but also pointed out that it would take more research to determine the extent of the threat. Although some variants of concern, like Delta, have lived up to initial worries, others have had a limited impact.

"Epidemiologists are trying to say, 'Easy, tiger,'" said William Hanage, an epidemiologist at the University of Cambridge.

Continued on Page A6

Sly Deceptions by Fund-Raisers As They Chase Clicks and Cash

By **SHANE GOLDMACHER**

Kenneth Pennington, a top digital strategist for Beto O'Rourke, had a simple plan.

Mr. O'Rourke would announce his bid for governor of Texas early on a recent Monday morning and then Mr. Pennington would break the news via email to Mr. O'Rourke's lucrative list of supporters, a loyal following that had already raised tens of millions of dollars for Mr. O'Rourke in his past bids for the Senate and the White House.

But Mr. Pennington soon noticed something troubling: a parallel wave of look-alike emails from groups completely unaffiliated with the O'Rourke campaign that were designed to capitalize on the Texas Democrat's moment. The emails used subject lines, sender names and URLs embed-



CHRISTOPHER LEE FOR THE NEW YORK TIMES

Rivals copied the Beto brand.

ded with phrases like "team Beto" and "official Beto." And in most cases, none of the money these emails eventually raised went directly to the campaign.

Mr. O'Rourke still brought in more than \$2 million from 31,000 donors.

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INTERNATIONAL A4-11

Financial Woe in Afghanistan

The country's economy has crashed since the Taliban seized power, plunging it into one of the world's worst humanitarian crises.

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NATIONAL A12-19

Critique of Drilling Report

The Interior Department recommended higher fees for oil and gas leases, but its latest report did not take global warming into account.

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SPORTS B8-10, 12

N.H.L. Crisis for Quebec

With the Montreal Canadiens in a losing funk, a province's premier has expressed concern about the declining number of Quebec-born pros.

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ARTS C1-6

A Wandering Creativity

The Swiss artist Sophie Taeuber-Arp did it all — paintings and puppets, sculpture and tapestry — and was underestimated because of it.

PAGE C1

OPINION A20-21

Cybèle Greenberg

PAGE A21



About Love

TIFFANY & Co.





Taliban fighters inspect the site of a roadside bombing in Jalalabad, Afghanistan, on Oct. 23. In Nangahar province, twice as many people were killed and injured by roadside bombs, clashes and targeted killings compared to the month before the government fell.

Taliban escalates war against Islamic State

Intense campaign risks outstripping scarce resources, alienating Afghan civilians

BY SUSANNAH GEORGE

JALALABAD, AFGHANISTAN — The Taliban has expanded its shadowy war against the Islamic State branch in Afghanistan, deploying hundreds more fighters to this eastern province in an increasingly violent fight and critical test of the group's counterterrorism abilities after the U.S. troop withdrawal.

More than 1,300 additional Taliban fighters have been deployed to Nangahar province in the past month with orders to increase the tempo of operations, according to Taliban security officials. Taliban night raids against suspected Islamic State-Khorasan members are on the rise,

and many of the hundreds arrested have disappeared or turned up dead, according to Jalalabad residents and Taliban fighters.

"The fight is difficult, and yes sometimes it is brutal, but we have to eradicate Daesh not just for Afghanistan, but for the entire world," said Qari Nurullah Fateh, a Taliban fighter under the group's intelligence wing in Jalalabad. Daesh is the Arabic acronym for the Islamic State commonly used in Afghanistan. "If someone doesn't surrender to us, we kill them."

Fateh's unit carries out multiple search operations for Islamic State suspects in Jalalabad most nights from sunset until early-morning prayers. Previously, the

fighters would leave base only once or twice a week. Fateh estimated that seven to 10 Islamic State suspects are arrested in Jalalabad every week and about six are killed.

The Taliban crackdown has sent shock waves through the province and is emerging in Islamic State recruitment propaganda calling on Nangahar residents to rise up and resist. It is unclear how many new fighters have joined the Islamic State's ranks, but since the Taliban takeover the group has strengthened, become more active and expanded its presence to nearly every Afghan province, according to United Nations assessments.

