# FINANCIAL TIMES



Climate risk insurance is unaffordable

What Biden can learn from the UK opposition

## Kremlin critic Estonia leader on 'wanted' list

onia's Prime Minister Kaia Kallas

Estonia's Prime Minister Kaja Kallas, pictured at a European Council meeting bits mouth, his appeared on a Russian nal charges against those critical of its war on Ukraine. She is the first political leader to join the Russian interior ministry's database of 700 suspects, which includes other Baltic politicals sericial of the Kremlin. Kallas owned the Russian more would not sleene they asying: This siye timore database to the Russian stream of the Russian stream of the Russian stream of the Russian stream of the Russian for the Russian for the Russian for the Russian for the Russian foreign ministry spokesperson worte on social media app Telegram: They must answer for their crimes against the memory of those who liberated the world from Russian and fasciant?



## Most Nato members to hit spending goal in 'Trump containment' strategy

◆ Planning for new White House ◆ Flattery campaign prepared ◆ More Russia aggression expected

djusted. "Nato expects about two-thirds of allies to hit 2 per cent in 2024," an alli-unce official told the Financial Times. Nato's spending increased markedly lifter Russia's full-scale invasion of Jkraine but Trump's period in office

the the Political and 2021 also saw a significant uptick as the US president angular to the properties of the Political uptick as the US president angular to the properties of the Political and the Political uptick as the US president and the properties of the Political uptick as the US president and the properties of the Political uptick as the US president all election. In 2016, only five countries met the target. Today Poland spends 3-per cets of CGP on defence, ahead of the Ward and the US and Spec cent. Other countries range from the UK and France, which hover ance for the White House. European leaders were shocked last week when Trump, a declared Nato-sceptic who Trump, and declared Na

Said Oana Lungescu, Nato's chief spokesperson from 2010 to 2023.
Trump's remarks on Russia have 'underscored an existing anxiety about the implications of another Trump presidency', said lan Lesser, vice-president of the German Marshall Fund. 'It could be more difficult on many levels. For one, Europe's now at war. own of the control of the control

Investors have scaled back bet on the likelihood of a first mov by the US central bank in May after inflation cased less than repected in January to 3.1 per ent. Economists forecast 2.9 pe

▶ US Senate backs Kyiv cash

Former Pakistan premier Imra Khan has hit out at his oppone as they move towards an allian that would block his party fro



## Investors pile in as minds

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## | Latham & Watkins seals off Hong Kong lawyers to shield data from Beijing eyes

SUZI BING — LONDON

US law firm Latham & Watkins is cutting off access to its international databases for its Hong Kong-based lawyers,
in a sign of how Beijing's closer control
of the territory is forcing global firms to
rethink the way they operate.

The top law firm has told staff that while Hong Kong will have access by default to

restricting data flows out of the country.

The firm's policy cuts off Hong Kong kong were from default access to content in the U.S. Long. No. Weldias is "secretiage Hong Kong as the same as mainland China", one of the people acid, a China of the people acid, a China of the people acid, a China of the people acid, and the secretiage Hong Kong as the same as mainland China", one of the people acid, and the secretiage Hong Kong Kong data laws on the China", one of the people acid, and the secretiage Hong Kong Kong data laws on the String Kong Kong Gata laws on the Hong Kong Kong Gata laws o

**World Markets** 

# BRITAIN'S HEALTHIEST WORKPLACE



Vitality

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Criminal charges

## Moscow puts Estonian PM on wanted list

Action against Baltic leader follows removal of Soviet-era monuments

REMARD MINE — OSLO

REMISIA has put the prime minister of
Estonia, Kaja Kallas, on a vanted list,
the first time the Kremlin has sought
criminal charges against a foreign
leader since it launched its full-scale
invasion of Ukraine two years ago.
Kallas was listed as wanted in the Russian interior ministry's database of suspects, independent news site Mediasought of the Ministry of the Mini

Kremlin and its war, including Lithuaniak culture minister and dozens of lawminister and dozens of lawlithuaniak culture minister and dozens of lawThe Estonian premier called the Russian move "nothing surprissing" and said sit would not selence her. "This is yet, more proof that I am doing the rad as a dist is distinguished that I am doing the rad as distinguished that I am doing the right thing — the EU's strong support to Ukraine is a success and it hurst Rust as distinguished that a more proof that I am doing the right thing — the EU's strong support to Ukraine. They must answer for their critic signating the memory of the destination of Ukraine. They must answer for their critic signating the memory of those who was destinated to the push to remove Soviet crown work of the summer for their critic signating the memory for their critic signating the memory of the destination of Ukraine. They must answer for their critic signating the memory of these who have used that a company part -owned by the summer of the summer for their critic signation that the removals amounted to "hostille and the war and will not be prohibitted, but that way and will not be prohibitted, but that way and will not be prohibitted, but that the removals amounted to "hostille and the way and will not be prohibitted, but that the removals amounted to "hostille and the way and will not be prohibitted, but that the removals amounted to "hostille and the way and will not be prohibitted, but that the removal and way and will not be prohibited in any way and will not be prohibited in the way and will not be prohibited in any way and will not be prohibited in the way and will not be prohibited in the

Ukraine to Russia, which would constitute a war crime.
Almost 400 foreigners are wanted in Russia for flighting for Ukraine in the war, a list that appears to be solely based on one post by Kybar, a popular pro-war blogger on Telegram.
A further 174 Ukrainians, including three former defence ministers and two former commanders of the armed forces, are also wanted for alleged crimes linked to the invasion.

War in Ukraine. Mobilisation

## Women beg Putin to bring conscripts home

Rare protest outside Kremlin sheds light on the 'unfair' time soldiers spend on front line

POLINA IVANOVA
RUSSIA COBRESPONDENT
In early January, young sports instructor Tatiana took a nine- hour bus ride to Moscow to visit the ministry of defence to the politic pol

tired ... As for us, our physical, embound and mental resources are not limited and mental resources are not limited. In Bussis, men who sign up as "volunteren" to special army battalions for a legit behind: a way recruits from plains have been able to serve six months and, their crimes pardiod, return home. Yet no time limit has been set for recruits mobilized in September 202. Russian officials have gradually signaled that mobiled men are expect. Without the server is a server of the server is a server of the server is a server of the server is a server in the server in the server is a server in the server is a server in the ser



focus on letters and petitions calling for draftees to be replaced by fresh troops, rather than for an end to the war. Others are more vocal and demand a halt to President Vladimir Putin's mobilisation order. Dozens took to the streets of Massecow this month, wearing with the dearwars and carrying real canazition to across and carrying real canazition to the stating. The model, at they are known, and the thing of the carrying real carrying the dear the stating of the carrying real carrying the dear the stating of the carrying real carrying the dear the stating of the carrying that called the event. Their loved ones were guilty of nothing but had been sentenced to indefinite slavery. The group oposes calling up any more men. "We don't want this fate for channel, where the aslinost 70000 fell-lowers. "God forbid anyone has to go through what we goth trough what we goth trough what we goth trough what we goth the carrying the carr

"The Kremlin is seriously large

number of people from the

defence committee in the Duma, last month said replacing the draftees would be counter-productive, since they "have been fighting for a year, they have become professionals". "What's stopping others from becom-ing professional military men too?" Tatiana said. "Ours weren't. They were cooks, lawyers, builders." She stressed that she accepted the stressed that she accepted the

Price pressures

## **US** inflation inches down and leads to scaling back of rate cut bets

Investors have scaled back bets that the Federal Reserve will begin cutting interest rates in May after data yester-day showed that US inflation eased less than expected in January to 3.1 per cent.

The likelihood of a rate cut in May implied by futures markets has fallen from 50 per cent, while the chances of a cut in March were almost fully eliminated.

The two-year Treasury yield, which moves with interest rate expectations,

moves with interest rate expectations, so e0.14 percentage points to 4.6 per cent. The benchmark 10-year yield increased 0.11 percentage points to 4.8 per cent. Yields rise as prices fall. The S&P 500 abare gauge was trading 1.1 per cent lower by midday in New York, while the tech-heavy Nador Composite was down 1.2 per cent. The figures come as the Fed considers when to start cutting interest rates from their current level of 5.25-5.5 per cent after a long campaign to tame persistent price pressures. "This is inconvenient data for the Fed

Tthink this takes a March rate cut off the table and it makes a May cut unlikely

Dean Maki, economist

and [any] plan to cut rates relatively soon," said Deam Maki, chief economist a Point? A seek Management." think this takes a March rate cut off the table and it makes a May cut unlikely?

Economists polied by Bloombee, had and it makes a May cut unlikely?

Economists polied by Bloombee, had and the makes a May cut unlikely?

Economists polied by Bloombee, had considered to the control of 20 per cent, down from 54 per cent in December. Core inflation, a closely watched measure that strips out volatile food and energy prices, was 53 per cent upon from the past year has prompted central bankers in the US, Europe and UK to rule out further rate increases and start decays and the season of the past year has prompted central bankers in the US, Europe and UK to rule out further rate increases and start decays and the control of the control



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Estonian intelligence

## Nato is warned of Russia doubling troops on border

RICHARD MILNE - OSLO

Russia intends to double the number of troops along its border with the Baltic states and Finland as it prepares for a potential military conflict with Nato in the next decade, according to Estonia's foreign intelligence service.

the lext oxecute, according or sounds foreign intelligence service.

Kaupo Rosin, director-general of the Estonian service, whose analysis of Russia is closely followed in western capitals, is the latest European official to warn of Moscow's continued appetite for conflict beyond its Ukraine invasion. While stressing Russia was not yet willing to condeut any millitary actions towards Nato', he said: "We see that the villing to condeut any millitary actions towards Nato', he said: "We see that the called the said of the see that the said of the see that the called the said of the see that the said of the said of the see that the said of the said o

Rosin said. "We will highly likely see an increase of manpower, about doubling, perhaps. We will see an increase in armed personnel carriers, tanks, artilery systems over the coming years."

The intelligence report said the number of troops Russis stations on its border with Estonia might almost double from the 19,000 that were there before the 2022 invasion of Ukraine.

Along the LP Ellahod. A strong the Company would probably consist of 'two or three manoeure units with around a dozen fire support added.

A similar build-up of weaponry and soldiers along the Russian border with Ukraine was observed in the months leading to Pebraury 2022, when Russian troops began moving towards Kyix. defence minister, last veek vararel of the possibility of a Russian attack within three to five years, saying that "new information" had come to light that was previously unknown to Nato countries.

