storyblok

Content Debt: A $4.63 Trillion Business Liability

Artificial intelligence is bringing hidden content to the surface

In collaboration with

FT LONGITUDE

Contents

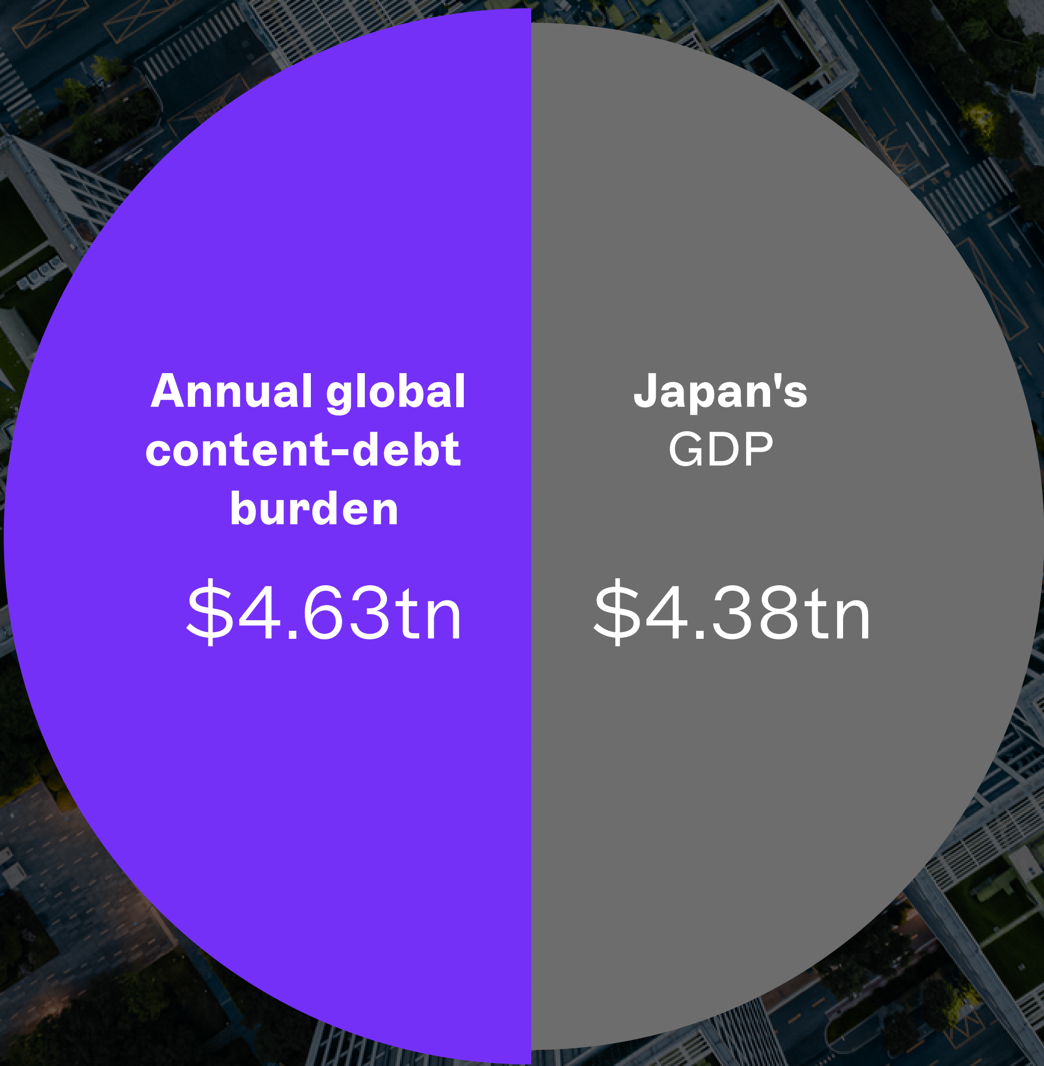
Executive summary: an invisible brake on AI

Our survey of 550 senior executives of billion-dollar-plus companies reveals a potent and often invisible brake on AI's benefits. It's eroding annual revenues by millions and costing hundreds of avoidable labor hours per week.

The culprit is hidden content. Outdated, inaccurate, off-brand enterprise content that until now has been buried deep in the Google rankings: old product or pricing pages, corporate microsites that should have been retired, and articles published by former team members.

Many organizations are relaxed about hidden content because they think most of it is too hard to find to be an issue. But now, large language models (LLMs) and AI-driven discovery can make older public or crawlable enterprise content easier to surface, including material companies once assumed would stay buried in search results.

Global content debt: a burden bigger than the economy of Japan



The hidden cost of hidden content

Our research suggests that the financial burden of hidden content is far higher than many executives might expect. To estimate this, we combined survey responses with external company revenue data. Respondents told us what proportion of annual revenue they believe is negatively affected by poor, unclear, or outdated content, as well as how much they spend fixing and updating existing content. Across the sample, executives estimated the annual spend on fixing inaccurate or misleading content was approximately $4.8 million per company. However, the impact on revenues was far higher, with executives estimating that close to 5.9% of annual revenue is affected: an average of $658.6 million per company in our sample.

We then applied this survey-derived estimate of content debt to the average annual revenue of listed billion-dollar-plus companies globally. This produced an estimated average annual content-debt burden of $754.8 million per company. Multiplying this by the estimated number of billion-dollar-plus firms worldwide gives an estimated annual global content-debt burden of $4.63 trillion. For scale, $4.63 trillion is higher than Japan's predicted GDP for 2026.[1]

Because we are unable to capture every billion-dollar-plus firm globally, we also modeled a broader scenario based on the total universe of billion-dollar-plus firms. On that basis, annual global content debt could be as high as $8.45 trillion.

Figure 1

The US has the greatest share of the total content debt across our sample, while Australia has the smallest

Total content debt by country (average content debt multiplied by the number of companies in each country with annual revenues of $1 billion or higher)

Estimated content debt by country in the base-case extrapolation

1 International Monetary Fund. "GDP, Current Prices (U.S. Dollars): Japan." IMF DataMapper, World Economic Outlook. Accessed July 13, 2026. https://www.imf.org/external/datamapper/NGDPD@WEO/JPN

How we calculated global content debt

1. Survey estimate: executives estimated that 5.86% of annual revenue is negatively affected by poor, unclear, or outdated content.

2. Revenue benchmark: we applied that percentage to the average revenue of listed companies with annual revenues of $1 billion or more.[2]

3. Direct spend: we added average annual spend per company on fixing and updating existing content ($4.8 million based on our survey data).

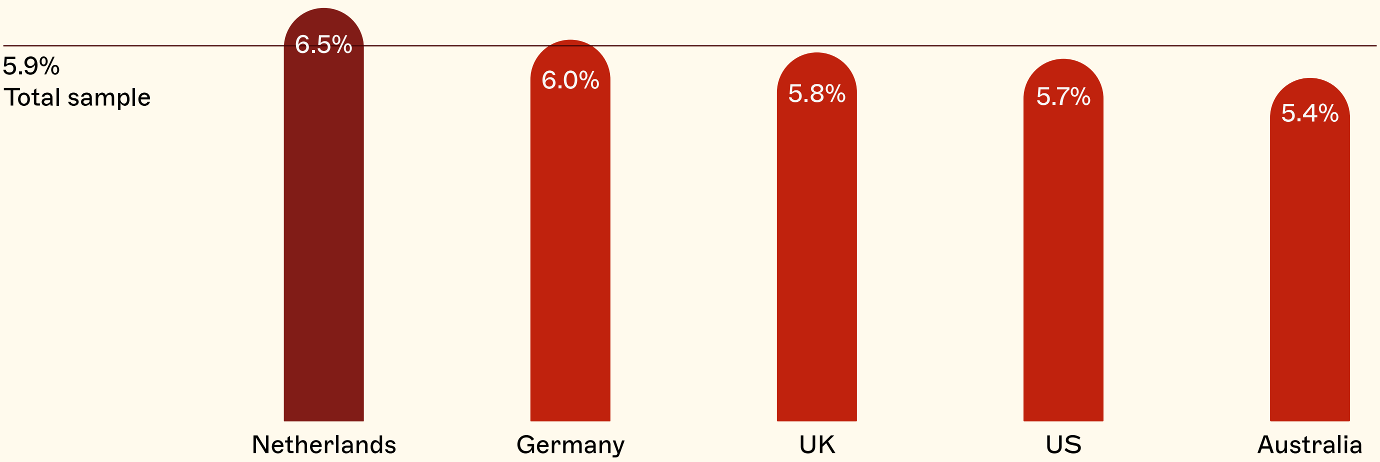
4. Base-case market sizing: we multiplied the estimated annual content-debt burden per company by the 6,138 companies identified across the five markets covered by the research. This count comprises 4,852 listed companies reporting annual revenue of $1 billion or more and 1,286 private unicorns valued at $1 billion or more. This produced the base-case estimate of $4.63 trillion.[3]

5. Illustrative global scenario: to illustrate the potential burden across a broader worldwide market, we applied the same per-company estimate to an assumed total number of 11,200 firms. This produced the higher illustrative estimate of $8.45 trillion. The 11,200-firm figure is a modeling assumption, not a complete observed count of eligible companies.

