



Markets and the carry trade 'red herring'

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Microsoft looks beyond reliance on OpenAI

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Google and Meta struck secret ads deal to target teens

- Instagram promotion skirted rules
- Campaign used 'unknown' loophole

STEPHEN MORRIS, HANNAH MURPHY AND HANNAH MCCARTHY — SAN FRANCISCO

Google and Meta made a secret deal to target advertisements for Instagram to teenagers on YouTube, skirting the search company's own rules for how minors are treated online.

According to documents seen by the Financial Times and people familiar with the matter, Google worked on a marketing project for Meta that was designed to target 13- to 17-year-old YouTube users with adverts that promoted its rival's photo and video app.

The Instagram campaign deliberately targeted a group of users labelled as "unknown" in its advertising system, which Google knew skewed towards under-18s, these people said. Meanwhile, documents seen by the FT suggest steps were taken to ensure the true intent of the campaign was disguised.

The project disregarded Google's rules that prohibit personalising and targeting ads to under-18s, including serving ads based on demographics. It has policies against circumvention of its own guidelines, or "proxy targeting".

Meta's YouTube campaign to pull in younger users to Instagram was already in development when Mark Zuckerberg made an appearance before the US Congress in January, where the Facebook co-founder apologised to the families of children who had been victims of sexual exploitation and abuse on his platforms.

The Silicon Valley-based pair embarked on the effort late last year as Google sought to bolster its advertising earnings and Meta scrambled to retain the attention of younger users against fast-growing rivals such as TikTok.

Last week, Zuckerberg told investors

that a recent push to engage more 18- to 29-year-olds had been bearing fruit.

The companies worked with Spark Foundry, a US subsidiary of French advertising giant Publicis, to launch the pilot marketing programme in Canada between February and April this year, according to the people and documents seen by the Financial Times.

Due to its perceived success, it was then trialled in the US in May. The companies had planned to expand it further, to international markets and to promote other Meta apps such as Facebook, people familiar with the matter said.

While the pilot programmes were small, Google saw them as an opportunity to grow into a more lucrative "full-funnel" relationship with Meta.

When contacted by the FT, Google initiated an investigation into the claims. The project has now been cancelled, a person familiar with the decision said.

"We prohibit ads being personalised to people under 18, period," Google said. "These policies go well beyond what is required and are supported by technical safeguards." It said no registered YouTube users known to be under 18 were directly targeted by the company. But Google did not deny using the "unknown" loophole, adding it would take action to prevent any attempt "to work around our policies".

Meta said it disagreed that selecting the "unknown" audience constituted personalisation or a circumvention of any rules, adding it adhered to its own policies as well as those of its peers.

Spark Foundry did not respond to multiple requests for comment.

Google and Meta under attack page 7
John Thornhill page 17

Plea for calm Yunus sworn in as interim leader of Bangladesh and issues appeal to end violence



Munir Uz Zaman/AFP via Getty Images

Nobel Peace Prize-winning economist Muhammad Yunus has appealed to fellow Bangladeshis to "save the country from anarchy".

Yunus, 84, who returned to Bangladesh from Paris yesterday, appealed for an end to attacks on Hindus and other religious minorities and for the restoration of law and order, three days after a street revolt toppled long-governing prime minister Sheikh

Hasina, who fled to India. "I appeal to the citizens to save the country from anarchy so that we are able to move ahead on the path that we have chosen," Yunus told a press conference after arriving in Dhaka.

Prime Minister Mohammed Shahabuddin dissolved parliament on Tuesday and agreed to a call by student protesters for Yunus to be named chief adviser — a post equivalent to prime minister —

to an interim government that would hold power until a new election was held. He was sworn in last night.

About 400 people have died since protests began last month, initially sparked by a scheme to reserve scarce government jobs for selected groups.

"Unless the law and order situation improves we won't be able to move forward," Yunus said.

India's Bangladesh bet page 3

Briefing

Kyiv fights to retain Kursk incursion foothold

Ukraine has captured about 350 sq km of territory in Russia's Kursk region, with its forces fighting to expand and solidify their presence on the third day of Kyiv's audacious and unexpected counteroffensive. — PAGE 3

Amazon faces UK probe

Britain's competition watchdog has said it will investigate the tech giant's \$4bn stake in AI start-up Anthropic as regulators step up their surveillance of the fast-growing sector. — PAGE 5

Israel's allies angered

The country's allies have reacted fiercely to a minister's comments that Israel could be justified in starving 2mn Gazans to force Hamas into releasing hostages. — PAGE 2; UK FUND SELLS, PAGE 8

Russia blocks brewer exit

Moscow has rejected a deal through which Turkish brewer Anadolu Efes was set to acquire Budweiser and Stella Artois brewer AB InBev's stake in a \$1.3bn joint venture. — PAGE 6

Swift plot confession

Austrian authorities have said the teen accused of planning to target a Taylor Swift concert in Vienna has said he wanted to "kill as many people as possible" and had pledged allegiance to Isis. — PAGE 4

Qantas cuts ex-chief's pay

The Australian airline has slashed payouts due to former chief executive Alan Joyce by more than \$6mn to reflect reputational damage the group suffered during the last year of his tenure. — PAGE 7

Chile steel mill to shut

The only facility in the country has been earmarked for closure, losing a battle against cheaper Chinese imports, despite Santiago raising tariffs on the metal in an effort to save the mill. — PAGE 4

Coca-Cola targets €1bn

The soft-drinks maker is selling €1bn of new debt to add to its war chest, which could go towards paying a potential \$16bn bill for back-taxes arising from a decade-long US dispute. — PAGE 5



Scans reveal how 'super shoes' propel runners

Analysis ► PAGE 4

Austria	€4.60	Malta	€4.20
Bahrain	Dir19	Morocco	Dh50
Belgium	€4.60	Netherlands	€4.50
Croatia	€4.50	Oman	OR1.60
Cyprus	€4.30	Pakistan	Rupee350
Czech Rep	Kc130	Poland	Zl26
Denmark	Dkr47	Portugal	€4.30
Egypt	Ee100	Serbia	NewD550
France	€4.60	Slovenia	€4.30
Germany	€4.60	Spain	€4.30
Greece	€4.30	Switzerland	Sfr6.80
Hungary	Ft1480	Tunisia	Din7.50
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Italy	€4.30	UAE	Dh25
Luxembourg	€4.60		

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No: 41,707 ★

Printed in London, Liverpool, Glasgow, Dublin, Frankfurt, Milan, Madrid, New York, Chicago, San Francisco, Tokyo, Hong Kong, Singapore, Seoul, Dubai



Catalan separatist Puigdemont evades police after delivering Barcelona speech

BARNEY JOPSON — LONDON
CARMEN MUELA — MADRID

Fugitive Catalan leader Carles Puigdemont evaded arrest yesterday as he returned to Spain for the first time in nearly seven years on a chaotic day in which a police officer was arrested for helping him.

Police set up roadblocks and launched a manhunt for the separatist leader, but he vanished after addressing a crowd of supporters in the Catalan capital.

Catalan regional police said they had activated a plan to capture Puigdemont and arrested a police officer who owned a vehicle used by the fugitive.

The arrest of the former Catalan president could have posed a threat to the stability of the country's Socialist-led government, which depends on the votes of Puigdemont's party to reach a

parliamentary majority. Puigdemont is wanted on charges of misuse of public funds after leading a failed bid for Catalan independence in 2017, which pitched Spain into its biggest crisis since its return to democracy. He fled the country soon after and has been living in Belgium and France ever since.

The separatist leader had said he would attend a vote on a new Catalan president in the regional parliament but did not appear at the building, which was surrounded by police. "It has been seven years since they persecuted us for wanting to listen to the voice of the people of Catalonia," he said. "Despite the fact they wanted to do us harm, despite the fact they have shown their face as repressors, today I came here to remind you that we are still here."

Puigdemont, 61, is seen by many as a symbol of the separatist struggle against

the Spanish state. His brief appearance in Barcelona is set to roil national politics and re-energise parts of the Catalan independence movement loyal to him.

Prime Minister Pedro Sánchez had struck an amnesty deal with Catalan leaders in return for their votes but the Supreme Court this year said the amnesty would not apply to the charge of misuse of funds against Puigdemont, but it dropped a disobedience charge.

That leaves Sánchez open to accusations he has not fulfilled his side of the bargain. If Puigdemont's party, Junts per Catalunya, boycotts any Sánchez initiatives, the prime minister will be unable to pass any legislation.

Puigdemont fled the country in October 2017. A few days later, Spanish authorities issued an arrest warrant for him. Once in Belgium, he was elected as a member of the European parliament.

World Markets

STOCK MARKETS				CURRENCIES				GOVERNMENT BONDS			
	Aug 8	Prev	%chg	Pair	Aug 8	Prev		Yield (%)	Aug 8	Prev	Chg
S&P 500	5292.70	5199.50	1.79	\$/€	1.091	1.093	€/\$	0.917	4.04	4.03	0.01
Nasdaq Composite	16558.02	16195.81	2.24	\$/£	1.272	1.272	£/\$	0.787	3.99	3.94	0.05
Dow Jones Ind	39286.36	38763.45	1.35	\$/¥	0.858	0.859	¥/€	1.166	4.28	4.22	0.06
FTSEurofirst 300	1967.34	1966.09	0.06	¥/\$	147.250	147.355	\$/¥	160.613	3.65	3.65	0.00
Euro Stoxx 50	4666.42	4668.06	-0.04	¥/£	187.222	187.458	£ index	82.657	4.08	4.05	0.03
FTSE 100	8144.97	8166.88	-0.27	\$/¥	0.943	0.946	\$/¥	1.100	4.53	4.51	0.03
FTSE All-Share	4450.48	4462.58	-0.27	\$/¥					0.26	0.27	-0.01
CAC 40	7247.45	7266.01	-0.26	\$/¥					0.83	0.88	-0.05
Xetra Dax	17680.40	17615.15	0.37	\$/¥					2.08	2.18	-0.10
Nikkei	34831.15	35089.62	-0.74	\$/¥	59705.25	57179.54			2.39	2.39	-0.01
Hang Seng	16891.83	16877.86	0.08	\$/¥	2573.90	2437.90			2.27	2.27	0.00
MSCI World \$	3372.32	3380.91	-0.25	\$/¥					2.50	2.49	0.01
MSCI EM \$	1050.30	1030.86	1.89	\$/¥							
MSCI ACWI \$	770.70	770.99	-0.04	\$/¥							
FT Wilshire 2500	6684.08	6737.05	-0.79	\$/¥							
FT Wilshire 5000	52004.70	52424.40	-0.80	\$/¥							

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INTERNATIONAL

Counteroffensive

Kyiv troops fight to hold captured Russian land

Fierce battles rage in Kursk region after big Ukrainian incursion

CHRISTOPHER MILLER — KYIV

Ukraine has captured about 350 sq km in Russia's Kursk region, with its forces fighting to expand and solidify their presence on the third day of Kyiv's most audacious counteroffensive of the war.

The Russian defence ministry said battles raged yesterday as its troops and special forces fought off the largest Ukrainian incursion since the start of Moscow's full-scale invasion in 2022.

Videos verified by the Financial Times and analysts showed Russian strikes on Ukrainian armoured vehicle columns and significant damage to cities and towns. Moscow's jets were seen flying over the areas and dozens of Russian soldiers have been taken prisoner.

The Russian ministry claimed that about 1,000 Ukrainian soldiers had taken part in the operation and that Kyiv had lost 600 military personnel and 82 armoured vehicles, figures that could not be independently verified.

"Air strikes are being carried out on advancing reserves of the armed forces of Ukraine on the territory of the Sumy

region," Russia's defence ministry said, referring to strikes on the Ukrainian region across the border from where the operation was launched.

Meeting with his top security and military officials on Wednesday, Russian President Vladimir Putin called the offensive a "large-scale provocation" and accused Kyiv of targeting civilians. Regional authorities said at least five people were killed and dozens injured.

Ukraine's surprise operation began early on Tuesday and has focused on the small Russian city of Sudzha and its surroundings, including a gas transit station on one of the last pipelines still supplying Russian gas to central Europe.

The Institute for the Study of War, a Washington-based think-tank that tracks the war, said Ukrainian forces had so far captured 11 total settlements, including Nikolaevo-Darino, Darino, and Sverdlikovo, and were operating within Lyubimovka. The area amounts to approximately 350 square kilometres, according to FT calculations.

It said that geolocated footage showed that Ukrainian armoured vehicles had advanced to positions on the 38K-030 Sudzha-Korenovo highway about 10km from the border. Russian bloggers close to the military wrote on Telegram that Ukrainian forces were trying to advance



Wrecked: a house in the city of Sudzha, Kursk, said to have been shelled by Ukrainian forces — Kursk governor/Telegram/AP

on the road. One pro-Kremlin blogger said the Ukrainians had advanced north-west and south-east along the highway and were fighting around Korenovo and Sudzha.

"Sudzha is basically lost for us. And this is an important logistics hub," the pro-Moscow Ukrainian blogger Yuriy Podolyaka wrote on Telegram.

Ukraine has not officially commented on the operation. Western allies signalled they were not consulted but said Kyiv had autonomy in planning strikes.

Unlike past cross-border raids by pro-Ukrainian Russian and international units, forces from at least four brigades have appeared in verified videos taking part. This suggests the operation was planned well in advance, analysts say.

Ukraine has largely depended on western military support in its struggle and relies heavily on Washington for intelligence to help plan and conduct operations, say Ukrainian officials.

But Matthew Miller at the US Department of State said on Wednesday it had no earlier knowledge of the offensive. "When it comes to the day-by-day tactic they carry out . . . sometimes we're in communication about it, sometimes we're not. It's appropriate for them to make those decisions." President Volodymyr Zelenskyy said on Wednesday he had consulted on next steps with commander-in-chief Oleksandr Syrskyi.

Additional reporting by Alice Hancock and Guy Chazan

South Asia. Historic allies

India's Bangladesh bet backfires after Sheikh Hasina falls

Toppling of long-governing prime minister is big setback for New Delhi's regional strategy

BENJAMIN PARKIN AND JOHN REED
NEW DELHI

India was for decades the most reliable international backer of Bangladesh's Sheikh Hasina, sheltering her as a young exile and supporting her government long after Bangladeshis began turning against its brutality.

This week, New Delhi's bet on the long-governing prime minister backfired spectacularly. After weeks of escalating protests and violence, Sheikh Hasina on Monday fled to India as anti-government demonstrators marched on her official residence.

The sudden collapse of her government after 15 years has left a precarious power vacuum in Bangladesh, a country of 170mn that India considers its most dependable regional partner.

It has also set back New Delhi's regional strategy at a time when Prime Minister Narendra Modi is seeking to counter growing Chinese influence. And India's decision to support Sheikh Hasina until the end risks damaging its image in the eyes of many Bangladeshis.

"It is India's unequivocal support that has protected her from wrath and shielded her from international pressure," said Ali Riaz, an expert on Bangladeshi politics at Illinois State University.

"This moment is a message to New Delhi that they continued to support a regime whose human rights record was appalling and [which was] completely isolated."

Indian officials have responded with alarm to the violence that followed Sheikh Hasina's flight. Over 150 deaths were reported in Bangladesh on Monday and S Jaishankar, India's foreign minister, warned that minorities — especially Hindus, who are the majority in India — were targeted.

"India-Bangladesh have been exceptionally close for many decades over many governments," Jaishankar told parliament on Tuesday. He said India

"will naturally remain deeply concerned till law and order is visibly restored".

India, a behemoth that with 1.4bn people and a \$3.5tn economy is larger than the rest of South Asia put together, has a complicated history with its neighbours.

Indian officials have long worried about extremists and Chinese encroachment in Muslim-majority Bangladesh, which is geographically almost encircled by India. They saw secularist Sheikh Hasina's main rival, the Bangladesh Nationalist party, as soft on Islamism and closer to Beijing.

Some pro-Indian government social media accounts and news outlets have presented the uprising in a critical light, with some painting it as a western plot.

India's bond with Sheikh Hasina has its roots in Bangladesh's 1971 independence war with Pakistan when it intervened to support her father, separatist leader Sheikh Mujibur Rahman.

After he and most of his family were murdered in a 1975 coup, 27-year-old Sheikh Hasina was granted asylum in Delhi before returning to Bangladesh in 1981 and emerging as India's preferred leadership choice.

Sheikh Hasina became a linchpin of Modi's strategy to bolster regional economic ties and connectivity in response to proliferating Chinese influence.

India has opened lines of credit to Bangladesh worth \$8bn, more than to any other Asian country. The politically well-connected Adani infrastructure conglomerate is among the Indian businesses that secured lucrative power supply deals in Bangladesh.

"Hasina was pro-India and was open to transforming the relationship," C Raja Mohan, a fellow at the Asia Society Policy Institute in Delhi, said. "The strategic question is: can we create structural relationships which will survive regime changes?"

Sheikh Hasina was the first leader to visit Modi after his re-election in June despite growing anger at home towards her authoritarianism. India did not join powers including the US and UK in criticising a crackdown on the opposition BNP ahead of Sheikh Hasina's re-election in January, and some Bangladeshi civil society activists accused New Delhi of using its clout to shield her regime.

"Over the last couple of years, India should have read the tea leaves better," said Kanti Bajpai, an Indian foreign policy scholar. "The Indian government could have begun to step away from such a close relationship . . . This is now a problem."

One of India's immediate challenges is what to do with Sheikh Hasina, who fled to India on Monday. Her presence could complicate relations with Bangladesh's next government, analysts said.



