

Al brings steep learning curve to classrooms

Redundancies don't always spell disaster

China slaps ban on US chipmaker after G7 rebuke ramps up tensions

Leaders attack Beijing tactics → Micron barred from 'key' infrastructure → Zelenskyy lobbies nations

DEMETRI SEVASTOPULO, KANA INAGAKI AND HENRY FOY — HIROSHIMA ELEANOR OLCOTT — HONG KONG

China has hit America's biggest semiconductor manufacturer with sales curbs after a weekend of mounting geopolitical tensions as the G7 stepped up criticism of Beijing's military ambitions and "coercive" economic policy.

Hours after a G7 summit of advanced economies ended in Hiroshima, Japan, vesterday, China's Cyberspace Administration banned operators of key infrastructure from using products from Micron Technology, its first big move against an American memory chip

Micron "posed significant security risks to China's critical information infrastructure supply chain", the CAC said in a statement. The move follows a seven-week investigation widely seen as retaliation for US efforts to curb China's access to key technology. Last October, Washington introduced expansive chip export controls and the Netherlands and Japan have since followed.

Paul Triolo, an expert on China tech at consultancy Albright Stonebridge, said: "This could be really bad for Micron. It depends how broad China's definition of critical information infrastructure is, but this could include the financial sector, transportation, energy and data centres.

The move came the day after G7 ${\it members-the\,US,UK,Canada,Japan,}$ Germany, France and Italy - issued a communique rebuking Beijing over issues including its military activities in the East and South China seas and its human rights record in Tibet and Xinjiang. They also called for peace across the Taiwan Strait.

In a separate statement, the G7 said the world had witnessed "a disturbing rise in incidents of economic coercion". It said members would create a mechanism to "increase our collective assessment, preparedness, deterrence and response to economic coercion" and would step up co-ordination on detecting and responding to economic

The summit was attended by Ukrain-



ian president Volodymyr Zelenskyy, who sought to stoke opposition to Russia's invasion of his country. He confronted Indian prime minister Narendra Modi and Brazilian president Luiz Inácio Lula da Silva, who have main-

new global industrial policy,

the fresh US course is very

knows best' strategy of old

different to the 'market

tained ties with Moscow. Whether a foreign policy for the middle class, or a

Rana Foroohar

China, which has refused to condemn

Russia's invasion, has tried to position itself as a peacemaker in the conflict. But Zelenskyy and the G7 are seeking support for Ukraine's own peace proposal, rather than China's.

Despite the tensions, US president Joe Biden said yesterday that he anticipated an imminent "thaw" in relations with

Talks between the two countries shut down after a "silly balloon" carrying spying equipment flew over North America in February, before being shot down by the US military, Biden said. "Everything changed in terms of talking to one another. I think you're gonna see that begin to thaw very shortly.

Biden also said his administration was

considering lifting sanctions against Chinese defence minister Li Shangfu. US officials had previously said privately that the administration would not remove the sanctions, which were imposed in connection with China importing fighter jets and missiles from Russia.

However, Biden also reiterated Wash ington's support for Taiwan's selfdefence. "We're going to continue to put Taiwan in a position that they can defend themselves. And there is clear understanding among most of our allies that, in fact, if China were to act unilaterally, there would be a response," he

G7 and Ukraine reports page 2

▶ Allen & Overy to merge with Shearman & Sterling The UK "magic circle" law firm and its US counterpart have said the new business will have \$3.4bn in revenues and 4,000 lawyers, in one of the biggest transatlantic

▶ Rolls chief slams division New boss Tufan Erginbilgic has said Rolls-Royce's power systems arm had been "mismanaged", pointing to the challenges facing the engineering group. -- PAGE 8

▶ Meta eyes Magic Leap Facebook's parent has entered talks with the augmented reality start-up that could yield a deal on intellectual property and contract manufacturing of AR kit.— page 6 $\,$

▶ Bhutan makes bitcoin bet The tiny Himalayan kingdom has invested in bitcoin mining and drone technology as it turns to new businesses in search of fast growth and returns.- PAGE 4

Martin Amis dies at 73 Writer Martin Amis, son of novelist Kingslev Amis and once Jagger of British letters", has died of cancer. — OBITUARY, PAGE 2

▶ Business Life and Lex The Lex column, Business Life and the crossword can be found today on Page 13.

Datawatch

Offshored profits

UK 11.5

Singapore 8.2 Cayman Islands **7.9**

Puerto Rico 4.3 The study regards low-tax Japan 3.6

profit to low-tax jurisdictions. Seven of the top 10 most popular locations had low effective tax rates, accounting for more than half of companies' foreign profits. In 2000, they made around 30 per cent

Dimon rides high despite a tumultuous year for banks

Austria	€4.50	Morocco	Dh50
Bahrain	Din1.8	Netherlands	€4.30
Belgium	€4.50	Norway	NKr45
Croatia	Kn33.91/€4.50	Oman	OR1.60
Cyprus	€4.20	Pakistan	Rupee350
Czech Rep	Kc125	Poland	ZI 25
Denmark	DKr46	Portugal	€4.20
Egypt	E£80	Russia	€5.00
France	€4.50	Serbia	NewD530
Germany	€4.50	Slovenia	€4.20
Greece	€4.20	Spain	€4.20
Hungary	Ft1450	Switzerland	SFr6.70
India	Rup220	Tunisia	Din7.50
Italy	€4.20	Turkey	TL80
Luxembourg	€4.50	UAE	Dh24
Malta	€4.20		

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



US corporate bond deals accelerate as companies fret over debt ceiling fracas

HARRIET CLARFELT — NEW YORK

US companies are rushing to borrow money in the bond market, bringing forward deals in case the country's debt ceiling stand-off causes financial turmoil over the summer.

Highly rated companies have issued bonds worth \$112bn so far this month, according to data from Dealogic. from \$46bn in May 2022 and more than triple the amount sold in April. Excluding 2020, when ultra-low interest rates sparked a \$196bn borrowing frenzy, corporate issuance this month is the highest in May for seven years.

Bankers who handle corporate bond deals say borrowers are making the most of a relatively buoyant market to tap investors before any possible volatility erupts if the US government runs out of cash. While the government is widely expected to avoid default, it is locked in a stand-off with Republicans over the US federal borrowing limit.

"It's fair to say that there's been some acceleration" in issuance, said Richard Zogheb, head of global debt capital markets at Citi. This reflects "a combination of 'let's avoid the nonsense of the debt ceiling' and 'let's take advantage of pretty good market," he added.

Broader worries about the economy are playing into decision-making about timings, according to market participants. The Federal Reserve has raised rates from near zero to a target range of 5-5.25 per cent in the past 14 months, intensifying investors' concerns that the US could enter a downturn.

Maureen O'Connor, global head of high-grade debt syndicate at Wells Fargo, said: "Economic uncertainty in the form of classic recessionary headwinds is what's pushing issuers earlier in the year. And then the debt ceiling more imminently has probably thrown gasoline on that fire, which is why we're seeing so much volume in May.

Teddy Hodgson, co-head of global investment-grade syndicate at Morgan Stanley, said it was "almost a no-brainer for companies to accelerate things".

"We have seen issuers pulling forwa financings to take advantage of favourable market conditions," said Dan Mead, head of the investment-grade syndicate at Bank of America Securities, Companies are also "cognisant that there's a lot $\,$ of event risk out there", he said.

Treasury secretary Janet Yellen has warned that the government could run out of money and risk defaulting on its debt as soon as June 1.

Biden urges Republicans page 4

World Markets

STOCK MARKETS				CURRENC	CIES					GOVERNMENT	BONDS		
	May 19	Prev	%chg		May 19	May 12		May 19	May 12	Yield (%)	May 19	May 12	Chg
S&P 500	4191.13	4198.05	-0.16	\$/€	1.079	1.086	€/\$	0.927	0.921	US 2 yr	4.25	4.21	0.04
Nasdaq Composite	12661.89	12688.84	-0.21	\$/£	1.244	1.247	£/\$	0.804	0.802	US 10 yr	3.66	3.63	0.03
Dow Jones Ind	33421.31	33535.91	-0.34	£/€	0.867	0.871	€/£	1.153	1.148	US 30 yr	3.92	3.90	0.02
FTSEurofirst 300	1857.19	1844.71	0.68	¥/\$	138.505	135.305	¥/€	149.406	146.975	UK 2 yr	3.94	3.95	-0.02
Euro Stoxx 50	4398.96	4367.45	0.72	¥/£	172.266	168.733	£in	idex 80.134	80.327	UK 10 yr	4.14	4.09	0.05
FTSE 100	7756.87	7742.30	0.19	SFr/€	0.973	0.974	SFr,	/£ 1.122	1.119	UK 30 yr	4.37	4.34	0.03
FTSE All-Share	4228.25	4221.45	0.16	CRYPTO						JPN 2 yr	-0.06	-0.06	0.00
CAC 40	7491.96	7446.89	0.61			Mav	19	Prev	%chg	JPN 10 yr	0.40	0.38	0.02
Xetra Dax	16275.38	16163.36	0.69	Bitcoin (\$)		26882		26819.00	0.23	JPN 30 yr	1.24	1.22	0.01
Nikkei	30808.35	30573.93	0.77	Ethereum		1814		1801.25	0.75	GER 2 yr	2.76	2.75	0.01
Hang Seng	19450.57	19727.25	-1.40							GER 10 yr	2.43	2.44	-0.02
MSCI World \$	2840.12	2820.92	0.68	COMMOD	ITIES					GER 30 yr	2.60	2.63	-0.03
MSCI EM \$	978.16	975.83	0.24			May		May 12	%Week				
MSCI ACWI \$	655.94	651.81	0.63	0il WTI \$		71	.71	70.35	1.93				
FT Wilshire 2500	5423.49	5372.45	0.95	Oil Brent \$;	75	.64	74.39	1.68			Prices are lates	st for edition
FT Wilshire 5000	42278.71	41883.15	0.94	Gold \$		1960	.30	2015.95	-2.76			Data provided by	



Joe Biden

speaking in

he expects a

'thaw' in ties

with Beijing. He

also reiterated

US support for

self-defence Kiyo

Hiroshima says



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INTERNATIONAL

Kyiv denies Putin claim of Bakhmut victory

Zelenskyy says battle for city, the bloodiest since invasion, is not yet over

MAX SEDDON — RIGA CHRISTOPHER MILLER AND ROMAN OLEARCHYK — KYIV

Vladimir Putin has hailed his first major victory since the early days of the inva-sion of Ukraine, claiming Russian forces had captured the eastern city of Bakhmut, despite Kyiv insisting the battle "was not over".

Russia's president said the Wagner paramilitary group had seized the Ukrainian city with help from Russia's armed forces after a bloody, monthslong battle that claimed more than 100,000 casualties and reduced the city

to ruins. "All who distinguished themselves will be put forward for state awards," the Kremlin said in a state ment released yesterday.

But Russia's claims that the city had fallen were flatly denied by Volodymyr Zelenskyy, Ukraine's president. "Bakhmut is not occupied by the Russian Federation as of today," he said at the G7 summit of advanced economies in Japan.

The battle of Bakhmut has been the longest and bloodiest fought in Ukraine since Putin launched his full-scale invasion in February 2022. Heavy fighting erupted there last May but intensified in autumn and through winter.

It was not immediately clear whether Russia had captured the whole city. Ukraine's military said that fighting

continued on Bakhmut's western outskirts and Kyiv's counter-attacks on Russian forces continued on the northern and southern flanks, where they have gained 10 square miles of territory over the past week.

While stressing the control of the city was still contested, Zelenskyy argued that any victory would in any event be Pyrrhic. "You have to understand, there is nothing. They destroyed everything. There are no buildings," Zelenskyy said. 'It's a pity, it's a tragedy, but for today Bakhmut is only in our hearts . . . There is just ground and a lot of dead Russians But they came to us."

The siege of the city was led by Yevg eny Prigozhin, Wagner's founder, who has been embroiled in a bitter public spat over supplies with Russia's general

staff for most of this year. The caterer turned warlord said on Saturday that his group had captured Bakhmut without any significant support from the regular armed forces

Prigozhin recorded his video in front of the Bakhmut railway station, more than two miles from the western front of the city he claimed to have seized. Artillery fire was still audible nearby.

Ukraine's military denied Russia had taken control of the city. "Over the past 24 hours the enemy carried out unsuccessful attacks," the Ukrainian military said yesterday. "The battle for the city of Bakhmut is not over."

Serhiy Cherevatyi, a military spokesman for Ukraine's eastern command, told the Financial Times by phone on Saturday that while Russian forces control most of Bakhmut, heavy fighting was still under way on Chaikovskoho Street, a main road into the city, and a handful of blocks along its western and northwestern edge.

Wagner had not established full control of Bakhmut, he insisted, despite Prigozhin's claims. Cherevatyi argued that over the course of the battle "the Ukrainian army has broken Wagner". Though it holds little strategic value,

Bakhmut is the first significant prize for Russia since the invasion began to stall last year. Bakhmut was the centrepiece of an offensive, led by Valery Gerasi mov, chief of Russia's general staff, aimed at reversing embarrassing retreats late last year from areas Putin had attempted to annex for Russia only weeks before.

Climate targets

Summit fails to agree action on fossil fuels amid Japanese opposition

CAMILLA HODGSON — LONDON

Climate experts criticised the G7 group of advanced economies for failing to commit to tougher action on fossil fuels after Germany and Japan prevailed on the continued use of gas and coal, respectively.

In their final communique, the leaders of the G7, including the UK, US, France, Italy and Canada, said they were committed to achieving a "fully or predominantly" decarbonised power sector by 2035, and "accelerating" the phaseout of unabated coal power but failed to set a deadline for the latter.

Using the context of the Russian invasion of Ukraine and resulting energy crisis, the G7 also stressed the "important role that increased deliveries of [liquefied natural gas] can play". It also said that "publicly supported investment in the gas sector can be appropriate as a temporary response" to the crisis.

Alden Meyer, a senior associate at E3G, a think-tank, said Germany's "insistence on more public investment in gas" and Japan's "resistance to phas-ing out coal power" generation "undercut the G7's leadership at a time when it

is desperately needed".

The lack of a coal phaseout date and the inclusion of the word "predominantly" put Japan behind its peers, as other countries were all taking concrete

The lack of a coal phaseout date put Japan behind its peers, as they take concrete steps to becoming coal-free

steps to becoming coal free, E3G said. The G7 countries had "chosen to

remain on a fossil-fuelled collision course", said May Boeve, executive director of campaign group 350.org. The Climate Action Network, made up of 1,900 civil society organisations, said the "weak commitments, riddled with loopholes" were an "unacceptable disregard to the growing warnings from scientists worldwide".

The tussle over energy policy among the G7 nations has also led to rising criticism from other poorer climatevulnerable countries over backtracking by leading economies on their climate targets. A group of countries led by Chile, the Netherlands and New Zealand had called on the G7 to lead global efforts to phase out fossil fuels and accelerate the rollout of renewables.

While the G7 energy and environment ministers pledged to decarbonise the power sector by 2035 in talks ahead of the final meeting on Saturday, they were unable to set a timeline for an exit from

coal as a result of Japan's opposition. The G7 host country is heavily reliant on coal, oil and gas following the 2011 tsunami and Fukushima nuclear disaster that followed, and it has insisted the shift to clean energy must be what it

describes as "realistic The leaders said they would work

the importance of improving energy efficiency and the need to "significantly accelerate" the rollout of renewable

G7. Diplomacy

Zelenskyy confronts doubters at Hiroshima

Ukraine president presses his case with leaders of powers maintaining ties with Russia

KANA INAGAKI, HENRY FOY, DEMETRI SEVASTOPULO AND JIM PICKARD

With the skeleton of Hiroshima's A-Bomb Dome as a backdrop, Japanese prime minister Fumio Kishida ended the G7 summit with a call for global peace and a world without nuclear weapons, after being upstaged by Volodymyr Zelenskyy.

Only a few weeks earlier, Kishida had thought "the hurdle was too high" for the Ukrainian president to attend the gathering in person. But Zelenskyy was determined to make his first visit to Asia since the start of Russia's invasion. according to people involved in the preparations.

Whether by accident or design, the timing of Zelenskyy's arrival in Hiroshima presented a rare opportunity to meet, or ambush, non-G7 leaders in attendance from Brazil and India, two developing powers that have maintained ties with Moscow

It was also the perfect setting to garner support for Ukraine's plans to end the war, which have been vying with rival proposals by China and others that seek a ceasefire without calling for Russia's full withdrawal, according to Japanese and European officials.

"By having President Zelenskyy in Hiroshima to take part in discussions, we were able to deliver a message with urgency that the threat of nuclear weapons cannot be used to change the status quo by force and, more importantly, that these weapons must never be used," Kishida said.

When Zelenskyy joined the meeting of G7 leaders yesterday, some speakers including French president Emmanuel Macron proposed the drafting of a "joint communication" to fully align the group behind the Ukrainian peace plan.

Termed the "Hiroshima peace principles" by one diplomat, it would have stood in contrast to the Chinese alternative and other proposals being suggested by various parties. The intention was to make it clear the G7 was in lockstep and to impress this upon their invited guests, not least India and Brazil. "We are here in the city of peace and



Peace plea: Japan's Prime Minister Fumio Kishida with Volodymyr Zelenskyy after laying flowers at the Hiroshima memorial

yesterday

as such it's a very good place to discuss the possibility of peace [in Ukraine], said a European Commission official at the summit.

But as the summit drew to a close. plans for a declaration fizzled out. However, its key messages were broadcast nonetheless. At his news conference, Kishida laid out four basic principles on which the participants had agreed, including the importance of the UN Charter and the rule of law, as well as achieving the original aim of projecting

solidarity with Ukraine. "This war isn't just European," Macron told reporters ahead of yesterday's talks. "It's the opportunity to discuss, exchange and convince partners of this enlarged G7 . . . India, Brazil, Indonesia and several other countries from the south, who have sometimes not exchanged as much with Ukraine.

"This allows Zelenskyy to express himself to powers of the world who at times are exposed to just one discourse, Macron added, making reference to the upcoming summit of the Brics countries of Brazil, Russia, India, China and South Africa. After arriving on Saturday, Zelenskyy held bilateral talks with the G7 members as well as the leaders of India and South Korea.

India's prime minister Narendra Modi, with Zelenskyy beside him, said: "The continuing war in Ukraine is a huge problem for the entire world. India and I will do everything we can for a res-

It was the first time the two leaders had met since Russia's full invasion of Ukraine last February. Modi, who was seated next to Zelenskyy in the final session at the summit, greeted the Ukrainian leader with a warm handshake and joked with him as members of the press were ushered out of the room.

Later at the summit table, Modi also called for UN reform, noting that the organisation was not able to take any effective action since Russia was a member of its Security Council, according to officials who witnessed the discussions.

A meeting with Brazilian president Luiz Inácio Lula da Silva proved more difficult. Zelenskyy ultimately left Japan without speaking directly to Lula, for Russia's foreign minister Sergei Lavrov during his visit to Brasília. Asked whether he was disappointed

a leader who rolled out the red carpet

that the meeting did not happen, Zelenskyy said: "I think he [Lula] should be the one disappointed." Macron even made a personal plea for Lula to take the meeting, according to one person briefed on their conversation. But several Brazilian officials dis-

puted the idea that Lula declined a meeting, saying there was simply a scheduling clash. One said Lula had agreed to a meeting on Sunday at a time requested by Ukraine. The Brazilian team had even secured a Ukraine flag to display in the room in the ANA Crowne Plaza Hotel where the two leaders came face to face. "We were available," the Brazilian official said.

Despite the differences on each country's stance against the war, Mark Brown, the prime minister of Cook Islands who was also invited to the summit, said all the participants were aligned in upholding the rule of law.

"The level of support to Ukraine, of course, varies from country to country . . . but the solidarity in supporting Ukraine against the invasion by Russia was a common message," Brown told the Financial Times. "We've seen conflict in Europe today. And we don't want it to escalate to a nuclear conflict. And Hiroshima reminded us of the price that was paid," he added.

Kori Schake, head of foreign and defence policy at the American Enterprise Institute, said Zelenskyy's attendance was important from a US domestic and an international perspective.

"It's hugely significant to give Ukrainians heart as they fight on, show Russia the breadth of support for Ukraine, cement pledges of assistance and show recalcitrant Republicans in Congress that withholding further assistance won't just be injurious to Ukraine but damaging to US leadership," she said.

After laying flowers in memory of at least 80,000 people who died after the US dropped an atomic bomb on Hiro shima in 1945, Zelenskyy said photos of the city's destruction echoed Bakhmut and other Ukrainian cities destroyed by Moscow's invasion, "Our dream is to win this war and to have peace," said Zelenskyy. "That is why it is important to seek for solidarity on Ukraine in Hiroshima." Additional reporting by Michael Pooler

towards "ending the construction" of new unabated coal-fired power plants. The lengthy final communique noted



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Published by: The Financial Times Limited, Bracken House, 1 Friday Street, London EC4M 9BT. Tel: +44 20 7873 3000; Fax: +44 20 7407 5700. Editor: Roula Khalaf.

Germany: Demirören Media, Hurriyet AS-Branch Germany, An der Brucke 20-22, 64546 Morfelden-Walldorf, +49 6105 327100. Responsible Editor, Roula Khalaf. Responsible for advertising content, Jon Slade. Italy: Monza Stampa S.I.I. Via Michelangelo Buonarroti, 153, Monza, 2009.00, Milan. Tel. +39 039 2828820 Owner, The Financial Times Limited; Rappresentant e Direttore Responsable in Italia: IMD.Srl-Marco Provasi-Via G. Puecher, 2 20037 Paderno Dugnano (MI), Italy. Milanon. 296 del 08/Ic/08. Poste Italiane SpA-Sped. in Abb.Post DL. 353/2003 (conv. L. 27/02/2004-n.46) art. 1 comma 1, DER Milano. .comma 1, DCB Milano. Spain: Bermont Impresion, Avenida de Alemania 12, CTC, 28821, Coslada, Madrid. Legal Deposit Number (Deposito Legal) M-32596-1995; Publishing Director, Roula Khalaf; Publishing Company, The Financial Times Limited, registered office as above. Local Representative office C/ Infanta Maria Teresa 4, bajo 2, 28016, Madrid. ISSN 1135-8740.

1135-8262.

UAE: Masar Printing & Publishing, P.O. Box 485100, Dubai. Editor in Chief Roula Khalaf. France: Publishing Director, Jonathan Slade, 46 Rue La Boetle, 7500B Paris, Tel. +33 (01) 5376 8255, Fax +33 (01) 5376 8255, Examission Paritaire N° 0919 C 85347; ISSN 1148-2753. 1140-2/193. **Turkey:** Dunya Super Veb Ofset A.S. 100. Yil Mahallesi 34204, Bagcilar- Istanbul, Tel. +90 212 440 24 24. **Sweden:** Responsible Publisher - Christer Norlander

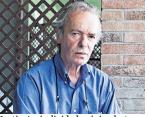
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Obituary Provocative novelist at the heart of new golden age

Martin Amis 1949-2023



Martin Amis divided opinion but was undeniably an influential figure

"If you've read my novels, you already know absolutely everything about me, wrote Martin Amis in Inside Story, his 15th and final novel, published in 2020.

solidarity in

supporting

against the

invasion by

Russia was

a common

message'

Ukraine

But in saying that, the British writer, who died at his Florida home on Friday, at the age of 73 of cancer of the oesophagus, was only continuing the dance between fiction and reality that was a hallmark of his stories from the start. In Inside Story, for instance, Amis comes full circle and returns almost 50 years on to the figure of a teenage girlfriend, "Rachel", who was the subject of his 1973 debut The Rachel Papers.

That novel, published when its author was 24, won the Somerset Maugham Award. Amis was immediately in the spotlight as the son of Kingsley Amis, then one of the most famous novelists in Britain (Kingsley won the Booker Prize in 1986: Martin never did).

Amis was born in London in 1949, to Kingsley and his wife Hilary Bardwell; he had an older brother Philip, and younger sister Sally, who died in 2000. His parents separated in 1963.

Once the younger Amis discovered literature, there was no holding him back. A "congratulatory first" at Oxford led to a first job at the Times Literary Supplement, followed by the literary editorship of the New Statesman, then a powerhouse of young talent whose offices housed, besides Amis, the future novelist Julian Barnes, the poet and critic

James Fenton and the essayist and polemicist Christopher Hitchens.

This tight circle of eager young male writers became the nucleus of Britain's new literary golden age. They were outspoken, deliberately outrageous, revelling in the sexual revolution of the 1960s and 70s, fiercely ambitious and ferocious in their criticism of their elders, especially more senior women writers.

True literary heroes, for Amis, lay across the Atlantic: Vladimir Nabokov Saul Bellow, Philip Roth, And he was out to shock. The Rachel Papers was swiftly followed by Dead Babies (1975). Literary pyrotechnics were in fashion and Amis. eager to capture the zeitgeist, provided dazzling, witty, sardonic, multi-faceted prose in his best-known works. These included Money (1984), a satire about Thatcher's consumerist society, London Fields and The Information.

Time's Arrow (1991) used reverse chronology to reconstruct the life of a Holocaust doctor, one of several times that Amis tackled Nazism, genocide and Stalinism as subjects. Another was 2002's Koba the Dread, and later The Zone of Interest, about a Nazi commandant living next to Auschwitz: Jonathan Glazer's film version of the book had its debut at the Cannes film festival last week. Other explorations into the dark reaches of human nature included House of Meetings, again about Stalin's reign in Russia.

Amis was also notably erudite, and his

five volumes of collected journalism and criticism, mixed with memoir and social commentary, investigated everything from his literary idols to film and sport, John Travolta to Donald Trump.

Even though there were often

stretches of several years between nov-

els, Amis was seldom out of the limelight and his views always ignited fiery reactions: an example was his response to the 9/11 attacks, trenchantly expressed in the press, and subsequent remarks that were taken to be Islamo-In 2003, his novel Yellow Dog brought

some unfavourable reviews, and that year Amis moved to Uruguay with his second wife Isabel Fonseca and their two daughters. Following their return to London, and despite his earlier views on America, he relocated from London to Cobble Hill, Brooklyn around 2010.

Amis was previously married to Antonia Phillips; they have two sons. He also had a daughter with Lamorna Seale, although he was unaware of her until she was a teenager.