Rosin said it was up to Nato allies to deter Russia by stepping up their mili-

tary spending. Estonia is planning to spend more than 5 per cent of gross domestic product this year on defence, abow Nato's Zper cent target, which big European countries such as France and Germany still strugglet omeet. "We can manage this from our side," he added. "It's not only about how Russians think. It is possible for us to influence the Russian calculation."

Donald Trump, who is seeking to become US president again in November's election, said at the weekend that Russia could do "whatever the hell they



want" with Nato countries that failed to meet the 2 per cent spending target.

Rosin laid:

Rosi

## Haley mounts last-ditch bid to deny Trump victory in South Carolina

State's former governor trails ex-president by some margin but presses on with gruelling schedule of rallies

LAUREN FEDOR

With less than two weeks to go until the Republican presidential primary in South Carolina, Nikki Hale, vis criss-crossing her home state in a well-inded, last-ditch attempt to usurp her former boss, Donald Trump. It remains a long shot. While the ex-president packed an arena in Conway, where 3,000 reconde turned out on Sat-

former boss, Donald Trump,
It remains a long shot. While the expresident packed an arena in Conway,
where X,000 people turned out on Saturday afternoon and thousands more
queued outside, Haley has been drawing much smaller crowed in towns
are the state of the state of the state of the
help while has backed up by polling
showing Trump up to 37 points ahead of
helpe, which is a backed up by polling
showing Trump up to 37 points ahead of
helpe, which is a stunning app in a state
whereashe was once apopular governor.
"I think Haley will be soundly
defeated in South Carolina," and Chilp
effelde, a weteran Republican pollitical
consultant in the state and prominent
Trump critic. "Trumpism, whatever
that actually is, has taken over the party
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schators and air the state's memoers of Congress, bar one, essensional endorse-ment has come from Ralph Norman, a Republican in the House of Representa-tives. He said that despite the long odds, Haley would keep campaigning until at least Super Tuesday on March 5, when more than a dozen states hold



Haley blitzes South Carolina with advertisements Ad spending in South Carolina (\$`000) by airing date, including future ads, by candidate and affiliated political action committees  $\hbox{Aug}~1$  to Feb 25

donors, who poured money into her campaign despite her string of defeats in the early primary states — and after Trump's warmings to the billiomate backers to halt their support for her. Haley raised \$16.5m in January, including \$11.7mn from grassroots donors, according to her campaign when they are obtained by the properties of the defeated up another \$1.7mm in a swing through California last week. A mad picked up another \$1.7mm in a swing through California last week. A made picked up another \$1.7mm in a swing through California last week. A made picked up another \$1.7mm in a swing through California last week and picked up another \$1.7mm in a swing through California last week. A many cannot be a swing through California last week and picked up another \$1.7mm in a swing through California last week. A decided was the state of the raily in Greenwood on the state of the raily in Greenwood in the state of the raily in Greenwood in the state of the raily in Greenwood on the rail of the raily in Greenwood on the rail of the rail of the raily in Greenwood on the rail of t

win in South Carolina, then it is time for her

to bag it . . . if you can't win state, then point?'

Riden in 2020 but was now spending ber time trying tope Haley elected.

"Look, "Oper cent of the people don't want Biden and Trump again. It's treatly crazy, "Murray said." I just caray, "It's really crazy, "Murray said." I just caray, "It's nominating convention in July.

The candidate who has racked up the most delegates after the primaries will be named the nomine cat the convention. The winner will need more than 1,000 delegates. Trump has wore security will be significant, "Indew say," and Alex say. The stand-off has highlighted how 1200 delegates. Trump has wore security will be significant, "Indew say," and Alex status query, and the propageta for the bull on Monday night, asying the lower chamber of the security of the say of the standard of the status query and the say of the say o

Funding package

## **US Senate** clears \$95bn security bill including aid for Ukraine

The US Senate has approved a \$95bn national security funding bill including new aid to Ukraine, but the legislation risks languishing in the House of Rep-resentatives because of opposition from Donald Trump.

resentatives because of opposition from Donald Trump.

The final vote on the bill in the Senate followed weeks of pressure from Joe Biden's administration and a deepening rift among Republican senators on the merits of providing more assistance to the USs's role in the world.

A total of 70 senators backed the legislation, which includes aid for Israel, Gaza and Talwaw, with 29 against.

Proponents of the package, including the White House, most Democrats and traditional Republicans, have argued that abandoning Uranine could lead to Russian gains on the battlefield and embodden China to iroade Talwaw, which is controlled by Republicans, "to move on this with urgeno?" The president cannot enact the bill unless it passes both chambers of Congress.

"History is looking upon."

'History is looking upon the US and seeing if we values, stand up to bullies'

## CIA and Mossad try to revive hostage deal

ANDREW ENGLAND — LONDON FELICIA SCHWARTZ — WASHINGTON

In Rafah would "produce another humantarian catastrophe".

"We cannot stand by and let this continue. We need lasting ceasefire now" alsting ceasefire now" alsting ceasefire now" with he Palestonian for an instance with the palestonian for an instance of the continue. We need lasting ceasefire now" with the Palestonian militant group.

We cannot stand by and let this continue. We need a lasting ceasefire now" alsting ceasefire now" with the Palestonian militant group.

We cannot stand by and let this continue. We need a lasting ceasefire now" alsting ceasefire now" alsting ceasefire now" alsting ceasefire now" alsting ceasefire now alsting ceasefire now" als

in Rafah would "produce another

## Gazans flee Rafah for fear of Israeli onslaught

Palestinians have begun streaming out of Rafah in anticipation of an Israeli attack on the southern city that hosts about 1.5mn displaced Gazans.



tion for a tent," he said. "We're trying to escape death but it's all around us." Sarah Nayel, whose family of 12 was living in Rafah having first been displaced three moths ago, said." They've left us no place to escape. The night they left us no place to escape. The night they rescued the hostages, missiles rained down and 1thought we'lb ke lifed." The family plan to join relatives in a tent in a coastial area of the territory. In the contract of the country which have been been been a compared to the country, which harsel lofficials as yalfed 1,200 people. More than 28,000 Falestimas have been killed by the Israel licampaign, which has laid waste to the territory and sparked a humanitarian crisis. Aid agencies and western officials have warned that a ground offensive in Rafah would be catastrophic, given the ensity of people crammed there, while any sasult until "credible" arrangements are made to protect civilian lives. Netaryabu has said the has asked the military to produce a plan to exacted civilians from Rafah, but Un officials warned mowher is safe in Gaza. SeeFT View and Opinion

### INTERNATIONAL

## Dancing general with dark past leads field in Indonesian presidential race

Widodo supports former special forces chief once barred from US on human rights grounds





not who he

What's the

undermining democracy. Prabows's opponents have alleged the use of state machinery to deny them approval for some campaign events.

Prabowo's human rights record and his rise with Widodo's support presented a gloomy outlook for democracy, said Hurryah, director of the Centure.

Additional studies in the University of International and manipulation of the election and electoral process is really worrying," she added.

Additional reporting by Diana Mariska in Jakarta

## Khan rebukes rivals as they try to block his party from power

BENJAMIN PARKIN — LAHORE FARHAN BOKHARI — ISLAMABAD

Imran Khan has hit out at his political opponents as they move towards an alliance that would block his party from power in Pakistan following its stunning victory in elections last week.

The jailed former prime minister insisted his Pakistan Tehreek-e-Insal

The jailed former prime minister insisted his Pakistan Tehreke-k-insai party would not form an alliance with the country's dynastic parties, his sister said after visiting him in prison near blamabad yester bacye a mandarte or leading to the private parties lacked mandarte by allegated to the private parties and the properties of the private parties and private properties and propular leader was hardle propular leader was himself lineligible to stand for election after being jailed last year, while thousands of party members and supporters had also been detained. Independent candidates, mostly

stand for election after being ailsel last year, while thousands of party members and supporters had also been detained. Independent candidates, mostly backing the PTI after it was formally bareful from the race, won 101 of 265 seats and the party claims it would have secured about 260 more were it not for secured about 260 more were it not for results in court.

The Pakistan Muslim League: No of three-times former premier Nawas Analysis of the Pakistan People's party of Bilawal Butto Zardari, so of shain leader Hensair Butto, have been in tails to form a raling condition and secure power and and an analysis of the pakistan People's party of Bilawal Butto Zardari, on of shain leader Hensair Butto, have been in tails to form a ruling condition and secure power and the pakistan People's party of Bilawal Institute of the Pakistan People's party of Bilawal Institute of the PRI with the Pakistan People's party of the PRI with the Pakistan People start of the PRI Periasal to negotiate with rivals, accusing tof ecac-minister, resolving a sticking point in the negotiations. Zardari criticised the PTI's refusal to negotiate with rivals, accusing tof ecac-missing to decac-minister, resolving a sticking point in the negotiations. Zardari criticised the PTI's refusal to negotiate with rivals, accusing to decac-missing to d

## Japanese PM pushes for summit with Kim



DEMITTH SEVASTOPULO — WASHINGTON KANA MACAKI — TOYTO
LANG MACAKI —

## Iran pulled officers from Syria before US raids



## Companies & Markets

## Macquarie's commodities star bows out after 28 years

- Veteran executive out-earned CEO
- Australian group's profits disappoint

commodites business boomed, taking bome almost ASIOOm (US&56mn) in the past two years. His ASSmm pay packet last year was more than that earned in the same period by Dimon or David Solomon, chief executive of Coldman Sachs. His armings reinforced Macquaries' reputation as "The Millionaires' Factory", where executives are rewarded for Leading risks that pay off. The Coldman of th

but volatility in the energy markets due to extreme weather and Russia's inva-sion of Ukraine has generated enor-

The head of Macquarie's booming commodities business, who was paid use to extreme weather and Russis invasion of Ukraine has generated enormous profits of the property trading market was transformed into its law care and banking operations have been overationable division. Tipped as a potential Macquarie chief executive, O'Kane had become one of Martaliab bet paid executive and most profitable division.