SEE TALIBAN ON A9

Nations shaken as new variant of virus emerges

TRAVEL FROM AFRICA CURBED; MARKETS FALL

Race is on to tame possibly more infectious 'omicron'

BY PERRY STEIN, WILLIAM BOOTH AND FRANCES STEAD SELLERS

A new, possibly more infectious coronavirus variant, with an unusual number of mutations, had scientists sounding the alarm Friday and countries including the United States moving to impose travel restrictions as the world feared another setback on the long road out of the pandemic.

Senior Biden administration officials announced that starting Monday, travel to the United States will be restricted from South Africa and seven other countries — Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia and Zimbabwe. The new policy, which does not affect U.S. citizens and permanent residents, was enacted "out of an

abundance of caution," officials said, as scientists work to learn more about the new variant.

This latest variant arrives nearly two years after the first ominous warnings about a novel coronavirus that emerged from China. Now, even as the world grows increasingly weary of measures to contain the virus, this new threat is casting a shadow across holiday celebrations.

On Friday, the World Health Organization declared the mutation-laden virus a "variant of concern" after a full-day review by the group's scientists and

SEE VIRUS ON A10

Variant: Travel restriction is precautionary, Biden says. **A5**

Stock sell-off: Dow plummets on fears 2021 gains will unravel. **A14**

Southern states dawdle in vaccinating children

BY KATIE SHEPHERD AND DAN KEATING

Many Southern states, especially Louisiana, Alabama and Mississippi, have fallen behind the rest of the nation in vaccinating children as the threat of a winter surge casts a pall over the holiday season.

Those states also rank near the bottom for vaccinating adolescents and adults, and they have among the nation's highest overall covid-19 death rates, according to a review of state vaccination and death data by The Washington Post. Their slow uptake of children's — as well as adults' —

vaccines have heightened fears that another pandemic wave could hit hard as families gather for the holidays and spend more time indoors.

"I think it is a potentially dangerous situation," said Paul Offit, director of the Vaccine Education Center at Children's Hospital of Philadelphia. "You're going to have a large number of susceptible people all in one place, especially in communities where vaccine rates are generally low and the transmission is higher."

Those concerns increase as colder weather drives families inside for social gatherings and

SEE CHILDREN ON A4

STEPHEN SONDHEIM 1930-2021

Broadway giant gave new depth to musicals

BY TIM PAGE

Stephen Sondheim, whose intricate and powerful lyrics, venturesome melodies and sweeping stage visions made him a central figure in contemporary American musical theater, died Nov. 26 at his home in Roxbury, Conn. He was 91.

Rick Miramontez, a publicist for the current Broadway production of Mr. Sondheim's musical "Company," confirmed his death but did not cite a cause.

In a career spanning more than five decades, Mr. Sondheim was associated with many of the most celebrated and enduring musicals of his time.

He won his initial fame as the lyricist for "West Side Story" (1957), with music by Leonard Bernstein, and followed up by writing the lyrics for Jule Styne's "Gypsy" (1959). His primary



Composer Stephen Sondheim in 1957, when he wrote the lyrics for "West Side Story."

achievement lies in the works for which he created both music and lyrics, including "A Funny Thing Happened on the Way to the Forum" (1962), "Company" (1970), "Follies" (1971), "A Little Night Music" (1973), "Sweeney Todd" (1979), "Sunday in the Park With George" (1984), "Into the Woods" (1987) and "Passion" (1994).

Unlike most of the earlier Broadway songwriters, including George and Ira Gershwin, Cole Porter, Richard Rodgers and Oscar Hammerstein II (the last of whom was his first great mentor),

SEE SONDHEIM ON A7

CHARLES A. MOOSE 1953-2021

Montgomery police chief was the face of the D.C. sniper investigation in 2002

BY MATT SCHUDEL, EMILY DAVIES AND PETER HERMANN



Montgomery Police Chief Charles Moose speaks at a news conference in 2002. He resigned in 2003 amid an outcry over profits he made writing a memoir about the investigation.

Charles A. Moose, the Montgomery County police chief who led a three-week manhunt for snipers who killed 10 people in the Washington metropolitan area in October 2002 and later resigned amid controversy over payments he received for a book he wrote about the investigation, died Nov. 25 at age 68.