Novelist, essayist, commentator, teacher and influencer; a writer always surprising and controversial, always dividing opinion and at the nexus of critical argument: it would be hard to overstate Amis's importance in the literary landscape of the English-speaking world over the past 50 years. Jan Dalley

Europeans turn to price controls in fight against rising food bills

Surging inflation prompts politicians to impose caps despite retailers' protests

Europe's retailers and governments are locked in their fiercest tussle over food costs for 50 years, with policymakers resorting to price controls to tackle the worst cost of living crisis for a genera-

Despite lower energy prices easing overall pressures, growth in the cost of food has continued to soar, prompting increasingly unconventional market interventions from politicians trying to

assuage public anger. Food prices in the EU rose 16.6 per cent in the year to April, according to Eurostat, far in excess of a headline inflation rate of 8.1 per cent. Some of the biggest surges have been in staples, with the cost of eggs rising 22.7 per cent over the period, whole milk 25 per cent and sugar 54.9 per cent.

"We haven't had price controls in a general pattern in the western world since the 1970s," said Lars Jonung, a Swedish economist and expert on the

Central and eastern European states hardest hit by rising prices, such as Hungary and Croatia, have moved to cap the cost of essentials to shield the most vulnerable, who tend to spend more of their income on food.

Nora, 32, a mother of three in Budapest, said it was "nice" that price controls had made products such as whole milk cheaper. But she noted that supermarkets had started limiting purchases, meaning she had to visit multiple stores or shop every day to take advantage.

Greece has taken an alternative approach to limit prices by capping retailers' profit margins on food and other essentials.

In richer economies, France has negotiated a looser agreement with supermarkets to offer a selection of items at the lowest possible price.

Spain is one of several countries to have cut value added tax on food. Others, such as Italy, are coming under pressure to cap the cost of beloved foodstuffs such as pasta. Pressure on retailers to toe the line on

price rises has been exacerbated by a sharp fall in the cost of agricultural commodities over the past year. The UN's Food Price Index was 19.7 per cent lower in April compared with the same month last year.
"While some price hikes may be justi-

fied, there is growing suspicion that others are just opportunistic excuses by businesses to inflate prices," said Monique Goyens, director-general of the Bureau Européen des Unions de Consommateurs, which represents 46 consumer organisations from across the

She has urged governments to "adopt strong measures to protect consumers against spiralling prices".

Test Achats, a Belgian consumer protection body, has called for a measure similar to France's original anti-inflation basket proposal, which was tougher than that which Paris has been able to implement. AK of Austria has also called for "price regulation" of foods.

But retailers say that they are not to



Price check: **Budapest store** tells customers of an extension of controls on items such as potatoes and

blame and that, far from price gouging, are having to take the hit on capped

Kodály Delikátesz, a small supermarket in Pécs, southern Hungary, has grouped capped products under a sign that warns customers against buying "products of the dictatorship", saying the wholesale price of certain items was higher than the capped retail price.

The operator of the store said: "The regulation forces us to sell at a loss."

Large businesses operating in Hungary, such as Lidl, Spar and Auchan of France, have claimed the same.

"If you are procuring sugar, you're paying 500 forints (€1.35) per kilo and you have to sell it for 300 forints (€0.85)," said a representative of an international retailer. "You make a negative margin for each unit sold, which is completely absurd in a sector like retail that is characterised by high volumes and low margins." While the measures have been suc-

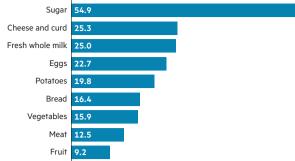
cessful in keeping a lid on the cost of essentials, economists think they are a poor fix for high food prices. A World Bank report last week called

on European governments to provide more "targeted policy interventions and social safety nets" to support those suffering from the cost of living crisis. But the multilateral lender stressed

that price controls and subsidies were 'suboptimal as they distort price signals for consumers and producers".

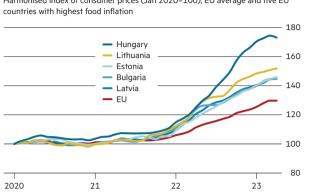
György Matolcsy, Hungary's central bank governor, went further in a parliamentary hearing in December. "You

Essential EU food items have risen in cost by up to 55% in the Annual % change in the EU's harmonised index of consumer prices, Apr 2023



Hungary has experienced the highest food inflation in the EU since 2020

Harmonised index of consumer prices (Jan 2020=100); EU average and five EU



'As an

to reduce

inflation,

controls do

But they are

not work.

addictive'

price

can't win this battle with old tools," he instrument "Price caps and all similar ideas

> Péter Virovácz, analyst at ING Bank, said: "You may cap one type of milk, but the inflation basket contains dozens of

already proved ineffectual during

But the struggles faced by people hit by the soaring cost of their weekly shop mean economists fear politicians will continue to resort to price controls regardless of their effectiveness.

"As an instrument to reduce inflation, price controls do not work," said Jonung. 'But they are addictive and it's difficult

Additional reporting by Leila Abboud Martin Sandbu see Opinion

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INTERNATIONAL

Biden urges Republicans to relent on debt

President presses party to drop 'extreme position' in talks on borrowing limit

JAMES POLITI AND LAUREN FEDOR

DEMETRI SEVASTOPULO — HIROSHIMA US president Joe Biden called on Repub-

licans to moderate their "extreme positions" as he vowed to talk directly to House Speaker Kevin McCarthy yesterday in a bid to ease tensions in the escalating US debt ceiling crisis.

At yesterday's press conference for the G7 leaders in Hiroshima, Japan, Biden said: "My guess is he's going to want to deal directly with me in making sure we're all on the same page.

"It's time for Republicans to accept that there is no bipartisan deal to be made solely on their partisan terms. They have to move as well," he added.

McCarthy later condemned the president's comments in an appearance on Fox Business, accusing Biden of moving the goalposts by seeking to tie spending cuts to increased tax revenues.

"It seems as though he wants default more than he wants a deal. That's not where I'm at," McCarthy said, adding that he was expecting a call from the president within an hour.

The lack of any movement in the talks will be of concern because the limit on government borrowing needs to be raised by June 1 or Washington faces an unprecedented default on US debt.

Such an eventuality could plunge global markets into turmoil and the US economy into recession. Janet Yellen, US Treasury secretary, yesterday warned that if the debt ceiling was not raised soon, there would be "hard choices to make about what bills go unpaid".

Any deal on the debt ceiling would take several days to pass both houses of Congress and be signed by the president. Even getting close to the deadline could spook investors and trigger economic disruptions - and the hardening rhetoric will raise uncertainty and alarm about the outcome of the talks.

During his remarks in Hiroshima, Biden said his administration had weighed invoking the 14th amendment of the US constitution, which states that the "validity" of US debt "shall not be questioned". This would allow the Treasury to ignore the borrowing limit rather than default. "I think we have the authority. The question is could it be done and invoked in time?" he said.

But such a move could still create huge disruptions to markets and a cascade of legal challenges, and Biden suggested it would be unworkable. "We have not come up with a unilateral action that would succeed in two weeks, so it's up to lawmakers," he said. Yellen echoed Biden's comments yes-

erday, telling NBC News that while there had been "much discussion" of the 14th amendment, it "doesn't seem like something that could be appropriately used in these circumstances, given the legal uncertainty". "Given the tight is that Congress will raise the debt ceiling," she added.

On Saturday, McCarthy had poured cold water on any hopes of a marketsoothing breakthrough, saying there could be no progress until Biden returned to Washington from Japan.

"Unfortunately, the White House has moved backwards," he added, saying that the "socialist wing" of the Demo cratic party was having a "real effect" on Biden's negotiating stance.

Given the negative economic reper cussions of a default, as well as the unpredictable political impact, Biden and congressional Republicans are still expected to reach an agreement.

Bhutan bets

on bitcoin mining to boost digital economy

BENJAMIN PARKIN — NEW DELHI

Bhutan is investing in everything from bitcoin mining to drone technology as the tiny Himalayan kingdom turns to new-generation businesses in search of $fast\,growth\,and\,returns.$

Druk Holding & Investments, the stateowned commercial holding company, will this month start pitching to investors to raise as much as \$500mn for a crypto mining business after an agreement with Singaporean group Bitdeer, one of the world's largest bitcoin miners.

Bhutan's bet on crypto, which follows that of other countries such as El Salvador and the Central African Republic, comes despite the sell-offs, contagion and scandals that have rocked the sector. The isolated country of 800,000 only allowed television and internet in 1999 and is known for its gross national happiness metric, which seeks to prioritise wellbeing beyond economic growth.

Ujjwal Deep Dahal, DHI's chief executive, said the tech push would help speed up innovation in the largely rural economy. DHI is also in the early stages of a project to deploy drones in the power sector and in February launched a biometric digital identity system.

DHI is "focusing on the new generation of industries", he said. These technologies would "provide platforms to solve problems and also provide platforms to create industry and to create a diversified portfolio of investments for us". DHI's core portfolio, which had assets of about \$3bn in 2021, consists of Bhutan's main telecom, power and avia-

tion companies, among others.

Together with Bitdeer, it will approach international institutional investors for funds. Bitdeer said it planned to build a 100-megawatt crypto

Mountainous Bhutan has abundant sources of hydropower, a crucial industry in the country. The companies argue hydropower provides an easy, renewable electricity source for bitcoin mining, an energy-intensive process in which computers solve mathematical problems to create new coins.

Bhutan adopted a democratic constitution in 2008 and has averaged 7.5 per cent annual growth since the 1980s, according to the World Bank. The country is also one of the world's few carbonnegative countries, meaning that it absorbs more carbon from the atmosphere than it releases.

Jaran Mellerud, a Norway-based analyst at bitcoin mining data provider Hashrate Index, said bitcoin mining could help Bhutan diversify revenues from hydropower, most of which is exported to India. Bhutan could become "the biggest bitcoin miner per capita in the world", he said.

But he expected the country to struggle to raise \$500mn, given the turmoil in the industry. "In 2021, every week a miner was raising \$50mn, \$100mn," Mellerud said. "Now it's big if a miner is able to raise \$50mn \dots So \$500mn in a bear market for a bitcoin mining operation? I think it's a bit too much."

Both companies have been exposed to the turbulence in crypto. Bitdeer suffered heavy losses last year and its Nasdag-listed shares are down about a third since it listed through a special purpose acquisition vehicle last month.

Forbes reported last month that DHI held tens of millions in cryptocurrencies with bankrupt lenders BlockFi and Celsius, though DHI denied that it had lost

Iran. Dress code

Hijab turmoil unsettles religious conservatives

Law that forces women to cover hair and body in public

has become magnet for dissent

NAJMEH BOZORGMEHR — TEHRAN

Architecture graduate Zahra said the sight of women without headscarves on the streets of Tehran made her "heart ache". She feared their defiance of Iran's Islamic dress code could lead to even looser standards that sow social division and erode the republic's core identity.

"Islam is being weakened, and we should demonstrate somehow that this is an Islamic country," said the 37-yearold Tehran resident, who sported a crimson headscarf. "We need to put a

Angry words and looks from others served to marginalise religious Iranians, she added. "But we need to feel secure, make progress and be part of this soci-

Iran's hijab law, which obliges women to cover their hair and body in public, has become a lightning rod for dissent in a country stricken by economic hardship. Prices have soared since 2018 as US sanctions imposed over Tehran's nuclear ambitions have strangled the economy, with inflation at 45.8 per cent, and there is widespread public anger at corruption.

The Islamic republic has suffered months of civil unrest, sparked by the death in police custody of 22-year-old Mahsa Amini last September following her arrest for failing to observe the dress code. Mass protests broke out across Iran, with women refusing to wear headscarves and demonstrators demanding regime change and a secular, democratic system. Hundreds died in the turmoil and subsequent government crackdown

But the country's leaders, wary of losing the support of the religious Iranians that form the bedrock of support for the regime, have shown little willingness to acknowledge any compromise.

Since the protests, senior government figures have publicly vowed there will be no concessions. Although women out and about without the hijab are rarely confronted by security forces, many shops, restaurants and tourist attractions have received warnings or been briefly shut down for serving them.

The head of the country's running federation resigned this month after several female competitors in a marathon in the city of Shiraz took part in ordinary sports outfits. Motorists have received text messages from police



Free style: a woman without a scarf in central Tehran. Women out and about without the hijab are rarely confronted by security forces have received warnings or been briefly shut down for serving them

warning their cars could be seized if female drivers or passengers failed to wear the hijab, and five well-known actresses have been summoned to appear before the judiciary for attending public events without headscarves.

Meanwhile, videos have surfaced on social media showing verbal and physical exchanges between ordinary people as religious Iranians confront women who are not abiding by the hijab law.

Observers say the continued repression will only slow change in Iran, not roll it back. "The Islamic republic is conscious it cannot stop women anymore and has in practice compromised on the hijab," said one pro-reform analyst.

'I have received five text messages that my car could be seized but I just ignored them," said a 32-year-old sports trainer. "If my car is the price I have to pay for my freedom, I'm ready to pay."

Hostility towards a religious establishment seen as having the wrong priorities has had deadly consequences. Over the past month, one senior cleric queueing at a bank in northern Iran has en shot dead and at least four others have been attacked across the country,

But many religious Muslims have reasserted their support for the regime despite sharing public anger at corruption and economic hardship.

"If the alternative was a more Islamic system, I would have backed street protests," Zahra said. "But for now, our only option is this system, which is Islamic despite all the problems.'

However, opinion is divided even among religious Iranians.

Some harder line regime supporters see the fight for modernity as a foreign conspiracy. "It's the enemy which has picked the hijab as an issue to sow discord in Iranian society," said Ensieh, 53, who teaches the Koran at a Tehran high school and wears the black top-to-toe chador. "The US, Britain and Israel are truly evil and have masterminded this

political game." Opponents of the hijab were a minority, she said, rejecting the suggestion, made by some politicians, of a referendum on the issue. "It's not a matter for ordinary people to decide," she said. "We need to focus more on Islamic eduation in schools."

But Zahra blamed the Islamic Republic itself. "The political system . . . has

'For now. our only option is this system, which is Islamic despite all the

problems'

failed to show the beauties of Islam to students. It has only told people what Islamic decrees are and forced them to observe them," she said.

Clerics themselves are divided on how to respond. Ayatollah Lotfollah Dezhkam, the Friday prayer leader of Shiraz, told a conference this month that curbing inflation rather than enforcing the hijab was the country's In contrast, Ayatollah Mahmoud

Rajabi, a senior cleric in the holy city of Qom, urged leaders not to let concerns over the economy "marginalise" the issue of women's dress. "Those who have removed the hijab . . . are a manifestation of the decadent position of women in western schools of thought," he said in a statement.

Ultimately, even some religious Iranians believe change may be unstoppable. Zahra feared that if she ever had a daughter, she would be unable to convince her to cover her hair because it was "inevitable" most women would no longer do so. "I would never be able to ny daughter to be part of a margir alised minority," she said. "This makes me extremely sad."

Niger president rejects criticism of French military role in Sahel region as propaganda

DAVID PILLING AND AANU ADEOYE LONDON

The president of Niger has defended France's actions in the Sahel region. saying Paris had been the victim of propaganda and populist anti-neocolonial sentiment

"It's true that French policy in Africa is not a great success right now," President Mohamed Bazoum, who has emerged as the west's staunchest ally in the region, told the Financial Times. "But is it France's fault? I don't think so. France is an easy target for the populist discourse of certain opinions, especially on social media among African youth."

Anti-French sentiment is strong in many former French colonies in the Sahel, the semi-arid strip south of the Sahara desert that has been convulsed by jihadist violence perpetrated by groups linked with Islamic State and al-

Paris has been blamed for triggering

the crisis in Libya, for failing to quell the iihadist threat and for backing unpopular leaders. Mali, which expelled France after the first of two coups in 2021, has contracted Russia's Wagner mercenary group to help it fight the insurgency.

There are concerns that Burkina Faso, now also under military rule, could follow suit. Niger's president said he believed the Ouagadougou regime when it said that Wagner was not in Burkina.

Bazoum said Wagner had been ineffective in Mali, where it has been accused by human rights groups of atrocities. The instability in the north of the country had worsened since Wagner's arrival, he said, pushing refugees into both Niger and Algeria.

On France, he said: "Its adversaries want to project an image of France as a neocolonialist power. Some people stick to that cliché, which is not true, but which is very useful for propaganda."

Bazoum played down domestic criticism of his decision to increase the French military presence in Niger, saying intelligence from Paris was a big help in Niger's own war on terror. France has a large military base in Niamey while the US has a drone base near the northern city of Agadez.

Terrorist activity has been steadily

increasing in Niger, much of it spilling over the border from Burkina Faso where, by some estimates, the government controls only 40 per cent of the territory. "In Burkina, things have got a lot worse over the past year. It's a story



Go home: a Malian protests in Bamoko against France's role — Hadama Diakite/EPA-EFE

Ibrahim Yahaya Ibrahim, a senior Sahel analyst at the International Crisis Group, said Bazoum's pro-western stance had received a mixed reception at home, where he had taken "quite a hit".

"The same anti-French discourse that has proliferated in Mali and Burkina Faso is also present in Niger," he added.

Bazoum deserved credit for improving security in Niger, Ibrahim said, especially at a time when jihadis were gaining ground in the region, as well as for his stance against corruption. But he had enjoyed less success in improving education in a country with one of the world's lowest literacy rates, Ibrahim said. The team around the president was "weak", he added.

Bazoum's election in 2021 marked Niger's first democratic transition since independence from France in 1960 and he has come to be seen as a key western ally in the fight both against terrorism and creeping military rule.

Antony Blinken this year became the

first US secretary of state to visit Niger in the country's history, underlining its growing strategic importance. "Niger is a young democracy in a chal-

lenging part of the world, but it remains

true to the democratic values that we

share," Blinken told his hosts during his visit to Niamey where he pledged \$150mn of additional humanitarian assistance to Sahelian countries. Niger remains a fragile democracy and one of the poorest countries in the

world. It is losing the equivalent of nearly 500 football pitches of arable land per day to desertification, according to the UK's Africa minister Andrew Mitchell, who visited Niger this year. Bazoum, whose administration was

rattled by a coup attempt two days before his inauguration in 2021, said institutions were strengthening despite persistent problems of instability, poverty and hunger in some parts of the country. There was "zero chance" of a military takeover, he added.

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Companies & Markets

Allen & Overy and Shearman merge to create \$3.4bn law firm

 One of biggest legal tie-ups in history Focus on building up PE expertise

KATE BEIOLEY — LONDON

"Magic circle" law firm Allen & Overv is merging with New York's Shearman & Sterling to form a practice with combined revenues of \$3.4bn, in one of the biggest transatlantic legal tie-ups in

The merger, which is subject to a vote of both firms' partners, will create the third-largest law firm in the world by fee income and comes just months after 150-year-old Shearman abandoned merger talks with Hogan Lovells.

Allen Overy Shearman Sterling, as the new firm is to be known, will have nearly 4,000 lawyers spread across 49 offices. The proposed deal represents the first merger between a London-

The two firms 'know each other extremely well and have explored things for years and years'

based "Magic Circle" firm and an American rival since Clifford Chance joined up with Rogers & Wells in 2000.

It is also a step forward in Allen &Overy's bid to crack the lucrative US market following the collapse of its attempt to merge with Californian firm O'Melveny & Myers four years ago, after they failed to agree on a valuation.

The tie-up follows a tumultuous period for Shearman & Sterling, which has lost several lawyers following its aborted talks with Hogan Lovells earlier this year and begun a difficult restruc-

turing programme In a statement, Allen & Overy senior partner Wim Dejonghe said: "We think A&O Shearman will be a firm unlike any other in the world."

highest level since 2014 in run-up to election

Poll positions Bets against Greek bonds hit

Deciding factors: a man walks past election posters in Athens

Hedge funds up bets against Greek government bonds Market value on loan (\$mn)

Hedge funds were increasing bets against Greek government debt as the nation headed to the polls this weekend, following a run of strong performance and the possibility of political paralysis after the election.

2022

Source: S&P Global Market Intelligence

The total value of Greece's bonds bor rowed by investors to wager on a fall in prices hit its highest level since 2014 last week at more than \$500mn, according to data from S&P Global MarketIntelligence.

The sudden surge in bets against Greek debt comes as the bonds have performed better than their European counterparts this year. Last month, S&P changed its outlook for Greece from stable to positive, bringing the country to the cusp of regaining its investment-grade rating.

"Greek government bonds have outperformed their Eurozone peers for a while so the build in shorts goes against the prevailing [bullish] narrative in Greece," said Antoine Bouvet,

head of European rates strategy at

The rise of Greek bonds has led to the gap or "spread" between the yields of Greece and Germany's 10-year debt — a key gauge of risk drawing much narrower in recent months from more than 2.8 percentage points last October to around 1.5 percentage points today. Greece also fares well compared with Italy, with benchmark Greek 10-year bonds trading at a yield of 4.04 per cent, lower than a 4.3 per cent yield for

Italy. Yields fall when prices rise. Richard McGuire, head of rates strategy at Rabobank, noted that there had been only one occasion over the past decade when the spread between 10-year Greek and Italian debt had been similarly negative. The

period, last summer, was short lived. "I can see why fast money investors would be positioning themselves for the possibility of a similar reversal," he said, adding that if the ruling party was unable to form a government after the first round of voting, that would also bring uncertainty for markets.

2023

The total volume of short positions of Greek debt has shot up from around \$65mn at the start of the year to last week's peak of more than \$500mn, but investors note that the overall volumes remain a small proportion of total Greek debt, which stands at around €400bn, mostly held by official bodies.

During the Greek debt crisis, short positions against Greek bonds peaked at more than \$15bn.

Greece suffered years as Europe's problem child, but growth is now strong, with gross domestic product expanding 5.9 per cent last year.

Costas Milas, a professor of finance at the University of Liverpool, said hedge funds may be raising wagers against Greek debt owing to "nervous-ness and second thoughts" ahead of the election, but given yields were significantly lower than Italian debt, which had investment grade status, "investors are not panicking today".

Meta in talks with start-up Magic Leap over AR deal

HANNAH MURPHY AND PATRICK MCGEE SAN FRANCISCO

Facebook's parent company is in talks to create a multiyear agreement with augmented reality (AR) start-up Magic Leap, as the social media giant continues to pour billions of dollars into its ambition to create an avatar-filled online world called the metaverse.

According to people familiar with early talks, Meta is exploring ways in which Magic Leap could provide both intellectual property licensing and contract manufacturing in North America to $help\,it\,build\,main stream\,AR\,products.$

Magic Leap produces custom components, including high-tech lenses and associated software, which are key technologies that may be required to build a metaverse. However, people with knowledge of the talks said the partnership is not expected to yield a specific joint Meta-Magic Leap headset.

Two former employees said Magic Leap's "biggest asset" is the sophistication of its "waveguides" — technology that allows thin glass in front of the user's eyes to conjure up realistic images at different depths.

Meta declined to comment. Magic Leap would not confirm the talks, but said that partnerships were becoming a 'significant line of business and growing opportunity for Magic Leap".

The Facebook parent's interest in augmented and virtual reality comes as Apple prepares to unveil its own "mixed reality" device next month, with both Big Tech groups betting that such headsets will provide a profitable new computing platform to rival mobile devices.

Meta, which has a market capitalisation of \$612bn, has faced rising investor frustration with chief executive Mark Zuckerberg's \$10bn a year investment into the metaverse project, which is likely to take years to generate profits.

The metaverse push has continued even as the company has been hit with tough macroeconomic conditions and an advertising slump, leading Zuckerberg to order restructuring and lay-offs of about 20,000 staff, as part of what he has called its "year of efficiency"

Meta's interest in working with Magic Leap also comes as Silicon Valley faces increasing pressure to lessen its reliance on China for the manufacturing of hardware, an issue that has become more relevant to the social media company as it turns its attention to VR and AR headsets as part of its metaverse vision.

Speaking to the Financial Times, Dejonghe explained that the tie-up would give both firms crucial scale in both London and New York. Allen Overy Shearman Sterling will have "over \$1bn in revenue in the US, 30 per cent [coming from] the UK, and 40 per cent in the rest of the world and I don't

think anyone has that", he noted. London-based Allen & Overy - which had revenues of £1.9bn in the year to end-April 2022 and employs around 5,800 staff globally - has long sought a leg-up into the lucrative US market, which has proved notoriously difficult for London-based firms to crack.

Meanwhile, Shearman & Sterling which has just under 900 lawyers, including partners, and reported revenues close to \$1bn in calendar year 2022 – has been seeking a way to grow and increase its profitability, having found its existing global network brought higher costs but insufficient scale.

Both firms said they were seeking to build out stronger expertise in private equity, life sciences, and energy transition. Shearman & Sterling will have rep resentation across global leadership positions in the merged firm.

Adam Hakki, Shearman's senior partner said the two firms "know each other extremely well and have explored things for years and years", but moved closer to serious proposals through "focused discussions in recent weeks."

Equity partners at Shearman took home \$2.48mn in average profits last year, compared with just under £2mn for partners at Allen & Overy. Both firms said their pay structures would not be difficult to knit together.

The deal is expected to be put to partners in both firms before the summer, with the aim of reaching completion within six to 12 months.

Banks. JPMorgan

Dimon turns tide of criticism over spending plans

CEO heads into investor day emboldened by successes but Epstein lawsuits loom large

This time last year Jamie Dimon was preparing for JPMorgan's investor day. It was amid a rare moment of weakness. with shareholders raising concerns over the bank's \$15bn investment plans and rebelling against his pay.

Fast forward 12 months and the longest-serving big bank chief executive on Wall Street is heading into the same event having apparently regained his mojo, buoyed by the acquisition of the remnants of First Republic and a shareholder base that is far less restive. This past week, his pay secured the backing of almost 90 per cent of investors.

Dimon has been in his element acting as Wall Street's unofficial ambassador to Washington on the recent regional banking crisis and during the debt-ceiling debate. People close to the 67-year-old, who is often said to thrive during crises, describe him as having an extra spring in his step in recent months.

Indeed the past 12 months might have been seen as one of the better periods of his almost two-decade tenure, were it not for the drip-drip of damaging revelations from two lawsuits related to the bank's relationship with the disgraced late financier Jeffrey Epstein.

Now as Dimon prepares to address shareholders at this year's investor day, he has to convince them that the bank the biggest in the US - still has plenty of room to expand. "There's no reason for

us to think the company can't continue to grow and leverage economies of scale and just continue to serve their existing customers with more products and acquire new customers," said Jason Goldberg, banking analyst at Barclays.

The bank's shares have outperformed he benchmark S&P 500 and the KBW banking index in the last year, and has emerged as one of the winners in the recent regional banking crisis. In a research note this week, Wells Fargo analysts estimated JPMorgan's market capitalisation could more than double within seven years to \$1tn, reaching a level that has been the preserve of tech and oil companies.