Figure 2

Executives in the Netherlands report the highest revenue impact from inaccurate or out-of-date content, while those in Australia report the lowest

Estimated % revenue impacted by content debt, by country surveyed



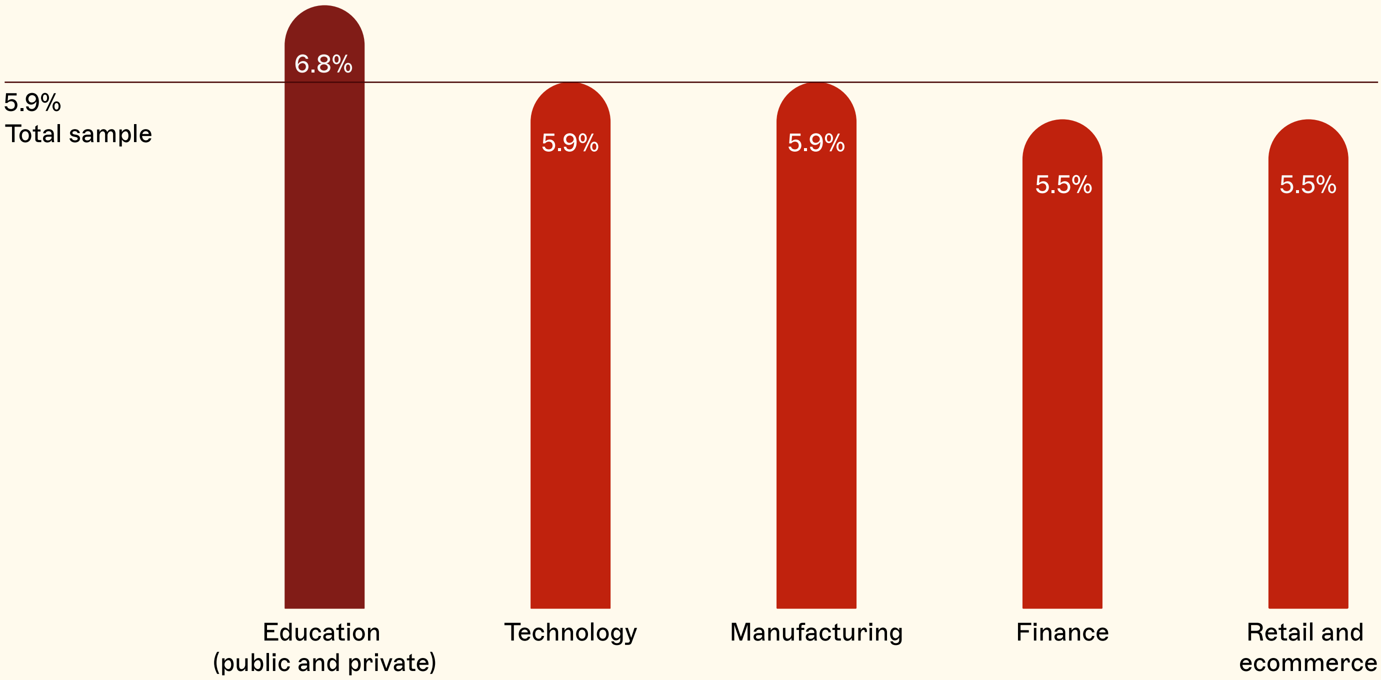
2 CompaniesMarketCap.com, "Companies Ranked by Revenue", accessed July 7 2026. The dataset was filtered to include listed companies reporting annual revenue of $1 billion or more. https://companiesmarketcap.com/largest-companies-by-revenue

3 Estimate based on the number of companies with annual revenues of $1 billion or more listed on CompaniesMarketCap.com, "Largest Companies by Marketcap", accessed July 7 2026, https://companiesmarketcap.com; combined with the number of private companies valued at $1 billion or more listed on World Population Review. "Number of Unicorns Worldwide as of 2025, by Country." Chart. March 9, 2026. Statista. Accessed July 9, 2026. https://www.statista.com/statistics/1096928/number-of-global-unicorns-by-country

Figure 3

Viewed through an industry lens, inaccurate or out-of-date content is reported to have the greatest impact in the education industry

Estimated % revenue impacted by content debt, by industry surveyed



More spending is not always the right response

Spending more on remediation is not, by itself, the answer; spending more efficiently is. In our sample, organizations allocating 40% or more of their content spend to fixing or updating existing content report a higher share of revenue affected by hidden content than those spending less. This suggests higher remediation spend may reflect the scale of the underlying problem as much as the effectiveness of the response. The priority, therefore, is not simply to increase remediation budgets but also to target spend more effectively at the content issues that create the greatest hidden risk.

What does this mean in practice? Our data shows that the firms whose revenue is less affected by hidden content have a high level of control over how they publish and manage their enterprise content. Firms that are least damaged by hidden content (only up to 4% of their revenue affected) are more likely than highly affected firms (9%+ revenue) to be able to:

- publish content without technical support (37% vs. 13%)
- have visibility of all published content (35% vs. 27%)
- say they can track engagement metrics (61% vs. 42%)

Almost half of the executives surveyed told us their current content systems and workflows make it difficult to respond quickly to business, market, or customer changes – indicating that weak technology infrastructure is a core part of the challenge.

Together, these findings suggest that organizations need a new approach to content architecture and management – one that decouples where the content is saved from where it is displayed. This shift will give marketing teams greater control over where and how content appears to customers.

Figure 4

On average, executives report spending 34% of their content budget on addressing inaccurate or out-of-date content – with the Netherlands and the US dedicating a higher proportion than the rest