His son David Moose confirmed the death but did not immediately cite a cause. In a Facebook post, Chief Moose's wife, Sandy, said he died at home while watching a football game. According to public records, he lived in Palm Harbor, Fla., a suburb of Tampa and St. Petersburg.

Chief Moose was chosen to lead the 1,000-officer Montgomery police

SEE MOOSE ON A5

IN SUNDAY'S POST



ANASTASSIA WHITTY

« **The Photo Issue** In a year of endurance, these images capture a full tableau of human responses in the second year of the pandemic — trepidation, but also a sense of renewal; celebration, but also caution. Magazine

Ferried away In Scotland, experience the joys of the Inner Hebrides by riding on a saltwater stagecoach. Travel



MICHELLE KONDRICH FOR THE WASHINGTON POST

« **A careful dance** As audiences welcome the return of "The Nutcracker" — a reliable provider of holiday cheer (and revenue) — ballet companies are working hard to keep the performances safe for all. Arts & Style

\$163 SUNDAY'S COUPONS

INSIDE

REAL ESTATE
Taking a break

The Real Estate section is off and will return to its normal schedule next week.

THE WORLD
Migration clash sharpens
France accused Britain of lacking seriousness after 27 migrants died in the English Channel. **A11**

THE ECONOMY
Black Friday bounce-back
Americans returned to in-person shopping despite alarms over a new coronavirus variant. **A12**

THE REGION
The great tree scramble
Families are already rushing to get Christmas trees amid the holiday supply shortage. **B1**

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The Washington Post / Year 144, No. 357





Photographs by IRFAN KHAN Los Angeles Times

RESEARCHERS from UC Riverside are working to map hazardous materials in the Salton Sea's sediment.

Can need for lithium cure what ails the Salton Sea?

Studying the complexity of mud on the ocean floor is a life's work for Timothy Lyons, so when the tall and lean biogeochemist asks you to join an expedition in search of chemical mysteries buried deep beneath the waves, be prepared to get wet and dirty.

On a recent foray onto California's largest and most troubled lake, Lyons rode a Zodiac skiff with a 15-horsepower engine across the Salton Sea against a backdrop of desolate mountains, dunes and miles of shoreline bristling with the bones of thousands of dead fish and birds.

As he approached the center of the lake with a clutch of passengers including two members of his laboratory at UC Riverside, Lyons said, "Cut the engine."

Extracting the useful metal from geothermal brine could benefit the environment, advocates say

BY LOUIS SAHAGÚN
REPORTING FROM THE SALTON SEA



PROFESSOR Tim Lyons and doctoral student Caroline Hung prepare a corer to collect sediment.

Let's grab some mud."

Moments later, Caroline Hung, 24, and Charles Diamond, 36, dropped a coring device over the side, then hauled up a sample of sediment that was gray on the bottom, dark brown on top, and as gooey as peanut butter.

"The big problem at the Salton Sea is intermingled with that organic brown layer on top — and to be honest, it's scary," said Lyons, 63. "It's loaded with pesticides and heavy metals — molybdenum, cadmium and selenium — that linger in greatest concentrations in deeper water."

"That should worry people, because the Salton Sea is shrinking and exposing more and more of this stuff to scouring winds that carry [See Salton Sea, A10]

New variant of virus prompts limits on travel

Markets are rattled by the emergence of Omicron, and flights from southern Africa face restrictions.

BY RAP CASERT
AND CALVIN WOODWARD

BRUSSELS — Nearly two years into the COVID-19 pandemic, the world raced Friday to contain a new coronavirus variant potentially more dangerous than the one that has fueled relentless waves of infection on nearly every continent.

A World Health Organization panel named the variant Omicron and classified it as a highly transmissible virus of concern, the same category that includes the predominant Delta variant, which is still driving higher cases of sickness and death in Europe and parts of the United States.

"It seems to spread rapidly," President Biden said of the new variant, only a day after celebrating the re-

sumption of Thanksgiving gatherings for millions of American families and the sense that normal life was coming back at least for the vaccinated. In announcing new travel restrictions, he told reporters, "I've decided that we're going to be cautious."

Omicron's actual risks are not understood. But early evidence suggests it carries an increased risk of reinfection compared with other highly transmissible variants, the WHO said. That means people who contracted COVID-19 and recovered could be subject to catching it again. It could take weeks to know if current vaccines are less effective against it.