"They seem to have been a beneficiary of deposit inflows in the wake of the banking turmoil that occurred in March with the failures of Silicon Valley Bank and Signature Bank," said John McDonald, senior analyst covering large-cap banks at Autonomous Research.

Despite the optimism, the Epstein lawsuits loom large. Dimon is scheduled to be deposed in the case later this month. The judge handling the litigaof the plaintiffs, an alleged Epstein victim, can expand her case into a class-

JPMorgan is also dealing with the fallout from its \$175mn acquisition of student financial planning start-up Frank, which the bank subsequently alleged overstated its user Dimon described the deal as a "huge mistake". Frank's founder Charlie Javice was this week formally indicted on charges that she defrauded the bank, but the episode has raised questions about JPMorgan's due diligence

Part of JPMorgan's growth has been teed up by investments that had come under fire from shareholders. This time last year, they were questioning the bank for failing to outline in more detail the rationale for spending \$15bn.

David Konrad, an analyst at Keefe, Bruyette & Woods said: "They've had the luxury of being such a strong bank for a while that they've been constantly investing in the franchise, probably more than any other bank."

Analysts now say the spending on initiatives including cloud computing, hiring and marketing is starting to result in market share gains. "What JPMorgan has proven over this past year, is that they're generating nice returns on those investments," said Erika Najarian, banking analyst at UBS.

At the investor day, Dimon will be joined by leaders of the bank's four busideliver presentations on corporate and investment banking, consumer and community banking, commercial banking, and asset and wealth management.

Analysts expect the presentation from consumer and community banking co-heads Marianne Lake and Jennifer Piepszak to shed further light on JPMorgan's deal for First Republic in April. The acquisition increases JPMorgan's presence in wealth management, one of the few areas where it is not a dominant operator.

Analysts are also hoping for an update on JPMorgan's digital-only international consumer bank that began operating in the UK in 2021. The bank disclosed last year that it expects to lose more than \$1bn in the next few years on the effort before breaking even by 2028.

If Dimon is still CEO by then, he would have held the job for more than 20 years. He has given no indication that he plans to step down any time soon and he stands to earn a projected \$50mn if he is still in charge by 2026. Nevertheless, investors will look to the investor day as a chance to size up potential internal candidates who could take the reins from Dimon.

"Investor day remains one of the best windows to evaluate JPM's broader management line-up," Autonomous Research analysts wrote in a note this week, "and think about who will eventually succeed Mr Dimon."



DIAGEO



ifin NIKKEI

tion will rule shortly whether or not one

People close to Jamie Dimon, the longest-serving big bank chief executive on Wall Street, say he has had an extra spring in his step in recent months

COMPANIES & MARKETS

Ryanair boss targets aviation passenger record

O'Leary aims for 300mn annually, even though industry experts question whether the European market is big enough

Ryanair chief executive Michael O'Leary has vowed to push for breakneck growth and win more market share from rivals in Europe, as he presses ahead with a goal to double passenger numbers over the next decade.

The airline's ambitious new target to fly an annual 300mn passengers by 2034 would be more than any airline has yet managed in history. Even as the company bought 300 short-haul aircraft in a \$40bn deal with Boeing earlier this month, some investors and analysts have questioned whether there are enough passengers left to carry in Europe, particularly at a time of rising

O'Leary agreed that the airline would moderate its growth rate into the single digits of around 4-5 per cent a year, but said this was enough to hit its forecasts. He said there was still plenty of room to steal market share from rivals in western Europe, as well as stimulate demand in new markets in central and eastern

"I think the thesis that there's no more growth in Europe, [and that] Europe is completely tapped out is wrong," he told the Financial Times. "As long as we don't do something stupid — which is a daily challenge in this industry — we will continue to wipe the floor with every other airline in Europe." Ryanair has been European aviation's

post-pandemic winner, moving into new markets as financially weaker rivals have retrenched. It expects to carry a record 168mn passengers in the year to the end of March, 13 per cent higher than before Covid.

The carrier is already the largest in Europe by passengers, and Alex Irving, an analyst at Bernstein, sees a different growth trajectory. He pictures the airline's growth inevitably slowing as the industry stabilises following the pandemic. Its home market of western Europe was "essentially fully penetrated", he said.

"Double-digit, and even high singledigit growth rates, were sustainable while it was smaller, but as a near-600 plane airline, it cannot maintain these rates without spoiling yields," he added.

Irving instead expects Ryanair to pivot from concentrating on high growth to returning cash to shareholders, and estimates payouts of €2bn per year in the near future.

But O'Leary is unmoved by doubts over whether it can find all those extra passengers in an already mature market, particularly at a time when policymakers are raising carbon taxes on flying. Speaking in Ryanair's offices near Dublin airport, O'Leary boiled the business model down to three words: "low-

Analysts agree that no European airline other than Hungarian carrier Wizz Air comes close to matching Ryanair's cost base after the Irish airline spent decades stripping costs and passing the benefit on to consumers through lower

It uses a single fleet of aircraft to keep maintenance costs low, keeps a regular flow of new, more efficient planes to lower fuel consumption. It targets quick turnrounds at generally cheap airports to sweat its assets to the maximum.

The obsessive focus on low costs and subsequent "no frills" experience has left Ryanair with a reputation. UK consumer group Which? said Ryanair "regularly sits at the bottom" of its table



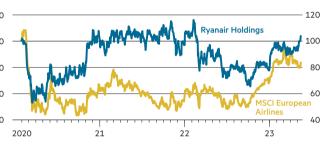
Plane talking: Michael O'Leary believes the low-cost carrier can steal market share from European rivals to hit his ambitious target by 2034

Ryanair has added nearly 40mn seats to its annual capacity compared with 2019

Annual seat capacity (mn)

19 20 21 * Based on latest schedules

The airline's recovery from the pandemic has been stronger than its peers Share price and index rebased (Feb 1 2020=100)



The industry is also facing rising climate concerns, including paying higher carbon taxes as a system of free allowances is phased out under EU Emissions Trading Scheme, which analysts believe will raise fares further.

"Rvanair's business could be challenged by environmental legislation" that would potentially restrict routes and impose minimum pricing, analysts at Barclays said in a recent note assessing possible risks to the company.

Sébastien Thévoux-Chabuel, a portfolio manager at French asset manager Comgest, which is a top-15 shareholder in Ryanair, said: "Ryanair is the best operator in the sector. We see large market share for them to gain . . . The only two questions remaining are how far are we on that journey of conquering new countries and what kind of impact will the cost of carbon have."

Ryanair's long-term passenger forecasts run into the next decade, and project forward to a future which might not involve the 62-year-old O'Leary, who has almost single-handedly dragged Ryanair from a bit part regional airline into a global aviation powerhouse. Few European corporates are as intimately linked to their chief executives as Ryanair is to O'Leary.

"Ryanair breathes MOL," said one

former executive at the airline referring to O'Leary's initials. "It's one of those brands that has clearly imprinted its CEO's personality."

O'Leary's current contract runs out in 2028 and there are signs of succession planning as Ryanair has created a group structure, with him sitting at the top of a senior management team

He said he had stepped back from managing every aspect of the business, and now largely worked on fleet development and funding. He was no longer as hands on with union talks, negotiations with airports or route planning, he said. "I think in the early days when we were turning this thing around . . . I was the key man, it depended on me. I made all that decision. It's too big now," he

ranking UK airlines, and only escaped "last place this year through the horrendous experience offered by Wizz Air".

But passengers have kept coming, attracted by low fares and its recent record of reliability. Ryanair did not sack staff during the pandemic, cutting their pay temporarily instead, and did not suffer from the disruption that blighted the rest of the industry last summer.

At about €16, the airline's shares have returned to their pre-pandemic levels but have easily outstripped rivals since the start of the crisis in 2020.

Chris Davies, an investment manage at Baillie Gifford, which is the thirdlargest investor in Ryanair, said the airline was "strategically remarkably consistent", adding: "They haven't really deviated very much from the core premise of bringing the unit costs down, bringing airfares down and taking mar

Many within the industry agree and airlines are riding high off a remarkable

'As long as we don't do something stupid we will wipe the floor with every other airline in Europe'

bounceback in demand for travel.

Olivier Jankovec, head of airport industry body ACI Europe, said the shape of the pandemic recovery suited short-haul airlines such as Ryanair, as leisure travellers had returned in higher numbers than business people.

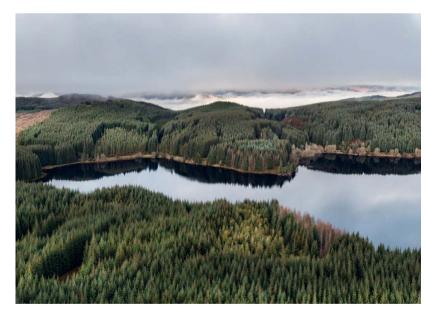
He said Ryanair now wielded "a lot of market power", including demanding airports offer major discounts on landing fees as it rebuilt its routes following the pandemic.

"The impact is that it puts airports in competition with each other like never before . . . I don't think it is good for the market or consumer," he said.

Prices have risen sharply over the past year as passenger demand for flying has returned, outstripping inflation, and O'Leary himself is among a clutch of senior industry executives to forecast the end of the super-cheap air fare.

One senior aviation executive said current industry forecasts for passenger numbers were based on old models that assumed that ever cheaper fares would

drive growth. Instead, the executive said structurally higher air fares could erode demand for flying, adding: "The truth is no one really knows now. We are in an entirely different world where air fares are ris ing. No one really knows what this means for demand.







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Napoli boss calls for matches to be streamed

The owner of Italy's top football team has called for the league to ditch its traditional broadcast model and deliver matches straight to consumers, warning that piracy and waning interest threaten the future of the sport.

Aurelio De Laurentiis, president of recently crowned Italian champions Napoli, said Serie A should take control of broadcast production of live matches, which the league could then stream via established platforms such as Netflix and Amazon Prime. The Napoli owner said he had first

made this proposal to the Serie A teams two years ago as part of a wider project to reinvigorate Italian football and put it on a more sustainable financial footing.

"You put together Amazon, Apple, Netflix, Paramount Plus, Discovery HBO and you put it altogether, and you say, Serie A will produce itself the Serie A matches, and we'll use those platforms as a physical distributor for our games to make a direct bridge from the league of Serie A and the supporters," De Laurentiis told the Financial Times.

Rights holders across the world of sport are examining whether to offer live matches direct to consumers due to concerns that the longstanding model of big ticket, multiyear deals with pay-TV companies is under threat.

Spain's La Liga now offers a subscription service to UK viewers on Amazon Prime, enabling fans to watch games produced in-house by the league. Germany's Bundesliga is in talks with private equity firms over a potential investment that could result in a new direct to consumer streaming platform. During the Oatar World Cup last year.



Champions: Napoli players celebrate their victory in Italy's Serie A league

Fifa offered matches free to fans in Brazil via its Fifa+streaming platform. Many in Italian football see a pressing

need to catch up with rival leagues. Serie A was the sport's pre-eminent club competition in the 1990s, but it has since endured years of decline due to underinvestment and scandal. This season Serie A earned €1.2bn

from its combined domestic and international broadcast rights, according to Enders Analysis, compared to €2.1bn for Spain's La Liga and €3.8bn for the English Premier League. Serie A, the Premier League and Ligue 1 are all due to put their domestic broad-

cast rights out to tender later this year. Following a recent change to Italian law, Serie A will be able to auction its media rights for five years instead of the previous three. League executives have already floated the idea of raising capital from banks or private equity firms to build a direct-to-consumer platform.

De Laurentiis warned that piracy was eroding demand for sports subscriptions. In 2015, Italy had 4.3mn subscribers for pay-TV channels to watch Serie A, but today that number had dropped to just 1.9mn, due to piracy, he said.

COMPANIES & MARKETS

nduetriale

Rolls-Royce chief sets sights on power unit

Erginbilgic's criticism of division highlights scale of challenge at engineer

SYLVIA PFEIFER — LONDON

The new chief executive of Rolls-Royce has said that one of the company's key divisions had been "grossly mismanaged" in recent years, pointing to the scale of the challenge facing the FTSE 100 engineering group as it seeks to change course after years of underperformers are seed to the challenge facing the seeks to change course after years of underperformers.

In an interview with the Financial Times, Tufan Erginbilgic, who earlier

this year shocked staff and investors by referring to Rolls-Royce as a "burning platform", was scathing about how its power systems division had been run.

The subsidiary, which makes diesel and gas engines for ships and trains, generated £3.35bn, or 26 per cent of the group's 2022 underlying revenues. Erginbilgic said that margins in 2022 had decreased even though revenues had risen. Costs had not been kept under control. "That's mismanagement," he said.

The business, Erginbilgic said, "needs to have a clear strategy and it needs to be managed properly but it has lots of potential". An overhaul of management at the unit is already under way. Erginbilgic said he had been behind the appointment last autumn of a new divisional head after being named as chief executive designate in July.

There have been other changes since Erginbilgic formally took the helm at Rolls-Royce in January.

Some shareholders have previously questioned whether Rolls-Royce should sell the power systems unit. Erginbilgic, however, said he believed that the unit had a role to play within the group in the long term.

The former oil industry executive has moved quickly to make his mark on the 117-year-old company which is still regarded as Britain's premier engineering group. In addition to power systems, Rolls-Royce's other two main divisions are civil aerospace and defence. Its civil business builds and maintains large engines for widebody aircraft, including the Airbus A350 and Boeing's 787.

The company posted higher than expected annual profits this year, boosted by the recovery in international travel, but Erginbilgic said at the time that it had historically underperformed its peers.

Erginbilgic has shaken up senior management, including the heads of the civil and defence businesses, cut spending on non-core projects and is renegotiating some of its sales and maintenance contracts with customers.

A transformation programme has identified seven areas of improvement, including reducing the company's working capital and increasing efficiency. It is also looking at synergies across the group, including opportunities to centralise key functions.

Erginbilgic said the company he inherited did not have a clear strategy which could engage the workforce.

His focus was on paying down debt and generating cash, with the aim of turning the company into one that was "high performing, competitive, resilient and growing" he said.

Food & beverage

McDonald's pressured to cut back on antibiotics

SARAH NEVILLE AND HARRIET AGNEW LONDON PATRICK TEMPLE-WEST — NEW YORK

Two of Europe's largest asset managers will this week try to raise pressure on McDonald's to reduce the use of antibiotics in its food supply chain, highlighting what they say is the risk antimicrobial resistance poses to shareholder returns and the wider economy.

Legal & General Investment Management and Amundi are among several institutions backing a resolution at the fast-food chain's annual meeting on Thursday, which is calling on the US group to "institute a policy that the company comply with World Health Organization guidelines on use of medically important antimicrobials in food-producing animals".

The resolution, which has been proposed by Shareholder Commons, a non-profit advocacy organisation, is a sign of the growing concern among some investors about the systemic impact and broader economic threat of antimicrobial resistance.

AMR has long been seen as a threat to global health and development, believed to contribute to millions of deaths worldwide each year. The inappropriate use, and overuse, of antimicrobial medicines can blunt the effectiveness of drugs critical to controlling an array of diseases that were often fatal in the pre-antibiotic era.

McDonald's has urged shareholders to

'Antimicrobial resistance threatens devastating consequences on humans and on the economy'

reject the latest resolution, saying it has a "strong record of responsible antibiotic use" across its supply chain.

Maria Ortino, global ESG manager at LGIM, said McDonald's had failed to fulfil a previous commitment to publish antibiotic reduction targets covering all the beef sold in its restaurants by 2020. It had subsequently published more limited targets for "the responsible use of medically important antibiotics", she said. Ortino said AMR threatened "devastating consequences both on humans and on the economy". About 70 per cent of antibiotics were consumed by animals, she said, noting that McDonald's was "the largest purchaser of beef in the

But the resolution faces long odds. Last year, a similar shareholder proposal failed to win support from Vanguard and BlackRock, McDonald's two largest shareholders. Amundi and LGIM both supported last year's resolution.

ISS and Glass Lewis, the largest shareholder advisory firms, have also recommended rejection. "[McDonald's] appears to align with regulatory requirements around antibiotic use," ISS said. "Shareholder support is not warranted at this time."

McDonald's highlighted to investors its "current responsible-use antibiotic policies and practices, our focus on helping to drive continuous improvement with our suppliers and the industry, and our work to increase access to antibiotic-use data and transparency". Additional reporting by Andrew Edgecliffelohnson in New York

Market questions. Week ahead

Fed rates warning adds to pressure on Chinese currency

Will the renminbi sink further?

The renminbi has declined more than 2 per cent against the dollar over the past month, breaking the Rmb7 per dollar level and hitting its weakest point since early December, when the country was still in the process of dismantling its strict zero-Covid curbs.

The decline is in response to warnings from the US Federal Reserve that it may raise domestic interest rates further, while there are growing doubts over the sustainability of China's economic rebound.

Analysts had expected a strong recovery following the unwinding of the country's coronavirus restrictions last year. But weak Chinese economic data for April, including record youth unemployment and slower than expected industrial production and consumer spending growth, has clouded the outlook.

Kiyong Seong, lead Asia macro strategist at French bank Société Générale, now expects the onshore renminbi to fall to Rmb7.3 per dollar in the final quarter, and to remain at that level for the first three months of 2024. That is down from an earlier forecast of Rmb7 per dollar in the first quarter of 2024.

"We had thought that stronger sentiment thanks to China's abrupt reopening and the subsequent improvement in some economic data points would strengthen the CNY," wrote Seong. "But this has not materialised."

Seong said it was more likely that the People's Bank of China would cut rates than increase them given April's data, deepening the interest rate divergence

Any rate cuts "would be neither sufficient nor efficient in terms of promoting sustained growth", he added. "Further monetary policy divergence between China and the US with no material positive impact on Chinese growth would be a perfect recipe for a weaker CNY." William Langley

Is UK inflation starting to fall?

UK inflation is expected to fall sharply after a drop in energy prices, boosting traders' hopes that the Bank of England will hold interest rates at its next meeting.

Headline inflation due to be disclosed on Wednesday is expected to fall to 8.3 per cent in April compared with 10.1 per cent in March, according to a consensus of economists polled by Reuters. Samuel Tombs, economist at Pan-



Weighed down: weak economic data for April, including slower than expected industrial production and retail spending growth, has clouded the outlook for China's currency Hugo Huferty Images

theon Macroeconomics, who also predicts inflation will ease to 8.3 per cent, said that outcome "would strengthen the case for the monetary policy committee to keep the bank rate at 4.5 per cent at its next meeting on June 22".

Markets are pricing in that the central bank will raise for the 13th consecutive time, pushing the bank rate to 4.75 per cent, the highest since 2008.

The expected fall in April's inflation should also narrow the gap with other countries. In March, the UK annual rate of consumer price index growth was double that of the US and much higher than the 6.9 per cent in the eurozone.

Ben Broadbent, BoE deputy governor, said this month that March inflation figures marked "probably the maximum gap" with other advanced countries. This is because UK utility bills rose sharply in April last year following Russia's invasion of Ukraine. Prices have since fallen back.

"We have a very big base effect coming in for the April number . . . those base effects have come through rather faster in continental Europe," noted Andrew Bailey, BoE governor. Valentina Romei

How have interest rates damped US manufacturing and services?

Investors will scrutinise business sentiment surveys closely tomorrow for clues about how much higher interest rates and slowing economic growth are damping US manufacturing and services activity.

Economists polled by Reuters expect S&P Global's manufacturing purchasing managers' index to give a reading of 50 for May. That number, which reflects industry views on operating conditions, would mark a slight retreat from 50.2 in April, and would land squarely on the line that separates contraction — any-

thing below 50 — from expansion.

Last month's manufacturing reading was the first to post above the "neutral" level for six months, and the highest since October. At the time, S&P's chief business economist pointed to improved supply chains and new order

Headline inflation in the UK is expected to fall to 8.3% inflows, hinting at a "tentative revival of demand".

Meanwhile, economists expect the early or "flash" reading for \$&P's services PMI to come in at 52.6 tomorrow—lower than April's figure of 53.6, but still signalling growth from the previous

month.

in April

compared

with 10.1%

in March

The PMI surveys come as data in recent weeks showed that inflation in the world's largest economy has continued to ease, hitting its lowest level in two years in April.

But economic growth also slowed sharply at the start of this year, at 1.1 per cent on an annualised basis between January and March.

Jay Powell, chair of the Federal Reserve, said on Friday that the credit crunch expected following bank failures could limit how far the central bank needed to raise interest rates. The future path of monetary policy tightening is a crucial contributing factor both to economic growth rates and inflationary pressures on US companies.

Harriet Clarfelt

Technology. Espionage fears

South Korea combats rising number of semiconductor 'leaks' to China

Seoul says US export controls

have intensified Beijing's

 ${\color{red} {\rm aggressive}\, hunt\, for\, expertise}$

CHRISTIAN DAVIES AND SONG JUNG-A SEOUL

For one Chinese semiconductor executive, the easiest way to recruit South Korean engineers is to hang around outside factory gates.

"I just go to foreign companies' fabs and stand at the gate, asking them to come to our own production lines to do some temporary work and earn some extra money," said the executive, who did not wish to be named.

"The ones I visit more often are the fabs of TSMC, Samsung and SK Hynix, as well as the office buildings of foreign equipment suppliers," the executive added. "Their commuting time is relatively fixed, and engineers have free

time to help after they get off work."

The executive's willingness to engage in unorthodox hiring practices illustrates an intensifying campaign by Chi-

nese companies to accumulate South Korean expertise in critical technologies ranging from semiconductors to electric car batteries and industries including displays and shipbuilding.

Yeo Han-koo, who served as trade minister in Seoul until May 2021, said efforts to acquire South Korean technology had become more aggressive as Beijing sought to mitigate the damage from Washington's moves to curtail Chinese access to American technology and expertise.

"The US tightening controls on China led Chinese companies to escalate their charm offensive towards Korean engineers and researchers, using both legal and illegal means," said Yeo.

A headhunter for Chinese foundries said: "Under sanctions imposed by the US, it has become troublesome to recruit people who have been educated or employed in the US. So alternative sources of talent have become Europe, Japan and South Korea."

Experts note that what is described in South Korea as "tech leakage" can include the perfectly legal hiring of foreign talent. South Korea itself spent dec-

ades accumulating industrial knowhow from western and Japanese companies as it transformed from developing country to technological powerhouse.

But there are also illegal hiring practices, patent violations, espionage and theft. According to South Korea's National Intelligence Service, the number of confirmed leaks of "national core technologies" has increased from three cases in 2017 to five each in 2018 and 2019, nine in 2020 and 10 in 2021.

Figures released this month by the NIS show there were three leaks of national core technologies in the first quarter of 2023, one each from the semi-conductor, display and carmaking sectors. All three came from within large companies.

Seoul takes the issue so seriously that it is creating a database of chip engineers working for South Korean companies in an effort to monitor their travel in and out of the country.

The government has also established several new investigatory bodies to combat the leaks, passed legislation to toughen punishments and made it easier to report suspected violations. Those

measures appear to be bearing fruit: there were twice as many arrests relating to tech leakage in the first quarter of 2023 as there were during the same period last year.

But Hong Seok-joon, a lawmaker from South Korea's ruling conservative People Power party, said even tougher rules and penalties were still required.

"Only about 6 per cent of defendants



Skill centre: SK Hynix is among chip companies targeted for its expertise

accused of tech leakage [in South Korea] are convicted because it is so difficult to prove." said Hong.

Ben Forney, a researcher at Seoul National University specialising in industrial espionage issues, said the majority of cases involved South Korean engineers, especially retirees, being hired by Chinese companies on salaries three or four times higher than those they were on before.

In some cases, South Korean rules requiring engineers not to join a foreign rival within two years of leaving their employment were avoided by the creation of ostensibly unrelated "paper companies" in South Korea or Taiwan that would pay the engineers handsomely until they could be officially recruited.

"In the US, the most common way for China to acquire expertise is to lure or coerce Chinese engineers who have been based in the US," said Forney. "But in Korea the problem is of homegrown engineers going abroad. That is why it tends to be framed here as 'leakage' rather than espionage or theft."

The pressure on South Korean com-

panies is especially acute in the semiconductor industry.

In February, seven people including former employees of SEMES, a subsidiary of Samsung Electronics specialising in the production of wafer cleaning equipment, were given prison sentences for transferring stolen technologies to a Chinese company.

Lim Hyeong-joo, a partner at Yulchon, a law firm in Seoul, said Chinese companies were also keen to acquire South Korean cathode technology for the production of high-density nickelrich batteries.

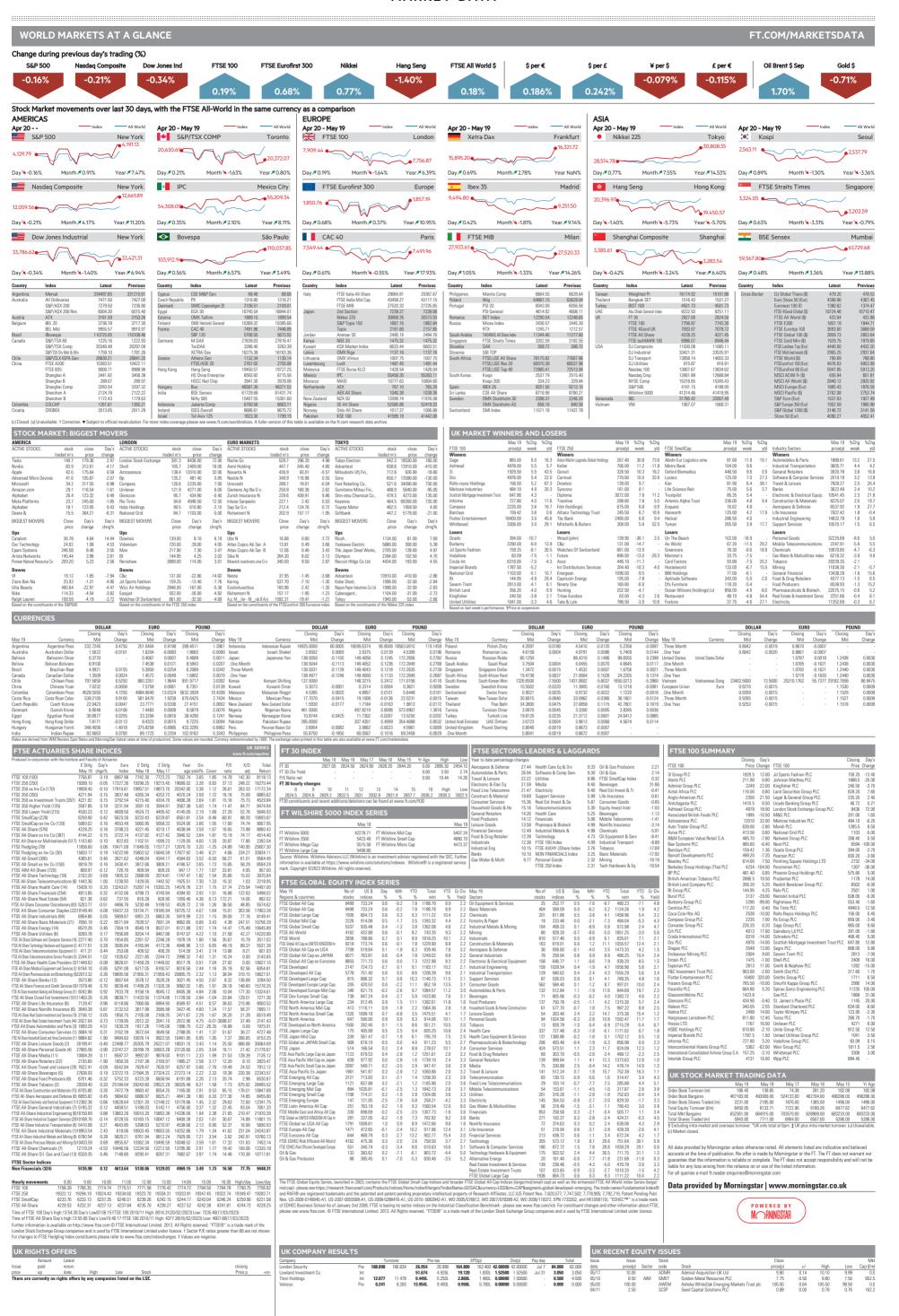
Nor are the South Koreans worried exclusively about tech leakage to China.