% of content budget spend on addressing content debt, by country surveyed

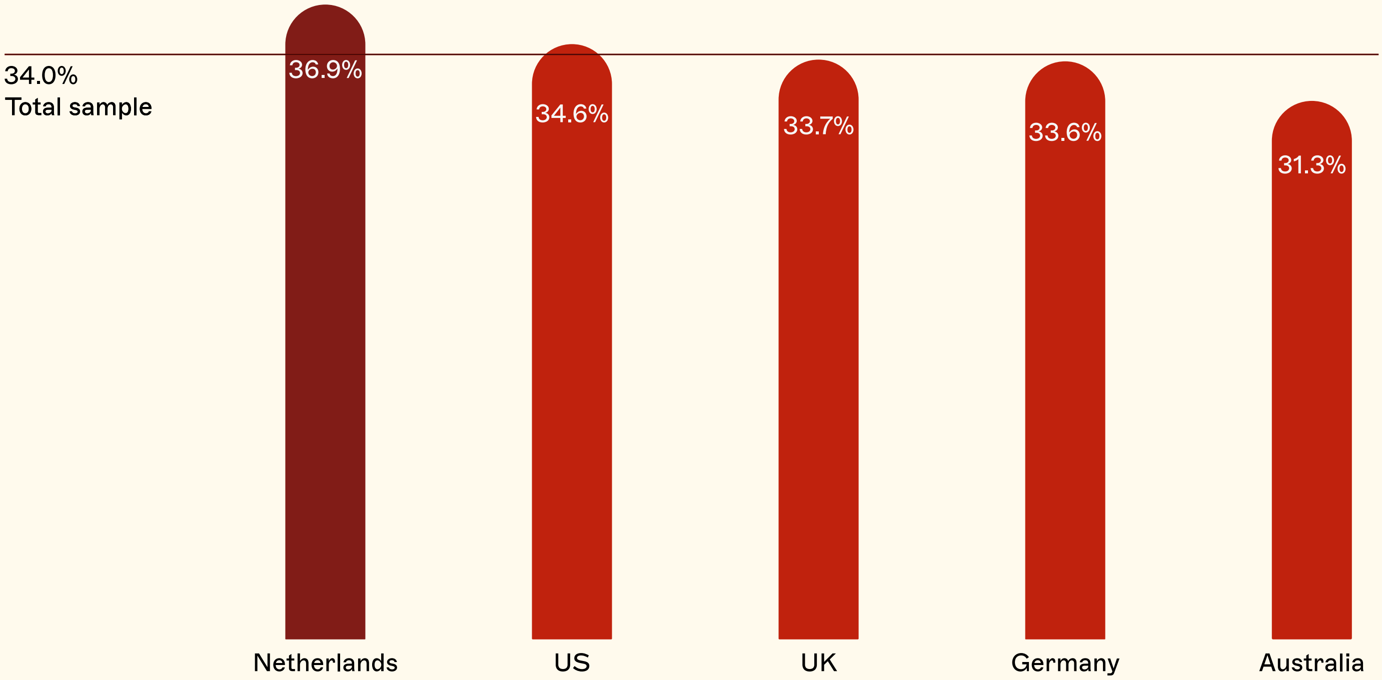


Figure 5

Education and technology industries report the highest proportion of content budget dedicated to addressing inaccurate or out-of-date content, while finance reports the lowest

% of content budget spent on addressing content debt, by industry surveyed

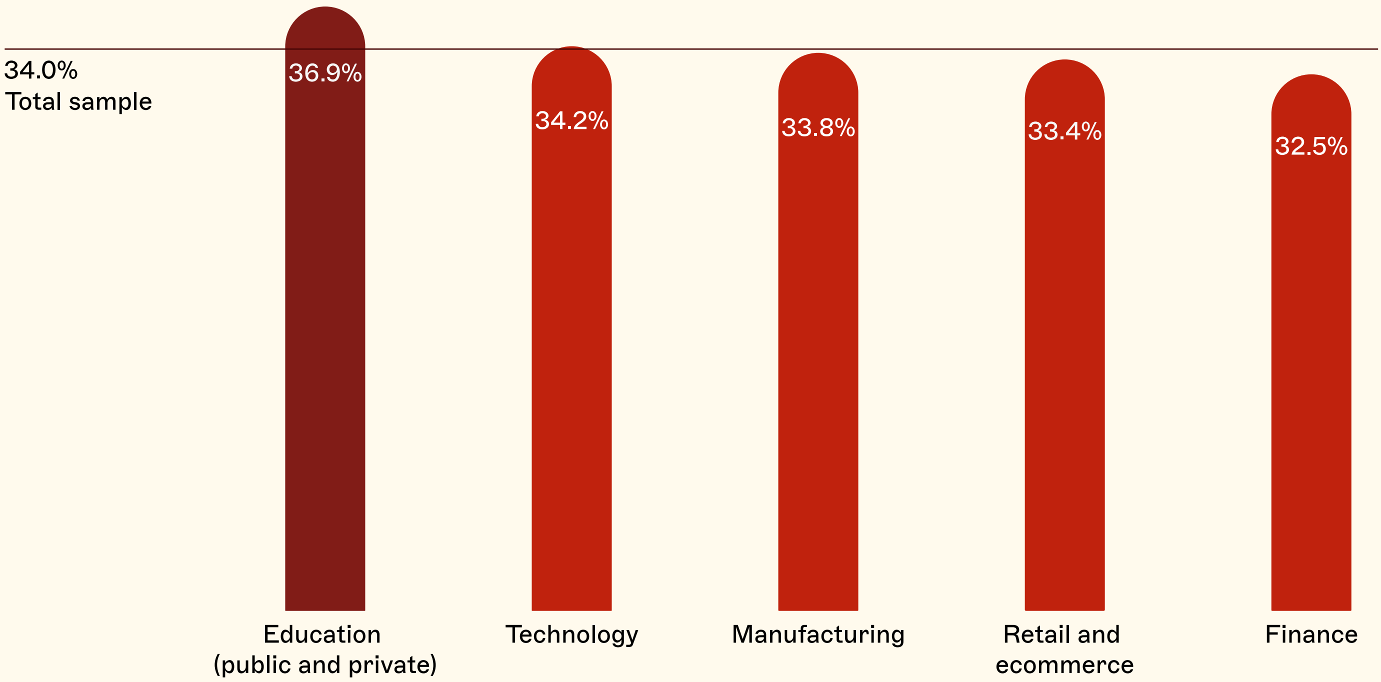


Figure 6

On average, teams spend more than 100 hours each week auditing, correcting, updating, consolidating, archiving or retiring existing digital content

Average number of hours per week spent maintaining content, by country surveyed

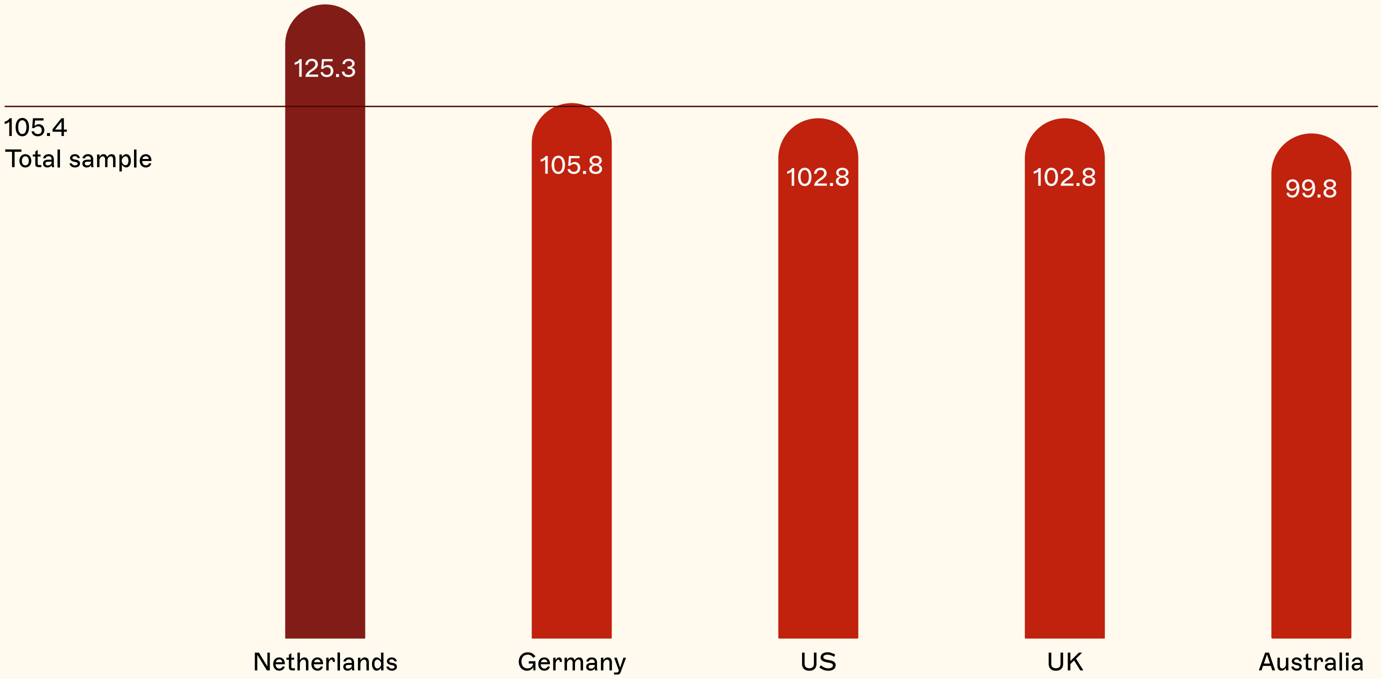
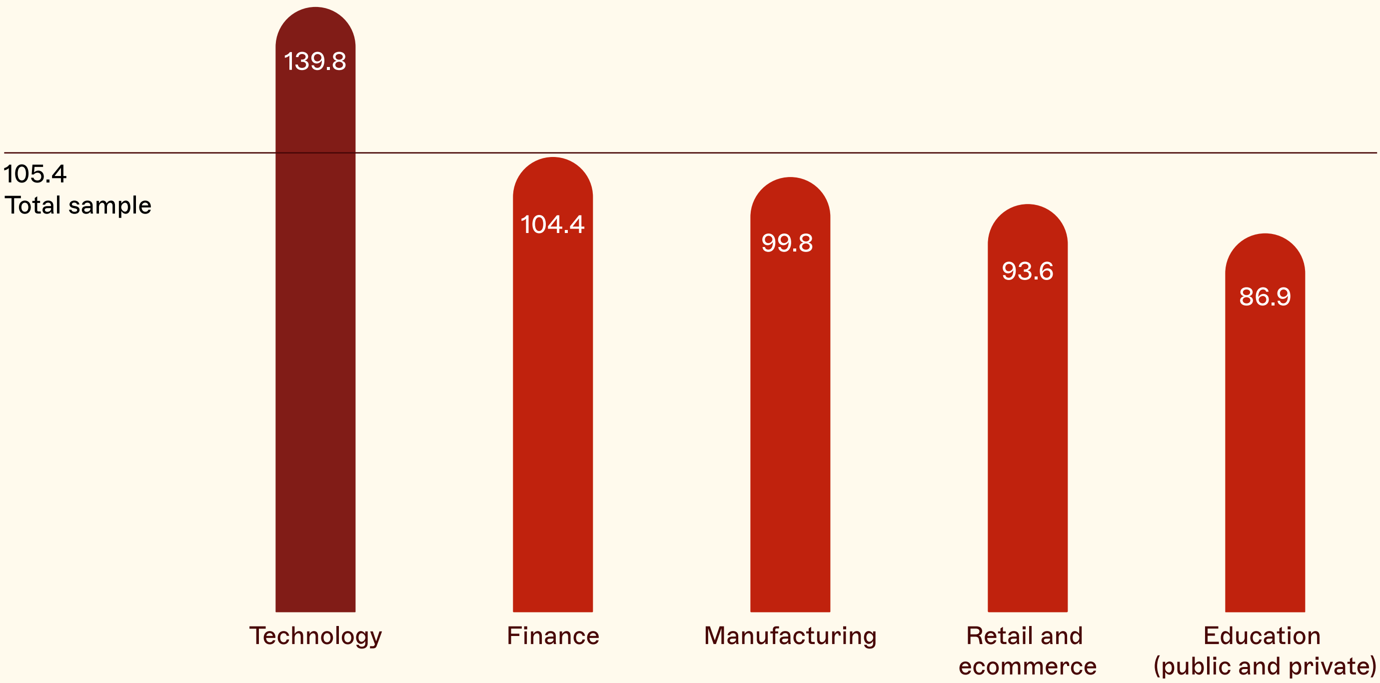