In response to the variant's discovery in southern [See Omicron, A4]

What is Omicron?

The variant, which is linked to a recent spike in COVID-19 infections, has been detected in South Africa, Hong Kong and Botswana. A2

Suffering Hondurans face a monumental choice at the polls

BY JARED OLSON

SAN PEDRO SULA, Honduras — Three years before he was elected Honduras' president in 2013, Juan Orlando Hernandez impressed U.S. State Department insiders as a

charming, relatively young, law-and-order candidate capable of stabilizing one of the world's most violent countries.

But Hernandez has left the nation in ruins as tens of thousands of Hondurans flee for better lives in the U.S. and elsewhere. The president's years in power have been marked by human rights violations, extrajudicial killings, stolen public money, poverty and complicity in drug trafficking at the highest levels of government. Sunday's elections are arguably the most consequential in decades to restoring order in this troubled Central American country.

"Juan Orlando is leaving us with a broken country," said Lenin Lainez, a congressman for the opposition Libre party. "A country in debt, with serious narcocorruption, with high levels of criminality and one of the most unequal populations in Latin America."

The ruling National Party's dependence on drug money and elite military units has led Hondurans to call their land a "narco-dictatorship." This atmosphere is part of a wider trend of backsliding in democracy across the region, from Daniel Ortega in Nicaragua to Nayib Bukele in El Salvador and Alejandro Giammattei in Guatemala. It has spurred mass emigration in recent years.

Honduras has been in crisis since a 2009 military coup that Washington did not move to stop. That led to the [See Honduras, A4]

STEPHEN SONDHEIM, 1930 - 2021



KIRBY WIGLEWORTH Associated Press

RAISING THE BAR

Stephen Sondheim infused emotional complexity into shows like "Company" and "Sweeney Todd."

Acclaimed lyricist, composer elevated Broadway musicals

BY DENNIS MCLELLAN

Stephen Sondheim, the award-winning composer-lyricist who took the Broadway musical to a higher level of emotional complexity than his predecessors in shows such as "Company," "Follies" and "Sweeney Todd," has died at his home in Roxbury, Conn.

Sondheim's death was confirmed by Broadway publicist Rick Miramonte, president of DKC/O&M, but a cause of death has not been disclosed. He was 91.

In a Broadway career launched in 1957 at age 27 as the lyricist for the classic "West Side Story," Sondheim went on to write the lyrics for the 1959 hit "Gypsy" before writing both the lyrics and music for the 1962 hit "A Funny Thing Happened on the Way to the Forum," winner of the Tony Award for best musical.

But it was as the composer-lyricist of what former New York Times theater critic Frank Rich described in 2000 as "a new, jarring, adult kind of Broadway musical" that Sondheim became "the greatest and perhaps best-known artist in the American musical theater."

As Tony-winning actor Hugh Jackman reflected on Twitter, "Every so often someone comes along that fundamentally shifts an entire art form. [See Sondheim, A7]

This year, Black Friday isn't the usual shopping experience

"We're honestly pretty stunned to see such a minimal turnout," one early arriver says.

BY LAURENCE DARMIENTO,
ANGEL CARRERAS,
JAMIE DING,
SALMA LOUM
AND ANUMITA KAUR

Ashton Caudillo headed out with his father early Friday morning to the Westfield Santa Anita in Arcadia looking for a hard-to-find PlayStation 5 well before the mall's 7 a.m. opening. What they found surprised them: only a handful of other shoppers.

The 20-year-old's father, Lawrence, has a distinct memory of Black Fridays past, when hordes of people made the experience less than pleasant, so he wasn't complaining.

"Black Friday used to be like Disneyland, waiting in line 45 minutes to spend money. I'd rather shoot myself in the foot than do that. So this, this is nice," the elder Caudillo said with a smile.

"I love when there's not a lot of people around." In the most consumption-oriented nation on Earth, Black Friday has long been viewed as the ultimate looking glass, reflecting all that is good, bad and so-so about the world's largest economy.

This year the message seems to be: Black Friday is not what it was. A series of factors came together to [See Shoppers, A9]



CAROLYN COLE Los Angeles Times

SOME malls had relatively light foot traffic Friday — but not the Citadel Outlets, which drew long lines.