"There is concern that the US can take our technology because their Chips Act allows the US to inspect our companies' plants if it is necessary for their security," said Hong. Forney said: "The Koreans are not just

Forney said: "The Koreans are not just going to hand over their technologies to the US. At the same time, the more that the two countries' tech ecosystems become intertwined, the more that Korean vulnerabilities become American vulnerabilities, too."

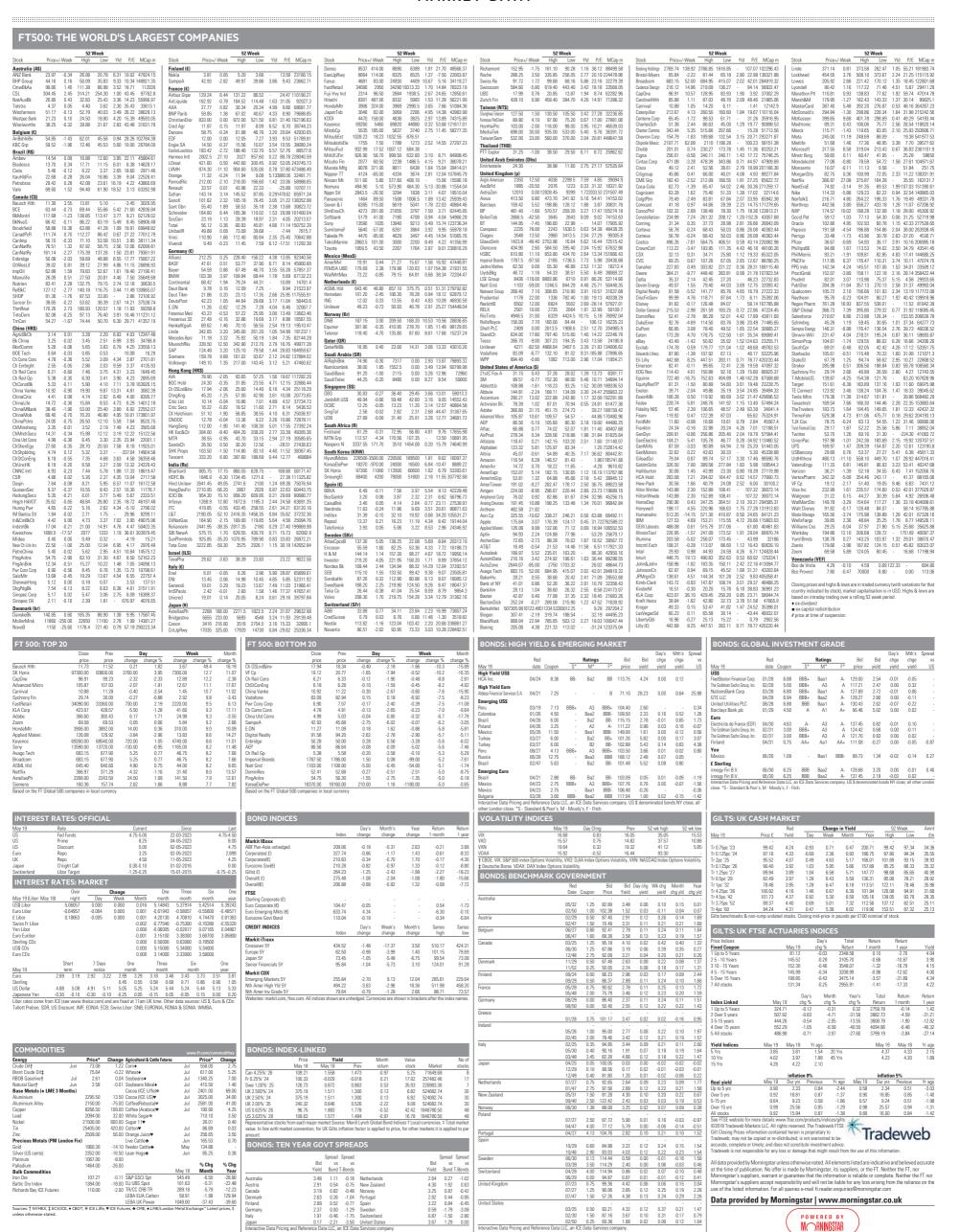
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Fund Name	1yr Return GBP	3yr Return GBP	5yr Return GBP	3yr Sharpe Ratio	3yr Std Dev	Fund Name	1yr Return GBP	3yr Return GBP	5yr Return GBP	3yr Sharpe Ratio	3yr Std Dev	Fund Name	Base Currency	Morningstar Rating 3 Yr	Morningstar Rating 5 Yr	Morningsta Rating 10 Y	r Morningstar Category	Base Currency	Total Ret 1Yr GBP	Total Ret 3Yr GBP	Total Ret 5Yr GBP
Man GLG Japan CoreAlpha Fund	d 14.47	15.46	3.43	1.29	18.22	T. Rowe Price Funds OEIC Japanese Equity Fund	11.03	-1.16	2.01	0.53	15.98	Index US P-Acc	Pound Sterling	****	****	****	Moderately Aggressive Allocation	Hong Kong Dollar	-18.97	17.66	10.44
Eastspring Investments - Japan Dynamic Fun	d 13.94	14.75	1.89	1.47	16.81	T. Rowe Price Funds SICAV - Japanese Equity Fund	6.36	-0.42	1.32	0.50	16.07	Arisaig Asia Consumer Fund Limited	US Dollar	**	**	***	Euro Aggressive Balanced PP	Euro	11.77	14.77	-
M&G Investment Funds (1) - M&G Japan Fun	d 14.90	14.45	4.29	1.44	14.99	MUFG Japan Equity Focus Growth Fund	0.08	0.05		0.57	15.85	GEM Income I USD	US Dollar	**	**	***	Aggressive Allocation	Yen	4.55	14.18	5.39
M&G(Lux)InvestmentFunds 1 - M&G(Lux).JapanFun	d 9.80	13.05	3.64	1.44	14.86	Baillie Gifford Worldwide Japanese Fund	0.08	0.06	0.02	0.64	15.71	Platinum Global Dividend UCITS Fund	US Dollar	*	*	*	ZAR/NAD Aggressive Allocation	Rand	12.42	13.08	7.97
DWS Nomura Japan Growth	h 12.31	12.29	4.49	1.22	18.20	BL-Equities Japan	0.12	0.06	0.02	0.77	12.76	Arisaig Latin America Consumer Fund	US Dollar	*	*	*	ZAR/NAD Flexible Allocation	Rand	25.63	13.07	10.40

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	May 2020 - May 2023							Basic Materials	1.54%	3.56%	Unilever PLC	Consumer Defensive	3.67%
	Trojan Fund O Inc							Communication Services	1.70%	3.01%	Office FEG	CONSUMER DESENSIVE	3.0770
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Please remember that past performance is not necessarily a guide to future performance	as dept	Man Ma	h m		_			Utilities Cash & Equivalents	4.91%	1.87% 20.65%	Becton, Dickinson and Co	Healthcare	1.64%
Firm Name	1,150	A A MAN CO	" " " When I		_					11.10%			
Troy Asset Management Limited	J. M.	May when My	A) My when when when					Corporate Derivative	1.03%	-1.39%	Alphabet Inc Class A	Communication Services	1.53%
Fund Name	1,100		4 1400		_	_		Government	67.43%	17.93%			
Trojan Fund O Inc	Mr. Spring	μ ^ω						Municipal	07.4370	0.01%	Procter & Gamble Co	Consumer Defensive	1.40%
Morningstar Category	1,050 Markara Markara							Securitized		0.76%			
GBP Flexible Allocation	March to a man of the			-20%	0% 20%	40%	60%	Occurring		0.7070	Franco-Nevada Corp	Basic Materials	1.39%
Max Annual Charge	1,000												
						Risk Meas	ures - As of 30	/04/2023			American Express Co	Financial Services	1.20%
3Yr Rating	950		1000 0000 1000 1000 1000 1000 1000 100		1Yr	1Yr Cat Ave	3Yr	3Yr Cat Ave	5Yr	5Yr Cat Ave			
***	Apr 20 Jul 20 Oct 20 Jan 21 Apr 21	Jul 21 Oct 21 Jan 22 Apr 22	Jul 22 Oct 22 Jan 23 Apr 23	Alpha	-2.92	-4.06	2.42	-0.82	3.36	-1.74			
Morningstar Sustainability Rating				Beta	0.36	0.81	0.48	0.88	0.51	0.95			
-		Fund	Category	Information Ratio	-0.14	-0.58	0.14	-0.26	0.40	-0.40			
Bid Price - KIID Ongoing Charge 1.01				R Squared	47.15%	59.80%	46.36%	59.76%	52.82%	63.78%			
Offer Price - Day-End One Year Return -1.44	Day 🛰 -0.07%	Month ≠ 0.07%	Year ≠ 2.07%	Sharpe Ratio	-0.72	-0.61	0.74	0.29	0.90	0.26			
+/0.21 Total Ret 3Yr 4.86				Std Dev	5.43	9.25	5.36	8.60	5.38	8.96			

Bid Offer +/- Yield 1Yr 3Yr Fund Bid Offer +/- Yield 1Yr 3Yr Fund

abrdn Capital (CI) Limited
PO Rox 189. St Heller, Jersey, JE4 9RU 01534 709130 PCA Recognised
abrdn Capital Offshore Strategy Fund Limited

7.27235 - 0.0050

0 2.07 4.57 5.37 £3.4122 - 0.0187 1.35 9.65 8.26 £0.7355 - -0.0015 6.24 -1.99 -1.82

Atlantas Sicav Regulated					(LUX
American Dynamic	\$ 6567.79		28.47	0.00	2.32	9.04
American One	\$ 7057.94	-	57.37		8.83	13.22
Bond Global	€ 1537.25		9.60	0.00	-0.75	0.25
Eurocroissance	€ 1400.79		9.22	0.00	9.56	9.33
Far East	\$ 1025.41		9.30	0.00	6.24	4.68









Algebris Investments

Algebris Financial Credit R EUR 6148.73
Algebris Financial Credit R EUR 6179.84
Algebris Financial Credit R EUR 6179.84
Algebris Financial Credit R EUR 6187.95

Algebris Financial Credit Rd EUR 6 87.87
Algebris Financial Equity R EUR 6155.00
Algebris Financial Equity R EUR 6150.00
Algebris Financial Income 1EUR 6 178.00
Algebris Financial Income R EUR 6 178.00
Algebris Financial Income R EUR 6 196.32
Algebris Financial Income R EUR 6 196.52
Algebris Glado Unst Opportunities 1818 6 126.42
Algebris Glado Unst Opportunities 1818 6 126.42
Algebris Glado Unst Opportunities 1818 6 126.42
Algebris Glado Cost Opportunities 1818 6 106.25
Algebris Glado Cost Copportunities 1818 6 106.25
Algebris Glado Cost Copportunities 1818 6 106.25
Algebris Sust. World B 6 106.23
Algebris Sust. World B 6 106.25

The Antares European Fund Limited Other International

ARTEMIS

(IRL)

-0.17 0.00 3.09 16.98



BLUE WHALE	(
GROWTH FUND	

Candriam Investors Group FCA Recognised				(LUX
Candriam Eqts L Australia CapA\$ 1935.	11 -	27.42	0.00	6.81 17.46
	11 -	27.42	0.00	6.81 17.4

		Dodge & Čox Worldwide Funds pIc - Global Bom# Funds EUR Accumulating Class € 15.98 - 0.04 0.00 1.5 EUR Accumulating Class € 10.59 - 0.03 0.00 1.7 EUR Distributing Class € 11.44 - 0.03 3.42 0.4					
,		FCA Recognised					
		Dodge & Cox Worldwide F	unds plc -	Glob	al Bo	nd Fun	d
		EUR Accumulating Class	€ 15.98		0.04	0.00	1.5
		EUR Accumulating Class (H)	€ 10.59		-0.03	0.00	1.7
		EUR Distributing Class	€ 11.44		0.03	3.42	0.4
		EUR Distributing Class (H)	€ 7.51	-	-0.03	3.39	0.4
		GBP Distributing Class	£ 12.20		0.04	4.18	3.9
Candriam Investors Group		GBP Distributing Class (H)	£ 8.10		-0.02	3.47	1.9
Other International Funds	 	 USD Accumulating Class	\$ 12.42		-0.05	0.00	4.5

-0.07 0.00 2.81 -0.16 -0.68 0.00 2.15 1.61

GBP Distributing Class	£	12.20		0.04	4.18	3.98	1.76
GBP Distributing Class (H)	£	8.10	-	-0.02	3.47	1.94	0.56
USD Accumulating Class	\$	12.42	-	-0.05	0.00	4.55	2.36
Dodge & Cox Worldwide F	un	ds plc-	Glob	al Stoc	k Fun	d	
USD Accumulating Share Class	\$	29.84		0.02	0.00	5.93	18.11
GBP Accumulating Share Class	£	39.55	-	0.29	0.00	5.33	17.42
GBP Distributing Share class	£	26.55		0.19	0.80	4.86	17.04
EUR Accumulating Share Class	€	41.59		0.28	0.00	2.87	18.63
GBP Distributing Class (H)	£	13.73	-	0.01	0.76	3.44	16.16
Dodge & Cox Worldwide F	un	ds plc-	U.S.	Stock F	und		
USD Accumulating Share Class	\$	37.73		0.22	0.00	1.78	17.38
GBP Accumulating Share Class	£	47.30		0.59	0.00	1.24	16.71

อปน. .com 020 3713 7664

edentree

Dragon Capital

Fund information:info@drago
Other International Funds

 EdenTree Sterling Bond Cls B Inc
 94,67

 EdenTree UK Equity Cls A Inc
 295,90

 EdenTree UK Equity Cls B Inc
 225,80

 EdenTree UK Equity Clp S Inc
 278,20

 EdenTree UK Equity Opps Cls B Inc
 284,30

 EdenTree UK Equity Opps Cls B Inc
 284,30

 EdenTree Global Impact Bond B
 85,15

 EdenTree Meranged Income Cls A Inc
 112,20

 EdenTree Managed Income Cls B Inc
 122,30

 EdenTree Managed Income Cls B Inc
 131,40



Broker Dealings: 0800 44 181 **OEIC Funds**Allocater World Fund W-ACC-GBP € 2.68
Allocater World Fund W-ACC-GBP € 56.87
American Special Sits W-ACC-GBP € 21.55
Asia Fund W-ACC-GBP € 21.55
Asia Pacific Dg W-Acc € 2.83
Asia Dwidend Fund W-ACC-GBP € 2.29
Cash Fund W-ACC-GBP € 2.29
Cash Fund W-ACC-GBP € 2.29
Emerging Asia Fund W-ACC-GBP € 2.80
European Fund W-ACC-GBP € 2.86
European Fund W-ACC-GBP € 2.85
European Fund W-ACC-GBP € 3.07
Global Fish Fund W-ACC-GBP € 3.07
Global Fish Fund W-ACC-GBP € 3.07 Regulated

LAPIS GBL TOP 50 DIV.YLD-Na-D £119.71

LAPIS GBL F OWD 50 DIV.YLD-Na-D £ 105.21

LAPIS GBL MED DEV 25.YLD-Na-D £ 97.21 0.01 2.65 8.76 8.99 Global High Yield Fund W-ACC-GBP £ 13.74 Global Property Fund W-ACC-GBP £ 1.79 Global Special Sits W-ACC-GBP £ 55.83 -0.02 2.05 -14.64 0.19

GUINNESSGLOBAL INVESTORS Index Sterling Corporate Bond Fund P-ACC-GSP $\,\pm\,\,\,\,$ 0.82 Index UK Gilt Fund P-ACC-GBP $\,\pm\,\,\,\,$ 0.72 -0.01 2.02 -17.60 £ 2.77

0.01 1.05 4.14 7.94

0.00 1.18 -1.87 -1.02 0.00 1.03 2.04 4.83

-0.01 4.79 -7.16 -0.79 0.01 1.51 3.21 8.05

0.00 2.04 -1.25 1.99 0.00 1.69 2.76 7.57

0.00 1.89 0.40 4.62 0.01 - 6.52 11.20 0.00 - -0.35 3.34

-0.02 3.76 -1.34 0.12

0.01 4.74 -13.81 -0.9 0.01 4.74 -13.81 -0.9

0.23 0.42 9.94 8.56 -0.07 - -9.76 -4.24

0.00 1.68 -4.57

0.00 1.83 -0.01 3.93 -4.05 0.96

Index World P-ACC-GBP Japan Fund W-ACC-GBP -0.06 - 11.44 12.12 -0.02 0.65 9.82 1.68 Japan Smaller Companies Fund W-ACC-GBP £ 3.66 MoneyBuilder Balanced Fund W-ACC-GBP £ 0.60 -0.01 3.18 -2.06 3.11 MoneyBuilder Dividend Fund W-INC-GBP $\,\pounds\,$ 1.30 Multi Asset Allocator Adventurous Fund W-ACC-GBP $\,\pounds\,$ 2.14 0.00 4.06 6.39 10.70

Multi Asset Allocator Defensive Fund W-ACC-GBP £ 1.31 Multi Asset Allocator Growth Fund W-ACC-GBP £ 1.85

Multi Asset Allocator Strategic Fund W-ACC-GBP £ 1.59

Multi Asset Balanced Income Fund W-INC-GBP £ 0.94 Multi Asset Income & Growth Fund W-INC-GBP £ 1.01

Multi Asset Income Fund W-INC-GBP £ 0.86

Multi Asset Open Advent W-ACC-GBP £ 1.77

Multi Asset Open Defen W-ACC-GBP £ 1.34

Multi Asset Open Growth Fund W-ACC-GBP £ 1.67

Multi Asset Open Strategic Fund W-ACC-GBP £ 1.52

Open World Fund W-ACC-GBP £ 2.32

Select 50 Balanced Fund PI-ACC-GBP £ 1.15

Short Dated Corporate Bond Fund W-ACC-GBP £ 10.63

Sustainable Multi Asset Conservative Fund W-ACC-GBP £ 0.90

 Satiande Minh Asst Connentin en M M-2C68P € 0.90

 Satiande Minh Asst Growth Furt M-4CC68P € 0.97

 Sustainde Minh Asst Growth Furt M-4CC68P € 1.16

 UK Opportunities Fund W-ACC-G8P ≥ 249.60

 UK Select Fund W-ACC-G8P € 3.75

 UK Smaller Companies W-ACC-G8P € 3.70

(UK)

- 0.10 1.91 14.71 16.30 - 0.10 2.40 15.32 16.97 - 2.30 0.53 920 9.14 - 2.40 1.04 9.77 9.75 - 0.13 1.63 -1.94 -0.86 - 0.33 4.13 -7.82 -2.86 - 0.44 4.13 -7.30 -2.02 - 0.20 1.53 3.90 3.87 - 0.20 2.08 4.46 4.50 - 1.30 1.16 1.97 5.44 - 1.30 1.72 2.53 6.05 - 0.27 3.14 -3.43 -- 0.80 0.48 8.38 -- 0.10 4.87 -0.49 8.21 - 0.20 4.87 -0.49 8.21

Guinness Global Invest	10	S					
Guinness Global Equity Income Y GBP Dist	£	19.25	-	0.17	2.18	8.90	13.63
Guinness Global Innovators Y GBP Acc	£	27.86		0.56	0.00	11.10	11.63
Guinness Sustainable Global Equity Y GBP Acc	£	11.21		0.18		8.62	

 HPB Assurance Ltd

 Anglo Ind House, Bank Hill, Douglas, Isle of Man, IM1 4LN 01638 563490

 International Insurances

 Holiday Property Bond Ser 1
 £ 0.48
 - 0.00
 0.00
 1.26 -2.57

 Holiday Property Bond Ser 2
 £ 0.63
 - 0.00
 0.00
 0.0
 0.32 -0.63

Hermes Property Unit Trust	(IIK)

Janus Henderson

---INVESTORS-

Janus Henderson Investors
PO Box 9023, Chelmsford, CM99 2WB Enquiries: 0800 832 832

Findlay Park



FCA Recognised						
American EUR Unhedged Class	€158.21	-	2.27	-	6.76	-
American Fund USD Class	\$170.43	-	1.66	-	9.40	9.64
American Fund GBP Hedged	£ 83.27		0.80	0.00	6.95	8.31
American Fund GBP Unhedged	£ 137.34		1.97	-	9.44	9.00



FOORD ASSET MANAGEMENT www.foord.com

AS	hm	ore

Artemis Fund Managers Ltd (1200)F

75 N. James Street London SW1 A I I 10 800 092 2051

Authorised Inv Funds

Artemis SamrtGARP UK Eq I Acc 45.14 22 - 3.10 4.06 8.64 20.25

Artemis SamrtGARP UK Eq I Acc 45.14 - 0.54 3.61 - 6.63 - 1.54

Artemis SamrtGARP Ex Eq I Acc 45.14 - 0.54 3.61 - 6.63 - 1.54

Artemis SamrtGARP Ex Eq I Acc 45.14 - 0.054 3.61 - 6.63 - 1.54

Artemis SamrtGARP Ex Eq I Acc 45.14 - 0.054 3.61 - 6.63 - 1.54

Artemis SamrtGARP GleEm Eq I Acc 46.00 - 0.08 - 4.16 10.38

Artemis Global Select I Acc 105.84 - 0.00 4.50 - 1.99 13.02

Artemis Global Select I Acc 16.01 - 0.08 0.55 3.98 7.81

Artemis Hoomen I O Inc 46.77 - 0.01 0 - 1.76 3.94

Artemis Income I Inc 25.25 7 - 0.39 3.88 8.45 13.14

Artemis Hoomen I Come 16.60 0 - 0.11 - 8.15 - 1.76 3.94

Artemis Whothly Dist I Inc 68.42 - 0.12 4.71 - 3.24 6.25

Artemis Strategic Assets I Acc 16.80 0 - 0.09 3.77 0.48 2.20

Artemis UK Special State I Acc 222.68 - 1.58 3.94 2.20

Artemis UK Special State I Acc 222.68 - 1.58 3.94 2.20

Artemis UK Special State I Acc 232.69 - 0.46 0 - 1.168 14.35

Artemis US Select I Acc 233.88 - 3.34 0 - 8.87 11.25

Artemis US Select I Acc 233.88 - 3.34 0 - 8.87 11.25

Artemis US Select I Acc 233.89 - 3.34 0 - 8.87 11.25

Artemis US Select I Acc 232.60 - 3.51 0 - 6.95 7.12

Artemis US Select I Acc 232.60 - 3.51 0 - 6.95 7.12

Blue Whale Investment Funds ICAV	(IRE)
www.bluewhale.co.uk, info@bluewhale.co.uk FCA Recognised - Ireland UCITS	

BM

BROOKS MACDONALD

Cautious Balanced Strategy £1.2587 Cautious Balanced Strategy A £0.9021

Growth Strategy Growth Strategy A

High Growth Strategy A

£1.9724

B Brown

ADVISORY Thoughtful Investing

0.0015 0.00 -0.96 0.0011 1.11 -0.46

0.0027 0.57 3.50

0.0043 0.49 3.92

0.0146 0.00 4.14 6.57

0.0050 0.12 4.66 -0.0129 0.00 4.62 3.78

Chartered Asset Management Pte Ltd			
Chartered Asset Management Pte Ltd			
Chartered Asset Management Pte Ltd	 		

Candriam Eqts L Emerging Mkts Cap €837.25
Candriam Bonds Credit Opportunities €198.11
Candriam Bds Euro High Yield Cap €1193.82

Candriam Bds Euro Sh.Term Cap € 1999.94

CAM-GTF VCC	S	287397.45	287397.45	1722.97		-6.36	3.78
CAM GTi VCC	\$	780.49		-32.39		12.31	4.69
RAIC VCC	S	1.64	1.64	0.03	2.06	5.74	-1.66



Consistent UT Inc	60.40	60.40	0.05	1.03	-4.13 15.75
Consistent UT Acc	164.10	164.10	0.20	1.03	-4.09 15.78
Practical Investment Inc	243.20	243.20	0.70	3.76	8.36 12.42
Practical Investment Acc	1548.00	1548.00	4.00	3.76	8.33 11.76





CP Global Asset Man				aloba	al.com.sa
International Mutual Fun					
CP Multi-Strategy Fund	\$310.69	-	-0.14		6.31 11.2