Figure 7

Technology executives report spending more than 30 hours above the sample average on auditing, correcting, updating, consolidating, archiving or retiring existing digital content

Average number of hours per week spend on maintaining content, by industry surveyed



The cost of content debt

$4.63 trillion

Modeled global content-debt estimate based on survey responses and external company data

5.9%

Average proportion of annual revenue affected by inaccurate, misleading, or hard-to-find content

105

Average labor hours each week spent auditing, correcting, updating, consolidating, archiving, or retiring existing digital content

34%

Average proportion of annual content spend that goes toward fixing or updating misleading or poorly structured content

46%

Proportion of executives who say that content demands have grown faster than their ability to manage them

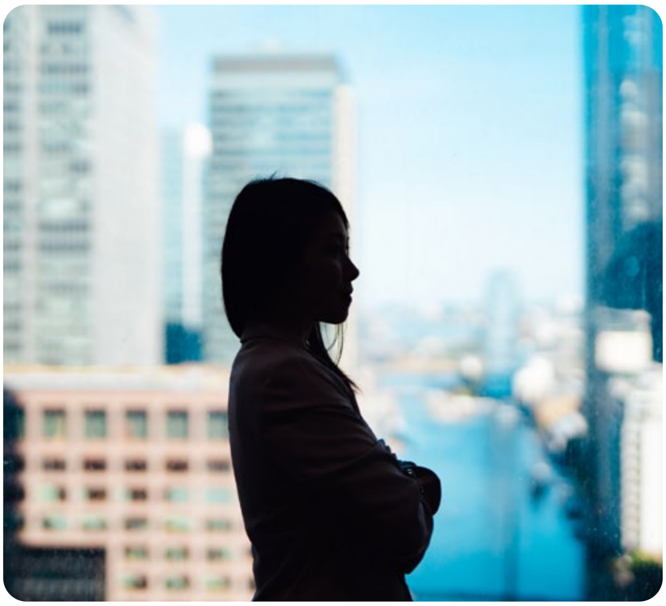
AI is increasing the cost of hidden content

Before AI, content debt was contained. Organizations could keep their old, inconsistent, or low-quality content out of sight of their customers by burying it, de-indexing it, removing it from navigation, or allowing only their most optimized pages to appear in search. It existed, but it had fewer routes to the surface.

AI has changed that. Businesses no longer have the same degree of control over what content gets surfaced by LLMs, which means that customers can be given inaccurate, inconsistent information about a company and its products. Our data shows that the financial impact of this, the content debt, is significant.

67%

of executives say that poor content quality or structure is reducing their visibility in search and in AI-driven discovery



AI's impact on content debt does not take away from its benefits: nine in 10 executives say AI/generative engine optimization (GEO) has benefited their organization. But around two-thirds say poor content quality or structure weakens search/AI visibility. Executives are feeling this tension: almost half (46%) say content demands have grown faster than their ability to manage them.

Madlen Nicolaus, Chief Marketing Officer at multinational industrial technology company Hexagon AB is familiar with the challenge of trying to ensure the company voice and messaging is consistent across LLMs. "We know that B2B customers are often using LLMs to help solve their business problems," she explains. "This makes it vital that we are showing up in the relevant queries, cited correctly, and that our messaging is consistent across channels. However, the challenge is that we have limited control over which sources the LLMs will present."

The million-dollar question

If you had an additional $1 million a year to spend on content, how would you spend it? For the executives in our research, the greatest priority was addressing GEO and optimizing their content for AI. In the words of one C-level technology executive, "The first investment would be AI tools that update outdated content automatically, so customers always receive fresh and correct information." Another would "prioritize investing in unified content infrastructure and metadata standards to improve accuracy, consistency, and discoverability across all digital channels."

Figure 8

Improving search, SEO, and AI discoverability would be the top priority for a $1 million investment in content effectiveness

For Dominik Angerer, Storyblok's CEO, these responses are unsurprising. "Companies that train new LLMs are scraping the whole web, much like Google did," he explains. "But instead of ranking content by signals like recency, they use statistical models. That means they take all of your proprietary content, plus any externally available information about your organization, and use it to form a narrative or weighted model around your brand.

"Even your oldest content can carry weight alongside your newest content. Most companies are still in the habit of creating more content and hoping the old material will simply de-rank. But models trained over the past three years are still using that outdated content. And once that happens, it is very hard to fix."

Organizations need to upgrade their content to align with these changes. But executives say that GEO is the area where their content is weakest: only 61% say they are ahead of their competitors on GEO, compared with 78% who say their organization's content is ahead of competitors with regard to usefulness.

> "Moving to the AI era can be compared with going from a horse to the car. When cars arrived, it meant people got where they were going faster, but it would be a big mistake to ask the car to jump over a hedge. The point around that is AI can greatly improve outcomes; however, how we achieve those outcomes could be different than the process that went before."
>
> **Adam Azor**
> Executive Vice President, Global Marketing, Sportradar

Organizations can only fix what they can see

The first way for organizations to get better at GEO is to carry out a thorough content audit. More than six in 10 executives say they do not have clear visibility of all published content, and this is not just a problem for the customer experience; 69% say that lack of content visibility is a compliance risk. “We regularly research our products and services on the major LLMs, so we can understand what information our customers see,” explains Rachael Donnelly, Chief Marketing Officer at Experian Financial and Marketing Services. “Every so often, we’ll be served information that is inaccurate and incorrect based on an old piece of content that should have been deleted or updated. The rise of AI is giving us a unique opportunity to find and correct these outliers.”

