THE WALL STREET JOURNAL.

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DJIA 53463.05 ▲ 119.65 0.22% NASDAQ 26331.09 ▲ 0.2% STOXX 600 651.16 ▼ 0.1% 10-YR. TREAS. ▲ 14/32, yield 4.651% OIL $85.83 ▲ $0.89 GOLD $4,489.40 ▲ $123.40 EURO $1.1680 YEN 158.16

What's News

Business & Finance

◆ **Gross U.S. debt** surpassed $40 trillion, the Treasury Department reported, a new milestone in the country's struggle to control its finances. **A1**

◆ **Government bond yields** fell sharply after the Treasury Department said it would at least double the size of its buyback program for longer-term debt. Stocks rose, with the S&P 500, Dow and Nasdaq all ticking up 0.2%. **A1**

◆ **More Fed officials** favored raising interest rates last month than the three who formally dissented, and others signaled they would back an increase if inflation doesn't improve, minutes show. **A2**

◆ **Amazon is expanding** its drone delivery service with a planned increase from its current scope to nearly 500 cities and towns by year-end. **B1**

◆ **OpenAI promised** not to retain data from businesses using its AI models while improving the safety of its products in a bid to snatch customers from rival Anthropic. **B1**

◆ **Cantor Fitzgerald** plans to give investment funds access to Kalshi's prediction markets, serving as a broker to those clients. **B1**

◆ **Target again raised** its fiscal-year outlook, as the retailer's turnaround takes shape and it draws in more customers. **B3**

◆ **SK Hynix plans to** buy back and cancel more than $28 billion of its shares over the next three months, accelerating its shareholder-return program. **B4**

◆ **Booming trading** and listing activity in Hong Kong propelled the city's exchange operator to another record quarter, with net profit up 21%. **B11**

Worldwide

◆ **An experimental** mRNA-based vaccine succeeded in preventing cancer from coming back or spreading in a study of high-risk melanoma patients, its developers said. **A1**

◆ **The Army is phasing** out its drone assault battalion months after its formation as part of a back-to-basics approach ordered by the service's acting chief of staff. **A3**

◆ **The Israeli military** said it was launching criminal investigations into two attacks by its soldiers on Palestinians during the Gaza war, including one that killed a young girl. **A6**

◆ **Trump said he** would launch a major economic campaign against Iran, as frustrations mount over the lack of progress on reopening the Strait of Hormuz. **A6**

◆ **The U.S. is likely** to lower tariffs on Canadian steel, aluminum and automobiles as part of a trade framework being devised by Washington and Ottawa. **A3**

◆ **Prince Harry plans to** return to the U.K. with his family six years after he and his wife, Meghan, the Duchess of Sussex, quit their royal duties and decamped to the U.S. West Coast. **A7**

◆ **The FTC warned** retailers against using consumers' personal data, including smartphone use, to calculate an individual's tolerance for higher prices. **A3**

◆ **North Korea responded** icily to Trump's decision to end joint Washington-Seoul military exercises early, calling it an ineffectual goodwill gesture toward Pyongyang. **A16**

CONTENTS

U.S. Debt Eclipses $40 Trillion

Latest figure, as share of GDP, nears levels not seen since World War II

By Sam Goldfarb And Matt Grossman

Gross U.S. debt has surpassed $40 trillion, a new milestone in the country's struggle to control its finances.

The country's "total public debt outstanding" officially hit $40.047 trillion on Tuesday, the Treasury Department reported Wednesday, ticking up from $39.987 trillion a day earlier.

Reaching that threshold carries symbolic weight but isn't, by itself, economically significant. Most investors and economists care less about raw figures than other measures, like the ratio of debt to gross domestic product, which provides a better sense of an economy's borrowing capacity.

And economists typically focus more on a different measure of government debt—that held by the public—which

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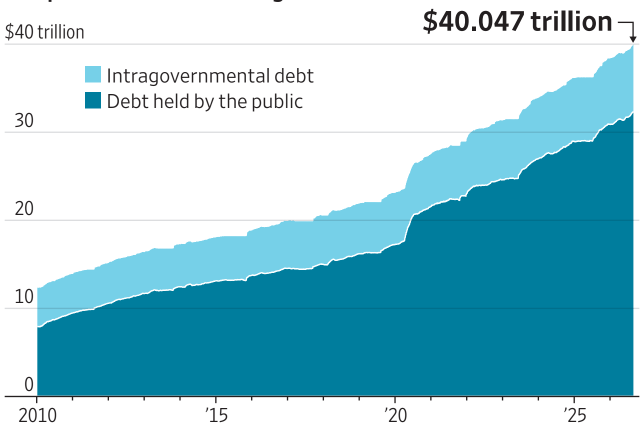
U.S. public debt outstanding



Source: Treasury Department

Challenger Tests Zelensky's Hold on Power

SERHII KOROVAYNY FOR WSJ

NEW PRESSURE: Demonstrators backing Mykhailo Fedorov, Ukraine's ousted defense minister, protested Wednesday in Kyiv. Fedorov challenged President Volodymyr Zelensky, calling for elections and warning that democracy is imperiled. **A6**

Treasury Yields Fall As Bessent Boosts Buybacks

Government expands size of program after yields notch nearly two-decade highs

Government bond yields fell sharply on Wednesday after the Treasury Department said it would at least double the size of its buyback program for longer-term debt, as Treasury Secretary Scott Bessent turned to unorthodox tactics to tame an unruly bond market.