Brown Advise	ory Funds	plc m Tel: 02	n 33n	1 8130			IRL)	CP Capital Asset Mar www.cpgbl.com, email: fun International Mutual Fun	dservices@c	Limi pgbl.	ited com
FCA Recognise		101.02	0 000	. 0100				CPS Master Private Fund	\$ 426.36	-	1.33
US Small Cap Blen	d Fund USD B	\$ 21.25	-	0.13	0.00	4.83	12.36	CP Global Alpha Fund	\$349.79		0.58
US Flexible Equity	Fund USD B	\$ 24.75	-	0.27	0.00	10.49	12.88				
Global Leaders Fu	and USD C	\$ 21.95	-	0.22	0.00	12.28	12.27				
US Sustainable Grow	th Fund USD C	\$ 24.82		0.42	0.00	13.44	11.08				
Global Leaders Sustain	able Fund USD C	\$ 13.24	-	0.14	0.00	10.61	12.13				
US Equity Growth	Fund USD B	\$ 49.43	-	0.72	0.00	10.63	4.39				
US Smaller Compani	es Fund USD B	\$ 35.30		0.21	0.00	9.15	9.32				
US Mid-Cap Growt			-	0.23	0.00	10.13	5.42				
Global Sustainable Total I				-0.03	0.89	-1.69			AAIC		

CG Asset Management Limited

25 Moorgate, London, ECZR SAY
Dealing: Id. +333 1434 5098 Fax. +353 1542 2859
FCAR Recognism CS M Inc.
FCAR Recognism CS M Inc.
Capital Gearing Portfolio GBP № £ 788000 3780.0 -32.13 1.69 -3.88 4.49
Capital Gearing Portfolio GBP № £ 7874 1 1804.0 -0.16 1.69 -3.98 4.49
Clapital Gearing Portfolio GBP № £ 7874 1 1804.0 -0.16 1.24 4.55 -1.36
Dollar Fund CS D Inc.
£ 6455 1555 1656 40 07. 124 4.55 -1.36
Dollar Hedgad GBP Inc.
£ 9452 94.80 -0.42 1.19 -6.80 -1.25
Real Return CIs A Inc.
£ 197.73 1833 -0.12 1.73 -4.67 -1.18

			CPS Master Private Fund	\$ 426.36	-	- 1
)	4.83	12.36	CP Global Alpha Fund	\$349.79		(
)	10.49	12.88				
)	12.28	12.27				
)	13.44	11.08				
)	10.61	12.13				
)	10.63	4.39				
)	9.15	9.32				
)	10.13	5.42	4.0			

DWS

DWS					(LUX)
Tel: +44 (0) 20 7541 8999 www FCA Recognised	w.dws.co	m				
	£ 148.22	148.22	-0.44	3.15	-0.66	8.20
DWS Invest Top Euroland	£ 161.14	161.14	0.08	-	12.41	12.20
OWS Invest Multi Opportunities	£117.68	117.68	-0.18	0.00	3.95	6.93
OWS Invest Global Bonds	£ 93.05	03.05	-0.10	n nn	-3 01	-2 23

Euronova Asset Manag	(CYM)				
Regulated Smaller Cos Cls One Shares	€ 55.34		0.40	0.00	1.62	5.90
Smaller Cos Cls Two Shares	€ 35.25	-	0.26	0.00	1.12	4.32
Smaller Cos Cls Three Shares	€ 17.59	-	0.13	0.00	1.09	4.11
Smaller Cos Cls Four Shares	€ 23.19	-	0.17	0.00	1.13	4.90

Fidelity Investments	Interi	natio	nal				
Other International Fund	ls						
Emerging Mkts NAV	f	7.21	-	-N 16	2 04	-4 67	-2

Ashmore Gr				
61 Aldwych, Lo	ndon WC2B 4	AE. Dealing	team: +352 27	62 22 233
Authorised In	v Funde			

Authorised Inv Funds						
Emerging Markets Equity Fund	\$119.43		0.86	0.00	0.40	8.8
Emerging Markets Equity ESG Fund	\$138.52	-	1.66	0.00	4.37	8.0
Emerging Markets Active Equity Fund	\$119.97	-	0.34	0.00	-5.59	2.7
Emerging Markets Frontier Equity Fund	\$176.84	-	1.10	1.01	-6.39	11.8
Emerging Markets Blended Debt Fund	\$ 52.19	-	-0.22	4.97	-3.75	-4.4
Emerging Markets Blended Debt ESG Fund	\$ 86.67	-	-0.27	0.00	-0.33	-2.7
Emerging Markets Debt Fund	\$ 56.40	-	-0.01	5.94	-5.82	-5.0
Emerging Markets Corporate Debt Fund	\$ 58.62	-	-0.08	7.62	-4.76	-2.5
Emarrian Markete Local Currency Road Fund	¢ 63.34		-0.53	4 20	0.60	1.

Foord Asset Management FCA Recognised - Luxembourg UCITS

Authorised Inv Funds

Janus Herdenon Jacob (2004) and Heride JAA

Janus Herdenon Jacob (2004) and Heride JAA

Janus Herdenon Jacob (2004) and Heride JAA

Janus Herdenon Carton Managed Fund A Acc 286.83

Janus Herdenon Carton Managed Fund A Acc 286.83

Janus Herdenon Carton Managed Fund A Acc 286.83

Janus Herdenon Carton Managed Fund A Acc 286.80

Janus Herdenon Carton Managed Fund A Acc 286.80

Janus Herdenon Empress Growth Fund A Acc 286.80

Janus Herdenon Empress Growth Fund A Acc 286.80

Janus Herdenon Carton Managed Fund A Acc 286.80

Janus Herdenon Carton Managed Fund A Acc 286.80

Janus Herdenon Carton Managed Fund Acc 287.10

Janus Herdenon Carton Managed Fund Acc 287.10

Janus Herdenon Carton Managed Fund Acc 286.80

Janus Herdenon Malk Herap Union Hera Acc 286.80

Janus Herdenon Malk Herap Union Hera Acc 287.97

Janus Herdenon Malk Herap Union Heraf Acc 287.80

Janus Heraf Managed Managed Mark Heraf Acc 287.80

Janus Heraf Managed Managed Mark Heraf Acc 287.80

Janus Heraf Managed Managed Mark Heraf Acc 287.80

Janus Heraf Managed Ma 1.00 - 2.72 -0.09
0.24 6.03 -4.64 0.91
-1.20 - 0.03 4.64
-0.80 - 0.07 4.91
-12.00 0.28 -1.395 -10.64
0.00 1.15 16.91
-0.11 4.92 6.34 -2.77
-0.00 0.00 3.93 5.50
0.00 1.82 8.60 10.50
4.50 0.00 8.62 10.30
0.15 16.04 6.87
-0.00 2.87 9.15 11.76
-0.60 0.81 0.49 5.59 -0.00 0.81 0.49 5.60 0.20 - 1.78 5.59 -0.10 2.59 -1.26 2.97 -0.26 2.40 2.26 0.44 2.40 0.00 6.48 9.58 -0.10 2.71 -0.74 3.34 -0.10 2.71 -0.73 3.35 0.00 0.24 2.00 5.23 0.00 0.31 2.02 5.24 -1.30 1.86 2.10 1.3 -5.60 Janus Henderson Sterling Bond Unit Trust Acc 201.30 -1.30 1.82 -10.13 -5.60 Janus Henderson Sterling Bond Unit Trust Inc 54.66
Janus Henderson Strategic Bond Fund A Inc 102.00 Janus Henderson Absolute Return Fund A Acc 170.50

Janus Henderson UK Alpha Fund A Acc 141.20 0.10 0.00 4.22 2.16 Janus Henderson UK Equity Income 8 Growth Fund A Inc $508.50 \quad - \quad 0.50 \quad 4.96 \quad 3.34 \quad 13.32$ Janus Henderson US Growth Fund A Acc $1766.00 \quad - \quad 24.00 \quad - \quad 10.72 \quad 7.56$

MANAGED FUNDS SERVICE

Bid Offer +/- Yield 1Yr 3Yr Fund

Milltrust Laurium Africa Fund SP A \$ 93.51 - -1.60 0.00 -6.25 10.25 Milltrust Marcellus India Fund SP \$123.87 0.00 0.00 -7.90 14.63 Milltrust Singular ASEAN Fund SP Founders \$ 128.68 1.44 0.00 -7.60 4.23 Milltrust SPARX Korea Equity Fund SP A \$ 112.21 Milltrust Xingtai China Fund SP A \$ 96.00 0.27 0.00 -8.84 -8.15 The Climate Impact Asia Fund SP A \$ 79.16 einwort Hambros Bank Limited The Climate Impact Asia Fund (Class B) \$ 78.36 - 0.21 0.00 -0.84 H Floor, 8 St James's Square, London, SW aling and enquiries: 033 0024 0785 thorised Inv Funds it Trust Manager/ACD - Host Capital HC Kleinwort Hambros Growth A Inc 239.98 HC Kleinwort Hambros Equity Income A Inc 96.13 --0.54 3.06 -0.58 9.82

Bid Offer +/- Yield 1Yr 3Yr Fund

 Ministry of Justice Common Investment Funds
 (UK)

 Property & Other UK Unit Trusts

 The Equity Idx Tracker Fd Inc
 1923.00
 6.00
 2.45
 6.06
 9.57

ASSET MANAGEMENT

Bid Offer +/- Yield 1Yr 3Yr Fund



TOSCAFUND

Bid Offer +/- Yield 1Yr 3Yr

Purisima Investment Fds (UK) (1200)F

Purisima Invest Regulated PCG B & PCG C &

Regulated

sik Asia Emerging Opportunities Fund A Acc \$ 178.30 usik Asia Fund U Dist. £ 204.62 usik Asia Sustainable Growth Fund A Acc \$ 88.26

Order Desk and Enquiries: 0:		ļ				
Authorised Inv Funds Authorised Corporate Dir	ector - Link	Fund	Solu	tions		_
Global Total Fd PCG A	403.63		4.64	0.17	14.78	11.68
Global Total Fd PCG B	398.15	-	4.57	0.00	14.50	11.40
Global Total Fd PCG INT	390.37		4.48	0.00	14.21	11.12



Authorised Funds

 Toscafund Asset Management LLP

 www.toscafund.com
 \$453.88

 Tosca A USD
 \$453.88

 Tosca Mid Cap GBP
 £150.51

 ***Common Common C



Lazard Fund Managers P.O. Box 364, Darlington, DL1 Dealing: 0870 6066408, Info: Authorised Inv Funds	9RD			(UK)
Lazard Investment Funds (DEIC) B Sh	are	Class	
Developing Markets Acc	115.98	-	-0.03	0.53 -2.69 1.39
Developing Markets Inc	113.56		-0.92	0.54 -3.63 3.25
Emerging Markets Acc	360.59		0.17	4.84 3.35 8.64
Emg Mkts Inc	269.95		0.13	5.07 3.35 8.64
European Alpha Acc	1111.34		-0.21	1.13 16.47 11.38
European Alpha Inc	949.54		-0.18	1.14 16.47 11.38
European Smaller Cos Acc	681.06	-	3.19	1.12 -0.63 8.36
Global Equity Income Acc	226.63		0.24	3.42 2.72 11.97
Global Equity Income Inc	112.81		0.12	3.50 2.73 11.97
Managed Bal Inc	183.84		-0.08	2.17 0.74 5.65
UK Income Acc	1659.28		1.61	3.90 6.66 12.01
UK Income Inc	592.86		0.58	4.00 6.66 12.01
UK Omega Acc	298.47		0.95	1.92 14.41 13.45
UK Omega Inc	244.62		0.78	1.95 14.42 13.45
UK Smaller Cos Inc	2001.70		8.44	24.24 1.74

Mirabaud Asset Management (LUX)

Regulated		 			
Mir Glb Strat. Bd I USD	\$116.05	-0.03	0.00	-0.63	1.0
Mir DiscEur D Cap GBP	£ 165.93	-0.24	0.00	-6.87	8.7
Mir UKEq HA Cap I GBP	£ 135.20	-0.83	0.00	-1.27	7.5



4.34 0.00 5.52 10.0

Slater **Investments**

Slater Investments Ltd www.slaterinvestments.com; CA Recognised	Tel: 0207 220 94	60	(UK)	TR
later Growth A Acc	622.67 622.67	-0.69	0.00 -14.01 7.70	
later Income A Inc	139.05 139.05	-0.15	5.22 -1.35 13.42	ASSET MA
later Recovery A Acc	323.89 323.89	0.62	0.00 -11.53 10.59	
later Artorius	278.60 278.60	-1.92	0.54 -16.71 11.52	

Bid Offer +/- Yield 1Yr 3Yr Fund





	Regulated
	Oasis Crescent Global Equity Fund USD A (Dist) \$ 34.56 - 0.05 0.50 -2.75 5.48
	Dasis Crescent Global Income Fund USD A (Dist) \$ 10.020.02 3.07 0.43 0.77
Lothbury Property Trust (UK)	Dasis Crescent Global Low Equity Fund USD D (Dist) \$ 12.120.04 1.01 -3.38 2.47
155 Bishopsgate, London EC2M 3TQ +44(0) 20 3551 4900	Dasis Crescent Global Medium Equity Fund USD A (Dist) \$ 13.540.02 0.32 -2.85 3.56
Property & Other UK Unit Trusts	Dasis Crescent Global Property Equity Fund USD A (Dist) \$ 7.620.07 1.51 -13.79 4.76
Lothbury Property Trust GBP £ 1632.89 1677.74 -3.56 3.42 -23.91 -4.16	Dasis Crescent Global Short Term Income Fund USD A (Dist) \$ 0.93 - 0.00 2.17 -0.56 0.05
	Oasis Crescent Variable Fund GBP A (Dist) £ 9.74 - 0.01 0.37 -3.17 4.17

RAM Systematic Emerg Markets Eq	\$218.04	218.04	-0.59		2.14	12.4
RAM Systematic European Eq	€538.19	538.19	-1.86		-1.03	12.7
RAM Systematic Funds Global Sustainable Income Eq	\$149.82	149.82	0.58	0.00	-1.00	13.2
RAM Systematic Long/Short European Eq	€ 146.68	146.68	0.29		-5.72	1.4
RAM Systematic US Sustainable Eq	\$336.66	336.66	5.61		-2.22	5.0
RAM Tactical Global Bond Total Return	€140.04	140.04	-0.24		-2.18	-1.8
RAM Tactical II Asia Bond Total Return	\$146.80	146.80	-0.24		0.05	-0.0

100 000 100 100 100 100 100 100 100 100	Stewart Investors (UK) 23 St Andrew Square, Edinburgh, EH2 1BB enquirise@stewartinvestors.com Client Services.0800 587 4141 Dealing Line: 0800 587 3388 Authorised Funds
	SI Asia Pacific A Acc 1589.36 - 9.94 0.00 10.36 10.51
	SI Asia Pacific A Inc £ 2.81 - 0.01 0.00 10.08 10.06
Royal London 55 Gracechurch Street, London, EC3V rlam.co.uk (UK)	SI Asia Pacific Leaders A Acc 860.60 - 2.46 - 3.06 9.10
Authorised Inv Funds	SI Asia Pacific Leaders A Inc £ 2.92 - 0.01 - 3.02 9.04
Royal London Sustainable Diversified A Inc. £ 2.38 - 0.01 0.86 4.10 3.17	SI Asia Sustainability A Acc 730.61 - 3.00 - 9.61 11.25
Royal London Sustainable World A Inc 354.90 - 1.90 - 8.74 5.87	SI Global Emerging Mkts A Acc 796.54 - 3.08 1.79 6.09 8.56
Royal London Corporate Bond Mth Income 74.71 - 0.18 4.26 -6.77 -3.00	SI Global Emerging Mkts Leaders A Acc 548.13 - 2.26 1.08 3.07 7.39
	SI Global Emerging Mkts Sus A Acc 364.63 - 1.43 0.00 7.07 5.39
	SI Indian Sub-Cont A Acc 764.29 - 0.74 - 12.43 23.85
Royal London Sustainable Leaders A Inc 812.60 - 1.10 1.15 11.74 9.15	SI Latin America A Acc £ 2.180.01 2.87 -4.66 -8.93
Royal London UK Growth Trust 635.50 - 1.20 2.04 9.20 10.40	SI Worldwide Equity A Acc
Royal London UK Income With Growth Trust 205.900.40 5.09 0.12 8.67	SI Worldwide Equity A Inc
Royal London US Growth Trust 385.50 - 4.30 - 13.22 14.05	SI Worldwide Leaders A Acc 615.01 - 5.53 - 16.39 10.26
Additional Funds Available	SI Worldwide Sus A Acc
Please see www.royallondon.com for details	SI Worldwide Sus A Acc
	51 W0110Wide 505 A IIIC



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investors.

M & G Securities (1200) PO Box 9038, Chelmsford, CM! www.mandg.co.uk/charities E Authorised Inv Funds	99 2XF	ıg: 0	800 917	4472	(UK
Charifund Inc	1467.14		-0.58	5.69	2.27	11.62
Charifund Acc	29615.31		-11.68	4.81	2.27	11.61
M&G Charlbond Charities Fixed Interest Fund (Charlbond) Inc	£ 1.07		-0.01	2.43	-4.85	-2.43
M&G Charbond Charities Fixed Interest Fund (Charbond) Acc	£ 38.94		-0.19	1.97	-4.85	-2.38
M&G Charity Multi Asset Fund Inc	£ 0.89		0.00	3.87	4.59	10.49
M&G Charity Multi Asset Fund Acc	£108.40		0.00	3.54	4.59	10.50

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MMIP Investment Mana	agement Lin	nited			(GSY)
Multi-Manager Investment	Programmes	PCC Li	mited		
UK Equity Fd Cl A Series 01	£3312.15 3338.48	59.65	0.00	4.51	17.87

iuity Fd Cl A Series U1 £3312.13 lied Absolute Rtn Fd USD Cl AF2 \$1688.02 led Absolute Return Stlg Cell AF2 £1580.96

Estimated NAV	\$941.41	0.53	0.00	20.53	23.64

Orbis Investments (U.K. 28 Dorset Square, London, NW www.orbis.com 0800 358 2030 Regulated	/1		d				(GBR)
Orbis OEIC Global Cautious Standard	£	12.03		0.01	0.00	2.22	7.34
Orbis OEIC Global Balanced Standard	£	19.81		0.08	0.37	5.96	13.60
Orbis OEIC Global Equity Standard	£	22.22		0.21	2.55	8.20	11.17
Orbis OEIC UK Equity Standard	£	12.47		0.05	2.94	17.33	25.87







Marwyn Asset Management Limited Regulated							
Marwyn Value Investors	£329.72		-6.14	0.00	-	-7.17	

McInroy & Wood Portfo Easter Alderston, Haddington, Authorised Inv Funds	(UK)				
Balanced Fund Personal Class Units	6111.60		23.90	1.40	7.31	7.38
Income Fund Personal Class Units	2895.40	-	3.40	2.40	2.28	6.76
Emerging Markets Fund Personal Class Units	2230.30		-5.10	1.48	5.23	5.48
Smaller Companies Fund Personal Class Units	6264.40		43.80	1.30	4.51	5.64

	Platinum Capital Mana Other International Funds	ge	ement	Ltd				
	Platinum All Star Fund - A	\$	147.71			-	-1.91	5.84
	Platinum Global Growth UCITS Fund	\$	8.13		0.00	0.00	-6.12	-8.72
(UK)	Platinum Essential Resources UCTIS Fund SICAV USD Class E	\$	9.50		-0.22	0.00	-22.39	12.40
	Platinum Global Dividend UCITS Fund	\$	45.85		-0.43	0.00	-6.71	-2.01
7.38								
6.76								
5.48								
5.64								

 Regulated

 Automation & Artificial Intelligence 0.1 USD Acc
 \$ 16.31
 16.31
 0.26
 0.00
 9.32
 9.30

(IRL)

Polar Capital Funds Plc

Asian Starts I USD Acc \$ 14.04

Ruffer LLP (1000)F 65 Gresham Street, London, EC Order Desk and Enquiries: 0345 Authorised Inv Funds	601 961		-16-1-4	1		(UK)
Authorised Corporate Direct LF Ruffer Diversified Rtrn C Acc	101.16	· rui	-0.56		-3.90	_
LF Ruffer Diversified Rtm C Inc	99.31		-0.55	1.88	-3.90	
LF Ruffer European C Acc	780.30		-11.50	0.80		10.58
LF Ruffer European C Inc	139.98		-2.06		0.29	10.59
LF Ruffer Equity & General C Acc	573.53		-2.15	0.76	2.52	10.31
LF Ruffer Equity & General C Inc	518.15		-1.94	0.76	2.52	10.31
LF Ruffer Gold C Acc	260.80		-13.55	0.00	-3.02	-0.28
LF Ruffer Gold C Inc	157.85		-8.20	0.00	-3.01	-0.28
LF Ruffer Japanese C Inc	166.45		2.06		7.89	6.76
LF Ruffer Japanese C Acc	358.59		4.44	0.24	7.89	6.76
LF Ruffer Total Return C Acc	550.44		-4.66	2.89	-2.15	5.46
LF Ruffer Total Return C Inc	338.80		-2.86	2.96	-2.13	5.48

Stonehage Fleming Invo www.stonehagefleming.com/ enquiries@stonehagefleming. Regulated	gbi	Ma	nagen	nent Ltd(IRL)
SF Global Best Ideas Eg B USD ACC	\$246.29		2.17	0.00 12.93	8.39
SF Global Best Ideas Eq D GBP INC			4.07	0.00 12.98	7.76







	Asian Starts I USD Acc \$	\$ 14.04 -	0.11	1.61 5.85
	Biotechnology I USD	\$ 39.61 39.61	-0.35	0.00 20.69 9.46
MILLEDILLET	China Stars I USD Acc \$	\$ 10.76 10.76	-0.05	3.93 -2.28
MILLTRUST	Emerging Market Stars I USD Acc	\$ 11.26 -	0.06	0.00 -1.23 4.28
INTERNATIONAL	European Ex UK Inc EUR Acc	€ 15.44 15.44	0.05	0.00 11.56 14.63
	Financial Opps I USD	\$ 13.93 -	0.08	2.12 4.92 15.10
	Global Convertible I USD	\$ 13.60 13.60	-0.03	0.00 -0.44 1.08
	Global Insurance I GBP	£ 10.16 -	0.15	0.00 12.36 18.67
	Global Technology I USD	\$ 73.72 -	1.50	0.00 9.78 6.53
	Healthcare Blue Chip Fund I USD Acc	\$ 19.34 19.34	0.01	0.00 7.50 10.10
	Healthcare Dis I Acc USD \$	\$ 13.10 -	-0.06	0.00 9.53 7.69
	Healthcare Opps I USD	\$ 69.84 -	-0.49	0.00 18.39 9.26
Milltrust International Managed Investments ICAV(IRL) mimi@milltrust.com, +44(0)20 8123 8316 www.milltrust.com	Income Opportunities B2 I GBP Acc	£ 2.98 2.98	0.01	0.00 4.78 16.30
Regulated	Japan Value I JPY	¥ 162.88 162.88	-0.01	- 27.96 17.88
British Innovation Fund £121.92 - 2.89 0.00	North American I USD	\$ 33.74 33.74		- 5.77 13.40
MAI - Buy & Lease (Australia) A\$ 103.45 - 0.50 0.00 -16.53 1.41	Smart Energy I USD Acc \$	\$ 9.60 9.60	0.12	0.00 16.50 -
MAI - Buy & Lease (New Zealand)NZ\$ 91.206.06 0.00 -7.20 -2.67	Smart Mobility I USD Acc \$	\$ 9.08 9.08		0.00 9.93 -
Milltrust Global Emerging Markets Fund - Class A \$ 95.030.06 0.00 -9.05 6.71	UK Val Opp I GBP Acc	£ 12.84 12.84	0.04	0.00 0.94 9.80

	Private Fund Mgrs (Gu	eri	ısev)	Ltd			(GSY)	
1	UK Val Opp I GBP Acc	£	12.84	12.84	0.04	0.00	0.94	9.80	
7	Smart Mobility I USD Acc \$	\$	9.08	9.08	0.13	0.00	9.93	-	

Private Fund Mgrs (Guernsey) Ltd Regulated			(GSY)
Manument Growth 16/05/2022 C 551 20 555 52	1.00	0.00	2.26	7.40

RUBRICS

Rubrics Global UCITS Funds Plc www.rubricsam.com					(IRL
Regulated						
Rubrics Emerging Markets Fixed Income UCITS Fund	\$138.74		-0.55	0.00	3.08	1.44
Rubrics Global Credit UCITS Fund	\$ 16.91		-0.02	0.00	-0.52	0.38
Rubrics Global Fixed Income UCITS Fund	\$ 171.90	-	-0.41	0.00	-0.57	-1.93

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LIK Consider 4	412.00		0.50	0.00	7.22	14 41

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Authorised Funds	• Connect with glob
TM New Court Fund A 2011 Inc £ 18.88 - 0.09 0.00 2.94 6.89	Francis de la companya

TM New Court Fund A 2011 Inc	£	18.88	-	0.09	0.00	2.94	6.89
TM New Court Fund - A 2014 Acc	£	19.04		0.09		2.92	6.89
TM New Court Equity Growth Fund - Inc	£	20.62		0.12	0.00	3.25	8.35

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Buying price: Also called offer price. The price at which units in a unit trust are bought by investors. Includes manager's initial charge.

Single price: Based on a mid-market valuation of the underlying investments. The buying and selling price for shares of an OEIC and units of a single priced unit trust are the same.

Treatment of manager's periodic capital charge: The letter C denotes that the trust deducts all or part of the manager's/operator's periodic charge from capital, contact the ma Exit Charges: The letter E denotes that an exit charge may be made when you sell units, contact the manager/operator for full details. arge from capital, contact the manager/operator for full details of the effect of this course of action.

Time: Some funds give information about the timing of price quotes. The time shown alongside the fund manager's/operator's name is the valuation point for their unit trusts/OEICs, unless another time is indicated by the symbol alongside the individual unit trust/OEIC name.

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Monday 22 May 2023 ★ FINANCIAL TIMES 13



Getting back on track

America's ramshackle railways are in need of a regulatory overhaul

GOREN CASS, OPINION

Life in the age of mass lay-offs



Pilita Clark Business Life

hen Arthi Raghu was suddenly laid off from her sales development job the other week, she went straight on to LinkedIn to write a guide to surviving the first crushing 48 hours of losing your job. So far so normal, except for one thing: the company laying off Raghu – and more than 700 of her colleagues – was LinkedIn.

As one of the thousands of people who saw her story wrote, being laid off from LinkedIn and posting about it on LinkedIn was "sort of a boss move".

I guess it was, but her case is just one in a sickening wave of mass lay-offs that has been ripping through industries. Tech companies alone have cut 194,000 jobs so far this year by one estimate — more than in all of 2022.

This raises two big questions: how are these losses shaping the workforce of the future and what are the odds that being made jobless has any remotely plausible upside?

There is of course plenty of evidence that the human toll of being laid off can be dire. The research shows it can increase the chances of illness and even suicide, while those spared the axe often face more work with less help,



plus the anxiety of wondering if their head will be next.

