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"All the News That's Fit to Print"

The New York Times

THE WEATHER
Today, mostly sunny and dry, high 51. **Tonight,** clear and cool with light and variable winds, low 39. **Tomorrow,** mostly sunny with light winds, high 57. Weather map is on Page D8.

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Huang Sealed His Downfall With Secrets

Suspicions About Affair Grew for Over a Year

This article is by ***Tripp Mickle****,* ***Ana Swanson****,* ***Paul Mozur****,* ***Jonathan Swan****,* ***Julian E. Barnes*** *and* ***Maggie Haberman****.*

Jensen Huang was agitated.

It was September 2025, and The New York Times had just called his company about a Singaporean data center firm called Megaspeed that had been led by a Chinese woman named Alice Huang, or Huang Le. The Times was reporting that Mr. Huang, the chief executive of the chip maker Nvidia, had a close relationship with her.

Mr. Huang, who Nvidia employees say could have a volcanic temper, wanted to know what The Times was insinuating. Though he didn't deny that he knew the woman, he was bothered by the suggestion that they might be close, people familiar with the discussion said.

Nvidia mounted an aggressive defense. Madison Huang, Mr. Huang's daughter who acted as her father's chief of staff, pressed the company's communications team to push back forcefully. They also had reinforcements, a crisis communications firm called Heller.

They insisted that Mr. Huang and the woman from Megaspeed just had a business relationship.

Over the next 13 months, Mr. Huang stuck with his story, even after The Times reported last month that the U.S. had gathered intelligence showing that Ms. Huang was secretly working with China's top spy agency.

But last weekend, facing new revelations about the relationship, Mr. Huang finally came clean to Nvidia's general counsel. He had been having an affair with the woman, after all, said the people familiar with the discussions.

The relationship with the Megaspeed executive wasn't Mr. Huang's only secret.

On Wednesday, a Times reporter called Mr. Huang to ask him about a second extramarital relationship. This time, it was an affair with an executive who reported to him.

Nvidia's board of directors soon convened an emergency meeting to discuss Mr. Huang's future with his company. Still, it was unimaginable to think of Nvidia without him.

Less than 24 hours later, Mr. Huang resigned.

The revelations about Mr. Huang set off a cascade of events that have reverberated from Silicon Valley to Washington to Beijing. Administration officials are now reconsidering A.I. export regulations, which could hurt some Silicon Valley businesses but tilt the A.I. race with China decidedly in America's favor.

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REGULATION The U.S. commerce head's weaker chip rules may benefit a family business. PAGE B1



ALEX KENT/THE NEW YORK TIMES

Flight cancellations at Reagan National. Glitches involving Microsoft and the F.A.A. exposed our dependence on fragile technology.

Black Women See Reflection of Power in Georgia

Decades of Organizing Lead Them to 7 of 8 Top State Offices

By RICK ROJAS and AUDRA D. S. BURCH

ATLANTA — Mary-Pat Hector volunteered on Election Day to help get dozens of voters to the polls in Georgia, and she had spent months doing everything she could to energize other young people to support Democratic candidates. She was a Gen Z torchbearer for traditions of organizing and mobilizing handed down over generations of Black women. And she was prepared for a good night.

She was hopeful that Keisha Lance Bottoms would win, making Georgia the first state to elect a Black woman as governor. But then history kept being made: Up and down the ballot, Black women, all Democrats, claimed positions that had long been occupied by Republican men.

She called her mentor, a veteran organizer in the state. Both women were stunned. A future that they thought might be attainable some day in Georgia was suddenly materializing.

"We both just cried on the phone," Ms. Hector, 28, said, "because we have been doing this work for so long." Finally, she added, they could "see the fruits of our labor."

For decades, Black women have been a trusted base of support for the Democratic Party in Georgia and also its most relied-upon foot soldiers. They have knocked on doors, registered friends and neighbors to vote, driven strangers to the polls and coaxed people who had all but written off the government to show up anyway. It was the incremental, sometimes inspiring, often frustrating work that revived the fortunes of Democrats in Georgia after years of Republican control.

For the first time, the result of

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Call Opponent To Concede? A Rite Fades.

By SOPAN DEB and REID J. EPSTEIN

WASHINGTON — When the campaign trail runs out, the concession call is a tradition that is excruciating for the loser and sweet for the victor.

If it happens at all.

Last week, Abdul El-Sayed, the newly elected Democratic senator from Michigan, said that his Republican opponent, Mike Rogers, had never called.

"At the end of the day, it really doesn't quite matter," Mr. El-Sayed told reporters. "I'm sure he had a flight to catch to Florida," a reference to Mr. Rogers' owning a second home near Fort Myers. (A spokeswoman for Mr. Rogers did not reply to a request for comment.)