O'Kane's A\$58mn pay packet last year Was more than that earned by Jamie Dimon or David Solomon on David Solomon on David Solomon on David Solomon on David Solomon, chief executive of Coldman Sachs. His earning seniformed Macquarier is provided to the profit of the property trading business and that he was leaving risks there were the form of the property trading business and that he was leaving risks there were the form of the property trading business and that he was leaving the financial services company to the financial services comp

Slow food Uber, Deliveroo and Just Eat braced for Valentine's Day rider strikes over low pay



Couriers in North America and the UK, such as these riders in York, plan to strike over pay today - North

Online food delivery apps and ride-hailing groups were bracing for a wave of rider and driver strikes in the US, Canada and the UK today, in a dispute over pay at a time when the companies are under pressure from investors to push for higher profits.

investors to push for higher profits.

Thousands of couriers for Uber, Lyft and DoorDash in cities across Northcouriers for the profits of the couriers for the couriers of the couriers of the couriers of the courier of the couriers of the couriers of the couriers of the couriers for food-delivery apps.

Similarly, thousands of UK couriers for food-delivery apps Deliveroo, Just Eat Takeaway and Uber Eats are planning to strike on the same day, in a move designed to cause maximum disruption to the businesses.

The actions are not being centrally

## Super Bowl's **US** audience nears that for **Moon landing**

A record 125mn US viewers watched Sunday's Super Bowl game, making it one of the biggest broadcasts in the country's history and underscoring the pull of live sports even as the television landscape craters beneath it.

Indisape craters beneath it.

The number includes viewers across all platforms—including CBS, Nickel-solon, Univision and streaming services such as Paramount+ and NFL+show that which the Kanass CBY, Chiefs defeat the San Francisco 49ers. It compares with the ItSmm who tuned in to last year's Super Bowl between the Chiefs and the Philadelphia Ragels.

Sunday's game in Las Vegas is the second most-watched US TV broadcast in history, behind only the Apollo Moon was the Carlo of the Chief and the Philadelphia Pagels.

Sunday's game in Las Vegas is the second most-watched US TV broadcast in history, behind only the Apollo Moon US viewers when the country's population was just over 200mm.

American football remains the most Depular programming on US TV, at a

US viewers when the country's population was just over 200mn.

American football remains the most popular programming on US TV, at a time when audiences are shifting towards streaming. The National Pool-ball League accounted for 55 of the top low most water of the Company of

## Trillion-dollar AI hype has historical echoes of telecoms bubble





widely used, networking hardware was king. Servers needed to be built and connected using routers. Companies began building and buying hardware on the basis that extreme demand for serv-ers would continue indefinitely. Tele-com stocks such Ciaco surged more than 30-fold in the years to its 2000 peak. But the collapse of the telecom indus-pant of the collapse of the servers of the just four years to go from boom to bust. — and much faster than the internet -hanced our lives. Oversupply pushed

hen a chief executive asks for trillions, when raising fun years to go from boom to bust—and much faster than the internet on billions, when raising fun years to go from boom to bust—and much faster than the internet on billions, when raising fun years to go from boom to bust—and much faster than the internet on billions, when raising fun years to go from the property of the prop

Another provident is that chips quickly. Another provident is that chips quickly. Another provident is that chips used in men palp alones. These are hardly in short supply today. But they, too, were scarce, cuttings edge resources when first launched in 2008. As capital equipment is depredicated, prices of older-generation chips fall.

Chips get fasted and offorware more chips and the control of the control



BELMOND LUCA CHRISTIES PERRETTAROUS SHA

Oil & gas

## Climate activists accuse Exxon of bullying

Legal action described by Follow This group as an attack on investor rights

Climate activist investors have accused Exconshobil of using "bullying" tactics and putting shareholders' rights' rights'

ts general meeting.
The accusation from Follow This
ame as the Dutch shareholder group
unnounced yesterday that it had filed a
notion to dismiss Exxon's legal action

alongside investment adviser Arjuna Capital, which is also targeted by the

Capital, which is also targeted by the lawsuit. Exxon sued the shareholders last month in an attempt to block the petition from going to a vote, alleging that the resolution breached US securities rules, marking the first time the Houston-based energy group has sought to prevent such a vote by using the courts.

Earlier this month, Exxon said that it would maintain the lawsuit despite the two investors' decision to abandon their resolution.
Follow This said yesterday that there was no "case" or "controversy" against the pair because they had withdrawn the resolution and agreed not to refile it.

Mark van Baal, founder of Follow This, said that the activists had been forced to withdraw the resolution because of "Exxon's preference to fight a battle in court instead of giving share-holders their right to vote in the annual meeting".

holders their right to vote in the summarmenting".

Van Baal said: "Exxon's legal action amounts to tactics of intimidation and bullying to silence our fair ask to tackle the climate crisis... Shareholders' rights are under attack."

rights are under attack."

He said Exxon "may vastly prefer liti-gation against parties like Arjuna and Follow This", two groups that had far "fewer resources and who Exxon can unfairly malign in its complaint", over asking the Securities and Exchange Commission to block it

The SEC has the ability to refuse shareholder resolutions, but decided in 2021 to allow more petitions to go to avoic.

Yest rocks to get proposals excluded the control of the control of

US district court in Texas and alleges that the proposal by Follow This and Arjuna violated SEC rules for such investor petitions. Excon has accused the groups of being "driven by an Fellow This, backed by thousands of small investors, has used shareholdings in oil and gas companies to file climate resolutions at oil companies in Europe and the US for years.

Excon has set a goal to reduce emissions from its own operations to net zero by 2005. But the builk of its emissions are so-called scope 5, which come from the burning of the oil and gas it produces and sells, rather than energy used in its own operations.

Retail. Cheap fashion

## Temu snaps up Shein's spurned China suppliers

Site takes on manufacturers as Singapore-based rival rejects smaller sellers ahead of US IPO

ELEANOR OLCOTT — HONG KONG

ELEMOR OLCOTT — HONG CNOW Chinese online marketplace Temu is scooping up manufacturers of cheap goods that had once worked with Shein, as its fast-fashion rival moves to clean up its supply chain ahead of a planned blockbuster US listing. Singapore - based Shein ditched a number of suppliers based in southern China last year after auditors found they had been violating the company's certi-cular to the company of the control of the con-trol of the move. Many of those suppliers responded by witching to selling items on Temu, owned by Nasdaq-listed PDD Holdings, which is spending billions of follars;

Many of those suppliers responded by Many of the Many of the



ketplace, it primarily places orders with suppliers that produce clothes under its own label.

Li said he typically makes a profit margin of less than 20 per cent with Shein but about 15 per cent from It with the single with the sound that the suppliers in Common other suppliers, forcing the factories to Shein tout sits elining well, Termu will source similar goods from other suppliers, forcing the factories to Shein touts its "long-term relative advantages over fast-fashion rivals such as Zara and HikM, forging those tity paying more quickly than the industry average. It has also adopted strategies to give its suppliers incentives to deliver a suppliers incentives to deliver a suppliers with the suppliers of t

It currently takes Temu between one and three weeks to deliver orders to the US, with its express service taking between four and nine days. By contrast, Amazon customers typically get their packages to US consumers within two days. 'Shein is finding its merchant lock-in has been less robust than

expected in light of Temu's advances

their packages to US consumers within two days.

Mo said that, despite suppliers incurring more costs by having to deliver items from their US-based warehouses, frems will provide generous "subsidies" to them to ensure that the platform maintains its position as having the maintains its position as having the maintains its position as having the Some Anusono sellers said Temu's tactics had led the US commerce group to pat pressure on suppliers to lash prices. Owen Zhang, a toy factory owner in Guangdong who supplies companies with stores on Anuszon, said the US group began to request "us to provide lower-priced products" in the second ducting a multibilition dollar advertising blits in the US in an effort to expand market share.

Amazon said its "third-party sellers set their own prices" and that the company "offers optional tools to support them in offering competitive, low prices".

Energy

## Ørsted chief vows to revive fortunes after collapse of key **US** projects

RACHEL MILLARD — LONDON

The chief executive of Ørsted has vowed to "fight with everything I've got" to restore investor confidence in the world's largest offshore wind developer after its decision to walk away from two key US projects triggered multibillion-dollar impairments.

Speaking to the Financial Times days Speaking to the Financial Times days after the company decided to cut up to 800 jobs, suspend its dividend and slash growth targets for renewables, Mads Nipper said he took "full accountability" for the Danish group's woes. It was "for the board to decide" whether he was the right person to lead the company, he added. The company's former finance chief, Daniel Lerup, and chief operating

was the right person to lead the company, he added.

The company is former finance chief, Daniel Lerup, and chief operating officer, Richard Hunter, stepped down in November with immediate effect, while chair Thomas Thune Andersen will step down in March alter almost a chair chair thomas Thune Andersen Chair Ch

'We made decisions which at the time seemed right but, with the knowledge we have now, were wrong'

under his leadership made "some deci-sions which at the time seemed right to continue the developments but, with the knowledge we have now, were

continue the developments but, with the knowledge we have now, were wrong."

He added: "So take full accountability that we have ended in this situation... Most importantly is what are we learning from it... we are taking papropriate actions to ensure we won't get into a situation like that again."

Orsted's problems come as rising interest rates and supply chain strains have pushed upon costs across the offshore wind industry, threatening to slow wind industry, threatening to slow wind industry, threatening to slow the world set more stringent targets to decarbonise their economies. Orsted's haren, slited in Copenhagen, have fallen more than 70 per cent since he world set more stringent targets to decarbonise their economies. Orsted's harent of 2021. They closed up 2.3 per cent to DK.7398 on Monday, valuing the company, which is 50.1 per cent sowned by the Danish state, at about DK.1679b.

Rising interest rates have a starit impact on ofishore wind projects, which typically have high upfront costs. Stry growth would slow "dramatically" unless the price that developers are paid for their electricity reflects the higher costs. Authorities in the US and the UK have recently increased the rates they are prepared to pay to support projects. "The fuel of renewable energy in capital," Nipper said. "Financing ES.5hn—thave recently increased the rates they are prepared to pay to support projects. "The fuel of renewable energy in capital," Nipper said. "Financing ES.5hn—thave recently increased the rates they are prepared to pay to support projects. "The fuel of renewable energy in capital," Nipper said. "Financing ES.5hn—thave recently increased the rates they are prepared to pay to support projects. "The fuel of renewable energy in capital," Nipper said. "Financing ES.5hn—thave recently increased the rates they are prepared to pay to support projects. "The fuel of renewable energy in a capital," Nipper said. "Financing ES.5hn—thave recently index said to mode and the profit of the recently reflects the higher costs. A

## Coca-Cola sales rise despite surging prices

MADELENE SPEED

Coca-Cola has defied sluggish sales in the consumer goods sector, reporting better than expected revenues in the fourth quarter and volume growth for full year will continuing to raise prices by as much as a quarter.