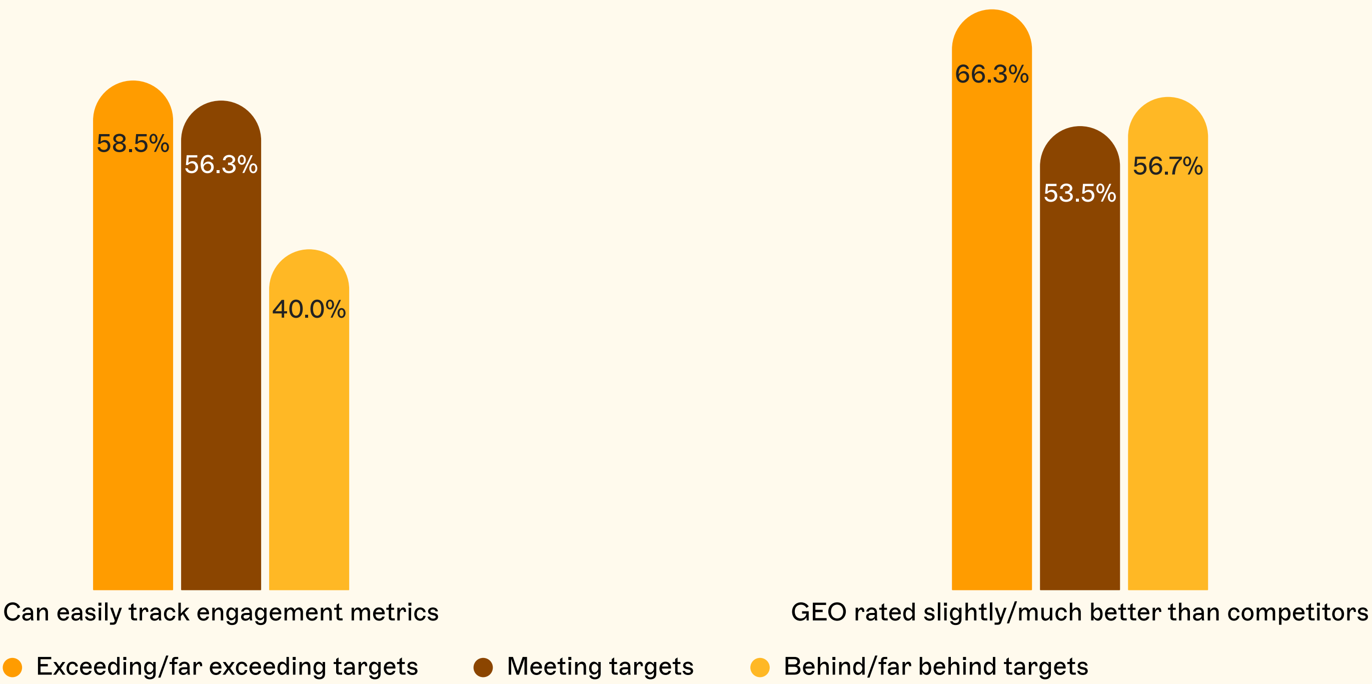
Madlen Nicolaus agrees. Hexagon recently launched its new brand messaging, and a key part of this has involved auditing all of the content on the company’s website. “A key part of our new website project is content migration,” she explains. “We needed to understand what should be archived, what needs to be updated, and what can be migrated as is to the new site. We have 17 divisions that operate across more than 27 industries, so there is a large diversity of content to consider. It’s a complex project.”

Measurement separates the strong performers

Next, there is the ability to track engagement metrics, such as page views and dwell time, which is vital for identifying which content is working. But 43% of executives say they are unable to do this. Interestingly, firms that are exceeding their financial targets are 18 percentage points more likely than organizations that are behind their financial targets to say their organization can track engagement metrics. And they are more likely to say they are ahead of their competitors on GEO.

Figure 9

Organizations that are exceeding their financial targets are more likely than those that are behind targets to report the ability to track engagement metrics and perform strongly on GEO



Atomization and personalization could be the answer

Another way to optimize for GEO is by shifting from treating content as single, standalone pieces to seeing it as composable blocks that can be reconfigured based on each user's specific needs, preferences, and questions.

Amanda Anderson, Senior Marketing Director at cybersecurity firm Netskope, says AI has changed how she thinks about content architecture. She is increasingly viewing content as reusable blocks of information that can serve LLMs, employees, new hires, and channel partners. "I'm prioritizing content atomization: creating building blocks of content rather than only thinking about the final format, such as a data sheet or webpage," she explains. "This applies to all content, whether that's written copy, graphic images, or diagrams."

91%

of executives believe that well-maintained digital content will be more important to their business success over the next two years than it has been in the past

Content now needs to be a dataset

Charlene Kale, Storyblok's VP of Marketing, agrees. "Content now needs to be treated as a dataset," she says. "LLMs pull from that dataset to generate answers, which means the structure and quality of your content directly influence what shows up."

Humans and AI need different things

A challenge for many executives is the need to balance greater discipline when they structure and organize content with the desire to be creative and original. "Are we writing for humans, or are we writing for models?" asks Anderson. "If we're writing for models, it probably makes sense for content to feel standardized, templated, and consistent because models don't need style or a unique voice – they need information. If we're writing for humans, we still need voice, style, and brand. It needs to feel like a narrative because that is how people best consume information."

She adds that answering this question is not always easy: "The challenge is that when we set out to write something like a blog, we do not always know who the intended audience is. So, if we are starting to think of humans and models as different audiences, then that may require different writing styles."

A composable content architecture can help with this by breaking content into reusable blocks that can be adapted for different audiences and channels.

Start by knowing what you have

Reducing content debt starts with a content audit: a full inventory of the content estate. This includes current webpages, old campaign pages, product and pricing pages, help centers, PDFs, knowledge bases, microsites, regional pages, and content buried in legacy systems. Risk often builds quietly in the following places: outdated claims, duplicated answers, old brand language, inconsistent product information, and pages that no longer have an owner.

The aim of the audit is not simply to tidy up. It is to decide what the organization still stands behind. As Storyblok's Dominik Angerer puts it: "Get your content right, remove outdated content, make it consistent across all your platforms, and make sure it stays up to date." That means treating the audit as a business exercise, not just a marketing task.

Legal, compliance, product, customer support, SEO/GEO, and technical teams all have a role in deciding which content should be kept, updated, consolidated, redirected, archived, or deleted.

A useful audit should answer three questions:

Can we see it?
Do we know what content exists, where it lives, who owns it, and when it was last reviewed?

Would we still stand behind it?
Is the content accurate, current, on-brand, and safe to be surfaced to customers, employees, partners, or search and answer engines?

Can we use it again?
Is the content structured in a way that allows it to be reused across channels, markets, campaigns, and future customer journeys?

By answering these questions, organizations can start reducing content debt and build the foundations of content confidence: content that is visible, governed, consistent, and ready to work wherever audiences encounter it.

> "The beauty of AI is that it will enable us to transform a lot of the manual work we do today into repeatable, reusable frameworks. This will free up the teams to be able to focus on the more creative aspects of content development."
>
> **Rachael Donnelly**
> Chief Marketing Officer at Experian Financial and Marketing Services

The Content Confidence Index: The basics of better content

Once you have reduced your content debt, you can start to maximize the value of what remains and what comes next.

To help organizations achieve this, we have built a Content Confidence Index (CCI) that measures content excellence across six dimensions: visibility, brand alignment, usefulness to audiences, clarity, SEO, and GEO. We asked the executives in the research to rate how their enterprise content performs in all six dimensions, then we converted the ratings into an overall CCI score from 0 to 100.

The CCI gives organizations a practical benchmark for content readiness. It is not a definitive measure of content quality, but it helps show where teams feel strongest, where they are exposed, and which capabilities are associated with stronger performance in the survey.