Sheikh Hasina fled to India after the sudden collapse of her government

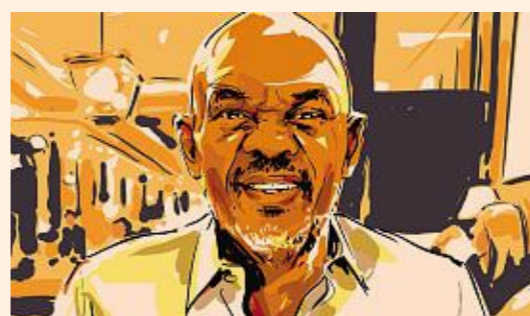
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INTERNATIONAL

Thwarted attack

Teenager confesses to Swift concerts plot

Austrian authorities say Isis sympathiser wanted to kill as many as possible

GUY CHAZAN — BERLIN

The main suspect in a foiled plot to attack concerts by Taylor Swift in Vienna has confessed, saying he had planned to “kill as many people as possible” at the concert venue, according to Austrian authorities.

They said yesterday the 19-year-old had planned to attack concertgoers with home-made explosives and knives, and had pledged loyalty to Isis.

Swift fans were stunned on Wednesday when organisers abruptly cancelled the three sold-out Vienna concerts, citing the terror plot. Each show would

have been watched by 65,000 people, some of whom had travelled thousands of miles and waited months to see Swift perform live.

The main suspect, an Austrian with North Macedonian roots, had made a full confession in custody, Franz Ruf, Austria’s general director for public security, told a press conference.

Another Austrian, aged 17, was also detained on Wednesday over the foiled plot. He had been due to work at the Ernst Happel Stadium, the venue for the Swift concerts.

Police also interrogated a boy of 15 who they believe had been in contact with the 19-year-old ringleader and knew of his plans.

Authorities said the main suspect, who was not identified in accordance with Austria’s strict privacy laws, had

self-radicalised, changing his appearance and sharing Islamist propaganda online. He quit his job on July 25, telling people he had “big plans”, added Ruf.

He said investigators had found chemicals, machetes and technical devices at his home in the town of Ternitz, south of Vienna, which he planned to use in the attack.

“The situation is serious. But we can also say, a tragedy was prevented,” said Austrian interior minister Gerhard Karner.

He added that foreign intelligence services had helped with the investigation, as Austrian law does not allow the monitoring of text messages.

“Concerts are often a preferred target of Islamist attackers,” Karner said, citing the 2015 terror attack on Paris’s Bataclan venue and the bombing of a

2017 concert by Ariana Grande at the Manchester Arena in the UK.

Authorities said that the 19-year-old suspect had begun working on his plan to attack the concerts in July, and recently posted an oath of allegiance to the Isis leader.

“He wanted to carry out an attack in the area outside the stadium, killing as many people as possible using the knives or even the explosive devices he had made,” said Omar Haijawi-Pirchner, head of Austria’s directorate of state security and intelligence, citing the 19-year-old’s confession.

He was “clearly radicalised in the direction of Islamic State [Isis] and thinks it is right to kill infidels”, Haijawi-Pirchner added.

Karner said the foiled attack was planned for yesterday or today.

Concert organiser Barracuda Music said on Wednesday that it had “no choice but to cancel the three scheduled shows for everyone’s safety”. It added that all tickets would be refunded.

Austrian vice-chancellor Werner Kogler wrote on X: “For many, a dream has been shattered today. On three evenings in Vienna, tens of thousands of Swifties should have celebrated life together.”

“I am very sorry that you were denied this. Swifties stick together, hate and terror can’t destroy that.”

Swift is due to perform at London’s Wembley Stadium in five concerts between August 15 and 20 to close the European leg of her record-breaking Eras Tour. So far, she has not commented on the cancellations on her Instagram account, which has 283mn followers.

Jobs blow

Chile’s only steel mill to close as cheap Chinese imports surge

CIARA NUGENT — BUENOS AIRES

Chile’s sole steel mill has said it will shut down in the face of competition from cheap Chinese imports, in a blow to the country’s government which had imposed tariffs on China earlier this year in a bid to save it.

Chilean steelmaker CAP, which runs the Huachipato mill in Chile’s central Biobío region, said on Wednesday that it would shutter its steel operations “indefinitely” by September, blaming an influx of imports from China for more than \$500mn in losses over the past two years.

Chilean officials consider Huachipato, a big supplier of steel materials to Chile’s massive copper mining industry, to be strategically important. The plant employs roughly 20,000 people, directly and indirectly, in Biobío.

“This is a very devastating decision for the Biobío region, and the country knows that we as a government have made a great effort to reverse it,” economy minister Nicolás Grau said.

China is Chile’s main trading partner, accounting for almost 40 per cent of its exports — one of the largest shares among Latin American countries.

Governments across Latin America and Asia have complained of a surge in cheap exports in many sectors from China over the past two years as the world’s second-largest economy struggles with weaker domestic demand.

Latin American steel industry group Alacero said the region imported a record 10mn tonnes of Chinese steel in 2023, a 44 per cent increase from 2022.

Huachipato temporarily suspended operations in March, citing the impact from Chinese imports. Chile’s government later slapped temporary duties of 34 per cent on steel balls from China and 25 per cent on the bars used to make them for six months.

Officials said they could be extended pending the results of an ongoing anti-dumping investigation by Chile’s Anti-Price Distortion Commission.

In June, China’s ambassador in Santiago told Chilean media tariffs had “harmed the legitimate interests of Chinese steel companies” and “damaged the economic and commercial relationship” between the two countries.

But CAP, which also mines iron ore in Chile, said on Wednesday that market conditions had meant it was unable to increase steel prices despite the tariffs, “making it economically unviable to continue with the steel business in Chile in its current form”.

Grau labelled the decision to shut the plant as “irresponsible”, blaming CAP and local steel ball manufacturer Molycolp for failing “to reach an agreement on sales and pricing that they could have done given the new market conditions generated by the tariffs”.

He added that the government would “continue making all [possible] efforts to reverse this decision”.



In vain: Huachipato steel workers protest against the closure in April

Sport. Kit development

Super shoes put spring in the step of top athletes

CT scans reveal the technology propelling marathon runners to record-breaking times

SARA GERMANO — PARIS
SAM JOINER, DAN CLARK AND
IRENE DE LA TORRE ARENAS — LONDON

The Paris Olympics is a battleground for the latest in footwear technology, and all eyes are on the streets of the French capital this weekend to see the world’s best marathon runners in action.

Since Nike changed the game in 2017, launching the first commercial running shoe with a carbon-fibre plate in the midsole, rivals have joined the “super shoe” race to propel long-distance runners to record-breaking times.

Before the Nike Vaporfly came out in 2017, only 19 women had run the marathon in less than two hours and 20 minutes. In 2023, 26 women ran sub-2:20 races. At the 2023 Berlin marathon, Tigist Assefa of Ethiopia ran in special Adidas shoes in 2:11:53, knocking more than two minutes off the record time.

Kevin Kiptum won last year’s Chicago marathon in 2:00:35, breaking the men’s record by 34 seconds while wearing Nike’s Alphafly 3, designed for running fast over longer distances, to fight off muscle fatigue and pain.

The design returns energy to the runner, increasing the extent to which the shoe absorbs the downward force from the foot landing on the ground and springs back, providing the runner with more forward momentum. Elliott Heath, product line manager for Nike running footwear, said one innovation was “a fully connected outsole [linking the heel and forefoot], which offers a smoother heel-to-toe transition”.

Wouter Hoogkamer, director of the Integrative Locomotion Laboratory at the University of Massachusetts Amherst, pointed to several components on CT scans of the shoes developed for the Financial Times by an industrial inspection start-up, Lumafield, that he said had shown improved performance.

“It’s important to highlight the curvature of the [carbon fibre] plate,” said Hoogkamer, who studies biomechanics. “A flat plate would put the point of force application at the tip of the toe . . . [whereas] the curved plate keeps [it] under the ball of the foot.”

Nike first included air pockets in performance running footwear with track spikes at the 2019 World Athletics Championships, said Heath. Adding Air Zoom units, as Nike calls them, “demanded an entirely new system”, including accentuating the profile of the rocker



Taking the tape: Eliud Kipchoge, running in Nike Alphafly 3 shoes, wins the Berlin marathon in August last year

and shifting the carbon plate, he added. Matthew Nurse, vice-president of the Nike Sport Research Lab, said the fibres “allow us to design and hold the shape — or restrict radial expansion — of the air unit at optimal pressures for maximum [energy] return”. But Hoogkamer said research was scant on how the energy return of air pockets affected “the running energetics of a person”.

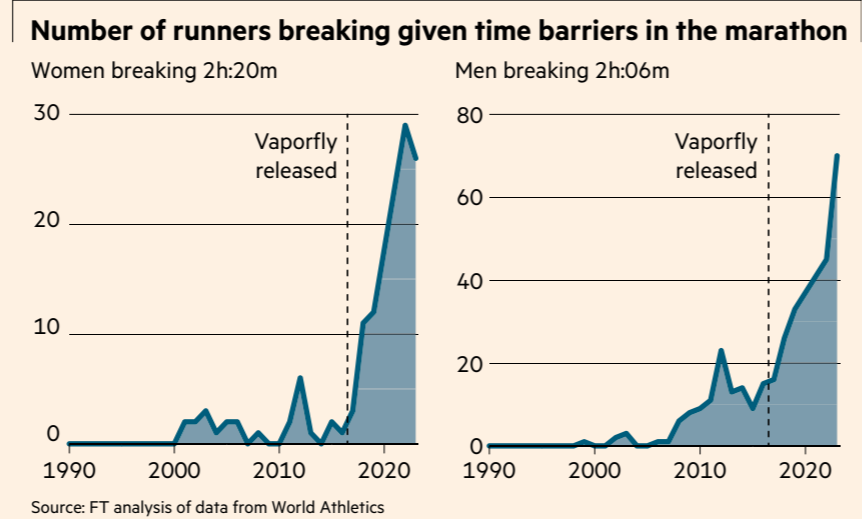
In 2014, Nike began experimenting with thick-soled shoes, supplemented with a carbon-fibre plate, to improve pliancy and energy responsiveness. Nike-sponsored runner Eliud Kipchoge of Kenya won the 2018 Berlin marathon in 2:01:39, slashing one minute and 22

seconds off the previous world record. No one had cut more than 29 seconds off the world record in a single race in the past 15 years. On the women’s side, Kenyan Brigid Kosgei won the 2019 Chicago marathon in 2:14:04 wearing Vaporflys, shaving one minute, 21 seconds off a record that had stood for 16 years.

World Athletics, the global governing body, introduced rules in 2020, limiting elements such as sole thickness, and required most footwear in elite competition to be available for sale to the public a month before being used in a top race.

Adidas in September issued its first batch of the Adizero Adios Pro Evo 1s at \$500 to be worn for just one marathon.

‘There is this rule of thumb where every 100g of shoe increases your energy costs by about 1%’



Demographics

South Korea eyes foreign housekeepers to ease women’s load and boost births

SONG JUNG-A — SEOUL

South Korea plans to bring in lower-paid foreign housekeepers to help ease the domestic and childcare workloads of women — and, Seoul hopes, encourage them to have more children.

In the coming weeks, about 100 Filipina workers will arrive in Seoul where they will receive language and culture training before being assigned work as housekeepers next month. If the pilot project succeeds, a further 1,200 could arrive by the middle of next year.

The government’s hope is that more help at home will encourage women to have children — and raise one of the world’s lowest fertility rates. It is projected to fall to 0.68 this year, far below the 2.1 the OECD says is necessary to ensure a broadly stable population.

“Now, working parents can have one

more option to suit their needs, which could help boost birth rates and female economic participation,” said a manager at the labour ministry in charge of the scheme. “If the pilot scheme works well and there is high demand, we can expand it.”

President Yoon Suk Yeol in June declared the shrinking population a “national emergency”. Seoul has introduced policies to tackle the crisis, including expanded financial incentives for would-be parents, raising birth allowances to Won2mn (\$1,450), building more houses for young families and increasing financial support for fertility treatment.

It has also pledged to expand tax breaks for newly-weds, build more nurseries, extend maternity leave to 18 months and make flexible work easier.

Seoul mayor Oh Se-hoon, who has

warned of “population extinction”, hopes the housekeepers scheme could pave the way for looser immigration rules. Immigration is tightly controlled in South Korea, and long-term foreign residents account for just 3.7 per cent of the 52mn population.

“This project is meaningful as a step to cope with low birth rates,” said Oh. “It will also spark more discussions on how to use immigration and foreign workers to take care of the elderly and sick.”

The scheme draws inspiration from Hong Kong and Singapore, which rely heavily on live-in foreign domestic workers largely from the Philippines and Indonesia for domestic labour and childcare.

Seoul said the monthly pay of Won2mn — in line with South Korea’s minimum wage — compared with a market rate of between Won3.5mn and

Won4.5mn for live-in South Korean housekeepers. This is substantially more than the roughly \$620 minimum wage for live-in foreign workers in Hong Kong, a fact that may work against broader take-up but which Seoul says is necessary to guard against exploitation.

Some working parents in Seoul have argued that Won2mn a month for a housekeeper who works from 9am to 6pm, five days a week, is too much.

“If I have to pay Won2mn for the service, I would rather quit my job and do things myself. It is too expensive relative to my income,” said Choi Min-young, 38, a civil servant with three young children.

“Why should I use a foreign nanny when she is not much cheaper, given all the associated problems like cultural differences and language barriers,” said SE Song, a 39-year-old hospital

employee. “I don’t think I can enjoy outings, leaving my two-year-old son to a foreign nanny.”

Labour advocates agreed the scheme might work best for higher-income families. “Not many families can afford the programme, given the cost benefits. Outsourcing childcare to cheap foreign labour is not what working parents want while the country’s long working hours are maintained,” said Chang Ha-na, a director at civic group Politicalmamas.

Some voiced concerns that the foreign helpers could put pressure on wages for South Korean domestic helpers, many of whom are in their 50s and 60s.

Bae Jin-kyung, head of the Korean Women Workers Association, an advocacy group, said reducing working hours would be a more practical solution. South Korea has some of the longest working hours among OECD

nations, which deters many women from participating in the workplace. Women’s labour participation is just over 50 per cent, despite the fact many are university educated.

“The government should focus on reducing working hours so parents have more time for housework and childcare rather than trying to disrupt the market with cheap foreign labour,” she said.

Since 2006, Seoul has spent about Won380tn urging women to have more children, but given the intense working culture and strict gender norms, it has had limited success.

Some companies have offered incentives to encourage having children. This year, South Korean construction group Booyoung offered workers a \$75,000 bonus for each baby, while banks Kookmin and Woori have offered up to five years of parental leave for childcare.

Companies & Markets

UK to probe Amazon's \$4bn stake in Anthropic

- ◆ Regulator begins AI merger inquiry
- ◆ Tech giant rejects competition fears

CAMILLA HODGSON

The UK's competition watchdog has launched a formal merger inquiry into Amazon's investment in the artificial intelligence start-up Anthropic, as regulators step up their scrutiny of deals in the fast-growing technology.

The Competition and Markets Authority said yesterday that it had "sufficient information" about Amazon's partnership with the company behind the Claude generative AI models to begin an investigation.

It will decide whether to escalate the inquiry into a more in-depth "Phase 2" investigation by October 4. The CMA

'Amazon is helping Anthropic expand choice and competition in this important technology'

could ultimately clear the deal, block it or require the companies to make changes for approval.

Amazon said it was "disappointed" by the decision because its work with Anthropic "does not raise any competition concerns or meet the CMA's own threshold for review".

It added: "By investing in Anthropic, Amazon, along with other companies, is helping Anthropic expand choice and competition in this important technology."

Anthropic said it would "co-operate with the CMA", adding: "We are an independent company. Our strategic partnerships and investor relationships do not diminish our corporate governance independence or our freedom to partner with others."

The move comes weeks after the CMA launched a formal merger inquiry into Microsoft's hiring of staff from start-up Inflection AI. The tech giant paid

\$650mn in March to hire a number of the start-up's staff, including its chief executive Mustafa Suleyman, co-founder of Google's DeepMind, and to license its technology.

Regulators worldwide have increasingly turned their attention to the alliances being forged between Big Tech and AI start-ups that are developing technology that its advocates promise will usher in a new era of computing.

The tie-ups have prompted concerns that the world's best capitalised companies are set to wield an outsized influence over how the hugely expensive technology will develop and who the winners from its adoption will be.

Amazon's \$4bn investment in Anthropic, which gave it a minority stake and was completed in March, is among the prominent AI deals that the CMA said in April it was seeking views about as it took steps to probe potentially anti-competitive behaviour.

The CMA said at the time that it was considering whether the partnership amounted to a merger and, if so, whether that posed competition risks. The watchdog must seek comments before launching a formal investigation.

A number of regulators globally are investigating Microsoft's \$13bn partnership with the leading start-up OpenAI. The software group said in July that it had given up its seat as an observer on the board of OpenAI. But it retains the exclusive right to provide the cloud computing services required by the start-up.

The CMA invited comments on the deal last year but has not yet announced whether it will escalate its probe into a formal merger inquiry.

The Federal Trade Commission, the CMA's US counterpart, this year launched an inquiry into both Amazon and Google's investments in Anthropic, as well as into Microsoft's backing of OpenAI, the group behind ChatGPT.

War footing Rheinmetall gains record orders as Ukraine and Gaza conflicts drive earnings



The group's largest order this year has been a €2.2bn contract for Boxer armoured vehicles — Fabian Birmer/Reuters

PATRICIA NILSSON — FRANKFURT

Rheinmetall has amassed a record order book of €48.6bn, as sales and profits at Germany's largest defence group continue to surge to the backdrop of wars in Ukraine and Gaza.