The drinks giant sails in entervenues in the dynamic price by as much as a quarter.

The drinks giant sails in entervenues in the year to December rose 6 per cent to \$4.58.bb., drivenly average price reises of 10 per cent. Despite those increases, the volume of drinks sold rose 2 per cent sold consumer demand for beverages such as Coca-Cola and solying the companies that are consistently demonstrating our ability to gow volumes and revenue, "finance chief John Murphy to dithe Financial Times.

Consumer goods companies, including Coca-Cola villy grow of volumes and revenue," finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue," finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue," finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Murphy to got volumes and revenue, "finance chief John Mu

## Tui delisting vote is latest blow for London

DARIA MOSOLOVA AND MAXINE KELLY

Tui shareholders have voted over-whelmingly in favour of ditching the group's London listing in the latest blow to the capital's struggling stock market.

market.

Europe's largest travel group said that just over 98 per cent of votes cast at its way to be seen to be seen that the seen the seen that the seen that the seen that the seen that the seen t



### COMPANIES & MARKETS

## Investors back psychedelic mental health drugs

Biotech start-ups attract the interest of sovereign wealth funds as research shows promise and regulators ease rules

TABBY KINDER — SAN FRANCISCO OLIVER BARNES — LONDON

Biotechnology start-ups seeking to use psychedelic drugs to treat mental health disorders are raising hundreds of mil-lions of dollars as investors are tempted back to the sector by watershed clinical data and regulatory approvals expected

usorucrs are raising nunoreds of mil-lions of dollara as investors are tempted back to the sector by watershed clinical data and regulatory approvals expected data and regulatory approvals expected data and regulatory approvals expected and an expected of the company of the company districts of the company data of the company date of the company data. It is the company data of the company data. It is the second-slighest month of fundraising recorded, bettered only by March 2021. People who work in the sector asid they expected more backing for psyche-dicia groups as promising scientification of the company delication of the company data. It is the constitution of the company data of the company delication of the company data of the company delication of the company data of the data of the company data of the company data of the data of the company data data of the company data of the company data of the company data of the data of the company data of the company data of the company data of the data of the company data of the com

esperienced aremissance in society and in healthcare research in the past two decades, such as the rise of "microdosing" by Silkon object the securities.

While many of the early studies into the effect of psychocative substances on mental health were funded by philamorphy, billioniamic evangelists for the drugs such as tech entrepresent Peter drugs drugs drugs entrepresent peter drugs entrepresent entrepresent peter drugs entrepresent peter drugs entrepresent pe



January was the second-highest month on record for funding Revenues from psychedelic drugs under development could reach nearly \$4bn by 2029 if approved Deal value (\$mn) Annual projected re — 150 GH Res

Mind-altering: Spravato, a nasal spray based on a molecule from ketamine, and, below, psilocybin mushrooms, both of which are said to treat

are said to treat depression



will be the first results from a study designed on landmark US FDA guide-lines for researching psychedicles outlined last year, a decision that encouraged investors that formal approval of the drugs would soon follow. "Much of the stigma in investing circles has started to dissipate," said Kabir Nath, Compass chief executive, who said the FDA's move to issue guidance and "made it a lot more straightforward" for investors.

Lykos Therapeutics, a corporate offshoot of the non-profit Multidisciplishoot of the non-profit Multid

nary Association for Psychedelic Studies, is also awaiting a decision from the FDA on its MDMA assisted therapy for post-traumatic stress disorder expected by the third quarter of 2024.

The decision could lead to the schedule-1 controlled substance being reclassified for use as a mental health treatment, the first time such a reclassification will have taken place. Good the country of the controlled substance being reclassified for use as a mental health treatment, the first time such a reclassification will have taken place. However, and the country of the country of

'The world's on fire and psychedelics to become

essential as a medicine

'You don't have to be a tie-dve wearing investor to think of the psychedelic space as interesting'

rugs. "The emerging commercial infra-

rembursement codes used for health-care billing – for psychedic therapies, which created a pathway for the drugs to be integrated into the US healthcare.

"We, have demonstrated. . . . that it's possible to take the psychedic experi-ence and work within highly regulated protocols and still get great results," said Rick Doblin, a psychedic drug advo-cate who founded the non-profit Maga in 1986. The world's on fire and psych-elics are going to become more essen-tial as medicine." The results of become more essen-tial as medicine. The results of the results of the clies are going to become more essen-tial as medicine. The results of the results of the clies are going to become more essen-tial sty Lykos showed that more than 70 per cent of its MDMA-assisted ther-pay study participants were cured of PTSD after 18 weeks, while Compass a Pathways found that it could get a quar-ter of patients with treatment-resistant depression into remission in 12 weeks, according to data released last year. 25 SSmm in a private placement of its share last August from mainstream bio-chef funds, including \$100 he fund RA Capital and Surveyor Capital, an equities clerch funds, including \$100 he fund RA Capital and Surveyor Capital, an equities clerch funds, including \$100 he fund RA Capital and Surveyor Capital, an equities unknessess where the surveyor capital investors were doubling down on the space.
"You don't have to be a tie-dpe wear-ing investor to think of the psychedic investors were town in 1,000.
"The company backed by sace that the company backed by the sach as "World when the to be a tie-dpe wear-ing investor to think of the psychedic investors were town in 1,000.
"The company backed by the company and the c

Investments, which led the state invest-ment round in Jydos.

"Investors like investing in inevitabil-likes you can't argue with the abuse crists of mental health around the world-you cannot argue with the abuse that antidepressants and the current suite of tools generally suck."

Additional reporting by Mercades Rushl in Singapore, George Hammand in San Fran-cisco and Ian Johnston in London

## Contracts & Tenders

## COMPULSORY LIQUIDATION OF THE COMPANY EAST – WEST UNITED BANK SA

## Biden's offshore drilling curbs hit by lawsuits from both sides

The US oil and gas industry is suing the Biden administration over its decision to severely restrict offshore drilling amid a growing industry backlash against its climate and energy policies.

backlash against its climate and energy policies.

But, in a sign of the political tightrop policymakers must walk when rule-making in the US climate and energy sector, climate campaigners also sued the government over the same policy. The lawsuit from the American Petro-leum Institute, a lobby group, accused the US government of using 'every tool the US government of using 'every tool are consistent of the US government of using 'every tool are consistent of the US government of using 'every tool the US government of using 'every tool supplies and safeguard their energy security.

In September, the US interior department unweiled plant to hold just three offshore lease assies in the Guil of Mector from 2025 to 2029, in a blow to production of the US of th

ers' ambitions in the oil-rich region. The record-low number of planned sales in nearly a line Cartury of Ideelan dishore leasing was a fraction of those in an origination of the control of the control of the president Deadle Tump.

The decision was criticised by the industry, which lobbled hard to gain greater access to the Gulf of Mexico. But it was also criticised by environmental campaigners, who called it a "missed opportunity" to minimise future drilling.

Pederal waterned the Coll faccount for "missed opportunity" to minimise future drilling, and the control of t

counsel.

API filed its petition to the US Court of
Appeals for the District of Columbia Circuit. Alleging it was "arbitrary, capricious and not in accordance with the
law", the lawsuit asked the court to

consumers at greater risk of relying on foreign sources for future energy needs'

group, said it is concerned the base sale programme would peopadite the bealth programme would be peopadite to the control of the peopadite that the peopadite peopad

ndelkhand Industrial Development Autho International Competitive Bidding (ICB)

REF: 162/MKA/BIDA/2023-24

Rep: 162/MkA/BIDA/2023-24

Request for Proposal (RP) for "Hiring a Consultant for Preparation of Vision Document & Master Plan 2045 for Bundelkhand Industrial Development Authority (BIDA)"

The Government of UP has envisaged the development of Bundelkhand Development Authority to achieve accelerated development and balanced regional industry agglomeration in the state of Ultra Pradesh.

Uttar Pradesh.
Online tenders through e-procurement are invited by Uttar Pradesh
State Industrial Development Authority from interested bidders for
'Hiring a Consultant for Preparation of Vision Document &
Master Plan 2045 for Bundelkhand Industrial Development
Authority (BIDA). 'The salient features of the project, eligibility
criteria and prescribed formats for submission can be accessed in
the RIP document uploaded on the website: www.tender.unic.in
Bundelkhand Industrial Development Authority
First floor, Pahariya guest house,
Irrigation department, Mata Tila Colony,
Jhanis Littar Pradesh

Jhansi, Uttar Pradesh

### **COMPANIES & MARKETS**

Trading sentiment. Investment strategy

## Stocks and debt diverge as inflation concerns ease



Some strategists believe the divergence this year between stocks and bonds is set to continue.

"We see the bond-equity correlation withing back to negative this year," and discorged sarvelos, global head of EX research at Deutsche Bank.

"We have the bond-equity correlation withing back to negative this year," and discorged sarvelos, global head of EX research at Deutsche Bank.

"We have indeed started to observe this since the start of the year with US street has led as 18 per cent gain for developed market stocks of and the path of inflations struggled to deliver positive restraints may finally been ding, say analysts.

Wall Street has led a 3.8 per cent gain for developed market stocks of starts strength of the US connomy, while an index of path of the path of the US connomy, while an index of path of the US connomy, while an index of path of the two sases have tended to rise or fall together, and could herald a return to the previous pattern where lower-risk freed income acted as a counterwer larget levels, while allow gradually startified income acted as a counterwer larget levels, while allow gradually startified income acted as a counterwer larget levels, while allow gradually startified income acted as a counterwer that the two assets have tended to rise or fall together, and could herald a return in the previous pattern where lower-risk freed income acted as a counterwer larget levels, while allow gradually startified income acted as a counterwer that the strength of the common start of the part with the strength of the common start of the part with the strength of the common start of the part with the strength of the common start of the part with the part of the part of

on equities," he said, adding that "honds again will offer some diversification". Investors say the key question now will be whether inflation re-energes. US consumer prices excluding food and rate in the final three months of 2023, down from 5 per cent early last year. Analysts at PGIM note that market pricing for long term inflation remains contained but stubbornly above" the Federal Reserve's 2 per cent target, with an average annual rate of 2.6 per cent priced for five years starting in five years' time.

priced for five years starting in five years' time.