Visibility	The extent to which your content can be found, accessed, and surfaced in the places where audiences are: websites, search engines, internal search, AI engines, and other digital channels. Strong visibility means content is not just published but also connected and discoverable.
Brand alignment	The extent to which content consistently reflects the organization's brand, positioning, voice, claims, and source-of-truth information across markets, teams, and channels. Strong brand alignment reduces outdated or off-brand content that can misrepresent the business.
Usefulness to audiences	The extent to which content helps customers, prospects, employees, or partners achieve what they aim to achieve. That might be understanding, comparing, buying, or troubleshooting. Useful content is built around audience intent as well as internal publishing needs.
Clarity	The extent to which content is accurate, current, concise, and easy to understand. In the AI era, clarity matters for both humans and machines, so your content should avoid ambiguity and make key facts easy to extract.
SEO	The extent to which content is optimized to perform in traditional search engines. Optimization features include relevance, metadata, site structure, internal linking, technical performance, freshness, and authority. Search engines need to be able to crawl, index, and rank content effectively.
GEO	The extent to which content is ready to be understood and trusted by generative AI and answer engines. Strong GEO depends on structured, machine-readable, accurate, and succinct content that AI systems can interpret, retrieve, and cite in response to users' questions.

Figure 10

CCI score, overall and by pillar

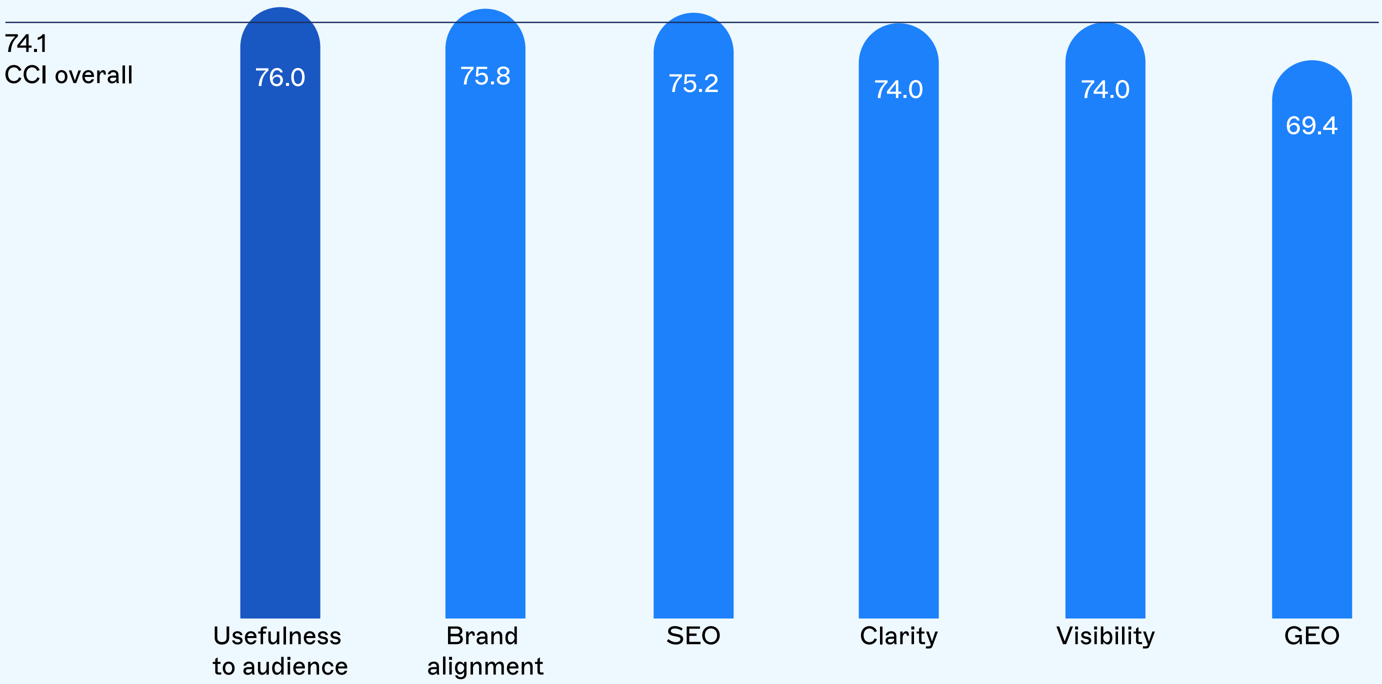


Figure 11
Average CCI scores, by country surveyed

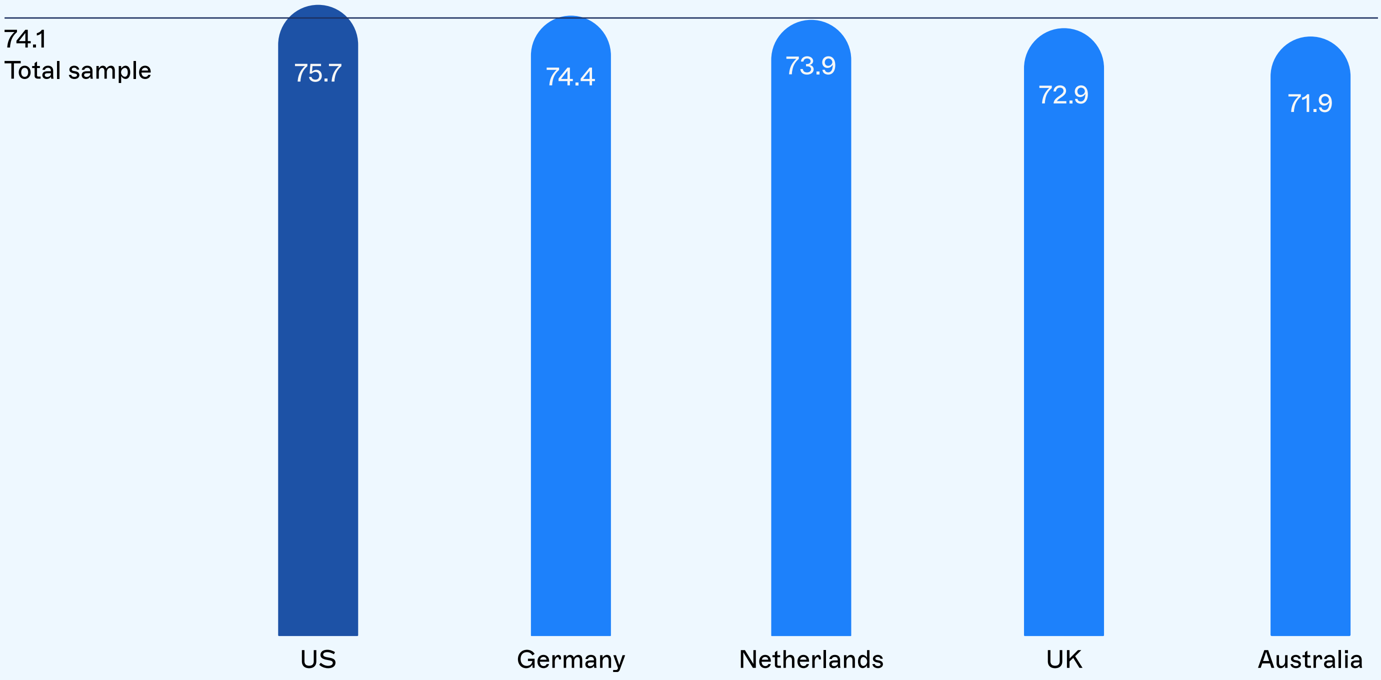


Figure 12
Average CCI scores, by industry surveyed

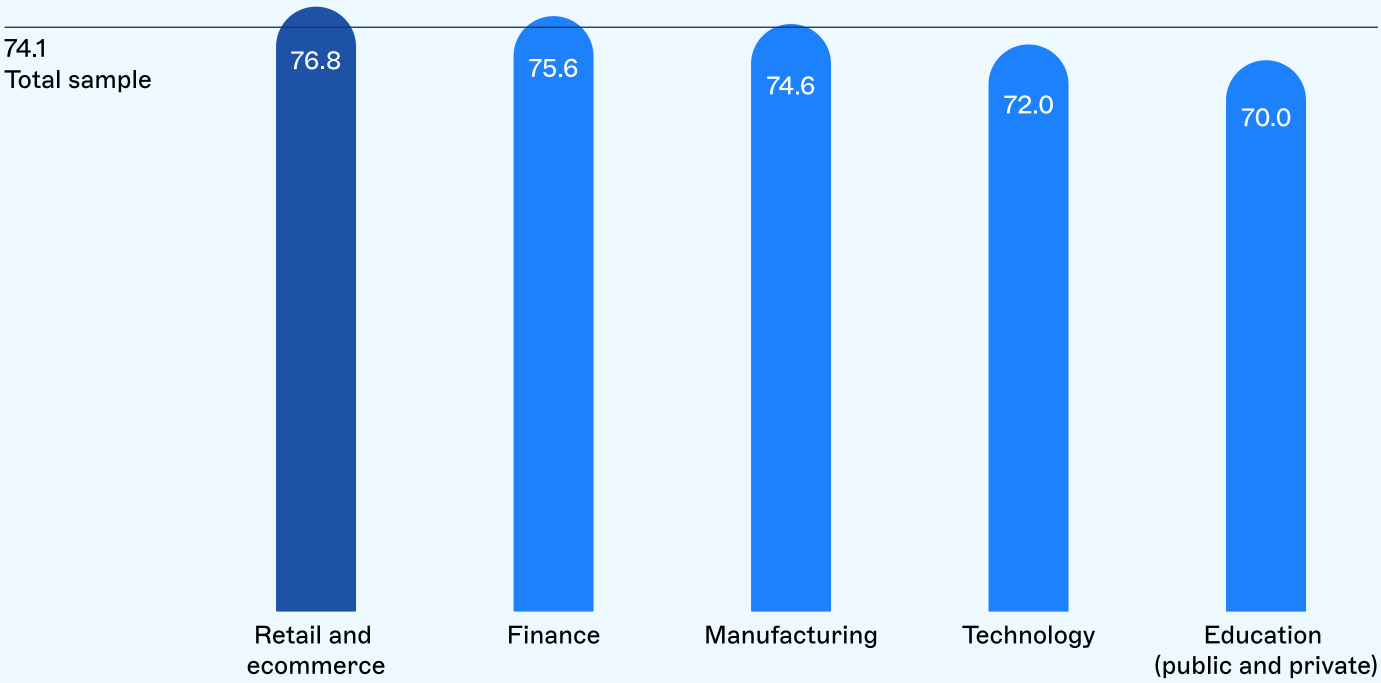


Figure 13

Full breakdown of CCI scores, by country surveyed

Score 66–78

	Average CCI score	Visibility	Brand alignment	Usefulness to audiences	Clarity	SEO	GEO
Total sample	74.1	74.0	75.8	76.0	74.0	75.2	69.4
US	75.7	76.5	77.5	76.2	75.8	77.8	70.2
UK	72.9	71.5	74.7	77.5	73.8	73.2	66.9
Germany	74.4	73.7	77.3	76.3	72.5	75.8	70.7
Netherlands	73.9	74.5	75.5	74.5	75.5	73.5	70.0
Australia	71.9	74.0	70.0	71.5	72.5	73.5	70.0

Figure 14

Full breakdown of CCI scores, by industry surveyed

Score 62–82

	Overall CCI score	Visibility	Brand alignment	Usefulness to audiences	Clarity	SEO	GEO
Total sample	74.1	74.0	75.8	76.0	74.0	75.2	69.4
Retail and ecommerce	76.8	75.4	78.0	79.7	76.9	79.5	71.2
Finance	75.6	76.3	77.1	74.2	73.9	80.3	72.0