But what if lay-offs have become such a standard business practice that they are changing the nature of the workforce? That is what academics at the University of Wisconsin suggested in a 2015 paper that raised what they called the "new, and rather ominous, concern" of a more quit-friendly workforce.

"Our study suggests, all else equal, that commonplace lay-offs may be contributing to a vast population of employees who are less likely to remain with their subsequent employers," they said.

In other words, getting rid of hundreds of people at once might offer short term cost-savings for an individual company but wider problems for others trying to hang on to flightier staff. That finding chimes with the work of others such as

66 What if they have become such a standard business practice that they are changing the nature of the workforce? \$9

Stanford Graduate School of Business professor Jeffrey Pfeffer. He has written extensively about evidence showing lay-offs are toxic for workers and not necessarily good for business because they often do not cut costs, raise share prices or boost productivity.

Yet lay-offs persist, which is why it is mildly heartening to see signs that for some workers, suddenly losing your job or suffering other bad luck at work might not be the disaster one might think. This is what researchers at France's Audencia business school found when they recently asked nearly 700 managers who had studied at an elite business school how chance had affected their careers.

Academics tend not to study luck's

Academics tend not to study luck's role in career paths, but the French scholars found the careers of most of the managers they surveyed had been strongly affected by some sort of chance event. This had mostly been positive. One person bumped into their CEO and showed off work that led to a promotion. Another had chatted to a neighbour in her stairwell whose niece offered invaluable career advice.

But a significant share had also suffered rotten luck — a toxic new manager or a job loss due to restructuring, downsizing or a business closure. Unexpectedly, more than 70 per cent of the unfortunate said the blow had led to a positive outcome.

A man fired from a prestigious finance job in London during the financial crisis took a more lowly job in leafy Aix-en-Provence where he was promoted to a bigger role and a salary "I would never have hoped for in London".

A woman whose firm suddenly closed decided to switch gears and passed a national exam that opened up a raft of new opportunities.

Research co-author Professor Christine Naschberger cautions that this study is based on a select group of highly qualified managers, and others might find it harder to find a new job – especially older workers. Still, for those suddenly thrust into

Still, for those suddenly thrust into the ranks of the redundant, it is worth remembering two things: it is harder than ever to manage a career today but an unexpected reversal at work may not be a permanent disaster.

As Naschberger says: "A career is not always linear, things can turn out differently."

pilita.clark@ft.com

Lex.

Workcations: step into my beach

Taking time off
Vacation days used

20

15

10

178

1978

1979

2000

2010

2018

Checking into hotel stocks

Share prices (rebased)

Airbnb

Hyatt

Source: US Travel Association

Americans are notoriously bad at taking time off. Could the "workcation" — a trip where some time is spent working — help change that? US travel companies are hopeful it might.

This will be the first year for three years when the upcoming Memorial day holiday will kick off America's so-called driving season without the deterrent of a pandemic.

Before coronavirus broke out,

workers in the US took an average of 17.4 vacation days, according to the US Travel Association. The US is the only OECD country that has no paid vacation mandated by national government. The EU, on the other hand, requires at least 20 vacation days for all employees. Workers in the UK are guaranteed 28.

Moreover, nearly half of US workers who have paid time off report not using all of it, according to the Pew Research Center. Workcations are a compromise popularised by the rise of hybrid work. Employers allow staff to stay away from offices for longer than allotted vacation days would allow.

The downside is that workplace worries invade at least one part of a worker's trip away. They must also show they are cutting no corners to maximise leisure time. About one in

four travellers reported their intention to work while on their longest trip of the holiday season, according to findings from a Deloitte survey. Workcations will be good news for

Marriott InterConti

2023

Apr

Jan

Source: S&P Capital IQ

Feb

leisure stocks if uptake is high enough. In the US, occupancy rates are nearing pre-pandemic levels, according to the American Hotel and Lodging Association. It predicts 63.8 per cent of the country's hotel rooms will be occupied this year, up from 43.9 per cent in 2020 and close to 65.9 per cent in 2019.

Shares in big hotel groups such as Hilton Hotels, Marriott International, InterContinental and the Hyatt have gained 15-28 per cent so far this year. Those for Airbnb, the home rental platform, are up 25 per cent despite a sharp sell-off this month after it warned that the pace of growth would slow in the second quarter. But valuations remain below pre-pandemic levels.

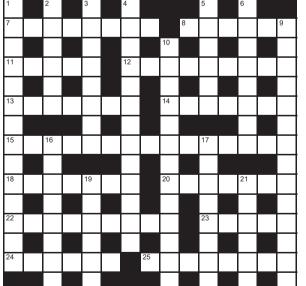
Business travel may never return to pre-pandemic levels. Workcations should help soak up some spare capacity in the travel industry. If they persist, it would be another sign that flexible working is here to stay. That requires trust on both sides — if staff produce slipshod work in their hurry to go sightseeing, all bets will be off.

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ACROSS

- **7** Flatterer to join you in the future, we're told (8)
- 8 Convincing firm fellow (6)
- 11 Plant in the morning removed from across the pond (5)
- 12 This compiler in noon trip served wine (5,4)13 Having uncovered keys, behold den
- opening (7)
- 14 Draw conclusions about back giving you hell (7)15 They fix last of bust sirens having
- received foreigner's cash (15)

 18 Group by a hill to the west turns
- round (7)

 20 One wading quietly by lake bitten by snake (7)
- 22 I'm going to gossip after Romeo's knocked out by husband showing bad
- temper (3,6)
 23 Period in charge of old characters (5)
 24 Sample duck taken from kitchen
- appliance (6) **25** Barrier code, task to crack (8)
- DOWN
- 1 Low drawer? (8,6)
- 2 Regularly encountered faults in French article that's no good (6)
- **3** Excavation made by feline on a search
- 4 Understanding him once person translated (13)
- 5 Quite partial to caramels or toffees
- **6** Access two overlapping outdoor
- leisure areas (8)

 9 Panicky figure admits wrongdoings
- **9** Panicky figure admits wrongdoing: with con (6-8)
- **10** Cheerful one, new, announced welcome drinks (2,4,7)
- **16** Covering area, suspect locusts dominate (8)
- **17** Ability to speak about case in biased university shows persistence (8)
- 19 Time Out journalist praised (6)21 Carriage left with content of haul (6)

BACK
BRINK

URGENT APPEAL

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WORK & CAREERS

You can't pin workforce problems all on Gen Z



I was just out of university and at the end of my first week in work when an older colleague took me aside, in the pub, inevitably. "You seem like a nice guy," said this careworn veteran, who might have been 32 at the time, "but you give the impression that you're studying journalism, not practising it."

He had a point, which I took to heart. But this exchange came back to me as I read the latest headlines about how anxious today's employers seem about their newest recruits.

Deloitte and PwC have felt the need to give their youngest UK staff extra coaching after concluding their years in Covid lockdowns and restrictions had left them less adept at networking and speaking up in meetings, the FT reported this month.

For those Gen Z members who entered the workforce after Covid-19 hit, "the pandemic turned their first jobs into a two-year video call", frets a new report by Oliver Wyman and The News Movement, which paints a picture of a detached cohort more interested in their side hustles than their day jobs.

We are witnessing one of the working world's periodic panics that its newest arrivals will decline to conform to the way things have been done. This time, that anxiety is heightened by a hunch that the pandemic years so disrupted normal university experiences that a Covid-scarred microgeneration is landing in workplaces without the usual social skills.

This fear is not consistently supported by surveys: a recent Conference Board study found that US workers' job satisfaction has never been higher, while Oliver Wyman found Gen Z workers were more likely to be thriving at work than their elders.

Even so, it is powering many of the anxieties employers harbour about getting people back to the offices where their Gen X and millennial managers started their careers. "Career development happens in teaching moments between team members," BlackRock told its staff last week to explain why they should be in its offices at least four days a week.

Managers are right to debate how often their youngest employees should be at their desks as they try to strike a balance between flexibility and "teaching moments". But they should also think about what they are doing for Gen Z employees once they are in the office — and how often they are taking them out of it.

Melissa Swift, a partner at the consultancy Mercer, sees Gen Z as being "caught in a whammy between Covid and ChatGPT". The pandemic left them "in the wilderness" as students and now artificial intelligence is upending much of the work with which early career professionals once learnt their trades, she says.

That said, she sees this group's unusual needs colliding with the fact that their managers are so burnt out they have little time to spend training the next generation, or even noticing what their workplace experience is like. You can't pin this all on Gen Z, in other words.

Companies have spent billions of dollars improving the customer experience, notes Tiffani Bova, Salesforce's global growth evangelist, but have made no comparable effort to improve the employee experience. Instead, their productivity pushes have left young employees overloaded, while they still promote bosses into management roles with little training on skills like coaching.

What, then, should Gen X and millennial managers be doing to improve Gen Z's working lives?

Wayne Berson, chief executive of the accountants BDO USA, says his firm has, like PwC and Deloitte, rethought its approach to training. But it has also assigned mentors to all its recruits, and talked to its leaders about how to

6

Managers should think about what they are doing for younger employees once they are in the office – and how often they are taking them



create more camaraderie.
That can mean anything from getting teams to work in collaboration rooms to organising a happy hour or a dinner, he says. Swift is also an advocate of happy hours, and is encouraged by the restaurant clubs and sports leagues she

sees young employees forming.
Staff entertainment budgets were cut during the pandemic, but there is a case for subsidising the informal occasions where colleagues can learn from each other in a less forced setting than a training course. Much of what I learnt about my trade, and the places I've plied it in, I learnt not at my desk but during evenings, lunches and coffees with my colleagues.

coffees with my colleagues.

Employers also need to give managers and new arrivals time to do this, understanding that time spent swapping stories and advice is not stolen from the working day, but a vital part of it.

Not everyone is as comfortable in a pub as I was in my twenties, so if happy hour sounds like a recipe for unhappiness then at least take your new hires for lunch. And while you're dispensing the insights gleaned over your long career, spare a moment to ask what insights they have for you.

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Leadership

How cyber security burst into the boardroom

Senior executives are realising that potential data breaches and digital threats are strategic issues, writes *Andrew Hill*

hree days after being appointed to run US soft-ware group SolarWinds, Sudhakar Ramakrishna received a call any chief executive would dread. The company's general counsel had rung to warn him malware had been detected in updates sent out to thousands of clients in the private and public sectors.

"My first reaction was really one of curiosity," the veteran technology executive recalls. "I started visualising what could have happened."

Ramakrishna had not been due to take over until the following month but, given the gravity of the attack, part of a cyber-espionage campaign the US government later blamed on Russia, he was quickly appointed to SolarWinds' board so he could receive daily updates. Within days, he was revising his top 10 priorities for his new job to take account of the radically changed circumstances.

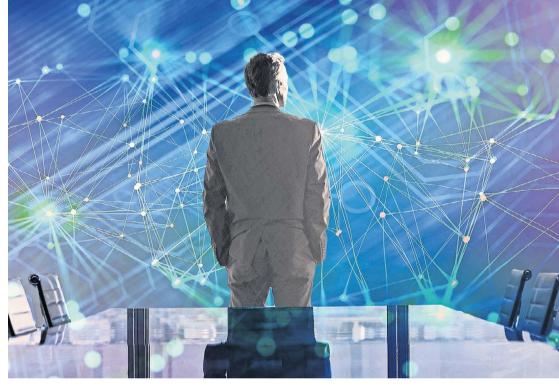
Few CEOs experience such a cyberbaptism of fire — one which prompted the US to set up a high-level task force to co-ordinate its response. Even fewer would respond as coolly. For leaders, cyber attacks "seem to be much more personal [and] emotional" than other crises, according to Michael Smets, management professor at Oxford's Saïd Business School.

Even a pretend attack can push executives to the brink. Luxembourg's House of Cybersecurity runs an intense hour-long exercise for business leaders, called Room#42, to promote resilience to cyber threats. Twice, executives have "lost control", even screaming at colleagues, says Pascal Steichen, who runs the cyber resilience unit.

Such responses may reflect a gulf exposed in a recent report that Smets and others prepared for Istari, the cyber risk management company owned by Singapore's Temasek. All 37 CEOs interviewed for the study said the buck stopped with them on cyber security, but nearly three-quarters were uncomfortable making decisions about it.

What is obvious is that the threat is increasing. Since the 2020 SolarWinds hack — dubbed Sunburst — hackers have succeeded in taking the Colonial Pipeline network offline with a ransomware demand, prompting petrol shortages in parts of the US, breached The Guardian newspaper's internal systems, and forced the UK's Royal Mail to suspend temporarily its international postal services. This month, USS — the UK's biggest private sector pension plan — warned the personal data of about 470,000 members could have been exposed to a cyber attack on outsourcing group Capita.

As experts point out, hacking is an asymmetric menace. "Attackers only have to get it right once," says Kelly Richdale, a board director and adviser



The push for greater cyber resilience offers chief executives opportunities to streamline processes

processes
FT montage/Getty Images,

on cyber security. Steichen says Luxembourg's simulator — which seeks out the flaws in a business's systems — is modelled on popular escape rooms, except "you can't escape, you can only fail".

Senior leaders increasingly realise that if no system is entirely protected against attempted breaches, then it is not enough to focus only on technological responses. Experts say CEOs should not shift responsibility on to their chief information security officer, or even on to their audit committee. Instead they should treat cyber attacks as a strategic issue, to be handled at the highest level. Properly addressed as a risk management problem, the threat can also be an opportunity to identify strategically important operations, and even to improve the business as a whole.

"You continuously improve but you're never fully secure," says Solar-Winds' Ramakrishna. "You don't work from a position of fear, but constant learning and constant improvement."

Regulators have helped to put cyber security firmly on the boardroom agenda. The US Securities and Exchange Commission, Bank of England and European Central Bank are among regulators to have increased their focus on cyber resilience in the past year. For $in stance, an SEC \, proposal \, would \, require$ public companies to disclose directors cyber security expertise "if any". "Not every [board] member has to be an expert in financial risk, but has to be able to read a spread sheet or a P&L [profit and loss account]," Richdale points out. Similarly, "the board has to be versed in the basics of cyber attacks and digital concepts" - a level of knowledge she says is lacking at many companies.

Achieving, or hiring, this level of expertise is easier for larger companies, adds Mitchell Scherr of cyber security company Assured Cyber Protection: "In midsized businesses, the board doesn't know what to ask and the tech folks don't know what to provide to them."

This gap is perilous because it is often small- and medium-sized companies that inadvertently open the backdoor of larger targets to hackers, through socalled "supply chain attacks". Sunburst vas a classic example because the Solar-Winds software had been installed by many customers (although the company estimates fewer than 100 private companies and nine federal agencies were targeted). In an attack on Australian health insurer Medibank last year, hack ers gained access to customer data with username and password used by an outside information technology service provider. Richdale said: "The perimeter of cyber [security] has expanded."

This puts the problem squarely on the desk of CEOs, whose role is to maintain a strategic view of risks and opportunities

'You don't work from a position of fear, but constant learning and constant improvement'

in the entire supply network. CEOs and boards are also best placed to assess reputational risk. Experts advise that leaders are in a better position than CISOs to identify the "crown jewels" — strategically important assets or operations that need the highest level of protection. For a hotel, that might be guests' passport details; for a spa, it could be customers' health data.

Scherr recalls one Chinese company that hacked into a start-up's system under cover of ordering its products. The attacker copied its innovative technique and started manufacturing and selling the same items at a quarter of the price. Once companies have addressed the main risks, they can move to cover any residual risk with cyber insurance.

Manuel Hepfer of Istari says the push for greater cyber resilience can also offer opportunities to streamline processes. "The CIO came to present at an executive meeting and asked us how many servers we thought the company had," one CEO told Istari. "The lowest estimate in the room was four, the highest 250. The reality was more than 4,000. That was an incentive for all of us to understand more. We realised that we spend millions each year on this kind of technology but don't really understand it."

Istari identified a "preparedness paradox". The companies that said they ere best placed to withstand attack were less likely to be ready. Leaders whose companies had been hacked already said they had been able to rebuild better. Ramakrishna says he has rebuilt SolarWinds' culture on the basis of transparency, collaboration, and humility. "You're not going to be able to solve all the problems yourself. You might need the community to help," he says. When asked to advise other boards he urges them to adopt the same "bias to transparency" that SolarWinds uses, and to share knowledge of a cyber attack with their wider network.

How far to collaborate with rivals in a crisis is a decision only the CEO and board are likely to be able to take. Most err on the side of secrecy. Luxembourg's Steichen says 70 per cent of companies that have run a Room#42 simulation do not look for outside assistance in handling a cyber crisis. "Our general motto is: 'Don't suffer in silence'," he says.

is: 'Don't suffer in silence'," he says.
SolarWinds' own mantra is "secure by design". Ramakrishna describes this as a "forever project". Could a Sunburst-style attack happen again? Ramakrishna points to recent breaches of companies "steeped in security", such as Microsoft, whose Exchange email programme was attacked by supposed Chinese hackers in 2021: "It could happen to SolarWinds, to any other company, no matter its size, scope, assets," says Ramakrishna. "What we can do is work together to reduce the likelihood."

Business books

Germany's tangled relationship with Russia

This month's recommended title



Die Moskau Connection: das Schröder-Netzwerk und Deutschlands Weg in die Abhängigkeit by Reinhard Bingener and Markus Wehner, CH Beck, €18, 320 pages

There are few cringier moments in the recent history of German diplomacy than the time Sigmar Gabriel asked Vladimir Putin for his

autograph.
The then German
economy minister was
conveying a special
request from "Oksana", a
woman with Russian roots
who worked in his wife's
dental practice. Putin
obliged and a grateful
Gabriel took home a photo
inscribed with the words:
"Oksana, all the best."

It was October 2015, a year after Russia annexed Crimea and fomented war in eastern Ukraine. None of that stopped Gabriel, though, who fawningly thanked Putin for taking time out of his busy schedule. He had, after all, "so much to do, what with the conflict in Syria".

The incident is recounted in Die Moskau Connection — "The Moscow Connection" new book about Germany's tangled relationship with Russia by Reinhard Bingener and Markus Wehner, two reporters with the Frankfurter Allo Zeitung. Meticulously researched and engagingly written, it amounts to a damning indictment of Gerhard Schröder, former chancellor, Kremlin lobbyist and close friend of Putin, as well as the circle of Social Democrat politicians around him - men like Gabriel and Frank-Walter Steinmeier, the former foreign minister and current federal president and their all-too trusting, all-too-indulgent approach to Russia.

The authors set themselves the task of explaining how Germany ended up so dependent on Russian gas and how German politicians could have been so naive about the tyrannical, neoimperialist system Putin was creating. Taken together, they consider this "the biggest mistake in German foreign policy in the country's postwar history". It's a somewhat hyperbolic claim, but you can see what they mean. Much inevitably hinges

on Schröder's role and his relationship to Putin. The authors write how the Russian president used his KGB training to "recruit" Schröder as a kind of Russian agent of influence. Shortly after stepping down as chancellor in 2005, Schröder became chair of Nord Stream AG and in effect Gazprom's man in Germany, an appointment that left an indelible stain on Germa politics.

But where Bingener and Wehner's book proves revelatory is in its assessment of Gabriel and Steinmeier. They drove one of the most fateful and misguided infrastructure projects the country has ever embarked upon — the Nord Stream 2 gas pipeline, a venture that was from the start designed to tighten Russia's grip on European energy markets.

Steinmeier's pursuit of a "modernisation partnership" with Russia, his blinkered policy of "convergence through interdependence", comes in for particular criticism. fundamental beliefs".

The authors are especially scathing about Gabriel, who called for sanctions against Moscow to be lifted and consistently dismissed fears of Germany's growing reliance on Russia for energy. Before he became energy minister, about 35 per cent of Germany's imported gas came from Russia; by 2018, that share had risen to 55 Germany sold some of its most strategic gas storage facilities to Gazprom.

Few come out of this book smelling of roses. Angela Merkel, German chancellor from 2005 to 2021, is faulted for pulling her punches with Putin and supporting Nord Stream 2 to the hilt.

But it is the triumvirate

of Schröder, Steinmeier and Gabriel who are the unquestioned villains of the piece. "From the start", the three of them "misjudged, played down and at times even denied Russia's steadily growing aggression towards the west and Germany", "Chechnya, Georgia, Crimea, the murders [of Putin's political opponents] — there were plenty of warning signs."

It is a devastating conclusion, one that could end up casting a long shadow over the three men, while also shaping history's verdict on the SPD and its Ostpolitik. Review by Guy Chazan

Monday 22 May 2023 ★ FINANCIAL TIMES 15

FEATURES

The Henry Mance Interview

'Shareholders have all the power. It doesn't have to be that way'

DANIEL CHANDLER

The economist and author of 'Free and Equal' argues that workplace democracy is as important as money in achieving shared prosperity



ho runs companies?
After trying in vain to get employees back to the office since the pandemic eased, many executives feel the answer is: not them. Today's bosses grumble they have to bend to staff demands to embrace flexible working, to stand up for liberal values, to make allowances for mental health and personal circumstances. Millennials and Gen Z expect nothing less.

But for Daniel Chandler, these stories — usually from well-paid, white-collar settings — are misleading. The power in most British workplaces lies almost wholly at the top. In Germany, France and elsewhere, many employees have a formal say in how their employers operate. But in the UK, the idea is outlandish. Workers do not have seats on boards, they do not have "works councils" to influence day-to-day conditions, they don't even realise such things are possible.

In his new book, Free and Equal, Chandler, a 37-year-old doctoral student at the London School of Economics, argues the workplace, for many, "is a sphere of subservience and powerlessness quite unlike any other domain of life in modern democratic society". Most British companies are "benevolent dictatorships", but quite a few forgo the benevolent part — workers fear wrongful dismissal and victimisation and feel chronically anxious.

Chandler wants to kick-start a debate about power within businesses. In Free and Equal, he seeks to reinvent liberalism — recently tarred by left and right as outdated and naive — as a relevant, radical doctrine. The book comes with endorsements from economists Thomas Piketty, Amartya Sen and Sir

'For a lot of people, there's an absence of meaning and fulfilment that could come from work'

Angus Deaton. It comes alive with its proposals for workplace democracy.

"Our political debate has become very focused on the distribution of money as the key to fairness and justice. [There's a] neglect of other questions like the connection of work to dignity, meaning, self-respect... For a lot of people, there's the absence of opportunities for meaning and fulfilment that could come from work. Then there's the presence of genuinely bad working conditions."

Sharing power in the workplace would benefit not just workers, but companies and democracy itself. "Part of the success of rightwing populist movements is that they speak to a desire for respect and dignity." If liberals can empower low-skilled workers in their daily lives, perhaps they can woo them away from the populists.

The son of a theatre agent and an actor, Chandler was studying history at Cambridge university when he first read the political philosopher John Rawls's 1971 classic A Theory of Justice. Rawls posits that, if people didn't know where in society they stood, they would agree to two principles. One, that individual freedoms should be respected. Two, that social and economic inequalities should be managed in a way to give most benefit to those at the bottom.

Rawls gripped academia, but not poli-

tics. His principles were seen as too abstract or as defences of the capitalist status quo. As Chandler worked in policy jobs, including at the UK's Institute for Fiscal Studies, he felt too much discussion was simply tinkering. He began a PhD, revisited Rawls and became convinced the American philosopher's radicalism had been underestimated. "The standard assumption is that he was just providing a justification for the welfare state. That really wasn't what Rawls said

in his later work."

In Free and Equal, Chandler uses Rawlsian principles to disentangle modernday political debates. This includes tilting the balance towards free speech (not hate speech laws), limiting big-money donations to political parties (and filling the gap with state funding), and backing a universal basic income (even though Rawls himself was sceptical). He also applies Rawls's second principle — that power inequalities should be managed to benefit those at the bottom — to workplace hierarchies.

"The way we distribute power in companies needs to be justified," says Chandler. "Shareholders have all the power. It doesn't have to be that way." It would be one thing if minimising workers' power had real economic benefits. But having workers on boards, for example, does not appear to have hit German companies' profits or longevity. It has actually increased their productivity and investment. "The costs for companies are likely to be small, and as likely

to be positive as they are negative."
What's the prize? Putting workers on boards should ease the flow of information within a company, and give workers a greater feeling of ownership. Chandler cites studies suggesting that Germany's "co-management" approach meant businesses were less likely to fire workers during the 2008-2009 recession, finding alternative paths to cut costs. Counter-intuitively, co-management does not have large effects on wages.

But Chandler argues empowered workers could negotiate flexible working arrangements and changes to how their jobs are organised. He cites the example of Suma, a whole foods co-operative, as an outlier where employees rotate positions "from truck driving or cooking to accounts". (Co-operatives have a key place in his desire to shake up capitalism: he wants employees to have the right to initiate buyouts, perhaps with subsidised loans.)

How far could UK companies change? Chandler's proposal is that all UK businesses should ultimately have to allocate half of the seats on their board to worker representatives. This would be subject to a size threshold, so as not to deter entrepreneurs. Employees would also have the right to establish a works council. "It would lead to a more co-operative relationship between workers and employers."

This would be "a maximal version of the German model". It would be introduced gradually. German workplace democracy operates in the context of wage bargaining: because pay matters are decided partly at a sector-wide level, company-level discussions can focus on less contentious matters. The UK should "probably" introduce sector-wide bargaining before workplace democracy, says Chandler. "I don't think it would be sensible to jump from where we are now to giving workers half of the seats on every board."

The UK has toyed with empowering

workers. David Cameron's government talked up worker-owned businesses, such as the John Lewis Partnership. Theresa May promised to put workers on boards, until then chancellor Philip Hammond stymied her. In 2018, the Corporate Governance Code was modestly updated to say companies should appoint an employee director, establish a workforce advisory panel, designate a non-executive director, or explain why they hadn't done any of these.

Only a few companies, such as Capita, have appointed even one employee director. "I don't think we should be leaving it to the goodwill of enlightened employers to bestow this upon their workers," says Chandler, who adds that May failed to "make these ideas exciting to people".

But if workplace democracy is the answer, why are so few employees interested in mechanisms that they have, such as trade unions? Chandler blames the perception that unions have little power. "A majority of workers would like more influence at work," he says.

There are other doubts. How do companies with global workforces implement staff representation? How does it fit with regulators' demands that boards in certain industries have more expertise? And, if workers have more influence, shareholders have less flexibility.

'I don't think it's sensible to jump from where we are now to giving workers half of the seats on boards'

The London Stock Exchange is already losing out to the US: would limiting shareholder power not accentuate the problem?

One of the world's largest co-operatives, Spain's Mondragon, has excluded overseas employees from workplace representation. To address that, Chandler favours laws that cap the hiring of workers without ownership stakes. He supports laws that limit the temptation to share the spoils unsustainably among workers and encourage co-operatives to invest more for the long term.