The Düsseldorf group yesterday said sales in the first half of the year increased by a third to €3.8bn, while operating profit nearly doubled to €404mn on the back of rising orders for weapons and munitions.

Chief executive Armin Papperger said: "We have never seen such growth", adding that profitability had increased "significantly" due to the boost in sales, which he expected would continue to rise annually by roughly €2bn "in the coming years".

The group said significant projects had included artillery orders for Germany and Ukraine, with the largest order in the year to date being a contract with the Bundeswehr for Boxer

armoured vehicles amounting to a total of €2.2bn, including service. Its improved performance came down to "business with the armed forces in Germany and partner states in the EU and Nato", Rheinmetall added.

Evidence of the strength of the sector was also provided by US autonomous weapons start-up Anduril Industries, which yesterday raised \$1.5bn, giving it a value of \$14bn.

"The supercycle [in defence spending] is clearly accelerating," said Papperger, who is believed to have been the target of a foiled Russian assassination plot this year.

The Rheinmetall chief, who has become a loud proponent of military support for Kyiv, has drawn the ire of the Kremlin by announcing plans to build a number of factories in Ukraine, focused on tank maintenance, munitions and air defence.

The Russian foreign ministry said last week that Rheinmetall's Ukrain-

ian munitions factory, which is scheduled to be operational within two years, was a "legitimate target" for its military, according to reports from Reuters and Al Jazeera.

Rheinmetall was doing business with Russia as recently as 2014, when Berlin withdrew its export licence in light of the annexation of Crimea.

Before the breakout of full-scale war in Europe, more than a third of Rheinmetall's sales had been in non-military graded parts, such as sensors for the automotive industry.

The company no longer breaks out automotive revenues but said yesterday that sales in its power systems division "which bundles the technological expertise in civil markets" grew only slightly to just over €1bn, weighed down by lagging performance in Europe.

Rheinmetall's share price rose more than 3 per cent yesterday. **Anduril hits \$14bn valuation** page 6

Coca-Cola raises €1bn to pay potential tax charges

EUAN HEALY — LONDON

Coca-Cola is selling €1bn of debt that it could use to help pay potential charges arising from a decade-long dispute with US tax authorities, in which the company might owe \$16bn.

The proceeds will add to the \$7bn of borrowing by the company this year, which it has said might go towards paying off charges relating to the dispute.

The US group said yesterday that it planned to issue two €500mn bonds with the proceeds used in part "for making any potential payments in connection with our ongoing tax litigation with the [Internal Revenue Service]."

According to a tax court judgment, Coke has been hiding "astronomical levels" of profit in low-tax countries to shield it from the US authorities. The potential \$16bn total is enough to wipe out a year and a half of profits, with the figure rising by more than \$1bn a year.

The €1bn sum Coke will market this month is split equally over two senior unsecured bonds with maturities of 13 and 29 years, and will also go towards the company's final payment next year on its purchase of Fairlife, a producer of ultra-filtered milk drinks. The funds will also potentially be used to pay off other outstanding debt. Barclays, BNP Paribas and JPMorgan Chase are the bookrunners for the deal, which will be settled on August 15.

Coke's "reverse Yankee" underscores how US groups have turned to Europe's bond markets this year, as borrowing costs for euro-denominated debt have been lower than for US dollar debt. Companies including Johnson & Johnson and Booking Holdings had raised a total of €30bn in such deals by May this year, according to Bank of America.

In the second quarter Coke raised around \$4bn, including €1bn in euro bonds and \$3bn in dollar bonds. In an earnings call last month John Murphy, chief financial officer, said the funds would go towards the Fairlife deal and "may include pre-funding upcoming payments related to the IRS tax case".

The debt issuance comes as Coke readies the payment of an initial \$6bn in cash to cover unpaid taxes and interest for the years 2007-09. The sum was finalised last week, the last of a four-year series of court decisions in favour of the IRS. The group will be able to reclaim the penalty if it wins an appeal.

Additional reporting by Stephen Foley in New York

L'Occitane confronts the high hurdles of trying to leave Hong Kong

INSIDE BUSINESS

ASIA

Kaye Wiggins



In the wake of the 2008 financial crisis, as demand for high-end consumer goods waned in Europe and the US, a handful of retailers made a bold bet on Asia.

L'Occitane, Prada and Samsonite all chose Hong Kong as the venue for their initial public offerings, listing in the territory in 2010 and 2011.

"The domestic market was booming in China and everybody wanted to take advantage of that," said a person who advised several companies that made or considered the move at that time. "They thought having investors in Hong Kong would increase their visibility and help sell products in that region."

More than a decade later, that strategy has aged poorly. Hong Kong's Hang Seng index has been among the world's worst-performing major stock indices over the past 12 months, sliding 14 per cent while the US S&P 500 index has risen 16 per cent. China's growth is slowing and Sino-US tensions show no sign of ending.

Last month, the Austrian billionaire Reinold Geiger, whose L'Occitane Group already owned a 72 per cent stake in Hong Kong-listed L'Occitane International, won over enough minority shareholders to take it private.

It is easy to wonder why the trio of US and European companies have not left Hong Kong sooner. L'Occitane Interna-

tional, which is incorporated in Luxembourg, shows that the answer might lie in technical difficulties.

Geiger did not pursue the take-private through a Hong Kong scheme of arrangement — a process that would need the backing of 75 per cent of shareholders. As Luxembourg does not have such schemes, and requires a buyer to acquire 95 per cent of shares to force minority shareholders out, doing so would have risked lawsuits from disgruntled European shareholders.

But this decision put him up against a "tender offer" system in Hong Kong that gives high priority to the interests of minority shareholders. A tender offer in the territory requires the backing of 90 per cent of minority shareholders instead of 95 per cent of all shareholders.

That high hurdle means, for example, that any hedge fund with a small stake could threaten to block a deal until it got a higher price.

Geiger managed to meet the threshold last month after offering a sweetener that would give minority shareholders the chance to own a stake in the company even after it delists.

But there was another hurdle. Hong Kong has a process for "squeezing out" dissenting shareholders, or forcing them to sell once the threshold is met. Using it risks lawsuits from shareholders who might claim it is not a valid process for a Luxembourg company.

Instead, Geiger's advisers had to win over regulators in Hong Kong and Luxembourg in order to use an alternative: squeezing out the remaining shareholders based on rules set out in the com-

pany's own articles of association. Putting that system in place was a time-consuming and expensive process where success was not inevitable.

In line with Hong Kong's rules, the articles provide a two-month period for shareholders to object. Unlike in Europe, where squeeze-outs can happen within days, the process could drag on until the autumn.

L'Occitane Group has clearly deemed it worthwhile to jump through hoops. There is an obvious option available to global companies listed in Hong Kong: delist, then later relist in the US where companies trade at higher multiples.

The alternative is to seek a dual listing. Prada had considered a dual listing in Milan. But its chief executive Andrea Guerra told the Financial Times in May that this was no longer a priority, adding that the technicalities of such a move, among other factors, had put off the plan. Prada said it had no plans to delist.

Samsonite, like L'Occitane, is incorporated in Luxembourg. In March it said it was pursuing a dual listing. On a technical level that might make it easier to later delist in Hong Kong and even be taken private, avoiding the process L'Occitane is going through.

But Samsonite's articles of association contain provisions similar to L'Occitane's. That means it could copy what L'Occitane is doing if the company paves the way to delist in Hong Kong successfully.

Ultimately, listing in Hong Kong in pursuit of regional sales was probably not the right call for the western retailers. "I'm not sure that in the long run it produced all the benefits that were anticipated," the adviser said. "I don't think Prada had to be listed in Hong Kong in order to be known in China."

kaye.wiggins@ft.com

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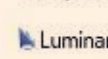
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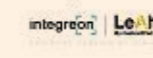
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COMPANIES & MARKETS

Google and Meta under attack for 'exploiting' teenagers in ads deal

Concerns raised after Big Tech groups' Instagram project bypassing protection policy is revealed

STEPHEN MORRIS, HANNAH MURPHY AND HANNAH MCCARTHY — SAN FRANCISCO

The Google-Meta deal, in which the companies agreed to target ads for Instagram at teenagers on YouTube, in breach of the search group's own rules, will only deepen US lawmakers' concern over how Silicon Valley treats minors.

"Big Tech companies cannot be trusted to protect our kids," Republican senator Marsha Blackburn told the Financial Times when contacted about the Google-Meta tie-up.

"They once again have been caught exploiting our children and these Silicon Valley executives have proven that they will always prioritise profit over our children."

Those concerns were reflected last week when the Senate overwhelmingly passed a bill, the Kids Online Safety Act, that would place a duty of care on social media platforms to protect children from harmful online content. It represented a rare moment of bipartisan agreement that brings the US closer to significant legislation targeting Silicon Valley on child safety.

Jeff Chester, executive director of the Center for Digital Democracy, which advocates for child privacy, said: "Meta is bleeding young people and they've figured out a backdoor."

Meta, in particular, has long faced

'Silicon Valley executives have proven that they will always prioritise profit over our children'

scrutiny for its policies on minors. It is being sued by 33 states accusing it of deploying "manipulative" practices towards young users, which it denies.

The Federal Trade Commission is also seeking to ban Meta from making money from teen audiences as part of an update to an existing privacy settlement, which the company is challenging in court.

In 2021, it shelved plans to launch a children's version of Instagram following a public backlash and after whistleblower Frances Haugen leaked the Facebook parent's own research suggesting the app was detrimental to the mental health of teenage girls.

The group's apparent collusion with Google will do little to quieten critics of the way social media platforms operate.

According to documents and several people familiar with the matter, the Meta-Google project originated in early 2023 when Spark Foundry, a US subsidiary of French advertising giant Publicis, acting for the Instagram parent, asked a range of partners to pitch for a "Meta IG Connects" advertising campaign.

Spark was working on behalf of the Meta marketing data science team and was tasked with getting more "Gen Z" customers to download Instagram, which has been losing users to rival apps, in particular TikTok, internal documents show.

Instagram has been fretting about losing its "teen foothold" for years. It previously allocated its entire marketing budget to targeting teenagers, in particular the 13- to 15-year-old "early high school" segment, according to a 2021 report by the New York Times.

In one email, seen by the FT, an ads



Apple alters App Store rules again in bid to avoid EU fines

Apple has announced further changes to its App Store rules in the EU in an attempt to avoid billions of euros in potential fines under new legislation aimed at reining in Big Tech.

The move yesterday is the fourth time this year that the iPhone maker has made changes to its terms in its effort to comply with the EU's Digital Markets Act. The new rules force Apple to open up the iPhone to rival app stores and payment methods.

Yesterday's changes will make it easier and cheaper for developers to direct users to make purchases outside the App Store. The measures, due in a software update in the autumn, include a new fee structure and ease the rules around how developers can display links within their apps.

App makers have campaigned for years to be allowed to point customers to their own websites, where purchases could be more profitable for them and cheaper for consumers because they are not subject to Apple's App Store fees.

The European Commission said it would "assess Apple's eventual changes to the compliance measures, also taking into account any feedback from the market, notably developers".

The tech companies had to comply with the DMA rules by March. The commission that same month opened non-compliance investigations against Google owner Alphabet and Meta as well as Apple. If found guilty, companies face fines of up to 10 per cent of global turnover, meaning any fine for Apple could run into tens of billions of dollars. *Michael Acton in San Francisco*

manager at Spark asks Google to pitch for the campaign, specifically identifying the "primary" demographic to be targeted is "13 to 17" year-olds and requiring it to be measured by data collected directly from viewers. A secondary objective was 18- to 24-year-olds.

In 2021, Google introduced what it said were tougher protections for teenagers on its sites. "We will block ad targeting based on the age, gender, or interests of people under 18," it said.

Google's "ad-serving protections for teens" policy adds: "We expect all our advertisers to follow local legal requirements when using our products... as well as all Google Ads policies."

But Google staff proposed a workaround to bypass the policy: a group called "unknown", people familiar with the matter said.

On its website, Google says the "unknown" group "refers to people whose age, gender, parental status or household income we haven't identified". But staff at the internet group had thousands of data points on everything from users' location via phone masts to their app downloads and activity online.

This allowed them to determine with a high degree of confidence that those in the "unknown" group included many younger users, in particular under-18s.

Turning off other age groups for which they had demographic data left only the unknown group, with its high proportion of minors and children: it was described as a way of "hacking" the audience safeguards in their system, one of the people said.

"Targeting the 'unknown' category

Google and Meta struck a deal to target advertisements for Instagram at teenagers on YouTube
FT montage/Alamy

reaches a varied and wide audience of people", including those who had ad personalisation turned off, Google said in response to questions about the use of the tactic to circumvent its policy.

Meta said: "Google's 'unknown' targeting option is available to all advertisers — not just Meta — and we have clear principles we adhere to when it comes to how we market our apps to teens on other platforms."

During the pitching process, another email from Spark in late 2023 asked Google to provide Meta with "platform-specific data and insights into teen behaviour". This would "enable us to tailor and refine our media tactics, messaging and creative execution", it read.

As part of its pitch, Google also boasted of its "really impressive" usage by 13- to 17-year-olds, handily outstripping daily engagement on TikTok and Instagram, documents show.

Google won the mandate from Spark and the teams on both sides took precautions, banning any direct reference to the age range in writing, one of the people said. Staff used euphemisms in presentations, such as slides with only the words "embrace the unknown", according to documents seen by the FT.

Google initiated an investigation into the allegations after it was contacted by the FT, and the project has now been cancelled, according to a person familiar with the decision.

Nevertheless, Chester said of the tie-up: "It shows you how both companies remain untrustworthy, duplicitous, powerful platforms that require stringent regulation and oversight."

Airlines

Qantas slashes exit pay of former boss over crisis role

NIC FILDES — SYDNEY

Australian airline Qantas has cut the bonuses due to its former chief executive Alan Joyce by more than A\$9.3mn (US\$6mn) to reflect damage done to its reputation in the last year of his tenure.

The decision is the outcome of a review launched in 2023 into management actions and the culture at the carrier in a year when its share price crashed as it was found to have sold "ghost flights" and illegally sacked 1,700 workers.

Joyce, who quit last year after 15 years at the helm, was the main target for passenger and investor ire as it was revealed that the Irish executive was due to receive a leaving package of up to A\$24mn. That triggered a shareholder rebellion, with more than 80 per cent voting against the company's pay policy at its annual meeting last November.

The review, published yesterday and conducted by McKinsey partner Tom Saar, found there was "too much deference to a long-tenured CEO" at Qantas and that a "command and control" leadership style under Joyce was a part of the "root cause" that underpinned the crisis that hit the company in 2023.

As a result of the review's recommendation, the Qantas board opted to slash Joyce's short-term and long-term bonuses because of the reputational damage done to the company during the post-pandemic period.

The board cut short-term bonuses paid to top executives by a third — equating to A\$4.1mn including nearly A\$1mn due to Joyce — to reflect issues at the airline. It also decided that Joyce's entire long-term incentive bonus — due between 2021 and 2023 but as yet unpaid — of about A\$8.4mn, would be forfeited. He has still been paid A\$14.9mn for the financial year to June 2023, even after the cuts.

Joyce was not available for comment.

John Mullen, who will replace corporate veteran Richard Goyder as chair of Qantas in September, said the pay adjustments and leadership review would allow the new management team to "restore pride" in the airline.

"It's important that the board understands what went wrong and learns from the mistakes of the past, as it's clear that we let Australians down," Mullen said.

Joyce had defended his actions, and potential bonus, pointing to the airline's rapid financial turnaround after it flew close to collapse during the pandemic.

A decision to sack 1,700 ground and baggage staff during that period was later deemed to be illegal and preceded a customer service meltdown that infuriated passengers. Last year, the corporate regulator sued the airline for selling tickets for flights it had already cancelled. That triggered a 20 per cent drop in its share price and Qantas eventually admitted it had misled customers. It is paying a A\$100mn penalty as a result.

Michael Kaine, national secretary of the Transport Workers' Union, slammed Joyce over what he called the "destruction of an Australian icon".

Kaine said: "This review is important because it verifies what workers, passengers and the Australian community have been saying for years: Qantas was a corporate dictatorship with a timorous board incapable of speaking up to Alan Joyce as CEO, who prioritised a toxic 'profit at all costs' culture."

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COMPANIES & MARKETS

Equities. Hedging strategies

Funds designed to withstand volatility endure sharp losses



'Covered call' ETFs that purchase stocks and sell options show they are not immune from downturns

NICHOLAS MEGAW AND WILL SCHMITT
NEW YORK

Investors who pumped tens of billions of dollars into funds offering insulation from volatility suffered sharp losses during this week's stock sell-off, highlighting the perils for retail traders seeking easy ways to ride out market uncertainty.

"Covered call" ETFs have boomed in popularity in recent years, with assets under management growing from about \$18bn in early 2022 to roughly \$80bn as of July, according to Morningstar data. Covered call strategies involve buying a basket of stocks while selling income-generating derivatives tied to the underlying assets.

Inflows have been driven by the prospect of equity-like price gains combined with bond-style income and low volatility. JPMorgan's popular Equity Premium Income fund (JEPI), the largest actively managed ETF in the US, aims to provide "a significant portion of the returns associated with the S&P 500 index with less volatility", according to the fund's marketing material.

But when markets move quickly, the relatively small income generated by selling options is not enough to offset the decline in the underlying shares. Many funds have been simultaneously underperforming and suffering sharp swings.

CBOE's S&P 500 BuyWrite index, a benchmark for covered call strategies, dropped 2.8 per cent on Monday, only

marginally better than the S&P 500's 3 per cent fall. While the S&P is still up 9 per cent year to date, the BuyWrite is up less than 4 per cent.