Survivor found in Siberian mine

The rescue is called a miracle. The presumed death toll now stands at 51. WORLD, A3

Overhaul of oil leasing program

Interior Department proposals disappoint environmentalists and industry. NATION, A5



RINO H.W. CHIU Associated Press
REGGIE Jackson, right, defends in Clippers' win.

Hitting back at retail robberies

Police and businesses struggle to respond to rash of brazen thefts. CALIFORNIA, B1

Clippers win, Lakers lose

Clippers cruise against Detroit; Lakers fall to Sacramento in triple overtime. SPORTS, B12

Weather

L.A. Basin: 78/54. B8
Printed with soy inks on partially recycled paper.

BUSINESS INSIDE: Stocks take a big tumble amid fears over a renewed COVID threat. A8



CULTURA El Reina Sofía diseña un nuevo recorrido por la historia del arte **P26 y 27**

EL VIAJERO Todo listo para la temporada de esquí



OTRA MUTACIÓN DEL VIRUS PONE EN ALERTA A LA COMUNIDAD INTERNACIONAL

Europa se protege ante la nueva variante y el alza de contagios

La UE suspende vuelos con el sur de África y vuelve a pedir cuarentenas y pruebas

Bélgica y Holanda adoptan restricciones y Alemania registra un récord de casos

La OMS teme "un mayor riesgo de reinfección" de la variante llamada ómicron

M. V. GÓMEZ / M. ANSEDE
Bruselas / Madrid
Europa vive un nuevo latigazo del coronavirus que se complica con la aparición de una nueva variante, llamada ómicron, originaria

del sur de África. Los 27 decidieron ayer suspender los vuelos con siete países de la región y exigirán cuarentenas y pruebas a los viajeros que procedan de la zona. Un primer contagio de esta variante

en Europa se detectó en Bélgica, que, al igual que Países Bajos, impuso restricciones a la hostelería para frenar los contagios, mientras Alemania registró un récord de casos diarios: más de 76.000.

La mutación preocupa a los expertos porque presenta cambios que dan al virus capacidad para eludir las defensas, pero faltan datos para confirmar que es más transmisible. **PÁGINAS 20 Y 21**



Un enfermo de covid era trasladado ayer en un avión militar alemán desde Baviera ante la saturación de las UCI. / CHRISTOP STACHE (AFP)

La Bolsa sufre la mayor caída en 17 meses al volver el miedo a la pandemia

El Ibx pierde casi un 5% arrastrado por la crisis sanitaria y la inflación

MATTEO ALLIEVI, **Madrid**
Las Bolsas mundiales vivieron ayer un viernes negro ante el regreso súbito de la pandemia al primer plano. Las noticias de la nueva variante del virus y de nuevas restricciones en Europa coinciden con una alta inflación que puede empujar a un endurecimiento de las políticas monetarias y siembra dudas sobre la recuperación. Las altas valoraciones, además, invitaban a recoger beneficios. El Ibx perdió un 4,96% en su peor sesión desde junio de 2020. **PÁGINA 38**

Francia aparta al Reino Unido del diálogo sobre la crisis migratoria

S. AYUSO / R. DE MIGUEL
París / Londres
La tensión entre París y Londres se agrava tras la muerte de 27 migrantes que intentaban cruzar el canal de la Mancha. Francia retiró la invitación a la ministra del Interior británica, Priti Patel, a una reunión con Alemania, Bélgica y Países Bajos, además de la Comisión Europea, para tratar la crisis migratoria. La relación bilateral se deteriora también por el conflicto pesquero y las secuelas del Brexit. **PÁGINAS 2 Y 3**

BABELIA

Gurnah: "No ganamos premios por africanos, sino por lo que escribimos"



El Nobel de Literatura de este año rehúye la etiqueta de autor poscolonial, pero afirma que las mentes se han abierto para estudiar las consecuencias del imperialismo



Las nuevas voces de Perú, el país invitado a la FIL



Gallardo busca su respuesta interior tras el título y tiene en vilo a River

¿Se va o sigue? Cómo inciden el desgaste, el amor por el club y sus necesidades. **Deportes**



PASARON LOS 60, PERO LOS LLAMAN "LOS PIBES" DE SISTEMAS

—comunidad de negocios

La profesión de moda y con los mejores salarios del país se convirtió en una opción para trabajadores de mayor edad que se animan a dar un vuelco en su carrera.