Free and Equal adds to the Brexitfuelled bandwagon of those who argue that the UK should look to continental social democracy. But France and Germany are not immune to populism or labour unrest. Germany's co-management model, for example, came under scrutiny with the Volkswagen diesel scandal. When pressed, Chandler recognises he isn't an expert on either country. He suggests their models are "incomplete", but they have nonetheless avoided US levels of inequality.

The potential attraction of Chandler's ideas is that they come at a time when the left arguably lacks a vision. Like centre-left writers such as Anthony Gidens and Will Hutton in the 1990s, he mixes boldness and pragmatism.

His ideas are an alternative to nationalisation, the route favoured by the former Labour party leader Jeremy Corbyn. "The traditional socialist model of public ownership is not a solution, because it just transfers power from one small group of owners to a small group of bureaucrats. The state can't go in and redesign jobs, because it just doesn't know enough about how individual companies work or what workers want."

Chandler — talkative but not hectoring — recognises concern about immigration, and unlike much of the left, does not want to scrap university tuition

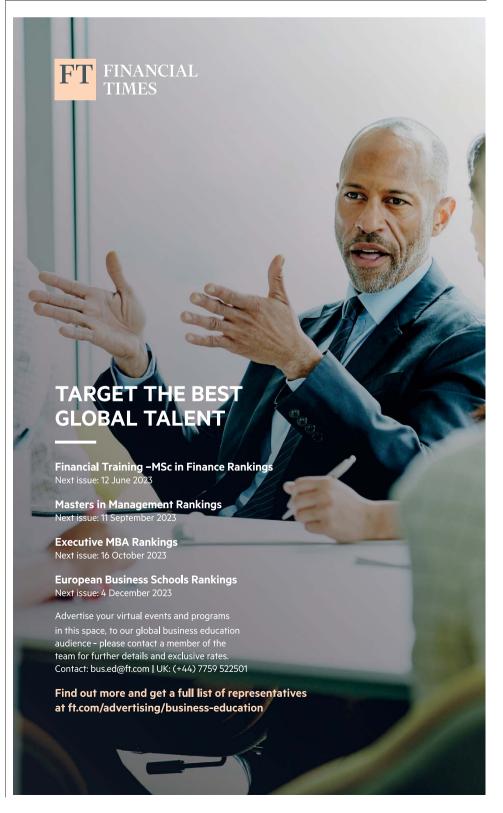
His bolder proposals include addressing the climate and nature crises, even if this requires a "reduction in our material standard of living", and abolishing private schools. Embracing his various prending commitments would, he guesstimates, take taxes up to 45-50 per

cent of gross domestic product (from 37 per cent now).

How far is Sir Keir Starmer's Labour party from Chandler's blueprint? "Intellectually, not hugely far. But in terms of policy they're quite far away at the moment." Chandler insists his book, with its calls for a UBI and workplace democracy, is not "a blueprint for the next election" but a long-term project.

It's easy to be seduced by Chandler's talk of dignity at work; it's harder to

imagine how such a thing would be measured. At the time we meet, many workers have more concrete worries. Some are striking for higher pay, many are anxious generative artificial intelligence will take their jobs. Chandler insists the effects of AI could be better handled if, in addition to regulation, companies were co-managed. As for the strikes, they "reflect how far we've fallen away from that ideal of shared preparativ".



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ARTS

Venice broadens its horizons to reach Africa

This year's Architecture Biennale is centred on the continent, featuring work by a diverse array of practitioners, writes Edwin Heathcote

here is a lot of earth at the Venice Architecture Biennale. Heaps of soil, hardened mud floors, ground that has been polished into screens for projections, earth built up into walls and surfaces, clay made into bricks and blocks, the terracotta tones of tiles, piles and leaching dirt. It is a stark contrast to the self-indulgent conceptual models, visionary urban plans and conceptual simulacra of perfectly projected architectures which have defined the Biennale for more than four decades. In fact, buildings barely feature in what is, perhaps, the most radical shift in the Biennale's history.

It has been curated by Lesley Lokko, a Ghanaian-Scottish architect, novelist and educator who has mobilised her expansive network of friends and collaborators (one Nigerian architect I spoke to said he could not refuse her invitation because "she is our matriarch") to produce a show centred on Africa, "decolonisation and decarbonisation", and which touches on the big issues of land: rights, ownership, extraction, agriculture and displacement. Hence, I guess, all that earth. The result is a show that is brave, necessary, uneven, occasionally strange, occasionally baffling, at times stimulating and at others elusive.

Africa is, Lokko suggests, the world's youngest continent and this is, without doubt, the youngest ever Biennale. Where once its halls were stalked by starchitects and the profession's established figures in a clear hierarchy of academic or cult success, here we have instead a diverse array of practitioners including many people from Africa and its diaspora who have barely begun to define their careers, let alone build

Sustainable

Views Navigating ESG policy and regulation





Main: timber structure on the docks by David Adjaye, for reflection and events. Above: Biennale curator Lesley Lokko – Andrea Avezzú

substantial work. It is a long-needed recalibration.

In the Central Pavilion, for instance there is the joyful Afrofuturism of Brooklyn-based architect and artist Olalekan Jeyifous imagining a retro-sci-fi airport in a jungle paradise of Afro-ecotourism shot through with 1970s glamour. There is Diébédo Francis Kéré's loving paean to handwritten shop signs in his native Burkina Faso, a calming sound installation by South African Sumayya Vally and photographer James Morris's powerful shots of traditional mud structures looking strikingly contemporary and strange. Though when you get to Ghanaian artist Ibrahim Mahama's engrossing installation using bits of salvaged and reused interiors reassembled into "Parliament of Ghosts" (itself recycled from the Whitworth in Manchester from 2019), you understand that artists

are so much better at this kind of installation than architects.

The one architect here to present a battery of buildings is David Adjaye (another Ghanaian-British architect), who finds himself exalted to near cultstatus, his room a dark shrine of spotlit models of African megastructures. His work appears again in a black wood temple on the docks and in a model of the vast new proposed Kiran Nadar Museum of Art in New Delhi.

But what might be seen as an optimistic vision of an African future might also be accused of naivety. Africa, here designated a "Laboratory of the Future", has its potential richly represented, but some brutal realities are less present: the massive Chinese construction projects which will leave countries in debt for generations, the civil wars and corruption, the mass migrations and the informal settlements in so many of its cities. This is deliberate and understandable on Lokko's part but it also diminishes the responsibility of architects to address these issues.

Moving into the Arsenale and the Corderie, the ancient, attenuated ropemaking halls, Lokko has left a lot more space than is usual and the building itself, decaying, its walls a tapestry of traces of repairs and reuse, is much more present, much more tangible, a wonderful metaphor for neglect, adaptation and potential.

That Venice was a place of global exchange and long a city with a black population crops up occasionally, along with explorations of slavery and the black body as a resource extracted by colonialists. The exhibits here become more diverse and diffuse, embracing other histories — and futures.

Forensic Architecture's excavation in the floor reveals a projection (on earth, of course) of the relatively recent discovery of Nebelivka, a large settlement in present-day Ukraine dating back 6,000 years which posits a different kind of city that we might have had, more dispersed, less hierarchical. Beside that is Liam Young's hyper-real scifi animation of fearsome, speculative

Kéré Architecture's clay-walled 'Counteract' – Matteo de Mayda megastructures for extracting carbon in a stormy, steamy world ruined by climate change, viaducts of massive

near future.

The V&A's installation on Tropical Modernism, initially a European colonial project but one adopted and adapted by African nations, notably in post-independence Ghana by the Nkrumah government (Ghana is big here), is intriguing but it would have been interesting to see the eastern European equivalent in which the Soviets funded massive programmes of education and construction. The Russian pavilion remains shuttered.

turboprops, sinister machines for a

The national pavilions have been largely well-behaved, sticking to Lokko's themes, examining extraction, climate, land rights and the cultures of first nations. The Nordics have inhabited their exquisitely beautiful Modernist pavilion (by Sverre Fehn from 1962) with a colourful and aromatic array of nomadic artefacts of the Sámi people, from reindeer skins to woodwork and tree bark, with earth and shards of pottery scattered across the usually impeccable concrete floor.

The US has an installation on the longevity of plastics; outside, there are garish sculptures created from barrels and buckets, creating a rather beautiful landscape of waste. Elsewhere the Uzbekistan pavilion is a paean to the disappearing blue-glazed bricks that were once a mainstay of its architecture, set into a labyrinth of brick walls in one of the Biennale's most impressive spaces at the back of the Arsenale. It was wonderful too to see Nigerian Demas Nwoko win the Golden Lion for Lifetime Achievement, thoroughly deserved for a rich career in architecture and art.

Lokko's Biennale represents not only a geographical but a radical generational shift. I heard many complaints about the scarcity of buildings on show. But this is an expression of the desires of another generation and another continent and it is vivid, vital and timely. The gap between Lokko's generous enthusiasm and the architectural establishment's apathy is a sign of a huge schism opening up in the culture and the profession, the biggest split in three decades of Biennales. That many of the African participants were refused visas for the opening is the perfect testament to how necessary this readjustment is.

Lokko's intent to open up the culture to other forms of expression, architecture by other means, what she calls

This Biennale represents not only a geographical but a radical generational shift

"building knowledge" (rather than knowledge of building) is a serious stab at decolonising the culture of architecture and she is fully aware that she will face criticism. The questions, as ever, are about whether this is architecture.

The shift towards the tropes, politics and concerns of the art world have been apparent in architecture for a long time. But art is different. It can reflect and ask questions without the need to propose solutions. This is a huge cultural shift, provocative and essential, but in architecture the question is whether questions will be enough.

To November 26, labiennale.org



Olalekan Jeyifous's imagined Afrofuturist airport — Matteo de Mayda

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A service from the Financial Times

'How masculine are you feeling today?'

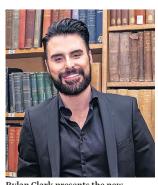


he transformation of Rylan Clark from TV talent-show also-ran to beloved broadcaster has been one of the more unexpected developments of recent times. Reality TV devotees may recall Rylan - who, like Kylie and Beyoncé, is now known by his first name - as the spray-tanned contestant who sobbed theatrically on The X Factor on learning he had made it to the next round of auditions (he was later voted off). A stint on Celebrity Bia Brother followed, since when he has been a fixture on radio and TV. In that time a new Rylan has emerged: bighearted, funny, with a clear awareness of the absurdity of the showbiz world he now inhabits.

Rylan currently presents a weekend show on BBC Radio 2, a job which is all about amiable small talk. On this basis, I wasn't sure that his new BBC podcast, Rylan: How to Be a Man, in which he interviews famous people about modern masculinity, would have the required gravitas. I was wrong. His

interviewees include boxer Amir Khan, model David Gandy, comedian Phil Wang, interior designer Laurence Llewelyn-Bowen, gay footballer Jake Daniels and ex-Marine and

Paralympian Mark Ormrod.
It is a curse among celebrity
podcasts that, at the start of a show, host
and guest shower each other in
compliments and reminisce about
when they last met. Rylan, however,
doesn't mess about. Three minutes
into his interview with Khan, he asks:
"What is it like going to work knowing
you are going to punch someone in
the face, repeatedly, until you win?"
The answer, which I won't spoil here,



Rylan Clark presents the new podcast series 'How to Be a Man'

seems to take even Khan by surprise.
Rylan's opening question is the same for all: "How masculine are you feeling today?" This might sound glib, but the responses are as varied as they are fascinating and lead to reflections on

fashion, class, porn and male genitalia.
Llewelyn-Bowen delivers a
remarkable lesson in the history of
masculinity, calling it a "moveable
concept" that became unusually fixed in
the 20th century — "which is why
people [such as David Bowie] wanted to

such topics as fathers, sons, role models,

react against it".

Ormrod reveals how he re-evaluated his definition of masculinity after losing both legs and an arm when he stepped on an explosive device in Afghanistan: "It's not about bravado and being outwardly macho. It's about developing yourself, being resilient, creating your

own inner strength and power.'

It's a reflection of the smart choice of guests and Rylan's skill as an interviewer that each of these short episodes (roughly 30 minutes each) digs deep and ends up where you don't expect. As host, Rylan is refreshingly direct, listens carefully and instinctively knows when to let a person speak and when to press them with a simple: "Why?" Note to other celebrity podcasters: this is how it's done.

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FT BIG READ. ARTIFICIAL INTELLIGENCE

Schools and universities are adapting their methods as software like ChatGPT encroaches on the classroom, but how far can they go without undermining the fundamentals of learning? By Bethan Staton and Madhumita Murgia

hen Lauren started researching the British designer Yinka Ilori for a school project this year, she was able to consult her new study pal: artificial intelligence.

After an hour of scouring Google for information, the 16-year-old pupil asked an AI tool called ChatGPT, in which you input a question and get a generated answer, to write a paragraph about Ilori. It replied with fascinating details about the artist's life that were new and — she later confirmed factually correct.

"Some of the things it brought up I hadn't found anywhere online," says Lauren, a pupil at Wimbledon High School, a private girl's school in south London. "It was able to give me information that wasn't widely available, and a different perspective."

Since ChatGPT − a powerful, freely available AI software capable of writing sophisticated responses to prompts – arrived on the scene last year, it has prompted intense speculation about the long-term repercussions on a host of industries and activities.

But nowhere has the impact been felt more immediately than in education. Overnight, rather than labour through exercises designed to develop and assess learning, students could simply instruct a computer to compose essays or answer maths questions and pass the results off as their own.

As a result, schools and universities have been forced into a fundamental rethink of how they conduct both tuition and academic testing. Worries about AI-based plagiarism

have pushed a number of institutions to opt for an outright ban of bots such as ChatGPT. But enforcing this is difficult, because detecting when the technology has been used is so far unreliable.

Given how pervasive the technology already is, some educators are instead moving in the opposite direction and experimenting with ways to use generative AI to enhance their lessons.

Many students are keen for them to take this approach. For Lauren and her friends, months of playing around with ChatGPT have convinced them there is more to be gained from generative AI than simply cheating. And with the technology threatening to become a permanent communication tool in everyday lives, they are anxious to be prepared for the turbulence to come.

But these experiments raise the question of whether it is possible to open the door to AI in education without undercutting the most important features of human learning - and what it means to be numerate and literate.

"We don't yet understand what generative AI is going to do to our world," says Conrad Wolfram, the European cofounder of AI-driven research platform Wolfram, who has long pushed for an overhaul of the way maths is taught. "So it's hard to work out yet how it should affect the content of education."

When ChatGPT was launched by San Francisco-based tech company OpenAI in November 2022, the 300-odd-person team, backed by Microsoft, was expecting it to be a small-scale experiment that would help them build better AI systems in the future. What happened next left them stunned.

Within weeks, ChatGPT, a tool based on software known as a large language model, was being used by more than ople globally. Now, it is being tested inside law firms, management consultancies, news publishers, financial institutions, governments and schools, for mental health therapy and legal advice, to write code, essays and contracts, summarise complex documents and run online businesses.

For lecturers at the University of Cambridge, the timing of ChatGPT's launch - as students headed home for Christmas holidays – was convenient. "We were able to take stock," says Professor Bhaskar Vira, the university's pro-vice-chancellor for education.

By the time students returned, the university had decided a ban would be futile. "We understood it wasn't feasible," Vira says. Instead, the university sought to establish fair use guidelines. "We need to have boundaries so they have a very clear idea of what is permitted and not permitted."

Their assessment was correct. A survey by Cambridge student newspaper Varsity last month found almost half of all students have used ChatGPT to complete their studies. One-fifth used it in work that contributed to their degree and 7 per cent plan to use it in exams.

Ayushman Nath, a 19-year-old engineering student at Cambridge's Churchill College, discovered ChatGPT on Tik-Tok. At first, people were posting funny videos of the chatbot telling jokes, but then slowly there was a shift.

Nowadays, Nath says it is common for



Education's AI revolution

Rachel Evans, director of digital learning & innovation at Wimbledon **High School**; below: professor Bhaskar Vira, Cambridge university's provice-chancellor

for education. has sought to establish fair use guidelines for ChatGPT; below right: Wimbledon students Rada, Lauren and Olivia have about ChatGPT's usefulness as a

coursework aid

students to paste in long articles or academic papers and ask for summaries, or to brainstorm ideas on a broad topic. He has used it himself for research. "You can't use it to replace fundamental knowledge from scientific papers. But it's really useful for quickly developing a high-level understanding of a complex topic, and coming up with ideas worth exploring," he says.

However, Nath quickly learned that it can be an unreliable source: "It gave me some stats about electric vehicle batteries, and when I asked for citations, it told me it made them up."

Accuracy is one of the major challenges with generative AI. Language models are known to "hallucinate" meaning they fabricate facts, sources and citations in unpredictable ways as undergraduate Nath discovered.

There is also evidence of bias written text, including sexism, racism and political partisanship, learned from the corpus of internet data, including social media platforms like Reddit and YouTube, that companies have used to train their systems.

Underpinning this is the "black box" effect, which means it is not clear how AI comes to its conclusions. "It can give you false information . . . it's a vacuum that sucks a bunch of content off the $internet\ and\ reframes\ it,"\ says\ Jonathan$ Jones, a history lecturer at the Virginia Military Institute. "We found a lot more myth and memory than hard truths."

'There is no going back'

Earlier this year at the Institut auf dem Rosenberg, one of Switzerland's most elite boarding schools, 12th-grade stu-



dent Karolina was working on an assignment for her sociolinguistics class. The project was on regional accents in Britain and its effects on people's social

standing and job prospects.

What she handed in was not an essay but a video, featuring an analytical dialogue on the subject between two women in the relevant accents. The script was based on Karolina's own research, but the women were avatars generated by Colossyan Creator, AI from a London-based start-up. "I watched it and I was in awe," says Anita Gademann, Rosenberg's director and head of innovation. "It was so much more impactful in making the point."

Gademann says the school has encouraged students' use of AI tools, following other qualification bodies including the International Baccalaurete and Wharton, the University of Pennsylvania's business school. "There is no going back," she says. "Children are using tech to study and learn, with or without AI."

Over the past year, the school has observed that students' assignments have become more visual. Alongside written work, students regularly submit images or videos created by AI-powered art generators like Dall-E or Midjourney. The visuals themselves are a learning opportunity, says Gademann, citing a history class that evaluated anachronisms in AI-generated pictures of the Middle Ages, for instance.

There have been other successes: through repeated use, ChatGPT has improved the writing standard of students who previously struggled. "They are intelligent, they can analyse, but [putting] something on paper, it's hard," Gademann says.

At Rosenberg, roughly 30 per cent of grades are already earned through debate and presentations. Gademann says the advent of generative AI has made it clear that standardised testing models have to change: "If a machine can answer a question, we shouldn't be asking a human being to answer this same question."

This overarching dilemma — to what extent assessments should be reshaped for AI – has become a pertinent one. Despite their problems, large language models can already produce university-

level essays, and easily pass standardised tests such as the Graduate Management Admission Test (GMAT) and the Graduate Record Examinations (GRE), required for graduate school, as well as the US Medical Licensing Exam.

Earlier this year, Wolfram, the AI pio neer, twinned ChatGPT with a plug in called WolframAlpha, and asked it to sit the maths A-level, England's standard qualification for 18-year-olds. The answer engine achieved 96 per cent.

For Wolfram, this was further proof that maths education in the UK, where he is based, is hopelessly behind technological advances, forcing children to spend years learning longhand sums

that can be easily done by computers.
Instead, Wolfram argues schools should be teaching "computational literacy", learning how to solve tricky problems by asking computers com questions and allowing them to do tedican answer a question, then we

ʻIf a

machine

shouldn't be asking a human being to answer this same question'



ous calculations. This means students can step up "to the next level", he says, and spend time using more human capabilities, such as being creative or thinking strategically.

Teaching young people to enjoy knowledge, rather than rote learn it, will better prepare them for the future, Wolfram adds, predicting that menial jobs will be automated, while humans take on a higher-skilled supervisory role. "The vocational is the conceptual."

'Learning loss'

While AI tools are being rapidly implemented by students, and even integrated into the curriculum at some schools such as Rosenberg, the risks of the technology remain clear.

Anna Mills, a writing instructor at the College of Marin, a community college in California, has spent a year testing language models, the technology underlying ChatGPT, such as OpenAI's most advanced model GPT-4. Her main concern is that automating young people's day-to-day lessons by allowing AI to do the legwork could lead to "learning loss", a decline in essential literacy and numeracy skills.

At Wimbledon High School, Lauren's classmate Olivia has enjoyed using ChatGPT as a "creative spark" but is worried this could erode her own abili-ties. Her friend Rada is less worried. She has found ChatGPT unreliable for giving answers, but useful for helping to structure her arguments. "It's not good at answers, but it's good at 'flufferising' them," she says, referring to the chatbot's ability to turn rough ideas into something more digestible.

Mills agrees that AI-produced essays are often articulate, but they can lack originality and ideas. That, she says, should force educators to interrogate what students should get from essay tasks. "We assign writing because we think it helps people learn to think. Not to create more student essays," she adds. "It's the mainstay process that academia has developed to help people think and communicate and get further in their understanding."
Senior leaders at the Harris Federa-

tion, which runs 52 state-funded pri $mary\ and\ secondary\ schools\ in\ London,$ are excited about the potential for generative AI to help students with research or free up teachers' time by generating lesson plans or marking work.

Yet the federation's chief executive, Sir Dan Moynihan, is concerned the technology could present an "equity issue". Not only may poorer students

'AI can give you false information . . . it's a vacuum that sucks a bunch of content off the internet and reframes it'

struggle to access paid-for AI technology that will make work easier, he says, schools with tight budgets may use AI to cut corners in a way that is not necessar ily the best for learning.
"I'm not a pessimist, but we have to

collectively avoid this becoming a dystopian thing," says Moynihan. "We need to make sure we don't end up with AI working with large numbers of kids [and] teachers acting as pastoral support, or maintaining discipline."

Life-changing technology

However, there are those who point out that educators are only just beginning to think of ways it might be used.

In September 2022, entrepreneur Sal Khan, the founder of Khan Academy, a non-profit whose free online tutorials are viewed by millions of children globally, was approached by OpenAI to test

After Khan, who also runs a bricksand-mortar private school in Silicon Valley, spent a weekend playing with it, he realised it was not just about producing answers: GPT-4 could provide rationales, prompt the student in a Socratic way and even write its own questions. "I always thought it would be 10-20 years before we could even hope to give every student an on-demand tutor," says Khan. "But then I was like, ow, this could be months awa

By March, a model from Khan's team had gone from "almost nothing to a fairly compelling tutor", called Khanmigo. The AI tutor debate with students, coach them on subjects ranging from physics and English, and answer questions as pupils complete tutorials.

The product is being rolled out to hundreds of children across Khan's physical and virtual schools, and up to 100,000 pupils across 500 US school districts partnered with Khan Academy will access it by the end of 2023.

Khan describes ChatGPT as the gateway to a "very powerful technology" that can be misused. However, if it is adapted to be "pedagogically sound, with clear oversight and moderation filters", he says, language models can be revolutionary. "I don't say lightly, I think it's probably the biggest transformation of our life . . . especially in education," Khan says.

Back in Wimbledon, Lauren and her classmates are becoming aware that generative AI, while useful, is no substitute for some of the most important and $rewarding \, parts \, of \, the \, learning \, process.$

"Generally in life you need to be able to overcome little hurdles to feel proud of your work," she says.

"It's so vital not to ban the use of it in education, but instead . . . learn how to use it through proper, critical thinking," her classmate Olivia adds. "Because it will be a tool in our futures.'

The FT View



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The UK and European electric vehicle trade

Hoping for delays to Brexit rules is not a strategy, least of all for British automakers

Everyone wants a slice of the electric vehicle market. Carmaking is not only a big employer, it has also long symbolised a nation's manufacturing prowess, from British Minis to Italian Ferraris. As the sector goes electric to meet climate change targets, the US, EU and China have been thrust into a race to build up domestic EV production capabilities. In the frenzy of subsidies and deals, electric automakers need to decide how best

to locate their complex supply chains. Last week, global carmaker Stellantis which owns brands like Vauxhall, Peugeot and Citroën - warned UK lawmakers that it may have to close one of its electric van factories. It fears that production will soon cease to be competitive. From 2024, as part of the post-Brexit trading agreement, EVs traded between the UK and EU will need to have 45 per cent of their parts sourced from either region, or face 10 per cent tariffs. British and European carmakers say they are not ready, and worry about being displaced in each other's market.

While the so-called "rules of origin" regulations were clear when the Brexit deal was struck, carmakers claim Russia's invasion of Ukraine and supply chain upheaval since have altered cost dynamics. Battery factories on both des of the channel are also being set up later than expected when the rules were set. The rule itself acts as an important stick to both auto- and policymakers to invest in building a thriving domestic EV ecosystem.

But if manufacturers feel this is not in place, the rules also risk denting the sector just as the US Inflation Reduction Act and China are luring them away. It could even mean EVs traded between the UK and Europe face tariffs, while petrol vehicles would not, keeping EVs more expensive for longer. That would not be ideal for the green agenda. At this stage an extension of the 2024 deadline, as firms are calling for, may make sense.

Britain must

recognise that

the tariffs are

of the large

effort needed

competitive

EV system

But carmakers and governments must not use it as an excuse to delay action further. Indeed, the UK- which is further behind Europe in the EV space - must recognise that the tariffs are just one element of the large effort needed to build a competitive EV system.

Batteries, which face local content rules too, comprise a significant share of EVs' total cost. But the UK has only a handful of battery gigafactories in its prospective pipeline, compared with Europe's 30. Attempts to woo battery makers from Asia and nurture home-grown ones have fallen flat — Britishvolt collapsed in January. The UK is trailing, right across the supply chain, even before factoring in broader issues like its high energy and logistics costs.

Developing a thriving EV and battery industry requires long-term and joined-up thinking across sectors. To

date that is lacking in the UK. The gov ernment shuns the notion of an industrial strategy altogether, and recent just one element been left chasing standalone deals and lobbying Brussels - an ineffectual approach compared to the billions being promised in the US and Europe. For electric automakers, Britain is not looking like a serious long-term bet.

In the end, hoping the European Commission delays the regulations is not a strategy, for either UK or European carmakers. The EU may have an incentive to postpone tougher requirements, being further ahead of the UK in the sector. But, equally, it could judge that with the damage likely to be greater on the UK than its own car industry, given the UK's greater reliance on auto exports to the bloc, keeping it in place could help draw business across the Channel.