"These funds don't like volatility," said Ronald Lagnado, research director at Universa Investments, a fund that specialises in hedging against serious market downturns. "They call it an income strategy, but really you're just selling volatility. That can work out for long periods but can get completely hammered when you have a severe crash."

The potential defensive appeal of covered calls gained traction in 2022 as both equity and bond markets went into slow and steady declines. But Lagnado said that over the long term, their performance was little different from a classic 60/40 portfolio of stocks and Treasury bonds.

A JPMorgan Asset Management spokesperson acknowledged that "investors should not expect call-overwriting strategies to outperform the market on the upside over the long-term" while emphasising they could be

useful for "pure income", conservative equity exposure or replacing certain types of credit investments.

The company argued that "we have seen the more defensive nature of these strategies come to life" during the recent market turbulence. It said JEPI had outperformed the S&P 500 by about 2.5 per cent since the start of August. However, while the recent drops were less sharp in absolute terms, they were worse than the benchmark index relative to year-to-date returns.

JEPI's year-to-date return has fallen 43 per cent since the start of August, more than the 40 per cent drop in the S&P's returns, according to Bloomberg data. It has generated a total return of 4.9 per cent year to date, compared with 9.9 per cent for the S&P 500.

Popular funds tied to the tech-dominated Nasdaq 100 index have similarly underperformed. One-hundred dollars invested in Global X's \$8bn Nasdaq 100 Covered Call ETF at the start of 2024 would be worth \$101.45 after Wednesday's close, compared with \$106.68 for an investment in the underlying index,

This week's losses at the New York Stock Exchange highlight the danger for retail traders of seeking easy ways to insulate against uncertainty

Michael M Santiago/Getty

according to Bloomberg data. The Global X fund has shed more than 80 per cent of its year-to-date returns since the start of August, compared with 57 per cent for the index.

"I always maintain that for a long-term investor, it's not a buy-and-hold investment," said Lan Anh Tran, a manager research analyst with Morningstar. "You're giving up a lot of upside, and compounded over the long term, that's not a good proposition."

Robert Scudato, an options research analyst at Global X, noted that the Global X Nasdaq 100 Covered Call ETF lost about 6.54 per cent from the end of July through August 5, while the underlying index lost about 7.58 per cent.

"In the grand scheme of such a draw-down, which took place over such a short period of time, this outperformance of over 100 bps might be considered significant to some," Scudato said.

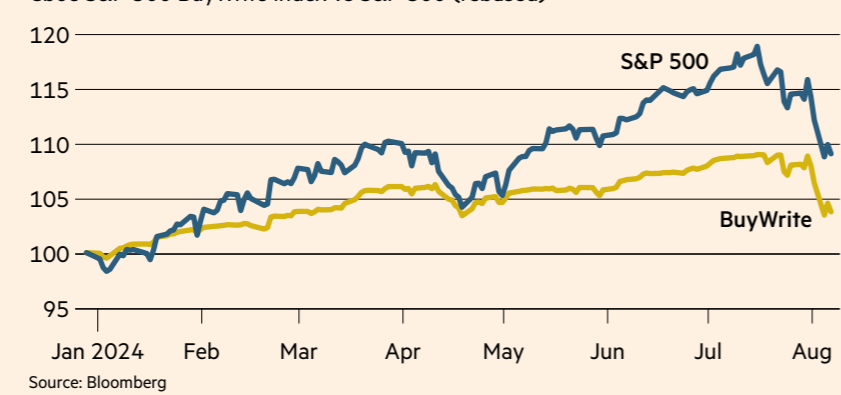
Howard Chan, chief executive of Kurv Investment Management, said covered call strategies can be useful for investors such as retirees for whom income is important. "The use is for a very particular segment of the market," he said.

Kurv has recently launched several ETFs that try to overcome some of the drawbacks of the strategy by only selling options during certain market conditions instead of mechanically at regular intervals. But, he added, funds should be careful about how they describe themselves to make sure investors understand what they are buying.

"A statement can be [technically] correct but I think require a bit more explanation for retail investors... Once a fund gets popular, the original intent and segment which it serves can get lost and everyone piles in, including people who don't know what that fund is for."

'Covered call' strategies are not immune to sharp falls

Cboe S&P 500 BuyWrite index vs S&P 500 (rebased)



Source: Bloomberg

'It can work out for long periods but can get completely hammered in a severe crash'

Insurance

Munich Re expects conditions behind sector's record profits to be sustained

IAN SMITH — LONDON

The head of Munich Re, the biggest reinsurer, expects benign conditions that have powered record profits for the sector but increased costs for businesses and households to be sustained in coming months.

Munich Re was one of a string of companies to report bumper profits yesterday, helped by a steep rise in the cost of insuring and reinsuring properties against natural catastrophes. This has fed through to more expensive cover for consumers and businesses, creating an affordability crisis in some regions.

The profits boom had led to expectations that prices would begin to decline as new providers were drawn to the market.

But Munich Re chief Joachim Wenning said yesterday that he did not anticipate any "softening" in the market ahead of renewals that happen at the end of the year, of which property catastrophe cover is a part. "We are very confident that the market environment... will be unchanged, meaning highly attractive," he said.

Munich Re, a heavyweight in prop-

erty catastrophe reinsurance, reported a record €3.8bn of post-tax profits in the first half, helped also by a strong performance in other areas. Beazley and Lancashire, two Lloyd's firms that offer property insurance and reinsurance, alongside other types of cover, also made record profits.

Executives argue that the reinsurance sector is still playing catch-up after years of underwriting losses before prices began to pick up in 2022. Reinsurers "have to earn now what they



The cost to insure against natural catastrophes has increased steeply

couldn't earn for so long", Wenning said.

Reinsurers have also recently benefited from a quieter period for disasters such as hurricanes, and by tightening policies to reduce exposure to events such as storms and floods.

London-listed Beazley, which offers both property insurance and reinsurance, reported that pre-tax profits doubled to a record \$729m in the first half, lifted by a strong underwriting performance and higher returns on investment.

Its combined ratio — a measure of claims and expenses as a proportion of premiums — improved from 88 per cent to 81 per cent. Beazley said it would probably hit 80 per cent for the full year, sending its shares up 10 per cent.

Chief executive Adrian Cox said the performance was a mixture of good risk selection and higher prices. "There are lots of losses [for insurers]. It might get a bit more competitive but I think it'll be less so than the reinsurance."

Lancashire's post-tax profits were up a quarter from the prior period to \$201m in the first half.

Chief executive Alex Mahoney said he expected any softening in the property insurance market to be gradual.

Pharmaceuticals

Eli Lilly boosts outlook after sales surge for diabetes and weight-loss treatments

OLIVER BARNES — NEW YORK

Eli Lilly raised its revenue forecast for 2024, sending its shares soaring, as the biggest drugmaker by market value continues to benefit from bumper sales of its diabetes and weight loss drugs.

The US company yesterday increased its full-year sales guidance by \$3bn to between \$45.4bn and \$46.6bn, citing the "strong performance of Mounjaro and Zepbound", its new class of diabetes and weight loss medicines known as GLP-1s.

Revenue in the second quarter increased 36 per cent year on year to \$11bn, while net income rose 68 per cent to \$2.97bn, beating analysts' expectations on both counts.

The sales boosts suggest that Eli Lilly has an edge over rival weight loss drugmaker Novo Nordisk in the race to boost manufacturing capacity to meet demand for a market that Goldman Sachs analysts estimate could be worth \$130bn in peak annual sales.

The Danish drugmaker's sales came in below analyst expectations on Wednesday because of manufacturing challenges.

Eli Lilly chief executive David Ricks said that the better-than-expected sales in its most recent quarter had been driven by the GLP-1 medicines as the drugmaker "advanced our manufacturing expansion agenda" in order to meet the huge demand for the medicines.

Increased pricing power for Mounjaro also boosted revenues, the company said.

Quarterly earnings suggest that the business is beating Novo and 'pulling ahead in the metabolic duopoly'

Sales of new products, which include the GLP-1 medicines, rose \$3.5bn to \$4.5bn. Sales of diabetes drug Mounjaro totalled \$3.1bn in the second quarter, while revenues from anti-obesity medication Zepbound reached \$1.2bn.

Evan Seigerman, a pharmaceuticals industry analyst at BMO Capital Markets, said the quarterly earnings suggested that Eli Lilly was beating Novo Nordisk and "pulling ahead in the metabolic duopoly".

Asset management

UK pension scheme acts to cut Israel exposure

JOSEPHINE CUMBO AND HARRIET AGNEW
LONDON

Britain's biggest private-sector pension fund has sold £80m of Israeli assets, joining a wave of retirement schemes retreating from the region in response to public pressure.

The £79bn Universities Superannuation Scheme, with more than 500,000 members, had "materially" reduced its exposure to Israeli investments including government debt and Israeli currency in the past six months, said two people with knowledge of the matter.

USS started selling down the bond and currency portfolio in March, the people said.

USS declined to comment. The move follows pressure from the pension fund's members, concerned over Israel's rights record. Members are largely higher education sector work-

The £79bn USS, with half a million members, began selling down the portfolio in March

ers. In its latest annual report, published last month, USS said it had a "legal duty to invest in the best financial interests of our members and beneficiaries".

At the time, it said it had reduced its exposure to the Middle East "in response to the financial risks that became apparent". In the past, the fund has also stepped back from investing in tobacco, manufacturing and thermal coal mining.

The University and College Union, which represents USS members, said it had raised concerns with the fund about investing in groups on the UN watchlist of those in breach of international law.

"We welcome what they have done by disposing of Israeli government bonds and currency, but we want them to go further and divest the companies that are supporting the Israeli government in its conflict in Gaza," said Dooley Harte, a UCU official.

The USS's move follows similar action by other retirement funds that have pulled back their Israel exposure.

In June, KLP, Norway's largest private pension manager, said it had divested its stake of close to \$70m in US industrial group Caterpillar, owing to the risk that its equipment was being used to violate the rights of Palestinians.

Pension Denmark, with more than 800,000 members, has withdrawn all its investments from Israeli banks.

In the UK, public sector pension plans with cash tied up in groups supplying weapons to Israel are under pressure to dump their holdings.

But the conflict has presented opportunities for some investors to scoop up assets in the Middle East. In May, the FT reported that municipal councils in the US were among the most enthusiastic buyers of Israeli debt.

Israel Bonds, the official underwriter for the paper, said at the time that, since the start of the war on October 7 last year, it had sold more than \$3bn of the debt, three times the annual average.

FT
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ft.com/markets

COMPANIES & MARKETS

The day in the markets

What you need to know

- Wall Street shares rise as solid jobs numbers bring cheer on US economy
- Treasury yields at their highest levels of the week amid fading recession fears
- Foundry TSMC among the decliners as Asian semiconductor stocks fall back

Wall Street stocks surged yesterday, rebounding from their sell-off, as investors were encouraged by stronger-than-expected unemployment data that eased fears about the US labour market.

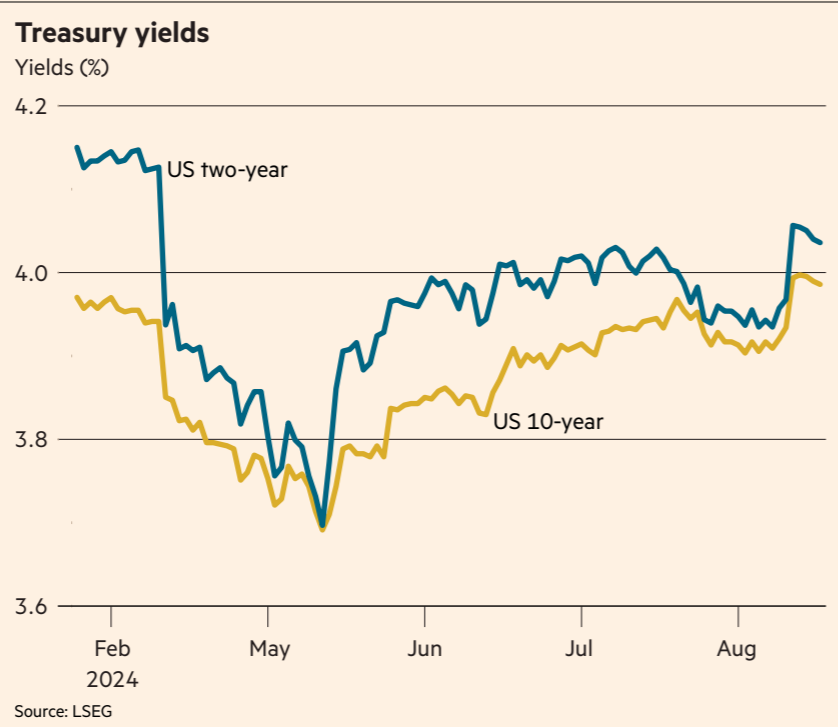
The S&P 500 was up 2 per cent at midday in New York. Tech stocks, which have endured a bruising couple of weeks, led the recovery, helping the Nasdaq climb 2.5 per cent.

The Philadelphia Stock Exchange Semiconductor Index was up 5.6 per cent, with Nvidia gaining 4.9 per cent.

"While the volatility in tech has been dramatic in recent days, we think the global correction has uncovered structural opportunities across many quality tech segments," said Solita Marcelli, CIO Americas at UBS Global Wealth Management.

The moves came after data showing new applications for US unemployment aid fell to their lowest level in a month, and below the consensus estimates. The figures eased concerns over the economy sparked by Friday's labour market report.

US Treasury yields hit their highest levels of the week as recession fears subsided and investors moved back to riskier assets as they reined in bets on Fed rate cuts. The yield on the two-year Treasury note, which tracks rate expectations, was up 0.06 percentage points on the day at 4.06 per cent.



The yield on the benchmark 10-year Treasury topped 4 per cent for the first time since last Thursday.

In European markets, stocks pared losses after a jittery morning. The Stoxx Europe 600 ended the day flat. France's Cac 40 lost 0.3 per cent while Germany's Dax closed 0.3 per cent higher. The FTSE 100 closed 0.4 per cent down.

In Asia, Japan's Topix closed 1.1 per cent down while Korea's Kospi was down 0.7 per cent. Equities indices in Hong Kong and mainland China edged up.

Semiconductor stocks in Asia fell, with Taiwan Semiconductor Manufacturing Co,

the largest foundry, shedding 2.6 per cent, while Taiwan's Taixi fell 1.9 per cent.

The yen weakened 0.3 per cent against the dollar to ¥147.18.

The Australian dollar climbed after the country's central bank governor said inflation remained "too high" and the bank's board was prepared to raise rates once more. The currency strengthened 0.5 per cent to A\$0.66 per US dollar.

"The board remains vigilant with respect to upside risks on inflation and will not hesitate to raise rates," Reserve Bank of Australia governor Michele Bullock said. **Emily Herbert**

Pooling creates risk, with interests of investors and managers hard to align

Satyajit Das

Markets Insight



All investors are equal, but some, especially wealthy and large ones, are more equal. This derives, in part, from the pooling structures – mutual funds, units trusts, limited partnerships and equivalents – through which investments are held.

The structures facilitate access to specific assets, investor participation, scale economies and professional management. There is an economic trade-off between returns and additional expenses.

However, pooling creates risks.

First, the interests of investors and asset managers are difficult to align. Management fees are on assets under management, driving a focus on attracting inflows rather than returns or risk.

Performance fees create asymmetric pay-offs for the manager. Assume a \$100mn fund where the manager has a \$5mn interest in the fund (the skin in the game) and fees are 1 per cent of AUM and 20 per cent in performance fees – a share of investment returns. If the hedge fund loses \$20mn, the manager loses \$1mn offset by the management fee received. If the fund makes \$20mn, the manager earns \$4mn plus the management fee (\$1mn), a 100 per cent return.

Conflicts influence shifts in risk profile. Where a fund performs well, the asset manager may reduce risk to lock in returns, especially approaching reporting dates. Managers of poorly performing funds can increase risk when facing withdrawal of investor funds.

Attempts to align interest have perverse results. Strict mandates around narrow objectives can discourage staying uninvested when opportunities are unavailable or expensive but also makes

liquidation to reduce risk difficult (due to specification of the composition of assets). Performance benchmarks lead to "closet indexing" or "herding behaviour", averaging out returns.

Second, pooled investments typically value fund investments periodically.

There are well documented difficulties due to liquidity concerns in traded assets and, of course, in untraded private assets. Valuation errors transfer real value between selling and buying investors and misstate wealth and collateral values. In relation to the latter, an unexpected large negative adjustment can trigger a cash call where the position is financed with debt.

Regulatory proposals to tighten rules on liquidity reserves and pricing can address some concerns

Fees are affected by valuations. Well over half of changes in AUM are from performance, mainly mark-to-market changes, not new inflows.

Third, problems of mismatches of assets (underlying investments) and liabilities (redemptions) are known.

But pooled structures which commingle investor funds create exposure to "weak hands". Investors who have no need for liquidity and have capacity to withstand short-term downturns are exposed to co-investors needing to redeem. This may force funds to sell holdings, usually better, more liquid assets, to raise cash, affecting fund returns and risk. Fixed-term funds or lock-in periods lead to bunching of redemptions, exacerbating exit risk.

Fourth, pooled funds come with embedded cash or liquidity risk.

Many private market funds are structured with cash calls, contractual commitments to contribute when required. This creates cash flow risks for investors. Fund distributions are also frequently unpredictable, resulting in uncertain flows and tax consequences.

While smaller investors have no choice, high-net-worth individuals and family offices increasingly favour managed accounts or exclusive dedicated structures where their funds are not commingled with other investors to minimize these risks.