Amy Acton, who was elected Ohio's governor, said she had refused to take a call from Vivek Ramaswamy, her vanquished Republican rival, who in the final weeks of the campaign featured Ms. Acton's estranged mother calling her a liar in a TV commer-

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NEWS ANALYSIS

New Threat In Tech Age: An Upgrade

Outages Show Flaws Within Vital Systems

By STEVE LOHR

Planes grounded. Office work ground to a halt.

The past few days have served as a vivid reminder of our deep and mostly unthinking dependence on technology. It's powerful, it's ubiquitous and yet, at times, it can be alarmingly fragile.

Old technology and new technology were the culprits. Starting on Thursday, Microsoft's email, office and meeting software — delivered over the internet — stopped working for millions of users worldwide. Those cloud services were restored on Saturday.

On Friday, the Federal Aviation Administration ordered all flights grounded after some of its aged data-handling equipment faltered, raising potential safety issues. The order was lifted on Friday night, but hundreds of thousands of passengers were stranded over the weekend.

A telling irony is that both meltdowns were caused by attempted "upgrades" that went awry. New cables in the case of the F.A.A., and a planned increase in computing capacity in Microsoft's case.

The upgrade challenge underlines the extraordinary complexity of multilayered combinations of hardware and software in major computing systems. Upset the delicate balance by making changes, even in an effort to improve performance, and you risk a system crash.

That happens frequently, though widespread outages are uncommon. The last big one came two years ago, when what should have been a routine software update by a security company, CrowdStrike, crashed millions of computers around the world that were running Microsoft Windows. Airlines grounded flights. Subways stopped. Operators of 911 lines couldn't dispatch help. Stores shut down. Hospitals canceled operations. It took days to restore all of the impaired machines.

One reason for the confounding complexity is that the computing systems used in major industries like banking, health care and transportation have been steadily built up over the

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IMAGES FROM UKRAINIAN MILITARY SURVEILLANCE VIDEOS

As these two Ukrainian soldiers try to make it out of the front, every step could be their last.

The soldiers, Henadii and Mykhailo, walk under a sky filled with Russian drones.

A Ukrainian drone guides them. It takes them days to walk a few miles to relative safety.

THIS IS THE KILL ZONE

Drones have transformed how war is waged, creating a new type of battlefield.

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Beauty, Brands, Ambivalence: The Life of a Sorority Influencer

By VIVIAN YEE

The Alpha Phi sorority house at the University of Arizona occupies a professionally decorated Spanish colonial-style mansion just off campus. There's a chandeliered dining room, two pink-and-baby-blue living rooms and a tanning area on the roof.

It's where Haley DeKreek, a 20-year-old junior, lives with her closest friends. It's also the backdrop to her budding career. Her work takes place mostly in her room, but she picks up the rewards in the mailroom just off the foyer.

Perpetually suffused with floral perfume, it overflows with packages, many of them hers: boxes with dresses for formals or matching yoga sets, boxes of makeup, and hair and skin care products. Some she ordered herself, but many are freebies from brands that have spotted her potential as a TikTok influencer, a one-girl campus marketing powerhouse. Nearly all are destined to appear in the many-stepped "get ready with me" videos she has posted

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GABRIELLA ANGOTTI-JONES FOR THE N.Y.T.

Haley DeKreek has more than 45,000 followers on TikTok.

From Brooklyn's Rubble, Spotting a Ray of Hope in a Tiny Hand

A Construction Worker Emerges as a Hero

By MARIA CRAMER and LUIS FERRÉ-SADURNÍ

Miguel Tigsilema was on his third day working at a construction site in Brooklyn, leveling dirt in a corner of the pit with his shovel, when he heard what sounded like enormous tree trunks breaking in half.

He turned to look behind him and saw the building next to the site tumbling down. He took off running, his helmet flying off as he raced for the street. He tripped and fell, the dust of the collapse blinding and choking him.

Mr. Tigsilema got up and scrambled to the street, where he screamed at passers-by to call for help. He paused, grateful to be alive. He looked back down at the pit and thought of his fellow workers who might be trapped in the rubble.

"I had just been thinking of saving myself," Mr. Tigsilema, 35, a father of three who was born in Ecuador, said in an interview. "God gave me the strength and courage to go back."

That was when he heard a woman's muffled screams.

"Help me," he remembered her calling out. "Save my children."

He could see a tiny hand through the debris. Mr. Tigsilema

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Generational Clash in Europe
As retirees live longer, governments spend more on pensions. That makes it harder to fund other services, spurring protests like those in France. PAGE A6

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A Halfway Home
A husband and wife in Oakland, Calif., have welcomed into their lives 24 men recently released from prison, part of a program to ease reintegration. PAGE A12

SPORTS D1-8

A.I. Is Training for Olympics
The latest judging technology for gymnastics makes scoring more precise and can see things that humans miss, but it's far from perfect. PAGE D7

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Redecorating Washington
Projects pushed by President Trump to remake the capital threaten everyday public spaces used by the residents of the city, our writer says. PAGE C1

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Tressie McMillan Cottom PAGE A18

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