By Sam Goldfarb, Brian Schwartz and Krystal Hur

The Treasury said buyback operations for 10-, 20- and 30-year debt would be increased to at least $4 billion per operation from their current maximum of $2 billion. The change will go into effect on Sept. 9 and extend though Nov. 4.

While Bessent has shown he'll do unconventional things to get markets moving his way, the secretary's latest maneuver marks his most radical yet. Facing an uncomfortable rise in longer-term interest rates, Bessent took action early Wednesday when the agency he leads said it would

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Women at L3Harris Warned About CEO

It was a warning that was shared among women who worked for Chris Kubasik: Avoid being alone with the executive and be careful on the corporate jet.

By Cara Lombardo, Marcus Weisgerber and Drew FitzGerald

Multiple women at defense contractor L3Harris Technologies had raised concerns about Kubasik's behavior, including a formal complaint from one woman to human resources that was made around 2023, people familiar with the matter said. The employee accused the CEO of sexual harassment, the people said.

Kubasik stayed on in his role. The woman left L3Harris. Not all L3Harris board members were briefed on the 2023 complaint and it is unclear whether the matter was formally investigated, the people said.

Recently, the directors launched a probe into Kubasik after another accusation against him. The board hired outside lawyers and investigated allegations of inappropriate conduct with a subordinate and aggressive, profane behavior, people familiar with the board deliberations said.

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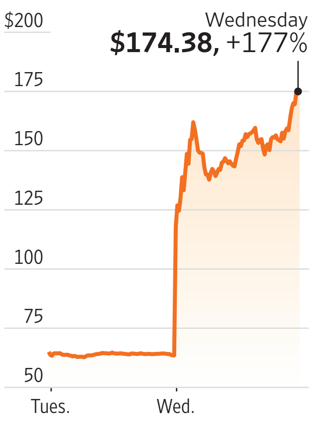
Moderna, Merck Shares Soar On Cancer Vaccine Success

Moderna share price



Source: FactSet

By Xavier Martinez And Alex Janin

An experimental mRNA-based vaccine succeeded in preventing cancer from coming back or spreading in a study of high-risk melanoma patients, Moderna and its partner Merck said Wednesday, paving the way for a potentially new life-extending treatment for the thousands of people diagnosed with the deadly skin cancer each year.

Moderna shares more than doubled Wednesday to $174.38 while stock in Merck notched an all-time high, rising 12.6% to close at $152.20.

The results rippled through drug industry stocks as investors saw the potential for more blockbusters.

It is the second big oncology breakthrough in recent months after a different drug succeeded in extending the lives of people with pancreatic cancer, a notoriously lethal disease.

Melanoma has also traditionally been a very deadly cancer, but immunotherapies like Merck's Keytruda have made great strides in improving outcomes. Merck and

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Iron Bond: One Family, One Firm, 130 Years

By Juliet Chung

CHATTANOOGA, Tenn.—On a humid June weekend, three generations of Lodges descended on a Westin here.

Family members, now also bearing surnames like Kellermann, Millhiser and Richards, had flown and driven in from all around the country. There was the high-school fencing coach from New Jersey and the aerospace engineer from Washington. There was a 2-year-old toddler, the youngest of the reunion attendees, and an 88-year-old who joined for multiple scheduled events, including a ride up a mountain in a funicular railway.

This wasn't a typical family reunion. The gathering coincided with the annual shareholder meeting of the Lodge Cast Iron pan company, which has been melting pig iron and recycled steel to form cast iron pans for 130 years.

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Diet Drugs Alter Big Food's Winning Recipe

With GLP-1s threatening sales, companies test ways to win over the not-so-hungry

By Amira McKee and Jesse Newman

Inside an Omaha test kitchen, executives at Conagra recently huddled over plastic trays of microwaved eggs, potatoes and sausage. One by one, they lifted a package of cheese sauce and poured out the liquid in a slow orange ribbon.

Ashley Lind, who heads behavior science at Conagra, studied the breakfast bowl in front of her. She considered: Was it satisfying?

No one had tasted the food yet. That was part of the point: Conagra is trying to design products that will entice even people who don't want to eat.

The tasting was one of dozens of tests the maker of Slim Jims and Hungry-Man dinners is conducting with an eye toward the conundrum presented by GLP-1 weight-loss drugs. The medications' power to erase feelings of hunger and satiation threatens to upend the industry's model for growth, where success has often meant selling as much food as possible.

For decades, food companies have relied on a proven playbook: cater to consumers' taste buds with sugar, salt and

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LinkedIn Accidentally Became A Dating Site

* * *

Despite its no-romance rules, the platform is a go-to tool for singles tired of swiping

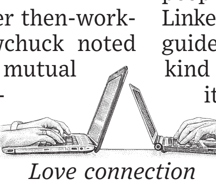
By Celia Bernhardt

When Rachel Wong saw the connection request pop up on her LinkedIn, she didn't know what to think.

An alum of her then-workplace, Sam Sawchuck noted they likely had mutual friends and colleagues. He'd love to grab a coffee. He also admitted, apologetically, that he'd first seen her on Tinder.

Was this a date?

Tired of the endless roulette of online dating, more people are looking for love on LinkedIn. While the platform's guidelines strictly forbid any kind of romantic advances, it's increasingly common for the networking site to feature—di-



Love connection

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INSIDE

U.S. NEWS

Trump's executive assistant Natalie Harp is his ever-present protector. **A4**

BUSINESS & FINANCE

Chinese maker of humanoid robots soars 460% in its trading debut in Shanghai. **B1**