Regulatory proposals to tighten rules on liquidity reserves and pricing can address some concerns. Other initiatives could include eliminating fees on AUM resulting from unrealised asset price rises, forcing distribution of income unless investors specifically choose to reinvest and more flexible rules around redemptions or penalties.

Financial equity requires providing better direct access to investments. Fractional trading of equities is one approach. Improving retail access to government and corporate debt securities would be another.

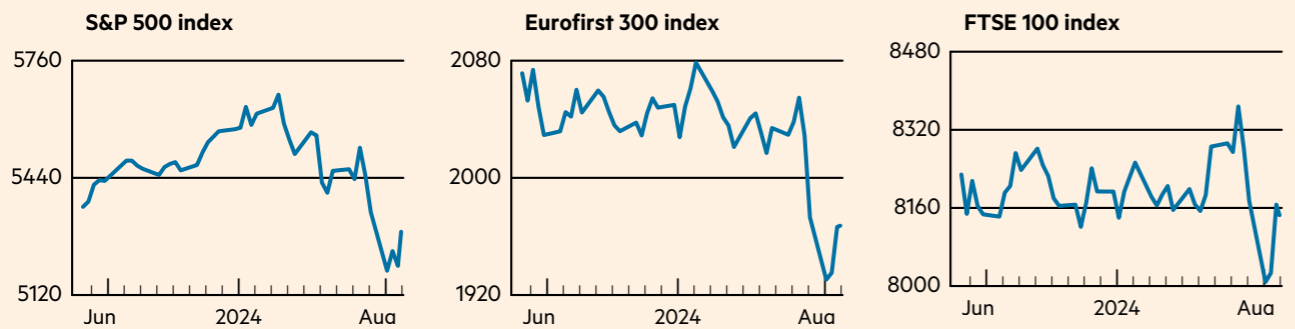
The problem is that fund management is not about investors. It is about smart managers using other people's money to make money by leveraging their skills. The business continues until they have sufficient capital to exit or close the fund to external investors and allow them to manage their and their friends' money.

Satyajit Das is a former banker and author of 'Traders, Guns & Money', 'Extreme Money' and 'Banquet of Consequences'

Markets update

	US	Eurozone	Japan	UK	China	Brazil
Stocks	S&P 500	Eurofirst 300	Nikkei 225	FTSE100	Shanghai Comp	Bovespa
Level	5292.70	1967.34	34831.15	8144.97	2869.90	128555.82
% change on day	1.79	0.06	-0.74	-0.27	0.00	0.82
Currency	\$ index (DXY)	\$ per €	Yen per \$	\$ per £	Rmb per \$	Real per \$
Level	103.061	1.091	147.250	1.272	7.163	5.610
% change on day	-0.132	-0.183	-0.071	0.000	-0.285	-0.034
Govt. bonds	10-year Treasury	10-year Bund	10-year JGB	10-year Gilt	10-year bond	10-year bond
Yield	3.988	2.267	0.828	4.082	2.102	11.359
Basis point change on day	4.510	0.000	-4.770	2.800	3.200	2.800
World index, Commods	FTSE All-World	Oil - Brent	Oil - WTI	Gold	Silver	Metals (LMEX)
Level	513.38	78.93	76.17	2400.45	27.15	3781.70
% change on day	1.03	0.77	1.25	0.16	0.31	-1.08

Main equity markets



Biggest movers

	US	Eurozone	UK
Up	Parker-hannifin 10.11	Novo Nordisk 4.30	Beazley 10.75
	Monolithic Power Systems 8.91	Dt.telekom 2.47	Hikma Pharmaceuticals 8.26
	Vistra 7.61	Ses 2.25	Entain 5.08
	Eli Lilly & Co 7.53	Ucb 2.10	Persimmon 2.79
	On Semiconductor 7.09	Siemens 2.03	Rightmove 2.70
Down	Mckesson -12.68	Brenntag -3.27	Spirax -7.44
	Monster Beverage -10.87	Evonik Industries -2.17	United Utilities -4.37
	Epam Systems -10.72	Commerzbank -1.89	Bt -4.01
	Warner Bros Discovery -8.69	Beiersdorf -1.75	Jd Sports Fashion -2.66
	Cencora -1.85	Lufthansa -1.56	Wpp -2.28

Financials

Ackman's Pershing considers deal to delist Howard Hughes Holdings

MARIA HEETER AND AMELIA POLLARD
NEW YORK

Bill Ackman's Pershing Square is weighing up a deal to delist \$3bn real estate company Howard Hughes Holdings, according to a regulatory filing, in what would be a significant escalation of its investment in the group.

Pershing Square is the property company's largest shareholder, with a holding of about 38 per cent. Pershing has tapped investment bank Jefferies to evaluate taking the company private and might sound out co-investors to help finance a deal, the regulatory filing showed.

The proposed deal comes as Ackman's hedge fund wrestles with a series of bruising setbacks. Last week he pulled the initial public offering of Pershing's US entity Pershing Square USA after slashing its fundraising target from \$25bn to \$2bn.

Pershing Square declined to com-

ment. Jefferies did not respond to a request for comment.

Howard Hughes said it did not comment on the actions or intentions of individual shareholders and that all details known to the company were in the regulatory filing.

Pershing Square has been a longtime shareholder of Howard Hughes, which owns land and develops office buildings, blocks of flats and master-planned communities across Texas, Nevada, Arizona, Hawaii and Maryland.

The company played a big role in redeveloping South Street Seaport in New York.

Ackman left the board of Howard Hughes this spring, after serving as chair since it was spun out from then-bankrupt shopping centre operator General Growth Properties in 2010.

At the time of the spin-off, "it was a complicated collection of development assets, master-planned communities, income-producing properties and other

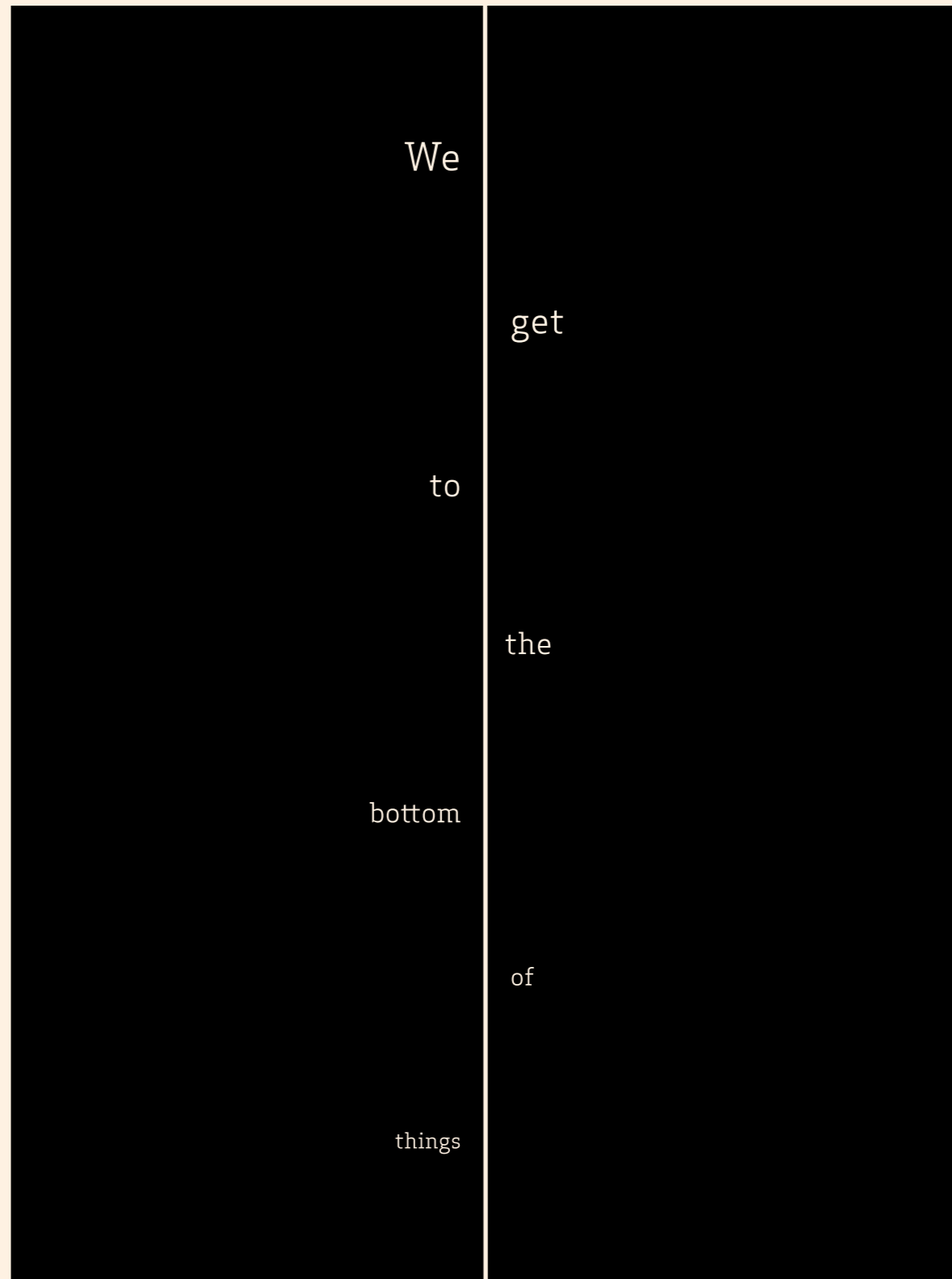
assets", Ackman said in April when Howard Hughes announced he would leave its board of directors.

Pershing Square has slowly increased its stake and "intends to remain a major, long-term shareholder of HHH", the company said in April.

Since then, Howard Hughes has streamlined its business. In July it split off its entertainment division, which includes parts of the South Street Seaport neighbourhood, the Las Vegas Aviators minor league baseball team and stadium, and rights for the space above Las Vegas's fashion show mall, where it plans to build a casino.

Referring to the failed IPO of Pershing Square USA and future plans, Ackman said in a post on X last week: "I made the decision to withdraw the IPO this morning when I came up with a better transaction structure."

The company has not provided additional details on what that new potential transaction might be.



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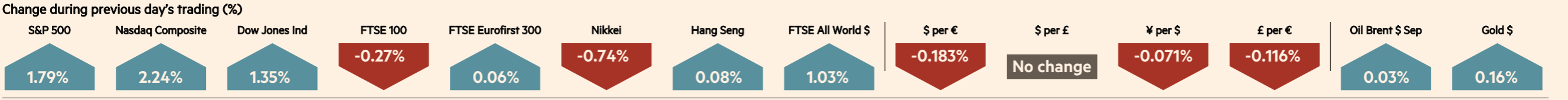
satellite images, and public records. With passion, precision, and perseverance we expose everything from crimes against humanity to environmental destruction. We get to the bottom of things. The ability to do so is only made possible by our readers, supporters, and community members.

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MARKET DATA

WORLD MARKETS AT A GLANCE

FT.COM/MARKETSDATA



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

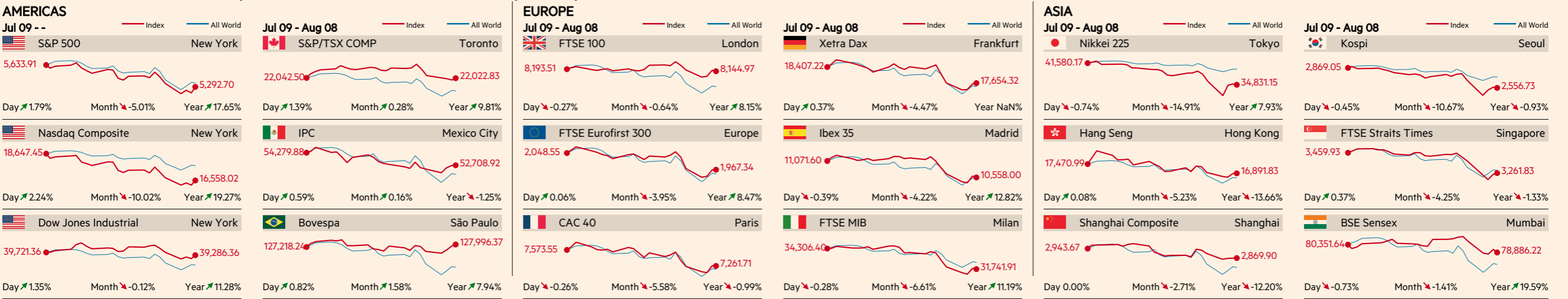


Table with columns: Country, Index, Latest, Previous. Lists market indices for various countries including Argentina, Australia, Austria, Brazil, Canada, Chile, China, Colombia, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Indonesia, Israel, Italy, Japan, Jordan, Kuwait, Latvia, Lithuania, Luxembourg, Malaysia, Mexico, Morocco, Netherlands, New Zealand, Nigeria, Norway, Pakistan, Philippines, Poland, Portugal, Romania, Saudi Arabia, Singapore, South Africa, South Korea, Spain, Sri Lanka, Sweden, Switzerland, Taiwan, Thailand, Turkey, UK, USA, Venezuela, Vietnam, and Cross-Border indices.

STOCK MARKET: BIGGEST MOVERS

Table with columns: AMERICA, LONDON, EURO MARKETS, TOKYO. Lists top movers in each region with columns for stock name, price, and daily change.

UK MARKET WINNERS AND LOSERS

Table with columns: FTSE 100, Winners, Losers. Lists top performing and underperforming UK stocks with columns for stock name, price, and daily change.

CURRENCIES

Table with columns: DOLLAR, EURO, POUND. Lists currency exchange rates for various countries including Argentina, Australia, Bahrain, Bolivia, Brazil, Canada, Chile, China, Colombia, Costa Rica, Czech Republic, Denmark, Egypt, Hong Kong, Hungary, India, Indonesia, Israel, Japan, Jordan, Kuwait, Malaysia, Mexico, New Zealand, Nigeria, Norway, Pakistan, Panama, Philippines, Poland, Romania, Russian Ruble, Saudi Arabia, Singapore, South Africa, South Korea, Sweden, Switzerland, Taiwan, Thailand, Turkey, UAE Dirham, United Kingdom, United States, Vietnamese Dong.

FTSE ACTUARIES SHARE INDICES

Table with columns: £ Strp, Day's Change, £ Strp, Day's Change, £ Strp, Day's Change, £ Strp, Day's Change. Lists various FTSE Actuarial indices and their performance.

FT 30 INDEX

Table with columns: May 08, May 07, May 06, May 03, May 02, Yr Ago, High, Low. Lists FT 30 index data and performance metrics.

FTSE SECTORS: LEADERS & LAGGARDS

Table with columns: Aerospace & Defense, Consumer Goods, Financials, etc. Lists sector performance metrics.

FTSE 100 SUMMARY

Table with columns: Group, Closing Price, Day's Change, FTSE 100, Closing Price, Day's Change. Lists FTSE 100 components and their performance.

FTSE SECTOR INDICES

Table with columns: FTSE Sector Indices, values. Lists FTSE sector indices and their values.

Hourly movements

Table with columns: FTSE 100, values. Lists hourly movements for FTSE 100.

Time of FTSE 100's high/low

Time of FTSE 100's high/low: 14:00 Day's High: 14:00 Day's Low: 12:52

UK RIGHTS OFFERS

Table with columns: Company, Amount, Latest price, etc. Lists UK rights offers.

UK COMPANY RATINGS

Table with columns: Company, Turnover, Pre-tax, etc. Lists UK company ratings.

UK STOCK MARKET TRADING DATA

Table with columns: Order Book Turnover, Order Book Bargains, etc. Lists UK stock market trading data.

UK STOCK MARKET TRADING DATA

Table with columns: Order Book Turnover, Order Book Bargains, etc. Lists UK stock market trading data.



MARKET DATA

FT500: THE WORLD'S LARGEST COMPANIES

Main market data table with columns for Stock, Price, Day Chg, 52 Week High/Low, Yld, P/E, MCapm. Includes sections for FT500, FT500: TOP 20, FT500: BOTTOM 20, and various international indices.

INTEREST RATES: OFFICIAL table showing rates for various countries and instruments like Fed Funds, Euro Repo, etc.

INTEREST RATES: MARKET table showing market rates for various countries and instruments.

COMMODITIES table listing prices and changes for various commodities like Energy, Metals, and Grains.

BONDS: INDEX-LINKED table showing bond index-linked data for various countries.

BONDS: TEN YEAR GOVT table showing ten-year government bond data for various countries.

BONDS: HIGH YIELD & EMERGING MARKET table showing high yield and emerging market bond data.

BONDS: BENCHMARK GOVERNMENT table showing benchmark government bond data for various countries.

BONDS: INDEX-LINKED table showing bond index-linked data for various countries.

BONDS: TEN YEAR GOVT table showing ten-year government bond data for various countries.

BONDS: VOLATILITY INDICES table showing volatility indices for various countries.

BONDS: INDEX-LINKED table showing bond index-linked data for various countries.

BONDS: TEN YEAR GOVT table showing ten-year government bond data for various countries.

BONDS: GLOBAL INVESTMENT GRADE table showing global investment grade bond data.

GILTS: UK CASH MARKET table showing UK gilt and cash market data.

GILTS: UK FTSE ACTUARIES INDICES table showing UK FTSE actuarial indices.

FT FINANCIAL TIMES logo and branding.

Advertisement for Interactive Data Pricing and Reference Data LLC, an ICE Data Services company.

Advertisement for Morningstar, a financial services company.

Advertisement for Tradedew, a financial services company.

Large advertisement for Morningstar with the text 'Your global economic picture. Sign up now at ft.com/newsletters'.