Technology	72.0	70.4	74.5	76.1	75.5	69.5	66.1
Education (public and private)	70.0	71.5	70.9	72.1	72.4	69.7	63.8
Manufacturing	74.6	75.2	77.1	76.9	71.3	75.2	72.1

Content confidence matters

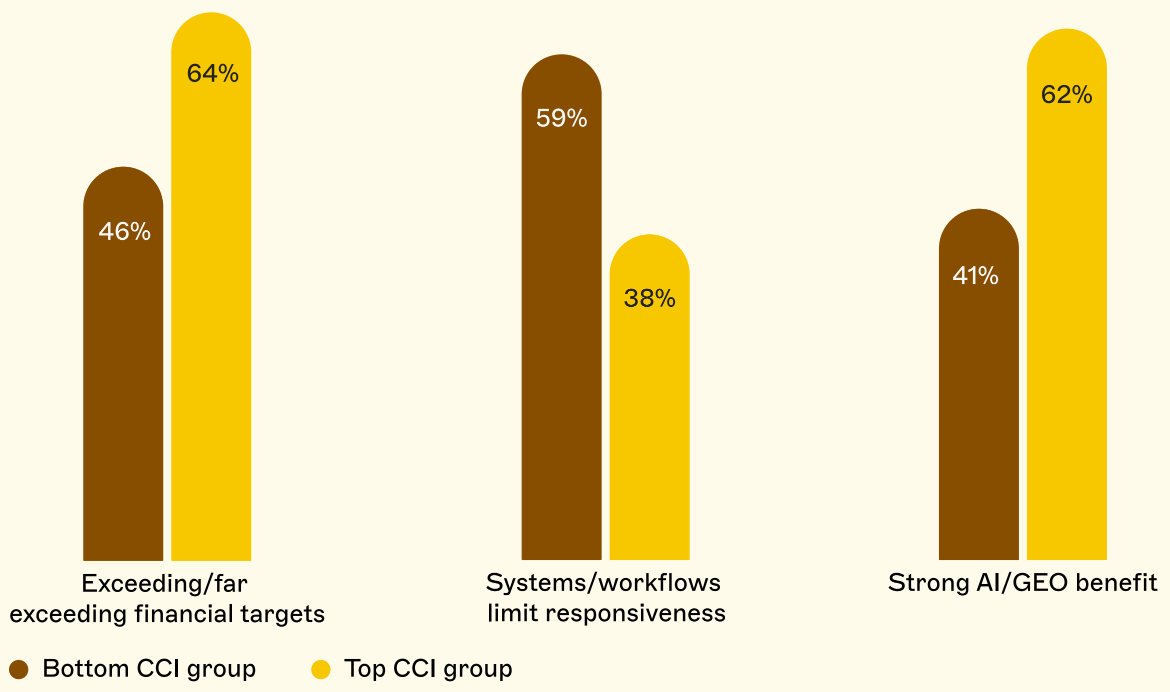
Why should executives care about their CCI score? The data does not prove that content confidence alone causes stronger financial performance. But it does show a clear association: organizations in the top quartile of the CCI are more likely to exceed financial targets, spend fewer hours maintaining content each week, and report stronger benefits from AI and GEO.

At a more anecdotal level, there is a difference in how the top performers and the bottom performers would invest an additional $1 million. The organizations with higher CCI scores often articulate more ambitious ideas for the additional investment, which could be because they have already dealt with issues such as poor-performing hidden content and inflexible content architectures. For example, an executive from a US technology firm says they would "increase the use of AI-enabled publishing technologies to improve cross-channel content delivery, workflow speed, personalization, and scalability," and a vice president of a manufacturing firm in Germany would prioritize "building interactive decision trees that guide users while generating structured data for search engines."

Low-scoring organizations are more likely to prioritize AI tooling, skills, and customer education or support, which suggests they would take a more remedial or capacity-building mindset. Higher-scoring firms are slightly more likely to prioritize trust, content quality, richer channel experiences, and personalization, which suggests they are moving from fixing the estate toward improving performance and relevance.

Figure 15

Top performers in our Content Confidence Index are more likely to report strong financial performance and less likely to report systems friction



CCI groups are defined using the 25th- and 75th-percentile score thresholds. Respondents tied at each threshold are included, so each group represents approximately 29% of the valid sample

Composable architecture: the foundation of content confidence

The Content Confidence Index shows us what good content needs to achieve: visibility, brand alignment, usefulness, clarity, SEO, and GEO. But these qualities are difficult to sustain if content is trapped in disconnected systems, duplicated across channels, or locked into fixed page templates. This is where architecture matters. Composable content architecture gives organizations the structure, control, and flexibility they need to maintain content confidence over time.