"DISCREPAR CON LOS NUESTROS SE TOMA COMO UNA TRAICIÓN"

—ideas

Lo advierte Gerry Garbulsky, líder de las charlas TED en español, y pone el acento en la importancia de cultivar la escucha y no penalizar los cambios de opinión.

LA NACION

SÁBADO 27 DE NOVIEMBRE DE 2021 | LANACION.COM.AR

Sobreseyeron a Cristina Kirchner sin juicio en el caso de los hoteles

FALLO. También fueron beneficiados sus hijos, Lázaro Báez y los demás acusados de una causa de corrupción clave

En un fallo de altísimo impacto político, Cristina Kirchner, sus hijos Máximo y Florencia y otros 13 imputados fueron declarados inocentes sin necesidad de juicio oral en la causa que investiga supuestas maniobras de lavado de dinero en la administración de los hoteles de la familia de la vicepresidenta.

El Tribunal Oral Federal N° 5 hizo lugar a un pedido de la defensa y consideró, entre otros argumentos, que los hechos que integran la causa Hotesur/Los Sauces ya son juzgados en otros expedientes. Así lo afirmaron los jueces Daniel Obligado y Adrián Grünberg, contra la opinión de su colega Adriana Palliotti. En otro hecho llamativo, Grünberg falló horas antes de terminar su turno como subrogante en el tribunal.

Entre los sobreseídos están Lázaro Báez, beneficiario de obras públicas mientras alquilaba habitaciones en los hoteles de los Kirchner, y Cristóbal López.

Es la tercera causa en la que la vicepresidenta resultó sobreseída este año sin llegar a juicio oral. El fallo puede aún ser revisado por la Cámara Federal de Casación Penal.

La decisión de Obligado y Grünberg despertó fuertes críticas de la oposición, que habló de un "acto de impunidad" y de un "golpe institucional". Frente al departamento de la vicepresidenta, en Recoleta, se congregaron anoche vecinos para protestar con un cacerolazo. **Página 10**

Quién es quién en el tribunal

Candela Iní **Página 13**



Vecinos protestaron anoche frente al departamento de Cristina Kirchner, en Recoleta

RODRIGO NÉSPOLO

EL ANÁLISIS

Un traje a medida para salvar a la vicepresidenta

Paz Rodríguez Niell

—LA NACION—

Nadie imaginaba que este caso iba a terminar así. Con un sobreseimiento dictado de apuro por un tribunal de juicio que subvirtió su naturaleza y decidió que no hubiera instancia oral y pública en la única causa en la que la Justicia aún revisaba los negocios de Cristina Kirchner. La ley exige circunstancias absolutamente excepcionales para que un juicio no se haga y el acusado sea sobreseído a las puertas del debate. **Continúa en la página 11**

EL ESCENARIO

La trama de alquileres a Lázaro Báez

Hugo Alconada Mon

—LA NACION—

Página 12

Por la escasez de reservas, obligan a los bancos a vender sus propios dólares

CEPO. La resolución no afecta a los ahorristas; aumentó el ritmo de devaluación

En otra demostración de la situación de fragilidad extrema que presentan sus reservas y un día después de prohibir la venta de pasajes al exterior en cuotas, el Banco Central (BCRA) dispuso ayer que los bancos, a partir del miércoles, deberán reducir del

4% al 0% la posición global neta de moneda extranjera, lo que obligará a la mayoría a venderle sus dólares a la entidad.

La novedad no afecta a los ahorristas, pero cayó muy mal en los bancos minoristas, temerosos del impacto

que la norma podría tener entre sus depositantes. Ayer, además, el BCRA habilitó la mayor corrección al alza del tipo de cambio oficial, en lo que se interpretó en el mercado como otra medida para intentar frenar el drenaje de reservas. **Páginas 18 y 19**

Alerta global por la variante ómicron: limitan vuelos con África

COVID. La OMS la calificó de "preocupante" y varios países tomaron medidas. **Página 24**

Capturaron a un uruguayo por el ataque a Clarín

Página 17

Barracas: piden detener a otros seis policías

Página 30

José Kast

"Bielsa no nos respetó"

El candidato de la derecha chilena le responde al embajador argentino.