MANAGED FUNDS SERVICE

Table listing various managed funds including Algebris Investments, Blue Whale Growth Fund, Cantab Asset Management Ltd, Findlay Park Funds Plc, Dodge & Cox, Fundsmith Equity Fund, Guinness Global Investors, and others. Columns include Fund name, Bid, Offer, Div, and Yield.

Table listing various managed funds including Janus Henderson Global Equity Fund, Mirabaud Asset Management, LGT Wealth Management (CI) Limited, M & G Securities (1200)F, Marwyn Asset Management Limited, Platinum Capital Management, and others. Columns include Fund name, Bid, Offer, Div, and Yield.

Advertisement for Morningstar, featuring the Morningstar logo, website URL (www.morningstar.co.uk), and a 'Guide to Data' section explaining fund pricing and data availability.

Large advertisement for the Financial Times Managed Funds Service, featuring the FT logo, the text 'MANAGED FUNDS SERVICE', and images of financial reports and a laptop displaying fund data.



BVLGARI

ROMA 1884

ARTS

FILM

Danny Leigh



Who among us has never slumped it? So it is that Cate Blanchett, double Oscar winner and perhaps the most brilliant actor of her generation, strides on screen in *Borderlands*, a strenuously trashy video-game adaptation. The film is directed by Eli Roth, the mind behind, among other things, the grim and bloody *Hostel* films. It demands that Blanchett appear in endless green-screen sequences, firing outsize space guns while announcing that her character is “too old for this shit”.

We can only guess why. Is this the professional curiosity of a Michelin-starred chef, intrigued by the thought of a shift in KFC? Or could a clue lie in the scene where her interplanetary bounty-hunter Lilith is persuaded to take on an undesirable job? The fee pops up on her device: “OK!” she says brightly. Of course, Blanchett being Blanchett, the whole thing could be performance art.

Anyway, here she is, hired to return to her dust-bowl dump of a home planet. (Her Hi-Vis hair suggests Camden Market.) The subject of the hunt is a smart-mouthed tween with the secret to a vault of alien technology.

The supporting cast includes Jamie Lee Curtis and Kevin Hart; the humour is snarky; many bad guys receive dings to the crotch. It is only a matter of time before “Ace of Spades” appears on the soundtrack.

The game the film is based on may be old news but the video game spin-off is at an all-time high. *The Super Mario Bros Movie* was a recent box-office smash; streaming hit *The Last of Us* much critically praised. Traces of gaming now pop up in the action. There are tunnels of corrosive liquid to pass through, a plot arranged around locating an all-important key.

Rumours that Craig Mazin, writer of *The Last of Us*, worked on the project then removed his credit have been denied. The script still seems to be engaged in guerrilla warfare against the rest of the film. “Is there any way out of this that doesn’t involve garbage?” Blanchett asks.



Cate Blanchett goes green-screen

Elsewhere, Roth seems less to be trolling his own movie than his core audience — fans of the original game. *Borderlands* was known for its violence and profanity. Here, all that has been sweetened into the mildest scatology and a 10-year-old’s idea of bad language.

Much like Blanchett’s involvement, questions abound. Has Roth botched making a multiplex hit from an edgy IP nugget? Almost certainly yes. But there are faint, stubborn signs of something more interesting: Blanchett’s charisma unkillable, an occasional lairy oomph.



Above: Matt Damon, left, and Casey Affleck in ‘The Instigators’. Main: Cate Blanchett and Ariana Greenblatt in ‘Borderlands’ — Lionsgate

Ironically, the film I was most reminded of was 1993’s original *Super Mario Bros*, another misfire with a celebrated headliner — back then, Bob Hoskins. That film was a commercial disaster, but is now remembered as a landmark of sorts. The same might be Roth’s best bet. His movie is not very good, and surely doomed at the box office. History, though, can be forgiving. Let’s talk again in 30 years. Maybe.

In cinemas now

Death takes many forms, as emphatically proved in the striking new curio *Tuesday*. The film is mostly British — set in London and co-funded by the BBC — but stars Julia Louis-Dreyfus, the fictional American vice-president of *Veep*, as harried single mother Zora. Her transatlantic journey to what looks like Zone 4 of the UK capital is never explained. Such details would also be easy to miss. For now, we find her wandering through a suburban park before returning to the home she shares with daughter Tuesday (Lola Petticrew, excellent) — a sparky teenager with terminal cancer.

You may now be expecting the kind of film that *Tuesday* indeed often is: tear-stained and wrenching. It is also something far more singular, as is clear from what Zora now finds in Tuesday’s bedroom. That shape in the corner is a monstrous, inky black macaw — one that is Death itself, here to sweep up Tuesday’s soul with a single flap of a wing. (Yes: that old cliché.) Usually, the bird is giant in size, but given to shrinking when under stress. Naturally, being a parrot, it also speaks. The voice is supplied by actor Arinzé Kene: bassy, cracked, sorrowful.

Having swung this big from the start, the film has to keep faith with its own audacity. It does. Writer-director Daina O Pusić holds her nerve as a story takes shape. Tuesday’s mother resolves to save her daughter, but the young woman herself comes to see this feathered nightmare as a friend. The domestic gives way to the cosmic. Whatever the movie’s supposed Britishness, Pusić is Croatian, and looks at London with fresh eyes. The polite social realism of UK cinema is reshaped into absurdism.

The risks are everywhere. The stylistic gymnastics could overpower, or even read as tasteless. And quite a lot about *Tuesday* doesn’t work: it can feel like six short films haphazardly glued together. But the comedy in the movie is just the right degree of mordant. (A special mention here for Death’s memories of Jesus and Stalin.) Ultimately, Pusić’s flights of imagination remind you how raw and strange loss and mortality are. The film is fantastical, but the ache at its heart is real, and stays with you.

In cinemas now

True crime is everywhere: the stuff of more podcasts than there are podcast listeners. *Truth in crime* — the American crime movie, specifically — is rarer. But honesty ended up on-screen this year with *Hit Man*, director Richard Linklater playfully exposing the reality of hired assassins. Now we have *The Instigators*, a deadpan heist comedy aiming for a certain downbeat verité.

The movie comes with a joke baked-in. The stars are Matt Damon and Casey Affleck, who in the 2000s appeared in Steven Soderbergh’s *Ocean’s* movies, witty heist capers heavy on glitz. Two decades later, the new movie has been made on what looks a generous budget — but with all glamour long gone. Instead, the vibe is one of warm beer, bloodstains and pathos.

Damon plays Rory, so wilfully grey-toned you assume he must be in hiding.

The script seems to be engaged in guerrilla warfare against the rest of ‘Borderlands’

(Another 2000s reference point: the director here is Doug Liman, who worked with Damon on *The Bourne Identity*.) In fact, he is pretty much exactly what he looks like: an average Joe pushing 60, weighed down by debt and family estrangements.

A man of few words, Rory’s share of those is taken by Cobby (Affleck), a gabby ex-con. The setting is Boston, a fact of which the film is always keen to remind us. The score the two strangers get mixed up in will see a crooked city mayor relieved of a safe stuffed with pork-belly cash donations.

If the movie nods back to the 2000s, it

Borderlands

Eli Roth
★★★☆☆

Tuesday

Daina O Pusić
★★★★☆

The Instigators

Doug Liman
★★★★☆

Radical

Christopher Zalla
★★★★☆

also wants to channel the spirit of early Seventies Hollywood, a time and place in which modest but deft US crime flicks hinged on everyman characters and wry, cynical scenarios. (Walter Matthau might well be involved.) Now Liman, Affleck and Damon move with confidence through the blunders and bad luck, settling into a relaxed groove of comic bickering. Even for actors with the long off-camera friendship of the stars here, making that kind of yacking tick is harder than it looks. Doubly so for Damon, who also has to fix our attention on a shrug of a character.

Sometimes you even forget this is a pair of hugely successful movie actors in the guise of blue collar losers. Off-camera, Damon along with Affleck’s older brother Ben have produced the film, which may explain why the characters are so scrupulously angelic for all their criminal bent. Among an under-employed supporting cast, Hong Chau does well with not much to work with. The real co-stars are the periodic explosions and car chases: the major campaign contributor here Apple, the filmmakers’ own stash of used banknotes.

On Apple TV+ now

The classroom door stands ajar in feel-good Mexican drama *Radical*: the sixth-graders of José Urbina López primary school clustered in the doorway. This is meant to be maths, but the desks have been upended and a game made of the lesson by their new teacher, impish showman Sergio Juárez Correa (Eugenio Derbez). A consensus soon forms among the kids: loco, clearly.

Scepticism extends to his colleagues. Why would anyone want to teach here, in a historically failing school in the troubled border city Matamoros, riddled with the violence of the drug trade?

In essence, all this is true. Sergio Juárez Correa was and is a school teacher in Matamoros, with a now renowned record in transforming young lives. The movie has naturally been trimmed and polished for maximal uplift, as movies tend to be. The 2013 article in *Wired* magazine which the film is based on centred on teaching methods. Here the pedagogy is gently led to the back seat.

If the classroom is experimental, the movie is traditional: the story beats are familiar, and finished with a big-screen sheen. Capturing poverty without either prettifying or exploiting is a skill. Director Christopher Zalla is never other than smart and sensitive, while drawing fine performances from his young cast — a sweet echo of this model relationship between teacher and student.

In cinemas now



Right: Julia Louis-Dreyfus plays the mother of a dying girl in ‘Tuesday’.

Below: Eugenio Derbez plays an inspirational teacher in ‘Radical’ — Kevin Baker



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FT BIG READ. TECHNOLOGY

With a series of new investments, partnerships and hires, the tech giant has worked to execute an AI strategy independent of Sam Altman's start-up, following a leadership crisis there last year.

By Madhumita Murgia and Stephen Morris

In late November last year, as India faced Australia in the final of the Cricket World Cup, mega-fan Satya Nadella was distracted. He was dealing with a work crisis.

Nadella, who runs \$3tn software giant Microsoft, had learned just days earlier that Sam Altman, the chief executive of OpenAI, the start-up in which Microsoft has invested \$13bn, had been fired by his board in a surprise coup for not being "consistently candid".

Caught unawares despite being OpenAI's largest financial backer, Nadella moved quickly to fix the disruption. Once reassured Altman had not done anything egregious, he pushed first to hire and later reinstate the entrepreneur, in an attempt to restore stability at the start-up with which Microsoft's future was now closely threaded.

In all, it took Microsoft's leadership 10 days of intense work to repair the fallout from the aborted coup.

For Microsoft and its investors, the incident was a reminder of how central OpenAI had become to its strategy: the growth of artificial intelligence. Nadella's decision to bet on the start-up in July 2019, long before its flagship product ChatGPT became a household name, had created one of the tech industry's most successful partnerships.

Not only did it give the software company a head start in the booming market for generative AI, but Microsoft's share price has more than tripled since the initial \$1bn investment five years ago, allowing it to compete with Apple for the title of world's most valuable company and widen its advantage over arch-rival Google. Speaking in a Financial Times interview early last year, Nadella said Microsoft and OpenAI had developed a "mutual dependence".

But in the eight months since the board dispute, the tech giant has worked to execute an AI strategy independent of Altman's start-up. It has diversified its investments and partnerships in generative AI, built its own smaller, cheaper models, and hired aggressively.

In February, Microsoft announced a multiyear partnership and investment into French AI start-up Mistral; the following month it paid another peer Inflection — led by Google DeepMind co-founder Mustafa Suleyman — \$650mn to license its technology and hire most of its talent; and then in April invested \$1.5bn in Abu Dhabi AI group G42.

That same month, it also announced it had built its own family of generative AI models known as Phi-3 — software that is smaller in size and complexity, and cheaper to run than so-called large language models such as OpenAI's GPT-4. Microsoft has said its Phi-3 models are being used by the likes of BlackRock and Epic, and have outperformed GPT-3.5, an earlier version of OpenAI's model, which ran its chatbot ChatGPT.

As the company's vast spending on AI continues — accounting for much of its \$56bn in annual capex — investors and regulators are closely scrutinising the high-profile alliance with OpenAI, and Microsoft's strategy to challenge Google on its home turf: search.

"Before November, I didn't think they had a diversification strategy. Satya is one of the smartest executives and leaders you can ever find in the ecosystem. If after the experience in November he is not thinking about diversification, I would be worried," says Navrina Singh, chief executive of Credo AI, who worked on commercialising AI systems at Microsoft until 2019. "As one of the most valuable companies in the world... you can't have your eggs in one basket. You can't be blinded by innovation."

Microsoft's efforts to expand its AI ecosystem have changed the terms of its relationship with OpenAI, and also exposed the flaws within it. "I think you can see some fractures of trust and once those fractures appear it's very difficult to reduce or remove them," Singh adds.

A sales executive at Microsoft says it is just smart business. "The other partnerships are a safeguard, not just if OpenAI goes down but in case a new start-up comes up with something better," the person says. "What happens if Mistral, Cohere or Microsoft bring out a better model, what does Sam have? Huge consumer reach, good researchers, but if the best model isn't GPT4 then who cares?"

Since its leadership crisis, OpenAI has replaced its board almost entirely, although its governance structures remain largely unchanged.

Altman was reinstated as a director in March, following an independent review conducted by a law firm into the events, which concluded that his behaviour "did not mandate removal". In the aftermath, Microsoft was first given, and then withdrew from, an observer seat on the board, amid growing scrutiny by antitrust regulators.



How Microsoft spread its bets beyond OpenAI

'As one of the most valuable companies in the world, you can't have your eggs in one basket'

But in recent months, OpenAI has been rocked by internal rows and high-profile resignations. This week, the company's president, former board member and prominent co-founder Greg Brockman announced a leave of absence until the end of the year without explanation. Brockman was one of Altman's fiercest supporters during the November coup, when he resigned from his role in protest, before rejoining days later. At the time, Nadella offered him a job at Microsoft, alongside Altman.

In May, former chief scientist and co-founder Ilya Sutskever quit to found his own AI company, after playing a leading role in the failed attempt to oust Altman, for reasons he never elaborated on. The raft of departures mean that nine of the start-up's 11 co-founders are currently not working there.

Another recent exit, Jan Leike, who led OpenAI's efforts to steer and control super-powerful AI tools and worked closely with Sutskever, said his differences with the company leadership had "reached a breaking point" as "safety culture and processes have taken a back seat to shiny products".

He and others have gone to work for rival Anthropic, which itself was founded by former OpenAI employees who broke with Altman and the rest of OpenAI's leadership in 2021.

According to former Microsoft employees, this is not the first time OpenAI has operated in a dysfunctional

manner. Sophia Velastegui, former chief AI technology officer for business applications at Microsoft, says that even prior to ChatGPT, some of the product launches had not been communicated to Microsoft as expected. "OpenAI still operates like a start-up in many ways, so their tolerance for risk is higher than Microsoft's."

Altman continues to have powerful supporters in Silicon Valley. LinkedIn co-founder and Microsoft board member Reid Hoffman describes Altman as a "hall of fame entrepreneur" who does not suffer from the same "messiah complex" as other prominent founders.

Still, recent departures and changes at OpenAI will leave the tech giant's leadership more nervous about management maturity at the start-up, and provide a reminder that Microsoft cannot be overly dependent on any one third-party technology in the AI vertical.

"Aligning expectations about how and when to communicate is a process when a disrupter like OpenAI joins forces with an established player like Microsoft," says Velastegui. "At the end of the day, both companies are still learning how best to work together."

While investments in G42 and Mistral were not necessarily knee jerk responses to Altman's ouster, those deals took on more significance as a way of reassuring nervous investors that the tech giant was spreading its bets.

More controversially, the so-called "acqui-hire" of Inflection founder Suleyman and most of the start-up's staff in March set Microsoft on a path to confrontation with its biggest AI partner. The combative former Google DeepMind executive, who left that company having developed a reputation as a bully, was put in charge of a new internal AI unit at Microsoft and tasked with building consumer-facing products that would compete with those from Altman's OpenAI.

According to multiple people in the tech industry, there are already tensions simmering between the ambitious pair.

There will be more complications down the line. The US Federal Trade Commission is probing whether the Inflection deal was structured to cir-

cumvent antitrust laws, essentially gutting the smaller company of talent and software, while avoiding the formal scrutiny a full takeover would have brought. The FTC has also opened an investigation into the OpenAI partnership, resulting in Microsoft proactively dropping its board observer seat.

Despite the scrutiny, the Inflection deal has become a model for other tech giants seeking talent. In June, Amazon hired most of the staff at AI-agent start-up Adept and paid \$330mn to license its intellectual property. Last

Above: Microsoft chief Satya Nadella. Below: OpenAI co-founder Greg Brockman announced a leave of absence without explanation
FT montage/Bloomberg/Getty



week, Google rehired the founder of chatbot maker Character.ai and paid more than \$2bn to license its technology and cash out existing investors.

The rash of buyouts underlines the trend of power flowing away from the start-ups like OpenAI, which kick-started the AI revolution, back to Big Tech gatekeepers, cementing the hold they've had on the sector for decades.

"[OpenAI] remains a strong partner and we are pretty confident they have solved their internal issues," says Eric Boyd, corporate vice-president of Microsoft's Azure AI cloud computing platform, who manages the relationship with OpenAI. "At least to me, there has not been a particular strategic shift as a result of what happened."

Brad Lightcap, OpenAI's chief operating officer, says: "While we have evolved from a small start-up to a company serving the world's largest companies,

Microsoft remains an important partner." Its funds and infrastructure have helped "enable OpenAI to innovate and deliver groundbreaking research and products", he adds.

But as Altman's vaulting ambitions grow, the two companies find themselves increasingly in competition.

In June, Apple said it would integrate ChatGPT into its operating systems, giving the start-up access to its 2.2bn active devices around the world. Notably, ChatGPT has not been similarly integrated into Windows.