But Kamnakshya Trivedi, head of global FX at Goldman Sachs, said: "The important thing is the nature of the knocks driving markets is shifting from a regime where it was almost exclusively inflation that mattered to one where growth matters too." As inflation comes back to target, growth is "good for equities and not so good for bonds".

Crypto Spot ETFs

The price of bltcoin traded above \$50,000 this week for the first time since 2021, underscoring the sharp change in appetite for the token since mainstream bitcoin investment funds launched earlier this year. The industry's flagship cryptocurrency has gained almost 15 per cent mainer than the since the start of the year, largely driven by the US Securities and Eachange Companyones of the properties of the price of the price of bitcoin through companyone several price of bitcoin through price of bitcoin t

spur bitcoin price to more

than \$50,000

SCOTT CHIPOLINA — LONDON WILL SCHMITT — MIAMI

approve several spot bitcoin exchange tradef funds, wheles offering investors exposure to the price of bitcoin through a regulately product.

The product of the light of the

'Given how nebulous the bitcoin ecosystem is, it's hard to tell who's buying and why'

research at crypto investment group CoinShares.

research at crypto investment group Coinshares.

After the initial waves of inflows into new spot bitcoin ETPs and outflows from Coryscale investments' converted product, asset managers are turning their case for hitcoin ETPs have pulled to Coinshares data, the newly approved bitcoin ETPs have pulled to coinshares data, the newly approved bitcoin ETPs have pulled out of Grayscale's product since its first day of tradings and ETP. As crypto offerings continue to penetrate the world of traditional finance, such as the contract of the contract of the contract of the world of traditional finance issuers are optimistic that mainstream investors will eventually allocate a small percentage of their portfolios to produce the contract of the contrac



## Japan's growing love of 'transition bonds' enters a new stage with sovereign issuance



MORAL MONEY

Simon Mundy

apan's government will celebrate Valentine's Day today by taking the country's energies of consideration of factors and the contrast the CBL has formally distinct grant frame and the country's energies of the country's energie

are a distraction from pure batterypowered cars.

Norfyul Shibitat, Japan's cabinet secretary for public affairs, said the focus of
the government's transition programme was on promoting technological advances, to drive decarbonisation
while boosting economic growth and
energy security. 'Unless we come up
with new technologies and technological solutions, we will not be able to
achieve net zero by 2050,' he said.

Shikata added that the bond pro-gramme would serve to encourage pri-vate sector investment, with the gov-ernment's long-term financial commit-ment giving confidence in a predictable policy environment for the long-term. That private sector activity must account for most of any successful tran-sition. And international companies interested in using transition bonds to be added to the private of the private of the language of the private of the private of the language of the private of the private of the language of the private of the private of the private of the language of the private of the p

kind of investment that will be needed worldwide – suggests that the concept may yet be taken up by companies in other large comomies.

Akane Enatsu, head of the Nomura other large comomies.

Akane Enatsu, head of the Nomura Charles of the Charle accounted for the vast bulk of corporate transition bond issuance in the past coupled for the vast bulk of corporate transition bond issuance in the past coupled for the vast bulk of corporate transition bond issuance in the past coupled for the vast bulk of corporate transition bond issuance in the past coupled for the vast bulk of corporate transition bond issuance in the past coupled for the vast bulk of corporate transition bond issuance in the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the past coupled for the vast bulk of corporate transition bond is such as the corporate transition bond is compared to the past coupled for the past coupled for the vast bulk of corporate transition bonds to for the past coupled for the vast bulk of corporate transition bonds to for the past coupled for the vast bulk of corporate transition bonds to for the past coupled for the vast bulk of corporate transition bonds to for the past coupled for the vast bulk of corporate transition bonds to for the past coupled for the vast bulk of corporate transition bonds to for the past coupled for the vast bulk of corporate transition bonds to for the past coupled for the vast bulk of corporate transition bonds to for the past coupled for the vast bulk of corporate transition bonds to for the past coupled for the vast bulk of corporate transition

### **COMPANIES & MARKETS**

### The day in the markets

### What you need to know

Global stocks and bonds sold off sharply yesterday after strong US inflation data dented investors' hopes for interest rate cuts over spring. Wall Street's benchmark S&P 500 and



Others were more optimistic. "Overall, we think the strength in January is likely to be a one-off," said analysts at ABN Armo. Strong housing inflation, which offset declines in used car prices and core goods, "reflects with a very long lag the sharp rises in rents seen in 2027-227, they said. "The Fed is fully aware of these lags and so will not be concerned by this month's data."

In currency markets, the dollar traded Ox per cort higher on the inflation of the control of the con

provide a further boost to export-heavy Japanese equities, which earlier yesterday rose close to all-time highs hit more than three decades ago. The Topix index jumped 21 per cent to its highest level in 34 years, boosted by a 33 per cent pain for semiconductor group Tokyo Electron, which raised its revenue and profit guidance. The Nikkel 225 rose 29 per cent and is also at a 325 rose 29 per cent and is also at a start to a year siste 1998. In commodity markets, prices for Eirent crude, the international oil benchmark, rose 12 per cent to \$82.98 a barrel. George Steer



## Markets update

	405	0	•		10	<b>•</b>
	US	Eurozone	Japan	UK	China	Brazil
Stocks	S&P 500	Eurofirst 300	Nikkei 225	FTSE100	Shanghai Comp	Bovespa
Level	4964.06	1911.92	37963.97	7512.28	2865.90	128025.70
% change on day	-1.15	-0.89	2.89	-0.81	1.28	-0.15
Currency	\$ index (DXY)	\$ per €	Yen per \$	\$ per £	Rmb per \$	Real per \$
Level	103.993	1.072	150.595	1.260	7.194	4.954
% change on day	-0.170	-0.464	0.763	-0.158	0.000	0.000
Govt. bonds	10-year Treasury	10-year Bund	10-year JGB	10-year Gilt	10-year bond	10-year bond
Yield	4.272	2.392	0.725	4.322	2.482	10.378
Basis point change on day	10.050	3.000	0.520	9.400	0.000	0.000
World index, Commods	FTSE All-World	Oil - Brent	Oil - WTI	Gold	Silver	Metals (LMEX)
Level	488.19	82.79	77.84	2015.20	22.92	3586.90
% change on day	-0.94	0.96	1.20	-0.41	1.15	0.82











FTSE 100 index



## CVC co-founder Mackenzie steps back ahead of private equity group's listing

## WILL LOUCH PRIVATE EQUITY CORRESPONDENT

PRINTEGED TO CORRESPONDENT PROVINCE SUPPRINT CENTURY CORRESPONDENT PROVINCE SUPPRINT CENTURY CORRESPONDENT PROVINCE SUPPRINT CASE OF THE CORRESPONDENT CORRE

ncreasing scrutiny. The firm postponed plans to float in

November because of market uncertainty, missing out on a subsequent boom in the share prices of publicly traded peers such as Blackstone and the firm's most herattweeds. The standard peers are multigenerational business that would continue to flourish long after a multigenerational business that would continue to flourish long after the founders had gone. I believe we have achieved that. The business is never the production of the productio

## **Big opportunity** in EM debt from swinging dollar

## Victoria Courmes

## Markets Insight

nvestors who have participated in financial markets since 2010 have only known at sing dollar and the significant impact it has had on the relative returns of assets not decommand in the US currency.

More seasoned investors will observe that the dollar takes roughly decade to the common since the content of the content

and one yee'n inguinteer rates, suning growth differentials and diversificaoff course, it is hard to pot inflection
Of course, it is hard to pot inflection
off the points after so many years of nonatop
dollar strength. However, most offen, it
is nusch uneasy times that contrarian
positions can pay off the most. The key
question is: can the US be even more
exceptional than it is now to continue
the dollar's upward trend?

The glass-half empty Frenchwoman
in me believes geopolitical risks (the
Russia-Ukraine war, Middle East conlitic, China-Taiwan tensions, etc) and a
low-growth environment in most places
unded the Use might signal that we have
not yet reached such an inflection point.
In a world of risk werelson, the dollar can
indeed remain king.
The glass-half-full American in me,
though, sees factors such as sluggish,
sees factors such as sluggish,
creently area shalf-full American in me,
though, sees factors such as sluggish.

urrencies.

In other words, investors are now more highly compensated for the risks in a way that favours local debt expo-

associated with EM currencies than they have been for more than a decade. Already many EM assets delivered strong returns in 2023 despite ongoing dollar strength. Any downward uread in most delivered to the about the strong than the strong that the stron

### When it looks rich as it currently does, its decline portends a boost to foreign stocks and bonds

Another factor supporting local debt is high interest rates: in both nominal and inflation-adjusted terms, current EM interest rates are back to the 2003-11 average. It is rare to get this combination of cheap currencies with high rates—and it does not last long. The growth differential picture is a little murkier. At the start of the past dollar decline cycle, the growth differential between emerging markets and the US was very high. This was powered by China's post-financial crisis investment spending, which lifted commodity prices and, in turn, capital flows to EM countries. More recently, amid lower global growth, this differential has awared.

sure over EM equities. Countries that feature heavily in local debt market benchmarks are catching up with the conomic growth of heavyweights in EM equities indices. The former include Indonesia, Brazil, Poland and later this year India when it is added to JPMorgan's benchmark emergingmarket debt index. Recent laggard Tunder of the India when it is added to JPMorgan's benchmark emergingmarket debt index. Recent laggard Tunder of the India with the India was a common the India was a remittances and tourism thanks to positive macroeconomic management and structural reforms. The IMP projects that the economic outperformance of countries in the currency basket for EM equities over local debt index constituents will fully dissipate in the next five years. This makes