P. 32

Jorge Lanata
La oposición, envuelta en sus internas

Marta Minujín
La vigencia de la bestia pop

Gallardo
Entre la euforia y señales de adiós

P. 48

Clarín

Un toque de atención para la solución argentina de los problemas argentinos

Sábado 27.11.2021

BUENOS AIRES, ARGENTINA - PRECIO: \$ 200,00

Hotesur-Los Sauces: polémico fallo del Tribunal Oral

Voltean el juicio y sobreseen a Cristina por lavado de dinero

En la causa también estaban procesados sus hijos y los empresarios Lázaro Báez y Cristóbal López entre otros. Por 2 votos contra 1, el Tribunal decidió no hacer el juicio tal como lo pedía la vicepresidenta y antes de que uno de los jueces -integrante de la agrupación

kirchnerista Justicia Legítima- sea reemplazado. En dos oportunidades, Cristina había intentado voltear el proceso que describe la ocupación fantasma de los hoteles de su familia en El Calafate. Ahora el fiscal debe apelar y pasará a la Cámara de Casación. P. 3

Cacerolazo de repudio en la casa de la vice

Vecinos protestaron en Recoleta y otros barrios

Del Editor

Ricardo Roa

Otra burla a la sociedad y a la Justicia



LUCIANO THIEBERGER

La caída.
Allanamiento y detención en el barrio de Almagro.

Ataque a Clarín: se negó a declarar un detenido

Lo habían identificado tras un relevamiento de más de 400 cámaras y lo detuvieron después de que fuera a festejar el título de River en el Obelisco. Es uruguayo, tiene 44 años y trabaja de repartidor con su moto. Ahora buscan a otras ocho personas. P. 12

RESTRICCIONES AL TURISMO

Desconcierto y quejas por las trabas a la compra de pasajes

Las agencias señalaron que están "en el peor momento de su historia". Es por el nuevo cepo turístico, que impide financiar los pasajes al exterior y otros servicios. Las reservas están al límite y el Banco Central busca así cuidar los dólares y evitar una devaluación. P. 21

POR LA SUBA DE LOS CONTAGIOS

Exigirán un pase sanitario para ir a reuniones masivas

Se entregará sólo a quienes tengan dos dosis contra el Covid. Alerta mundial por la aparición de la variante sudafricana. P. 39

A pandemia em 26.nov
Dados das 20h

POPULAÇÃO VACINADA

No Brasil
Ao menos uma dose (dose única ou 1ª dose) **76,5%**
1º ciclo vacinal completo (dose única ou 2ª dose) **62,0%**
Dose de reforço **7,3%**

ESTÁGIO DA DOENÇA

Óbitos
Média móvel **227** Em 24 h 303
Total 614.000
Casos **-18,4%** (desacelerado)
*Variação em relação a 14 dias

Temor de variante leva países a voltarem a barrar viajantes

Linhagem chamada de ômicron, potencialmente mais transmissível, assusta governos e mercados

O Brasil anunciou barreiras para viajantes vindos de seis países da África na região onde foi primeiro identificada uma nova variante do coronavírus, seguindo os passos de outros governos que temem novos surtos.

Batizada de ômicron, a linhagem levou o Ministério da Saúde a fazer um alerta. Mas Jair Bolsonaro afirmou que o país "não aguenta mais um lockdown", aludindo a restrições de circulação nos 21 meses de pandemia.

Na Europa, o governo belga anunciou o primeiro caso com a nova linhagem em uma paciente não vacinada. Outros governos voltaram a fechar aeroportos para viajantes vindos do continente africano e a impor restrições.