OpenAI is hiring rapidly for a sales team to pitch their products to commercial clients directly, going after the companies that Microsoft wants for its Azure platform with the same underlying technology that powers its workplace AI assistant, Copilot.

Boyd insisted that although the two companies collaborated on creating models, "we go to market and approach customers completely independently... If customers ask us what the difference is in the offerings, we tend to point to the ways that we show up as a company — OpenAI is a start-up and we've been around for decades."

He suggests that, as a start-up, OpenAI has fewer checks and balances than its partner. "We have a long history of working with enterprises, handling sensitive data... We know how to do privacy and compliance."

Ultimately, though, even if Microsoft loses a pitch to OpenAI, it still wins — although the reverse is not true. Azure is OpenAI's exclusive cloud provider and will be paid for the computing power that results, Boyd says. Microsoft is also agnostic about which AI models are used, so long as they are accessed through its cloud.

"We have over 1,600 models available through Azure AI... the main thing we want is people to be building and using them on Azure," he says.

Microsoft has been keen to play up the burgeoning rivalry with its partner in light of escalating antitrust scrutiny. In its 2024 annual report, OpenAI was added to its list of direct competitors in AI, search and advertising. It also flagged that it has "limited ability to control or influence third parties with whom we have arrangements".

The difference in strategy between Microsoft and Google is stark. The search giant is attempting to build a "full stack" of AI in-house, from LLMs and consumer-facing chatbots to hardware such as chips and servers in its cloud business.

The deal with OpenAI means that "Microsoft has decided to outsource their AI R&D," says one Google executive, who asked to remain anonymous. "We are being more cautious."

Investors are starting to question the heavy spending on AI by Big Tech, which reached a combined \$106bn in the first six months of 2024. After a historic bull run, the tech-dominated Nasdaq has fallen 13 per cent from its mid-July record peak, helping spark a wider market rout.

Microsoft reported that capex had jumped 80 per cent in the fourth quarter and it had spent \$56bn in its financial year 2024. Ben Reitzes, an analyst at Melius Research, says executives' comments "imply an aggregate figure of at least \$80bn for 2025".

Some of this spending is driving the ambitions of OpenAI: "We have also increased our investments in the development and deployment of specialised supercomputing systems to accelerate OpenAI's research," Microsoft said in its annual report.

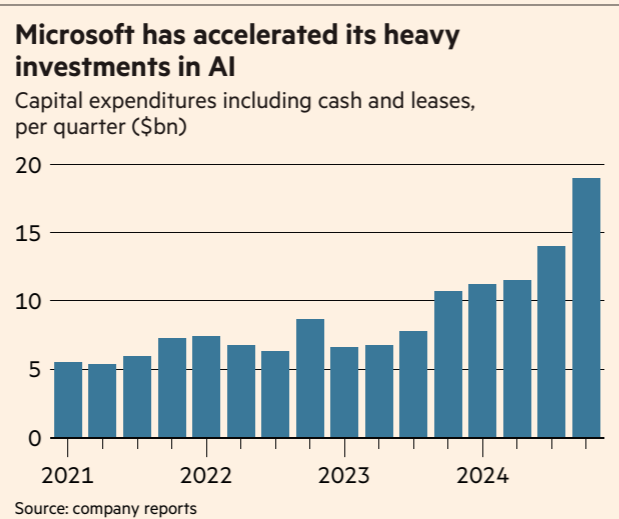
Still, analysts were impressed by early tangible evidence of a translation of investment into earnings. Chief financial officer Amy Hood predicted a strong ramp up in AI-related profits in the second half of next year and Nadella said Azure AI now had 60,000 customers, up more than 60 per cent from a year ago.

"Microsoft continues to be the clear beneficiary from Generative AI initiatives, with 46 per cent of chief investment officers citing Microsoft as gaining the largest share of IT spending over the next one and three years," says Morgan Stanley analyst Keith Weiss, referring to a survey the investment bank conducted. "The number two vendor, Amazon, was cited by just 6 per cent."

Even as the OpenAI drama was ongoing, Nadella cast himself as the dominant partner in the relationship.

"We were very confident in our own ability. If tomorrow OpenAI disappeared, I don't want any customer of ours to be worried about it," he said in a November interview. "We have all of the [IP] rights to continue the innovation... We have the people, we have the compute, we have the data, we have everything."

Additional reporting by George Hammond and Camilla Hodgson



Opinion

Harris must face America's nimbyism head on

WORLD AFFAIRS

Adam Tooze



The attack line from the Republicans is predictable: Kamala Harris was Biden's border tsar. The crisis on the border with Mexico shows that she failed. So too is the response from the Democrats: No, the vice-president never was in charge of the border. Her role was to address the root causes of migration from El Salvador, Guatemala and Honduras. No one can blame her for failing. It was mission impossible.

The striking thing about this retort is not that it is unreasonable, but that it sets such a low bar. Whereas for the Republicans the desperation in Central America is reason to seal the border even more firmly, for the Democrats the deep-seated nature of those problems is

an excuse. Apparently, no one expects Harris or anyone else to succeed in addressing the poverty and insecurity in the region. Shrugging its shoulders, the US settles down to live with polycrisis on its doorstep.

This isn't to say that better policy comes easily. The problems hampering development in Latin America, the Caribbean and Central America run deep. The region contends with profound inequality, institutional failure, corruption, organised crime and poor educational and public health standards. All this in fragile commodity-centred economies that are exposed to climate change.

But then again, the aim is not to achieve complete convergence. A serious effort to address "root causes" would seek merely to lift the poorer sections of society out of absolute misery. When America's political class shrugs its shoulders, what they are giving up on is the possibility of even this modest level of progress.

It doesn't help, of course, that American affluence is both unattainable and part of the problem. It is the US that pro-

vides the market for the drug smugglers. It is Washington's grotesque failure to regulate even military-grade assault rifles that supplies the weaponry. US sanctions against Cuba and Venezuela exacerbate tension without offering real off-ramps.

And fundamentally, there is deep policy fatigue. Everyone in the US knows

It would take a huge political effort to appropriate serious cash for LatAm development

that it would take a significant political effort to persuade Congress to appropriate serious money for Latin American development.

Harris's "root causes" strategy was backed by \$4bn over four years. To address the scale of problems in Central America, let alone Venezuela, that is peanuts. Following the blended-finance recipe, Harris multiplied those public funds with \$5.2bn in private investment

focused on manufacturing, internet and women's empowerment. This is all to the good. But private investment is a slow-acting mechanism for addressing acute social and economic crises.

Trump slashed aid spending in the region. Biden did restore it, but to levels at half in real terms what the US spent in Latin America and the Caribbean in the 1960s. And that does not allow for GDP growth in the interim.

Of course, much cold war spending was disastrous: feeding military regimes and stoking political violence. But at least, at the time, the US perceived itself to have an existential interest in the region. Nowadays, competition with China occasionally raises a flicker of interest but that is at its hottest in the big economies of South America, a long way away from the crisis in the isthmus countries.

Images of caged migrant children raise a moral panic. But without the broader historical framing of the cold war and early 20th-century visions of Pan-Americanism, what is left is a more or less cynical acceptance of the status quo. Unauthorised migrants by the mil-

lions are absorbed into America's workforce, accounting for more than 5 per cent of all jobs, particularly in low-end construction and services. Legal limbo is the price that the migrants pay for an improvement in their lives. Insofar as they affect the labour market, it is above all other recent migrants who face competition.

As a *modus vivendi* this is infinitely preferable to draconian immigration enforcement. But it amounts to an abdication of regional leadership and institutionalised condescension. Central America is in effect labelled as beyond hope. This stands in sharp contrast to Washington's bold claims about its proper role in faraway Asia. It also contrasts sharply with the visions of a better America promised by Bidenomics.

One can only hope that if Harris does win the presidency, she will embark on the kind of ambitious policy for America's immediate neighbourhood that she was unable and unwilling to push while serving as VP.

The writer is an FT contributing editor and writes the *Chartbook* newsletter

War in Sudan is being fuelled by a web of external actors

AFRICA

David Pilling



The war in Sudan, when anyone gives it a second thought, is imagined as two generals fighting over the carcass of a country. That is true as far as it goes. But the conflict that has displaced 10mn people, brought 25mn to acute hunger and unleashed human rights atrocities of frightening magnitude is also a proxy war.

The various sponsors of that war, which erupted in Khartoum in April last year, are rising middle powers in the region, including the Gulf. The shadow battle they are waging, replicated in a web of competing mediation efforts, makes the tangled "objectives" of the conflict harder to decipher and its resolution more intractable.

A recent report by Amnesty International found that weapons and military equipment supplied by the United Arab Emirates, Turkey, China and Russia had proliferated on the battlefield. Civilians have been the main casualties. This month, the Integrated Food Security Phase Classification, an independent group of experts, declared famine conditions affecting half a million people in the Zamzam camp in northern Darfur.

Nearly every one of Sudan's seven neighbours are being used as transit routes for lethal materiel. "This conflict is being fuelled by an almost unimpeded supply of weapons," Amnesty says.

When hostilities broke out last year between Sudan's two most powerful generals, the worry was that regional powers would get sucked in. That fear

Proxy conflicts are hard to end, especially when the backers are overlapping alliances of middle powers

has proved deadly accurate. Though Sudan has been floundering for decades, it has resources other countries crave: gold, arable land, a long stretch of the Nile and, most important, 750 kilometres of Red Sea coastline.

The proxies on each side don't line up neatly — and they routinely deny involvement. But they go roughly like this. Behind the Sudanese Armed Forces and its commander Abdel Fattah el-Burhan stand Egypt and Saudi Arabia. The UAE and Russia are backing the Rapid Support Forces, a paramilitary group that grew out of the notorious Janjaweed, led by Mohamed Hamdan Dagalo, a former camel trader also known as Hemeti. Other sponsors are more promiscuous in their support.

Burhan represents the Sudanese state, though humanitarians argue he has relinquished that claim by blocking food aid to swaths of the country controlled by the RSF. His forces have been accused by Amnesty and others of gross human rights abuses. The RSF is even worse. Alex de Waal, an expert on Sudan at Tufts University, calls it "a looting and pillaging machine". Victory for the RSF, which for years has done business with the Russian mercenary group once known as Wagner, would make Sudan a "wholly owned subsidiary of a transnational mercenary enterprise", he says.

The UAE denies backing the RSF, though many independent experts have presented satellite and other evidence to indicate otherwise. Those who profess to understand the UAE's motives say it suspects Burhan of being too close to Islamists. Hemeti, despite his trail of genocide, has managed to present himself as being on the side of democracy.

Neither side looks capable of decisive victory. Burhan's forces have retreated to Port Sudan. Hemeti's are dug in around Darfur. Khartoum is contested. Sudan, which lost South Sudan to independence in 2011, could fracture further.

Until now, competing mediation initiatives have produced little more than broken ceasefires. There is a flicker of hope as Sudan's government last month provisionally agreed to attend inclusive US-sponsored peace talks in Geneva.

But wars fought by proxy are hard to end, especially when the backers are overlapping alliances of middle powers. "Sudan is caught in a massive political tussle," says Comfort Ero, president of the Crisis Group. Tragically, that means its war could drag on for months, or years. Even more tragically, it is not likely to be the last of its kind.

david.pilling@ft.com

Markets reflect fears about unwinding QE

FINANCE

Gillian Tett



Last week, before the global market meltdown, three dozen luminaries of American finance gathered for a summer lunch, where they conducted informal polls about the outlook. The results were pretty dull.

The majority at the table voted for a so-called "soft landing" for the US economy, with rates of 3-3.5 per cent in a year's time, and a swing of 10 per cent, or less, for stock prices (evenly split between up and down).

The only notable, truly spicy detail was that these luminaries now view the US election race as a toss-up — while three weeks earlier there was near-unanimity at another lunch that Donald Trump would win. No one projected an imminent market crash.

There are two lessons here. The first is that not even ultra-well-paid financiers — be they hedgies, private equity players or bankers — can really forecast the precise moments of market meltdowns. Yes, fundamental strains and cracks can be identified. But judging when these will cause a market earthquake is as hard as real geology; humility is required. And doubly so given that the rise of algorithmic trading is creating

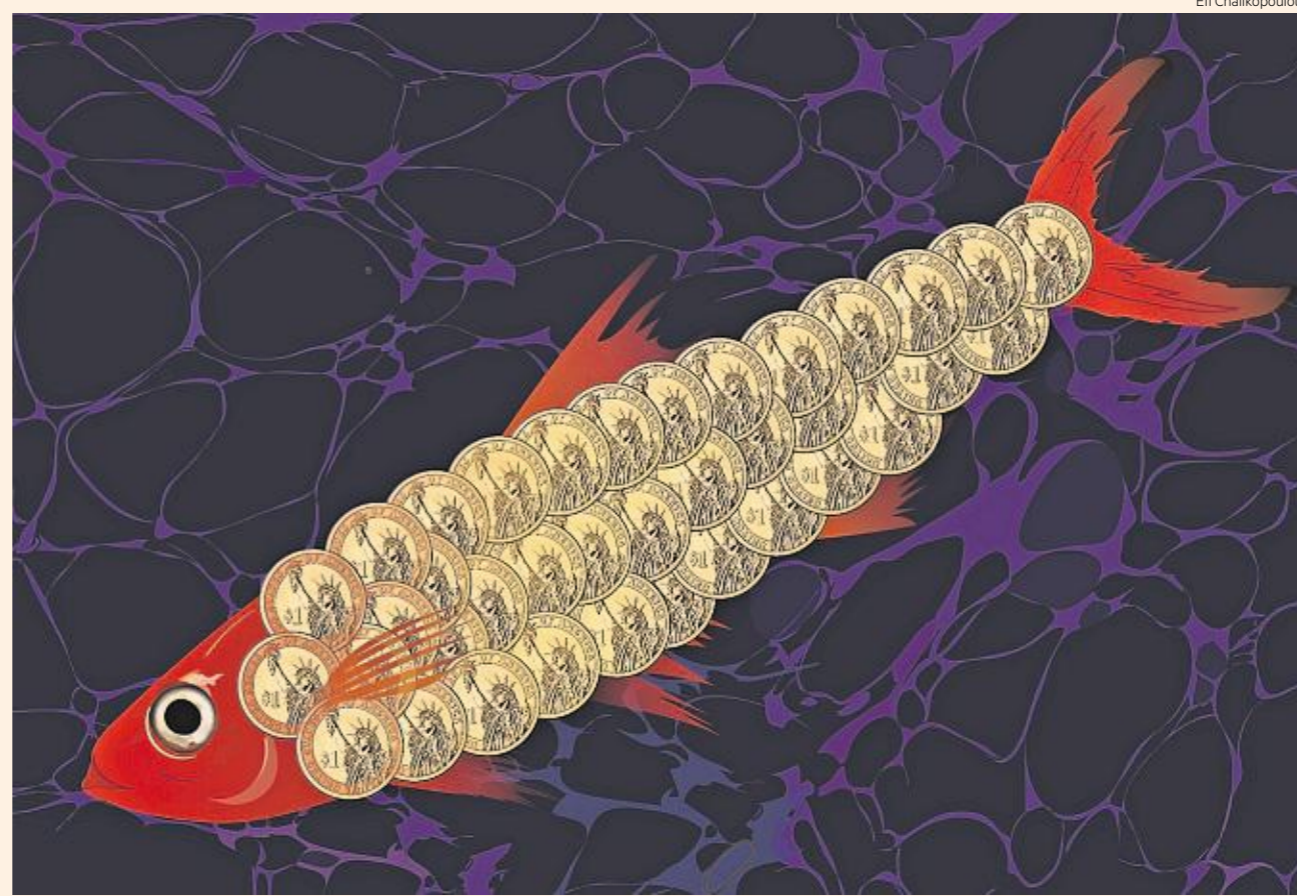
dramatically more price volatility and feedback loops.

Second, this week's market rout was driven not so much by panic around the "real" economy as by financial dynamics. Or, as Bridgewater wrote in a client letter: "We view the widespread deleveraging firmly as a market event and not an economic one," since "periods of structurally low volatility have always been fertile ground for the accumulation of outside positioning" — and eventually they unwind.

Or, to put it another way, these events can be viewed as (yet another) aftershock from the unwinding of that extraordinary monetary policy experiment known as quantitative easing and zero interest rates. For while investors have normalised cheap money in recent years — and to such a degree that they barely notice the distortions this has caused — they are now belatedly realising how odd it was. In that sense, then, the dramas have been thoroughly beneficial — even if electronic trading has made that lesson more dramatic than it might have been.

The immediate display of this is the yen carry trade — the practice of borrowing short in cheap yen to buy higher-yielding assets such as US tech stocks. Cheap yen loans have fuelled global finance ever since the Bank of Japan embarked on QE in the late 1990s, albeit to a degree that has fluctuated, depending on US and European rates.

But the carry trade appears to have exploded after late 2021, when the US moved away from QE and zero rates.



Then, when the BoJ (finally) also started to tighten earlier this year, the rationale waned.

It is impossible to know the scale of this shift. The Bank for International Settlements reports that cross-border yen borrowing rose \$742bn since late 2021 and banks such as UBS estimate there was around \$500bn in outstanding cumulative carry trades earlier this year. UBS and JPMorgan also think that about half of these have been unwound.

But analysts disagree on how far these trades pumped up US tech stocks, and thus account for recent declines. JPMorgan and UBS think it did contribute; Charlie McElligott, a Nomura strategist, considers the carry trade to be a "red herring"; he and other observers think concerns around overhyped US tech

Investors have normalised cheap money in recent years but are now belatedly realising how odd it was

caused yen funding to be cut — not the other way round. Either way, the key point is that insofar as free(ish) money was fuelling asset inflation in America and Japan, this is coming to an end.