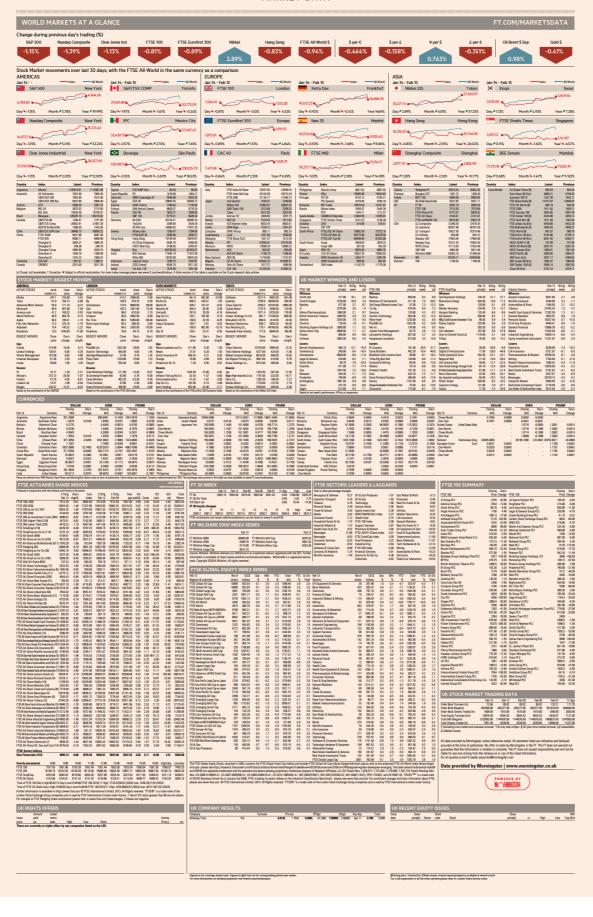
local debt a compelling diversifier to EM equities.
Further, the local debt asset class is seeing more 'frontier' markets join — Uruguay most recently — expanding the opportunity set. The BMF projects frontier GDF growth of 4.5, per cent for the GDF growth of 4.5, per cent for good of the standard properties and the set of the growth of the growth of the growth of 4.5 per cent for most properties and the growth of 4.5 per cent for most properties and the growth of 4.5 per cent for growth of 4.5 per cen





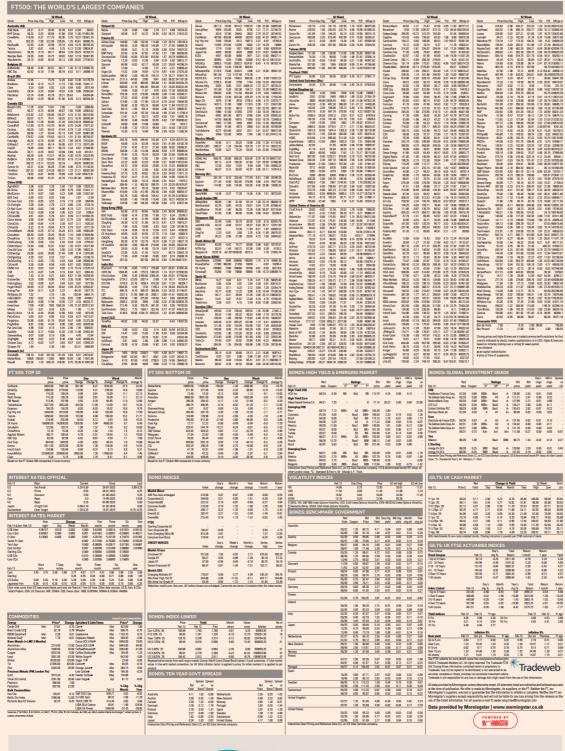


### MARKET DATA



Wednesday 14 February 2024 ★ FINANCIAL TIMES

### MARKET DATA







## **INSIDE POLITICS**

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"Available to Standard subscribers

Moments frozen on 8mm film and recycled photographic relics are on show in a wistful New York exhibition, writes Ariella Budick



## Vintage images mined for new meaning





Unfortunately, the rest of the exhibition doesn't live up to Sultan's standard, and the standard of the standa

In one, the upturned palm cradles a miniature black and-white headshot of himself as a child in a worker's cap, a young soldier of the Cultural Revolution of the control o

Little Red Book in her grip. Three decades later, there she is again — still black-haired and mildly amused, if a little more hunched — in a sleeveless flowered dress. She is no longer off to make history or build a nation; rather, we see that she has survived an era of murderous idealism with her good humour intact.

humour intact.
Other pictures in the series upbeat. In "They No 7, Three S trio of girls in the 1970s adop expressions that let a girlish gluthrough. In the companion pisense of suppressed energy is





Left: Sheng Qi, 'My Left Hand (Mao)' (2000). Right 'Kama Mama, Kama Binti (Like mother, Like daugh

## Miller's 'Barber' is still a cut above

The Barber of Seville Collseum, London

BBC Symphony Orchestra/Wong Barbican, London

Richard Fairman

Richard Fairman

As English National Opera gets down to its spring season, a cloud of unresolved problems continues to hang over the company, Just before Christmas there was an announcement that it had chosen to be considered to the company, Just before Christmas there was an announcement that it had chosen to be considered to the company of the com

At least one member of the cast at this revival knows exactly what to do. Sinon Bailey, fresh from his success in ENO's The Rhingsold, sings fusty old Dr Bartolo with resonant tome, bags of character words. Every comic line hit is target. Although this is not at all a classic cast, each singer has something to commend them. Anna Devin offers word agility as Rostina. Innocent Masukus sings Count Almaviaw with a silm, light tenor, best heard in lyrical passages. Charles Rice has the right brightly focused bartione, with ringing top notes, as Figaro, and a silm, and the silm of the silm of

Manchester. Singapore-born conductor Kahchun Wong is due to take up the post of principal conductor with the Hallé Orchestra later this year and this programme, featuring two pieces of Japanese music, gave a taste of what might be ahead.

Tour Takennito's well-known Regarder of the Control of the Control





LINDBERG° Visionary by design

Aliana wears Spirit Tito Crafted in Denmark.

### FT BIG READ.CLIMATE CHANGE

Rising home insurance premiums are a de facto 'carbon price' on consumers as extreme weather events become more frequent and providers pull out of affected areas. By Ian Smith, Attracta Mooney and Aime Williams



ichael Heffner had owned his is detached house a short drive from the sea-front in Virginia Beach, on the US east coast, for each growth of the US east coast coas

uninsurable. Senior industry executives are now unambiguous in making al link between global warming and the insurance affordability problems. "This is the first time we actually bring a climate change bill back to the consumer, if you think about it," Christian Mumenthaler, chief executive of Swiss Re, one of the world's

more common and therefore harder for the

biggest reinsuren, told Davos delegates in January. Rising insurance premiums were a kind of carbon price on consumers and the control of the

ast year saw a record-breaking number of natural catastrophes causing at least Sibn
in insurance losses: 37 separate events, according to data
from insurance broker Ann.
That included 25 so-called severe
convective storm, of which 21 were in
the US. It as the goowney of the convective storm, of which 21 were in
the US. It as the good to record the convective storm, of which 21 were in
the US. It as the good to the convective storm, of which 21 were in
the US. It also the convection of th

the sector, and changing the way risk is viewed.
Severe thunderstorms are the kind of event that insurers traditionally labelled "secondary perils", since they do not bring the massive loss of an earthquake or hurricuse. We no longer can call us het events. We no longer can call us het events because the control of the

Last year had a record number of billion-dollar insured losses from extreme weather



that the heat and moisture in the atmosphere leads to higher frequency and intensity of such thunderstorms, he say.

The same executives in private partially put some blame on the risk-modelling companies the insurers lean on to fore-cast losses, saying that the effects of climate were underplayed.

The dramatic pullback in the reinsurance market after years of underperformance has added to the ugent sense among insurers that they must reprice.

The cost of properly catastropher re the burden of natural disaster claims, is at its highest in a generation. Reinsurers have also sharply raised their so-called attachment points — the level of losses that need to be reached for the reinsurance to kick in.

That has left more risk with primary insurers. Dean Kilsura, head of reinsurance to kick in.

That has left more risk with primary insurers. Dean Kilsura, head of reinsurance to kick in June 1997.

Such a trend could test the sector's in June 1997, and the continued to "expose (insurers') balance sheets to attritional volatility.

Such a trend could test the sector's limits, some say. If yearly losses stick above the \$1000 hevel, and firms are forced into further price rises and pull-known of the could "harm the whole proposition of the insurance sector to society", says one reinsurance chief executive. There will be growing "patches" where buying insurance is uneconomical, Swiss Re has predicted.

While shareholders apply pressure on companies to bolster their profits, politicians are insisting insurance sheet power in the could "harm turde for insurers across the country, however, it is an unacceptable outcome to leave millions uninsured because of shifts and unacceptable outcome to leave millions uninsured because of shifts and unacceptable outcome to leave millions uninsured because of shifts and unacceptable outcome seems and that the taxpaying public is already because of shifts and unacceptable outcome means that the taxpaying profile of exterme weather has already been answered. In Insurers and the cost of

insurers.

The UK's Flood Re reinsurance scheme stood behind more than 260,000 home insurance policies last year, up from 150,000 back in 2018.

he optimistic view in many parts of the industry is than will rebound. A combination of rising prices, investment in catastrophe prevention measures and regulatory reforms will —especially if lower loss years are experienced — allow insurers to take back more customers. Private insurers did recoups ome policies from Florida's Citizens in recent months.

But global regulators and policymakers are preparing for a more frightening future. Uninsurable properties could future. Uninsurable properties could future. Uninsurable properties could future. Uninsurable properties could a november paper, by making mortgages harder to secure and increasing anhal's credit risks if shomes are no longer eligible collateral.

The Bank of England warned in its

longer eligible collateral.

The Bank of England warned in its
2021 climate suvey that, in a scenario
of governments falling to act on climate
and global warming reaching 5.3% above
pre-industrial levels by 2050, about
7 per cent of UK households currently
covered would be forced to go without
insurance due to unavailability or

insurance industry

change. It's a gigantic pain and it

asid the country is "fast becoming an asid the country is "fast become for pole [global] not insured fast backs and the fast backs." And it's not just people. You're seeing it with businesses and at some point it's going to become an issue with respect to access to and quality of their loans." Under-insurance is a vast problem in the island nation, 95 per cent of those affected by 2021's Hurricane Elsa din oth have insurance. In dustry executives tend not to dispute that global warming is making extreme weather more frequent and severe. But there is strong debate over whether that is the significant factor driving up home insurance claims in recent years, rather than spiralling extreme weather more frequent and severe. But there is strong debate over whether that is the significant factor driving up home insurance claims in recent years, rather than spiralling extreme weather more frequent and severe. But there is strong debate over whether that is the significant factor driving up home insurance claims in recent years, rather than spiralling and settlement in at-fisk areas.

In the US, the situation is more acute of the properties of the properties of the properties of the properties.