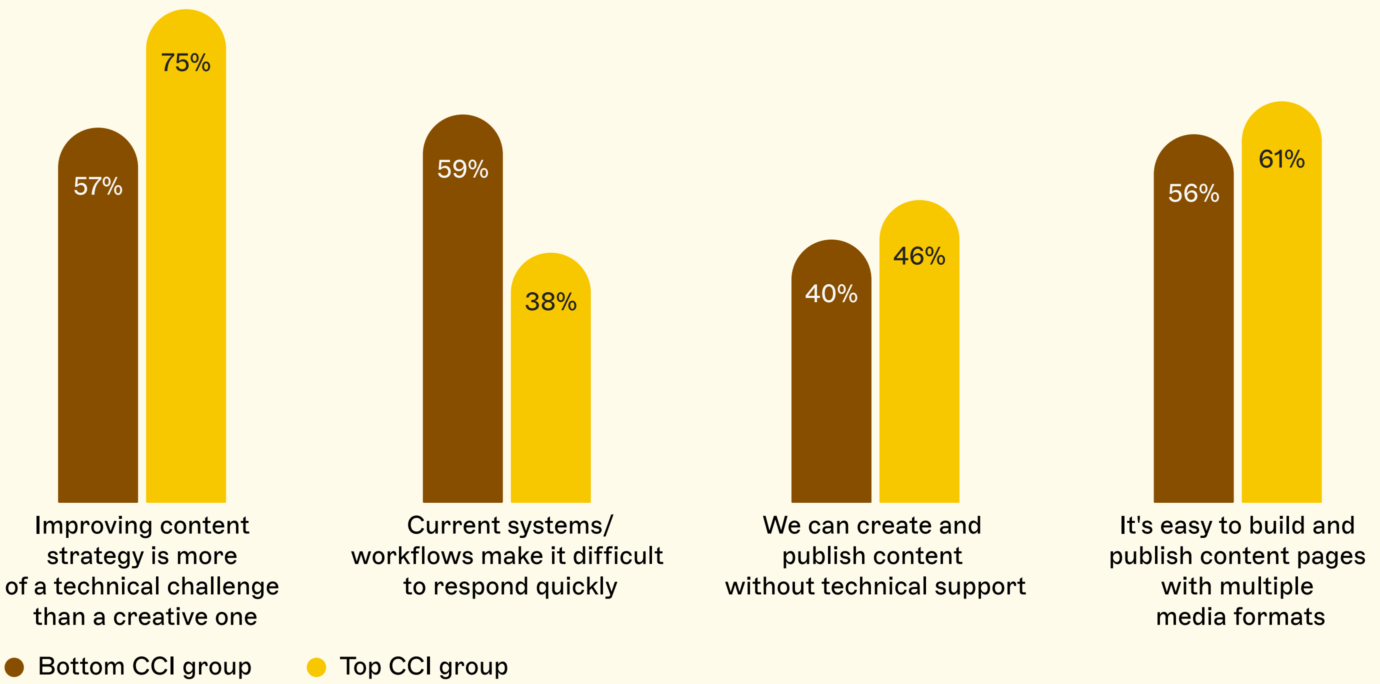
"One of the biggest barriers to achieving content excellence is fragmentation: different systems that are not connected to each other," explains Storyblok's Angerer. "This is where headless and API-based architecture comes in. The components, structures, and content types are defined by you, and you can use the data wherever you need it."

Our data shows that executives are aware of this. Almost seven in 10 executives overall (69%) say that improving their content strategy is more of a technical challenge than a creative one. And executives in the top 25% of CCI scores are less likely to say that their systems and workflows limit responsiveness (38% vs. 59%), indicating that they have already shifted to more flexible architecture.

Technology can create the conditions for creativity to travel further and with more control. "I need tools that offer flexibility and allow me to build components based on the business need and the right form factors for the information we're trying to convey," explains Netskope's Amanda Anderson. "But I also need governance that protects my audience from being misinformed."

Figure 16

Top performers in the Content Confidence Index are more likely to say the challenge around content strategy is a technical one, rather than a creative one



Having the ability to integrate the content system with partner platforms is also critical, according to Adam Azor, Executive Vice President of Global Marketing at Sportradar, "We've incorporated tools that are aligned with our Salesforce-led marketing stack and our attribution process. Ensuring all systems are in sync with each other is key, as it allows us to understand what stage prospects are at in their journey with us."

What to look for in an AI-ready CMS

Many content systems still treat the website as the main endpoint. That is increasingly limiting. Content now needs to appear in searches, AI answer engines, support tools, apps, and channels that may not yet be part of the marketing stack.

One response is a headless content management system (CMS). A headless CMS separates content management from presentation, so the same structured content can be delivered through APIs to websites, apps, AI interfaces, and other channels. The benefit is not simply technical flexibility; it is the ability to keep one source of content accurate while reusing it in multiple places.

> "Our new CMS has been well-received across the teams. Because it's 'headless' and provides clear templates for all types of content, teams across divisions are now happy to edit their own pages, whereas before there was a lot of friction within teams because it took them so much time."
>
> **Madlen Nicolaus**
>
> Chief Marketing Officer, Hexagon AB

When assessing whether a CMS is ready for this environment, organizations should ask three questions:

Can our content move?
Is content separated from presentation so that it can be reused across websites, apps, campaigns, regional pages, AI interfaces, and future channels without being recreated each time?

Can our teams control it?
Can marketers and content teams publish, update, audit, and govern content without relying on technical teams for every routine change?

Can our systems trust it?
Does the CMS support structured metadata, ownership, review dates, approvals, version control, and performance tracking to ensure content remains accurate, discoverable, and usable over time?

A CMS will not solve content debt by itself. Governance, ownership, and review cycles still matter. But the wrong architecture can make the problem harder to control, especially when content is duplicated across systems, and AI-driven discovery makes old material more visible.

As AI continues to transform how customers access information and engage with brands, content architecture is no longer a back-end technical choice. It is part of how organizations drive and protect revenue, reputation, and customer trust.

About the research

The findings in this report are based on a survey of 550 senior leaders across Australia, Germany, the Netherlands, the UK, and the US conducted between May 16 and June 8, 2026.

The respondents worked at organizations with at least $1 billion in annual global revenue, or in the local currency equivalent, and at least 1,000 employees globally. They held C-suite, head of department, senior vice president/vice president, or senior director/director roles across marketing/content, digital/web, IT/technology, or combined marketing and technology functions. Their organizations operated in one of the following industries: ecommerce, education, finance, manufacturing, retail, and technology.

Where content-debt modeling is shown, calculations are based on respondents' estimates of spend on suboptimal content (content that is outdated, inaccurate, and/or badly structured) and the amount of revenue affected by this type of content.

Extrapolated estimates combine our survey data with revenue data on listed companies, plus estimates of the number of billion-dollar-plus listed and private companies globally.

The Content Confidence Index is calculated by averaging respondents' ratings across six content dimensions – visibility, brand alignment, usefulness, clarity, SEO, and GEO – and converting the resulting score to a 0–100 scale. One respondent was excluded from the index analysis.

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Senior Marketing Director, Netskope

Adam Azor
Executive Vice President, Global Marketing, Sportradar

Rachael Donnelly
Chief Marketing Officer, Experian Financial and Marketing Services

Madlen Nicolaus
Chief Marketing Officer, Hexagon AB

storyblok

About Storyblok

Storyblok is a headless CMS that enables marketers and developers to create with joy and publish with confidence. It empowers you to deliver structured and consistent content everywhere: websites, apps, AI search, and beyond.

Legendary brands like Virgin Media O2, Oatly, and TomTom use Storyblok to make a bigger, faster market impact.

www.storyblok.com

About FT Longitude

At FT Longitude, we harness the power of intelligence with influence to leave a lasting impression on the world of business. With a focus on pioneering thought leadership strategies, we create high-impact campaigns that transform perceptions. We craft powerful insights that engage key decision-makers, and using creative storytelling techniques, we imprint brands with unforgettable messages that resonate. Part of the Financial Times Group, we help brands reach and connect with the world's most influential people, through the FT's 21 million monthly global readers.

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