Unsurprisingly, this leaves some investors hunting for other long-ignored QE distortions that could also unwind. This week FT readers asked me if there will be another shock when the BoJ or Swiss National Bank wind down the equity portfolios they acquired in recent years (the former owns an estimated 7 per cent of Japanese stocks; the SNB has big exposures to US tech names such as Microsoft and Meta).

My answer is "not now". Although these holdings look odd by historical standards, the BoJ insists it will not sell soon. But what is most interesting is that non-Japanese investors are waking up to this issue, after ignoring — that is to say, normalising — it for years.

So, too, for US Treasuries. Many investors assume that demand for these will always be strong, irrespective of America's deteriorating fiscal situation and electoral policy uncertainty, because the

dollar is the reserve currency. Maybe so.

But this confidence — or complacency — has been reinforced by the Federal Reserve acting as a buyer of last resort for bonds during QE. As traders try to imagine a world where this changes, some tell me they are getting nervous. No wonder an auction for \$42bn of 10-year bonds this week produced an unexpectedly weak result.

A cynic might retort that all this mental readjustment may yet turn out to be unnecessary: if markets truly swoon, central banks will be pressured into propping up them up — yet again. Thus on Wednesday, the BoJ deputy governor pledged to "maintain current levels of monetary easing", contradicting hints from the BoJ governor last week that more rises loom.

But the key point is this: bountiful free money is not a "normal" state of affairs, and the sooner investors realise this the better — whether they are mom'n'pop savers, private equity luminaries, hedge funders or those central bankers.

gillian.tett@ft.com

Branding of Google as a monopoly opens the door for change

TECHNOLOGY

John Thornhill



The big technology companies try to baffle outsiders with complexity. So it took almost four years for a US federal court to conclude the antitrust case against Google brought by the US Department of Justice. But having trawled through millions of pages of submissions, 3,500 exhibits and dozens of witness testimonies, the conclusion reached by Judge Amit Mehta this week was one of stark simplicity: "Google is a monopolist, and it has acted as one to maintain its monopoly."

Those words will reverberate throughout the global digital economy as lawyers scramble to understand their implications. "Not a single word of statute has changed but we now have a fundamental change in the antitrust land-

scape for companies all around the world," Michelle Meagher, a senior fellow at SOMO, the Centre for Research on Multinational Corporations, tells me. "This is stunning."

What the practical impact of Mehta's 286-page ruling will be, however, is another question and we await the court's remedies. Google said it would first appeal against the judgment. Its initial response, dripping with sarcasm, sketched out its likely defence. "The decision recognises that Google offers the best search engine, but concludes that we shouldn't be allowed to make it easily available," said Kent Walker, president of global affairs at Alphabet, Google's parent company.

Google has long argued that it offers a great search product to consumers for free — so where's the harm? But Mehta highlighted three ways in which Google's dominance distorted competition. The company's grip over 90 per cent of the search market enabled it to make super-profits from advertisers. Its business model, based on surveillance advertising, compromised user privacy, which rival search engines might other-

wise prioritise. And its massive payments to Apple, and other tech companies, for default distribution of Google search on their devices and services in effect buy off potential competitors, stifling innovation.

Still, it will be difficult for the court to propose effective and enduring remedies to break the monopoly. As the judge explained, the company established its dominance because it invented better

Ruling by the judge in case against the tech giant will reverberate throughout the digital economy

technology and offered a superior service. Google has only reinforced its advantage by amassing vast troves of search data, enabling it constantly to improve that technology.

Scale is a quality that itself changes the dynamics of digital markets. Even a company as rich as Apple concluded that it made no sense to invest multiple

billions of dollars to develop a rival search engine when it could receive \$20bn or so a year from Google for a tie-up deal. Nor has Microsoft succeeded in turning Bing into a potent alternative search engine. Generative artificial intelligence might yet reshuffle the competitive cards. But the high hopes that Microsoft invested in OpenAI's generative AI technology turbocharging Bing appear to have been dashed, while inflating search costs.

Possible remedies could take several forms. Google might yet seek to settle and accept a quiet fine. The court might scrap Google's distribution deals — although that might initially hurt Apple more than Google. A more radical structural option would be to break up Alphabet, separating its Google search engine from its Android phone operating system and Chrome browser, for example. Some rivals would rather split Google's advert sales business from its search engine.

At RemedyFest, a conference held by start-up accelerator Y Combinator in Washington earlier this year, regulators, politicians and technologists explored

some innovative ideas for ending Google's monoculture and rewiring the internet by increasing the interoperability of services and encouraging data portability. The EU has already mandated that users are presented with choice screens offering different search engines and browsers by default.

Brendan Eich, chief executive of Brave Software, tells me that daily installations of his company's browser in the Apple ecosystem in Europe increased 50 per cent following the implementation of the EU's Digital Markets Act and the release of Apple's latest operating system in March. "Users want choice and it should be up to them to determine which search engine or browser they'd like to use," he says.

By exposing the ways in which Google dominates the search market, Mehta has performed an invaluable public service and is nudging open the door for change. It is now up to policymakers, entrepreneurs and investors to seize the opportunity to imagine — and build — a more open and competitive digital future.

john.thornhill@ft.com



Kaye Wiggins
L'Occitane and the trouble with
trying to leave Hong Kong
INSIDE BUSINESS

Beauty loses its allure as China's buying habits change

The gloss is coming off the world of Asian beauty. Shares of Asia's largest beauty groups, usually a steady-as-she-goes sector, have been plunging this week. Japan's Shiseido yesterday fell the most in almost 37 years. South Korea's Amorepacific this week had its worst day since its listing 14 years ago. Global peers should take note: these moves are a sign of what is to come in the beauty world.

Shiseido's record-breaking drop, with shares plummeting 16 per cent before trading was halted, came after the company this week reported a first-half operating loss of ¥2.7bn (\$18.4mn), compared with a profit of ¥13.6bn a year earlier. It took a ¥22bn restructuring charge after sales suffered following weak demand from China, its most important market outside Japan.

Shiseido started earlier this year on drastic cost-cutting plans and efforts to improve profitability, including offering early retirement for 1,500 staff. The market clearly concluded this won't be enough.

Shiseido's chief financial officer Ayako Hirofujii offered one reason for the slump: Chinese consumers are reluctant to buy Japanese products due to continuing concerns about the discharge of treated water from the damaged Fukushima nuclear power plant.

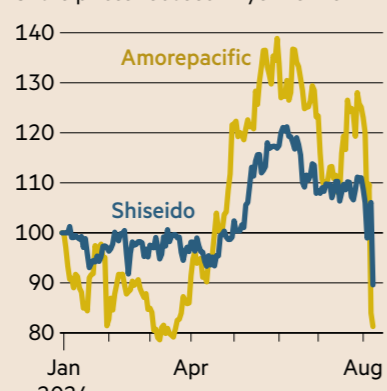
But that would not explain the parallel stock moves in shares of the largest beauty group in South Korea. Shares of Amorepacific fell by a quarter on Wednesday after it reported second-quarter earnings that missed expectations.



Shiseido's shares have been halted after a rout — Budrul Chukrut/SOPA/LightRocket/Getty Images

Gloss comes off Asian beauty

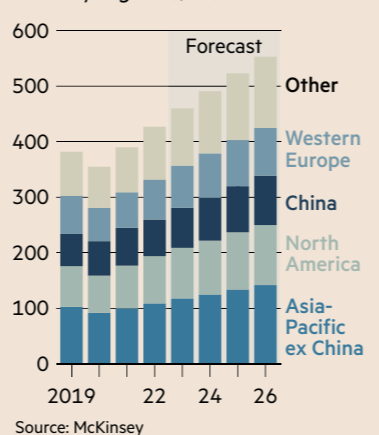
Share prices rebased in yen terms



Source: FactSet

Beauty a growth market

Sales by region (\$bn)



Source: McKinsey

China's cosmetics market over the past decade has become the second-largest in the world after the US. Meanwhile, China's per capita disposable income rose 6.2 per cent in the first quarter in nominal terms, according to official data, on top of a 6.3 per cent increase last year. That would normally have been good news for global cosmetic groups.

But what is changing is where that extra cash is going. Patriotic shopping habits are going mainstream, especially among China's youth. The improving quality of domestic cosmetic brands has meant that consumers are not just choosing local products for affordability any more. That suggests this trend will be a lasting one.

Another common theme between Shiseido and Amorepacific is that both have premium skincare and make-up brands in their portfolio. These high-end lines — also the most profitable — had benefited from growing demand in Asia, thanks to premiumisation over the past decade. L'Oréal is one of the global rivals that has benefited from that trend, with China becoming its second-largest market.

As consumers' push upmarket starts to reverse, the sales and shares of global beauty groups — especially those with high-end lines and exposure to China — may start to follow a similar trajectory.

Continental split could drive roll-up in Europe's automotive supply chain

Sometimes one person's streamlining is another's chance to bulk up.

Klaus Rosenfeld says he has no interest in taking over Continental's automotive business, which the German tyre maker plans to spin off next year. The boss of rival automotive parts maker Schaeffler has enough on his plate with the merger with Vitesco, the power train business that Continental spun off in 2021. But, with the billionaire Schaeffler family backing all of these companies, that could easily change.

Continental's rationale for greater focus is simple: spinning off automotive will unlock a discount in a share price that in effect ascribes zero value to the auto business today. The more attractive fundamentals of a purer-play tyre business should mean a higher valuation for shares in the remaining rump. The only catch — and the reason for the discount in the first place — is the sorry state of Continental's automotive business. Still, in the right shape, it could be a vehicle for the Schaeffler family to consolidate ownership across the automotive supply chain.

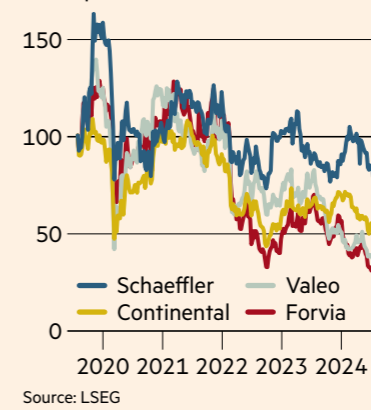
The business is well positioned. It is not overly exposed to the bits of the supply chain that are under threat from electrification, notes David Lesne of UBS. Instead, it specialises in brakes, in-car displays and control units — all of which have a place in electric vehicles. These also have little overlap with the Schaeffler company.

The problem is the losses that Continental has racked up in recent years. Operating margins have recovered a bit but might hit just 2.6 per cent this year, according to Visible Alpha. That is about half of what France's Forvia is expected to make from similar businesses this year. Continental is cutting costs: analysts expect its 2026 margin to be closer to 5 per cent.

If that comes off, its auto business would be worth just over €4bn, including half of current net debt and valued on a two times ebitda multiple in line with peers. The higher-rated tyre business, which will actually benefit from the shift to EVs, on

European car parts makers under pressure

Share prices rebased



Source: LSEG

perhaps five times 2026 ebitda would then be worth almost €20bn. That means a potential upside for current shareholders to the tune of 70 per cent.

The risks in getting to that destination explain the market's caution. The outlook for the European car market is uncertain, both in terms of the number of cars sold and what share will be European made. Chinese interlopers such as BYD build about 60 per cent of their components in-house, much higher than the likes of Volkswagen, notes UBS. Electrification will mean that far fewer parts are needed too.

Continental's split makes sense for the tyre maker. But for Europe's automotive supply chain, it is further consolidation that ultimately will be needed.

Europe's struggling debt collectors just need the credit cycle to sour

The sharp sell-off in European bank shares in recent weeks is an indication that the credit cycle is turning. With signs of weakness growing, especially among consumers, loan losses are likely to rise faster.

That is bad news for banks and their shareholders. But it could be the lifeline that Europe's struggling debt collectors have been waiting for.

Italy's DoValue is a prime example. The company's shares are down more than 80 per cent since the start of 2020 and took a further hit after results

yesterday. Weaker collections in the first half of the year prompted it to cut its full-year outlook. It is no better over at Swedish peer Intrum. It is locked in a tussle with bondholders to reduce the debts it took on to buy up bad loans.

The lack of new non-performing loans (NPLs) from the banking sector also has not helped. But there are signs that this flow will start up again.

Collections have become harder thanks to the same issues that are stifling consumers — inflation and higher living costs. At DoValue they fell 14 per cent year on year in the first half with the collection rate dropping to 4.2 per cent from 4.4 per cent. At Intrum collections were 4 per cent lower over the same period.

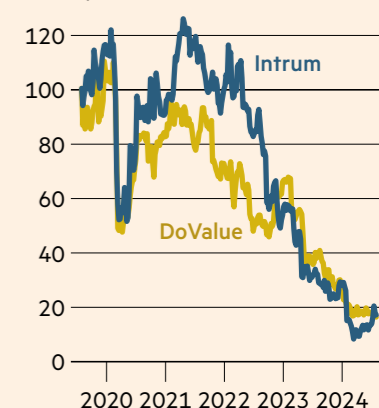
NPLs have started to tick up at banks this year. The recent 10 per cent drop in bank stocks in part reflects a 0.1 percentage point rise in expected provisions, thinks JPMorgan.

Increasing NPLs would test how effective Intrum's capital-light growth plans actually are, notes UBS's Johan Ekblom. The new model, where it will share the purchase of new NPLs with US investor Cerberus, could generate faster growth than DoValue, which relies on winning new servicing mandates from owners.

But Intrum must first get through a restructuring, opposed by some of its shorter-term bondholders. Its bombed-out shares are up 30 per cent since the start of July on hopes that a resolution is close. DoValue's share price, meanwhile, remains the lowest it has been since listing in 2017. A bearish view on Europe's economic outlook could spell rosier times for either.

Europe's debt collectors hit

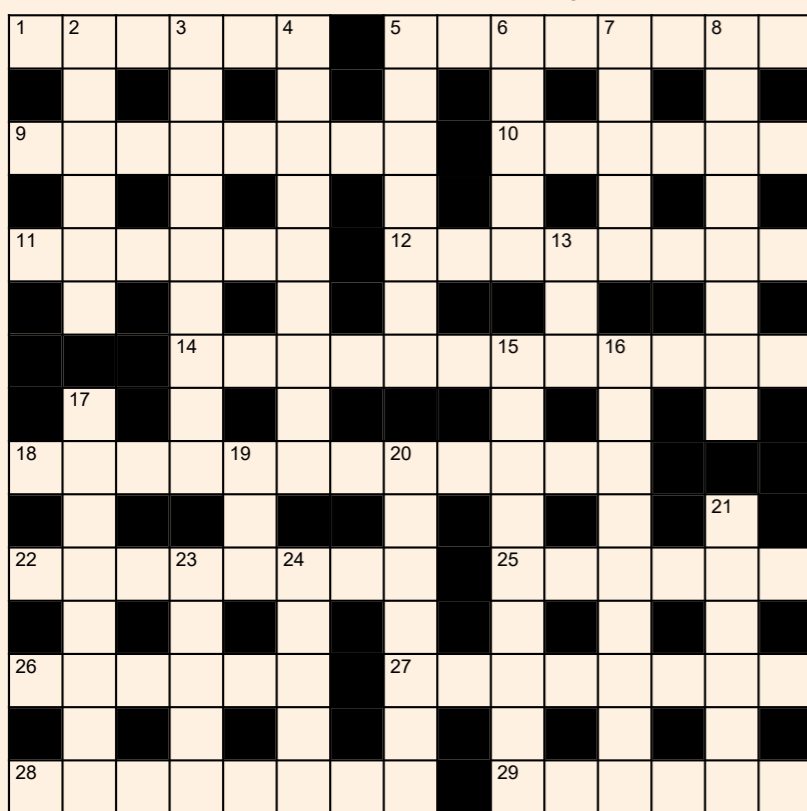
Share prices rebased



Source: LSEG

NIKKEI Asia The voice of the Asian century

CROSSWORD No 17,810 by NEO



ACROSS

- Caper has loveless gang brought into prison (6)
- How 21 may announce breaks for Holland gin? (8)
- Top Gun (8)
- A source of roar in wild feline? (6)
- Plain fish containing bones (6)
- Lifeless hair — no resolution available here (8)
- Vulnerability's shivering in ocean around bank (8,4)
- Seat that punishes French duke, monarch's minion (7-5)
- Everyone for cessation in bitter feud in city (8)
- Calcium should be removed from spot preparation (6)
- Officer leaving Trudeau for one in Promised Land (6)
- Fashionable zip set in lines for pocket? (4-4)
- Building after war — who advocated that? (8)
- Stares awkwardly? These are stunners! (6)

DOWN

- Access in A&E beautiful woman almost blocks (6)
- Count supporting relatives: claret here in store? (5,4)
- Patriarch and prophet beheaded sea-monster (9)
- Sweet and virtuous person with uncouth student (7)
- Mrs Ogden perhaps regularly thrilled American (5)
- Eliot's cruellest month lands pair in trouble (5)
- Princes out to consume hot dog (8)
- Record cut in the infernal world (3)
- Syphilis rampant on the way in alien world (9)
- Henry II welcoming to second son in stinking pants? (9)
- Swede in furrow by a secure area (8)
- Murder across the pond that is cold-hearted? (3)
- Opener in theatre succeeded, training in style (7)
- Touring Australia old South African drunkard ... (6)
- ... gets round in? (5)
- Country knight introduced to rustic goat (5)

Solution 17,809

M A R G I N P A M P H L E T
I E D B O A H
S O L V E R P O L L U T E R
N I A U L E A
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