Either way, the global battle for EVs is shaping up to be cut-throat and those that lack a strategic approach will be left behind.

Opinion Asia

What Zelda soup tells us about corporate Japan





or anyone grabbing lunch in Japan, themed temptation tors of Lawson convenience stores: branded Zelda: Tears of the Kingdom hearty salmon and fresh milk clam chowder.

For those that do not yet own the latest \$70 Zelda game — declared by some to be the greatest of all time and a breezy seller of 10mn copies in its first three days - a \$3.26 bowl of herolabelled soup that (sort of) appears in the game is a cheap entry point for some precious Nintendo magic.

Lurking in its recipe, though, are hints of an important shift in the way Japanese companies may start to think about talent, its value and its

Cross-marketing a new game with food is not unprecedented and Zelda chowder, of course, bubbles somewhere near the bottom of Nintendo's efforts to leverage its intellectual

Nintendo is not alone in shifting views. Elsewhere it is nappening with people rather than pixels

property beyond the games in which Mario, Link (hero of the Zelda series), Donkey Kong and others created that gargantuan brand equity.

But it now forms part of a discernibly vaster project. Within the past few $\,$ months, the Super Nintendo World attraction has opened at Universal Studios Hollywood, following the one that opened two years ago in Osaka, as construction on a third hums away in

In April, The Super Mario Bros. Movie premiered in the US. It has since taken more than \$1.2bn at the global box office, dwarfing the performance of every other cinema offering this year. Nintendo has been saying for some years that it wanted its IP to work harder and there is, very clearly, a lot more of this still to come.

When asked about that in a recent interview, Shigeru Miyamoto, the 70year-old genius behind the most worshipped idols in the Nintendo pantheon, said: "Nintendo is like a talent agent. We have a lot more entertainers in store . . . we have various options [for using them]."

Miyamoto is no stranger to the midinterview $bon\ mot-see$ "a delayed game is eventually good, a rushed game is forever bad". But this sounded

like the signal of something more psychologically substantial: an admission that Nintendo is in showbiz, and play-

ing by showbiz rules.

A company that had once primarily contemplated the value of its IP in terms of the product it could shift is now judging that same IP's independent worth (and its responsibility to maximise it) in the context of a massive, multi-faceted global entertainment industry.

This change of perspective is not unique to Nintendo. A rather less abstract version is taking place elsewhere in corporate Japan and with people rather than pixels. The historically frigid Japanese job market has been thawed by a shortage of human capital, diminishing expectations of a job for life and the actively growing appeal (for some) of a career that progresses via multiple companies.

In a recent article, which cited data from government and academic sources, the economist Jesper Koll identified "unprecedented quit-rates' by young elite Japanese bureaucrats who would once have expected to see out their whole careers working for the government. The number of those resigning in their 20s has risen more than three-fold since 2014/15, while those quitting in their 30s have more than doubled in the same period.

These are early-ish days, but people are moving more fluidly between companies mid-career. And as the competition to secure them in fies, more transparently measurable value is being affixed to talent, experience and the portability of both.

This process, and the realisation that a company's capacity to do business must be contextualised in a big, external job market, requires a significant mental leap for a lot of Japanese companies. Many are used to the idea that they will meet almost all their needs by hiring university graduates en masse, and retaining them through a combination of habit and

But that appears to be nearing an end. Senior Nomura executives recently revealed to the FT that last year, and for the first time in the company's history, it had made more midcareer hires in Japan than it had taken $on\,university\,graduates.$

Other brokerage houses, they said after asking around, were fast approaching the same inflection point. In certain sectors, such as IT, the crossover is long past.

If, as seems increasingly likely, this pattern becomes prevalent across corporate Japan, the mental shift from acquiring a wholesale consignment of ore to buying a finished commodity in a market - will be historic. Everyone, in effect, will become a tal-

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Case for increasing public debt is not supported by history

The claim of Andy Haldane (Opinion, May 16) that increases in the ratio of UK government debt to gross domestic product over the centuries reflected an explicit societal choice to invest in the new sets of public goods necessary to support economic and social progress" is, at best, dubious. His argument only stacks up if such public goods are deemed to include Nelson's fleet at Trafalgar, the tanks deployed at the Battle of the Somme or the Lancasters of "Bomber" Harris.

The history of UK government debt is largely one of huge increases relative

to GDP during wartime (sometimes accompanied by serious amounts of inflation) and sustained declines during peacetime. Shortly after the Battle of Waterloo, government debt stood at about 200 per cent of GDP, falling to less than 30 per cent by the beginning of the 20th century. The ratio hit a renewed peak of about 250 per cent in the aftermath of two world wars, thereafter dropping to 50 per cent or so by the early 1970s and halving again over the next 20 years.

From Waterloo through to the end of the first world war, public services

were mostly not provided at all. The subsequent increase in public

services was funded through higher levels of taxation and generally modest amounts of borrowing. Government revenues, in turn, were bolstered by decent rates of economic growth, lifting the debt/GDP denominator and, thus, lowering the debt/GDP ratio even as public services expanded. In recent years, the debt/GDP ratio has headed back towards triple digits, a highly unusual development during peacetime reflecting terrible productivity growth, a painful

financial crisis and the costs of Covid.

Thus, contrary to Haldane's view, rising government debt (as a share of GDP) tends to be a consequence of war or, more recently, sustained economic disappointment, not (as yet) a determinant of lasting economic An economic case can be made for

higher levels of government debt, but it would not begin with a history of the last 200 years

Stephen King

Senior Economic Adviser, HSBC London E14, UK

NAO should be invited to audit Teesside authority

Jennifer Williams' excellent Big Read about the former Tees Valley steel works site (May 16) highlights concerns about transparency over the use of taxpayers' money. This lack of transparency is a direct result of the then coalition government's decision to abolish the body that audited local councils. We have since seen a crisis emerge in local audit, with only 12 per cent of audits completed in time for the 2021/22 deadline and some councils having had no audits for two years. This leaves local councillors making decisions without full information and

local taxpayers in the dark. Belatedly, the government commissioned Sir Tony Redmond to review local audit but even his excellent work (published in 2020) does not fill all the gaps, with the government reluctant to accept his key proposal. Sir Tony had proposed having a strong system of local authority audit, but the government has instead embedded that task within the new private sector-focused Audit,

Reporting and Governance Authority. The big audit firms are seemingly less keen to take on local audit when the more lucrative private audit market provides plenty of work.

Many want the National Audit Office to fill that void, but the NAO's formal powers do not extend into local authorities - it only has automatic rights to audit government and its ns-length bodies and, more the BBC and the Bank of England. It can only audit another body by ministerial request and if that body voluntarily agrees to open its books. The auditor general would also have to determine that there was reasonable public interest in carrying out such

The public accounts committee has repeatedly highlighted our concerns about government oversight of local authorities. Local audit committees are woefully under resourced, many councils have understrength finance teams and there is a shortage of experienced public auditors willing to call out risky investment decisions.

While I welcome the principle of devolution to metro mayors, the model introduced after 2015 did not include robust local audit plans.

In 2018 I met Mayor Ben Houchen to urge him to establish a stronger local audit structure to reassure voters that he was delivering value for money and to demonstrate to government the cost effectiveness of devolved funding to local areas. Any decision to invite the NAO to audit the authority is up to the mayor - who has agreed in principle and to the levelling-up secretary. But in the interests of transparency, it would be wise for them to allow this.

Dame Meg Hillier MP Chair, Public Accounts Committee House of Commons, London SW1, UK



Greek debt spreads are very close to levels at time of its independence war

Levelling-up bill needs a plan for young people

With the levelling-up bill stuck in the House of Lords, now is the time to question its provision for the social mobility of young people ("Devolution deal for England's regions is at risk,

warn MPs", Report, FT.com, May 11). Levelling up isn't delivering for young people. Whitehall policymakers have taken a "top down" approach for too long, creating policy for communities that doesn't reflect the

needs of those it is set up to help. one homogenous group is evidence of this. Put it this way – government wouldn't design a catch-all policy for "grown-ups". Good policy must be driven by the views, needs and circumstances of those same people policy is designed to support.

Politicians and businesses both agree that young people in the UK are facing increasingly real struggles, only intensified by the rising cost of living. Our own research has found that "having enough money to cover basic needs" has now become the most common aspiration among young people, overtaking "buying a house" and "achieving their dream job".

It is concerning to me that basic needs are now aspirations for the next generation. Despite acknowledgments, few are willing to open the door to young people to listen and develop solutions with them.

The Co-op is taking that approach and working with Barnardo's to identify the barriers young people face, co-creating solutions with them.

But it can't just be us. We need co-ordinated effort from businesses. think-tanks and policymakers to create a fairer future for young people. That, I believe, is what real co-operative policymaking looks like.

Shirine Khoury-Haq ${\it Chief Executive, The Co-op\ Group}$ Manchester, UK

Chicken and egg question for Marxist-run economy

So often we can't tell which comes first, the egg or the chicken. Reading Gideon Rachman's latest column, I wonder if China's aggression towards Taiwan isn't driven by the worsening economic outlook, rather than the other way around (Opinion, May 16).

Isn't China's "rise" overhyped anyway, as it is only about the left side of the balance sheet rather than the bottom right? It would be even more of a stretch to both acknowledge Xi Jinping as a self-proclaimed Marxist and to fantasise that "Xi still has that economic path to national greatness open". When was the last time that a Marxist did not run the economy into the ground?

Zhao Xiaoou Shanghai, China

Energy trading is opaque – and that suits Big Oil

When I stepped on to a trading floor for the first time, the world of energy appeared incredibly complex. With its electronic screens, strange jargon and huge egos, energy trading had a unique and alluring mystique.

The article "'Black box' nature of trading arms hurts Europe's energy majors" (Inside Business, May 11) is right to question the lack of transparency regarding trading profits among Big Oil energy firms. However, lifting the lid on the black box reveals a ntively simple driving co is easily overlooked: buy things cheap, sell things expensive.

There is one reason why Big Oil is reluctant to separate its trading profits. Financial markets undervalue trading profits because they do not understand them. Like an ice-cream business on sunny days, energy trading businesses experience bouts of unusually high profitability. When something isn't well understood, or consistent, surprises (even positive ones) are scary. The natural inference is to assume (incorrectly) that large wins mean large losses are equally likely. This means markets overlook

trading rewards while the perceived risks are overweighed. Markets struggle to appreciate something they do not comprehend. Big energy firms know this well. These companies claim that their lack of transparency safeguards their business models. This is nonsense. Competitors can easily hire former traders from any given company and gain a deeper insight than they ever would extract from a financial report.

Those who possess an understanding of the system, and can navigate the operational complexity, are able to generate substantial trading profits. This is what Big Oil excels at.

Ayman Rahman ${\it Chief Executive \ and \ Founder, \ Dare}$ London EC3, UK

Virgil's oft-quoted quip about Greeks and gifts

The article on Greece's "greatest turnround: from junk to investment grade", as the headline on the online version of the story puts it (Report, May 15), notes that Greece has moved on from being "Europe's problem

In fact, the World Bank's government effectiveness indicator, which measures the quality of policy formulation and implementation, shows that, among 214 countries, Greece has gone up from 80th place in 2012 (when it reached a selective default status) to 69th (latest data for 2021).

Greece's slight progress has not fully convinced international investors as the spread between Greek and international borrowing costs remains very close to what it was almost 200 years ago, when Greece started its war

of independence against the Turks. To paraphrase Virgil, international investors still fear the Greeks even when bearing (economic) gifts.

Professor Costas Milas Manaaement School University of Liverpool

McKenzie held his own – as a comic invention!

I was surprised to see that your obituary of Barry Humphries (FT.com, April 22) made no mention of Barry e, one of Humphries comic inventions, who appeared as a cartoon strip in Private Eye from 1964 and in two compendium volumes: The Wonderful World of Barry McKenzie and Bazza Pulls it Off.

McKenzie was an Australian ingenu who arrived in London in the midst of the swinging sixties. He is most notable for his startlingly inventive use of the English/Aussie language (requiring an extensive glossary to understand it) and his unquenchable optimism notwithstanding his perpetual failure to get laid.

Despite the outrageous plot lines, for readers who were not there, the strip gives a strangely authentic sense of swinging London at the time. Laurie Elks

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Corrections

• There is an error in the note on methodology in today's Executive Education Rankings, published in a separate magazine. It states that if a business school featured in both the 2022 and 2023 rankings, "the weighting is 60:40, with 2022 data counting for 40 per cent". The correct figures are 55:45 and 45 per cent respectively.

• Neutrality is not enshrined in the Irish constitution, as wrongly stated in an article on May 19.

Opinion

'Boomy' talk about China is a charade





omething is rotten in the Chinese economy, but don't expect Wall Street analysts to tell you about it.

There has never been a bigger disconnect, in my experience, between some of the rosier investment bank views on China and the dim reality on the ground. Perhaps reluctant to back off their calls for a reopening boom this year, sellside economists keep sticking to their forecasts for growth in gross domestic product in 2023, and now expect it to come in well above 5 per cent. That's even more optimistic than the official target, and wildly out of line with dismal news from Chinese companies.

Hopes for a reopening boom were based on the premise that, once released

from lockdown, Chinese consumers would go on a spending spree, but company reports show no sign of one. If China's economy were growing at 5 per cent, then based on historical trends corporate revenues should be growing faster than 8 per cent. Instead, revenues grew at 1.5 per cent in the first quarter.

Corporate revenues are now growing slower than officially stated GDP in 20 of China's 28 sectors, including consumer favourites from autos to home appliances. Weak revenues are in turn depressing earnings for consumer goods companies, which normally track GDP growth quite closely, but shrank in the first quarter. Instead of a reopening rush, the MSCI China stock index has fallen 15 per cent from the January peak and consumer discretionary stocks are down 25 per cent since then.

If the analysts were right, and consumer demand was picking up in what one described as a "boomy" economy, imports would be strong. Imports fell 8 per cent in April. When retail sales and industrial output came in way below analysts' estimates last week, one attributed this miss to "seasonal adjustment",

as if spring had come unexpectedly

China's credit growth is weakening too, up by just Rmb720bn (\$103bn) in April, half as fast as forecasters expected. The debt service burden of Chinese consumers has doubled in the past decade to 30 per cent of disposable income — a level three times higher than in the US. Many Chinese youth need a

A growth model dependent on stimulus and debt was always unsustainable, and now it has run out of steam

job before they can join a spending spree: urban youth unemployment is rising and last month topped 20 per cent.

These facts point to the source of the rot. Since 2008, China's economic model has been based on government stimulus and rising debt, much of it pouring into the property markets, which became the main driver of growth. With debts so

high, the government was much more restrained in its stimulus spending during the pandemic.

By the start of this year, the Chinese had accumulated excess savings during the pandemic equal to 3 per cent of GDP. The comparable figure in the US was 10 per cent of GDP. While the US got a big reopening boost from stimulus, China did not get one this time.

A growth model dependent on stimulus and debt was always going to be unsustainable, and now it has run out of steam. Much of the stimulus in the past decade flowed through local governments in China, which used their own "financing vehicles" to borrow and buy real estate, propping up the property markets. Those vehicles are fast running out of cash to finance their debts, which is curbing their investment in the property market and industry as well. Industrial sectors are slowing faster than the consumer-related businesses at the centre of the reopening story.

Though Beijing still aims for growth of 5 per cent, its potential has fallen to half that. Potential for GDP growth is a function of population and productivity

growth: China's negative population growth means fewer workers are entering the labour force, and heavy debts are slowing output per worker.

China's government has long been suspected of massaging its GDP numbers to hit its growth targets. But cheerleading from Wall Street seems to be reaching a crescendo now, as analysts who called for a reopening boom find it more opportune to stay the course — even if this requires highly selective use of official data — than to reverse themselves.

While analysts may have little to lose from rosy forecasts, the rest of us do. "Boomy" chatter has contributed to investors' loss of hundreds of billions of dollars in China in just the past four months. Further, global growth may prove weaker than expected in 2023, since the hope is that a US downturn will be countered by the China reopening boom, which may never come. It is time to expose this charade before the fallout

The writer is chair of Rockefeller International

On railroads, Republicans concede limits of the market



Republican instinctive opposition to regulation has collided head-on with the reality of lax safety standards on the nation's railroads. American freight trains derail tens times as often as their British counterparts, according to the industry's own data, and the February disaster in East Palestine, Ohio, demonstrated just how costly the accidents can be. Tankers in a 149-car Norfolk Southern train carrying vinyl chloride caught fire and derailed after an overheating wheel bearing went undetected until too late. Residents in two states had to evacuate their homes.

In response, Ohio's senators, Republican JD Vance and Democrat Sherrod Brown, led the bipartisan introduction of the Railway Safety Act to address a range of shortcomings in existing railroad regulation. Enthusiasm from Brown and his fellow Democrats is no surprise. But Vance and his GOP cosponsors, senators Marco Rubio and Josh Hawley, have been steadily building support as well: in an improbable confluence last week, Donald Trump and Senator Mitt Romney announced their support just hours apart.

Rail safety is not typically a hot-button political issue, but the RSA has made concrete the ideological debate raging between American conservatives and libertarians over the role of government regulation in the free market. The rightof-centre's typical pro-business position is that federal mandates imposed on

American freight trains derail ten times as often as their British counterparts

industry will raise costs and stifle innovation, while market forces can more effectively protect the public interest.

Unfortunately, the risks of mile-long trains carrying hazardous materials are not something the free market will provide incentives to address. One might attempt to measure accurately the costs associated with each accident and hold the railroads liable for those amounts, thus encouraging them to take all cost-effective safety measures. But this assumes the costs can be measured, the court system can adjudicate the claims and corporate managers can optimise

their safety investments accordingly.

Conservatives have become increasingly cognisant in recent years that regulation can be far from perfect and yet still far better than the status quo. The RSA is a case in point: modest, sensitive to cost, and focused on a narrow set of serious concerns.

For instance, there is a requirement that all big freight lines maintain twoman crews. This is unnecessary, opponents say, because it was not the cause of the Ohio accident. Though of course where the bill is directly responsive, mandating more frequent use of devices to detect overheated bearings, opponents object on the opposite ground that this represents knee-jerk overreaction.

The railroads, incidentally, agree twoman crews and increased use of detectors are necessary, but they want flexibility to depart from the standards if they deem that technology would allow it. Should regulators trust the railroads to put safety first in making the determination? The evidence suggests not.

Rather, the railroads have shown great enthusiasm for cutting costs by any means possible — reducing staff by 30 per cent in the past six years, harming the freight system's reliability while returning nearly \$200bn in the past decade to shareholders. From 2019 to 2022, Norfolk Southern reduced its head-count by 23 per cent, returned more than \$14bn to shareholders while investing less than \$7bn back in its network, and saw its accident rate climb every year — by 25 per cent in total.

Thus far, six Republican senators have endorsed the RSA; at least nine are needed for its passage. Washington will be watching to see how many conservatives are prepared to take responsibility for making determinations in the public interest that — imperfect though they may be — improve upon what the pursuit of profit will provide.

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A US foreign policy for the middle class



hat's good for America is good for the world. That's the message the US was trying to sell at the G7 meeting in Hiroshima. The Biden administration has recently been accused by both allies and adversaries of putting America first, if not alone, in some of its economic policies. But in Japan, the US team tried to connect the dots between their people and place-based domestic economic strategies and their new approach to foreign policy.

Joe Biden's national security adviser Jake Sullivan recently gave a speech saying that gross domestic product growth for its own sake isn't good enough—it must be sustainable and equitable. This is the challenge of the next few decades and a clear move away from the traditional Washington consensus model, which focused on unfettered growth via deregulation and trade liberalisation.

Having succeeded in getting the Europeans, Canadians and Japanese on board with shared clean energy supply chain efforts before the G7, the administration used its time in Japan to push forward the details of what a US-led industrial policy around climate might

look like — particularly in the global south. This too, is new — the Washington consensus was all about handing a single playbook of growth to the world. Today's world is far more multipolar, a reality that the US must acknowledge and adjust to as it attempts to bring a greater coalition of nations into a new economic order — albeit one that does not yet have an entirely unified theory.

Some principles, however, are starting to take shape, notably that global markets must be incentivised in new ways to prioritise not just the planet, but its people — or, specifically, its workers. One of the core problems with the old system of globalisation was that it consistently prioritised capital over labour. That can result in strong growth, although not always. But it certainly results in more financialisation and financial fragility (as measured by the increasing number of financial crises).

It also leads to rising inequality as wealth becomes concentrated in a handful of places. One of Biden's main goals at home has been to fight this. In a 2021 speech, he laid out a new approach to domestic competition policy, designed to prioritise workers. That approach was in evidence, too, at the G7, in the promise to fight "economic coercion", whether it comes from companies or from states.

The immediate targets on that front are Russia's weaponisation of commodities and Chinese mercantilism. But the end goal is to avoid economic chokepoints wherever they occur. This builds on the push for resilience over "effi-



ciency", which is less about "decoupling" with China than in "de-risking" across many markets. By framing a new trade and foreign policy not around US-China conflict but in terms of limiting dangerous concentrations of power in any nation or company, the administration hopes to address multiple problems at once — unfair state subsidies, monopoly issues at home and abroad, and national security concerns — without sparking a new war.

That means building more redundancy in supply chains that have the potential to be weaponised. It also means working with new partners in the global south to create more robust supplies of commodities such as rare earth minerals. This was also up for discussion at the summit as the US attempted

Coming up with the metrics and institutions for Biden's new world order will be a long and difficult process

to show that "friend-shoring" wasn't something that had to be done with the EU, Japan, Canada and Australia alone.

De-risking is a message that G7 nations, and indeed many others, are responsive to. Nobody wants to live in a world where European grain or gas supplies can be turned on and off by an autocrat, or the global supply of highend semiconductors can be ringfenced by blockading a single island. Hence efforts to work with Europe, Japan, Korea, Taiwan and India to co-ordinate new semiconductor incentives, subsidising more chips everywhere.

But coming up with the metrics and institutions for this new world, and figuring out how to better incentivise sustainable and equitable growth, will be a long and challenging process. While the US is open to putting issues such as World Bank reform on the table, it hasn't spent nearly as much time on the bigger hot-button issue of how to reform the World Trade Organization. And tensions remain. The G7 communiqué made clear the desire to take on any "non-market policies and practices",

which, for the US, includes those in China that adversely affect workers or the environment, and limit access to technologies that compromise national security.

Still, Biden did finally give the world a clearer argument about why signature domestic economic programmes such as the Inflation Reduction Act, the Chips Act, and the earmarking of more money for infrastructure linked to high labour and environmental standards, are not about nationalism but a new approach to growth both domestically and globally. "The president believes that a bottom-up, middle-out approach, focused on resiliency, sustainability and empowering workers is the best thing for the US, but for the world," says deputy national security adviser Mike Pyle.

Whether you call it a foreign policy for the middle class, or a new global industrial policy, it is certainly very different to the "market knows best" strategy the US has taken at home and abroad for the past several decades.

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Doom-mongers are wrong to underestimate the European economy



ot even a recession." That is the verdict on how Germany coped when it abruptly had to do without Russian energy supplies last year — a dependency that had been cultivated by all German governments of the past half-century, for both commercial and political reasons.

The phrase is the title of a new study by economists Benjamin Moll, Moritz Schularick and Georg Zachmann, who compare the outcome for the German economy with the predictions made immediately after Vladimir Putin's full-scale assault on Ukraine. The invasion triggered what they call "the great German gas debate" between disagreeing groups of economists, with business lobbies and unions weighing in about

whether the economic cost of ending Russian gas imports would be bearable. As Moll and his colleagues remind us,

As Moll and his colleagues remind us, some of these predictions were apocalyptic: up to 12 per cent loss of economic output and millions losing their jobs. Those arguing the losses would be much smaller were berated by chancellor Olaf Scholz for "irresponsible" theorising.

Politically, the debate was won by the doom-mongers. The impressive speed with which Berlin found substitute sources of gas and built emergency infrastructure makes it easy to forget that Germany did not in fact choose to go without Russian gas. That was a decision Puttin made for it by throttling gas supplies before stopping them late last summer. And the EU as a whole took too long to agree its still-incomplete restrictions on Russian energy imports.

But the truth was on the optimists' side. (I had a dog in this fight: I argued a week into the war that Europe could and should go "cold turkey" on Russian gas imports.) As Moll and his colleagues make clear, Germany's growth outcome has been as good as the rosiest estimates of the energy war's toll. There was no

"cascade" of production cuts, bankruptcies and lay-offs from energy-intensive sectors to the wider economy. Despite a drop in March, manufacturing output

remains greater than a year earlier.
The authors even find that, according to German meteorological data, temperatures were no higher than the multiyear trend: if so, the idea that Germany was saved by a warm winter seems to be a myth. The gas left in storage by the end

Germany's success in ending reliance on Russian gas shows the EU's adaptability and resilience

of the heating season means Germany never needed the Russian gas it bought before Putin closed the taps. Cold turkey would have been perfectly feasible.

The resilience of Germany's economy is something to celebrate. More important is to learn the right lesson. Why did the balance of opinion wrongly oppose a morally and geostrategically right pol-

icy for being prohibitively expensive?
The inexcusable answer is a desire by some in corporate Germany not to have

to face any economic cost at all for standing up to Putin. The more understandable, if disappointing, answer involves intellectual mistakes. There is a lack of appreciation in continental Europe — for this goes beyond Germany — of how adaptable market economies are. It is reinforced by mistaking challenges to existing businesses for threats to the overall economy, when in fact the creative destruction of unadaptive companies is what makes market economies grow. In addition, European leaders have long internalised an outdated criticism of the European economy as particularly inflexible and "sclerotic".

Germany's great gas debate is only the most egregious example of how Europeans underrate their own economic adaptability. There are others. Few expected that the post-pandemic recovery would take employment rates to record highs — in stark contrast to the lagging US and UK labour markets. The EU's taboo-breaking recovery fund is fuelling growth in countries many had

written off as perennial basket cases.

If we don't draw the right lessons from such examples, we will persist in an overly timid understanding of what Europe's economies can deliver. The policy risks from such misdiagnosis are all around us, reinforced by the self-pleading of corporate incumbents.

Brussels has been forced to slow the pace of its decarbonisation policies. Germany and France have mounted actions against legislation. French President Emmanuel Macron has demanded "regulatory break". German carmakers want to delay the EU-UK trade deal's penalisation of electric cars with batteries made outside Europe.

In all these examples, the argument is that too much change is too difficult. But as the German gas debate shows, an economy is more flexible than the sum of its parts. If some companies are unwilling to change, dynamic markets make space for those that are willing and able to adapt. European economic policy should reinforce these market pressures, not protect against them.

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