'You are seeing increasing people not insured because cannot afford the

In November, the US Treasury for the first time requested granular data to assess the "increasing impacts" of clinic "stream change on boushold finances, citing "insurer pullbacks and significant prenulum increases in several states". Senior industry executives fear that her relationship between insurers and regulators is weakening. Whether companies are pricing fairly is an important the parties. Eric Andersen, president at New York-listed Poker Aon, asys the relationship "is breaking down more and more".

The question now, asy industry experts, is not whether governments will have to step in, but how much further they will have to go. Already, also for fair fish sistiling with governments that have obligations to

All-redy; a lot of full risk is sitting with governments that have obligations to stand behind the various local and national programmes. Australia has launched a public scheme to absorb some cyclone-related risks. The UK's flood reinsurance scheme is due to expire in 2039, but increasingly executives expect it will have to continue beyond that date. The affordability crisis has society wide impacts. Growing costs are "having effects on the valuation of properties," and the source of the control of the control

at reinsurance broker Callagher Re.

"There are discussions now about the
people are going to retire. Are they
still going to Fordia?"

The nature of insuring extreme
eather is that losses from natural
catastrophes will ebb and flow. Climate
change is expected to add to the volatilcity of the control of the control of the control
the long-term trend. "As what's consider
tred a normal year continues to be not
expensive," says Bowen, "how does that
new normal continue to be priced in?"
Insurers themselves stress both their
control are a financial shock
absorber for extreme events, but also
their responsibility as prudent compatheir responsibility as prudent compatheir responsibility as prudent compatheir responsibility as prudent compaprevention measures such as banning
new homes on Bordonlaigs and in-meatir-

may be the only viable way or requesting the threat. Increasingly, the challenge of insuling ance affordability become a "group question," says Aon's Andersen. "Do you support people that can't afford the risk-based price? Or do you chang [planning rules ] so that you can't build increat land areas? Those are not questions that are going to be solved by insurers."

## The FT View



FINANCIAL TIMES

## The plight of journalists in Gaza

More media workers have died in the conflict than in any country in a year.

A devastating humanitarian criss continues to deepen in Gaza. Four months after Hands assault on the Buttlem of the Hands assault on the Buttlem of the Hands and the Hands and the Hands are t

Reporters Without Borders, another group, has submitted two complaints to the International Criminal Court regarding suspected war crimes against four-going support of the Court of the Co

sional, carefully controlled trips with Israel's military, the world is dependent on local journalists to report what is going on. They are operating in some of the most extreme conditions ever expe-rienced by conflict reporters. Many are now in Rafah. Like the vast majority of

Gazans, most of the journalists are trapped inside the besieged strip as Israel refuses to grant permission for them to leave. They are not just work-them to leave. They are not just work-them to leave. They are not just work-them to leave they are not just work-them to leave they are the are they are they are they are the are they are they are they are they are they are the are they are the are the are the are th

destruction of media offices, moreover, is shattering the basis of a functioning media once the conflict ends. It is another example of the damage being wrought to the human and physical fabric of life in Gaza. Without an immediate ceasefire, there will soon be nothing left.

**Opinion Environment** 

## How to do climate policy without a green backlash





pilita Clark

ow many people do you think would be willing to give away 1 per cent of the household income to take the household income to take the household income to take the household income to the household income to take global warming global warming blobal warming household in the household income to take the household income to take the household income to take global warming. It is a for early the household income to take global warming. In the words of study co-author Teodora Bonevi. Most of the words and the per cent of the global warming. In the words of study co-author Teodora Bonevi. Most of the words and the policy dependent of the words and the household house to take global warming. In the words of study co-author Teodora Bonevi. Most of the words and the policy dependent of the words and the policy dependent of the words and the policy dependent of the household house to take global warming. In the words of study to author Teodora Bonevi. Most of the words and the policy dependent of the words and the policy dependent of the household household have been been dependent of the household have been been dependent of the household have been been deaders from the household have been the household have been deaders from the household have been the household have been deaders from the household have been deaders from the household have been the household have household have headed and men. The next the household have headed and men. The next the household have headed and have the household have headed and household have headed and household have headed and household have headed and household have headed have

## Letters

## Media and policymakers must up their game on private equity

Patrick Jenkins' revisionist view
("Private equity groups are more
than short-termist asset-strippers",
Inside Business, February 6) no doubt
triggered a round of high fives within
private equity firms. The problem is
not what the column says, but where
it stops.

Jenkins is correct that much

Jenkins is correct that much criticism of private equity is ill-informed, and that this form of investment has moved on from the bestselling business book Barbarians at the Gate. Private equity (meaning buyouts) started out 40 years ago as a brave new

way of doing things and still has a useful role to play, Jenkins refers to a software company called Visma, where private equity firm HG Gapital seems to have become a permanent investor beside a revolving crow of other funds, aga between private equity and what it was originally designed to replace has been steadily shrinking. But Jenkins fails to ask the natural follow-on question. The private equity he describes loots ever more like the quoted company model to which private equity has traditionally claimed to be so superior.

Why, then, does private equity still receive such favourable special treatment from policymakers and so little well-informed scrutiny from the media?

Taxation of carried interest is always good for a headline, but other Issues matter more. Some basic mandatory public disclosure would be a good start. The disclosure needs to be mandatory in order to mitigate the cherry picking that private equity firms can and do get away with today.

The cost to private equity firms of providing this disclosure would be as negligible as the benefit to other parties

would be significant. For example, the right mandatory public disclosure would start to make it easier to see whether the gross gains made in private equity are being spit appropriately between a few thousand well-publ financiers and the millions of peasien scheme nembers whose the private equity sector can only be congarulated on the skill with which it continues to play its PR hand. Meanwhile, both the media and policymakers need to up their game. Peter Morris.

### Being pro-business should not be a political handicap

NOT De a pointCuci nandiciagn The US economy is motoring despite all the challenges. Stock markets are hitting all-time highs. The much proclaimed hard landing has not materialised. Yet, Michael Strain, director of economic policy studies at the American Enterprise Institute, claims that both the previous and current occupants of the White House consensus is bad for business. Bilden consensus is bad for business.

current occupants of the winter house where I all wrong ("The Trump-Biden have I all wrong ("The Trump-Biden Jopinion, January 50), Strain seems stuck in the obsolescent world of the Washington Consensus, mow superseded by the Cornwall Consensus following the C7 summit in the UK in 2021. There, world leaders prioritised a politics that moves proactively to shape markets to deliver recognising the central role of politics in the Construction of functioning markets.

At a time of significant, and increasingly perilous, local and geopolitical stress, the rise of China and others as strategic adversaries both politically and economically, and the supersecond politically and economically, and the supersecond politically and economically, and the supersecond politically and economically and others as trategic adversaries both politically and environmental degradation, it is time to move beyond superficial notions like "free contempts" (whethere that might mean) and realize that business is not just a moneymaking machine but a vital component of our political corousny. It is time to accept that a commercial role in that it has a big impact on the kind of society in which we live.

business has a political as well as a commercial role in that it has a big impact on the kind of society in which we live.

We have on the kind of society in which we live.

We have considered an exact of the highest of the highest

more important roies in our possuca-conomy.
Only then can business build enough political capital to ensure that political leaders feel comfortable declaring.
The titred off mantra that politics should just get out of the way so that we can just get out of the way so that we can just get out of the way so that out of the Pleistocene.
Joe Zammit-Lucia Radit Centre for Business, Politic & Society, Amsterdam, The Netherlands



"I SUPPOSE IT'S TOO LATE TO START TESTING ON ANIMALS?"

When FT risks wading into editorial quicksand I was very disappointed to see the front-page headline "Trump opens 11-point poll table over Biden on stewardship of US economy" (Report, February 12), while "Trump's Russia remarks trigger Nato fears" was tucked away inside the paper (Report). Glorifying opinion, while marginalising eat is a decision that may have the latent of the page of t

DOIL GN. CHARIER. CO SYNC
up 'civilisational thinking'
In The Weekend Essay (Life & Arts,
February 3) Professor Josephine Quinn
singly wrong, "Mght thinking is
sureply wrong," Mght thinking is
sweeping? That civilisations have
habitually interacted with and
borrowed from each other does not rob
the concept of meaning or usefuness.
In The Clash of Civilizations book,
which is referred to in the essay albeit
not by name, Samuel P Huntington
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For Child State

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Life Life Arts

Li up 'civilisational thinking'

How much more can
Russian civil society take?
It is a widely held view, and most likely correct, that the cold war was won through an arms race in which — simply put — the Soviet Union just could not sustain the drain upon its relatively limited resources.
The difference today is that Vladimir Puttin only has Russia and not all of the old Soviet territories to rein in. While this further limits his resources, it is in the resources, it is that the resources, it is the source of the society and the stream of the society as a smaller domestic audience, especially one that has little or no history of democratic values and in which civil society has been largely rendered a zombie. The state of a civil society as indeed the best circlerion by which to classify different states. The question is indeed the best circlerion by which to classify different states. The question is another than the control of the control

## 'dry powder' and inequality

Ingrite Last Garches 11 Heads of All Development of the United States for South of the Control o

## Urbanisation – part of the

Urbanisation — part of the solution, not the problem Michael Kelth's piece on urbanisation's nein the climate crisis sheds light on which the following the considerable before the considerable to consider the broader crisis in nature, urbanisation should be seen as part of a solution rather than solely a problem. Urban areas, characterised by their bousing density, only better utilisation of energy and materials, meaning of the considerable o

Carina Manitius
Economist, Oxford Econor
London SW1, UK

### Voter turnout is beyond reach of Madison Avenue

reach of Madison Avenue
David Cowan and Chris Powell say their
study of 20 recent elections (Letters,
January 30) shows "a considerable rise
in turmout" is the key to the success
of democrats fighting populist candidates.
In the upcoming US election, Benedit Pringle (Letters, February 5) poses this
an exhallenge for Democrat adment to
find a new and creative way of
measurements of the control of their paper
"Political Advertising and Election
Results", florg Spenkuch and David
Toniatti conclude "we find no evidence
that advertising has an effect on overall
utrnout. This may help to explain why
a large number of previous studies
have detected only minimal or even
no effects." They suggest that the
reason for this is that mobilising
forces cancel each
other oru.
It would seem that the levers that