Israel diz estar na iminência de declarar emergência. Apesar da recomendação da Anvisa, o governo brasileiro reluta em exigir comprovante de vacinação para visitantes estrangeiros no país. **Mundo A15 e Saúde B1**

Ômicron derruba bolsas, petróleo e criptomoedas pelo mundo **A21 e A23**

Veja o que se conhece sobre linhagem detectada na África do Sul **B1**



Danilo Verpa/Folhapress

BLACK FRIDAY FRUSTRA, E COMÉRCIO PROJETA NATAL MAIS FRACO QUE O PREVISTO

Movimento baixo em loja em SP; comércio estima queda de 6,5% nas vendas da data promocional, o que deve se refletir nas festas de fim de ano **Mercado A24**

Esporte B7

Decisão da Libertadores

Centenário já foi palco de decepção do Palmeiras e de festa do Flamengo

Ilustrada C1

Flip recebe poeta Leonardo Fróes, que se denomina um amante do verde

Folhinha C10

Biografada em novo livro, chef Paola Carosella ensina sua receita de coragem

Mercado imobiliário p.1
Empreendimentos de grifes de luxo chegam ao Brasil

'Quebra de paradigma', diz 1ª mulher que presidirá a OAB-SP

Patricia Vanzolini, 49, 1ª mulher eleita para chefiar a OAB-SP em quase 90 anos, diz à Folha que defenderá o processo democrático se Jair Bolsonaro "ameaçar as eleições". **A10**

Depois de fiasco, PSDB muda app e fala em concluir prévias hoje

Poder A6

STF desbloqueia bens de Lula ao derrubar decisão da Lava Jato

Poder A5

Capital terá reajuste de IPTU pela inflação
Câmara aprova projeto que prevê reajuste pelo IPCA. Aliados da Prefeitura dizem que haverá teto de 10% de alta até 2024. **B4**



Torcedor do Flamengo com desenho de Michael na cabeça, no Mercado do Porto, em Montevidéu, no Uruguai **Dante Fernandez/AFP**

Alvaro Costa e Silva Aparelhamento do Enem incentiva desigualdade

A falta de organização, ou o propósito destrutivo do governo, explica por que o número de inscritos no Enem foi um dos mais baixos da história. A maneira como o exame é tratado confirma uma tara, uma perversão: ampliar a desigualdade social. **Opinião A2**

Ícone da Broadway, Stephen Sondheim morre aos 91 anos

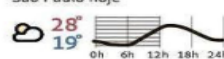
Stephen Sondheim, o maior compositor e letrista da história do teatro musical da Broadway, morreu ontem aos 91 anos. O artista acumulou sucessos desde os anos 1950, escrevendo canções de clássicos como "West Side Story" e "Sweeney Todd". **Ilustrada A18**

EDITORIAIS A2

Mais uma variante
Sobre nova cepa do coronavírus e reação brasileira.

Rugas com Macron
A respeito de embate envolvendo Jair Bolsonaro.

ATMOSFERA
São Paulo hoje



Fonte: www.climatempo.com.br





Adolescentes embarazadas pueden vacunarse desde el tercer mes de gestación

Alerta: Sostenido repunte de los casos Covid en Paraguay

La variante predominante es la delta con el 98% de los contagios. El 80% de los fallecidos son no vacunados. Ómicron es la nueva mutación sudafricana que preocupa al mundo.

PÁGINAS 2, 3 y 47

La parte que corresponde a Paraguay
**Montan torres para
disponer del 100% de
la potencia de Itaipú**

PÁGINA 16

Cae sospechoso con G. 1.064 millones
**Habría un siniestro plan
de venganza en asesinato
de colono y los 2 peones**

PÁGINA 50

Causa de usura y lavado de dinero
**Maniobra fallida: Defensa
de RGD no pudo evitar el
testimonio de 9 personas**

PÁGINA 51



Concurridos. Los interesados hicieron grandes filas. Los artículos de electrónica y tecnología fueron las estrellas de la jornada de ofertas y descuentos.

PÁGINA 14

CON ESTA EDICIÓN

MINOS CIENTOS 14
Dinero + Exoticos

COMPRA OPCIONAL 2

COLECCION PLATINUM LA
VENTURA DE LA HISTORIA 13

COMPRA OPCIONAL 1

MINUTOS DE PSICOMOTRICIDAD 39

COMPRA OPCIONAL 3

MINUTOS DE PSICOMOTRICIDAD 39



Nuevo titular admite que hay planillerismo
**Hay 54 funcionarios por
cada concejal en Asunción**

PÁGINA 19

No ven pasar productos de contrabando
**Fúster promete investigar
puestos de control en CDE**

PÁGINA 13