### Correction

## Opinion

## What Biden can learn from Starmer





restatement of Ganesh's Law. All actors in politics value "radicalism" apart from those who decide elections. Commentators demand Activists grow restless and mutinous hout it. Politicians themselves aspire it, so that even their most cautious so that even their most cautious cies are framed as bold. When omic growth is strong, the time is to be right for risk-taking. When it well, all the more need for big ideas things going, e honourable work of incremental

he honourable work of uncremental the proof of the promise of the proof of the proo

Democrats need to invert politicians visiting them in

ter-creature question. Democrats enter-tain all sorts of explanations for his low ratings — an inadequate White House spin operation is a favourite — except that he has given them too much. Leave sadde the empirical question of whether his giant spending bills implicate him in the post-2020 surge of inflation. Never mind, either, whether his loosening of some Trump—erra rules on immigration

wouldn't work so well, think, if he ran aiddle-of-the-road government. Its power comes from the idea that he is the unwitting instrument of forces that are more progressive than Americans would ever elect on their own terms. Democrats misinterpreted the 2020 election as a directive to transform America. The brief – dispose of Trumper was narrower than that, Starmer seems to understand the spirit of the age better. If the defining thing about the popular mood across the west is mis-

## For the sake of our health, the UK should be a nanny state

Bhattacharya

ast month, Prime Minister
Rishi Sunak announced plans
to ban the sale of eigardies to
people born after 2008. The
move was backed by the
Labour party, whose leader Keir Starmer
has promoted a Child Health Action Plan
which would prevent junk food advertismove would prevent junk food advertistoodhrushing in chools. Meanurbile,
the Scottish government plans to
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the Scottish government plans
to contrassing the contrast of
the fight when it comes to accusations
he is promotting a namy state, political

With Starmer declaring he is up for the fight when it comes to accusations he is promoting a nanny state, political commentators have been left trying to figure out where this surge of public digure out where this surge of public health interventions has come from. A natural assumption is that it stems from the pandemit, when people became accustomed to restrictions on lives. Yet analysis by the Social Market Foundation suggests that public opinion lives. Yet analysis by the Social Market Foundation suggests that public opinion has long favoured restrictions on smoking, drinking, gambling and obesity. The year many the public politic many that the public politic size of the public public size of the size of the public size of the size of the size of t

The question is whether Britain's leaders really are ready to tackle the country's bad habits

for change. Doubs are featered and sindied by commercial interests with big
for change. Doubs are featered and sindled by commercial interests with sigbiblying budgets and profits to protect.
Passing regulation becomes agrind. The
Scottish government's effort to introduce minimum alcohol pricing was
delayed for six years because of legal
challenges. Chile's anti-obesity measuress; including taxes on sugary drinks
years of bartering with industry.
Politicians who come round to the
necessity of banning, taxing and regulating these shameful commodities
invariably do so because those are the
most cost-effective levers at their disposal. Reviewing the evidence, we found
that educational interventions tend to
the coming generation of weight loss
that educational interventions tend to
the coming generation of weight loss
the coming generation of weight loss.
For all Sarmer's tough talk, the key
question is whether Britain's politicians
cally are ready to tackle the country's
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## Beware the lure of fiscal fairy tales





Chris
Giles

airy tales are comforting because the lead characture of the province of the prov



Washesten with acceptated progress when we will operate. We still do not know how the new European Issel framework will operate the work of the work of the work will operate the work will be subject to the same Panglossian for casting assumptions evident in the US and UK. The potition will be no easier when you add the twin structural difficulties in the curroone that the European Central Bank looks likely to be solv in easing monetary policy, inhibitslow in easing monetary policy, inhibit-ing European growth, and that fiscal dif-

will happen to resolve unsustainable budgets without a crisis is a fantasy

ferences between northern and oothers. The best week of the control of the contro

## Only the US can stop an Israeli move into Rafah

## Michael Wahid

terms. He announced his intention to evacuate civilians from Rafah and send in ground forces. Before his announcement the US indicated it had seen no serious Israeli planning for an advance and had registered opposition of the Rafah and had registered position of the Rafah and had registered for the Rafah and the Rafah

yet again will find the rest of the strip uninhabitable. Everyone in Rafah is already deprived of something essential. An evacuation would leave the pop-ulation berett of virtually everything. The best way to head off a calamity, and the strip of the

operation into this catastrophe exponentially

Regardless of how this round of talks ends, we know what the war's outcome is likely to be a degraded Hamas and, eventually, an alternative administrature of the control o



Bank of England governor Andrew
Bailey this week told university
students that the low valuations of UK
students that the low valuations of UK
capitalised the low valuations of UK
capitalised than ever, shareholders
refuse to pay anything close to book
value for them.

Next week, Barclays boas CS
Venktatkrishnan, known as Venkat,
must offer a plausible fize for this at the
bank's first strategy overhault in almost
a deade. If communicated poorly, as
Societé Genérale's Slawount Krupa
could cause more harm than good.
One overarching problem has been
what to do about Paur than good.
One overarching problem has been
what to do about Earnings, which
weigh on investors' minds. Yet the
division can offer complementary
sources of revenue for the group.
Expect Vendat to offer four
Expect Vendat to offer four
proved the complementary
sources of revenue for the group.
Expect Vendat to offer four
investment and consumer banking.
Next, he is expected to confirm cost
cuts of about 2750mm. He will probably
increase the bank's targeted return on
tangible equity by 100 basis points to
11 per cent for 2025. Finally, expect
some clear cash figures for shareholder
capital returns to come.

But he may need more than these
But he may need the m

## Investment banking performance



Barclays: more needed to regain investors? Trust

Bank of England governor Andrews Balley this week told university students that the low valuations of UK banks puzzles him. Though better capitalised than ever, shareholders refuse to pay anything close to book value for them.

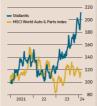
Next week, Janky book CS Next week, Janky b

## Japan's robot stores:

### Stellantis: unlikely car industry darling

## Stellantis outperforms





Return on equity (trailing 12-month, %)

What do car industry investors get revewed up about? Top of the range models, perhaps. Or a seemingly unassailable technological lead, especially in the transition to electric vehicles. Maybe a simple equity story, with a streamlined footprint and elearth of political interference. In the streamlined footprint and earth of political interference. Stellantis, which reports results tomorrow, suggests that the answer is none of the above. The carmaker, born of the 2002 merger between Italy's FCA (Flat Chrysler) and Groupe FSA (Fleugot Cliron), has raced well alnead. Its stock has risen Oper cent in the past three years, outperforming rivals Renault, Volkswagen and BWM.

It looks an unlikely market darling. The European business focuses on mass-market models. It has not rushed into the EV race with the enthusiasm of some rivals. And it is complex. The French government holds a 6 per cent stake and late to influence its direction.

So why the staggering acceleration? Investors like a good turnaround story. Investors like a good turnaround story. Carlo Tavares, who took over the combined group from his post at PSA, has wielded the axe to achieve to pofther-ange operating margins, expected to come in at 2.5 per cent for 2023, according to Citi. That compares with 7.4 per cent at Volkswagen, SeR Capital IQ estimates.

Being big also means that necessary investments, in new models and R&D, are less of a drag. Capex and R&D or late 1 and 1 a

says Philippe Houchois at Jefferies.
YW penda about twice that.
A lot could still go wrong. The
transition to EN, although slower
than forecast, will shrink its
traditional market, not to mention
any Chinese competition. Labour
costs are rising, not least in North
America.
The costs are rising, not least in North
America.
The cost are rising, not least in North
America.
The cost are rising to the cost of the cost
and decline as the surge; in
pent-up post-coronavirus demand
wanes. Profitability will be squeezed.
Even so, Stellantis has a strong
balance sheet, with some C50ho of
net cash expected this year. That
helps explain swiring. — and denied
— rumours of a Renault tie-up. It
should generate Clinh of free cash
flow after recurring investments,
some cost of the cost of the

# rises soon. This problem is only going get worse. A shrinking, aging propulation causes a labour crunch. Despite the cost hurdles, the share price of parent company Seven & i Holdings has climbed more than a tenth this year. Meanwhile, rival Lawson is up 42 per cent. Part of the latter's rally includes market excitement over an amountement that Japanese telecomes group EOD Johans to other strong control of the strong outlook for the segment. Convenience store sales this a record high last year, the third consecutive year of growth. As chains incorporate more automation and digital services, earnings should get a boost. Centrica: selling energy

Chief executive of Centrica has to rank highly among the worst jobs in corporate Britain. British Gas was privated on 1986, ey its parent remains a lightning rod for public anger over energy prices. Heading the company will require extra political savyy as Britain's energy retailers regain a profilable footing. In 2021 and 2022, some 30 British energy suppliers failed as sharp rises in wholesale prices exposed poorly capitalised companies. But the survivors have thrived. Octopus Energy, Britain's second-largest

in household supplier, just turned its first profit since launching in 2015. Market leader Centrica's annual results this week should show a surge in operating profit at its British Gas retail arm. Analysts are forecasting shot of about LFA'ma at the household supply business, a sharp recovery from LTZnn in 2022. However, group profits are consistent of the control of the contro

some and the contraction of the contraction of the contraction of the board members resigned over it in 2022. Centrica's future annual bousehold supply profits are expected to mormalise to a range of £150m to £250m, at least two-thirds below last parts. This range would still be higher than in the years after the price cap's introduction in 2019, and before the energy crisis.

Organ recently altered the profit Organ recently altered the profit of the contraction of



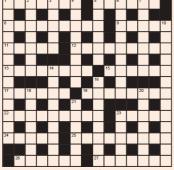
## labour savers

FamilyMart should benefit in two ways. It saves on labour costs at the ways. It saves on labour costs at the carn monthly fees from these automatons by lending them out to its franchise stores from April. Japan needs these types of creative solutions as higher costs become a concern for convenience stores. Most are open 24 hours a day, seven days a week. Their sheer number — Seven-week. Their sheer number of their sheet number of their

## is still a size game

## NIKKEI **Asia** The voice of the Asian century

### CROSSWORD No 17,655 by JULIUS





Scan the OR code to access FT crosswords over the last 30 days — cryptic, Polymath, Weekred and Sunday buzzles — or go to ft.com/crosswordapp - cryptic polymath - cr

ACROSS

1 Such as dropn emblem on sterling pounds? (7)

5 Antitotle impeding onset of really advanced poison (6)

8 Andean har prepared dish served with order than the prepared dish served with the control of the con

### DOWN

DOWN

I Work introduction to Moli Flanders after
treshering up with a skp (PA)

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# A good day to talk about the value of long-lasting relationships

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